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RAIN

Journal of the Center for Urban Education

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A Message from the Director

With this issue of RAIN, CUE is pleased to offer its contribution to the discussion of critical community issues. One of our primary goals is to help individuals and organizations in the Portland metropolitan area grapple with the rapid changes that affect our society, economy, and political system. CUE's board members, staff, and volunteers are engaged in a continuous scanning effort to uncover and understand the trends and community needs that will affect all of us in the coming years. RAIN is a vehicle for us to communicate with the broader public some of what we see and, we hope, to stimulate a dialogue that can lead to creative new ways of responding to the ceaseless change we all experience.

CUE itself is undergoing change these days. In November, our director of the past thirteen years, Stephen V. Schneider, left CUE to pursue his own longstanding interest in the ministry. A decade ago, CUE was a small agency providing service to the religious community and offering occasional

conferences on emerging issues. Today, CUE is a community resource center: helping non-profit groups with management and technology, creating innovative social service systems for refugees and other populations, and airing controversial public issues for broad discussion and creative problem-solving. The leadership Steve has provided to CUE and the metropolitan Portland community will be deeply missed, but we look forward to hearing from him in other ways in the future.

For CUE, 1987 will be a year of continued change and program innovation. With the generous help of the Fred Meyer Charitable Trust, in July we will begin a series of bi-weekly cable television shows designed to deliver social services directly to seniors in their homes. Our School of Non-profit Management schedule is being expanded to include classes in media relations and computer applications, and we will be offering direct management assistance to individual organizations for the first time this year. Oregon Community Foundation is supporting a new program to provide similar assistance directly to Portland's neighborhood associations.

The community computer center will be offering expanded hours and the use of new computers in its desktop publishing service, and we look forward to offering a new database development service in the spring months. Apple Computer company has continued to provide generous support to the center, and with their help, we will be offering agencies access to a 24-hour bulletin board service this winter.

CUE's refugee programs will continue to set a national standard for innovation in the delivery of integrated cash, medical, and social services, as our Refugee Early Employment Project moves into its second year. And we look forward to another year of growth for the Shared Housing project, as the problems for Portland's homeless population continue to grow, matched by the increasing need of low-income elderly to remain in their homes and receive financial or homemaking assistance.

We are only able to undertake these ambitious projects with the support of individuals, foundations, and businesses in the Portland area. We have listed some of the organizations that have been particularly generous to CUE in 1986, and we look forward to expanding our support base in

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the future. We are especially committed to expanding the benefits and opportunities for collaboration provided by the CUE Associates program. Associates benefit from discounts on all CUE services as well as free copies of this magazine. We look forward to working with you in addressing Portland's changing needs, and in counting you among the ranks of the CUE Associates.

Enjoy this issue and please accept our best wishes for this new year!

David Lansky
Acting Director, Center for Urban Education

We wish to thank our supporters:

Apple Computer Co.
Benton Foundation
Ecumenical Ministries of Oregon
Fred Meyer Charitable Trust
Mentor Graphics Foundation
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Oregon Community Foundation
The CUE Associates
The Portland Theater Consortium

A number of corporations have also supported the computer center through donations of software:

Adobe Systems, Inc.
Aldus Corporation
Electronic Publishing, Inc.
Innovative Data Design, Inc.
Living Vidotext, Inc.
Lotus Development Corp.
Magnum Software
MicroCosmos
Pinpoint Publishing
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Editor's Corner

In RAIN's history the focus or perspective has changed nearly as often as the weather change on a spring day in the Northwest.

This is the fourth time I have been recycled as the editor of RAIN in its twelve-year history. This time the task was more arduous than usual as we needed to redesign the magazine to reflect organizational changes.

The circulation of RAIN has dropped over the last few years. We have had long meetings debating its future. We almost closed the shop. But we realized the magazine was an invaluable two-way street, providing us with information to guide our programs, and providing a valuable service to our members and readers in many parts of the world. So we came up with this reincarnation of RAIN.

RAIN will continue to be published as a quarterly, interspersed with occasional special publications. Every issue will have feature articles, with a balance of theoretical and practical information.

There will be several standing sections, including Perspectives, which provides the large picture. Here we hope to evoke, stimulate and place local community life in a global context.

Nonprofit Community News provides news and information for community nonprofit managers and workers.

Information Technology explores how community organizations are using information technology, including computers, cable TV, and telecommunication systems.

A local community information section will focus attention on news and information for the Portland metropolitan area and the Northwest.

While spending time redesigning RAIN we have missed an issue. A special issue of RAIN on socially responsible investing will be published by the end of February to make up for this lost issue.

A special thank you to Lance Scott, devoted editor of RAIN. He is now working for the Alliance for Social Change in Portland.

Steve Johnson
Editor

THE NORTHWEST INFORMATION ECONOMY

The Pacific Northwest is moving from a land-based economy to an information-based economy

DAVID LANSKY

The Northwest was, and is, the last area of the country to be colonized by the European information culture. The great milestones of Northwest broadcast history—from Roosevelt's turn of the switch at Bonneville Dam in 1934 to the massive coverage of Mt. St. Helens in 1981—have involved the relationship between the people and the land.

Even today, some of the most sophisticated computer systems in our region involve tracking natural resource indicators such as watershed levels and polar satellite images. Our information economy revolves around the land. We want to understand it, exploit it, and conserve it. The entire economy of our region has been based in natural resources, and our information economy continues to mirror that dependency.

The Northwest's primary information sector includes businesses and organizations devoted to the processing and distribution of information: the postal service, the telephone utilities, computer service companies, market research firms, filmmakers, publishers, libraries, printers, and so on. Based on 1985 employment figures, close to 30% of all employed people in the Pacific Northwest work in these primary information industries, exactly the same rate as that found for California in a recent study.

Information processing and dissemination is certainly a big business in the Northwest, with an enormous impact on how we live and work. For the most part, our information industries are local or

regional service companies—the cable franchises, newspaper publishers, communications companies. Washington State has witnessed a boom in software development companies, and is the home of Microsoft, Inc., a \$150 million business. The Puget Sound area also houses the Boeing Computer Services company, a \$10 million Boeing Aircraft spinoff which supports hundreds of clients nationwide with computer timesharing services. In Oregon, the "Silicon Forest" shelters a dozen computer hardware manufacturers of varying sizes, including Tektronix's 20,000 employees and Floating Point's \$50 million array processor business. In recent years, both Washington and Oregon have made major commitments to attracting foreign information industry companies, and large Japanese firms such as Sharp, Hitachi, and Fujitsu have located in the Northwest. As Table 1 shows, Alaska, Montana, and Idaho have also developed domestic information-production businesses.

With the exception of these few—but important—computer hardware and software producers, the Northwest's primary information economy is transaction-based. The region claims few prominent publishers, nationally recognized research centers (except for Washington's Battelle Institute), or database developers. Most of our primary information industry is concerned with servicing a local economy which continues to depend on natural resource processing for much of its sustenance.

As elsewhere in the industrialized world, all economic activity in the Pacific Northwest depends increasingly on access to timely, accurate, and relevant information.

Government planners, bank managers, hospital administrators, assembly line supervisors, and

David Lansky is Acting Director of CUE. This article is a revision of an article originally appearing in The Northwest Information Directory, © 1986 by Fred Meyer Charitable Trust

police officers spend most of their time acquiring, analyzing, and sharing information. Since the acceptance of Frederick Taylor's school of "scientific management" in the 1930s, our society has spread the gospel of process measurement and evaluation leading to rational decision making. We believe that knowledge about production processes will permit increasingly efficient allocation of people and capital resources, thus improving productivity with fewer inputs.

Economists measure this secondary information sector by estimating the proportion of work done in each industrial sector which is devoted to information handling. By this method, the northwest states devote about one-fourth of their workforce to the secondary information sector, almost the same as the proportion of the California work force engaged in that kind of work.

A second way to look at the importance of the information handling sector is through the types of jobs held by regional workers. Table 2 shows the percentage of all workers (as of 1983) in each job role, regardless of industry.

The secondary information sector in the Northwest is not distinguished, and appears to be neither ahead nor behind national trends. It is worth noting that employment in one of the most information-intensive industries—state and local government—is continuing to decline. Between 1975 and 1985, for instance, the percentage of the Oregon workforce employed by government agencies declined by 5.2%; in the other northwest states government employment declined from 1.9% (Montana) to 3.2% (Washington).

In general, our region's development of information activities has come in terms of support services for the management of traditional industry. There have been few efforts to capitalize

on regional strengths in building a strong information economy.

Northwest residents have created and implemented some of the most creative strategies for community development and management seen anywhere in the nation, yet few of these have penetrated the secondary information sector. The importance of community involvement and open political processes has not translated into more jobs devoted to communication, public liaison, and involvement processes. The enthusiasm for Pacific Rim markets and relationships has not produced significant programs in Asian languages and cultures, neither in the classroom nor corporate office. Our struggle to manage enormous geographical spaces has produced little marketable expertise in communications networks and distributed management techniques. We will need to develop a vocabulary and self-consciousness about these regional specialities if we are to capitalize on our strengths and take on a role of national leadership.

In *Megatrends*, John Naisbitt introduced many readers to the reality of the contemporary "information age," and stressed that his method and his vision had less to do with what was to come than with simply describing what was already true in 1983.

As early as 1973, Harvard sociologist Daniel Bell outlined *The Coming of Post-Industrial Society*, stimulating a decade of serious scholarly literature on the economic shifts facing the world. Updating his analysis in 1979, Bell wrote that:

"The crucial point about a post-industrial society is that knowledge and information become the strategic and transforming resources of the society, just as capital and labor have been the strategic

Table 1. Selected Statistics

	POPULATION	COMPUTER MFG. FIRMS	SOFTWARE FIRMS	DAILY NEWSPAPERS	TOTAL NEWSPAPERS
Alaska	406,000	0	43	7	26
Idaho	943,000	8	74	11	61
Montana	787,000	3	67	10	61
Oregon	2,632,000	26	328	20	109
Washington	4,130,000	39	590	25	143

Sources: The 1985 IMS/AYER Directory of Publications. IMS Press: Fort Washington, PA, 1985, and Electronic Yellow Pages Manufacturer's Directory and Services Directory. Produced by Market Data Retrieval, Inc. Available through Dialog Information Services files 509, 510.

and transforming resources of industrial society. The crucial "variable" for any society, therefore, is the strength of its basic research and science and technological resources—in its universities, in its research laboratories, and in its capacity for scientific and technological development."

As Bell's chart (Table 3) shows, the post-industrial society's "transforming resource" is information, and its "strategic resource" is knowledge. Ironically, a glance at the economic development initiatives debated in the Northwest in the 1980s reveals a region focused on moving from a pre-industrial to an industrial economy, based on Bell's terminology.

William Paisley, a Stanford University communications theorist, has insisted that even Bell's vision of the "post-industrial society" is already out-of-date. He examines the skills people need in the Information Age and identifies the coming era with the "algorithm"—the computer programmer's term for a highly structured series of steps that must be followed to complete a task—a computer's "recipe."

Paisley asks us to look beyond the "information age" to the Age of Algorithms, in which the primary resource "is the intelligence of people. Developing this resource is not only a cultural

priority; it is an economic priority as well." In the Age of Algorithms, economic value is derived from "information-seeking, problem-solving, decision-making, and other tasks of learning, working, and everyday life."

How well has our region understood, anticipated, and responded to these trends? As elsewhere in the West, the pioneer traditions of individual enterprise and limited public planning have dominated the development of the information economy. Our region is dotted with creative and important projects, but no unifying vision or common purpose guides these isolated efforts. Paisley tells us that the priority is the "intelligence of people," and Bell stresses that "knowledge and information" are the transforming resources of this new age. Yet a look at the Northwest's principal efforts in social and economic development reveals modest activity in these areas. Instead, economic development remains focused on the attraction and subsidy of manufacturing industry, particularly those in the high-technology fields, and the region's innovative projects are isolated and underfunded:

- In 1983, the Washington Legislature created the Washington High Technology Coordinating Board "to improve the state's climate for technological development." The board has

Table 2. Percentage of workers in each job role

	ALASKA	IDAHO	MONTANA	OREGON	WASHINGTON
Total number of workers	206,000	412,000	359,000	1,192,000	1,832,000
INFORMATION-BASED OCCUPATIONS					
Executive, administrative	13.3%	8.9%	9.6%	10.8%	11.7%
Professional speciality	13.3%	11.5%	12.0%	12.4%	14.3%
Technicians	2.7%	2.6%	1.9%	2.9%	3.1%
Sales	9.7%	11.2%	12.3%	11.5%	11.9%
Clerical	17.9%	15.6%	13.3%	17.0%	14.0%
OTHER OCCUPATIONS					
Service	14.5%	14.3%	14.5%	13.8%	13.6%
Precision production	14.6%	11.9%	12.6%	9.3%	11.9%
Machine operators	2.6%	5.5%	3.2%	6.4%	4.8%
Transportation	4.5%	4.9%	5.8%	4.2%	4.3%
Handlers, laborers	3.9%	3.8%	3.9%	5.1%	4.6%
Farming, forestry, fishing	2.9%	9.8%	10.7%	6.6%	5.6%

Source: U.S. Department of Labor, Bureau of Labor Statistics. Geographic Profile of Employment and Occupation—1983. October 1984. Bulletin 2216, P. 61.

published fourteen reports on various aspects of economic development and high-technology and has conducted an extensive evaluation of technical education at the state's public universities. The board was defunded in July 1986, and its functions transferred to other state agencies.

- The Learn Alaska Network is a satellite communications system linking public schools and university programs throughout Alaska. Telephone "audio conferences" can include up to 80 sites, and over 240 communities can

participate in an Instructional Television Network.

- A consortium of federal, state and local agencies in Alaska hosted The Northern Information Networking Conference, a conference exploring the applications of new technologies to natural resource projects and the possibilities for coordinating data-gathering activities throughout the state.
- The SNOTEL network includes 550 automated sensors planted in the region's most important

3. The postindustrial society: a comparative scheme

MODES	PREINDUSTRIAL	INDUSTRIAL	POSTINDUSTRIAL
Production	Extractive	Fabrication	Processing and recycling
Economic sector	Primary Agriculture Mining Fishing Timber Oil and Gas	Secondary Goods producing Durables Nondurables Heavy construction	Tertiary Transportation Utilities Quaternary Trade Finance Insurance Real estate Quinary Health Research Recreation Education Government
Transforming resource	Natural power (wind, water, draft animal, human muscles)	Created energy (electricity, oil, gas, coal, nuclear power)	Information (computer, data transmission systems)
Strategic resource	Raw materials	Financial capital	Knowledge
Technology	Craft	Machine technology	Intellectual technology
Skill base	Artisan, farmer, manual worker	Engineer, semiskilled worker	Scientist, technical and professional occupations
Methodology	Common sense, trial and error, experience	Empiricism, experimentation	Abstract theory: models, simulations, decision theory, systems analysis
Time perspective	Orientation to the past	Ad hoc adaptiveness, experimentation	Future orientation: forecasting and planning
Design	Game against nature	Game against fabricated nature	Game between persons
Axial principle	Traditionalism	Economic growth	Codification of theoretical knowledge

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watersheds. Each sensor reports daily snowpack, temperature, and precipitation data to the U.S. Department of Agriculture.

- Almost one-half of the inhabitants of the Northwest have access to cable television, with 1.5 million homes in 809 communities receiving cable.
- The Western Library Network, a computer system which catalogs over 3.5 million items housed in northwest libraries, supports 210 on-line users who make 700,000 database inquiries each month. The database adds 400,000 new titles each year.
- At least 73 daily newspapers are published in the Northwest, along with over 270 periodicals scattered through the five states. We take most of these systems for granted, though we rely on them both directly and indirectly every day. Market research, political polls, environmental impact statements, public hearings on local issues, the Freedom of Information Act, the plethora of popular and scholarly periodicals, the videotape and compact disk booms are part of our economy and are vehicles for the information which shapes our economic decisions.

