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THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN
3/6/90 MAR -5 PM 4:05

March 5, 1990

MEMORANDUM FOR THE PRESIDENT

THROUGH: CHRISS WINSTON *cw*
FROM: DAN MCGROARTY *DMcA*
SUBJECT: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

I. SUMMARY

On Tuesday, March 6, at 2:00 p.m. you will address the American Society of Association Executives at the Convention Center (15 min./teleprompter). Over 3000 association executives are expected to attend.

II. DISCUSSION

✓ This is the first time in its 70-year history that a President has addressed this group -- the "association for associations." ASAE represents over 8800 national, state and local associations, serving more than 215 million people and companies.

The remarks focus on community service. You recognize the hard work many associations have already done in their communities, but you also issue three challenges for them to become even more involved. Their president is asked to report their progress to you in six months.

###

THE PRESIDENT HAS SEEN

① Needs a little
humor up fronts or in middle

? Do we have some figures
as to what volunteerism means in dollar
terms - compared to govt

100

asae

IMPORTANT MESSAGE!

TO REPLY BY FAX, DIAL (202) 371-8825

TO Clark Cousins FROM Bill Taylor
 COMPANY Off of Nat Services DIRECT LINE 626-5700
 DATE 2/28/90 OPERATOR PCL
 TIME 12:30 pm
 COMMENTS:

15

Number of pages (including this cover)

American Society of Association Executives

1575 Eye Street, NW, Washington, DC 20005 (202) 626-2723

The Value of Associations to American Society

Executive Summary of The Hudson Institute Study

Within hours of the great earthquake that rocked the San Francisco area in October 1989, dozens of state and national associations were busy planning relief efforts in cooperation with government services. The California Trucking Association, West Sacramento, quickly set up a network to identify serviceable roads and put out an emergency call for water trailers and other life-saving equipment.

When cyanide-laced Tylenol killed seven people in September 1982, The Proprietary Association, Washington, D.C., an organization of nonprescription, over-the-counter drug manufacturers, stepped in to identify new methods to reduce the possibility of package tampering. Three days after the deaths, the association had established a joint committee in conjunction with the U.S. Food and Drug Administration (FDA) to work on federal regulations to require tamper-resistant packaging. A month after the tragedy, the FDA accepted the association's proposed regulations requiring tamper-resistant packaging for over-the-counter capsules, liquids, tablets, and suppositories.¹

Associations are one of the largest and most powerful forces in the United States today, yet they are also among the least visible. Representing an enormous collective presence, associations impart social and economic benefits that touch each of us every day. But because the work of associations is often done quietly and behind the scenes, public perceptions vary widely about what associations are, what they do, and what contributions they make. The value of these organizations--comprising trade associations, professional societies, and health-related and advocacy groups--is the subject of this report.

CREATING BROAD BENEFITS

From the work of associations flow significant benefits to society. This public value springs largely from associations' tending to their members' collective self-interests; that is, as associations serve the members, benefits of wider value accrue. For example, through an association, successful practices in one hospital may be adopted in others, thereby raising hospital conditions overall. Such diffusion of technological innovation and information results in improvements that better serves patients and the public in general.

Were it not for associations, other institutions would face added burdens in the areas of product performance and safety standards, continuing education, public information, professional standards, ethics, research and statistics, political education, and community service. The work of associations is woven throughout the fabric of American society, and the public has come to depend on the social and economic benefits that associations afford. These broad benefits are:

1. Associations educate their members on technical and scientific matters, business practices, and legal issues, thereby elevating the quality of publicly delivered goods and services. In many industries, professions, and causes, associations are the only source knowledgeable enough to provide continuing education.

2. Associations play a prominent role in setting professional, performance, and safety standards, ethical canons, and other guidelines, all of which help reduce marketplace risks consumers face.

3. Associations develop and disseminate valuable information that would be otherwise unavailable. It is used by policy makers, regulators, researchers, and consumer groups, among others, to enhance a broad understanding and analysis of the American economy.

4. Associations provide generic information to inform the public about the efficiency, qualities, and safety of products and services, thereby bolstering public confidence in the marketplace.

5. By offering strength in numbers and disseminating useful information, associations ensure representation of many private interests before government. This role is central to the successful functioning of American democracy.

6. Associations nurture healthy political conditions within the country by exercising and supporting political choice. In so doing, associations offer opportunities for honing individual political skills and training leaders.

7. Through community service, associations call forth extraordinary amounts of volunteer labor. Associations mobilize and train these volunteer forces, thereby developing, giving expression to, and focusing public attention on the strength of the American spirit.

Most associations exist to serve their members. Trade associations, for example, represent a group of firms having a business or trade in common. Professional societies serve individuals who share a common professional interest or background. Some associations, such as health-related or advocacy groups, represent an interest or point of view.

The various ways in which associations serve their members are far too numerous and diverse to catalogue here. However, member benefits may be broadly characterized: Associations collectively serve those interests of members which cannot be met effectively by individual action; associations communicate important events, findings, and trends in a business, profession, or cause; associations offer producers, including practitioners, a collective presence to buyers.

SHARPENING THE FOCUS

To sharpen the public's image of associations, the American Society of Association Executives (ASAE) determined the need for an authoritative, independently conducted study that would examine the value of associations (economic and social) within our society. The hope was that, by illuminating the value of associations in America, people would clearly understand the vast impact of these nonprofit organizations on virtually every facet of life, from the large, health-oriented organizations down to one's local homeowners association and PTA.

To this end, ASAE commissioned the Hudson Institute, Indianapolis, Indiana, to design and conduct a survey of national associations in the United States. While the statistical findings and economic impact imparted in this report represent generalizations from only 5,500 national U.S. associations, these data nevertheless erect a sturdy skeleton supporting the enormous body of activity and contributions of the hundreds of thousands of associations in the United States.²

The Survey

The universe of surveyed associations was drawn from ASAE's listings of individual members and prospective members for whom adequate demographic data existed. The list comprised three major strata--trade associations, professional societies, and health-related or advocacy groups.

The final sample included 5,500 associations, each of which received a questionnaire mailed in February 1989 that sought data for the current budget year. Of these, 2,836 questionnaires were returned. Completed questionnaires of 505 associations were used in forming the economic data and study, for a response rate approaching 20 percent. This response rate was sufficient to yield results at a high confidence level.

Additional information was obtained by Hudson Institute researchers through a review of the association literature and relevant scholarly material, discussions with approximately 50

association executives, and attendance at association executives' meetings.

The summary presented here highlights the areas of value stressed in the study. It does not include a discussion of the ways in which association activities can be imperfect; these are considered in the full report, along with the balance between value and detriment.

ADVANCING SAFETY, HEALTH, AND QUALITY

Voluntary standards constitute perhaps the most significant area of standardization in this country. Associations make large contributions in setting, certifying, and meeting product standards that specify safety and performance requirements. Last year, for example, the association members surveyed spent an astonishing \$14.5 billion to meet these voluntary rules. A massive sum by anyone's standard, this figure suggests quite forcefully just how seriously the business and professional communities in this country take their responsibilities.

Product standards help protect consumers' safety and health and help ensure that products meet measurable requirements for performance and quality, thus advancing the quality and compatibility of goods. Standards also provide important information that would not be available in their absence. For example, due to the combined efforts of the American Society for Testing and Materials (ASTM), Philadelphia, and the Juvenile Product Manufacturers Association, Moorestown, New Jersey, consumers can now purchase babies' high chairs with confidence that the chairs have passed safety tests for strength, restraints, and sturdy assembly.

As another example, two huge associations are devoted exclusively to standards setting--ASTM and the American National Standards Institute, New York City. ASTM standards alone touch virtually every significant area of American industry.

Voluntary standards set under the auspices of associations are generally to be preferred to government regulations because they are more flexible and adaptable; cost less; preserve the essential tie between the standard and the technical expertise on which it draws; and place the responsibility for adherence or nonadherence, success or failure where it belongs--with the producers and the consumers.

Voluntary standards also help ensure the compatibility and interchangeability of products and parts, allowing goods to be used efficiently and parts to be standardized across manufacturers.

EDUCATING WORKERS AND THE PUBLIC

Education constitutes perhaps the most important of all association activities. Indeed, the public's interest in the education of association members may be as great as the interests of the members themselves--for by improving members' performance, associations elevate the quality of products and services. Through educational offerings, associations translate general discoveries and principles into concrete practices in industries and professions, fill gaps in technical education, and provide instruction in management techniques.

These educational offerings run the gamut from general, theoretical courses to highly targeted instructional materials to widely disseminated public information. The American Academy of Facial Plastic and Reconstructive Surgery, Washington, D.C., for example, offers nearly 200 videotaped courses ranging from special surgical facelift techniques to head and neck surgery. Many health-related organizations, such as the American Heart Association, headquartered in Topeka, Kansas, and the American Cancer Society, headquartered in Tampa, Florida, concentrate almost exclusively on informing the public about specific health risks, disease prevention, and symptoms indicating the need for treatment.

Nearly 90 percent of the surveyed associations offer education programs and services to their members, and more than 71 percent disseminate public information. Association members spend nearly \$5.5 billion annually on educational offerings their associations organize, require, or facilitate. The members of the professional societies surveyed alone spent approximately \$3.1 billion for education in 1989. Of all the states in the nation, only California spent more than that to support higher education. Adding public education, the total association contribution to education approaches \$8.5 billion a year.

In a world undergoing extraordinarily rapid technological change, the need for continuing education is obvious. Associations meet a significant portion of that need as they strive to help their members learn vital techniques, skills, and knowledge necessary to successfully conduct their work as individuals and as members of an industry or profession.

AIDING EXEMPLARY CONDUCT

Professional standards-certification, accreditation, and licensing--address the entire scope of professional competence. Professional standards increase public trust. They assure citizens that the professionals they employ have reflected thoughtfully about their

practices and ensure that professionals with identical titles deliver roughly similar services.

Some professional societies, such as those representing medicine, the law, and accounting, grew up around the need to develop and enforce standards. Almost 24 percent of the surveyed professional societies set professional standards and 15 percent certify that these standards are met.

While the seed of professional expertise is sown in undergraduate and graduate training and state licensing procedures, associations fertilize and nurture the professions by encouraging the peer review process, by offering courses that meet legal requirements, and by issuing standards that often form the basis for disciplinary action.

Association codes of ethics also augment the public's trust and confidence in services, products and their producers, particularly in the many areas where consumers lack sufficient knowledge to make fully informed purchasing decisions. Almost one-third of the associations surveyed earmark funds annually to set codes of ethics, with 17 percent making appropriations for enforcement.

These codes also identify harmful practices and broad positive motives, thereby enhancing consumers' trust in those who produce goods and render services. The practice of setting ethical codes establishes opportunities for deliberating on moral questions, considering injunctions, reflecting on responsibilities, and focusing thoughts. And, by providing occasion for such reflection, codes of ethics are apt to affect members' behavior in other spheres of life.

UNEARTHING NEW DATA

Among the most wide-ranging of association activities, conducting research and gathering and analyzing statistical information enable businesses and professions to function efficiently, offer information not available elsewhere, and help identify new directions for social improvements. Nearly 65 percent of the associations surveyed gather statistics and facilitate or conduct research.

Many institutions, including the federal government, depend heavily on associations for their statistical information. Because these statistics embody key facts about profits and expenditures within an industry, they frequently govern intelligent public and investment policy affecting that industry.

In addition, statistics enable businesses to compare their output, productivity, and costs. These figures help association members to

manage their activities better because they provide benchmarks for comparisons and excellence leading to improved performance.

Research is central to the very mission and definition of the professions and health-related groups. Usually disseminated through a journal published by the association, research findings set important new directions and define the scope, standards, and trends within a field.

Association-sponsored research is conducted in all major areas receiving public attention, including the environment, product safety and efficacy, employment, and a huge array of social issues.

NURTURING THE POLITICAL PROCESS

In one of the most surprising findings of the study, trade associations spend only about 10 percent of their total annual expenses on political education, professional societies less than 2 percent, and health-related or advocacy groups approximately 3 percent.

U.S. public policy always results, to some degree, from insistent private representation and requests. So that public policy broadly represents many interests, without any one dominating, the political interplay of associations is useful to counter other interests before elected officials.

Associations also provide information to Congress and officials of the executive branch on the potential effects of legislative or regulatory proposals on members. Associations' political efforts forcefully remind elected officials of their constituencies' wishes by providing an arena in which members mobilize and a forum in which they express their opinions.

The American Association of University Women, Washington, D.C., for example, is heavily involved in legislative efforts ranging from educating members in lobbying techniques to support of federal bills on child care, family leave, and pay equity. Due to the legislative work of the Florida chapter of the National Association of Social Workers, Tallahassee, the state enacted a law in 1982 to license mental health professionals and in 1987 created a state board to administer licensing of clinical social workers, marriage and family therapists, and mental health counselors. The Chemical Manufacturers Association, Washington, D.C., was deeply involved in the legislative and regulatory process leading to the current "Superfund," a federal law that attempts to equitably spread among various industries the responsibilities for cleaning up hazardous wastes from hundreds of sites across the country.

Finally, the political activity of associations frequently serves as a training ground for members by developing the abilities necessary to participate on a wider political spectrum at national and local levels.

REACHING OUT TO OTHERS

Associations have been at the vanguard in the recent call for increased voluntary service.

Frequently, associations mobilize volunteers in areas of expertise tied closely to the trade, profession, or cause they represent by drawing on their members' special talents to meet social or economic needs. In recent years, for example, associations have united their members' talents to help alleviate hunger, educate the public about drug and alcohol abuse, promote literacy and other educational programs, find missing children, improve the condition of health care facilities, provide eye care to the poor, offer medical aid to the homeless, alleviate the anxiety and boredom of hospitalized children, offer fire safety education, aid tornado victims, and help reduce a state budgetary deficit. All of these efforts were tied directly to the associations' and members' specific expertise.

The national service group, Kiwanis International, Indianapolis, recently concentrated its efforts on a public campaign to fight drug use. To disseminate its anti-drug message, the group used 500 prime time network airings of a public service announcement, a 14-week radio series, advertising in *Time*, *Newsweek*, and *Sports Illustrated*, and 5,500 billboards. The advertising alone was worth more than \$15 million.

The Grocery Manufacturers of America, Washington, D.C., has united its members with Second Harvest, a national network of food banks, to organize the donation of more than 100 million pounds of food and groceries annually. This community service has multiplied Second Harvest's original distribution forty fold.

Other associations work to enhance the public's good through efforts beyond their specialties. Examples include educating Americans about the importance of the Constitution, offering education in citizenship, helping Americans learn to vote by absentee ballot, providing retraining programs for workers displaced from declining industries, and giving support to battered and abused women and children.

MOVING THE ECONOMY

Associations command enormous financial and human resources. The universe of associations surveyed spent almost \$48 billion directly or indirectly in 1989. Broken down, this figure represents

- o almost \$9.7 billion in direct cash outlays to offer services and administer operations;
- o \$3.3 billion worth of volunteer time (conservatively valued at \$10 per hour) proffered to conduct association activities, including community service;
- o \$19.9 billion that members spent on education and training or on setting and meeting professional and product standards; and
- o \$15 billion on multiplier effects in local communities.

The associations surveyed employ almost one-half million full-time equivalent employees, a figure roughly equal to or greater than the employment rolls in such major U.S. industries as steel, office and computing equipment, communication equipment, or the airlines.³ Adding volunteer hours, the surveyed associations are responsible for an additional 170,000 full-time positions, representing a grand total of approximately 670,000 full-time people.

IMPROVING AMERICA

By working for and through their members, associations produce important positive effects in society. Association ethical and professional standards provide information that enhances consumers' trust in goods and services. Association product standards help improve the quality and interchangeability among products and parts. Association education and research improve techniques and augment knowledge. Associations' involvement in the political process helps to effect prudent public policy. Associations put tens of billions of dollars into the American economy every year. Associations help those in need through direct community service of immeasurable value.

In all of these examples, the responsible collective interests of association members--in advancing their knowledge, improving their products, increasing their professional skills, and enhancing their legislative standing--provide benefits to the public.

With roots in ancient civilizations and ties to Old World guilds, associations today have evolved to occupy a unique place in America. The Puritan influence, America's geographic expanse, and her struggle for political freedom fostered independence and individualism within U.S. associations, tightly weaving them into the nation's social fabric and uniquely distinguishing them from associations of other nations.⁴

In 1830, French statesman and author Alexis de Tocqueville observed that "Americans of all ages, all stations of life, and all types of dispositions are forever forming associations. There are not only commercial and industrial associations in which all take part, but

others of a thousand different types--religious, moral, serious, futile, very general and very limited, immensely large and very minute."5 Reflects Lee VanBremen, CAE, executive vice president, College of American Pathologists, Northfield, Illinois,

In de Tocqueville's eyes America was already a nation of associations by the early nineteenth century. We learned early on that by joining with others we could accomplish what we could not do by ourselves. Associations became a natural handmaiden to our individualism. Today associations confront and meet daily challenges to respond to members' needs, to protect members' interests while promoting the social good, and to preserve the idealism that is so vital to the progress of society.6

Notes

1. Hugh B. Vickery III, "It's the Press. There's a Crisis. What Now?" Association Management (March 1983):47-51.
2. The Encyclopedia of Associations 1990 (Detroit: Gale Research, 1989) lists approximately 90,000 associations. The Internal Revenue Service approximates the number of tax-exempt organizations in the United States at nearly 960,000; most of these are associations.
3. U.S. Bureau of the Census, Statistical Abstract of the United States: 1989, 109th ed. (Washington, D.C.: U.S. Government Printing Office, 1989), 399, 401.
4. Lee VanBremen, "The Theory of Associations," in Attracting, Organizing, & Keeping Members. Edited by Wilford A. Butler. (Washington, D.C.: American Society of Association Executives, 1989), 2.
5. Alexis de Tocqueville, Democracy in America (New York: Vintage Books, 1954), vol. 1.
6. VanBremen, Attracting, Organizing, & Keeping Members, 2.

Overall Economic Impact of Surveyed Associations

\$14.5 billion on standard setting

\$ 9.7 billion to conduct operations*

\$ 5.3 billion on education and training

\$ 3.3 billion worth of volunteer time

\$15 billion in effects beyond direct expenditures

\$48 billion

*Includes \$2.5 billion of education-related costs, i.e., speaker fees, food, promotion.

CAPTIONS FOR EXECUTIVE SUMMARY

INTRODUCTION

Estimates of the total number of U.S. associations reach well above 100,000. Their value to society is more than the billions of dollars they spend and the multitudes they employ. Their most significant impact is in the areas of education, product and safety standards, professional standards and codes of ethics, public information, research and statistics, political education, and community service.

Graphic--Ruler and Band-Aid

Associations spend more than twice as much on standards as the government spends on foreign aid.

PROFESSIONAL STANDARDS (Construction workers with hardhats)

Building codes, aircraft maintenance standards, and bursting strength tests for packages are all part of the product and safety standards created by associations. Virtually all standards or guidelines for safe use of a product are born in associations--from the American Welding Society's technical standards for acceptable welds to the American Red Cross's requirements for the handling of blood products to the American Dental Association's familiar seal of acceptance for products which have "been shown to be an effective decay-preventive dentifrice that can be of significant value..."

Graphic--California & Stack of Books

Associations spend more on higher education than all the states except California.

EDUCATION

(Gray classroom of men)

Almost 90 percent of the associations surveyed offer education programs. In many industries and professions, associations offer the best--and in some cases, the only--form of continuing education and skill development. Seminars, workshops, conferences, trade shows, audio and videotapes, and interactive computer courses are among the many delivery systems for specialized education.

(Mathcounts)

Education is the most important activity for many associations whether it's directed outward toward an industry or profession. MATHCOUNTS, a national mathematical competition among junior high school students, developed and sponsored by the National Society of Professional Engineers (right), refocuses attention on the importance of math by encouraging achievement in this most essential subject.

ETHICS

(Oral surgeons)

Codes of ethics are crucial to the very functioning of many professional societies such as those for doctors, dentists, attorneys, public relations practitioners, journalists, educators, and government officials. These professions are bound by the canons contained within their association's bylaws.

RESEARCH

(Screen printing)

Two-thirds of all associations gather and analyze statistical data and conduct research. Many organizations rely on reports by associations as the most reliable data available. Other research often directly benefits an association's members such as that conducted by the Screen Printing Association International and its Foundation (left) in its Fairfax, Virginia facility where it studies factors such as weatherability, safety and health, and color imagery of new inks.

POLITICAL EDUCATION

(In the senator's office)

One of the fundamental functions of many associations is to provide a unified voice on legislation and regulations affecting a particular industry or profession. Lawmakers rely on associations for information and recognize that intelligent decisions involving complex issues require input from a variety of associations and cause-oriented groups. For many associations, political education consists not of influencing pending legislation, but of explaining new regulations and guidelines to their members. However, associations spend a small amount of their expenditures (less than 10 percent) on political education.

COMMUNITY SERVICE

(Doctor examining black patient)

The special ability of associations to mobilize their members as volunteers in service to communities across the country is being used to combat drug abuse, illiteracy, homelessness, crime, teen pregnancy, and many more of society's challenges. For example, the American Association of Advertising Agencies founded a program called Media Advertising Partnership for a Drug-Free America that features \$500 million worth of time annually for free TV and radio commercials as well as print ads. Associations and community service are a natural combination and are often paired as the first line of communication and organization after a disaster. Several associations are involved in local community food banks such as Second Harvest and other groups that accept unused food from conventions and meetings. Other associations actually run community service programs, such as the Medical

Association of Atlanta, which operates a clinic for homeless people.

THE WHITE HOUSE

WASHINGTON

March 5, 1990

MEMORANDUM FOR THE PRESIDENT

THROUGH: CHRISS WINSTON *cw*
FROM: DAN MCGROARTY *DMcA*
SUBJECT: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

I. SUMMARY

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#

McGroarty/Dooley
March 5, 1990
3:00 pm
[ASAE]

PRESIDENTIAL REMARKS: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
THE CONVENTION CENTER, WASHINGTON, D.C.
MARCH 6, 1990
2:00 P.M.

Thank you. [Introductory acknowledgements.] Bill Taylor, President of ASAE. Neil Milner, Chairman. And to all the association executives here today: it's my privilege to be here this afternoon.

I know some people are surprised to hear that there's an association for associations. But I guess it's only natural for the heads of organizations like yours to get together themselves.

Some people think of America as a nation of "rugged individualists" -- alone, against the odds. And that is part of the American tradition -- but only a part.

There's another tradition -- a tradition as old as America itself. As old as Pilgrims and the Mayflower Compact -- as old as the pioneers who settled the West. It's the tradition Tocqueville described more than 150 years ago, when he wrote that: "Americans of all ages, all conditions, and all dispositions constantly form associations."

That shouldn't surprise us -- because the act of association is nothing less than democracy in action: Individuals translating common interests into a common cause.

And you know, today we see the power of **democracy in action** from Moscow to Managua. We see fresh evidence every day that the **democratic ideal** we cherish -- the idea we call America -- is alive everywhere. In the Revolution of '89, that brought down the Berlin Wall -- and brought freedom to Eastern Europe. Here in our own hemisphere, in the great victories for democracy in Panama and Nicaragua. Millions of people, now enjoying the freedoms America has known for two centuries.

Here at home, we've got to see what these transforming changes in the world mean for us. And those **changes** carry a **challenge** -- a challenge to us, to find in our freedoms new ways to solve the problems that threaten our society and our continued leadership in the world community.

Look around at the problems we face: Drug abuse. Hunger, homelessness. Illiteracy. Despair in our inner cities. The breakdown of the family. There's a role, a critical role, for government in finding solutions -- but we know government doesn't have all the answers. If we could eliminate these problems -- solve them once and for all -- with more programs, more bureaucracy -- these problems would have disappeared long ago.

The fact is, government isn't the only organized entity out there with the power to change things, the power to make a difference. //

Everyone in this room is well aware of the advantages of association. // But I don't know whether you are really aware of the full extent of your power. Of the resources -- the

expertise -- the potential energy -- your organizations can command. Your ability to help solve community problems.

I know most associations are already active in community service -- and I've heard about some of the wonderful work being done. By the Medical Association of Atlanta -- working after-hours to provide free medical care to the homeless. By the Oregon Remodelers Association in Portland -- in Project Pride, a program to do home repairs for low-income elderly. By the Hotel Association of New York City -- with its ongoing commitment to donate surplus food to feed the hungry.

These are just 3 of countless community service projects your associations are engaged in. **A priceless commitment of time and talent.**

That's tremendous -- but it's just the tip of the iceberg. Just a fraction of all the good works we are capable of.

Because the fact is, coping with the problems we face is within our power. **There is no problem in America that is not being solved somewhere.** Think about that. The programs I've just mentioned -- in New York, Atlanta, Portland, Oregon -- and thousands more. Think about ways your organization -- every one of your members -- can make this mission of serving others their own. //

There's a story I want to tell today -- a story Martin Luther King, Jr. told in a speech he made the night before that terrible day in Memphis 22 years ago. It's a story about **servicing others -- and the courage that takes.**

It's a familiar story -- about the Good Samaritan and the stranger he helped. But there's another part of the story we don't always remember. Before the Good Samaritan stopped that day, two other men saw the injured stranger -- and passed him by.

Dr. King thought long and hard about it, and he used to ask himself: Why didn't the others stop to help? Dr. King came up with some good reasons. They didn't stop because they were too busy. Had more important work waiting down in Jerusalem -- of far more consequence than helping one unfortunate man. So on they went.

Then one day Martin Luther King put himself in their shoes. At the age of 30, on his first trip to the Holy Land, he and his wife, Coretta, travelled that road from Jerusalem to Jericho -- and Dr. King saw the story of the Good Samaritan in a new light.

That road starts off more than 1000 feet above sea level, and ends in Jericho 2000 feet below sea level. A twisting road. Full of blind curves. He imagined the road 2000 years ago, each curve a perfect ambush point for robbers. And at that moment, Dr. King realized why the two men didn't stop. It had nothing to do with the reasons he had imagined. They didn't stop -- because they were afraid. //

The way Dr. King imagined it, one asked himself: "If I stop to help this man, what will happen to me?" // And he went on his way. //

But then the Good Samaritan came along, and asked himself a different question: "If I don't stop to help this man -- what

will happen to him?" He asked himself that question -- and he found the courage to stop. The courage to help. The courage to serve. //

Which question do we ask ourselves -- about going down to the soup kitchen in that dangerous neighborhood. About stopping on a dark street to help a homeless man. About reaching out to those desperate kids out there -- kids who have no home life, who're hooked on drugs, who live a nightmare we can't begin to imagine. // Doing any of these things isn't easy. Every one takes an act of courage.

But unlike the Good Samaritan, we don't have to act alone. Each one of you understands the power of collective action -- how much we can get done when we work together. Pool our resources. Combine our talents.

And don't think it won't take courage. // It's going to take courage to go back to your Member organizations, back to their CEOs and Boards of Directors and suggest that they place community service at the center of their agenda. It's going to take courage to insist that community service has a place -- at the very heart of every organization. // It will take courage to make each one believe that from now on in America any definition of a successful life must include serving others. But that's just what I'm asking you to do.

Today, I want to lay down some challenges -- challenges to associations all over America to take up community service:

First, build on a firm foundation. Find out what's working in your industry -- in your profession -- in your community. Let your members know which community service programs are most effective -- and challenge them to make them the blue-print for their own efforts.

Find **new ways** to use existing assets. I understand that one of the ASAE's great strengths is its Allied Societies structure - - 69 state and local organizations, thousands more association executives. I'm asking each of these Allied Societies to take the lead in their community for solving social problems -- become what we call "Points of Light action groups."

Second, set a target of **100% participation in community service**. Challenge your constituents to call on every employee and member at every level of every organization -- from the CEO on down to the newest hire -- **to make community service their personal mission. //**

Finally, a third challenge. **// Recognize those members who are what I call Points of Light.** I've belonged to many associations in my life, and I know one of the things you do best is to recognize outstanding performance. So I ask you to **turn the spotlight on community service** -- in your newsletters and magazines, at your annual meetings -- on individuals **who give 110% helping people in need -- and on those organizations who demonstrate 100 % participation in community service. ///**

I'm counting on **each one of you** to take these challenges to heart. And that's why I'm asking Bill Taylor to report back to

me -- 6 months from now. I want to know about that participation rate -- and the progress you're making. About the Points of Light actions groups I've challenged you to set up. I want to hear which programs work best. Who the leading lights are -- the men and women who've earned our thanks through their service to others. //

People in this room represent thousands of associations, organizations of all sorts and sizes. **A combined membership of 100 million Americans.** //

So today, I'm asking you: Channel that energy into community service. Tap that power -- and transform a nation.

///

Once again, my thanks for all you've done -- and all that you are going to do. God bless you -- and God bless the United States of America.

#

THE WHITE HOUSE
WASHINGTON

February 26, 1990

MEMORANDUM FOR DAVID DEMAREST AND CHRISS WINSTON

FROM: C. GREGG PETERSMEYER *gp*
DEPUTY ASSISTANT TO THE PRESIDENT
AND DIRECTOR, OFFICE OF NATIONAL SERVICE

SUBJECT: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
MARCH 6, 1990

I understand that the President will be addressing the American Society of Association Executives on March 6, 1990, on the subject of a Thousand Points of Light.

This holds the promise of being the most significant address on this subject by the President since his speech to the New York Partnership and the Association for a Better New York last June. We would like the ASAE address to be a major policy statement about the community service movement. Therefore, I would like to work extremely closely with whomever you designate as the speech writer for the event. I would appreciate the opportunity to meet with that individual immediately.

Thank you very much.

h
ASAE?

SEBOP 21114 26T
WOTOP112.11

100 m. total memberships...

→ challenges -

E.g. Pts. of Light awards,

To do - on associations...

- 1) asking groups to develop
their own comm. service initiatives -
NOT MORE TIME -
NOT MORE VOLUNTEERS...

Yr. groups ^{institutions} exist - train your resources...
every one, big & small...

↓
make this mission your own.

Left:
→ gov't is not the principal disturbance...

IF ALL DID,
Would transform this country -

JAN 22 1990

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

January 17, 1990

Gregg Petersmeyer
National Service Office
The White House
Washington, DC 20500

Dear Gregg:

During our conversation in your office you asked for background information on the American Society of Association Executives. The purpose of this letter is to provide that background.

Already you have a copy of our Directory which covers our 19,000+ members. Our outreach is to over 100 million Americans who belong to the organizations served by executives who are dues paying members.

ASAE's purpose is to train individuals to become better association executives, recognizing that no one has a degree in this field and everyone enters from other walks of life. The training we provide falls into the areas of publications management, convention management, government relations, public relations, etc.

The organization is some 70 years of age, has a \$16 million budget, and headquarters at the ASAE building on Eye Street. I am the chief staff executive of the organization with a staff that numbers about 125.

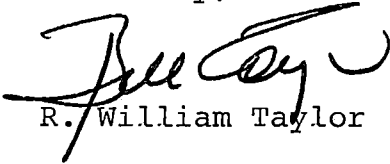
Enclosed is a copy of our monthly magazine. Also enclosed is a copy of our Association Fact Book which explains the outreach of associations in this country. As you have time to review the Fact Book, you will have a greater understanding of the tremendous networking outreach that associations provide. We offer this tremendous outreach to you to implement and strengthen the Points of Light activity.

We recently commissioned the Hudson Institute to do a study of the Value of Associations to America. The results of this study will be presented at our Spring Convention, hopefully on the day prior to President Bush's address. It will show that associations save the federal government billions of dollars through all the work they do in certification, registration, product liability, professional education, volunteerism, support of charitable causes, etc.

Letter to Gregg Petersmeyer
January 17, 1990
Page 2

Thanks so much, Gregg, for your interest in ASAE. Please
let me know if I can answer any further questions.

Cordially,

A handwritten signature in cursive script, appearing to read "R. William Taylor". The signature is written in black ink and is positioned above the printed name.

R. William Taylor

RWT/cma

Enclosures

asae

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

The ASAE Building
1575 Eye Street, NW
Washington, DC 20005-1168
202-626-ASAE
FAX 202-371-8825
TLX 262115

Peggy - (per Bill Taylor...)

Here are some other examples of association programs. I have put a check by those that are associations.

Let me know if you have any questions.

Joni Lee Meyough

Lorri Lee McGough
Public Relations Manager
Public Relations & Market Research

asae

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005-1168
202-626-2798 Direct Line
FAX 202-371-8825

March, 1959 ←

~~11/5/29~~

1st time King
to Holy Land

↓
MLK = 30 yrs
old

E185.61.B

1ST DOCUMENT of Level 1 printed in FULL format.

Public Papers of the Presidents

Remarks at a Luncheon Hosted by the New York Partnership
and the Association for a Better New York in New York City

25 Weekly Comp. Pres. Doc. 959

June 22, 1989

LENGTH: 2194 words

Distinguished guests and ladies and gentlemen, Barbara and I appreciate this wonderful turnout, this generous reception; and let me salute that magnificent film. And thank you, Ray, for putting it together. I just stopped choking up coming from Covenant House, and now I had to go through it again here at lunch. But it was a moving call to action.

What a few weeks it's been. Things are moving on a lot of fronts. NATO -- moving in the right direction. China -- we're all very concerned about that. As I say, I just came from Covenant House, so I feel uplifted by that. And yesterday -- if I might make a very personal observation before addressing myself to the subject at hand, I want to comment on the Supreme Court decision about our flag. I understand the legal basis for that decision, and I respect the Supreme Court. And as President of the United States, I will see that the law of the land is fully supported. But I have to give you my personal, emotional response. Flag-burning is wrong -- dead wrong -- and the flag of the United States is very, very special.

It is indeed an honor to address the members and guests of the New York Partnership and also the Association for a Better New York. For already you've enriched fields from business and labor to education and the media. And we meet today to go still further, to join hands and link hearts, as the film said, to light the American sky.

I begin with a single, simple statement: There is no problem in America that is not being solved somewhere. There is no problem in America that is not being solved somewhere -- think of that. Today millions of Americans, the quiet Americans, the selfless Americans, are giving of their time and themselves. And they work at day-care centers and inner-city schools, homes for the elderly, anywhere there's a need, anytime they are needed, making a difference in the lives of those for whom the American dream seems an impossible dream.

And already, this involvement, what we term national or community service, has helped countless Americans find self-respect and dignity. But the job is far from complete. Too many Americans still endure a living nightmare of want, a living nightmare of isolation. And that must stop. Ladies and gentlemen, we must bring back those who feel unwelcome. We must reawaken their hope for the future.

We know that government can't rebuild a family or reclaim a sense of neighborhood. We know that during the past two decades we've spent more money on more social programs than at any time in our history, and some problems aren't better. In fact, some are worse. Most Americans understand that the key to constructive change is building relationships, not bureaucracies. And they know that those who say, "It's government's problem," are really part of the

25 Weekly Comp. Pres. Doc. 959

problems themselves.

All my life I've believed that government could not substitute for "do unto others." Barbara and I, like I told Lew and David and Jim Robinson -- it's like preaching to the choir here today -- that Barbara and I, like all of you here, have tried to pitch in, in some way do our small part. Midland, Texas -- I'll never forget it. It was starting a YMCA working with the United Way, coaching a little league ball team, helping to build a community theater. And dating back to -- way back to my days in New Haven, raising funds for the United Negro College Fund. And I'm not going to give you equal time because so many of you have done so much more.

We've all done these things, and as we participated, we fulfilled ourselves, learning that we are not what we drive or where we live or what kind of clothes we wear; rather, learning that America's greatness rests on the goodness of her people. And these beliefs are beyond any individual; they're timeless. Today more than ever, we need community service to help dropouts, pregnant teens, drug abusers, the homeless, AIDS victims, the hungry and illiterate. Often they are disadvantaged, and as their communities disintegrate around them, they become disconnected from society.

Our challenge, then, is to raise their spirits and their expectations by engaging each citizen, school and business and church, synagogue and service organization and civic group. For this is what I mean when I talked about "a thousand points of light": that vast galaxy of people and institutions working together to solve problems in their own backyard.

I am here today to ask that both sectors, private and public, and all branches of all levels of government: Join this great movement to extend national service into every corner of America. For it's a movement, bold and unprecedented. This is not a program, not another bureaucracy.

Let me tell you the strategy of this movement: first, to issue a call to action and to claim problems as your own; second, to identify, enlarge, and recreate what is working; and third, to discover and encourage new leaders.

First, our call to action -- It is individual, and yet collective. And it begins this afternoon with you. So, today I ask all Americans and all institutions, large and small, to make service central to your life and work. I urge all business leaders to consider community service in hiring, compensation, and promotion decisions. I call upon nonprofit and service groups to open your doors to all those who want to help, irrespective of age, background, or level of experience. And leaders of high schools and colleges, I urge you to uphold the values of community service and to encourage students, faculty, and personnel to serve others. To every corporation, large and small, I say: Begin a literacy program that teaches each employee how to read. And to every member of a body of higher learning: Start a Big Brother or Big Sister program for kids in your neighborhood. Of every church and synagogue, I ask: Become an around-the-clock community center. And of every restaurant and grocery store: Distribute surplus food to soup kitchens and local shelters.

And to the youth of America, I issue a special appeal. Yesterday on the South Lawn of the White House, we held a kickoff rally for a key element of our strategy: the YES Initiative, or Youth Engaged In Service to America. It was attended by thousands of kids, some of those points of light I like to talk

25 Weekly Comp. Pres. Doc. 959

about. And I challenged every young American to fight against self-absorption and to emulate those leaders who have shown that there is no problem in America that is not being solved somewhere.

Their presence reminded me of the saying: "Life is not a state of time; life is a state of mind." So is our call to community service. It summons the young and the old. I believe Americans will listen to that call. Emerson once said: "The greatest gift is a portion of thyself." Well, today, across our 50 States, groups and individuals are giving of, not to, themselves. Americans like these are missionaries, and they're heroes. And our mission is to achieve nationally what they're doing locally.

To complete it will require a catalyst. And so, that brings me to the second part of our strategy, and I am proud to announce it now: a new effort to identify service programs that work and then carry them to America. We call this catalyst the Points of Light Initiative, a foundation of which I will serve as honorary chairman and that will help make our movement a reality.

I will soon ask Congress for \$25 million annually to support this initiative, which in turn will seek matching funds from the private sector. But I will also name an advisory committee to report to me within 45 days of its first meeting on the structure, composition, and legislation needed to achieve the foundation's goals. And I am very pleased and proud to announce today that Governor Tom Kean of New Jersey, one of this nation's most dedicated and caring public servants, has agreed to head this committee. Tom, thank you very much.

But look, a Federal effort alone cannot succeed. And therefore, today we invite each Governor, and through them the mayors of all municipalities, to join our movement by forming State and local Points of Light Working Groups composed of outstanding leaders. These individuals will become a vehicle to solve problems locally and to help solve problems nationally. The Points of Light Initiative will be a magnet for the best ideas and brightest programs in community service. For while countless service initiatives are already working successfully, they're too often isolated, too often unknown to others. Our foundation will change all that. By bringing success stories to other communities, we will repeat them across the Nation.

We will repeat them through a foundation initiative to be called the ServNet Project. Professional firms, corporations, unions, schools, religious, civic, and not-for-profit groups will be asked to donate the services of some of their most important, talented, and promising people for a period of time. These extraordinary individuals will form and lead peer-to-peer working groups. For example, lawyers going to fellow lawyers, teachers to fellow teachers, union members to fellow union members. ServNet will provide training and technical assistance, showing what works and what doesn't.

But we also have to improve current methods of matching people with meaningful service opportunities. Volunteers centers should be directly accessible to all Americans in their neighborhoods. Such contact points may be in a place of worship or union hall or library or fire station, a business building, service group headquarters, neighborhood home -- you name it.

Over time, through an initiative called the ServLink Project, the foundation will stimulate the development through private sector resources of technology links between those who wish to serve and those needing service in the

25 Weekly Comp. Pres. Doc. 959

inquirer's own community. And in addition, we will ask banks, credit card users, telephone and utility companies to include in statement envelopes information about how people and their institutions can become engaged in serving others.

