"Connections" Volunteer Centers and Schools: Partners for Service-Learning

Volunteer Centers of Pennsylvania

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"CONNECTIONS"

VOLUNTEER CENTERS AND SCHOOLS:
PARTNERS FOR SERVICE-LEARNING

An Information Booklet
1993-1994

VOLUNTEER CENTERS of PENNSYLVANIA

c/o Volunteer Center
546 Maclay Street
Harrisburg, PA 17110
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INTRODUCTION

As interest in school improvement has become an increasingly salient national issue in the 1990’s, interest in community service and service-learning as an integral part of education and educational improvement has shown a similar increase. In Pennsylvania, the proportion of school districts offering academic credit for community service has grown from 5% in 1989 to 20% in 1992; the number of school districts requiring community service for graduation has grown from one to seven. A series of national studies and reports including the Carnegie Commission’s “Turning Points,” the W. T. Grant Commission’s “Forgotten Half,” and Dr. Ernest Boyer’s influential books High School and College have urged that community service become an expected part of growing up in America.

Service-learning advocates note that educational reformers commonly call for more active and engaged learning, better career exploration opportunities, teamwork and improved social skills by students, and strengthening or restoring school-community ties for schools. Service-learning can provide these opportunities. A small, but unusually positive, research base supports these contentions and a growing network of government agencies, research and training institutes, newsletters and journals has grown up in recent years to provide the “infrastructure” of service-learning.

Governor Casey, influenced by his own children’s experience with service-learning, has made its encouragement and support a priority since 1988 when he established PennSERVE: The Governor’s Office of Citizen Service. PennSERVE offers grants, technical assistance and teacher training in support of the Governor’s initiative and the State Board of Education’s resolution “that community service become an integral part of education at all levels” (January 12, 1989).

Among PennSERVE’s efforts have been a series of papers and manuals designed to assist schools in implementing service-learning programs. In 1991 PennSERVE published “Caring is the Key,” a manual on intergenerational service-learning. Now we are pleased to offer "CONNECTIONS: Bringing Volunteer Centers and Schools Together," a brief manual describing how Volunteer Centers and school-based community service programs can and should collaborate.

As schools increasingly look to the community for volunteer opportunities, they have come into contact with Volunteer Centers--organizations that support and encourage volunteering by serving as clearinghouses of information about volunteer opportunities and about how to develop effective volunteer programs. This manual is designed with the teacher or school administrator in mind. It has a brief introduction to the services available via a Volunteer Center, a set of case studies of cooperative ventures in Pennsylvania between Volunteer Centers and schools and, finally, a directory of Volunteer Centers in Pennsylvania and some suggestions on other resources.
The growth of volunteer management as a profession and a set of skills has been dramatic in recent years. Peter Drucker, perhaps the nation's leading management guru, notes that the voluntary sector is the most rapidly growing part of the economy. This manual will help you to link with the accumulated knowledge and skills of that profession. We urge you to use it. We also urge you to contact us with comments, suggestions for improvements, changes and modifications.

VOLUNTEER CENTERS of PENNSYLVANIA

c/o The Volunteer Center
546 Maclay Street
Harrisburg, PA 17110
Attention: Cheryl H. Deitz

(717) 238-6678

1993–94 President

Sally Allison
Director
United Way Volunteer Center
630 Janet Avenue
Lancaster, PA 17601

(717) 299-3743
WHAT IS A VOLUNTEER CENTER?

A Volunteer Center (it may also be called a Voluntary Action Center or similar name) is an agency that supports volunteering in a community by serving:

- People who are seeking volunteer opportunities
- People who are already volunteers
- Leaders of volunteers
- People who want to establish or strengthen volunteer programs
- The sources from which volunteers are drawn
- The settings in which volunteers work

Although each Volunteer Center develops programs and projects tailored to the needs of its own community, here are some of the services any Volunteer Center provides:

- A "clearinghouse" of volunteer opportunities in which agencies can register their needs for volunteers and in which individuals and groups can find information about where to volunteer.
- Information/technical assistance about how to involve volunteers effectively and how to develop and manage a volunteer program.
- Advocacy for the importance of volunteers and volunteering, finding ways to increase the visibility of the accomplishments of volunteers and to encourage even more citizens to get involved.
- Help to any type of organization wanting to involve volunteers: nonprofit agencies, units of government, corporations, schools, all-volunteer associations, etc....and in all types of settings and fields (human services, cultural arts, education, justice, health care, etc.).