Yet we continue to lack a vocabulary or set of measuring tools to analyze this component of our economy. "What's the difference between intellectual assets and labor assets? To date, economic theory has made little effort to distinguish between intellectual services and physical labor services . . ." Forrest Woody Horton asks us to "treat information as a real economic good," to recognize that we have left an era of labor as a fundamental economic good, and of capital as a fundamental economic good, and are entering one where intellectual skill becomes the critical commodity and force in shaping productivity.

What is the Northwest's "capacity to produce and distribute knowledge—that is, to develop its human resource?" Are we focusing public and expert attention on developing the region's intellectual and human resources? How would we begin to sketch an analysis of the Northwest's particular strengths and weaknesses?

The region contains a number of great universities and private enterprises with hundreds of thousands of skilled "knowledge workers." We have seen that over half of the northwest's

workers are in the information "business," and must marvel at the sheer quantity of experience, wisdom, and value that represents. With only 3.5% of the nation's population, the Northwest shelters 5.5% of its software firms (but only 2.6% of its computer and chip makers). We need to recognize the measurable economic importance of the region's intellectual resource. Thousands of northwesterners sell their expertise outside of the region: planners in Saudi Arabia, agronomists in Nigeria, language teachers in Japan, teachers in California, authors in New York. How much of the world is craving knowledge in just the areas of our region's greatest strengths: agriculture, forestry, energy extraction, and participatory government!

As the recent *Information Highways* volume revealed, the Northwest has developed a sound infrastructure for the transmission of print, digital, and other information media. Microwave networks, satellite links, transportation networks, and the basic soundness of our telephone systems provide the basis for a limitless array of information transactions.

At the same time, much of our potential to develop an "information economy" remains unfulfilled. Washington State University lacks sufficient funds to complete the on-line cataloging of its very important library; the Montana Health Sciences Network recently lost funding for a simple 1-800 phone line to permit Montanans access to basic health care information; the Idaho Regional Library Network lost its funding in July 1985. In a time of scarce resources, public agencies have elected to place a lower priority on various information services: education, libraries, and the communications infrastructure.

The Northwest's corporate sector has also failed to respond to the basic economic trends of the day. At the same time, some institutions are discovering that they can market their information products on the commercial market: Columbia Information Systems sells access to its on-line database of consumer behavior to banks throughout Oregon and Washington; the National Oceanic and Atmospheric Administration sells a variety of information services including satellite data, oceanographic measures, climatological data, and many publications; Kaiser-Permanente Health Research Foundation sells access to its database of subscriber health data.

When the region was settled by Europeans, at the dawn of the communications age, few people completed secondary school, and a handful attended college. A century later, over 75% of

northwesterners complete high school (compared with only 66% of the U.S. as a whole) and almost 20% achieve college degrees (compared with 16% nationally).

As the level of individual education increased, the ability of the average citizen to learn outside of the academic institution began to grow, and the past twenty years has seen a tremendous surge in continuing and self-education by books, periodicals, "in-service" training, videotapes, and night classes.

Most of us recognize that we have entered an era of what William Paisley calls learning work, when "learning and working should not be separate but rather intertwined activities in both childhood and adulthood." As learning and working become one and the same, we will adjust our understanding of the northwest economy to recognize the importance of the information sector. Public policy considerations will incorporate an analysis of the contribution of each policy to the region's information industry. Support for basic education, for universities and training centers, and for economic sectors that depend upon knowledge processing and intellectual skills will increase. We can adopt the information age and make it our own, tailor it to our own culture and regional traditions, and build our economic future on the great foundation of valuable information resources we already possess. ●

COMMUNICATING WITH A LASER

*Electronic publishing may revolutionize
the business of nonprofit organizations*

STEVE JOHNSON & BETTY DURHAM

Until recently the ability of the small computer as a word processor, no matter how sophisticated the software, has been limited by the quality of printers. Most personal computer users have been forced to choose between speed and quality. Less expensive, but high speed, printers using a dot matrix process are great workhorses for businesses that crank out reams of financial statements. For higher quality work, more expensive and slower daisy wheel (also called letter-quality) printers, which imitate the impact printing wheel of electronic typewriters, have been available. Over the last several years the distance between the two types of printers has narrowed. Dot matrix printers have increased the quality of print (often at the loss of some speed), and daisy-wheel printers have increased their output speed.

Then two years ago a new type of printer appeared, the laser printer. The laser printer, while not as fast as a dot matrix printer, is faster than a letter-quality printer, and offers a quality of type unsurpassed by any other printers for desktop computers, and in fact challenges the domain of professional typesetting.

Hewlett Packard was the first company on the market with a laser printer. Their product, the Laserjet printer, selling more than any other, has proven itself to be a quiet (fewer moving parts, no impact devices) alternative to the daisy wheel printer.

Steve Johnson is editor of RAIN and manages CUE's desktop publishing service. Betty Durham is a freelance graphic designer and desktop publishing trainer at CUE.

But it is Apple's Laserwriter printer that initiated the desktop publishing revolution. The Laserwriter was the first programmable laser printer. Postscript, a page-description language developed by Adobe Inc. in California, helps the Laserwriter reproduce full pages of text and graphics at 300 dots per square inch, over four times the resolution of the HP Laserjet. Postscript allows the Laserwriter to treat characters as graphic elements. The instructions provided to the Laserwriter are made mathematical formulas responsible for precise shaping of characters. The size of the type is limited only by the size of the paper.

The Laserwriter comes with 1/1.5 megabytes of RAM and a half megabyte of ROM, that stores a library of fonts that can be reproduced in different sizes and styles using Postscript. And, most important, Apple already had the Macintosh, a computer whose potential as an electronic publishing tool was realized with the introduction of the Laserwriter.

When first introduced, the Macintosh was thought of as a cute computer—a term one would never apply to an IBM computer. With a weird device to replace cursor keys, called a mouse, the use of pictures (icons) instead of command keys, the Macintosh seemed to have no particular niche. It seemed too expensive to penetrate the home computer market, and too cute for the more serious business world.

The Macintosh has several key features that make it a good electronic publishing tool. The high resolution of the Macintosh screen makes it possible to view and work with both text and

graphics. It is easy to use. The mouse has more dexterity than the standard cursor keys.

When the Mac was first sold the only bonified printer for it was Apple's own dot matrix, the Imagewriter. Using the word processing software that was packaged with the Mac, Macwrite, it was possible to type interesting looking documents. While MacWrite lacked some of the more sophisticated capabilities of other word processors, and while the Imagewriter was at best a medium-quality dot matrix printer, still the Macintosh was capable of printing in different type styles. Early Macintosh users cranked out interesting documents, modifying their appearance with dozens of type styles, shapes and sizes. But it was clearly a limited set-up. Unless one was curious to see how financial documents for in-house distribution looked in Old English type style, what was the practical application?

There was another attribute of the Macintosh that users were having a great deal of fun with—graphics. Packaged with the original Macintoshes was a program called Macpaint, which allowed one to draw pictures on the screen. This capability was again thought of as cute, but really not of any great practical use. One critic referred to the Mac as a \$2500 Etch-a-Sketch.

On the Macintosh a writer, publisher or graphic artist could reproduce fairly high quality graphics and text. Now, if there were just some program that would allow one to mix the text and graphics in order to, for example, produce a newsletter. After all if you could produce both graphics and high quality text, why not also eliminate the need for manually pasting up text on paper layout boards. So a new kind of software program entered the scene.

The software programs, called page layout or page composition, allow one to work with a page of text and graphics on the screen. The typical screen imitates the typical layout table of a graphic artist—you create columns with gutters, place graphics in windows, and cut or paste things. With the software one can create multi-page documents, all with the same, or all with unique formats. Some degree of leading (spacing between lines), automatic hyphenation, and kerning (control of space between certain characters) are being added as the programs mature.

With a desktop publishing system, while it is possible for almost anyone to produce camera-ready pages for printing, there are still many defects in the process. Computerized layout is sometimes very slow. Advanced features like kerning and hyphenation are not really available

yet. The typefaces are still maturing. Only the more expensive systems have full-page screens. The 300 dots per square inch (dpi) on the Laserwriter, compares well to the daisy-wheel (at 72-150 dpi). However, the resolution is a long way from typesetting (1200-1900 dpi). The graphic material, especially photographic material, produced is still relatively low quality.

But this is all bound to change, we hear.

1987 is said to be IBM's year to enter desktop publishing. IBM has remained characteristically silent about forthcoming products from its new desktop publishing unit, dubbed the Publishing Systems Business Unit, headquartered in White Plains NY. Page layout software programs are being developed for the IBM-compatible market, including a version of the most popular page layout program for the Macintosh, PageMaker. Laserprinters are dropping in price. There are over a dozen manufacturers making printers ranging from \$1500 to \$5000. Apple is developing a personal laserprinter to compete in the low-end market. New typefaces are being designed that come closer to typeset quality. More sophisticated small optical scanners and digitizers are coming out that allow one to reproduce higher quality graphics and photographs.

The long term effects of desktop publishing are far-reaching. New work relations, job redefinition, and publishing industry shakeup are all probable effects. Also, since desktop publishing may bypass the services of the typesetter and paste-up artist, the computer operator maintains a greater degree of control over the finished product, and participates fully in the creative process of publishing.

The *Seybold Outlook* says, "we have termed desktop publishing the great equalizer." It does indeed elevate the appearance of paper output of a small organizations to the level achieved by large organizations with complete graphic and art departments. As high quality output has gotten easier to produce, documents have begun looking more and more professional, presentations have become more complex, and the amount of information provided has increased. But, even the most dedicated desktop publisher admits for written communications that demand premium quality, the typesetting industry's services are indispensable.

It is not clear if desktop publishing can replace the need for typesetting and graphic designers. Many people may try to do more of their own publishing only to find they don't have the time,

patience or skill. The graphic design and typesetting businesses may just learn to use the tools themselves. They would then become the primary target of marketing and new technical developments. Also, while documents look better now, in the long term, as we get used to the higher quality printers, the standards will get higher, and today's laserprinter document will look like yesterday's electronic typewriter.

A Desktop Publishing Service For Nonprofit Organizations

For the last eight months the Information Technology Institute has offered a desktop publishing service for nonprofit organizations. Apple Computer Company's Community Affairs Program provided the equipment and the Oregon Community Foundation provided a grant to develop the service. It has turned out to be one of the most dynamic programs we have instituted.

The institute provides training in the use of Macintosh computers, including word processing (in effect, typesetting), graphics, and page layout. An organization can choose between two levels of training—one for typesetting only, the other designed for design, typesetting, and layout of more complex documents. After going through the training, organizations can use the computers and laserprinter in the institute's computer lab to produce newsletters, flyers, resumes, business cards, forms, or whatever else demands a typeset-like appearance.

The institute has built up a library of graphic images—called, in the desktop publishing trade, *digital clip art*—that can be incorporated into documents. We also transfer data for clients from IBM-comptible machines to the Macintosh.

One of the most exciting elements of the desktop publishing program has been the development of a desktop publishers users group. The group has met regularly since last spring. It is made up of typesetters, graphic designers, publishers and writers, and others who have begun to use computers for publishing. In this context we have been able to discuss very practical issues (just how do you get tabs from word processing documents into page lay programs?), and more theoretical issues involving changes in the publishing industry.

We have learned many things about the ups and downs of publishing on a personal computer. There's no doubt it is a wonder. The times it works,

and the times one feels satisfied, and delighted far outnumber the bad experiences. But there is also a tendency for computer hardware and software manufacturers or retailers to over simplify the publishing process, or over-state the capabilities of their products.

You may not save money or time. It takes a long time—most of the time, months—to become truly proficient at using the popular page layout software programs.

Sometimes it is easier, less time consuming, and less expensive to do manual paste-up. In some cases the computer is best used as a typesetter and not for page layout.

Graphic reproduction on desktop publishing systems holds great promise, but it is still in its infancy. The small computers are just not yet capable of storing the amount of information needed to store and reproduce graphics and photographs.

The most definite advantage to desktop publishing is control over the creative process. If you would like to have more to do with your publications instead of turning them over to specialists scattered around town, then you'll become an enthusiastic desktop publisher. 🍏

MANAGEMENT IS A TEAM SPORT

Managing a nonprofit organization in the eighties

JAMES MARSHALL & JUDY PHELAN

Management has become a team sport. Theories of managing have progressed from the caricature of the loud, cigar-chomping Theory X autocrat barking orders at quivering subordinates to the mellow, easy-going Theory Y manager who casually solicits ideas and plans from every subordinate in the organization. Management books and articles abound with advice on techniques to turn your team around to make your organization a winner. Distilling advice on techniques is what this article is about. We try to take the complex job of management and break it into tasks that you can practice in your organization. The tasks are the "plays" you can use as coach to your management team.

Management's Four Basic Plays

Play Number One: Keep the Operation Going

Whether brand new to the job or an old-timer, the manager has a fundamental responsibility to keep the operation going. This means maintaining the routine functions—making sure the organization is within budget, having the reports ready for the Board of Directors, and getting the paychecks out on time. Keeping the operation going also means

putting out the fires that erupt from time to time. Firefighting—responding appropriately to the periodic or not so periodic crisis—is a manager's responsibility. The more firefighting managers perform the less attention is given to the routine functions of the organization. Without attention, the routine function can become the next crisis.

One way to keep the routine operation running and give the manager time to attend to the other plays is to practice delegation. In order to get things done through others a manager must learn to delegate. Managers may feel that because they are in charge they have to do and decide everything. Delegation is the only efficient way to get all the tasks completed.

There are six different levels of delegation that a manager can use to keep the operation going:

1. Direct the subordinate to look into a particular situation and give the manager the details. The manager reserves the right to make the decision.
2. Ask for an analysis and a set of recommendations for review. This gives the subordinate the opportunity to demonstrate their analytical abilities, yet allows the manager to make the final decisions.
3. Direct the subordinate to review the situation, make a decision, and advise the manager of the intended action. Do not implement until the manager approves.
4. The subordinate reviews the situation, makes a decision, and advises the manager of the intended decision. The subordinate implements the decision unless the manager specifically directs him/her not to.

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5. The subordinate is directed to review the situation and take appropriate action. The manager asks to be notified of the action after it has occurred.
6. The highest level of delegation allows the subordinate to make the decisions and take action. The subordinate advises the manager at regularly scheduled reporting times of what has occurred.

It is important to select the level of delegation that is appropriate for each employee. The first two levels of delegation are most suitable for new employees unfamiliar with the organization.

Play Number Two: Get the Lay of the Land

Managers need to examine the internal and external lay of the land. The internal lay of the land is more than an organizational chart. It requires a shared knowledge of the roles and responsibilities of all the team players. One technique to assist managers in learning the internal lay of the land is called management-by-walking-around. Abbreviated to MBWA, this simple technique allows managers to observe first hand how the organization functions and performs.

Knowing the lay of the land internally is only part of it. Managers must know the external lay of the land as well. One must identify these players—the people and organizations that affect your agency, or that your agency affects. The list may vary depending on the game—the projects of the moment. Managers need to make a point of keeping in touch with external players—their clients, constituencies, and supporters. Keeping the external players informed on a regular basis will go a long way when soliciting external help on a project.

Play Number Three: Set Priorities

Management means getting things done through people. Determining just what it is that needs getting done and by when doesn't happen by magic. A manager must set the goals so the efforts of the team have direction, purpose and focus.