And like the foundation itself, these efforts can help individuals and institutions provide new hope to America. And so can the third part of our movement's strategy: our initiative to discover and encourage new leaders of every age in every town and city, and to inspire them to devote their talents and energies to national service, and then to honor those who excel.

Through the foundation, the YES Initiative will annually select two college-aged youth from each State as President's National Service Youth Representatives. And they'll spend 1 year traveling through their regions as service ambassadors, urging other young Americans to get involved. And Points of Light will convene youth and regional Presidential Leadership Forums, uniting young people, educators, and community activists.

From such action will come achievement. And such achievement should be rewarded. And so, we'll ask media from small-town weeklies to network television to profile the brightest stars of community service. And our foundation will also recognize successful community initiatives and outstanding leaders through two new Presidential awards: the National Service Youth Leadership Awards, given each year to individuals, and the Build A Community Award, honoring partnerships which work together to strengthen families and decaying neighborhoods in America.

All of this help fulfill us as Americans by asking us to combat problems like loneliness and poverty and drug abuse and homelessness. We cannot afford to fail, and we won't. For as Americans, we know what is at stake. We know that voluntarism can help those free-falling through society. We know that as citizens and institutions we can use one-to-one caring to truly love thy neighbor. And we know, finally, that from now on any definition of a successful life must include serving others. And we must resolve to carry this belief to every person in the land.

Two centuries ago just last year, Alexander Hamilton sent a letter urging General Washington seek the Presidency. And he wrote him: "The point of light in which you stand will make an infinite difference." My friends, national service will succeed. It can make an infinite difference in the life of these United States, for a thousand points can light the lives of a people and a nation. Remember, there is no problem that is not being solved somewhere in America. You -- you in this room who have already done so much -- can prove that statement a thousand times over. It is in our hands.

God bless you. We need your help. And God bless our great country. Thank you.

Note: The President spoke at 1:35 p.m. in the Grand Ballroom of the New York Hilton Hotel. In his remarks, he referred to Ray Chambers, chairman of WESRAY Capital Corp.; Lewis Rudin, chairman of the Association for a Better New York; David Rockefeller and James D. Robinson III, founder and chairman of the New York Partnership, respectively. Prior to the President's remarks, a video on voluntarism was shown.

ASAE

#2345

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AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1675 Eye Street, NW
Washington, DC 20006
202-626-2700

R. William Taylor, CAE
President

FEB 28 1990

February 28, 1990

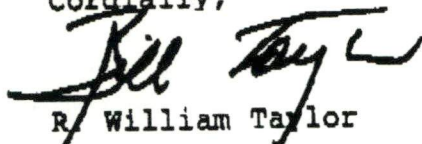
C. Gregg Petersmeyer
Deputy Assistant to the President
and Director
Office of National Service
The White House
Washington, DC 20500

FEB 28 1990

Dear Gregg:

Enclosed are two documents already developed prior to our phone conversation today that may be pertinent to the President's speech. I'll send additional information before the day is over.

Cordially,



R. William Taylor

RWT/bkm

Enclosure

Suggested Talking Points

1. Associations are a natural avenue of communication to reach American citizens. A survey by ASAE showed seven of every ten adult Americans belong to at least one association, and one of every four Americans belongs to four or more associations -- a very high level of involvement!
2. Associations contribute an enormous amount of volunteer effort for the benefit of Society. While many associations are formed for altruistic or charitable reasons, even the 23,000 national business associations (trade and professional groups) devote about 13% of their expenditures to community service.
3. Some examples of association activities paralleling the 1000 Points of Light initiative (hundreds of associations are involved in activities of this type; these are just a few examples):
 - o DISASTER RELIEF -- Within hours of the San Francisco earthquake last year the California Trucking Association had surveyed which roads were still passable and had placed the call over the wires for water carriers and other relief equipment.
 - o HOMELESSNESS -- The American Institute of Architects' "Search for Shelter Program" helps local governments identify and implement low cost shelters.
 - o DRUGS -- Scores of associations are involved in "Just Say No" programs. One of the largest involves the American Association of Advertising Agencies and other groups in a Partnership for a Drug Free America. The program prepares pro bono ads and includes donated air time to change young people's attitudes about drugs.
 - o CHILD FIND -- The American Gas Association's National Child Watch Campaign helps locate abducted children through a systematic nationwide display of photos. The National Truckstop Operators Association has also been successful in finding missing children by quickly alerting truckstops nationwide.
 - o TRAINING DISADVANTAGED YOUTH -- The Restaurants of Oregon Association operates HOT FOOD, Inc. for the dual purpose of training disadvantaged individuals for careers in the hospitality industry and providing free meals for low-income persons.

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

January 17, 1990

Gregg Petersmeyer
National Service Office
The White House
Washington, DC 20500

Dear Gregg:

During our conversation in your office you asked for background information on the American Society of Association Executives. The purpose of this letter is to provide that background.

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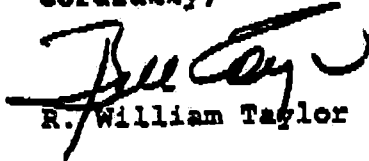
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Letter to Gregg Petersmeyer
January 17, 1990
Page 2

Thanks so much, Gregg, for your interest in ASAE. Please
let me know if I can answer any further questions.

Cordially,



R. William Taylor

RWT/cma

Enclosures

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-426-2700

R. William Taylor, CAE
President

January 17, 1990

Gregg Petersmeyer
National Service Office
The White House
Washington, DC 20500

Dear Gregg:

Thanks very much for giving me a copy of the document that explains the strategy to be pursued through the Points of Light Initiative Foundation. The outreach by ASAE to 100 million Americans can play a major role in a number of these strategies.

Under the strategy of "Claiming Society's Problems as Your Own", ASAE offers a communications vehicle that reaches more organizations and associations than any other in America. Ours is the most cost effective and efficient vehicle available anywhere to communicate on the Points of Light Initiative to "every family, corporation, firm, school, place of worship, union, club, or association". The associations affiliated with ASAE reach out to each of these communities.

Not only can ASAE's outreach sensitize a large percentage of Americans on the importance of the Points of Light Initiative, but the many associations affiliated with ASAE are in an excellent position to convince individuals as to how their unique skills can be used to overcome the nation's social problems. Many who want to help do not know how to help.

Associations affiliated with ASAE will get behind the effort to place paramount importance on community service and instill the conviction that any definition of a successful life must include serving others.

Certainly ASAE could launch an awards program that will "identify, enlarge, and multiply what is working". We can encourage every association affiliated with ASAE to have their own individual awards program, feeding into a program managed by ASAE covering all associations (and possibly all corporations) with the top winners being recognized at the White House.

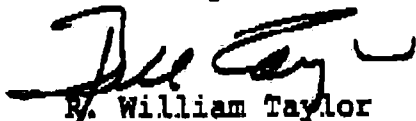
Through our seventy "Allied Societies" we can reach out to every state to form and to reinvigorate Points of Light action groups. We would be delighted if you would address

Letter to Gregg Petersmeyer
January 17, 1990
Page 2

the leaders of our Allied Societies when they are in Washington in March for our Spring Convention. Through these state societies of association executives, we should will able to discover, encourage, and develop leaders. They could take the lead in establishing awards programs on a state basis.

All in all, Gregg, ASAE is ready to play a major role in carrying out the strategies of the Points of Light Initiative. We certainly hope that you will let us work closely with you.

Cordially,


R. William Taylor
RWT/cma

bec:
[Handwritten signature]

asae

IMPORTANT MESSAGE!

TO REPLY BY FAX, DIAL (202) 371-8825

TO Gregg Petersmeyer
 COMPANY Office of Nat'l Sec.
 DATE February 28, 1990
 TIME _____
 COMMENTS:

FROM Bill Taylor
 DIRECT LINE 202 826-2700
 OPERATOR Ben

3

Number of pages
(including this cover)

American Society of Association Executives
 1575 Eye Street, NW, Washington, DC 20005 (202) 626-2723



AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1675 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, GAE
President

February 28, 1990

Gregg Petersmeyer
Deputy Assistant to the President
and Director
Office of National Service
The White House
Washington, DC 20500

Dear Gregg:

We hope that President Bush will challenge ASAE members to become the backbone of his Points of Light Initiative. This will be a challenge to which ASAE's 20,000 members will aggressively respond. Since these are individuals who head the trade associations, professional societies, charitable and philanthropic organizations in this nation, they have the outreach to respond effectively. Associations affiliated with ASAE have over 100 million members collectively.

ASAE members proved their ability and willingness to respond to the social problems of this nation by the many community service programs in which they already participate. The White House has previously recognized their diverse contributions through a program funded by ASAE. They are ready to respond still more aggressively now, agreeing strongly with the President's statement that the definition of a successful life must include effective public service.

Responding to the Points of Light Initiative strategy, ASAE members are ready to lead an effort to cause groups and organizations to "claim society's problems as their own". ASAE members can carry the White House message to every company and every practicing professional in the country. We will gladly accept a challenge to inspire 100 million members of American associations to respond to this White House call for action.

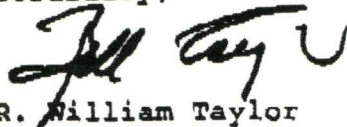
Also, ASAE and its members can help to "identify, enlarge and multiply" what is working. We can do this through the creation of an awards program if that would be acceptable. Our experience in working with the White House gives us insight into what is needed to stimulate and recognize activities that are effective in responding to the nation's social ills. We can work through ASAE's 68 societies of association executives, located in major cities across the country, to develop Points of Light

Action Groups. These groups can serve as catalysts for community action and as new engines for social change.

Associations certainly can be effective in "discovering, encouraging and developing individuals, groups and organizations" to become involved. With the guidance of the White House National Service Office and the Points of Light Foundation, we can energize the members of associations to respond to these initiatives, providing them with examples of efforts that have succeeded elsewhere.

The President's challenge to ASAE will be carried to each of our 20,000 members. Each will be asked to publicize the Presidents' challenge to their members in their respective magazines, newspapers and newsletters. We will work with you to develop compelling strategies in order to stimulate the best possible response.

Cordially,



R. William Taylor

RWT/bkm

AUSTIN SMILES

Austin Plastic Surgery Foundation, Austin, TX

The AUSTIN SMILES program takes the surgical expertise of members of the Austin Society of Plastic and Reconstructive Surgeons to third world countries and trains local medical staffs to do post-operative and long term follow-up care of these patients. Severe cases are brought back to Texas for treatment.

Between February 1988 and 1989, a medical team did reconstructive surgery on 130 patients and sent individual doctors to Brazil and the Phillipines to do 50 more surgeries. AUSTIN SMILES is presently arranging and coordinating for 25 children from Mexico to receive open heart surgery in Austin, free of charge. The plastic surgeons originally donated \$100,000 for this project and always cover their own costs during missions. AUSTIN SMILES directed fund raising efforts to sponsor parts of the medical missions and stimulated the Austin community interest and involvement through the adopt-a-smile program. Through this community outreach effort, Austin pilots have volunteered to transport medical teams, area businesses donate supplies and equipment.

Through AUSTIN SMILES student internships and field experience were provided to Austin area high school and university students interested in medical, social work, nursing, sociology, international and diplomatic affairs and journalism careers.

AUSTIN SMILES has helped to develop diplomatic relations with local governments, medical communities in both the United States and Central America, the patients and their families.

CONTACT: Janice Hughes (512) 451-9300

YWCA CRISIS CENTER REMODELING PROJECT

Boise Cascade Corporation, Boise, ID

The YWCA Crisis Center is the only agency in Boise offering 24-hour emergency housing and a crisis line for victims of domestic violence and sexual assault. The Center houses about 200 battered women and children each year. Although the Center has a wonderful mission, the conditions there are less than desirable.

Quarters were dilapidated, overcrowded, poorly lit, and the paint on the walls was old and peeling. The kitchen had broken, unsafe appliances. The bathrooms were small and had damaged ceilings, floors and walls. Repairs could not be made because there was not enough money or volunteer labor available.

The YWCA CRISIS CENTER REMODELING PROJECT organized 160 volunteers who donated more than 2,600 hours of work in two months. Renovations included a new kitchen to accommodate group living, remodeled bathrooms, new floors and carpets, new bunk and trundle beds and cribs. Individuals and organizations donated \$80,000 in cash, equipment, products and services.

CONTACT: Elaine Nielsen (208) 384-6482

PROJECT TEACH

✓ Charleston Regional Chamber of Commerce and Development, the Kanawha County Schools, Charleston, WV

PROJECT TEACH (Teaching Everyone About Computers Here) was born from the need for substitutes to teach the students of Kanawha County schools while their regular teachers were being trained on the school's computer system.

Although funds were not available to hire substitutes, all members of the Chamber were asked to participate by donating employees, time and/or funds to assist in the teachers' computer training. Volunteers from businesses and civic organizations were sent out, on company time, to substitute while teachers attended in-service computer training. Contributed funds helped cover administrative expenses.

Volunteers exposed students to alternative educational experiences by "teaching" them about their jobs and hobbies and by conducting field trips. Through PROJECT TEACH, previously untapped resource persons have been discovered and many of the volunteers are being used by the school system outside PROJECT TEACH.

CONTACT: Marietta Crews (304) 345-0770

THE MILLION DOLLAR MACHINE SCHOLARSHIP PROGRAM

The Edward J. DeBartolo Corporation, Youngstown, OH

Preventing substance abuse, assisting children in setting personal goals and inspiring them to live up to their full potential are the missions of the MILLION DOLLAR MACHINE PROGRAM. The curriculum is introduced to students via a special assembly held at each school. An interactive robotic instructor conducts the session and teachers receive guides for follow-up lessons. Color posters and buttons are also provided to enforce the program's message. The DeBartolo Corporation funds this program as a community service project. Each of the 60 malls they manage nationwide give MILLION DOLLAR MACHINE scholarships to 8 neighboring elementary schools.

The program teaches children self-esteem, teamwork, decision making, health, and drug abuse refusal skills. The DeBartolo Corporation covers expenses including travel, coordination, instructor salaries and printed materials. Personnel from each mall are assigned to assist the schools in implementing the program. In total, scholarships were presented to almost 500 elementary schools in 17 states and over 120,000 participated in the program at no cost to the schools or public.

CONTACT: Kent Davis (609) 261-2162

THE JELL-O READING ROCKET

General Foods USA, White Plains, NY

THE JELL-O READING ROCKET program motivates children to read, fosters a love of books among readers at an early age, involves parents in their children's reading development, and creates a foundation for a lifelong habit of reading.

Launched in the Fall of 1988, the program offers educators a flexible resource that encourages children to discover the universe of books and the pleasures derived from reading at a critical point in their reading development, grades 2-4. All of the program's materials, which include an original storybook, teacher's guide, activity sheets, and a poster were reviewed by a council representing the country's leading educational organizations.

A broad-based education campaign (including the print and broadcast media, a brochure for parents, and a publicity effort in education journals) was launched to supplement the program. Over 700,000 students are now using the program which will expand into the 1990's.

CONTACT: Margaret Booth (212) 736-5050

✓ SLUMLORDS INVADE MY ENVIRONMENT (S.L.I.M.E.)

Greater Dallas Board of Realtors (GDBR), Dallas, TX

The S.L.I.M.E. program is an effort of over 300 GDBR members serving as voluntary "deputy neighborhood inspectors" to help the city of Dallas identify and report serious housing, health, and safety code violations. S.L.I.M.E. also helps to identify absentee owners of such properties through participating title companies. Absentee owners are identified and the information is submitted to the city to aid in code enforcement.

The S.L.I.M.E. program not only improves the quality and availability of low-income housing in Dallas; it eliminates the "slumlord blight" in the city's neighborhoods and relieves the city of the time-consuming burden of locating hard-to-find housing owners without impacting the city's budget.

CONTACT: Jim Coles (214) 637-6660

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✓ VOLUNTEER TORNADO RELIEF EFFORT

Home Builders Association of Raleigh-Wake County (HBARWC), Raleigh, NC

Hours before a tornado was to hit the Raleigh-Wake County area, the HBARWC Disaster-Relief Committee met to discuss disaster relief efforts with the American Red Cross and United Way. They identified a need for a centrally located facility where supplies could be distributed. Later that morning, a building under construction by the HBARWC members was transformed into the facility. Public service announcements were issued and later that afternoon members and the general public started to respond to the crisis. By 6:00 p.m. citizens and members flowed into the facility offering food, clothing and monetary assistance.

It was at this point that HBARWC realized its potential in coordinating a massive clean-up effort in the Raleigh-Wake County area: it could obtain volunteer manpower from the general public and from the membership it received equipment, heavy machinery and the experience in home repair. Throughout the following week HBARWC matched volunteers with victims. With the help of over 1,000 volunteers and donated materials, a clean-up that would have taken weeks took only days.

CONTACT: Steve Taylor (919) 833-2981

ENABLING TECHNOLOGY - ABLENET

Honeywell, Minneapolis, MN

The ABLENET program was born almost nine years ago when a Honeywell chemist, Lee Hallgren, used his free time to make special devices to assist the physically handicapped accomplish things they otherwise could not have done. Devices for turning on a light, ringing a bell, operating a television or computer or running a toy were developed. This chemists' knack for problem-solving flourished as he inspired over 70 other Honeywell employees to get involved as volunteers in the ABLENET project.

By 1985, Hallgren's switches were being used in Development Achievement Centers for the handicapped. Due to its success, they were made available nationwide and close to 10,000 were sold. Honeywell community involvement programs involves funding from its Foundation, involvement of employees, partnerships with community groups and finally is internalized in Honeywell operations.

CONTACT: Lee Hallgren (612) 887-4511

SKILLS FOR ADOLESCENCE

International Association of Lions Clubs, Woodbury, TN

This youth development program for middle school youth is designed to address the problems causing drug and alcohol abuse. Problems of self-esteem, relationships with family and friends, positive decision-making skills, citizenship, respect of others, and many other developmental fundamentals are taken to the classroom through this program.

Due to SKILLS FOR ADOLESCENCE's comprehensiveness and the efforts of over 25,000 Lions, it has become the most widely used school-based positive youth development program in the world. Almost 12,000 communities in the United States and other countries have implemented SKILLS FOR ADOLESCENCE. Now in its fifth year the program has impacted the lives of over 6 million youth, their families, teachers, and peers.

CONTACT: Mark Lukas (312) 571-5466

CHARITY DAY

McCormick & Company, Inc., Hunt Valley, MD

Established almost 50 years ago, CHARITY DAY is an extension of McCormick & Company's philosophy in which employees build community spirit by "thinking twice for their fellow individual for every one thought they give to themselves." Over the years, thousands of McCormick employees have shown their belief and agreement with this attitude by working one Saturday a year with their pay going to local charities. Each dollar of an employee's pay is matched and by one dollar from the Company. As the Company has grown, new units have adopted the CHARITY DAY tradition, with the money raised staying in the local community.

In 1988, more than \$650,000 was generated by CHARITY DAYS at McCormick operations nation wide.

CONTACT: Mac Barrett (301) 771-7310

ATLANTA HEALTH CARE CLINIC FOR THE HOMELESS

✓ Medical Association of Atlanta, Atlanta, GA

In 1986 an effort was launched to assist the city of Atlanta with its problem of the health care needs of the city's increasing homeless population. Meetings between the MAA and the city of Atlanta determined that physician MAA members could best serve the homeless by providing free medical care at an accessible inner-city location. MAA surveyed its members to find out individual member interest in the ATLANTA HEALTH CARE CLINIC.

Over 150 members indicated they would donate their time and services to staff a weeknight clinic. With the help of local hospitals and pharmacies, the CLINIC was stocked with medical equipment and supplies. In 1986 the clinic opened and has remained open ever since. Since its opening almost 100 physicians have devoted over 1,000 hours of care for over 2,000 homeless persons. Efforts are being made to extend clinic coverage to the weekends and establish designated days for specialty care such as gynecology, pediatrics, dermatology, ophthalmology, etc.

CONTACT: John Westenberger, CAE (404) 881-1020

SCHOLARSHIP BUILDER

Merrill Lynch and the National Urban League, New York, NY

America's drop-out and illiteracy rates rob the nation of a productive resource for the work place: one-third of our nations 18 year olds. Due to this, Merrill Lynch and the National Urban League initiated the SCHOLARSHIP BUILDER program where 250 inner-city first graders from ten cities are given a scholarship to attend college upon high school graduation.

Formally started in November of 1988, 25 students were chosen from schools in Atlanta, Boston, Chicago, Detroit, Houston, Los Angeles, Miami, New York, Philadelphia, and Washington, DC. Parents, local Urban League employees and Merrill Lynch volunteers are involved with and monitor these students from first grade to the completion of high school. Upon high school graduation, these children are awarded a scholarship for up to four years of college tuition or \$2,000 for those going immediately into the workforce or the military.

Information kits on the program were distributed to community leaders and news media to ensure community support for the program and to stimulate emulation by other corporations and individuals.

CONTACT: Westina Matthews (212) 236-4326

FAMILY-TO-FAMILY INITIATIVE

Mervyn's/Dayton Hudson Foundation, Hayward, CA

Through FAMILY-TO-FAMILY, Mervyn's and the Dayton Hudson Foundation have committed \$3.7 million from 1988-1991 to develop and strengthen training for family day care providers. The program assists the child care profession by providing a national accreditation model representing quality standards for family day care. The results to be achieved by 1991 include: the accreditation of 900 providers in 15 communities; the creation of 15 local family day home training institutes; 4,000 providers, of which 2,000 will be new recruits, will be trained providing 20,000 children with a quality family day care environment; a major consumer education effort to increase parents' awareness and expectation of quality in family day care.

It is expected that the FAMILY-TO-FAMILY INITIATIVE will have an impact beyond 1991. Parents will consider accreditation of a provider as a "seal of approval", training institutes will be replicated many times over, and operating costs for providers will decrease as they learn new business management skills and are exposed to cost-saving resource-sharing programs.

CONTACT: Sandra Salyer (415) 786-8892

✓ WORK WORKS

National Association of Broadcasters and National Alliance of Business, Washington, DC

In an effort to help drop-out and at-risk youth, two major national trade associations, rock musicians and local employment and training agencies are donating their time and talent to reach out to these young people through WORK WORKS.

At rock concerts across the country, musical groups appealing to young people are stressing the theme that getting a good education equals getting a good job. In thirty cities, on-site registration booths from local industry councils and youth services volunteers were available to enroll young people in placement and training programs. Within a twelve week period in 1988, more than 100,000 young people received information and 25,000 obtained full-time, summer employment or applied for some form of education or training assistance.

Out-of-pocket expenses to date for the campaign have been less than \$20,000 due to the volunteer efforts and pro-bono donations of the rock groups, concert auditorium authorities, manpower from local private industry councils, and members of the National Association of Broadcasters and the National Alliance of Business.

CONTACT: Don LeBrecht (202) 429-5330

PUBLIC SERVICE PROGRAM

National Association of Life Underwriters, Washington, DC

Dedicated to the well-being of their communities, local Associations of Life Underwriters across the country, sponsor various community outreach programs to alleviate social and economic problems. In the past year, over 15,000 Life Underwriter members have taken advantage of the opportunity to personally take action in addressing their community's needs. NALU headquarters provides project ideas and guidelines to each members association for each one to response with projects that will fulfill the needs of their community.

Needs that have been addressed over the past year include:

- drug abuse prevention
- Red Cross
- American Heart Association
- Muscular Dystrophy Association
- Leukemia Society
- Multiple Sclerosis
- elderly assistance
- Juvenile Diabetes
- Make-A-Wish Foundation
- March of Dimes
- Medic Alert International
- American Cancer Society
- .- Cystic Fibrosis
- Special Olympics
- juvenile offenders
- blood-pressure screening
- food drives
- homeless support

CONTACT: Kerry Kruckle (202) 331-6048

JAMES STREET TUTORIAL PROGRAM

New Jersey Bell, Newark, NJ

Each week during the school year, third and fourth graders from schools throughout the Newark area spend one hour at the employee cafeteria at New Jersey Bell headquarters. When they arrive they are greeted by New Jersey Bell volunteers, who tutor students in math and reading. A tutor is assigned to each child and remains with him or her for the duration of the program. Through this one-on-one relationship, the child builds trust and more often than not gains a new friend. Many tutors spend time with their students outside the classroom and often become the big brother or sister the child needs. Also, by remaining with the same student, the tutor can gauge his student's progress and address specific needs.

Along with improving the academic skills of the students in the Newark area, the JAMES STREET TUTORIAL PROGRAM has given children adult role models who have taken special interest in their lives. As long as their are children in need, this program will continue.

CONTACT: Brud Davis (201) 649-4944

PROJECT PRIDE

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Oregon Remodelers Association, Portland, OR

PROJECT PRIDE involves the selection of 50 Portland homes owned by low-income elderly persons which could be repaired in a one-day effort by volunteers using donated materials. The project is co-sponsored by Metropolitan Family Services (which identifies the homes and coordinates the volunteers) and Fred Meyer Hardware Stores (which donate the materials) while O.R.A. members provide professional direction for the repair and maintenance crews of volunteers.

O.R.A. remodeling professionals evaluate the nominated homes to ensure that the repairs can be successfully completed by volunteers in the one day time period. PROJECT PRIDE took place in October of 1988 with 200 volunteers participating. The press, co-sponsor representatives, and government officials were present for the kick-off.

The program's success has prompted similar events in other communities and in Portland, PROJECT PRIDE has expanded to include additional homes in other sections of the city and efforts to clean up parks, roadsides and private property.

CONTACT: Clark Schenkenberger (503) 226-2721

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PHILADELPHIA VOLUNTEERS FOR THE INDIGENT PROGRAM (PHILADELPHIA VIP)

Philadelphia Bar Foundation and Community Legal Services, Inc.,
Philadelphia, PA

PHILADELPHIA VIP is an effort on the part of the Philadelphia legal community to deliver quality legal services, without charge, to the city's 400,000 poor. This partnership between the Bar Association and Community Legal Services (a law firm aiding the poverty stricken) has received the support from Black, Hispanic, Asian, plaintiff and defense bar associations.

Volunteers come from large and small firms in the Philadelphia area and include partners, associates, paralegals, court reporters, real estate appraisers, physicians, educators, law professors, recent retirees, and students, to name a few. All cases are screened for income eligibility and legal merit before the referrals are made. Quality control is assured by the most extensive (free) training program of its kind in the country, with computer-assisted monitoring of individual cases, and oversight provided by a Board of Directors that includes clients, community representatives, and judges from both the state and federal judiciary.

CONTACT: Kenneth Shear (215) 238-6300

FOCUS ON HUNGER

The Pillsbury Company, Minneapolis, MN

For the past five and a half years, Pillsbury has assumed a corporate leadership role in seeking and accomplishing long- and short-term solutions to this country's hunger and malnutrition problem. Efforts include the donations of over \$3.4 million in hunger-related grants and nearly 20 million pounds of food for emergency use. Pillsbury employees offer their volunteer time and Pillsbury's senior management are leading the FOCUS ON HUNGER campaign.

Short-term strategies include product donations, Second Harvest, employees providing technical assistance to more than 200 food banks, food assistance and on-site feeding programs, and the underwriting of two studies on the effectiveness of emergency food networks in Minnesota and the nation. Long-term strategies include public policy analysis and model-building to promote more effective public sector responses to hunger, research about the nature and extent of hunger in America, and public education and information efforts to inform the American public about hunger and malnutrition.

CONTACT: Carol Truesdell (612) 330-4629

VOLUNTEER OUTREACH

Potomac Electric Power Company, Washington, DC

More than 600 employees volunteered over 50,000 hours to community activities in the past year through the following activities: partnerships, advanced career training, career awareness programs, plant tours, telethons, project harvest, service clubs, Special Olympics, Christmas in April, Boy Scouts of America, Toys-for-Tots, Potomac Riverfest, boys and girls clubs, softball programs and picnics for senior citizens, 4-H, etc.

Major achievements of this corporate volunteer activity are: approximately 250 volunteers assisted in collecting and packaging food and about \$30,000 to feed the needy through Project Harvest; 90 volunteers helped decorate and coordinate the spring and summer Special Olympics games; and an advanced career training program was initiated to provide hands-on training to students.

CONTACT: William Jones (202) 872-3188

✓
ALABAMA LEADERSHIP NETWORK CONFERENCE

Alabama Association of Realtors, Montgomery, AL

This annual conference is designed to develop a diverse grassroots network of leaders who have the knowledge, skills and motivation to tackle decades-old socioeconomic problems. Dropout prevention, substance abuse prevention, adult literacy, reading incentives, and a host of other successful programs have been shared through the network. Awards are given to organizations which have successful programs in these areas. Participants receive details on dozens of "success story" projects which can be replicated by their club or organization.

CONTACT: R. Scott Brunner (205) 262-3808

MISSING CHILDREN REUNIFICATION PROGRAM

American Airlines, DFW International Airport, TX

American Airlines worked with the National Center for Missing and Exploited Children to help reunite families with their missing children. They have arranged thousands of flights and assumed the travel costs to reunite these families.

CONTACT: Timothy R. Pearson (203) 520-6411

✓
KEEPING AMERICA WORKING

American Association of Community and Junior Colleges,
Washington, DC

Awarded mini-grants on a competitive basis to community, technical, and junior colleges to help local communities conduct do-it-yourself development programs in the following four partnership target areas: business, industry, and labor partnerships; public employer partnerships; small business partnerships; and high school/college partnerships. Through individual consortium grants, these grants have actually impacted 324 colleges within 35 of the 50 states.

CONTACT: Jeanne Klein (202) 293-7050

✓ VOTE BY ABSENTEE BALLOT

American Hotel & Motel Association and Vote American Foundation
Washington, DC

The association produced and distributed a "Vote America Resource Kit" to its entire membership, which urged individual properties and chains to promote the Vote By Absentee Ballot campaign to guests and employees alike traveling on Election Day. Sample press releases, speeches and articles were distributed, and counter cards and posters were made available. A toll-free telephone number was set up for guests to vote by absentee ballot. And, a public service announcement promoting the program was distributed nationally to television stations.

CONTACT: Steven Trombetti (202) 289-3132

✓ CHAPTER AIDS EDUCATION PROGRAM

American Society of CLU & ChFC; American Society of CLU Founda-
tion and the American Red Cross, Bryn Mawr, PA

Distributed an AIDS education prevention kit to its 228 chapters encouraging them to join forces with local Red Cross chapters in combating AIDS. The kits included: letters to Chapter Presidents with contact information regarding local Red Cross Chapters; instructions on becoming a community AIDS prevention resource; sample news releases and radio public service announce-ments; a sample letter addressing local business leaders; an application form to obtain 50% matching funds from Society headquarters; and Red Cross AIDS brochures, order blanks, and a copy of the Red Cross videotape, "A Letter from Brian."

CONTACT: Burke Christensen (215) 526-2500

✓ MacLAREN CHILDREN'S CENTER

American Society of Interior Designers/Los Angeles Chapter
Los Angeles, CA

MacLaren Children's Center is the only 24-hour emergency facility in Los Angeles County for children in crisis. Over 6,000 abused, abandoned and neglected youngsters are brought to MacLaren annually. ASID redesigned, furnished and upgraded the area for infants including installing specially designed child safety tables, a large play area, special feeding tables so that five children can be fed by one staff person at a time, and storage room for clothes and supplies. All furnishings, paint, wall, floor and window coverings were flame resistant and durable.

CONTACT: Fernando Diaz (213) 450-5362

JERSEY BATTERED WOMEN'S SHELTER

✓ American Society of Interior Designers/New Jersey Chapter and the Weaver Partnership, Summit, NJ

Over 30 ASID members renovated, redesigned and furnished a 100-year old house used as a shelter for women and children who are victims of domestic violence. The original building was renovated into offices for the many programs carried on by shelter staff, including a 24-hour hotline, and a community education program to train police departments, hospital personnel, and others dealing with battered spouses. A 5,700 square foot addition was built including living, dining and kitchen facilities, 12 bedrooms, an activity room for teenagers, and an enclosed courtyard where children can play safely outdoors. This addition was built behind the house so the women could live "hidden" from public view with effective security systems, to avoid trouble perpetrated by violent spouses.

CONTACT: Diane Boyer (201) 746-3925

HEARING TESTING VAN

Ameritech, AT&T, and Indiana Bell Telephone Company, Inc., Indianapolis, IN

Active and retired employees of these companies staff a traveling hearing van which provides free hearing tests to anyone who desires it. The hearing van travels the state ten months a year. It is fully equipped with high quality hearing testing equipment provided by the sponsoring companies. Typical locations for the van are shopping malls, state and county fairs, nursing homes, work locations, health fairs, picnics and even schools. Those who need it are encouraged to contact their local physician.

CONTACT: Gene Cartwright (312) 856-5671

✓ BRAIN TUMOR FOUNDATION CHRISTMAS PARTY

Atlanta Association of Life Underwriters, Marietta, GA

Members plan for nine to twelve months to throw a Christmas party for children with brain tumors. Volunteers make crafts and Christmas ornaments throughout the year for the party. A parent contact committee comes up with a wish list for the children and their siblings, and other committees plan door prizes, entertainment, and food. A membership contact committee makes the invitation list. In addition, last year a contribution of \$18,000 was given to the Brain Tumor Foundation for research.

CONTACT: Cynthia Weaver (404) 427-3580

ARIZONA STATE UNIVERSITY HISPANIC MOTHER DAUGHTER PROGRAM

AT&T Foundation, New York, NY

The Mother Daughter program at Arizona State University is a long-range cooperative effort that involves the university, public schools, and community members. The program is targeted at 8th grade Mexican American girls, and involves the girls' mothers directly in the process. This is done through a variety of activities, including presentations by professional Hispanic women, writing and computer labs, visits to science labs and field trips to local industries. AT&T provided financial support, volunteers, and produced an ad in English and Spanish to promote this program.

CONTACT: Dr. Jo Anne O'Donnel (602) 965-6547

LITERACY INITIATIVE

Atlantic Electric, Pleasantville, NJ

This program assisted local chapters of the Literacy Volunteers of America with both the recruitment and retention of volunteer tutors. Some accomplishments include: funding and promotion of a total of six tutor-training workshops for Atlantic Electric employees; reproduction of all instructional or promotional materials needed for tutor training; access to company buildings for workshops and meetings; coordination for tutor support groups; assistance in finding administrative and clerical volunteers for local LVA chapters; set up of a group-purchasing service for all LVA's to help them purchase adult-interest reading material at discount prices; and the donation of staff assistance, and graphic design and reproduction for a quarterly newspaper for the tutors.

CONTACT: Deborah Swilkey (609) 645-4344

THE BELL NORTH PHILADELPHIA COMMUNITY PARTNERSHIP

Bell of Pennsylvania, Philadelphia, PA

Bell of Pennsylvania located its recently completed Philadelphia Computer Center in the heart of North Philadelphia, one of America's most economically deprived inner-city areas, to help promote the revitalization of the community. This resulted in: jobs on the building construction site, in the company facility, and other departments; the co-development of a career mobility center; the establishment of a non-profit community development corporation; the opening of a day care center to accommodate career center participants; and the administration of several neighborhood public school partnership projects.

Contact: Chuck Fulton (215) 466-2257

BRUNSWICK MINORITY SCHOLARSHIP PROGRAM

Brunswick Corporation, Brunswick Foundation, TXT, and Circle Seal Control, Skokie, IL

Brunswick Corporation worked with the local high school district to select a minority individual to receive a \$1,000 per semester scholarship for college. The recipient is to be enrolled at a four year accredited college of their own choice, in a curriculum agreed upon by the student and the plant. The Brunswick Foundation provides scholarship support. In addition, the student will be employed at the Brunswick plant each summer in a department that corresponds with the student's subject area. It is during this phase that career counseling and employee orientation take place.

Contact: Wendy Fuhs (312) 470-4646

DAD'S DAY (DOLLARS AGAINST DIABETES)

The Building and Construction Trades Department of the AFL-CIO, Washington, DC

In 1987, Dad's Day was created to raise funds to build a new research center for the Diabetes Research Institute. Dad's Day takes place on the Saturday preceding Father's Day. Standing on street corners, at rail and subway stations, and in shopping centers, volunteer union members have raised \$1.3 million during the last two Dad's Days (1987 and 1988). In 1988, more than 160 cities around the United States held Dad's Day campaigns. Over 20,000 volunteers collected money.

Contact: Robert Bonitati (202) 223-8700

OFF THE STREET CLUB

Chicago Advertising Club, Chicago, IL

The Chicago Advertising Club has supported the Off the Street Club (OTSC) for almost 90 years, contributing thousands of dollars and countless hours of service. The OTSC provides a safe, social retreat for over 3,000 children ages three to 18. Two new programs have been initiated by the Chicago Advertising Club (CAC) this year. THIRD THURSDAY --on the third Thursday of every month, CAC members gather for an outing to OTSC to share their talents and interests with the youngsters. They play games and provide computer and homework assistance. NEW HORIZONS PROGRAM --CAC members bring youngsters on a cultural, educational, or business oriented field trip each month. A Christmas fundraiser raises over 60 percent of the OTSC's annual budget.

Contact: Marcia Cooper (312) 668-3873

THE MEDICAL/DENTAL VAN

The Children's Aid Society and Hasbro Children's Foundation,
New York, NY

The Children's Aid Society and the Hasbro Children's Foundation worked together to develop a medical/dental van to provide health care to homeless children. It currently serves 5,000 to 6,000 children each year. The Hasbro Children's Foundation granted support of \$277,880 for capital expenses and the first year operating costs. The vehicle is a customized 33 foot, state-of-the-art van that provides screenings for vision, hearing, anemia, and lead poisoning; dental checkups and treatment; and information on nutrition, drug and alcohol abuse. The van provides regularly scheduled visits to welfare hotels, schools, and community centers.

Contact: Philip Coltoff (212) 949-4917

OUTSTANDING COMMUNITY SERVICE AWARDS PROGRAM

Cooper Industries, Houston, TX

Cooper Industries holds an annual awards program to encourage and recognize employees who provide exemplary volunteer service to not-for-profit organizations in their communities. A review committee evaluates each entry based on initiative and leadership displayed by the employee; specific results achieved; the employee's degree of involvement in terms of length of service, offices held, etc.; and the significance of the program to the community. Grants are made in the names of the 20 winners to their designated organizations.

Contact: Patricia Mottram (713) 739-5632

✓ PROJECT-A-MONTH

Dalton Association of Life Underwriters, Dalton, GA

Project-A-Month was organized to give members of the Dalton Association of Life Underwriters an opportunity to work together on a monthly basis to enrich the lives of people in the area as well as to do something for the community. Members made inquiries in their communities for ideas for projects. A Committee Chairman was appointed for each idea and details were worked out. If the program was large, a committee was formed to help. Programs included glaucoma testing, parties for handicapped and senior citizens, fulfilling a wish for a child with leukemia, monthly visits to the homebound, and collections for local food banks.

Contact: Elizabeth Raisin (404) 278-3708

ROUND-UP FOR THE HUNGRY

Dillon Food Stores, Springfield, MO

The Round-Up for the Hungry program enabled customers to round-up their total food bill by a penny, nickel, dime, or any amount they chose as they went through the check-out. The money donated went into an account which in turn provided nine coupons for fresh perishable products such as milk, eggs, meat, bread, baby formula, etc. The coupons were dispersed through the Salvation Army to people in need. Coupons are redeemable in any Dillon Store.

Contact: Tim Bellanti (417) 862-7052

MICKY'S 60TH BIRTHDAY PARTY FOR DESERVING CHILDREN

Disneyland, Anaheim, CA

After nearly a year of planning, 5,000 disadvantaged children ages 8-12 and 2,000 chaperones were invited to Mickey Mouse's 60th Birthday party at Disneyland. A similar event was held simultaneously at Walt Disney World. The Mayors from 69 cities around the country were asked to select a group of children from their cities. Merchants in each city donated new shoes and clothing; all meals, special entertainment, commemorative clothing and gifts were provided by the Disneyland Hotel and Anaheim Marriott. Over 300 volunteers were needed to host the group. The weekend culminated with a private party at Disneyland incorporating a special dinner, parade, and show.

