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F. C. V. N. COMMUNICATIONS PLAN

Submitted September 20, 1973

SITUATION ANALYSIS

TABLE OF CONTENTS

Section I - The Situation/Strategy

Section II - The General Plan

A) Press Conference

B) Media Follow-Up

C) Special Activities

Section III - What Does It Take?

Section IV - General Budget/Expense Form

Section V - Action Timetable/Responsibilities

While the FCVN, a non-profit, non-affiliated Colorado Corp. has been in operation some seven years, and while tremendous strides have been made organizationally and financially on the strength of volunteer help only, the fact remains that our current goal of raising some 200,000 in a 6-8 week time span is a formidable task.

Let's review the situation from a communications point of view:

- 1) Beyond a well defined core of volunteer workers and faithful supporters, the awareness of FCVN (what it is and what it is doing,) is minimal, in terms of our goal.
- 2) The breadth of FCVN, the scope of its activities, the tremendous story of progress and success in Viet Nam, is little known or appreciated in Denver metro.
- 3) Where it is known, given our objectives, there exists little sense of urgency on the part of prospective donors.

But accepting these, we have some very real strengths:

- 1) In high places, people of value, people who are sympathetic to our cause. People who have become, on occasion, directly involved. People who can open doors - Doors to media, to society, to business, to churches, to commerce, etc. We must enlist the help of these people.

NOTE: However, many doors may be opened by influential people, we must remember that the story is ours to tell. We must tell it forcefully, positively, with a oneness and a sense of urgency, and in an organized professional way.

- 2) We have a core of volunteer help that has demonstrated time and time again the ability to rally, to go the extra mile, to enlist the support of others. For all the television and radio exposure in the world, the value of these people can never be equaled. Indeed, they are the backbone of this plan.
- 3) Told correctly, our story is compelling; one that can't be shut out.

Accepting this evaluation, in consideration of our organizational strengths and weaknesses, and especially considering the short amount of money and time available, our strategy must be:

- 1) Impact
- 2) On a repetitive basis
- 3) At a high level
- 4) For a short concentrated period of time.

There follows a plan of attack that is designed to help us execute the above strategy. It makes some assumptions about our ability to open doors. It makes some assumptions about the unanimity of our organizations communications philosophy and goals. It makes assumptions about the flexibility of our people to respond and react. Finally, this plan explicitly acknowledges the degree of uncertainty and risk always attendant to trying to do too much with too little money and too little time to prepare.

But accepting all this, lets have a go at it.

GENERAL PLAN

A plan for six weeks of high impact exposure in media, supported by personal and continuing collection efforts, to formally end November 1 and begin ASAP depending on the accomplishment of certain priority goals, deems absolutely necessary for effective communications strength.

PRESS CONFERENCE

A) With endorsement by key people secured and finalization of Colorado's first Firend's to Children in Viet Nam Week, we would be in a position to conduct a press conference with truly newsworthy announcements for press and broadcast

We see something like this happening:

- 1) Introduction of Al Westalk to welcome press, introduce guests and spend five minutes on a carefully constructed statement: "FCVN; who we are, where we have been, where we are going.
- 2) Announcement of Friends to Children of Viet Nam Week by Al Weslake.
- 3) Announcement of massive fund raising effort to begin immediately, and end with the opening of FCVN first International Conference. All additional information and especially details for those activities occurring within the framework of the campaign would be contained in release material at the conclusion of the press conference.

You see, we can announce a fund raising campaign that includes scheduled exposure on television talk shows (already committed), scheduled Church participation (already committed), football collection activity (already committed), Gala Society Ball with key guests (already committed), etc., etc., then we're communicating with impact. Then media people and others stand back and say, "Hey, these people have it together. These people know what they are doing. These people are going to make it, and doggone it, I'm going to help!"

B) Media Followup

At the time of the press conference we should have available t. v. spots, radio spots, and all the tools that media people need right now to help us tell our story.

The call for action on these spots is:

- 1) Send donation to FCVN
- 2) Send donation to media, care of FCVN
- 3) If you want to help, call this number

This is a most critical period and while its difficult to put a precise handle on continuing activities, some of them would include: reports on progress, success stories of volunteers, etc., human interest stories, telephone interviews, etc., whatever we can develop that is newsworthy.

In addition it is during this time that by taking advantage of our "people force", we would raise funds through massive door to door solicitation, garage sales, etc., whatever particular activities that can be conducted on a neighborhood basis with minimal organization and time.

C) Special Activities Leading Up To and During FCVN Week

1) Church collection

2) Pass the Hat: Pass the hat for FCVN Week on one particular weekend for all highschoools, colleges in the area, Yes, even the Broncos.

3) Society Ball; \$100 per coupld headlined by political people, media people, business leaders, etc.

4) Personal Collection Efforts: Primarily door-to-door, stuffers in grocery bags, luncheons, etc.

The list goes on and on: This is the real backbone of the whole effort.

WHAT WILL IT TAKE ?

1) Official proclamation for FCVN Week

Contact Senator Haskell or anyone who can help us immediately get to the Governors office to get this done.

2) Get location committed for International Conference, agenda, number of people, etc.

Contact local hotels for best rates, etc., on rooms.
Contact colleagues, etc. for location for conference.

3) Press Conference - Settle details, write news releases.

Compile list of key print and broadcast people as prime target (is now ready) and expand list to include all secondary radios, newspaper, etc.

4) Develop Operative format for Public Affairs announcements - TV/Radio/Newspaper

5) Contact local highschools, colleges re: Football collection. Determine best way to approach.

6) Society Ball - contact local sources to get committment for facility arrangements for entertainment and celebrity appearances. Construct mailing list for invitations.

7) Church Institutional Collection

8) Door to Door - Mobilize Teams, etc.

COSTS

1) FCVN Week (October 22-28) ----- No Cost

2) International Conference (Sat. Oct. 27, Sun. Oct 28)

Direct Mail -----	
Travel -----	
Room/Board -----	
Postage -----	\$ 450.00

SUBTOTAL

3) Press Conference (Friday, October 5, 1:30 P.M.)

Invitations -----	50.00
Press kits (2,500) -----	No Cost
Postage -----	450.00

SUBTOTAL

4) Public Exposure Spots (T.V., Radio, Newspaper)

Creative -----	No Cost
Production -----	No Cost
Distribution -----	No Cost

SUBTOTAL

5) Football Collection

Banners for Stadium -----	300.00
Script for Announcer -----	
Collection Recepticles -----	300.00

SUBTOTAL

6) Society Ball or Event

Location -----	No Cost
Invitations -----	400.00
Entertainment -----	500.00
Food -----	
Tickets -----	150.00

SUBTOTAL

7) Church/Institutional Collections

Mailer -----
Postage ----- \$ 450.00

SUBTOTAL

8) Miscellaneous Materials ----- 500.00

EXPENSE FLOW BY WEEK

(not necessarily cash)

Week of Monday 9/24 ----- 500.00 (Press Conf.)

Week of Monday 10/1 -----

Week of Monday 10/8 ----- 1,150.00 (Football Coll)
+
Church/Inst.

Week of Monday 10/15 ----- 450.00 (Int'l Conf.)
1,050.00 (Society Ball)

Week of Monday 10/22 -----

Week of Monday 10/29 -----

TOTAL OPERATING EXPENSE:

ACTION TIMETABLE

1) PROCLAMATION FCVN WEEK

Due Date _____

Responsibility _____

2) INTERNATIONAL CONFERENCE

Due Date _____

Responsibility _____

3) PRESS CONFERENCE

Due Date _____

Responsibility _____

4) PUBLIC EXPOSURE

Due Date _____

Responsibility _____

5) FOOTBALL COLLECTION

Due Date _____

Responsibility _____

6) CHURCH COLLECTION

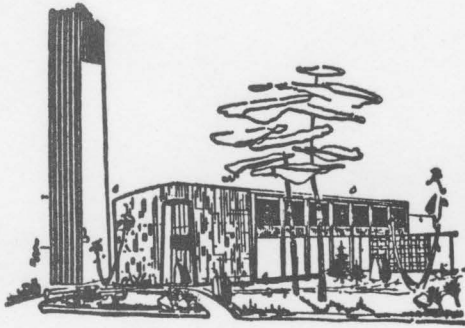
Due Date _____

Responsibility _____

7) GALA BALL

Due Date _____

Responsibility _____



Headquarters Berlin Brigade
OFFICE OF THE CATHOLIC CHAPLAIN
APO New York 09742

1 August 1973

Lee Sanne, Oanh and Kids,

Enclosed is a check for \$1000.00 for the work of Sister Anicet in Vietnam since it is very difficult for me to find anyone to act as a go between in the Pleiku/Kontum area. You had mentioned before that you have a bank account in Saigon and you could earmark the amount for Sister Anicet's use. I would prefer that she have the money because I am acquainted with the good work she does and I feel a special responsibility for her.

This money (\$1000.00) was left to me by an old Aunt who would like to know her money was put to good use.

If for some reason you are not able to get the money to Sister Anicet or she would not need all of it, feel free to use the money in your other wonderful projects for the children of South Vietnam and especially the Phu My Orphanage.

I hope Kim Oanh is doing well and enjoying the summer vacation. I hope you were able to put the slides I sent to good use and you were able to have someone copy the larger ones to make 35 mm slides.

I am halfway through my tour in Germany and it has been most interesting. I am leaving next week for a 12 day vacation in Finland and Scandinavia and I hope to have some pictures to show at some future date.

I am sorry about my poor showing in the letter writing field but I have good intentions.

I will drop a line to Sister Anicet and tell her she will be hearing from you and the arrangements you have made.

My love and best wishes to all,

Fr. Mertz

Fr. WILLIAM H. MERTZ

The extra \$2.15 was saved by a young girl during Lent last year from her allowance. Her name and address are enclosed and she would be thrilled by a card. Thanks



**FRIENDS
OF CHILDREN
OF VIET NAM**

HEADQUARTERS
4568 Beach Court
Denver, Colorado 80211
(303) 778-6144

ADOPTION AGENCY
445 South 68th Street
Boulder, Colorado 80303
(303) 494-7305

September 18, 1973

Dear Ilse,

I don't think I have ever written to you before but I send my greetings and greetings from the others who have been there. I think of you often and hope the work is going well.

