



Emily Anne Staples Tuttle papers.

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## ***1992 BOARD REUNION PARTICIPANTS***

**SUZIE ALLEN**  
1985-86

**MARGARET ANDREKSON**  
1967-71

**TRUE APPLGATE**  
1985-86

**VIRGINIA AUSTIN**  
1984-88

**ROBIN BAILEY**  
1987-89

**MARTHA BERNSTEIN**  
1985-87

**SHEILA BLAIR**  
1974-77

**JOAN COMPSON**  
1981-82

**PATRICIA CURRAN**  
1981-83

**CARY CURTIS**  
1987-89

**CAROLINE DAVIS**  
1975-77

**KIT ENGLAND**  
1986-88

**SARAH FOGLE**  
1990-92

**LIZ FOSTER**  
1988-89

**JUDIE GREENMAN**  
1986-90

**CYNTHIA GROVE**  
1987-88

**LINDY HIGH**  
1988-91

**MARY JARDINE**  
1989-90

**JUDY KISHEL**  
1988-90

**SONDRA LIBMAN**  
1887-88

**SUE MARINEAU**  
1989-92

**NANCY MARTIN**  
1990-92

**CRIS MENDOZA**  
1989-91

**ANN MILLER**  
1988-92

**MARIDEL MOULTON**  
1984-90

**CHRIS NEVIN**  
1989-91

**SUZANNE PLIHCIK**  
1988-92

**MARY POOLE**  
1970-76

**LYDIA RAMSEY**  
1986-88

**ROSEMARY ROBERTSON**  
1987-89

**KITTY ROBINSON**  
1989-91

**MOLLY STRASSNER**  
1990-92

**EMILY ANNE STAPLES**  
1967-69

**ANNE TUOHY**  
1987-90

**FRAN VILLERE**  
1985-88

**CONNIE WAHLIN**  
1987-88

**MARGARET ANN WALDROP**  
1987-89

**DONNA WILSON-JOHNSON**  
1988-90

**GWYNNE YOUNG**  
1987-89



THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL, INC.

### **Brief Questionnaire for Former Board Members**

In February, 1992, the Association Leadership Ad Hoc was formed to determine how to best create an environment supported by policy and procedure that validates the worth of every Board member and that promotes confidence in the leadership selection process and effective transition of leadership.

As part of the Committee's research, we plan to speak with representatives from a number of other international and national non-profit organizations that we know have particularly effective Boards of Directors.

1. Have you worked with or do you know of such international or national non-profit organizations? If yes, what is the organization?

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2. Do you know a particular person we should contact at this organization? If yes, what is her/his name and telephone number?

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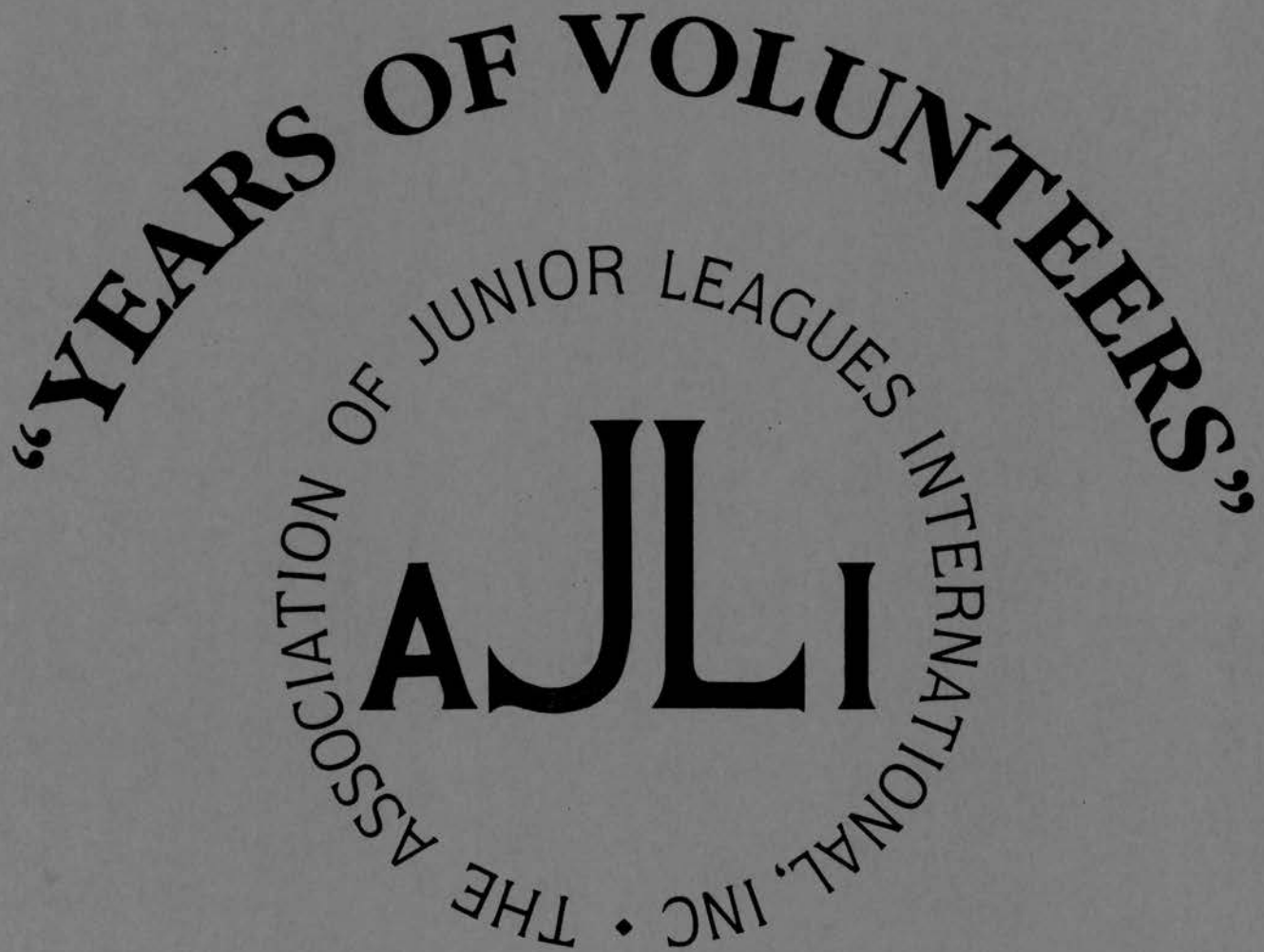
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3. Could we use you as a reference? If yes, please identify yourself and your telephone number:

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*Please return to Liz Redman during the Board Reunion, or mail to Nancy Cohen, AJLI, 660 First Avenue, New York, NY 10016-3241.*





**1992 BOARD REUNION**  
**November 13-15, NYC**

**AMY ADAMS, 1981-82**

*PO Box 79, Coolin, ID 83821*

These Board Reunions seem to arise at the most inopportune time for me. Two years ago, we had just sold our house in Santa Barbara, and now, we are in the process of our North Idaho "lodge" home being completed and plans are that we'll be moving in by the first part of November. Hopefully! Things move quite slowly in North Idaho!

All goes well with us. Bob retired from Mexico a year ago and we decided to get out of the fast-paced life style between Santa Barbara and Mexico City. We've established residence in Idaho and we're building a home at Priest Lake which is about 20 miles south of the Canadian border. I've promised Bob I would go through a winter here and then we'll talk about future winter plans. He even purchased a bright red snow mobile with racing stripes for me as this will be our transportation during the heavy snow season. This is certainly a life style change!

So sorry I will not be in New York for the reunion. I think of you often.

P.S. Not too much volunteer activity at Priest Lake. Maybe they'll accept my application to be a volunteer fire fighter.

**ARDITH AIKEN**

*3433-14th Ave. South, Great Falls, MT 59405*

**PAMELA ALEXANDER, 1985-86**

*1551 Lakeside, Topeka, KS 66604*

**MRS. DELESLIE ALLEN**

*22 Barrington Park, Rochester, NY 14607*

**MRS. HERRICK KIDDER ALLEN**

*2018 N. 30th St., #3, Tacoma, WA 98403*

**SUZIE ALLEN, 1985-86**

*15 Isla Bahia, Ft. Lauderdale, FL 33316-2307*

**MARGARET ANDREKSON, 1967-71**

*29 Westbrook Dr., Edmonton, Alberta, T6J 2C8*

Margaret is currently a board member and Nominating chair of the Canadian Centre for Philanthropy (Toronto), and a board member of the Universidde '83 Foundation (Edmonton), the Winshear Foundation and the Edmonton Community Foundation. She is also currently very involved at the University of Alberta as chairman of the Recognition Committee of the University of Alberta Hospitals, a board member of the President's Advisory Committee, and chairman of the Visiting Committee, Faculty of Arts.

**TRUE APPLGATE, 1985-86**  
40 King St., Charleston, SC 29401

**VIRGINIA AUSTIN, 1984-88**  
1140 23rd St. NW #862, Washington, DC 20036

**ROBIN BAILEY, 1987-89**  
P.O. Box 322, Kalispell, MT 59903

**NANCY BAMBARA, 1974-76**  
Box 939, Dorset, VT 05251

**NELLA BARKLEY**  
152 Madison Ave., NY, NY 10016

**HAZEL BARTON, 1958-62**  
815 N. 53rd Terrace, Kansas City, MO 64112

Thirty years after retiring from AJLA Board, I continue to be an active volunteer in Kansas City - at Children's Mercy Hospital (board), our GCA Garden Club (officer) and our church. My husband of 46 years is confined to a wheelchair and cared for at home with nurses. Our youngest child and only daughter, who lives in Zambia, will be married in Kansas City on January 2! She was born March 20, 1962 - just prior to my retirement from AJLA.

**MRS. THOMAS H. BARTON, 1963-67**  
1192 Park Ave., New York, NY 10029

**JACQUELYN D. BATES, 1978-80**  
9006 Portsmouth Ct., Ponte Vedra Beach, FL 32082

Sorry to miss the reunion! Brief update - I celebrated the college graduations of both children in May, Jackie from Sweet Briar and Edward from Hampden-Sydney. I now have two well educated restaurateurs - Edward is tending bar in Paris and Jackie is hostessing at a Mexican cafe in Washington, interviewing for something more substantive and sustaining.

I'm still selling real estate in Ponte Vedra, very much full time. I serve on a couple of community boards, am busy with the Episcopal Church, tennis, and all the other things us 50s seem concerned with - Miss my AJL pals!

**MOLLY BAYLEY, 1985-86**  
3525 Ordway St. NW, Washington, DC 20016

**GAY C. BEATTIE**

*IN's Group, 5350 S. Roslyn St. #200, Englewood, CO 80111*

**MARTHA BEGALLA, 1981-82**

*857 Cherokee Blvd., Knoxville, TN 37919*

**JEANNE B. BERDIK, 1986-88**

*5439 Northumberland St., Pittsburgh, PA 15217*

Sorry not to be joining you, but I need to be in D.C. at the end of this week, NYC next Tuesday, and then to Cape Cod for Thanksgiving. Too much travel is not good for people my age!

I'm still (for the moment) directing Partnerships in Education although there's a consolidation afoot which may produce a bigger, better collaboration effort but may also result in a few too many executive directors! We'll see!

Personally, all is well. Just celebrated our 26th anniversary. Kara graduated from Harvard in June and is working in Boston. Chris is a freshman at Harvard and Michael attends freshman high school classes in between soccer games.

Have a great weekend and hope to see you next time!

**MARTHA BERNSTEIN, 1985-87**

*610 West End Ave., New York, NY 10024*

**TERRY ANDREAS BEVIS, 1978-79**

*2469 Sugar Ridge Lane, Dayton, OH 45458*

**JAN BIRD, 1985-86**

*1485 Yorkshire, Birmingham, MI 48009*

**JAN BOYD BLACKWELL, 1966-70**

*7012 Aztec Rd. NE, Albuquerque, NM 87110*

My "colleagues" have continued to meet for many years! Our husbands join us in Colorado, of Florida or Nantucket. We have had a wonderful time.

I am still a full time volunteer, even though resigned my Junior League Membership.

**SHEILA S. BLAIR, 1974-77**

*Leadership Birmingham, 2027 First Ave. N., Suite 406, Birmingham, AL 35203*

**MARGE BLASS, 1962-64**

*3269 Georgian Court, Erie, PA 16506 (May to November)  
2711 Ocean Drive, Vero Beach, FL 32963 (November to May)*

Marge has recently been elected president of the United States Senior Women's Golf Association (USSWGA). She previously served as the organization's tournament director, and vice president. The Association is composed of 200 women, all of whom became eligible for membership at the age of 50. Marge and her husband, Fred, enjoy vacationing in Florida. They are parents of a daughter, living in Pittsburgh, and a son, residing in Lake City.

**ENRIQUETA BOND, 1972-76**

*3111 Foxhall Rd. NW, Washington, DC 20016*

**WENDY HAWLEY BORCHERDT, 1973-75**

*400 South Bentley Ave., Los Angeles, CA 90049*

I was remarried in February 1992, to William Henry LeRoy. I still use Borchardt as my professional and community name. Professionally, I run Borchardt and Associates and represent our clients in matters with the Federal Government and various State governments. I serve on the executive committee and board of the Hoover Institution, the Jamestown Foundation, the Capital Research Center, and the Pacific Legal Foundation (all national) as well as several local boards. I also am still active in politics - both in California and nationally.

**MRS. WALTER BOULDIN**

*1800 Mountainbrook, Huntsville, AL 35801*

**BREDA M. BOVA, 1989-91**

*5604 Cresta Luna Court N.E., Albuquerque, MI 87111*

**SHARLEEN E. BOWEN, 1988-90**

*172 Nayatt Road, Barrington, RI 02806*

**JANE BOYLIN, 1985-86**

*422 Tenth Ave., Huntington, WV 25701*

**JEAN BRADSHAW, 1965-67**

*2155 E. 9th South, Salt Lake City, UT 84108*

**NICOLL CADWALADER BRINLEY, 1988-89**

*560 East Evergreen Avenue, Wyndmoor, PA 19118*

**JOAN H. BRISTOL, 1974-77**

*2552 E. Alameda Ave., Apt. 5, Denver, CO 80209*

I am very excited about moving into a new passage of my professional life, i.e. changing careers, learning about a new line of business and initiating a course of study to put to use after I retire. Translated, that means I am moving out of the banking business, in which I have worked for 14 years, and into the investment management business. I will be joining a small woman-owned firm in Denver and will be in charge of new business development and fixed income portfolio analysis and I will be reactivating my brain by studying for the Chartered Financial Analysis accreditation. On the personal side, I have enrolled in getting an associate degree in interior design at night over the course of the next several years. I feel tremendously challenged again and can't wait to get started!

**CYNTHIA BRUBAKER, 1983-85**

*NAMSA/NATO, APO, New York, NY 09132*

**VALERIE BULKELEY, 1972-75**

*15 Schuyler Lane, Bloomfield, CT 06002*

**BARBARA G. BUSH, 1989-91**

*30 Versailles Blvd., New Orleans, LA 70125*

**LOWELL BUTSON**

*21 Forest Glen Lane SW, Tacoma, WA 98498*

**LEE CAMP**

*5400 Ditchley Rd., Richmond, VA 23226*

**CINDY CANDLER, 1989-90**

*3350 Knollwood Dr. NW, Atlanta, GA 30305*

Hopefully, I will be in New York on November 1, to run my second New York marathon. I will also return to N.Y. the 1st of December to be with friends. My husband will only stand for so many N.Y. weekends! I'll miss seeing the group!

Several community boards, church work and last but not least family keep me very busy. Two teens require "hands on" attention from Mom. My best to all!

**MRS. WILLIAM V. CAREY, 1968-71**

*3501 Partridge Rd., Oklahoma City, OK 73120*

**BARBARA CARPENTER, 1966-68**

*210-278 Bloor Street East, Toronto, Ontario, Canada M4W 3M4 (Temporary)*

Greetings from Toronto. My six grandchildren, golf and travel keep me busy. Plus, I have been volunteering at the Royal Ontario Museum and the Rosedale Moore Park Arthritis Society and...moving! Happy Reunion and Best Wishes!

**NANCY CARLSON, 1981-82**

*23901 Innisbrook, Laguna Beach, CA 92651*

**ELEANOR CARSON, 1961-63**

*1936 Lakeshore Dr., Fennville, MI 49408*

Russell retired from medical practice in Ft. Lauderdale, Fla, in 1985 and we spend most of our time now in Michigan. We've become non-serious farmers, and love it. We celebrated 45 years of marriage in June 1992 and our activities now are centered around our church.

**MRS. JAMES LEE CLARKE**

*1400 Kenesaw Ave. #12L, Knoxville, TN 37919*

**MRS. WILLIAM CLARKE, 1972-73**

*103 Tonbridge Rd., Richmond, VA 23221*

**MRS. JOHN M. CLIFTON**

*P.O. Box 1365, Friday Harbor, WA 98250*

**MRS. RICHARD C. CLINE, 1964-66**

*91 Fordham Circle, Pueblo, CO 81005*

**SANDRA CRAWFORD-CLOWES, 1983-85**

*2221 Westburt Cr. SW, Decatur, AL 35601*

**PAMELA A. COLLINS, 1989-91**

*215 Barlett Avenue, Pittsfield, MA 01201*

**GALE COLWELL, 1977-81**

*1300 Indian Mound Rd. West, Birmingham, MI 48010*



**JOAN COMPSON, 1981-82**

*Martin Rd., Clinton, NY 13323*

After AJLI Board, I enter graduate school at Syracuse University and completed my MBA in Accounting. I'm currently a C.P.A. at Don Al Management Co. Inc. Family Services, United Way and St. James Church are my special interests and volunteer community involvement. We have an "empty nest" with our oldest son married, working as a C.P.A. for Deloitte Touche in NYC. Our next son is a yacht underwriter for Chubb Insurance at their headquarters in NJ and our daughter is a sophomore at Boston College.

**SUSAN NEELEY COOK**

*First Commercial Corp., PO Box 5640, Hot Springs, AR 71902*

**LAURIN COTHREN, 1981-82**

*1000 Canterbury Hill, San Antonio, TX 78209*

**MRS. CHARLES T. COWNIE**

*3100 Grand Ave., Apt. #7-A, Des Moines, IA 50312*

**MARY GITTINS CRONIN**

*261 Vine St., Denver, CO 80206*

**PATRICIA CURRAN, 1981-83**

*8202 N. Meridian St., Indianapolis, IN 46220*

**CARY T. CURTIS, 1987-89**

*2620 Clifford, Harlingen, TX 78550*

I live in Harlingen, TX, with my two children, Taylor, my son age 17, and Caroline, my daughter who is 15. My volunteer commitments now revolve around their school and church activities. My career also takes a primary focus in my life. I am regional Manager for the Carlisle Collection and manage sales and recruiting in a six District region which includes Kansas, Missouri, Oklahoma, Arkansas, and two districts in Texas. My travel keeps me busy, but it also allows me to keep in touch with many of my Junior League friends around the country!

**LINDA CUSTARD, 1979-81**

*3703 Crescent Ave., Dallas, TX 75205*

**ELIZABETH DALRYMPLE, 1985-86**

*875 Upland Dr., Elmira, NY 14905*



**MRS. JOHN H. DALTON, 1968-70**  
*1900 Ashwood Dr., Akron, OH 44313*

**CAROLINE DAVIS, 1975-77**  
*67 Park Ave., Apt. 2B, New York, NY 10016*

**PENELOPE R. DAVIES, 1990-92**  
*1520 Milam, Amarillo, TX 79102*

**JAN DEERING, 1981-82**  
*9110 Woodspring, Wichita, KS 67226*

I'm still Ronald McDonald's "mother" as some of the children call me (Ronald McDonald Houses of Wichita Executive Director - 10 years). Our son lives/works in Orleans, France and our daughter and family reside in Springfield, MO-- so we travel a lot!!

**MARY DEKUYPER, 1979-81**  
*Girls Clubs of America, 30 E. 33rd St. (7th Floor), New York, NY 10016*

**TRUDI ANN DIAL, 1981-82**  
*502 Berkeley Dr., Wyckoff, NJ 07481*

**MRS. E. FITZ DONNELL, 1961-62**  
*1350 Ala Moana Blvd. , Apt. P5, Honolulu, HI 96814*

**BABE DOWLEN, 1957-59**  
*4200 Santa Maria Ave., Coral Gables, FL 33146*

At this moment I am typing on an old machine as we have no power, water or phone due to the destruction of hurricane Andrew. We are fortunate that the eye of the hurricane hit a bit south where homes were totally destroyed. Yes, we lost tiles and favored trees and sprinkler systems but not the major disasters of Homestead.

My activities as a widow age 73 are mainly with Doctors Hospital Auxiliary where I take the Gift Cart to each patient's room and try to cheer her or him, not necessarily to sell the various items, although we did give the hospital foundation \$70,000 last year from our Gift Shop and Cart.

As am Episcopalian I serve on the Altar Guild and run the annual rummage sale each fall reminding me of my early days in the League.

Fun activities include tennis, bridge, Samba and walking my constant companion dog, Tux.

Our older son Dr. Lon Dowlen lives across the golf course with his wife Dale (Sustainer), daughter Christine, a freshmen at Vanderbilt, and son Buddy a 10th grader in private school.

Our younger son Gene lives in Pebble Beach, CA with his wife and two children and supervises nine Wendy's franchises. He flew here with his daughter to celebrate his birthday Sunday with me. Such timing!

**MARTHA DRAGELEVICH, 1985-86**  
*1156 Academy Dr., Youngstown, OH 44505*

**MRS. HOWARD H. EDDY, 1961-63**  
*1492 Fairway Dr., Dunedin, FL 34698*

**MARY R. WICKES EMANS**  
*5016 N. Tamanar, Scottsdale, AZ 85253*

Sorry that I cannot attend the reunion, as I will have only just returned to my residence in Scottsdale, AZ from our summer house in Barnard, Vermont. This year has been celebratory, with a 50th anniversary for ourselves, while I just reached 75 and our son will celebrate a 25th anniversary with his wife. We still play a lot of "very acceptable" golf. We fish and travel (doing both in Alaska this summer). Most of all we consider ourselves to be very fortunate people!

I send my very heartfelt good wishes to those wonderful Leaguers with whom I served.

**KATHERINE ENGLAND, 1986-88**  
*1652 Ladera Trail, Dayton, OH 45459*

**MRS. WILLIAM L. FELT, 1961-63**  
*2090 Sierra View Ct., Salt Lake City, UT 84109*

**MRS. JOHN B. FEWEL, 1969-71**  
*4214 S.W. Arthur Way, Portland, OR 97221*

**MEG G. FLACK, 1990-92**  
*2721 Sherwood Road, Columbus, OH 43209*

**MRS. LAWRENCE FLETCHER**  
*1436 Hillsmont Dr., El Cajon, CA 92020*

**SARAH D. FOGLE, 1990-92**  
*15 Raintree Lane, Ormond Beach, FL 32174*

**BOBBIE FOOTE**  
*587 Longwood Dr., Glencoe, IL*

**LIZ FOSTER, 1988-89**

*1117 Running Cedar Way, Lynchburg, VA 24503*

**SUSAN FOXWORTH, 1985-86**

*5711 Redwood Lane, Dallas, TX 75209*

**MRS. JAMES N. FRAZER**

*565 W. Wesley Rd. NW, Atlanta, GA 30305*

**ELAINE FREEMAN, 1973-77**

*1029 Woodburn Rd., Spartanburg, SC 29302*

**MRS. WILLIAM L. FRIERSON II, 1970-74**

*Old Cravens Rd., Rt. 4, Chattanooga, TN 37409*

**MAZIE FROELICH, 1972-74**

*317 W. High Ave., Apt. 15-B, High Point, NC 27260*

**MRS. JOSEPH E. GANDY, 1949-52**

*1227 Lexington Way E., Seattle, WA 98112*

My AJLA experience dates back to 1949-52, when I ended my term chairing the Annual Conference at Houston in 1952. These dates suggest my activities are at last tapering off! I now only serve on the Visiting Committee of the University of Washington Medical School and The Women's Advisory Board of the Swedish Hospital, as well as a long-range planning committee of The Sunset Club. Some of us who served in the 50's do "re-une" almost yearly -- anywhere from Spain to England to the U.S.