"Volunteering" includes many types of activities, some of which are described by other words. For example, school-based volunteer programs often use the terms "community service" or "service learning" to distinguish their projects from other types of volunteering. From the perspective of the agency benefitting from the work provided, students are volunteers. But service-learning programs generally are tied to curriculum content and have a strong "reflection" component so that students can learn the most from their service to the community.
HOW CAN A VOLUNTEER CENTER HELP
A SCHOOL COMMUNITY SERVICE EFFORT?

Your Volunteer Center can support your efforts to start and run a student community service program in a number of ways. Here are some ways you can work together:

1. **Sit down and talk.** The staff of the Volunteer Center is experienced in most of the tasks you will face in creating an effective volunteer program: articulating goals, selecting projects, recruiting students to be volunteers, maximizing the learning potential of volunteering, working with community agencies, recordkeeping, transportation and insurance issues, recognizing efforts--and all of the elements of managing the work. Use the Volunteer Center as a consultant.

2. **Tap the Volunteer Center's database.** Because the Volunteer Center is working daily with all the volunteer efforts in your community, it has the best knowledge of where the greatest needs and opportunities are. When you want to identify a project to tackle or want each student to find the best placement site at an existing agency that is likely to welcome school-age volunteers, use the Volunteer Center.

3. **Ask for speakers.** The Volunteer Center can provide or help you find motivational speakers to make presentations to students and faculty about the value of voluntary service or aspects of volunteer program management and training.

4. **Connect to the broader volunteer community.** Volunteer management has become a growing profession with its own training, journals, professional standards, and communication networks. The Volunteer Center can make sure you are invited to all events on the subject of volunteerism: local and statewide volunteer management workshops, meetings of your community's association for other volunteer program leaders (often called a DOVIA), etc. This is how also you will keep current on questions of legal liability, insurance, and trends and issues in volunteerism. And you can tie your students into the celebration of National Volunteer Week each April and any other local activities providing volunteer recognition.

5. **Training.** The Volunteer Center can help you prepare the various participants in your program:
   
a. faculty who need to support students as volunteers and who may be working with community agencies as liaison supervisors;

b. staff of community agencies, who may need to consider special supervision and educational needs of students; and

c. students who may benefit from an orientation to community needs and to the role of being a volunteer helper or a manager of volunteers.
Consider the Volunteer Center your partner and advocate. Many of the above services are free of charge because they involve programs already being offered to the public by the Volunteer Center. However, remember that Volunteer Centers are funded to help as many organizations as possible. If you want special services or require intensive paid staff time, there may be a fee involved. In-kind exchange arrangements may be possible, too.

WHAT IF YOUR COMMUNITY DOES NOT HAVE A VOLUNTEER CENTER?

The list of members of Volunteer Centers of Pennsylvania included in this booklet represents the most established Volunteer Centers in our State. However, there are a variety of other programs that offer some of the services of a Volunteer Center. So start by contacting the Volunteer Center closest to your area to see if they know of any volunteer clearinghouse program operating in your community. VCP members are likely to be aware of volunteer-related resources and will certainly try to help you as much as possible. Check to see if there is a DOVIA--Directors of Volunteers in Agencies--group meeting in your area, too.

Second, contact your local United Way. They may be able to work with you to identify agencies seeking volunteer help, especially if your United Way operates an information and referral (I&R) program. In general, I&R programs can be a good resource, since they have a database from which to start.

Third, talk to any "director of volunteers" in your community: at the hospital, Girl Scouts, Red Cross, etc. These people have professional skills in organizing and running volunteer efforts and will know about the resources available locally. The RSVP program is another good resource, since it places senior volunteers into community agencies in a way similar to how students need to be placed.

Feel free to call Volunteer Centers of Pennsylvania at 215-438-8342 if you still have questions. We will try to find a local contact person for you.
SECTION II: MODEL PROGRAMS

The following pages offer brief "snapshots" of actual collaborative projects between schools and Volunteer Centers. They are presented here as models in order to get your creative juices flowing about the possible ways students can become involved in their communities. Each model shows a different way that a Volunteer Center here in Pennsylvania has worked with its local schools.