The photographs that you have given us from time to time have been Excellent. You may or may not know that I am now heading up the fund raising and publicity for Friends of Children of Viet Nam.

I want to keep an up to date and exciting folder of photographs. If you could please send me from time to time this kind of photograph we could use them in our newsletters, press releases etc. We need of course the "happy children" type and also the more dramatic ones. The one of the children in the Similac boxes was superb. That type can always be used. Any help you can give us is of course much appreciated.

I can't remember when you were to visit Germany again. If you have already come back I hope your stay was restful and I am sure Susan was glad to see you. Take care of yourself Ilse, so much depends on you.

Much love,

LeeSanne

sent by Lee Sante
date(?)

To whom it may concern:

Friends of Children of Vietnam has recently been concerned about the numbers of stories and articles coming from New Jersey or Sabina Beinstein giving the impression that this is the 'main branch' if you will of Friends of Children of Vietnam. We want to set the record straight without trying to create any ill will or confusion. Friends of Children of Vietnam was founded in Colorado in 1967. It is non-profit and tax-exempt the only group so structured. We are the legal owners of the name and are now in the process of allowing other groups to use the name. Unfortunately, the New Jersey group has been asked by our attorney to cease using the name and logo of FCVN. Actually the job is so big and the workers so (relatively) few that we can't waste valuable time on problems such as this. But the actions of this particular group have so nearly endangered the entire work that we were forced into this action. We do however stress that the group is completely dedicated to sending funds to certain Vietnamese orphanages and that these funds do indeed arrive at those orphanages.

It serves only to confuse people who might become staunch allies of the children when so many groups call themselves Friends of Children of Vietnam, without the co-ordinating efforts that should come if the group is to act in various states. It is this co-ordinating role that we, as the parent group, hope to fulfill

We will be happy to answer any questions you might want to ask. If you want up-to-date reports of the Adoptions program or Aid part of our work, please let us know. In the meantime we will be happy to add you to our mailing list so you will know of our activities. I am enclosing a brochure and a couple of past newsletters for you information.

tyuiiuyuppuuuuuuuuuu jffjry

To whom f uuuuuuuuuuu

Friends of Children of Vietnam concerned about

qwertyuioasdfghjklasdfghjkklll;;;cb zxcvbn
bbnm,.,./...awertyujjhj

Belatedly giving the impression that this is the 'main branch' if you
asdfghjklqwertyuiopasdfghjkl;zxcvbnm,./q234567890-

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want up-to-date reports of the Adoption program or all part of our work,

please let us know. In the meantime we will be happy to add you to our

mailing list so you will know of our activities. I am enclosing a brochure

and a couple of past newsletters for you information.

Sesame Street 10:15 AM
Wednesday March 13th

Dear LeeSanne,

I've stifled the urge to call you at least a zillion times. We just can't afford the bills we've got...and FCVN sure can't afford it either, so...at last resort, this letter...

You've been on my mind (obviously) for weeks. -Talked with Dee late yesterday afternoon, and she told me she thought you were job hunting. Oh LeeSanne, I really sense some of the feelings you must be going through. I'd have been a basket case way last year at this time if I were in your place. I have no "right" to advise you or even comment...not knowing exactly what is/has gone on other than what you've told us, and the few things I can put together from either talking to others in FCVN or experiencing some of the frustrations you have.

BUT... 1973-74 has been a year for the Persons to stick their noses into other people's business...something we've tried never to do in the past...B/4 Winter 1973. SO...I'm sticking my big nose in your business for 2 major reasons

1. FCVN IS LEESANNE BUCHANAN, and her faithful friend, Judy Silverberg, and I feel Nancy Hegel.
2. We hate to see anyone suffer, especially someone we love like you.

A third reason is kinda just a nebulous thing...(I wish I could write so I could better communicate what I mean)...anyway, its a feeling that you personally have some kind of destiny on a long term basis...a continuing basis...with the children of Viet Nam.--Call it a divine commission if you will. I'm quite positive that the Evil Force that rules this world would just LOVE to get "rid" of you... to stop the work you began...to stop all "good" efforts you try/tried...etc. etc. Satan (or whatever you wish to call the spirit of evil) is alive and well, and works in a variety of subtle ways, circumstances, and people. -One of the ways I believe "the Devil" does what he does is: by "killing"... killing someone's joy...

enthusiasm...

incentive...

faith in himself
or faith in others

"Killing" ...HOPE...REPUTATION...etc. etc. etc.etc.etc.etc.etc.etc.etcetera!!!

Killing can be done by a sharp word, a ball point pen, a "look", a comment or no comment...a snicker...a rumor...on and on it goes. It may take a few years to "die" for the victim...but Satan doesn't give up easily.

YOU FIGHT this kind of life-long battle of good over evil by becoming insensitive to the evil part. (Cry...or laugh, but throw it off your back and refuse to let it drag you down.) Recognize the "good" and ignore the "bad".

People are imperfect and will make mistakes over and over again. That's life. We seek harmony by instinct, and when we get discord we find ourselves saying, "Isn't it terrible! Those finks!" BUT when everybody's singing the same note, that isn't harmony either. Its stagnant monotony with no progress or growth. Harmony happens when people sing different notes...even some which sound at first like discord...suddenly start to sound great, once your ear gets used to the idea.

PLEASE PLEASE PLEASE don't give up. At the end of your rope...tie a knot.

Laughter and much love...

Bonnie

To the Board of Directors, FCVN

March 13, 19

When I resigned as board member and Director of Publicity and FundRaising Fe I felt that several problems might occur because of my resignation. I have tri make myself somewhat available for questions. However, a problem has occured t needs more direction than I can give. I have turned

I have turned my files over to Joan Wagner, a move I imagine should be ratified by the Board. She has consented to "caretake" the files until the election when she is hopeful that a Board with leadership ability and sound policy making expertise will be elected. She will spend the next couple of months handling our new Direct Mail program (to be outlined by her at the March Board meeting), redesigning the brochure, re-doing the volunteer files and contacting new volunteers, overseeing the Board suppers and monthly neighborhood coffees, answering routine PR mail, and meeting with the people necessary to get these jobs done. Her schedule will be full. Two jobs were not turned over to her. One, obtaining grants. After my conversation with Jim Fitt at the February board meeting regarding grants I have every confidence that he could easily do this much needed job. Two, Newsletter Overseer. Betsy Schneider was a capable and enthusiastic Editor when doing the Jan1, Extra Edition of the newsletter. She informed me in February that the next newsletter would have to be done largely by others because of her schedule. Nancy Hegel and I gathered the news, wrote it up, obtained reports and put together a rough draft. Betsy went over the draft, made suggested changes and the entire twelve pages were typed by Dee Hudson. After mailing it to the printer Betsy was informed that another 4 pages were necessary to round out the logistics of the newsletter. The mistake was Steve's (at Pine Ridge) but the problem becomes FCVNs.

If problems like this were not an almost daily occurrence, I would never have been such a strong advocate of re-organization and strong leadership. The problem seems to be: Betsy hasn't the time to organize, write, and type the extra 4 pages. The newsletter cannot begin to earn much needed money until it is in the hands of its readers. Who then will pick up this "dropped ball" and carry it?

I regret to say that because of my schedule I cannot be of great assistance in this problem. I am enclosing a possible "letter to the editor" and a possible photo for use in those 4 pages.

Most sincerely,

Lee Samne Buchanan

cc: Joan Wagner
Betsy Schneider



FRIENDS OF CHILDREN OF VIET NAM

4568 BEACH COURT
DENVER, COLO. 80211

LeeSanne Buchanan
400 South Emerson
Denver, Colorado

LeeSanne:

The Board of Directors of Friends of Children of Viet Nam wishes to express its deep appreciation for your dedicated efforts in working with us these past months. Without your interest and hard work many Vietnamese children would not be alive today. The selfless giving of your time and energy has inspired in us the dedication necessary to continue our efforts on behalf of the children.

We look forward to your continued assistance in these efforts.

Signed this sixth day of June, 1973 by:

Nancy C. Hegel
Judith J. Silverberg
Barney T. Fippincott
Alfred A. Westlake
Harry L. Silverberg
Cheryl A. Mackson
Bernie Mantey
Paul [Signature]

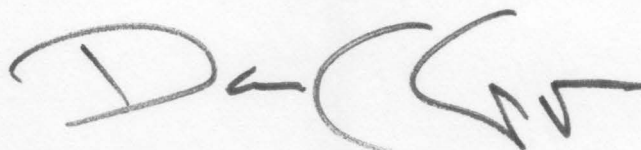
Rabon [Signature]
Therdy P. Grant
John Buchanan
Suzanne Johnson
Peg Peters



4/28/73

DEAR JOHN AND LEE SANNE:

PLEASE CONSIDER THIS LETTER NOTIFICATION OF MY RESIGNATION
FROM THE FRIENDS OF CHILDREN OF VIETNAM BOARD OF DIRECTORS EFFECTIVE
IMMEDIATELY.

A handwritten signature in dark ink, appearing to read 'D. Cupp'. The signature is stylized with a large 'D' and a cursive 'Cupp'.

DAVID CUPP

NANCY J. LIPPINCOTT

6060 SOUTH ELATI STREET
LITTLETON, COLORADO 80120

May 1, 1973

Dear Lee Sanne,

If I had known at The last Board meeting that you were planning to resign as President of FCVN, I would have stood up and told everyone what a very good job you have done. And I know There would have been many people There - as well as all Those who weren't - who, regardless of The present problems, would have voiced Their Thanks and admiration for The work you have put into FCVN and The phenomenal growth The group has gained.

- 2 -

You have selflessly given of yourself, your time, & your energy to the formidable task that lay before you. Not only that, your husband has given too - in Thousands of ways we'll never know about. And your children have somehow understood and adjusted, too.

Thank you, Lee Anne. You have inspired in me a commitment to do something for someone else - something which I had never done before. My zeal will never match yours, but I am proud to know you and proud to have worked with you. In fact, I really believe that God has been working

-3-

Through you. Maybe I have come to have known God better Through you.

Selfishly, I hope you will find a way to come back to FCVN. We need you, and we need your wisdom. I hope you will find a way - perhaps by being on The Board - because I shall miss you deeply if you can't.

Thank you again for all you have done - for the children, for FCVN, for adoptive parents, yes and for me, too.

God bless you.