**ROBERTA GANG**

*P.O. Box 8416, Incline Village, NV 89450*

**SUZANNE K. GIBSON, 1989-91**

*One Tidewater Drive, Ormond Beach, FL 32074*

**JACKIE GOSSARD, 1972-74**

*148 N. Fountain, Wichita, KS 67208*

**REV. MARGARET GRAHAM, 1976-82**

*Associate Director, St. Margaret's Episcopal Church, 1830 Connecticut Ave. NW  
Washington, DC 20009*

**FAY GRASTY**

*2421 Croydon Rd., Charlotte, NC 28209*

**MRS. JAMES H. GREENE, 1962-64**

*114 Circle Rd., Syracuse, NY 13210*

**JUDITH GREENMAN, 1986-90**

*6459 Floyd Dr., Fort Worth, TX 76116*

**CHARLOTTE GREENWOOD, 1987-88**

*5 Hemlock Dr., Clifton Park, NY 12065*

**CYNTHIA GROVE, 1987-88**

*4850 N. Highway C, Nashota, WI 53058*

**DUDLEY GROVE, 1981-82**

*1 Loren Woods, St. Louis, MO 63124*

My current activities include: president of the Center for Contemporary Arts (COCA) board member of Community in Partnership Family Center (shelter and 60 day program for homeless families - I'm working on building an employment/small business to train our clients); board member of the Arts and Education Council and of the Chancellor's Council- University of Missouri - Saint Louis. I am a Candidate for Mayor of Ladue (election April 1993).

Husband Jim and I escaped to the Out Islands in the Bahamas. We just returned from being assistant wardens in the Exuma Land-Sea Park - a marine replenishment zone. We built shelves, set up a library, worked on motors and radios, took patrol to protect poaching, wrote for the Newsletter and helped write job descriptions for future volunteers.

Daughter Ann graduated from Vanderbilt Law School, took the California bar, and is traveling around the world before she settles down next year. James, our son, will graduate from Stanford in June 1993 with a dual degree in communications and computer science engineering. Our other son, George, is a Junior at Northwestern, majoring in civil engineering.

Two dogs, a cat and the garden complete the homefront.

**KATCHIE GROVES, 1955-57**

*515 East 45th Street, Savannah, GA 31405*

I wish I could be there with you again. I think so fondly of Alex Iber, Phyllis Kendrick, Betty Drayton, Jean Vaughan French, Sally Stouffer, Wilmot Gibbs, Barbara Massman, Elsga Larsen, Kay Neubert, Dottie Hessler, Jane Hanna, Verna McDonald, Jo Morse, Dottie Wadsworth, etc. I can see the faces so clearly - the names I am not quite so sure of! As a former Magazine Committee chairman, I well understand, with the growth of the Association, that it was no longer possible to give the space that would be needed for "Tidings," so that feature was dropped - but how I miss it.

As to myself, I am now completely white haired, some ten to fifteen pounds heavier than when on the Board. I have been a widow since November 1973. My mother was an invalid at the time, and for five more years, then an aunt became an invalid. I was the only one available to take charge. However, between Board time and the death of my husband, we enjoyed three trips to Europe and used to enjoy Pinehurst every April and October. Since Charlie's death, I have had eight or so nice trips to Europe, one to Alaska, a trans-Panama Canal cruise, one to Nassau. In 1962-63 I became a charter member, board member and officer of the St. Joseph's Hospital Auxiliary (Pink Ladies), working actively with them for 8 to 9 years. I had to stop in 1971-72 but was called back by them occasionally after that to work on bylaws. Now my volunteer work is confined to the church and that keeps me busy. I do manage to play bridge and get in a little golf so I consider myself fairly active. I have no children but fifteen wonderful nieces and nephews and 13+ "greats." My best to all!

**SUE ANN GRUVER, 1990-91**

*15272 Highland Bluff, Minnetonka, MN 55345*

**SUSAN HALLAS, 1981-82**

*14D Greenbriar Dr., Farmington, CT 06032*

**MEREDITH HALLOWELL, 1979-82**

*30 Herring St., Harrington Park, NJ 07640*

**JENNY HAMNER**

*PO Box 152, Hampden 01036*

**MRS. JAMES C. HANRAHAN, 1961-65**

*P.O. Box 608, Shelter Island, NY 11964*

**DONNA HANSON, 1978-80**

*620 W. 19th Ave., Spokane, WA 99203*

**CAROLE HART, 1981-86**

25 Shepard Rd., Woodbridge, CT 06525

**MRS. F. DONALD HART**

3704 Parkhill Circle NW, Canton, OH 44718

**STEPHANIE HAYNES, 1981-82**

500 Wichita #1, McAllen, TX 78503

**MRS. ROBERT HEALY, 1972-73**

266 Rivard, Grosse Pointe, MI 48230

**MRS. WARREN R. HEDDEN III**

312 Colony Rd., New London, CT 03257

**MRS. WILLIS HENDERSON JR., 1945-47**

2435 Mecklenburg Ave., Charlotte, NC 28205

What memories your notice of a reunion brought! Forty-seven years ago, 1945, when this young enthusiastic southerner took on her duties as Director of Region V. I am so fortunate to recall the names and faces of many who served with me on the Board. Wonder what has happened to Lynn Jones, Dodie Rackmann, Iva Cownies, Guenther, and Weston Dryson from Richmond - also the staff!

It is with sincere regret I cannot attend the gathering in November. We've had such a busy summer. I'm sure great memories will be shared, as well as wonderful stories. Highlights I recall are the conference in Seattle and Coronado, the Bd. meetings at the Waldorf, the wonderful visits to Leagues. We weren't as big in those days -- but the members worked hard covering their communities with volunteers starting needed projects, raising money in fun ways, and educating their young ladies about their communities. My main interests as a "Senior Citizen" are conservation and preservation. When I can spare time from 8 grand children and 5 great grands, my husband and I still play golf, and spend 5 months at our summer cottage in the NC mountains. We've celebrated our 61st anniversary - Lucky!

Today's problems seem endless - crime, poor education, no discipline, drugs, lack of health care (too costly), child and wife abuse, greed and scam among public officials, --where are the patriotic "states-people"? At least the Junior League is trying to make a dent. More power to you! Have a successful, happy gathering and anyone there who remembers 1945-47, my best to you.

**MRS. JOHN H. HEINZERLING**

5025 Riverway, Unit 16, Houston, TX 77056

**BETSY HERING, 1976-77**

*90 Fairway Ridge, Lake Wylie, SC 29710*

**PENE P. HERMAN, 1985-86**

*5021 San Miguel, Tampa, FL 33629*

The Board Reunion always seems to fall on a college parent's weekend, so I will be unable to join all of you. Last year I moved to Smith & Association Real Estate Co., and have partnered with another broker. We have been busy and I am very happy with the move. Volunteer wise, I belong to a group call the "Chiselers" that raises money for the restoration of the University of Tampa -- a middle aged version of the JL! I've also been helping my husband who is President of Tampa Marine Institute (rehabilitates juvenile offenders) a nice turn of events, using my JL training on him!

My children are all, or still, back in school. Scott, is at law school in Miami, Rob is getting his MBA in Tampa, Tricia is a senior at W & L, a Phi Beta Kappa, Chi Omega, applying to medical school. We love to travel when time and funds are available and spent a small part of April in Paris. I have such fond memories and would love to see everyone. Surely some of you come to Florida's West Coast!

**CAROL HIATT, 1983-85**

*9 Oak Bend Rd., Poughkeepsie, NY 12603*

**MARJORIE McCULLOUGH HIATT, 1958-62**

*2353 Bedford Ave., Cincinnati, OH 45208*

The Junior League really prepared me for volunteer service. I was a regional director from 1958 to 1960 and national president of AJLA from 1960 to 1962 (my name was Mrs. H. Edmund Lunken). I was national president of the Girl Scouts of the USA from 1972 to 1975 and served on the World Committee (12 women) of the World Association at Girl Guides and Girl Scouts from 1979 to 1987. I am vice president of the World Foundation for Girl Guides and Girl Scouts. I serve on many local boards: University of Cincinnati Foundation (vice chairman), St. Margaret Hall for the Elderly, new Arts Center board, vice chairman of Founders Fund of the Garden Club of America, and on 10 current fund drives for various local organizations!

I have 12 grandchildren!

**BARBARA HICKS, 1981-82**

*40 Sylvan Ave., Tuckahoe, NY 10707*

**LINDY R. HIGH, 1988-91**

*1012 North 18th, Boise, ID 83702*

**BARBARA HODGSON**

*P.O. Box 68, Medina, WA 98039*



**VALERIE HOLBERTON, 1985-86**  
*475 Tuallitan Rd., Los Angeles, CA 90049*

**SHEILA HOLDERNESS, 1975-76**  
*1 Pierrepont St., Brooklyn, NY 11201*

**ANNE HOOVER, 1981-82**  
*1815 Dell Cove Dr., Fort Wayne, IN 46804*

**MRS. ARTHUR D. HOSFELDT, JR., 1963-65**  
*2355 Sharon Oaks Dr., Menlo Park, CA 94025*

**MAUREEN HUGHES, 1982-84**  
*492 Oenoke Ridge, New Canaan, CT 06840*

**MARTHA HUNTER, 1986-87**  
*2911 N. Manor Dr., Phoenix, AZ 85014*

A terrific idea! Wish I could attend. I have two children in college - University of Oregon and Hampshire, in Amherst, MA., and one junior in high school. I have several great marketing and consulting projects - one of which would be terrific for Junior Leagues - Kids Voting USA. It is a non-profit, non-partisan voter education program in which children receive exciting curriculum about the election process and then they actually accompany their parents to the polling site and cast ballots alongside their parents. I'm a regional administrator helping five states implement the program.

Also have a heritage tourism marketing contract helping to develop tourism marketing program for an environmental historic area of Phoenix - also a very exciting program.

Anyone interested in having Kids Voting in their community, please call!

**PAM HURD-KNIEF, 1988-90**  
*6333 Stephens Crossing, Mechanicsburg, PA 17055*

I wish I could be with you for this second bi-annual reunion. However, Ron has conflicting travel plans for the same time.

Since I last saw most of you, I've become a Mom. (I'm sure some of you are reading this and saying...Pam-a mother - those two don't go together). When I was completing my AJLI Board term in 1990, Ron and I were heavily involved in the process of open adoption. Little did we know that we would experience several heartbreaking failed adoptions, including the actual disrupted placement of a baby in our home, before we were blessed with Kyle. We've had him since birth. As result of a series of severe ear infections (all treated with drugs - no tubes) Kyle has suffered a moderate to severe hearing loss. So we're dealing with helping him adapt to his loss.

(con't)



I quit working full time to pursue the adoption during the Fall 1990. I've been doing some part time grantwriting consulting since Winter 1991.

Last Spring I agreed to serve as my League's President-Elect only to find that I needed to resign from the position this Fall when we begin dealing with Kyle's unexpected health needs. I'm active on several area Boards of Directors including our local Community Theater. I'm still hoping to use my AJLI skit skills!! I'm also forming a group to advocate for change of the Pennsylvania's adoption laws. (Yes, my Anne Dalton and Sally Orr public policy training has become invaluable.)

My father passed away after a 10 year battle with Alzheimers disease last winter. My mother now has lots of time to devote to her one and only grandchild.

I would love to hear from you or see you if you come through or near the Harrisburg, PA area.

**MRS. ROBERT IBER**

*7621 Melissa Lane, Peoria, IL 61614*

**MARY E. JARDINE, 1989-90**

*3037 2nd Street, S.W., Calgary, Alta, Canada, T2S 1T4*

**MRS. JOHN M. JEX, 1967-69**

*749 N. Wilton Rd., New Canaan, CT 06840*

**LILA R. JOHNSON, 1990-92**

*2086 Aliali Place, Honolulu, HI 96821*

Sorry, but I will not be able to attend this first reunion after going off the Board. At that time I will be just returning from the Annual Meeting of the American Cancer Society in Atlanta. It may be of interest to note that at this meeting I will be receiving the National Leadership Award.

Have a grand time. Hope to attend in future years.

**MURIEL JOHNSON, 1975-77**

*450 Hopkins Rd., Sacramento, CA 95864*

Hello to all of my friends! Hopefully we'll be having this again next year! Unfortunately, I cannot attend the reunion because I have been busy running my campaign for County Supervisor -- to which I have been elected. Hope we keep up with this great idea!

**MRS. GURNEY E. KELLEY, 1966-70**

*1 Sherman Lane, Utica, NY 13501*

**PHYLLIS P. KENDRICK, 1955-57**

*265 Beaver Creek Road, Dillsburg, PA 17019*

Phyllis and Herbert have 2 children, 6 grand children and 3 great-grandchildren. She enjoys quilting and her husband enjoys working on ship models. He was recently working on "Lady Washington" and his "Half Moon", Henry Hudson's ship, is on display at the Statue of Liberty.

Greetings and Best wishes to you all!

**MRS. ANDREW KIRKPATRICK JR., 1966-68**

*971 Somerset Lane, York, PA 17403 17403*

**JUDY KISHEL, 1988-90**

*28 Raven Road, North Oaks, MN 55127*

Two years of intense, but fun work culminated in two events in one September weekend. First, we moved from our home of 18 years to a home we designed and built. Also, this same weekend, the Junior League of St. Paul Golf Exhibition was held. I was the co-chair of the event. I'm still on the boards of Children's Hospital of St. Paul and the Girl Scout Council of the St. Croix Valley. I'm actively seeking paid employment!

**JOAN KRUPA, 1985-86**

*12617 N. Fillyside Dr. Dunlap, IL 61525*

I am running for my 2nd term on the Peoria County Board after winning a contested primary election. Professionally, I am employed as Parent Coordinator of Bradley's Bright Futures, a program serving thirteen rural school districts and "at risk" three and four year olds.

I recently served on the Governance Committee of the United Way of America. This summer we re-wrote the mission statement and bylaws of the national group after the scandal. The Board accepted our recommendations at their summer meeting. (and I thought all my Junior League bylaws work was a waste...it finally came in handy!)

Ted is still doing alot of international work with Caterpillar. Steve is a college sophomore, Mark is a senior and Matt is in 8th grade. Would love to hear from you!

**MARTHA LEAK, 1974-76**

*3301 Landor Rd., Raleigh, NC 27609*

**KATHLEEN LEAVENWORTH, 1990-92**

*15306 Hemlock Point Road, Chagrin Falls, OH 44022*

**MARY J. LeMESSURIER, 1968-70**

*Flat 7, 15 Grosvenor Square, London, England W1X 9LD*

Currently working in London as Agent General for the Government of the Province of Alberta, Canada. Have been in London six years, following eight years as Minister of Culture in the Alberta Government.

First woman to be made and Honorary Kainai Indian Chief - Chief Morning Star

Serving Sister, Order of St. John of Jerusalem

Dame Commander, Military and Hospitaller order of St. Lazarus of Jerusalem

Served as Canadian President of Save the Children Fund and remains involved with the Fund while in London - Patron of Annual Festival of Trees Gala.

Takes an active interest in educational matters through Board membership of the Foundation for Canadian Studies in the United Kingdom and the Canada Memorial Foundation.

Married with 4 adult children - 2 daughters, 2 sons

4 grandchildren - 3 boys, 1 girl

**MERRILYN LEUTHOLD**

*111 Gilpin St., Denver, CO 80218*

**MARY LOUISE LEWIS, 1978-80**

*3929 Old Pali Rd., Honolulu, HI 96817*

**SONDRA LIBMAN, 1987-88**

*909 W. University Ave., Champaign, IL 61821*

**SUZANNE LILE, 1972-75**

*3821 92nd NE, Bellevue, WA 98004*

**MRS. JOHN H. LINDSEY**

*3640 Willowick, Houston, TX 77019*

**ANN LINEWEAVER**

*1903 Lafayette Ave., Greensboro, NC 27408*

**GAIL C. LITTLE, 1978-82**

*412 Idlewood Drive, Alexandria, LA 71301*

Gail owns and operates a little software (custom software development) business. She is currently a board member, Rapides Regional Medical Center's Women's Hospital, and a commission member, Rapides Area Planning Commission (chairman 1988-89). Gail is very involved in activities at St. Timothy's Episcopal Church such as chairman, Worship Committee; Flower Guild, Greeters Committee, Stewardship, and served on the vestry, 1989-91 (Senior Warden 1990-91).

Both of Gail's daughters are married. Sophie practices architecture in New Orleans and Sabrina practices law in Houston and is expecting Gail's first grandchild in mid-January. She and Pappy travel as much as they can.

**SUE LIVERA, 1984-85**

*56 Hedges Ave., Chatham, NJ 07928*

I am very busy and quite happily so. I LOVE my work and feel blessed daily by my job. I am a guidance counselor and work with the students K - 8 grade. The kids are terrific and the school environment is exceptionally supportive. My colleagues are lots of fun; in fact, on in particular and I have found a special friendship. We both are outdoor types and share a passion for the woods, especially hiking and camping. We run a program and take young students with us on both day and overnight adventures.

Outside of my work I'm involved in my town of Chatham, NJ. I serve as the pres. of the High school T.O. where I'm immersed in my son's school "things". I am also involved in a community planning effort spear-headed by our school super. I chair an "action team" charged with the task of creating a program to be implemented school-wide concerning social skills and responsible behavior.

My son John is a Senior at the high school so we're dealing with college thoughts. Our daughter is a senior in college (U. of Hartford) where she is flourishing. I'm very proud of both these kids. Husband, Skip moves through stages of frustration and satisfaction as owner of his own company, but refreshes himself making wine with a cousin.

I am very sorry to miss the reunion. Best to each and all. Special thoughts!

**JANE LONG, 1981-82**

*119 Brighton Rd., Atlanta, GA 30309*

**KATHERINE LOO, 1976-77**

*19 Northgate Rd., Colorado Springs, CO 80906*

I'm sorry I'm unable to be with you. I will have just returned from a month long trip to Turkey, Italy and Paris, and cannot leave again so quickly. My husband sold his business nearly 6 yrs ago and is "retired" so we have the opportunity to travel a lot which I love! It makes fitting in all my other activities difficult, however. I have been trying hard to work myself out of community commitments so that I have the time and space I need to pursue my right brain activities. I am weaving and doing custom designed textiles with my new business called "Wandering Ewe". I named it after my hiking group which hikes monthly in the CO, NM and MT mountains. I have also taken up composing on the piano and plan to release my first album this Christmas. It is a very interesting experience to do something that is totally different from anything else I have ever done and I find it very rewarding. I am also getting back to playing the French horn after thirty years of absence.

I don't seem to totally give up my community activities. I was president of the Colorado Women's Forum last year and am still on the board. For three years, I've been chairing fundraising at the Cheyenne Mountain Zoo where the new Primate World is the major attraction. I'm enjoying serving on the El Pomar Foundation's committee to choose their Awards of Excellence recipients. They give \$200,000 annually to the outstanding non-profits in different categories throughout the state. Have a great time and I'll miss seeing you all.

**KAYE R. LOZIER, 1988-90**

*100 37th St., Des Moines, IA 50312*

I am the administrative assistant for State Senator Mary Kramer; on the Executive Committee of Metro YMCA; and treasurer of the BWA Foundation board. I moved on September 15 to a new address: 3780 River Oaks Dr., Des Moines, IA 50312.

My two oldest sons are in college (Drake in Des Moines, and Yale in New Haven).  
Three children are still at home.

I am sorry I can't attend. On that weekend I'll think of all the renewed friendships and fun and miss you all.

**MRS. JOHN SIMPSON LUCAS, 1961-64**

*#4 Ashton Square, Greensboro, NC 27408*

**CYNTHIA MACKINNON, 1981-82**

*875 Old England Ave., Winter Park, FL 32789*

**ASHLEY M. MAENTZ, 1985-87**

*451 Michgamme Lane, Lake Forest, IL 60045*

While trying to spend more time at my business, AMM Designs, I find volunteering still plays a major role in my life. I am a member of the Woman's Board Executive Committee of Rush Presbyterian St. Lukes Medical Center in Chicago, a trustee and chairman of the Ethics Committee of Lake Forest Hospital, chairman of the Public Facilities Advisory Committee for the City of Lake Forest and coordinating the Community Needs Assessment for the United Way of Lake Forest. I'm still trying to find a relationship among all this...

Both daughters, Leslie and Amy, are graduated and working in Chicago. With their two apartments and our new condominium in La Quinta, California, I am practicing Interior Design - but I still don't think I'm "working for pay." Leslie is a Provisional in the Junior League of Chicago. Guess who is a Sustainer Provisional Project Chairperson this year also?

Occasionally Scott and I escape to California for a little golf - where we are during your reunion. Golf - thats definitely a post-AJLI activity.

**JOAN MANSFIELD, 1973-74**

*10 Hampton Rd., Cranford, NJ 07016*

**SUSAN G. MARINEAU, 1989-92**

*506 Sheridan Road, Kenilworth, IL 60043*

**ANN P. MARSH**

*RR 1, 323 Partridge Hill Rd., Barneveld, NY 13304*

**MIMI MARTIN, 1976-77**

*5903 Jenness Court, Louisville, KY 40228*

I wish I could be at the reunion to renew old friendships, but my major commitment now is to the completion of my doctoral work in clinical psychology. I entered the Ph.D. program in June at the Fielding Institute. Our four children are all in graduate schools, in law, medicine, psychology, and design in four different states, so life is active and complicated and fun. My husband is on the Sixth Circuit Court of Appeals as a Federal Appeals Court Judge.

Hope to see you in 1993!

**NANCY E. MARTIN, 1990-92**

*8521 Killarney, Wichita, KS 67206*

**PAMELA MARTIN**

*4445 Ashford Place, Douglasville, GA 30135*

**MRS. C. KING McCLURE, JR, 1944-46**

*5822 Orion Rd., Louisville, KY 40222-5976*

**BEVERLY McCOLLUM, 1987-88**

*2565 Burnt Hickory Drive, Marietta, GA 30064*

Same old, Same old! (and I do mean Old). Still "working" as an unprofessional volunteer. Still married to the wonderful Bob and mother to 19 year old Allan and soon-to-be 17 year old Meredith.

Wish I could be there for the fun (a major conflict prevents this). Have a wonderful time and think of me!

**SHIRLEY W. McCOLLUM, 1971-73**

*170 Churchill Dr., Dunwoody, GA 30350-4503*

Shirley writes that she is President of Business World - a \$3,000,000/yr. executive suite operation in Atlanta, GA.

She and Sam have been married for 42 years. Her two daughters are married and she and Sam have four grandchildren.

**SALLY MCKENZIE, 1968-71**

*4517 Beverly, Dallas, TX 75205*

**MRS. DANIEL J. McGANNEY, 1968-70**

*84 Elena Ave., Atherton, CA 94025*

**CAROLINE McMILLAN**

*3801 Bonwood Dr., Charlotte, NC 28211*

**MRS. RICHARD McMILLAN**

*1204 Country Club, Midland, TX 79701*

**NANCY McPEEK**

*7405 Brushmore NW, N. Canton, OH 44720*



**CRISTINA L. MENDOZA, 1989-91**

*1528 Robbia Avenue, Coral Gables, FL 33146*

**ANN D. MILLER, 1988-92**

*3125 McCarroll Drive, Baton Rouge, LA 70809*

**DIANE EVANS MILLS**

*U of FL Foundation, Box 14425, Gainesville, FL 32604*

**MRS. CHARLES C. MILTON, 1969-71**

*89 Rush Ave., Wheeling, WV 26003*

**CHERYLE MITVALSKY, 1986-89**

*352 Park Terrace SE, Cedar Rapids, IA 52403*

Greetings from the Mitvalsky family in Cedar Rapids! Parents weekend at the University of Michigan is the only excuse for not attending the Board Reunion. I will miss you all and New York City.

My job as Executive Director of the Kirkwood Community College Foundation keeps me busy and fulfilled. We have just completed a \$5.6 million campaign and are currently implementing a full development plan in the college.

Rich, age 21, is a senior at the University of Michigan. Mit, age 20, is studying at Northwestern University in Evanston. Between swimming, fraternities, writing for the Daily Michigan and studying - they say there is little time left in the day. Frank and I adjusted rapidly to our new life - "no children at home." We have extra time for ourselves, family and friends. However, we can hardly wait until everyone is home for holidays and summer vacations.

I often reflect on our experiences together as Board Members. The lessons learned and the friendships established have served me well over these past years. I send my best to each of you....and I look forward to our future reunions together.