For a complete contact name and address for each model program, please see the list of members of Volunteer Centers of Pennsylvania (VCP) in the next section.
MODEL PROGRAM: Community-wide school effort

VOLUNTEER YOUTH TRAINING AND LEADERSHIP (VYTAL)

Volunteer Action Center of the United Way of Allegheny County

The VYTAL project has been operating successfully in Pittsburgh for over six years. Funded by the Hillman Foundation, VYTAL links the Volunteer Action Center of the United Way of Allegheny County with Pittsburgh area schools to encourage youth to volunteer. The project, started at the high school level, now seeks to involve students from K to 12. VYTAL has accomplished the following:

- Developed curriculum-enhancement materials and a 189-page manual
- Provided technical assistance to schools in creating their programs
- Developed and provided in-service training with teachers (individually at the VAC office, or through a regional network)
- Met four times a year for networking and training with teachers
- Trained community agencies (in cooperation with the community college) on how to involve young volunteers
- Trained youngsters on how to be volunteers and also leadership training
- Approximately 80 agencies, who had never placed volunteers between 14 to 18 years of age, became involved and convinced of the value of student volunteers
- Produced a placement directory for youth volunteers

VAC offers agencies seminars on how to write proposals to obtain students who were members of the Youth Volunteer Corps. These proposals are then reviewed and, if accepted, students are sent to that agency.

VYTAL has a 25-member Youth Council who work to involve other youngsters. Half (about 22) of the Allegheny County school districts, including the Pittsburgh Public Schools (PPS), are involved in the program. VYTAL offered PPS students a Community Service course in classrooms (September to January), followed by 60 hours of required community service at an agency (February to June). Under a contract with PPS, VYTAL managed the placement of these students to fulfill their community service requirement.

VYTAL was initiated and operated by VAC for six years. In 1992 the program was spun off to the Greater Pittsburgh Camp Fire Council. VYTAL is now funded by the Pew Charitable Trust & Foundation to manage the Institute for Service-Learning programs in western Pennsylvania.

Information about VYTAL may be obtained either from the VAC or from Laura Tiedge at the Greater Pittsburgh Camp Fire Council at (412) 471-5513.
MODEL PROGRAM:  *Volunteer Center as trainer and resource.*

VOLUNTEEN/HELPING HANDS PROGRAM

The Volunteer Center
Harrisburg

The VolunTEEN/Helping Hands program is a school-based community service club that encompasses fourth through twelfth grade, fourth through eighth being Helping Hands clubs and nine through twelfth being VolunTEEN clubs. The young people in the VolunTEEN/Helping Hands programs are discovering that through community service they can experience growth in self-confidence, self-esteem, and the personal skills necessary to succeed in college, the work place, and in life itself. The clubs are informal and their organization varies according to individual school circumstances. Meeting times and schedules depend on such factors as open lunch hours, after school activity buses, in-school activity periods and community experience. Clubs meet weekly, biweekly, or monthly. Daily schedules, locations and faculty participation are just some of the determining factors.

The VolunTEEN/Helping Hands program has advantages for students on many levels. It provides a natural positive outlet for the energies of the many "doers" within the student body. At the same time, it provides an opportunity for the less involved students to be recruited into a non-competitive activity where they can operate as true peers with the more main-line students and share those feelings of positive self-image and success that come from giving oneself in community service. Each student can participate at his or her own comfort level—regularly, on a leadership basis, or just occasionally, to staff a certain project or event.

An integral part of the VolunTEEN/Helping Hands programs is leadership training. In order to prepare students to participate comfortably and effectively in VolunTEEN/Helping Hands activities, The Volunteer Center offers day-long Youth Leadership Training Workshops. Leadership Training for the Helping Hands programs takes place at the individual schools while VolunTEEN Leadership Training is held at a centrally located facility. These trainings develop ongoing leadership skills, educate the students in drug & alcohol awareness, cultural diversity, minority issues, and numerous other personal skills. The sessions are free of charge and are offered to students from all the participating schools.
MODEL PROGRAM: Youth Councils

YOUTH COUNCIL

Volunteer Centers of the
United Way of Southeastern Pennsylvania

The United Way Youth Council, an ethnically and culturally diverse group of high school students, is dedicated to serving the communities of southeastern Pennsylvania. The Youth Council promotes leadership, volunteering and the development of youth potential for the betterment of our future and the community.

