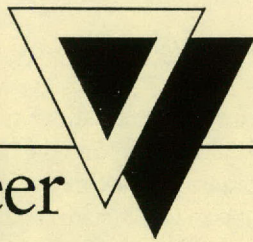


m1000.6
V889d
91/9

NOV 14 1991



August 1991

Depository
Dallas Public Library

Volunteer DIMENSIONS

A monthly information and idea source for volunteer managers

Volunteerism and the budget cuts

Article by G. Neil Karn reprinted from *Volunteering Virginia, Summer 1991, which first appeared in the Fall 1981 issue.*

The volunteer community is in something of a quandary. Never has the concept of volunteerism

Volunteerism and the budget reductions have become a popular theme, mentioned together frequently enough that they have become inexorably linked in the minds of many citizens. Let us be clear—they are not synonymous.

received such national attention. It seems that the President and every other governmental leader is trumpeting volunteerism as the force to bolster services threatened by dramatic budget reductions.

While pleased with these enthusiastic endorsements, many volunteer leaders find this new prosperity of support to be a mixed blessing. Some

are alarmed by what they view to be an unrealistic expectation that volunteers cannot possibly be mobilized to maintain all the threatened services. They fear that volunteerism is being set up for failure. Others are uneasy with the notion of volunteers being asked to replace paid staff, a prospect which violates the old saw, "Volunteers supplement, not supplant, staff." This has long been a sore point between paid professionals and volunteers. Still other volunteer leaders are reluctant to collude with what they view as an abandonment of

human services, recreation programs, the cultural arts, and other services targeted for funding cuts.

Let me be clear from the start—I intend to offer no definitive answer (if for no other reason than no one has the definitive question). What I can offer are six observations which may inform the discussion.

Volunteers led the fight for budget reductions
Many volunteer leaders, struggling for an appropriate response to the budget cuts, have overlooked the fact that volunteers led the way in electing the new administration in Washington, D.C. Political campaigns are overwhelmingly made up of volunteer workers. The whole taxpayers' revolt itself is a volunteer movement. Volunteers bemoaning budget cuts in the offing for their favorite causes or programs must simply admit that another volunteer group won the day this time. The tax cutters were better organized; they worked longer and harder.

Some services will inevitably fall by the wayside
In recent years, government has clearly usurped private initiative in this country. Many services, traditionally performed voluntarily, have been supplanted by broader and more comprehensive governmental services. Many of these governmental services would never exist if they had to compete for

continued page 6

The future challenges us: *Volunteer Dimensions* marks a new beginning

Volunteer Services at TXMHMR is legend. The thousands of caring volunteers and dedicated staff who have served and worked purposefully and productively throughout the decades have created a rich and timeless contribution. This contribution

was summed up eloquently by Martha Allen, the first chairman of the Volunteer Services State Council, when she spoke in 1956, and again in 1988, when she wrote

in *Thirty Years: Legends of Giving*, the anniversary publication which celebrated 30 years of the Council:

"I look back on my years as a volunteer as the happiest, most constructive years of my life. I've found my circle of love widening to include even those persons who seemed unlovely to me in the past. I now know that all of life may be lived with useful purpose and that with faith, hope and love, I, a volunteer, can face whatever the future may hold with steadfast courage."

continued page 2

A glance at what's inside

- VSSC sponsors annual fall membership meeting, page 2
- Criminal History Bill passes, page 3
- Don't miss the 1991 International Conference in Volunteer Administration, page 4
- September is Destination Dignity Month, page 5

AVA receives \$10,000 grant to fund innovative training projects and summit

The Association for Volunteer Administration (AVA) has received a \$10,000 grant from the UPS Foundation, the charitable arm of the United Parcel Service. The grant will support two initiatives aimed at strengthening training in the management of volunteers.