**MRS. BYRON RHODES MORSE**

*2212 North Spruce, Little Rock, AR 72207*

**MRS. DAVENPORT MOSBY, 1966-68**

*4135 N. Honey Suckle Lane, Jackson, MS 39211*



**MRS. THADDEUS M. MOSELEY, 1963-64**

*1880 Edgewood Ave. So., Jacksonville, FL 32205*

**MARIDEL MOULTON, 1984-90**

*371 Fernwood Dr., Moraga, CA 94556*

**MRS. RICHARD D. MURPHY, 1970-71**

*640 Manhattan Rd. SE, Grand Rapids, MI 49506*

**MRS. EDWARD M. MUSE**

*1337 Roaring Springs Rd., Fort Worth, TX 76114*

**BARBARA NESBITT, 1983-85**

*7 Hamilton Ferry Rd., Lake Wylie, SC 29710*

Completing our 7th year in Charlotte, N.C. Charlie, my husband, is Senior V.P. and Manager of the Trust Co., Nations Bank. I have my own consulting business (8th year) working with Wilson Learning Corporation's clients in Fortune 500 Companies and selling Wilson Material and developing customized programs for my own clients in N.C., S.C., and Virginia. I connected with Wilson Learning while a member of the Association Board. I continue to do League Board training for a number of Leagues and non-profit organizations. Son, David (23) graduated from High Point University, degree in Theater Arts. He is a tennis Pro and runs a tennis center in Atlanta, GA - works in theater at night as a volunteer. Son Edward (21) is a Junior at the University of South Florida majoring in Finance. Son Andrew (15) is a 10th grader at Charlotte Latin. I have been in the League 28 years - still learning and enjoying my experience - now in my 4th League City. Husband, Charlie is a community Advisor and a regular in Follies.

**CHRISTINE ANN NEVIN, 1989-91**

*phone: (212) 460-2135*

**RHONNIE NEWTON, 1981-82**

*1635 Kathwood Dr., Columbia, SC 29206*

Wish I could be there with all of you, but a prior commitment that weekend makes it impossible for me to attend. My best wishes to all of you.

**CAROL NUTT**

*2506 Gladney, Wichita Falls, TX 76308*

**JOYCE H. OCKERMAN, 1961-63**  
838 Euclid Ave., Lexington, KY 40502

I am so sorry to miss the Board Reunion. Foster and I sail from Los Angeles November 15 for a 2 week trip through the Panama Canal.

I've cut down on my volunteer work at long last! Am still interested and active in our local preservation organization (am a past president) and by appointment of the Governor am on our State Literacy Commission Board. Foster has just finished four years as chairperson of the Board of Trustees of the University of Kentucky and that has taken a great deal of our time. We still travel and play tennis and I work one day a week in a boutique.

The seven of us who were elected to the AJLA Board in 1961 as Regional Directors keep in touch, except for one.

We have four grandchildren. Two in Nashville, TN, and two in Lexington, KY. As the old saying goes, "I wish I'd had my grandchildren first!"

My only daughter lives in Lexington and is very active in the League - serving on both League and Horse Show boards. Will be treasurer for the second time next year. I am so happy that she enjoys the League as much as I still do. I wouldn't give anything for my experience serving on the AJLA Board.

**MRS. WILLIAM H. OSLER, 1968-71**  
80 Greenwood Circle, Wormleysburg, PA 17043

**BARBARA MILLER OSTARCH, 1984-87**  
3343 San Antonio St., Corpus Christi, TX 78411

Although I had hoped to attend this year's reunion, it was not to be. I'm still teaching Senior English at W.B. Ray High School, and I'm also the new English Dept. Chair, as well as a member of our school district's Site-based Management Team and chair of the Southern Association of College and High Schools Language Arts Accreditation Team. Needless to say, I'm overwhelmed. During the reunion weekend, for instance, I'll be supervising the installation of our new Mac computer lab for remedial composition...and overseeing my last (!) dance as Student Council sponsor. I plan to leave my StuCo sponsorship in a blaze of glory -- complete with non-stop, big-screen, laser-light, smoke machine, ear-splitting music video entertainment -- at the annual Homecoming Dance, which this year we're staging aboard the aircraft carrier, the USS Lexington. I hope to "blow 'em away", as my students say. Sounds like fun!

With my new job responsibilities, I don't have time for much besides work; however, I have continued to sing with the Corpus Christi Symphony Chorale. Jerry and I are busy, but happy, and our kids are terrific. Molly is in her second year of law school at the University of Houston; Sara does media planning for the Nissan account at Chiat, Day Mojo in Dallas; Margaret is a junior at SMU (and a deb this year); and Will is a sophomore in high school. Jerry and I look forward to having them all home for the holidays.

Hope you have a wonderful weekend in New York. Wish I were there with you!

**BETTY JO PALMER, 1976-77**

759 Lakeshore Dr., Lexington, KY 40502

**JUDITH PECKHAM, 1978-80**

12 Campbell Rd., Binghamton, NY 13905

**MRS. PAUL J. PHELAN**

8 Old Forest Hill Rd., Toronto, ON M5P 2P7, CANADA

**SUSAN PHILLIPS, 1985-86**

4690 Three Springs Ct., Marietta, GA 30062

**LIZ PIERCE**

12352 N. Fairway Hts., Dr., Mequon, WI 53902

**BRIDGET PIPER, 1987-89**

West 805 Cliff, Spokane, WA 99204

Bridget Piper and husband Paul are empty nestors in Spokane, WA. Daughter Kelly is a freshman at the University of Oregon in Eugene. She pledged Gamma Phi Beta, mom's sorority. Bridget continues as an AUP-communications for a healthy savings and loan and is chairperson of the symphony annual fund drive.

**SUZANNE PLIHCIK, 1988-92**

2901 St. Regis Road, Greensboro, NC 27408

**RUTH PHILLIPS POLACK**

257 GC&P Rd., Wheeling, WV 26003

**MRS. ROBERT C. POOLE, 1970-76**

3108 Calle del Bosque NW, Albuquerque, NM 87104

**EUGENIA POTTER, 1986-88**

7113 Covered Bridge Rd., Prospect, KY 40059

**MARY PRINGOS**

Rt. 1 Box 7B, Altheimer, AR 72004

**MRS. PAUL QUINTON, 1969-71**

*25 Carlyle Bay, Winnipeg Man , MB R3K OH2 CANADA*

**CHARLOTTE RAMSEY, 1983-85**

*2930 Foxhall Rd., Washington, D.C. 20016*

**LYDIA THOMPSON RAMSEY, 1986-88**

*10 Lanyard Ct., Savannah, GA 31411-1709*

**MARY (TOMB) RAUH, 1979-81**

*PO Box 729, Sunapee, NH 03782*

Having moved to New Hampshire from Cincinnati six years ago, husband John and I have had an unexpected but fascinating new life. John got involved in politics and we have just completed his campaign for the U.S. Senate, narrowly losing to the Governor for Warren Rudman's Seat. I managed the campaign, so we're slowly coming up for air after seven months of excitement and challenge. In my other life, I've just completed a two year term as President of Planned Parenthood of Northern New England -- New Hampshire, Vermont, and Maine -- a wonderful job with a superb agency. With PPNNE, I've seen Judy Peckham and have crossed paths with Ala Reid, who's now living in Maine. Wish I could be with you, but as with the first reunion, a Planned Parenthood meeting was scheduled first. Next time!

**BARBARA RICKS**

*P.O. Box 6592, San Antonio, TX 78209*

**ROSEMARY ROBERTSON, 1987-89**

*11 Trevor St., London SW71DX, ENGLAND*

**KITTY S. ROBINSON, 1989-91**

*16 New Street, Charleston, SC 29401*

**JULIET ROWLAND, 1981-82**

*551 Roslaire Dr., Hummelstown, PA 17036*

**NELL RUBIDGE, 1972-73**

*1026 Burning Tree Dr., Chapel Hill, NC 27514*

**JOAN RUFFIER, 1973-77**

*1115 Belleaire Circle, Orlando, FL 32804*

**MRS. CHARLES RUNYON III, 1949-51**

*P.O. Box 85, Ocracoke, NC 27960*

**SUSAN REID RUSSELL, 1984-88**

*1222 Clifftee Dr., Brentwood, TN 37027*

Susan Russell, formerly Susan Greene, is executive director and vice president of the Saint Thomas Foundation in Nashville.

**ALANN SAMPSON RYALL**

*4809 Lafayette, Fort Worth, TX 76902*

**NANCY SACHTJEN, 1969-73**

*56 Oakledge Rd., Bronxville, NY 10708*

**DEE ANN SAKRISON**

*3027 N. Calle Ladera, Tucson, AZ 85715*

**JEANNE SALERNO, 1981-82**

*222 S. 68th Ave., Omaha, NE 68132*

**AUDREY L. SCHIEBLER, 1990-91**

*2115 N.W. 15th Ave., Gainesville, FL 32605*

My life continues to be rewarding and exciting even after the Board of AJLI. During the end of my term, my husband and I bought a place at the beach in Amelia Island and now we are full fledged weekend citizens of a delightful community. We try to spend time with our grandchildren there and it has become a real treat for us to have one or two of them at a time swimming and walking through the nature trails of the plantation.

We have six, soon to be eight grandchildren, and I plan to know each of them.

My work with Hole in the Wall Gang, South is gathering momentum. This camp for children with chronic illness will function year round and be used in the off summer months for educational retreats for parents and health professionals. We have received a \$150,000 Robert Wood Johnson grant to study the needs of this group of children. Several numbers of Junior Leagues throughout the state are helping in this exciting venture.

Gerry and I travel to Washington frequently and I see many AJLI friends there. I truly miss the wonderful friends made while serving on the board, I do manage to keep up with a few of them. I wish you all a splendid reunion, perhaps I can make it another time. Just now, I am preparing for our last wedding. Our daughter Bettina, a member of the Junior League of Atlanta will be married the first weekend in December. The moral of this story is: life is short and passes by in a blink of an eye, enjoy and cherish your children.

**MRS. JACK A. SCHUTTS, 1966-68**  
*1503 Hillcrest, Fort Worth, TX 76107*

**MARTY SEGELKE, 1981-82**  
*4480 South University Blvd., Englewood, CO 80110*

Since 1987, I have been president of Medical Personnel Resources, a permanent part-time and full-time placement service for physician offices and clinics in the Metro Denver area. I am currently completing a 10 year term as a trustee of Swedish Medical Center. I have remained active as a Sustainer in the Denver League helping with their 75th Anniversary publication. I have been married for 29 years and have 3 children. Karen, 25, graduated from UCLA in 1989 and is now a pharmaceutical representative. Grant, 23, graduated from Colorado State University in 1991 and John, 19, is currently attending Colorado University. Sorry to miss the reunion. Hope to be there next time!

**MRS. ALFRED R. SHANDS III, 1967-69**  
*8909 Hwy 329, Crestwood, KY 40014*

**MRS. JOHN W. SHARP, 1968-70**  
*1404 Valmont St., New Orleans, LA 70115*

**MARJORIE SHARPE, 1973-77**  
*100 Rosedale Heights Dr., Toronto, ON CANADA*

**MRS. FRANK SHERMAN, 1950-52**  
*P.O. Box 352, Waitsfield, VT 05673*

**SHIRLEY D. SHIPLEY, 1970-72**  
*1000 Clubhouse Road, York, PA 17403*

Shirley writes that she is in her 16th year as vice president, administration, Shipley Oil Company and she is in her 20th year as trustee of York College of Pennsylvania, where she has served on the Executive, Education, Nominations, Strategic Planning and Search committees. She is a trustee of the York Country Day School and on the board of the York Foundation.

She and her husband are currently rebuilding their home in Key Largo, which suffered damage during hurricane Andrew.

**MRS. THOMAS F. SHIRK, 1964-66**  
*247 Murray Hill Drive, Lancaster, PA 17601*



**NANCY SKINNER**

2270 S. Thrush Ct. SE, Grand Rapids, MI 49546-7521

**MRS. VERNETT SLATER, 1949-50**

4242 Westway, Dallas, TX 75205

**MRS. EVERETT R. SMITH, 1945-46**

5301 N. Circello Sobrio, Tucson, AZ 85718

**JEAN H. SMITH, 1990-92**

5201 Hedrick Drive, Greensboro, NC 27410

**JOAN H. SMITH, 1979-83**

2309 SW 1st Ave., #1141, Portland, Oregon 97201

Joan's resume indicates that in 1991 she was reappointed to the Oregon Public Utility Commission for a term ending March 31, 1995. Her work history for the last number of years included serving as assistant to a Portland Commissioner serving as liaison to the budget process and Bureau of Parks; as staff aide to the Governor serving as assistant for strategic planning and scheduling; as an independent consultant in planning, governmental relations, and organizational management; and as a member of a bank board of directors.

Her public service includes State Board of Forestry; Lewis & Clark College Board of Trustees; Portland Opera Board; Portland Planning Commission; Columbia River Gorge Commission; Citizen's Forum of Defense Wastes; OMSI; City Club; and Dorchester Conference.

Her current involvements include: NARUC Committee on Gas; International Women's Forum (Oregon); President's Council, Portland State University; Board Member, Oregon School of Arts and Crafts; and Metropolitan Human Relations Task Force,

Among the honors she has recieved are: Senior Fellow, American Leadership Forum, Oregon Class IV; ACTION (Oregon) Volunteer Award; and Honoree, March of Dimes White Rose Award for Outstanding Women.

**NANCY SMITH**

PO Box 4029, San Angelo, TX 76902

**PATRICIA TURNER-SMITH, 1984-86**

580 W. 64th St., Indianapolis, IN 46260

**ADELAIDE C. SNYDER**

*513 Pembroke Ave., Norfolk, VA 23507*

**MRS. JOSEPHINE SPARKS, 1962-63**

*205 Rosebud, Corpus Christi, TX 78404*

**VIRGINIA MICHEAL SPROUT**

*315 Harcross Road, Woodside, CA 94062*

**MRS. LORING M. STAPLES Jr., 1967-69**

*1640 Xanthus Lane, Minneapolis, MN 55447*

**JEAN STAYMAN, 1985-87**

*8234 Larch Lane, Evansville, IN 47710*

**SUSAN STAYTON, 1979-80**

*3413 Cascadera, Austin, TX 78731*

I am still married to the same man, and I still teach at the same college. So, not much has changed, except that my Ph.D. was conferred in December 1991. And the dissertation may become a book.

My husband and I use our discretionary time to travel from Texas to the East Coast a few times a year to visit our daughters: Catherine is a graduate student at N.Y.U. in Public Health. Jennifer is a newscaster and political analyst with Berkshire Broadcasting in Western Massachusetts. Interestingly, Jennifer attended Blair Newton's wedding in South Carolina last June. Blair is Rhonnie Newton's daughter. Jen and Blair were class of 1989 at Williams College. Can you believe that our Area Council 1979-1980 still has reunions? We just met in July in Memphis. These reunions enable me to see Dorothy Moore and Betty Sumner regularly among others.

**SALLY STOUFFER**

*Lime Spring Farm, Rohrerstown, PA 17603*

**MOLLY STRASSNER, 1990-92**

*23 Westmoreland Place, St. Luis, MO 63108*

**L. ANN STURROCK, 1990-92**

*4360 Clovelly Walk, West Vancouver, BC Canada, V7W 1H4*



**MRS. ROBERT F. SULLIVAN**

*324 Oxford Drive, Savannah, GA 31405*

**BETTY WHITMERE SUMNER**

*702 Huntington, Midland, TX 79705*

**PATTY WILKINSON TAGUE, 1982-85**

*820 NW 40th Street, Oklahoma City, OK 73118*

Patty Tague (formerly Wilkinson) was remarried in 1990 and moved from Dallas to Oklahoma City. Her husband is Roland Tague, an attorney. Patty is a Regional Sales Manager for The Carlisle Collection.

Patty has three children; daughter, Kristin Wilkinson Loeber (24 yrs.) will graduate from Baylor Law school in May; daughter, Joanna Wilkinson is 17 years old, and son, David Wilkinson, is 14 years old. Patty reports that she is involved in church activities, arts festival chairmanships, school fundraising activities, and still travels to Junior Leagues to do speeches/training. She spoke to the Junior League of Fayetteville, North Carolina in September.

**JULIA W. TAYLOR, 1984-85**

*4245 Ortega Forest Dr., Jacksonville, FL 32210*

**BETTY HAYES TEASLEY**

*8 Accomac Place, Texarkana, AR 75502*

**ANN E. THOMAS, 1990-92**

*68 Brenway Drive, West Hartford, CT 06117*

**MARY ELLEN THOMSEN, 1973-75**

*5507 St. Albans Way, Baltimore, MD 21212*

**ANNE B. TOMLINSON, 1967-69**

*1330 Scotland Ave., Charlotte, N.C. 28207*

Sorry I'm not able to attend the Reunion. I'm a widow - with 3 married children and 10 grandchildren! Currently I have a part time job at Christ Episcopal Church - where I am very active - on the local, diocesan, and national level. I also serve on several community boards.

**CAROL TRUESDELL, 1974-76**

*9 Woodland Rd., Edina, MN 55424*

**MRS. HARRY TRIPPET**

3722 Chateau, Waco, TX 76710

**ANNE TUOHY, 1987-90**

410 Sunset Lane, Glencoe, IL 60022

**ALICE PALMER ULMER, 1954-55**

2970 St. John Ave., 11-C, Jacksonville, FL 32205

Your invitation finally caught up with me! We have been on the move and are settled in our summer place in Lake Toxaway, NC.

After many years as a JL volunteer, serving on diverse boards, I decided to focus my efforts on the art and health fields. The American Cancer Society has been a prime interest as my husband, Tom, served as National Board Chairman in the late '70's. I had always been active in local special events fund-raising and was appointed the first chairman of the first state's (Florida) Special Events Committee.

Subsequently, I was named to the society's first national Special Events Committee, where I served five years. In the arts I was involved in establishing the Women's Council of the Cummer Gallery of Art and have been active in many of its programs over the years.

Along with these civic interests, a friend and I started a "party planning" business called Creative Concepts. We were fortunate to have great clients and were asked to do openings of shopping centers, real estate developments, banks, private parties, and a luncheon for Nancy Reagan! Our efforts ranged from intimate dinners to galas with a cast of thousands! We have been phasing down, as Tom and I are spending more time in N.C. and my partner has an active travel business.

My tenure as regional director was cut short after the birth of a daughter with an unusual heart problem. Today she is a beautiful thirty-seven year old and lives at Ponte Vedra. Our other lovely daughter is married to an Episcopal minister and lives in Texas with two fine sons.

**SALLY VAMVAKIAS, 1987-88**

153 Foreside Rd., Falmouth, ME 04105

**MRS. WAYNE L. VAN VLEET, 1961-64**

28005 University #127, Denver, CO 80210

**FRANCES VILLERE, 1985-88**

4717 St. Charles Ave., New Orleans, LA 70115

**FRANCES VERSTANDIG, 1973-76**

*4 Glencoe Circle, Birmingham, AL 35213*

**DOROTHY WADSWORTH**

*147 Chelmsford Rd., Rochester, NY 14618*

**CONSTANCE WAHLIN, 1987-88**

*5170 Myrtle Ave., Riverside, CA 92506*

**MARGARET ANN WALDROP, 1987-89**

*215 Lakewood Dr. East, Mobile, AL 36608*

**JOAN WALKER**

*6576 Norwich St., Halifax NS B3H2L8*

**MRS. ERNEST WARNCKE, 1948-49**

*Brunswick Hills, Troy, NY 12180*

**ALICE H. WEBER, 1975-80**

*1904 Mt. Vernon Blvd., Toledo, OH 43607*

I am the founder of Legacy Products, Inc. The mission of the company is to provide employment at a fair wage, to women who must or choose to work in their homes. The company manufactures fabric art, acrylic art, and fabric teaching dolls for medical settings. The Primary market is hospitals, and secondary ones being day care centers, custom needs for clients such as Sea World.

I am married to Edward F. Weber and continue to enjoy our three adult children and their spouses. I derive particular pleasure from our granddaughters Jennifer and Sarah Weber, ages 6 and 3 respectively. We set aside time to hike and sail.

Community volunteering includes serving as an Elder at Collingwood Presbyterian Church, and trustee on the Boards of St. Vincent Medical Center and the Toledo Humane Society.

**ELIZABETH WECTER**

*Apt. #4, 35 E 68th St., NY, NY*

**BONNIE R. WEIGELL, 1975-77**

*3395 W. County Line Road, Milwaukee, WI 53217*

In October our family welcomed another son-in-law (the fourth in five years), and with the addition of Katherine Grace in April, the Weigell clan now numbers an even dozen. It's an active and happy gang!

I left the Connaught Group, Ltd., at the end of February after a ten year career, and am now in the process of starting my own business, a catalogue featuring special products for children. It's a modest beginning, out of my home office with one unpaid employee (yours truly), but I am challenged by the opportunity to "grow" a small company.

Other interests include a foundation board of trustees, of which I am currently chairman, and the Blood Center of Southeastern Wisconsin.

I regret that it is not possible for me to join you in New York. Best wishes to everyone - I look forward to hearing about the reunion weekend and what all of you are doing.

**MRS. WESTON, 1979-71**

*2624 N.E. 25th St., Ft. Lauderdale, FL 33305*

**JOYCE WHITE**

*1618 SW Laurel, Portland, OR 97201*

**MARY AMELIA DOUGLAS WHITED, 1962-64**

*1025 Mansion Ridge Rd., Santa Fe, NM 87501*

**MS. BARBARA WHITLEY**

*4339 Westmont Ave., Westmont P, Quebec H3Y 1W2*

**MRS. DAVID A. WHITMAN, 1963-67**

*8 Conant Rd., Weston, MA 02193*

**MRS. MORAGNE WHITNEY, 1951-53**

*P.O. Box 374, Bluffton, SC 29910*

**MRS. ARTHUR G. WHYTE, JR.**

*53 Hillside Rd., Greenwich, CT 06830*

**DONNA C. WILSON-JOHNSON, 1988-90**  
*38 Silver Spring Road, Wilton, CT 06897*

**ANN WINSLOW, 1985-86**  
*2 Poplar St., Colorado Springs, CO 80906*

**MARGARET WOODS, 1985-89**  
*25 Longfellow Rd., Holyoke, MA 01040*

**BETTY WOODWARD, 1976-77**  
*136 Birch Rd., Briarcliff Manor, NY 10510*

**HARRIETTE WOODWARD**  
*610 Hazelwood Dr., Lincoln, NE 68510*

**SARA H. WOODWARD, 1977-79**  
*311 Wildberry, Pittsburgh, PA 15238*

I would love to come to the reunion, but until our son is out of college, I shall be attending football games most weekends.

I am serving on the following boards: Family Service of Western Pennsylvania; Pittsburgh Symphony Association; Sojourner House (residential treatment facility for addicted women and their children); University of Nebraska Alumni Association; Montana Development Corporation (project to rehab buildings for low income housing); and Fox Chapel Presbyterian Church (Elder).

I am focusing more and more on my genealogical interests.

I am very lucky to be able to stay interested and involved to an extent determined by me. The years only get better! Knock on wood!

**MRS. A. JANSSEN WOOLDRIDGE**  
*6219 Howe Dr., Shawnee Mission, KS 66205*

**BARBARA YALICH, 1966-70**  
*2134 Clarkson Dr., Colorado Springs, CO 80909*

**JUDITH C. YORK, 1990-92**

*1242 North Lake Shore Drive, Chicago, IL 60610*

**GWYNNE YOUNG, 1987-89**

*P.O. Box 3239, Tampa, FL 33601*

## Call Theatre Directly:

### Broadway:

The Show Off

Roundabout Theatre Co (1530 B'way at 45th)

### Off B'way:

A Moon for the Misbegotten

ALI

Brother Truckers

Bubbe Meises

Forever Plaid

Lotto

Mad Forest

Nunsense

Oleanna

Perfect Crime

You Could Be Home Now

Remembrance

Ruthless!

The Destiny of Me

The News in Review

The Roads To Home

Tony N' Tina's Wedding

The Pearl Theatre (125 W. 22nd St)

Sheridan Square Playhouse (99 7th Ave. South)

Charles Ludlam Theatre (1 Sheridan Square)

Cherry Lane Theatre (38 Commerce St.)

