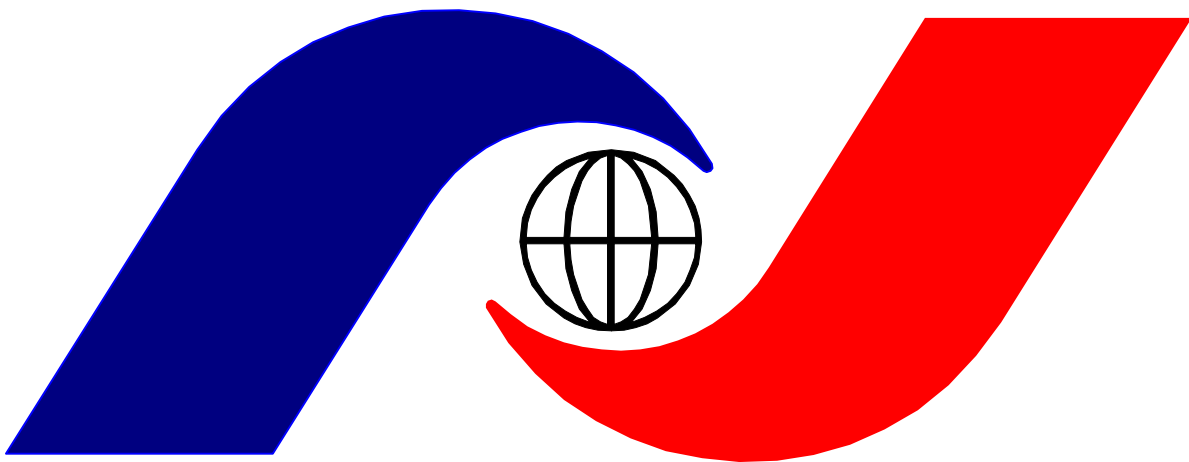


# NATIONAL SPACE SOCIETY CHAPTERS' HANDBOOK



Fourth Edition -1998

## FORWARD

This *Chapter's Handbook* is the collected experience and wisdom of hundreds of space activists and chapter leaders who have gone before you. Use it for ideas, use it to solve problems, and to make your chapter even more effective in leading the movement of human civilization into space.

Our mission is to educate, inform and motivate as many people as we possibly can so that together we can advance the day that mankind will live on other worlds. An effective job by your local chapter is essential to that mission. How you organize and administer your chapter is a major part of your ability to be successful.

Share this information with all of the Members and activists in your chapter and with other chapters in your region. Finally, share your experiences, challenges and successes with NSS for everyone to benefit through future releases of this Handbook.

Together, we will make the dream a reality!

Ad Astra!!

Shirley Smith

NSS Vice-president - Chapters

### EDITOR'S NOTE:

This is the fourth edition of the National Space Society's Chapters' Handbook. It is a direct descendant of the L5 Chapters Handbook published by the L5 Society before its merger with the National Space Institute created the NSS. A 2nd edition was published in 1985. In 1991, the 2nd Edition needed to be recreated after loss of the original text (2nd Edition - revision A). The 3rd edition was published in 1994. This 4th edition is quite literally the work of hundreds of people, most unrecognized. Individual bylines have been maintained for sections wholly written by an individual..

This edition of the handbook has been designed to distribute on disk. Updated versions of the Handbook will be distributed to chapters in similar fashion. Each Section is numbered internally, so that supplements or entire chapters may be added in the future.

This means that input from you, the user, will be of more value than ever before. As you read the Handbook and put its contents to work on the important business of space activism, keep in mind how it can be improved. Is an important topic missing, or covered too briefly? Have you learned something from a successful or unsuccessful project that can save other members time and effort?

We value content, not elegant prose. Besides, your time is better spent on action. A few sentences, paragraphs or perhaps a quick brainstorming session by project workers that yields an idea-packed list, can be neatly fit into the appropriate section. You will have the satisfaction of seeing the results of your creativity and hard work being put to use far beyond your local area.

Send all submissions, comments, etc. to the Chapters' Handbook Editor, c/o NSS Headquarters.

This Handbook is meant to be an ongoing resource for chapter activists. Please put it (and future supplements and updates) in a sturdy binder and circulate it widely among your members. **Official NSS chapters are authorized to reproduce portions of this Handbook for their members' use only.**

The material in this Handbook expresses the opinions of its creators and not necessarily the official positions of the National Space Society.

**Editor 4th Edition: Chris Pancratz**

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## Section 1 - STARTING A CHAPTER

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- What is the National Space Society?
- What is a National Space Society Chapter?
- A Look at the Chapter Rules
- Starting the Chapter
- First Public Meeting
- What To Do
- Campus Membership

### Starting A Chapter

#### **What is the National Space Society?**

"The shortest and best way to make your fortune is to let people see clearly that it is in their interests to promote yours." -- La Bruyere

The National Space Society is a non-profit, educational organization (United States IRS designation 501(c)(3)) open to citizens of all nations. Our purpose is to develop the nearly limitless resources of the solar system and permit the establishment of a space-based civilization. The Society sees this civilization as economically self-sufficient and supported by a free enterprise structure.

To this end we promote interest in space exploration, research, development and habitation through the media of conferences, the press, library and museum exhibits and other literary and educational means by stimulating the advancement and development of applications of space and related technologies; and by bringing together people from government, industry and all walks of life for the free exchange of information.

The National Space Society, which is the result of the merger of the National Space Institute and the L5 Society in 1987, was founded on the insight that free space, not the surface of a planet, offers the best location for the expansion of industrialized humanity. The Society wants to share both this insight and the prospects that it offers for a hopeful future. In short, we want "Space for everyone to live, work and play!"

The emphasis in the Society is on volunteer leadership and labor. The functions conducted by these volunteers, often done in other organizations by paid staff at great expense, give the Society an impact far beyond its limited resources. This performance, however, exacts a price of its own since volunteers, no matter how dedicated, have their limitations. Whether this is caused by limited free time, a shortage of volunteers or lack of interest in specific projects, the availability of 40 hours/week in volunteer labor is NOT equivalent to a full time staff person.

Remember this when you start organizing your group: you can only take on and perform tasks at a level consistent with the availability and interests of your chapter members.

#### **What is a National Space Society Chapter?**

The NSS exists because of the membership's desire to see an aggressive, ambitious space program leading to space settlement.

What activities does a local chapter pursue? No two chapters are alike. They take on a personality consistent with the talents, interests and availability of local members. Another important factor is the availability of funding and local resources (does your area have a science museum, planetarium, etc?). The broad range of chapter activities includes the following:

- Sponsoring speakers and films.
- Forming a Speakers Bureau for use by local civic and school groups.
- Space Week organization.
- Appearing on radio and TV shows as "local Space experts."
- Visiting local Congressional representatives.
- Political awareness campaigns (letter writing, etc).
- Phone Tree organization.
- Exhibits and Information Booths (at malls, conventions, etc.).
- Teaching courses (continuing education, etc.).

- Co-sponsoring Explorer Posts, Young Astronaut Chapters or other youth groups.
- Operating your own chapter website, hosting chats or a Bulletin Board for space information

Whatever your group decides to do, you need to become an expert in public relations. No matter how good your event, it is only a limited success unless you can get some widespread attention, particularly in the local media. While an activity like teaching a course can be productive in its own right, making an ever wider audience aware of our existence, purpose and goals, is the path to eventual success. Publicity gives us this level of visibility.

### A Look at the Chapter Rules

The Chapter Rules and Rebate Program was developed to protect the interests of the Society as a whole and to provide certain minimal support needed by any chapter. This is a summary of the current rules:

a) We have an incentive program. The Society returns to the chapter a portion of dues paid by new members joining at the Regular and above levels who are recruited by the chapter. A new member is anyone joining the Society who has not been a member during the previous six months. If the person joins at the \$35 and higher rate (Regular, Supporting, etc.), NSS HQ returns \$15 to the recruiting chapter. Any discounted memberships, including special promotions (introductory \$25 level, etc.) are always \$20 first to NSS HQ and the rest to the chapter.

b) There is a minimum requirement of three regular National Space Society members needed to start or maintain a recognized chapter. A regular member is defined as anyone who receives the NSS publication, *Ad Astra*, and who has an NSS membership card..

c) The chapter application and the chapter bylaws must be submitted to the U.S. Chapters Coordinator and copied to the National Space Society, Attn: Chapters. The U.S. Chapters Coordinator is responsible for reviewing the chapter documents and recognizing the new organization.

d) The application must include a proposed name which includes the term "NSS." Geographical descriptions are preferred, with the obvious exception of school names for campus based groups, but should not cover an area greater than that from which members may reasonably be expected to travel for regular meetings (e.g. not Great Britain NSS or NSS Eurasia).

e) The chapter must have a democratic set of bylaws. The definition of "democratic" is left flexible but must include provisions for periodic elections of officers.

f) The chapter must not engage in any activities that are prejudicial to the purposes and interests of the Society, nor shall it represent itself as an authorized representative of the Society unless specific permission to do so is received from the Society.

g) The chapter must provide the Society with at least one name of a primary contact for the chapter, including mailing address, phone number and e-mail address. One person in the chapter must have access to e-mail. It is preferable that this information be provided for all officers.

h) The chapter must submit an initial list of member's names and addresses with the chapter application. This list must be updated as requested by the Society. Any updates in the contact information for the chapter, which is posted on the NSS website and in *Ad Astra*, can be done by the chapter any time at <<http://www.nss.org/chapter>>.

i) Chapters are not granted an exclusive territory. Other chapters may form in any given area.

j) Chapters must provide the Society with a maximum of four copies of the chapter newsletter (if available), to be sent to the address on the attached list.

k) Chapters must submit an annual report in the format specified each year by the Society.



## Starting the Chapter

### convincing yourself

First, convince yourself that you CAN start a chapter. It is not that hard, even though it requires some work. One or two NSS members can easily run a meeting that will get the chapter off to a strong start.

For the most part, new chapters will start off with only a very limited budget and a small group of members. Small does not have to mean disorganized or unprofessional. Simply start out with projects that fit your resources and grow from there. Guard your group's reputation and public image jealously. It is all that you really have to "sell" to the public. If your group ever becomes known as "that flaky space group" you will have a tremendous uphill battle to overcome the image, much less begin to sell our goals or engage in any constructive activity.

### the organizational meeting

To build an organization, you are going to need to get prospective members together to measure interest and to develop a plan of action. The best source of prospective members is a list of Society members in your area that can be obtained from NSS HQ after your chapter has been recognized. Do not exclude other potential sources of members: astronomy clubs, computer clubs, etc.

The effort needed to organize the initial meeting depends on how much you want to put into it. All of the NSS members (and selected other prospects) should be contacted by mail 10 days to 2 weeks before the meeting. It might also be possible to get announcements in the newsletters of local groups whose members might be likely prospects. If at all possible, the prospective members should be contacted by phone two to three days prior to the meeting. This telephone contact should boost your attendance dramatically.

The place for the meeting is not highly critical but it should be comfortable and have plenty of room. In most cases, a member's home should be sufficient.

As an incentive to improve attendance, you should try to offer some type of programming (and let people know about it in advance). An easy first program could be to rent a NASA or space-related tape from the local videostore, view the tape and have discussion about the future of space and what chapter members' interests are in terms of science, exploration and education.

Refreshments should also be served at any gathering. The people who make the efforts to show up really deserve it! Don't make them wait till the end of the program either; serve the refreshments at the beginning and do a little "social mixing" while waiting for stragglers.

To get started, you should prepare a short presentation on NSS and space development in general. Keep it short (under 15 minutes) so that you don't lose people's attention. Then ask each person to state his name and why he is interested in space development. Start it yourself to establish a positive tone and get things rolling. When this is completed, explain your ideas for the chapter in the short term. For now, keep it simple and easy to accomplish at this point. Your major concern during chapter formation is frightening, and perhaps losing, potential chapter activists with the amount of work involved. Schedule the second meeting now, and have its agenda planned if at all possible. It should include something that you think will draw those present at the first meeting, and should also include a chapter's projects brainstorming session.

Before concluding the meeting you need to be certain that each person feels that their time was not wasted at the meeting, and that their time would be well spent with the chapter in the future. A simple short activity, done right away, can be very helpful. For instance, you can ask everyone to write a letter to one of your congressional representatives. Provide stationery, envelopes, writing instruments and stamps. The potential chapter people will go away feeling that they accomplished something constructive, which increases the chance that they will return for a second meeting.

### **taking the plunge**

"No man can have society upon his own terms. If he seeks it, he must serve it too." -- Emerson

You have now started your chapter. To quote Han Solo, "Here's where the real fun begins." From the first meeting you should have some idea of how to get people to attend the second. After the second meeting's speaker, film, slide show, debate, or general bull session, it is time to do some serious work. People will be more comfortable with each other and it is now time to have a group brainstorming session on what can be done to draw local attention to space issues. Don't judge ideas at this point. Help to focus attention on 1) becoming informed on NSS and other space topics; 2) spreading this information to the public via booths, displays, talks, etc.; and 3) Phone Tree or legislative action.

You'll get more ideas if you ask "What would you like to see someone else do?" List these ideas on a blackboard or flipchart if you have one, and then have the group think of small tasks that would get a project going. Examples: Large task: booth at a shopping mall; Small task: call three malls to discuss their policy on information booths.

When the list is done, THEN have people volunteer for the small tasks. Try to have as many people as possible take one of these assignments. It will make them feel involved and important. Schedule the next meeting and establish a firm schedule for completion of all of these tasks. Have everyone complete a copy of the "Membership Interest Survey" because you will not be able to remember everyone's interests and skills; a permanent record will prove extremely valuable.

You should set a date, two or three months down the road, at which the chapter will elect its first slate of officers. The two or three month delay will give members a chance to see who actually performs, and what responsibilities are involved in the positions. In the meanwhile, volunteers should serve as active officers to get the chapter going. It is probable that the people calling the first meeting will have to be among the people doing the initial work.

The other items required for the chapter to be officially formed are to choose a name (please, do NOT ignore the comments on using geographical description for names!); to adopt a set of bylaws (a sample is included in this Handbook which will save us effort, and speed recognition); and to authorize the acting-President to make the formal application.

Before the meeting ends, the schedule and tentative agenda for the third meeting should be set. Conclude the meeting again on a positive note by having the potential chapter do another small project, such as writing a letter to the local newspaper's editor about space development, or having each person submit a design for a chapter logo.

### **keeping it rolling**

As the chapter organizer (and presumable the acting-President, although this is not necessary) you will probably have a reasonable share of the workload of the chapter's initial activities. For the long term success of the chapter it is essential that a number of active people be developed by delegation of responsibility, with follow-up by the acting-President to see that it gets done. It is common at this stage of the chapter for new members to not finish their tasks. If this happens, the President needs to take charge of the situation, or things will not get done.

At least one week before the next meeting, call members "to see how things are going." Then, as the date of the meeting approaches, you will need to call people "to remind them about the meeting." And to check whether

they have completed the tasks they volunteered to do. As stated previously, it would be a good idea to contact the list of prospective members both by mail and by telephone.

At the next meeting, have each volunteer talk about their progress. If they have done anything constructive at all, reward them strongly with specific praise. Remember, having someone find out what can't be done is also valuable as long as they report it: you will not have to waste time on it again. This general pattern of brainstorming tasks, getting volunteers, reminding, reporting, praise and perhaps even other "rewards" for anyone who does ANYTHING is a general blueprint for building a successful volunteer organization. Praise is probably THE most important reward you can give, because the volunteer who is made to feel useful, successful and appreciated will more than likely be the first in line to volunteer next time. This pattern also helps to avoid meetings where nothing is planned or done. Meetings that only lead to more meetings accomplish nothing.

### **other helpful hints**

- 1) Don't have any one person take on too much work, including (especially) yourself. This leads to exhaustion and disillusionment. Spread the tasks around or reevaluate the size of your projects.
- 2) Elect permanent officers only after it is clear to the group who actually takes responsibility and accomplishes something, as opposed to simply talking at the meeting.
- 3) Choose a short, snappy name for the group.
- 4) Correspond with other successful NSS chapters to get new ideas and excitement into the group. Talk with your Regional Organizer to get ideas and support. If another chapter or your region's organizer is close enough, you could arrange for a guest lecturer or even a joint meeting. Some of your strongest support will come from nearby chapters. People from other chapters are often willing to travel several hundred miles to attend another chapter's meetings, especially to help a forming chapter.
- 5) Keep the Chapters Coordinator, your Regional Organizer and Headquarters informed about your activities.
- 6) For matters not requiring a vote of the membership, keep your decision-making body small. Once it gets past about nine members, communication among them becomes unmanageable and even scheduling a meeting that all can attend becomes very difficult.
- 7) When possible, have regular meetings scheduled well in advance. Work parties can be done this way very successfully.

### **education and training**

"Few men make themselves masters of the things they write or speak." -- John Selden

What can your new group, probably a small one, do to further our goals: to draw public attention to space issues and to educate them about the real potential of space? The first step is to educate yourself and your members about these issues. If you have come this far you probably have a significant amount of background already but, to pass as "the local space experts," you are going to need to fill in the gaps. If someone asks you a question that you cannot answer, don't try to fake it! Say that you don't know but that you would be happy to get the answer for them at a later date. Then follow through either by looking it up in a book or calling some other chapter, the Chapters Coordinator, Headquarters or even NASA. The next time the question comes up, you'll be ready. Remember, if you know ANYTHING about space, you probably are a local space expert since the general public knows next to nothing about space issues in general.

### **identifying skills and interests**

As new members join, you'll want to get to know them better. Not everyone who wants to organize an activity will be able to remember everyone else's special interests and abilities. If each member fills out a skills and interests sheet, such as the one included in the Handbook, even a new person will be able to locate members with needed skills. For example, you'll want photos of your events. Photography is a very common hobby; it won't be long before you'll find a good amateur photographer in your group.

**financial**

It is important to keep careful records of both income and expenses from the very start. You'll want to establish a definite procedure to authorize spending. This is the only way to avoid the following: "But So-and-So said it was approved! The chapter HAS to pay me back. That was my \$50 that we spent; you can't desert me on this!"

Revenue for the chapter may be raised by establishing local chapter dues for your members. You may notify Headquarters of the amount of your local dues.

**"Follow the Yellow Brick Road"**

Becoming well organized is not a simple matter, and your chapter will probably have to experiment to find a scheme that works for your particular group. Remember, running a volunteer group such as ours is a business, as serious as any other. You will be investing your time, energy and money in the effort. The group's "profits" will be increased public awareness and support of space activities. The manner in which the group conducts itself will reflect on the goals we profess: if the chapter does not represent itself in a credible and reasonable fashion, the public and the media will question the legitimacy of the projects and ideas we support.

Know your limits. If the group is small and has limited resources, plan to live within your "budget" or members' time, funding and materials. Do not represent yourself as some large monolithic organization when, in fact, the group has a handful of members. Don't be embarrassed if the group can only organize one event every quarter, or even less, to start. We must start somewhere. If you operate within your limits, the group will be able to sustain itself and grow for years to come.

Accumulating the successful organization that we need will take time and effort. We must start somewhere. The sooner you start your chapter, the sooner those goals can be achieved.

"For a thing to remain undone nothing more is needed than to think it done." -- Gracian

### Letting Us Know You're Ready to Go

If you have not done so, send your name, address and telephone number to the Chapters Coordinator and your Regional Organizer (current addresses are listed in an Appendix). If there are already NSS members in your immediate geographical area, you may obtain a list of them from Headquarters by sending a letter which identifies the specific 5-digit zip code designations for the communities which are within a half hour drive of your location.

### First Public Meeting

If there are no NSS members in your area, you will have to hold a public chapter organizing meeting. Try to get someone to help out or contact another chapter, members from another city or your Regional Organizer for assistance and moral support.

Arrange for a room well in advance. A central location in the largest nearby town is ideal. Colleges, churches and libraries are likely prospects for free rooms; some companies and banks provide meeting rooms for their customers.

