

**FASS
VISTA
Initiative**

VISTA VISION

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Change Masters

Who is a Change Master? Change Masters are individuals who help bring about change in an organization or community. These individuals can be anyone from a K-12 teacher, a student, to an AmeriCorps*VISTA member. It is the leadership of these individuals that



Emerging AmeriCorps*VISTA Change Masters at our annual In-Service Training in Gainesville, FL.

helps collectively define what the future should look like, aligns people with that vision, and inspires them to succeed despite the obstacles. In *Leading Change*, author John Kotter states that successful transformation or change is 70% leadership and 10-30% management.

So how does a Change Master help communities and organizations evolve into the future they want? According to Rosabeth Moss Kanter, they employ seven essential skills. The first skill is *Sensing Needs and Opportunities*. As Change Masters tune into their environment, they start to notice emerging ideas well before they are popular or widely known. Curiosity leads them to stay alert to finding creative ways to monitor the environment for ideas to solve problems and weaknesses. Change Masters also possess *Kaleidoscope Thinking*. This is the ability to stimulate breakthrough ideas via brainstorming, leading mind-opening experiences to new places, or looking for new patterns or combinations. *Setting the Theme* is the third skill. Change Masters find the passion to match the coalition's aspirations and exercise the ability to shake inertia and get people excited about something new. New ideas are great, but

implementing them can seem overwhelming for people who are already very busy. Fortunately, Change Masters are also experts at *Enlisting Backer and Supporters*. They build coalitions to garner support on all levels to create new investors and champions.

The final three skills are really about doing the work. The fifth skill is about *Nurturing the Working Team*. Change Masters inspire while allowing team members to take ownership. They are also there as problem solvers and resource and structure builders. The sixth area concentrates on *Mastering the Difficult Middles*. This is the stage when the excitement and newness have started to wear off and most new coalitions start to falter. The Change Master takes this in stride by being prepared for unexpected opportunities or consequences and persisting and persevering in the face of obstacles. The last skill possessed by a Change Master is *Making Everyone a Hero*. They find every opportunity to recognize people for their accomplishments and build incentive systems for change.

Here at the FASS VISTA Initiative, we foster and celebrate an environment where Change Masters are emerging constantly. Florida communities are changing due to the civic engagement and passion of hundreds of individuals. Thank you to all our AmeriCorps*VISTA members who are the heart and soul of this change.



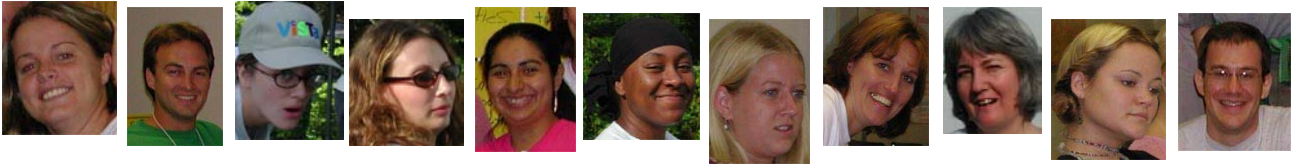
**Note from
outgoing
VISTA
Leader
Jean Kern:**

I have been blessed with a 25-MONTH LONG EXQUISITE DIALOG OF ENTIRE-ISM-ING. I leave the FASS VISTA Initiative, having lived and loved, explored, celebrated and employed all the contents of my 100 room CATHE-DRAL...

Travel safe. Journey well. I love it when our paths cross!

Appreciating you 24/7,
Jean Kern, VISTA Alum

Building Blocks of Change



Community building is a cornerstone of the FASS VISTA Initiative's service learning mission. AmeriCorps*VISTA members working hand-in-hand with students, teachers, and communities serve as the building blocks for change. Since 1999, AmeriCorps*VISTA members have dedicated over 438,000 hours constructing a better future for Floridians. A special thanks to the following members who completed their service this summer.

Jean Kern Anne-Elise Keen
 Claire Archer Catherine Murphy
 Sue Baldwin

Tom Henry Reshma Patel Tania Guzman
 Rachel Levey Ann Lewondoski Vickee Syes
 Vicky Croteau

We wish all our VISTAs and alumni success in their upcoming year!