Steve McGraw's (158 W. 72nd)

Union Square Theatre (100 E. 17th)

City Center Stage I (131 W. 55th St)

Douglas Fairbanks Theatre (432 W. 42nd)

Orpheum Theatre (126 2nd Ave & 8th)

Theatre Four (425 W. 55th)

Joseph Papp Public Theatre (425 Lafayette)

Houseman Theatre (450 W. 42nd)

Players Theatre (115 MacDougal)

Lucille Lortel Theatre (121 Christopher St.)

Del's Down Under (Delsomma's) (266 W. 47th)

Lambs Little Theatre (130 W. 44th)

(Call 212-279-4200)

## MUSIC/DANCE:

Carnegie Hall

212-247-7800

City Center

212-581-7907

Joyce Theatre

212-581-7907

Lincoln Center

212-877-2011

Public Theatre

212-598-7150

Radio City Music Hall

212-247-4777

## MUSEUMS:

Cooper Hewitt

212-860-6898 (2 E 93rd between 5th & Madison)

*Power of Maps Exhibition*

Guggenheim

212-423-3500 (1071 5th Ave.)

Metropolitan

212-535-7710 (82nd & 5th)

MOMA

212-708-9480 (53rd between 5th & 6th)

*Henri Matisse: A Retrospective (Advance purchase recommended - Call Ticketmaster)*



## "WHAT'S IN TOWN"

**THEATRE (as of October 6, 1992)**

**Tickets sold by Telecharge: 212-239-6200**

**Broadway:**

Cats  
Conversation with My Father  
Crazy For You  
Falsettos  
Five Guys Named Moe  
Guys and Dolls  
Jelly's Last Jam  
Les Miserables  
Miss Saigon  
The Phantom of the Opera  
The Secret Garden

Winter Garden Theatre (50th St. & B'way)  
Royale Theatre (242 W. 45th St.)  
Shubert Theatre (225 W. 44th St.)  
Golden Theatre (252 W. 45th St.)  
Eugene O'Neill Theatre (230 W. 49th St.)  
Martin Beck Theatre (302 W. 45th St.)  
Virginia Theatre (245 W. 52nd)  
Imperial Theatre (249 W. 45th)  
Broadway Theatre (53rd & B'way)  
Majestic Theatre (247 W. 44th)  
St. James Theatre (246 W. 44th)

**Off B'way:**

Beau Jest  
The Sisters Rosenweig

Lamb's Theatre (130 W. 44th)  
Mitzi Newhouse Theatre (150 W. 65th)

**Tickets sold by Ticketmaster: 212-307-4100**

**Broadway:**

Catskills on Broadway  
Jake's Women  
Lost in Yonkers  
Oba Oba '93  
Will Rogers Follies

Lunt-Fontanne (205 W. 46th St.)  
Neil Simon Theatre (250 W. 52nd)  
Richard Rogers Theatre (226 W. 46th)  
Marquis Theatre (B'way & 45th)  
The Palace Theatre (B'way & 47th)

**Off B'way:**

Blue Man Group  
Cut the Ribbons  
Forbidden Broadway  
Jacques Brel Is...

Astor Place Theatre (434 Lafayette)  
West Side Theatre (407 W. 43rd)  
Theatre East (211 East 60th)  
Village Gate (Bleecker & Thompson Sts)

(over, please)

# 1992 AJLI BOARD REUNION

## AGENDA

### Friday, November 13, 1992

3:00pm - 4:00pm

AJLI Briefing (at AJLI headquarters)

5:30pm - 7:30pm

AJLI Reception  
*Hotel Inter-Continental*  
*111 East 48th St.*

### Saturday, November 14, 1993

8:00am - 10:00am

Networking Session #1:  
"After AJLI Board..."

10:00am - 11:30am

Networking Session #2:  
"Current Issues"

*Please note: Saturday morning networking sessions will be held in the Waldorf Astoria. The suite number will be announced at the reception*

### Sunday, November 15, 1992

11:30am - 1:00pm

"New Orleans Style" Brunch  
*Hotel Inter-Continental*  
*111 East 48th Street*



THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL, INC.

July 27, 1992

*Jennifer OB/gyn.  
626-3615*

Dear Former AJLI Board Members:

We are very pleased to announce that the Second Biennial Board Reunion will be held in New York City the weekend of November 13, 14 and 15, 1992. This invitation is being sent to more than 200 of you who have served as Board Members of AJLA/AJL/AJLI!

The weekend promises to be a fabulous one, with opportunities to renew old friendships, establish new friendships, learn more about AJLI's current programs and take advantage of all that New York City has to offer!

Tentative planning includes the following exciting activities:

- Friday afternoon AJLI update/Tour;
- Friday night welcoming event;
- Optional Saturday Morning Roundtable
- Sunday morning Brunch
- Plenty of time to enjoy NYC on your own!

The Reunion of AJLI's Board also represents a time to reflect on our achievements, and the positive changes we, as an Association, have made in our communities. Each of you, as leaders in your communities, represent a part in these achievements. We therefore find this reunion an appropriate time to honor you. We also see this reunion as an appropriate time to establish a new precedent: The Mary Harriman Community Leadership Award Fund. We will ask that you, as highly valued constituents of our organization, consider making contributions to a fund which will underwrite and secure the Association's prestigious Mary Harriman Community Leadership Award. This award, established in 1990, honors an individual Junior League member who has lived our mission in the community through her outstanding leadership. Serving as a role-model, she will encourage League members to be risk-takers in increasing their impact on the communities in which they serve. Your contributions will ensure that we can firmly establish this award in perpetuity, continuing to acknowledge outstanding women in the Association. Additional materials and information regarding this effort will follow at a later date.

We have felt a great deal of excitement around this reunion and hope so much that you will be able to participate. We have researched hotel costs as well as other expenses and have found that the Waldorf Astoria can offer us the best rates and accommodations. Registration (exclusive of hotel and transportation) will be approximately \$150.00. Your actual registration fee would be based on how many, and which of the reunion activities you would plan to participate in (see attached questionnaire).

Please help us by returning the enclosed reply form and questionnaire by August 17, so that we may have an indication of how many to expect. Our next mailing will be more detailed and will give you the opportunity to make a firm reservation.

Thank you for your prompt response and we hope to see you in November.

Sincerely,

*Suzanne Plihcik*

Suzanne Plihcik  
Past AJLI President, 1990-92  
Reunion Co-Chair

*Kitty Robinson*

Kitty Robinson  
Past AJLI Board Member, 1989-91  
Reunion Co-Chair

**Please Note:**

We have tried to be as accurate as possible when listing the years you have served on the Board. If your Board Years are not listed, or if they are listed incorrectly, please fill in the correct years on the first page of the response form.

Thank-you.

# Past Board Members Interested in Attending the Reunion

Suzie Allen  
15 Isla Bahia  
Ft. Lauderdale, FL 33316-2307

1985-86

Gale Colwell  
1300 Indian Mound Rd. West  
Birmingham, MI 48010

Margaret Andrekson  
29 Westbrook Dr.  
Edmonton AB T6J 2C8  
**CANADA**

1967-71

Joan Compson  
Martin Rd.  
Clinton, NY 13323

1981-82

Virginia Austin  
1140 23rd St. NW #862  
Washington, DC 20036

1984-86

Patricia Curran  
8202 N. Meridian St.  
Indianapolis, IN 46220

1981-82

Robin Bailey  
P.O. Box 322  
Kalispell, MT 59903

Cary Curtis  
2620 Clifford  
Harlingen, TX 78550

Jan Bird  
1485 Yorkshire  
Birmingham, MI 48009

1985-86

Caroline Davis  
67 Park Ave., Apt. 2B  
New York, NY 10016

1975-77

Sheila S. Blair  
Leadership Birmingham  
2027 First Ave. N.  
Suite 406  
Birmingham, AL 35203

Katherine England  
1652 Ladera Trail  
Dayton, OH 45459

Meg G. Flack  
2721 Sherwood Road  
Columbus, OH 43209

1990-92

Jane Boylin  
422 Tenth Ave.  
Huntington, WV 25701

1985-86

Mazie Froelich  
317 W. High Ave.  
Apt. 15-B  
High Point, NC 27260

1972-74

Jean Bradshaw  
2155 E. 9th South  
Salt Lk. City, UT 84108

1965-67

Rev. Margaret Graham  
Associate Director  
St. Margaret's Episcopal Church  
1830 Connecticut Ave. NW  
Washington, DC 20009

1976-82

Joan Bristol  
2552 E. Alameda Ave.  
Apt. 5  
Denver, CO 80209

1974-77

Barbara G. Bush  
30 Versailles Blvd.  
New Orleans, LA 70125

1989-91

Judith Greenman  
6459 Floyd Dr.  
Fort Worth, TX 76116

1986-88

Lowell Butson  
21 Forest Glen Lane SW  
Tacoma, WA 98498

Jenny Hamner  
PO Box 152  
Hampden 01036

(over, please)

Mrs. Warren R. Hedden III 312 Colony Rd. New London, CT 03257		Sally McKenzie 4517 Beverly Dallas, TX 75205	1968-71
Carol Hiatt 9 Oak Bend Rd. Poughkeepsie, NY 12603		Cristina L. Mendoza 1528 Robbia Avenue Coral Gables, FL 33146	1989-91
Lindy R. High 1012 North 18th Boise, ID 83702	1988-90	Ann D. Miller 3125 McCarroll Drive Baton Rouge, LA 70809	1988-92
Pamela Hurd-Knief 6333 Stephens Crossing Mechanicsburg, PA 17055	1988-90	Maridel Moulton 371 Fernwood Dr. Moraga, CA 94556	1985-90
Marjorie Hyatt 2353 Bedford Ave. Cincinnati, OH 45208		Christine Ann Nevin 70 Remsen Street Brooklyn, NY 11201	1989-91
Mary E. Jardine 3037 2nd Street, S.W. Calgary, Alta, Canada T2S 1T4	1989-90	Barbara Ostarch 3343 San Antonio St. Corpus Christi, TX 78411	1985-87
Judith A. Kishel 7180 Steepleview Road Woodbury, MN 55125	1988-90	Ruth Phillips Polack 257 GC&P Rd. Wheeling, WV 26003	
Sondra Libman 909 W. University Ave. Champaign, IL 61821	1987-88	Mrs. Robert C. Poole 3108 Calle del Bosque NW Albuquerque, NM 87104	1970-76
Ann Lineweaver 1903 Lafayette Ave. Greensboro, NC 27408		Lydia Thompson Ramsey 10 Lanyard Ct. Savannah, GA 31411-1709	1986-88
Gail Little 412 Idlewood Dr. Alexandria, LA 71301	1981-82	Rosemary Robertson 11 Trevor St. London SW71DX <b>ENGLAND</b>	1987-89
Kaye Rogerson Lozier 100 37th Street Des Moines, IA 50312	1988-90	Kitty S. Robinson 16 New Street Charleston, SC 29401	1989-91
Susan G. Marineau 506 Sheridan Road Kenilworth, IL 60043	1989-92	Juliet Rowland 551 Roslaire Dr. Hummelstown, PA 17036	1981-82



Susan Reid Russell  
1222 Cliftee Dr.  
Brentwood, TN 37027

Frances Villere  
4717 St. Charles Ave.  
New Orleans, LA 70115  
1985-88

Nancy Sachtjen  
56 Oakledge Rd.  
Bronxville, NY 10708  
1969-73

Constance Wahlin  
5170 Myrtle Ave.  
Riverside, CA 92506  
1987-88

Mrs. William S. Shipley II  
1000 Clubhouse Rd.  
York, PA 17403  
1970-71

Margaret Ann Waldrop  
215 Lakewood Dr. East  
Mobile, AL 36608  
1987-89

Adelaide C. Snyder  
513 Pembroke Ave.  
Norfolk, VA 23507

Joan Walker  
6576 Norwich St.  
Halifax NS B3H2L8

Mrs. Loring M. Staples Jr.  
1640 Xanthus Lane  
Minneapolis, MN 55447  
1967-69

Elizabeth Wecter  
Apt. #4  
35 E 68th St.  
NY, NY

Susan Stayton  
3413 Cascadera  
Austin, TX 78731  
1981-82

Mary Ameilia Douglas Whited  
1025 Mansion Ridge Rd.  
Santa Fe, NM 87501  
1962-64

Sally Stouffer  
Lime Spring Farm  
Rohrerstown, PA 17603

Betty Woodward  
136 Birch Rd.  
Briarcliff Manor, NY 10510  
1976-77

Molly S. Strassner  
23 Westmoreland Place  
St. Luis, MO 63108  
1990-92

Mary Ellen Thomsen  
5507 St. Albans Way  
Baltimore, MD 21212  
1973-75

# Past Board Members Unable to Attend the Reunion

Amy Adams P.O. Box 6446 Coolin, ID 83821	1981-82	Dudley R. Grove 1 Loren Woods Dr. St. Louis, MO 63124	1981-82
Jeanne Berdik 5439 Northumberland Ave. Pittsburgh, PA 15217		Mrs. Charles W. Groves 515 E. 45th Street Savannah, GA 31405	
Jan Boyd Blackwell 7012 Aztec Rd. NE Albuquerque, NM 87110	1966-70	Donna Hanson 620 W. 19th Ave. Spokane, WA 99203	
Marge Blass 3269 Georgian Ct. Erie, PA 16506	1962-64	Mrs. Willis I. Henderson, Jr. 2435 Mecklenburg Avenue Charlotte, NC 28205	1945-47
Cindy C. Candler 3350 Knollwood Drive, N.W. Atlanta, GA 30305	1989-90	Penelope Herman 5021 San Miguel Tampa, FL 33629	1985-86
Barbara Carpenter 210-278 Bloor St. E. Toronto ON M4W 3M4 <b>CANADA</b>	1966-68	Barbara Hodgson P.O. Box 68 Medina, WA 98039	
Eleanor Carson 1936 Lakeshore Dr. Fennville, MI 49408	1961-63	Martha Hunter 2911 N. Manor Dr. E. Phoenix, AZ 85014	
Mrs. James Lee Clarke 1400 Kenesaw Ave. #12L Knoxville, TN 37919		Phyllis Kendrick 265 Beaver Creek Rd. Dillsburg, PA 17019	
Jan Deering 9110 Woodspring Wichita, KS 67226	1981-82	Joan Krupa 12617 N. Fillyside Dr. Dunlap, IL 61525	1985-86
Babe Dowlen 4200 Santa Maria Ave. Coral Gables, FL 33146		Mary LeMessurier Flat #17, 15 Grosvenor Sq. London W1X 9LD <b>ENGLAND</b>	1968-70
Mary R. Wickes Emans 5016 N. Tamanar Casa Blanca Estates Scottsdale, AZ 85253		Mrs. John H. Lindsey 3640 Willowick Houston, TX 77019	
Mrs. Joseph E. Gandy 1227 Lexington Way E. Seattle, WA 98112		Kathy Loo 1976-77 19 Northgate Colorado Springs, CO 80906	

(over, please)

Ashley Maentz 451 Michgamme Lane Lake Forest, IL 60045	1985-87	Betty Whitmire Sumner 702 Huntington Midland, TX 79705	
Mimi Martin 5903 Jenness Ct. Louisville, KY 40222	1976-77	Anne B. Tomlinson 1330 Scotland Ave. Charlotte, NC 28207	1969-71
Beverly McCollum 2565 Burnt Hickory Dr. Marietta, GA 30064	1987-88	Mrs. T.P. Ulmer 2970 St. Johns Ave. #11C Jacksonville, FL 32205	1954-55
Shirley McCollum 170 Churchill Dr. Dunwoody, GA 30350-4503	1972-73	Dorothy Wadsworth 147 Chelmsford Rd. Rochester, NY 14618	
Nancy McPeck 7405 Brushmore NW N. Canton, OH 44720		Alice Weber 1904 Mt. Vernon Blvd. Toledo, OH 43607	1975-77
Barbara Nesbitt 7 Hamilton Ferry Rd. Lake Wylie, SC 29710		Harriette Woodward 610 Hazelwood Dr. Lincoln, NE 68510	
Rhonwen Newton 1635 Kathwood Dr. Columbia, SC 29206	1981-82	Barbara Yalich 2134 Clarkson Dr. Colorado Springs, CO 80909	1966-70
Joycer Ockerman Chevy Chase Plaza 838 Euclid Ave. Lexington, KY 40502	1961-63		
Susan Phillips 4690 Three Springs Ct. Marietta, GA 30062	1985-86		
Audrey L. Schiebler 2115 N.W. 15th Avenue Gainesville, FL 32605	1990-91		
Mrs. Alfred R. Shands III 8909 Hwy 329 Crestwood, KY 40014	1967-69		

# Past Board Members We Have Not Yet Heard From

Ardith Aiken  
3433-14th Ave. South  
Great Falls, MT 59405

Mrs. DeLeslie Allen  
22 Barrington Park  
Rochester, NY 14607

Mrs. Herrick Kidder Allen  
2018 N. 30th St., #3  
Tacoma, WA 98403

Pamela Alexander 1985-86  
1551 Lakeside  
Topeka, KS 66604

True Applegate 1985-86  
40 King St.  
Charleston, SC 29401

Nancy Bambara 1974-76  
Box 939  
Dorset, VT 05251

Mrs. C. Dickinson Barton  
815 N. 53rd Terrace  
Kansas City, MO 64112

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Mrs. Richard C. Cline 91 Fordham Circle Pueblo, CO 81005	1964-66	Martha Dragelevich 1156 Academy Dr. Youngstown, OH 44505	1985-86
Sandra Crawford-Clowes 2221 Westburt Ct. SW Decatur, AL 35601	1984-85	Mrs. Howard H. Eddy 1492 Fairway Dr. Dunedin, FL 34698	1961-63
Pamela A. Collins 215 Barlett Avenue Pittsfield, MA 01201	1989-91	Mrs. William L. Felt 2090 Sierra View Ct. Salt Lake City, UT 84109	1961-63
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Cynthia Grove 4850 N. Highway C Nashota, WI 53058	1987-88	Valerie Holberton 475 Tuallitan Rd. Los Angeles, CA 90049	1985-86
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1985-89



# POWERFUL PARTNERSHIPS

The Association  
of Junior Leagues  
International, Inc.

Annual Report  
1990-1991

## THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL, INC.

The Association of Junior Leagues International, Inc., is an organization of women committed to promoting voluntarism and to improving the community through the effective action and leadership of trained volunteers. Its purpose is exclusively educational and charitable.

The Association of Junior Leagues International, Inc., reaches out to women of all races, religions, and national origins who demonstrate an interest in and commitment to voluntarism.

### ASSOCIATION FUNDERS 1990-1991

Angotti, Thomas, Hedge, Inc.  
BMW of North America, Inc.  
Carnegie Corporation of New York  
Exxon Company, U.S.A.  
Edna McConnell Clark Foundation  
Charles Stewart Mott Foundation  
Smith Richardson Foundation, Inc.  
Stuart Foundations  
The Quaker Oats Company  
Lila Wallace-Reader's Digest Fund

# POWERFUL PARTNERSHIPS

Every woman who joins the Junior League brings with her the power to effect change in her community. In partnership with the members of her League and her community, her circle of influence broadens; it multiplies again when her Junior League collaborates with other Leagues. The shared power of all the member Leagues imbues the Association of Junior Leagues International (AJLI) with almost unlimited potential.

The diversity of the women who unite to form the Association is astounding. They are women of different races, religions, and ethnic origins. Some are married, some single. Some are caring for children, some for parents.

More than 60 percent have full-time careers outside the home. Others are full-time volunteers. For all, community service provides another dimension to their lives. In addition to family commitments, they serve on boards, hold elected office, are active in their children's schools and religious institutions and belong to numerous community organizations.

Why do they join the Junior League? The League provides a milieu of support and a threshold into the community. It offers an opportunity to realize the rewards of working with community members and policy makers, and to exercise untapped aptitudes for planning and strategizing. There is a place in the League for advocates, fundraisers, trainers, community mobilizers, administrators, coalition builders, researchers and wordsmiths.

Since the 80 women of the first Junior League banded together in 1901 to address urban conditions, women around the world have joined the team. A partnership has been formed. Together, as the AJLI credo says, the 187,000 women who form the 277 Junior Leagues in four nations have the power "to change the world."



## President's Message



On a path of community leadership begun 90 years ago, Junior Leagues across four nations continue to affirm their values and mission with actions of service, education and advocacy. Rediscovered by each new member are the time-tested values of voluntarism, social responsibility and leadership. She holds these values to the light of her own commitment and recharges them with her energy and spirit for future generations.

Like the communities of which they are a part, League members are, more than at any time in our past, of different cultures. And like their communities, they are working to create wholeness by coming together to form a new culture—one that works to promote the value of difference and the common good by recognizing each voice, representing each dream and calling forth each talent.

We have recognized that the communities in which we live and function as Junior Leagues are our primary teachers. Healthy, coherent communities will teach those solid values on which we can build a future. Fragmented, polarized communities without trust or openness teach as well, but lessons best unlearned, of distrust and prejudice, violence and hopelessness.

We in the Junior League are about the business of communities. We are community builders. Today we recognize that poverty, prejudice, violence, hunger, homelessness and substance abuse threaten our dreams for community and prevent the release of vast human potential. This year Leagues have acted individually through projects of education, service and advocacy to create needed change. Together, we have acted as an Association for this societal change, focusing on those things in which we believe and on which we hold public positions:

- ◊ that the well being of children is imperative
- ◊ that there be equal opportunity for all, with daughters and sons having the same opportunity
- ◊ that voluntarism remain an essential component of our society
- ◊ that older adults have those things essential to their well being
- ◊ that violence and substance abuse be eliminated.

As we approach the turn of the century, we find ourselves challenged much as our founders were almost a century ago. A century of enormous progress is almost behind us, yet we face a great resurgence of poverty, preventable disease, hunger, and homelessness. Violence and substance abuse continue at an alarming rate. Like our founders, we are faced with making choices on how to impact the issues of our time.

Unlike our founders, however, we are now a multiple force of 277 Leagues with 187,000 members volunteering in four countries. We bring to today's complex issues a connectedness and a power to impact issues on an order of magnitude that those who went before us might have viewed with astonishment.

Our connectedness at the grassroots level provides us with a richness of experience that translates into powerful capabilities. As we interact and play out our multiple roles through such programs as Woman to Woman and Teen Outreach, we provide society with a unique laboratory. In the crucibles of our communities, we take risks and experiment with new concepts. In so doing, we not only generate a unique and valuable data base of what works and what doesn't, but through our multiple existences, we also provide the capacity to run with a good idea.

"Don't Wait to Vaccinate!" is a good idea. Redefining community health, vitality and cooperation—in an unprecedented move—Leagues from San Francisco to London joined forces in April to launch a massive public awareness campaign on the critical need for early childhood immunization.

Just as in our previous 90 years, our charge is clear. It is different certainly from the distant past as it accommodates our growth and progress and evolving world view. Yet it flows today just as yesterday from our constants of values and mission. It is a vision of wholeness: healthy, whole communities that work and thrive as part of a greater whole and through which we are all connected. Inherent in our vision is the richness of a culturally diverse membership, the reward of service to communities of which we are truly a part, and the opportunity to fulfill our mission by reaching out to all women—releasing the volunteer spirit.

*Suzanne B. Plihak*

## Executive Director's Message



The Association of Junior Leagues International is in a period of discovery. We have discovered new routes to providing service to Leagues and we have begun to understand that the 21st century will demand both organizational flexibility and diversity in approach and perspective. We have had a glimpse of the impact our Association can have when we focus the collective power of our membership: the Associationwide Immunization Campaign—"Don't Wait to Vaccinate!"—was a vivid illustration of the power of 277 Leagues and 187,000 women working on a common issue.

As we prove the power of our common mission, we are finding more effective tools for achieving our goals. We have learned that single strategy responses to community problems are less effective than multidimensional campaigns that combine advocacy, direct service and public awareness. Junior Leagues are using these multidimensional strategies to change the systems that contribute to poverty and unequal opportunity, to provide immediate relief and sustained assistance to individuals in need, and to mobilize communities around problems that affect us all.

We also understand that social problems are interrelated and must be tackled holistically. Homelessness, for example, cannot be looked at in isolation; if we are to eliminate its root causes we must challenge education, housing, employment and child care. Our grassroots expertise—honed through the research, advocacy and programs conducted by 277 Leagues in their communities—and the impartial perspective we bring to the public debate, position the Association well to devise creative solutions to complex issues.