Publicizing the meeting is VITAL. Be assured that if it isn't well publicized, few will come. Don't be afraid to spend more time on publicizing than on preparing for the meeting itself--the time is well spent. Once you have a regular routine for your meetings, you can post your regular day and meeting place with your chapter information on the NSS website at <<http://www.nss.org/chapter>>.

Notify the general public through flyers, , press releases, calender listings in local newspapers and on cable systems, and public service announcements (PSAs). Postering colleges works well, and many places will let non-profit groups like NSS put up posters--try stores, senior citizen's centers, churches and libraries.

Press releases and PSAs are free, and most newspapers, radio and television stations will accept them if sent in early--usually two weeks to a month in advance. Call them to find out each one's policy. (See the "Public Relations" section of this Handbook for suggestions.)

Don't hesitate to personally invite individuals in your community who you think would be interested in space development or have expertise or contacts needed by your group. Such people as amateur astronomers, science teachers, computer hobbyists, engineers or science reporters may take an interest in your chapter's progress, even if they do not join.

### What To Do

Is there someone in the area who can give a short talk on the National Space Society? (Your Regional Organizer or a near-by chapter may have suggestions.) NSS Headquarters has one scripted slide presentation available for \$25 called "Opening the Space Frontier." There may be others available; check with HQ.

If you host a non-NSS speaker, be prepared to explain to the group what the National Space Society is and what its goals are. See membership literature for ideas. Different names for our goal include space development, space settlement and the New Space Program. Use the ones with which you feel most comfortable. The term "space colonization" is falling out of fashion because of bad connotations (colonialism, etc.).

If possible, bring to the meeting: stick-on name tags, index cards for names, addresses, and phone numbers, and refreshments. You can charge for refreshments (or put a donation cup next to them) to cover the cost. Don't forget the slide, overhead or other audiovisual equipment; extension cord and screen if you need one, or your speaker will be disconcerted!

At the meeting: DO NOT apologize for the smallness of your group. After all, this is an organizational meeting. Stress instead, the international scope of NSS with its system of chapters located all over the world. Explain that you (and the other NSS members if you have been able to contact any) feel that the people of your area would like to become actively involved in the exciting new field of Space Development.

Small does not have to mean unprofessional. One or two NSS members can still run a well-organized meeting that will get a chapter off to a strong start. Put yourself in the place of a person unfamiliar with NSS who

has come to your meeting out of curiosity. What impression do you want to give him or her? Dress and act professionally. Keep it simple and do it right!

Pass out name tags and flyers as people come in. Start up an informal discussion to pass time as stragglers arrive. Begin the program with a brief introduction to NSS and explain that there will be a discussion period later, so the audience is clear about who is presenting the program and does not leave before the end.

Both the members of your group and the *Ad Astra* staff will get a real lift if you write up your activities and send them to HQ to be considered for inclusion in the "NSS in Action" section of *Ad Astra*. Seeing their names (and their faces, if you take photos) in *Ad Astra* will be a great reward and morale boost for active members and a stimulus to new ones. You'll be surprised at how strong a motivation this need for recognition can be, even for those reluctant to admit it. We all love to be appreciated.

### **Campus Membership**

Do you want to build a large membership at your college campus? If so, this Handbook is written for you. Today, few space groups have much membership on campus. That situation can change quickly by using the appropriate membership technology.

This section describes the membership technology of perhaps America's most successful student political group--The Washington and Lee University Republican Club.

For over twenty years, the Washington and Lee Republicans have made members of at least one-quarter of the student body. Favorable demographics explain part of this record. But, application of membership technology is the reason for twenty consecutive years of remarkable success.

Technology in political management is that knowledge which enables ordinary people--people like you--to perform extraordinarily. This "off-the-shelf" technology will enable you to build an extraordinary membership on your campus.

There are four steps to conducting a campus membership drive. They are:

- The Poster Environment**
- The Membership Table**
- The Hard Core Meeting**
- The Attention Getter's**

The best time to conduct the membership drive is during the campus's scheduled club fair. Most colleges offer a day when students can learn about clubs and other activities that are on campus. But, if you've missed that time, begin now. The membership drive should be conducted quickly--in about a week. You and two or three fellow students are enough to start.

#### **poster environment**

You need to capture the imagination of your fellow students by dominating the poster environment on your campus. That means you need to put up more posters, and better posters, than anyone else on campus.

Some college administrations try to discourage posters. Don't be discouraged. Instead, remember the future of the human race depends on us, not the dean of students. Be prepared that you will need to, in most cases, obtain permission prior to posting.

If you're starting at the beginning of the school year, you'll want to post your posters the day before most students come back to school. Have a variety of posters with eye-catching slogans such as "Space is Cool ... - 270°" or something else that's creative.

How will students join? You'll ask them to join at the membership table.

#### **membership table**

Start with a table. Find the biggest, sturdiest table you can get on campus. Check with campus officials about approved locations for your table and whether you need to register your display. Equip your table with:

1. More posters
2. Space information
3. A list to take down names and contact information (including e-mail addresses) of people interested in what your club has to offer (hopefully joining will come later!)
4. Membership cards to give to new members
5. Hard Core Meeting Notices (explained later)
6. **No chairs!**

"No chairs!" is important because you don't want anyone sitting down. Instead, you and your friends stand in front of the table. As someone approaches, you should:

1. Establish direct eye contact.
2. Smile!
3. Ask a question that will start a conversation: "Are you interested in exploring space?" "Are you fascinated by what we're learning about space?" "Have you heard about (mention latest space discovery, launch, etc.)?"

If someone says No--or starts to debate--move on to the next person. If people are interested, sell your club, your programs and your goals. If you are considering charging dues, don't get into that then. Instead, encourage people to sign up for an Orientation meeting, or your next program or, **for your listserv**. Most student chapters have set up listservs to facilitate communications and to get students to attend activities. Give them opportunities to "test-drive" your club before they "buy."

### **hard core meetings**

The Hard Core program starts as soon as a new member has filled out his membership card and paid--or promised--his dues.

You want to separate those who want to work with your space club from those who want only passive membership. Ask "Would you like to become active in our space club right away? We are having a meeting tomorrow night".

From right then until the meeting begins, you will do everything you can think of to let each active member know you are counting on him personally to attend the Hard Core Meeting. For example, you will:

1. Hand the active member the meeting notice and include e-mail reminders.
2. Say, "See you tomorrow night".
3. Include on the meeting notice a membership interest survey, for the new member to fill out and return to you the next day.
4. Phone all the active members who forget to return the membership interest survey, reminding them of the Hard Core Meeting.
5. Post a new set of posters saying "Space Club meeting tonight".
6. Stand outside the meeting room, shaking hands with each member.
7. Provide each member with a name tag with his name already on it.

### **Begin the meeting promptly.**

If your space club is new on campus, you might be tempted to elect officers. Don't do it. Your members came to the Hard Core Meeting because they wanted to be "active". Their activity will be the Campus Canvass.

### **getting and keeping their attention**

Today's campuses feature students who are less interested in being active and more interested in being part of a discussion or a group or just following along with the pack. That means your first meeting or your programs should be real attention-getter's ... with titles like "Sex in Space" (a "biology in space" lecture in disguise).

Events are your real key to attracting students. Do not count on students to be your activists. There will be a few leaders, but they will find you, not the other way around.

Keep your level of activities simple but high -- trips, movies, lectures -- and keep them fun and you'll have a large membership.

**Congratulations. You've built an extraordinary membership.**



Section 2 - ORGANIZATION

Section 2 - ORGANIZATION

Introduction

First Steps

Setting Goals

Tools

Meetings

Volunteer Development

## Organization

### Introduction

Organization is NOT an exciting, inspirational topic. However, great ideas and unlimited enthusiasm alone will not get humanity into space. We must resign ourselves to the fact that by paying close attention to these dull, time-consuming organizational details, we will put our chapters in a secure position where ALL our efforts will have maximum impact. Of course, if you find that they are consuming so much of your time that your chapter is doing little or no outreach, it is time to reassess. Each of the organization topics covered in this chapter is a tool for helping you to realize our goals, not a goal in itself.

### First Steps

#### where to start

Assuming that you have followed the guides in Section 1, you are now an official NSS chapter with a name and at least three members, and have held one or more meetings.

You may assume that you don't have to worry about organization until your chapter is bigger. That can lead to difficulty later when things are suddenly out of control. So read through this Section and put the appropriate measures into operation as soon as you can. It will save you headaches in the long run!

If your chapter collects dues or has any income, you will have to set up a chapter checking account (see the Finances Section). You will probably want to invest in letterhead and information material, hold different kinds of meetings, start a file of contacts and possibly start a newsletter. Each of these will be covered in detail in various parts of this Section.

#### address and phone

Decide whether you will use a member's address or a post office box for the official chapter address. If possible, choose a relatively permanent address. Some chapters use their president's address and phone number, others decide not to change their letterheads, etc. after every election. If you affiliate with a local museum, school, etc. you may want to use their mailing address, but make sure your mail will not get misplaced and that you can pick it up frequently.

Try to have one or two numbers that people can reach easily. They do not have to be located at the mailing address. Eventually you may be able to invest in a telephone and answering machine and have a separate line installed in someone's home or an office. Shop around for the cheapest service: incoming calls-only, if that is available in your area. Usually the installation charge is high, but you may be able to pay in installments. Look into buying your own phone and wiring. If possible, offer an e-mail/main contact for your chapter, and establish an e-mail mailing list for your chapter's members to receive meeting reminders, legislative alerts -- even an electronic newsletter.

#### affiliation

Some chapters have a formal or informal affiliation with a school, college, museum, planetarium, library or other institution which provides them with a meeting place, audiovisual equipment, publicity and other benefits. If you are considering an official affiliation, talk to the NSS Chapters Coordinator to make sure that it is an arrangement allowed by Society Bylaws, so that no conflicts will arise.

Then balance the pros and cons. A chapter without a good public meeting place is at a real disadvantage. It also improves your credibility to be associated with a recognized community institution.

However, you may have to pay to meet there and the staff may be eager enough for you to do things for them, but be of little help to you. Their rules can be restrictive, and you can get bogged down under yet another layer of administrative details.

In the long run it is usually worth the effort. Wouldn't it be great to have an NSS chapter at every planetarium and museum of science and technology?

Find out if any of your chapter members or their families are members of a local planetarium, museum, observatory, Discovery Center, etc. Get as much information about them as you can. How are they organized, governed and funded?

If you decide that one institution will best suit your chapter's needs, you should attend some of their events and possibly become a member. Can you cultivate contacts among the staff? They might be able to tell you much more that you need to know. Do you just need a verbal OK to meet there, or must you meet with the director and/or board or submit an official application? How should the application be written and submitted?

Be careful to present a responsible image of your chapter in all your dealings with the institution. Don't be too aggressive, but try to pin down the rights and responsibilities of your chapter in its dealings with the institution. It helps if one person on the staff is officially assigned to work with your chapter, to avoid confusion and misunderstandings. This doesn't mean that you can't develop a good relationship with as many of the staff as possible. Get to know the people in charge of publicity, publications, education programs, exhibits and the building guards (sometimes the most helpful of all). Be alert to opportunities within the institution for conducting lectures or film series, classes, workshops or field trips.

## Setting Goals

### brainstorming

It is easy to get so involved in details that we lose track of our ultimate goals. So, before you get started (and regularly thereafter!) take time to get your members together to reassess your chapter's goals and set priorities.

How do you decide what to do--and in what order--when EVERYTHING seems so important? The first step is to consider every imaginable project that any NSS chapter might ever want to do! The best method of doing this is to consult this Handbook and then have a Brainstorming Session. The following guidelines were published in the HOUSTON L5 newsletter, "The Colonist":

Brainstorming is an extremely useful technique with a definite set of rules. You need a leader to make the necessary preparations and to keep the session on course.

You will need a large preprinted set of rules, a chalkboard--the bigger the better--and lots of chalk, paper and pencils for a least three people. (Editor's note: You can also use a large pad & easel or even the back of a long strip of used computer paper hung up so that everyone can see the ideas being recorded.) Most important of all, have a topic. The topic may be obvious, but make sure it is decided upon in advance.

Before the meeting, arrange seating where everyone can see both you and the chalkboard. Assign three or more people to write on the board. Tell them to write only what you tell them, where you tell them.

A written project proposal may seem like a bureaucratic waste of time, especially for small projects. However, it is the only way that projects can be evaluated and priorities set. A long-term bonus for the chapter is clear, detailed records of projects from their inception.

Not every proposal will have to be an elaborate, multi-page document, but it should follow a set format. The format outlined in this section is designed to help you think out what your project idea will involve. By clarifying your idea, your officers or members will be better able to make a reasonable, informed decision about it.

A good proposal will answer the questions: Who, What, Why, How Much (money and time), and When. It should include:

1. Who is submitting the proposal
2. A description of the project
3. Explanation of how this will further your chapter's goals
4. When, including starting and ending dates
5. Special materials, equipment needed
6. How much it will cost and estimated income (if any)
7. Estimate of the time required, recruitment suggestions, volunteers
8. Critical tasks-what will determine if the project is a success or failure?

Once you provide this information, your project is no longer a vague idea that "sounds good", but a well-thought-out proposal that can result in informed decision-making.

\* \* \* \* \*

SAMPLE PROJECT PROPOSAL FOR STARTING "CAMPUS NSS" CHAPTER

SUBMITTED BY: Sue and John Member, 555-1000

**WHAT:** While talking to people at CITY NSS's information table during Campus Astronomy Day, our members found some interest in starting an NSS chapter on campus. The project proposed is to help manage and run an organizational meeting on campus and provide a speaker.

**WHY:** This project will further one of the goals that we set at our last council meeting: to help start other chapters in our area. Campus is a good place to start since we have already made some contacts there. Because the location is nearby, our two chapters will be able to help each other, share resources and hold joint activities. We will have access to complimentary resources.

**WHEN:** The project will start with a work session on campus and end two weeks later with the meeting.

**HOW:** Ed Student has volunteered to schedule a room, arrange for a slide projector and screen and introduce a speaker.

Professor Smith has said that she will act as faculty advisor.

Our chapter president has agreed to give a short talk and slide show.

At least two other members should come to help set up and help run the meeting.

We will need to teach Ed (and any volunteers he recruits) how to make a master for a poster, write PSAs for the campus radio station and press releases for the campus newspaper and run the meeting.

We will have to take the posters to be printed and get them to Ed.

**MATERIALS:** Supplies for making a poster master (from our chapter work box)

Handouts, posters, etc. for an information table at the meeting (loan from our chapter for the meeting)

**EXPENSES:** Refreshments including cups, etc.-\$10

Name tags and index cards-\$3

Photocopying press releases & PSA's & printing posters-\$9

Postage-\$0 (use campus mail)

NSS brochures and left-over newsletters-\$3

TOTAL-\$26

**INCOME:** Ed-\$10, Professor Smith-\$10, Donation cup by refreshments-\$?

**TIME NEEDED:**

1. Work session on campus three weeks before meeting--3 people for 2 hours.

2. Printing pick up and delivery--1 person for 1 hour.

3. Campus arrangements-PSAs, posters, arrange for room and projector--6 hours.

4. Meeting--4 people for 4 hours.

TOTAL--29 hours

**WHO:**

Ed Student-2 hours for work session, 6 hours for campus arrangements (friends will help put up posters) and 4 hours meeting (12 hours)

Sue and John Member-2 hours each for work session, 1 hour printing, can't attend meeting (5 hours)

Chapter president: 4 hours for meeting (4)

Need: 2 members to help set up and run meeting for 4 hours (8 hours)

**CRITICAL TASKS:**

Confirming dates, room

PSAs & press releases delivered on time

Effective postering

Our members must bring materials for work session and meeting

\* \* \* \* \*

**feasibility studies**

This is a method for analyzing a project's benefits vs. its cost and time requirements. It helps a chapter decide if it is possible or desirable to undertake a particular project.

Depending on the complexity of the project, a feasibility study can range from a quick mental assessment that is included in the project proposal to a separate, detailed paper with comparative cost, resource, time and benefits analyses. Keep in mind your chapter's goals. How will each project help achieve these goals? Which will contribute to more than one goal or reinforce each other?

For example, a decision to place an exhibit in City Hall, using existing display boards may be made based on the project proposal. However, if another exhibit requiring the same material were possible at the same time, a more elaborate analysis of relative benefits would be necessary.

Break down each project into component tasks. Then analyze each task for: cost, time requirements, resources (both manpower and materials) and benefits/impact. Decide which tasks you can do, based on existing resources and experience. Which are contingent on outside factors, such as the availability of NASA models? Which are dependent on uncertainties such as funds raised or weather?

Once this information is assembled, you will have a clear benefit-to-cost picture for each project. Now decisions can be made.

**task trees**

The project proposal and feasibility study for an approved project can be used to make a task tree. First find out what tasks can be done at the same time. Then determine which of these parallel tasks must be completed in order for the next task to be done. See the Sample Task Tree in the Resource Section. The numbers in circles are the deadline dates for the tasks described to the left of them.

Make sure a specific person is in charge of each task and responsible for meeting the deadline. If a task is too large for one person, divide it into more manageable tasks. Don't clutter the tree chart with all the details of a task. They can be further outlined on a separate sheet; for example, a list of possible speakers to contact, in preferred order with addresses and phone numbers. A large task in a major project, such as the exhibit included on the sample task tree, might even have its own task tree. Once the task tree is made, everyone involved in the project should get a copy.

**deadlines**

Projects should be fully defined and not be open-ended, or they may drag on indefinitely. Proposals for major projects should include:

- a) The date the committee or working group is established and who is on it.
- b) Specific details of goals and responsibilities.
- c) Source(s) of input and date by which all input should be received by all committee members.
- d) Date by which project outline is to be submitted to chapter Board.
- e) Date by which all input will be responded to and first draft of the project will be presented.
- f) Date by which reviews of first draft must be submitted to Board and, who will review.
- g) Date project will be finished.

**records**

Keep a copy of project proposals, feasibility studies, task trees and notes taken during a project for your chapter's records. A report about the project should be written soon after it is completed while the details are still clear. Be sure to include what went wrong as well as what worked well, and recommendations for similar projects. This file will be a valuable source of information that can be called upon years after the project was done.

**emergency decisions**

Be careful! It may be better to pass up an opportunity than commit your chapter to a poorly thought out project. However, you may want to decide on a set procedure for the occasional small project that pops up or the inevitable emergency decision must be made.

Even if an officer gives approval over the phone, the member submitting the idea should mail a written proposal as soon as possible. If the officer does not think an immediate decision is necessary, it should be referred to the next council meeting.

**Tools****membership lists**

Whether you keep your membership information on file cards or computer disks, you will need a master list of complete information. From this you can make phone/e-mail lists, phone/e-mail trees, mailing labels, expiration notices, determine voting eligibility, make a file of past members, etc. There are two basic rules governing your mailing list:

Rule #1: Keep it current-and DATE all lists

Rule #2: Keep it confidential! Your master list contains information about your members that they may not want widely circulated. When in doubt, ask permission to included unlisted or business numbers on phone lists, for example. Your chapter may decide to notify members about non-NSS events and resources through your newsletter, but never "lend" your membership list to someone else.

A master list should include:

NAME: get all names if a family membership

ADDRESS: zip codes, too

PHONE NUMBER(S): note if it is unlisted. Do they prefer you use their home or business number or are there special hours to call or not to call?

E-MAIL ADDRESS(ES)

EXPIRATION DATE: of membership

JOINED: date; regular, family, student or corporate membership; special circumstances (for example-at Astronomy Day '82 or read about our chapter in a newspaper interview)

SPECIAL INTERESTS: (space station, asteroid resources, model building, willing to organize a student space art contest)

SKILLS: (can type, has an Apple IIe computer with a modem, carpenter, graphic artist)

NOTES: (Bill's dentist; husband's name is Jonathan; son Mark (9/72) sometimes needs a ride to meetings; daughter, Elizabeth (4/79))

**membership cards**

Important if you hold a chapter activity someplace where your members must identify themselves (you may also have to leave a list at the entrance). The card can have the chapter name and address, logo, other art or slogan, and blanks for name, expiration date and signature of the member or authorizing officer.