AVA will use \$5,000 in a mini-grants program to fund specific, innovative training projects which will provide information and training to volunteer program administrators. Innovative will be interpreted in one of three ways: the training project will utilize techniques or technologies which have not been used routinely in the past to train volunteer administrators; the training project will involve a collaboration of trainers and trainees who are generally not linked through traditional training programs; the training will involve a research element. All proposals must include one or more of these three elements.

Any individual, agency, organization or corpora-

tion which has experience in both training adults and in volunteer administration is eligible to submit a proposal for a grant. Awards will range from \$500 to \$1,500. Deadline for submissions is August 30, and proposals must be submitted on the form provided. Funds awarded must be expended by January 1, 1993. Awards will be announced at the Annual AVA Meeting in October. For more information, contact David Tobin, Executive Director, AVA, P.O. Box 4584, Boulder, CO 80306, or call (303) 541-0238.

The second initiative will be used for a May 1992 summit for national organizations involved in volunteerism and will take place in Washington, D.C. The Volunteer Leadership Institute in collaboration with the American Association of Retired Persons, the American Red Cross, United Way of America, 4-H and the AVA will meet to share information on their internal volunteer management training programs. They will also discuss ways they might work together to improve the quality of their training.

Criminal History Bill passes during regular session

House Bill 1486, "Criminal History Records Information on Employees, Applicants and Volunteers," passed during the 72nd Legislative Session. Sponsored by Representative Frank Madla of San Antonio, the bill gives TXMHMR

authority to check the criminal history records of all applicants to volunteer services. The legislation will further assist the Department in ensuring the safety and protection of persons served.

Volunteer Services, Central Office, will develop a

procedure policy for the 27 state facilities. Community MHMR centers will be provided information and a suggested procedure for making criminal history checks. All checks will be processed through the Texas Department of Public Safety after an applicant signs a permission form. At facilities, applicants will not be permitted to volunteer until clearance is obtained.

The passage of the legislation does not exclude volunteers with criminal records, but careful screening, appropriate placement and proper supervision will be crucial to the program's continued success.

The future challenges us: *Volunteer Dimensions* marks a new beginning

continued from page 1

A new future challenges us in Volunteer Services, and ideas unthinkable in the past can become opportunities if we reach to embrace them

as such. The concept in 1950 of volunteers serving in state mental institutions was revolutionary, but with encouragement and "prodding" (as Martha Allen wrote) dreams became realities and a concept began and flourished.

Volunteer Dimensions marks another new beginning and a spirit of widening the circle, of joining hands between facilities' and community MHMR centers' staff and volunteers, along with councils and boards of trustees. This new spirit presents a challenge to have a comprehensive system of quality volunteer support for each client/customer, regardless of where he or she receives services, along with a shared alliance and a shared hope of making the volunteer segment a vital part of the full treatment program. As we face the changing future, working together, may we carry forward the Martha Allen spirit of kindness, purpose and steadfast courage.

LEGISLATIVE UPDATE

Volunteer Dimensions is published monthly by the Texas Department of Mental Health and Mental Retardation Volunteer Services and Public Information Office to serve as an information and idea source for managers of volunteer programs. Volunteer and council news are welcomed. Deadline is the 15th of each month. Direct your submissions or inquiries to Volunteer Services at Central Office, P.O. Box 12668, Austin, Texas 78711, or call (512) 465-4660, STS 824-4660, fax (512) 465-4836 or (512) 465-4711.

Peg Barry, Director, Volunteer Services and Public Information
Lael Byers, Assistant Director
Jane Koock, Assistant Director
Adela Garcia, Administrative Technician II
Michele Glaze, Publications Coordinator

Waco Center for Youth

Dentistry Director volunteered at youth center

George H. Jurek, D.D.S., M.P.H., Director of Dental Services for TXMHMR, volunteered with the Waco Center for Youth. During March 1991, he volunteered 80 hours of service in the dental services division at the Center for Youth.