In an era of reduced resources, managers must strive extra hard to preserve comfortable working conditions and bearable workloads. By drawing all the players into the game plan a manager can have more effective plans with priorities shared by the whole team.

Delta Airlines is an organization that has been successful at setting priorities and drawing all the employees into the process. The management of Delta Airlines is composed of a committee of nine people. Because Delta views the employees as the experts on what needs to be done to best serve the company's customers, all employees are part of the game plan. Over an eighteen month period the nine committee members meet with the employees in large groups. The purpose of the meetings is to get feedback. The questions asked of the employees are:

1. What should I know about your job?
2. What are some of the problems you see that we need to do something about?
3. What are the opportunities I need to know about?
4. What do you need to know from me to better do your job?

Taking the feedback garnered from a collection process, such as Delta uses, and adding to it less formal feedback from internal and external players will give a manager and the management team a list of opportunities, issues and problems that require attention. The critical issue is determining where the resources of the organization should be directed in order to address that list. Careful selection of "doable" actions is the best use of the organization's resources. Questions to consider in making that selection are:

1. How significant is it to the organization?
2. How much influence do I have over it?
3. What is the likelihood for a successful action?
4. How much time will it take to correct it or act on it?
5. How much will it cost?

Balancing the answers to these questions can lead to a realistic appraisal of the opportunities, problems, and issues facing the organization. This is the kind of information that is essential in order to set realistic, "doable" priorities. Managers, in this era of fewer resources, must focus their energies on these "doable" priorities and deploy their limited resources selectively and with great care.

Play Number Four: Build the Team

With any team the players change. They move to other teams, lose interest, or get sidelined for any number of reasons. Managers must work at keeping the regular team functioning and scout for new

players for the future. Scouting for new players can be done using the vehicle of an ad hoc committee. Assigning a project to a task force or committee serves a dual function for the manager. First, it allows managers to delegate a project. Secondly, it allows managers to "scout" for future players for the management team. Members of a task force have the opportunity to show the organization how well they can play the management game and what kind of team member they would be.

Another aspect of building the team is managing the participation of the players on the team. The job of the manager is to keep the players headed in the same direction. Managing participation is essential for getting things done through people. To do this a manager is expected to:

1. Set the goals for the team. The group needs to know what they are to produce and what outcomes are expected.
2. Provide a safe environment for doing the task. Managers need to give the group permission to examine the issue at hand openly and candidly, without fear of punishment.
3. Ensure that resources are available to do the tasks. The group needs adequate time, a meeting place and appropriate materials and support for the job at hand.
4. Provide facilitation for the team. This can be done by having the manager facilitate, or the manager can delegate the responsibility to another.
5. Make sure that the team has the authority to implement the approved results. Giving a team the responsibility to arrive at a solution and failing to allow them to implement reasonable solutions is the fastest way to block participation in the organization.

The results of practicing the four basic management plays—keeping the operation going, getting the lay of the land, setting priorities, and building teams—can make you more effective as a manager, and your organization more productive. The results are both rewarding and impressive. 🍏

Nonprofit Management Reading List

By James Marshall and Daniel O'Toole

One of the keys to being an effective manager is to have a good balance of theory and experience. Books can provide lots of theory and a good deal of reporting on the experience of others. But which books?

The following bibliography is the latest version of one that we use in our classes in CUE's School of Management, and elsewhere. It is a listing of books in major areas of management and administration. We have tried to provide a mix of the *classics* and the more contemporary in each area.

Theory

- Administrative Revolution, (The)*, George Berkley, Prentice Hall, Inc., Englewood Cliffs, NJ 07632, 1971, \$2.95
- American Bureaucracy*, Peter Woll, Norton, 500 Fifth Ave., New York, NY 10036, 1977, \$12.50
- An End to Hierarchy! An End to Competition*, Frederick Thayer, Watts, Franklin, Inc. 730 Fifth Ave., New York, NY 10019, 1973, \$2.95
- British Factor—Japanese Factory*, Ronald Dore, University of California Press, 2223 Fulton St., Berkeley, CA 94720, 1973, \$6.95
- Games Mother Never Taught You*, Betty Harragan, Warner Books, 75 Rockefeller Plaza, New York, NY 10019, 1978, \$2.50
- In Search of Excellence*, Peters and Waterman, Harper and Row, E 53rd St., New York, NY 10022, 1973, \$19.18
- Nature of Managerial Work, (The)*, Henry Mintzberg, Harper and Row, E 53rd St., New York, NY 10022, 1973, \$12.50
- Organization and Bureaucracy*, Nicos Mouzelis, Aldine Publishing Co., 200 SW Mill River Rd., Hawthorne, NY 10532, 1968, \$13.95
- Organizations in Action*, James Thompson, McGraw Hill Book Co., 1221 Ave. of Americas, New York, NY 10020, 1967, \$15.95
- Small is Beautiful*, E.F. Schumacher, Harper and Row, E 53rd St., New York, NY 10022, 1975, \$2.95
- Work and the Nature of Man*, Frederick Herzberg, New American Library, 1301 Ave. of Americas, New York, NY 10019, 1973, \$1.50

Behavior

- Administrative Behaviour*, Herbert Simon, Macmillan Publishing Co., 866 Third Ave., New York, NY 10022, 1957, \$5.95
- Comprehensive Stress Management*, Jerrold Greenberg, William C. Brown, 1983

- Games People Play*, Eric Berne, Ballantine Books, Inc., 201 E. 50th St., New York, NY 10022, 1978, \$2.25
- Integrating the Individual and the Organization*, Chris Argyris, John Wiley and Sons, Inc., 605 Third Ave., New York, NY 10016, 1964, \$18.95
- Management of Organizational Behaviour*, Hersey and Blanchard, Prentice-Hall, Inc., Englewood Cliffs, NJ 07632, 1977, \$8.95
- Neurotic Organization, (The)*, Kets DeVries and Miller, Jossey-Bass, 433 California St., San Francisco, CA 94104, 1984, \$19.95
- Organizational Behavior*, Hamner and Organ, Business Publishers, 1818 Ridge Rd., Homewood, IL 60430, 1982, \$26.95
- Personal Space*, Robert Sommer, Prentice Hall, Inc., Englewood Cliffs, NJ 07632, 1969, \$2.95
- Ropes to Skip and Ropes to Know, (The)*, Ritti and Funkhouser, John Wiley and Sons, Inc., 605 Third Ave., New York, NY 10016, 1982, \$14.95
- Silent Language, (The)*, Edward Hall, Doubleday, 501 Franklin Ave., Garden City, NY 11530, 1973, \$2.50
- Social Psychology of Organizations, (The)*, Katz and Kahn, John Wiley and Sons, Inc., 605 Third Ave., New York, NY 10016, 1978, \$18.50
- Toward a Psychology of Being*, Abraham Maslow, Van Nos Reinhold Co., 135 W. 50th St., New York, NY 10020, 1968, \$5.50

Personnel

- Analyzing Performance or Ya Really Oughta Wanna*, Mager and Pipe, Pitman Learning, 19 Davis Dr., Belmont, CA 94002, 1984, \$9.95
- Collective Bargaining*, Neil Chamberlain, McGraw Hill Book Co., 1221 Ave. of Americas, New York, NY 10020, 1965, \$17.95
- Human Side of Enterprise, (The)*, Douglas McGregor, McGraw Hill Book Co., 1221 Ave. of Americas, New York, NY 10020, 1960, \$15.95
- NOW Employees, (The)*, David Nadler, Gulf Publishing Co., PO Box 2608, Houston, TX 77001, 1971, \$11.95
- Personnel Policy in the City*, Frank Thompson, University of California Press, 2223 Fulton St., Berkeley, CA 94720, 1978, \$3.65
- Psychology of Union Management Relations*, Stagner and Rosen, Books Cole Publishing Co., 555 Abrego St., Monterey, CA 93940, 1966, \$5.95
- Public Personnel Administration*, O. Glenn Stahl, Harper and Row, E 53rd St., New York, NY 10022, 1976, \$19.95
- Quality Circles in Service Industries*, S. and N. Ingle, Prentice Hall, Inc., Englewood Cliffs, NJ 07632, 1983, \$12.95
- Urban Community and Its Unionized Bureaucracies, (The)*, Spero and Capozzola, (out of print)
- Work in America*, H.E.W., MIT Press, 28 Carleton St., Cambridge, MA 02142, 1973, \$4.95
- Worker's Control*, Hunnius, Garson and Case, (out of print)

Finance

- Economics and Public Purpose*, John Galbraith, Houghton Mifflin Co., 2 Park St., Boston, MA 02108, 1973, \$18.95
- Financing State and Local Government*, Maxwell and Aronson, Brookings Institute, 1775 Massachusetts Ave., NW, Washington, DC 20036, 1977, \$4.95
- How Effective are Your Community Services* Harry Hatry & others, Urban Institute, M St., NW, Washington, DC 20037, 1977, \$10.00
- Managing Fiscal Stress*, Charles Levine, editor, Chatham House Publishers, PO Box 1, Chatham, NJ 07928, 1980, \$14.95
- Managing with Less*, Elizabeth Kellar, editor, International City Management, 1140 Connecticut Ave., NW, Washington, DC 20036, 1979, \$12.00
- Politics of City Revenue, (The)*, Arnold Meltsner, University of California Press, 2223 Fulton St., Berkeley, CA 94720, 1971, \$4.95
- Politics of the Budgetary Process, ,* Aaron Wildavsky, Little, Brown and Co., 34 Beacon St., Boston, MA 02114, 1979, \$5.95
- Politics, Economics, and Welfare*, Dahl and Lindbolm, University of Chicago Press, 5801 Ellis Ave., Chicago, IL 60637, 1953, \$6.95
- Practical Financial Management*, John Matzer, International City Management, 1140 Connecticut Ave., NW, Washington, DC 20036
- Public Finance in Theory and Practice*, Musgrave and Musgrave, McGraw Hill Book Co., 1221 Ave of the Americas, New York, NY 10020, 1975, \$19.95
- Social Indicators*, Raymond Bauer, (out of print)
- Zero-Sum Society, (The)*, Lester Thurow, Basic Books, 10 E 53rd St., New York, NY 10022, 1980, \$14.50
- ## Politics, Social Change, Comparative
- Before the Fall*, William Safire, Doubleday and Co., Inc., 501 Franklin Ave., Garden City, NY 11530, 1975, \$12.50
- Feminine Mystique, (The)*, Betty Friedan, Dell Publishing Co., 245 E 47th St., New York, NY 10017, 1977, \$1.95
- Globel Reach*, Barnet and Muller, Simon and Schuster, Inc., 1230 Ave of the Americas, New York, NY 10020, 1976, \$4.95
- Ideology and the Organization of Community in China*, Franz Schurmann, University of California Press, 2223 Fulton St., Berkeley, CA 94720, 1968, \$7.95
- Inequality in an Age of Decline*, Paul Blumberg, Oxford University Press, 200 Madison Ave., New York, NY 10016, 1980, \$8.95
- Japan as Number 1*, Ezra Vogel, Harvard University Press, 79 Garden St., Cambridge, MA 02138, 1979, \$12.50
- Megatrends*, John Naisbitt, Warner Books, 75 Rockefeller Plaza, New York, NY 10019, 1983, \$4.50
- Ordeal of Change, (The)*, Eric Hoffer, (out of print)
- Reveille for Radicals*, Saul Alinsky, Random House, Inc., 201 E 50th St., New York, NY 10022, 1969, \$2.95

Social Programs of Sweden, (The), Albert Rosenthal, University of Minnesota Press, 2037 University Ave., SE, Minneapolis, MN 55455, 1967, \$7.50

Who Gets What, When, How?, Harold Lasswell, (out of print)

Wretched of the Earth, Frantz Fanon, Grove Press, Inc., 96 W. Houston St., New York, NY 10014, 1965, \$2.45

Organizational Development

Corporate Excellence Through Grid Organization Development, Robert R. Blake, Jane Mouton, Addison-Wesley, 1 Jacob Way, Reading, MA 01867, 1968, \$17.95

Hidden Dimension, (The), Edward Hall, Doubleday and Co., Inc., 501 Franklin Ave., Garden City, NY 11530, 1969, \$2.50

Improving Life at Work, Hackman and Suttle, Goodyear Publishing Co., 1640 Fifth St., Santa Monica, CA 90401, 1977, \$11.95

Nature of Organization Development, Warren Bennis, Addison-Wesley, 1 Jacob Way, Reading, MA 01867, 1969, \$10.50

Organization Development for Operating Managers, Michael McGill, American Management Association, Inc. 135 W. 50th St., New York, NY 10020, 1977, \$14.95

Organization Development, French and Bell, Prentice Hall, Englewood Cliffs, NJ 07632, 1978, \$8.95

Organizational Dynamics, John Kotter, Addison-Wesley Publishing, Co., Inc., Jacob Way, Reading, MA 01867, 1978, \$5.50

Physical Settings and Organization Development, Fred Steele, Addison-Wesley Publishing, Co., Inc., Jacob Way, Reading, MA 01867, 1973, \$5.50

Planning of Change, (The), Bennis, Benne, and Chin, editors, Holt Rinehart, and Winston, Inc., 383 Madison Ave., New York, NY 10017, 1976, \$14.95

Process Consultation, Edgar Schein, Addison-Wesley Publishing Co., Inc., Jacob Way, Reading, MA 01867, 1969, \$11.95

Strategies of Organization Development, Richard Beckhard, (out of print)

Third Party Consultation, Richard Walton, (out of print)

Management

Coping with Difficult People, Robert Bramson, Ballantine Books, 201 East 50th St., New York, NY 10022, 1982, \$2.75

Future Executive, (The), Harlan Cleveland, Harper and Row, E 53rd St., New York, NY 10022, 1972, \$10.95

How to Manage Your Boss, Christopher Hegarty, Whatever Publishing, PO Box 3073, Berkeley, CA 94703, 1982, \$9.95

How to Run Any Organization, Theodore Caplow, Holt, Rinehart, and Winston, Inc., 383 Madison Ave., New York, NY 10017, 1976, \$6.50

Leaders, Bennis and Nanus, Harper and Row, E 53rd St., New York, NY 10022, 1985, 1985, \$19.18

Leadership, Leonard Sayles, McGraw Hill, 1221 Ave of the Americas, New York, NY 10020, 1979, \$12.95

Marketing for Nonprofit Organizations, Philip Kotler, Prentice Hall, Englewood Cliffs, NJ 07632, 1975, \$16.95

One Minute Manager (The), Blanchard and Johnson, Berkeley Publishing Co., 200 Madison Ave., New York, NY 10019, 1985, \$6.95

Organized Executive, (The), Stephanie Winston, Warner Books, 75 Rockefeller Plaza, New York, NY 10019, 1985, \$7.95

Passion for Excellence, (A), Peters and Austin, Random House, 201 East 50th St., New York, NY 10022, 1985, \$19.95

Presidential Power, Richard Neustadt, Wiley and Sons, 605 Third Ave., New York, NY 10016, 1980, \$6.95

Up the Organization, Robert Townsend, Fawcett Book Group, 1515 Broadway, New York, NY 10036, 1978, \$1.95

LIABILITIES AND RESPONSIBILITIES OF NONPROFIT BOARDS

What every nonprofit board member should know

STEVE McCURLEY

Introduction

The following is a brief discussion of the duties and potential liability of the members of the board of directors of a non-profit corporation. An accurate description of the liability of a particular organization or director can only be judged by providing local counsel with full information on the specific facts of the particular situation. This overview can merely provide a general summary of existing requirements and standards.