Raney



FRIENDS OF CHILDREN OF VIET NAM

4568 BEACH COURT
DENVER, COLO. 80211

April 29, 1973

Dear Board Member,

It is with a heavy heart that I assume the awesome responsibility of President of FCVN at a time that is so critical in our history.

I am in full agreement with LeeSanne Buchanan's reasons for resigning, and want to express how proud I am to associate with such a hard working, dedicated and loving lady. I hope she will not find it necessary to stay out of our work for any length of time.

"Quo Vadis?" Where are you going? Many pictures have gone through my mind that never did before. I see children with outstretched arms who are going to die if we don't raise enough interest. I see inadequately staffed orphanages where dedicated people fight to keep these children alive. But, worst of all, I see dead children being taped in cardboard boxes. And I know we are responsible.

What can we do? I joined FCVN because I could see smiling, well cared for, well fed and healthy children in the orphanages and in adoptive homes. I could see adequately staffed (doctors, nurses, other specialists) nurseries. I could see less people dying. This is the way it can materialize.

I ask that we all start off with the premise that LeeSanne has had to resign for personal reasons, and Al and Carol are doing a super job. All statements made about anyone in the organization will be praise or there should be no statements. We must present a solid image for all who check up on us for any reason, especially to donate time or money. We will start reaching for the sky because nothing is too good for the children, and everyone wants to help them- from the most affluent and influential, where we will begin. Our potential in the U.S. today is unlimited. Instead of \$1,000 per benefit we will aim at \$100,000. Rosemary Taylor will not be limited by us who sit in our tremendous affluence. The criteria for any future subjects covered at board meetings will be how much food, money or medicine will this subject put in Viet Nam. I will require any information going out of our organization to come through me for continuity.

I am proud to serve FCVN in this capacity with the above stipulations, thank you in advance, and ask for your much needed support and loyalty.

Your humble servant,

Al Westlake

Acting President, FCVN

CC: Rosemary Taylor
John Califf
Laurel Umile

August 16, 1973

TO: FCVN Board of Directors

FROM: Wendy Grant and John Califf

RE: Proposed interim arrangement for operation of adoption agency until Rosemary Taylor is able to come to Colorado and assist in formulating a permanent long-range plan.

*There is NONE
BUT THEY KNOW*

There is an indication of agency support

The Adoption Staff of FCVN makes the following request for action by the Board of Directors at the August Board meeting. These requests are made with the recognition on the part of the adoption staff and board that presently feelings between Board and staff are running very high. There is a need to do something to alleviate the present situation which results in adoption staff, and most probably Board, only able to work a fraction of their real potential. The adoption staff realizes the great pain the Board has felt because of the present relationship between Board and staff and asks the Board to recognize that the adoption staff has felt great pain also for the same reasons. The adoption staff recognizes there is a need for a governing board and acknowledges its authority in acting on all matters which do not fall within the adoption agency policies adopted by the Board. The adoption agency in order to maintain its positive image as a professional agency both nationally and internationally respectfully makes the following proposals for Board action:

1. That the adoption agency present the Board with a budget estimating its projected income and expenditures for one year.
until Feb 28
2. That an assistant treasurer be named who would be mutually acceptable to Board and staff and whose function would be to manage adoption related income and expenses - includes transportation, money and fees for services rendered. *Accounts* Files would be kept in the adoption agency office and the assistant treasurer would do as much work as possible in the adoption agency office and also be available for adoption staff meetings upon request. The assistant treasurer would be responsible to the FCVN treasurer. ~~The executive director and another board member, possibly any one of the officers, would be authorized to sign checks on behalf of the adoption agency.~~
3. An advisory committee would be appointed by the adoption staff. Such committee would consist of ~~disinterested~~ experts in adoption related matters and would consider all policy and procedural changes suggested by the adoption staff. Final approval of major policy and procedural changes would rest with the governing board. The governing board would appoint at least one member of its board to the advisory committee. Such person would act as a liaison between the adoption staff and the governing board.


4. The adoption staff would determine the need for paid ^{and or volunteer} staff and submit such request to the advisory committee for approval. Final approval would rest with the FCVN Governing Board. Such staff would be paid ~~only from adoption related income.~~ ^{In accordance} Adoption staff would receive enough money to pay to replace their ~~services in their homes over and above a certain number of vol-~~ ^{with an} ~~unteer hours.~~ ^{approved} A secretary and/or other staff would be hired by the adoption agency and wages would be paid by FCVN, which is ^{budget.} also responsible for withholding taxes.

These proposals are made with the recognition of the inter-dependence of all facets of FCVN ^{activities} on each other and in recognition of our common goal. The present adoption policies ratified by the Board of Directors on 4/23/73, will remain in effect with the above additions and corrections.

This memo supersedes the memo dated August 8, 1973.

[Handwritten mark]

Activities

Past Month - 1 

4. The adoption staff would determine the need for paid staff and submit such request to the advisory committee for approval. Final approval would rest with the FCW Governing Board. Such staff would be paid only for those hours actually worked. Adoption staff would receive money to pay to release their services in their home area and have a certain number of vacation hours. A secretary and/or other staff would be hired by the adoption agency and wages would be paid by FCW, which is also responsible for withholding taxes.

These proposals are made with the recognition of the fact that all facets of FCW are interrelated and in recognition of our common goal. The present adoption policies verified by the Board of Directors on 4/23/73, will remain in effect with the above additions and corrections.

This memo superseded the memo dated August 8, 1971.

[Handwritten circle]



From —
Rosemary Taylor

FIRST IMPRESSIONS

I have thought very much about the discussions we began almost immediately and continued so intensely during my brief visit with you. There is, of course, much to think about. What we have to consider is important for Friends of Children of Vietnam and for ourselves in most personal ways.

I don't feel that I know enough now to be able to make good decisions. Perhaps one never really knows enough to be able to decide on the basis of knowledge. Therefore I have attempted to consider the basis for making decisions. This is not a simple task as there are so many factors involved, but, it seems that one of the most important considerations is the nature of Friends of Children, and what we think it should be.

We must not, of course, be so concerned about the identity of an organization that we lose sight of the purpose of helping children, however, the purpose is also affected by the nature of the organization. I think this is so as the purpose is not simply to help children, but to do so in a way that has meaning for both the people that are helped and those that want to help. I think that this is a most serious consideration, and does involve the nature of an organization. It seems that most traditional organizations tend to put the person who needs help in the position of being the object of pity, and the giver in the position of responding to him, accordingly, out of pity or duty. I don't think these organizations want or intend this to happen, but their very nature means that their existence depends on raising funds from one group to give to another, as decided by the administration.

There will be some elements of patronizing and begging in any organization, I suppose, but it seems to me that a true voluntary organization has the most potential of making it possible for those who need help to receive it without losing self-respect and those who give it to find personal meaning in what they do.

The unique contribution of Friends of Children of Vietnam to the concept of helping is that you have developed to the point of providing extensive help from a broad base. This is so important. It is relatively simple to have a spontaneous relationship between a few people; yet need is massive and some way must be found to develop ways to deal with it.

It seems then, the question now is how such an organization can be maintained, and thus make a significant contribution to human relationships.

It is a difficult question, but one we are facing in many areas as social concerns are more serious and complicated, with the double thrust of increasing population and forced relationships. How does an individual find meaning in his/her personal life, and how does he/she relate to his/her neighbor?

It is from this point of view that I have considered the idea of a full-time, paid director.

I think I realize that the organizational problems Friends of Children of Vietnam faces now are different in nature and scope than when it started as a group of committed individuals.

I think I understand why the idea of a director has come up and is seen as a solution to present problems.

It seems to me now, however, that a full-time director may change the nature of Friends of Children of Vietnam, and lead to more problems that it would solve. I admit that my feelings are subjective, and they are based on principle, and not the reality you may see more clearly. It seemed to me, however, that the reality of present problems have been aggravated by attempts to organize along traditional lines, and the need to create a professional image has encouraged separation, not integration. I think I am especially concerned as it seems to me that in a program directed to helping, no one should be hurt, including those who help, who are individuals as much as the ones we want to help.

It seems that organization so easily gets caught in the end becoming so important, and good people get in a position where they hurt each other, although that is not their intent, and they really don't like what they end up doing.

I agree that you just can't go on as you have been. The sheer volume and the increased specialized service force changes.

1. It is not realistic for the president of the board to act as an executive director. It is not possible to keep up with either the details or the broader aspects of programs. The question is not one of time alone. It is rather in the nature of the position. No one person can or should be responsible for all of the different functions and tasks.

2. It is not realistic for a board, even a working board, to supervise all of the specific activities. The operation of these activities requires a detailed and first-hand knowledge.

3. It is not realistic for the actual work of the different activities to depend on volunteered help. The time involved is more than individuals can

commit on a volunteer basis, and if more volunteers are recruited to help with the work, we run into the problems described in the old adage, "Too many cooks ..."

I don't feel that I know enough about the organization to attempt to mention any specific recommendations. It sounds so simplistic to do so after such a brief visit. However, I feel that other alternatives should be considered, and mention these.

1. We could consider considerable autonomy in the different activities. The board should define the limits and the responsibilities of the activities, but not supervise the work itself. I think you have done this already.

2. There should be a structured place where representatives of the different activities should meet to exchange information, to discuss mutual needs, and to make decisions within limits of the board.

3. The board should decide the policies for the organization and the different activities, be knowledgeable about all the programs, decide questions that arise between activities, establish priorities, programs, new or changed service.

4. Consideration should be given to a more real involvement of the chapters, including participation in the board, in the activities, with opportunity to know and participate in the policies and direction of the organization.

5. Consideration should be given to hiring people that can work full-time on some of the daily tasks. However, the authority and responsibility for Friends of Children of Vietnam should remain with volunteers.

As said, I really don't know enough about the organization to comment intelligently. I mention the preceding only for discussion, but do recommend that there be full discussion about the nature and direction of Friends of Children of Vietnam before deciding to hire a director.

Your example of the tar baby is good. I find myself getting "stuck" with Friends of Children and would like to work in some capacity. What do you think of the idea of some kind of consultant? I see this role as working with the different activities in developing methods to accomplish goals, in helping facilitate meetings between the committees, in working with different chapters.

I think also that this role may be more appropriate, at least at this time, until we all are more clear where we want to go.