FROM THE FACILITIES

Richmond State School, Richmond

Richmond State School gets new assistant director

Marcia Whitten is the new Assistant Director, Volunteer Services for Richmond State School, Richmond. She has worked in the business office of RSS for the past seven years.

VSSC sponsors annual fall membership meeting in Abilene

The Volunteer Services State Council (VSSC) will sponsor the 33rd Fall Annual General Membership Meeting in Abilene, Texas. The meeting, scheduled September 26-28, at the Embassy Suites Hotel, will be hosted by the Volunteer Services Council (VSC) of Abilene State School.

Program speakers and highlights include: Marlene Wilson, international trainer and author of *You Can Make A Difference*; Cynthia Galvan, Director of Volunteer Services in the Governor's Office of Community Leadership Programs/Volunteer Services, who will discuss the Governor's Volunteer Program; Dennis Jones, TXMHMR Commissioner; and Pattilou Dawkins, Vice Chairman of the TXMHMR Board, who will speak at a luncheon scheduled at the Abilene Country Club.

Workshops will focus on fund raising, pet therapy, continuous quality improvement (CQI), a Families Conference and training for boards of directors.

The Council will host a tribute at the Petroleum Club of Abilene to honor the superintendents and directors of the 27 state facilities. The Top Twenty Volunteer Awards, Hall of Fame and Samaritan Awards will also be presented to volunteers from across the state. For more information on how to register, please call the Volunteer Services office at (512)465-4660 or STS 824-4660.

Marlene Wilson, author of You Can Make A Difference, will deliver the keynote address and plenary session.

VSSC NEWS

Ten leadership strategies

1. Show your employees the qualities you want them to show you. Get the honesty, loyalty, and enthusiasm you want from subordinates by displaying these qualities yourself.
2. Make your expectations clearly known. Never assume that subordinates know what behavior and results you expect of them. Don't be afraid to tell them exactly what you want.
3. Use meetings to strengthen the team. Encourage participation and idea sharing.
4. Reward cooperation and hard work. Don't take good performance for granted. Reward it and you can expect to see a lot more.
5. Give feedback to individuals regarding their contribution to the team. Do this objectively, honestly, and often. Make certain they know how well they are meeting your expectations and where they can improve.
6. Listen to employees. They will feel that what they have to say is important.
7. Admit your mistakes. Rather than being a sign of weakness, this is a sign of strength.
8. Do the little things that show subordinates you value them. People want to feel important; if you oblige them, they'll oblige you.
9. Approach disagreements honestly and squarely. Be aware of the results of your conflict resolution style. Learn to use conflict positively.
10. Don't take yourself too seriously. Laugh at yourself and with your people.

These tips were provided by Sam Deep, co-author of Smart Moves (Addison-Wesley Publishing). Reprinted with permission from: 501(c)(3) Monthly Letter, June 1991, Vol. 11, Number 6.

MHMR Services for the
Concho Valley, San Angelo
**Coordinator is recognized for
volunteer achievement**

Carol Ott Schacht, Coordinator for VS and PIO, has been nominated to the board of Conventions and Visitors Bureau for San Angelo. She was also elected by fellow members of the Leadership San Angelo Class to serve on that board.

CENTERVIEWS

Additionally, she serves on the board of the Senior Companion Program, a lower income senior volunteer program whose volunteers receive a stipend for part-time work with other seniors who have disabilities. This connection provides a vehicle to work with Concho Valley clients.

Finally, she is one of three founding members of the San Angelo Civic Guild, a support organization to the local community theatre. The goal of the Guild is to develop educational programs for schools and agencies which serve the developmentally disabled. The Guild is establishing a trained pool of volunteers which Concho Valley will tap to work with clients in their creative dramatics program. The drama programs help clients develop confidence, self-esteem and self-advocacy. Carol emphasizes that the visibility, exposure and contacts made through MHMR have landed her board positions in the community. These opportunities to serve as a volunteer herself have in turn given the center exposure and benefits.