HOW
- By developing leadership qualities through training in conflict resolution, communication, and peer counseling.
- By identifying and taking part in community service volunteer opportunities.
- By networking with peers and other leaders in the community.
- By promoting a positive image for youth.
- By being ambassadors from high schools and representatives of the United Way.

UNITED WAY YOUTH COUNCIL HIGHLIGHTS
- The Youth Council is made up of 50 students from 14 area high schools.
- The Youth Council is in its fourth program year.
- The "Teen Yellow Pages," created by the United Way Youth Council, is a resource guide that offers information on where you can find help and where you can give help to others. The Teen Yellow Pages is available through the United Way.
- The United Way's goals for its Youth Council include:
  - to provide leadership training for council members;
  - to help council members identify their issues needing community attention and promote teen networks;
  - to provide volunteer opportunities for council members;
  - to promote awareness of United Way resources and programs through coordination of United Way Days at member schools;
  - to provide leadership mentors for council members.

Thirteen schools participated for the 1991-92 year.
MODEL PROGRAM: Support to school districts

POINTS OF LIGHT FOUNDATION GRANT PROJECT

The Volunteer Center of Clearfield County

The Volunteer Center of Clearfield County received a grant from The National VOLUNTEER Center of the Points of Light Foundation for 1992-93 to motivate and empower school districts to develop community service projects for their students and to apply for PennSERVE and other grant monies.

As of August 1992, the Volunteer Center has been able to empower two of its local school districts to apply for PennSERVE mini-grants and will be providing technical assistance for writing the grant proposals. In one of those projects, the Volunteer Center will take the lead in the project and will match youth volunteers with community agencies and groups needing their assistance. The Volunteer Center will be a clearinghouse and volunteer referral service in order for the students to volunteer.

In the other school district, the Volunteer Center will assist the school district in locating agencies and individuals who may benefit from services provided by students through their environmental education class.

The Volunteer Center will continue to work with the other school districts to encourage the planning and development of student community service projects.

At the beginning of the P.O.L.F. grant, the Volunteer Center linked with the Moshannon Valley Elementary School and its fourth grade classes to develop an intergenerational volunteer letter exchange project. The Volunteer Center provided the fourth grade classes and senior citizens from 3 senior centers and 1 nursing home with registration forms to list their individuals’ skills and interests. Then the Volunteer Center matched each senior citizen with 2 to 3 students for exchange of letters from February 14, 1992 - May 19, 1992. 92 students exchanged letters and special mementoes with 34 senior citizens. On May 19, 1992, 16 of the senior citizens visited the school to meet their students and to share in a question and answer session.

The following services are available to local school districts through the Volunteer Center:

- Technical assistance
- Training
- Recruitment and registration
- Community project identification
- Recognition
- Supplies
- Transportation
MODEL PROGRAM: Placement and recognition

PennSERVE
Voluntary Action Center of
Northeastern Pennsylvania

The PennSERVE program is a collaboration between the Volunteer Services Program and the Scranton School District. Initiated in 1989, the program presently operates in two high schools. Over 200 high school students (9th-12th grade) have been involved in community service learning as PennSERVE volunteers.

The Volunteer Services Program does the actual volunteer referral and placements of PennSERVE student volunteers and, at the request of the PennSERVE Moderators, has offered an overall volunteer training for student volunteers, including appropriate behavior, commitment, volunteer rights and responsibilities, and discussing their expectations as volunteers.

Specific orientation on a one-to-one basis, is done by the PennSERVE Moderators at each school, and is also done by the Volunteer Directors at the specific agencies and organizations where the students are volunteering. The Volunteer Services Program Director does follow-up with the PennSERVE Moderators and with the PennSERVE volunteer sites to maintain an on-going awareness of the progress of the placement and to determine if the student is satisfied with the "match." If not, alternative placements are offered.

The Volunteer Services Program also offers its volunteer recognition projects and programs to the PennSERVE Moderators and student volunteers, including the Youth Volunteer of the Year Award. This is co-sponsored by the Volunteer Services Program and McDonald's. Students throughout the county can be nominated in recognition of their achievements as volunteers.
MODEL PROGRAM: Summer volunteer opportunities

SUMMER VOLUNTEER OPPORTUNITIES PROJECT

United Way Volunteer Center of Lancaster

The United Way Volunteer Center of Lancaster has been operating a student volunteer program for 26 years. Students, often starting at eleven years of age, are placed in summer volunteer opportunities. Some students are able to continue throughout the school year. In 1992, approximately 170 students, with an average age of 13 to 14, volunteered at more than 50 agencies.