As we embark on our third year, FASS VISTA has some wonderful opportunities open to individuals and communities. If you are interested in applying to be a VISTA or new project site, please contact Ericka Zdenek at ezdenek@admin.fsu.edu. We look forward to new collaborations to help Florida's schools and communities meet their needs.

As these talented individuals ended their service, we experienced an influx of new change agents.

SAVING LIVES



Luke Hamlin
 AmeriCorps*VISTA
 Pine Jog Environmental Education
 Center



This story is based upon one kid's attitude toward school, learning, the environment, or anything else not having to do with skateboarding. I have had discussions with his mother about his lack of interest in school, and she is very concerned about his future.

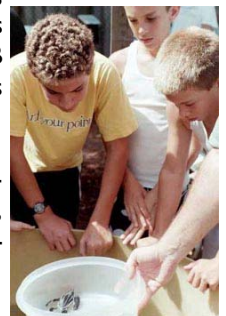
After participating in a couple of projects with the Department of Environmental Resource Management, Pine Jog's Youth Advisory Board (YAB) decided to take a field trip to Juno Marinelife Center to learn about sea turtles and how human disturbance can impact their nesting grounds and their life at sea. The tour of the Marinelife Center was very informative and kept the interest of the students. Since the beach was across the street, we decided a beach clean-up would complement our visit to the Marinelife Center.



As we began our beach-cleanup, Daniel discovered a one- or two-day-old sea turtle tangled in a storm drain outfall pool. This storm drain pool was near the street about 100 yards from the shore, so the hatchling traveled the opposite direction of the ocean. This proved how artificial lighting can misdirect hatchlings. Daniel was very excited that he saved the hatchling's life, and all the other kids followed him back to the Center, where the hatchling would be nursed to health before being released.

This experience has changed his attitude toward the environment, learning, nature, and life in general. I expect to see his positive experiences with the YAB carry over into his school activities in the future

Whether it be an organized beach-cleanup or a simple day at the beach, one never knows what s/he will discover, protect, or save.



Thoughts on Indirect Service



Tom Henry
AmeriCorps*VISTA Leader
FASS VISTA Initiative

I came to AmeriCorps*VISTA blissfully unaware of the existence and the challenges of indirect service. Having just recently returned from three years of teaching overseas in the Peace Corps, I was used to thinking about volunteerism only in the very narrow terms of direct service. This concept of service is inevitably the one most people think of first. It is the kind of service stressed in religious stories like the Good Samaritan. It is the kind of service most valued in our culture, which tends to promote and support bold and decisive action above all other forms of problem solving. And it is the kind of service most satisfying to the server, who can get concrete and immediate daily feedback about the value of the work they are doing. Given these prevailing views, the term “indirect service” seems like an oxymoron. Even the connotations of the word “indirect” itself are negative—sneaky, dishonest, evasive.

“VISTA is grace—grace to act against the common conceptions of service and to work behind the scenes, quietly getting things done.”

Yet despite the conditioning of religion, culture, and experience, I wound up as the leader of a VISTA project in Florida. To be honest, I came in with one eye cocked, not wholly convinced of the value of this new and different type of service. However, I have been won over. After hearing your stories and seeing for myself the work you and your volunteers are doing, I know now that VISTAs are the tortoises to other volunteers’ hares. VISTAs work on the most important aspects of a project—organization, sustainability, and capacity-building—without the sexy headlines, without immediate gratification or the closure of seeing a project through to its conclusion, and often without the respect or recognition lavished on other volunteers. This kind of contribution requires a tremendous amount of dedication from VISTAs in addition to the extraordinary sacrifice and daily challenges that come with living in poverty in America. The word I keep coming back to in relation to VISTAs is grace—grace to act against the common conceptions of service and to work behind the scenes, quietly getting things done. Our service may be indirect, but it is not innocuous, it is not inferior, and it is not unimportant. Instead, it is intense, inspired, and incandescent, and I am proud to be a VISTA with you all.