Tri-County MHMR Services, Conroe
Golf classic sets record

The Second Annual Burnham Golf Classic was held in Liberty (in one of the center's three counties) and proved to be the most successful golf tournament fundraiser to date. Proceeds of more than \$10,000 exceeded the committee's goal and will benefit the Early Childhood Intervention (ECI) Program of Tri-County. This year, an extra day was added to the tournament and the additional activities raised additional funds. The festivities opened with registration and a practice round on Friday, followed by a fish fry and dance. Golf, barbecue and more fun filled Saturday and Sunday. Tickets were designed for a package purchase or for individual events, which also increased revenues. The community of Liberty and J.C. and Bruce Burnham in particular, deserve recognition for their hard work and commitment to the children served by ECI.

**National Volunteer Week
announces five-year calendar**

The National VOLUNTEER Center sponsors National Volunteer Week each spring to honor those who volunteer. Here are the dates of National Volunteer Week through 1995!

- 1992: April 26 - May 2
- 1993: April 18 - 24
- 1994: April 17 - 23
- 1995: April 23 - 29

Think Globally-Act Locally is theme for international conference

Think Globally-Act Locally is the theme for the 1991 International Conference on Volunteer Administration scheduled October 23-26, in

Atlanta, GA. Sponsored by the Association for Volunteer Administration (AVA), the conference is the annual forum for the discussion of common concerns, exchange of knowledge and experience, and interaction with the profession's outstanding practitioners. The conference features workshops, institutes, consultation opportunities, site visits, special tours and

"I" for introductory, "E" for experienced or "A" for appropriate for all. Featured presenters are Dr. Betty L. Siegel, the first and only woman president in the 34-unit University System of Georgia, who since 1981 has led Kennesaw State College —cited widely for its exemplary accomplishments in minority recruitment and retention, leadership programs for faculty, staff and students, among other successes; Ann R. Dalton, Director of the Research Policy and Program Group for the Association of Junior Leagues International, Inc., who will present a special plenary session entitled "Advocates for Change"; and Marlene Wilson, president of Volunteer Management Associates, international authority and trainer in the field of volunteerism, who will deliver an address entitled "Our Profession at a Crossroads."

The Atlanta Hilton and Towers Hotel is the conference site. For a conference brochure and more information, contact AVA at (303) 541-0238 or write to: AVA, P.O. Box 4584, Boulder, CO 80306.

Don't miss this opportunity!
The conference features workshops, institutes, consultation opportunities, site visits, special tours and the opportunity to meet and get to know professionals in volunteer administration from the United States, Canada and other countries.

the opportunity to meet and get to know professionals in volunteer administration from the United States, Canada and other countries.

The theme will be incorporated into all presentations. Sessions have been rated by the trainers as

Governor to proclaim September Destination Dignity Month

Governor Ann Richards will issue a proclamation this month proclaiming September 1991 Destination Dignity Month, an initiative adopted by the Texas Council Board of Directors. The purpose of Destination Dignity

The purpose is to provide an opportunity for citizens to promote dignity and quality of life for persons with mental disabilities.

is to provide an opportunity for citizens in the community to promote dignity and quality of life for persons with mental disabilities and to create an awareness within the community about the services provided

by the local community mental health and mental retardation entities. Destination Dignity is open to all local coalitions as an opportunity to send a message to its community that makes an impact greater than any single entity might accomplish.

A notebook providing ideas for promoting September as Destination Dignity Month was prepared for the Texas Council by the officers of the Association of Volunteer Services Consortium (AVSC). For copies of the notebook or for more information, contact Rosalie Boldin at the Texas Council office, (512) 794-9268.

San Antonio State School Council, San Antonio Council sponsors "Off Broadway" benefit for clients

"Slightly Off Broadway" is the name of a stage production and slightly very clever fundraiser to benefit the clients at the San Antonio State School (SASS). Presented by the Volunteer Services Council at SASS in cooperation with The Business Volunteer Council of San Antonio, the cast will include talented business men and women whose normal, everyday lives are otherwise committed to their professions. Business

and corporations are invited to participate by holding in-house auditions and selecting the best two or three acts to perform. Awards will be presented in four categories: Best Performance, Most Creative and Unusual Performance, Best Stage Presence and Best Costume.