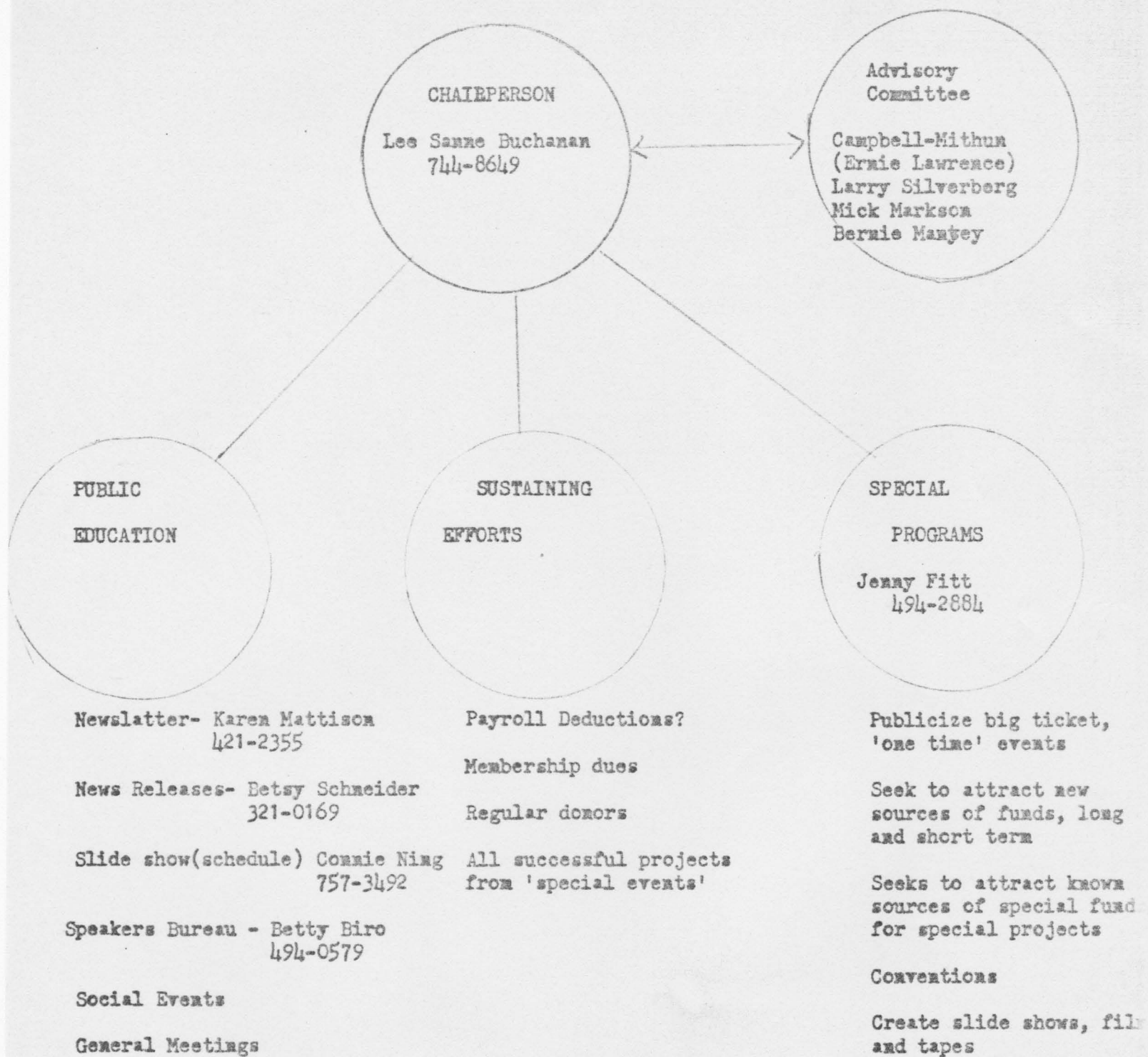
I also think it would be more appropriate in terms of the basic issue. One of the present problems is that people are "up-tight". This is perhaps natural in a time of transition, but I think that a director couldn't help but also get "up-tight" in the present situation. A consultant would be more free, more

objective, not identified with special activities, or put in the position of defending or opposing. And perhaps more important, a consultant would be more consistent with Friends of Children of Vietnam remaining a true voluntary organization.

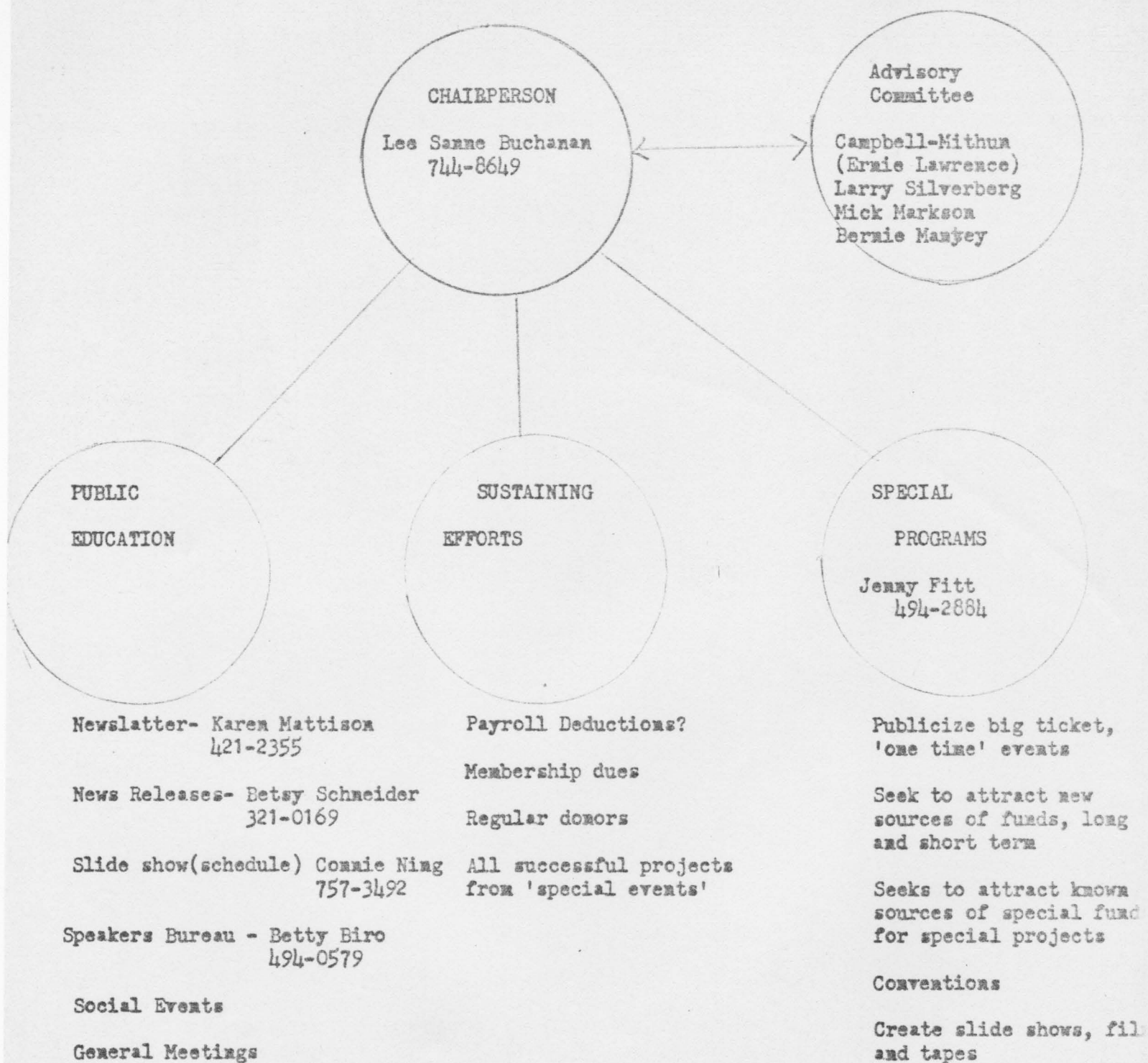
In summary, what I am suggesting is the first consideration should be the development of a process of dealing with issues and questions, which is loose enough to be able to adapt and change as situations change, and also provide direction and accountability.

It may well be that after full discussion of alternatives that the decision will be to hire a full-time director. I am most interested in your ideas, and your response to what I have tried to say.

ORGANIZATIONAL CHART FOR FUND RAISING/PUBLICITY COMMITTEE



ORGANIZATIONAL CHART FOR FUND RAISING/PUBLICITY COMMITTEE



RESOLUTION OF THE BOARD OF DIRECTOR

FRIENDS OF CHILDREN OF VIETNAM

October 23, 1973

WHEREAS, The staff of the FCVN Adoption Agency tendered their resignations to be effective as of October 12, 1973; and

WHEREAS, The Board of Directors has accepted those resignations; and

WHEREAS, The Board of Directors has authorized the officers to engage a new Director of Adoptions and a new volunteer Director of Social Services, appropriately qualified in accordance with the Laws of the State of Colorado; and

WHEREAS, The officers have acted as authorized by the Board of Directors to engage Helen Anne Reynolds as Director of Adoptions and _____ as Director of Social Services; and

WHEREAS, The proper officials in the Department of Welfare of the State of Colorado have been duly informed of the aforementioned actions of the Board and Officers of FCVN; and

WHEREAS, The Board of Directors has full confidence in the ability of the officers and members of the Adoption Staff to carry out the Adoption-related activities of The Corporation;

NOW THEREFORE BE IT:

RESOLVED THAT The proper officers and staff employees and volunteers be, and they hereby are, authorized to carry on all activities related to the operation of the FCVN Adoption Agency including, but not limited to, the conduct of FCVN's relationship with other adoption agencies, government agencies and prospective adoptive parents in the United States; and with FCVN's overseas operations in Saigon; and with the government of the Republic of South Vietnam; and be it

FURTHER RESOLVED THAT any representation of authority to act in the name of FCVN by any other existing or prospective adoption agency; including, but not limited to, any agency formed, staffed, sponsored or otherwise affiliated with the resigned staff, its resigned executive director or any person affiliated with the resigned agency be, and it hereby is, repudiated by the Board of Directors of FCVN; and be it

FURTHER RESOLVED That the proper officers of FCVN be, and they hereby are, authorized to inform interested parties in the United States and in the Republic of South Vietnam, by letter and copy of this resolution, of this and any prior or subsequent action taken by the Board of Directors to insure the international integrity of Friends of Children of Vietnam.