Art Around Town



One hundred Ringling School of Art & Design freshman participated in the Mural Makers Service Project on August 22, 2003 in Anchin Pavilion Memory Garden at the Kobernick House in Sarasota. The students painted a rainforest mural to help stimulate Alzheimer’s patients’ memory through movement, color, and imagery. Kelly Moselle, Assistant Dean of the Office of Student Activities, commented, “As educators, we have a responsibility to teach students, no matter what they are studying, about civic engagement. There is an additional responsibility to make art students realize that as artists, they have a powerful impact on society through their work. Artists have the ability to reach large audiences through visual imagery. Engaging them in their civic responsibilities will hopefully encourage them to include those concepts in their work, and continue to spread those same concepts to the world.”

A Few More Tools for Your Toolbox



A great leader worked in the field as his people finished their project. When they were finished, they patted each other on the back and declared 'We've succeeded, and we did it ourselves!' The great leader smiled, knowing his job was done.

Tao Te Ching

Defining Community Leadership Roles:

Mentor

Are you a mentor leader, or a boss leader? As a mentor, you are a catalyst; that is someone who gets things started and keeps them moving. A mentor will encourage new ideas and perspectives by inspiring the members of the group to address issues and consider alternatives. As a mentor, your purpose is to draw out the best in each member of your group. You don't have to lead the group to

consensus or a certain result. A mentor will encourage communication and the exchange of ideas in a thoughtful manner. You will keep the shared vision of your group alive by encouraging each individual in your group to thoughtfully participate in discussions and activities.

Coach

coach (kōch) n. 1. A person who trains and directs individuals or teams. 1b. One who gives instruction. 2. One who prepares others, who enables and inspires others.

ath-let-ic (āth-lēt'ik) n. The principles or system of training and practice for activities that require physical skill and stamina.

team (tēm) n. 1. A group on the same side. 2. A group organized to work together.

Servant-Leader

The servant-leader is a servant first,

leader second. Do you have a natural feeling that you want to serve others? A servant-leader serves others, and then, as the course of time happens, becomes a leader. The difference between a regular leader and a servant-leader comes from the care taken by the servant to make sure that other people's highest priority needs are being served.

*For All Leaders...*The best test is, do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to serve others? And, what is the effect on the least privileged in society; will they benefit from the service of the leaders, or at least not be further deprived of what they need?

What kind of leader are you...?

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FASS VISTA Initiative's NSLC Update

The National Service-Learning Conference is just around the corner. I want to thank all of you who submitted presenter proposals last month. I am excited by the prospect of having a large majority of our FASS VISTA family sharing their best practices next March. If we can be of any assistance in your conference planning, please feel free to contact us.

As you are aware, Tom and I are in the pre-planning stages for our combined Supervisor/VISTA Meeting. We would like this to be a productive

meeting in Orlando so we will be calling on you to help guide the agenda and format. There are some things that you can expect:

- Both Supervisors and VISTAs need to attend the one-day program meeting now currently scheduled for March 27th.
- VISTAs will attend the entire conference as a part of their in-service training. To an extent, VISTAs will also serve as volunteers to help with the logistics of the conference. Finally, VISTAs

will also co-present an informational session on our VISTA Initiative.

- We would also like to extend an invitation to be part of the Conference Working Committees. Examples of committees are Southern Showcase, Service Corps, Arts & Entertainment, On/Off-Site Service Projects, etc. Contact Joe Follman at jfollman@admin.fsu.edu or www.nylc.org for more information.

Quotable Quotes

Sometimes other people's genius can expand on our own capabilities of moving mountains and changing lives. Here are some favorites.

We must be the change we want to see in the world. Ghandi

Never doubt that a small, group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has. Margaret Mead

Tell me and I will forget. Show me and I will remember. Involve me and I will understand. Chinese Proverb

How wonderful it is that nobody need wait a single moment before starting to improve the world. Anne Frank

Everybody can be great because everybody can serve. Martin Luther King, Jr.

We are all continually faced with a series of great opportunities brilliantly disguised as insoluble problems. John Gardner

We are what we repeatedly do. Excellence, then, is not an act, but a habit. Aristotle

Do not wait for leaders; Do it alone, person to person." Mother Teresa



AMERICORPS

Corporation for
**NATIONAL &
COMMUNITY
SERVICE**

Do Something for Somebody Quick...