We have discovered that the integrated approach we are taking in our communities is equally effective in meeting organizational challenges. Common goals should drive program delivery, volunteer training, media outreach, fund raising, membership recruitment and leadership development. Thus, we have begun organizing our human resources—staff and volunteer leaders—cross-functionally. By developing teams made up of a variety of experts and perspectives we bring a multi-disciplinary approach to the achievement of community goals.

This integrated approach is reflected in the resources and technical assistance we provide to Leagues to help them magnify their contributions to their communities. We have also increased our service delivery capacity through the institution of a toll-free service number for Junior Leagues seeking telephone consultation. During the first year of operation, over 12,000 calls were received from League members; currently we average 1800 calls per month and the number continues to increase.

Few associations have an opportunity to move into the 21st century with close to one hundred years of experience as a catalyst for positive social change. During the past year we have begun to carefully examine our traditions and reflect on what our past might teach us about the future. We have discovered that in order to continue to be an effective organization in a new century, we must foster creative solutions and, at the same time, be flexible enough to allow this creativity to flourish. What works for one community may not work for another. We derive strength from our differences.

To ensure that each component of the Association has the flexibility essential for future success we have embarked on the Partnership Project, a two-year program to revise AJLI's governing documents. Through intensive research—focus groups, interviews, and questionnaires involving all segments of the Association—we are creating governing rules that focus on *what* we wish to achieve as an Association, not *how* we will achieve it. Our goal is to increase the effectiveness of the partners who make up the Association—Leagues, Members, Board of Directors, and Staff—maximizing the autonomy of each while maintaining a strong common purpose and a single organizational vision. The Partnership Project presents a unique opportunity to both maintain and strengthen the Association's tradition of community improvement, voluntarism, and human development.

The fine-tuning we are doing today—the utilization of multiple strategies to combat community problems in our four nations, the use of new technology and improved service delivery within the Association and the commitment to increased organizational flexibility and diversity—is preparing the Association of Junior Leagues International to meet the challenges of the 21st century.

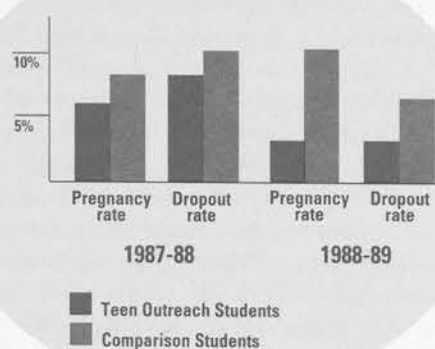
*Holly Sloan*

# ONE WOMAN:

Collaborations — among League members, with other community leaders, and with Leagues throughout the Association — are the cornerstones of League effectiveness. The Junior League provides dynamic women with the support and broad-based expertise they need to turn ideas into action. The genesis and growth of the Teen Outreach Program, which began in a single school and evolved to encompass schools and Junior Leagues throughout the United States and in Canada, illustrate how far an idea can travel in the Junior League.

## REACHING OUT TO TEENS

The year was 1981. Three years earlier, Brenda Hostetler, director of pregnancy prevention programs in the St. Louis City Schools, had established a groundbreaking youth-development program for 15 at-risk teens in one school. Brenda knew that all teens need positive support during the vulnerable years of adolescence. The Teen Outreach Program (TOP) sought to reduce teen pregnancy and school drop-out and truancy rates by helping disadvantaged young people develop life-planning skills and future goals through self-discovery and volunteer experience. Encouraged by TOP's popularity with its participants, Brenda sought community-based sponsorship of the program to help it grow. Jane K. Paine, a sustaining member of the Junior League of St. Louis, helped Brenda bring TOP to the League's attention.



It was a fortuitous introduction. "When the League began sponsoring the program in 1981, it really took off," says Brenda. Under the leadership of Brenda (who joined the League herself in 1981) and Jane Paine, the League and its community partners obtained funding from the Danforth Foundation to create a standardized TOP curriculum and place the program in St. Louis schools. A subsequent grant from the Charles Stewart Mott Foundation enabled the League to launch a national replication of TOP, working with a pilot group of Leagues in eight cities to help them introduce TOP in their communities.

In 1987, sponsorship of TOP was assumed by AJLI, and TOP's reach was extended still further. From eight Junior League cities and nine classrooms, TOP operates today in 108 classrooms in 39 cities.

# An Idea Goes International

"The chemistry of it—I couldn't say what it was that made it so wonderful or that made it help me. It just kind of did, it happened! I mean, involvement, acceptance, and feeling of achievement—all mixed together with fun."

— A Teen Outreach Participant

More than 5,000 young people have explored alternatives to early parenthood and school failure through facilitated group discussions of life options and community service. Seven years of independent evaluation have verified TOP's success in reducing these rates, and data continue to show the importance of the volunteer component as a means of building self-esteem and a sense of community.

In 1990, the *American Journal of Community Psychology* published a paper, prepared by TOP's independent evaluators and AJLI, documenting TOP as an effective means of intervention. Commenting on the program's community service component, the *Journal* noted, "Volunteer experiences—the opportunity to be help-givers—may be essential formative experiences for at-risk adolescents."

Now TOP is about to be institutionalized in educational systems of different magnitudes across the United States. Through grants received in 1990 and 1991 from the Charles Stewart Mott Foundation, the Smith Richardson Foundation, Inc., the Carnegie Corporation and the Stuart Foundations, AJLI is developing models for establishing the Teen Outreach Program in single school districts and in statewide school systems.

## "THE PROGRAM WAS A COLLABORATIVE EFFORT..."

"No one working in the community can go it alone" emphasizes Brenda Hostetler of the Junior League of St. Louis, founder of the Teen Outreach Program. "Everyone needs to find collaborators and mentors like those I was fortunate to find in my League. Without the support of those women, TOP would not have met with such wonderful success."

What did the League accomplish that Brenda as an individual could not? "My vision was expanded considerably by the skills and ability to network that League sponsorship brought to TOP. For example, connecting with Jane Paine, a League member who had a broad knowledge of education and outreach programs, was invaluable. She contributed expertise and contacts, based on her own years of experience, to help shape the direction of the program." Other League members helped generate support for TOP in the community and served as volunteer group leaders, thereby establishing the model for school/community partnership and community service for which TOP is known.

"The expanded program was really a collaborative effort," continues Brenda. "Working as a team with two other members of my League when we first went national was productive and stretching for all of us. Each had skills that complemented the others. Mutual support and encouragement made it possible."

How does Brenda feel to see her idea embodied in a comprehensive national effort today? "I applaud AJLI for sticking with the Teen Outreach Program," she concludes. "The Association has taken our early accomplishments to a new level. AJLI has nurtured the program so that it can continue to help young people take control of their lives and their future."





# LEAGUES & THEIR COMMUNITIES:

## Forging Partnerships for Change

### BUFFALO

The Junior League of Buffalo's CoCare, a new drop-in child care center, developed in collaboration with Buffalo General Hospital's Outpatient Alcoholism Clinic, has helped increase clinic attendance by eligible women by 50 percent since opening in November 1990. The success of CoCare has encouraged the hospital to broaden its services to women by introducing professionally led support groups for alcoholic mothers.

### CHARLOTTE

The Junior League of Charlotte's moving documentary on the process of recovery, "Women: Coming Out of the Shadows," produced in collaboration with the Charlotte PBS affiliate, is slated for showing on PBS stations around the United States in the coming months. Emmy Award-winning actress Mariette Hartley is host. Working from its own experience, the League has also produced a manual for Leagues wishing to produce post-broadcast call-in shows with local alcoholism professionals.

### NEW ORLEANS

The Junior League of New Orleans mounted an extensive media campaign which drew statewide coverage and prompted the Orleans Parish Medical Society to devote an entire issue of the *Bulletin* to the subject of women and alcoholism. The result: better diagnosis and treatment for women, a better prognosis for recovery.

Community research, public awareness, advocacy, direct service...these are the strategies Junior Leagues use to address urgent community problems. Each community demands its own solutions, and Leagues and their local partners have the flexibility to respond appropriately. As a result, a single issue can have as many different solutions as there are Leagues.

### TOPPLING BARRIERS TO ALCOHOLISM TREATMENT

In the mid-1980s, AJLI launched a groundbreaking alcohol awareness campaign, Woman to Woman, to educate the public to the gender-specific impact of alcohol on women. Leagues also undertook community-based surveys to identify specific needs of at-risk women. These surveys found that two factors keep women from receiving treatment for alcoholism: the cult of silence, which denies that women have problems with alcohol, and the lack of available child care during treatment times, which serves as a powerful barrier to women entering treatment. Through a public awareness campaign, a national educational conference in 1988 and submission of testimony to Congressional committees, the Association has called attention to these facts. More than 100 Leagues in the United States, Mexico and Canada have participated in Woman to Woman. Each League has devised an action plan best suited to meeting local needs.

Long a hidden disease and one that knows no socioeconomic boundaries, alcohol dependency by women has become more openly addressed in recent years, thanks in part to the sustained efforts of committed Leagues.

### IMPROVING EDUCATION

Study after study shows American students trailing behind their international counterparts in academic achievement. Especially hard hit are

young people in grades six, seven, and eight—the middle school years. For any young person, early adolescence is an unsettling time. For those trapped by poverty and deteriorating urban conditions, it can be overwhelming.

Educators and social scientists agree that a positive educational experience can help order this confusing time for middle school students, lay the groundwork for completing high school, and start them on the road to a successful life. As a result, much reform effort is increasingly directed at the education of the middle school student.

Junior Leagues, following their tradition of involvement in the schools of their communities, have joined this movement. Under a major grant from the Edna McConnell Clark Foundation to AJLI, 24 Leagues have formed collaborations with school officials, community groups, and businesses to tackle critically needed reform in inner-city middle schools. The collective effort, called the Middle School Improvement Program (MSIP), embraces a number of initiatives, including both advocacy and direct service projects at local school sites.

♦The Junior League of Birmingham, Alabama, is part of a grassroots citizen coalition in Alabama formed to promote the need for state education reform. For the past nine years at Lincoln Middle School, League volunteers have tutored students, rewarded their achievements, and provided mini-grants to teachers. In September 1991, in collaboration with the school, the League will inaugurate a new parental involvement program.

♦The Junior League of Jackson is instrumental in its district's transition from a junior high school system to a middle school structure, which will take effect in the 1991-92 school year. The League has collaborated with the school system to plan a comprehensive public information campaign to support the change.

"A major barrier to middle school reform is the lack of knowledgeable and vocal advocates in local communities. Junior League members are filling this void by emphasizing the urgency for schools to fundamentally change how they educate children, as well as assisting schools in the difficult process of doing so."

— M. Hayes Mizell, Director, Program for Disadvantaged Youth, Edna McConnell Clark Foundation

### AJLI ADOPTS EDUCATION POSITION STATEMENT

In 1990, the Junior League of Milwaukee mobilized a number of Leagues to develop a position, or policy, statement on education. This statement provides the framework for future action by the Leagues and the Association in support of fundamental change in the educational system. At the 1991 Annual Conference, the following statement was adopted by all the Leagues:

The Association of Junior Leagues International supports efforts to ensure that all people have access to an education that will provide them with the skills necessary to be productive members of our global society. The Association is committed to and will advocate for policies and programs to achieve that goal.

Says Mary Anne Wawrzyn, President of the Junior League of Milwaukee, "As soon as the arena of solutions for the education crisis became national, our League felt the Association had to be involved. Because of our long involvement in the Milwaukee schools, we wanted to bring as much to the process as could be brought — and the collective participation of 277 Leagues is a powerful tool."



# LEAGUES & THEIR COMMUNITIES:

## Influencing Systems for Change

### WORKING TOGETHER FOR CHILDREN'S HEALTH

In the context of AJLI's longstanding commitment to the health of children, the 1991 BMW Community Impact Awards, selected by an independent panel of judges, honored six community-based collaborations. The awards were established in 1987 by AJLI and BMW of North America, Inc. to recognize innovative approaches to community needs. As in past years, the 1991 award recipients reflected the Leagues' broad array of community partnerships.

This year's Community Impact Award, consisting of a \$10,000 grant for the expansion of the program and a commemorative plaque to the League, went to the Junior League of Oakland-East Bay for the Center for the Vulnerable Child, a program that serves the special needs of drug-exposed infants and their recovering mothers through direct service, advocacy, and public awareness. The judges noted that the program is "equally caring to mother and child."

Five Merit Awards of \$1,000 each went to:

- ♦ Junior League of Baltimore, for Side By Side, a coalition dedicated to increasing the number of family day care homes;
- ♦ Junior League of Fort Collins, for The Children's Clinic, for children without access to pediatric care;
- ♦ Junior League of Orange County, CA, for the Child Abuse Services Team, which provides volunteer advocates for victims of sexual child abuse;
- ♦ Junior League of Seattle, for Child Haven Crisis Nursery, which provides short-term emergency help to families in crisis;
- ♦ Junior League of Tuscaloosa, for Fitts Gafford Neonatal Intervention Program, to educate mothers on care for low-birthweight babies.

#### A BROAD-BASED COALITION FOR FAMILY DAY CARE

"There's no use reinventing the wheel when there's so much knowledge and information to be had in the community," says Helene Hahn, President of the Junior League of Baltimore. "Our League has been collaborating with other organizations for more than a decade."

To address the critical lack of quality child care in central Maryland, especially for infants and preschoolers, the League employed its proven technique of joining with a variety of groups. Its 16 partners ranged from the National Council of Jewish Women and the Epsilon Omega Chapter of Alpha Kappa Alpha (the African-American sorority) to city, county, and state agencies and departments for women, children, and child care. Together the partners researched community needs and developed the service approach of assisting potential family providers in meeting the requirements to become a licensed family day care home.

Since beginning its direct service phase in February 1990, Side by Side has helped create more than 300 new child care slots. One hundred more are expected to emerge by May 1992. Although the coalition will dissolve at that point, its members are working vigorously toward ensuring that a state or private agency will absorb its services. The wide network of the partners will be a vital factor in achieving this goal.

"I feel strongly that society is much better off today as a result of the longstanding commitment of the Junior Leagues to important issues such as public health, child welfare, education, economic development, and other concerns of the disenfranchised and disadvantaged."

— Fernando A. Guerra, M.D., M.P.H.  
Director of Health, San Antonio  
Metropolitan Health District  
Judge, 1989, 1990, and 1991 BMW  
Community Impact Awards

### ADVOCATING BETTER POLICIES

Because of their deep knowledge of and roots in the community, Junior Leagues are especially effective at advocacy. League members are trusted as objective expert witnesses because they know first-hand what is going on in their cities, counties, states or provinces.

In 1990-91, AJLI, in collaboration with other national advocacy, citizen, and union groups, realized success in a four-year campaign to secure Federal legislation for affordable, accessible, quality child care. The Association was able to base its recommendations for Federal policy on the grassroots experience of the Leagues and State Public Affairs Committees (SPACs) — which are statewide coalitions of Leagues in the United States. Their local advocacy efforts documented the need for licensing standards and regulations, training of child care providers, and development of information and referral systems for child care.

The new law empowers each state to create its own broad-based advisory board to develop and implement a viable state child care plan. The boards may also examine requirements for improving health and safety standards in child care settings.

Reflecting the depth of League involvement in child care issues, four experienced Junior League advocates—members of the Omaha, Wichita, and Huntington (WV) Leagues, and the immediate past chair of the New Jersey State Public Affairs Committee (a member of the Elizabeth-Plainfield, NJ League)—have been appointed by their governors to serve on their respective state advisory boards.

Legislative victories and the systems changes they seek are seldom won overnight. Although not successful in its efforts this year, the Association will continue to press for passage of Federal legislation to provide all workers with unpaid, job-protected family and medical leave and for civil rights legislation which protects all citizens against employment discrimination.

The Federation of the Junior Leagues of Canada, the public policy arm of the eight Canadian Leagues, also pursues an aggressive legislative agenda on issues of like concern to Leagues in the United States. High on the Federation's priority list is passage of legislation supporting family violence prevention.

"If you don't get out there and start affecting policy, then policy will begin to affect you!"

— Karen Rimmey  
Junior League of  
Minneapolis  
Chair, Public Affairs  
Committee

### THE MAKING OF A JUNIOR LEAGUE ADVOCATE

"I feel very strongly that program and policy must be closely integrated," notes Pam Brown, immediate past President of the Junior League of Omaha. "Political action is an outgrowth of what we are already saying through our direct-service projects."

What led Pam to advocacy? "When I joined the League nine years ago, I became involved in child abuse prevention. My experience there told me that I needed to affect the larger picture. Advocacy was inevitable for me."

"The impetus for taking a stand on an issue may be something that's happening on the local, state, or federal level, and each sector influences the others in a dynamic interplay. Since new developments are constantly occurring in the field, the League works to form and maintain collaborations with people who can help us stay current. We constantly work to keep the information flowing."

Pam's diligence has paid off. Governor E. Benjamin Nelson of Nebraska has appointed her Co-chair of the state's Child Care and Early Childhood Education Coordinating Committee. An early function of the committee is to serve as the advisory board for the new Federal child care block grant. "My influence will be a natural outgrowth of my understanding of the issues out in the community — an understanding I've gained through working with the Junior League."





# ASSOCIATIONWIDE COLLABORATION: The Strength of Unity

**W**hen the entire Association joins forces to address an international issue, the power of 187,000 women can bring about dramatic change. In April 1991, more than 230 Leagues allied to increase the rate of early childhood immunization. The result was stunningly successful.

## MOBILIZING VOLUNTEERS INTERNATIONALLY

The Associationwide comprehensive campaign, "Don't Wait to Vaccinate!" marked the first time that a majority of Leagues united around a single issue at the same time. Using research, collaboration, advocacy, public awareness, direct service, and technical assistance from AJLI, participating Leagues joined forces from April 21-27, 1991 — National Volunteer Week — to launch the campaign in four countries.

"Don't Wait to Vaccinate!" aimed to help eradicate preventable childhood diseases, such as measles and whooping cough, that have risen to alarming proportions and even taken infants' lives. The launch of the campaign marked the culmination of 18 months of planning by the Association and the Leagues, at the initial urging of the Junior League of Cleveland. The impact of the unprecedented Associationwide collaboration was magnified by the support of numerous groups at the national and local levels. The American Academy of Pediatrics, the Centers for Disease Control, and the National Association of Children's Hospitals and Related Institutions provided their medical expertise and paved the way for partnerships with their local affiliates. The advertising agency of Angotti, Thomas, Hedge, Inc. provided its creative services pro bono. At state, provincial and local levels Leagues worked with scores of health agencies, hospitals, the media, educational institutions, and businesses.

To focus national attention on the crisis and the "Don't Wait to Vaccinate!" call for early immunization, AJLI President Suzanne Plihcik and Walter Orenstein, M.D., Director of the Immunization Division of the Centers for Disease Control, presented a joint press briefing in Washington, DC, and a satellite media tour of 13 media markets throughout the United States. Public awareness materials, provided by AJLI in English and Spanish, were translated into languages as diverse as Russian and Laotian as Leagues took the immunization message to populations identified by their state and local health authorities as being at risk.

"That wasn't so bad!"

— Samantha, Age 3  
After Receiving  
a Vaccination Shot



## The Strength of Unity

The multi-pronged approach of the Junior League of Cleveland encompassed a public awareness campaign; coordination of an immunization day at 19 sites to deliver the HIB vaccine free of charge; plans for development of a video for new mothers that will emphasize the need to immunize children; successful advocacy for a centralized state system for immunization records; and state and local lobbying for availability and funding for recommended vaccines. As a result of the joint efforts of the 8 Ohio Leagues, Governor George Voinovich proposed a \$1.3 million increase in funding for immunization in the state of Ohio, which was later approved by the State Legislature. This increase brought the level of funding from \$1.8 million in fiscal year 1991 to \$3.1 million for fiscal year 1992.

The work of the South Carolina State Public Affairs Committee (SPAC), a collaboration of the five South Carolina Leagues, in addressing their state's high infant mortality rate, served as the springboard for their advocacy efforts around immunization. Because South Carolina has one of the lowest immunization rates in the nation, the SPAC lobbied state legislators to endorse the Children's Health Net, a state initiative that would provide \$8.1 million in funding for three programs related to child health. Of particular significance is a \$2.8 million appropriation to immunize 90 percent of children under age five. The SPAC also urged

Federal legislators to work to ensure that increases in immunization program funding were included in the 1992 Federal budget.

Other Leagues, such as those in Phoenix, Vancouver, and Mexico City, found collaborators for technical assistance, in-kind services, and financial support in the corporate sector.

"This immunization initiative... may represent one of the Leagues' finest hours."

— Louis H. Sullivan, M.D.  
United States Secretary of Health  
and Human Services

The launch of "Don't Wait to Vaccinate!" marks the beginning of a sustained commitment by the Association to achieve quality health care for families. In June 1991, AJLI submitted written testimony to Congress on the need for increased funding for, and access to, immunization for all children. Individual Leagues are continuing to advocate, inform, and provide direct service so that, eventually, no young child will be threatened by a preventable disease.



"...THE POTENTIAL IS AWESOME!"  
"In 1987, the Junior League of Cleveland, responding to the call of our public relations chair, Anne DeLozier, began to recognize the potential collective impact of all the Junior Leagues working together," comments Margot Copeland, President of the Junior League of Cleveland. And thus the seed for "Don't Wait to Vaccinate!" was planted.

"Like other Leagues, we had a good reputation but were struggling with how to strengthen our identity in the public mind," continues Margot. A project that could harness the power of the entire Association, concluded the League, would provide benefits to each community and draw attention to Junior Leagues around the world.

And how do the League members feel as they reflect on the tremendous impact the campaign exerted? "The potential is awesome, we came to understand," concludes Margot. "The immunization campaign was a spark, a first step. Leagues have been tackling tough issues on a local level in a variety of ways. 'Don't Wait to Vaccinate!' was a way for us to join together for the first time to address these issues on a larger scale."

# WITHIN THE ASSOCIATION: .....

# Empowering Leaders .....

Integral to the mission of AJLI is a commitment to provide the resources that will enable a corps of volunteers to work responsibly and effectively in their communities. By joining the Junior League, women know they will have access to the latest information in their fields of interest.

## HONING SKILLS FOR COMMUNITY IMPACT

Through Association seminars and training institutes, League visits, telephone consultation via a new 800-number, publications and videos, AJLI staff and volunteer service providers assist Leagues in such areas as media outreach and communications, fundraising, administration, community research, and program and policy development.

A key issue for the Association is finding ways to make training for community improvement more effective. In 1990, the Association established the Department of Training and Development to coordinate training activities, assist Leagues as they move along the continuum of diversifying their memberships, and further, empower women to reach their highest potential to become community leaders. This is a process of life-long learning, as women continually hone their skills in needs assessment, collaboration, negotiation, cross-cultural awareness and sensitivity.

A highlight of the 1990-1991 program year was the AJLI Leadership Institute, held in February 1991. Three hundred ninety-five delegates representing 130 Leagues explored the theme "Leadership: How a Woman Can Change the World." Keynote speakers, including Mary Hatwood Futrell, Associate Director of the Center for the Study of Education and National Development, George Washington University, and Madelyn Pulver Jennings, Senior Vice President, the Gannett Company, Inc., and workshop presentations addressed issues such as risk taking, forming collaborations, and empowering volunteers. A highlight of the Institute was its focus on multiculturalism and the challenges it poses for leaders in the 21st century.

The Association also provided League support through the variety of written and multi-media resources produced last year. These included Training Connections, a monthly newsletter; Legislative Network/Briefings, Public Relations and Training Tipsheets, Briefing Papers, and annotated bibliographies. A new video, "Points of Impact," addressed ways Leagues can achieve greater impact on issues through the integration of program and policy efforts.



"Now, as never before, women are realizing their potential as agents of change. Junior League training programs enable League members to be at the table as decision makers representing the woman's point of view."

— Betty Nordrum, Co-Chair,  
Federation of Junior Leagues of  
Canada

## PROMOTING MULTICULTURALISM

Since the mid-1970s, AJLI has emphasized the need for Leagues to embrace the many cultures of our society. As a result, the membership of the Leagues has grown steadily more diverse, and multicultural literacy—the knowledge and skills necessary to function in a diverse society—has become an organizational priority.