**local contact file**

This is one of the most useful resources your chapter will have, and it costs little more than some ongoing effort by your members. The more who contribute, the more useful the list will be.

You probably want to have a portable file or list, even if you are computerized, so everyone can contribute to and use the chapter contact file. See "Community Space Survey" in the "Projects" Section for ideas about the individuals and organizations you can include. Find out if a comprehensive list of community organizations is kept by your area's library, Chamber of Commerce website, mayor's office, Volunteer Center or government agencies. This can be a useful source of contacts and publicity channels for your chapter. Be sure to date all entries so they can be updated when needed.

**letterhead**

With computers, it is now very easy to create your own letterhead. Letterhead will give an official look not only to chapter correspondence, but also Public Service Announcements and other publicity releases.

Consider if you want to include optional information that will outdate your letterhead, such as a list of officers or board members. Double check the information that you submit to headquarters for errors and omissions.

Usable letterhead can be made cheaply using a computer word processor and a photocopy machine. Follow the rules in "Photocopying" (next) for best results. It should include your chapter's official name, address and a logo, art or motto that identifies it with space. A phone number, e-mail contact or chapter website address are optional. One effective format has the chapter name and address on the top and "A Chapter of the National Space Society" and "Creating a Spacefaring Civilization" at the bottom.

Your officers should decide who is authorized to use the letterhead and establish clear guidelines for when and how it can be used in order to protect the chapter.

**photocopying**

This is one of the most useful tools your chapter has. You can make newsletter masters, publicity releases, posters, membership lists and mailing labels, but unless one or more of your members has access to free photocopying, it can get very expensive. Even then, make sure your member will not get in trouble for unauthorized use. Members won't mind paying for a few copies themselves, but will resent spending too much, too often. Look carefully at what you are copying. It may be cheaper to have large amounts of an item like chapter information sheets printed. But there are some purposes for which photocopying is ideal.

**posters/flyers**

Even novices can produce effective posters and similar items with a little practice. If you do not have access to a computer, the following guidelines will help you to make the most of this resource:

- Use black ink, never colored inks or pencil
- Use white paper
- Avoid large dark areas
- Use rubber cement for paste-up to avoid wrinkling. If some gets on your working area, wait until dry & rub it off, or your copy will look messy
- Tape all paper edges on paste-ups with "white tape" (correction/cover-up tape), or lines will show on the photocopy
- If lines appear on a copy, check the original, covering any blemishes or cover marks on bad copy with white-out liquid and recopy
- Leave wide margins
- Keep your original clean
- Pencil shading will not copy
- Some black & white photos will copy
- Remember that a photocopy of an original always gives better results than copying a copy
- Keep your masters for reuse and reference
- If the original has staple or notebook holes, cover by taping a piece of white paper over them or they will COPY
- Always make a copy of your master before leaving it at the printer in case it gets lost

Look for print shops that offer reductions and color photocopies. The most common reductions are 78% and 67%. Consider making copies "2-up" (2 of the same document on a page, side by side) this is great for handbills and flyers and small posters as the paper copies can be cut in half, rendering 2 flyers, etc. for the price of 1 copy.

Color photocopies can be made from color photos or slides. At a little more than one dollar each, they are cheaper than 8 x 10 color prints and can provide illustrations of NSS concepts that are often difficult to find. While they are not actual photo-type reproductions, they have an interesting quality of their own. Black and white copies

can also be made on color copiers. These are as high quality as the color copies and often cost less than the color copies. This is excellent for Black and white photos.

Find out if the store will photocopy onto special stock, such as heavy paper for certificates or stick-on address labels. You can also photocopy onto acetate sheets for use on an overhead projector, for 50 cents to a dollar a sheet for black and white and a bit over \$2 for color.

### posters

Personal Computers are excellent for generating posters and flyers (small posters, usually the size of a letter page). Posters can be generated using a variety of software applications. These include word processors such as MS Word or WordPerfect or specialized layout programs like Quark, Pagemaker, or Powerpoint. For output it is generally most efficient, price-wise, to print a master copy on a laser printer and then make mass copies using a photocopier. Many copy shops have oversize copiers available to enlarge your letter-sized computer print outs to poster size. Up to 3' width is usually available, in both black and white and color, often priced by the square foot.

Rub-on letters can also be used to make effective posters, but takes a lot of time and care. Don't try to center your copy as you rub the letters on. Concentrate on getting the rows straight and spaces even, then cut the strips of lettering out and center on a white sheet of paper for paste-up.

Always use a ruler and square for paste-up. Your eyes can be fooled by the edges of the paper pieces, but they will not show on the copy and uneven lines will be much more obvious.

To save time when producing posters, you may want to make a standard one (chapter name, meeting place, art, etc.). Then you can paste on a new strip of paper with the date and program topic and photocopy it. Pick a standard style of lettering that is attractive and easy to read. Then you can make a file of words you use frequently for posters and newsletters: months, days of the week, "Free!!," "Free with museum admission," "NASA films for the whole family," "Space," etc.

You may also want to invest in a striping pen or striping tape that can be found at artist's supply stores.

In some cases posters can be very effective, especially on campus or if you have a definite audience that you are targeting. Photocopying a dozen or so to put around the building in which you are having a program doesn't cost much. But weigh the expense of printing 100 posters against the number of people who are likely to see it, and compare this to the number reached by a free Public Service Announcement on a radio or TV station.

Your chapter may need some basic direction signs, especially if your meeting place changes or is difficult to find. LOTS of signs with arrows directing people to the parking area and your meeting room can make a big difference in attendance. Outdoor signs can be stenciled with waterproof paint on a thin sheet of particle board. Indoor signs can use commercial stick-on letters or ones made from adhesive paper. Keep the signs simple: "Free NSS Space Program" with a big arrow works well.

### chapter seal

Some chapters have had an embosser made so they can put their chapter seal on certificates and other chapter documents. For an investment of about \$25 you can get a two inch diameter "pocket embosser" that is a permanent chapter resource. It can even be used to identify your library items with the chapter's seal.

You can cut-and-paste a master for an award certificate and have it photocopied onto heavy ivory paper for about ten cents a sheet. Add a gold paper stick-on seal that can be bought in stationery and school supply stores for about another ten cents each. Emboss the sticker with your chapter seal and you have an attractive award or recognition certificate for a fraction of the cost of an engraved plaque (\$15 to \$25). If a member has a calligraphy pen and practices a little, you can hand letter the recipient's name on the certificate.

The format that chapters have used has "(Name) Chapter of the National Space Society" around the outside of the seal and "Promoting Space Development" on the inside. Designs increase the cost considerably. Look in your Yellow Pages under "rubber stamps" or "office supplies" to find a company that makes embossers. If you can't find a local source, refer to the Resource Section where one that takes mail orders is listed. There is also a sample design that you can photocopy and send in with your order. It is a good idea to also include a drawing of your design exactly the way you want it to appear on your seal.



A two-inch diameter seal is a useful size and costs only a few dollars more than a one and one-half inch seal. "Pocket seals" can only be used a few inches from the edge of an item. "Long reach" seals can also be ordered that allow you more freedom, but at twice the cost. The chapter secretary should probably have custody of the seal and be responsible for insuring its proper use.

### **rubber stamps**

Another item that can be used for years is a rubber stamp with your chapter's name and address. By stamping NSS brochures, you are certain of receiving a rebate when local people join NSS. It further insures that those interested in contacting your chapter know how to do so. The stamp can also be used to identify chapter property.

If a newsletter issue has an uneven number of pages, you can save the cost of printing the chapter return address on the otherwise blank side. (This won't satisfy bulk mail regulations.) Stamp envelopes for correspondence, too, unless you can afford to have them printed.

You may want to have other stamps, such as one with chapter name, address AND phone number, 'Complimentary Copy' for free newsletters, etc.

### **computers and desktop publishing**

There are many ways to put members' home or office computers to work for your chapter. They can be used for membership, publicity and contact files, and to print mailing labels from them, phone lists, newsletter copy, correspondence, and to store and organize all kinds of data and information for educational and organizational needs.

Word processing software (MicroSoft Word and Corel WordPerfect being the two most popular word processors,) can be a great help to everyone who writes for your chapter. It can store correspondence, newsletter text and other writing projects on disk. Corrections and additions can be easily made, and useful sections can be "cut and pasted" into new documents--all without time-consuming retyping. Images and graphics can even be "imported into your word processing files to enhance your product. Spelling programs are available for all current word processing programs.

For large, complicated projects such as letterhead, newsletters, flyers and brochures specialized layout software is available. Some popular software for this purpose includes Pagemaker and MicroSoft Publisher. The programs allow you great control over layout, color and graphics to produce professional-quality materials.

If you don't have access to a printer - black and white or color - many copy shops and some public libraries, will allow you use their hardware usually charging on a by-the-page basis. This way a "master copy" can be generated and then duplicated using less expensive photocopying techniques.

A data base program (i.e. Filemaker Pro or MicroSoft Access) is useful for membership lists and contact files. It can be set up so that the name is followed by an identification code on the mailing label. For members, this is the expiration date of their membership, so they can check when they have to renew their membership. Media can be given a "PR" code, and those receiving complimentary copies are identified with something like "Sample". This code can be used when you don't want to print labels for the entire list. The system can be used to sort a list according to zip codes as called for by bulk mailing regulations.

Mailing labels can be bought "one up", that is, in strips that are a single label wide. These will fit on smaller printers and can be easily printed from a data base file disk. They are cheapest when bought in bulk; or, perhaps a large user will donate some to your chapter.

The file also contains: address, city, state, zip code, phone numbers, and useful information such as when and why joined chapter, special interests, skills, and family data. For contacts and publicity entries take note of any useful information, such as individuals who have been friendly (or difficult) and previous dealings they have had with your chapter.

Data base systems can also be used for making resource files. Once a member has made a data base for a magazine article bibliography or Space Shuttle mission data, for example, they can easily make a copy disk that can be used by another member who has access to the same computer and data base software. Disks can be mailed, so members in different chapters can share these resources once they know about each other.

Make sure, of course, that the material is not copyrighted before you copy a disk. Members may want to put a copyright notice on their work even if they intend to share it with other members, to insure that no one will make a profit from their efforts at a later date.

Modems make this communication and sharing even easier. NSS Members who subscribe to the major information services have already made use of this ability. Check with your Internet Service Provider for information on establishing a listserv for your chapter.

### info packets

Your chapter secretary will probably be frequently asked to send information about NSS and your chapter to media representatives, prospective members, new members, exhibit sites, potential donors, program participants, teachers, students and others. Unless this material is ready to be mailed, the secretary may fall badly behind in responding to these requests. This leads to a discouraged secretary and a negative image for your chapter.

You may want to devote one or more work sessions to producing and assembling material for various types of information packets. Contents depend on the purpose of the packets and whether they are to be mailed or hand-delivered (heavy packets cost too much to mail). Some "packets" may actually be only a single sheet of paper. A packet may include:

1. NSS brochure--these can be bought in bulk from Headquarters and stamped with your chapter name and address.
2. What is NSS -- brochure available from headquarters.
3. Current or recent chapter newsletter--and/or list of recent and upcoming chapter activities.
4. Back issues of *Ad Astra* can be obtained from Headquarters at chapter discounted rates..
5. "Welcome to (Name) Chapter" letter--to be included in a new member's information packet to make him or her feel welcome and help integrate him into the chapter.
6. List of Officers and other contact people.
7. Copy of positive media coverage of the chapter.
8. Reading list.
9. Special purpose sheets--for example, a letter to SpaceFair exhibitors, or new member interest and skills questionnaire.

Carefully decide what material should be included in each kind of packet. A new member should receive as many of these items as possible and practical. Media people, in contrast, have little time to dig through a stack of papers, so make sure their packet is direct and to the point.

You probably cannot afford to send out a lot of material in response to every general information request that you get. But treat each one as a prospective NSS member and design a packet that will inform AND recruit.

### questionnaires & surveys

These can be used for three distinct reasons:

1. To gather information from your members, a specific group or the general public.
2. To attract people to a booth.
3. As a publicity tool.

The information survey is useful when you need to learn what someone thinks about a topic or event. It can be a survey of your members' skills and interests or a questionnaire filled out by students to evaluate a chapter education project.

A few people at a chapter information booth filling out a questionnaire tends to attract others and makes it easier to get a discussion going.

A survey can also be a publicity tool with some planning. For example, you can have members taking a survey in various locations on the day that a Space Shuttle is launched and compile the results for distribution to the media before it lands. It might be welcomed as a local tie-in to a national story.

A public survey should not be too long; a single-sided page with a few carefully designed questions works well. A member survey can be longer and should invite members to add any comments or suggestions that they care to.

### **bulk mail permits**

Does your chapter's treasury take a beating from the cost of postage? A Third Class Bulk Mailing Permit may be the answer to some (but not all) of the problem; check at your post office. As of this writing the following rules apply:

1. You must mail 200 or more identical items or 50 lbs.. Even taking the extra printing costs into consideration, you will probably save money by increasing your mailing to 200. You can send the extra newsletters to reporters, schools, libraries, science teachers, and other NSS or community groups. Note that you cannot add other items, such as chapter correspondence or press releases, to bring the mailing up to 200. Each item must be the same. However, you may be able to combine two mailings by making their contents identical, up to 3.91 oz., especially if you have extra copies of the items. Bulk mail is also slower, so deadlines will have to be earlier.
2. A permit has an annual fee per calendar year (Jan.-Dec.), so you should plan to get it by the beginning of January to get maximum value from your investment. Submit your application by the end of November, since it may take several weeks to be approved by the District Office.
3. In addition to the permit fee, there is a charge per piece which varies depending on the type of mailing and the "sortation" (postal-ese) you use. Call your local post office for a free information packet on bulk mailings. A non-profit rate is available. To receive the non-profit rate you must submit a copy of your constitution, bylaws or charter, a copy of the Federal Internal Revenue exemption for your chapter, a letter explaining the primary function of your group and summarizing its activities over the past twelve months and copies of recent newsletters.
4. Items to be mailed must be sorted and bundled by Zip Codes. (Ask for a local Zip Code directory, rubber bands, and sorting instructions. If your mailing labels are printed by computer, have them printed in Zip Code order to speed sorting.) The bundles must be accompanied by a Statement of Mailing with number of pieces and weight.
5. Unlike First Class mail, a bulk mail item will be returned only if you print "Return Postage Guaranteed" and put "Address Corrections Requested" under your return address. It is probably worth paying full postage for a few returned items from each mailing to keep your mailing list current.
6. Read the regulations carefully! Only the permit holder may use the permit. Other organizations may include items in a mailing only if they also qualify for the non-profit rate. You may have to take your mailing to your area central post office instead of your local branch office.
7. Call your local post office for an informational packet explaining all the current rules, regulations and requirements for bulk mailings.

## **Meetings**

### **planning**

Having a successful meeting is easy if you avoid two common pitfalls: either no one shows up, or nothing is accomplished. Fortunately both can be avoided if a small amount of time is devoted to planning the meeting.

Every meeting needs:

1. A place to happen
2. To be announced and advertised
3. Planning -- so participants understand the meeting's purpose and the required materials and equipment are on hand
4. Someone in charge - a host or chairperson.

The first step in planning is identifying your goal. What do you need to accomplish? Avoid meetings that do not have a definite goal--and NEVER have meetings that only lead to more meetings! Of course, a meeting can have more than one purpose.

Once you have determined the meeting's purpose, you can decide which of the six main types of meetings you need:

1. **PUBLIC MEETINGS**--to educate and entertain members and attract potential new members, also meetings to start other NSS chapters.
2. **OUTREACH**--presentations to other organizations or schools, and at conventions, differ from Public Meetings, in that you do not arrange or publicize (or control) the meeting or event.
3. **BUSINESS MEETINGS**--usually limited to members who are interested in the organizational aspects of the chapter, decision-making, setting goals.
4. **WORK PARTIES**--where the actual work is done with a minimum of pressure and a maximum of fun.
5. **SOCIAL GATHERINGS**--to build a sense of community among the members, to celebrate and to just have fun.
6. **MEMBERS' MEETING**--any other activity that is only for your members and is not advertised (tour or other field trip, chapter library reading room session, etc.). Also useful for strengthening your chapter.

Possible locations for meetings include: colleges, libraries, public schools, churches, club halls, public buildings, museums, members' homes and conference rooms at companies and banks. For important meetings, you may want to get a written confirmation of your reservation.

After you have run a few meetings you can develop a "meeting Handbook", a standardized format to follow in planning and announcing meetings, including a checklist. This will make training others to plan and run meetings easier.

### **cancellations**

You may want to adopt a bad-weather meeting cancellation policy and publish it in your newsletter. An easy method is to cancel whenever your local schools are closed due to the weather. Members can easily check this by listening to announcements of closings on major radio stations and you can avoid a flood of phone calls. You will, of course, have to cancel when your meeting location, such as a museum, closes. Members can be notified of non-weather related cancellations via your phone or e-mail tree.

If you find that your group is hopelessly behind schedule on preparing for a meeting, consider cancelling it. It may be better than causing people to leave a meeting with the feeling that their time has been wasted. Of course, you must make sure that people do not show up only to discover the meeting is cancelled. Take special note of young people who may be stranded if someone is dropping them off at a meeting.

### **same-time, same-place**

This is a useful rule to follow for your meetings, whenever possible! It helps to avoid confusion and turn attendance into a habit for your members. They will also be able to plan ahead if they know that the second Sunday of every month or every Wednesday from 7 to 9 p.m. "belongs" to NSS. The public will learn when to expect your activities, even if they do not see your current newsletter or publicity. When you attempt to pick a standard time, check a calendar for holidays and other conflicts and try to pick a time that is convenient for most of your officers and members.

**public meetings**

Public meetings are the most challenging to organize. Their purpose is to attract large numbers of people, educate them about space development and get them interested enough to do something.

To motivate new people you must pick the topic of your meeting carefully, to make it serve your purpose. The cause of promoting space development and settlement is not served by a public meeting on just any space topic. Programs concentrating on UFOS, extraterrestrial intelligence and science fiction, fascinating though they may be, do not further the goals of our organization. Even extensive discussion of past space projects, e.g. Apollo, doesn't help unless you connect it to future possibilities. To get others excited, we must tell them why we are excited.

Consider how the program will educate about the potential of space resources and development. Will it explain about using space to help solve problems on Earth, such as the energy crisis and pollution by heavy industry? Will the audience be left with a portrayal of space settlements as luxury resorts financed by Earth, or a more realistic view of a place, uncomfortable at first, where people will live and work in space? Remember to avoid highly technical programs for general audiences.

To attract large crowds, you **MUST** publicize your event! This is essential and should take up a large part of your preparation time. Remember that people will not come, no matter how good your speaker is, unless they have heard about it, preferably more than once.

Another secret of exciting, "standing room only" meetings is to select a small room. For a comfortable, sleepy audience and the impression of poor attendance, get a huge auditorium. For a sense of excitement and success, and for good press, get something more like a closet.

Whoever is in charge of the meeting should write out an agenda and list of audiovisual equipment and other material that will be needed. He/she should also arrange for members to staff the information table, run the projector, etc.

If your program features an outside speaker, make sure you get biographical information for your introduction. Assign someone to watch for and greet the speaker at the meeting.

At the meeting, keep early arrivals occupied looking at books you have brought, reading copies of the latest *Ad Astra* or *Aviation Week and Space Technology* and filling out their nametags. Get them talking informally to your members if possible.

Once you're ready and the rate of straggler arrival has slowed, the chairperson can start the meeting. This is a great time to introduce your chapter (and NSS in general) to newcomers and promote upcoming events. Then give your speaker a GOOD introduction. For example, "Our topic tonight is Space Station Design. Our speaker is well known in this area, as a member of the NASA Space Station Study Group and author of "Space Station USA". And now I would like to introduce Dr. Notable Expert." Don't mention the person's name until the end. Then lead the applause until your speaker has reached the podium or the spot from which the talk will be given.