RESOLUTION OF THE BOARD OF DIRECTORS

FRIENDS OF CHILDREN OF VIETNAM

October 23, 1973

WHEREAS, Rosemary J. Taylor, Director of Overseas Services for FCVN, has requested the resignation of (certain/all) members of the Board of Directors in order that an Adoption Agency Staff under the Direction of Mrs. Wende Grant, recently resigned director of the Agency, be established in place of the existing Adoption Agency Staff under the direction of Sister Helen Anne Reynolds; and

WHEREAS, The Board of Directors is, under the bylaws of FCVN, the governing authority of FCVN; and

WHEREAS, said Miss Taylor has given no showing that the existing Adoption Agency staff is not fully competent, qualified and otherwise able to direct FCVN's Adoption Activities; and

WHEREAS, The Board of Directors has serious reservations as to the ability of Mrs. Grant to properly represent FCVN and to execute its adoption functions with proper consideration for children, parents and other parties involved; and

WHEREAS, The Board of Directors believes that the requested resignations would, if offered and accepted, result in serious and irreparable damage to the total FCVN program of service to Vietnamese children;

NOW, THEREFORE, BE IT:

RESOLVED, That the Board of Directors hereby expresses confidence in the officers, volunteers and professional staff workers of all its activities; and be it

FURTHER RESOLVED, That the Board of Directors rejects categorically the request of Miss Taylor for the resignation of (certain/all) of its members; and be it

FURTHER RESOLVED, That the Board of Directors intends to continue its full range of activities, including but not limited to, the operation of a fully qualified Adoption Agency for assistance in the placement in United States homes of Vietnamese children.

REPORT ON INTERVIEWS CONDUCTED

BY

THE FCVN ADOPTION WORKER'S ADVISORY BOARD MEMBERS

OCTOBER 7, 1973

Background

In late August and early September the adoption workers decided to ask 5 or 6 people with different specialities if they would be willing to serve in an advisory capacity to the adoption operation. The main purpose of the advisory board was to assist in any way possible to facilitate more efficient operation of the adoption process. However the advisory board did not become organized until late September when some of the individuals contacted to serve began to wonder why they had not been called upon. At this point several of the appointed members decided to inquire if the adoption workers and their leaders could benefit from the advisory board becoming active. The first major goal outlined was to identify if possible the major reasons why the working relationship between the FCVN board of Directors and the Adoption workers was being terminated. The advisory board members as well as the board member who coordinated Adoption work hoped that information could be gathered that would be useful in building a supportive, effective working relationship between the board of directors and the adoption workers in the future.

THE FIRST MEETING

The stimulus for the first meeting was the resignation of the adoption workers. The advisory board felt that a useful role would be to examine the crisis in a non-biased manner to collect all possible information from both groups so that the information could be analyzed to look for differing perceptions both within and between groups. The first meeting was scheduled by board member Mr. Chuck Dalla who invited both groups to attend. (The original intent was to have only the adoption workers attend and talk to the board members at a later time.) Due to a mix up in communications the board members were invited to attend this meeting. They had an expectation of meeting with the adoption workers on only one issue, which was "Who among the adoption workers wants to continue working instead of resigning". This was unfortunate because board members arrived with different expectations than the agenda for the meeting called for.

When the agenda for the evening was presented to the Board by Mr. Dalla (see attached) to look over much opposition arose in terms of the agenda. Several board members openly resisted any efforts

or suggestions that we needed to spend any time collecting information that lead to the final crisis and resignations. Comments made by a few board members are as follows:

1. We don't need any help, why waste time when we have the problem solved?
2. I am not going to play any silly games by going through this kind of study.
3. This get those adoption workers over here in this meeting with us and get this problem solved.
4. We all run our own businesses or work in industry and have as much ability to solve problems as the people brought in. we don't need their help.
5. I'm going home, I have better things to do than to waste my time on this. etc,

With this resistance, Mr. Dalla suggested that all who wanted to leave do so. Three or four board members departed. The remaining 10 board members and the chapter relations chairman remained and were interviewed in groups of 2 by a trained interviewer. One group had 3 individuals. The interviewers wrote only what was stated as responses to the 10 questions used to collect the data from both groups.

The following then are individual responses to the questions asked. Some responses were near unanimous others were supported by small groups while others a majority.

1. What is the purpose (s) of FCVN?

Maintaining and feeding children
adoption

2. What specific jobs or tasks does the board carry out in reaching FCVN goals?

Sets long and short term goals
Management of people and responsibilities
Specific projects
Sets philosophy and makes decisions on it

3. What specific jobs or tasks does the adoption group or its members carry out to reach the goals of the group?

The entire process of adoption
Gives information to the public
Follow up service

Sets adoption policies
works with people
Makes decisions regarding adoption

4. What frustrations have you experienced in carrying out the work of FCVN?

A. Within the Board

We work together very well, no problems unless a crisis exists
We rehash the same points over and over
We have people problems on the board - Factionalism
Lack of communication- problems not brought out in the open
lack of leadership
Never ending tasks
Meetings too long, agenda not clear, too much to cover
Decisions are made and not communicated
Different expectations of what the board should be doing

B. Outside of your group

Lack of P.R. on the part of the adoption workers
Nursery Communication - much better now
State department trying to separate us into two groups
Felt and received threats from adoption workers
Frustration over adoption workers having different philosophies
than board on payment of people as opposed to all-volunteer
agency
No desire on the part of the adoption workers to take
suggestions from the board
Workers (adoption) felt that when the board was trying to
help them, the board was trying to get them.
Frustration in meeting obligations with Saigon govt. and people.
Frustration in time spent on adoption worker problems
Agency (adoption) feels they can operate without the board
Adoption agency uses Saigon people to force the board to
make decisions--black mail
Adoption agency people have been rude at board meetings
A feeling from adoption workers that no matter what was done
it would not be enough

5. Why do you think the adoption agency resigned? What lead up to it? What part has personality differences been a factor in problems developing?

Executive director and staff resigned
Refusal of part of budget dealing with mileage and reimbursement
issues.
Series of challenges to force the board to comply with the
agency
Personality conflicts--major reason
Agency work pressure build up
Lack of understanding of why the budget wasn't approved.
Exec. director qualified professionally but not personally so
problems came between the two groups

Efforts to communicate by the board not recognized
Efforts by the adoption agency to communicate not recognized
by the board

6. Are you angry, upset, disturbed, bothered about something within the FCVN organization? If so, what?

Not able to solve problems by many hours of meetings
Individual feelings of closeness diminished as the organization has grown
Many good, good feelings about people.
Work load growing.

7. Considering the problems we have discussed, IDEALLY, how would you like to see them resolved?

Many problems solved by the resignations
A decision on all volunteer versus paid workers needs to be made
Locate a director who is qualified ~~and~~ both educationally and practically--could be salaried possibly from an operational grant
Would like to see adoption workers make an easy transition
Workers welcome back under defined leadership
Rotate people and tasks with rest periods
Centralize operations office
Solve people problems in order to devote time to real problems
Tighter control of board meetings
Recruit a larger staff of adoption workers
Encourage adoption workers to attend and communicate at board meetings--encourage board members to attend adoption meetings
More listening at board meetings on the part of board members

8. Is there anything that hasn't been covered that you would like to comment on?

Optimistic about the future
FCVN will again be one cooperative group
Continue on an all volunteer staff with the exception of a new paid director

9. Considering the information gathered, what are the next steps to begin to solve the major problems you have identified?

Get a new adoption director that is a person outside the board experienced professionally and able to work with people.
This will build a high trust factor and positive image.

Revise board agenda--set time limits, clarify expectations, set agenda items, possibly do some business outside of meetings, hold officer work meetings

Employ a paid full-time executive director of adoptions
Find a new full-time volunteer executive director of adoptions
Find out which adoption workers want to stay and/or work
with transition
Find out if executive director is willing to help with the
transition
Get a central office and packing center
Employ full-time secretary for FCVN
Apply for a grant to fund staff positions
Write a statement of new policies, if any
Better communication throughout FCVN

The above interview was conducted by:

Dr. Tom Gottlieb
Dr. Gerald Prince
Miss Marjorie Powhida
Mr. Hank Peavler
Dr. George M. Carnie

REPORT ON INTERVIEWS CONDUCTED

BY

THE FCVN ADOPTION WORKER'S ADVISORY BOARD MEMBERS

OCTOBER 19, 1973

Background

In late August and early September the adoption workers decided to ask 5 or 6 people with different specialities if they would be willing to serve in an advisory capacity to the adoption operation. The main purpose of the advisory board was to assist in any way possible to facilitate more efficient operation of the adoption process. However, the advisory board did not become organized until late September when some of the individuals contacted to serve began to wonder why they had not been called upon. At this point several of the appointed members decided to inquire if the adoption workers and their leaders could benefit from the advisory board becoming active. The first major goal outlined was to identify if possible the major reasons why the working relationship between the FCVN Board of Directors and the Adoption workers was being terminated. The advisory board members as well as the board member who coordinated Adoption work hoped that information could be gathered that would be useful in building a supportive, effective working relationship between the Board of Directors and the Adoption workers in the future.

The First Meeting

The stimulus for the first meeting was the resignation of the Adoption workers. The advisory board felt that a useful role would be to examine the crisis in a non-biased manner to collect all possible information from both groups so that the information could be analyzed to look for differing perceptions both within the between groups. The first meeting was scheduled by Board member Mr. Chuck Dalla who invited both groups to attend. (The original intent was to have only the Adoption workers attend and talk to the Board members at a later time.) Due to a mix up in communications the Board members were invited to attend this meeting. The Board had an expectation of meeting with the Adoption workers on only one issue, which was "Who among the Adoption workers wants to continue working instead of resigning." This was unfortunate because Board members arrived with different expectations that the agenda for the meeting called for.