The Association has continued to develop and refine the resources and technical assistance it offers Leagues in support of their diversification efforts. In 1990-91 two Diversity Network Meetings—part of an ongoing series—gave participating Leagues the opportunity to work together on diversification issues and strategies. At a Network meeting held in Dallas, delegates heard a dynamic panel of women from the African-American, Latino, Asian, and native American communities discuss the critical issues of their ethnic groups. The second meeting—Diversity Network VII—was joined with the Leadership Institute and shared the Institute's workshop leaders and keynote presenters. In addition, network delegates explored issues of diversity such as inter-group relations, cross-cultural communication, and developing a multicultural base of support.

A new activity this past year, one-day Diversity Workshops, offered a cluster of Leagues the opportunity to obtain concrete information, new insights, specific strategies, and the motivation to work toward multiculturalism.

The trained League volunteers who serve as the Association's Multicultural Consultants continue to make League visits throughout the Association to assist Leagues in diversifying their memberships and collaborating more effectively in their communities.



Leagues are pursuing a variety of strategies:

♦ For its multi-pronged commitment to diversity, the Junior League of Montclair/Newark was selected as a Model Program on Diversity at the Annual Conference. In implementing a multi-year plan to increase membership diversity the League is involved with many coalitions in the community and a county-wide roundtable with other women's groups and has co-sponsored a women's sharing/networking night. Other strategies involve internal reorganization of the League's membership procedures; planning for issue-oriented fund-raisers; and broadening its pool of vendors to reflect the makeup of the League's highly diverse community and ensure inclusivity.

♦ In January 1991, the Junior League of Dallas introduced a pilot, League-based workshop series on multicultural leadership. The curriculum was developed and is led by a League member who serves on the AJLI Diversity Support Team, in cooperation with the League's Executive Committee. Twenty-four women who have been identified as future League leaders are participating in guided research, discussions, and interaction with seasoned community leaders to explore the particular character of the population of Dallas. The knowledge they gain will help them to lead effectively and serve as dynamic mentors to other League members.



# THE ASSOCIATION



"The important message that we should get from a conference like this is that 'There is something I can do!'"

— Wangari Maathai, Ph.D.  
Founder,  
The Greenbelt Movement  
Keynote Speaker, Annual  
Conference 1991

## EXPLORING EMERGING ISSUES

Reflecting the Association's emphasis on continuing education as a prerequisite for informed leadership, AJLI's annual conference is designed to expose all parts of the Association — League leaders from four countries, Association Board and volunteer and staff service providers — to emerging issues and international challenges. Focusing on the environment, AJLI's 69th annual conference, held in Orlando, Florida in May 1991, offered an opportunity for delegates to examine the roles of the individual, the League, and the Association in addressing "The Challenge for Our Earth."

A special international visitor was Wangari Maathai, Kenya's first female Ph.D. Dr. Maathai is founder of The Greenbelt Movement, in which 600,000 rural African women have planted more than ten million trees throughout Kenya.

The other keynote speakers were Ellen Goodman, Pulitzer Prize-winning columnist for the Boston *Globe*; Joanna Underwood, founder of INFORM, a national watchdog agency for the environment; and John Graham, executive director of the Giraffe Project, which encourages people to "stick their necks out" and take risks. Dr. Graham moderated a panel of women Giraffes which included a 93-year-old and two 17-year-old environmental activists.

Delegates also had an opportunity to take part in networking and skills-building sessions, Town Meetings and presentations of League Model Programs and Management Strategies, and to celebrate the achievements of Junior Leagues.

## THE MARY HARRIMAN COMMUNITY LEADERSHIP AWARD

At the 1991 Annual Conference, Jane K. Paine, a sustaining member of the Junior League of St. Louis, received the Association's first Mary Harriman Community Leadership Award, which includes a \$5,000 cash award and a commemorative trophy. Named in memory of the Junior League founder, the award recognizes a lifetime of volunteerism and achievement.

Jane Paine's 50-year volunteer career has focused on improving the quality of children's lives. She has established more than 10 award-winning local and national organizations to further her goal of creating a better world for children at risk, and she has lent her expertise to numerous others.

Among her notable contributions to her League, Jane was instrumental in the Junior League of St. Louis's sponsorship of the Teen Outreach Program. She also cosponsored the first African-American woman for membership in her League, almost 20 years ago, and has been proud and supportive of the League's continued commitment to developing multicultural leaders ever since.

The secret of Jane's success? "I like to think in partnerships: public sector working with private groups, home cooperating hand-in-hand with schools, business, and education."

In her understanding that no one group can achieve an impact in isolation, Jane K. Paine represents the highest aspirations of the Junior Leagues.



# FINANCIAL STATEMENTS

## INDEPENDENT AUDITORS' REPORT

The Board of Directors  
The Association of Junior Leagues  
International, Inc.:

We have audited the accompanying balance sheet of The Association of Junior Leagues International, Inc. as of March 31, 1991, and the related statements of revenue, expenses and changes in fund balances, functional expenses and changes in financial position for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Association of Junior Leagues International, Inc. as of March 31, 1991, and the results of its operations and the changes in its financial position for the year then ended in conformity with generally accepted accounting principles.

*KPMG Peat Marwick*

June 7, 1991, NY, NY

The Association of Junior Leagues International, Inc.  
**BALANCE SHEET**  
March 31, 1991  
(with comparative figures for 1990)

	1991	1990
<b>Assets</b>		
Current assets:		
Cash and short-term investments, at cost which approximates market	\$2,043,593	\$1,232,385
Accounts receivable, net of allowance for doubtful accounts of \$11,500 in 1991	124,629	92,379
Prepaid expenses and advances	249,479	156,170
Total current assets	2,417,701	1,480,934
Fixed assets, net of accumulated depreciation and amortization (note 3)	1,192,332	1,073,083
Total assets	\$3,610,033	2,554,017
<b>Liabilities and Fund Balances</b>		
Current liabilities:		
Accounts payable and accrued expenses	534,807	494,037
Advance deposits	362,395	356,170
Accrued salaries, vacation pay and employee benefits	74,597	89,226
Current portion of obligations under capital leases (note 4)	67,164	75,409
Deferred revenue	172,588	143,778
Other liabilities (note 6)	435,297	255,630
Total current liabilities	1,646,848	1,414,250
Deferred rental obligation (note 8)	219,291	206,698
Obligations under capital leases (note 4)	100,031	105,884
Deferred revenue	—	50,379
Total liabilities	1,966,170	1,777,211
Fund balances:		
Unrestricted:		
Available for operations (deficit)	589,756	(140,886)
Net investment in fixed assets	1,025,137	891,790
Total unrestricted	1,614,893	750,904
Restricted	5,402	2,685
Endowment	23,568	23,217
Total fund balances	1,643,863	776,806
Total liabilities and fund balances	\$3,610,033	2,554,017

See accompanying notes to financial statements.

The Association of Junior Leagues International, Inc.  
**STATEMENT OF REVENUE, EXPENSES AND CHANGES IN FUND BALANCES**  
Year ended March 31, 1991  
(with comparative totals for 1990)

	Unrestricted	Restricted	Endowment	Total all funds	
				1991	1990
<b>Revenue:</b>					
Membership dues	\$5,211,432	—	—	5,211,432	3,806,521
Interest	213,086	—	—	213,086	148,104
Commissions (note 5)	311,237	—	—	311,237	187,544
Advertising	96,303	—	—	96,303	76,405
Insurance administrative allowance	92,833	—	—	92,833	121,116
Donations	50,221	—	351	50,572	42,922
Resource sales and fees	64,042	—	—	64,042	70,948
Endowment income	—	2,717	—	2,717	1,883
Grants	—	240,311	—	240,311	236,591
<b>Total revenue</b>	<b>6,039,154</b>	<b>243,028</b>	<b>351</b>	<b>6,282,533</b>	<b>4,692,034</b>
<b>Expenses:</b>					
League services:					
Leadership and training	1,468,928	—	—	1,468,928	1,190,420
Program coordination	1,648,422	—	—	1,648,422	1,357,872
Other (Grant programs)	—	240,311	—	240,311	239,329
<b>Total League services</b>	<b>3,117,350</b>	<b>240,311</b>	<b>—</b>	<b>3,357,661</b>	<b>2,787,621</b>
Management and general	2,057,815	—	—	2,057,815	1,612,495
<b>Total expenses</b>	<b>5,175,165</b>	<b>240,311</b>	<b>—</b>	<b>5,415,476</b>	<b>4,400,116</b>
Excess of revenue over expenses	863,989	2,717	351	867,057	291,918
Fund balances at beginning of year	750,904	2,685	23,217	776,806	484,888
Fund balances at end of year	\$1,614,893	\$5,402	23,568	1,643,863	776,806

See accompanying notes to financial statements.

The Association of Junior Leagues International, Inc.  
**STATEMENT OF CHANGES IN FINANCIAL POSITION**  
Year ended March 31, 1991  
(with comparative totals for 1990)

	1991	1990
<b>Funds were provided by:</b>		
<b>Operations:</b>		
Excess of revenue over expenses	\$867,057	291,918
Add item not requiring outlay of working capital in current period— depreciation and amortization	172,216	143,113
<b>Total funds provided by operations</b>	<b>1,039,273</b>	<b>435,031</b>
<b>Other sources (uses):</b>		
Sale of fixed assets	23,390	—
Purchase of fixed assets	(314,855)	(28,536)
Obligations under capital leases	(5,853)	(75,409)
Increase (decrease) in deferred revenue	(50,379)	(49,516)
Increase in deferred rental obligations	12,593	12,546
<b>Increase in working capital</b>	<b>\$704,169</b>	<b>294,116</b>
<b>Changes in components of working capital:</b>		
<b>Increase in current assets:</b>		
Cash and short-term investments	811,208	673,056
Accounts receivable	32,250	585
Prepaid expenses and advances	93,309	43,141
<b>Increase in current assets</b>	<b>936,767</b>	<b>716,782</b>
<b>(Increase) decrease in current liabilities:</b>		
Accounts payable and accrued expenses	(40,770)	(265,897)
Advance deposits	(6,225)	(18,026)
Accrued salaries, vacation pay and employee benefits	14,629	(19,407)
Current portion of obligations under capital leases	8,245	(5,020)
Deferred revenue	(28,810)	(39,832)
Other liabilities	(179,667)	(74,484)
<b>(Increase) in current liabilities</b>	<b>(232,598)</b>	<b>(422,666)</b>
<b>Increase in working capital</b>	<b>\$704,169</b>	<b>294,116</b>

See accompanying notes to financial statements.

The Association of Junior Leagues International, Inc.  
**STATEMENT OF FUNCTIONAL EXPENSES**  
 Year ended March 31, 1991  
 (with comparative totals for 1990)

	LEAGUE SERVICES						
	Leader- ship and training	Program coordi- nation	OTHER (GRANT PROGRAMS)			Total other	Total League services
			Community Impact Awards	Teen Outreach Program	Middle School Improvement Program		
Salaries and wages	\$ 868,426	670,709	—	59,504	58,565	118,069	1,657,204
Employee benefits	175,774	140,335	—	11,157	12,583	23,740	339,849
Travel and meeting expenses, net of fees of \$868,600 and \$791,100 in 1991 and 1990	58,468	16,572	4,692	3,851	30,941	39,484	114,524
Office expense	204,265	346,598	1,316	3,635	12,044	16,995	567,858
Professional fees	86,184	35,544	5,564	31,933	—	37,497	159,225
Publications	35,428	402,952	1,833	—	521	2,354	440,734
Income taxes	—	—	—	—	—	—	—
Other	40,383	35,712	410	622	1,140	2,172	78,267
Total expenses before depreciation and amortization	1,468,928	1,648,422	13,815	110,702	115,794	240,311	3,357,661
Depreciation and amortization	—	—	—	—	—	—	—
Total expenses	<u>\$1,468,928</u>	<u>1,648,422</u>	<u>13,815</u>	<u>110,702</u>	<u>115,794</u>	<u>240,311</u>	<u>3,357,661</u>

See accompanying notes to financial statements.

The Association of Junior Leagues International, Inc.  
**NOTES TO FINANCIAL STATEMENTS**  
 March 31, 1991  
 (with comparative figures for 1990)

(1) Summary of Significant Accounting Policies

The Association of Junior Leagues International, Inc. (the Association) is a not-for-profit organization exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code. The Association is, however, subject to income taxes on unrelated business income. The financial statements of the Association have been prepared on the accrual basis of accounting and include all significant receivables and liabilities. The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

(a) Restricted funds are used to account for resources restricted by donors to specific operating purposes.

(b) Depreciation and amortization of equipment, leasehold improvements and computer equipment are accounted for under the straight-line method over the estimated useful lives of the assets or the life of the lease.

(c) Endowment funds are subject to the restrictions of gift instruments requiring, in perpetuity, that the principal be invested and that only income be utilized. Income derived from investments of these funds is accounted for in the fund to which it is restricted.

(2) Restricted Funds

The following funds have been established to account for grants, endowment income and contributions restricted for the following programs:

**BMW-AJLI Community Impact Awards**—to recognize Junior League programs which have had a significant impact in local communities and which represent a collaborative effort between the Junior League and other organizations. The program is funded by BMW of North America, Inc.

**Teen Outreach Program**—to prevent adolescent pregnancy and to increase the numbers of at-risk adolescents who function successfully in school. Currently this program is funded by the Charles Stewart Mott, the Lila Wallace-Reader's Digest Fund, and other foundations.

Adminis- trative and financial management	Directors' expense	Total manage- ment and general	Total	
			1991	1990
743,973	303	744,276	2,401,480	2,049,179
177,598	—	177,598	517,447	376,643
18,435	152,570	171,005	285,529	202,175
454,730	19,883	474,613	1,042,471	907,961
77,289	46,602	123,891	283,116	108,435
—	—	—	440,734	353,514
137,000	—	137,000	137,000	93,000
55,178	2,038	57,216	135,483	166,096
1,664,203	221,396	1,885,599	5,243,260	4,257,003
172,216	—	172,216	172,216	143,113
<u>1,836,419</u>	<u>221,396</u>	<u>2,057,815</u>	<u>5,415,476</u>	<u>4,400,116</u>

**Middle School Improvement Program**—to foster systemic change in the middle grades education system based on high content, high expectations and high support for urban underserved middle grades youth. Twenty-three Leagues participate in the pilot phase which is focused on forming effective citizen collaboratives promoting local education reform. The program is funded by the Edna McConnell Clark Foundation.

(3) Fixed Assets

Fixed assets are comprised of the following:

	1991	1990
Office furniture and equipment	\$ 476,726	492,214
Computer equipment	534,081	303,204
Leasehold improvements	970,330	962,032
	<u>1,981,137</u>	<u>1,757,450</u>
Less accumulated depreciation and amortization	788,805	684,367
	<u>\$1,192,332</u>	<u>1,073,083</u>

(4) Obligations Under Capital Leases

The Association leases a telephone system and office furniture under capital leases. The following is a schedule of the present value of future minimum capital lease payments as of March 31, 1991:

Year ending March 31:	
1992	\$ 79,325
1993	69,083
1994	17,873
1995	17,873
1996	5,956
Total minimum lease payments	<u>190,110</u>
Less amount representing interest	<u>22,915</u>
Present value of net minimum lease payments	<u>167,195</u>
Less current portion	<u>67,164</u>
Long-term obligations under capital leases	<u>\$100,031</u>

(5) Commission Income

Pursuant to an agreement with the Waldorf Astoria, the Association receives a commission on the value of room rentals billed to Junior League members. Included in commission income is \$65,906 for 1991 and \$94,326 for 1990, relating to this agreement. These amounts are net of direct expenses of \$87,469 and \$79,129 for 1991 and 1990, respectively. The Association earns commissions on an affinity card program with Bank One. Commission income from this program is \$198,819 and \$54,489 for 1991 and 1990, respectively. In addition, the Association earns commissions on car rentals, tours and League travel.

(6) Other Liabilities

Other liabilities represent experience refunds from the Association's group life insurance underwriter for the Association's group term life insurance plan. Such amounts will be returned to the plan's underwriters during fiscal 1992, and will be used to offer the plan participants a reduction in their premium or an opportunity to obtain additional coverage.



#### (7) Pension Plan

The Association sponsors a noncontributory defined benefit pension plan that covers substantially all employees. Plan assets consist primarily of fixed income securities.

The Company adopted Statement of Financial Accounting Standards No. 87, "Employers' Accounting for Pensions" (SFAS No. 87) effective April 1, 1989.

The net periodic pension cost for the year ended March 31, 1991 is comprised of the following:

Service cost—benefits earned during the period	\$109,148
Interest cost	98,548
Actual return on plan assets for the year	(61,492)
Net amortization and deferral	(44,470)
Net periodic pension expense	<u>\$101,734</u>

In addition, the Association recognized a gain of \$11,359 relating to the settlement of certain pension liabilities during 1991.

The following table sets forth the plan's funded status at March 31, 1991 as follows:

Actuarial present value of benefit obligations:	
Vested benefit obligation	\$ (828,721)
Accumulated benefit obligation	<u>\$ (828,721)</u>
Projected benefit obligation	(1,248,318)
Plan assets at fair value	<u>1,283,904</u>
Plan assets in excess of projected benefit obligation	35,586
Remaining unrecognized net obligation existing on March 31, 1989	(54,483)
Unrecognized prior service cost	26,283
Unrecognized net loss	<u>48,977</u>
Prepaid pension cost	<u>\$ 56,363</u>

The assumed expected long-term rate of return on assets was 8.0% in 1991. The weighted-average discount rate and the rate of increase in future compensation levels used in determining the March 31, 1991 actuarial present value of the projected benefit obligation were 7.75% and 6.0%, respectively.

#### (8) Operating Leases

In April 1987, the Association entered into a noncancellable lease agreement for its international headquarters, expiring in 2002. The terms of the lease require minimum annual lease payments of approximately \$225,000 beginning in January 1988, with subsequent escalations to approximately \$240,000 in April 1992, and approximately \$278,000 in April 1997.

The Association recognizes rental expense on a straight-line basis. Expenses incurred in excess of lease payments required are recorded as a deferred rental obligation. Rental expense under this lease was approximately \$238,000 in 1991 and \$253,000 in 1990.

In addition, the Association leased office space for five area offices and its Public Policy office. Rent expense for these offices was approximately \$91,000 and \$78,000 in 1991 and 1990, respectively.

Future minimum lease payments under all noncancellable leases are as follows:

Year	Amount
1992	\$ 259,000
1993	274,000
1994	274,000
1995	274,000
1996	274,000
1997-2002	<u>1,768,000</u>
	<u>\$3,123,000</u>

Photographs:  
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*Senior Accountant*

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*Staff Accountant*

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*Staff Associate for Administrative Services*

Ann M. Guglielmo  
*Waldorf Guest Rooms Manager*

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Kathy Herre  
*Coordinator of Teen Outreach Program*

Arthurine Walker  
*Program Associate for Teen Outreach*

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*Staff Associate for Information and Services Support*

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*Staff Associate for Meeting Planning*  
Ann Hull  
*Conference Planning Consultant*

Nancy Clayman  
*Corporate/Foundation Fund Development Consultant*

### The Association of Junior Leagues International, Inc.

A not-for-profit corporation of 277 Junior Leagues incorporated under laws of the State of New York, which has been ruled to be tax-exempt as a charitable and educational organization under Section 501(c)(3) of the Internal Revenue Code. Policy is determined by the Board of Directors.

THE ASSOCIATION OF JUNIOR  
LEAGUES INTERNATIONAL, INC.  
660 First Avenue  
New York, New York 10016



# AJLI ORGANIZATIONAL CHART



## LEAGUES

There are 280 Junior Leagues pursuing the AJLI mission: *The Association of Junior Leagues International is an international organization of women committed to promoting voluntarism and to improving the community through the effective action and leadership of trained volunteers.* By identifying community needs and appropriate responses, raising funds, and recruiting and supplying women committed to voluntarism, these Leagues are meeting the unique needs and opportunities in their communities.

## AJLI BOARD OF DIRECTORS

The Association's 29-member Board of Directors is elected by the Leagues. The Board of Directors is accountable to the Junior Leagues for effective governing policies for the organization.

- 5 Directors on the Executive Committee
- 18 Directors (three elected from each of the six Areas)
- 2 Sustaining Directors
- 2 Nominating Directors
- 2 Appointed Directors at-Large

## AJLI SERVICE PROVIDERS

AJLI offers a pool of trained volunteers as Service Providers to Leagues and SPACs (State Public Affairs Committees). They work directly with Leagues and SPACs (telephone consultations, training sessions, visits) to assist them in fulfilling the AJLI mission. The Service Providers are organized into the following teams for the 1992-93 year:

- Focusing
- League Consulting
- Multiculturalism
- Organizational Self Assessment
- Child Health
- Small League Growth and Development
- Leadership and Governance
- Nominating

For further information on any of these teams, call the 800 Service Hotline — 1-800-95-LEAGUE.

## RESOLUTIONS COMMITTEE

A 19-member Resolutions Committee consisting of elected League members will help shape and guide the process by which the Leagues determine AJLI's external policies around community impact.

## AJLI STAFF

AJLI Staff members provide service to the Leagues and SPACs (State Public Affairs Committees) and assist the Association in fulfilling the AJLI mission. Any League member can call the 800 Service Hotline - 1-800-95-LEAGUE with AJLI requests or questions and the operator will direct them to the appropriate staff person.

## AJLI's NOMINATING COMMITTEES

The Joint Area Nominating Committee consists of 21 elected members who are responsible for insuring commitment to the mission and goals of AJLI and visionary leadership of the organization. The committee is responsible for slating members for the Resolutions Committee, Joint Area Nominating Committee, and on the Association's Board of Directors. They also provide consultative services to Leagues/SPACs on leadership development and Nominating issues. The Association Nominating Committee, consisting of three AJLI Board Members is responsible for slating members to serve as Sustaining Directors, Nominating Directors, and officers of the Association.





## FACT SHEET

### THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL, INC.

*The Association of Junior Leagues International, Inc., is an international organization of women committed to promoting voluntarism and to improving the community through the effective action and leadership of trained volunteers. Its purpose is exclusively educational and charitable.*

The Association of Junior Leagues International, Inc. (AJLI), headquartered in New York City, is the advisory and consulting organization to the 280 member Junior Leagues in four countries. In fulfilling its purpose, the Association serves as a catalyst for collective action by the Leagues, and takes a leadership role in the voluntary sector in both the national and international arenas.

**MEMBERSHIP:** The 280 Junior Leagues throughout the United States, Canada, Mexico and Great Britain have a collective membership of more than 188,000 women. The majority of members are employed for pay. The Junior League reaches out to women of all races, religions, and national origins who demonstrate an interest in and commitment to voluntarism.

**STRUCTURE:** A 29-member Board of Directors is responsible for setting policy, which is implemented by a 60-person staff. In addition, volunteers and staff provide services to the Leagues through service teams that focus on organizational development goals.

**RESEARCH, POLICY AND PROGRAM:** Multi-issue in focus, AJLI and its member Leagues utilize an integrated approach to serving community issues and needs, comprised of research, advocacy, public awareness, program delivery and legislative action. At the Association level, seven position statements -- on Aging, Children, Education, Substance Abuse, Violence, Voluntarism, and Women -- provide the framework for activities.

**Program Development:** Currently, AJLI sponsors two national program initiatives:

**Teen Outreach Program (TOP)** Designed to provide a positive environment to support youth development, TOP helps youth avoid at-risk behaviors, such as adolescent pregnancy, substance abuse and school failure. Currently operating in 108 classrooms in 39 cities, TOP helps teens develop life goals and a sense of self-efficacy through facilitated group discussions and a youth community service component. Independent evaluations have verified TOP's success in reducing the rates of teenage pregnancy and school failure. AJLI is developing replication models for institutionalization of the program in educational systems. Current TOP funders include the Carnegie Corporation of New York, the Charles Stewart Mott Foundation, and the Stuart Foundations.

**Partnership for Progress** A demonstration education program that models the role of community organizations in initiating and managing a school/community coalition to achieve middle grades reform. Funded by the Edna McConnell Clark Foundation and building on the Middle School

(more)

THE ASSOCIATION OF  
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660 FIRST AVENUE  
NEW YORK, N.Y. 10016-3241

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FAX: 212-481-7196

Improvement Program, PFP is developing replicable strategies for school/community partnerships to define and carry out needed reforms.

Government Affairs: AJLI maintains a Department of Government Affairs in Washington, D.C., which directs the Association's national legislative advocacy activities. To facilitate communication among League advocates and key legislators, AJLI publishes a periodic Legislative Network which provides current information on Federal legislation and activities related to AJLI priorities. AJLI also convenes issues forums on specific issues, such as parental leave and homelessness among families, and publishes the proceedings with an action agenda.