Vickee Syes
AmeriCorps*VISTA
VolunteerLEON

Have you ever wondered if you are in the right career or if you are truly serving your purpose in life? For the past five years, I often wondered this very same thing, but now the wondering has ceased. I knew that when I was sworn in as an AmeriCorps*VISTA on August 22, 2003 and when I began my service at VolunteerLEON on August 25 that I was on the right track. However, my purpose was confirmed, without a doubt, on September 10 when I visited Fairview Middle School to do a presentation on volunteering for the entire student body.

The principal, Dr. Roger Pinholster, wanted students to celebrate the spirit of volunteering, so he called it *Helping Hands Day*. He wanted students

to get motivated about community service. Middle school students can be a tough target group because often those in the “middle” are overlooked like being the middle child. This group was well-behaved and attentive. I had to make sure I captured their attention and kept it for the

duration of my 20-minute presentation. I opened with my game show called, *The Strongest Link*. I was pleased to see the number of students who wanted to volunteer to be contestants. Perhaps they were thrilled because I was giving away prizes, but that’s one way I was able to reach them. I won’t go into detail about the game because you’ll have to see the game for yourself in order to experience the impact. I will say that the students enjoyed it and now have a better outlook on the qualities that volunteers possess.

Throughout the presentation, I discussed volunteer opportunities



VISTA Vickee Syes inspiring Fairview Middle School Students during Helping Hands Day.

with community based-organizations and that there are no age requirements for volunteers. It was interesting, but not shocking, to find out that many students believe that community service is only for those who have done something bad or committed a crime and that trash pick-up is what many think of when they hear the words *community service*. Well, they now know otherwise. The students



Fairview Middle Students share their thoughts on what it means to serve your community.

were excited to hear about the many benefits of volunteering and that often times those benefits are not so obvious.

As the presentation came to a close, I once again asked for a volunteer to help me read the poem, *Do Something For Somebody Quick*. During one of the six presentations, I called on a young boy to assist me. He jumped from his seat with enthusiasm. To make it easy for each participant, I provided a laminated copy for them to read while standing in front of the audience. This young student, and we will call him “Johnny”, did a great job despite the snickering from the audience as he read his part. Once we finished the poem he went to his seat smiling and the audience was cheering. After the assembly ended, the principal told me that “Johnny” was a special education student, could barely read, and never volunteers for anything. It was at that moment that I knew I was now serving my TRUE purpose in life.



325 John Knox Road
Building F, Suite 210
Tallahassee, FL 32303

Phone: (850) 488-9660
Fax: (850) 922-2928
Email: ezdenek@admin.fsu.edu

FASS VISTA INITIATIVE

*To empower students through volunteerism
and service-learning to create positive
change in schools and communities*

Check us out at
www.fsu.edu/~vista

Current FASS VISTA Initiative Sites:

Higher Education Civic Engagement Programs

Warner Southern College	Florida Gulf Coast University
University of Florida	Ringling School of Art & Design
Miami-Dade College	Brevard Community College
Florida CHESP	Community Renaissance Partnership

K-12 Service-Learning Programs

Pine Jog Environmental Center	Volunteer Center of Manatee County
Bay High School	Volunteer Leon
Miami-Dade Public Schools	South Lake High School

*Thanks to all our host sites and project supervisors for their partnership
and commitment!*

Six months At A Glance

October

15 Project Progress Reports Due
25 Make A Difference Day
27-30 Early Service Training in Atlanta

November

2-4 Environmental Service Learning Institute in Ellenton
11 Veteran's Day
14 Service Learning & the Arts Conference in Jacksonville
18-21 Pre-Service Orientation in Atlanta
27 Thanksgiving

December

10 Applications due for January PSO
25 Christmas

January

15 PPR due for 1st year programs/Sustainability Plans & updates
19 Martin Luther King, Jr. Day
27-30 Pre-Service Orientation in Orlando

February

14 Valentine's Day

March

24-26 Gulf South Summit on Service-Learning in New Orleans
27 FASS VISTA/Supervisor Training in Orlando
28-31 National Service-Learning Conference in Orlando

**Don't forget to register by December 15th
to qualify for the Early Bird Rate for the
National Service-Learning Conference. Go
to <http://www.nylc.org/conference/>**