Contact: Mary Ann Mang (714) 490-3272

SUPPORT FOR EARLY EDUCATIONAL DEVELOPMENT

Goodwin, Procter and Hoar, Boston, MA

The partners of Goodwin, Procter and Hoar created a \$1 million permanent endowment from their individual resources. The income from the endowment will be used to develop educational and support programs in Boston's elementary schools (Grades K-3), where educators have recently found unsettling evidence that many students are not acquiring learning skills to progress through the school system.

Contact: Robert Fraser (617) 570-1234

✓ DALLAS POLICE DEPARTMENT TASK FORCE

Greater Dallas Chamber of Commerce and Dallas Citizens Council, Dallas, TX

Five Dallas area businesses donated the full-time services of their mid-to-upper level employees to a four month management study of the Dallas Police Department to make recommendations concerning the efficiency, productivity, and general organization of the Department. The report identified 20 major areas where positive changes could be introduced, at a five year cost savings to the City of Dallas of over \$41 million.

Contact: Phillip Jackson (214) 746-6722

✓ ABANDONED VEHICLE BLITZ PROJECT

Greater Detroit Chamber of Commerce, Detroit, MI

Project Pride, Inc., an affiliate of the GDCC, brought together the business community, neighborhood groups, the city, the Police Department, and tow truck companies to eliminate the abundance of abandoned vehicles in Detroit. The partnership developed a 30-week project to "blitz" target neighborhoods. The Police Department assigned six officers to tag abandoned vehicles; local towing companies provided a fleet of trucks and drivers each Saturday; neighborhood groups supplied lists of abandoned vehicles and provided food and refreshments to Saturday "blitz" workers; local businesses donated land to temporarily store impounded vehicles. During 1987, 17,000 vehicles were tagged as abandoned; over 5,000 were towed and eventually disposed of. Four hundred vehicles were recovered as stolen. The project is ongoing.

Contact: John Courie (313) 596-1874

✓ FIRE SAFETY HOUSE

Greenville Board of Realtors, Inc., Greenville, SC

The Greenville Board of Realtors donated \$5,000 to construct the Fire Safety House and provided other program support. The House program teaches children and adults how to escape a burning building. City firemen use the two story, mobile, miniature house equipped with visual and sound effects to simulate a home fire. They visit schools, day care centers, churches, etc. to provide the safety training. Over 25,000 have received safety training since 1986. At least three other South Carolina cities have built a Fire Safety House.

Contact: Doris Bramlett (803) 232-1819

CORPORATE INITIATIVES FOR A DRUG FREE WORKPLACE

Hoffmann-LaRoche, Inc., Nutley, NJ

The CEOs of the Fortune 1000 companies were invited to attend the National Conference on Corporate Initiatives for a Drug Free Workplace, to form a corporate alliance to remove illicit drugs from the workplace. Attendees received practical step-by-step guidelines to assist them in developing corporate policies and programs for the companies and communities. They also created a 16 page magazine highlighting the conference, and mailed copies to more than 5,000 corporations, news media, Federal and state legislators, and regulatory authorities across the country.

Contact: Paula L. Frakes (201) 235-5929

✓ CITY HARVEST TO FEED THE HUNGRY

Hotel Association of New York City and City Harvest,
New York, NY

The General Managers and food and beverage directors of the hotels in the association were contacted to help with the extensive logistics needed to donate food to City Harvest. The plan involved timing, coordination, and cooperation between participating hotels and the recipient community resource centers that distributed the food. More than 5,000 pounds of food was collected from eleven New York City hotels by City Harvest trucks. Since the initial kickoff, members of the Association have continued to donate food totaling 16,000 pounds. Hotels continue to feed thousands of people on a monthly basis.

Contact: Christine Godek (212) 832-8858

Joan Golub

*How long?
~ 2 yrs.
June 1988*

PROJECT MENTOR

IBM Laboratory and Plant Site, Austin, TX

IBM contributed an employee to the Austin Independent School District (AISD) for nine months to develop a pilot mentor program. "At risk" students were targeted and volunteers solicited from business, industry, and the community to be mentors. Mentors met with the students two to three times per week. Students showed significant improvement in school. The students who participated will be monitored over the next several years to determine any relationships between their improved performance and this program.

Contact: Sylvia Stern (512) 823-5880

GOLDEN RULE NETWORK

J.C. Penney Company, Inc., Dallas, TX

The Golden Rule Network uses J.C. Penney's internal Direct Broadcast System to communicate current information on social issues to representatives of community service organizations. Store managers worked with local United Ways to invite organizations to view the first broadcast on crack/cocaine abuse. Over 2,400 community service organizations including youth groups and school districts attended the broadcasts, followed by a live panel discussion. Using telephone hook-ups, the local audiences could question the national panelists. Each organization attending received a copy of the tape, a discussion guide, and a video of the panel discussion to use throughout its community. J.C. Penney plans to air two new programs annually.

Contact: Georgeann Whitener (214) 591-1344

ARKANSAS BREAST SCREENING PROJECT

KARK-TV and The American Cancer Society, Arkansas Division
Little Rock, AR

408 health care professionals were trained and certified to teach breast self-examination. These volunteers then instructed more than 55,900 women on how to perform self-examination. A telephone hotline was established to take calls from women wanting information on breast cancer and a coupon for a reduced cost mammogram. KARK aired public service announcements with the hot line number and a special news series on breast health awareness during this week.

Contact: Patti Burr (501) 664-3480

✓ THE KENTUCKY VISION PROJECT

Kentucky Optometric Association, Lexington, KY

Provided eye/vision care, including glasses, for the "working poor" who are not covered by other programs. Doctors periodically give one day of free examinations in their offices, as well as see a certain number of Project patients on a monthly basis. Eligibility for the program is determined by the Salvation Army and Community Action Centers. Glasses are provided through donation of frames and materials from manufacturers and labor from optical laboratories. Since 1985, over 5,000 people have received complete eye examinations, including glasses and medical eye care if necessary. Project recipients are asked to donate \$20 if possible. These funds are the main source of continuing revenue to keep the Project operational.

Contact: (502) 227-7981

✓ LEUKEMIA SOCIETY OF KENTUCKY FUNDRAISING

Kentucky State Association of Life Underwriters,
Louisville, KY

All of the local chapters participate in some form of public service for the Leukemia Society. They raise funds through golf and fishing tournaments, basketball games, breakfast with Santa, etc. Some counsel patients and their families about losing a loved one to leukemia. The project is ongoing, with many annual events. The Association Public Service Chairman and Executive Vice President visit the local chapters to give them assistance. When an event takes place, a member of the State Public Service Committee and a representative from the Leukemia Society, attends the affair and works with the local chapter.

Contact: Gary Rawlings (502) 584-8490

CELEBRATE THE FAMILY

KGW-TV, Portland, OR

This was a 12-month public service campaign designed to increase awareness about child abuse, and prompt public policy changes to deal with the results of child sexual and physical abuse. The campaign consisted of several documentaries, psa's and public affairs programs; a statewide foster care telephone network; a children's fair; and study guides on child care and foster care. As a result of the campaign, the Oregon Legislature began considering a bill to aid Oregon's children; KGW has lent documentary copies to schools Oregon set up a permanent statewide foster care telephone network, KGW raised more than \$10,000 for homeless families, and 20,000 KGW foster care folders have been distributed.

Contact: Boyd Levet (503) 226-5000

BABY YOUR BABY

KUTV -- Channel 2, Salt Lake City, UT

Baby Your Baby encourages early prenatal care, especially for high risk mothers. Four six-month "waves" of information on different aspects of prenatal care, including an overview of the importance of prenatal care; high risk pregnancies; physical changes, health, nutrition, exercise and psychological well-being during pregnancy; and public policy issues related to prenatal care, make up this 2-year campaign. Documentaries, PSA's and advertisements through various media are used to reach its audience. As a result of this multi-media campaign, enrollment of pregnant women seeking prenatal care in clinics is up and caseloads at Utah Health Department locations have increased in recent months.

Contact: Maria Smith (801) 973-3375

AIDS ATTACK!

Lincoln National Life Insurance Company, Fort Wayne, IN

AIDS Attack! educates the Community and special "at risk" groups about the disease; maintains a volunteer network to help persons with AIDS or ARC, their families, friends, and loved ones; and advocates their rights by serving as an intermediary between them and legal and social agencies. Over 50,000 people have heard the program's educational presentations, including school systems, health care organizations, social service agencies, and church and civic groups. Approximately 100 people have been trained to provide volunteer services connected with AIDS Attack!

Contact: Ladonna Huntley James (219) 427-38334

LINCOLN NATIONAL LIFE MATH SCHOLAR PROGRAM

Lincoln National Life Insurance Company, Fort Wayne, IN

This program provides mathematics enrichment opportunities to exceptional 11th grade students. Run by volunteer employees and planned to motivate and stimulate gifted mathematics students, it blends both applied and theoretical mathematics, and the curriculum features authorities in specific fields. In addition to Lincoln National personnel, outside professionals and college lecturers are utilized for each lecture/ demonstration. Computer use forms a vital part of the core curriculum. The curriculum also discusses telecom munications, modeling, statistics, robotics, engineering, astronomy, actuarial science, artificial intelligence, communications, and investments.

Contact: Ladonna Huntley James (219) 427-3834

PROJECT REACH

Metropolitan Life Foundation and Metropolitan Life Insurance Co., New York, NY

Project Reach supports educational efforts to prevent the spread of AIDS. Various experts from Metropolitan Life have donated time to a committee which has reviewed proposals from dozens of organizations around the country and awarded \$300,000 to eighteen organizations in the course of three years. Metropolitan Life has channeled some \$5 million to AIDS education in addition to Project Reach. In 1987 Met Life sponsored the \$4 million television special, "The National AIDS Awareness Test", and in 1988 the company provided \$1 million to Group W Television for "AIDS Lifeline", a nationally-syndicated program which raised more than a half a million dollars for AIDS organizations in 55 localities through its community outreach program.

Contact: Sibyl Jacobson (212) 578-7049

GOING STRAIGHT: TOWARD A DRUG FREE AMERICA

✓ National Association of Chiefs of Police and MCI
Telecommunications, Washington, D.C.

Going Straight reduces the demand for drugs through five demand reduction programs. "Going Straight...Toward Drug Free Schools" endorses a curriculum including information on alcohol, tobacco, and other drugs; promotion of healthy living and self-esteem; and other techniques reinforcing a no-use message. "Champions Against Drugs" encourages heroes and leaders who serve as role models to sign a no-use pledge and to display an emblem demonstrating their commitment to drug-free lifestyles. "Coalition for Drug-Free School Zones" seeks to concentrate drug control efforts within geographic zones around schools. "WeTIP Anonymous Informant Hotline" has resulted in nearly 3,500 convictions and seizure of over \$225,000,000 in illegal narcotics. "Community Outreach Programs" provide a network of associations, corporations, and community groups for distributing drug prevention education materials.

Contact: Randy Anderson (202) 296-0900

✓ MISSING CHILDREN'S LOCATOR PROJECT

National Association of Truck Stop Operators, Alexandria, VA

The Missing Children's Locator Project distributes literature and information about missing children at National Association of Truck Stop Operators (NATSO) member truck stops. Truckers News publishes color pictures of seven different missing children each month, in cooperation with the Missing Children HELP Center of Tampa, FL. Some 230,000 copies of Truckers News are distributed monthly without charge. The member-funded NATSO ALERT's rapid information dissemination network reaches some 800 member truck stops and has been used by the Federal Bureau of Investigation in its search for children it believes have been transported across state lines. Truck stops, in turn, post or redistribute current information on missing children to drivers and truck stop employees.

Contact: Roger A. King (703) 549-2100

THE TAKE CARE PROJECT

National Fuel Gas Company, Buffalo, NY

The Program commissioned experts to create non-frightening presentations about child safety for children aged four to ten. A flannel board story for preschoolers and kindergartners and an acclaimed video for older children reinforce a child's sense of autonomy. Teachers guides' and other backup materials accompany the presentations. Over 1000 decals on National Fuel trucks and offices show that they are safe havens for children, and National Fuel trucks cooperate with local police as emergency reporting stations. In one year the flannel board story reached 20,757 children and their families and 8,258 children have seen the video.

Contact: Angela McCarthy (716) 857-7980

THE MORE YOU KNOW

National Broadcasting Company, New York, NY

Networks and local affiliates use PSA's and special programs to draw attention to the serious problems that threaten our educational system. NBC introduced "The More You Know About Substance Abuse" to draw attention to the drug and alcohol abuse dangers facing our schools. PSA's and special programs helped viewers learn about the impact of substance abuse on their communities. NBC's parent company, GE, has committed more than \$35 million to education awareness projects. The GE Foundation will devote \$20 million to double the numbers of college-bound students at selected poor and inner-city schools and \$15 million to increase the numbers of minority and female college faculty members in science, engineering, and business education by the year 2000.

Contact: Dr. Rosalyn Weinman (212) 664-5443

SAY YES TO A YOUNGSTER'S FUTURE

National Urban Coalition, Shell Oil Foundation, Carnegie
Foundation, Washington, DC

This program lobbies for better math and science programs and for stronger community/school partnerships. The program has conducted research, promoted Workforce 2,000 issues, and built a computerized information exchange, among other projects. In 1986 a two year pilot school program was created, which includes a summer training institute for teachers, "hands-on" learning curriculums, and volunteer and family recruitment strategies. One Saturday a month, about 500 families join activities including hands-on, activity-based math and science projects, field trips, and career information. In two years, Say YES students have shown improved math, science, and reading scores; greater participation in science fairs; and greater family involvement in school.

Contact: Joann Stevens (202) 628-2990

✓ NEHEMIAH II

New York State Bankers Association and East Brooklyn
Congregations, New York, NY

Nehemiah II improves the quality of education and reduces dropout rates in East Brooklyn High Schools by guaranteeing job offers to qualified high school graduates. Ten banks and The New York City Housing Authority guarantee jobs. Seven High Schools in Brooklyn and two in South Queens participate in the program. Nine area colleges offer scholarships to graduates of the high schools and three City University of New York community colleges provide tutorial assistance in English and arithmetic to four of the schools. The banks also hire graduates for part-time work so they can matriculate at local colleges while obtaining job experience. As a result, 400 teenagers have received jobs and/or scholarships; education has improved and attendance is up.

Contact: Mr. Robert S. Cole (212) 949-1177

ACADEMIC ENRICHMENT PROGRAM

Niagara Mohawk Power Corporation, Syracuse, NY

Niagara Mohawk "adopted" the Corcoran High School in Syracuse, sponsoring programs for staff development, incentives for continuing education, field trips for 200 students who showed academic progress, association of employees with students to provide role models, motivational programs, and activities for special education students. They also sponsor an annual Academic Achievement banquet with awards for all students who have improved their grades, and field trips to the theatre for rural students participating in school drama and art productions. A workshop on self-esteem and motivation was presented for 181 students at the school system in Buffalo, NY identified as being "at risk".

Contact: Edward F. Tormay (315) 428-6912


THE GATEKEEPER PROGRAM

Niagara Mohawk Power Corporation, Syracuse, NY

This Program trains employees who have direct contact with customers to notice conditions which may indicate that an elderly person needs help. These "Gatekeepers" notify a regional coordinator if an elderly person seems to be in an economic, physical, and/or emotional situation which warrants assistance. The coordinator then contacts a central referral agency such as the County Office for the Aging. The County Office arranges for a follow-up visit, evaluation of need, and provision of appropriate services if the elderly person so desires.

Contact: John J. Ziegler (315) 428-3392

ADOPT A CLASS

 Northern Illinois Building Contractor's Association, Rockford, IL

A sixth grade class of 61 students was adopted. A \$20,000 scholarship will remain in an interest bearing account for the next six years to provide assistance for anyone in the class who graduates from high school to continue with vocational, technical, or collegiate training. Adopt A Class' organizers will spend time and resources for the next six years to make the class feel special and appreciated. The volunteers send cards at Easter, Christmas, and birthdays; buy presents; take the children out on trips; and spend time with them. The program encourages the children scholastically and to create positive activities for them to enjoy in the community.

Contact: Glen L. Turpoff (815) 229-5636

✓ REALTORS' COMMUNITY SERVICE

The Ohio Association of Realtors, Columbus, OH

This program goal is to involve Ohio's 76 local Boards of REALTORS in meaningful community service programs including these project categories: Let's Green America, Crime Prevention and Vandalism, Health and Safety, Community Projects, Patriotism, and Issues of Social Significance. The goal culminates in an annual statewide competition between the Boards. Every year RCS distributes a guide detailing the project categories, success stories from the previous year, and guidelines for entering the competition. In 1988, 54 of the 76 REALTOR Boards in Ohio were involved in some sort of project.

Contact: Nikki Gasbarro (614) 228-6675

TO LEND TO THOSE LESS FORTUNATE A HELPING HAND

Phi Mu Fraternity, San Antonio, TX

In twenty-five years of association with Project HOPE (Health Opportunities for People Everywhere), Phi Mu Collegians and Alumnae have raised \$695,523.55 to assist its work. Phi Mu also supports Children's Miracle Network Telethon (CMNT). Last year Phi Mu's members raised \$80,631.61 for CMNT's 160 hospitals, with 100 percent of the money staying in the community where it was raised. Fundraising activities include Pumpkin Pals, where members dress as pumpkins to teach Halloween safety tips in schools and sell special lollipops called Pumpkin Pops to benefit Project Hope. On Valentine's Day, members sell Carnations for Kids to raise money for local CMNT hospitals.

Contact: Gail Highland (305) 667-5282

PROJECT BRIDGE

Polaroid Corporation, Cambridge, MA

Polaroid collaborates with universities and local school systems through Project Bridge to address the country's critical need for qualified science and math teachers. Project Bridge supports Polaroid employees while they train for new careers as teachers. Interested employees participate in a five week seminar that helps enable them to make an informed decision about entering the teaching profession. Then Polaroid pays their salary and educational expenses for the one year it takes to gain a master's degree in education, providing health benefits for up to an additional year. Project Bridge also gives public school teachers the opportunity to apply the subjects they teach in a work situation. The teachers work closely with key Polaroid managers in their area of expertise.

Contact: Palmer D. Swanson (617) 577-2271

EDUCATIONAL PROGRAMS

Potomac Electric Power Company, Washington, DC

PEPCO provides programs and educational materials for approximately 500,000 students and 22,000 educators in the private schools in Montgomery and Prince George's counties and the District of Columbia. Assistance to schools has included a Math Tutorial Program, where volunteers tutor the children; and volunteers have been provided as project engineers, teachers, lecturers, and mentors. Other programs include a puppet presentation for children on conservation, electrical safety and drug/alcohol prevention; a multicultural career intern program; and scholarships donated to the University of the District of Columbia, the Howard, American, Catholic and Gallaudet Universities.

CONTACT: William Jones (202) 872-3188

ARCH - ACTION TO REHABILITATE COMMUNITY HOUSING

Potomac Electric Power Company (PEPCO) and DC Public Schools, Washington, DC

ARCH combats area unemployment and the shortage of skilled labor by providing education, job skills, and social services. Trainees get hands-on experience at construction sites, receive tutoring and computer-based instruction to master necessary math and reading skills, and learn life skills to cope with the world of work. Since the program began in 1987, 250 trainees have graduated. Nearly 85 percent of the graduates have been employed and 72 percent are still employed at rates ranging from \$7 to \$10 per hour. Trainees, including some homeless people, receive counseling, crisis intervention, access to specialized service, and assistance in finding housing and child care. Further training and services are available for up to one year after placement.

Contact: Duane Gautier (202) 872-3589

PRUDENTIAL PARTNERS IN COMMUNITY SERVICE

The Prudential Insurance Company of America, Newark, NJ

Agents who volunteer with local organizations can apply to the Prudential Foundation for grants to support their projects. Community Partner grants range up to \$1,875, Regional Partner grants of \$5,000 are awarded to 38 organizations, and two National Partners grants of \$15,000 are given to community organizations for agents showing the highest level of commitment to their communities. Last year, nearly 800 Prudential agents provided some \$1 million for grassroots organizations which typically would not receive funding from large corporate foundations.

Contact: Deborah Lerner (201) 802-7332

CORPORATE RESPONSIBILITY INITIATIVES FOR YOUTH

Public Service Electric and Gas Company, Newark, NJ

This program has several components. Year of the Young Reader-N.J. Connection includes an employee book collection for local schools and funding for release time of a reading specialist. Through ChildWatch, employees who operate radio equipped vehicles assist young children who are lost, hurt, or frightened. The Children's Trust Fund is dedicated to the prevention of child abuse. The "Yoo Hoo" Drug Education Program uses a 14 minute videotape and teacher's guide to teach children in grades K-4 about good health and saying no to drugs. Other programs include support of pre-college programs for minority youth, employee tutors for Newark elementary school students, sponsorship of educational TV, and employee participation on local school boards, educational committees and task forces.

Contact: Oswald L. Cano (201) 430-5763

FOOD FOR FAMILIES

Raley's Superstores, West Sacramento, CA, in Cooperation with KCRA-TV, Sacramento and KCRL, Reno, NV

Food For Families began in 1986, and since then the program has provided a million pounds of food and a half-million dollars in donations. Each community that Raley's serves benefits, with the money going to the community's designated food closet. The money is held in account until a need is expressed. Then Raley's store managers order the food and supplies, which are bought through Raley's suppliers at Raley's wholesale cost. At Christmas, Raley's gives \$1,000 worth of meat per store. Raley's pays all the operating costs of Food For Families, so 100 percent of the food and money goes directly to the families.

Contact: Joyce Raley Teel (916) 373-3333

DROUGHT RELIEF PROGRAM

Rosenbluth Travel Agency, Inc., Philadelphia, PA

In 1988, Rosenbluth established a computer data input center in Linton, ND, and hired 40 farm-family members to help relieve the effects of the drought. A project team located an unused tractor storage facility and installed office and computer equipment. Human Resources opened in a local store and on the first day over 80 people applied for a chance to learn and use new skills. Today, those 40 farm families have a badly needed source of income, and Rosenbluth had a dedicated, well-trained, and stable workforce.

Contact: Lisa Hanling (215) 981-1711

CHANGE FOR THE HUNGRY

Safeway Stores, Incorporated, Oakland, CA

Change For The Hungry (CFTH) gives Safeway customers an opportunity to donate all or part of the change from their food bills to a fund administered by the Salvation Army, the food bank, or some other food program. The program provides fresh fruit and vegetables, milk, eggs, orange juice, and other products not normally obtainable from food banks. Safeway issues special certificates to the Salvation Army and participating food banks which their clients can redeem at any Safeway store for these fresh food products. Also, in each Safeway division, an employee is president of or on the board of a local food bank or food program. In 1988 alone, Safeway donated \$2.9 million worth of food and food products to the needy. Safeway employees help deliver the food, work in food banks, collect funds, drive trucks, and maintain the quality of the food. In every region of the country, Safeway employees participate in community activities to eliminate hunger.

Contact: Robert E. Bradford (415) 891-3265

APPLES FOR THE STUDENTS

Service Marketing Group, A Division of J. Edward Connelly, Garden City, NY

Apples For The Students gives free Apple computers, printers, and software to all schools, K-12, in exchange for register tapes from sponsoring supermarkets. In 1988, 12 regional supermarket chains worked through Service Marketing to sponsor Apples For The Students. More than 8,000 schools participated and have earned more than 4,000 free computers. The program unites supermarkets, parents, and schools in a community effort. Parents, relatives, students, friends, and neighbors work together to accumulate register tapes from the Apples For The Students Supermarket. These tapes are turned over to the schools, who exchange them for free computers. The supermarkets pay for the computers and give them to the schools.

Contact: Peter Jarvis (516) 747-7111

GOLF FOR GUARDIANSHIP PROJECT, SOUTH DAKOTA GUARDIANSHIP PROGRAM

South Dakota Association of Life Underwriters, Yankton, SD

Golf For Guardianship provides funds for the South Dakota Guardianship Program, which acts as guardian for adult developmentally disabled persons. Over sixty golf courses agree to act as host clubs. Avid golfers buy a pass for \$20, which entitles them to golf one nine-hole round at each of the courses listed. The host clubs waive greens fees for card users, making a potential in-kind donation of \$270,000. A state network of members of the South Dakota Association of Life Underwriters (SDALU) and a direct mail project at Austad's golf supply company sell the golf passes. SDALU volunteers prepare publicity, oversee card sales, keep records, and provide other support for the program.

Contact: Charlene Lund (605 224-9647)

COMMUNITY SOUP KITCHEN

Southern California Gas Company, Los Angeles, CA

The Community Soup Kitchen provides hot meals for homeless and low-income families in the Compton/Watts community. Every Monday and Friday, as many as 250 people attend the Salvation Army's chapel for prayer and eat a hot evening meal. Homeless people can sign up for a night's lodging at a local shelter and a bus to take them there and back. Volunteers help with meal planning, grocery shopping, sign-ups, donation collection, and meal serving. Each Southern California Gas employee who volunteers for more than eight hours can apply for the "Volunteer Incentive Program" grant of \$100. The Community Soup Kitchen has received more than \$3,000 from such grants.

Contact: Sharon Morris (213) 881-7951

FIRE SAFETY EDUCATION, PREVENTION SURVIVAL

NC Chapter #35, Telephone Pioneers of America, Charlotte, NC

Fire Safety Education teaches the general public about fire prevention and survival. The program has placed 3,000 smoke detectors in the homes of children and the elderly, who form the highest risk group for injuries and deaths. 21,000 emergency stickers were printed and given to families with children and elderly members. A fire safety video has been shown to Pioneer employees and their families; PTAs; and senior citizen, church, and civic groups. Volunteers have donated \$5,000 to the NC Burn Center for research, donated \$450 for crafts to The Burn Center's annual camp, worked as counselors at the camp, and trained over 150,000 children through the Children's Fire Safety House Program.

Contact: Grace F. Phillips (704) 378-8652

PIONEER BEEP BALL

Telephone Pioneers of America, Washington, DC

TPA working and retired employees have devoted thousands of hours to the design/development, manufacture and repair of a sound-equipped ball that visually impaired individuals can catch, bat and use to play baseball. Since 1972, over 32,000 soft balls have been modified, and sold to the local TPA chapters who in turn donate them to individuals or organizations. Over half the TPA chapters in North America, as well as civic and fraternal organizations have taken an active part to ensure the success of the program.

CONTACT: Mr. W.M. Jermain, Jr. (212) 393-3252

VISUAL PHONICS

Oklahoma Chapter 41 - Telephone Pioneers of America, Oklahoma City, OK

The Pioneers promote Visual Phonics, a clinically documented method for teaching the deaf, dyslexic, and learning disabled to read and speak. The pioneers have held six seminars attended by over 1,000 educators, including teachers of the deaf and learning disabled, speech pathologists, literacy tutors, and regular elementary teachers. 106 Oklahoma schools have adopted Visual Phonics and over 6,000 children have benefited. Pioneers have supplied over \$75,000 in training material and helped produce training and introductory tapes for Visual Phonics.

Contact: Sondra Heald (405) 278-5966

LEARN TO EARN

The Toro Company, Bloomington, MN

Learn To Earn teaches young people how to set up and run their own year-round lawn maintenance and snow removal business. Conducted in cooperation with the National 4-H Council, the program supports a series of training meetings on small engines, lawn mower care, lawn care and landscaping, maintenance and safety, snow removal, and business skills. Participants may also attend the annual National Safety Congress where they meet and spend quality time with chief executive officers of major US corporations and other 4-Hers.

Contact: Mary A. Elliott (612) 887-8900

TOWING OPERATORS WORKING TO ELIMINATE DRUNK DRIVING (T.O.W.E.D.)

Towing and Recovery Association of America, Inc.
Altamonte Springs, FL

This program was designed so that holiday party-goers who have had "one too many" and would be a danger behind the wheel can receive a free ride home for themselves and their car for no charge. TRAA members are asked to participate and volunteer their trucks and personnel for specific dates during each Christmas and New Year's holiday. Party-goers are encouraged to call a tow operator who will take them and their car home. This program is unique in that both driver and car are taken home.
CONTACT: Sanz Hardtke (800) 327-8542

CHOICES: INCREASING YOUR OPTIONS

US West Education Foundation, Seattle, WA

CHOICES is a two-hour classroom seminar presented to high school students by trained volunteer employee speakers from sponsoring organizations. The seminar deals with self-awareness, motivation, time and money management, academic decisions and their career consequences. CHOICES is a perfect demonstration of how business, education, community and individual resources can be utilized in a cooperative venture to convey to students the relevance of education in preparation for life.

CONTACT: Daniel Price (206) 343-5200

TIME TO CARE

Westinghouse Broadcasting Company, Inc., & Group W Television,
New York, NY

TIME TO CARE is a two-year national campaign involving a partnership among the local TV station, the private business sector and local community to encourage all three to become active in solving community problems through action by citizens. Local stations aire prime time specials, and psa's to publicize a problem in their area and how citizens can get involved. To date, 68 stations have joined Group W Television's campaign to inspire and direct people to make their towns and cities a better place to live.

CONTACT: Gil Schwartz (212) 307-3441

STOP THE MADNESS

WTHI-TV and Wabash Valley Broadcasting Corp., Indianapolis, IN

Members of the community are encouraged to come to the station and cut their own public service spot about drug and alcohol abuse and drunk driving. The station sets aside 30 minutes daily for people to cut the 10 - 30 second spots, with six new spots produced each month. A one hour special about drug abuse, death, prison and rehabilitation was produced, and a rock music video shown on the air and throughout the school systems to educate kids and teens about peer pressure and its effect with drugs. Anchor personnel also give lectures at local schools about drug abuse.

CONTACT: Steven Rifkin (812) 232-9481

WTHI'S YEAR OF THE CHILD

WTHI-TV and Wabash Valley Broadcasting Corp., Indianapolis, IN

This year long project to inform and educate the community on matters that deal with children, included airing promotion spots for local service organizations that deal with children; bi-weekly news stories on children and their families; a telethon for Riley Hospital for Children; a five-part series by a popular anchor person and hundreds of hours of air time promoting the campaign and giving safety and educational tips to children and their families.

CONTACT: Steven Rifkin (812) 232-9481

LEARNING FOR LIVING

WYFF-TV, Greenville, SC

WYFF-TV produced and aired 160 hours of instructional programming to help combat illiteracy. WYFF worked with the South Carolina State Department of Education to develop a curriculum directed to adults at or below the fourth grade reading level. The lessons were based on life skills and incorporated phonetics, sight word and language experience. Lessons were aired twice daily for 32 consecutive weeks. Each lesson was supported by a printed lesson workbook that was distributed through adult education centers, high schools, and technical colleges. WYFF plans to make the series available to other broadcast stations and education organizations.

CONTACT: Fritzie Mumford (803) 240-5243

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asae

IMPORTANT MESSAGE!

TO REPLY BY FAX, DIAL (202) 371-8825

TO Clark Evans FROM Bill Taylor
 COMPANY Off of Nat Services DIRECT LINE 626-2700
 DATE 2/28/90 OPERATOR PCL
 TIME 12:30 pm
 COMMENTS:

15

Number of pages
(including this cover)

American Society of Association Executives
1575 Eye Street, NW, Washington, DC 20005 (202) 626-2723

The Value of Associations to American Society

Executive Summary of The Hudson Institute Study

Within hours of the great earthquake that rocked the San Francisco area in October 1989, dozens of state and national associations were busy planning relief efforts in cooperation with government services. The California Trucking Association, West Sacramento, quickly set up a network to identify serviceable roads and put out an emergency call for water trailers and other life-saving equipment.

When cyanide-laced Tylenol killed seven people in September 1982, The Proprietary Association, Washington, D.C., an organization of nonprescription, over-the-counter drug manufacturers, stepped in to identify new methods to reduce the possibility of package tampering. Three days after the deaths, the association had established a joint committee in conjunction with the U.S. Food and Drug Administration (FDA) to work on federal regulations to require tamper-resistant packaging. A month after the tragedy, the FDA accepted the association's proposed regulations requiring tamper-resistant packaging for over-the-counter capsules, liquids, tablets, and suppositories.¹

Associations are one of the largest and most powerful forces in the United States today, yet they are also among the least visible. Representing an enormous collective presence, associations impart social and economic benefits that touch each of us every day. But because the work of associations is often done quietly and behind the scenes, public perceptions vary widely about what associations are, what they do, and what contributions they make. The value of these organizations--comprising trade associations, professional societies, and health-related and advocacy groups--is the subject of this report.

CREATING BROAD BENEFITS

From the work of associations flow significant benefits to society. This public value springs largely from associations' tending to their members' collective self-interests; that is, as associations serve the members, benefits of wider value accrue. For example, through an association, successful practices in one hospital may be adopted in others, thereby raising hospital conditions overall. Such diffusion of technological innovation and information results in improvements that better serves patients and the public in general.

Were it not for associations, other institutions would face added burdens in the areas of product performance and safety standards, continuing education, public information, professional standards, ethics, research and statistics, political education, and community service. The work of associations is woven throughout the fabric of American society, and the public has come to depend on the social and economic benefits that associations afford. These broad benefits are:

1. Associations educate their members on technical and scientific matters, business practices, and legal issues, thereby elevating the quality of publicly delivered goods and services. In many industries, professions, and causes, associations are the only source knowledgeable enough to provide continuing education.

2. Associations play a prominent role in setting professional, performance, and safety standards, ethical canons, and other guidelines, all of which help reduce marketplace risks consumers face.

3. Associations develop and disseminate valuable information that would be otherwise unavailable. It is used by policy makers, regulators, researchers, and consumer groups, among others, to enhance a broad understanding and analysis of the American economy.

4. Associations provide generic information to inform the public about the efficiency, qualities, and safety of products and services, thereby bolstering public confidence in the marketplace.

5. By offering strength in numbers and disseminating useful information, associations ensure representation of many private interests before government. This role is central to the successful functioning of American democracy.

6. Associations nurture healthy political conditions within the country by exercising and supporting political choice. In so doing, associations offer opportunities for honing individual political skills and training leaders.

7. Through community service, associations call forth extraordinary amounts of volunteer labor. Associations mobilize and train these volunteer forces, thereby developing, giving expression to, and focusing public attention on the strength of the American spirit.

Most associations exist to serve their members. Trade associations, for example, represent a group of firms having a business or trade in common. Professional societies serve individuals who share a common professional interest or background. Some associations, such as health-related or advocacy groups, represent an interest or point of view.

The various ways in which associations serve their members are far too numerous and diverse to catalogue here. However, member benefits may be broadly characterized: Associations collectively serve those interests of members which cannot be met effectively by individual action; associations communicate important events, findings, and trends in a business, profession, or cause; associations offer producers, including practitioners, a collective presence to buyers.

SHARPENING THE FOCUS

To sharpen the public's image of associations, the American Society of Association Executives (ASAE) determined the need for an authoritative, independently conducted study that would examine the value of associations (economic and social) within our society. The hope was that, by illuminating the value of associations in America, people would clearly understand the vast impact of these nonprofit organizations on virtually every facet of life, from the large, health-oriented organizations down to one's local homeowners association and PTA.

To this end, ASAE commissioned the Hudson Institute, Indianapolis, Indiana, to design and conduct a survey of national associations in the United States. While the statistical findings and economic impact imparted in this report represent generalizations from only 5,500 national U.S. associations, these data nevertheless erect a sturdy skeleton supporting the enormous body of activity and contributions of the hundreds of thousands of associations in the United States.²

The Survey

The universe of surveyed associations was drawn from ASAE's listings of individual members and prospective members for whom adequate demographic data existed. The list comprised three major strata--trade associations, professional societies, and health-related or advocacy groups.

The final sample included 5,500 associations, each of which received a questionnaire mailed in February 1989 that sought data for the current budget year. Of these, 2,836 questionnaires were returned. Completed questionnaires of 505 associations were used in forming the economic data and study, for a response rate approaching 20 percent. This response rate was sufficient to yield results at a high confidence level.

Additional information was obtained by Hudson Institute researchers through a review of the association literature and relevant scholarly material, discussions with approximately 50

association executives, and attendance at association executives' meetings.

The summary presented here highlights the areas of value stressed in the study. It does not include a discussion of the ways in which association activities can be imperfect; these are considered in the full report, along with the balance between value and detriment.

ADVANCING SAFETY, HEALTH, AND QUALITY

Voluntary standards constitute perhaps the most significant area of standardization in this country. Associations make large contributions in setting, certifying, and meeting product standards that specify safety and performance requirements. Last year, for example, the association members surveyed spent an astonishing \$14.5 billion to meet these voluntary rules. A massive sum by anyone's standard, this figure suggests quite forcefully just how seriously the business and professional communities in this country take their responsibilities.

Product standards help protect consumers' safety and health and help ensure that products meet measurable requirements for performance and quality, thus advancing the quality and compatibility of goods. Standards also provide important information that would not be available in their absence. For example, due to the combined efforts of the American Society for Testing and Materials (ASTM), Philadelphia, and the Juvenile Product Manufacturers Association, Moorestown, New Jersey, consumers can now purchase babies' high chairs with confidence that the chairs have passed safety tests for strength, restraints, and sturdy assembly.

As another example, two huge associations are devoted exclusively to standards setting--ASTM and the American National Standards Institute, New York City. ASTM standards alone touch virtually every significant area of American industry.

Voluntary standards set under the auspices of associations are generally to be preferred to government regulations because they are more flexible and adaptable; cost less; preserve the essential tie between the standard and the technical expertise on which it draws; and place the responsibility for adherence or nonadherence, success or failure where it belongs--with the producers and the consumers.

Voluntary standards also help ensure the compatibility and interchangeability of products and parts, allowing goods to be used efficiently and parts to be standardized across manufacturers.

EDUCATING WORKERS AND THE PUBLIC

Education constitutes perhaps the most important of all association activities. Indeed, the public's interest in the education of association members may be as great as the interests of the members themselves--for by improving members' performance, associations elevate the quality of products and services. Through educational offerings, associations translate general discoveries and principles into concrete practices in industries and professions, fill gaps in technical education, and provide instruction in management techniques.

These educational offerings run the gamut from general, theoretical courses to highly targeted instructional materials to widely disseminated public information. The American Academy of Facial Plastic and Reconstructive Surgery, Washington, D.C., for example, offers nearly 200 videotaped courses ranging from special surgical facelift techniques to head and neck surgery. Many health-related organizations, such as the American Heart Association, headquartered in Topeka, Kansas, and the American Cancer Society, headquartered in Tampa, Florida, concentrate almost exclusively on informing the public about specific health risks, disease prevention, and symptoms indicating the need for treatment.

Nearly 90 percent of the surveyed associations offer education programs and services to their members, and more than 71 percent disseminate public information. Association members spend nearly \$5.5 billion annually on educational offerings their associations organize, require, or facilitate. The members of the professional societies surveyed alone spent approximately \$3.1 billion for education in 1989. Of all the states in the nation, only California spent more than that to support higher education. Adding public education, the total association contribution to education approaches \$8.5 billion a year.

In a world undergoing extraordinarily rapid technological change, the need for continuing education is obvious. Associations meet a significant portion of that need as they strive to help their members learn vital techniques, skills, and knowledge necessary to successfully conduct their work as individuals and as members of an industry or profession.

AIDING EXEMPLARY CONDUCT

Professional standards-certification, accreditation, and licensing--address the entire scope of professional competence. Professional standards increase public trust. They assure citizens that the professionals they employ have reflected thoughtfully about their

practices and ensure that professionals with identical titles deliver roughly similar services.

Some professional societies, such as those representing medicine, the law, and accounting, grew up around the need to develop and enforce standards. Almost 24 percent of the surveyed professional societies set professional standards and 15 percent certify that these standards are met.

While the seed of professional expertise is sown in undergraduate and graduate training and state licensing procedures, associations fertilize and nurture the professions by encouraging the peer review process, by offering courses that meet legal requirements, and by issuing standards that often form the basis for disciplinary action.