The Volunteer Center publishes a directory of summer volunteer opportunities for students and distributes it to all local schools in Lancaster County. The Volunteer Center conducts group interviews/orientations for students in the late afternoons and evenings. Students learn about the rights and responsibilities of being volunteers and how to select an agency that matches their interests, schedules, and transportation needs. Students are given the responsibility of scheduling an interview with the agency selected. The Volunteer Center provides ongoing support of students in the placement process as needed.

Each Fall the Volunteer Center provides a specialized recognition service, not only for students referred by the Volunteer Center, but for any student volunteer whose name is submitted by local agencies.

MODEL PROGRAM: Special training for student volunteers

CONFLICT RESOLUTION TRAINING

Voluntary Action Center of Centre County

The VAC of Centre County has been teaching a Conflict Resolution Course to prison inmates and community groups for many years. During the past several years, the VAC has also offered this specialized training to student peer counselors at Penn Valley Area High School and to teachers at a number of local high schools. Conflict resolution and mediation skills are seen as especially valuable for peer helpers.
SECTION III: RESOURCES AND BIBLIOGRAPHY

This section contains contacting information for all members of Volunteer Centers of Pennsylvania (VCP), as well as information about resources in the field of volunteerism.
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<th>Jefferson/Clarion</th>
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<tr>
<td>Marie Boileau</td>
<td>Mary Pennington (Melanie McMillen)</td>
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<td>Executive Director</td>
<td>Volunteer Action Center Associate</td>
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<td>VAC of Centre County, Inc.</td>
<td>JCCEOA, Inc.</td>
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<tr>
<td>1524 West College Avenue</td>
<td>Mill Creek Center</td>
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<td>State College, PA 16801</td>
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<tr>
<td>(814) 234-8222</td>
<td>Punxsutawney, PA 15767-1209</td>
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<td>Clearfield</td>
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<td>Debbie Liadis</td>
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<td>Volunteer Center of Clearfield County</td>
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<td>P. O. Box 550</td>
<td>(814) 765-1398</td>
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<td>Delaware, Chester and Montgomery</td>
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<td>Louise B. Elkins</td>
<td>Mary West Mackie</td>
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<td>Associate Director</td>
<td>Director, Community Services</td>
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<td>Neumann College</td>
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<td>Keith Kendrich</td>
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<td>Vice President</td>
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<td>Volunteer Services</td>
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<td>United Way of Erie County</td>
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<td>Lavera S. Brown</td>
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<td>(412) 456-6880</td>
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<td>Reading</td>
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<td>Monica Ruano-Wenrich</td>
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<td>Volunteer Services Manager</td>
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<td>Volunteer Center</td>
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<td>United Way of Berks County</td>
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<td>(215) 371-4571</td>
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**Contact Information**

**Volunteer Centers**

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Union/Snyder

Joan Wheatcroft
Information & Referral/
Volunteer Coordinator
OHR
Box 396
Selinsgrove, PA 17870
(717) 374-0181

Wilkes-Barre Area

Carol S. Clegg
Director
Volunteer Action Center of
the Wyoming Valley
9 East Market Street
Wilkes-Barre, PA 18711-0351
(717) 622-3020

York

Samiah Smith Pennings
Director
Volunteer Center of York County
800 East King Street
York, PA 17403
(717) 846-4477

10-25-93
OTHER RESOURCES IN THE FIELD OF VOLUNTEERISM

ACTION
1100 Vermont, NW
Washington, DC 20525 (800) 424-8867

Umbrella agency for federal government volunteer program - VISTA; RSVP; Foster Grandparents; and National Center for Service Learning.

American Association for Museum Volunteers
Carol Constantine
1225 I Street NW Suite 200
Washington, DC 20005 (202) 289-6575

Promotes volunteerism in museums, including art and natural history museums, historical sites, zoos, aquaria, gardens and architectural sites. Membership is open to professional staff as well as volunteers in museums.

American Society of Directors of Volunteer Services
c/o American Hospital Association
810 North Lake Shore Drive
Chicago, IL 60611 (312) 280-6000

National society for promotion of volunteer services in health care.