The production is scheduled November 13, in the Beethoven Hall at Hemisphere Park in San Antonio. Curtain is 7:30 p.m. with entertainment beginning at 7:00 p.m. Tickets are \$10 reserved and \$8 general admission. To top off the fun, a trip for two to New York City will be raffled with weekend accommodations at a posh Manhattan hotel and tickets to a live Broadway production. For more information, contact Roy Rangel, SASS Director of Volunteer Services and Public Information, (512) 532-9610 ext. 1679.

VSC NEWS

Learn to fight fair

"Communicate . . . negotiate . . . resolve . . . using new power that will increase your job effectiveness, leadership impact and career potential!" with the National Seminars Group workshop, "Conflict Management and Negotiation Skills." For \$99, you can learn the skills and techniques that keep you "in control" in a session that lasts from 9 a.m. to 4 p.m. in locations and dates across the state.

The workshop is divided into six topics:

- 1) Understanding the psychological barriers to successful negotiating;
- 2) Learning what kind of negotiator you are;
- 3) Setting the stage for confrontation and negotiation;
- 4) Communicating your position;
- 5) Handling conflict with confidence and competence;
- 6) Understanding the differences in negotiation styles between men and women.

Workshop dates and locations in Texas:

September 10	San Antonio
September 11	Austin
September 12 & 13	Houston
September 26 & 27	Dallas/Arlington

Call toll-free 1 (800) 258-7246 for a registration form and more information, or write to: National Seminars Group, P.O. Box 2949, Shawnee Mission, KS 66201-1349.

1991 fall conference calendar

September 16-17
The Governors' 15th Annual Texas Volunteer Conference
Hyatt Regency Hotel, Austin
Contact Cynthia Galvin, (512) 463-1782
or Jane Koock, (512) 465-4660

September 26-28
Volunteer Services State Council Fall Meeting
Embassy Suites, Abilene
Contact Lael Byers, (512) 465-4660

October 24-27
AVA's International Conference on Volunteer Administration
The Atlanta Hilton and Towers Hotel
Contact AVA, (512) 541-0238

November 11-15
Volunteer Management Program Third Level
Boulder, Colorado
Contact Gwen Ritter, (303) 492-5151

Volunteerism and the budget cuts *continued from page 1*

private resources. That is, in a laissez-faire market, most taxpayers would not choose to support them. In a sense, they have been artificially sustained.

□The issue of volunteers replacing paid staff is a false dichotomy

Whenever it is suggested that budget reductions can be offset by renewed emphasis on volunteerism, the question is always posed, "Should volunteers replace paid staff?" Volunteer leaders are well practiced in skirting this issue. The question is really a naive one because volunteers seldom replace staff directly. People familiar with motivational research regarding volunteering understand that people volunteer for those activities which they can identify as helping someone else or contributing to a cause they hold dear. The most sophisticated recruitment program in the world will not generate volunteers to build highways or to volunteer at the Tax Commission. It just isn't going to happen. In an article in the spring edition of *Voluntary Action Leadership*, Steve McCurley reverses the issue to pose an equally instructive question: "Should paid staff replace volunteers?" History shows that many professions ranging from fire fighters to probation officers have evolved from what once were exclusively volunteer services. It really is not an issue of volunteer versus professional. McCurley adroitly observes that the real question is one of "putting the right people in the right place at the right time."

□Budget reductions and the renewed emphasis on volunteerism are not synonymous

The strong mood to cut governmental spending and the tax burden at the national level, in our state capital, and at the local level is readily apparent. Many of the advocates for budget cuts are in the same breath calling for a new spirit of self-help, individual responsibility,

and neighborly helping to take up the slack for reduced services. As a result, volunteerism and the budget reductions have become a popular theme, mentioned together frequently enough that they have become inexorably linked in the minds of many citizens. Let us be clear—they are not synonymous.