Community Technical Assistance: AJLI provides direct technical assistance to Junior Leagues and State Public Affairs Committees (SPACs) as they initiate local community programs. AJLI provides a research network on League/SPAC efforts, publishes a periodic resource on individual issues, such as homelessness and child health, and consults with Leagues/SPACs on issue selection research, policy analysis, program development/management/evaluation, and effective advocacy strategies.

**ORGANIZATIONAL DEVELOPMENT:** The Association helps Leagues increase their organizational effectiveness and League members hone their leadership skills through written and audiovisual resources, consultation via an 800-number and League visits by volunteer and staff service providers, and training activities and events.

**MEMBERSHIP DIVERSITY:** A major Association goal is to promote multiculturalism and eliminate discrimination against women and discrimination based on race, ethnicity or religion. AJLI offers a variety of resources and technical assistance to help Leagues diversify their memberships. Through Multicultural Institutes, one-day workshops, and visits by trained League members who serve as Multicultural Consultants, Leagues are addressing such subjects as building and enhancing cross-cultural awareness, the effects of stereotyping and prejudice, developing collaborations that support diversification, attracting and retaining diverse members, and strengthening community image and impact. For each Junior League, diversification means achieving a membership that reflects the racial, religious, and ethnic composition of the community it serves, as well as networking and collaborating with multicultural organizations, and developing programs that encompass the perspective of multicultural populations and serve diverse community needs.

**JUNIOR LEAGUE ACTIVITIES:** The Junior Leagues are tackling the full spectrum of community concerns, such as substance abuse, child abuse and neglect, violence against women, criminal justice, health, family services, education, cultural enrichment, historic preservation, urban revitalization and the environment.

**AJLI AND LEAGUE FUNDRAISING:** AJLI seeks grants and sponsors other revenue-producing efforts to meet the cost of its programs and activities. Leagues apply for grants and initiate fundraisers to support their activities. Junior Leagues raise more than \$25 million annually for community projects from their fundraising efforts.



THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL, INC.

10/92

**THE AJLI  
STRATEGIC PLAN  
— An Evolving Document —**

*The Board of Directors has created AJLI's Strategic Plan to provide the structure to accomplish the AJLI Mission and Goals, which represent the Junior Leagues' vision for AJLI:*

**Mission**

The Association of Junior Leagues International, Inc. is an international organization of women committed to promoting voluntarism and to improving the community through the effective action and leadership of trained volunteers.

**Goals of the Association**

- Goal 1: To be in the forefront of community leadership as an influential advocate and catalyst for societal change.
- Goal 2: To empower trained volunteers to be a leading force in meeting critical community needs through direct service projects and programs.
- Goal 3: To be a creative, viable Association that meets League and individual member needs.
- Goal 4: To promote multiculturalism and contribute to eliminating discrimination against women and discrimination based on race, ethnicity, or religion.

**KEY**

- Text in regular type has been approved by the AJLI Board of Directors.
- *Text in italics are statements/steps the Board may pursue at future meetings.*
- Explanatory NOTES appear in square brackets [ ].
- The Strategic Plan is an evolving document. The Board works on it at every meeting so that it actively guides the work of the Board and staff.



## THE AJLI STRATEGIC PLANNING PROCESS

STEP	DEFINITION	EXAMPLE
<b>(1) Determine the GUIDING PRINCIPLES</b>	Guiding Principles are statements that instruct the implementation of all AJLI activities. Every AJLI activity and approach should test back to Guiding Principles. Guiding Principles guide action and will also serve as one means of evaluating the effectiveness of activities.	(Possible:) All Outcomes and Activities must incorporate a holistic approach — be goal-focused and integrate multiple organizational functions.
<b>(2) Determine the CRITERIA TO SELECT Priorities</b>	Criteria to Select Priorities are guidelines to help the Board and Leagues identify appropriate AJLI Priorities.	The priority issue must build on League activity and input and/or result from a nat'l/int'l initiative.
<b>(3) Identify PRIORITIES</b>	The Board created the Strategic Plan to provide the structure to accomplish the Mission and Goals of the Association — the Leagues' vision for the Association. Priorities are specific organizational areas and issues which are key to AJLI fulfilling its Mission and Goals.	<ul style="list-style-type: none"> <li>• Building League and Association Capacity</li> <li>• Membership Issues</li> <li>• Multiculturalism</li> <li>• Child Health</li> <li>• Education</li> </ul>
<b>(4) Determine POLICIES AND EXTERNAL POLICIES/ RESOLUTIONS to support the Priorities.</b>	<p>Policy statements set out the Leagues' and Board's beliefs. Policy statements include:</p> <ul style="list-style-type: none"> <li>• League-Approved Position Statements/Resolutions,</li> <li>• League-Approved Operational Policies, and</li> <li>• Board-Approved Operational Policies.</li> </ul>	Through input and evaluation, the Association shall offer services to the member Leagues. The Association may continue to offer services that are effective and efficient, but shall revise or discontinue those that are not

STEP	DEFINITION	EXAMPLE
<b>(5) Identify STRATEGIC OUTCOMES</b> of Priorities	Strategic Outcomes are specific objectives which AJLI hopes to achieve in each Priority.	An Association that provides effective and cost-efficient services.
<b>(6) Establish CRITERIA FOR SUCCESS</b> for each Outcome	Criteria for Success elaborate on Outcomes, describing even more specifically what AJLI means as success. Criteria for Success are performance measures.	Program direction and development will reflect the international nature of the Leagues.
<b>(7) Develop PARAMETERS FOR ACTION</b> to guide staff in developing & implementing Activities	Parameters for Action are statements describing specifically what the Board either wants or does not want to have happen as the staff develops and implements the Activities.	(Possible:) Service delivery must combine volunteer and staff expertise.
<b>(8) Develop STRATEGIC ACTIVITIES</b>	Strategic Activities are developed by the staff, with input from the Leagues, Board, and Service Providers, to achieve the Strategic Outcomes.	800 Service Hotline Organizational Development Institute
<b>(9) IMPLEMENT</b> the Activities	Volunteer and staff Service Providers implement the Strategic Activities, with oversight from the Board and Leagues.	--
<b>(10) EVALUATE</b> the Strategic Plan	To be determined.	--

## STEP 1. GUIDING PRINCIPLES

Definition: Guiding Principles are statements that instruct the implementation of all AJLI activities. Every AJLI activity and approach should test back to Guiding Principles. Guiding Principles guide action and will also serve as one means of evaluating the effectiveness of strategic activities.

[Note: This is the least fleshed-out step of the whole strategic planning process and may not be necessary; AJLI's policies may serve the purpose. Small groups of Board members developed the following working definition of Guiding Principles and suggestions for actual Guiding Principles at the 2/92 Board meeting.]

*Possible Guiding Principles: All Outcomes and Activities must*

- *advance the Mission;*
- *be evaluated;*
- *must empower volunteers to be effective problem solvers (perhaps this includes or might include the concept of systems change, looking for the root causes and approaching community and organizational problems holistically);*
- *clearly define the roles and relationships (responsibilities);*
- *enhance the partnership (respect, cooperation, build upon strengths of each of the partners) among Leagues and between the Leagues and the Association Board and staff;*
- *encourage and promote a partnership based on trust and the valuing of differences;*
- *offer opportunities for the Partners to have a leadership role;*
- *include a multicultural component;*
- *consider both a National and International Perspective/be appropriate for international involvement;*
- *have significant potential to benefit all Leagues/to enhance League infrastructure and strengthen League capacity to meet community and member needs;*
- *provide for the growth and development of members;*
- *develop women as leaders;*
- *include a volunteer component;*
- *incorporate a holistic approach — be goal-focused and integrate multiple organizational functions (communications, training, membership development, etc.) in the strategic approach; and*
- *be cost effective and utilize resources efficiently.*
- *integrate the value of multiculturalism;*
- *promote discussion and debate among volunteers and staff members; and*
- *elicit feedback from the users of services and use this feedback to improve services constantly.*

## STEP 2. CRITERIA TO SELECT PRIORITIES

Definition: Criteria to Select Priorities are guidelines to help the Board (and eventually Leagues) choose appropriate Issue and Organizational Priorities for AJLI.

[Note: The Board adopted the following Criteria for Choosing Priorities at the Summer, 1991 Board Meeting.]

- The priority issue area selected must advance the Association Mission, Goals, and Position Statements;
- It must build on League activity and input and/or result from a national/international initiative;
- It must enhance the partnership between the Association/Leagues (allow collaboration);
- It must offer the opportunity to have an impact on broad populations;
- It must offer the opportunity for the Association to provide a strong leadership role;
- It must provide a wide potential for diverse community collaborations; and
- The Association must have access to the resources and expertise necessary to make an impact on the issue.

### STEP 3. PRIORITIES

**Definition:**

- Issue Priorities are specific areas in which AJLI seeks change at the community, national, and/or international levels. The AJLI Board of Directors and staff devote an appropriate percentage of their attention and resources to Issue Priorities.
- Organizational Priorities are more internally focused functions or concerns that the Board identifies as needing particular attention in order to implement AJLI's Mission and Goals. The Board and staff devote a significant percentage of their attention and resources to Organizational Priorities.

**AJLI's Priorities are:**

- Child Health
- Education
- Multiculturalism
- Membership Issues
- Building League and Organizational Capacity

[Note 1: The Board adopted Child Health, Education, and Multiculturalism as Priorities at the Summer 1991 Board Meeting. The Board adopted Building League and Organizational Capacity and Membership Issues as Priorities at the Winter, 1992 Board Meeting.]

[Note 2: The Strategic Plan continues by elaborating on each Priority:

- Child Health — see page 8
- Education — see page 12
- Multiculturalism — see page 13
- Building League and Organizational Capacity — see page 15
- Membership Issues — see page 20

Definitions of the Steps of the Strategic Plan are included in the text in the Child Health Section and in the attached Overview Chart of the Strategic Plan.]

## CHILD HEALTH

### STEP 4. RELEVANT POLICIES

Definition: Policy statements set out AJLI's beliefs about Issue and Organizational Priorities. Policy statements can include League-Approved Position Statements/Resolutions, League-Approved Operational Policies, and Board-Approved Operational Policies.

#### POSITION STATEMENT ON CHILDREN, IV. Child Health Concept:

All children, youth, and pregnant women must be guaranteed availability of and access to appropriate preventative and primary health care.

### STEP 5. STRATEGIC OUTCOMES

Definition: Outcomes are specific objectives that AJLI hopes to achieve in each Issue and Organizational Priority.

[Note: The Board adopted the following Outcomes at the Winter, 1992 Board Meeting.]

- A. Educate and mobilize for action the Association on our Child Health priority.
- B. Explore outside funding sources to implement and support the Association's child health campaign.
- C. Build upon the Association's previous efforts in immunization.
- D. Establish the Associations's credibility as a leader and initiator in the child health arena.
- E. Build the Association's capacity to be a resource on child health to our external publics.
- F. Provide the necessary resources to the Board, Leagues and staff to advance the child health priority.

#### **STEP 6. CRITERIA FOR SUCCESS**

Definition: Criteria for Success elaborate on Strategic Outcomes, describing even more specifically what the Board means BY success. Criteria for Success serve as performance measures for which staff are accountable. Criteria for Success are usually quantitative and qualitative, as well as short-term and long-term.

[Note: The Board adopted the following Criteria for Success at the 10/92 Board Meeting. The Board will consider additional, more externally-focused Criteria for Success at future Board Meetings.]

1. Leagues will understand our rich organizational history in child health and the development of the child health priority.
2. Program direction and development will reflect League needs and interests and will work toward improving communities.
3. Program direction and development will reflect the international nature of the Leagues.

#### **STEP 7. PARAMETERS FOR ACTION**

Definition: Parameters for Action are either positive or negative statements describing specifically what the Board either wants or does not want to have happen as the staff develops and implements the Strategic Activities.

[Note: The Board needs to develop these.]



**STEP 8. STRATEGIC ACTIVITIES**

Definition: Strategic Activities are developed by the staff, with input from the Board, Service Providers, and Leagues, to achieve the Strategic Outcomes.

**1. League Involvement.** League participation in the Child Health Program will take a variety of forms, depending on individual League interests and resources. The Program will use a two-pronged approach to League involvement:

**a. Demonstration Project Leagues.** In the winter of 1993, the Association will identify a core group of Leagues to participate in the Child Health Demonstration Project, by using a Request For Proposal (RFP) process. Demonstration Leagues will be involved in the Child Health Program at the most intense level, with technical assistance provided by AJLI Service Providers. As part of the technical assistance strategy, Demonstration Leagues will receive seed grants. AJLI will provide opportunities throughout the first three years for Demonstration Leagues to meet for planning and training sessions to further develop their child health agenda and promote League-to-League networking. In addition, the Child Health Service Providers will be available for site visits to each Demonstration League.

**b. Other League Involvement.** Additionally, non-demonstration Leagues interested in and/or working on child health issues will work with AJLI Service Providers using the same technical assistance materials distributed to the Demonstration Leagues. Consultations will be conducted by telephone/conference calls and/or by mail. Child Health Service Providers will participate in annual training sessions to keep apprised of the latest developments in the field, further develop their consulting skills, and network.

**2. Child Health Action Manual.** The Child Health Program will develop a Child Health Action Manual as a major technical assistance resource for Leagues. The Manual will include:

- **Findings from the AJLI Child Health Roundtable,** to be convened by AJLI in the winter of 1993. The Roundtable will include representatives from international and national organizations (including AJLI Board members) with community-based child health initiatives. The groups will meet to share information on the development and implementation of their programs. The Roundtable will assist AJLI in establishing and continuing relationships with participants as well as identifying possible technical advisors, partners, and advisory panel members.

- **Case Studies**, which will be drawn from Junior Leagues and other community-based organizations and will highlight successful examples of volunteer involvement.
- **Strategies For Success**, which will include methods for designing, implementing, evaluating, and institutionalizing "good" child health projects in the community.

**3. Child Health Advisory Panel.** The Child Health Program will organize an Advisory Panel composed of the AJLI President and an array of well-known child health policy makers and researchers, representatives from the philanthropic and corporate communities, and program developers (including AJLI Board members and League leaders). The purpose of this panel will be to advise AJLI in shaping its Child Health Program and act as ambassadors for promoting citizen action. The first meeting of the panel may be held in conjunction with Annual Conference 1993.

**EDUCATION**

**STEP 4. RELEVANT POLICIES**

POSITION STATEMENT ON EDUCATION (see AJLI Governing Documents: External Policies, p. 4)

**STEP 5. STRATEGIC OUTCOMES**

[Note: The Board adopted these Strategic Outcomes at the Winter 1992 Board Meeting.]

A. To identify effective ways for citizen volunteers and voluntary groups to engage with and have impact on educational systems.

B. To explore and determine AJLI policy on readiness, achievement, equity and excellence in partnership with Junior Leagues.

[Note: The Board will not develop additional or more specific Outcomes for the Education Priority until the Leagues adopt External Policies/Resolutions in this area.]

**STEP 6. CRITERIA FOR SUCCESS**

[Note: The Board needs to develop.]

**STEP 7. PARAMETERS FOR ACTION**

[Note: The Board needs to develop.]

**STEP 8. STRATEGIC ACTIVITIES**

[Note: To be developed after the Leagues adopt External Policies/Resolutions in this area.]

**MULTICULTURALISM****STEP 4. RELEVANT POLICIES**

Section III. Multiculturalism (see AJLI Governing Documents: Board-Approved Operational Policies, p. 4)

**STEP 5. STRATEGIC OUTCOMES**

[Note: The Board adopted the following Outcomes at the Winter 1992 Board Meeting.]

- A. Create an environment among Leagues, Board, and staff members in which different cultures and perspectives are integral to the decision-making process and all aspects of the organization.
- B. Junior Leagues and Junior League members will have the skills, knowledge, and strategic ability to function as partners with a broad spectrum of the community in culturally appropriate ways.
- C. The Association will achieve a membership that is diverse by race, religion, and ethnicity.
- D. Establish/develop a leadership role in bringing together the volunteer sector to learn/explore how multiculturalism affects and has an impact on social issues (equipping individuals to be multiculturally competent as well as addressing the institutional level).
- E. Clarify organizational belief (and behavior) about racial justice in society.

**STEP 6. CRITERIA FOR SUCCESS**

[Note: Need to be developed.]

## STEP 7. PARAMETERS FOR ACTION

[Note: Need to be developed.]

## STEP 8. STRATEGIC ACTIVITIES

**1. Multicultural Demonstration Project.** Service Providers are working with a small number of Leagues, delivering extensive technical assistance on multiculturalism in all areas of League management and activity. Participating Leagues work with their communities to define their goals and then evaluate their progress. The Service Providers and Leagues are identifying replicable strategies which will be shared with all Leagues.

**2. Multicultural Guidebook.** A new AJLI resource, the Multicultural Guidebook will assist Leagues in their multiculturalism efforts. The Guidebook will include background information, replicable strategies, and a bibliography. Parts of the Guidebook will be published in a special tear-out section of the Junior League Review, to reach the largest number of members.

**3. Regional Multicultural Institutes.** The Regional Multicultural Institutes were designed to assist Leagues in becoming multicultural, with a strong emphasis on networking and collaborating with the community. The Institutes were planned for six sites across the country to facilitate easy access to Leagues. The Institutes have been canceled for 1992-93, however, because of low enrollment. AJLI has not yet identified the correct vehicle for multiculturalism technical assistance; the Board, Service Providers, Leagues, and staff will study the situation and recommend another approach.

**4. Organizational Development Institute.** The Organizational Development Institutes (ODIs) are a prime example of the integration of multiculturalism into all activities. The primary goal of the ODIs is to strengthen League management and position Leagues to increase their impact on communities. Multiculturalism is woven into all the ODI tracks, and in the future ODIs may add a specific multicultural track.

**5. Core Curriculum for all AJLI Service Providers.** This curriculum is another example of the integration of multiculturalism into all aspects of the organization. The core curriculum is the basis for training for all Service Providers (volunteer and staff). Multiculturalism is integrated into all the sections and there is a specific section devoted to the subject.

**6. Priority Watch Page in Publications.** The Junior League Review and Newsline carry a new feature page, Priority Watch, which highlights Association activities in AJLI Priority areas, including multiculturalism.

**BUILDING LEAGUE AND ASSOCIATION CAPACITY**

[Note: Building League and Association Capacity refers to building individual League and the whole Association's infrastructures to assure our ability to fulfill the Mission and Goals of the Association. Elements of infrastructure include: leadership development; training; communications; program development; finance; governance; the partnership among Leagues; membership recruitment and retention; and multiculturalism.]

**STEP 4. RELEVANT POLICIES**

Section I. Technical Services to Junior Leagues (see AJLI Governing Documents: Board-Approved Operational Policies, p.1)

**STEP 5. STRATEGIC OUTCOMES**

[Note: The Board adopted the following Outcomes at the Winter 1992 Board Meeting.]

- A. League members who are effective leaders, influential advocates, and catalysts for societal change.
- B. An Association and Leagues that are goal-centered and that maximize integration and cross-functional activity, in order to address their strategic plans.
- C. An Association that provides effective and cost-efficient services.
- D. An increased number and involvement of League members in significant leadership and decision-making roles in all sectors (public, private, and volunteer).
- F. An Association and Leagues whose budgets include increased percentages of income from sources other than membership dues, such as foundation and corporate grants, and individual gifts.
- G. An Association and Leagues that work with diverse international, national and community groups, in order to achieve mutual outcomes.



**STEP 6. CRITERIA FOR SUCCESS**

[Note: Need to be developed.]

**STEP 7. PARAMETERS FOR ACTION**

[Note: Need to be developed.]

**STEP 8. STRATEGIC ACTIVITIES**

**1. Presidents Meetings.** With the revised AJLI governing documents, the roles and responsibilities of Presidents have changed dramatically. Presidents' Meetings now have more of a leadership focus to discuss critical issues of the Association. Examples of topics Presidents discuss are: Service Delivery to Leagues; AJLI Approach to Training; the Resolutions Process; AJLI's Strategic Planning Process; and AJLI Image. Presidents' Meetings also provide ample networking opportunities and some training opportunities.

**2. Presidents-Elect Meetings and Training.** Presidents-Elect Meetings continue to be a forum to provide training to prepare Presidents-Elect for their leadership roles, offer opportunities to engage in dialogue with one another, and discuss critical Association issues.

**3. Organizational Development Institutes.** The Organizational Development Institutes (ODIs) provide comprehensive, economical training to League leadership. The ODIs have been designed such that each League has an opportunity to send a team of four to six members. Delegates learn to work together to strengthen internal League management and position their Leagues to further their mission. The ODIs assist Leagues with (1) setting outcome-oriented goals (i.e. strategic planning); (2) gaining membership input into the planning process; and (3) coordinating all League functions. This is the Goal-Centered Approach.

**4. Service Provider Institute and Core Curriculum.** AJLI Service Providers are organized and supported through Goal-Focused Service Teams. All 1992-93 Service Providers attended the Service Provider Institute and went through a core curriculum. The curriculum addressed subjects which all service providers need to be able to address, including membership satisfaction and retention, multiculturalism, the Goal-Centered Approach, public relations, aspects of the Partnership Project, and organizational change. In addition, the Goal-Focused Service Teams had the opportunity to meet at the Service Provider Institute to develop skills more specific to their areas.

**5. The AJLI Service Contract.** During 1992-93, AJLI is working with Leagues to develop the AJLI Service Contract. The Contract will articulate AJLI's service commitment to Leagues.

The Core Services which are available to all Leagues in 1992-93 include: the **800 Service Hotline**, **core written resources**, the **Annual Directory**, a variety of **Goal-Focused Service Teams** (see below), the **Annotated Bibliography**, **All-League Mailings**, and the **AJLI Legislative Network**.

The Additional Services available to Leagues in 1992-93 on an application/selection basis are: the **Small League Growth and Development Demonstration Project**, **Multiculturalism Demonstration Project**, **Advanced Focusing Demonstration Project**, **Leadership and Governance Demonstration Project**, and **Child Health Demonstration Project**. Please note that although the number of Leagues participating in these Additional Services are limited, the lessons learned and successful strategies will be shared with all Leagues.

**6. Goal-Focused Service Teams.** Goal-Focused Service Teams are comprised of volunteer and staff Service Providers who work on a specific activity (e.g. multiculturalism, child health, membership growth and retention). These Teams provide targeted assistance, while working with Leagues in a holistic manner and exploring the inter-related nature of many League issues, systems, and practices. During 1992-93, AJLI formed the following Teams to address the areas in which Leagues request the most assistance. All interested Leagues receive assistance from these Teams:

- Child Health Team: For Leagues working in or with an interest in working in the child health field.
- Focusing Team: For Leagues working on or interested in working on (1) setting outcome-oriented Goals, (2) increasing membership input into the planning process, and (3) the coordination of League functions. This is the Goal-Centered Approach.
- Leadership and Governance Team: For Leagues who request assistance on their bylaws and local implementation of the Partnership Project.
- Organizational Self Assessment Team: For Leagues using or interested in using the Organizational Self Assessment (OSA) research tool. This tool determines members' attitudes and perception on a range of League-related issues.
- League Consulting Team: For Leagues interested in more general assistance or assistance on any subject not addressed by one of the other Teams.

### **7. Demonstration Projects.**

AJLI has five Demonstration Projects during 1992-93 in areas Leagues frequently requested service. A limited number of Leagues participate in these projects and work intensively with Service Providers. The Service Providers and Leagues are documenting successful strategies and lessons learned and will share this information with all Leagues.

- **Small-League Growth and Development Demonstration Project.** A small group of Leagues are working intensively with Service Providers to increase their membership growth through heightened community impact, and to manage their human and financial resources more effectively.
- **Advanced Focusing Demonstration Project.** A small group of Leagues are working intensively with Service Providers on (1) setting outcome-oriented Goals, (2) increasing membership input into the planning process, and (3) the coordination of League functions. This is the Goal-Centered Approach.
- **Leadership and Governance Demonstration Project.** A small group of Leagues are working intensively with Service Providers to develop Board structure and leadership that provides the effective direction and support.
- **Multicultural Demonstration Project.** Service Providers are working intensively with a small group of Leagues, delivering extensive multicultural technical assistance in all areas of League management. Participating Leagues work with their communities to define their goals and then evaluate their progress.
- **Child Health Demonstration Project.** Service Providers will work intensively with a small group of Leagues on child health community programs. The technical assistance will include seed grants, telephone and on-site consultations, and planning and training sessions to further develop programs and promote League-to-League networking.