Don't take photos during the talk unless your photographers are unobtrusive and their cameras quiet. Alert your speaker in advance that there will be flash photos taken.

At the end of the presentation and discussion period, which together should total two hours at the most, the chairperson again leads the applause, thanks the speaker and invites everyone to stay, talk and eat. Don't let your active but shy members stand around talking to each other; now is their chance to circulate and bring in new members! Also, now is a good time to take photos of the crowd and the speaker talking informally.

At this point you're all feeling pretty good. But make sure you get the names, addresses and phone numbers of interested new people, preferably on 3" x 5" file cards. Later add the date and any comments you have, such as "Talked to Joe, very interested but too busy to be active until June" or "Bob talked to Sue, expressed her desire to introduce these ideas to her students, 10th grade." These comments can be valuable in drawing people into the group.

After the meeting there's still work to do--letters of thanks to your speaker, the location, provider of audiovisual equipment, reporters who covered your event and even hard-working members. (Maybe you deserve a

party?) Probably the media coverage your members will most enjoy is seeing their names and smiling faces in *Ad Astra*, so send in a write-up of your event, with photos if possible. They'll print it if they can, which will give your group a big morale boost.

### business meetings

Although business meetings should be open to all members, they need not be well publicized, since many members find the organizational aspects of a chapter somewhat dull. Here is where project proposals are presented and discussed and decisions not requiring a vote of the entire chapter membership are made. Therefore it is desirable for the entire decision-making group, i.e., the officers or Executive Committee, to be present. (It's hard to get a large group together, which is one reason it's good to keep this group small.)

Each person present should be given a copy of the agenda, listing the topics to be covered and suggested time limits and any proposals under consideration (if possible, before the meeting, so they can prepare). Topics that should be covered include the effectiveness of past events, progress on current projects, possible future efforts and financial matters. Encourage an active exchange of ideas and make use of the participants' various areas of knowledge. The meeting can usually be run informally by the president, but if too many conflicts arise Robert's Rules of Order can be used. The secretary should take notes during the meeting, especially on major decisions.

At the end of the session plan the next meetings, adding any unfinished business to its agenda. The president or presiding officer should briefly summarize what has been accomplished and assignments that have been made.

### work parties

These are frequent, regular meetings at which there are constructive tasks to do. They are designed to tap the efforts of busy members, many of whom cannot make large-scale commitments but are glad to show up occasionally and do some work for the NSS cause. There are a variety of tasks available to prevent boredom, and members can come and go at any time without disrupting the meeting. They also give members a chance to socialize and make announcements. Snacks are available as an additional draw. Children are welcome and encouraged to join in on any task they can handle.

A crucial aspect of these sessions is that everyone knows exactly when and where they will be. Since not everyone will be attending every session, schedule conflicts are no problem. There is therefore no reason not to schedule them months in advance and give everyone a calendar with the sessions marked on it. Boston L5 has had success with a schedule of one work session a week, with the day of the week varying but the time and place staying the same. If the time and place must vary, make sure they are listed on the schedule, with directions if necessary.

The location of the work parties should have the following at a minimum: tables, chairs, ample floor space (carpet helps) and electrical outlets. A blackboard is nice, and a photocopy machine, soda machine, rest rooms and Handbookchen facilities nearby are very convenient. If you can get two rooms, all the better, e.g., two small dormitory lounges near each other.

In setting up the system you'll want to assemble a "work party box", which each week's leader will bring to the session. Possible items to include: pens, pencils, paper, stapler, tape, magic marker, white-out, name tags, rubber stamp with chapter name and address, stamp pad with ink, refreshment donations cup, envelopes, stamps, National Space Society brochures, sample *Ad Astra* issues, cheap camera with film, chalk, markers, etc. Make a list of box contents and attach it to the box, along with a copy of the work session leader's duties and a schedule of future leaders. Left-over food should be kept separately to avoid messing up the box. If you have a chapter computer and printer, keep that with the box. Otherwise try to get someone to bring a computer and printer to each session where its use is planned.

The position of work party leader is rotated among volunteers. The identity of the leader for a given session should be known as far in advance as possible, and preferably printed on the schedule calendar along with the person's phone number. Project heads and others with tasks needing work call the leader in advance to get their tasks on the agenda. The leader can then explain what will be available from the work session box and that the project head must bring everything else needed to do the task. Advance scheduling of tasks also enables the

work party leader to set priorities if necessary and prevents having someone show up and say, "Everyone must work only on my project, since it's so important and the deadline is tomorrow!"

The work party leader then makes up the agenda. Some tasks may be done at every session, for example, answering correspondence. The leader figures very roughly how many people will be needed per task. If ambitious, the leader estimates where and by whom tasks will be done: "Joe is good at doing correspondence. If he comes, I'll try to get him to do it AND teach someone else so he doesn't always have to do it!" and "The poster boards are just too big for that room; we'll have to move that into the hall. Also, we can't have the room air full of the spray adhesive being used."

Other responsibilities of the work party leader include: trying to fill up the work party leader schedule with volunteers, checking the box to see if supplies are low, replenishing supplies or requesting the supplies coordinator to do so, transferring the box to the next week's leader and making sure the room is clean when the session is over. Note: money for the supplies should come from the group, not from the leaders pocket only! And last but far from least, the leader brings the refreshments.

Hints for the leader: Arrive early if possible, with the box. Put up signs to help new people find the room. List the tasks on the blackboard along with any short announcements (like "Refreshments-25 cents" or "Switch tasks and/or take a break if you're bored!") As folks arrive, make sure they put on their name tags and find something they want to do. Regulars will soon do this on their own, so you can concentrate on newcomers. Introduce them around, explain the setup and find them something to do, preferably with a regular who will make friends with the new person. Name tags are especially important for new people, and since they will feel silly if they're the only ones labelled, everyone should wear a name tag. Besides, many people are bad with names and appreciate reminders.

Set out refreshments and a prominent cup for money. People won't pay for the food unless it's quite clearly requested, including a specific minimum. Refreshments can be as simple or as elaborate as desired. There should be a way for people to quench their thirst, even if it's only a water fountain. Otherwise, bring a jug of water.

Unless things are going perfectly, the leader shouldn't join in on a specific task. Instead the leader should watch the session's progress: Is Joe getting bored? Does the new person look lonely? Is everyone working so hard they're not having fun? Making people feel welcome and helping everyone enjoy the session is important, if you don't, they won't show up anymore.

Keep track of who comes to the work parties so you can give out awards like "Member Attending the Most Work Parties" and "Member Leading the Most Work Parties". People love to be appreciated. For this reason, you'll want to take photos for your chapter scrapbook and possible publication in *Ad Astra*.

About timing: since people can leave whenever they wish, there's no need to set a time limit on the session. However, since the next session's leader has to take the supply box, the session may end when that person wants to go. If others are anxious to keep working, they can take responsibility for delivering the box to the next leader. Of course, if the work party is at a member's home, that member determines how late it can go on.

Announcements should be made somewhere in the middle of the meeting, after latecomers have arrived and before others have to leave. Avoid announcements right at the beginning; people seem to want to get right to work.

### social gatherings

In addition to being fun, social gatherings serve an important purpose: they bring us closer together, making us friends instead of just coworkers. This is crucial if NSS is to be a successful grass roots movement. Since your members will be in a cheerful mood, this is a good time to introduce new people to the group or discuss what it is we're all working so hard for--space development and settlement--and why.

Food and beverages should always be served at a social gathering. Contributions for food can be taken in advance or at the door. Pot-luck dinners, an inexpensive arrangement where everyone brings one dish, have proven successful for many chapters. Non-cooks can bring beverages, condiments, ice or disposable plates and utensils. Or members can pay a set amount for a purchased main course, and bring salads and desserts. Pot-lucks can be full dinners or brunches, a lunch during a day-long regional conference, a dessert social, a soup or chili warm-up after an outdoor event, hors d'oeuvres for a videotape party or a picnic.

You can invite another organization to participate, and use the relaxed, warm atmosphere to build bridges. A pot-luck picnic and some Handbooke-flying might appeal to your local environmental group, a star party would be enjoyed by amateur astronomers, and everyone seems to like watching model rocket launches (check insurance requirements and airport clearance). Your chapter might arrange to meet informally with a visiting VIP by inviting him or her to a pot-luck brunch or dinner before or after a local function, if you have enough notice and your members provide some special goodies.

If your chapter is located at a school or business or wherever commuting is a problem, you can have regular brown-bag lunch gatherings, with or without a brief talk or business meeting. Reviews of relevant books and articles are also good programming. Parties should be suited to your membership. Do you have underage members who would not be allowed at certain locations? Plan some family-oriented events, too.

Some social events, like dinners and theater parties, can be used as fund-raisers.

### **members' meetings**

These events can add variety to your activities and be an incentive for joining your chapter. Often a group can gain access to places closed to a single visitor. Be sure to make arrangements for tours well in advance. Take note of the names of your guides, etc. and follow up with a sincere thank-you letter to insure a warm welcome for a return visit by your group and other NSS chapters.



## Volunteer Development

by T. Wally Williams, III

[Editor's Note: The work of NSS is, and has always been, done mostly by volunteers. Our Society has few paid employees. The members of our Boards of Directors, Governors and Advisors, Society officers, the Chapters' Coordinator, the editor of this Handbook and the leadership of our chapters are all volunteers, people who believe strongly enough in its goals to devote much of their "free" time to NSS. We must never forget that people are our greatest resource. In this section T. Wally Williams, III shares his experience as a volunteer organizer in the Appalachian Mountain Club to help us make better use of our people resources. It has been edited slightly to fit the special needs of NSS.

### effective use of volunteers

There are several basic rules to keep in mind as you read this guide:

1. **CREATE ENTRY LEVEL JOBS FOR NEW PEOPLE.** Otherwise you won't have any seasoned troops next year or the year after.
2. **AVOID PERMANENT JOBS.** No one should have the same job longer than two or three years.
3. **FIND A PLACE FOR THE MISFITS.** The person who failed at one job may be just right for another. Consider it a personal failure if you have to turn away a willing misfit - there has to be some job that he or she can do.
4. **FEED THE ORGANIZATION.** Your committee is part of your chapter and your chapter is part of the larger structure of NSS. Look for ways to move people up in the organization.
5. **RATION CHALLENGE.** Give people the right size job so they will succeed.
6. **KNOW PEOPLE'S OTHER COMMITMENTS.** A family with a new child doesn't need a big assignment, but someone whose children are all in college may have free time.
7. **REMEMBER RETIRED PEOPLE.** Don't overlook the sense of commitment in those who are retired. Even those who cannot get out for some activities may still want a place in the group. Before you assume that older people are not interested in things that they probably will not live to see, consider the contributions that they have made to the environmental movement. Supporting space development is certainly a similar commitment to the future.

### what makes a good plan

Any person or group that sets out to accomplish anything has in fact a plan of some sort. The real question is whether or not the plan is a good one. A good plan:

- **Is an Agreement About Goals.** Many people think that the name of a committee is sufficient definition of its goal, but it is rarely true that even two people will interpret the name the same way. Even a verbal agreement about the goals of a group is better than assuming that people know what the goal is without being told.
- **Defines Chunks of Work.** After deciding the overall goal, decide what must happen to get there. One might start by saying we will need refreshments and later say that we will need cookies and cider for fifty people. In a formal plan the chunks of work are called strategies. Even a simple plan will have a number of different strategies.
- **Assigns Work.** No plan is complete until individual people have signed off on the work. First list how many people and what type will be needed. Later, when these people have been recruited, they need to "own" their assignments. One way to permit ownership is to have the recruit rewrite the job assignment. The important thing is that a named person agrees to do a named job. It is less important that the agreement end up in a document that has the formal name of "plan". For simple get-togethers that are in fact planning meetings the minutes can also serve as the formal plan.
- **Subdivides a Big Job.** In a volunteer organization all jobs must be accomplished by real people in their free time. Whenever a job gets large it should be divided into several smaller jobs. Each piece of the job then gets a miniplan of its own.
- **Tells Where the Money Will Come From.** Few worthwhile projects are purely manpower intensive. Usually they also cost money, so it is best to be up front about it and ask how much it will cost and who

will pay. Sometimes the volunteers themselves are the ones who will bear the cost. This can be dangerous, since if the cost becomes more than nominal, it will lead to a lack of volunteers in the future. This is especially true when there is a well-defined group that will benefit by the volunteer work and which could just as well supply the money. An example is a dollar charge at a potluck supper to cover miscellaneous supplies.

- **Survives Goofups.** It will work even if someone drops the ball. Recognize from the start that some people are more reliable than others. These people will see that a job gets done even if they themselves cannot do it. Identify those jobs that are critical, and give them to reliable people. Save the less critical jobs for new people or for those who are known to be unreliable. This policy puts a burden on leaders to continually screen new people, so that those who are reliable are spotted early and moved to the reliable category.

- **Includes a Method for Recruiting.** Since the planning for a group activity is usually done by a small group, there must be an explicit way to recruit more people. For this reason every simple plan should state explicitly who will recruit whom. If the plan is complicated enough to justify writing out the jobs that are to be done, then a specific person should be assigned to recruit those who will do the work. If the recruiter is not at the planning meeting, someone who is will have to recruit the recruiter.

### types of committees

A committee is a group of people with a common goal. The important words here are "group," there are no one-man committees, and "goals". The latter determine what kind of committee one has and how it must be structured. One committee structure will not work for all volunteer assignments. The structure of each group is determined by its goals.

Most practical committees fit into more than one category; nonetheless, it will help your thinking if we look at some "pure" committees: Working, Planning, Policy Setting, Information Exchange and Writing. Pay particular attention to size when looking at committees this way. Some kinds of committees must be small, others large. You cannot mix assignments with any degree of success; however, you can make the small group a subcommittee of the larger one.

1. **Working Committee** - meets for the purpose of getting a job done, such as stuffing 500 envelopes and sorting by zip codes. If all the work is to be done by those who do the planning, the committee should be thought of as a working committee.

2. **Planning Committee** - Plans for a larger group, perhaps planning a large mall exhibit. Three to five people interact best when planning is required. Size is the critical factor. Five people can plan, ten people will probably bicker, and fifteen cannot even agree on an agenda.

3. **Policy Setting Committee** - Size is critical in policy -making groups. Where only a few people are needed to make decisions, it is easy to get things done. As matters become more complex, more people come into play until a group is too large to do anything creative; it can only react.

4. **Information Exchange Committee** - When an organization becomes very large, it will have many units. While each can go its own way to some extent, it is better to let people share their experiences. Thus, one can have a group that meets from time to time just to share information. This could occur within a chapter or between chapters in a region.

5. **A Writing Committee** - Writing is such a specialized task that a special section follows on using the committee structure when writing is needed. The problem here is that writing itself can be done only by individuals.

6. **The Small Committee** - Small groups accomplish more than large groups as a general rule, but we often forget this essential fact. When a lot of work has to be done, try to break it down into chunks that can be handled by groups of about five people who can easily work together. If necessary, have an occasional meeting of all the small groups to coordinate the work, but don't try to get any work done with 25 to 50 people at a meeting. In a large group the best you can hope for is to identify what has and has not been done and what needs doing. One can then assign the work to the small groups where it will be carried out. A compromise arrangement is to start with the large group, then break up into subgroups in their separate working areas, possibly regathering the entire group before the end of the session.

**evolving an efficient committee**

Committees and the groups they serve tend to grow. Unfortunately the way business is conducted has to change when more people get involved. Even with small groups there are right ways and poor ways to organize. The following outline assumes that most groups evolve through all three levels of organization. This need not be. Even a small committee can be made up of people with specific job assignments. The three types of Committees are:

**\* Collection of people with similar goals**

1. No job definitions
2. Much bickering
3. Each "job" requires someone in the group to volunteer on the spot
4. Does not use people outside the inner circle
5. Makes an effective working group if limited to five persons

**\* Same group of people with assigned jobs**

1. No need to bicker. A new job needs a new person who is recruited.
2. Whenever a person sees his assignment is too large he must go outside the inner circle to recruit help
3. Jobs have names and job descriptions.

**\* Committee of subcommittee chairpersons**

1. As the jobs get larger each person in the type of committee above recruits helpers. Soon each has a subcommittee of people with job descriptions, etc.
2. Now the main committee sets policy. Subcommittee chairs report on progress.
3. The committee has purview of too much material to keep track of without writing things down.
4. It needs standing rules.
5. It needs an overall plan and a plan from each subcommittee.
6. When it first reaches this level every subcommittee decision tends to be reworked by the main committee.
7. When it matures it rarely changes the recommendations of the subcommittees.
8. Budgets become a necessity. Since people are more important than money, people budgets are also needed.

**setting up a new committee**

Do you have an organizer? Sometimes you are blessed with one when you have a new assignment. If so, that person will probably do the very things that are described below. However, often the best you can do is to locate a person who is committed to getting the job done but lacks organizational skills. In this case try the following system:

1. **Write down the goals and strategies for accomplishing them** - The first requirement is a clear expression of why the committee is being set up (goals) and how it will probably function (strategies). It is usually good to write down this information even before trying to recruit a chairperson or committee members. It is particularly important at this early stage to think of work assignments that are "people-sized". The tasks should be neither too big nor too small. They should also be written up in such a way that they can be accomplished by two or more people working together where appropriate. Joint work is usually more fun and mutual support is particularly helpful when the assignment is new and perhaps a bit unclear in either concept or solution.

2. **Define a source of people** - Again, before approaching the potential chairperson define a source of manpower for the new committee. Perhaps a newsletter request or an upcoming pot luck supper can be "set aside" for recruiting. See "Methods for Recruiting People". Remember that a typical newcomer wants to meet people and gain recognition as well as attend programs. Volunteering will accomplish both of these aims.

3. **Give names to the assignments** - Avoid at-large committee members. Everyone should have a specific assignment and, if possible, the assignments should have short but descriptive names.

4. **Create subcommittees** - Before a committee is set up it may be apparent that a particular chunk of work can be best separated out from the rest. Why wait? From day one, plan to create a subcommittee to handle such a well-defined task. The subcommittee itself can be recruited at the year's first meeting.

5. **Alone or together** - Many assignments fail to get carried out at the end of the assignment, but these people are the exception. Most people respond best to the instant reward that comes from working together with other people on a common project. Even such "one man" tasks as writing can be made easier if the assignments are not too large and the opportunities to show off the product to one's peers is increased.

### appointing an old committee

Read the preceding section about setting up a new committee. It is written to help you create a new committee with its own new and probably inexperienced chair. This section is similar, but it leads you through the exercise of appointing your own old committee. The crucial difference is that word "old". We assume that you are inheriting an ongoing committee along with at least some people who will serve again and some who you hope will go away. Unless you "change the rules," you will also inherit the old committee's goals and structure.

1. **List Goals and Jobs** - Either alone or with one or two of the people you know will be on your committee, write down your goals and the jobs for accomplishing them. Look back at the immediate past. Which jobs were too big? Can you split them up? Which jobs are no longer important? Drop them. What new goals have you for this committee? What new jobs will be needed? Have you created enough "new people jobs"? Do you have any jobs that are failure-proof for those "willing but unable"?

2. **Do a People Inventory** - Start with the outgoing committee. Which people are likely to serve again? Do these persons want the same jobs? Do they specifically want new jobs? Were any of them doing things you left off of the goals and jobs list? Next look at your sources of new people. Who came to a meeting or program and asked questions that indicated interest? Who had suggestions for new projects or ideas for improving old ones?

3. **Get on the Phone** - Your people inventory involved a lot of assumptions that must be checked out. Start by phoning the people you are most comfortable with. What do they want to do? Try out your lists on them. Each call should add something to your list of jobs or people. Save calls that will commit you to a specific job until late in the game. Try to get information before making decisions.

4. **Fit Real People to Jobs** - Most organizations squeeze people out of shape, because they don't match real people to jobs. Know your people well enough so that the people come first, not the job descriptions. Even before you start to phone people for commitments be aware of the job description trap. When you are through interacting with an individual you will get only what you mutually agreed upon not what you had on your original job description. If you are clever, you will do job descriptions in outline form. Then if any piece is not taken in hand you can reassign it or agree that the other person will recruit someone to take it on.