Association codes of ethics also augment the public's trust and confidence in services, products and their producers, particularly in the many areas where consumers lack sufficient knowledge to make fully informed purchasing decisions. Almost one-third of the associations surveyed earmark funds annually to set codes of ethics, with 17 percent making appropriations for enforcement.

These codes also identify harmful practices and broad positive motives, thereby enhancing consumers' trust in those who produce goods and render services. The practice of setting ethical codes establishes opportunities for deliberating on moral questions, considering injunctions, reflecting on responsibilities, and focusing thoughts. And, by providing occasion for such reflection, codes of ethics are apt to affect members' behavior in other spheres of life.

UNEARTHING NEW DATA

Among the most wide-ranging of association activities, conducting research and gathering and analyzing statistical information enable businesses and professions to function efficiently, offer information not available elsewhere, and help identify new directions for social improvements. Nearly 65 percent of the associations surveyed gather statistics and facilitate or conduct research.

Many institutions, including the federal government, depend heavily on associations for their statistical information. Because these statistics embody key facts about profits and expenditures within an industry, they frequently govern intelligent public and investment policy affecting that industry.

In addition, statistics enable businesses to compare their output, productivity, and costs. These figures help association members to

manage their activities better because they provide benchmarks for comparisons and excellence leading to improved performance.

Research is central to the very mission and definition of the professions and health-related groups. Usually disseminated through a journal published by the association, research findings set important new directions and define the scope, standards, and trends within a field.

Association-sponsored research is conducted in all major areas receiving public attention, including the environment, product safety and efficacy, employment, and a huge array of social issues.

NURTURING THE POLITICAL PROCESS

In one of the most surprising findings of the study, trade associations spend only about 10 percent of their total annual expenses on political education, professional societies less than 2 percent, and health-related or advocacy groups, approximately 3 percent.

U.S. public policy always results, to some degree, from insistent private representation and requests. So that public policy broadly represents many interests, without any one dominating, the political interplay of associations is useful to counter other interests before elected officials.

Associations also provide information to Congress and officials of the executive branch on the potential effects of legislative or regulatory proposals on members. Associations' political efforts forcefully remind elected officials of their constituencies' wishes by providing an arena in which members mobilize and a forum in which they express their opinions.

The American Association of University Women, Washington, D.C., for example, is heavily involved in legislative efforts ranging from educating members in lobbying techniques to support of federal bills on child care, family leave, and pay equity. Due to the legislative work of the Florida chapter of the National Association of Social Workers, Tallahassee, the state enacted a law in 1982 to license mental health professionals and in 1987 created a state board to administer licensing of clinical social workers, marriage and family therapists, and mental health counselors. The Chemical Manufacturers Association, Washington, D.C., was deeply involved in the legislative and regulatory process leading to the current "Superfund," a federal law that attempts to equitably spread among various industries the responsibilities for cleaning up hazardous wastes from hundreds of sites across the country.

Finally, the political activity of associations frequently serves as a training ground for members by developing the abilities necessary to participate on a wider political spectrum at national and local levels.

REACHING OUT TO OTHERS

Associations have been at the vanguard in the recent call for increased voluntary service.

Frequently, associations mobilize volunteers in areas of expertise tied closely to the trade, profession, or cause they represent by drawing on their members' special talents to meet social or economic needs. In recent years, for example, associations have united their members' talents to help alleviate hunger, educate the public about drug and alcohol abuse, promote literacy and other educational programs, find missing children, improve the condition of health care facilities, provide eye care to the poor, offer medical aid to the homeless, alleviate the anxiety and boredom of hospitalized children, offer fire safety education, aid tornado victims, and help reduce a state budgetary deficit. All of these efforts were tied directly to the associations' and members' specific expertise.

The national service group, Kiwanis International, Indianapolis, recently concentrated its efforts on a public campaign to fight drug use. To disseminate its anti-drug message, the group used 500 prime time network airings of a public service announcement, a 14-week radio series, advertising in *Time*, *Newsweek*, and *Sports Illustrated*, and 5,500 billboards. The advertising alone was worth more than \$15 million.

The Grocery Manufacturers of America, Washington, D.C., has united its members with Second Harvest, a national network of food banks, to organize the donation of more than 100 million pounds of food and groceries annually. This community service has multiplied Second Harvest's original distribution forty fold.

Other associations work to enhance the public's good through efforts beyond their specialties. Examples include educating Americans about the importance of the Constitution, offering education in citizenship, helping Americans learn to vote by absentee ballot, providing retraining programs for workers displaced from declining industries, and giving support to battered and abused women and children.

MOVING THE ECONOMY

Associations command enormous financial and human resources. The universe of associations surveyed spent almost \$48 billion directly or indirectly in 1989. Broken down, this figure represents

- o almost \$9.7 billion in direct cash outlays to offer services and administer operations;
- o \$3.3 billion worth of volunteer time (conservatively valued at \$10 per hour) proffered to conduct association activities, including community service;
- o \$19.9 billion that members spent on education and training or on setting and meeting professional and product standards; and
- o \$15 billion on multiplier effects in local communities.

The associations surveyed employ almost one-half million full-time equivalent employees, a figure roughly equal to or greater than the employment rolls in such major U.S. industries as steel, office and computing equipment, communication equipment, or the airlines.³ Adding volunteer hours, the surveyed associations are responsible for an additional 170,000 full-time positions, representing a grand total of approximately 670,000 full-time people.

IMPROVING AMERICA

By working for and through their members, associations produce important positive effects in society. Association ethical and professional standards provide information that enhances consumers' trust in goods and services. Association product standards help improve the quality and interchangeability among products and parts. Association education and research improve techniques and augment knowledge. Associations' involvement in the political process helps to effect prudent public policy. Associations put tens of billions of dollars into the American economy every year.

Associations help those in need through direct community service of immeasurable value.

In all of these examples, the responsible collective interests of association members--in advancing their knowledge, improving their products, increasing their professional skills, and enhancing their legislative standing--provide benefits to the public.

With roots in ancient civilizations and ties to Old World guilds, associations today have evolved to occupy a unique place in America. The Puritan influence, America's geographic expanse, and her struggle for political freedom fostered independence and individualism within U.S. associations, tightly weaving them into the nation's social fabric and uniquely distinguishing them from associations of other nations.⁴

In 1830, French statesman and author Alexis de Tocqueville observed that "Americans of all ages, all stations of life, and all types of dispositions are forever forming associations. There are not only commercial and industrial associations in which all take part, but

pep rally for cheerleaders
7th - Atwater
Alamo
Darcy Crockett died
John Philip

1988
PUSD → \$150
\$41.5 b → govt.
PTA, Sch Bds, etc.

Aug.

others of a thousand different types--religious, moral, serious, futile, very general and very limited, immensely large and very minute."5 Reflects Lee VanBremen, CAE, executive vice president, College of American Pathologists, Northfield, Illinois,

In de Tocqueville's eyes America was already a nation of associations by the early nineteenth century. We learned early on that by joining with others we could accomplish what we could not do by ourselves. Associations became a natural handmaiden to our individualism. Today associations confront and meet daily challenges to respond to members' needs, to protect members' interests while promoting the social good, and to preserve the idealism that is so vital to the progress of society.6

Notes

1. Hugh B. Vickery III, "It's the Press. There's a Crisis. What Now?" Association Management (March 1983):47-51.
2. The Encyclopedia of Associations 1990 (Detroit: Gale Research, 1989) lists approximately 90,000 associations. The Internal Revenue Service approximates the number of tax-exempt organizations in the United States at nearly 960,000; most of these are associations.
3. U.S. Bureau of the Census, Statistical Abstract of the United States: 1989, 109th ed. (Washington, D.C.: U.S. Government Printing Office, 1989), 399, 401.
4. Lee VanBremen, "The Theory of Associations," in Attracting, Organizing, & Keeping Members. Edited by Wilford A. Butler. (Washington, D.C.: American Society of Association Executives, 1989), 2.
5. Alexis de Tocqueville, Democracy in America (New York: Vintage Books, 1954), vol. 1.
6. VanBremen, Attracting, Organizing, & Keeping Members, 2.

Overall Economic Impact of Surveyed Associations

- \$14.5 billion on standard setting
- \$ 9.7 billion to conduct operations*
- \$ 5.3 billion on education and training
- \$ 3.3 billion worth of volunteer time

*surveyed 5500 natl assoc -
23,000 natl surveys*

\$15 billion in effects beyond direct expenditures

\$48 billion

*Includes \$2.5 billion of education-related costs, i.e., speaker fees, food, promotion.

CAPTIONS FOR EXECUTIVE SUMMARY

INTRODUCTION

Estimates of the total number of U.S. associations reach well above 100,000. Their value to society is more than the billions of dollars they spend and the multitudes they employ. Their most significant impact is in the areas of education, product and safety standards, professional standards and codes of ethics, public information, research and statistics, political education, and community service.

Graphic--Ruler and Band-Aid

Associations spend more than twice as much on standards as the government spends on foreign aid.

PROFESSIONAL STANDARDS (Construction workers with hardhats)

Building codes, aircraft maintenance standards, and bursting strength tests for packages are all part of the product and safety standards created by associations. Virtually all standards or guidelines for safe use of a product are born in associations--from the American Welding Society's technical standards for acceptable welds to the American Red Cross's requirements for the handling of blood products to the American Dental Association's familiar seal of acceptance for products which have "been shown to be an effective decay-preventive dentifrice that can be of significant value..."

Graphic--California & Stack of Books

Associations spend more on higher education than all the states except California.

EDUCATION

(Gray classroom of men)

Almost 90 percent of the associations surveyed offer education programs. In many industries and professions, associations offer the best--and in some cases, the only--form of continuing education and skill development. Seminars, workshops, conferences, trade shows, audio and videotapes, and interactive computer courses are among the many delivery systems for specialized education.

(Mathcounts)

Education is the most important activity for many associations whether it's directed outward toward an industry or profession. MATHCOUNTS, a national mathematical competition among junior high school students, developed and sponsored by the National Society of Professional Engineers (right), refocuses attention on the importance of math by encouraging achievement in this most essential subject.

ETHICS

(Oral surgeons)

Codes of ethics are crucial to the very functioning of many professional societies such as those for doctors, dentists, attorneys, public relations practitioners, journalists, educators, and government officials. These professions are bound by the canons contained within their association's bylaws.

RESEARCH

(Screen printing)

Two-thirds of all associations gather and analyze statistical data and conduct research. Many organizations rely on reports by associations as the most reliable data available. Other research often directly benefits an association's members such as that conducted by the Screen Printing Association International and its Foundation (left) in its Fairfax, Virginia facility where it studies factors such as weatherability, safety and health, and color imagery of new inks.

POLITICAL EDUCATION

(In the senator's office)

One of the fundamental functions of many associations is to provide a unified voice on legislation and regulations affecting a particular industry or profession. Lawmakers rely on associations for information and recognize that intelligent decisions involving complex issues require input from a variety of associations and cause-oriented groups. For many associations, political education consists not of influencing pending legislation, but of explaining new regulations and guidelines to their members. However, associations spend a small amount of their expenditures (less than 10 percent) on political education.

COMMUNITY SERVICE

(Doctor examining black patient)

The special ability of associations to mobilize their members as volunteers in service to communities across the country is being used to combat drug abuse, illiteracy, homelessness, crime, teen pregnancy, and many more of society's challenges. For example, the American Association of Advertising Agencies founded a program called Media Advertising Partnership for a Drug-Free America that features \$500 million worth of time annually for free TV and radio commercials as well as print ads. Associations and community service are a natural combination and are often paired as the first line of communication and organization after a disaster. Several associations are involved in local community food banks such as Second Harvest and other groups that accept unused food from conventions and meetings. Other associations actually run community service programs, such as the Medical

Association of Atlanta, which operates a clinic for homeless people.

PREPARING FOR
THE MONUMENTAL DECADE
40 Seminars and Programs...All in One Five Day Program



Complete Program

asae



**Spring Convention,
Exposition and Legislative Conference**
The Washington Convention Center
March 3-7, 1990
Washington, DC

PREPARING FOR
**THE MONUMENTAL
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American Society of Association Executives

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Exposition and Legislative Conference**

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March 3-7, 1990

Washington, DC

A* S* A* E 90

THE MONUMENTAL DECADE

The American Society of Association Executives brings the vision of the 21st Century one step closer at ASAE'S Spring Convention, Exposition and Legislative Conference, March 3-7, in Washington, DC.

EXCEPTIONAL SEMINARS

40 of the most exceptional seminars ASAE has to offer...all in one five day program.

THIS IS THE YEAR

Position yourself in the Nation's top growth profession. Come to learn about your speciality and visualize the Monumental Decade ahead.

FIVE DAY CERTIFICATE PROGRAMS

In-depth in Communications, Conventions, Education, Finance & Administration and Membership Marketing

THE SETTING

The most influential city in the world to explore your own personal career potential through the next ten years.

THE LEGISLATIVE CONFERENCE

Be there for the kickoff General Session with invited guest speaker President George Bush.

THE EXPOSITION

It's the largest meeting and hospitality expo in the country.

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Find Out What's Inside

Read through this brochure! You'll find many sessions will spark your interest beginning on Sunday, March 4. And don't miss the 5-day Certificate Programs in five specialized areas of association management.

That's right. Three kinds of educational programming are offered at this meeting. Short sessions begin Sunday March 4. One and two-day seminars presented by your peers from Monday, March through Tuesday, March 6 highlighted on pages 12 - 24 of this program.

And, the 5-day Certificate Program scheduled from Saturday, March 3 through Wednesday, March 7 highlighted on pages 26 - 37 of this program.

Mix and Match - You decide what to attend, whatever seminars you choose, you'll find the content and structure of this meeting a return on your investment! If you need more information, just call the ASAE Conventions staff at (202) 626-2766.

Extra Benefit - Legislative Conference scheduled jointly with Spring Convention beginning mid-day Tuesday, March 6, through mid-day Wednesday, March 7. See page 25.



The ASAE Guarantee of Satisfaction

The ASAE Spring Convention, Exposition and Legislative Conference is guaranteed to meet or exceed your expectations. Money back or complimentary registration for another program if you are not satisfied.

EARN CAE POINTS

Earn one point per course hour toward obtaining the Certified Association Executive (CAE) designation and one point toward CAE recertification for each day attended.

1990- ASAE IS PREPARING FOR THE MONUMENTAL DECADE AND STARTING SOMETHING NEW!!

Your personal career growth is planning and goal setting; channeling your level of talent and expertise.

The ASAE Spring Convention, Exposition and Legislative Conference is a new arena for learning. 40 seminars put together for the association executive and the staff specialist... an educational structure designed for those seeking innovative business techniques, and focus their time on what's important.

This is the convention for the entire staff to attend. What better way to prepare for the upcoming challenges of the 90s, and to set the groundwork for the new executives of the 21st century!





SPECIAL EVENTS



Saturday, March 3
7:00 PM

EARLY BIRD WELCOME PARTY

By booking a Saturday arrival, you can have a lively evening at the Early Bird Welcome Party at the new Ramada Renaissance (across the street from the Convention Center). Get to know your peers at this terrific start to the Convention.



Sunday, March 4
4:30 - 5:45 PM

General Session:

THE VALUE OF ASSOCIATIONS IN AMERICAN SOCIETY

Allen Nueharth, USA Today's controversial and outspoken founder, highlights the findings of the year-long study by the Hudson Institute documenting the value of associations. This is not just a session of ho-hum statistics—Expect to be challenged by Nueharth as he comments on activities that are best performed by associations, such as certification, standards, and codes of ethics. This is sure to be a lively exchange.

6:00 - 8:30 PM

EXHIBIT HALL OPENING RECEPTION

Following the Opening General Session, join your friends in the Exhibit Hall for a festive, enjoyable evening. Get the latest information on products and services you use everyday, while you have a drink and sample an array of foods. Make valuable contacts with ASAE's Exhibitor's, and be sure to bring your guests for an evening filled with ideas and information, good company, and great conversation.



Allen Nueharth, Founder and former publisher, USA TODAY

8:45 - 10:00 PM

TOPPING OFF THE EVENING...ASAE'S HEADLINE ENTERTAINER IN CONCERT



Monday, March 5
11:00 AM - 12:00

SECTION ROUNDTABLES

Each section will be running one roundtable in their monthly series for this special spring meeting. Specific topics discussed are in the areas of Communications, Education, Finance and Administration, Government Relations, Membership Marketing, Legal and International sections. Attendees are invited for lunch in the exhibit hall following the roundtables. Contact your Section manager for program information.

Special Session:

HOW TO PIGGY BACK ON ASAE'S PR EFFORTS ABOUT ASSOCIATIONS

Tom Gorski, Director - PR & Market Research, ASAE

Jerry Franz, VP - Porter/Novelli, Inc.

During the next two years, ASAE will be leading an extensive public relations campaign to disseminate the findings of the study on the Value of Associations and to raise the level of media awareness.

Your association, regardless of size or budget, can take advantage of this momentum as part of its own efforts—

even if you have no formal public relations activity currently planned. Concentrating on things you can do on a "shoestring budget," Gorski and Franz will reveal a variety of low-cost (or no-cost) activities that will enhance your PR activities. The nuts-and-bolts session is packed with ideas and includes a FREE take-home PR kit for each participant.



11:00 AM

**GENERAL SESSION
KICKOFF TO LEGISLATIVE
CONFERENCE
WITH INVITED SPECIAL
GUEST SPEAKER:
PRESIDENT
GEORGE BUSH**

7:00 PM

**LEGISLATIVE
RECEPTION AND
DINNERS BY STATE
DELEGATION**



**Wednesday,
March 7
8:00 - 9:00 AM**

**CONGRESSIONAL
BREAKFAST**

The day begins with an early morning breakfast with invited speaker, Senate Majority Leader, George Mitchell.



11:00 - 11:30 AM

RALLY SESSION

Join the Capitol Hill Rally Session and then go to The Hill to visit your Congressmen....

The Exhibit Hours

Exhibits will be open for a total of 8 1/2 hours and can be viewed daily beginning:

Sunday, March 4 - 6:00 - 8:30 PM

Monday, March 5 - 12:00 - 2:00 PM

5:00 - 7:00 PM

Tuesday, March 6 - 12:00 - 2:00 PM

The Exhibit Hall will be open to non-registrants during show hours on all three days.

Aerobics...ASAE Style!

Being away from home doesn't mean that you have to leave your fitness schedule. We're back for another exciting ASAE Convention and want to help you get a jump-start on your day with an aerobic total fitness workout. Rev up with a low-impact, high energy hour of motivating music from 7 AM - 8 AM each morning at the Hyatt Regency.

Workouts are conducted by Belinda Kleine, IDEA Certified instructor and Director of Sales for the San Juan-Puerto Rico Convention Bureau. Come and use this relaxed atmosphere for meeting new people and staying in shape while you travel! There will be a \$5.00 fee at the door.

From ASAE To You

ASAE's Convention is a special yearly event, but all year long ASAE is updating and producing the best products and services for your needs. Take a look at what you'll see when you stop by our booths this March.

ASAE's Government Affairs booth will bring you closer to what's happening on Capitol Hill. You'll get updates and fact sheets on the latest legislative issues impacting associations, such as Unrelated Business

Income Tax (UBIT), Section 89 and 401 (k).

ASAE's manager of Information Central will be on hand to work with you to answer your questions, research needed information, or discuss successful solutions and strategies.

ASAE's Executive Employment consulting staff will move to the Washington Convention Center to serve you. Whether you are looking at a hiring situation, to train or evaluate your current staff level, we can help.

ASAE knows that during the Monumental Decade, VIDEO is the best way to get the information you need to your members. This March, we're offering videos in the areas of Customer Service, Orientation to Association Management and CAE Program Introduction.

ASAE's Bookstore will also be on display at the Washington Convention Center. Choose the right materials you need on all aspects of Association Management.

FIRST TIME AT SPRING CONVENTION ASAE

Take a *Quick Look* at All the Highly Acclaimed ASAE Courses

Coping with Corporate Mergers and Acquisitions - One day

Communicating and Marketing Intangible Association Benefits - One day

Association Tax Compliance - One day

Maximizing Non-Dues Income - One day

Introduction to Association Management - One day

Advanced Convention and Exposition Management - One day

Planning for Your Retirement - One day

CEO's and Senior Management in the Roles of Negotiator, Mediator, and Decision -Maker - Two day

Symposium for Chief Elected Officers and Chief Staff Executives - Two day

Effective Management of the Small Association - Two day

Maximizing the Success of Your Chapter Relations Program - Two day

Selling to Associations: Strategies and Techniques That Work (For Exhibitors) - Two day

Effective Fund Raising Strategies for Associations - One day

Maximizing Relationships with Boards, Committees and Other Volunteers - One day

Turning Stress into Creative Energy - One day



FAST ONE AND TWO-DAY COURSES.

Available to You Now at the 1990 ASAE Spring Convention.



Communication Certificate Program

- Day 1 - Essentials of Publishing
- Day 2 - Essentials of Public and Media Relations
- Day 3 - Essentials of Writing and Editing
- Day 4 - Effective Publication Design
- Day 5 - Managing PR/Communications within the Assn.

Convention Management Certificate Program

- Day 1 - Strategies for Budgeting and Creative Special Events
- Day 2 - Convention Program Design, Education and Exposition
- Day 3 - Effective Strategies for Promotion and Site Selection
- Day 4 - Managing Logistics and New AV Techniques
- Day 5 - Managing Food and Beverage Events

Education Certificate Program

- Day 1 - Educational Program Planning
- Day 2 - Financial Planning and Management of Education Programs
- Day 3 - Program Development and Management
- Day 4 - Marketing Techniques: Writing Powerful Promotion Copy
- Day 5 - Program Evaluation

Finance & Administration Certificate Program

- Day 1 - Accounting and Reporting for Non-Profits
- Day 2 - Effective Financial Management Techniques
- Day 3 - Hiring and Retaining Competent Staff
- Day 4 - Managing Automated Information Systems
- Day 5 - Managing the Administrative Function

Membership/Marketing Certificate Program

- Day 1 - Understanding and Communicating Membership Marketing Issues
- Day 2 - Methods and Techniques for Membership Development
- Day 3 - Methods and Techniques for Membership Retention
- Day 4 - Computers and Market Research
- Day 5 - Managing the Membership Function

(Course descriptions begin on page 12.)

EARN CAE POINTS

Earn one point per course hour for any of the above courses toward obtaining the Certified Association Executive (CAE) designation and one point toward CAE recertification for each day attended.

BONUS PLUS

Five one hour forty-five minute sessions on Sunday, March 4, See page 10.

SET YOUR OWN AGENDA A

This is your calendar of events... Take the opportunity to come and watch your car

SATURDAY, MARCH 3, 1990

AM	5-Day Certificate Programs Begin in the following specialties: <ul style="list-style-type: none">• Communications• Convention Management• Education• Finance & Administration• Membership Marketing
AM and PM	ASAE Boards, Committees and Councils meet
EVENING	Early Bird Welcome Party



SUNDAY, MARCH 4, 1990

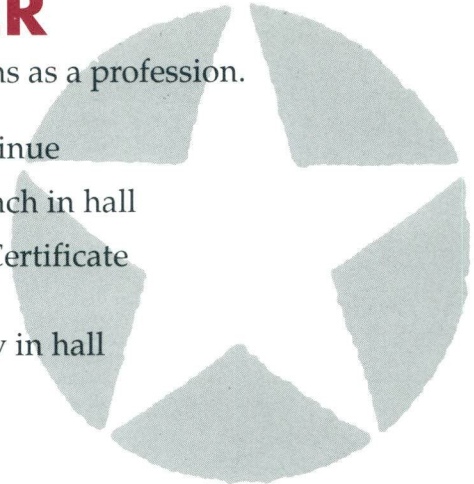
AM and PM	Certificate Programs
2:30 - 4:15 PM	Speakers Showcase, Peer Roundtables, Fellows Program on Career Planning
4:30 - 5:45 PM	OPENING GENERAL SESSION with guest speaker, USA Today founder, Allen Neuharth
6:00 - 8:30 PM	Party in Exhibition Hall
8:45 - 10:00 PM	Headline Entertainer in Concert for ASAE

MONDAY, MARCH 5, 1990

AM and PM	Education Seminars Begin:
(One-Day Seminars)	Coping with Corporate Mergers and Acquisitions within your Industry: <ul style="list-style-type: none">Implications for Trade AssociationsCommunicating & MarketingIntangible Membership BenefitsTax Compliance SeminarMaximizing Non-Dues IncomeIntro to Association ManagementAdvanced Convention and Exposition ManagementPlanning Your Retirement
(Two-Day Seminars: March 5 & 6)	CEO's and Senior Management in the Roles of Negotiator, Mediator and Decision-Maker <ul style="list-style-type: none">CEO SymposiumEffective Management for the Small AssociationMaximizing the Success of Your Chapter Relations ProgramSelling to Associations (<i>For Exhibitors</i>)

THE CONVENTION CENTER

elop, and be a part of the national impact of associations as a profession.



- AM Certificate Programs Continue
- 12:00 - 2:00 PM Exhibit Hall open with lunch in hall
- PM Education Seminars and Certificate Programs Continue
- 5:00 - 7:00 PM Exhibits reopen with party in hall

TUESDAY, MARCH 6, 1990

- AM and PM Education Seminars:
 - (One-Day Seminars: March 6) Effective Fundraising Strategies for Associations
 - Maximizing Relationships with Boards, Committees and Other Volunteers
 - Turning Stress into Creative Energy
 - (Two-Day Seminars: March 5 & 6) Selling to Associations (*For Exhibitors*)
 - CEO Symposium
 - CEO's and Senior Management in the Roles of Negotiator, Mediator, and Decision-Maker
 - Effective Management for the Small Association
 - Maximizing the Success of Your Chapter Relations Program
- AM Certificate Programs Continue
- 11:00 AM General Session Kickoff to Legislative Conference with invited guest speaker: President George Bush
- 12:00 - 2:00 PM Exhibit Hall open with lunch in hall
- PM Education Seminars and Certificate Programs Continue
- Government Relations "How To" Sessions Begin
- 7:00 - 10:00 PM Reception and Dinners by State Delegation

WEDNESDAY, MARCH 7, 1990

- 8:00 - 11:00 AM Legislative Conference Continues with Congressional Speakers Issues Forum
- AM Certificate Programs Continue
- PM Capitol Hill visits
- PM Certificate Programs End



SUNDAY, MARCH 4 EDUCATIONAL SESSIONS



2:30 PM - 4:15 PM Successful Career Planning: It's More Than Smoke & Mirrors

SPONSORED BY THE ASAE FELLOWS

There are no magic formulas for career success. However, there are proven strategies that help us to be more effective. Skills, values, long-range goals and interests are important in making career-lifestyle choices.

Attend this session, sponsored by the ASAE Fellows, to help put your future into focus. After a lively overview to identify some principles, you'll have the opportunity to choose from a selection of roundtable sessions targeted to meet your specific interests.

For instance, roundtables will be offered on: changing jobs from a professional society to a trade association or visa versa, moving from a staff specialist position to a #2 or CEO, staying challenged in the same position when job mobility is unlikely and more...

Session Facilitator:

Barbara Bryd Lawler, CAE
(Chairman of the ASAE Fellows)
Executive Vice President
Intl. Association of Hospitality
Accountants, Inc.

Plus Fellows who will lead
the roundtable discussions.

2:30 PM -4:15 PM HowTo Make It Into The Corporate Boardroom

Association executives can be ideal corporate directors.... if only the corporate world knew that! Association professionals are used to making decisions that have significant financial, legal and ethical impacts. Their skills and values have a great deal of transferability to a publicly held company. And of course, association executives have much to gain by the exposure on corporate boards.

This session explores the process of how board members are selected, what the perceptions are that keep association executives out of the boardroom and how to make the contacts so that you get chosen.

John M. Nash
President
National Association of
Corporate Directors



2:30 PM - 4:15 PM A Look at the 21st Century and What it Means to Associations:

SPONSORED BY THE ASAE FOUNDATION

The 21st century is just a heartbeat away. Is your association preparing now to respond to the major demographic, economic, social and global developments that will occur over the next ten years?

Join participants from the ASAE Foundation Think Tank, held in November at the Hudson Institute, and learn what steps you can take to be one step ahead as the new century unfolds. Step back from day-to-day concerns and take a look at the big picture. Explore critical issues and major trends identified by association and industry leaders and learn how your association can position itself to be ahead of the curve instead of behind the eight-ball.

Charles D. Rumbarger, CAE,
Moderator
Association Management Group
President, ASAE Foundation

2:30 PM - 4:15 P.M. Executive Employment Contracts

Find out what should be included in your next employment contract. Discussion topics include:

- Why you should have a contract
- Terms, termination provisions and renewal clause
- Fringe benefits including pension plans, 401(k)s
- Insurance options
- Miscellaneous benefits

Joseph Greif, Esq., CPA
Partner/McGuffie, Greif, Whitney &
Handal

2:30 PM - 4:15 PM For CEOs Only: Strategies for Executive Survival

Participate in a candid forum on often not discussed, but typical, confrontational issues CEOs face. Examine different scenarios and discuss or debate with your peers the position you'd take if faced with a similar situation. (Example: your volunteer leader has been issuing press releases through his company's PR office on company letterhead. The releases are on public policy issues. The positions taken are contrary to the association's policy. What do you do? What if the releases are on association letterhead?) Come prepared for a lively session!

Henry L. Ernstthal, CAE
Associate Professor and
Executive Director
Master of Association Management
Program
The George Washington University

2:30 PM - 4:15 PM Association Management Companies Prosperity In The 1990's

Hear the views of experts who lead association management companies as they explore the issues they will face in the coming decade. Ample time will be allowed for you to share your ideas in this lively discussion.

-How does the association executive's life change when moving into the field of leading associations?

-What are the pitfalls to starting an association management company?

-What are the growth opportunities in association management companies in the 1990's?

-How do association managers handle the stress of reporting to multiple Boards of Directors?

Glen Bostrom
President
Bostrom Corporation

Sanford Hill (Moderator)
The Hill Group
Washington, DC

Joyce Martello
Co-Owner
Burnison, Martello & Associates, Inc.

John Messervey
President
Organization Management Systems,
Inc.





MONDAY, MARCH 5 ONE-DAY SEMINARS

Lunch served in Exposition Hall
12:00 Noon - 2:00 PM



9:00 AM - 4:00 PM Coping with Corporate Mergers and Acquisitions Within Your Industry: Implications for Trade Associations

A FORUM TO DISCUSS YOUR TOUGHEST CHALLENGES

Mergers, acquisitions, and takeovers among member companies (at the rate of 3,619 a year) are drastically restructuring America's trade associations. And that number is expected to keep growing.

What does this mean for the way your association conducts business? What changes are you having to make in order to successfully manage this phenomenon? Effects of mergers on associations are manifesting themselves in so many ways, including:

- Financial Pressures
- New executives with less familiarity and loyalty to the association
- Loss of participation and commitment in association activities

- A shift in the balance of power
- Communication Problems
- Changes in political priorities and strength

KEY TOPICS

Changes in Governance Structure

Loss of old faces, executive participation, and loyalty; shifting in the balance of power; who's making the decisions?

Financial Implications

Changes in the membership base, dues restructuring, developing sources of non-dues revenue

Impact on Daily Association Activities

Implications for association services - conventions, trade shows, educational programming, insurance programs; job security for the CEO, staff reorganization; greater demand for service; becoming niche marketers; communicating and marketing intangible member benefits; membership recruitment and retention activities

Educating and Communicating with Your Membership

Dealing with the new players in the field - those with little experience in management or ownership; communicating with "mom and pop" owners vs. large conglomerates; managing the changing culture of the association

Influence on Government Relations Activities

Loss of grass-roots political strength; dealing with international members; establishing trade policies and priorities; handling the different problems of hostile vs. friendly takeovers; coping with the competition between large and small firms

PANELISTS

Richard E. Briggs (moderator)
Executive Vice President
American Association of Railroads

Bruce Josten
Group Vice President, Development
US Chamber of Commerce

Luanne James
Executive Director
ADAPSO, The Computer Services
and Software Trade Association

William A. Raftery, CAE
President
Motor & Equipment Manufacturers
Association

WHO SHOULD ATTEND

This program is designed for CEOs and senior management executives of trade associations who are presently experiencing mergers in their membership or anticipate facing this challenge.



8:30 AM - 5:00 PM Communicating And Marketing Intangible Association Benefits

It's almost impossible to put a dollar value on legislative clout, image, member service, or networking. Your members cannot pretest these benefits. When they join, they buy a promise and a track record. To effectively sell your association's products and services, you must have a clear understanding of your "customers/members" needs, motivations and expectations. With intangibles, it is even more essential that you work to identify how your services/products fulfill these expectations.

This program will help you define your association's messages and target your audiences. You'll determine the most effective channels through which to send your message and identify the most appropriate message for each member segment.

KEY TOPICS

Identify intangible member benefits, products and services:

- Professional development, clout, networking
- Information, news, skills
- Timeliness, courtesy, responsiveness

Learn special characteristics of intangible products and services:

- How are they distinguished from concrete member benefits?
- Why do they need a separate marketing strategy?

Discuss the differences between "products" and "packaging":

- Organizations usually sell packages (seminars, magazines tapes)
- Members buy products (ideas, information, techniques)

Explore the need for making your intangibles measurable. Learn how your organization can create symbols or metaphors for intangibles to make them easier to sell.

Develop strategies for selling and communicating intangibles:

- Discuss techniques, timetables and tasks
- Learn how to integrate with tangible products/services

SPECIAL BONUS

"SWAP IDEAS" Bring samples of brochures, mailings, articles—any ideas your association has put into place for communicating and marketing intangible benefits. Share your ideas with other participants.

WHO SHOULD ATTEND

This is a new seminar and a novel approach to looking at your benefits! It will be appropriate for both the novice and seasoned professional in public relations, marketing and membership development. Volunteer leaders and staff with responsibility for communications and imaging will also benefit.

ABOUT THE INSTRUCTOR

Joan-Patricia "JP" O'Connor has managed her own consulting firm since 1978. Operating in Los Angeles and Washington, DC, the company specializes in full service public relations, marketing, organizational planning, and revenue generation programs for non-profit clients including professional societies and associations, education institutions, government agencies and volunteer support groups.

O'Connor earned a Master's degree in both Journalism and Public Relations from the University of Southern California and serves on the faculty of the University's School of Journalism.

O'Connor has taught extensively for ASAE's Executive Education Program including serving on the faculty of the Communications Certificate Program. Her lively interactive teaching style has consistently resulted in excellent evaluations in her programs.



8:30 AM - 5:00 PM Association Tax Compliance

AN ELEMENT CRITICAL TO YOUR ASSOCIATION'S SUCCESS

This course offers association tax law and procedures aimed at senior association executives and counsel. It explores tax exemption from a historical, and analytical and "how to" perspective. It explains how to obtain exempt status, how to avoid jeopardizing it, and how to best organize activities and the association's corporate form from a tax standpoint. The subject of business income and its relationship to the organization's exempt purpose and status is covered in detail, as well as how to measure a proposed business project against the rules.

The activities of associations and of their members which present special concerns in tax exemption are highlighted. The nature of an IRS audit is discussed and what procedures to be followed, and it reviews the impact of taxes better than income tax upon the association. The seminar gives an overview and an understanding of tax law which will benefit all association executives.

ABOUT THE INSTRUCTOR

Paula Cozzi Goedert concentrates her practice on Tax and Association Law. She earned her J.D., magna cum laude, from Northwestern University in 1976 and her B.A., summa cum laude, from Mundelein College in 1973. Ms. Goedert was named to the order of the Coif in law school, where she served as Special Projects

Editor for the Northwestern Law Review. Ms. Goedert joined Jenner & Block in 1976. She is a frequent lecturer on tax and association law topics. Ms. Goedert has authored many articles and seminar outlines in these areas, including the unrelated business income tax, lobbying by charities, the impact of the antidiscrimination rules on association benefits and the use of for-profit subsidiaries.



8:30 AM - 5:30 PM Maximizing Non-Dues Sources Of Income

Featuring an Update on the Unrelated Business Income Tax and its implications for revenue producing activities.

With the increasing demand for member services, the diversification of activities, and the rising cost of doing business, non-dues income is clearly playing an important role in today's association.

But now, in 1990, not only are you challenged with developing and marketing new products and services, you are faced with the tax laws and their implications for revenue producing activities, What are these laws and how will they affect your association's activities?

This seminar discusses the Unrelated Business Income Tax and its implications for revenue producing activities. It also shares research on what other associations are doing in the area of non-dues, what unique products and services are being offered, and what must be considered when developing this much needed source of income.

You are guaranteed to take many ideas that you will be able to immediately implement in your association!!

BENEFITS

By attending this program you will:

- Determine how the Unrelated Business Income Tax laws affect your association's activities

- Identify the process an association goes through in developing non-dues sources of revenue

- Discover new sources of non-dues income

- Explore creative marketing techniques and strategies to promote your products and services

Learn financial management strategies and investment policies to help effectively manage this income

KEY TOPICS

- Guidelines for Decisions on Non-Dues Income Activities
- Areas of Non-Dues Income
- UBIT Decision
- Sources of Non-Dues Income
- Creative Marketing and Marketing Factors
- Sound Financial Management Strategies

ABOUT THE INSTRUCTOR

ASAE Fellow and Board of Director, Edward H. Able, Jr., is the Executive Director of the American Association of Museums. Prior to joining AAM, Mr. Able served as the Executive Vice President of the American Society of Landscape Architects for eight years where he built a budget from \$400,000 to \$4 million based primarily on non-dues activities.

Mr. Able has had record attendance and high evaluations as instructor in the course for the past several years.

WHO SHOULD ATTEND

This seminar is designed for chief staff executives and other managers who want to strengthen their association by offering increased membership benefits and at the same time, increase their association's revenue. It will also benefit anyone who wishes to know more about tax laws regarding unrelated business income.



8:30 AM - 5:00 PM Introduction To Association Management

CONTEMPORARY PRINCIPLES OF ASSOCIATION PRACTICE AND MANAGEMENT

Baby boomers in the board room, new wave volunteers, video tapes to promote membership, all of these new trends and developments affect the way you look at association management.

In time for the new decade. . . a new orientation to association management. Find out what an association is and how it is organized, operated and driven.

Designed for newcomers to the field, and for those who are interested in how a basic orientation to the fundamentals of association structure can boost the understanding of new employees, this program focuses on the specific knowledge, understanding, and skills essential to success in the association environment -critical insights that usually take years to develop.

Among the highlights:

- Why do we have associations?
- Organization and structure of associations
- Fiduciary responsibilities of officers and staff
- Association financial management approaches and practices
- Communicating with the "new" member
- A new look at membership development. . . recruitment and retention strategies

Plus, take home your own personal association resource kit.

Using the material presented in the seminar, participants will have the opportunity to work together in small groups to solve case problems drawn from association practice.

ABOUT THE INSTRUCTOR

Wilford A. Butler, CAE, president and CEO of Butler Consulting Group, an international multiple management firm. An instructor in ASAE's Membership Marketing Certificate Program and a key instructor in ASAE's series of seminars for the small association, Butler is credited with the idea for the ASAE Letter Idea Book, now in its third edition. He also served as principal editor for ASAE's latest membership marketing book, *Attracting, Organizing and Keeping Members*.

Butler, a 27 year veteran association executive has been honored by ASAE as recipient of its highest recognition, the Key Award. The Indiana Society of Association Executives has named him "Association Executive of the Year."



8:30 AM - 5:00 PM Advanced Convention And Exposition Management

THE MASTERS FORUM

Always a popular session, the Masters Forum provides experienced meetings and expositions professionals with a dependable source of information exchange. The discussion is led by an industry expert to ensure the frank and thorough review of the forum agenda.

PAST MASTERS FORUMS HAVE ADDRESSED SUCH ISSUES AS:

- The effect demographic changes have on meeting attendance
- Planning your first international meeting
- Surviving the planning of joint venture meetings
- The impact of mergers and acquisitions on meetings
- New ideas in promoting your conventions

If you seek stimulating conversation and answers to your tough questions, then you cannot afford to miss the Masters Forum.