When the agenda for the evening was presented to the Board by Mr. Dalla to look over, much opposition arose in terms of the agenda. Several Board members openly resisted any efforts or suggestions that we needed to spend any time collecting information that lead to the final crisis and resignations. Comments made by a few Board members are as follows:

1. We don't need any help! Why waste time when we have the problem solved?
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4. We all run our own businesses or work in industry and have as much ability to solve problems as the people brought in. We don't need their help.
5. I'm going home, I have better things to do than to waste my time on this, etc.

With this resistance, Mr. Dalla suggested that all who wanted to leave do so. Three or four Board members departed. The remaining 10 Board members participated. The Adoption group very freely agreed to this investigation. A series of 7 questions were asked to establish the nature of the problem.

Resume of FCVN Adoption Advisory Board Members

1. Dr. George M. Carnie
Doctorate in Communication and Administration; nationally known consultant in communications and organizational administration; has produced several films and books on the above topics; presently an Assistant Superintendent of a Colorado school district; has adopted one child through FCVN.
Telephone: Home 303-278-1237
Office 303-452-1043
2. Mrs. Jean Dubofsky
Attorney-at-law, Denver; private practice; specialist in corporate law; has worked in social reform movements in the legislature; no former knowledge or connection with FCVN.
Telephone: Home 303-399-6104
Office 303-255-1737
3. Dr. Tom Gottlieb
Medical doctor; Director of Adult Medicine of Westside Neighborhood Health Clinics, City and County of Denver; he was formerly a professor at Colorado University Medical School; has adopted two children through FCVN.
Telephone: Home 303-423-6670
Office 303-292-9690

4. Dr. Gerald Prince
Doctorate, Humanistic Psychology; principal, large junior high school; has served nationally as a consultant in conflict resolution; communications and human relations and problem solving; no former knowledge of FCVN.
Telephone: Home 303-278-1780
Office 303-452-1043
5. Mr. Harry Walters
Executive Director, Family and Children's Service, Denver, Colorado; formerly with WAIFE, Assistant to the President, New York; has M.S.W. with many years experience working with international adoptions serving 200 countries; no prior knowledge of FCVN.
Telephone: Home 303-623-6281

Results with Analysis of Interview Conducted 10/7/73

In order to further sort out and attempt to identify the facts leading to the Board-Adoption group impasse, which resulted in the resignation of the Adoption staff, the information collected by neutral skilled interviewers has been studied and analyzed. It is hoped that the following analysis will:

1. Help identify probable reasons for the impasse developing.
2. Suggest causes or alternatives for future action.

With this in mind, several of the interviewing group have carefully studied the data collected, question by question, to look for trends, differing perceptions and differences in facts.

The following then is a summary of the combined analysis and comments of the group.

#1 What are the purposes of FCVN?

The Board and Adoption group both agreed completely.

Comment: No problem here.

#2 Which specific jobs or tasks does the Board carry out?

The Board: The Board did not agree completely amongst themselves. Some saw an emphasis on projects, other setting philosophy, while others a management function.

The Adoption Group: Viewed the Boards' role more as getting supplies to Vietnam, fund raising, public relations, and legislations. All agreed that this was the role.

Comment: The Board was not totally together on this issue, however they saw themselves more as decision makers than did the Adoption Group. In fact the Adoption group did not suggest that the Board determine policy but that the Board did have decision making power to approve policies.

#3 What specific jobs or tasks does the Adoption group carry out?

The Board: A few of the Board members appeared to understand many of the intricacies of the adoption process, however, the majority knew little about the nature of the decisions that needed to be made or the volume of work that was done.

The Adoption Group: Described in agonizing detail the nature of the work, including series of greater than 40 steps in the adoption process, with precise indication as to correspondence load, problems with decisions, weekly debriefing sessions, etc.

Comment: A marked contrast in the descriptions between the two groups was obvious, with a vivid step by step procedure clearly presented by the Adoption Group, whereas the Board gave, in general, a superficial view of the adoption process.

#4 What frustrations have you experienced in carrying out the work of FCVN?

A. Within the Board?

The Board members felt that within the Board there was

1. Lack of leadership.
2. Lack of communication.
3. Meetings disorganized, inefficiently run.
4. Never ending tasks.
5. Factionalism.

Generally most Board members felt considerable frustration with the way the Board operated, especially when the pressure is on.

The Adoption Group viewed the Board as

1. Voting by telephone with a biased person poling without giving facts.
2. Sending money to Vietnam as donations that is really air fare money.
3. Unable to maintain confidentiality.
4. Board members wanting children to go to families with the most money because of possible donations.
5. Selected Board members have demonstrated jealousy toward Adoption group.
6. Selected Board members "bad mouth" the Adoption Group to families in the field.
7. Board keeps changing decisions.

B. Within the Adoption agency?

The Board saw the Adoption staff as

1. Using threats, blackmail, coercion to get their way.
2. Stubborn, rude, and no matter what was done, it would not be enough.
3. Not doing good PR work for the Board.
4. Having a big philosophical gap between paying for help

to assist adoption workers as opposed to the adoption workers personally hiring own baby sitters.

The Adoption Workers view themselves as cooperative, unified, efficient, organized, good working unit.

Comment: The Adoption Group saw few problems within their own domain, whereas the Board members in general were distressed with their own operation (decision making, etc.) Each views tremendous frustration with the other. A clear lack of communication developed between the two groups based on the views described above resulting in a marked lack of trust, respect and cooperation.

#5 Why do you think the adoption agency resigned?

The Board felt that a major reason was personality conflicts, lack of communication, lack of an understanding of a common philosophy, challenge to the Board and the final budget request refusal made by the Adoption workers.

The Adoption group felt that personality differences were a major factor. Wendy (Grant) and LeeSanne (Buchanan) have been at odds for a year. President Westlake, they felt was particularly authoritarian in his behavior such as keeping a black book on people. Money received from adoptive agents for adoptive fees has been an issue unresolved as far as the Adoption staff is concerned. The Board they felt controlled the Adoption staff by making them come on their knees for operating funds.

Comment: A common ground of agreement between the two groups relates to the personality conflict, specifically amongst Wendy (Grant) vs Al (Westlake) and LeeSanne (Buchana). In addition both agree that the final strain was the budget refused by the Board. The threats and challenges made by the Adoption staff only served to unite and lock the Board on a course of "we won't be pushed around by the Adoption staff". This caused more resentment, more pushing, less communicating, and finally a total breakdown in relations. The budget issue was really a symptom of the unhealthy climate that became the contest issue for battle and led to this subsequent win-lose power struggle.

#6 Are you angry, upset, bothered about something within the FCVN organization?

The Board felt that they were not able to solve problems. The feeling of closeness had diminished because the

1. Organization had grown.
2. The workload had grown.

But in general denied feelings of anger and re-inforced that they felt good about all people.

The Adoption Group felt bitter, depressed, frustrated and troubled by the whole situation and their relationship to the Board. Specifically to their work, they loved it and have a strong desire to continue.

Comment: After having expressed distress with underhanded methods of pressuring used by the Adoption group, these feelings of anger did not arise when confronted with the above question. This may be the result of the Board feeling its power and waiting to use their power no matter what the consequences and subsequently feeling an upper hand (i.e. feeling good about the current situation). An attitude seemed to exist that problems can be solved by replacing people rather than working out differences cut only after many hours and days of efforts by the Board to solve the problem (refer to #4)

#7 Considering the problems we have discussed, clearly, how would you like to see them resolved?

The Board would solve the problems by hiring a professional director of adoptions and then getting more volunteer adoption workers. They also felt that more efficiently run Board meetings would help.

The Adoption Group felt that a professional director should be retained, but could not agree on a paid vs. volunteer basis, that modest funds should be made available for replacement in the Home Services because volunteers devote so much time to work. Further they believe that specifically four specific Board members should resign, and finally that responsibility should be clearly delegated to the Adoption group and let the group run the agency without endless distractions.

Comment: An apparent paradox exists in that the Board did not want to pay money for marginal support to the current Adoption staff, however, they recommend paying a full-time professional to replace Wendy (Grant). In our opinion, therefore, payment of money is not the overriding issue, however, the personality conflict does play a major role. A resolution does not appear immediate with the current personalities involved.

A philosophical point of argument (the current symptom of the above) in regards to volunteer vs. paid staff was not dealt with and will continue to creep in and possibly in the end destroy the organization because of extreme work load and pressures existing.

Potential Alternatives

It appears that many good hard working individuals, all of them have given so much of themselves, can identify a common unifying purpose. However, the above analysis reveals that several major problems exist:

1. Personalities are incompatible.
2. Lack of direction exists on the Board.

With these in mind a few potential alternatives are suggested:

1. Accept the Adoption Group resignations and develop a new Adoption Group (new group would need extensive training)
2. Initiate adoption through the current Adoption Group under a separate organization (legal problems) with Board continuing in Fund raising capacity.
3. Attempt to work with initial Board of Director and Adoption Group (with accompanying training program in communication skills for both groups).
4. Discontinue adoptions in USA. (children and families
5. Accept resignations of Westlake, Buchanan, Grant and attempt to re-work the organization.
6. Re-organize Board elections so that the Group doesn't become in-bred and self-perpetuating. (too little, too late) etc.

+ may others of your suggestions.

It is important to note that the group appears unique in that both sides have such a tremendous desire to gain POWER, and as a result seem to respond predominately to this stimulus. It appears that education and reason is not a workable alternative. Other variables not revealed in this interview, however, might need to be considered before this final conclusion is accepted.

Dr. George M Carnie
Mrs. Jean Dubofsky
Dr. Thomas B Gottlieb
Dr. Gerald Prince
Mr. Harry Walters

INTERVIEW WITH ADOPTION AGENCY PERSONNEL
October 7, 1973

MEETING WITH: Wende Grant, Sandy Schneider, Peg Pearson and Lanny Tollman (spelling?) interviewer: Jean Dubofsky.

OBSERVATION: Our belief is that many of the problems this organization faces stem from a pattern that was developed when the group was quite small and all the members of the Board of Directors were active in all facets of the organization. Now that the adoption agency operates nationwide and is extremely time consuming, the old patterns are really no longer possible, no matter who does the adoption agency work. Most organizations begin around a work unit such as the adoption agency, and the Board of Directors is only in an occasional advisory and overseeing role. The working unit is given a budget, and operates within that budget. The executive director of a working unit reports to the Board of Directors, obtains approval for a budget, and the Board of Directors resolves those occasional problems which are not capable of day in and day out resolutions. It seems to me that this organization has grown beyond the stage of day and day out work participation, but it does not have day in and day out control of its money and the Board of Directors expects to be involved too often in decisions made by an agency. Whether the present personnel continues or not, I think that the Board ought to be aware that difficulties will continue if too many people attempt to be involved in the operation of the working unit.