5. **Firm Up the Committee** - When you have a reasonable match between jobs and people, start to get firm commitments. (See the section on Contracts.) You want an informal contract with each person to do the assigned job. Go over the job together or by phone. Let your volunteers fill in as much of the descriptions as possible themselves. That way they will "own" the jobs. Just make sure that all the items on your own check lists are covered or that you have recorded that you must find another person to do them.

6. **Publish a Roster** - As soon as possible get a roster of your members to each person on the committee and to the larger group that it serves, to improve communication.

### using a committee to write

These techniques will be useful, whether you want a report written about your Space Week activities, an article for this Handbook, or a resource for NSS's Education Committee.

**A COMMITTEE CANNOT WRITE ANYTHING.** Writing is a personal activity. It can be done only by one person at a time.

**A COMMITTEE CAN DECIDE WHAT TO WRITE.** A well-written technical discussion may need input from many people. One way is to get the experts together with a knowledgeable writer. Good notes or even a recording are a must at such a meeting, but formality is not. The idea is to cover as much territory as possible. The brainstorm is even helpful - anything goes, even "crazy" ideas. Later, after everything has been said it can be evaluated.

**THE CHAIRPERSON SHOULD BE A WRITER.** If there is only one writer, that person should chair the group and get the lion's share of the "glory" if a good job is done. Sometimes a committee is formed where each person is going to write part of the work. It is even more important here that the chair be an experienced writer.

**THE OUTLINE SESSION.** Before major time is committed to writing it is good to create an outline that can be gone over by the committee of experts. Such an outline needs to be typed with lots of white space, and it must be distributed ahead of time. Each person should come to the meeting with a marked up outline. With a number of ideas available, the committee can select the best rather than settling for one approach that is merely good.

**THE DRAFT CRITIQUE.** Here again, lots of white space and prior distribution are essential. If the outlining was done well and the writer is even moderately good, there shouldn't be too much to change at this stage. The main thing to look for is lack of clarity. Look also for needless words; however, if an editor will get the completed work such editing tricks as getting rid of "excess baggage" can be left to the editor. More important is technical correctness and ease of understanding to the uninitiated. Often some non-experts are needed at this point to spot places where the writing lapses into unnecessary jargon.

**CONTRACTS AND DEADLINES.** Writing takes time and inspiration and many good writers are only "up to writing" part of the time. However, when it comes to writing, everyone needs deadlines. Put the deadlines in writing and circulate them. Use a little "creative guilt" as the deadlines approach to be sure that everyone does what they agreed to do. If the chair is doing the writing, a "contract" must be made with the rest of the group.

**WHO SHOULD BE ASKED TO WRITE.** A good "executive" collects a stable of committed people to help accomplish the goals of the organization. Always be on the lookout for people who like to write. Remember who they are so you can use them later. For instance, if a subcommittee is formed to do instruction, keep track of those individuals who try to put the expertise down on paper. Encourage them even if the product isn't perfect. It is surprising how fast people improve if they have a compulsion to put things down on paper.

### job descriptions

If someone is doing a good job, why do we need a job description? Because the next person to do the job may not be as prepared and may need help. That is one reason, but there is much more to this question.

1. **Who Are the Players?** - Most jobs in a volunteer organization are part of a structure. Usually many people are involved because no one person can spare the time to do too large a job. Thus, the key jobs are ones where many people interact with one person. For instance, a schedule coordinator might talk to the chapter officers, newsletter editor, program chairmen and numerous others. Without a formal job description, each of these players has certain expectations based on assumptions. Some people will assume that this year's incumbent will do things the same way that last year's did, and indeed that person may be doing his or her best to do so.

2. **The Assumed Job Description** - where custom and the actions of the last one or two people to do the job defines the job itself. Such a method leaves much to chance. For instance, this year's job holder may simply not know all the things done last year.

3. **The Statutory Job Description** - Almost as dangerous as an assumed job description is one buried in a seldom-read set of standing rules. The person being asked to do the job may not even know about this description unless the person who does the recruiting reads it.

4. **The Recruiting Job Description** - When a person is recruited for a new job, a job description is essential. At the very least, the description available at this stage must set forth the magnitude of the assignment. Statutory descriptions are rarely adequate. "Coordinates chapter schedule" does not tell you the same thing as "attends business meetings, gathers information from all program chairmen, the Secretary and designated outside organizations, prepares a complete calendar of events and submits it to the Newsletter Editor before each month's deadline." When a poor job description is used to recruit, the volunteer may unwittingly bite off too big a job. This often leads to over-commitment and failure.

5. **Goals Job Description** - A good job description starts by defining the work in terms of what is to be accomplished. After the goals are stated, the strategies for achieving them can also be written out, but with such a

definition a flexible person can often see how they could accomplish the goals with either a different set of strategies or with the same strategies but different emphasis.

6. **Explicit Job Description** - "Attend the meetings of each of the three committees." That statement is quite explicit, but it fails to say why attendance is required. Could a phone call substitute for attending some of the meetings? Could a visit by someone on my committee do the job? It is good to be explicit about how the job has been done in the past, but just as important to be explicit about the goals so the next person can be creative in filling the post.

7. **The Turnover Job Description** - one understands a job best when one is about to give it up. Each job description should be updated near the end of the term of office, but prior to recruiting the next person so that it can be used in the recruiting effort. The job description then becomes part of the contract between the new recruit and the organization.

### recruiting methods

- A. Direct personal contact, one on one.
- B. Direct contact by phone.
- C. Speaking directly to a group and providing a place for people to sign up or ask questions or otherwise respond.
- D. A special mailing to a target group known to be highly motivated.
- E. A separate flyer in another mailing; for instance, a request for workshop leaders sent along with a conference registration.
- F. An invitation to a meeting about an important issue. The meeting has a speaker, slides, etc., but its real purpose is to get a motivated group together so one-on-one recruiting can be done. An example is a progress report on impending legislation critical to space development, used for setting up a local branch of the NSS Phone Tree.
- G. Attending another meeting. This method tends to get overcommitted people further overloaded. It fails to get new people involved.
- H. By invitation. Write or phone and tell the person they have been selected to participate in the desired activity.
- I. A questionnaire in a chapter or NSS publication is often effective at getting names and can be much more low key than a request for people to do a job that sounds challenging. Almost anyone who has tried advertising for volunteers will tell you that a notice in a chapter newsletter is almost useless. This lack of response occurs because it is nearly impossible to write an announcement that is not threatening. One way around this dilemma is the two-stage process of using a questionnaire or survey to identify interested people and then recruiting them by personal contact. Make the survey as controversial as possible to make the reader unsure whether the chapter will take the "correct" stand or action. It will often net replies from 5 to 10 percent of the readers. This method leads to a large list of potential volunteers who probably need lots of hand-holding before they are effective.

### recruiting missing skills

This section lists a number of skills that are required for the functioning of most committees. While those that come with the Chair are no problem, others must be recruited, if they are missing. Unfortunately, these skills do not come attached to job descriptions. They just happen to be present in certain of your volunteers. Thus, your first task is to recruit people who will accomplish the specific goals of your committee. Next the group chosen is study, if necessary, these skills are recruited. This is one of the few instances where an at-large member with no formal job description is acceptable. If possible, however, arrange matters so that even these persons have jobs even if some are not very big.

**THE CLARIFIER:** Every committee needs one or more people who spot what is happening when two people say the same things but mean different things or say different things but really agree. The Clarifier will make a statement like "Let me see if I understand what John is saying. What we really want to do is...". The words that are now presented are a clear statement of the fuzzy thinking that was leaving some people confused.

**THE RESOLUTION WRITER:** This individual enjoys putting other people's vague ideas into well-crafted statements. This activity often goes on during the discussion of a fuzzy resolution. The writer will then exclaim, "Can I try out a better wording for that resolution (or motion)?" Never mind Robert's Rules. They are only used when people who disagree strongly need rules for debate. The Chair can maintain a little formality by asking the person who proposed the motion in the first place whether he accepts the new wording.

**THE CO-CHAIR:** This individual is an astute politician and recognizes when an agenda item should be tabled or sent back to the originators for rework before being presented to the committee as a whole. It is particularly important to have someone to play this role when the Chair is personally involved in an issue and thus fails to see when no progress is being made. The immediate past Chair of a committee often plays this role.

### lining up the next chairperson

No one is indispensable! - As soon as you take a new job, start to line up one or more replacements. In a poorly run organization, you merely try to spot someone gullible enough to say yes. We assume here a well-run organization. The following are specific strategies that lead to an easy replacement:

1. **Train other persons in the required skills** - If you are chairing a committee you need people who can do well the things that you do well. Look around. In a growing organization there will be jobs that are being done by a single person that ought to be done by several people. When you split these jobs off and form subcommittees, you not only make the jobs more likely to be done, you also start to train other committee heads.

2. **Break your job into smaller pieces** - Avoid the one-man-committee syndrome. Write down all the things that your predecessor was doing, that you are doing and that you feel you ought to be doing. How many items on the list can be delegated? If you give a piece of the action to someone else his energy can be devoted 100 percent to just that piece so the job will be done better than if you do it yourself.

3. **Make your job look easy** - It is impossible to replace an indispensable person! If people perceive that you are doing an impossible job, no one will step forward to replace you. Your most important assignment when doing an important job is to keep it from appearing as a big job. The most important skill of a good chair is the ability to package work in people-sized chunks. When an assignment is small enough, you will have no problem in selling it to someone else. When you have given away all of the non-essential elements of your own job, you will have reduced its scope sufficiently that you will be able to find a replacement.

4. **Do a job description** - A good job description will identify the areas you still haven't let go of. Get rid of anything you can. What's left is part of your ammunition when you look for your own replacement. Job descriptions are so important that a separate section is devoted to them.

5. **Coping with a nominating committee** - Many jobs are filled by a nominating committee. The rules of the game are the same. If you want to avoid running for office again, do all of the things discussed above and then let the committee know which person or persons are ready to do the job.

### making a contract

A contract is a piece of paper with a written commitment on it. Most of the time we think of contracts between people, but they work well where only one person is involved. The elements are the same. One writes down what is going to be done and when it will be completed.

**What is going to be done** - The more specific the statement of commitment, the better. When making a self-contract it pays to do a first draft and then to rework it several times. Help should be sought on a big job. Another person may be able to see a better way to do the job or a better way to phrase the commitment.

**Always set a deadline** - Most people need deadlines. For large jobs, like writing a manual or setting up a training program for workshop leaders, the job should be broken down and a series of deadlines should be set. Good deadlines are not set just to specify when the job is to be finished. A good deadline is a budget for one's psychic energy. Look at each piece of a large job and ask whether there is enough time to do it. Will it interfere with a vacation, a holiday, or some other commitment? An honest appraisal of a series of deadlines will often uncover an overcommitment early enough so additional help can be recruited.

**When to use a contract** - Always make a "contract" with a person who is asked to do a new job. Then instead of a vague charge like "head the membership committee", one will put in writing the specific elements which are expected to lead to a successful membership effort.

**Put delegation into the contract** - More committee people fail because they try to do everything themselves than for any other reason. The contract with a new chairperson should specifically include which jobs are to be filled by other people and when they are to be filled.

**Avoid the undoable** - What is possible for me may not be possible for you. Know the people you recruit. A person who has never recruited anyone else may find this task "impossible" even if it is agreed to. Be sensitive to this important problem. You may have to locate the first recruit and even "set him up". What is required is for the new chairperson to experience some success in recruiting people.

**Letting people say no** - When you go to recruit someone, you have to ask yourself whether you merely want that person's name on a list or whether you want to get a certain job done. If you want the job done, it is important that you sell the job. It is all right to even build the person up and say why you think he or she is the right person for the job. Do include also some phrase that allows the person to gracefully say no. "I'll understand if you haven't got the time for this job now" or some such phrase will give the person a chance to discuss why now is not the right time. Even if the person ultimately takes the job, it will have been important that all of the possible reasons for saying no have been aired. Otherwise that excuse "well, I was pressured into it" will be all too available in the person's mind. Just remember when people feel put upon they don't tell you, they just don't get the job done.

### generating consensus

A 9-7 vote may guarantee success in a meeting of a company's board of directors, but it is sure disaster in a volunteer organization. Never let a controversial subject come to a vote until some form of consensus has coalesced. The following are some ways to generate consensus:

1. **The late night discussion** - Save controversial matters for late in a meeting when people are ready to leave. After a short discussion, table the item until the next meeting. At the end of the short discussion you will not only know who is on what side, you will have a pretty good idea about which people are confused about the issue. Before the next meeting a few phone calls may generate the needed consensus.

2. **Redefine the way the goal is to be accomplished** - A controversy often arises because a poor solution has been proposed to solving an important problem. When things get rough try redefining the goals, preferably in writing. Clearly written goals often generate their own solutions. In any case, people will have more objective criteria for testing their solutions to a problem if everyone is working toward the same goal.

3. **Agree to disagree** - Often a lack of consensus results from an imposed policy. Perhaps everyone does not need the same policy.

4. **Use a written agenda** - Ideas that are presented verbally often get misconstrued. Simply getting things down on paper clearly can go a long way to achieving consensus. Further, everyone can think about the proposal ahead of time if an agenda is mailed out. Note this type of agenda is not just a list of topics. It contains complete statements and proposed resolutions. It requires homework. It can also embody assignments; for instance; "Ann Smith will present a resolution on an adult education class." Such a statement places plenty of peer pressure on Ann to come up with a written statement.

5. **Reinvent the wheel** - It is all right to go over an old policy. When you have done so, this year's group will "own" it.

### using large gatherings

Major programs, chapter potluck suppers, parties and new-member nights are places where enough people with similar interests are all together at one time and place that one can take advantage of the large numbers. These are ideal places to recruit people and for announcements that have missed the newsletter deadline.

Don't overlook the opportunity to give recognition at a large group gathering. Not only should the people who did the work required to bring off the event be given a hand, but others can be recognized at the same time.



An announcement of new volunteer assignments serves several purposes: giving recognition, letting people know about changes in the organization, helping new and potential members become familiar with chapter activists and giving them a dynamic image of your chapter.

### **getting one-time expert help**

Look at a difficult committee assignment as an opportunity. When trying to set up a new committee one gets an opportunity one rarely gets when doing the routine work thereafter. Even the busiest expert will find it difficult to say no if asked for advice on a one-time basis. "We are having a meeting to set up the new publicity committee. Will you come for just one meeting and help us define the job?" Such a request can recruit top talent. Just remember they are not expected to do the job, just to define it. Of course, one sometimes finds the expert volunteering to take on a job when approached this way. Just don't count on it.

### **using friends to get ready for a tough job**

Have you ever had to tell someone something you knew they didn't want to hear? You were sure it would end up being a shouting match. You needed help. In cases like this, you need a friend. Ideally, the friend also knows the problem person but has no emotional involvement with him. Use your friend to talk through the problem. Try out your solution to it. Ask for ideas. Just talking to the friend will sort out the facts and help to keep emotions out of the problem discussion.

Friends are also great technical resources. Try out your ideas by bouncing them off other people. This is a particularly good way to use the "expert" who no longer has time for the assignment you now have but who knows a lot about it.

### **the art of saying no**

Most volunteers are good at saying yes. To be effective they also have to learn to say no. Time is a valuable asset and it should be guarded. Let's look at some of the "say no" situations and how they are handled.

**New Collateral Duty:** You are chair of XYZ. You receive a phone call saying that XYZ must be represented on ABC. Can you legitimately say no? Of course you can. It may even be helpful to your organization. Start by determining why the cross representation is needed. Mere tradition? Expertise? When you know the real reason you can solve the real problem. Is expertise needed? Consider sending another expert from your own group. Preferable that person is someone who is not even doing anything for the group and needs to be socialized into the organization as a whole. Perhaps there is only one time per year when the two groups need to interact. If you are needed only when a budget is worked out, volunteer only to come to the annual budget meeting.

**Reappointment to an old job:** You may have accepted a new volunteer job or you may have had a change in your daily work or even given birth to a child. Whatever the reason, you are no longer available to do a job you were doing. How do you handle the situation? First, consider acting before you are asked to do the old job again. Call the person you report to and suggest a new solution to the personnel problem. Ideally you will have a new candidate groomed to take over. If not, perhaps you have spotted a likely candidate. Second, consider starting the search yourself. As you put out feelers to people that you are looking for someone to take over, you will also be letting everyone know that you are no longer available.

**Requests for information:** Some jobs bring with them endless phone calls. Each call is of itself fun to deal with and interesting. Taken as a whole, the calls keep you from doing the job you set out to do. They can even break up marriages and lead to other forms of social trauma. There are several ways to cope. First, study the need for information and what resources are available to fill the need. There are probably volunteers or potential volunteers that can provide the information and that would like doing so. In a growing organization, look for ways to split the request up among a number of people. Why not publish information that is repeatedly requested? Or publish a list of experts that is organized geographically, so no one person gets too many calls. Can you organize a rotation system and publish your newsletter. Who will act as the coming month's contact? Consider making use of an automatic answering machine or local computer bulletin board. List its operating hours in your newsletter, if they are limited.

### **clearing the deck for a new job**

Whenever you accept a new job consider clearing away some old responsibilities. Get on the phone early and line up people to replace yourself. Then call the "appointing authority" and say, "I won't be able to head XYZ next year because I have agreed to do ABC. I know that John or Mary would be willing to do the job." Should you then say "yes" if asked to stay on the committee? The answer should depend on whether it will help with the new job. Often the new job has been offered because of contacts with the group. Obviously, keeping these contacts is important. Just try to avoid so much of a commitment with the old group that you cannot do the new job.

### **keeping the ball in his court**

Volunteer jobs often involve interacting with many people. How can you keep the many from burying you? First, make other people phone or write to you, if you are serving them: set up a time when you will be available to answer the phone, then let people call you. If the numbers get larger, recruit several volunteers who will call you at an agreed time and then be called by subsets of the larger group. Be creative; the idea is to spread the work out.

Even when you are one-on-one with people, you may have to make them do more. If you need a written description from someone, have the person put something on paper before you meet. Not only will some of the writing already be done, but since writing forces clear thinking, better ideas will be available during meeting.

### **the rewards of volunteering**

People will volunteer for all sorts of difficult assignments. The real question is whether they will follow through and accomplish anything. The key to follow-through is job satisfaction. We cannot pay NSS volunteers so we must be sure we reward them. some of the reasons why people do volunteer work are:

1. **Working with Fun People** - People volunteer to meet people, so avoid giving out jobs that will isolate people. For instance, mailing a newsletter every month can be pretty dull work for one person, but if five people get together and do it, that's fun. Perhaps publicity releases and Public Service Announcements for several programs or events can be done at one time. Then the leader need only to get some envelopes in the mail before each event.

2. **Getting to Meet the Top People** - This reward only works for a while with any person and group, but it is a powerful motivation for a newcomer to be able to meet the people who really count in an organization. It helps you to get people, but it won't retain them unless they get further satisfaction.

3. **Accomplishing a Personal Goal** - Many people do committee work in an area that interests them personally. Take the broad area of space education. A person volunteering to work on an education committee is probably committed to a particular aspect of the subject. To get the most out of this volunteer you need to know what he or she wants to accomplish. Then an assignment can be tailored to the person. Written committee goals are particularly important here because the volunteer can use them to help sort out exactly which goal will be the most appealing to work toward.

4. **The Miracle of Recognition** - Everyone likes to be recognized and appreciated. Newcomers particularly need recognition, especially if they don't happen to be super-personality types. A carefully crafted selection program can have something in it for almost every newcomer. Nearly everyone will then end up feeling like an insider instead of feeling left out. Thus, not only will leader and committee staffing problems get solved, but more newcomers will end up staying with our programs and NSS will grow.