MODERATOR

Phillip R. Mogle
President
Center for Marketing Inspired
Management

ASAE/ACOM PARTNERS FORUM

The Conventions and Exposition Section joins the Association for Convention Operations Management (ACOM) in an in-depth and revealing discussion on important issues affecting the meeting industry.

Strengthen your relationship with your "partners in meeting planning" by participating in this interactive discussion.

Led by an experienced facilitator, the panelists and the audience will uncover the answers to the most important questions and issues facing our profession today. By popular demand, the Partners Forum has been expanded to three hours to allow more topic examination.

PANELISTS

Lucille Anderson
Convention Services Manager
Baltimore Convention and
Visitors Bureau



Ann Haven
Director, Convention Services
Grand Hyatt, Washington

Joan Eisenstodt
President
Joan Eisenstodt Associates

Mark Raitor
Director of Conferences
Independent Bankers Association
of America

Steve Schwartz
Convention Services Manager
Washington D.C. Convention Center

Art Weldy, CAE
Meetings and Exhibit Manager
Society of Automotive Engineers, Inc.



8:30 AM - 5:00 PM Planning for Your Retirement

Many people look forward to retirement, only to find that “retirement shock” creates stress and dissatisfaction within a year or two to “the day.” Planning ahead can help turn retirement into one of the most rewarding periods of life.

This lively session, complete with audiovisuals and handouts, will look at the questions which should be addressed in planning for retirement.

Although many people equate “retirement planning” with “financial planning,” most retirees find that finances are the least of their problems in retirement — boredom, poor health, loneliness and a loss of self-esteem present far bigger barriers to a successful retirement.

In this program you will learn some tangible tools for planning a healthy, rewarding retirement.

KEY TOPICS

- Retirement Life Style - what do you really want in retirement?

- Financial Planning

- How much money will you need?
- Can you plan for future inflation?
- What about savings and investments
- Looking at wills and estate planning

- Being Healthy

- Living Arrangements (and what if your needs change later?)

- Interpersonal Relationships (was it really Betty Ford who said “for better or worse, but not for lunch?”)

- Leisure and Work Options - avoiding 20 years of Saturdays - - or planning for it

WHO SHOULD ATTEND

Executives and spouses - anyone planning to retire or to help someone else make the decision within the next ten to twenty years.

ABOUT THE INSTRUCTOR

Robert A. McDicken, CAE, is currently Director of Human Resources and Executive Employment at American Society of Association Executives. Prior to joining ASAE, he was Director of Corporate Training and Retirement Planning Programs for the National Council on the Aging, Inc.

Bob has more than twenty years of management and supervisory experience. He taught this program on retirement planning at ASAE's 1989 Spring Convention and received outstanding evaluations.

MONDAY, MARCH 5 & TUESDAY, MARCH 6 TWO-DAY SEMINARS

Lunch served in Exposition Hall
12:00 Noon - 2:00 PM



8:30 AM - 5:00 PM
CEOS and Senior
Management in
The Roles of
Negotiator,
Mediator, and
Decision Maker

A DIFFERENT APPROACH

This is *not* the typical negotiation course. Rather, it's about empowerment. A high-level but practical workshop focusing on negotiating, mediating and decision-making. . . the skills you need to be a more effective manager and leader.

We negotiate, mediate and arbitrate all the time - with boards, bosses, vendors, co-workers and employees. To be more effective you must possess skills to resolve conflict . . . prevent it before it happens, recognize it when it does arise and work or negotiate with others to solve it at the earliest possible opportunity.

The objective of this seminar is to familiarize you with the principles and techniques of negotiation as well as mediation and arbitration in order to help increase personal effectiveness in the problem solving, decision-making, conflict resolution process.

Practicing these skills is an integral part of this program . . . which analyzes, describes and provides an opportunity to practice negotiation, fact finding, mediating, and decision-making skills in their broadest sense.

10 MAJOR PROGRAM BENEFITS

1. Understand key concepts in the negotiation, mediation, fact finding, and arbitration processes and relate them to the management process.
2. Increase your ability to resolve conflict through enhanced mediation skills.
3. Fine-tune your problem solving skills.
4. Sharpen decision making abilities by learning to better isolate "facts" from "non-facts."
5. Practice negotiating so you can be more effective motivating volunteers, staff and others.
6. Receive "honest" feedback from peers through more effective fact finding techniques.
7. Help staff to resolve their problems in your organization.
8. Blend present management skills with negotiation skills.
9. Receive valuable handout that you'll be able to use immediately back at the office.
10. Prepare for more "win/win" situations by understanding group dynamics and sources of power.

KEY TOPICS

Section 1: Understanding the Problem Solving Processes

Negotiation Process

You as Negotiator - When you have a direct interest in the outcome

Mediation Process

You as Mediator - When your role is to harmonize differences within and between staff, members, boards and clients

Fact Finding Process

You as Fact Finder - When your role is to separate the facts from non-facts when you give advice

Arbitration Process

You as Arbitrator - When your role is to make the decision

Section 2: Relating Concepts to the Seminar Objective

Persuasion and Convincing Skills

WHO SHOULD ATTEND

This workshop is planned for chief staff executives and other senior managers who want to strengthen management skills by learning effective negotiation, mediation and arbitration techniques.

Material will be very high level . It will examine management and leadership from a fresh perspective and give you new and more effective tools. A basic understanding of organizational management is assumed.

-Identify the leadership initiatives that can help you build strong staff and board relationships

For the Chief Elected Officer:

- Strengthen the partnership between you and your chief staff executive
- Better understand the principles and techniques of association governance
- Develop you ability to deal with difficult board members
- Learn how to develop consensus & manage conflict
- Examine policy, planning, and information systems that will help move your association forward
- Examine you role in setting and implementing policy
- Understand your fiduciary and legal responsibilities
- Identify different leader and volunteer styles and how you can build and maintain strong relationships with board members, committee chairmen, members, and staff

KEY ISSUES TO BE ADDRESSED:

- How do effective partnerships evolve?
- What are the roles and responsibilities of the chairman?
- What role can the board play in public policy?
- How can we deal with dissident board members?
- How can we build trust between volunteer leaders and staff?
- How can we more effectively motivate volunteers?
- What role can the past president play?
- What are the warning signals of potential problems?
- How can we better manage the information flow between staff and elected leadership?

ABOUT THE INSTRUCTORS

Henry Ernstthal, CAE is the Executive Director and Associate Professor of the Master of Association Management Program at The George Washington University. He is also the president of the Institute of Professional Education, a sole proprietor

LEARNING METHODS

This is a practical hands-on workshop. Methods include lecture, discussion groups, role playing, simulations, and extensive audience participation throughout the two days.



ABOUT THE INSTRUCTORS

Thomas R. Colosi is an extremely captivating instructor. He is a vice president for National Affairs with the American Arbitration Association and is an experienced negotiator and mediator. Mr. Colosi has conducted training for the US Department of State, the US Department of Justice, the department of defense, many trade and professional associations, federal agencies and public and private sector unions, and many international governments. His expertise in negotiations combined with his extensive knowledge and experience in association management makes him an ideal instructor for this course. He has taught for ASAE in the past and has always achieved extremely high evaluations.

Renelle Rae is an attorney and chief of the program development and training branch of the US Environmental Protection Agency's Office of Enforcement and Compliance Monitoring. From 1982-1987 Ms. Rae and Mr. Colosi taught courses on negotiation and alternative dispute resolution (ADR) methods for the University of Maryland's Law School and conducted a similar program for American University's School of Law and the School of Industrial Labor Relations at Cornell.



9:00 AM - 5:00 PM Symposium for Chief Elected Officers and Chief Staff Executives

STRENGTHEN THE TEAM EFFORT BETWEEN YOU AND YOUR VOLUNTEERS

A clear understanding of the roles and responsibilities of the chief elected officer and chief staff executive is essential. It's the key to moving your association forward, whatever its scope, size, budget or activities.

The objective of this program is to provide practical tools and important insights that can help you move your associations ahead. By fully understanding your roles and responsibilities; by developing a strong team; by creating a partnership that operates in the best interests of the association and the industry or profession it serves.

Designed specifically for the association chairman, chairman-elect, and the chief staff executive, the program focuses on strengthening the team effort between staff and volunteer leaders.

Emphasis is on the coordination of responsibilities and development of a strong board and staff partnership.

BENEFIT:

For the Chief Staff Executive:

- Prepare your leadership for maximum contribution
- Strengthen the partnership between you and your chief elected officer
- Build productive teamwork in board and staff activity
- Understand the lifecycles of associations and determine where your organization is and where it's headed
- Examine the social, economic, and demographic trends that affect today's volunteers and associations
- Understand your legal fiduciary and legal responsibilities

consulting firm specializing in strategic planning facilitation.

Prior to joining GWU, Henry was the Executive Director of the Society of Nuclear Medicine, a society of more than 10,000 individuals in the practice of nuclear medicine worldwide. In addition to being a past member of ASAE's board and Executive Committee, he was President of the New York Society of Association Executives in 1987-88 and was named Association Executive of the Year by the NYSAE in 1984.

Glenn Tecker is President and CEO of an international consulting practice. He is co-developer of a curriculum for board training, the editor of an education handbook for non profit executives published by ASAE, and the primary author of *Assessing Your Strengths and Weaknesses*, a self-appraisal guide published by ASAE.

He is presently a member of the Board of Directors for the ASAE Foundation. Glenn frequently speaks before ASAE audiences and consistently receives outstanding evaluations.



8:30 AM - 5:00 PM Effective Management of the Small Association

(For CEO's Who Manage
a Staff of 10 or Less)

The small association has specialized needs and challenges. It's overwhelming to think of the amount of work that needs to be accomplished with limited staff, money, and time. Being a "jack-of-all-trades" can be very challenging. How can you maximize the operation of your association with the resources you have to get the job done?

If you manage a staff of 10 or less this program is for you. It's designed to make your job easier. Sessions focus on timely, close to home issues that offer information crucial to your association's survival.

Experienced CEOs from small associations lead the sessions. They understand your problems because they've faced the same issues. As a

result, they'll share insights and solutions to typical problems encountered in day-to-day management. Solutions that will work for you. Each session is structured to give you plenty of time to share your own problems and concerns. Learn from other CEOs who are challenged with the same problems you are. Build a network of colleagues who manage small associations so you can call on them for help when needed.

GENERAL SESSION - MANAGING MULTIPLE DEMANDS

You *can* keep up with the hectic pace your job demands! Find out how from these experienced panelists.

Leonard H. Hoyle, Jr., CMP, CAE, Exec. VP

Hotel Sales and Marketing Association, Int'l.

Staff Size: 8 Budget size: 1.3 million

Nancy Burns, CAE, Exec. Dir.

Color Marketing Group

Staff size: 8 Budget size \$750,000

Kathleen Thomas, CAE, Exec. Dir.

Quota International, Inc.

Staff size: 8 Budget size: \$675,000

Terry O'H. Stark, Exec. Dir.

Pa. Optometric Assn.

Staff size: 9 Budget size: \$431,000

KEY TOPICS - MARCH 5

- Successful Strategic Planning: Charting the Best Course or Creating Order out of Chaos

Ronald S. Moen, Exec. Dir.

Accreditation Assn. for Ambulatory
Health Care, Inc.

Staff size: 7 Budget size: \$1,000,000

-How to Manage an Annual Convention... with as Few as Three Staff

Claudia Tessier, CAE, Exec. Dir.

Am. Assn. of Medical Transcription

Staff size: 10 budget size: \$800,000

-Prescription for Government Affairs Success

Derrick A. Crandall, Pres.

Am. Recreation Coalition

Staff Size: 5 Budget size: \$500,000

Wayne L. Campbell, CAE

Multistate Associates

Current clients: Staff size: 3-4 Budget
size: \$500,000 - 1,000,000

-Every Dollar Counts: Effective Financial Management and Budgeting

Frederick D. Hunt, Jr., Pres.

Society of Professional Benefit Ad-
ministrators

Staff size: 6 Budget size: \$780,000

-Efficient Office Management Techniques

Barbara Byrd-Lawler, CAE, Exec. VP

Int'l Association of Hospitality Ac-
countants

Staff size: 7 Budget size \$950,000

KEY TOPICS - MARCH 6

- Maximizing the Mini Staff

- The CEO as Personnel Administrator

John Lisack, CAE, Exec. V.P.

Natl. Assn. of Personnel Consultants

Staff Size: 11 Budget Size: \$2,000,000

- You and Your Volun- teers: An Effective Team

Robin Kriegel, CAE, Exec. Dir.

American Association of Medical
Society Executives

Staff Size: 4 Budget Size: \$350,000

-10 Techniques for Attracting and Retaining Members

Connie Wallace, CAE, Exec. V.P.

Tennessee Soc. of Architects

Staff Size: 3 Budget Size: \$170,000

-Hiring Outside Vendors, Consultants, Legal Counsel, CPAs

Dennis C. Dix, CAE, Exec. Dir.

Outdoor Power Equipment Institute

Staff Size: 9 Budget Size: \$3,600,000

-Is Being "Small" a State of Mind?

Just because you're small today doesn't necessarily mean you'll always be small. Hear how one association grew from a budget of \$170,000 and a staff of 2 1/2 to a budget of \$1,800,000 and a staff of 12 in just over 11 years.

James F. Marquart, CAE, Pres.
New York State Hospitality & Tourism Association
Staff size: 12 Budget size: \$1,800,000



8:30 AM - 5:00 PM Maximizing the Success of Your Chapter Relations Program

Practical, down-to-earth ideas, techniques and strategies for streamlining your operations and building a strong relationship with your chapters.

CONFERENCE HIGHLIGHTS

Based on comments from last year's conference evaluations, this year's program has been expanded to include more networking opportunities and the "nuts & bolts" information you need to give you and your chapters the competitive edge. You are not alone in this profession. Attend this conference and talk with your peers who are experiencing similar problems and learn how to solve them. Expand your contacts among professionals in the field with whom you can talk to throughout the year.

Proven Strategies and Skills For Chapter Relations Specialists

Practical tips on walking the political tightrope—learn how to maintain chapter relations as a priority within the national association—how to deliver the chapters' message—

how to gain internal support for chapters.

Successful Cooperation Between National and Chapters

How to assess and improve the image of national with state and local—how to find win/win situations between national and chapters . . . establish trust . . . make it easy for chapters to work with you.

Chapter Services and Support

How to assess chapter needs . . . learn winning techniques for national/chapter collaborations in providing these services—identify new ways to promote national services to chapters.

In-depth, hard-hitting workshops

In which you can roll up your sleeves and learn the practical skills, techniques and strategies to solve your current problems and prepare for future ones. Bring samples of your programs to work on during these workshops. Workshops will be held on the following topics:

- Leadership Training
- Communication Vehicles between National and Chapters
- Membership Development through Chapters

Rotating Roundtables

A series of small, informal idea exchanges on such topics as dues structure, government relations, motivating members and leaders, revenue sharing between national and chapters, and governance.

SPECIAL BONUS

Learn what your peers in other organizations are doing!

Bring samples of your publications for our "Swap Table," and browse through the products other associations have developed. Suggested topics include leadership training information, clearinghouse ideas, newsletters, communicating with chapters, and program descriptions.

Two-Day Seminars

Special recognition will be given for the best ideas!

WHO SHOULD ATTEND

This program is designed for chapter relations staff of national associations who want to increase their effectiveness in managing a national/chapter relations program.

KEY INSTRUCTORS

Wilford A. Butler, CAE
President
BCG/International

Dadie Perlov, CAE
Executive Director
National Council of Jewish Women

Other instructors with expertise in chapter relations to be added.



8:30 AM - 4:30 PM
March 5
8:30 AM - 11:00 AM
March 6
Selling to
Associations:
Strategies and
Techniques
That Work
(For Exhibitors)

YOUR COMPETITION HELPED DESIGN THIS CONFERENCE!

When the \$40 billion association market goes shopping will they come to you?

Associations mean big business opportunities. Attend this one and a halfday program guaranteed to increase your sales \$.

Designed by a committee of veteran ASAE exhibitors, this program focuses on sales strategies that work. Learn appropriate tactics to implement these strategies. And, discuss trends that will affect the association market in the 90's. Sessions are customized to your level of expertise.

KEY BENEFITS

- Learn how to make your exhibit dollars pay off starting with this meeting
- Sharpen your negotiating skills
- Examine effective techniques of target marketing
- Implement actions to achieve your sales quotas
- Build stronger relationships with your association clients
- Maximize your company's image

March 5 8:30 AM - 9:30 AM GENERAL SESSION - A NEW PERSPECTIVE ON SELLING — HOW CUSTOMER BEHAVIOR AFFECTS YOUR SALES STRATEGY

Traditional sales training has focused on the selling process and has assumed that all customers behave in a similar manner. This session offers new insights into patterns of customer behavior.

Zero in on three techniques for getting the association executive to trust you and buy from you. Find out how to care for your customer, how to appeal to your client's value system, and how to speak their nonverbal language. The results are remarkable!

Sal Divita
Professor of Marketing
George Washington University

**9:45 AM - 11:45 AM,
(Repeated From
2:30 PM - 4:30 PM)**

Basic Sessions (designed for individuals with three years or less of sales experience)

(Attend one session in each time frame.)

Getting Ready to Sell to Associations

Learn how to do your homework before you make your first contact

with an association. This session will discuss how to prospect, what to say, and what to do when soliciting the association market. Tips from "how to prepare your file" to "proper follow-up" will be covered.

Carol Buseman
Director of Sales
Hyatt Regency Chicago
Richard B. Green
Director of National Accounts
San Francisco Marriott

How Do Associations Make Buying Decisions?

Find out more about how associations operate to determine effective sales strategies. Explore how associations are structured and who has the buying power. Gain a better understanding why associations do business with you —and why they don't, adapting to the unique demands of each situation.

Charles D. Rumbarger, CAE
President
Association Management Group —
Washington

Advanced Sessions (designed for individuals with over three years of sales experience)

Win-Win Negotiating

Learn new techniques for improving your negotiating skills. Session will focus on double bookings, moving dates and locations, arbitration, and prioritizing elements of a contract.

John Metcalfe
President
Associated Luxury Hotels, Inc.
Stephen D. Powell
Director of Sales and Marketing
Loews Anatole Hotel
(Panel to be added)

Selling to Associations and Third Party Groups

Gain insights into the various outside meeting management groups and their relationship with associations. This session will give you inside tips on improving your working relationship with associations and third party groups. Develop a better

understanding of the decision making process.

Explore ways to accomplish common objectives. Look at the growth of third party companies and what to expect in the future. Join a panel of experts in a lively discussion of these issues.

Moderator: Keith Hymel
Director of Sales, National Accounts
Hilton Hotel Corporation
(Panel to be added)

March 6 8:30 AM - 11:00 AM

(Attend one session in this time frame.)

Basic Sessions

Successful Techniques for Selling and Making Contacts on the Exhibit Floor

Your company spends many thousands of dollars to exhibit in a trade show... make that money well spent! Learn creative, qualifying, listening and selling techniques to help you generate quality leads. Discuss "booth etiquette", how your behavior and body language influences prospective buyers. Examine the importance of an appropriate lead format to generate specific and useful information to use when you return to the office.

Marnie Collester-Oscarson
Craig Oscarson
Oscarson Communication Company

Maximizing the Supplier/Association Client Relationship — Quality Salesmanship

How to develop a long-term relationship with an association executive who doesn't need your services now, but might in the future. Learn how to make your current sale become repeat business. Special networking tips when "working a room".

Donna Gabriel
Director of Membership
DC Convention and Visitors Bureau
Brian Gamache
Corporate Sales and Marketing
Director
Hyatt Hotels Corporation

Advanced Sessions

Effective Marketing to Associations

What does your printed material say about your city or your property? Are you getting your message across and are you distributing it in the most effective way? This session pulls together elements you use—regional sales offices, direct mail, and advertising, as companions to your sales efforts. Our panel of experts will help you present your company's total image in a way that really appeals to your audiences.

Moderator:

Cort Grey
Director, Regional Sales
Marriott Corporation

Panel:

Elissa M. Myers, CAE
Publisher
American Society of Association Executives

Deborah Woodcock, CMP

Director of Meetings
American Clinical Chemistry Association

Selling Your City to Associations

When an association has their largest piece of business to bring to your city, you want to assure them they'll receive the best your city can offer. It takes a lot of coordination and pulling together to create a united, cohesive package to attract the major conventions. Hear a panel discuss ways to create a package that works.

Moderator:

Gerald J. Roper
President & CEO
The Chicago Convention & Visitors Bureau

Alan Gripp
Vice President-Marketing
Washington, DC Convention Center

Brad S. Langley
National Convention Manager
United Airlines

Sheila A. Stampfli
Executive Vice President
Courtesy Associates

WHO SHOULD ATTEND

This conference is ideal for directors of sales and marketing, sales managers, and others who sell products and services to associations.

TUESDAY, MARCH 6, ONE-DAY SEMINARS

Lunch Served in Exposition Hall
12:00 Noon -2:00 PM



8:30 AM - 5:00 PM Effective Fund Raising Strategies for Associations

MARCH 6, 1990

This information-packed workshop covers the fundamentals and intricacies of locating and securing funding for associations.

It focuses on raising money from corporations, foundations and individuals (outside of membership dues). It provides specific methods for acquiring needed \$\$ to develop and increase your association's products and services.

KEY BENEFITS

By attending this program, you will be able to:

- Prepare a fund raising strategy
- Implement dozens of fund raising ideas
- Identify you board in fund raising activities
- Write winning proposals and prospectuses
- Involve your board in fund raising activities

Upon leaving this workshop, you will have the ability and confidence to begin an aggressive fund raising program already underway. You will learn ways to ensure that once a grant

or contribution is made, that it can and will be made again and again.

WHO SHOULD ATTEND

If you need to raise between \$15,000 and \$15 million a year, this program is for you. Designed for executive directors, foundation staff, and board members of non-profit organizations, this program will provide you with the "nuts & bolts" information, experience and confidence you will need to locate and secure funds from all public and private sources.

This seminar is as applicable and valuable for the administrator of an organization with a \$30,000 annual budget as it is for the administrator with an annual budget of \$100 million or more.

ABOUT THE INSTRUCTOR

Barry Nickelsberg is the Executive Director and founder of The Funding Center. Mr. Nickelsberg, the author of *The Funding Workbook*, has conducted hundreds of fundraising/grantsmanship workshops for over 6,000 people throughout the United States.

Mr. Nickelsberg is credited with helping non-profit organizations raise over \$400,000,000. He has written over one thousand proposals and has reviewed thousands of other proposals for federal programs, private foundations and corporations.

In addition, Mr. Nickelsberg teaches Grantsmanship and Ad-

vanced Grantsmanship at George Washington University in Washington, DC.



8:30 AM - 5:00 PM Maximizing Relationships With Boards, Committees and Other Volunteers

THIS PROGRAM IS FOR:

Staffs of associations who work with boards, committees or volunteers in any capacity

Staffs of small associations who rely heavily on volunteers to get the job done

Staffs of charitable organizations and individual membership organizations who work with hundreds of volunteers

VOLUNTEERS ARE A SCARCE RESOURCE...

And, there is competition for the best. Securing high quality volunteer leaders is much more difficult than it was 10 years ago. Discretionary time is at a premium. And, volunteer leaders have different motives for seeking elective office than in the past.

Dealing with these issues places new and expanded demands on you: identifying the best and the brightest, persuading members to commit their time, making them feel a part of the team, and getting them to produce high quality results in a timely fashion. It's not easy, but it can be done.

You have untapped resources out there...members willing to be challenged, recruited, motivated and put to work, if you understand the new values.

That's what this program is all about. To help you identify ways to get your members involved. To provide you with the skills and techniques for getting the committed to

your organization. To identify methods for achieving outstanding volunteer performance.

PROGRAM BENEFITS

By attending this program you will:

- Identify methods to increase member involvement
- Find out how to get results from people you cannot hire, fire or threaten
- Learn how to help your volunteers understand the importance of their role
- Communicate more effectively with your volunteers
- Better understand the process of group decision making and problem solving
- Excel in your role as staff liaison
- Leadership identification systems

WHO SHOULD ATTEND

If you work with committees, boards or volunteers in any capacity, then this program is guaranteed to make your job easier and the outcomes more effective. Develop your own skills in volunteer management while learning to increase the productivity of your volunteers. There is no doubt that this program will have an impact on the future of your organization.

KEY TOPICS

- The Dynamics of Board and Committee Organization
- Increasing Volunteer Involvement in Your Association
- Motivating Your Volunteer to Produce Maximum Results
- Group Decision Making and Problem Solving
- Supporting Your Board and Committees: Your Role as Staff Liaison

ABOUT THE INSTRUCTOR

Charles D. Rumbarger, CAE is the founder and owner of Association Management Group, an association management and consulting company providing a complete range of staff, technical and management

services to its client associations. Through his company, Mr. Rumbarger serves as chief executive officer of several national and international associations.

Active in the professional community, "Chuck" is Past Chairman of the Board of the Greater Washington Society of Association Executives and is active in the American Society of Association Executives; he is currently an officer of the ASAE Foundation. He has addressed many audiences on association management issues and consistently receives outstanding evaluations from participants for his lively, interactive style.



9:00 AM - 5:00 PM Turning Stress into Creative Energy

PRACTICAL IDEAS TO CHANNEL STRESS CONSTRUCTIVELY — BE HEALTHIER, HAPPIER AND MORE SATISFIED WITH YOUR PERSONAL AND PROFESSIONAL LIFE

Psychological research has indicated that there are three factors which affect people's ability to be stress resistant. Executives who neglect these qualities flirt with job burnout, mental fatigue, and emotional blues.

The good news is that people who develop these qualities stay positive and have surges of natural energy.

Most people do not have to read a magazine article or listen to a speech to learn about stress. They have to look no further than themselves to see the signs:

- Job burnout
- Inability to sleep
- Lack of motivation
- Depression or mental fatigue
- Increased interpersonal tension

The good news is that stress which can be a killer, both physically and psychologically, can be turned around. It can be channeled into positive energy.

Recent research indicates that there are three factors that make people stress resistant. Individuals who have these qualities cope with the stressors in their life quite well and the individuals who do not have these three characteristics continue to make physicians and therapists rich!

This workshop will help you do a personal assessment on each of these research qualities and give ten strategies for helping you keep your health, your energy... and your money!

KEY TOPICS

Among the topics covered in this workshop are:

- The six reasons why people experience job stress.
- The three qualities that separate a "stress resistant" from a "non-stress" resistant person.
- How to develop an early warning system to better detect the build-up of excessive stress.
- Why the three common approaches for coping with stress (the standard advice) do not work.
- Ten specific strategies for reducing the stress in your life.
- How to use the Vince Lombardie approach for creating positive (energizing) stress rather than negative (depleting) stress in others.
- How a simple question can take twenty-five percent of the stress out of your life.
- How to use three magic questions to reduce the stress in others (and yourself).

Understanding Stress

- Physical and psychological effects of stress
- Identification of the early warning signals
- Differences between stress resistant people and non-stress resistant people
- A self-assessment of your stress resistance

Coping Skills: Handling Stress and



Burn-Out Effectively

- Develop mental toughness through the A-B-C formula
- Learn how to "punch your own ticket"
- Take drugs — the natural kind
- Manage stress through psychological time management
- Meditation — slowing down the system
- Resisting the "phobic avoidance of the unpleasant"
- Controlling stress through personal involvement
- Handling failure
- Developing a stress resistant, positive self-image

ABOUT THE INSTRUCTOR

Dr. Robert Lindberg is a psychologist and marriage counselor in private practice and is widely recognized for his over 1100 appearances on television and radio talk shows. In addition to his appearances he has given over 900 speeches and over 350 seminars to various professional organizations. Many of these talks have been to association executives and

this will be his fourth appearance at an ASAE national convention.

Bob Lindberg is a former college professor at Arizona State University and the University of Texas at San Antonio where he has taught graduate courses in psychotherapy. He is the author of two books and has written several professional articles. Bob Lindberg has spent over 20,000 hours listening to people find happiness and success in their lives and will share his practical, down to earth knowledge with you.

WHO SHOULD ATTEND

This workshop is designed for people who are experiencing stress in their lives and are seeking ways to turn stress into creative energy.



Your Agenda

THE LEGISLATIVE CONFERENCE

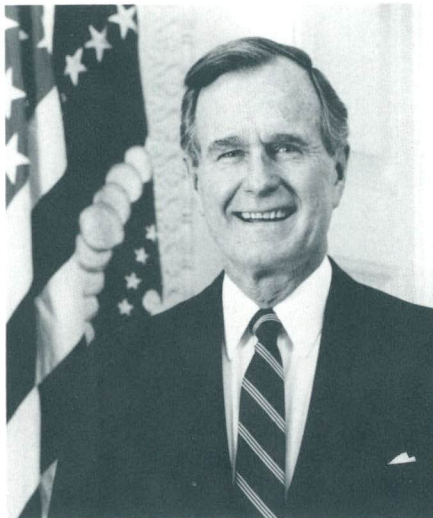
Of the many services you provide your members, one of the most important is tracking the trends in the Legislature and representing your members' interests to Congress.

ASAE's 9th Annual Legislative Conference is held in conjunction with the Spring Convention and Exposition. There, you will be briefed on the latest developments in legislative and regulatory issues pertinent to the association community.

Also, enjoy the opportunity of personally discussing these issues with your elected officials.

The Legislative Conference Opening General Session is scheduled for Tuesday morning, March 6 with invited Keynote Speaker, President George Bush. And, you won't want to miss the updated series of educational sessions highlighting such issues as the Unrelated Business Income Tax (UBIT), 401(k) cash or deferred arrangements, and Volunteer Protection Legislation. "How to" seminars on The Fundamentals of Successful Lobbying and Federal Lobbying Regulations are also scheduled.

On Wednesday, March 7, you and your fellow association leaders will adjourn to Capitol Hill to meet with Senators and Representatives from your home states and districts!



TUESDAY, MARCH 6, 1990

PM Education Programs Include:

2:00 PM

Americans with Disabilities Act with discussions from regulatory agencies EEOC and DOJ

Clean Air Issues Briefing with discussions with: The Honorable Tony Coelho, Senator John Breaux (D-LA) and Bill Faye, Exec. Dir., Clean Air Working Group

4:00 PM

Unrelated Business Income Tax - discussions invited guest Dick Shulze and Harris Jordan, Director, Government Affairs, American Society of Association Executives

WEDNESDAY, MARCH 7, 1990

8:00 - 9:00 AM

Breakfast at Grand Hyatt Hotel with invited speaker, Senate Majority Leader George Mitchell

9:00 - 9:45 AM

Budget and Taxes discussion featuring speaker Bill Dieffenderfer, Office of Management and Budget

9:45 - 10:30 AM

Budget and Tax Program: The Congressional View featuring Representative Leon Panetta (D-CA)

10:30 - 11:00 AM

Legislative Issues Briefing

11:00 - 11:30 AM

Capitol Hill Rally Session

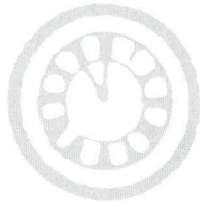
CERTIFICATE PROGRAMS SCHEDULE:

ASAE'S Certificate Programs provide the basic "HOW TOs" in five specialized areas of association management: Communications, Finance & Administration, Education, Membership Marketing and Convention Management.

Offered over 5 consecutive days, the curriculum is designed to provide you with a solid understanding of the field.

Each Certificate Program is designed for both experienced staff needing a "refresher," and newcomers to the profession. Every course is *Also* self-contained and offers the opportunity to gain expertise in a specific topic area.

Attend any of these one day stand-alone courses or attend all five and receive a certificate for your area of specialty.



COMMUNICATION CERTIFICATE PROGRAM

CONVENTION MANAGEMENT CERTIFICATE PROGRAM

	COMMUNICATION CERTIFICATE PROGRAM	CONVENTION MANAGEMENT CERTIFICATE PROGRAM
SATURDAY 3/3/90 8:30 AM–4:30 PM	Essentials of Publishing	Strategies for Budgeting and Creative Special Events
SUNDAY 3/4/90 8:30 AM–5:15 PM	Essentials of PR/ Media Relations	Convention Program Design—Education & Exposition
MONDAY 3/5/90 8:30 AM–5:15 PM	Essentials of Writing and Editing	Effective Strategies for Marketing and Promotion/Site Selection
TUESDAY 3/6/90 8:30 AM–5:15 PM	Effective Publication Design	Managing Logistics and New Approaches to Audiovisual Techniques
WEDNESDAY 3/7/90 8:30 AM–1:00 PM	Managing PR/ Communications Within the Association	Managing Food and Beverage Events



EDUCATION CERTIFICATE PROGRAM	FINANCE & ADMINISTRATION CERTIFICATE PROGRAM	MEMBERSHIP MARKETING CERTIFICATE PROGRAM
Education Program Planning—The Big Picture	Accounting & Reporting for Non-Profit Associations	Understanding and Communicating Membership Marketing Issues
Financial Planning and Management of Education Programs	Effective Financial Management Techniques	Methods and Techniques for Membership Development
Program Development and Management	Hiring & Retaining Competent Staff	Methods and Techniques for Membership Retention
Marketing Techniques: Writing Powerful Promotion Copy	Managing Automated Information Systems	Computers and Market Research
Program Evaluation	Managing the Administrative Function	Managing the Membership Function



CERTIFICATE PROGRAMS TOPIC AREAS

(Attend single days or all five days.)



Communication Certificate Program

Designed to provide the fundamental information needed to understand the complete communication function. By examining the essential elements in publication design, writing, and editing, PR and marketing, you have an ideal opportunity to gain the knowledge you need to become the best in association communication.

**SATURDAY, MARCH 3
8:30 AM - 4:30 PM**

Essentials of Publishing

Learn how your publishing activities can be managed for maximum benefit to both your members and your association.

-Organizing the Publishing Function

Types of association publishing; publishing and advertising philosophy; goal setting and strategic staffing

-Budgeting for Publications

Establishing budgets, income vs. expense; single publications vs. periodicals; production costs; publications with advertising; competitive bidding; advertising; subscription sales

-Production

In-house vs. vendors; editorial selection; copyright basics; design considerations; reviewed publications; scheduling; basics of book/informational publications; circulation fulfillment

-Evaluating Publishing Activities

Readership surveys and other methods

**SUNDAY, MARCH 4
8:30 AM - 5:15 PM**

Essentials of Public Media Relations

More than working with the media... Public Relations is the strategic management of an organization's relationships with its various publics. Learn how to manage those relationships to create a positive environment for your association.

-Developing a Media Relations Program

Types of media and their different needs; evaluating association's media potential; structure and implementation of a media program; spokesperson selection and training; developing and using a spokesperson network

-Developing a Public Relations Program

Defining publics and their goals; building on supportive publics; improving or maintaining neutral publics; dealing with negative publics; public vs. small group communications; using PR to motivate desired responses

-Crisis/Emergency Situations

Crisis plan development and management; types of crisis and action options

-Special Events Support

Involving members and leadership; on-site media relations

MONDAY, MARCH 5
8:30 AM - 5:15 PM

Essentials of Writing and Editing

Hone your skills for winning copy

-Effective Writing and Editing

Identify you audience; subject matter; medium

-Editing for Credibility

-Other Tasks for Editors

Budgeting; hourly wages; freelance writers;condensing; rewriting; working with authors; outside help

-Writing for Creativity and Credibility

Getting your readers' attention; writing powerful leads; differences between feature articles and newsletters; writing for impact

Don Ranley, Ph.D.
Professor, School of Journalism
University of Missouri-Columbia

TUESDAY, MARCH 6
8:30 AM - 5:15 PM

Effective Publication Design

Create the desired image for your publications that is compatible with your association purpose and staff capabilities. This course will focus on design of newsletters, magazines, journals and tabloids; the primary communication vehicles for both large and small associations.

-Management Decisions that will Affect the Design of Your Publication

-Creating a 'Signature Look'

The six visual elements of a publication that will create a unique style for your publication

-Choosing the Right Format

Usual and unusual grids

-What Goes Where?

Flags, banners, nameplates, and logos vs. mastheads

-The Art and Science of Typography
Terminology; technology; trends; how to make copy fit the layout

-Basic Design Principles and How They Affect Page Layout

The conceptual design process

Polly Pattison
Publication Designer/Consultant

WEDNESDAY,
MARCH 7
8:30 AM - 1:00 PM

Managing PR/ Communications Within the Association

The association communicator is in a unique position to affect the success of association programs and services. Learn how to position and effectively manage PR and communications in your association.

-General Functions and Role of Association Communications

Taking a look at the "big picture;" how the communicator enhances budgeting, strategic planning and the activities of other departments; acting as in-house counsel

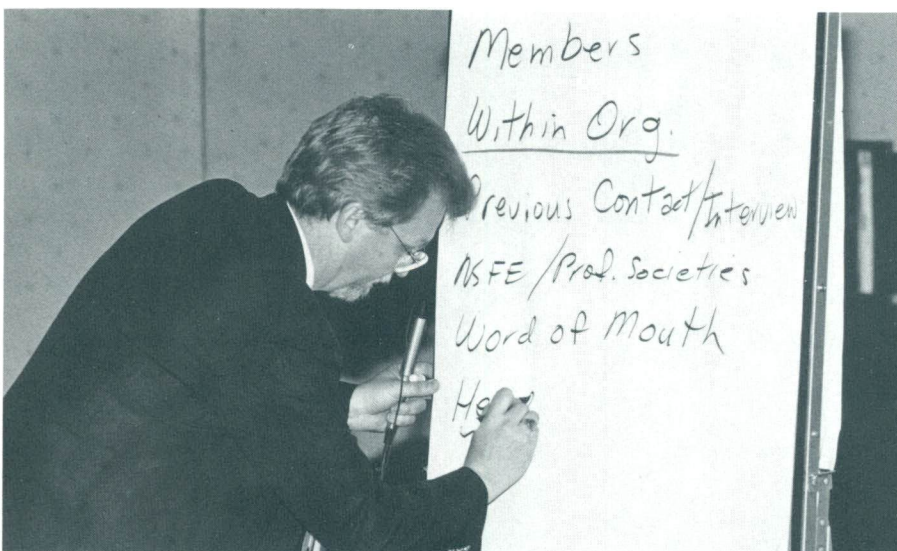
-Internal & External Communications

Coordinating the image of the association and profession industry; communicating with leadership, members, staff, chapters, identifying and communicating with external publics; policy level communications

-Strategic Communications Planning

Understanding the need for integrating management and communication philosophies; steps to develop a communications strategy

Don Skiados
Director, Communications
Air Line Pilots Association





Convention Management Certificate Program

This the most in-depth educational experience offered by any organization on meeting management.

The Convention & Exposition Section Council designed the seminar content emphasizing the same body of knowledge covered in the Certified Meeting Planners (CMP) study material and exam. The program provides an excellent foundations for anyone seeking the CMP designation.*

Attendees of this five-day program will receive a complimentary copy of ASAE's newest and most comprehensive book on meeting management: *Fundamentals of Association Management: Conventions*.

*For further information on the CMP designation, contact the Convention Liaison Council, ASAE, 1575 Eye Street, NW Washington, DC 20005

**SATURDAY, MARCH 3
8:30 AM - 4:30 PM**

Strategies for Budgeting and Creative Special Events

Improve Your Bottom Line by Developing and Managing an Effective Convention Budget

-Budgeting and Cost Negotiations
Using the budget as a management tool; budget forms, event/function pricing, projecting income and expenses, allocating costs to budget, cost analysis, money making ideas, cost negotiations

-Special Events

-Creative planning and execution of special events: examples of unique event and theme concepts; use of entertainment as a communication tool; review of industrial theater productions for medium to modest budgets

-Entertainment

Budgeting, planning, scheduling and purchasing entertainment and headline artists; review of basic market prices; negotiating contracts; pros and cons of working independently or with an entertainment company

J. Franklyn Dickson, CMP
President
Ray Block Productions

**SUNDAY, MARCH 4
8:30 AM - 5:15 PM**

Convention Program Design-Education & Exposition

Enhance Your Conventions by Designing Your Educational Programs to Complement Your Theme.