INTERVIEW INFORMATION:

1. What are the purposes of FCVN? (a) Provide life support for the children in Vietnam; (b) through adoption, place children with the best homes possible (once the lives are initially saved, the agency must provide care for the children); (c) raise money for orphanages and houses.
2. What specific jobs or tasks does the Board carry out? (a) Fund-raising to keep the houses in Vietnam open, particularly now through garage sales; (b) pack milk, clothing and diapers which take a lot of time; (c) legislation; (d) arrange convoys (Trudy Silverberg is very good at this); (e) Approve policy, do fiscal planning, receive donations, etc.; and (f) chapter relations (there has been some bad feed-back on the Board's activities from throughout the country. The group believes that Bonnie Person (spelling?) is doing a conscientious job in public relations--some bad letters that have come in are getting through to people through the news letter.
3. What specific jobs or tasks does the adoption agency carry out? (a) One of the most time consuming has been to get other adoption agencies, particularly state welfare agencies, to accept FCVN as a

legitimate agency; (b) meetings to establish policy; (c) constant phone calls at home for all workers. Wende spends four to five hours a day on the telephone. The agency receives 45 to 70 letters per day and answers 20 to 30 letters per day. The secretary types these letters. (d) Processing of adoption papers. Each adoption takes 20 to 30 hours, and the agency processes about five adoptions per week. There are 50 applicants for each adoption process, and each applicant request must be responded to, filed, and that applicant is usually heard from again. Relationships with agencies must be maintained, and a revised list of families is established each week. The process for adoption for each family includes the following:

1. Receive first letter of inquiry.
2. Send m-file letter.
3. Return-file with letter.
4. Average two letters inquiry - answer.
5. Send applications.
6. Receive applications and check - start file.
7. Send letter to State welfare agency.
8. Give each family to a worker and the worker sends the second packet.
9. For a worker average three letters per packet.
10. For a worker average 10 phone calls per case.
11. Correspond with the homes study agency and receive a home study.
12. Home study receive, log file, and send to MSW.
13. MSW read study.
14. Average one letter to a home study agency by MSW.
15. Approve study and notify WSG (MSW).
16. WSG makes copies, approves list and sends to workers.
17. Write approval letter for dossier.
18. Receives dossier, log file, send to worker.
19. Worker checks dossier and notifies of correspondence.
20. Checks approve dossier and home study, puts them on

approved list.

21. Assigns child at staff meeting.
22. Notify State Welfare.
23. Receive acceptance of child.
24. Send cable to Saigon of acceptance.
25. Send dossier.
26. Information on child into family file.
27. Send third packet.
28. Receive BC and log info. *birth certificate?*
29. Send BC to State Welfare.
30. Receive R and log.
31. Send R. to State Welfare.
32. Receive notice file from INS and log.
33. Receive notice of acceptance from INS and log.
34. Receive notice of arrival.
35. Notify family and worker of arrival.
36. Notify State Welfare of arrival.
37. Make call back to family in log.
38. Worker file to office and move to inactive.
39. Receive post-placement reports.
40. Receive notice of final adoption, U.S.
41. Receive final VN proxy adoption decree.
42. Send VN decree to State Welfare and family.

(e) descriptions of the children are sent to each worker, and each worker matches those descriptions with their family; (f) two to three times per month the agency writes to Rosemary Taylor and sends her the INS information and the name of each child assigned. This is

eight to sixteen hours of work and Sue Johnson calls each of the workers and spends about an hour talking to each before this information is compiled. (g) Irregular adoptions: These are where someone has written to an orphanage or has a picture of a child -- here all of the work has to be re-done and the orphanage has to be contacted; (h) familiarity with adoption procedures in each state: This includes the State Welfare policy and procedure and knowledge of caseworkers and directors. The agency has had to initiate and maintain relationships with State Welfare departments and has sent them FCVN policies and procedures, and must retain knowledgeable of each state's changes in personnel and policies. For example, both Ohio and Alabama have recently accepted FCVN as an agency which can be worked with through their state agencies. (i) a weekly staff meeting which lasts from 9:30 in the morning until 3:30 in the afternoon (plus a long drive for some of the workers). At this meeting, children are placed, home studies are gone over, and the full staff participates in these decisions. (J) Once a month, the staff meets at Wende's house and goes through the complete files for all active cases. (k) Once every two months, each worker meets one-half to one full day with Wende to go through each of the worker's files. All of this is thought to be necessary in order to maintain an established reputation as a competent agency. The amount of work involved is approximately 30 hours per week per person; Wende and Sue spend about 60 hours per week. Post-placement time is ~~last~~ less(1) Post-placement: A third packet describes the problems which a child may arrive with. The agency is now working on new policies for post-placement such as finding out what diseases ^{the children} are likely to have when they arrive. Lanny works particularly well with older children, 18 months and older, who may have problems. The worker makes a post-placement call, and then if she finds any problems, refers those problems to Lanny or Doris. Should placement fail, the agency is responsible for taking care of the child. In normal adoptions, there is a five to eight percent placement failure rate. FCVN has a one percent failure rate. However, the members of the agency believe that there should be some money available, and set aside, to take care of any child when a placement fails.

FROM HERE ON, THE REPORT IS DIVIDED IN TWO PARTS.

I interviewed the people listed above, and Dick Conty interviewed John Califfe, Sue Johnson, Nancy _____, and the new staff person whose name we do not have. First, I shall summarize Dick's report, and then summarize my own report. Dick's report will be more an outline form, and I will explain in more detail in my report.

4. What frustrations have you experienced in carrying out work of FCVN? RA. Within the group the problems are as follows: Lack of time and pressure of work, red-tape in dealing with adoptions, the hassles of many phone calls from parents, time-difference throughout the country which mean that phone calls from the East Coast may come very early in the morning, and the question of whether the group was completely standing together. John was in the group and the other people in the group were quite open in saying they thought he was sort of sitting on the fence and was the type who tends to do so. He is particularly valuable to the group because they need someone with an MSW; at the same time he is paid for his time since he is on the staff

of Lutheran services. Otherwise, they believe the group is very solid. (b) outside the group - their problems seem to be mostly with the Board.

5. Why do you think the adoption agency resigned? They believe that it has been basically a problem of role definition. The whole issue was brought to a crisis over the budget, and the Board's refusal to set up a budget for the agency. They believe that the president of the Board is particularly authoritarian. There were a number of problems involved around obtaining the license for the adoption agency. This group believed that the Board had been particularly rude to Wende and has engaged in character assassination. In transactional analysis jargon, they felt that they were "parented all the time." They feel that they have to go to the Board for any little request and that this always results in a battle. They want their own treasurer and believe that of the \$250 fee, after \$150 goes to Saigon, the other \$100 should go to the agency directly rather than into the general fund along with donations, with an allowance to the adoption agency. They believe that if the \$100 fee went directly to the agency and they had their own treasurer, many of the little hassles would be ended. They also feel that confidential information is confidential, and that means that it does not go to the members of the Board. Information can go to the Board in general terms, but it should not include the use of names. They believe that the Board is not aware of the problems of the agency and that the Board is not aware of the Board's poor reputation because it has reneged on so many past promises.

6. Are you angry, upset, disturbed, or bothered about something within the FCVN organization? The adjectives used were bitter, frustrated, depressed, and troubled. They were particularly concerned about the attitude of the Board President who keeps a "track record" on each person, and when a person says something he does not like, he chalks up a black mark beside their name.

7. Considering the problems we have discussed, ideally, how would you like to see them resolved? (a) A professional director to be hired. Here there was a conflict over whether the director should be a volunteer or professional, with the recognition that a professional director would require fees to go up. (Professional in these terms is equated with non-volunteer) The observation was made that Rosemary is no longer a volunteer; however, the group would respect Rosemary if she said she did ~~not~~ want a volunteer director. They believe that at any rate, replacement for services funds should be available for all of the volunteers in order that they can have some assistance with their other work since they volunteer so much time to the agency. They thought that professional people and impartial people should serve on the various committees to avoid emotion over such things as how representatives are chosen to go to various meetings and conferences.

(b) All meetings have to be public as required by the By-Laws. The feeling is that too many private phone polls have been taken and that these result in board action contrary to what is required by the By-Laws. (c) A complete administrative over-haul. (d) Adoption fees should be separated from fund-raising; (3) a recognition of the need for the Board to give advice and support but not to be involved in the daily activities of the agency -- essentially a change of attitude.

8. There was total support for Wende, with the comment that she is the foremost authority on how to get children into this country from Vietnam. The feeling is that much of the problem centered around Wende is one of jealousy by certain members of the Board.

9. Considering the information gathered, what are the next steps to begin to solve the major problems you have identified? This group suggested a legal separation as far as possible of the agency from the Board, with an advisory board to the agency to be a buffer in relationship with the Board of Directors. They suggested that a trust level be built between the Board and the Agency, and that to do this would require a different president. They suggested in-service training to open communications between the Board and the Agency. They also realized that the Board can carry on without the Agency.

THE FOLLOWING IS THE INFORMATION OBTAINED FROM JEAN'S INTERVIEW WITH THE GROUP IDENTIFIED AT THE BEGINNING OF THIS MEMO.

1. What frustrations have you experienced in carrying out the work of FCVN?

(a) Within your group, the agency. Everyone works very well together and is committed.

(b) Outside your group - the problems have been with the Board.

(1) The Board sent the air fares from parents who were paying for the flights for the children on to Saigon. That money should be in a trust account. ~~Does~~ The agency want its own treasury to keep the legal fees and air fares separate from donations and staff expenses. (The agency realizes that most of the donations have come from the newsletter which Karen Maddeson does well. They think there has been nothing else in donations since April, but that Rosemary Taylor has opened two \$50,000 houses on the promises of \$1,000,000.00.) The only treasury funds they have been offered are from their "allowances" only, and they think that may result in real problems with air fares; the air fares and legal fees, ^{and funds} for which all people involved could be held personally liable.

(2) Votes have been taken by telephone for board decisions and not in open meetings.