Two further cautions: First, this summary deals only with incorporated organizations. Second, this discussion avoids the possible effects of charitable immunity provisions within a jurisdiction. It does so on the basis that even in those areas where the doctrine still lingers, it has an excellent chance of succumbing to any sustained challenge.

General Responsibilities

In general, boards of directors are charged with the overall management and supervision of the corporation. They have the power and duty to carry out whatever transactions the corporation itself has the power and duty to carry out in furtherance of its chartered purpose. As Zerman

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notes, "Within the purposes and powers of the association, the directors are free to change policies and short-range purposes, but unless the charter or by-laws expressly permit, they may not do acts that amount to changes in fundamental purposes or operational methods of the association."

Included within the general duties of management or supervision of the board are:

1. Maintaining complete and accurate minutes and financial records.
2. Selecting, supervising, and removing executive personnel.
3. Fixing of compensation, fringe benefits, and retirement plans.
4. Selecting successors, trustees, and directors.
5. Making administrative policy decisions: level of staff, public relations, labor relations, etc.
6. Making program decisions: ensuring the implementation of the organizations' purpose.
7. Enacting charter and by-law changes.
8. Making financial and investment decisions.

How many of the above duties must be directly performed by the board will depend to some extent upon the size of the organization, its complexity, and its available staff. The final determination, in any case, should undergo examination and approval by the board. It is noteworthy that recent years have witnessed a shift of emphasis from financial supervision to a growing responsibility for programmatic supervision by board members.

Standard of Conduct

The standard of conduct required of board members is a broad one that requires individual interpretation and application to the facts of each specific case. It is sometimes codified within a state's non-profit corporation law. The New York Not-for-Profit Corporation Law, section 717(a), reads, for example: "Directors and officers shall discharge the duties of their respective positions in good faith and with the degree of diligence, care, and skill which ordinarily prudent men (sic) would exercise under similar circumstances in like positions."

The New York statute resembles the common rule for jurisdictions lacking a specific statutory provision. Oleck summarized the requirement by saying, "So long as a director exercises reasonable diligence and care, he is free from personal liability—when his poor judgement causes loss or injury to the corporation. Good faith is the principal (but not the sole) test of adequacy of a director's care and diligence." The board member acting in good faith is allowed to make mistakes, acting within her or his "business judgement," but is not allowed gross negligence or self-dealing.

A director will generally be held liable for acts of the board for which she or he votes or which she or he knows of but does not oppose.

In general, the standard of conduct applied to the board member of a non-profit corporation is similar to, but not exactly like, that applied to the board member of a profit-making corporation. The standard for the director of a charitable organization is slightly higher than that applied to the director of most other types of non-profit organizations.

Variables

Application of the general standard given above can be affected by a number of variables. These can include the size and scope of the organization; specific statutory requirements; whether the director is full-time or part-time; compensated or uncompensated; and whether the director has any special background.

Reliance on Others

In conducting supervisory activities, the director has the ability to place reasonable reliance on the information and reports of others. These can include financial statements provided by accountants, information provided by legal counsel, and reports of board committees and outside experts. Several states have specific statutory authorizations allowing reliance on various sources.

Reliance on any of these sources will not relieve the director of the need to exercise ordinary prudence and good judgment.

Actions to Show Good Faith

To demonstrate good faith and reasonable care a director should undertake the following precautions and actions:

1. Attend all board and committee meetings. If unable to attend, be able to show a valid reason for absence.
2. Have a thorough knowledge of the duties and provisions within the by-laws and charter.
3. Heed corporate affairs and keep informed of the general activities and operation of programs.
4. Insure minimum statutory or technical requirements are met: filing annual reports, withholding employee taxes, etc.
5. Record personal conduct and register dissents in the minutes or by letter.
6. Avoid any semblance of self-dealing or enrichment. Discourage any business transactions between directors and the corporation, unless conducted entirely in the open and with stringent safeguards.
7. Make no pecuniary profit except that expressly provided in compensation or reimbursement within the by-laws.

In essence, the best protection available to a director lies in doing a conscientious job on behalf of the organization.

Indemnification of Directors

Indemnification is a method by which the corporation may provide for the expenses of a director accused of misconduct. Under an indemnification provision, a director may obtain indemnification for reasonable expenses, including litigation costs and attorney's fees, unless found guilty of actual misconduct or bad faith. The expenses may be borne either from corporate funds or through an insurance policy.

Provision for indemnification is usually provided in a state's corporation law. Greenberg reports in 1975 that 48 states had allowance for indemnification statutes, the exceptions being Idaho and Illinois. State provisions may be either elective or mandatory, allowing or dictating coverage. Provision for indemnification must be expressly stated in the corporation charter or by-laws.

In drafting an indemnification provision, the following items should be considered:

1. Whether coverage is mandatory or discretionary.
2. What types of suits are covered.
3. What costs and expenses are covered, and to what amounts.
4. What "persons" are covered: Officers and directors, past directors, heirs and estates, etc.
5. What standard of care is required: "good faith within the scope of authority," "not derelict in performance of duties," "not judged liable for misconduct."
6. Who determines when standard was met: court, board, legal counsel, membership.

Liability Insurance

Because of the financial limitations of most non-profit organizations, insurance has become a natural method for providing protective coverage. Recent years have witnessed a burgeoning growth of directors and officers; liability insurance, both for profit and non-profit corporations. *Forbes* reported that in the period 1963-68 the amount of directors' and officers' insurance written in this country rose from practically nothing to over one billion dollars. Today the amount is substantially higher.

Each board liability policy is usually individually negotiated and written to match the

situation and requirements of the organization. Illustrative of the type of coverage and cost is that of a policy for non-profits underwritten by the American Home Assurance Corporation. General provisions of the policy included a requirement that the organizations have been in existence for a minimum for three years; \$1,000,000 maximum coverage with five percent shared participation by the organization; and a prepaid premium for the three-year term of the policy. Coverage can generally be considered "expensive" for most non-profits, and rates can only be expected to rise.

Summary

Liability of the members of boards of directors is an area just coming to the attention of most non-profit organizations. It will assume increasing importance with the increase in lawsuits against non-profit groups, the increasing scrutiny and regulation of non-profit activities by governments and the courts, and the increased "professionalization" of non-profit organizations.

In general, protection from personal liability of a board member is best undertaken through a good faith effort on the part of that director to do a conscientious and careful job for the organization undertaking all management and supervisory activities. The records of the organizations should reflect this conduct. Other protective measures available include indemnification provisions and liability insurance. 🍏

PERSPECTIVES

WORLD PROBLEMS AND HUMAN POTENTIAL

Over 4500 world problems that transcend national boundaries and the organizations working on them are described in this new book

The *Encyclopedia of World Problems and Human Potential* was first published in 1975. A new edition has just been published. It is a comprehensive sourcebook of information on recognized problems from human rights to energy, their interconnections and the human resources available to analyze and respond to them.

The main section of the book features entries on 4,700 problems that transcend national boundaries. A typical entry describes the nature of a problem, its origins and incidence. A dialogue of responses from authoritative sources is like a local voter's manual, presenting a diversity of opinion on each issue. An additional 5,500 problems are listed without description, but are cross-referenced and indexed. The problem entries are complemented by a series of sections which elaborate on the wide range of concepts applicable to world problems and relevant responses to them. These include: human values; human development; communication; personal and collective social transformation strategies; integrative knowledge; interdisciplinary problem-solving approaches; innovative techniques—communication and transformative conferencing techniques and evaluation of approaches to world problems.

This is not a book to read when you have too little time on your hands. The print is like the *Oxford English Dictionary*, and the style is dense, but it is inspirational. Like *Citizen Summitry* this encyclopedia represents another view of world problems, and solutions that individuals and non-government organizations are carrying out on their own.

For More Information: *Encyclopedia of World Problems and Human Potential*, compiled by the Union of International Associations, and published and distributed by KG Saur, Inc., 175 Fifth Ave., New York, NY 10010, \$200.00, 1986, 1440pp.

CITIZEN DIPLOMACY GUIDE

Citizen diplomacy guide published the same day as the Iceland Summit between Secretary Gorbachev and President Reagan broke down

The Ark Communications Institute, a nonprofit organization that explores innovative approaches to promoting peace recently published *Citizen Summitry: Keeping the Peace When It Matters Too Much To Be Left to Politicians*. In timely fashion the book was published October 12, the day on which the Iceland summit of Secretary Gorbachev and President Reagan broke down.

The book contains 28 essays about and by individuals performing their own citizen diplomacy by building communication bridges between people in the U.S. and the Soviet Union.

Several of the pioneering communication links between the U.S. and the Soviet Union are described, including the US Festival—a festival of music and technology—held outside Los Angeles on Labor Day in 1982. The organizers arranged a live satellite linkup between the US Festival and Soviet musical performers playing in the Moscow studios of the Soviet "State Committee for Television and Radio."

The book contains essays of other space-bridge pioneers. One article, "Through the Eyes of A Citizen Diplomat", by a long-time contributor to RAIN, Joel Schatz, is one of the best proofs of the old dictum that a picture is worth a thousand words—a travel essay with insightful photographs.

One section is entirely a Soviet contribution, entitled "Building a Space Bridge". The Soviet authors propose a regular facility that would allow audiences in their country to meet with Americans via satellite on large-screen television with simultaneous translation.

All in all, a very hopeful and, down to earth perspective.

For More Information: Ark Communications Institute, 250 Lafayette Circle, Ste. 301, Lafayette, CA 94549, 415-283-7920. Book distributed by St. Martin's Press, 396 pp., \$11.95.

TWELVE MYTHS ABOUT WORLD HUNGER

Only one definition of freedom centering on the right of unlimited private accumulation conflicts with the goal of ending hunger.

World Hunger: Twelve Myths, by Francis Moore Lappe and Joseph Collins, begins by putting the myriad of statistics about hunger into perspective by describing in great detail the anguish and grief of hunger. The book grew out of the earlier *Food First*, also by Lappe and Collins, first published in 1977. *Food First* helped open many people's eyes to the misery we inflict upon ourselves globally as a result of our political and economic activities. It pulled together enormous amounts of information on the causes of hunger in the world, exposing food aid programs, development projects, and corporate practices as cogs in the wheel that perpetuates hunger.

Lappe and Collins wrote *World Hunger* to fill an important niche. They felt that the information overload in today's society places many demands on our reading time. As a result, the text of *World Hunger* is one-third of the length of *Food First*. It presents similar information, but is simpler, tighter, clearer, and more current.

The myths *World Hunger* reveal are:

- (1) there's simply not enough food,
- (2) nature's to blame,
- (3) there are too many mouths to feed,
- (4) there is a trade-off between protecting the environment and producing needed food,
- (5) the Green Revolution is the answer,
- (6) there is a trade-off between a more just food system and greater production,
- (7) the free market can end hunger,
- (8) free trade is the answer,
- (9) the people are too hungry to revolt,
- (10) more U.S. aid will help the hungry,
- (11) we in the U.S. benefit from global hunger,
- (12) there is a trade-off between political freedom and everyone getting enough to eat.

World Hunger, even more than *Food First*, highlights the political nature of hunger. It treats hunger as an indicator of the powerlessness that lies at its foundation. "Put most simply, the root cause of hunger isn't scarcity of food or land; it's a scarcity of democracy." What we need are "established universal economic rights, such as the right to life-sustaining resources or the right to participate in economic decision making....Only one definition of freedom centering on the right of unlimited private accumulation conflicts with the goal of ending hunger." — Jeff Strang

For More Information: *World Hunger: Twelve Myths*, by Francis Moore Lappe and Joseph Collins, 1986, 208pp., \$7.95, from: Food First, Institute for Food and Development Policy, 1885 Mission St., San Francisco, CA 94103

WORLD INFORMATION ECONOMY

English language, films and Rock and Roll as commodities in the Information Age

Recently, in the *Whole Earth Review*, Steward Brand interviewed Peter Schwartz, formerly part of the Strategic Planning Department of Royal Dutch Shell Group in London, and Jay Ogilby, director of research at SRI International. The underlying theme of the interview is the world information economy. Several comments are worth repeating.

The value added in transforming material is related to our capacity to understand and use information in various ways. The principal technologies involved are telecommunications and computing. And the two great systems that will use them predominately are finance and recorded entertainment. The linking infrastructure is going to be a function of what the financial world wants on the one hand, and what the electronic entertainment media want on the other. Everything else will be piggybacked on that.

English is the language of science and now it is increasingly becoming the language of entertainment. "Go hear rock bands in Eastern Europe and they sing in English. They may not understand a word, but they sing perfect English. The biggest rock band in Hungary is called Locomotive GT. And they are flawless English speakers because if they want to get any kind of

market outside of Hungary they have to sing in English." The English language is suddenly a fabulous asset. The British should forget about manufacturing cars and promote their film and music industry. The article concludes with an important plea, "There's a Nobel Prize waiting for the person who figures out the economics of information."

For More Information: "The World Information Economy," *Whole Earth Review*, Winter, 1986.

AWARDING SOCIAL INVENTIONS

Social invention awards include a neighborhood cooperative land bank, a road sign in the shape of an eye, and wildlife areas in hospitals.

The Institute for Social Inventions in London was established in September 1985 to promote new and imaginative solutions to social problems. The Institute runs social inventiveness workshops and has recently established an annual awards program for innovative social inventions. Social invention is defined as a new and imaginative solution to a social problem, or way of meeting an unmet social need.

In June 1986 the institute honored its first winners. The Churchill Hospital in Oxford was honored for its development of wildlife areas around hospitals to encourage patients' recovery. Also honored was the concept of cooperative land banks, a way to make all users of residential property the owners and controllers of their neighborhoods where each resident, besides a perpetual lease on a dwelling, acquires shares in the neighborhood. The scheme is being tried in Australia and Boston, Massachusetts.

A new type of road sign was also noted. Signs with white eyes and eyelashes, with the pupils painted in indicating which way to look, are used on roads to reduce accidents among tourists, children and others when crossing streets.

For More Information: The Institute for Social Inventions, 24 Abercorn Place, London, England NW8 9XP. 01-229-7253

RAPIDS OF CHANGE

Need for leadership described in book published in form to encourage contributions from network of change agents

Robert Theobald, innovative social thinker and author, recently produced an innovation in book publishing with this typewritten, three-ring-binder format book, which he calls "a work in progress." Don't be fooled by the funky style; this is a serious book. It is distinctive on four separate counts: the message, the form, the process by which it was written, and the audience Theobald seems to be reaching.

Actually, the message itself is perhaps least distinctive. It will be familiar to anyone who has been following Theobald in recent years. He asserts we are undergoing a very turbulent period of history when profound cultural discontinuities demand fundamental shifts in our attitudes, behavior, and institutions. Both great dangers and great opportunities lie before us, and we must find new ways of seizing the opportunities unencumbered by either pollyanna optimism or a sense of despair.

Theobald wants you to see the big picture. But because the canvas is so vast, he offers you a myriad of small bits, in the style of an impressionistic painter, for you to make into a whole. The entire book is a sequence of these one-page (front and back) bits, laid out in a way that allows a linear reading, but encourages the reader to hop around, charting a course through descriptions of cultural driving forces, perceptions of reality, life-long learning, redefining work, social entrepreneurship, servant leadership, networks, bioregions, new styles of group process, and so on.

The book was written through an interactive process consistent with much of the message. Theobald sent out drafts for review by members of Action Linkage, a network of change agents he founded, and incorporated suggestions into the text. The process of revision is planned to continue, hence the loose-leaf format of the book.