**8. League Visits.** Visits remain an important means of providing service to Leagues. They allow face-to-face consultation, acquaint members with the collective Association, and allow consultations with relatively large numbers of League and community members. At its Winter 1992 Meeting, the Board adopted new policies governing visits. These policies establish a more equitable system for distribution of visits than was achieved through the former "three-year rule," and ensure the effective utilization of AJLI's resources. The Board adopted criteria for what constitutes an effective League visit and the Board is developing procedures to administer the visit program.

**9. AJLI Review and Newslines.** The Junior League Review is published twice a year and carries features about societal issues of concern to the Leagues and showcases the viewpoints and work of members and Leagues. Newslines is published twice a year and reports on Association activities and events in the nonprofit sector. These publications are distributed to all 190,000 AJLI members, as well as AJLI community partners.

**10. Media Briefings and Media Lunches.** A series of media briefings are planned to heighten AJLI's image. League activities will be highlighted, including their work on preventive health care for children and families, adolescent pregnancy prevention (Teen Outreach), and building multicultural skills and understanding. A more informal series of media lunches is also being planned to acquaint the media with the expertise available in the Leagues and the Association and to explore placement opportunities.

**11. National Advocacy.** Advocacy plays a role in AJLI's multi-strategic approach to community impact (direct service, community education, and advocacy). The Department of Government Affairs coordinates our advocacy activities and promotes the Association's image within the national legislative community.

**12. Fund Development.** With the 1992-1993 fiscal year, AJLI is building a fund development plan including raising funds from foundations and corporations to support the Strategic Plan. Outside funds allow AJLI to increase its service to Leagues. The initial focus will be on identifying those corporate and foundation donors with a particular interest in AJLI's strategic priorities of child health, education, and multiculturalism. Efforts also will be made, however, to identify donors which may be interested in providing more broad-based or "core" support to AJLI, recognizing that general support dollars are among the most difficult for any not-for-profit to raise.

## MEMBERSHIP ISSUES

### STEP 4. RELEVANT POLICIES

Section III: Multiculturalism

(see AJLI Governing Documents: Board-Approved Operational Policies, p. 4)

Section I:1.3: Service Delivery

(see AJLI Governing Documents: Board-Approved Operational Policies, p. 1)

Section II: Community Impact

(see AJLI Governing Documents: Board-Approved Operational Policies, p. 4)

### STEP 5. STRATEGIC OUTCOMES

[Note: The Board adopted these Outcomes at the Winter 1992 Board Meeting.]

A. Leagues that attract and retain members.

B. League members who are knowledgeable participants in the Association, its priorities, and activities.

C. An Association with appropriate membership growth goals and membership development plan.

### STEP 6. CRITERIA FOR SUCCESS

[Note: Need to be developed.]

### STEP 7. PARAMETERS FOR ACTION

[Note: Need to be developed.]



**STEP 8. STRATEGIC ACTIVITIES**

**1. Small League Growth Demonstration Project.** The Small League Growth and Development Demonstration Project offers intensive services to nine small Leagues to assist them in the development of strategies to increase their rate of growth, increase their community impact, and manage their human and financial resources more effectively.

Through visits and consultations, a mutually agreed upon plan is developed with each League to build a more effective, healthy organization that is externally focused, driven by its community goals, able to manage its resources effectively, and able to provide meaningful experiences for its members. Such organizations will attract and retain members. Successful approaches and lessons learned will be shared with other Leagues through consultations and the development of resources.

**2. Applying Groups.** Affiliation with an international organization is an attractive concept to many women's organizations throughout this country, as well as to some in foreign countries. A handful of women's organizations are working to become part of AJLI and our new outcome-oriented qualifications for membership in the Association offer the opportunity for affiliation of many more groups. The Applying Group Team works with the applying groups to help them prepare to join the Association. Applying Groups cover the cost of all on-site consultations.

**3. Organizational Self Assessment Team.** Organizational Self Assessment (OSA) is a program of assessment which provides Leagues with reliable information about their League members' attitudes and perceptions. Leagues can use this information to improve the general effectiveness of the League and the quality of experience for the members. OSA, a popular tool among Leagues, was originally developed in the mid-1970s in conjunction with the Hogg Foundation for Mental Health. The Hogg Foundation is currently revising OSA to make it more responsive. The revised OSA instrument was tested by a sample of Leagues in September 1992. The norm data and the revised instrument should be available to Leagues in Winter 1993. The Future Planning Team helps Leagues prepare for the administration of OSA, analyze the results of the survey, and aid Leagues in the planning process.

**4. Membership Plan.** The Association is fortunate that it is still in a growth mode while many women's volunteer organizations are experiencing negative growth. We recognize, however, that our rate of growth is declining. AJLI is gathering data which will form the basis of a Membership Plan with sound, appropriate membership goals that address League concerns.



**THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL**  
**PARTNERSHIP PROJECT**  
**Revised Update #3: October 15, 1992**

**AJLI Resolutions Process**

This is a revision of the original Update #3, issued on August 10, 1991, and is specially prepared for the Fall Presidents'- and Presidents'-Elect Meetings. This update will describe the new Resolutions Process. All of the information herein is based on the new governing documents adopted by the Junior Leagues at Annual Conference, 1992.

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**Themes of League Input in Process**

The system whereby the collective Association determines its stands on issues, e.g., its beliefs or policies, has undergone substantial change in the new Association governing documents. These changes were based on several recurring themes regarding the former public policy system in the data gathered from the Focus Group participants as well as through the Partnership Project League Leader Questionnaire regarding what this new system might look like. Two most often repeated themes which guided the development of the system which we now have were:

- ▼ the capacity to act together on public issues is an important element in enabling Leagues to have collective impact at the national and international levels as well as at the local level; and
- ▼ the Junior Leagues should have increased input into the process which determines AJLI's external policies.

Therefore, the following outcomes were established for the Association's Resolutions Process. Beneath each outcome is the way in which the current system meets these outcomes.

**Outcome Sought:**

- ▼ enable the widest possible involvement of all of the partners in the Association in deciding AJLI's external policies.

**Response:**

- ▼ Junior Leagues have the authority for determining AJLI's External Policies and Position Statements.
- ▼ Junior Leagues, SPACs, the Federation of Junior Leagues of Canada and the AJLI Board of Directors have the authority to propose resolutions on and make amendments to External Policies or Position Statements.
- ▼ The Resolutions Committee shall put all resolutions before the Delegate Body as long as the resolutions meet the deadlines and format for submission.
- ▼ Only those resolutions adopted by two thirds of the votes cast by the Delegate Body will become AJLI External Policies or Position Statements of the Association.

**Outcome Sought:**

- ▼ expand the leadership opportunities available for guiding and shaping AJLI's external policies.

**Response:**

- ▼ The Resolutions Committee, which manages the resolutions process, is elected by the Junior Leagues. There are twelve members currently

3. The term "External Policy" is confusing. Aren't we really talking about public policy as we know it now?

We have intentionally avoided using the term "public policy", which often is misunderstood to mean only legislative activity. "Public policy", even as it currently operates at the Association, does not only or automatically mean legislative advocacy. An organization's external -- or "public" -- policies state what it believes about an issue, and "drives" whatever action program is developed. In essence, external policies describe the type of world the collective Association wants to help create. The ideal action plan integrates direct service, public education/awareness, and legislative and regulatory advocacy in order to have maximum community impact. However, because the terminology can be misunderstood, we have chosen to use the term "External Policy".

4. It still is difficult to imagine adopting an External Policy which would be broad enough to permit flexibility and yet narrow enough to ensure accountability among the partners. Are the former AJLI Position Statements now considered external policies? What is the difference between an Position Statement and an External Policy?

A Position Statement is a statement on a broad topic expressing a core value(s) of the Junior Leagues. However, because the topic of a Position Statement is broad, it shall not be the basis for any action. In contrast, an External Policy is a statement on an issue which

identifies a shared vision and desired goals and which may include preferred approaches and limitations. An External Policy, when adopted by two-thirds of the votes cast by the Junior Leagues, represents AJLI's collective beliefs and shall be the basis for taking action.

And no, the former AJLI Position Statements are not now considered to be external policies. The former Position Statements of the Association are still considered to be the Position Statements of the Association. Moreover, the former policy concepts are now considered to be the External Policies of the Association.

Insofar as an External Policy remaining flexibility while ensuring accountability, it is possible for a resolution to include limitations which express principles held by the Delegate Body.

5. Does this new system affect, in any way, local Junior League external policies on issues, if there is no AJLI External Policy on the same issue?

No. Junior Leagues can continue to adopt external policies on issues on which there is no AJLI External Policy.

6. Are there other entities within the Association which could propose resolutions in addition to Junior Leagues?

Yes. The SPACs, the Federation of Junior Leagues of Canada and the AJLI Board of Directors can also propose resolutions. However, regardless of which groups propose resolutions, the final authority for

you to ensure your confidence in utilizing this process. If you have any questions, please contact the Resolutions Committee members. They can also provide you with technical assistance if you are considering submitting a resolution to the delegate body.

**IF YOU ARE CONSIDERING INITIATING A RESOLUTION FOR THE 1993 ANNUAL CONFERENCE, PLEASE CONTACT THE RESOLUTIONS COMMITTEE IMMEDIATELY DUE TO THE FACT THAT THIS YEAR THE TIMELINE IS VERY TIGHT.**

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**THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL INC.**  
**660 First Avenue New York, NY 10016-3241**

***MEMORANDUM***

***TO: Past Directors Attending the Reunion DATE: November 13, 1992***

***FROM: Mary Wachtel, Director of Programs RE: The Attached***

***Attached is the basic outline for the Association's Child Health Program. We look forward to developing it.***

# ***AJLI Child Health Program Summary***

## **BACKGROUND**

### ***Highlighting League Commitment***

*The commitment of individual Leagues and AJLI to child health issues is reflected in over seventy years of Junior League activity. The Child Health Program will help Leagues to build on their past achievements and stimulate greater public attention to child health care reform.*

*The Child Health Program is an initiative of the Association of Junior Leagues International (AJLI) to increase access by children, youth, and pregnant women to preventive and primary health care and education. The program is designed to continue to engage League participation at all levels in the healthy development of children.*

*Through a wide range of direct service and public awareness programs at the community level, and local, state, and national advocacy activities, AJLI has remained a leader in the field of child health reform. AJLI has had a long and rich experience in working to ensure the adequate health of all children:*

- In the 1920s, Leagues provided nutrition education to mothers with young babies.
- During the Depression, Leagues established free health clinics.
- In the 1940s, 1950s, and 1960s, there was tremendous League outreach to children who were emotionally and physically challenged.
- In 1979, AJLI received the Distinguished Public Information Service Award from the American Academy of Pediatrics for its five-year child advocacy program.
- In the eighties, Leagues developed drug and alcohol prevention programs for public schools and worked with teen mothers.
- In 1991, AJLI launched an international public awareness campaign entitled "Don't Wait to Vaccinate!" to educate parents about the importance of early immunization.



## **PURPOSE**

*This long history of League child health efforts led to the AJLI Board of Directors' decision to adopt child health as a priority area for the Association as of July 1991. Some of the criteria used as the basis for that decision include: the potential to have an impact on broad populations; wide potential for diverse community collaborations; and, the opportunity to build on League activity and input. Child health clearly met all these criteria.*

*As we move forward in developing the Child Health Program, we will look to successful League and community initiatives to shape program development. In other words, the Program will be "League-Developed" -- building on proven strategies and experiences.*

*Child health policy was adopted by the AJLI Board in October 1991. Policy, along with the outcomes included in the strategic plan, guides the development of AJLI's Child Health Program. The policy which drives the Child Health Program is:*

***All children, youth and pregnant women should be guaranteed availability of and access to appropriate preventive and primary care.***

*One of the things that has always distinguished League initiatives from others in the field is the use of volunteers in different levels of program development. A significant part of the Child Health Program will be evaluating the impact a Junior League can make on community development and capacity building. When we are "done" with the Child Health Program, we want to be able to answer the following questions:*

- 1. Has the involvement of the Junior League in a collaborative effort enabled that effort to better address child health needs in the community?***
- 2. Are organizations in the community better equipped to meet child health needs because of Junior League involvement?***
- 3. Has public opinion about working with volunteer organizations and the importance of citizen action been positively influenced through AJLI publicizing League involvement in child health?***



## **ACTION PLAN**

### **League Involvement**

*Throughout the Child Health Program, we will encourage widespread League participation. This participation will take a variety of forms, depending on individual League interest, capability and resources. In order to foster this, the Action Plan will involve a two-prong approach to League involvement.*

*First, using a Request For Proposal (RFP) process, the Association will identify a core group of Leagues to participate in the Child Health Demonstration Project. Building on League history and expertise, demonstration Leagues will work with AJLI Child Health Program staff to document and publicize the impact of effective citizen action on community child health issues. As part of AJLI's multistrategic approach to child health, Leagues and SPACs will work to support legislation and programs that reflect League and AJLI policy and advances health care for mothers and their children.*

*Child Health demonstration Leagues will be involved at the most intense level, with technical assistance provided by AJLI staff. As part of the technical assistance strategy, demonstration Leagues will receive seed grants ranging from \$500 to \$2000. AJLI will provide opportunities throughout the first three years of the project for demonstration Leagues to meet for planning and training sessions to further develop their child health agenda and promote League to League networking. In addition, the Child Health staff will be available for site visits to each demonstration League to assist in the planning and implementation of the League's child health initiative.*

*Additionally, non-demonstration Leagues interested and/or participating in child health issues will work with the Child Health Service Providers using the same technical assistance materials distributed to the demonstration Leagues. Each Service Provider will work with a group of Leagues in the development and implementation of their child health activities. Consultations by Service Providers will be conducted by phone/conference calls or through the mail. Child Health Service Providers will be required to participate in annual training sessions to keep apprised of the latest developments in the field, further develop their consulting skills, and network.*

*The Child Health Service Providers team is comprised of Beth C. Alexander (Nashville, TN), Thelma L. Morris (Pittsburgh, PA), Deborah A. Taggart (Tulsa, OK), and Carol Welsh (Palo Alto, CA). A fifth member will be recruited this Fall. The Service Providers represent a cross-functional team with expertise in marketing, program design, fundraising, advocacy, membership development, leadership, and development/training. They embody a broad range of experiences with a special interest in child health issues.*

*The technical assistance provided to all Leagues will be "quality tested." By this we mean that any strategies and activities suggested will have been successfully*

*implemented by Leagues or other voluntary organizations. Leagues will be assured that staff and Service Providers will tailor information to the unique nature of each individual League to increase the success of all child health programs. Replication of a successful program is not a rote process. Technical assistance will provide strategies for Leagues to use to increase success through creative and community-sensitive local adaptation.*

## ***Child Health Action Manual***

*An action manual including background material on specific child health issues, case studies of model programs that highlight citizen action, strategies for success (needs assessment, evaluation tools, etc.), and a listing of AJLI's child health partners nationally will be distributed to the demonstration Leagues as well as any other League interested in getting started or continuing child health activity. The manual will include:*

### ***1. Background Information***

*Background will include information on key issues in child health: where the research, advocacy, community services, money, and media attention are being focused.*

*One source of background information will be the findings from a Child Health Roundtable to be convened by AJLI in winter 1993, where representatives from national organizations with community-based child health initiatives will meet to share information on the development and implementation of their programs. The Roundtable will assist AJLI in establishing and continuing relationships with participants as well as help identify possible technical advisors, partners, and advisory panel members.*

*The agenda will include an overview of each organization's activities and explore such issues as collaboration, funding, strategies for reaching diverse populations and citizen involvement. Time will be allowed for resource sharing.*

*Two resources will be produced from the Roundtable. The first will be an annotated listing of nationally directed community-based child health initiatives including names, addresses, and phone numbers of organizations; location of sites; program budget; and opportunities for citizen involvement. This will be an important document for the child health field as nothing like it exists to date.*

*The second will be a summary of the Roundtable proceedings which will analyze current activity in the child health field such as thematic trends, geographic clustering of activities, multicultural issues, the extent of citizen involvement, and gaps in service.*

*In addition to being included in the action manual, both publications will be distributed*

to Roundtable participants, AJLI Child Health Service Providers, and other organizations interested in community collaborations on child health issues.

## **2. Case Studies**

*Case studies will be drawn from Junior League and other community-based organizations and will highlight successful examples of volunteer involvement. All examples will share the following program principles: multi-strategic approaches (i.e. strategies that include direct service, advocacy and public awareness/education); sustained commitment and provision for institutionalizing the program; evidence of participation by a broad spectrum of the community to ensure the program is empowering the community to meet its needs.*

*By reviewing the child health literature, weighing the success of League child health initiatives, and talking to experts in the field, the following are some examples of community-based projects seen to be appropriate for citizen action: (Note: the case studies will not necessarily be limited to these topics.)*

### **Immunization**

- Forty groups convened to advocate for a comprehensive health education bill. They blanketed the state capital and government agencies, medical auxiliaries, child advisory groups, and health care professionals. In 1990, the bill passed (Junior League of Denver, CO).
- SPAC lobbied members of Congress to endorse the Children's Health Net, a state initiative that would provide for \$8.1 million in funding for three program related to child health. Urged Senator Hollings to make immunization programs and funding a priority in FY 1992 federal budget (South Carolina SPAC).
- League targeted social and health agencies providers, and specific at-risk groups. Used focus groups with community leaders to get input, develop statewide and local advocacy agendas to reduce internal barriers to complete and timely immunization. State health department institutionalized initiative as part of five year plan (Junior League of St. Louis, MO)
- Multi-pronged effort which included: a city-wide public awareness campaign, coordinated of an immunization day at 19 sites to deliver the HIB vaccine free of charge and scheduled subsequent appointments, developed a video for closed circuit TV in hospitals aimed at new mother on the need to immunize, lobbied at the local and state levels to ensure availability and funding for all recommended vaccines and to institute a centralized system for immunization records. (Junior League of Cleveland, OH).
- The Toddler Immunization Project paired trained League volunteers with family day care providers to improve the immunization coverage of toddlers in family day care. This contact included education, testing for basic knowledge, and review of immunization records. The project

integrated the efforts of SPAC and the League and primarily focused its efforts on minority children in the county (Junior League of Palo Alto and California SPAC).

### **Maternal Health/Access to Health Care**

- Maternal Child Health Coalition created "to improve pregnancy outcomes and infant health outcomes and infant health by promoting, developing and establishing interventions that reduce the incidence of low birthweight and its consequences." The coalition developed a solid reputation in the community as an influential advocate and source of information regarding Maternal Child Health issues (Junior League of Tampa, FL).
- Many people think accessible prenatal maternal healthcare as provided by a mobile clinic is a big city issue. But, in rural areas, services are decentralized -- the nearest clinic may be 20 miles away. Working in partnership with the Maternal Care Coalition of Philadelphia, mobile clinics are an important outreach effort making prenatal maternal care accessible (Junior League of Philadelphia, PA).
- Children's Clinic Outreach Committee provides services to children from low income families in county served by a children's clinic. The CCOC is a five-year program adopted in 1989. The value of the services provided during 1989 - 1991 are estimated at \$91,625, with actual expenditures at \$9,900 for the same period (Junior League of Fort Collins, CO).
- Children ages 5-12 who are coming out of family systems with substance abuse problems need special programs which mix prevention with a wide variety of children's activities. Programs can be done as part of free drug and alcohol rehabilitation program for families (Junior League of McAllen, TX).
- Six individuals -- public health nurses, elected officials, and school personnel -- mobilized Multnomah County to establish full-service adolescent health clinics in high schools. Grassroots organizing and extensive education of all sectors of the community were key to the success of the initiative (Multnomah County Health Services, Portland, OR)

### **3. Strategies For Success**

*Strategies will include methods for designing, implementing, evaluating, and institutionalizing "good" projects in the community. Based on research and practice the following strategies are shared by most successful volunteer based initiatives:*



1. ***The participation in an advisory role of significant community players, such as:***
  - *Child and Maternal Health Providers, Educators, Advocates and Researchers*
  - *The United Way and Other Coordinating Agencies*
  - *Public Schools, Community Colleges, Adult and Other Educational Institutions*
  - *Employers*
  - *Individuals*
  - *Local Public Sector Agencies (County, Town, etc.)*
  - *State and Federal Assistance Programs*
2. ***The assessment of the community's current child and maternal health care needs and resources, and future projection of supply and demand for existing and new services.***
3. ***The bringing together of local government, service providers, philanthropic organizations, and employers around common interest and issues. Creation of opportunities in which continued dialogue and action among the public and private sectors can occur.***
4. ***A focus on developing innovative projects which are directed towards meeting underserved or unserved community needs and populations.***
5. ***The ongoing evaluation of the initiative that incorporates process and outcome information into project implementation. For example: In the Teen Outreach Program, the volunteer experience proved to be a necessary element to make the program successful. We want to substantiate similar outcomes for the Child Health Program.***
6. ***Planning for attainable integration (institutionalization) of the initiative's work into the community's child and maternal health care system after initial funding partners' support expires.***

### ***National Child Health Advisory Panel***

*AJLI will establish a Child Health Advisory Panel composed of the AJLI President and an array of nationally known child health policy makers and researchers, representatives from the philanthropic and corporate communities, and program developers. The purpose of this panel will be to advise AJLI in shaping its child health messages and act as ambassadors for promoting citizen action.*

### ***Timeline***

*The Roundtable will be held in early winter 1993. Child Health Demonstration Project RFP's detailing the selection process and criteria will be sent to Leagues in the winter of 1993 in time for 1993-94 League year decision making. Demonstration sites will be named in Spring 1993 and additional Leagues wishing to receive child and maternal health related technical assistance will be assigned to the Child Health Service Providers. The National Child Health Advisory Panel's first meeting will be held in conjunction with Annual Conference 1993.*

*Prepared by: Mary Wachtel, Director of Program Development  
Pat Ward, Child Health Program  
September 1992*



## The Mary Harriman Community Leadership Award

In 1901, one woman looked at what was and saw what could be. Her name was Mary Harriman, the founder of the Junior League.

As a way to honor her activism and reaffirm her vision, the AJLI Board recently established the Mary Harriman Community Leadership Award. This award recognizes a Junior League member whose exemplary leadership has demonstrated a vision as exceptional as Mary Harriman's. Modeled on the MacArthur Foundation Fellowship Award, The Mary Harriman Community Leadership Award honors an individual who has:

- \*exemplified AJLI's principles of multiculturalism, innovation and commitment
- \*contributed to systemic change
- \*taken a comprehensive approach to community problem solving
- \*brought others into her vision

This award validates and values a woman who has taken risks and pursued a vision in an effort to effect change. It is a symbol of our voluntary spirit. The commemorative award consists of a certificate and plaque and is awarded at Annual Conference.

The first award was presented in 1991 to Jane K. Paine, a sustaining member of the Junior League of St. Louis. Jane Paine's 50-year volunteer career has focused on improving the quality of children's lives. She has established more than ten award-winning local and national organizations to further her goal of creating a better world for children at risk, and she has lent her expertise to numerous others.

Last year, Roseann Knauer Bentley from the Junior League of Springfield, Missouri received the award for her outstanding work in education. A former teacher, Roseann Bentley has concerned herself with all aspects of education--from early childhood development to parental education and health to developing programs for gifted and talented students--in the belief that education can be the change agent for society. Jane Paine and Roseann Bentley are living the Junior League mission in their communities.

As former Board members, you are invited to participate in the nominating process by nominating women whom you feel worthy of consideration. The nomination form and criteria for selecting award recipients will be sent to you in the beginning of the year. The Executive Committee will be responsible for the final selection of the recipient.

**AJLI CONTRIBUTION CARD**

I would like to support the Association's work on behalf of all 280 Junior Leagues with my tax deductible contribution to:

\_\_\_\_\_ The Mary Harriman Community Leadership Award which honors a Junior League member who has consistently demonstrated leadership skills and vision and who has had a sustained impact on her community. (Restricted Fund)

\_\_\_\_\_ The General Operating Fund

Enclosed is my check for:

\_\_\_\_\_ \$50    \_\_\_\_\_ \$100    \_\_\_\_\_ \$250    \_\_\_\_\_ \$500    \_\_\_\_\_ Other