(3) The prestige attached to the adoption activities of the entire organization. The organization is to be a small group with everyone involved in adoption. When the organization became nation-wide, it became impossible for everyone to be involved all of the time. There were also problems with confidentiality, and Wende said that she put restrictions on the release of family names because her feeling was that the names and income should be maintained in confidentiality since they are operating as a professional agency. She was also concerned about the board or members of the board wanting children to go to families who had the most money and therefore might be potential donors to the organization. She thought that all applicants should be treated fairly. She also seemed to feel that there was some jealousy over Wende's activities since she has been working on Vietnamese adoptions since 1965 and has been on the board since 1967. Most of the original board members are no longer on the board; the newer board members are ones with adopted children. The members of the group suggested that Lise-Anne, who is a former president of the Board and now assistant to the president, was particularly a problem as far as jealousy was concerned. Lise-Anne had commented to Wende that she, Lise-Anne, would be "head of adoptions after all."

(4) The Board kept changing its position: One week it would give the agency a vote of confidence, and then the next time it would change its mind. For example, they were given autonomy to present a license application. One week later, the Board wanted another meeting and at that time went through confidential files. Wende went to Vietnam to obtain the license, and did most of the work on it. The Board insisted that Mr. Markson go on the trip, but he had nothing to do once there. Lise-Anne held a press conference on the contract before it was signed. There were a number of personal barbs and things became a matter of trust. Two days after the trip to Vietnam, David Cupp (spelling?) proposed that Wende be fired and made a series of "ridiculous accusations" in the terms of the group. Another example was that the Board first made Wende the executive director of the adoption agency. They then gave that title to Lise-Anne. When it was pointed out that Wende was already the director of the adoption agency, they changed Lise-Anne's title to assistant to the president. The hassles between Wende and Lise-Anne have gone back a year or so when Wende and Lise-Anne went to Vietnam. The day after Wende was appointed executive director of the agency, Lise-Anne resigned. She later ran again and was re-elected to the Board. Al Westlake, the present president of the Board, asked for the equivalent of \$21,000 a year or he would resign as president of the Board. At that point it was decided to make Lise-Anne his assistant in order to ease the amount of work he had to do. Wende was invited to a conference recently in Washington. She said that she did not believe she should go as it might involve some commitments and there was a very uncertain status of the agency at this time. Al Westlake then sent his wife Carol to the conference to negotiate, although John also went to the meeting.

Wende did not go to the meeting. Another frustration mentioned was that board members apparently have been calling on families which have made plans for adoption saying how bad the adoption agency is. Also, board members have brought gifts to some of the families who are waiting for children. The families sometimes have asked how in the world anyone else knows that they are about to adopt a child. This reflects on the confidentiality and professionalism of the agency.

2. In paragraph 5, why do you think the adoption agency resigned? The adoption agency resigned because the board refused to pass their budget as proposed. That alone would not have led to a resignation, but coupled with the history of the relationship between the agency and the board, it was the last straw. In July, the agency hoped to separate it as far as possible from the Board. Chuck Dalla was to serve as the co-between. They thought their proposals for a budget went through two weeks ago, but when they talked to the treasurer and found out that they did not have a separate treasurer and were not given a budget to pay for household replacement help, they resigned. They had asked for \$15 to \$20 per week per worker plus babysitting money for child care during staff meetings. Each worker puts in sixteen to twenty hours per week and anytime beyond that, they should be allowed to obtain replacement help if they want. Times have changed since they were a local agency, and they believe that at least the money for the adoption agency should be separate. Personality differences have been a major factor in problems developing. Wende and Lise-Anne have been at odds for at least a year; Al Westlake has not helped matters at all.

3. Are you angry, upset, disturbed, or bothered about something within the FCVN organization? They were all extremely upset about something they consider to be a tragedy. They think that several members of the adoption agency have had health problems because of the hassles, and that everyone is losing a lot of sleep. They are not at all optimistic about any resolution to the problem.

4. Concerning the problems we discussed, ideally, how would you like to see them resolved?

- (a) Four particular members of the Board should resign.
- (b) Make the agency as separate from the Board as possible, including a separate treasury.
- (c) Allow the people who are responsible for the agency to run it.
- (d) Resolve this problem so that they will have some time to start new programs such as for hard-to place children. They believe they could place 50 to 100 crippled, blind, and deaf children per year.

(e) The members of this group love their work and think they are good at it. They believe they have a very good reputation nationally now, and they would like to continue their work.

5. Is there anything that has not been covered that you would like to comment on? Wende said that she thinks there is one thing that created as much bitterness as anything. She and her husband, Duane, asked for an audit of FCVN because they thought that an audit would correct an attitude toward the funds of the organization. They were not particularly concerned about loss of money (although there had been some small amounts unaccounted for). They thought that there was a chance that the whole organization would have to provide an audit, and now they do have to be audited if HEW is to vouch for them as an organization participating in international adoptions. One small group fought the audit and were quite opposed to it. There was a long hassle before the audit was completed because of a reluctance to give the books to the auditor.

Sandy commented, although she has just begun, ~~said~~^{that} she would not continue to work for the group if the group continues to send air fares to Vietnam for expenditures over there instead of reserving them for the families who sent them in. She believes that the group must have a separate treasury before she will continue to work for it.

6. Considering the information gathered, what are the next steps to begin to solve the major problems you have identified? The group recognized that it is completely up to the Board to make any decisions about the future of the agency. The agency is without power, and will not at this time attempt to gain any power. They think that John will stay and that a new volunteer staff can be recruited. Ultimately, they believe that the volunteer staff will be replaced with professionals and that the agency will lose its "volunteer" status. They believe that fees will ~~triple~~^{double}. They believe that it will take a long time to regain confidence from cooperating agencies, and that it will take a very long time to learn the processes of adoption. They think there will be less work to do in Colorado than there will be in other states because of the difficulties of knowing exactly who needs to be worked with. Since their resignation, they have kept working, but they have cancelled the clerical help. There are approximately 1,500 families waiting for applications. They have only been keeping up necessary things, and the back-log of work is building up. The contract is in the name of FCVN (the contract with the government of Vietnam in order that children may leave Vietnam). U.S. Aid opposed the contract. It was very difficult to obtain, and would be very difficult to transfer. They got the contract because Ambassador Whitehouse made a personal request since he had a great deal of respect for Rosemary Taylor. They think that that will make it difficult to set up an adoption agency by any other name.

Oct 23
1973

- I. Since I have thought over the matter and considered the implications of beginning again with a new adoption committee, I have rejected the idea, if any other solution is possible:
- II. Since the former adoption committee have all expressed their desire to continue working under certain conditions:
- III. Therefore, I consider it expedient in every way to create the conditions under which the former adoption group can resume work:

- namely:
- a) Creation of a new Board: acceptable to the adoption committee as well as all other committees...an administrative and policy-setting board, capable of giving the necessary support, and not a working board composed of very busy committee members.
 - b) Total separation of the Adoption group treasury: Funds must be handled by the group in accordance with own needs. These funds should in no way be confused with life support or other fund raising.
 - c) Reimbursement for secretarial or household services should be available to any volunteer putting in over 20 hours a week.

CREATION OF A NEW BOARD I envisage:

- I. Resignation of officers all but three or five of the current board (as named by myself) from their positions as Board members while retaining their operational positions as workers in the different areas according to their talents, and along the lines of the present set-up. These 3-5 will appoint three new board members, and then resign themselves, or may remain on the board if they are in conscience able to continue under the new arrangement.
- The remaining board of 3 to 6 members will comprise an INTERIM BOARD until the next elections take place.
- II. Reappointment of former adoption group either by the INTERIM BOARD or by the old Board, prior to their resignation.
 - III. No one from the old Board will stand for re-election for at least 6 months (or one year?).
 - IV. A new board of experts in different fields may be elected (people who are financially secure in their own jobs and who also have some understanding of the spirit of FCVN), who will

be capable and willing to advise the different committees with professional expertise, and set appropriate policies. They will also make appropriate amendments to the By-laws according to current needs.

Board members could include such people as:

- Corporate law specialist
- Doctor
- Finance expert
- Communications expert
- An MSW with adoption experience
- An adoptive parent.

Husband-wife teams should be avoided.

- V. PERHAPS: creation of role of EXECUTIVE DIRECTOR who would be responsible to the BOARD for the entire operation.

This position ought to be discussed carefully with an administrative consultant, such as was offered to the Board some time ago by Mr. Milt. Hanson from the State Welfare Dept...a proposal which, if it had not been so rudely rejected at the time, might have, if accepted, avoided the present crisis.

WHY I PREFER CREATION OF A NEW BOARD AS A SOLUTION MORE ACCEPTABLE THAN THE CREATION OF A NEW ADOPTION GROUP

- 1) Present BOARD does not appear to function with objectivity of a Board, but as a harrassed group of hard-working people, too involved in operational functions.
- 2) As hard-working people their services are greatly appreciated and not easily expendable, but as Board members, they are totally expendable and replaceable.
- 3) The Adoption group is by far the most important contribution of FCVN Colorado to the entire operation in Vietnam and "status quo" of this part of FCVN Colorado, is to be retained at ANY cost.
- 4) The take-over of an enormous caseload by an entirely new group of people headed by a person with no previous experience in international adoption is a naive proposition. It is unacceptable to me and would severely test the endurance of the State Department of Welfare, who have already invested such a lot of time in communicating instructions to the former adoption group.

5) After reflection on the matter, I must regretfully endorse my Saigon colleagues vote of "no confidence" in the present board which has failed in what can only appear as its heaviest responsibility: keeping intact the adoption group so that adoption work has not been impeded.

6) Financially, we have been totally misled by FCVN Colorado, perhaps unknown to some of the Board members. Now that we understand more fully the situation, we would like to relieve FCVN Colorado of all the fund raising burdens.

We asked only for what had been offered us, and regret the panic caused by this request.

The letter of 19 September sent out by Bonnie Person has really distressed me by its lack of discretion.

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If Board refuses to resign, and to be set up under the above outlined structure (or something similar)...and therefore the adoption group cannot be reinstated under its own terms, then the organization in Saigon must regretfully seek registration under a new name, and no new children will be proposed for adoption through FCVN Colorado.

It was clearly indicated to me at the Welfare Department that the new corporation did have every chance of being licensed and we would proceed with this plan.