Finally, and perhaps most significant, is the audience Theobald targets in his work. Unlike many social critics who preach mainly to the converted, Theobald speaks to those people who may have a vague sense that things aren't quite right in the world and that old ways can no longer

work, but haven't sorted out what this means and what to do about it. The *Rapids of Change* can help many people make sense out of our changing world. However, those with a history of working for fundamental change may find the material maddingly vague, as Theobald continues to be long on cultural context and short on specific proposals.—F. Lansing Scott

For more information: *Rapids of Change*, Participation Publishers, Box 2240, Wickenburg, AZ 85358, 1986, \$15.

SOCIAL ECOLOGY AND SOCIETY

The Natural Ethics of Social Ecology, Murray Bookchin's critique of social hierarchy, bureaucracy, and the capitalist market.

Murray Bookchin is one of America's most eloquent and radical critics of contemporary industrial society. His complex literary excursions into the nether reaches of social philosophy do not make for easy reading, but the effort is worthwhile if you seek a holistic perspective on contemporary social and ecological problems. *The Modern Crisis*, a collection of four recent essays and lectures, presents a good distillation of his most important ideas in a fairly brief and (relatively) readable manner.

Bookchin calls his approach "social ecology," which seeks to derive an ethic from nature through deep understanding of the complex web of relationships, balances, and evolutionary processes of the natural world. Bookchin believes that the guiding principles of human social organization should be grounded in this ecological ethic.

Bookchin uses this ethical framework to critique social hierarchy, bureaucrat, the capitalist market, the scientific worldview, industrial and political centralization, and a variety of political "isms," while counterposing communitarian visions of collectivized workplaces, workers councils, "municipal libertarian" forms of government, ecologically sensitive technologies, and the re-emergence of informal, localized networks for mutual aid.

Bookchin is at his best when marshalling his formidable intellectual resources to critique various forms of thought and social organization and when

he paints with broad strokes a vision of an ecological social alternative. But he leaves it to others to flesh out the details of this utopian vision, which leaves it less compelling and plausible than it could be.—F. Lansing Scott

For More Information: *The Modern Crisis* by Murray Bookchin, 1986, 164 pp., \$7.95 from: New Society Publishers, 4722 Baltimore Avenue Philadelphia, PA 19143

UNITED WAY FUTURE PLANNING REPORT

United Way of America report provides speculation on trends in the future and how United Way organizations will be influenced.

What Lies Ahead—A Mid-Decade View provides perspectives, forecasts, and supporting documentation relative to the social environment in which United Way organizations will operate during the balance of this decade and into the early 1990s. The report provides speculation on general social trends, economic trends, political trends, technological trends, and trends in regions of the country. The report is designed to be used by nonprofit social service agency managers as a way to shape their own programs to match the changing society. While many of the assumptions and speculations are widely known, the report is a useful compilation that should identify basic social issues influencing the long range plans of nonprofit organizations.

The report offers several projections for the future, including: an increase in rate of immigration, both legal and illegal; emergence of baby "boomlet" in the 1990s; increase in the number of U.S. households but decline in size of those households; renewed interest in religion and religious political activism; continued stress on flexibility, autonomy, and participation in decision making at the workplace; continued growth toward decentralization of government to state and local levels.

For More Information: United Way of America, Strategic Planning Division, 701 N. Fairfax St., Alexandria, Virginia, 22314-2045. 703-836-7100.

INFORMATION INDUSTRY IN LOCAL GOVERNMENT

Shift in leadership and slowdown in domestic market growth increases local government information businesses

In the past, the federal government has had virtually no competition as the largest information supplier worldwide. Matthew Lesko, in the October 1, 1986 edition of *Data Base Informer* describes how state and local governments are likely to challenge that position in the future. He sees two primary reasons for an acceleration of this phenomenon:

- (1) the shift in leadership from the federal government to the state and local levels, and
- (2) the slowdown in domestic market growth for most companies causing executives to seek out new and more targeted market segments to sell their products.

Even now some population data may be more current and often cheaper and easier to obtain locally than from the federal government. Some state data centers actually give away the same information for which the U.S. Bureau of the Census charges several hundred dollars. State Labor divisions sometimes give marketing executives free customized industry data for as many as 200 zip codes in three surrounding states—all on small PC floppy diskettes. Many state governments are beginning to sell the information they collect. For example, New York has a database that sells for \$1500/year plus \$15/hour. that includes legislative information and pending bills.

The market place is also changing. Companies have become aware of the need to market to very specific audiences. Different regions (and more specifically, zipcode areas) are attracted to different colors and flavors. This kind of market focus demands the kind of data that can be found best at the state and local level. "Already they can generate such specific information as cancer incident rate by county to the names and addresses of all men over six feet tall who wear glasses."

THE DIVORCE REVOLUTION

Presently divorced women and their children suffer an immediate 73% drop in their standard of living, while their ex-husbands enjoy a 42% rise in their standard of living.

While mating and death have always been part of the universal human experience, and the laws and customs that govern the transfers of property that they occasion have grown and developed over centuries, a high divorce rate is a relatively recent phenomenon in our society. Presently, over a million couples in the United States divorce each year. The amount of money being transferred upon divorce now "rivals and exceeds" the amount passed by will or inter-state succession in the United States. Demographers project that at least half of current American marriages will eventually end in divorce. Also, by 1990 only 40% of the children born in the United States will spend their entire childhood living with both natural parents.

Between 1970 and 1980, 48 states adopted some form of no-fault divorce law. On the surface these laws sought to eliminate the stigma of divorce and to create equality between men and women. Leonore J. Weitzman, in her book, *The Divorce Revolution*, provides a startling picture of the results of the new no-fault divorce laws. Based on ten years of research, Weitzman finds that both women and children have suffered from the changes in law. For example, presently divorced women and their children suffer an immediate 73% drop in their standard of living, while their ex-husbands enjoy a 42% rise in their standard of living.

The book begins with an exploration of the history of marriage and divorce laws in America and ends with some suggestions for keeping the best of the no-fault divorce laws while increasing the powers of women and children.

For More Information: *The Divorce Revolution*, Leonore J. Weitzman, Free Press, 866 Third Ave., New York, NY 10022, \$19.95, 1985, 504pp.

PAUPERIZATION OF WORK IN THE UNITED STATES

In September, 1986, some 24 million persons, over 20% of the civilian workforce, worked less than 35 hours a week.

Joblessness in the United States affects far more than the 8.4 million persons reflected in the official unemployment rate. As of September, 1986, 15.6 million persons were without full-time work, resulting in a jobless rate of 13.4%. The difference between the unemployment rate (around 7%) and the jobless rate are discussed in the sixth in a series of papers on joblessness and pauperization in America, published by the Council on International and Public Affairs.

Changes in definitions of employment and unemployment made over time have resulted in this unemployment understatement. One major factor is that the Bureau of Census considers as fully employed anyone who has worked an hour or more in a week. In September, 1986, some 24 million persons (over 20% of the civilian workforce) worked less than 35 hours a week. The Unemployment Rate also does not include anyone who has not actively sought work in the preceding four weeks.

But joblessness is only part of the picture. Also important is pauperization of work—replacement of higher paid jobs by those at or close to the minimum wage, often part time, and below the poverty line. By far the greatest loss of jobs, 2.0 million, has occurred in manufacturing, and within manufacturing, in the durable goods sector, where the highest-paying manufacturing jobs are located: 1.5 million jobs lost in 6.75 years. By contrast, the service-producing sector of the economy continued to rise, generating 12.2 million jobs during the same period. However, 76.2% of these jobs were in the two lowest-paying categories of the service sector—namely, retail trade and health and business services.

For More Information: *The Underbelly of the U.S. Economy*, Council on International and Public Affairs, 777 United Plaza, New York, NY 10017, 1986.

DISCRETIONARY INCOME ON RISE

It is estimated that about 26.5 million, or slightly less than 32% of all U.S. households had at least some discretionary income at their disposal.

The Conference Board in conjunction with the U.S. Bureau of Census has published an update to *Marketers Guide to Discretionary Income* guide published in 1983, a useful insight to consumer habits of Americans.

Discretionary income is generally used to define the money available to households after all basic, everyday expenditures have been made.

Of the 32% of households with discretionary income three fifths of them have two or more persons working. Two-thirds of the total taxes were collected from those having discretionary resources.

The age class 40-65 has a substantially higher-than-average incidence of households in the affluent earnings brackets. Discretionary income is largely in that age group—representing 40% of all households, but accounts for well over half of all discretionary resources.

Households headed by persons 65 or older also represent an important segment of the luxury market, because they are fairly numerous: 21% of the population, and 18% of all discretionary spending.

For More Information: *A Marketer's Guide to Discretionary Income*, Consumer Research Center, The Conference Board, Inc., 845 Third Ave., New York, NY 10022, 1985, 51pp.

THE GESUNDHEIT INSTITUTE

Hunter Doherty Adams, MD, has been practicing medicine for 15 years. During that time he has collected fees in the amount of \$0 from 15,000 patients .

Dr. Adams, or Patch as he is called, runs the Gesundheit Institute, one of the most unusual health facilities in the world. Patch dreamed up the idea in medical school in 1971. He wrote a paper describing his concept of the Gesundheit Institute: a residential facility that would house staff and patients on a farm and dispense medical care at no charge.

As a result of donations, the Gesundheit Institute acquired a 310 acre site in the mountains of Pocahontas County, West Virginia. Volunteer architects drew up plans for a 25,000 square foot facility to provide bed space for 30 patients as well as housing for the staff. When the facility is completed land and buildings will be set up in a trust arrangement. The collective house will have a library, quiet areas, noisy areas, music areas, meeting areas, therapy areas. "The atmosphere," Patch says, "of a loving, funny, cooperative, creative home family life." Ultimately the institute plans to add a performing arts center, several orchards, and a man-made lake that will serve as a fire hydrant and also a fish farm, recreational facility, and ice skating rink.

The Gesundheit Insitute will offer medical care free of charge to anyone who shows up at the door. No appointment necessary. Bring the family along, find space in the communal house or pitch a tent on the campground.

The facility needs about \$120,000 a year to operate. So where does the money come from? Patch views money not as a goal, but as a means of exchange. Having received quality medical care without being asked for money, grateful patients will be motivated to provide other means of exchange. "People will bring pies, an old car, a book that we need, grain for our animals," Patch explains. Last year fund-raising events brought in \$120,000 in private donations.

For More Information: Patch Adams, Gesundheit Institute, 404 N Nelson St., Arlington, VA 22203, 703-525-8169.

COMMUNITY NONPROFIT NEWS

BUSINESSES CHALLENGE RIGHTS OF NONPROFITS

The philanthropic sector purchased goods and services from the business sector totalling \$42.6 in 1980, while donations to nonprofit organizations and business purchases of nonprofits services totalled \$6 billion

Without as much subsidy, nonprofits have had to either cut staff and services or raise the charges and fees for their services. The organizations have had to also take business principles of marketing and promotion more seriously. New services have been created, or old free ones have added a price tag. Sometimes more creative and complex solutions have resulted, such as creating profit-making subsidiaries

The philanthropic sector—organizations whose income is exempt under the federal income tax laws and to which contributions are deductible—spent \$129.2 billion in 1980. In the same year sales of services by the philanthropic sector, \$61.5 billion, covered less than half of the \$129.2 billion of its costs.

The shortfall was financed primarily by private and government donations and from investment earnings; very little of the cost of such services was financed by borrowing.

The philanthropic sector had a favorable "balance of trade" with the business world. The sector purchased goods and services from business totalling \$42.6 billion in 1980, while business purchases of nonprofit services and its donations to nonprofits totalled but \$6 billion.

There are claims being made among some small business advocates that the exemption from federal income taxation gives nonprofit organizations an unfair competitive advantage in the marketplace. In November 1983, the U.S. Small Business Administration (SBA) published a report entitled, *Unfair Competition by Nonprofit Organizations with Small Business: An Issue for the 1980's*. It was also a major theme of the White House Conference on Small Business held in August 1986.

The Business Coalition for Fair Competition has described its organizing principles in a booklet, entitled *Unfair Competition in the States: How to*

Combat Competition From Nonprofit Business Ventures. Most of the document is an organizing tool, providing potential local small business supporters with strategies and resources for combating unfair competition from nonprofits. Strategies include: establishment of a private enterprise review commission; a statute of prohibition against competition by state agencies; guidelines for use of state-supported research equipment and facilities; expansion of unrelated business income taxes on nonprofits; advocating for nonprofits to be forced to set up separate for-profit subsidiaries; establishment of a commission to review the state corporation counsel's criteria for chartering of nonprofit organizations.

For More Information: Business Coalition for Fair Competition, 1725 K St., NW, Ste. 301, Washington, DC 20006

The National Assembly of National Voluntary Health and Social Welfare Organizations has issued two reports on the subject, *Competition Between the Nonprofit and For-Profit Sectors*, and *The Myth of Unfair Competition by Nonprofit Organizations*. Both books explore the history of nonprofit tax status, describe the advantages businesses hold over nonprofits, and critiques the arguments and statistics of the SBA and other small business advocates' reports.

For More Information: The National Assembly, 1319 F St., NW, Ste. 601, Washington, DC 20004, 202-347-2080.

Several recent rulings by the IRS have had an impact on nonprofit organizations's ability to earn income. In a ruling last April, the IRS ruled that tax-exempt organizations will have to pay taxes on the money they take in from advertising in their publications unless they can prove the ads help to educate readers about the group's purpose. Potentially the ruling could affect some 700 organizations that publish journals, taking in more than \$100 million in revenue from their ads.

The Tax Reform Act of 1986 (H.R. 3838) had several provisions affecting nonprofit income taxes.

The agreement reduces the tax incentives for taxpayers to give to charities. The agreement provides two exemptions from unrelated trade or business income: income from exchanges or rentals of membership or donor mailing lists between certain charitable organizations; and income from activities at convention or trade shows if undertaken to educate persons in attendance about new developments, products, or services related to the organization's exempt purpose.

STUDYING NONPROFIT GROUPS

Research program seeks to build a body of information and research related to nonprofit organizations

Compared to all other societies, the United States is unique in the extent to which it relies on the nonprofit sector—sometimes referred to as the “voluntary” or “independent” or “third” sector—to carry out a wide variety of social and economic tasks. There are around 800,000 nonprofit organizations in this country. The overall budget of this sector exceeds the budget of all but nine nations of the world (in dollar terms). Expenditures in 1980 were \$129 billion. Philanthropic organizations employed 5.6 million persons in 1980, exceeding industries such as construction and automobile manufacturing.

The Program on Non-Profit Organizations is an interdisciplinary research program based at the Institution for Social and Policy Studies at Yale University that seeks to build a body of information and analysis relating to nonprofit organizations, and to generate research that will assist decision makers, in and out of the nonprofit sector, and to address major policy and management dilemmas confronting the sector.

The program has published about 300 papers and 30 books, and many more articles have been published in scholarly journals or disseminated as working papers. The range and depth of the research is impressive. For example, work in progress as described in a brief sent out by the Program includes: an analysis of factors accounting for differences between average wages of female and male employees; study of borrowing habits of nonprofits; study of the role of nonprofit organizations in providing moderate and low income housing; study of the use of contracting as an instrument of government support of nonprofit

social service agencies; study of the roles of the nonprofit, public, and proprietary sectors in the Japanese educational system; a comparative study of the ways in which members of for-profit and nonprofit boards of directors behave when supervising the efficiency, “trustworthiness” and other dimensions of organizational behavior—including interviews with persons who sit on both Fortune 500 companies and nonprofit boards.

Probably the most impressive publications to come out of the program is the seven volume series on nonprofits being published by Oxford University Press. Volumes 1-3 have so far been published (to be reviewed in a future issue of RAIN), *Private Education: Studies in Choice and Public Policy*; *The Economics of Nonprofit Institutions: Studies in Structure and Policy*; and *Nonprofit Enterprise in the Arts: Studies in Mission and Constraint*. The series will also include volumes on community organizations, private philanthropy, nonprofit sectors in international comparative perspective, and the management of nonprofit organizations. Another valuable volume, *Handbook of Research on Nonprofit Organizations* will be published by Yale University Press.