The impetus of the budget cuts is a growing tax burden, a sluggish economy, and a shift in the world's economic balance. Consequently, governmental leaders, backed by a majority of the votes and taxpayers, have said that government can no longer afford to be all things to all people. The resulting budget cuts are real. A resurgence of volunteerism is another issue altogether. One can be enacted by a majority of duly elected representatives. The other is the hope of progressive legislators, but it is a spirit . . . it is a societal framework . . . a free will response. It will not happen by pronouncement. No citizen had to guarantee when he backed a candidate who proposed budget reductions, or voted down a bond levy, that he would at the same time volunteer 25 extra hours a week to his community or increase his charitable giving. This can never be legislated.

So, if volunteer time and dollars are not forthcoming to save every library, museum, or social service, let us not apologize for a failure of the volunteer spirit. It is unfair to expect volunteers to be the safety net for every service that government drops. We can only trust that volunteers, as they have historically done in this country, will again rise to the need as they perceive it. Although volunteerism and reduced government may be complementary, the public needs to be mindful that they certainly are not one and the same.

Editor's Note: Though this article was written almost ten years ago, its truths remain constant. As governmental entities continue to reduce or eliminate funding for educational, cultural and social services, the debate surrounding the role of volunteerism and its ability to fill these gaps will also continue.

VOLUNTEER DIMENSIONS
TXMHMR Volunteer Services
P.O. Box 12668
Austin, Texas 78711-2668

"A challenge involves the overwhelming necessity of meeting it. One cannot opt not to respond to a challenge, but one can very well not respond to a request."

Jean Baudrillard
from *Please Follow Me*

Volunteer Services Glossary

Board of trustees - the governing body of a community MHMR center. Local boards of trustees (5 to 9 members) are appointed by officials of the sponsoring agencies of the community MHMR centers for a two-year period and until their successors are appointed. The board of trustees is responsible for governance of the community MHMR centers and developing policies consistent with the rules, regulations and standards of the department.

Community-based services - services based within the community and operated by TXMHMR facilities or community MHMR centers. May include residential, client and family support and case management services.

Community mental health and mental retardation centers (CMHMHRCs) - components of the TXMHMR service delivery system, located in various communities throughout

the state, providing community-based mental health and/or mental retardation services to persons in the community. These components operate under the direction of local boards of trustees as established by a county, a city, a hospital district, a school district or any organizational combination of these. Funds are secured from TXMHMR and from local, federal and other sources. State general revenue dollars and most federal funds that the centers receive flow through TXMHMR. The Department contracts

with the community centers for mental health and mental retardation services in the local communities. Priority population regulations require that state funds be used to serve those most in need, but other (local) funds may be used for other populations at the center's discretion. The centers, which work cooperatively with state hospitals, state schools and state centers, are designed to provide community-based support systems for those persons who can be effectively treated in their community and do not require long-term institutional care, or who require acute care exceeding that which other community resources can provide.

Director - an individual appointed by the Texas Board of MHMR to direct the overall operation of a TXMHMR state center and to act as the official representative of the center.

Executive director - an individual selected by a community MHMR center board of trustees to direct the overall operation of the center and to serve as its official representative.

Facility - a term traditionally used to refer to any component of the TXMHMR service delivery system which is under the direct control of the Department. Facilities include five state centers, 8 state hospitals, 13 state schools, Waco Center for Youth, Genetic Screening and Counseling Service, and Leander Rehabilitation Center.