Section 3 - NEWSLETTERS & OTHER COMMUNICATIONS

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Newsletters

Writing Effectively

Other Communications

Telephone

E-mail & the internet

## Newsletters & Other Communications

### Newsletters

#### why ?

Sooner or later your chapter will probably decide that you need a newsletter. A newsletter, however, is not an absolute necessity--it is a chapter project, like any other, and should be evaluated in the same way. If the main activity of the chapter becomes working on the newsletter, it's time to reevaluate the goals of the group. You may need more action and fewer words.

A newsletter can serve your chapter in many ways:

- Announce meetings and other activities
- Report on recent chapter activities
- Cover local space news
- Share information about local resources
- Improve communication among members and between officers and members
- Publicize your group
- Aid chapter growth Improve morale
- Promote communication with other chapters
- Serve as a permanent chapter record
- Help members to develop writing, editing and organizational skills

But before you put yourself and your chapter on the newsletter treadmill, carefully consider where these purposes fit on your list of priorities and what kind of newsletter will best fill YOUR needs.

#### kinds

They can range from a single-page, handwritten notice distributed at meetings as needed, through the cut/paste/photocopy newsletter of varying quality, to an e-mail newsletter, and to a monthly, multi-page, type-set, semiprofessional publication mailed to hundreds of individuals and organizations.

A newsletter can be your chapter's best friend--it can also be a monster that devours all your energy, time and money!

Start out small. It is easy to move up to something fancier as you gain experience, but embarrassing to have to cut back and admit that you bit off more than you could chew. Anyway, just think how great future issues will look compared with the first ones!

Don't be afraid to experiment with different formats and production methods. Have members gather samples of different kinds of newsletters to study.

#### schedule

You don't HAVE to put out a monthly newsletter. It could go out whenever the editor has enough timely news to print: However, when your chapter grows beyond an initial small group, members should be able to expect to get the newsletter at regular intervals.

If your officers are organized enough to schedule chapter activities several months in advance, it certainly is less effort and expense to publish bimonthly or even quarterly. However, it is likely that you will have to circulate news between issues (see "Phone Trees" elsewhere in this section).

Does your chapter have a slow season, during the summer or at exam time? Are the November/December holidays too hectic for your editorial staff? Instead of a full twelve-issues-per-year schedule, you may prefer to do ten or eleven issues by combining July and August and/or November and December.

Whatever schedule you choose, make sure you get each issue out ON TIME! A beautifully-done, big newsletter will not impress your members or the public if it arrives too late.

**super-editor**

Your chapter may be blessed with an experienced editor or with an energetic member who is eager to put out "the best newsletter NSS has ever seen!". (Maybe this potential "super editor" is you.) While no one wants to throw cold water on such enthusiasm, the officers and membership cannot afford to sigh in relief, assume the newsletter is in good hands and move on to other business.

First of all, unless this is a handwritten, passed-around notice, no one person should have to gather all the news and information, type it up, format the newsletter, produce and distribute it. Not only will this method bum out the most dedicated member in time, but either quality or schedule is likely to suffer.

Your editor may take such an arrangement on willingly, out of ignorance of what it involves, or because he or she cannot (or is unwilling) to delegate authority. It is vital that your chapter avoid this, if for no other reason than your editor may suddenly be unable to continue because of a job, school or family crisis and no one else is likely to want to step into such a demanding position.

**a learning experience**

The above warning must be modified somewhat to take into account the fact that writing, editing and publishing a newsletter, like other chapter activities, can provide your members with an opportunity to learn valuable skills. They can then use these skills to advance both NSS and their own careers. While this benefit does not justify an otherwise impractical newsletter project, it should be considered during an evaluation.

**image**

While your newsletter does not have to be a masterpiece, it does represent your chapter to members, prospective members, the media, community leader, and the general public. What kind of an image do you want to project? What kind does it actually project?

Even if you can afford a top-of-the-line publication, does that give a spend-thrift image to a local volunteer, educational organization? Or does your group look sloppy, disorganized, fanatic, unrealistic, cliquish or self-important?

Unless you plan to keep the newsletter strictly for members only, which is difficult (hand delivery, burn-on-reading?), it is a good idea to keep nasty internal disputes out of it. Reading a newsletter can lure in a new member, but not if it reflects an organization in combat with itself. It's best to consider material in the newsletter to be in "the public domain" since even the press may get a hold of it.

**a temptation**

Local newsletter editors face a great temptation: As long as they're paying postage to send out a newsletter, why not send out a big, fat newsletter? And if there's not enough local chapter news to fill it up, use national space news, general space articles, physics lessons, anything space-related. Makes sense, right?

Not really. If it truly took no extra time or money to do, it would make sense to include national news in a local newsletter. But our time and money are very limited, and newsletters eat up a lot of both. Think of it: all around the world many separate chapters could spend time and money writing, editing, typing, photocopying and mailing similar general articles to very small mailing lists. It's inefficient; an immense duplication of effort.

So editors: Be ruthless! Ask yourself whether this item belongs in a local publication, or whether it has the potential to interest a national readership. If the latter, urge the writer to send it to *Ad Astra*, which is always looking for good material. Encourage the local members to write for outside publications, too. The general public's need to hear about space development is greater than any NSS member's.

**copyright warning**

Even if your newsletter is a small, members-only publication, you may be in violation of the copyright law if you reprint articles, cartoons and other copyrighted material. Assume that everything is copyrighted unless you know otherwise and get permission from the source.

In the U.S. you can copyright your newsletter if you wish by putting the copyright symbol © followed by the year and your chapter's name on each issue. To give full protection to a special publication, you can send a copyright form and fee to the Copyright Office of the Library of Congress, even after publication.

Your group might want to encourage reprinting of your material, but should specify in each issue that permission is required, material cannot be used out of context and a copy of the publication must be sent to your editorial address. Other NSS chapters may be exempted, if you wish.

### **gathering material**

Once your chapter decides what kind of newsletter to publish and picks an editor, he or she will probably find that it is easier to sit down and write about chapter activities than to get members to do so. Resist the temptation! It takes extra effort to train a pool of member/reporters, but it is well worth it! Even non-typists and non-writers can at least gather complete information for the calendar. You will soon be grateful for the help and probably find that this method also cements your group together as more members share the feeling of accomplishment.

General appeals for articles either go unheeded or result in four separate ones about the same event. Ask specific people to do specific, small jobs and tell them how much you need. If you want two paragraphs or one hundred words on the library exhibit, be sure to say that, or you may get three laboriously handwritten pages two days after your deadline!

Once you have picked a format and production method, members' submissions should be typed in that format whenever possible. The best way to let them know what you need is to type detailed instructions in the exact format you need, including line length, titles and spacing. Send this out with your next newsletter.

### **deadlines**

Your newsletter may never get out if you don't set deadlines and stick to them. You can use an easy to remember one, such as: the tenth of each month or the first Friday. Publish each deadline prominently on your newsletter's calendar.

### **content**

Much of your newsletter will consist of regular features:

- CALENDAR:** A list of chapter and other space-related events. An actual calendar that members can post is popular
- ARTICLES:** Highlights of upcoming and recent events
- EDITORIAL:** Communications from the editor or officers
- MEMBERSHIP FORM:** Don't lose an interested possible new member because they don't know how to join.

Try to keep your writing tight and informative and put the most important information on the front page. Editors go crazy when they hear a member say, "Was that in the newsletter? I didn't get to finish it last month." A large newsletter should have a table of contents or "In This Issue" listing on the first page.

### **advertising**

Set a standard policy about advertising. Do you want to finance your newsletter through ads? You may have to guarantee a minimum circulation for your ad rate. Will you accept only certain kinds of ads? Give special rates or free ads for members or corporate supporters? These are not easy decisions.

### **copy protection**

You can't get an attractive newsletter from messy copy. Your best bet for generating attractive, readable copy is via a laser printer. "Bubblejet" or "inkjet" printers are nearly as good and definitely less expensive. If you must resort to typing, typists should use good, white paper, a dark black ribbon and clean the machine's typeface

when needed. Use a consistent type size, pica or elite. Electric typewriters produce copy of more uniform darkness than do manuals.

Word processors are wonderful time-savers because material can be quickly edited or corrected, but check what kind of printer you will have to use. Printers generally have a "resolution" expressed as Dots Per Inch (DPI) 300-600 is standard and will suffice for most type and graphics. A glossy magazine will usually use 3,600 printers to render photo-quality images. Dot matrix can be hard to read, especially if it does not print descenders (the parts of letters like g, j, and p that go below the line). Fortunately, these are a dying breed in this day and age. You may be able to store your copy on a disk and use someone's compatible letter quality printer to print your master. But be sure to try out all equipment before you need it!

Readability is increased by using two columns instead of typing across the page and by justifying the right edge of the columns (making the last letter of each line fall directly under the one above). Most typewriters give an equal space to thin and fat letters. Typeset copy is proportionally spaced and more pleasant to read. If you reduce your typed copy with a photocopy machine in order to get more on a page, make sure it is still readable.

### **format**

You can design a master copy of your newsletter's masthead using word-processing or desktop-publishing software or manually paste it up with rub-on letters, and graphics tape for lines and boxes or you can invest in a printed one. Avoid large dark areas if your newsletter will be photocopied. Don't forget headlines for your regular features.

### **manual paste-up**

Once your copy is complete, arrange it on sturdy sheets of white paper along with your masthead, page numbers, and clear black and white art. A dab of rubber cement will hold them in place, and they can still be rearranged as needed. Once your masters are complete, follow the photocopy guidelines found elsewhere in this chapter.

If your newsletter is printed, shop around for the best price and completion time, as these can vary greatly. Make sure you know when it will be ready. Get your masters back (some printers file them), you may want to reuse parts in the future.

### **mailing**

Unless you pay the printer to collate, staple, fold and address your newsletters, these jobs can be done by members--see "Work Parties," "Mailing Labels," and "Bulk Mailing" elsewhere in this Handbook. The secretary should have mailing labels ready. Someone must also get stamps, run the postal meter or sort zip codes for bulk mailing.

You might decide to have a Copy Editor who produces the masters and a Production Editor who is in charge of the printing and mailing. This method prevents overloading one member, but demands teamwork and rigid deadlines so that the newsletter is ready for the work party.

If all your chapter members have e-mail access, you might want to consider producing your newsletter as an electronic file and distributing via the Internet. If you do, be sure to keep at least one hard copy on file.

## **Writing Effectively**

(Editor's Note: Every member should read the following section whether you write for a chapter newsletter or not. Use it as a guide to help you to write for *Ad Astra* or your local papers. Non-writers can use it to evaluate their chapter's newsletter program. ANY member who may be interviewed by a reporter can use an understanding of interviewing, and writing techniques to NSS's advantage.)

A good newsletter is not just a bunch of reports tossed together to tell readers what is going on. It is a tangible, concrete, specialized newspaper the text of which is assembled, composed and designed with the purpose to inform, remind and entertain a specific group of people.

Few people can appreciate the problems involved in publishing a good newsletter, with "good" meaning useful, informative, interesting and unusual. A newsletter is a piece of communication, and above all, it is people communicating to other people, not people communicating to themselves. A dull newsletter is usually read only by those who wrote it.

#### before you publish

1. **CONSIDER IMAGE**--An editor should decide what image of NSS he wishes to project, what audience he wishes to target, what information he wishes to transmit, and how he will present it.

2. **SELECT A STAFF**--The key individual on a publication staff is the editor who must be talented in writing, diplomacy, motivating others and maintaining a budget. But an editor needs contributors, otherwise he'll burn out. Contributors or writers provide the bulk of information, and must possess talents in determining newsworthiness, interest, pertinent detail and grammatical construction.

3. **DELEGATE RESPONSIBILITY**--An editor may assign tasks as well as accept unsolicited material. In any case, he has the ultimate say-so on what is published. If the newsletter is poor, he'll be blamed. He must be a writer himself to understand the task and what comprises good elements. He must also know when to reject an article and deal diplomatically with a contributor to encourage rewrites and additional effort. He must adhere to his budget by restricting some articles, editing others and working within specific, allotted space constrictions. A publication out of financial control is loose, sloppy and disastrous to a chapter's image as well as its treasury.

A writer must learn that first-draft, hand-scribbled articles will reduce his editor to a blubbing heap. If the poor manuscript habits continue, he may find his articles constantly rejected. Typed, double-spaced texts expedite an editor's duties as well as leave room for editorial remarks for improvement.

4. **ESTABLISH FORMAT AND STYLE**--If only one person writes the newsletter, format and style will be consistent. When several people contribute, the editor must assure the integrity of style which includes language, grammar and focus. Not all articles need be serious, yet style must be consistent except for letters to the editor and personal essays.

Format determines the regular arrangement of articles. Readers do not appreciate having to search all over the newsletter for the regular feature articles. One common logical format can be broken into three parts:

- a. Forthcoming meeting announcement, Report on the previous meeting
- b. Feature articles, Regular departments, Ancillary reports, Filler items
- c. Personal essays, Editorials

Print format should be columnar with right-hand justification, not all across the page in long lines with jagged right margins. Columns are gentle on the eyes. Newspapers learned this long ago. Consistency is extremely important. Keep the logo, title, articles, etc. in the same order always. Arrange the items in any manner. Just maintain consistency.

5. **SELECT A SIZE THAT FITS THE CHAPTER**--An oversized newsletter filled with drivel tells the reader something about that chapter. Such a padded newsletter says the chapter wastes too much time and money.

Too few pages crammed with chopped up information says something else. An overloaded newsletter says the chapter doesn't devote enough time to the publication to explain what activities have occurred.

Base your newsletter size upon your chapter activities. Big is not necessarily better. Report in quality, not quantity. Such attention will definitely establish a positive impression on the reader.

One good size with which to begin is a standard 8 1/2 x 11 inch sheet. The text can be printed on one full side and on two-thirds of the back with the remaining third left blank for addresses. As the chapter expands, move to an 8 1/2 x 14 inch sheet. Your size and format will remain consistent, and the cost will stay low because the newsletter uses only one sheet. The next stage of growth can move to an 11 x 17 inch sheet. Nothing will be wasted. The newsletter will continue to look familiar.

You can always move back to the smaller sheets without blatantly showing that your chapter was less active that month because the reduction in size is less obvious.

6. **SELECT A PRINTER**--Fast-paced, high-volume printers are available almost everywhere. Select one that deals with rapid printing for small businesses and organizations. Plain white, single-sheet, two-sided printing is not expensive.



7. **SET DEADLINES**--Stick to the deadlines: one for articles, one for the printer, another for mailing. The deadline for planning the next newsletter should be the day after mailing the last one. Ah, there is little rest.

8. **SOCIAL RESPONSIBILITY**--The First Amendment to the Constitution guarantees freedom of political, social, academic and commercial speech. However, to preserve this right, discretion and good judgment are required on the part of the publisher.

An editor must scrutinize his material for false information, invasion of privacy, negligence, libel and slander. Any one of these possibilities is cause for litigation. An editor has responsibility to assure that his publication is accurate, substantiated, nonintrusive and unembarrassing.

Each state has different statutes, either by legislation or common law; thus, an editor should be aware of torts and damages which may result from his publication.

An NSS newsletter is a public transmission of information and is not immune from social responsibility.

### story considerations

A story should combine two or more of the following considerations. [Editor's Note: By understanding that a reporter must satisfy these requirements, you can use them to your advantage whenever you are trying to get media coverage or want to get a certain message included when you are being interviewed.]

1. **APPEAL**--People are most concerned about events that affect their interests. Since NSS newsletter readers are interested in the space program, targeting that audience is easy. Make the story appealing to the reader.

2. **IMPACT**--Determining the value of a story is based upon how many readers it will affect. An editor must also consider how serious the impact of a story will be upon the reader. That impact may range from provoking action and interest to provoking reactions of amusement. Somehow the story must touch the reader.

3. **PROXIMITY**--The closer an event is to one's hometown, the more newsworthy it is. Some events may have national impact, but local links always lend it greater appeal. Use *Ad Astra* for articles that have national appeal.

4. **TIMELINESS**--In a monthly newsletter, fast-breaking news is rare. However, an editor should keep pace with his chapter's activities.

5. **PROMINENCE**--Certain names have import to an NSS newsletter. An editor can familiarize his readers with those names by concentrating on his local membership. His readers will attribute credibility to the individuals mentioned, and learn to recognize them as prominent within the local NSS.

6. **NOVELTY**--Unusual events or human interest stories capture attention as they entertain. Clever reports and descriptions always have appeal.

For example, in a report on a local NSS party, don't make the party sound dull by listing who was there, what happened, and how much fun they supposedly had. Liven it up by **SHOWING** the party in print. "I feel pregnant," Jim Reed complained about his stuffed condition after consuming the entire supply of macaroon cookies. While he and Don Drennan hovered over the goody table, Barb Roberts, Rich Cassidy and Steve Cook heated the Handbookchen with a lively conversation on what might happen if a dog should wag its tail in zero gravity. The names interspersed throughout this human interest story say something about the people present at the party. Make a story entertain the reader.

### types of stories

1. **HARD NEWS REPORT**--Characterized by the inverted pyramid with the important details summarized in the lead, and the bulk of the account tapering away underneath. This rigid construction, although designed for the hard news of a daily publication, can be bent to accommodate articles and features.

2. **ARTICLES AND FEATURES**--These terms are nearly synonymous, and both deal with events, movements, trends and processes, all with an emphasis on people. These stories are factual or fictionalized accounts based on fact. But they are more of a reading experience than the straight news report. They contain more style and grace as well as more of the details a hard news reporter would consider frivolous.

3. **INTERVIEWS**--These are reports based upon a question and answer session. Perhaps once in a lifetime, a writer can publish them in the Q & A format. Only Playboy does this tolerably well because it devotes much time and effort probing the individual.

Q & A is merely the basis for the interview report. Arm yourself with as much information as possible about the subject personally and professionally. He will appreciate it. Phrase your questions so that the answers are open rather than closed, even if you know the answer he will provide. He just might say something clever. NEVER guess at what he meant. Probe deeper. Verify. Pay attention to your subject. Don't just listen. Watch his reactions. What he says may not be as important as how he says it. Toss in some of your own personal reflections even though they will not be in the report.

The interview, if treated as a conversation, can be enjoyable for both reporter and subject. If he relaxes he'll open up. A good report from an interview says something about that person, not just what he said.

4. **FILLERS**--These can be on anything that falls within the newsletter style. The information can be trivial or profound, but most of all, complete and short. If it's incomplete and short, perhaps the material should be expanded into an article to fill it out.

5. **ESSAYS**--These items are brief, tightly structured, highly focused personal pieces which often reflect the author's personality. Use of the first person narrative ruins a standard report. However, in the essay, it can be valuable because the reader has an opportunity to meet the writer.

- a. The **INFORMATIVE** essay teaches and deals with practical matters.
- b. The **INTERPRETIVE** essay puts information into perspective and concentrates on "why" without adding opinion.
- c. The **OPINION** essay is usually called an editorial. It applies persuasive reasoning to information, and may deal with either controversial or practical topics.
- d. The **HUMOROUS** essay informs, interprets and/or opinionates. Whether gentle or biting, such an essay better be funny, which is not easily accomplished. It can cover humorous subject matter, but more often its humor lies in literary phrasing which includes irony, parody, understatement, exaggeration, etc.

### writing a story

1. **THE TOPIC**--An idea for a story may be so obvious that you miss it. Pay attention because a seemingly trivial event may blossom into a story. But if it's not there, don't try to bleed one out of it.

Once you have an idea, focus in on it. Don't deviate no matter how spectacular the information may be. Rambling from one separate point to another will detract from your theme. If the information is so great that you can't part with it, make it a separate story.

2. **TITLE**-- The title must say something about the text. It should tease the reader into pursuing the article. "NSS Holds Spaceday" can be turned into "NSS Blasts Off With Spaceday" or "Armstrong walks on the Moon" can become "A Real High Plains Drifter".

3. **THE LEAD/OPENING**--The lead establishes or hints at what will follow. Being the most critical part of an article, the lead must be designed to capture the reader's attention.

Dr. Jerome Williams addressed NSS at the October general meeting. He talked about computers and the way they are changing our daily lives.

This dull lead can be changed by using something the speaker might have said during his lecture.