For More Information: Program on Nonprofit Organizations, Yale University, PO Box 154, Yale Station, New Haven, Connecticut 06520, 203-436-0155

CAREERS IN THE NONPROFIT SECTOR

This book explores the future trends of the nonprofit sector, career possibilities and how to find for work

An introduction to Careers in the Nonprofit Sector by John Naisbitt sets the tone for the book, as he applies the major trends in *Megatrends* to the nonprofit sector. The book also has a very interesting chapter that describes 24 current and future trends in the nonprofit sector. For example: There is an explosion of so-called professionalization; a growing concentration of power and volume in the larger dominate institutions (4% of the nonprofits account for 70% of the sector's expenditures); the focus on earned incomes has opened up new opportunities; the advent of the “new national narcissism” may erode voluntary efforts; and a growing number of NGOs (Non-

government organizations) will adopt international agendas.

Most of the book is a useful how-to guide for working in the nonprofit sector, including descriptions of the type of work available and how to have successful interviews. The most effective chapter is one called 42 Action Steps, a guide to employment-seeking similar to methods described in *What Color is Your Parachute*.

The appendix includes a self-test for compatibility with the nonprofit sector; glossary of nonprofit terms; resume format, and several resource lists and a bibliography.

For More Information: *Careers in the Nonprofit Sector*, Terry W. McAdam, The Taft Group, 5130 MacArthur Blvd., NW, Washington, DC 20016, \$24.95, 200pp., 1986

SAN FRANCISCO'S FT. MASON CENTER

The Fort Mason Center in San Francisco houses nonprofit organizations and in 1985 attracted 1.7 million people to 15,000 cultural and educational events

In 1985, 1.7 million people attended 15,000 cultural and educational events at the Fort Mason Center in San Francisco. They enjoyed classes, performances, galleries, displays, workshops, and other activities ranging from pottery classes to lectures on sources of pollution. The diversity of topics and activities accessible to the public—performing and visual arts, media, children's activities, environment, health and recreation, and more—reflect the success of an organization directed towards providing many activities to an entire community and the people that visit it. And the creation of the Fort Mason Center represents a success in community involvement and development, as unused urban property was converted into a community resource.

For almost 200 years the area of Fort Mason was used by the military until it was decommissioned in 1962. In 1972, a Congressional act turned Fort Mason and several thousands of acres along the waterfront of San Francisco over to the National Park Service—the Golden Gate National Recreation Area was now America's first urban national park. The Park Service, though, treated the land as they would any park—they concentrated on upgrading the park and making it

safer, and constructed picnic tables and bathrooms. But then they turned to the community for suggestions. A citizen advisory committee found that people wanted different kinds of low cost public activities, especially recreational activities. The Park Service realized they were out of their area of expertise, and asked the newly formed Fort Mason Foundation to develop and orchestrate a program that would provide many different activities in the park.

The Spanish-style military buildings are a National Historic Site. While preserving the exteriors of the buildings, The Fort Mason Foundation had to renovate the interiors to create appropriate facilities for the kinds of groups they wanted to attract. Working with funds as they got them, the foundation is still sound-proofing, insulating, remodelling, and turning these former warehouses and barracks into high quality space.

The Fort Mason Center opened in 1977. Currently 53 nonprofit groups reside there, and with the over 500 non-resident groups, they produce many different public activities. The Center is a haven for nonprofit organizations—while nonprofits are usually isolated in low-rent areas, here, in the heart of San Francisco, they are grouped together where the public can enjoy them and have access to their services. The rent, while affordable, covers the day-to-day operating expenses for the Center.

Understandably, many groups want to use the Center, and the Foundation wants to remain open to any group. A flower arranger is considered as much a likely resident, as say, a dance company. They have also made an effort to book an ethnic balance of groups. Groups can rent permanent or "show" space, or arrange conventions in the convention center. The foundation renews contracts on a monthly basis so that there is no monopoly of prime time slots. The Capital Campaign Project for the Fort Mason Center is underway to raise 7.5 million dollars in the next two years.—*Phyllis Manos*

For More Information: Fort Mason Center, Building A, San Francisco, CA 94123

FUND RAISING FOR SOCIAL CHANGE

New book describes fundraising by mail, telephone, fundraising campaigns, and special events

The purpose of *Fund Raising for Social Change*, by Kim Klein, is to provide low-budget organizations (budgets under \$500,000) with information they need to establish, maintain, and expand successful community-based fundraising programs. Several introductory chapters describe philanthropy in America, planning processes, and the role of the board of directors. The bulk of the book is devoted to several types of fundraising techniques: raising money by mail, raising money by telephone, campaigns and special events. Other special methods include fees for service, products for sale, payroll deduction programs, and adbooks. Appendices provide examples of successful fundraising plans, examples of mail appeal formats, and an interesting annotated glossary of special events. A good book to be used to brainstorm fundraising possibilities as well as a guidebook for carrying out some of the strategies.

For More Information: *Fundraising for Social Change*, Kim Klein, Fundraising, PO Box 101, Inverness, CA 94437, 1985, \$20 plus \$2 shipping and handling

GRANTS MANAGEMENT GUIDE

Handbook for managing foundation, government, and corporate grants including useful lists and forms

The Basic Handbook of Grants Management is a very useful handbook for anyone who manages foundation, government, and corporate grants. The book begins with an exploration of project management. A large part of the book is devoted to establishing methods for providing grantors and contractors with appropriate reports, records and evaluations. A typical requirements list is very useful. Other specific government reporting processes are also explained. One section is on managing project staff and program activities. Another section describes how to prepare one of those feared and much talked about site visits. For people managing many grants and contracts this is

good solid reading, and even if you get few grants but need to manage projects you will find helpful advice.

For More Information: *The Basic Handbook of Grants Management*, by Robert Lefferts, Basic Books, Inc., New York, NY 10022, 1983, \$21.95

WHERE THE MONEY IS

Why doesn't someone put together a guide for fundraisers to help them find biographical information on the rich?

For several years, Helen Bergen, chief of the Biography Division of the District of Columbia Public Library in Washington, DC, was aware of how many fund raisers came to the library to find biographical information about corporate executives, foundation officers and board members, and other people who control the nation's philanthropic purse strings. Inspired by one client who remarked, "why doesn't someone put together a guide for fund raisers to help them find biographical information on the rich?" Ms. Bergen has compiled a guidebook to the wealth of information that can be found in everyday (and some more esoteric) reference books in many libraries. The book describes what information you may need to gather, sources of biographic information, how to find donor's family information, and how to search for information by computer. This is a good book to add to any fund raising collection. Also it illustrates once again what a well-stocked library can do and proves that banks are not the only institutions with wealth.

For More Information: *Where the Money Is*, Helen Bergen, BioGuide Press, PO Box 16072, Alexandria, VA 22302, 1985, \$12.95, plus \$1.00 shipping costs

MARKETING WITHOUT MADISON AVENUE

*Honesty, efficiency, and wise use of resources
is best advertising strategy*

Marketing Without Advertising by Michael Phillips and Salli Rasberry provides the key elements of a low-cost marketing plan for small businesses.

This book is published by the interesting and successful Nolo Press, best known for publishing people's legal manuals. The business itself has followed the practices described in this book.

Both Phillips and Rasberry have been deeply involved in small business development activities in the San Francisco area. Phillips was one of the developers of Mastercharge (now Mastercard), and he and Rasberry co-authored *Seven Laws of Money* and *Honest Business*.

With or without advertising as a marketing strategy, this book contains so many useful ideas it is practical for for-profit or nonprofit, and organizations rich or poor. This book contends that the best marketing strategies are based on honesty, fairness, high quality services, and word of mouth recommendations. The book could be a rather fluffy guidebook with principles like honesty and trust, but it's not. The strategies are described in enough detail to be actual marketing plans.

Some of the book is devoted to demonstrating how efficiency and wise uses of available financial and other resources is its own marketing. After all, if you save money, you in effect make more money.

This book is not just useful for those considering a specific marketing plan; the strategies are just good solid business operating principles. It is also easy to use. As with their other books, Phillips and Rasberry explain by example—the book is full of delightful business stories.

For More Information: *Marketing Without Advertising*, Michael Phillips and Salli Rasberry, Nolo Press, 950 Parker St., Berkeley, CA 94710, 1986, \$14.00

MEMBERSHIP MYSTIQUE

About 100 million Americans belong to at least one organization, and some true "joiners" may belong to ten or more

We are a nation of joiners. With more than 800,000 known voluntary organizations and probably several hundred thousand less formal groups, we have a wide variety of choices for affiliation. It's highly likely that about 100 million Americans belong to at least one organization; some true "joiners" may belong to ten or more.

Membership Mystique: How to Create Income and Influence with Membership Programs, by Richard Trenbeth, is a guidebook for the managers of nonprofit organizations that rely on membership for all or part of their support. The book covers the full field of membership programs: how to launch them, run them and upgrade them. In the book you will find varied membership program materials, recruitment letters, folders and mailing packages that you can adapt to your needs, and simple bylaws and other organizational documents.

The range of organizations Trenbeth uses is interesting, and includes academic groups, performing arts groups, museums, professional groups, motor clubs, political groups, special-interest groups, sports and trade groups, zoos, and many more.

The processes, from beginning membership organizations, through to how to maintain or increase membership, are all described in adequate detail to be used directly by managers. The book is worth the price just for all of the example materials.

For More Information: *The Membership Mystique*, Richard Trenbeth, Fundraising Institute, PO Box 365, Ambler, PA 19002-0265, 1986, \$34.95

INFORMATION TECHNOLOGY NEWS

NONPROFIT COMPUTER CENTERS

The Technology Resources Consortium is a consortium of five nonprofit computer resource centers around the country formed to help nonprofits adapt to new technologies

The Technology Resource Consortium (TRC), a network of community nonprofit computer resource centers, has been formed. The consortium promotes the effective use of information technology by nonprofit organizations through enhancement of existing computer resource centers and the development of programs to help develop other resource centers, and to help nonprofit organizations in areas unserved by the resource centers.

The TRC was formed over the last two years as staff of five computer resource centers met several times to share information, and find ways to work together with the common goal of enabling nonprofit organizations to better fulfill their own missions through the use and management of information technologies. The five founding groups are: The Public Interest Computer Association in Washington, DC, The Information Technology Resource Center in Chicago, the Technology Resource Center, of the Center for Nonprofit Management in Dallas, the Computer Help and Information Program at the Southern California Center for Nonprofit Management in Los Angeles, and the Information Technology Institute, a part of the Center for Urban Education, in Portland, Oregon.

In the next 18 months the consortium will: develop a method for evaluating nonprofit computer education programs; develop a method for evaluating software, specifically for nonprofit applications, such as fund accounting, fundraising, and membership management; develop a collection of nonprofit computer training materials; develop a clearinghouse to distribute information to the resource centers, and to field questions from nonprofits around the country needing computer applications information; develop methods for assisting nonprofits in areas not served by the resource centers.

The centers, which have been provided substantial support through Apple's Community Affairs Program, use Applelink, Apple online communication system and online technical database. Through Applelink, and the development of electronic bulletin boards at each site, the centers will be sharing information electronically, working with each other while helping nonprofits in their areas.

For More Information: Denise Vesuvio, Public Interest Computer Association, 2001 O St., NW, Washington, DC 20036

NONPROFIT COMPUTER EXCHANGE IN NEW YORK CITY

New York center provides consulting services, direct computer support, consumer research and seminars

The Nonprofit Computer Exchange (NCE) is a project of the Fund for the City of New York. It is collaboratively funded by the Exxon Corporation, the Fund for the City of New York, the Greater New York Fund, the Morgan Guaranty Trust Company and the New York Community Trust. It was created to help not-for-profit organizations in New York City take advantage of computer technology by offering ongoing consulting services, direct computer support, consumer research, seminars, and occasional briefings on emerging technologies. Members can use a computer lab for group trainings, or routine data processing. More extended services are provided to organizations that become members of the Computer Exchange. The annual membership fee is equal to one-tenth of one percent of an organization's annual operating budget with a minimum of \$300 and maximum of \$750. The exchange's newsletter, *Up and Running*, provides information about NCE services as well as articles on nonprofit computer application subjects.

For More Information: Nonprofit Computer Exchange, c/o Fund for the City of New York, 419 Park Ave., S., 16th Floor, New York, NY 10016, 212-481-1799.

APPLE'S EDUCATION GRANTS

Apple Computer's education grants to support programs that use computers for higher level thinking rather than just drill-and-practice applications

In 1979, two years after the founding of Apple, the Apple Education Foundation was established. Its goal was to create examples of how the unique characteristics of microcomputer technology could be used to enhance instruction in ways that are difficult via traditional media. Between 1979-1982, approximately 170 grants were made to educators to develop model educational software.

In 1983, Apple extended its commitment to the nonprofit sector, and the Apple Education Affairs Program became one of four philanthropic programs with the company's Corporate Grants Department.

Since 1983, 68 major projects throughout the United States have been supported by education affairs grants. Between 1983-1984, two cycles of grants supported collaborative efforts between colleges/universities and elementary/secondary schools.

The most recent awards were made in 1985 under the "next steps" grant cycle. These grants supported 20 projects that use technology to improve educational opportunities for underserved student populations in public and private elementary and secondary schools, in both rural and urban areas.

The 1986/87 grant cycle will focus attention on "equal time." Research shows that the number of computers in schools has risen dramatically during the past few years. However, procurement and application of the technology have been uneven: (1) schools in economically disadvantaged communities are less likely to procure computers than those in more wealthy communities and school districts, and (2) computers in schools servicing traditionally underserved populations are more likely to be used for drill-and-practice applications, rather than those that develop higher-level thinking.

For More Information: Equal Time, Apple Education Affairs, 20525 Mariani Ave., M/S 5B, Cupertino, CA 95014

INTERNATIONAL HUMAN SERVICE AND COMPUTERS CONFERENCE

First conference on human services and computer applications to be held in Birmingham, England, September 1987

Human services throughout the world are utilizing new forms of information technology in their work. The First International Conference on Human Service Information Technology Applications is to be held in England in the fall of 1987, bringing together human service workers to discuss and learn about computer applications and their impact on the workplace. Presentation and workshop proposals are being chosen and so far include: choosing systems, finding software, self help groups, computer program development, database design, knowledge engineering, and expert systems.

For More Information: Walter LaMendola, Information Technology Center, Graduate School of Social Work, University of Denver, Denver, CO 80208-0274, 303-871-2886

INTERNATIONAL CONFERENCE ON INFORMATICS

Conference to discuss informatics, the systematic use and exchange of data and information using electronic technology

Informatics—the systematic use and exchange of data and information—is revolutionizing all sectors of society. A series of international conferences on international information access are being planned. The first conference of its kind—International Informatics Access '87—is to be held in Dallas at the Baylor University Medical Center, March 17-20, 1987. This conference will provide a forum for policy makers, technical people and networkers to exchange ideas and develop plans of action for furthering informatics access.

For More Information: International Informatics Access '87, c/o Baylor Research Foundation, 3500 Gaston Ave., Dallas, TX 75246.

HUMAN SERVICES FIDO NETWORK

Social service workers create a decentralized computer network using Fidonet software

The Computer Users in Social Service (CUSS) network has announced the beginning of a network of electronic bulletin boards for communication and information sharing among social service workers. The network is decentralized. It is made up of local and regional bulletin systems that all use the same bulletin board software, FidoNet, which allows them to dispatch messages from one system to another.