Association for Volunteer Administration (AVA)
P.O. Box 4584
Boulder, CO 80306 (303) 541-0238

A professional association serving all who are active in the field of volunteer administration. Produce JOURNAL OF VOLUNTEER ADMINISTRATION and the AVA UPDATE newsletter. Sponsor conferences and activities at local, regional and national level.

Independent Sector
1828 L Street, NW
Washington, DC 20036 (202) 223-8100

Works to improve the effectiveness and create a positive national climate for giving, volunteering and not-for-profit initiatives. Program areas cover public education, government relations, and communications.

Pennsylvania Association for Volunteerism (FAV)
P.O. Box 385
Reading, PA 19607 (215) 777-7822

A non-profit organization promoting and strengthening volunteerism in Pennsylvania. Sponsors annual conference in late June.

Points of Light Foundation
1737 H Street, NW
Washington, DC 20006 (202) 223-9186

A private non-profit, non-partisan umbrella organization whose mission is to help make direct and consequential community service aimed at serious social problems central to the life of every American and to increase the opportunities people have for that kind of service through their workplaces, schools, houses of worship and civic organizations. Merged with the former National VOLUNTEER Center and now publishes the Journal, VOLUNTARY ACTION LEADERSHIP.
DOVIA:

“Directors of Volunteers in Agencies” associations are found throughout the Commonwealth under a variety of names.

These organizations generally include leaders of volunteers who meet regularly to exchange information and ideas. Many DOVIA's offer training as one of their activities.

DOVIA's in Pennsylvania:

Centre County Forum
C/o Voluntary Action Center
(814) 234-8222
Meet every other month, year round.

Clearfield County Volunteer Network (CCVN)
C/o Volunteer Center
(814) 765-1398
Meet every other second Tuesday of the month at 11 a.m.

Delaware Valley Association,
Directors of Volunteer Programs (DVA/DVP)
C/o Volunteer Center, Neumann College Life Center
(215) 558-4639
Meet every other month, September through May, alternating first Wednesday and second Thursday.

Directors of Volunteers in Alliance (DOVA)
Lackawanna County
C/o VAC of NE PA
(717) 347-5166
Meet every other month

Erie Council of Volunteer Administrators (ECOVA)
Jane La Furia
C/o Lutheran Home
149 West 22nd Street
Erie, PA 16502
(814) 452-3271

Hanover/Adams Council on Volunteerism
S.W. York County & Adams County (HAV)
Voluntary Action Center, York County
(717) 846-4477
Meet the third Thursday of every month,
11:30 a.m. - 1:00 p.m.

Lancaster County Council of Volunteer Coordinators
United Way Volunteer Center
(717) 299-3743
Meet third Wednesday, September through May,
Brown Bag lunch noon, Program 1:00 p.m. - 2:00 p.m.

Society of Volunteer Administrators of the Lehigh Valley
Voluntary Action Center
(215) 691-6670
Meet third Tuesday of month at 2:30 p.m.

Tioga County Voluntary Coordinators Association Guideline
(717) 638-2124

Volunteer Administration of Southwestern Pa. (VASP)
C/o Voluntary Action Center
Laura Tiedge
(412) 261-6010

Volunteer Connection Union/Snyder Counties
Union/Snyder Office of Human Resources
(717) 374-0181

Volunteer Coordinators Roundtable (VCR)
York County
Voluntary Action Center, York County
(717) 846-4477
There are a growing number of periodicals and books on the subject of volunteerism (regardless of setting) and on volunteers in specific fields. The subject of students in community service has also been receiving a lot of attention as more and more school systems initiate such projects. Unfortunately, you will soon discover that neither bookstores nor public or school libraries carry many of the books that are available—but they can often order or find books if you place a request.

The following is a short "starter list" of some of the major publications. Visit the library at your Volunteer Center to see some of them or get on the mailing list of the direct mail catalogs of the organizations listed in the resource section.

Periodicals:

THE JOURNAL OF VOLUNTEER ADMINISTRATION (published quarterly by AVA)

VOLUNTARY ACTION LEADERSHIP (published quarterly by the Points of Light Foundation)

Pennsylvania VINE (published quarterly by PAV)

Books:


Minnesota Department on Volunteer Services, PLANNING IT SAFE: HOW TO CONTROL LIABILITY AND RISK IN VOLUNTEER PROGRAMS, 1992.

Volunteer Action Center of the United Way of Allegheny County, VYTAL MANUAL (Volunteer Youth Training and Leadership), 1990.