"It's like Gutenberg's press all over again," claims Dr. Jerome Williams. "The illiterate will be left behind." Addressing the NSS October general meeting, Dr. Williams reflected on how computers may be revolutionizing our thinking patterns and our abilities to cope in a changing society.

This new lead attracts the reader with a punching quote. It contains language to make the reader feel he has a personal stake in the topic. The quote says something about the speaker, and shows he expects profound changes for the average citizen. But if quotes don't work because they are dull or inappropriate, use language.

David Ciano reported his interview with Dr. Luke Smith in *THE RECORD*.

Change this dull, uninformative lead to say something about the subject.

David Ciano discovered the other side of Luke Smith, and reported his interview with the controversial doctor in *THE RECORD*. This new lead says something unique about Smith, and may entice the reader to find out who this man is.

**4. QUOTES AND ATTRIBUTION**--Not everything uttered is worth quoting directly. Use direct quotes only if someone says something distinctive or important, or if he says it uniquely. But do remember that the prodigious use of direct quotes does not let you off the hook in your social responsibility, even if someone with credibility says something wrong or slanderous, unless your story is about the erroneous statement.

Paraphrasing takes ordinary statements and condenses them into a tract of information. Most of your text will be paraphrased material.

Partial quotes are justifiable if they are not taken out of context or arranged in such a manner that the speaker never would have lumped them together the way you have composed them.

Single-word quotes should never be used because quotation marks round a single word imply that the writer means the opposite of the term or less than the term means. If you like the word but can't stand the rest of the sentence around it, simply drop the quotation marks since you are paraphrasing and attributing the statement anyway. Another way to get around this dilemma is to specifically point out that the speaker calls something "a something-or-other".

Paraphrasing does not mean you change every word. You can still use those of the speaker. But in any case, always attribute your information to some source. Never make a statement that does not point to the speaker's having said it, whether quoted directly or not.

One nature of the quote that many inexperienced writers ignore is that the quote makes a statement about the speaker as well as states what the speaker has said. Attribution is, with rare exception, in the present tense unless the speaker has since changed his mind (which means you better qualify that point) or is dead. In other words, Dr. Williams discussed computers at the meeting (past tense), but he makes statements about them (present tense). The event is in the past; statements reflect ongoing feelings or values.

**5. THE CONCLUSION**--The ending should resolve the article, not kill it with weak drama, redundancy, or contrivances to duplicate the lead. Neither should endings leave the reader dangling. Endings are tough to write. Ernest Hemingway wrote the ending to "Farewell To Arms" 39 times before he was satisfied.

Endings don't always summarize, but they should somehow signal "the end" without cutting off the reader. Once again, quotes are handy.

His ambitions and goals described, Dr. Thornhill says, "We have to have clear thinking, combined perhaps with the imagination of a poet to really develop and use space for mankind."

If the speaker hadn't said "imagination of a poet", this quote would be plain. In that case, you should paraphrase his statement when using it as an ending.

According to Dr. Thornhill, space has profound potential to benefit all mankind. But, he adds that for wide development of the new frontier, clear thinking is the key.

In this conclusion, the writer has used language to summarize Thornhill's values and feelings better than Thornhill himself did. But then again, that is the power of the press.

### rules for good writing

**1. PRECISION**--Say what you mean. Use words wisely. Understand semantics and new connotations. Don't get carried away with jargon, or use literary innovations unless they are indeed cleverly turned phrases that don't distract from content.

**2. CLARITY**--If it takes a Nobel Prize winner and a philologist to decipher your written word, your report is not clear. Avoid convoluted complex sentences, misplaced modifiers and ambiguity. Watch grammar and spelling. Don't clutter reports with unnecessary adjectives and adverbs. It is easy to write what you think you want to say, but difficult to write what you want to mean.

**3. PACING**---This is a definite skill. It manipulates rhythm, cadence and flow to create mood. Short sentences have impact. They make the reader stop to think. They lend drama. Long sentences are relaxing and lead the

reader along. Read your story aloud a few days after you've written it. It probably won't sound the same, and will need refurbishing.

4. **TRANSITIONS**--Bridges from one paragraph to another can be words, phrases or sentences. But they must contain signals and transport memory from the preceding paragraph. Well-written transitions are hardly visible. The writer knows they are there because he labored over them. To the reader, they should appear natural.

5. **SENSORY APPEAL**--Some details are appropriate. Some aren't. Knowing when a detail helps a story separates the wordy writer from the skillful one. Details can be distracting. They are important only when they say something about an event or person and capture an essence that could never come across in print otherwise.

**stumbling blocks**

1. **TRADEMARKS**--Companies guard trademarks jealously to prevent their products or services from acquiring a generic application to all similar products. Such was the downfall of linoleum and aspirin which at one time were trademarks which the companies foolishly did not protect. For example, use "photocopy" not "Xerox" (which is not a verb anyway).

2. **CAPITALIZATION**--Most errors in capitalization occur with place-names and titles. For example, when using "mecca," think hard. Are you referring to a place or a literary device? As a city, "Mecca" is capitalized. As a literary device, it is not. Also, Moon and Earth are place-names, and therefore capitalized. Titles precede a name and such courtesies are capitalized. Following a name, they are not.

She spoke with NSS President Karen Datillo.  
 She spoke with Karen Datillo, president of NSS.

Sometimes a qualifier is not a title. Sometimes it is.

She spoke with physics professor Don Aaron.  
 She spoke with Professor Don Aaron, physics instructor.

Also, "astronaut" is not a title anymore than "soldier" is. The rank is the title.

She spoke with astronaut Lt. Elizabeth Johnson.

3. **QUOTES**--Capitalization, punctuation and enclosure depend on several factors such as using the entire quote, paraphrasing or enclosing partial quotes.

If the words to be quoted represent a complete sentence, the written quote must appear as a complete sentence. If the words to be quoted represent part of a complete sentence, they must appear as only a piece of the sentence. If the words to be quoted are paraphrased, they cannot appear within quotation marks. Writers may also insert qualifiers within brackets, or signal the omission of words with an ellipsis.

The following are examples of a particular statement made by a speaker. The writer is reporting that statement.

- A. Barb Stein claims, "The idea is radical but important" (This is a quote representing a complete sentence made by Stein.)
- B. Barb Stein claims the idea is "radical, but important". (This is a quote representing part of a sentence made by Stein. The word "idea" comes from the writer who is summarizing a concept.)
- C. Barb Stein claims the idea is radical, but important (This is not a direct quote, but paraphrased material.)
- D. Barb Stein claims, "The idea [a space station] is radical, but important". (This quote represents a complete statement made by the speaker, however the writer has inserted a qualifier in brackets, not parentheses which imply a parenthetical statement made by the speaker.)
- E. Barb Stein claims a space station is "radical, but important". (The writer has added explanation like in (D), but included it in the text without editorial brackets.)

- F. A space station, Barb Stein claims, "is radical, but important". (Beginning with a phrase breaks monotony. But be careful! Omitting the comma after "claims" means that the beginning phrase modifies Barb Stein. She certainly isn't a space station.)
- G. Barb Stein claims, "The idea is radical, but important ... ." (The ellipsis shows that the writer deleted something else that Stein said which he chose not to include.)

Use all quotes carefully. Capitalization and punctuation are guideposts as to what was actually said. In any case, whatever is enclosed within quotation marks must represent word-for-word what the speaker said, unless the writer spots and error in grammar which would embarrass the speaker if printed. A quote must never be taken out of context or re-created in the wrong place.

If the quote is taken from an auxiliary source such as a publication, the writer should never mislead the reader into thinking the statement came from his notes. He must attribute the quote to the proper source.

4. **PUNCTUATION: COMMA AND HYPHEN**--Judgment is required when using hyphens and commas. Commas separate thoughts. Hyphens connect them. If used incorrectly, either can alter sentence meaning. Think about these examples:

- a. No one complained, because the mission failed. No one complained because the mission failed.
- b. Fifty, odd members attended. Fifty odd members attended.

5. **DANGLING CONSTRUCTION**--Writers should pay strict attention to what their phrases modify:  
 Not using clear terms, the report was ambiguous. (wrong)  
 Not using clear terms, the writer wrote ambiguously.  
 Not written in clear terms, the report was ambiguous.

6. **AMBIGUITY**--This results when two interpretations are possible. Explanations may be necessary.  
 I can't say he was too delightful. (wrong, unless he was a bore)

7. **WRONG COMBINATIONS**--Some words cancel each other out:

We cut our budget up to \$100. (wrong)  
 We cut our budget by \$100.

8. **DOUBLE-MEANING WORDS**--Writers should watch out for homonyms and changing semantics.  
 Her appeal was unavoidable. (wrong, unless she was enticing)  
 Her plea was unavoidable.

Dr. Jones exposed himself at the meeting. (wrong, unless he happens to be a flasher)  
 Dr. Jones revealed his feelings at the meeting.

9. **JARGON**--Known as "gobbledygook," jargon is used most often by knowledgeable illiterates who refuse to or cannot communicate with anyone but their peers or themselves. An NSS newsletter must translate some technical material and make it palatable for the lay audience.

By the onset of the final conference, exogenous variables had pressured the on-hand supply to such a notable degree that the end-result was the cessation of our proprietary enterprise. (What does it mean?)

By the end of the day, we sold everything. (Translation)

10. **REDUNDANCY**--Repetition is useful when making a point; however, in word-combinations it is ludicrous: true facts, few in number, killed dead, final conclusion.

#### don't's

1. Don't assume your readers know what you are writing about. To assume technical knowledge on the part of the reader is to exclude him from useful information. Teach and inform while you entertain.

Of the entire space shuttle, the orbiter and its two SRBs are reusable. The SRBs are jettisoned into the ocean after expending their fuel and completing their purpose: to assist the ET during launch. At present the ET is discarded; however, its future use in orbit is under consideration.

Rewrite:

Of the entire space shuttle, the orbiter and its two solid rocket boosters are reusable. The orbiter returns like a conventional aircraft in a controlled glide. The SRBs are jettisoned into the ocean where they await recovery by ship, after having expended their fuel and assisted the external tank during launch. At present the ET is discarded; however, its future use in orbit is under consideration.

This rewrite explains a little more of what occurs. It defines terms unobtrusively within the text. Imagine that you are the average reader and write for that person, not yourself. Some material will need more explanation than others. To decide how much, simply consider who will be reading the material.

2. Don't underestimate your reader. Using the last example, note that some terms explain themselves, such as "orbiter" and "boosters". There is no need to insult the reader.

3. Don't assume the reader will draw the same conclusions as you. Maybe he won't. If you want him to draw a specific conclusion, unobtrusively lead him there.

4. Don't use information or generalizations you can't support or defend. Don't even imply a statement and hide it with ambiguity. Get facts, statistics and quotes from credible sources. The reader will get the feeling that the writer checked everything out carefully, paid attention to details and can be trusted in his reports.

5. Don't write if you know little about the topic. Get help. Don't mislead the reader by oversimplifying. Know your topic so you can instruct and inform while you entertain.

6. Don't bog down with a plethora of facts and details. Boggling down is the opposite of oversimplifying. Too much information slows down an article, wastes space and shows that the writer does not know how to select pertinent information. The data may be great but not suitable for the story's focus.

The space transportation system was designed to truck cargo to and from space. It is made of aluminum .. (etc)... Capable of doing microgravity experiments, the orbiter has carried research for companies, and universities... (etc) ...The on-board computers, located on the flight deck...(etc)...Launched into space by an external tank and two solid rocket boosters, the orbiter...(etc)...

This article has no focus except the STS which is comparable to writing the history of the world. Nothing much gets explained. The background research involved must have been time-consuming. However, because of the facts, details and lack of focus, the reader loses out. The writer must focus upon one specific point such as construction, cargo capabilities, benefits or whatever. In other words, break the information down into neat little morsels that the reader can digest easily without feeling bombarded.

7. Don't fall in love with what you write. If your clever phrase, sentence, or description is so cute or so dramatic that you'll kill to keep it in the article, drop it. Such contrivances are distracting, counterproductive and jarring. They will ruin your piece.

NSS members awaited the opening of the science convention. They muffled their frozen ears against a hale and bitter wind which tossed crinkled leaves across the sidewalk in swirls of red and yellow. In the cold, they awaited a chance to bathe in the radiance of astronaut Bob Smith.

The phrases here concentrate on the cold not the event or reason for attending the convention...and radiance? Please! Just cut out all the poetic stuff and get on with the story.

8. Don't forget to write, rewrite and edit until you know nothing is wrong with your article. Mistakes stick out like sore thumbs. Weak passages collapse the structure of your piece. Clumsy construction causes the reader to stumble through the drivel.

Vacuum had leaked from the experimental canister. Astronaut Smith tried to salvage the test, when he noticed the malfunction, twisting the scaling mechanism, and as the principle investigator, Houston agreed he could terminate the experiment

This report says that something happened, but the reader is left in the dark. Maybe the writer knows, but he failed to explain. The comma behind "test" is improper. Construction is not parallel. The qualifier refers to the wrong antecedent. Also, vacuum doesn't leak. Please, don't do violence to science.

Astronaut Smith noticed a malfunction in the experimental canister which had lost its vacuum when air leaked in. Attempting to salvage the test Smith twisted the sealing mechanism then, as principle investigator, decided to terminate the experiment. Houston concurred with his decision.

The rewrite contains three self-contained sentences. The construction is parallel and follows the sequence of events. It also emphasizes that Smith had decision-making powers. The action at Houston becomes a separate sentence.

9. Don't burden the reader with your ego. Are you integral to the story? Did you do something of global proportions? Notice that writers of *Time* and *Newsweek* are right in the thick of the action, but never once use "I," "me" or "my". In other words, if someone else could have written the story, if you're not famous and if you're not the most interesting character in the article, don't write in the first person singular. Such reports sound like "How I Spent My Summer Vacation". The first person singular is appropriate only for personal essays, never reports.

10. Don't preach. When a reader is propagandized, he'll tune right out.

11. Don't give blow-by-blow reports. Give only the significant activity, quotes or facts. Don't tell the reader more than he needs to know.

- Susan Smith opened the meeting.
- John Benson read the minutes.
- Larry Ciola gave the treasurer's report
- Lisa and Frank discussed their trip to the Chicago Space Symposium.
- Ann requested volunteers for a lunar mock-up.
- John said he had a good time at the NASA seminar.
- We set our picnic date for June 10.
- We decided to buy more NSS bumper stickers.
- Frank showed a NASA video tape and discussed technical problems in space.
- The meeting closed after Marsha announced her lecture at the Library.

A reader's reaction to this report is ZZZZZZZZZZ. It shows a real active group in the dullest manner possible. No quotes, no description, nothing. It's trivial and unimaginative. Never discuss chapter business reports. People will receive that information at the meeting. Write reports on the events that are forthcoming or past. The writer of this blow-by-blow report has missed too many goodies and should be canned. He ignored the thrust of the meeting. He said nothing about the people, only reported what they did or will do in very cryptic terms.

Concentrate on the NASA tape since that was the highlight of the meeting. Forget who opened or closed the meeting. Such details are not interesting, even to those who attended.

### things to remember

1. **A STORY HAS FORM AND STRUCTURE.** It flows from lead through the body to the conclusion. It need not be sequential, however it does require a beginning and an ending. Establish your thread in the beginning and follow it through to the end without deviation.

2. **SEEING IS BELIEVING.** Images are a key factor to explaining events, processes or data. Try to visualize without detracting from your subject. Use metaphors, similes, analogies, contrasts, comparisons or examples to explain. Think of Johnny Carson's "It was so \_\_\_\_,," which is followed by "How \_\_\_\_ was it?"

3. **PEOPLE ARE ROUND, NOT FLAT.** People say things. They laugh, sigh, groan, hint, warn. People make up NSS. Watch them. Listen to what they say and how they say it.

4. **YOUR NEWSLETTER IS YOUR IMAGE.** A professional-looking newsletter shows a professional NSS. A sloppy newsletter shows a sloppy NSS. Be neat, consistent and clear.
5. **WORDS CAN GET IN THE WAY.** Learn to be thrifty with words. If you can say something in four words instead of eight, do it. Verbosity is not economical.
6. **GET YOUR FACTS STRAIGHT.** Ask rather than assume. Rely on notes rather than memory. If you're only 99.9% positive, look it up.
7. **MASTER THE MECHANICS.** Remember your high school English classes. You took them for a reason, now use the information.

### summary

This section on producing an effective newsletter shows a few of the methods which may work. They are not gospel, just proven. The techniques are a mixture of news reporting, magazine writing, fiction writing and rhetoric. Such a blend works well for a monthly publication designed to reach out to people.

Although the explanations of the source-receiver/writer-reader relationships have been brief, they should establish a good working foundation for comprehending how communication succeeds or fails.

Writing an effective newsletter boils down to achieving clarity and stimulating interest while reporting data. You can attract members with a good newsletter which is a link in the chain to chapter growth and consolidation.

## Other Communications

### importance

Sometimes when we get very busy with all the projects that need to be done, we neglect the basic communication that makes our chapter an effective unit. While many of the communication tools mentioned here may seem like bureaucratic paperwork, our activities will generate a lot of paper anyway. We might as well coordinate and use it to our best advantage. Always remember that future workers can not learn from our successes and failures if we can not communicate with them.

### phone or e-mail trees

Useful for rapid communication between newsletters, vital for chapters with no newsletter. They enable your leadership to find out what members are thinking at the same time. They are also cheaper than mailings since the cost is mainly in member's time if the calls are local. There is also a national NSS phone tree of which a U.S. chapter should be a branch.

### check lists

A useful habit to encourage is the writing of check lists from the very beginning of a chapter activity. Not only will a check list remind members of what needs to be done, when and by whom, but will produce ready-made documentation for future reference. (So avoid scribbled notes on the back of envelopes.) If the activity is complex, it is a good idea to get copies of a detailed check list to all your workers. You can clearly mark a member's responsibilities on their copy and encourage them to record important information, such as addresses and phone numbers, on it. Whoever writes the final record will find that these check lists make the job far easier and the record much more useful.

### duty slips

If you are having a booth, SpaceFair or other kind of extended activity that involves many members, different locations or shifts of workers, confusion and potential foul-ups can be avoided if you use duty slips to let everyone know when and where they must be. These can be a schedule with the person's times and location marked in red or a special sheet for each worker. You can also add equipment or other items that the member is to bring, phone numbers of those he will be working with, security arrangements, etc. If either the chairman or worker



must change a schedule, they should write it on the duty slip (or a copy) and make sure the effected person gets it instead of depending on a verbal message. If a computer is used to schedule a complex activity, it can probably also print out duty slips and schedules.

### **routing slips**

Often your chapter contact, president or others within your chapter receive letters, newsletters, magazine articles and other material that should be circulated among your leaders or active members. Some things should be reprinted in your newsletter. The rest is often passed around at meetings, making it difficult to insure that everyone who should see it actually does. If you clip a sheet on the front of an item with a list of members who you want to see it, each person can check their name off and see that it gets to the next member on the list. Be sure to note if the item must be circulated in the order listed or exclusively to the people on the list. You may also want to include where the item goes when everyone has finished it--back to you, into a certain officer's file or the chapter library, etc.

### **agenda**

Nothing is more frustrating than having a business meeting where nothing is accomplished or important business is left undone. Your president can avoid this by making an agenda. It does not have to lock every tiny item to be covered into an inflexible timetable, but a basic outline of topics and time schedule will help the meeting to run smoothly. Let members know how to suggest items to be included BEFORE the meeting and always leave some time for unexpected matters. If the meeting group is going to be large or the schedule very tight, you should mail a copy of the agenda and timetable to everyone before the meeting. Topics that must be covered at that meeting can be starred, in case the agenda must be changed during the meeting. The secretary can use it as a basis for the minutes, taking notes of any alterations. You may want to place controversial items that will generate much discussion after routine business that must be handled and might otherwise be overlooked.