FidoNet started out as a software program designed to set up an electronic bulletin board system that other computer operators could call up and use. In about two years—now with over 1000 FidoNet nodes—it has become one of the most unique, and very decentralized, communication systems in the country. One of the distinctive qualities of FidoNet that has inspired such rapid network building is its ability to have messages automatically switched from one node to another, thus providing an inexpensive way to relay messages from one region of the country to another, or one specific network to another.

Several of the existing CUSS FidoNet nodes operate specialized bulletin board systems. A node in Kentucky focuses attention on use of computers by the disabled; in Seattle the host computer focuses on federal human service programs.

For More Information: Dick Schoech, CUSS Network Coordinator, University of Texas, PO Box 19129, Arlington, TX 76019-0129

THE HUMAN CARE NETWORK

United Way of America's Human Care Network provides electronic mail and database services

The Human Care Network is a nation-wide telecommunications network that has been designed to help human-service organizations share information among themselves. It is a joint venture of United Way of America and Mutual of America.

The system provides electronic mail, database access, information and data manipulation, online

storage of information, computer-based training, a calendar and schedule system, and project management software. The database information includes information on United Way's campaign allocations and Dow Jones financial information. Users can access software on the mainframe computer host for statistical analysis, graph production, and database management. There is a \$250 one-time fee for software, manuals, and user ID. Additional IDs cost \$50 each. The price of using the system varies from \$10/hour to \$37/hour depending on the service. Electronic mail is free to Fair-Share United Way organizations.

For More Information: Human Care Network, United Way of America, 701 North Fairfax Street, Alexandria, Virginia 22314-2045, 703-683-7828 or 703-836-7100

MUSICIANS COMPUTERIZED BULLETIN BOARD SYSTEMS

Herbie Hancock, Joe Walsh, Jeff Lorber and many other musicians are using bulletin board systems to exchange digital music

Computer music buffs in Dallas this last summer organized the American MIDI Users Group and created a new bulletin board system (BBS) to support it. The bulletin board system is open 24 hours. Access to the message downloading areas is free. Members who pay a \$20 per year membership fee get the AMUG newsletter and access to some specialized data on the bulletin board system. It is stocked with song files, synthesizer patches and MIDI equipment news—MIDI, the Musical Instrument Digital Interface, nearly the standard language for computer-controlled instruments. The song files are written with such programs as the Jim Miller Personal Composer, Southworth Total Music or Texture. The AMUG bulletin board can be called (with a modem) at 214-276-8902.

There are other computer music bulletin boards, including:

Roland Digital BBS, operated by Roland Corporation, makers of keyboards and sequencers, 213-438-6783.

Music Net in Beekman, New York is a consumer-oriented service, stocked with music product

reviews, news and MIDI tips. Membership in Music Net costs \$75/yr. (Music Net, PO Box 274, Beekman, NY 12570).

PAN offers a broad range of services to performers, and generally to the entertainment world. Databases include European Club Database, College Radio Station list, and Studio locations (PAN, PO Box 162, Skipack, PA 19474). PAN charges \$125/yr.

Synth-Net is an online conference aimed at recording professionals. Regular users include Herbie Hancock, Joe Walsh, and Jeff Lorber. Membership fees are \$175/yr. (Synth-Net, 320 West 37th St., New York, NY 10018).

(From Bulletin Board Systems, October, 1986)

PRESBYTERIAN ONLINE NETWORK

The Presbyterian Church has begun to use Prebynet, a nonhierarchical, multidirectional, inclusive telephone-computer network

In April of 1986 up to 500 members and agencies of the Presbyterian Church and a number of ecumenical partners began to use Prebynet, a "non-hierarchical, multidirectional, inclusive telephone-computer network." Each of the 3.1 million member church's 181 presbyteries, 20 synods, and special interest groups are able to claim a subsidized, pre-paid account on the system.

Each user receives the same amount of free, prepaid computer time each month, two hours of prime time or three hours of non-prime time. To avoid having first-time users expend all of their free time learning the system, each user receives five hours of prime-time free of charge or seven hours non-prime time during the first month on the system.

Three toll-free phone lines will enable people in the church to phone a 24-hour number for technical assistance, to dial the central computer without phone toll charges if they live outside the areas covered by the network's own low-rate access phone lines, and to find out what is happening on the system.

The agency contracted with Network Technologies International (NTI), based in Ann Arbor, Michigan to provide the computer, the

phone linkages, and technical assistance. The agency also contracted with The Networking Institute for assistance in developing their use of the system.

For More Information: Presbyterian Church, The Support Agency, Communications Unit, Room. 1948, Interchurch Center, 475 Riverside Drive, New York, NY 10115, 212-870-2402.

PEACENET AN ONLINE COMPUTER COMMUNICATION SYSTEM

PeaceNet, an online computer communication network supports activities of groups working on world peace issues with electronic mailing, conferences, and databases

PeaceNet is a computer-based communication system helping the peace movement throughout the world communicate and cooperate more effectively. It is owned, operated, and managed by four nonprofit national peace organizations with a combined membership of over 10,000: Ark Communications Institute, Center for Innovative Diplomacy, Community Data Processing, and Foundation for Arts of Peace. A council consisting of a representative from each organization is responsible for PeaceNet operations. Peacenet is used by groups such as the American Peace Test, Beyond War, Coalition for a New Foreign Policy, Internews, National Freeze, North American Congress on Latin America, Nuclear Times, and Parliamentarians Global Action.

It has been used by a dozen Soviet-American sister cities to organize a meeting in Colorado and to work together afterwards. Three researchers from California, New York, and Colorado have used PeaceNet's conferences to write a paper on "alternative security" round-robin style, even while one researcher was traveling through Europe.

Organizers of the Great Peace March used PeaceNet to coordinate their nationwide 3235 mile walk.

When PeaceNet's databases are ready, organizers throughout the country will be able to access lists of peace-related organizations, speakers, funders, and research. A coalition of peace-minded local officials plans to create a

database for Peacenet containing lists of cities declaring themselves nuclear free zones or supporting a comprehensive test ban.

PeaceNet's charges are a \$10 sign-up fee, for which you get a manual and several free off-peak hours of use. There is a monthly charge of \$10. Every additional peak hour use is \$10, and every additional off-peak hour is \$5.

For More Information: PeaceNet, 1918 Bonita, Berkeley, CA, 415-486-0264

ELECTRONIC LOBBYING SERVICE

Compupax, a computer and telecommunications organization has started Constituent Express, an electronic lobbying service

Compupax, a Computer and Telecommunications organization, has announced the formation of an electronic lobbying service called Constituent Express. It will serve the progressive peace, labor, environmental, and social justice communities. Messages are composed and transmitted to the Constituent Express computer and dispatched from there to their destination. Constituent Express will provide overnight delivery of electronically transmitted messages from organizations and their respective members to the U.S. Congress and White House for a fraction of the cost of a mailgram or over-night letter. For less than \$80 an organization can send the same message (11 lines maximum, 60 characters per line) to every member of Congress. Single messages can be sent for 50 cents, and the same message text can be sent to multiple people for 15 cents per additional addressee. There is a \$10/month minimum charge and \$25/year subscription fee.

For More Information: Compupax, 408 13th St., Suite. 283, Oakland, CA 94612, 415-836-2389

HOUSING INVENTORY SOFTWARE DEVELOPED

The Clinton Housing Inventory Program (CHIP), is a software program to monitor information on a neighborhood's residential properties

Using city data on residences, CHIP feeds the data into its software program, which can store 101 pieces of information on each property. Five database files give information on the property, including basic building statistics (block and lot number, sales information, type of ownership); harassment (a history of housing complaints); alterations (a record of building permits). The software program was developed with funding from CitiBank by the Housing Conservation Coordinators and the Clinton Housing Development Company. The price: is \$450, or \$260 for not-for-profit groups

For More Information: Tad Stahnke, Clinton Housing Information Program, 777 Tenth Ave., New York, NY 10019, 212-541-5996

PROPERTY MANAGEMENT SOFTWARE

Nonprofit Property Management Increases its income by 50-70% by Computerization

The West Harlem Community Organization gained a good reputation over several years for property management, and had done all its management tasks manually. By establishing an integrated computer system, including a computer spreadsheet, general ledger, and accounting, and adapting multi-user network software to management operations, it has been able to expand its management capability from 600 units to 2,000 units, with the addition of only one staff person. The computerization of its management operation has increased its income from property management by 50-75% without proportionate increases in overhead.

For More Information: West Harlem Community Organization, Inc., 240 West 116th, New York, NY, 212-678-5660

CRIME PREVENTION TRACKING SOFTWARE

Urban Crime Prevention Program Uses Small Computer to Track daily block Crime Incidents

The Urban Crime Prevention Program in Chicago launched a crime-tracking project. In order to develop the program they needed to obtain crime data. At first high ranking police officials objected. The policy has changed, and community groups now have gained access to daily crime reports. The reports are entered into a small computer programmed to break down the data, and map crime incidents by the block in which they occur. The information allows community people to detect crime patterns, alert Neighborhood Watch Programs and squelch the spread of easy crime.

For More Information: Urban Crime Prevention Program, 67 E Madison, Chicago, IL , 312-236-0315

COMPUTER RESOURCE GUIDES FOR NONPROFIT ORGANIZATIONS

Two-volume work provides information on foundations that provide support for computer system development, and access to information about nonprofit software

The Public Management Institute publishes a two volume work, *Computer Resource Guide for Nonprofits*. Volume I is a directory of nonprofit software, and Volume II is a guide to funding sources for nonprofit computer-related developments.

The computer funding guide (volume II) describes computer-related giving programs of 200 corporations, foundations, and government agencies. In the introduction, the editors summarize what they consider to be the emerging trends in computer funding:

(1) Many of the organizations that provide funds for computers do not consider computer applications a specific field of interest

(2) The majority of gifts support either hardware purchase or project applications. Funds for specific computer applications and computer training are harder to find

(3) The number of requests for computer funding increases every year

(4) Agencies with a specific interest in computers still maintain the most clearly defined, computer-giving programs

(5) More and more software is being developed with the nonprofit user in mind.

With the majority of computer donations coming from the manufacturers, a nonprofit seeking funding from these sources should keep an eye on trends in the computer industry.

The directory has over 100 pages of indexes. Needless to say it is not difficult to find things. You can look up contact persons, corporate headquarters, funding areas, geographic area, main subsidiaries and principal business. Each entry includes complete access information, eligibility, names of officers and trustees, a contributions profile, application process description, and sample grants.

The companion directory, *Computer Resource Guide for Nonprofits, Volume I: Software Directory* describes client services software to track client costs, client demographics, client history, events software, food services, job matching, library management, public housing management, and survey software. There is extensive coverage of fund accounting, and membership management software.

In most cases the software manufacturers described in this directory are not household names. Compared to more general purpose, off-the-shelf software (e.g. to perform word processing, spreadsheets, database management), this software is expensive. Sometimes the companies only have one product, or only sell a few hundred packages a year.

The directory is a unique guide to a very specialized computer software market. It may be the only place to look for some kinds of software.

For More Information: *Computer Resource Guide for Nonprofits, Volume I: Software Directory, Volume II: Funding Source Directory*, Public Management Institute, 358 Brannan St., San Francisco, CA 94107, \$95 each, or \$175 for set, 1985

COMPUTER NEEDS ANALYSIS

Systematic method for buying a computer described in new publication

A new guide, *Computerization Needs Analysis* provides the information one needs to conduct a needs analysis—a systematic examination of the functions an organization wishes to computerize, and the identification of needs within each function. The tangible result of the analysis as described in the guidebook is a list of specifications for software and hardware that may be used for obtaining bids for computer systems from vendors. One section details the overall process, and another section goes into more detail about word processing, database management, spreadsheets, and accounting. Plenty of worksheets make the book more than worth the \$10.00 price.

For More Information: *Computerization Needs Analysis*, Computer Help and Information Program, Southern California Center for Nonprofit Management, 1052 West Sixth St., Ste. 500, Los Angeles, CA 90017, 1986, \$10.00

ENVIRONMENTAL COMPUTER NETWORKS

Environmental groups are communicating via computer

The Environmental Task Force has published a brief resource list of electronic bulletin boards, electronic mail, conferencing systems and online databases of interest to environmental groups. The list of small bulletin board systems is especially intriguing.

Bulletin board systems include the Arms Control Computer Network, AMNET, a bulletin board system for animal rights activists, and other bulletin boards operated by the Association of New Jersey Recyclers, the Western Natural Resources Law Clinic, and the Center for Biology of Natural Systems at Queens College. The resource list is free of charge.

For More Information: Environmental Task Force, 1012 14th St., NW, Washington, DC 20005, 202-842-222

FEDERAL GOVERNMENT SOFTWARE EXCHANGE

Office of Software Development tracks federally sponsored software development

The Office of Software Development and Information Technology attempts to keep track of federally sponsored software development, and promotes interagency sharing of software and other information resources. The *IRM Forum* is a free quarterly bulletin on policy issues related to federal use of information technology. The *Federal Software Exchange Catalog* contains abstracts of federally owned software programs and systems. The subscription rate is \$75 per year.

For more information: Office of Software Development and Information Technology, 5203 Leesburg Pike, Ste. 1100, Falls Church, VA 22401-3467, 703-756-6156

PLANTING BUGS IN THE GARDEN

Software programs developed to lighten one's work day in the computer age

Macintosh computer hackers have created some wonderful public domain, mostly gentle and innocent, software bugs. Meltdown is a program that causes the Macintosh screen to collapse as if it were made of wax and was over heating! The Bugs program puts crawling ladybugs on the screen—and you can just continue to work normally. The Push program causes a little walking man to come from the left and push your screen display slowly off to the right into never-never land. Crabs is a frightening little program that makes small crabs jump out across the screen that begin to nibble away at information displayed on the screen. And last but not least there is the Talking Moose, who just appears now and then with something to say. You can program it to say what you want. It comes with some built-in comments like "Hey, buddy, might if I smoke", or "Go ahead, make my day."

(From *New Jersey Macintosh Users Group Newsletter*).

LOCAL NEWS

COMPUTE ABLE NETWORK

Organization helps disabled enter the computer age with magazine, and conferences

Compute Able Network was founded by two Portland special educators, Dennis Kviz and Kevin Mills. Compute Able is a nonprofit service organization formed to address the unique microcomputer needs of the disabled community. Compute Able serves as a clearinghouse of information on computer applications and hardware. A speakers bureau has been formed to provide information on applied computer technology for persons with disabilities. The *Compute Able News*, the organization's monthly magazine, is a valuable source of information for persons with disabilities, and those working with the disabled (\$24/yr).

On February 26-28 the organization will sponsor its second annual Computer Access for Persons with Disabilities Conference with presentations on applications for orthopedically impaired, vision impaired, hearing impaired, severely handicapped, cognitive disorders, and others. There will also be demonstrations of authoring systems, voice input and output applications, environmental controls, and more.

For More Information: Compute Able Network, Inc., PO Box 1706, Portland, OR 97207

CENTER FOR ADVANCED TECHNOLOGY

Center in Eugene provides support, teaching, research, and services involving educational applications of computers

The Center for Advanced Technology in Education (CATE) is part of the University of Oregon's College of Education. Its mission is to encourage and support teaching, research, and service involving educational applications of computers and other advanced technology. Among the principal organizations included in the CATE are:

University of Oregon Computers in Education and Instructional Technology programs, Career Information System, Educational Resources Information Clearinghouse, the International Council for Computers in Education, and the Oregon Total Information System.

The center's research focuses include: data base use; institutional systems design; evaluation of learning involving technology; and management of organizations using advanced educational technology.