State center - component of the TXMHMR service delivery system; any one of five regional facilities providing both short-term and long-term residential inpatient and community-based services for children and adults in the priority populations. Two state centers provide mental retardation services only; three provide both mental retardation services and mental health services. Inpatient mental health programs include acute care and psychosocial, transitional and substance abuse services. Community-based mental health services include the core services and other service options. Mental retardation programs may include emergency care, respite care, diagnosis and evaluation, vocational services. State centers are located in Amarillo (MR), Beaumont (MR), El Paso (MH, MR), Laredo (MH, MR) and Harlingen (Rio Grande State Center, MH, MR).

State hospital - component of the TXMHMR service delivery system; any one of nine facilities providing both short- and long-term residential inpatient and community-based services to persons in the mental health priority populations. State hospitals are located in Austin, Big Spring, Kerrville, Rusk, San Antonio, Terrell, Vernon, Waco and Wichita Falls. State hospitals also operate as mental health authorities, providing outreach, or community-based, services for 111 counties. Inpatient programs include acute care and psychosocial, transitional and substance abuse services. Community-based services include the core services and other service options.

State school - component of the TXMHMR service delivery system; any one of 13 facilities providing campus-based mental retardation services to persons in the mental retardation priority populations. Campus-based services include short- and long-term residential living, respite care, emergency admissions and diagnosis and evaluation. State schools also operate as mental retardation authorities, providing outreach,

This glossary is intended to help readers of Volunteer Dimensions understand terminology used in facilities and community centers throughout the state. The glossary insert is an abbreviated version of the TXMHMR Glossary and is provided for more enlightened reading and as a refresher for terms and structures.

Volunteer Services Glossary continued

or community-based, services for 113 counties. State schools are located in Abilene, Austin (2), Brenham, Corpus Christi, Denton, Fort Worth, Lubbock, Lufkin, Mexia, Richmond, San Angelo and San Antonio.

Texas Board of MHMR - the governing body of the Texas Department of Mental Health and Mental Retardation. The Board formulates departmental rules and policies consistent with the Mental Health and Mental Retardation Act. Nine members, appointed by the governor with the advice and consent of the Senate, hold office for six years and until a successor is appointed and confirmed. The chairman is designated by the governor. The board holds at least four regular meetings per year in the state capital (Austin).

The board has four standing committees:

- Planning and Policy Development
- Audit
- Business and Asset Management
- Personnel

Ad hoc committees may be appointed by the chairman to address a specific issue or problem within a specific time frame. The *Board Policies and Procedures Manual* contains detailed information on the structure and focus of these committees as well as codification of board policies established through the recorded actions of the board.

Texas Council of Community MHMR Centers - a nonprofit corporation of community MHMR centers in Texas, headquartered in Austin. Its policies are established by a board of directors made up of one representative trustee from every member center. (In 1989, 32 of the 35 centers in Texas were members.) Founded in 1976, the Council was established to improve the effectiveness and efficiency of mental health and mental retardation care in the communities of Texas to ensure responsiveness to local needs and accessibility to the public. The Council has two major goals: 1) to improve the performance of community MHMR centers in Texas, and 2) to build a constituency of support for the community MHMR center concept. It maintains close liaison with the TXMHMR, as well as other related governmental and private organizations. The Council formulates an operational legislative program each fiscal year to direct the Council's efforts on behalf of community MHMR centers. Board members and the executive director of the Council provide information on these priorities to state agencies, appropriate governmental committees and study groups, advocacy organizations and private interest groups.

Volunteer - a person who provides needed services to benefit clients freely and by personal choice, without financial gain, as authorized and approved by Volunteer Services.

Volunteer Services Council (VSC) - a chartered, nonprofit organization which works for the betterment of persons served by a component of the Texas Department of Mental Health and Mental Retardation.

Volunteer Services State Council (VSSC) - a council at the state level composed of volunteers who represent the local Volunteer Services Councils. Their purpose is to explore and develop areas for volunteer services to persons served in TXMHMR components and their affiliated programs, and to act as a client-oriented advisory group concerning the governing of volunteer services.

For additional copies of *TXMHMR Glossary* contact Central Office Public Information at (512) 465-4540.