Learn New Approaches Guaranteed to Help You Successfully Manage Your Exposition

-Educational Programming

Needs assessment techniques; scheduling; working with committees; selecting speakers; orienting and managing speakers; spouse/children's programs

-Evaluation

Program evaluation; staff/committee debriefing; guide lines for managing an exposition; methods for starting or reviving interest in an old event

-Developing Marketing Techniques for Exhibit Sales

-Establishing Effective Exhibitor Relations

-Site Inspection - Expositions

-Managing Expositions On Site

Donald Rochelle Levy
Senior Director, Professional
Development
American Institute of Architects

Linda McKinney
Corporate Director of Marketing
The Freeman Companies

**MONDAY, MARCH 5
8:30 AM - 5:15 PM**

Effective Strategies for Marketing and Promotion/Site Selection

Design and Implement an Effective Promotion and Marketing Plan.

Broaden Your Knowledge and Skills to Enable you to Select a Convention Site.

-Scheduling Promotion & Publicity
Designing a marketing plan; motivating and selling through promotional copy; getting promotion done by others; producing and printing meeting materials

-Professional Approach to Site Selection

Guest Rooms; food service; convention services

-Hotel Negotiation and Contracts

An in-depth look at what is/is not acceptable

Bruce Harris, CMP
President
CONFERON, Inc.

**TUESDAY, MARCH 6
8:30 AM - 5:15 PM**

Managing Logistics and New Approaches to Audiovisual Techniques

Orchestrate Your Convention with Greater Efficiency.

Overcome Fears of Handling and Ordering Projection Equipment.

-Hands-on Workshop

Learn how to operate basic a/v equipment; troubleshoot problems and make minor adjustments

-Types of Audio/visual Equipment

How to order specifically; how to get the best price, and how to set it up properly

-Developing Registration and Housing Procedures

Establishing policies and procedures

-Working with Convention Service Managers

Working with the facility and its staff; how to calculate formula meeting room set ups

-Shipping and Transportation

Bruce Harris, CMP
President
CONFERON, Inc.

**WEDNESDAY,
MARCH 7
8:30 AM - 1:00 PM**

Managing Food and Beverage Events

Illustrate Program Theme through Food & Beverage.

-Gratuities

-Food and Beverage; Developing the Partnership

-Planning a Menu, Developing a Budget and Negotiating Prices

-Hospitality Activities

How to set up and price a bar; hospitality and food beverage packages; how to order food and beverage

-Food/Beverage Logistics





Education Certificate Program

Develop a systematic approach to planning and implementing well designed, member driven education programs. Position your association to earn the visibility and recognition it deserves. Attendees of this five day program will receive a complimentary copy of ASAE's Association Education Handbook, a practical "how to" manual on all key aspects of education programming.

**SATURDAY, MARCH 3
8:30 AM - 4:30 PM**

Educational Program Planning - the Big Picture

Set Education Program Goals and Develop Program Objectives to Meet These Goals.

-Purpose of Education Programs
The nature of associations; the educational mission; what members want
-Overview of the Curriculum Content; what does the subject area require

-Needs Assessment

What is it; why perform it; what tools are available

-Techniques for Assessing Needs

Direct mail; telephone surveys; interviewing; written surveys; other

-Using the Results of Needs Assessment

Interpretations and distribution of results

-Setting Appropriate Association Education Program Goals

Types of goals; types of programs

-Developing Program Objectives to Meet Educational Goals

The objective statement; matching needs and objectives

Glenn H. Tecker
Chief Executive Officer
Glenn H. Tecker, Consultants

**SUNDAY, MARCH 4
8:30 AM - 5:15 PM**

Financial Planning and Management of Education Programs

Identify Tactics for Financially Successful Education Programs.

-Establishing a Financial Philosophy

-Using the Budget as a Management Tool

Budget development; use of spreadsheets will be demonstrated including "what if" analysis for various prices and multiple locations; budgeting individual programs

-Pricing Educational Programs

Pricing to break even; producing revenue; member service

-Financial System and Procedures

Accounting systems; registration procedures; reporting procedures

-Instructor Fee Structure

-Negotiating with Facility

**MONDAY, MARCH 5
8:30 AM - 5:15 PM**

Program Development and Management

Design and Implement Quality Education Programs.

-Applying the Principles of Adult Learning in the Association Environment

Realities of Association Members as "Learners"; content and delivery system preference; instructional preferences

-Selecting Delivery Systems that Meet Member (Market)

Needs and Preferences Programs; Seminar; Conference; Workshop; Short Course; Symposium; Self-instruction; Teleconferencing; computer-assisted training

-Developing Curriculum in an Association: Stages of Instructional Design

Needs assessment; objectives; content; materials and audio/visual support

-The Great Balancing Act: Matching Instructional Strategy to Learner & Association Objectives

Learner objectives; behavioral outcome, affective, fiscal, strategic

-Managing the Staff/Speaker Partnership Selection; sources; negotiation; support

**TUESDAY, MARCH 6
8:30 AM - 5:15 PM**

Marketing Techniques: Writing Powerful Promotion Copy

Increase your Registrations through Effective Marketing and Powerful Promotional Copy

-Developing a Marketing Philosophy

-Techniques for Writing Effective Promotional Copy Highlighting benefits; using testimonials, teaser copy; dos and don'ts of coverletters

-Working with Typesetters and Printers

-Most Common Marketing Mistakes Ignoring perceived benefits; lack of brochure copy; incorrect pricing; late mailings

-Designing and Using Direct Mail Making your envelope stand out; self-mailers; learn from early response

-Other Marketing Techniques Telemarketing; advertising; public relations

James G. Dickman
President
Lewis Advertising Company

**WEDNESDAY,
MARCH 7
8:30 AM - 1:00 PM**

Program Evaluation

Constructively Evaluate Your Programs

-Relationship of Evaluation to Needs Assessment

Facts to consider; how to construct based on needs assessment

-Inventory of Types of Evaluations Review of samples; discussion of evaluation questions

-Stages of Evaluation Costs and benefits of various approaches; non-intrusive measures

-Instrument Design Considerations Length; type of question; distribution

-Analysis of Evaluation Questionnaires and Instruments

Pros and cons of different types; what works best in different situations





Finance & Administration Certificate Program

Participants will examine accounting and reporting procedures; identify techniques and policies for hiring and retaining component staff; learn efficient techniques to manage the physical facility.

Attendees of the five day certificate program will receive a complimentary copy of ASAE's newest book on finance, Fundamentals of Association management: Finance.

**SATURDAY, MARCH 3
8:30 AM - 4:30 PM**

Accounting & Reporting for Non-Profit Associations

Identify Alternative Methods of Accounting and Reporting.

Gain a Thorough Understanding of the Non-Profit Tax Environment.

-What is an Association

Types of associations; foundations; tax exempt status

-Accounting Principles

GAAP; chart of accounts; cash vs. accrual

-Financial Policies and Documentation

-Audit/Internal Controls

-Unrelated Business Income

What qualifies/what doesn't; tax exempt purpose; creative cost allocations

-Taxation

State sales and use tax; payroll filing requirements

Peter DuBois
Controller
National Restaurant Association

**SUNDAY, MARCH 4
8:30 AM - 5:15 PM**

Effective Financial Management Techniques

Gain a Solid Overview of Budgeting.

Analyze and Use the Information Documented in Your Financial Reports.

-Budgeting

Purpose; reporting formats

-Cost Accounting

-Financial Analysis

Ratio analysis; break even analysis; feasibility studies

-Cash Management

Monitoring daily activities; use of lock boxes and other case management tools

-Investment Management

Policies; alternatives, analysis

Andrew S. Lang, CPA

Partner

Raymond Lang & Associates

William C. McGinly, Ph.D., CAE
President
National Assn. for Hospital Development



**MONDAY, MARCH 5
8:30 AM - 5:15 PM**

Hiring and Retaining Competent Staff

Acquire the Expertise to Reduce Staff Turnover.

Become Familiar with Employment Laws.

-Employment Law

Equal Employment Opportunity (EEO); wage and hour requirements; ERISA and post ERISA requirements; filing of returns; unemployment requirements

-Personnel Policies and Procedures

-Job Descriptions

Purpose; developing job descriptions; legal implications

-Salary Administration

Developing a plan; communicating plan to staff

-Employee Benefits

Mandatory benefits; benefit alternatives; cafeteria plans; retirement and deferred compensation; compliance and reporting

-Performance Management

Setting goals and establishing performance standards; performance appraisals and documentation

-Recruitment and Selection

-Training and Development

Gerald Panaro, Esq.
Webster, Chamberlain & Bean

**TUESDAY, MARCH 6
8:30 AM - 5:15 PM**

Managing Automated Information Systems

Effectively Implement and Manage an Automated Information System.

-Overview

Current directions in the industry; association applications

-Buying/Selling/Disposition

Defining and reporting needs; steps in determining the best solution; implementation of the plan; disposing of your system

-Accounting Systems and Other Software Packages

Service bureaus vs. in-house systems; customized vs. packaged

-Systems Maintenance and Security

Hardware and software maintenance; insurance; security

-Systems Training

Operator and user training

-Documentation and Applications

Systems and applications documentations; developing user procedural documentation

-Industry Trends

Sara Rosenfeld
Marketing Manager
Data Management Group, Inc.

**WEDNESDAY,
MARCH 7
8:30 AM - 1:00 PM**

Managing the Administrative Function

Learn How to Effectively Manage Support Services and Physical Facilities.

-Overview of Staff and Facility Needs

-Office Equipment

Costs; service; support; training

-Facilities Management

Appraising needs; lease/purchase; long range planning; maintenance

-Purchasing

Source of supply; quantities; delivery; making decisions with other departments

-Inventory Maintenance and Management Systems; manual or computerized

-Record Management

Retention schedules; storage retrieval;

-Mail Room Management

Staffing; equipment

-Insurance

Dealing with risk; fire; theft; fidelity workers compensation; yearly appraisals

-Printing

Specifications; productions; scheduling; bidding

-Order Fulfillment

Processing; paperwork flow; packing materials; labeling

Wilford A. Butler, CAE
President
BCG International



Membership Marketing Certificate Program

Identify proven techniques for membership recruitment and retention and how to use your association's existing resources to develop and implement a successful membership marketing program.

Attendees of the five day certificate program will receive a complimentary copy of ASAE's newest book on membership, *Fundamentals of Association Management: Membership*.

**SATURDAY, MARCH 3
8:30 AM - 4:30 PM**

Understanding and Communicating Membership Marketing Issues

Ideas and Techniques for Creating and Communicating a Positive Image of Your Association.

-Organizational Structure

Types of membership bases; dues payment systems; and the role of the membership marketer

-Legal Issues

Anti-trust; tax; postal and contract issues

-Communicating Membership Issues

Dues increase; cutbacks in services; value for dues

-Media Selection and Management

Selecting appropriate media; telephone hotlines; telegrams; audio/visual productions

-Membership Marketing Through Regular Service

Using conventions, seminars and meetings to promote membership and publications

Wilford A. Butler, CAE
President
BCG/International

**SUNDAY, MARCH 4
8:30 AM - 5:15 PM**

Methods and Techniques for Membership Development

Successful Methods and Techniques for Building Membership

-Building Prospect Lines

Keeping lists current; finding new areas for prospects

-Direct Mail Packages

Writing copy; key elements of effective packages

-Test Marketing

Follow-up mailing; record keeping

-Telephone Programs/Volunteer Campaigns

Purposes and uses of telephone; writing the pitch; working with committees

Mark Levin, CAE
President
BAI, Inc.

**MONDAY, MARCH 5
8:30 AM - 5:15 PM**

Methods and Techniques for Membership Retention

-Why People Stay/Why People Drop Out

Reason for joining; new member expectations; communicating with members about problems and complaints; reasons for not renewing

-Ingredients of Effective Membership Retention

Communicating with first-year members; new member involvement; member recognition; getting members into the network; planning for retention

-Technical/Administrative Aspects of Retention

Structural policies; by-laws; billing cycles; membership statistics

-New Member Orientation

Welcoming new members; programs for new member orientation

-Exit Surveys

Conducting exit interviews; using exit information for retention; communicating with non-renewing members

Robert J. Dolibois, CAE
Vice President
Association Management Group

Debra Sher
Director, Member Services
American Society of Association Executives

**TUESDAY, MARCH 6
8:30 AM - 5:15 PM**

Computers and Market Research

Strategies for Identifying Membership Market Potential and Needs.

-External Information

Conducting membership surveys; questionnaire design; analyzing results; follow-up

-Using Internal Data

Storing; using membership information; statistics; evaluating customer services

-Computer Applications

In-house systems applications; working with consultants

Maynard H. Benjamin, CAE
VP/Treas.
Envelope Manufacturers Assn.

Philip E. Downs, Ph.D.
Vice President
Keer & Downs Research

**WEDNESDAY,
MARCH 7
8:30 AM - 1:00 PM**

Managing the Membership Function

Maximize the Use of Personnel and Financial Information

-Financial Management

Budgeting; data collection; dues payment systems; cycles and structure; unrelated trade or business income activities

-Personnel Management

Developing job descriptions; training personnel; relationship between staff and members

-Membership Marketing Work Plans

Establishing goals; priorities and policy guidelines

Charles W. L. Deale, CAE
Vice President-Membership
Natl. Assn. of Truck Stop Operators





SPOUSE/GUEST PROGRAM

**Hospitality Center
Grand Hyatt Hotel**

**12:00 AM - 5:00 PM
SUNDAY**

**9:00 AM - 5:00 PM
MONDAY-TUESDAY**

Tickets for Spouse/Guest tours must be selected on Sunday, March 4 between 12:00 a.m. - 5:00 p.m.

All events are at the Grand Hyatt unless otherwise noted. Spouses attend all social events, and are welcome to attend the ASAE Convention Programs, General Sessions and the Exposition.

SUNDAY, MARCH 4

**1:00 PM - 4:30 PM
BEHIND THE SCENES
AT THE NATIONAL
GALLERY TOUR**

Get an insider's view of the East Building of the National Gallery, escorted by the chief of exhibition production. Watch as the museum staff puts finishing touches on the dramatic "Matisse in Morocco" exhibit before the show opens to the general public. Tour the enormous earthscape of Frederic Edwin Church and explore the 20th century paintings collection.

**3:00 PM - 4:00 PM
AN ARMCHAIR VIEW
OF WASHINGTON**

You will enjoy the living history of Washington as interpreted by one of Washington's leading historians,

Marjorie Matthews. Photographs provide an interesting perspective of Washington landmarks, cultural events, and other happenings. The presentation will provide a personalized introduction to our Nation's Capitol.

**4:30 PM - 5:45 PM
OPENING GENERAL
SESSION**

Keynote Speaker Allen Neuharth, former chairman of USA Today. (at Convention Center)

MONDAY, MARCH 5

**8:30 AM - 12:00 Noon
MOUNT VERNON
AND OLD TOWN
ALEXANDRIA TOUR**

Enjoy George Washington's Georgian-style manor house as you tour the 18th century mansion and surrounding service buildings. After the tour, visit Old Town Alexandria and see Gadsby's Tavern, where George and Martha Washington often dined, Market Square, where Washington commanded his troops; the Apothecary Shop, and Christ Church, all dating back to Washington's time. Old Town Alexandria is filled with charming shops, eateries, and an artist's colony in an old torpedo factory. You can return to the hotel on the bus, or stay to enjoy Old Town and return later by taxi.

**9:30 AM-10:30 AM
MILLIONAIRES OF
MASSACHUSETTS
AVENUE**

A local historian will share anecdotes about the unique neighborhood of Washington that today is home to many embassies. You will see through a slide presentation how these dramatic architectural styles express America's great economic growth between the Civil War and World War I.

**12:00 Noon - 2:00 PM
ASAE EXPOSITION
OPEN. Lunch in Hall.
(Convention Center)**

**1:00 PM - 4:00 PM
EMBASSY ROW AND
GEORGETOWN TOUR**

See the diverse architecture and learn about the foreign embassies located up and down Massachusetts Avenue. The tour will conclude in Georgetown, where the cobblestone streets share historic buildings and bustling shops, including the Georgetown Park mall. You'll explore Georgetown and return to the hotel either by bus or on your own.

**2:15 PM - 3:15 PM
HOW TO KEEP YOUR
BODY GOING**

... when you've got a million things to do. You need a healthy body to maintain your busy life. Whether your energies are directed toward the workplace, the home, or both at once, you must incorporate fitness and wellness techniques to keep up your pace. Hear a speaker from the Washington health community give you tips that will make you work better and feel better.

**3:30 PM - 5:00 PM
WASHINGTON
ENTERTAINING**

It has been said that more politicking, business maneuvering, and initial lobbying is done in Washington at thousands of receptions, cocktail parties and balls each year. Learn entertaining tips from a former member of the British embassy staff.

TUESDAY, MARCH 6

9:00 AM - 3:00 PM THE STATE DEPARTMENT DIPLOMATIC RECEPTION ROOMS, THE VOICE OF AMERICA AND THE CAPITOL BUILDING TOUR

Your first stop will be the Diplomatic Reception Rooms of the State Department, furnished with handsome 18th century American furniture and examples of the decorative arts. It is in these rooms where the President, Vice President and other Cabinet members receive and entertain the leading figures of the world. Continuing the diplomatic theme, you will also have a behind-the-scenes look at one of the most vital informational networks in the United States - the Voice of America. The VOA was created to promote understanding abroad by providing information on

the American people, their culture and policies. You will tour the studios, see on-the-air broadcasting and the Technical Operations Center known as the "bubble." Then enjoy lunch at "America", in the newly renovated Union Station. Following lunch, tour the Capitol and its Rotunda, the Statuary Hall, and the chambers of the House of Representatives. Learn why the Capitol is the most dominant building in Washington, both architecturally and politically.

9:00 a.m. - 10:30 a.m. WASHINGTON ENTERTAINING (repeat)

11:00 AM - 12:00 Noon GENERAL SESSION KICKOFF TO LEGISLATIVE CONFERENCE

President George Bush - invited guest speaker
(Convention Center)

12:00 Noon - 2:00 PM ASAE EXPOSITION OPEN Lunch in Hall. (Convention Center)

1:00 PM - 2:00 PM HOW TO KEEP YOUR BODY GOING (repeat)

2:30 PM- 3:30 PM AN ARMCHAIR VIEW OF WASHINGTON (repeat)



UNITED YOUR OFFICIAL AIRLINE CARRIER

"Fly the Friendly Skies" to Washington, DC and save on travel from 2/27/90 through 3/10/90.

In a special arrangement with ASAE, United offers you the service of its toll-free convention reservations desk along with a complement of discounts:

- 5% off any fare for which you qualify (based on normal restrictions), including United's First Class and Ultrasaver. THE DISCOUNT CAN RANGE FROM 50%-75% OFF NORMAL COACH FARES!

OR...

- a minimum of 50% off normal coach fares with no minimum stay or advance purchase requirements.

To make reservations for one of the above discounted fares or any other promotional fares that may be available, simply follow these steps:

- 1) United States and Canada call United toll-free at (800) 521-4041, seven days a week, 8:00 AM - 11:00 PM Eastern time.
- 2) Give the ASAE account number: 429BX.
- 3) United will arrange to mail tickets to your home or office, or you may purchase them from your local travel agent. If you purchase from your local travel agent, be sure you or the agent call United's Convention Desk to make your reservations. The special

ASAE fare is only available through United's Convention Desk.

4) Mileage Plus Members Receive Full Credit

For travel to and from Canada, United will offer published Canadian meeting fares in select markets available to attendees of ASAE's Spring Convention. These special fares are subject to space-availability at time of booking and are subject to all rules governing this tariff. This discount can be as much as 35% off normal coach fares. No discounts permitted from Mexico, the Bahamas, and the Orient.

SPRING CONVENTION FEES

FULL CONVENTION

Includes choice of 16 one or two-day Education programs, six shorter sessions, Exposition, Legislative Conference, meals and social events from Sunday, March 4 through Wednesday, March 7.

	Early Bird	After Feb. 2
*ASAE Members - first registration from an association:	\$340	\$390
Each additional ASAE member registration from same association:	\$275	\$320
Non-Member - first registration from an association:	\$415	\$470
Each additional non-member from same association:	\$365	\$415

*Greater Washington Society of Association Executives members register at ASAE members rate.

DAILY FEE

Includes everything listed for Full Convention.

ASAE Member:	\$130	\$150
Non-Member:	\$150	\$175

SPOUSE/GUEST

	\$215	\$245
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FULL CERTIFICATE PROGRAM

Five full days...Saturday, March 3 through Wednesday, March 7. Includes Convention General Sessions, Exposition, and all meals and social events.

	Early Bird	After Feb. 2
ASAE Member - first registration from an association:	\$595	\$655
Each additional ASAE member from same association:	\$475	\$520
Non-member - first registration from an association:	\$650	\$715
Each additional non-member from same association:	\$520	\$570

DAILY FEE

Includes everything listed for Full Certificate Program.

ASAE Member:	\$195	\$210
Non-Member:	\$225	\$245

LEGISLATIVE CONFERENCE ONLY

11:00 AM Tuesday, March 6 through Wednesday, March 7.

ASAE Member or Non-member:	\$90	\$110
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REGISTRATION POLICIES:

Only individuals registered and badged may attend convention events. Spouse of a registrant need not register to share hotel accommodations, but must if they wish to participate in the spouse/guest's programs.

NO REGISTRATION MAY BE PROCESSED WITHOUT PAYMENT

Cancellations received before Feb. 19 entitle the registrant to a full refund. Cancellations received after that date will be subject to a 15% penalty, up to Mar. 1, at which time there is a 30% penalty. No refunds will be made unless the refund request is received in writing and before April 7, 1990. All requests must be in writing.

Elected officers of a member's association may register at the nonmember association rate, except in cases where the officer is eligible for ASAE associate membership.

HOUSING POLICIES:

All hotels have suites available. *DO NOT* indicate suites unless you have contacted (202) 626-2767.

No hotel will release space unless the individual has registered for the convention with ASAE.

Please *DO NOT* include hotel deposits with registration fees.

Changes and cancellations of hotel accommodations *MUST* be made in *WRITING* to the ASAE registrar after receiving your ASAE convention confirmation.

Hotel space is released on a first-come, first-served basis. You must indicate preference as instructed on the front of this form. ASAE reserves the right to assign a hotel if your first choice is sold out and other choices are not indicated.

If you anticipate arriving at your hotel after 6:00 p.m., you must guarantee your room with credit card information. Fill in the appropriate box on the front of this form and ASAE will forward this information to you.

Associate members and other suppliers may register only if their employer is an exhibitor and they are one of the exhibit booth representatives. Contact (202) 626-2760 to receive the Exhibitor Registration form. CEOs of a convention bureau who are voting members as well as exhibitors may register under either category and will be badged accordingly.

CHECKS RECEIVED AT ASAE WITHOUT REGISTRATION FORMS ARE AUTOMATICALLY MAILED BACK TO YOUR ACCOUNTING OFFICE.

PLAN NOW TO JOIN ASAE AT THE FOLLOWING EVENTS

**ASAE 70TH
ANNUAL MEETING
AND EXPOSITION**

July 28–August 1, 1990
Chicago

**ASAE 8th MANAGEMENT CONFERENCE
December 7–12, 1990
Washington, D.C.**

ASAE SPRING CONVENTION, EXPOSITION AND LEGISLATIVE CONFERENCE MARCH 3-7, 1990

ASSOCIATION EXECUTIVE REGISTRATION AND HOUSING FORM

INSTRUCTIONS:

- 1) Complete all portions of this form and mail to: ASAE, Spring Convention Registration, 1575 Eye Street, NW, 12th Floor, Washington, D.C. 20005. A check payable to ASAE or credit card authorization, for registration fees *must* be received at ASAE to be registered.
- 2) Your name and association will appear *EXACTLY* as you have indicated on this form. 3) PRINT OR TYPE ALL INFORMATION.
- 4) Please copy for your files. 5) Twenty-four hour FAX (202) 371-8825 your registration with credit card information. If using FAX, *PLEASE* do not mail a duplicate copy.
- 6) These fees supersede all previously published fees. Please use only fees on this updated form in determining your payment.

CONVENTION REGISTRATION

Name _____ Member # _____
 Check if CAE Check if CMP
 Title _____
 Association _____
 Address _____
 City/State/Zip _____
 Nickname for badge _____ Phone _____

Is this the first ASAE Convention you will be attending? _____ YES _____ NO

Register Spouse and Guests Here:

Spouse/Guest Name _____ Nickname _____

FULL CONVENTION PACKAGE (Check where appropriate for fee and for course(s))

Includes choice of 15 one or two-day Education Seminars, six shorter sessions, Exposition admittance, Legislative Conference attendance, meals, and social events from Sun., March 4–Wed., March 7.

	Early Bird	After Feb. 2
* <input type="checkbox"/> ASAE Member—first registration from an association	\$340	\$390
** <input type="checkbox"/> Each additional ASAE member registration from same association	\$275	\$320
<input type="checkbox"/> Non-member—first registration from an association	\$415	\$470
** <input type="checkbox"/> Each additional non-member from same association	\$365	\$415

DAILY CONVENTION PACKAGE—(Check day(s), fee and course(s) on March 5 & March 6)

<input type="checkbox"/> Sun., March 4 <input type="checkbox"/> Mon., March 5 <input type="checkbox"/> Tues., March 6 <input type="checkbox"/> Wed., March 7		
* <input type="checkbox"/> ASAE Member	\$130	\$150
<input type="checkbox"/> Non-member	\$150	\$175

Please check course(s) you will attend. Check Certificate Courses on reverse side.

	Mon., March 5	Tues., March 6
Coping with Corporate Mergers and Acquisitions	_____	_____
Communicating & Marketing Intangible Association Benefits	_____	_____
Association Tax Compliance	_____	_____
Maximizing Non-Dues Income	_____	_____
Introduction to Association Management	_____	_____
Advanced Convention & Exposition Management	_____	_____
Planning for Your Retirement	_____	_____
CEO's and Senior Management in the Roles of Negotiator, Mediator, and Decision-Maker	_____	_____ & _____
Symposium Chief Elected Officers & Chief Staff Executives	_____	_____ & _____
Effective Management of the Small Association	_____	_____ & _____
Maximizing the Success of Your Chapter Relations Program	_____	_____ & _____
Selling to Associations (for Exhibitors)	_____	_____ & _____
Effective Fund Raising Strategies for Associations	_____	_____
Maximizing Relationships with Boards & Committees	_____	_____
Turning Stress into Creative Energy	_____	_____

Register for Certificate Courses, Legislative Conference and Spouse Program on reverse side.

FULL CERTIFICATE PROGRAM (check appropriate box)

Five full days!! Saturday, March 3 through Wednesday, March 7. Includes Convention General Sessions, Exposition admittance, all meals and social events. These are day-long sessions. Please check each day you will attend. *If you are attending FULL Program, please check all five days.*

	Sat 3/3	Sun 3/4	Mon 3/5	Tue 3/6	Wed 3/7
Communications					
Convention Management					
Education					
Finance & Administration					
Membership Marketing					

Please Check:	Early Bird	After Feb. 2
* <input type="checkbox"/> ASAE Member—first registration from an association	\$595	\$655
** <input type="checkbox"/> Each additional ASAE member from same association	\$475	\$520
<input type="checkbox"/> Non-member—first registration from an association	\$650	\$715
** <input type="checkbox"/> Each additional non-member from an association	\$520	\$570

DAILY FEE—Includes everything listed for Full Certificate Program

* <input type="checkbox"/> ASAE Member	\$195	\$215
<input type="checkbox"/> Non-member	\$225	\$250

LEGISLATIVE CONFERENCE ONLY

(Included in full convention registration)

Beginning 11:00 a.m. Tuesday, March 6 through Wednesday, March 7.

* <input type="checkbox"/> ASAE Member or Non-member	\$ 90	\$110
<input type="checkbox"/> SPOUSE/GUEST	\$215	\$245

HOUSING

Room confirmations will be forwarded by hotels directly to the above address. Indicate first, second and third hotel choices, in the event your first choice is not available. Please **DO NOT** include hotel deposits with registration fees.

Accommodations: _____ Single _____ Double _____ Suite
 (Contact ASAE at (202) 626-2767 for suite information. A letter must accompany all suite requests)

Arrival date _____ After 6:00 p.m.? * _____ Departure Date _____

(*If you are arriving after 6:00 p.m., credit card information must be entered below to guarantee your room.).

—Grand Hyatt Washington (\$129. Single/double)——Ramada Renaissance Techworld (\$120. Single/double)

—Holiday Inn Crowne Plaza, Metro Center (\$110. Single/double)

PAYMENT (Check appropriate method)

Mastercard/Visa

Check Enclosed

American Express

Expiration Date _____ Card Number _____

Print Name as it Appears on Card _____

Card Holders Signature _____

* Please Note: Membership in ASAE is by individual. If you personally are not a member, please pay the non-member rate. If you are a CEO of a Convention & Visitors Bureau, a voting member of ASAE and are not participating in a booth, you may register as an association executive.

**All must be registered at same time to qualify for registration discount.

Greater Washington Society of Association Executive members register at ASAE member rates.

asae

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005

DRAFT

I write to invite you to join the President in leading what we believe will become the greatest peacetime service movement in American history. The aim this service movement is to solve our most dire social problems -- drug abuse, illiteracy and dismal education performance, homelessness, AIDS and hunger, to name a few. We have spent billions of dollars over the years on these problems, only to see them grow worse.

The simple fact is that if America is to remain the world's leader in the next century, we must address the needs of the millions of our fellow citizens who live in darkness. To bring light to these lives, we must embark on a national strategy that overwhelms social problems, by engaging every single individual, family, business, group and organization in America in direct and consequential ongoing community problem-solving.

The President seeks your help in forming The Points of Light Initiative Foundation, a non-government institution whose aim is to make community service central to the life and work of every individual and institution in America. Specifically, the Foundation will:

-- Call every "institution" -- every family, business, firm, union, school, place of worship, club, group, association and organization -- to develop its own community service initiatives in which every member or employee actively and regularly participates. In addition, every institution will be urged to

engage its distinctive capabilities in community problem solving and to instill in its members or employees a community service-oriented culture. "Institutions" whose expertise uniquely positions them to address particular social problems will be urged to do so. Through a web of incentives and conspicuous forms of recognition, each institution will foster a community service-oriented culture;

-- Link those who wish to serve with examples of what actually works and with leaders who make things work;

-- Convince people to come together in every community to identify community problems, marshal community resources and solve community problems;

-- Harness the energy, idealism and problem solving ability of young people;

YES
can / meaningful
-- Build a web of meaningful and positive relationships with those who are alienated from society because the breakdown of the extended family; and

-- Bring alive to the public at large in ways that make this movement irresistible, the importance of direct and consequential and the satisfaction that comes from so engaging.

The President knows that government must continue to play a critical role. But he believes that these problems that burden too many good people can ultimately be solved only through the active engagement of tens of millions of individuals and millions of businesses, groups and organizations who have never been involved in these problems and who will never be compensated one nickel for their work.

Won't you join the President in helping to make community service national policy of the highest priority?

CGP

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ES
1982
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The New Encyclopædia Britannica

in 30 Volumes

MICROPÆDIA
Volume X

Ready Reference
and
Index

FOUNDED 1768
15 TH EDITION



Encyclopædia Britannica, Inc.
William Benton, Publisher, 1943–1973
Helen Hemingway Benton, Publisher, 1973–1974
Chicago/Geneva/London/Manila/Paris/Rome
Seoul/Sydney/Tokyo/Toronto

them, went into exile when Hitler came to power. A pianist of concert stature, Toch wrote for that instrument sonatas, études, and a concerto (1926)—a considerable part of his creative output.

In 1909 he won the Mozart Prize, which enabled him to study piano at Frankfurt am Main; as a composer he was self-taught. From 1929 to 1933 he taught piano and composition in Berlin. He went on a concert tour of the United States in 1932 and taught composition at the New School for Social Research in New York from 1934 to 1936 and at the University of Southern California in Los Angeles from 1937 to 1948. After that he taught privately and went on several European concert tours. He lived in Switzerland from 1950 to 1958, then spent the remainder of his life in Los Angeles.



Toch

By courtesy of Archiv B. Schott's Sohne, Mainz, W.Ger.

His orchestral works are often of a humorous character, notably the *Bunte Suite* (1929). In spite of the largely traditional nature of his style he experimented at times with new devices, as in his *Gesprochene Musik* (*Spoken Music*) for spoken voices (1930). He wrote chamber music, several chamber operas, and music for films. Of his five symphonies, the *Third* (1956) won a Pulitzer Prize. He published two theoretical works, *Melodielehre* (1923; "Melodic Theory") and *The Shaping Forces in Music* (1948).

Tocharian language 18:467, an Indo-European language spoken in northern Chinese Turkistan (Tarim Basin) during the latter half of the 1st millennium AD. Two dialects are attested: Tocharian A (Turfanian), preserved in the Buddhist monasteries in the area of Turfan in the east; and Tocharian B (Kuchean), found chiefly in the area of Kucha in the west but also in the Turfan area. The Tocharian A dialect, for which records exist, was probably a dead language, used for liturgical purposes (like Latin of today). Tocharian is not closely related to other neighbouring Indo-European languages. It is written in the Brahmi script, a north Indian syllabary also used in writing Sanskrit manuscripts from the same area.

The text article treats the discovery of Tocharian, its grammatical features, the problem of identifying the speakers of Tocharian, and the degree of relationship of Tocharian to the other Indo-European languages.

REFERENCE in other text article:

- Indo-European grouping and typing 9:431f; table 433

Tochigi, prefecture (*ken*), Honshu, Japan, in the northern Kantō Region (*chihō*). It occupies an area of 2,476 sq mi (6,414 sq km). The eastern border with Ibaraki Prefecture is formed by Yamizo-san (Mt. Yamizo) and associated mountains. Western Tochigi Prefecture is occupied by the Ashio-sanchi (Ashio Highlands) and bordered by the mountains associated with Teishaku-san (Mt. Teishaku) and Shirame-zan. The Ashio-sanchi is the site of the resorts of Nikkō (*q.v.*), Shiobara, and Kawaji; Nikkō National Park in Tochigi con-



Winding road on the Iroha Slope near Nikkō, Tochigi Prefecture, Japan

Tsuneo Iwata—Bon

tains Chūzenji-ko (Lake Chūzenji). The main river, the Kinu-gawa, runs longitudinally between the eastern and western mountain groups.

Major agricultural products of the prefecture are rice, vegetables, tobacco, hemp, and wax gourds. Cattle are also raised. There is some mining in the Ashio-sanchi, yielding copper and manganese. Traditional industries include the manufacture of ceramics (Mashiko-yaki), while modern industry produces processed foods and electric appliances. Major cities include Utsunomiya, the prefectural capital, and the commercial and industrial centre of Tochigi Prefecture. Pop. (1970) 1,580,021.

·area and population, table 1 10:45

Toci (Aztec goddess): *see* Coatlicue.

tocopherol, any of several pale-yellow, fat-soluble, oily liquid phenolic compounds that contain vitamin E.

- human diet requirements 13:420c
- vitamin E compounds 19:491b
- vitamin E sources and nutritional value 13:410e

Tocopilla, city, Antofagasta province, northern Chile, situated on the Pacific coast. Founded c. 1850, it developed as a shipping point for copper mined inland. Now it is a major port and rail terminus for nitrate and iodine, mined at nearby María Elena and Pedro de Valdivia, and for copper, mined at Chuquicamata, 93 mi (150 km) east. Hydroelectric power for Chuquicamata is generated in Tocopilla, where there is a copper concentrate plant. Tocopilla is also known for its deep-sea fishing. It possesses an airport and is linked by road to the Pan-American Highway and the main north-south railroad. Pop. (1970) 21,980.

22°05' S, 70°12' W

- copper deposits' importance 4:249h
- map, Chile 4:248

Toqueville, Alexis (Charles-Henri Clér-el) de 18:468 (b. July 29, 1805, Paris—d. April 16, 1859, Cannes, Fr.), political scientist, historian, and politician, is best known for a perceptive analysis of the American political system in the early 19th century.

Abstract of text biography. Tocqueville and a friend, Gustave de Beaumont, spent nine months in the United States during 1831 and 1832, resulting in a joint work on the American penal system and in the first part of Tocqueville's *Democracy in America*, which focussed on American social equality. The book brought Tocqueville honours, including a seat in the French Academy (1841). The final portion of the work, published in 1840, was a more complete picture of the influence of equality on all aspects of modern society and warned against the danger of state paternalism.

In 1839 Tocqueville was elected to the Chamber of Deputies but had little influence until after the February Revolution of 1848, when he was elected to the Constituent Assembly and to the committee that wrote the constitution of the Second Republic. He

served as minister of foreign affairs for several months in 1849. After Louis-Napoleon's coup d'état in 1851, Tocqueville was deprived of all positions for refusing an oath to the new regime. *The Old Regime and the Revolution* (1856) again dealt with the ideas of liberty and equality.

REFERENCES in other text articles:

- American societal survey 6:1071d
- American society study 16:986a
- analysis of U.S. democracy 14:692a
- conservative elements in thought 5:65a
- democracy and equality theories 11:601d
- federalist thought in France 7:204e
- French peasant welfare evaluation 7:642d
- social thought development role 16:983d

To Criticize the Critic, and Other Writings (1965), essays by T.S. Eliot.

- self-evaluation and national literature 6:725e

Toda (tribe): *see* Baḍāga.

Toda, city, Saitama Prefecture (*ken*), on the alluvial plain of the Ara-gawa (Ara River). During the Tokugawa era (1603–1867) it was a post town and ferry station. The city is now linked to Tokyo by bridge and has developed into an industrial suburb. Toda Park contains the boat-racing course used in the Tokyo Olympic Games of 1964. Pop. (1970) 69,511. 35°48' N, 139°41' E

Tōdai-ji, chief Japanese provincial temple, founded in Nara in 745 (completed in 752) by the emperor Shōmu and marking the adoption by the Imperial family of Buddhism as a state religion. The temple of the Imperial family, Tōdai-ji, was the largest and most powerful monastery in Japan. The Daibutsuden, or Great Buddha Hall, was built in the centre of a two-square-mile enclosure with gates, pagodas, subsidiary buildings, and colonnades. The main hall was an enormous wooden building measuring 282 by 166 feet (86 by 50 metres) in ground plan. It housed a colossal seated bronze statue, the Daibutsu (Great Buddha), of Rushana Butsu (Vairocana), 53.10 feet (16.9 metres) high. Among the three surviving structures of the Tōdai-ji is the Shōsō-in, the main repository for the temple's most precious objects. The largest of the temple's repositories—and the sole extant example—the Tōdai-ji Shōsō-in, is a huge structure, built on 40 tall pillars, 7.9 feet (2.4 metres) high.

The main structure supported by them, 107.3 ft (32.7 m) by 43 ft (13 m), is 43 ft (13 m) high and is covered with a hipped ridge roof of tiles; the front and two sides consist of timbers, triangular in cross section, laid horizontally one over another, giving a corrugated appearance. The Shōsō-in treasure—the nucleus of which is a collection of over 600 personal objects belonging to the emperor Shōmu—consists of about 9,020 works of fine and decorative art, which provide an eloquent picture of court life of the Nara period.

- architectural and sculptural restoration 19:229c; illus. 222
- Asian interest in treasures 12:661b
- construction under Shōmu 10:61d
- decorative art samples, construction, and dimensions 19:222e; illus.
- dimensions and Chinese comparison 19:188g
- enamelwork in T'ang mirror 6:777f; illus.
- Great South Gate, illus., 19:Visual Arts, East Asian, Plate XV
- Japanese music history significance 12:682a
- Shōso-in repository and Daibutsuden—construction and dimensions 19:222f

Toda Jōsei (1900–58), Japanese co-founder of the Buddhist movement Sōka-gakkai.