In the facility are three microcomputer laboratories with more than eighty computers, a computer graphics teaching laboratory, a resource center for software and technical research material, classrooms, and an auditorium for classes, in-service trainings and conferences.

For More Information: Center for Advanced Technology in Education, University of Oregon, 1787 Agate St., Eugene, OR 97403, 503-686-3460.

OREGON COMPUTER CONSULTANTS DIRECTORY

Directory of members of the Oregon Computer Consultants Association useful guide to unique range of computer skills

The Oregon Computer Consultants Association (OCCA) is a not-for-profit association established to provide a structure and forum for independent computer consultants working within the State of Oregon to share their knowledge, skills, and resources. OCCA has regular meetings, and publishes a monthly digest.

Recently OCCA published a directory to its membership, a very useful resource for local computerists, and for computer users looking for just the right consultant. The directory has listings for contract programmers, management consultants, data entry, data conversion and disk conversion, documentation, disaster recovery, project management, requirement analysis, and research.

For More Information: The Oregon Computer Consultants Association, PO Box 9273, Portland, OR 97207.

ASSESSMENT OF NORTHWEST LIBRARY COLLECTIONS

160 libraries involved in assessment of library collection in the Pacific Northwest

The Pacific Northwest Conspectus Database, a new regional, subject-based assessment file, already contains over 50,000 individual subject assessments from 160 participating libraries.

The database produces reports for individual libraries and reports for libraries to compare themselves to other libraries. Reports are available in both text and graphic format and can be selected based on a variety of factors including library type (academic, special or public), location (state, county, city), population served, materials budget, enrollment (for academic libraries), funding source (public or private), or cooperative group.

To collect assessment data, 350 librarians from 234 libraries were trained under a project administered by the University of Washington School of Library and Information Science. An outgrowth of these regional training meetings was the Pacific Northwest Collection Assessment Manual. The 90-page manual was written as a reference tool for those who were trained in the conspectus methodology of collection assessment. Manuals are available for \$10.

The Conspectus Database is administered by the Oregon State Library Foundation and funded by a grant from the Fred Meyer Charitable Trust.

For More Information: Peggy Cummings Forcier, Project Director, Oregon State Library Foundation, State Library Building, Salem, OR 97310-0642, 503-378-5082.

COMPUTER NETWORK FOR EDUCATION

Eight Oregon school districts linked via a statewide computer network

Eighty Oregon school districts are linked electronically via Ore-net, a statewide computer network that gives them instant access to each other and to a wide variety of education data. A joint venture of the Oregon School Boards Association, Oregon Department of Education, Confederation of Oregon School Administrators,

Oregon Community College Association, Northwest Regional Educational Laboratory and the University of Oregon, Ore-Net is the only such cooperative education network in the nation.

Each participating organization is connected by its own computer to a large mainframe computer where data is stored. Within seconds, school officials can obtain the latest information on Oregon education news, pending legislation affecting schools, labor relations, school board policy and much more. The network features over 40 active files, and also allows subscribers to communicate via electronic mail.

For More Information: Ore-Net, Oregon School Boards Association, PO Box 1068, Salem, OR 97308, 503-588-2800.

NORTHWEST WRITERS HANDBOOK

192 pages of information about the publishing industry in the Northwest

The second edition of the *Writer's Northwest Handbook* has been published. This edition contains 192 pages of articles, interviews, publishers lists, business forms, and other resource material. The directory lists more than 2,200 book and periodical publishers with their editorial guidelines. Markets for non-fiction, fiction, poetry, scripts, and photographs in Oregon, Washington, Idaho, Montana, Alaska, and British Columbia. Also listed are educational programs, writing and publishing events, arts agencies, contests, book distributors and special services for writers. How-to information includes how to select an agent, self-publishing, business tips for freelancers, publicity techniques, and desktop publishing—the entire edition was published using desktop publishing equipment (on Altos, Macintosh, and Laserwriter Plus).

For More Information: *Writer's Northwest Handbook*, published by Media Weavers, PO Box 19755, Portland, OR 97219, \$12.95.

TREND REPORTS ON NEW OPTICAL INFORMATION TECHNOLOGY

The Fred Meyer Charitable Trust's Library and Information Resources for the Northwest program has published a series of reports on new optical information technologies.

Laser Discs Knock on Library Door reports on the Seattle-based Microsoft's company's conference, the First International CD ROM conference held in Seattle in March, 1986. The paper summarizes some of the conference papers and discusses CD ROM hardware and support services, critical market barriers for the CD ROM, intellectual property rights, and technical standards.

The New Optical Media Mid-1986: A Status Report is a complementary guide to the first report with more emphasis on the current status of the technology. Information gathered from two conferences is also included: a workshop sponsored by the Information Industry in Palo Alto, July, 1986, and the Fourth International Conference on the Future of Optical Memory Technology sponsored by Rothchild Consultants.

The New Optical Media in the Library and the Academy Tomorrow provides an appraisal about how the new technology can fit into academic and library environments.

The final report, *Moving Information: Graphic Images on CD ROM* looks into how the new technology might change the information a library can provide. With the new technologies libraries will be forced to re-examine what type of information they make available, and how information is indexed and made available.

For More Information: David C. Miller, DCM Associates, Post Drawer 605, Benicia, CA 94510, 707-746-6728.

CENTER FOR URBAN EDUCATION NEWS

THE REFUGEE PROGRAM: HELPING PORTLAND'S NEW AMERICANS

Beginning in 1981, CUE formed a partnership with the Voluntary Agencies (VOLAGs) that assist refugees to successfully resettle throughout the state. In conjunction with that partnership, CUE helped implement and develop the Portland Area Refugee Services Consortium. This consortium is made up of agencies that have the common goal of providing services and resources to refugees.

In the past, CUE's refugee services programming has included participation in the distribution of federal emergency cash assistance, the recruitment and distribution of local goods and services for refugees, the development of a unique refugee housing project, and help in the development of the refugee-operated Southeast Asian Refugee Federation (SEARF).

Today, SEARF has grown into the independent agency for refugee self-determination known as the International Refugee Center of Oregon (IRCO). CUE continues to maintain close ties with SEARF, the Portland Area Refugee Services Consortium, and the VOLAGs in carrying out several programs.

The Refugee Early Employment Project (REEP) is an alternative to public welfare. It vests the distribution of cash and medical assistance in the private sector, while placing special emphasis on helping participants become employed and self-sufficient. The project makes use of positive incentives whenever possible. For example, in the past the potential loss of medical insurance has been a disincentive for refugees to take minimum-wage jobs. In REEP a family may continue to receive medical insurance even though they earn too much to qualify for cash benefits. Case services for REEP are performed under sub-contract to CUE by paraprofessional, bi-lingual staff at the voluntary agencies that operate in this region.

Case management services are performed under sub-contracts with the VOLAGs. In general these are social services that provide support for the refugee recipients while they go about the difficult task of resettling in a new environment. Included are direct services, such as giving advice about a range of day-to-day issues, helping arrange for child care, providing liaison between refugees and

English speakers, referred services, and a multitude of follow-up services.

CUE's work with the program has included system design, program management and technical assistance, monitoring and reporting, and fiscal management.

The Consortium Management Information System (CMIS) provides to the Portland Area Refugee Services Consortium agencies a comprehensive client tracking and reporting system. Over a dozen agencies, including the state of Oregon, and the federal office of refugee resettlement utilize the data provided by the system. CUE's continuing role has been to develop, maintain, and monitor the system.

COMPUTER CENTER

CUE has always had a strong commitment to helping citizens and community organizations work with government to develop the most appropriate and effective use of information and communications technology. In the early 1970s CUE played a major role in bringing citizen involvement into the city of Portland's cable TV franchise process. In the late 1970s CUE became involved with the use of computers for communication. In 1981, a conference, Information and Communication Technology for the Community, along with a publication with the same name launched CUE into a new involvement with helping nonprofit organizations to understand and make use of the microcomputer revolution. Soon after the conference CUE began sponsoring computer literacy retreats, providing nonprofit organizations with the opportunity to learn the basics about microcomputers. In 1984, CUE formalized its involvement in computers and communication issues with the formation of the Information Technology Institute.

In March, 1985 the institute opened the first nonprofit computer resource center in the Northwest, offering education, technical assistance and access to computer equipment through its unique computer lab. The center has provided education, technical assistance and access to computer equipment to over 250 organizations.

As the needs of community organizations has changed the center has changed its programs. In the early stages, the focus was on basic computer literacy. More recently classes have shifted toward more sophisticated computer applications and information management. Technical assistance and training has taken on a new dynamic meaning through the center's desktop publishing service. The service provides a way for nonprofits to learn how to design, typeset and layout their own publications using desktop computers.

In 1987 CUE will continue to provide a wide range of computer applications classes, technical assistance in computer system development, and access to computer technology in the computer lab. Several new programs are envisioned. A new electronic bulletin board system will be provided that will operate 24/hour a day. A financial management service, database management service and information transfer service will be implemented to offer community organizations help in three critical areas.

COLUMBIA WILLAMETTE FUTURES FORUM

The Columbia Willamette Futures Forum (CWFF) is completing a busy year of work focused on the future of Oregon's health care system. The May 1986 conference, Critical Choices '86, provided a vehicle for public discussion of several emerging issues for our health care system, including providing service for the growing number of frail elderly, integrating the concept of wellness into our acute care system, creating a vocabulary for considering ethical issues in health care delivery, and guaranteeing that the techniques of modern health care be available to all segments of society.

CWFF recognized that the complexities of the health care system can not be addressed in the scope of a two day conference, but that the forum could develop and disseminate a new way of thinking about these issues.

As a result, the forum has spent the fall months developing a thirty-minute videotape and workbook to introduce groups and individuals to the techniques of "futuring." The videotape provides a "how-to" guide to futuring while showing one group of interested citizens actually engaged in developing a scenario for the future of our health care system. The tape and workbook are

available to groups in all disciplines wishing to explore the long-term possibilities for their interest area and looking to take positive steps today to ensure that their desired future becomes a reality.

For 1987, the Futures Forum is turning its attention to the problem of community leadership. We believe that many groups with differing views on current policy issues can find common ground when they discuss how our community should look thirty years into the future. As many groups in Portland explore how they can make a more effective contribution to the leadership of our region, they will benefit from giving explicit attention to the skills of futuring, consensus-building, and communicating with groups and individuals representing the wide diversity of contemporary Portland. The forum welcomes your interest and participation in addressing the "leadership problem" from a broad-based and futures-minded point-of-view.

SHARED HOUSING

Shared Housing is a self-help project whose purpose is to meet the growing need for affordable housing on the part of elderly and other low to moderate income residents of the Portland metropolitan area, by better utilizing existing housing stock. The program seeks to offer a better standard of living by reducing housing costs and providing social and emotional support through the home sharing process. Of special significance are contributions made through the program to support services for the frail elderly, enabling them to remain at home, as well as a growing role as provider of transitional housing to homeless people of all ages.

The Shared Housing Program began in 1982. In the four-year history the program has received over 5000 inquiries and processed about 2000 home sharing applications of which 95% have received at least one homeshare match. About 75% of all homeowner clients are over 55, and nearly 40% of tenant clients were homeless at the time they apply. In all, nearly 700 individuals have home shared.

For further information about Shared Housing, call 222-5559, or write Shared Housing, 335 NW 19th Ave., Portland, OR 97209.

TECHNICAL ASSISTANCE FOR NEIGHBORHOODS

The Oregon Community Foundation (OCF) has provided CUE with a grant to provide technical assistance and training to neighborhood associations. The grant is a part of the Mott Foundation sponsored Neighborhood Grants Program that the Oregon Community Foundation administers for the Portland area.

The program's plans include working with Southeast Uplift on the third annual leadership conference. CUE will be providing three or four more intensive trainings as follow-up to what is offered at the conference. Topics for the intensive (1/2 day or longer) workshops might include: action planning, fund raising, mediation and conflict resolution, communication and outreach, and newsletter production.

Materials are also being developed for each of the training areas and will be made available to attendees and others by mail order.

Another important part of the project will be the development of a training program for the five area boards that represent individual neighborhood associations throughout the city.

At the end of the project a directory of technical assistance information in the greater Portland area will also be published.

CABLE TV SENIOR SERVICES PROJECT

The Center for Urban Education has announced plans to develop a series of cable television programs to assist area seniors to continue to live independently. The project, funded by a \$162,000 grant from the Fred Meyer Charitable Trust, will involve production of bi-weekly cable television programs by teams made up of professional video producers, volunteer senior producers and technicians, and staff members drawn from senior service agencies.

Each program will be developed through a collaboration between a specific local service agency and project advisors. Area agencies involved in program production include the Visiting Nurses Association (Healthlink), Good Samaritan Hospital Neurological Sciences Center Education and Family Support Program, and the Clackamas County Senior Citizens Council.

The project will also assist senior service agencies in the metropolitan area to make more effective use of cable television and videotape materials. CUE will develop a catalogue of video materials of use to service agencies, will train agency staff in video production, and will operate a videotape exchange service to encourage wider use of video resources among local agencies.

CUE will compile production, cost, and audience data to enable social service agencies to evaluate the effectiveness of cable television as an outreach and service medium. Among the project's final products will be a complete report and handbook for use of video by social service providers.

PUBLICATIONS

SPECIAL OFFERS

Socially Responsible Investing

An introduction to investing with a social conscience, the 25-page booklet contains several essays and interviews, as well as resource lists. If you order before February 28 the cost is only \$4.00

Media Guide Package

Order now and you can receive both the 1985 *Oregon Media Guide* (with statewide listings) and the 1986 Portland Metro Media guide free, \$12.00.

Special Winter Package

Until the end of February, we are offering a special publications package. You can receive our *Northwest Information Directory*, with descriptions of over 700 special information collections, *Knowing Home*, a guide for any community for a sustainable future, and our newest publication, *Socially Responsible Investing*, a total value of \$20.00, now only \$12.00!

RAIN Subscriptions

All orders must be prepaid in U.S. dollars
For those requiring an invoice, billing fee is \$5.00

2 year/regular rate	\$30.00
1 year/regular rate	\$18.00

1 year/contributing subscriber ((\$22 tax deductible)	\$40.00
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Foreign surface mail, add (includes Canada & Mexico)	\$ 5.00

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Center for Urban Education Publications

Urban Ecotopia Poster	\$ 4.00
Suburban Ecotopia Poster	\$ 4.00
Peace Trek Poster	\$15.00
Maritime Northwest Map	\$ 4.00
1985 Oregon Media Guide	\$12.00
1986 Portland Media Guide	\$ 6.00
Special package—both guides	\$12.00
*Northwest Information Directory	\$ 9.00
*Socially Responsible Investing	\$ 5.00
Special price before Feb. 28	\$4.00
*Knowing Home	\$ 6.00
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Center for Urban Education

CUE Associates' Benefits

1. Free subscription to CUE's RAIN magazine.
2. Discounts on all CUE classes and seminars in organizational management, information technology and communication.
3. Use of the Community Computer Center and the desktop publishing service at reduced rates.
4. Discounts on CUE publications including the *Oregon Media Guide*.
5. Special CUE Associates only events.
6. Access to the CUE library.

CUE Associates

Become a CUE Associate and join other organizations and individuals in the challenge of change.

As an INDIVIDUAL or FAMILY ASSOCIATE you become a partner with CUE in pursuing innovative approaches to community problems. You also have access to CUE's full range of resources that can help you grow both personally and professionally.

As an ORGANIZATIONAL ASSOCIATE your group and its employees have access to tools that can help your organization respond more effectively to changing needs and opportunities.

CUE ASSOCIATES MEMBERSHIP FORM

- | | |
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