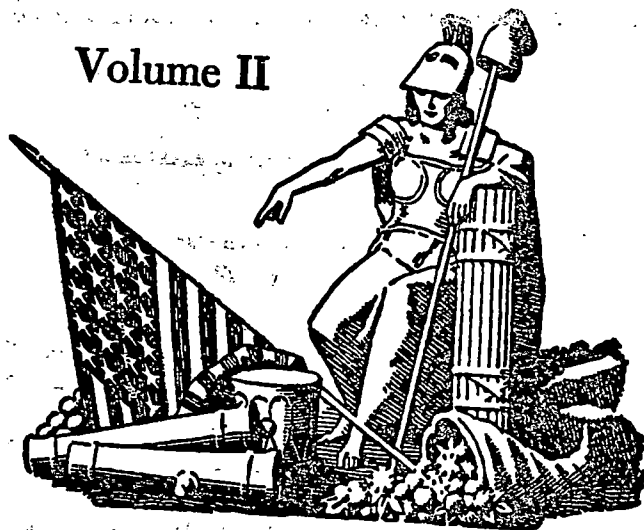
- Sōka-gakkai promotion 3:386b

Todd, Alexander Robertus Todd, Baron, of Trumpington (b. Oct. 2, 1907, Glasgow), biochemist whose research on the structure and synthesis of nucleotides, nucleosides, and nucleotide coenzymes, compounds of the utmost importance in understanding the workings of genes, gained him the 1957 Nobel Prize for Chemistry. After receiving doctorates from the universities of Frankfurt

Democracy
IN AMERICA
By *ALEXIS DE TOCQUEVILLE*

THE HENRY REEVE TEXT
AS REVISED BY FRANCIS BOWEN
NOW FURTHER CORRECTED AND EDITED
WITH A HISTORICAL ESSAY, EDITORIAL
NOTES, AND BIBLIOGRAPHIES BY
PHILLIPS BRADLEY

Volume II



VINTAGE BOOKS
A Division of Random House



NEW YORK

A Note of Acknowledgment

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of much of the text and all of the footnotes in this edition with the 14th French edition.

Miss Lena Piscina of the Queens College Library has been of great assistance in arranging the Bibliography of Editions of *Democracy in America* (Appendix IV). She has collected editions and copies where available, searched for several out-of-the-way items, and prepared the Bibliography in its final form. Mr. Edwin E. Williams of the Harvard University Library has provided otherwise unobtainable information as to several of the Slavonic editions. Miss Lucy Chaimas, one of my students at Queens College, has contributed substantially to the historical section of the Historical Essay. She has searched for original sources, checked and corrected many references, and aided in organizing this section and in developing the Bibliography on Tocqueville (Appendix V).

The librarians and staffs of the American Antiquarian Society, the Boston Public Library, the Library of Congress, the Harvard University Library, the New York State Library, the New York University Library, and the New York Public Library have contributed greatly to completing the list of editions. Most of my work on these and other sources has been done in the last named library. From Mr. Franklin F. Hopper, Librarian, and from many of his staff, especially Mr. John Fall, Mr. Charles McCombs, and Mr. Paul North Rice, I have received every courtesy, and many special services most ungrudgingly performed. My colleague Dr. Charles Gosnell, Librarian of Queens College, has throughout offered much helpful counsel.

Finally, I am indebted to Bernard Smith and Raymond A. Preston, of Alfred A. Knopf, Inc., who have given invaluable aid at all stages of my work on the text and made the labors of seeing it through the press both lighter and more pleasant. I am grateful to them, and to Alfred A. Knopf, for helping to make *Democracy in America* available again as a tool in our hands for reshaping our thinking—and our action—in the years ahead.

P. B.

Author's Preface to the Twelfth Edition

HOWEVER SUDDEN AND MOMENTOUS the events which we have just beheld so swiftly accomplished, the author of this book has a right to say that they have not taken him by surprise. His work was written fifteen years ago, with a mind constantly occupied by a single thought—that the advent of democracy as a governing power in the world's affairs, universal and irresistible, was at hand. Let it be read over again and there will be found on every page a solemn warning that society changes its forms, humanity its condition, and that new destinies are impending. It was stated in the very Introduction to the work that "the gradual development of the principle of equality is a providential fact. It has all the chief characteristics of such a fact: it is universal, it is durable, it constantly eludes all human interference, and all events as well as all men contribute to its progress. Would it be wise to imagine that a social movement the causes of which lie so far back can be checked by the efforts of one generation? Can it be believed that the democracy which has overthrown the feudal system and vanquished kings will retreat before tradesmen and capitalists? Will it stop now that it is grown so strong and its adversaries so weak?"

He who wrote these lines in the presence of a monarchy which had been rather confirmed than shaken by the Revolution of 1830 may now fearlessly ask again the attention of the public to his work. And he may be permitted to add that the present state of affairs gives to his book an immediate interest and a practical utility that it had not when it was first published. Royalty was then in power; it has now been overthrown. The institutions of America, which were a subject only of curiosity to monarchical France, ought to be a subject of study for republican France. It is not force alone, but good laws, that give stability to a new government. After the combatant comes the legislator; the one has pulled down, the other builds up; each has his office. Though it is no longer a question whether we shall have a monarchy or a republic in France, we are yet to learn whether we shall have a convulsed or a tranquil republic, whether it shall be regular or irregular, pacific or warlike, liberal or oppressive, a republic that menaces the sacred rights of property and family, or one that honors and protects them both. It is a fearful problem, the solution of which concerns not France alone, but the whole civilized world. If we save ourselves, we save

Author's Preface

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at the same time all the nations which surround us. If we perish, we shall cause all of them to perish with us. According as democratic liberty or democratic tyranny is established here, the destiny of the world will be different; and it may be said that this day it depends upon us whether the republic shall be everywhere finally established or everywhere finally overthrown.

Now, this problem, which among us has but just been proposed for solution, was solved by America more than sixty years ago. The principle of the sovereignty of the people, which we enthroned in France but yesterday, has there held undivided sway for over sixty years. It is there reduced to practice in the most direct, the most unlimited, and the most absolute manner. For sixty years the people who have made it the common source of all their laws have increased continually in population, in territory, and in opulence; and—consider it well—it is found to have been, during that period, not only the most prosperous, but the most stable, of all the nations of the earth. While all the nations of Europe have been devastated by war or torn by civil discord, the American people alone in the civilized world have remained at peace. Almost all Europe was convulsed by revolutions; America has not had even a revolt. The republic there has not been the assailant, but the guardian, of all vested rights, the property of individuals has had better guarantees there than in any other country of the world; anarchy has there been as unknown as despotism.

Where else could we find greater causes of hope, or more instructive lessons? Let us look to America, not in order to make a servile copy of the institutions that she has established, but to gain a clearer view of the polity that will be the best for us; let us look there less to find examples than instruction; let us borrow from her the principles, rather than the details, of her laws. The laws of the French republic may be, and ought to be in many cases, different from those which govern the United States; but the principles on which the American constitutions rest, those principles of order, of the balance of powers, of true liberty, of deep and sincere respect for right, are indispensable to all republics; they ought to be common to all; and it may be said beforehand that wherever they are not found, the republic will soon have ceased to exist.

1848

Chapter V

OF THE USE WHICH THE AMERICANS MAKE OF PUBLIC ASSOCIATIONS IN CIVIL LIFE

I do not propose to speak of those political associations by the aid of which men endeavor to defend themselves against the despotic action of a majority or against the aggressions of regal power. That subject I have already treated. If each citizen did not learn, in proportion as he individually becomes more feeble and consequently more incapable of preserving his freedom single-handed, to combine with his fellow citizens for the purpose of defending it, it is clear that tyranny would unavoidably increase together with equality.

Only those associations that are formed in civil life without reference to political objects are here referred to. The political associations that exist in the United States are only a single feature in the midst of the immense assemblage of associations in that country. Americans of all ages, all conditions, and all dispositions constantly form associations. They have not only commercial and manufacturing companies, in which all take part, but associations of a thousand other kinds, religious, moral, serious, futile, general or restricted, enormous or diminutive. The Americans make associations to give entertainments, to found seminaries, to build inns, to construct churches, to diffuse books, to send missionaries to the antipodes; in this manner they found hospitals, prisons, and schools. If it is proposed to inculcate some truth or to foster some feeling by the encouragement of a great example, they form a society. Wherever at the head of some new undertaking you see the government in France, or a man of rank in England, in the United States you will be sure to find an association.

I met with several kinds of associations in America of which I confess I had no previous notion; and I have often admired the extreme skill with which the inhabitants of the

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Bearing the Cross

Martin Luther King, Jr.,
and the
Southern Christian
Leadership Conference

David J. Garrow

William Morrow and Company, Inc.
New York

another one that was not discovered shed study by Professor Ira Zepp has s that reflect "exact reproduction or The two books that were the major Ramsey's *Basic Christian Ethics* and —both had been assigned reading in ociety course which King took in the ozer. Phrases, sentences, even large *vard Freedom* can be traced back di- Zepp's detailed analysis points out, nowledge of, or reference to, its nd Nygren's writings. could not withstand a careful textual erformed its intended function of ery protest. Mass action by everyday tool for social change as the lawsuit, symbolize that lesson, even better. be conveyed in print, even if SCLC g a competent job of propagating it

strengths and weaknesses of *Stride*, ts as he spent the first three weeks 's home. Many old friends wrote to J. Pius Barbour from Chester, who :

bing as I always felt that you would d me was the thought that perhaps iced to take vengeance on you. If ld have fainted, unless I had seen

tried to acknowledge some of the MIA that he was eager to rejoin xperience I can't remember one upset." On October 17, King in- abbing before a grand jury, which der. Eventually she was found in- tted to a state hospital.

aving the hospital, King returned he Youth March for Integrated Coretta stood in for him. Some dents, walked down Constitution y Randolph, singer Harry Bela- son, and Coretta. Notably absent fficials. At the Memorial, Ran-

dolph and the other leaders spoke, with Coretta delivering Martin's pre- pared remarks.²⁹

Throughout November and early December, King remained on a quiet schedule and traveled little. Levison prodded him to make SCLC more active and to establish systematic fund-raising. The reaction to the stab- bing had shown that many people were interested, and direct-mail ap- peals might bring in substantial funds.

In mid-November, King presented his fourth annual report to the Dex- ter congregation, and the record showed that he had preached there on only twenty eight Sundays over the past year. Again he apologized. The bitterness of E. D. Nixon was still a problem for the MIA, and tensions also had arisen between Fred Gray and others. On the boycott's third anniversary King announced that the MIA soon would challenge the seg-regation of Montgomery's schools. Several days later a federal suit was filed seeking the desegregation of all Montgomery parks and recreation facilities. The city responded by closing all public parks, and the black plaintiffs petitioned the court to force their reopening. There the matter languished.

Things were no better with SCLC. The executive board met in Atlanta on December 10, and agreed that Reverend Tilley, who was still commut- ing from Baltimore, would be assigned to work full time as director of a citywide voter registration effort in Atlanta. Miss Baker would continue to assist registration drives in other cities.³⁰

Talk continued between King, Rustin, Levison, and Wofford over the long-discussed idea of King taking a major trip to India. It had been put off previously, but by late December, Wofford had arranged for an American foundation to meet most of the travel expenses and for India's Gandhi National Memorial Fund to send King a formal invitation. After a restful January, King and Coretta, along with MIA colleague Lawrence D. Reddick, who had just completed a biography of King, left Montgom- ery on February 2. The next day the three flew from New York to Paris, where Reddick introduced King to expatriate black novelist Richard Wright. After another stopover in Switzerland, the Kings and Reddick arrived in Delhi and began a thirty-day tour of cities and villages all across the vast country.

The Gandhi Fund had set a busy schedule for King, and assigned two escorts, Swami Vishwananda and James E. Bristol, to help him stick to it. Immediately upon arrival there was a crowded press conference at King's hotel; the following evening he delivered a major speech. Then, on Feb-ruary 13, the heavy traveling began. The pace took its toll; King spent March 1 and 2 ill in Ahmedabad. Once he recovered, they went on to Agra to see the Taj Mahal, and then spent the final five days of their visit back in Delhi.

They met many of Gandhi's closest surviving disciples, and most of India's leading political officials. King was deeply impressed by their de- sire to transform a country in which millions still lived in frightful pov-

erty, a condition that pained King greatly. Still, India had had more success in eliminating caste discrimination, he believed, than had the United States in combating racial discrimination. There was much that might be learned, and conversations with people he met convinced him that India might lead the way in persuading both the United States and the Soviet Union to declare unilateral disarmament. He made that hope the focal point of his farewell statement when he, Coretta, and Reddick departed Delhi on March 9.

From Delhi, the three flew to Karachi, and then on to the Middle East, where the Kings visited Lebanon and the Holy Land. In Jerusalem they secured a car and drove the biblical route to Jericho. On March 21, exhausted from the constant traveling, they returned to Montgomery.

Back in the United States, King spoke out strongly in support of extensive U.S. assistance to India. Only if continued progress against hunger and poverty could be made by India's democratic government would Communist or military rule be averted there, King warned. Privately, it was clear that the visit had widened King's vision, and had given him a more sophisticated view of how social injustice and evil could be combated by the method of nonviolence. No longer were India and Gandhi simply rhetorical reference points, and no longer would it be possible to presume that Gandhi and his method had eliminated all of India's serious problems. Reddick, Virginia Durr wrote, "thinks the trip was a great experience for King and made him see that 'Love' alone will not cure poverty and degradation." It "is much more likely now," Reddick guessed, that King will "try and make a big pitch for political activity and participation."

The India visit also deepened King's understanding of Gandhi the man. There were three things about Gandhi, King told his Dexter congregation the day after his return, that were especially commendable. First was his great capacity for self-criticism. Second was his all but total avoidance of material possessions. Third was the "absolute self-discipline" that Gandhi had exhibited in his private as well as in his public life, so that "there was no gulf between the private and the public," King noted in admiration. Gandhi had steadfastly refused to use any of the large amounts of money that people sent him. Once, King remarked, Gandhi had even criticized his wife in public for using such donations for their own benefit.³¹

Coretta was only one of several people who sensed the deep personal appeal that Gandhi's individual example held for King. Later she recalled how, in speaking of the unsolicited funds that regularly came in, he had said, "I'm not going to take this money for myself."

He didn't like the attitude of his father wanting money. His whole attitude toward money—he completely divorced himself from it—from the desire for money. He finally came to the point of where he, after going to India, especially, he said, 'I don't want to own any property. I don't need any property. I don't need a house.' . . . He said, 'A man

9 "And heal the sick that are therein, and say unto them, "The kingdom of God is come nigh unto you. 9:2 • v. 11; Mat. 3:2

10 But into whatsoever city ye enter, and they receive you not, go your ways out into the streets of the same, and say,

11 "Even the very dust of your city, which cleaveth on us, we do wipe off against you: notwithstanding be ye sure of this, that the kingdom of God is come nigh unto you. Mat. 10:14; Acts 13:51 • but • near

12 But I say unto you, that "it shall be more tolerable in that day for Sodom, than for that city. Mat. 10:15; Mark 6:11 • merciful

13 "Woe unto thee, Cho-ra'-zin! woe unto thee, Beth-sa'-i-da! "for if the mighty works had been done in Tyre and Si'-don, which have been done in you, they had a great while ago repented, sitting in sackcloth and ashes. Mat. 11:21 • Ezek. 3:6

14 But it shall be more tolerable for Tyre and Si'-don at the judgment, than for you.

15 "And thou, Ca-per'-na-um, which art exalted to heaven, shalt be thrust down to hell. Mat. 11:23 • Is. 14:13; Jer. 51:53 • Ezek. 26:20

16 "He that heareth you heareth me; and he that despiseth you despiseth me; and he that despiseth me despiseth him that sent me. John 13:20 • 1 Thes. 4:8 • John 5:23

The return of the seventy

17 And "the seventy returned again with joy, saying, Lord, even the devils are subject unto us through thy name. v. 1

18 And he said unto them, I beheld Satan as lightning fall from heaven.

19 Behold, "I give unto you power to tread on serpents and scorpions, and over all the power of the enemy: and nothing shall by any means hurt you. Mark 16:18

20 Notwithstanding in this rejoice not, that the spirits are subject unto you; but rather rejoice, because "your names are written in heaven. Ex. 32:32; Ps. 69:28; Rev. 13:8

21 In that hour Jesus rejoiced in spirit, and said, I thank thee, O Father, Lord of heaven and earth, that thou hast hid these things from the wise and prudent, and hast revealed them unto babes: "even so, Father; for so it seemed good in thy sight. Mat. 11:25

22 "All things are delivered to me of my Father: and "no man knoweth who the Son is, but the Father; and who the Father is, but the Son, and he to whom the Son will reveal him. Mat. 28:18 • John 1:18; 6:44, 46

23 And he turned him unto his disciples, and said privately, "Blessed are the eyes which see the things that ye see: Mat. 13:16

24 For I tell you, "that many prophets and kings have desired to see those things which ye see, and have not seen them; and

to hear those things which ye hear, and have not heard them. 1 Pet. 1:10

The parable of the good samaritan

25 And, behold, a certain lawyer stood up, and "tempted him, saying, Master, what shall I do to inherit eternal life? tested

26 He said unto him, What is written in the law? how readest thou?

27 And he answering said, Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy strength, and with all thy mind; and "thy neighbor as thyself. Lev. 19:18

28 And he said unto him, Thou hast answered right: this do, and thou shalt live.

29 But he, willing to justify himself, said unto Jesus, And who is my neighbor?

30 And Jesus answering said, A certain man went down from Jerusalem to Jericho, and fell among thieves, which stripped him of his raiment, and wounded him, and departed, leaving him half dead.

31 And by chance there came down a certain priest that way: and when he saw him, he passed by on the other side.

32 And likewise a Levite, when he was at the place, came and looked on him, and "passed by on the other side. at • walked

33 But a certain Sa-mar'-i-tan, as he journeyed, came where he was: and when he saw him, he had compassion on him,

34 And went to him, and bound up his wounds, pouring in oil and wine, and set him on his own beast, and brought him to an inn, and took care of him. animal

35 And on the morrow when he departed, he took out two pence, and gave them to the host, and said unto him, Take care of him; and whatsoever thou spendest more, when I come again, I will repay thee. 88 cents

36 Which now of these three, "thinkest thou, was neighbor unto him that fell among the thieves? in your opinion

37 And he said, He that showed mercy on him. Then said Jesus unto him, Go, and do thou likewise. kindness to

Martha and Mary

38 Now it came to pass, as they went, that he entered into a certain village: and a certain woman named "Martha received him into her house. John 11:1; 12:2, 3

39 And she had a sister called Mary, "which also "sat at Jesus' feet, and "heard his word. 1 Cor. 7:32 • 8:35; Acts 22:3 • listened to

40 But Martha was "cumbered about much serving, and came to him, and said, Lord, dost thou not care that my sister hath left me to serve alone? bid her therefore that she help me. burdened

41 And Jesus answered and said unto her,

THE WHITE HOUSE
WASHINGTON

SCHEDULE OF THE PRESIDENT
FOR
WASHINGTON, D.C.
TUESDAY, MARCH 6, 1990

EVENTS:

Staff Photo
Address American Society of Association Executives

DRESS:

Men - Business Suit
Women - Day Dress

CONTACT:

Office of Presidential Advance
John G. Keller, Jr. - 202/456-7565

Trip Coordinator
Peggy Hazelrigg - 202/456-7565

ADVANCE:

Judd Swift - LEAD
Steve Ross - PRESS
John Dolce - USSS
David Bonwit - MIL. AIDE
Stew Morrison - WHCA

WEATHER:

Partly Cloudy/Low 30's

SCHEDULE OF THE PRESIDENT

FOR

WASHINGTON, D.C.

TUESDAY, MARCH 6, 1990

1:55 am

THE PRESIDENT departs White House en route the Washington Convention Center.

MOTORCADE ASSIGNMENTS:

Lead	
Spare	T. McBride Doctor
LIMO	THE PRESIDENT
Follow Up	
Control	Gov. Sununu Gen. Scowcroft Mil. Aide
Support	M. Fitzwater J. Parmer Official Photographer Medic
Staff Van	All Remaining Staff
Press Van I	J. Herrick
Press Van II	

(Drive Time: 5 Minutes)

2:00 pm

THE PRESIDENT arrives Washington Convention Center and proceeds to Staff Photo Area.

Met by:

Mr. Neil Milner
Chairman, American Society of Association Executives

Mr. Bill Taylor
President, American Society of Association
Executives

Mr. George Demarest
General Manager, Washington Convention Center

EVENT: STAFF PHOTO
CLOSED PRESS

2:01 pm THE PRESIDENT arrives Staff Photo Area and begins participation in Staff Photo.

2:11 pm THE PRESIDENT concludes participation in Staff Photo, departs Staff Photo Area and, accompanied by Bill Taylor and Neil Milner, proceeds to Hall A Off-Stage Announcement Area.

2:12 pm THE PRESIDENT arrives Off-Stage Announcement Area and holds briefly.

EVENT: ADDRESS AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

OPEN PRESS

RUFFLES AND FLOURISHES

OFF-STAGE ANNOUNCEMENT

HAIL TO THE CHIEF

REMARKS

TELEPROMPTER

- 2:13 pm THE PRESIDENT, accompanied by Bill Taylor and Neil Milner, is announced into Hall A, proceeds onto Stage and is Seated.
- 2:14 pm THE PRESIDENT is introduced for Remarks by Mr. Neil Milner.
- 2:16 pm THE PRESIDENT Remarks.
- 2:28 pm THE PRESIDENT concludes Remarks, departs Hall A and proceeds to Holding Room.
- 2:29 pm THE PRESIDENT arrives Holding Room and holds briefly.
- 2:30 pm THE PRESIDENT departs Holding Room and proceeds to Motorcade.
- 2:31 pm THE PRESIDENT boards Motorcade and departs Washington Convention Center en route White House.

MOTORCADE ASSIGNMENTS:

Same as on Arrival.

(Drive Time: 5 Minutes)

- 2:36 pm THE PRESIDENT arrives White House.

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

A — R — H —

DWG 2/22

#1

October 17, 1989

President George Bush
The White House
Washington, DC 20001

Dear President Bush:

Thanks so much for your letter to me of October 5 thanking me for my efforts on the Presidential Board of Advisors on Private Sector Initiatives. I agree that this was a very effective program, but we are now in a position to build on it to make your Thousand Points of Light Initiative still more effective.

I was delighted with your initial Thousand Points of Light address which you delivered several months ago in New York. It would be tremendously effective if you would address some 5,000 association leaders at ASAE's Spring Convention in Washington, D.C., ~~on Tuesday, March 6,~~ as your second major address on Thousand Points of Light. No audience is in a better position to make the program work than association executives.

Since you participated in each of the five Rose Garden Presidential Citation ceremonies with President Reagan and myself, where we honored the top winners, you are aware of the effectiveness of that program. More than 5,000 C-Flags (We Can, We Care) were distributed to corporations and associations that launched effective Private Sector Initiatives during that five-year period. The program was gaining momentum as the Reagan Administration ended.

We are anxious to use our highly effective and efficient association network to launch a refocused and more effective Thousand Points of Light Awards Program. It can invigorate thousands of additional corporations and associations to work toward curing the nation's ills.

As pointed out in your outstanding initial address on the Thousand Points of Light Initiative, there is no problem in America that is not being solved somewhere. Through ASAE's 19,000 members (which reach out to more than 150 million Americans), we can determine where these problems are being solved and can spread information on the solutions. We can effectively drive home the point that no person's life can be considered truly successful unless he/she has played an effective role in service to one's fellow man.

John Duling
3/6/90

LKS 412490
86227
#3

October 17, 1989

Letter to President George Bush

Page 2

~~SECRET~~
1

Please give us and the very willing association community the opportunity to help. Please use our March convention in Washington as the opportunity to add momentum to your very important Thousand Points of Light Initiative.

Cordially,



R. William Taylor

RWT/cma

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

February 1, 1990

Joseph W. Hagin II
Deputy Assistant to the President
For Appointments and Scheduling
The White House
Washington, DC 20001

RECEIVED
FEB 02 1990
SCHEDULING
OFFICE

Dear Joe:

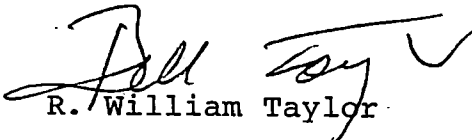
The President's State of the Union speech was exceptional. The content was so up-beat and inspiring. His delivery was the best ever - great eye contact and timing. His voice was clear and strong.

As you know, we have asked the President to address our Convention on March 6 - 4,000 association leaders whose outreach is to additional hundreds of thousands of their members. Rather than focus only on Points of Light, we hope that he will cover much of the ground that he covered last night, calling for support on the full spectrum of issues - mandated benefits, child care, capital gains, etc. Each executive has a large membership that he/she can influence.

We will send copies of the Presidents' address to all 19,000 of our members, to be published in full in their magazines and newsletters.

The President can gain a tremendous amount of grassroots support through his address from association leaders across the country. Associations can effectively convey any message. They can build support on any issue.

Cordially,


R. William Taylor

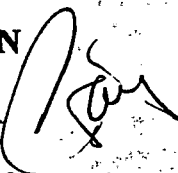
cc: Craig Fuller
Bobbie Kilberg

#1

February 5, 1990

MEMORANDUM FOR JOE HAGIN

FROM: CRAIG L. FULLER



**SUBJECT: American Society of Association Executives
March 6, 1990 -- Washington, D.C.**

The Annual Convention of the ASAE is one month away. As I mentioned to you, I believe it represents a very good audience for the President and one that will respond favorably to him. Virtually every attendee can reach thousands of people with a report on the President's remarks.

This note is just meant as a reminder. Attached is a copy of a recent letter sent to you by ASAE's President.

THE WHITE HOUSE
WASHINGTON

February 6, 1990

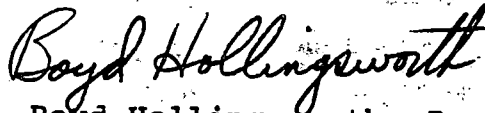
Dear Senator Dole:

This is to acknowledge and thank you for your letter of February 1, 1990, regarding your constituent, George D. Webster's, request that President Bush serve as the Keynote speaker at the Annual Meeting of the American Society of Association Executives on March 6, 1990.

In order to ensure expeditious review of your request, I have forwarded the letter to the appropriate member of the President's staff. You may be sure that it will be given prompt and careful attention.

With kindest regards,

Sincerely,



E. Boyd Hollingsworth, Jr.
Deputy Assistant to the President
for Legislative Affairs (Senate)

The Honorable Robert Dole
United States Senate
Washington, DC 20510

Copy + Orig. to Stripping 2/7/90
Action: Hagin NH

 BOB DOLE

KANSAS

141 SENATE HART BUILDING
(202) 224-8521

COMMITTEES:

AGRICULTURE, NUTRITION, AND FORESTRY

FINANCE

RULES

United States Senate

WASHINGTON, DC 20510

February 1, 1990

E. Boyd Hollingsworth, Jr.
Deputy Assistant to the President
for Legislative Affairs
The White House
Washington, D.C. 20500

Dear Boyd:

I would like to take this opportunity to encourage President Bush to serve as the keynote speaker at the Annual Meeting of the American Society of Association Executives in Washington, D.C. on March 6, 1990.

George D. Webster informs me that approximately 5,000 association executives will be present. I have addressed the group in the past and assure you that the President will be well received.

Please convey my support for the invitation to the scheduling office. I am confident that every effort will be made to honor the request. Thanks in advance for your assistance.

Sincerely,


BOB DOLE
United States Senate

BD/dt



Republican
National
Committee

Lee Atwater
Chairman

RECEIVED

FEB 05 1990

SCHEDULING
OFFICE

January 31, 1990

George D. Webster, Esq.
Webster, Chamberlain and Bean
1747 Pennsylvania Avenue, N.W.
Washington, D.C. 20006

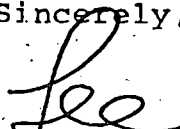
Dear George:

Thank you very much for your letter of January 23, 1990
inviting President Bush to attend the American Society of
Association Executives at their membership meeting to be held in
Washington, D.C. on March 6, 1990.

I have taken the liberty of forwarding your request to the
White House scheduling office for their consideration. You
will be hearing directly from them on your request, but if I
get any information I'll let you know.

Again, thank you, and best wishes on a successful event.

Sincerely,


Lee Atwater

LA:scs

LAW OFFICES
WEBSTER, CHAMBERLAIN & BEAN
1747 PENNSYLVANIA AVENUE, N. W.
WASHINGTON, D. C. 20006
(202) 785-9500
FAX: (202) 835-0243

GEORGE D. WEBSTER
J. COLEMAN BEAN
ARTHUR L. HEROLD
ALAN P. DYE
BURKETT VAN KIRK
FRANK M. NORTHAM
GERARD P. PANARO
JOHN W. HAZARD, JR.
CHARLES M. WATKINS
ROBERT M. SKELTON
HUGH K. WEBSTER
ANNE B. POPE

OF COUNSEL
CHARLES E. CHAMBERLAIN
CONSULTANT
A. L. SINGLETON

January 23, 1990

JAN 24 1990

Mr. Lee Atwater
Chairman
Republican National Committee
310 First Street, S.E.
Washington, D. C.

Resp: Speaker
for: atwater

Dear Lee:

I have a client, American Society of Association Executives (ASAE), which has invited President Bush to appear before their membership here in Washington on March 6. Attached is a copy of a letter written by Mr. Taylor, the President of the Organization, to President Bush.

As a matter of information, ASAE has approximately 17,000 association executive members and approximately 5,000 of them will be present at the meeting here in Washington on March 6. This organization has a large communication network throughout the United States.

I would appreciate anything you might do in order to secure President Bush for this meeting. Senators Warner and Packwood have written letters to Mr. Joseph Hagin II, Deputy Assistant to The President. I appreciate very much your assistance on this.

Sincerely,

George D. Webster
George D. Webster

GDW:jh

BY HAND

1059K

THE WHITE HOUSE
WASHINGTON

January 30, 1990

MEMORANDUM TO JOSEPH W. HAGIN, II

FROM: C. GREGG PETERSMEYER *GP*
DEPUTY ASSISTANT TO THE PRESIDENT
AND DIRECTOR, OFFICE OF NATIONAL SERVICE

SUBJECT: INVITATION FOR THE PRESIDENT TO SPEAK TO THE
SPRING CONVENTION OF THE AMERICAN SOCIETY OF
ASSOCIATION EXECUTIVES IN WASHINGTON, D.C.,
MARCH 6, 1990

I am aware that the President has been invited to speak at the ASAE Spring Convention. I strongly support his accepting this invitation.

ASAE's 10,000-member organization reaches more than 100 million Americans and represents one of the most powerful networks throughout the country. ASAE can focus attention on the community service movement and further clarify the importance of individual organizations, both profit and non-profit, to engage in direct and consequential community service activities.

Furthermore, ASAE has promised that should the President address the group a copy of his remarks will be sent to each of its 10,000-member organization to be published in their respective magazines and newsletters. This event would be enormously helpful to build momentum for the President's Points of Light Initiative.

APPOINTMENT

X SCHEDULE *Jeff*

THE WHITE HOUSE
WASHINGTON

RESPONSE DUE DATE: February 5, 1990

REQUEST FOR SCHEDULING RECOMMENDATION

MEMORANDUM FOR:

<input checked="" type="checkbox"/>	GOVERNOR SUNUNU	<input checked="" type="checkbox"/>	JAMES CICCONI
<input checked="" type="checkbox"/>	ANDREW CARD, JR.	<input checked="" type="checkbox"/>	DAVID DEMAREST
<input type="checkbox"/>	ROGER PORTER	<input type="checkbox"/>	MARLIN FITZWATER
<input checked="" type="checkbox"/>	SIG ROGICH	<input type="checkbox"/>	FREDERICK MCCLURE
<input type="checkbox"/>	RICHARD BREEDEN	<input type="checkbox"/>	J. BONNIE NEWMAN
<input type="checkbox"/>	DAVID BATES	<input type="checkbox"/>	BRENT SCOWCROFT
<input type="checkbox"/>	CHASE UNTERMEYER	<input type="checkbox"/>	C. BOYDEN GRAY
<input checked="" type="checkbox"/>	G. Petersmeyer	<input type="checkbox"/>	

FROM: JOSEPH W. HAGIN II
PRESIDENTIAL APPOINTMENTS AND SCHEDULING

Please provide your recommendation on the following scheduling request:

EVENT: Address leaders of the American Society of Association Leaders
 DATE: March 6, 1990
 LOCATION: Washington, D.C.

Additional information concerning this event is attached.

YOUR RECOMMENDATION:

Accept _____ Regret _____ Surrogate _____ Message _____
 Priority _____ Video _____
 Routine _____ Written _____

Consider

*I responded orally to Benaco, on this.
 Petersmeyer very much wants it for point of light initiative speech.
 BUT ASAE NOW SAYS they want POTUS to address broader agenda.
 (See Attached Letter) ASAE is reluctant to*

*take strong positions except on issues that cut across their associations, such as mandated benefits. E.g. they won't address clean air.
 ON balance, good forum if POTUS wants to talk about points of*

*NOT high priority.
 Bobbie*

11/
AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

86224
R. William Taylor, CAE
President

October 17, 1989

*File dating
3/6/90*
President George Bush
The White House
Washington, DC 20001

Dear President Bush:

Thanks so much for your letter to me of October 5 thanking me for my efforts on the Presidential Board of Advisors on Private Sector Initiatives. I agree that this was a very effective program, but we are now in a position to build on it to make your Thousand Points of Light Initiative still more effective.

I was delighted with your initial Thousand Points of Light address which you delivered several months ago in New York. It would be tremendously effective if you would address some 5,000 association leaders at ASAE's Spring Convention in Washington, D.C., ~~on Tuesday, March 6,~~ as your second major address on Thousand Points of Light. No audience is in a better position to make the program work than association executives.

Since you participated in each of the five Rose Garden Presidential Citation ceremonies with President Reagan and myself, where we honored the top winners, you are aware of the effectiveness of that program. More than 5,000 C-Flags (We Can, We Care) were distributed to corporations and associations that launched effective Private Sector Initiatives during that five-year period. The program was gaining momentum as the Reagan Administration ended.

We are anxious to use our highly effective and efficient association network to launch a refocused and more effective Thousand Points of Light Awards Program. It can invigorate thousands of additional corporations and associations to work toward curing the nation's ills.

As pointed out in your outstanding initial address on the Thousand Points of Light Initiative, there is no problem in America that is not being solved somewhere. Through ASAE's 19,000 members (which reach out to more than 150 million Americans), we can determine where these problems are being solved and can spread information on the solutions. We can effectively drive home the point that no person's life can be considered truly successful unless he/she has played an effective role in service to one's fellow man.

October 17, 1989

Letter to President George Bush

Page 2

Please give us and the very willing association community the opportunity to help. Please use our March convention in Washington as the opportunity to add momentum to your very important Thousand Points of Light Initiative.

Cordially,

A handwritten signature in cursive script that reads "Bill Taylor". The signature is written in dark ink and is positioned above the typed name.

R. William Taylor

RWT/cma

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

February 1, 1990

Joseph W. Hagin II
Deputy Assistant to the President
For Appointments and Scheduling
The White House
Washington, DC 20001

Dear Joe:

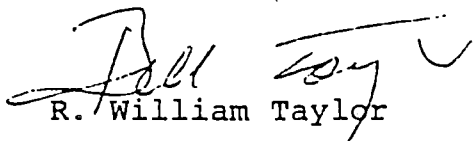
The President's State of the Union speech was exceptional. The content was so up-beat and inspiring. His delivery was the best ever - great eye contact and timing. His voice was clear and strong.

As you know, we have asked the President to address our Convention on March 6 - 4,000 association leaders whose outreach is to additional hundreds of thousands of their members. Rather than focus only on Points of Light, we hope that he will cover much of the ground that he covered last night, calling for support on the full spectrum of issues - mandated benefits, child care, capital gains, etc. Each executive has a large membership that he/she can influence.

We will send copies of the Presidents' address to all 19,000 of our members, to be published in full in their magazines and newsletters.

The President can gain a tremendous amount of grassroots support through his address from association leaders across the country. Associations can effectively convey any message. They can build support on any issue.

Cordially,


R. William Taylor

cc: Craig Fuller
Bobbie Kilberg ✓

United States Senate

WASHINGTON, DC 20510

FDM
5/5

January 29, 1990

F. M. June

The Honorable George Bush
President of the United States
The White House
Washington, D.C. 20500

Dear Mr. President:

I am writing you to support the request of the American Society of Association Executives that you appear at their program here in Washington on March 6, 1990. This organization is the most representative group in Washington of the association community. There will be over 5,000 people present at this meeting, and the Association itself has a membership of 17,000 executives. This Association has a strong network throughout the United States, and I think it would be a good forum for you. In addition, the individuals who are in charge of the administration of ASAE are strong supporters of yours, and I believe it would be most useful if you would make this appearance here in Washington. I hope you can fit this within your schedule.

I appreciate very much your consideration.

Sincerely,

Bob
BOB PACKWOOD

77

*To attend the American Society of
Associations Executives meeting on
March in Washington, D.C.*

February 5, 1990

Dear Bob:

Thank you for your recent letter regarding the invitation for the President to attend the American Society of Association Executives' meeting on March 6 in Washington, D.C.

We appreciate receiving your endorsement of this thoughtful invitation and have asked the President's Scheduling Office to carefully consider it. You will be hearing further from that office just as soon as a determination can be made.

Thank you again for your interest in writing.

With best regards,

Sincerely,

Frederick D. McClure
Assistant to the President
for Legislative Affairs

The Honorable Bob Packwood
United States Senate
Washington, D.C. 20510

FDM/PHC/jfc (WP-PC7)
FDM-5.Spf

cc: w/copy of inc to Joe Hagin - for appropriate action

November 3, 1989

Dear Mr. Taylor:

Thank you for your invitation for the President to address leaders of the American Society of Association Executives' spring convention on March 6, 1990 in Washington, D.C.

We appreciate your extending this opportunity to the President. Although we are unable to make a commitment at this time, we are making a special note of this date. Your invitation will be carefully reviewed as the President's schedule develops, and we will be back in touch with you closer to the time about the possibility of his acceptance.

With best wishes,

Sincerely,

JOSEPH W. HAGIN II
Deputy Assistant to the President
for Appointments and Scheduling

Mr. R. William Taylor
President
American Society of
Association Executives
The ASAE Building
1575 Eye Street, N.W.
Washington, D.C. 20005

cc and incoming to Dawn DeVoe - #182.

JWH:JAJ:dsf6
JWH-13



AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-ASAE
FAX 202-371-8825
TLX 262115

January 10, 1990

Mr. Judd Swift
Deputy Director of Presidential Advance
The White House
EOB Room 185
Washington, DC 20500

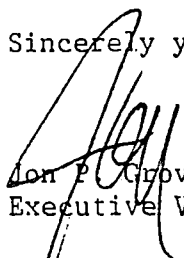
Dear Judd:

Thank you for all of your "advice and counsel" to assist us in obtaining President Bush as a speaker at our March convention.

Per your request I have enclosed a copy of our letter to President Bush (October 17, 1989), Greg Petersmeyer (December 20, 1989), and Bobbie Kilberg (January 6, 1990). Needless to say, we have had numerous conversations either direct or indirect with Petersmeyer and Kilberg, plus others as I mentioned on the phone.

We appreciate your "assisting" in any way that you can. If you need additional information, or if you feel we need to make "other contacts", please do not hesitate to call. We really appreciate your help in this matter.

Sincerely yours,



Lon P. Grove, CAE
Executive Vice President

Enclosures

cc: R. William Taylor, CAE
G. Harris Jordan

P. S. An audience that ASAE reaches and would be available to the President would be those association executives that manage the charitable organizations, such as American Diabetes Association, Arthritis Foundation, Heart Association, etc. These individuals obviously represent very large numbers of people and can assist in promoting the President's message to their members.

JPG/te

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-ASAE
FAX 202-371-8825
TLX 262115

January 6, 1990

Mrs. Bobbie Kilberg
Deputy Assistant to the President
for Public Liaison
128 Old Executive Office Building
Washington, DC 20500

Dear Bobbie:

Thank you for taking time from your demanding schedule to take me to lunch. The mexican food was delicious and the exchange of ideas enjoyable. Thanks also for the invitation to the 11 January meeting on mandated health care, and for looking into the status of the UBIT Working Group.

As you requested, attached is a copy of Bill Taylor's invitation to the President, and the response from Joe Hagin. I appreciate your words of encouragement, and interest. To that end, I think it significant that ASAE can get the President's speech to 8000 association CEOs whose out reach extends to nearly 100 million association members. ASAE is by definition an education and communications network. Enclosed are some examples of our communications vehicles.

If there is anything else that I can offer, please do not hesitate to let me know.

Sincerely,



G. Harris Jordan
Director, Government Affairs

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

October 17, 1989

President George Bush
The White House
Washington, DC 20001

Dear President Bush:

Thanks so much for your letter to me of October 5 thanking me for my efforts on the Presidential Board of Advisors on Private Sector Initiatives. I agree that this was a very effective program, but we are now in a position to build on it to make your Thousand Points of Light Initiative still more effective.

I was delighted with your initial Thousand Points of Light address which you delivered several months ago in New York. It would be tremendously effective if you would address some 5,000 association leaders at ASAE's Spring Convention in Washington, D.C., on Tuesday, March 6, as your second major address on Thousand Points of Light. No audience is in a better position to make the program work than association executives.

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October 17, 1989
Letter to President George Bush
Page 2

Please give us and the very willing association community the opportunity to help. Please use our March convention in Washington as the opportunity to add momentum to your very important Thousand Points of Light Initiative.

Cordially,

A handwritten signature in cursive script that reads "Bill Taylor". The signature is written in dark ink and is positioned above the typed name.

R. William Taylor

RWT/cma

THE WHITE HOUSE
WASHINGTON

November 3, 1989

Dear Mr. Taylor:

Thank you for your invitation for the President to address leaders of the American Society of Association Executives' spring convention on March 6, 1990 in Washington, D.C.

We appreciate your extending this opportunity to the President. Although we are unable to make a commitment at this time, we are making a special note of this date. Your invitation will be carefully reviewed as the President's schedule develops, and we will be back in touch with you closer to the time about the possibility of his acceptance.

With best wishes,

Sincerely,



JOSEPH W. HAGIN II
Deputy Assistant to the President
for Appointments and Scheduling

Mr. R. William Taylor
President
American Society of
Association Executives
The ASAE Building
1575 Eye Street, N.W.
Washington, D.C. 20005

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

December 20, 1989

Greg Petersmeyer
White House Office of National Service
Old Executive Building
White House
Washington, DC 20500

Dear Gregg:


I was sorry that I was out of town when your telephone call came regarding your meeting with Ken Gideon at Treasury regarding additional taxes on non-profits. I am so very pleased that you met with him and look forward to learning the outcome. If Gideon decides that it would not be to the benefit of the Points-of-Light Initiative to have additional taxes on non-profits, I think the House Ways and Means Committee will back off. A new form 990 has been created by Treasury which will get to the abusers of their non-profit status - and we are pleased to see this since the vast majority of nonprofits meet all of their obligations related to their tax exemption.

We received the attached letter from the White House when we asked to have President Bush address our Spring Convention in Washington, DC on March 6 and present his second major Points-of-Light speech. We are keeping our fingers crossed that the White House will decide to go in this direction. We know that their decision will be dependent to a great extent on your advice as to whether this is an appropriate time and place for his next major Points-of-Light address - and we are hopeful that you will give us that support. In fact, we don't feel we have much of a chance of getting the President unless our forum is reviewed as a major opportunity to revisit the Points-of-Light Initiative.

I called Don Illof on December 18 to ask about the possibility of getting in to see you right after the first of the year to talk about both UBIT and the chances of getting the President. He told me that Paul Stevenson is on vacation and that I should get back in touch after

the first of the year - and I will do this. In the
meanwhile, I am hopeful that your schedule will allow
me 15 minutes on January 3, 4 or 5. In the meanwhile,
best wishes for a joyous holiday season and a very
prosperous 1990.

Cordially,



R. William Taylor

RWT/bkm

Enclosure

cc w/encl: Harris Jordan ✓

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

January 18, 1990

HAND DELIVERY

David F. Demerest, Jr.
Assistant to the President for Communications
117 Old Executive Office Building
The White House
Washington, DC 20500

Dear David:

Your discussion with TALC today was outstanding. I particularly enjoyed your careful and balanced explanation of the environmental situation, as well as your discussion of the changing press themes relating to the President and the highs and lows which you expect in the next twelve months. We really enjoyed and appreciated your presentation. Congratulations on the 79 percent popularity rating.

As I mentioned briefly when you departed, both Bobbie Kilberg and Gregg Petersmeyer have endorsed the idea of the President speaking to ASAE's Washington, D.C., convention on March 6 at 11:00 a.m. in the Convention Center. We ask your endorsement as well. Attached is a copy of the letter we received from the President's Appointments Secretary indicating that they have every hope that he will be able to meet with us. Some other background materials also are attached.

Front and center at the session will be the members of TALC, along with 4,000 other association leaders. The letter given to you by Wayne contains other pertinent information and another copy is attached. One good possibility would be a special reception prior to his presentation by the President with the members of TALC and some other leading association executives whom you would select. You mentioned during the TALC meeting that the President is very indebted to many people around that table and this would represent a wonderful opportunity for him to express this to them personally. As you said this morning, he does a terrific job with small groups.

We would deeply appreciate your support, Dave, in our effort to have the President speak to our Convention. Association

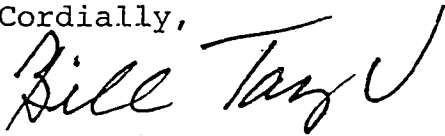
Letter to David F. Demerest, Jr.

January 18, 1990

Page 2

executives have a tremendous outreach to more than 100 million Americans. The speech that he makes to ASAE will be published in magazines and newsletters throughout the country. It would be a real coup for the President to speak to this convention and to thank associations for all they have done to support him in the past and to gain their support in the future.

Cordially,

A handwritten signature in cursive script that reads "Bill Taylor". The signature is written in dark ink and is positioned above the typed name.

R. William Taylor

RWT/cma

Attachments

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005
202-626-2700

R. William Taylor, CAE
President

January 16, 1990

Mr. David F. Demarest, Jr.
Assistant to the President for Communications
117 Old Executive Office Building
The White House
Washington, DC 20500

Dear Mr. Demarest:

The American Society of Association Executives provides one of the most efficient and effective networks to reach out to an unprecedented number of Americans in a very persuasive manner. ASAE's 19,000 members lead associations and communicate daily with their members --nearly 100,000,000 of them. They can build support on any issue. They can convey any message.

In addition to being sophisticated and concerned about the major business problems of the country, this group of men and women are in the unique position to lend support to the President's Points of Light Initiative. Their associations created many successful programs in the past to overcome literacy problems, fight crime, help the homeless, etc. They stand ready to help the Bush Administration realize its goal in the most effective manner.

ASAE has a communications network of the most notable leaders in the association community. That network provides:

- Monthly communications pieces that are the most widely read throughout the association community and often passed on to corporate volunteer leadership. The more than 20,000 readers of Association Management magazine are the key leaders in touch with their memberships.
- Regularly scheduled events that bring together association leaders feature a variety of programming that stresses the professional skills of volunteers.
- Outreach that extends well beyond just the number of organizations represented in our membership (8,500); it extends to nearly every community in America, touching every sector of the American economy.
- Through ASAE's and its 69 Allied Societies meeting and seminar forums for discussing implementation of volunteer programs at local levels.

Clearly, ASAE can be an asset to you and the President. I would welcome the opportunity to discuss this further with you.

Sincerely,


R. William Taylor

RWT/ghj

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1675 Eye Street, NW
Washington, DC 20005
202-628-2700

R. William Taylor, CAE
President

January 17, 1990

Gregg Petersmeyer
National Service Office
The White House
Washington, DC 20500

Dear Gregg:

Thanks so much for spending time with me on the afternoon of January 12. I am delighted that you can support our invitation to President Bush to address our Spring Convention on March 6. It certainly appears that the timing would be propitious for a major address on the Points of Light Initiative -- and he could not have a better audience.

I have informed Bobbie Kilberg that you intend to be fully supportive, and we have her strong support as well. She recognizes that ASAE's membership provides an effective network that reaches nearly 100 million Americans. We have promised her (and we promise you) that we will send a copy of the President's address to each of the 19,000 members of ASAE so that it can be published in their magazines and newsletters.

As we discussed, we would like to make this a major media event. Since we already will have heavy media coverage for our Spring Convention at the Washington Convention Center, we will have momentum when the President comes to make his speech. We would like to hold a press conference after his address at which you could provide further details regarding the Points of Light Initiative. If you feel it's worth doing -- and if some members of the Points of Light Foundation have been named -- we can enlarge and expand the press conference to include a number of spokesperson. This could result in a multiplicity of angles being treated by the various media.

We will employ the public relations firm of Porter/Novelli to make sure that the press conference is well organized and the major players from the press are represented. It promises the best media coverage that a White House initiative of this type has ever received.

One of the best things you could do to help us with the President is to point out to his Deputy Assistant for Appointments and Scheduling, Joseph Hagin, why this would

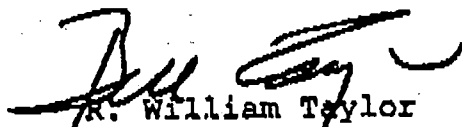
Letter to Gregg Petersmeyer

January 17, 1990

Page 2

be such a timely presentation and why the audience is exactly the one that the President needs to reach. Thank you so very much for working with us on this.

Cordially,



R. William Taylor

RWT/cma

bcc: John

October 17, 1989

President George Bush
The White House
Washington, DC 20001

Dear President Bush:

Thanks so much for your letter to me of October 5 thanking me for my efforts on the Presidential Board of Advisors on Private Sector Initiatives. I agree that this was a very effective program, but we are now in a position to build on it to make your Thousand Points of Light Initiative still more effective.

I was delighted with your initial Thousand Points of Light address which you delivered several months ago in New York. It would be tremendously effective if you would address some 5,000 association leaders at ASAE's Spring Convention in Washington, D.C., on Tuesday, March 6, as your second major address on Thousand Points of Light. No audience is in a better position to make the program work than association executives.

Since you participated in each of the five Rose Garden Presidential Citation ceremonies with President Reagan and myself, where we honored the top winners, you are aware of the effectiveness of that program. More than 5,000 C-Flags (We Can, We Care) were distributed to corporations and associations that launched effective Private Sector Initiatives during that five-year period. The program was gaining momentum as the Reagan Administration ended.

We are anxious to use our highly effective and efficient association network to launch a refocused and more effective Thousand Points of Light Awards Program. It can invigorate thousands of additional corporations and associations to work toward curing the nation's ills.

As pointed out in your outstanding initial address on the Thousand Points of Light Initiative, there is no problem in America that is not being solved somewhere. Through ASAE's 19,000 members (which reach out to more than 150 million Americans), we can determine where these problems are being solved and can spread information on the solutions. We can effectively drive home the point that no person's life can be considered truly successful unless he/she has played an effective role in service to one's fellow man.

Please give us and the very willing association community the opportunity to help. Please use our March convention in Washington as the opportunity to add momentum to your very important Thousand Points of Light Initiative.

Cordially,


R. William Taylor

3500 ABAE members
over 8000 natl & stat, local
serving more than 215 million
people & companies

The New Volunteers

More Americans than ever before are giving their time and energy to others. Their causes are varied—AIDS, homelessness, literacy—but their goals are all the same: to help those in need.

This is what I mean when I talk of "a thousand points of light"—that vast galaxy of people and institutions working together to solve problems in their own backyard.

—President Bush, June 22

If the '80s were the Age of Avarice, then the '90s are shaping up as the Age of Altruism. From the White House on down, the message is clear: Get Involved. Just last month, when President George Bush unveiled his plan to promote volunteerism in a speech before a New York City business group, the audience cheered. The president's critics could argue that the "Points of Light Initiative" would do little more than publicize successful volunteer efforts needed because of cuts in government spending on human services. But many Americans apparently agree with Bush's central theme: "From now on, any definition of a successful life must include serving others."

After years of apathy Americans are volunteering more than ever. According to a 1987-88 survey by the Independent Sector, an umbrella organization for most of the major charitable groups in the country, 45 percent of those surveyed said they regularly volunteered—and more than a third of them reported spending more time on volunteer work in the last three years. In all, it is estimated that 80 million adults gave a total of 19.5 billion hours in

1987, at a value of about \$150 billion.

They certainly were needed. Bush's compassionate call to service comes after the tightfisted Reagan years, in which public funding of social services was drastically cut. Many of those cuts affected the youngest and poorest Americans, forcing charitable agencies to pick up where government left off. In recent years volunteer groups have had to step up their own recruiting efforts, reaching out to those they once overlooked—including the elderly and handicapped.

Today's volunteers live in every neighborhood (page 46). Increasingly, they are part of a group organized by employers (page 38) or religious organizations, which still account for a full 20 percent of volunteer efforts. But many of the old stereo-



HANK MORGAN

A new needy group, AIDS babies, gets love and attention



Members of the Junior League, helping with

types are gone. Forget the upper-middle-class housewife who spends her days at the garden club: today working women are more likely than housewives to give time to good works, and many organizations are creating night and weekend programs for the busy schedules of dual-paycheck couples. Men, too, are volunteering almost as often as women, although they are more likely to take part in programs such as Scouts and Little League.

Many of the causes that are attracting these volunteers were nonexistent a decade ago—organizations like Mothers Against Drunk Drivers (MADD) and AIDS groups. First Lady Barbara Bush's championship of literacy has drawn much attention to that problem (page 43). Self-help groups are one of the fastest-growing segments of the non-profit sector. There are organizations for everything from adult children of alcoholics to Resolve, for people with infertility problems.

To take on these new problems, traditional charities had to change their direction.



MARIO RUIZ

with children in a New York welfare hotel, also work on such problems as teen pregnancy and women and alcohol

The genteel Junior Leagues now work on teenage pregnancy, women and alcohol and disadvantaged children, among other issues. More than half of the league's members also have jobs. "The league has to be in touch with the community around it," explains the association's president, Maridel Moulton.

Growing gap: Some of the renewed interest in public service may be a reaction to the excesses of the '80s. The growing gap between the very rich and the hopelessly poor is now impossible to ignore; even investment bankers have to sidestep bag ladies on their way to work. "In a lot of cases, people have been out making their living," says Will Murray of The Nature Conservancy. "Now they're trying to make their lives." Often, they use their professional skills to solve social problems. Two years ago Stan Curtis, a 40-year-old stockbroker from Louisville, Ky., founded Kentucky Harvest, an all-volunteer agency that has distributed 1.6 million pounds of surplus food to the needy. Curtis says the organization operates so efficient-

ly that he doesn't need government money; in fact, he has rejected federal grants. "We run it like a business," he says.

Senior citizens have always given of their time but as they are living longer and staying healthier, many groups are tailoring programs to older people's skills. "There is a genuine feeling that the time has come to make really organized use of older people," says Bill Oriol of the National Council on the Aging. One of the more

the 1930s to a plan to give states money to expand volunteer opportunities for youths. One of the most controversial, put forth by two conservative Democrats, Sen. Sam Nunn of Georgia and Rep. Dave McCurdy of Oklahoma, calls for a full-time program of civilian or military service where volunteers would receive vouchers worth up to \$12,000 per year of service; they could be used for education, training or a down payment on a home. After five years the service program would replace current student-loan programs.

Critics say this plan would put an unfair burden on the poorer students, since they would be virtually forced to sign up in order to get money for education. President Bush had originally planned to focus on young people in his volunteer proposal; instead his plan is aimed at encouraging volunteers of all ages without any strings attached. In his speech, he said he will ask Congress for \$25 million a year to promote community service, but details of the programs haven't been worked out yet.

Charitable groups welcome

Who Volunteers and Why

About 45 percent of adults 18 years of age or older reported volunteering in 1987.

Time given to volunteer work averaged 4.7 hours a week.

People 65 to 74 volunteered the most (six hours a week), followed by those 45 to 54 (5.8 hours).

People with household incomes of \$20,000 to \$30,000 volunteered most often, followed by those earning \$50,000 to \$75,000.

People volunteered to do something useful (56%), because they would enjoy the work (34%), a family member or friend would benefit (27%) or for religious reasons (22%).

FROM A 1988 SURVEY FOR INDEPENDENT SECTOR CONDUCTED BY THE GALLUP ORGANIZATION

all the attention but they worry that Washington is asking volunteer organizations to do more—and expecting government to do less. “As much as I believe in volunteer activity,” says Brian O’Connell, president of Independent Sector, volunteerism will help solve problems only if there are “very good public systems in place.”

In the past decade many of those public systems have been seriously weakened. Since 1980 federal support to nonprofits has declined 20 percent in inflation-adjusted dollars, according to a study by

Lester M. Salamon of Johns Hopkins University and Alan J. Abramson of The Urban Institute. During the same period direct federal spending for human services declined a total of \$113.4 billion, compared to what it would have been if 1980 spending levels had been maintained. Although private contributions have made up some of the difference, they tend to go to higher education, hospitals or the arts, more than to such areas as employment training or housing for the poor. “I think it’s unfair to position volunteer organiza-

tions as a substitute for government,” says Salamon. “What’s needed is a partnership between the two.”

That partnership is as old as the nation. In the 1830s French observer Alexis de Tocqueville was impressed by the “public spiritedness” of the colonists. Today the problems are more complex and the solutions harder to come by. The “points of light” are still burning brightly, but they need more than people power to keep on shining.

BARBARA KANTROWITZ

Doing Well by Doing Good

At the Josiah Quincy Elementary school in Boston’s Chinatown, a group of kindergartners sits in rapt attention as Kristina Brown reads aloud from a book called “Dinosaur.” The 27-year-old Brown is not a librarian. She’s a branch manager for the Bank of Boston and part of a cooperative program with the Boston Partners in Education, a nonprofit group formed to improve education in the city’s school system. Besides being a hit with the kindergartners, Brown’s read-aloud sessions are a marketing tool. “If a young child goes home and says, ‘Hey Mom, the banker read to us today,’ it helps people in the community accept us,” says Brown. “It also helps get rid of the idea that we’re the big, bad Bank of Boston.”

Doing well by doing good is becoming an increasingly popular concept in corporate America. With corporate restructurings giving companies a black eye and a growing low-wage labor shortage, many are finding volunteer programs an effective route to an improved public image. While relatively few companies have organized programs, the number that send workers into community service has doubled to an estimated 1,200 in the past five years. For employees, such efforts offer an opportunity to brush up on old skills or learn new ones as well as to do good deeds. For companies, they represent a cost-effective way



IRA WYMAN FOR NEWSWEEK

New England Telephone volunteers pitch in at a Boston track meet

to provide community service. “Volunteering is not just warm fuzzies,” says Shirley Keller, executive director of Volunteer—The National Center. “It’s good business. But it is still a foreign concept to most companies.”

There was a time when corporate volunteerism meant little more than delivering a fruit basket to the needy at Thanksgiving. But today companies are instituting sophisticated volunteerism departments—complete with their own budgets and staffs. A joint program by Virginia and North Carolina power companies divides employees into 60 volunteer “team councils.” At Apple Computer in Cupertino, Calif., new employees undergo a two-day orientation program and receive a brochure entitled “There’s More to Life Than Work.” Some 650 Apple employees tutor elementary-school students on

personal computers, read to residents at senior-citizen homes and hold clothing drives for the needy.

While some companies stop short of allowing volunteer efforts on company time, others encourage the practice. NCNB Corp. urges employees to take paid time to tutor in the schools and man food lines in state emergencies. Every other Friday about 25 employees of the Hard Rock Cafe in New Orleans come in early to prepare 200 lunches for the homeless. Perhaps the ultimate in paid-time volunteerism, however, is the “social-service leave,” a corporate equivalent of academic sabbaticals. At Wells Fargo Bank, any employee with three years’ service can apply for a six-month paid leave to work for a nonprofit organization.

Employers who can’t send their current workers to the volunteer fronts are recruit-

ing from another rich labor pool—retirees. New England Telephone is a member of The Telephone Pioneers of America, a national organization with 104 chapters and more than 650,000 members. Made up mostly of retired phone-company workers, the Pioneers’ North Andover, Mass., chapter manufactures a “beeping soft ball” that enables blind children to play baseball. The device is so effective that organized “beeper ball” leagues have sprouted across the country.

What kind of return on investment does corporate volunteering bring? Unlike direct charitable contributions, the gift of people power brings few corporate tax benefits. But it can yield unexpected rewards. Faced with having to lay off 80 workers during a slow period several years ago, the owners of Iris Arc Crystal of Santa Barbara, Calif., decided instead to lend the workers to community-service organizations one day a week, footing the bill. The result: the company avoided the high cost of recruiting and training new employees once the slump ended. Of course, most companies still don’t give employees time off for volunteering, either paid or unpaid, and they won’t unless it’s necessary to lure workers who demand it. But one day, helping one’s fellow man may become a bona fide benefit, ranked beside corporate day care and family dental plans.

ANNETTA MILLER with DODY TSIANTAR in Boston, JUDY HOWARD in San Francisco and bureau reports



In a typical gesture, Bush pays attention to the children during a recent visit to a New York City shelter for runaways SUSAN FARLEY—NEW YORK NEWSDAY

A First Lady Who Cares

After many years of volunteering, Barbara Bush is an inspiration to others

As America's First Volunteer, Barbara Bush has had to cut back on what she loves best: the hands-on volunteer work that has given her so much satisfaction over the years. Except for occasional stolen moments like cuddling an infant at a shelter, there's little opportunity for her to get close to people she helps. In a recent interview in the family quarters of the White House, the 64-year-old First Lady discussed how she has come to terms with her new role as a symbol and sometime lobbyist for the nation's 80 million volunteers. For years, she says, "I gave hours of time. And of course, money. Now what I can do best is highlight these programs."

Literacy has become her primary cause, and it was a calculated choice. The common wisdom that her son Neil's learning dis-

ability was the source of her interest is "a myth," she says. In 1979, when her husband was first running for president, Bush realized that if he won, she would have what she describes as a "golden opportunity" to advance a special issue of her own. She spent that summer jogging—"That was many years ago," she jokes—and mulling over possibilities such as pollution, unemployment, crime, drugs and especially teenage pregnancy. Some she rejected as too political, others just didn't seem right for her. She chose literacy because she realized she could discuss a broad range of social problems through that one issue. If, for example, teenage girls were encouraged to achieve in school, then, Bush believes, they would be much less likely to wind up pregnant. "The truth is," she says, "having a more literate

America would help almost everything."

In the last 10 years Bush has visited more than 500 literacy programs in libraries, schools, day-care centers, housing projects and shelters. The privately funded Barbara Bush Foundation for Family Literacy, established this spring, supports reading programs around the country. Bush often urges people she meets and even her friends to get involved in tutoring programs of all kinds. She believes that one-to-one contact is the best recruitment tool for volunteers. "You get right in and you work," she says. "You see yourself feeding the hungry, nurturing the poor." That kind of involvement is very gratifying, she says, because the results are immediate.

As a lifelong volunteer, Bush has experienced those rewards firsthand. When her husband was U.N. ambassador, she worked

with cancer patients at Memorial-Sloan Kettering Cancer Center in New York. That experience was especially poignant; nearly two decades earlier, in 1953, Bush's daughter Robin died of leukemia in the hospital's pediatric ward just before her 4th birthday. For years she visited a Washington hospice. "I got very involved with a lot of their patients," she recalls. "Personally involved." A woman named Frances Hammond was one of her favorites. "I gained much more from Frances than Frances ever gained from me," Bush says. As

Second Lady, she volunteered in shelters and soup kitchens, like Martha's Table in Washington. During the last campaign, she initiated Operation Soap—an effort to get aides and reporters to collect hotel soaps and shampoos and donate them to the homeless.

Second Lady: Bush's friends say that she didn't seek too much publicity for herself over the past eight years because she didn't want to embarrass the Reagan White House. Her recent trip to a thrift shop to donate old clothes, for example, might have drawn even more attention than it did if it had come amid the flap over Nancy Reagan's "borrowed" ball gowns. Says one Bush friend: "Can you imagine the questions the press would have asked had they known how much she was doing for the homeless? Reporters would have suggested she was more concerned about that issue than President Reagan himself."

Now that Bush is First Lady, publicity is part of the job. Her every action is recorded; even her bout with Graves' disease, which has affected her vision, makes headlines. Yet, despite the fishbowl, she tries for moments of intimacy. On a trip last month to Covenant House, a New York City shelter for runaways, Bush and her husband listened intently as the youngsters told often wrenching stories of life on the streets. The First Lady spent much of the visit with the 3-week-old daughter of one of the shelter's residents on her lap. Bush sees such gestures not only as a chance to be—even briefly—more than just a figurehead but also as an opportunity to teach by example. She has been photographed cuddling and kissing AIDS-infected babies and hopes that people



The First Lady pitches in and feeds the hungry at a soup kitchen

BRAD MARKEL—GAMMA-LIAISON

who see those pictures will overcome their prejudices and help out, too.

These days Bush is always very conscious of the impact of her involvement in particular issues. Although she is interested in a wide range of social problems, she picks her causes carefully. Her staff reviews the thousands of requests for help that have come into the White House since January. Some are rejected because of time problems, others because they are considered inappropriate or too controversial. This year she was invited to appear on the popular TV show "Golden Girls" to promote the Special Olympics, but declined because she felt it was improper for a First Lady to appear in a comedy (even though Betty Ford appeared on "The Mary Tyler Moore Show" in 1976 and Nancy Reagan was on "Diff'rent Strokes" in 1983). Instead, Bush agreed to do a public-service announcement about literacy after a "Kate & Allie" episode dealing with that issue.

Although her parents were active in their community charities in Rye, N.Y.,

others with the disease. Neil, 34, and his wife, Sharon, have worked in soup kitchens in Denver, where they live. Last December Jeb, 36, and his son, George P., 13, visited victims of the Armenian earthquake. This summer George P. is staying with his grandparents in the White House and helping out in a soup kitchen.

A realist: Despite her many years of volunteering, Bush is realistic about the limits of community service. She knows that volunteers can't solve every social problem. "The meat of the program really is the professional," she says. "And you need money for that. You have to have the professionals who put everything in place and keep the program going and keep the volunteers coming in." As for the money, "I leave that to a lot of congressmen and a lot of senators who are out there lobbying for money." She adds, "I have never lobbied my husband—with a few exceptions." Although she declines to discuss those exceptions, friends and her aides credit her with influencing him to campaign as the education candidate and to add funds to the budget this year for schools, volunteer programs and AIDS research. "She does let him know how she feels," an aide says. "And he listens. He trusts her instincts and he often follows them."

Barbara Bush is well aware of how hard it is for many people to find enough time to volunteer these days. But, she says, "everybody has something, whether you have time or money or know-how or space. Today you can no longer say, 'The drug problem worries me' or 'Crime worries me' or 'Illiteracy worries me.' If it worries you, then you've got to do something about it."



Chatting with some residents of a Washington nursing home

CAROL T. POWERS—THE WHITE HOUSE

BARBARA KANTROWITZ and ANN MCDANIEL

THE WHITE HOUSE

WASHINGTON

March 5, 1990

MEMORANDUM FOR THE PRESIDENT

THROUGH: CHRISS WINSTON *cw*
FROM: DAN MCGROARTY *DMcA*
SUBJECT: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

I. SUMMARY

On Tuesday, March 6, at 2:00 p.m. you will address the American Society of Association Executives at the Convention Center (15 min./teleprompter). Over 3000 association executives are expected to attend.

II. DISCUSSION

This is the first time in its 70-year history that a President has addressed this group -- the "association for associations." ASAE represents over 8800 national, state and local associations, serving more than 215 million people and companies.

The remarks focus on community service. You recognize the hard work many associations have already done in their communities, but you also issue three challenges for them to become even more involved. Their president is asked to report their progress to you in six months.

#

McGroarty/Dooley
March 5, 1990
3:00 pm
[ASAE]

PRESIDENTIAL REMARKS: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
THE CONVENTION CENTER, WASHINGTON, D.C.
MARCH 6, 1990
2:00 P.M.

Thank you. [Introductory acknowledgements.] Bill Taylor, President of ASAE. Neil Milner, Chairman. And to all the association executives here today: it's my privilege to be here this afternoon.

I know some people are surprised to hear that there's an association for associations. But I guess it's only natural for the heads of organizations like yours to get together themselves.

Some people think of America as a nation of "rugged individualists" -- alone, against the odds. And that is part of the American tradition -- but only a part.

There's another tradition -- a tradition as old as America itself. As old as Pilgrims and the Mayflower Compact -- as old as the pioneers who settled the West. It's the tradition Tocqueville described more than 150 years ago, when he wrote that: "Americans of all ages, all conditions, and all dispositions constantly form associations."

That shouldn't surprise us -- because the act of association is nothing less than democracy in action: Individuals translating common interests into a common cause.

And you know, today we see the power of democracy in action from Moscow to Managua. We see fresh evidence every day that the democratic ideal we cherish -- the idea we call America -- is alive everywhere. In the Revolution of '89, that brought down the Berlin Wall -- and brought freedom to Eastern Europe. Here in our own hemisphere, in the great victories for democracy in Panama and Nicaragua. Millions of people, now enjoying the freedoms America has known for two centuries.

Here at home, we've got to see what these transforming changes in the world mean for us. And those changes carry a challenge -- a challenge to us, to find in our freedoms new ways to solve the problems that threaten our society and our continued leadership in the world community.

Look around at the problems we face: Drug abuse. Hunger, homelessness. Illiteracy. Despair in our inner cities. The breakdown of the family. There's a role, a critical role, for government in finding solutions -- but we know government doesn't have all the answers. If we could eliminate these problems -- solve them once and for all -- with more programs, more bureaucracy -- these problems would have disappeared long ago.

The fact is, government isn't the only organized entity out there with the power to change things, the power to make a difference. //

Everyone in this room is well aware of the advantages of association. // But I don't know whether you are really aware of the full extent of your power. Of the resources -- the

expertise -- the potential energy -- your organizations can command. Your ability to help solve community problems.

I know most associations are already active in community service -- and I've heard about some of the wonderful work being done. By the Medical Association of Atlanta -- working after-hours to provide free medical care to the homeless. By the Oregon Remodelers Association in Portland -- in Project Pride, a program to do home repairs for low-income elderly. By the Hotel Association of New York City -- with its ongoing commitment to donate surplus food to feed the hungry.

These are just 3 of countless community service projects your associations are engaged in. **A priceless commitment of time and talent.**

That's tremendous -- but it's just the tip of the iceberg. Just a fraction of all the good works we are capable of.

Because the fact is, coping with the problems we face is within our power. **There is no problem in America that is not being solved somewhere.** Think about that. The programs I've just mentioned -- in New York, Atlanta, Portland, Oregon -- and thousands more. Think about ways your organization -- every one of your members -- can make this mission of serving others their own. //

There's a story I want to tell today -- a story Martin Luther King, Jr. told in a speech he made the night before that terrible day in Memphis 22 years ago. It's a story about **servicing others -- and the courage that takes.**

It's a familiar story -- about the Good Samaritan and the stranger he helped. But there's another part of the story we don't always remember. Before the Good Samaritan stopped that day, two other men saw the injured stranger -- and passed him by.

Dr. King thought long and hard about it, and he used to ask himself: Why didn't the others stop to help? Dr. King came up with some good reasons. They didn't stop because they were too busy. Had more important work waiting down in Jerusalem -- of far more consequence than helping one unfortunate man. So on they went.

Then one day Martin Luther King put himself in their shoes. At the age of 30, on his first trip to the Holy Land, he and his wife, Coretta, travelled that road from Jerusalem to Jericho -- and Dr. King saw the story of the Good Samaritan in a new light.

That road starts off more than 1000 feet above sea level, and ends in Jericho 2000 feet below sea level. A twisting road. Full of blind curves. He imagined the road 2000 years ago, each curve a perfect ambush point for robbers. And at that moment, Dr. King realized why the two men didn't stop. It had nothing to do with the reasons he had imagined. They didn't stop -- because they were afraid. //

The way Dr. King imagined it, one asked himself: "If I stop to help this man, what will happen to me?" // And he went on his way. //

But then the Good Samaritan came along, and asked himself a different question: "If I don't stop to help this man -- what

will happen to him?" He asked himself that question -- and he found the courage to stop. The courage to help. The courage to serve. //

Which question do we ask ourselves -- about going down to the soup kitchen in that dangerous neighborhood. About stopping on a dark street to help a homeless man. About reaching out to those desperate kids out there -- kids who have no home life, who're hooked on drugs, who live a nightmare we can't begin to imagine. // Doing any of these things isn't easy. Every one takes an act of courage.

But unlike the Good Samaritan, we don't have to act alone. Each one of you understands the power of collective action -- how much we can get done when we work together. Pool our resources. Combine our talents.

And don't think it won't take courage. // It's going to take courage to go back to your Member organizations, back to their CEOs and Boards of Directors and suggest that they place community service at the center of their agenda. It's going to take courage to insist that community service has a place -- at the very heart of every organization. // It will take courage to make each one believe that from now on in America any definition of a successful life must include serving others. But that's just what I'm asking you to do.

Today, I want to lay down some challenges -- challenges to associations all over America to take up community service:

First, build on a firm foundation. Find out what's working in your industry -- in your profession -- in your community. Let your members know which community service programs are most effective -- and challenge them to make them the blue-print for their own efforts.

Find **new ways** to use ^{your distinctive skills -- like the associations I} existing assets. I understand that one of the ASAE's great strengths is its Allied Societies structure -
 - 69 state and local organizations, thousands more association executives. I'm asking each of these Allied Societies to take the lead in their community for solving social problems -- become what we call "Points of Light action groups."

Second, set a target of **100% participation in community service**. Challenge your constituents to call on every employee and member at every level of every organization -- from the CEO on down to the newest hire -- **to make community service their personal mission. //**

Finally, a third challenge. // **Recognize those members who are what I call Points of Light.** I've belonged to many associations in my life, and I know one of the things you do best is to recognize outstanding performance. So I ask you to **turn the spotlight on community service** -- in your newsletters and magazines, at your annual meetings -- on individuals **who give 110% helping people in need -- and on those organizations who demonstrate 100 % participation in community service. ///**

I'm counting on **each one of you** to take these challenges to heart. And that's why I'm asking Bill Taylor to report back to

mentioned
 a few moments
 ago in
 New York,
 Atlanta
 &
 Portland
 Build on...

me -- 6 months from now. I want to know about that participation rate -- and the progress you're making. About the Points of Light actions groups I've challenged you to set up. I want to hear which programs work best. Who the leading lights are -- the men and women who've earned our thanks through their service to others. //

People in this room represent thousands of associations, organizations of all sorts and sizes. A combined membership of 100 million Americans. //

So today, I'm asking you: Channel that energy into community service. Tap that power -- and transform a nation.

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Once again, my thanks for all you've done -- and all that you are going to do. God bless you -- and God bless the United States of America.

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McGroarty/Dooley
March 5, 1990
3:00 pm
[ASAE]

PRESIDENTIAL REMARKS: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
THE CONVENTION CENTER, WASHINGTON, D.C.
MARCH 6, 1990
2:00 P.M.

Thank you. [Introductory acknowledgements.] Bill Taylor, President of ASAE. Neil Milner, Chairman. And to all the association executives here today: it's my privilege to be here this afternoon.

I know some people are surprised to hear that there's an association for associations. But I guess it's only natural for the heads of organizations like yours to get together themselves.

Some people think of America as a nation of "rugged individualists" -- alone, against the odds. And that is part of the American tradition -- but only a part.

There's another tradition -- a tradition as old as America itself. As old as Pilgrims and the Mayflower Compact -- as old as the pioneers who settled the West. It's the tradition Tocqueville described more than 150 years ago, when he wrote that: "Americans of all ages, all conditions, and all dispositions constantly form associations."

That shouldn't surprise us -- because the act of association is nothing less than democracy in action: Individuals translating common interests into a common cause.

And you know, today we see the power of democracy in action from Moscow to Managua. We see fresh evidence every day that the democratic ideal we cherish -- the idea we call America -- is alive everywhere. In the Revolution of '89, that brought down the Berlin Wall -- and brought freedom to Eastern Europe. Here in our own hemisphere, in the great victories for democracy in Panama and Nicaragua. Millions of people, now enjoying the freedoms America has known for two centuries.

Here at home, we've got to see what these transforming changes in the world mean for us. And those changes carry a challenge -- a challenge to us, to find in our freedoms new ways to solve the problems that threaten our society and our continued leadership in the world community.

Look around at the problems we face: Drug abuse. Hunger, homelessness. Illiteracy. Despair in our inner cities. The breakdown of the family. There's a role, a critical role, for government in finding solutions -- but we know government doesn't have all the answers. If we could eliminate these problems -- solve them once and for all -- with more programs, more bureaucracy -- these problems would have disappeared long ago.

The fact is, government isn't the only organized entity out there with the power to change things, the power to make a difference. //

Everyone in this room is well aware of the advantages of association. // But I don't know whether you are really aware of the full extent of your power. Of the resources -- the

expertise -- the potential energy -- your organizations can command. Your ability to help solve community problems.

I know most associations are already active in community service -- and I've heard about some of the wonderful work being done. By the Medical Association of Atlanta -- working after-hours to provide free medical care to the homeless. By the Oregon Remodelers Association in Portland -- in Project Pride, a program to do home repairs for low-income elderly. By the Hotel Association of New York City -- with its ongoing commitment to donate surplus food to feed the hungry.

These are just 3 of countless community service projects your associations are engaged in. ~~A priceless~~ ^{similar} commitment of time and talent mirrored in ^{community's} efforts by millions.

That's tremendous -- but it's just the tip of the iceberg. Just a fraction of all the good works we are capable of.

Because the fact is, coping with the problems we face is within our power. There is no problem in America that is not being solved somewhere. Think about that. The programs I've just mentioned -- in New York, Atlanta, Portland, Oregon -- and thousands more. Think about ways your organization -- every one of your members -- can make this mission of serving others their own. //

There's a story I want to tell today -- a story Martin Luther King, Jr. told in a speech he made the night before that terrible day in Memphis 22 years ago. It's a story about serving others -- and the courage that takes.

of Americans across the country. In fact, one study in 1988 found that Americans who volunteered at in formal organizations gave almost 15 billion hours of service.

It's a familiar story -- about the Good Samaritan and the stranger he helped. But there's another part of the story we don't always remember. Before the Good Samaritan stopped that day, two other men saw the injured stranger -- and passed him by.

Dr. King thought long and hard about it, and he used to ask himself: Why didn't the others stop to help? Dr. King came up with some good reasons. They didn't stop because they were too busy. Had more important work waiting down in Jerusalem -- of far more consequence than helping one unfortunate man. So on they went.

Then one day Martin Luther King put himself in their shoes. At the age of 30, on his first trip to the Holy Land, he and his wife, Coretta, travelled that road from Jerusalem to Jericho -- and Dr. King saw the story of the Good Samaritan in a new light.

That road starts off more than 1000 feet above sea level, and ends in Jericho 2000 feet below sea level. A twisting road. Full of blind curves. He imagined the road 2000 years ago, each curve a perfect ambush point for robbers. And at that moment, Dr. King realized why the two men didn't stop. It had nothing to do with the reasons he had imagined. They didn't stop -- because they were afraid. //

The way Dr. King imagined it, one asked himself: "If I stop to help this man, what will happen to me?" // And he went on his way. //

But then the Good Samaritan came along, and asked himself a different question: "If I don't stop to help this man -- what

will happen to him?" He asked himself that question -- and he found the courage to stop. The courage to help. The courage to serve. //

Which question do we ask ourselves -- about going down to the soup kitchen in that dangerous neighborhood. About stopping on a dark street to help a homeless man. About reaching out to those desperate kids out there -- kids who have no home life, who're hooked on drugs, who live a nightmare we can't begin to imagine. // Doing any of these things isn't easy. Every one takes an act of courage.

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