### **calendars**

The single most popular feature of a newsletter is the calendar of up-coming events. If your chapter does not print a newsletter, you may want to at least have a written calendar of chapter and other local activities of interest to your members. It can be handed out or written on a large paper and posted at meetings. If your calendars are heavily scheduled, you may want to assign the job of keeping it current to someone other than your newsletter editor, secretary or president. A large master calendar should be brought to all planning sessions.

### **meeting & message books**

The downfall of efficient chapter communication is often all those little pieces of paper that disappear and never get to the right person. This can be avoided by keeping notebooks at your membership table, in your work box, library cabinet and wherever information is being gathered. They will give a permanent record of who attended meetings, requested or gave information, borrowed items, needs something, etc. Don't let people rip a sheet of information out of the notebook (use a bound notebook instead of a spiral one). If they copy it instead it will be available if needed again. Date the start and finish of each notebook and keep used notebooks with the chapter records. Also encourage active members to keep a notebook by their phone and bring it to meetings.

### **correspondence log**

A vital part of a positive chapter image is answering correspondence with outside individuals and organizations, as well as members, in a prompt and professional manner. If every item that is received is immediately entered in the correspondence log book, with a date, it is then a simple matter to note if a reply or action is called for, if it has been passed on to someone else, when it is answered and by whom and where the item has been filed. Whenever necessary, it is easy to track down a particular item and check on its disposition. You can also evaluate how correspondence is being handled in general, if the corresponding secretary needs help and locate any snags in the system that need to be dealt with.

**records & documentation**

As stated frequently in this Handbook, the importance of keeping good records can not be overemphasized. Events such as meetings, exhibits, booths and speeches are temporary. Only through good documentation can past events be used as credentials to stimulate a chapter's growth.

Decide which of the methods and tools covered here fit the needs of your chapter and make sure that each is assigned to a reliable person.

The basic rule to follow is "Record As You Go!". The usefulness of your records will be in direct proportion to the length of time between the event and its documentation. Assign this job to someone at the beginning of each activity. Rotate this task among members. This can be a good method of helping a new member become actively involved because they get to know everyone. They may want to collect schedules and duty slips from workers in a large envelope at the end of an event and at the next meeting.

Your secretary should bring an envelope to each meeting where members can put items that should be kept for the records, such as clippings of press coverage, thank yous and chapter reports.

The newsletter editor should keep the masters of each issue in his files and several copies in the chapter files.

Just as important as compiling the information is being able to find it when you need it. Newly elected officers, in particular, often do not even know who has what. If you do not have an office or storage cabinet, you may want to have everyone make a list of what chapter materials they have, or even have a meeting to gather them in one location to be catalogued and assigned. Ask members to store these chapter materials separately at their home or office so they can be easily located and transported. The chapter could provide large manila envelopes or even file boxes for this purpose.

**presentation book**

This is a special kind of chapter record that is prepared for non-members. Its primary use is as a public relations tool and so should be as professionally done as possible. In it you will keep those documents, letters, clippings and photographs that will best convince outsiders of the quality of NSS and your chapter. Include written requests to your chapter for speakers and commitment and thank you letters from exhibit site locations. The notebook can be organized so that each major event forms a distinct section.

Keep it current. A new chapter can have its letter of recognition from the Chapters' Coordinator, NSS literature and perhaps photocopies from *Ad Astra* outlining the activities of other chapters. These can be replaced and augmented as you accumulate material about your own activities. Don't hesitate to ask people for formal program or display requests and thank yous on their letterhead. These help to establish your credibility and can be used as leverage with others, such as potential contributors and exhibit locations.

**scrapbook**

This is the opposite of your Presentation Book. It is an internal record for your members and can be informal and fun. It also has the serious purpose of helping new members fit into the group by understanding its background. You may want to have a party once a year when everyone brings in photos, clippings and other items, puts that year's scrapbook together and looks through old ones.

**regional communication**

This usually consists of contacts between members of different chapters by letter or phone, newsletter exchanges and regional conferences. These communications provide moral support for existing chapters, help the formation of new ones and the potential for cooperative ventures. Regional Organizers can encourage and improve this exchange by establishing a communications network within their region. But the most effective way to develop a good network is by getting members together at conferences. (See "Beyond The Chapter" in this Handbook.)

NSS Chapters can best contribute to better communication within the Society by sending their newsletters, updated list of officers (including addresses and phone numbers) and upcoming activities to Headquarters. You

can serve as the eyes and ears of NSS by letting Headquarters know about relevant local events and sending in clippings, especially those that refer to the Society. Letters to the editor of *Ad Astra* can be used to communicate with the entire NSS membership and chapter news should be sent to the editor of Inside NSS. If your chapter is having any problem or must become inactive, be sure to let your Regional Organizer and NSS HQ know, so you can receive help or see if another local member is interested in taking over, and assure that the listing will be current for inquiries.

### NSS annual report

Follow the guidelines sent out by the Chapters' Coordinator. Filing your report by the deadline is especially important if you want to be included in the Society's I.R.S. tax status. Keep a copy of your annual report for your chapter's records. If you are a new chapter, get a copy of the forms, so you can set up your accounting and records system using the same format. This will make it easier to write your first annual report.

### connect

Please note that the copyright on *Ad Astra* articles reverts to the author immediately after publication. Permission must be obtained from the author directly to be able to distribute this material. It does not belong to the National Space Society, although excerpts may be quoted crediting the author and *Ad Astra*.

### telephone

The Telephone - by Bennett Rutledge

A Chapter is essentially a structure of ideas: aspirations, budgets, challenges, commentaries, dislikes, enterprises, gripes, hopes, invitations, leadership, opportunities, proposals, requests, schedules, troubles, views, zealotry, and money. (Yes, money is also fundamentally an idea!)

A telephone is a tool that allows your ideas to quickly go where you are not. It allows you to spread your ideas among many people quickly. With a few extra options, it allows you to hold impromptu meetings while no two of the people involved are within miles of each other, or to have a meeting of minds when only a single human being is involved at any given moment. Most people in the world have access to, if not ownership of, a telephone. The basic principles of its use are understood by almost everyone. This makes it one of the most democratic technologies around, and sometimes preferred for chapter use to the more sophisticated computer BBS system or Internet.

#### Your Chapter Contact

The single most important use of the telephone will be as the contact point with the outside world. While not necessarily an officer, the chapter contact should be the most stable, settled person in your core group. Someone who is not likely to move or drop out of the chapter over the years. Since some of the material you will be distributing can be stored in a public or school library file drawer for years, it is important that the phone number remain good for that time.

#### The Network Within the Chapter

The most frequent use of the phone will be calls between chapter members. I have found that a well-functioning chapter has conversations among officers, committee folk, and project teams averaging once a week or more. These can range from a 15 second check on whether a project is on track, to an hour or more helping a stalwart on the edge of burnout remember why we're doing all this in the first place.

Most important in this category is to have regular (at least twice a year) contact with all the basic members. The ones who don't show up for regular meetings are especially important to invite to any major events and to the election meeting. Even with our chapter's low quorum rules, this often makes the difference between having lame ducks, and having officers with a mandate to act, for a month or more.

#### Contact with the National Organization

You also can use the telephone as a resource by calling your Regional Organizer with questions, your Regional Board Member with ideas or suggestions, or NSS Headquarters with requests. Sometimes you will also be called by the Regional Organizer, looking for information about what your chapter has been up to lately. Phone numbers and main contact info for all chapters are published in every other issue of *Ad Astra*, and are listed at <<http://www.nss.org/chapter>.>

#### Reaching the Public at Large

The most obvious use under this heading, sitting down with a phone book and calling everyone in town, is not recommended. "Cold calls" as they are known in telemarketing, are considered difficult even by the pros. Avoid calling anyone when you don't have some previous contact or some relationship to start from.

Having this relationship in mind helps you to plan the call in advance. As soon as someone picks up the phone you can tell them where they know you from. Even when calling the local paper to put in an announcement about your Discovery Day activities, mention the meeting schedule they've been running for you. In many jurisdictions when you are calling people, you are required to say who you are and what group you are calling for the very first thing. This applies even when you call people who, for example, signed up for more information at your last mall table. (There may be other rules, too, such as no calls before nine a.m. or after nine p.m. The first place you should check is your local phone book.)

The next stage of the conversation reminds them what the society is about in general, and what you are specifically out to do with the call today. Be sure you can explain to the person what the project is about in general, what specifically you want them to do for you, and what doing it will do for them.

Make your request, and then record their answer! You must have a record of everyone who said yes, and everyone who said no. You'll need to keep track of who you reached, and who you didn't. You need a record of who moved, and what the new phone number is, so you can update the master list. Finally, you need a record of who said "Never call me again," so you won't.

The telephone is a way to reach many different people with little effort. But it also presents yourself to them. It is possible to alienate a lot of folks very quickly with the telephone. Always, always, be polite when calling anyone on NSS business. Don't say anything you wouldn't say to them if you were face-to-face and noticed they had a baseball bat handy. After all, the telephone is, for the space of your call, the face of NSS for them.

#### computer-assisted communication

#### The NSS Chapter and its Opportunities OnLine

Since the widespread adoption of the Internet, activists have found that online tools apply well to grass-roots activities and campaigns. The Internet has offered a strong tool for gaining membership, increasing public accessibility, and increasing support for the common goal (in our case, space exploration). The 'net has also served as a powerful information source, offering a library of resources larger and more extensive than any "real world" alternative.

Space activists have an additional benefit from integrating the Internet into their activities. The popularity of space exploration is much greater on-line than in other comparative mediums. The top three subjects on the World Wide Web (based on search engine reports) are sex, sports, and space. Tapping this interest can lead to extended off-line support.

The National Space Society encourages all its chapters to take advantage of all on-line resources. This includes establishing a chapter "homepage" (aka website) and establishing e-mail lists. The following sections should help you take the first steps to getting your chapter on-line.

#### How To Get Access:

The first step to getting your chapter online is to find a Internet access provider (ISP). Currently, the National Space Society does not provide online access for its chapters, but does provide links to your websites once you have one established.

Polling your membership should be the first step to finding online access. Very often a member of your chapter will have or know someone who does have access to the Internet. Many of these personal accounts offer resources (such as space to set up a website) that the individual may not use. Donations from your members can offer many benefits, but among the most valuable, it will create another integral chapter member (as webmaster or online manager).

If using a chapter member's account is not an option several low cost (or free) options exist:

1) CONTACT YOUR LOCAL UNIVERSITY and ask (as a non-profit organization catering to their student body) for an account on their system. Many universities offer small accounts to local organizations to help strengthen the bond with their communities. If not free, you may be able to work out a low-cost, monthly fee.

2) LOW COST OPTIONS include using the major on-line services (America Online, Compuserve) or local Internet Service Providers. The National Space Society does have an area on America Online (1-800-4-ONLINE) and recommends the service to its members and chapters. Local service providers can be found in your yellow pages under "Internet" or "Internet Services."

3) IF YOU HAVE ACCESS but do not have resources for a website or e-mail lists, free services do exist.

A list of these resources can be found at:

[http://www.yahoo.com/Business\\_and\\_Economy/Companies/Computers/Internet/Free\\_Services/](http://www.yahoo.com/Business_and_Economy/Companies/Computers/Internet/Free_Services/)

#### **Building A Website:**

Once on-line, your chapter is encouraged to create its own website. These pages will not only allow others in NSS to track your activities, but will allow you a convenient way to promote your chapter to your community.

Once again it is a good idea to poll your membership to see if anyone has any experience in building websites. If no one does, there are many books on the subject ranging from the "Quick Start" to the extensive 600 page reference manual, and selection should be based on your interest and time allocated to creating your pages. Several software packages also exist to allow website creation in the same manner you would layout a newsletter. If your chapter already has a newsletter, these software packages may be a way to facilitate creation of your website.

In addition, a list of guides for creating your own site can be found at:

[http://www.yahoo.com/Computers\\_and\\_Internet/Internet/World\\_Wide\\_Web/Information\\_and\\_Documentation/Beginner\\_s\\_Guides/Beginner\\_s\\_HTML/](http://www.yahoo.com/Computers_and_Internet/Internet/World_Wide_Web/Information_and_Documentation/Beginner_s_Guides/Beginner_s_HTML/)

You may also wish to look at several of the other sites created by NSS chapters. A list of these chapter sites can be found at: <http://www.nss.org/html/sites.html>

NSS PROVIDES... The National Space Society will be happy to provide you with an electronic version of our logo as well as other national artwork (where applicable) on request. E-mail the NSS On-Line Manager, Robert Pearlman, at [online.manager@nss.org](mailto:online.manager@nss.org) to receive these and other official NSS resources.

#### **E-Mail Access:**

The basic rules for websites can be followed for e-mail accounts and lists. A list of guides to creating e-mail lists can be found at: [http://www.yahoo.com/Computers\\_and\\_Internet/Internet/World\\_Wide\\_Web/Information\\_and\\_Documentation/Mailing\\_Lists/](http://www.yahoo.com/Computers_and_Internet/Internet/World_Wide_Web/Information_and_Documentation/Mailing_Lists/)

**National Space Society On-Line:**

Aside from your own chapter's resources on-line, the National Space Society does provide several websites and e-mail lists:

NSS National Website: <http://www.nss.org/>  
 NSS Chapter List: <http://www.nss.org/chapter/>  
 NSS America Online area: keyword: NSS  
 NSS HQ email: [nsshq@nss.org](mailto:nsshq@nss.org)

**Mail Lists of the National Space Society:**

You can subscribe to e-mail lists maintained by NSS HQ by sending mail to [MajorDomo@NSS.org](mailto:MajorDomo@NSS.org) (see commands below). Most are moderated.

NSS-Announce - Brief info, news, and events about National Space Society  
 SpaceViews - SpaceViews & other newsletters of NSS  
 Space-Projects- News of local Chapters & special projects YOU can help with  
 NSS-Discuss - Discussion & questions related to NSS (unmoderated)

Subscriptions requests are handled automatically by the MajorDomo list-server program. The subject line is ignored. The body of the message should contain commands such as:

help - send more information about commands  
 info <list\_name> - mail me a description of a list  
 UNsubscribe <list\_name> - remove me from a list  
 Subscribe <list\_name> - add me to the named list  
 Subscribe <list\_name> <my-address> (full name) - (see below)

It uses the return address from the header of your message. If your return address is incorrect or contains a temporary workstation name - you should specify your preferred email address on the 'subscribe' line, followed by your name in parentheses. For example: subscribe NSS-Announce [JSmith@company.com](mailto:JSmith@company.com) (Jane Smith)

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**Important to Remember:**

**NSS HQ now maintains its master list of chapter contact information online at the website. Chapter officers are responsible for updating chapter contact information at the site (Chapter Contact, Address, Phone #, E-mail Address, etc.) at: <http://www.nss.org/chapter>**

**If your chapter does start its own website, please e-mail NSS at [nsshq@nss.org](mailto:nsshq@nss.org) with your website address so that we may update our list and link to your pages from our website.**

Section 4 - PROJECTS

Section 4 - PROJECTS  
Community Space Survey  
Booths  
Exhibits  
Library Exhibits  
Obtaining Display Materials  
Constructing Exhibits  
Models  
Speakers  
Slide Program  
Slide Programs  
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Special Events  
Chapter Library  
Special-interest Subgroups  
Technical Projects  
The Arts

## Projects

[Editor's Note: As important as the details of organization discussed in Sections 2 and 3 are, they are merely the tools that let us get to the REAL business of local activists. Most of us join or start a chapter of the National Space Society so that we can work on the kind of projects covered in this section of the Handbook. Not all of this information will be of use to you right now, but please read through each of the projects. We have been able to draw upon a wealth of hard-won activist experience, and you are likely to find any number of hints which will be useful to you. Special thanks to CHRIS PETERSON, ROSEMARY SHIELDS and BILL RUDOW for providing much of the uncredited material in this Section.)

### **Community Space Survey**

Sooner or later it becomes obvious that as local space activists we face a totally overwhelming task in our efforts to effectively educate the public about the potential of space. There are simply too few of us, with too few resources and too little time to do all that MUST be done.

Fortunately, we are surrounded by resources that can be put to work to help us do our job. The trick is to FIND them!

To some extent all chapters are in a continual process of surveying their community. By turning this process into an organized project, you can operate far more efficiently and also bring other benefits to your chapter.

#### **publicize your survey**

The first step is to look up the addresses of all daily and weekly newspapers and send them a press release. (This can be part of a larger press packet to introduce your chapter and NSS to the local media--see the Publicity Section.) You can also send public service announcements (PSAs) to area radio and TV stations:

#### SAMPLE PSA

"WE'RE PROUD OF (YOUR AREA'S) SPACE CONNECTION! THE CHAPTER OF THE NATIONAL SPACE SOCIETY IS CONDUCTING A COMMUNITY SPACE SURVEY TO FIND OUT HOW OUR AREA BUSINESSES, EDUCATIONAL INSTITUTIONS AND INDIVIDUALS HAVE CONTRIBUTED TO PAST, AND PRESENT SPACE PROJECTS--AND HOW THEY WILL PARTICIPATE IN FUTURE PROGRAMS.

WE ARE ALSO INTERESTED IN PEOPLE WITH SPACE-RELATED HOBBIES, FROM ASTRONOMY AND MODEL ROCKETRY TO SATELLITE TRACKING AND STAMP COLLECTING. SURVEY FORMS ARE AVAILABLE AT [CHAPTER WEBSITE, PHONE #, AREA MERCHANTS]"

\_\_\_ NSS is the local chapter of the National Space Society, a non-profit, international organization that engages in a wide range of educational activities about the potential of space development. Our next meeting will be held on \_\_\_ at \_\_\_. FOR MORE INFORMATION CONTACT: Jane Smith, 555-1111.

These notices will also help to bring your group (whether new or "old") to the attention of the media and others in the community and establish your credibility. One problem chapters have is to be properly identified in people's minds. Sometimes we find ourselves referred to as "that science fiction/ astronomy/rocket/etc. group." Promoting space development and space education are vague concepts to many people.

The press releases and PSAs also provide free advertising for your chapter and a method for prospective members and supporters to contact you.

It is very likely that a reporter will also contact you for more information. This may easily lead to a feature story about your chapter. Consult the publicity Section of this Handbook for methods of dealing with the media. Make sure that you have an information sheet and other items to send or give a reporter during an interview.



You probably are already aware of some individuals and businesses in your area with a space connection. Send them a copy of the press release with a letter asking for more information and suggestions of who else to contact.

### **contact file**

While waiting for replies, find out if a comprehensive list of local organizations is kept by your area library, Chamber of Commerce or a government agency. Go through the Yellow Pages of your phone book and start a Local Contact File. Even if you know your area well, you will find information that is new to you or that you had not thought of.

The government listings will yield contact information for the IRS and state sales tax, city hall, government officials, the Board of Education, libraries, recreation departments, teen and senior citizens' centers, League of Women Voters, the parks department and schools.

"Organizations," "Associations," "Clubs," "Fraternal Organizations," "Youth Organizations" and similar headings will help you find useful contacts such as: engineering organizations (AIAA); Scouts and other youth groups; YMCA and YWCA; the Civil Air Patrol; Mensa; women's, minority and environmental organizations, a variety of civic groups and possibly astronomy, model rocketry, science fiction, modelers, amateur radio, stamp and photography clubs.

Other listings to note are: museums, planetariums and observatories, aerospace and high tech. companies, computer stores and clubs, electronic supply stores, satellite equipment suppliers, book stores, hobby shops, art and architects' supply stores, printers, shopping malls, newspapers, radio and TV stations and Western Union. Find out if any of the contacts listed in the Resource Section of this Handbook are located in your area.

You will not use all this information now, but a thorough survey will continue to pay dividends as your group becomes more active, especially if you update the data regularly. (Make sure you DATE ALL ENTRIES!)

Your members can now follow up on this basic survey information. Be sure to let the Chamber of Commerce know about your chapter and call on them for information. Find out who is head of the programs and exhibits departments at your main library and get a list of the branches. Check out the science and engineering departments and student unions at colleges and universities. Are the headquarters of your aerospace and high tech. companies local or out-of-town? Get listings for their publicity departments.

As a rule, your mailings will get more attention if they are addressed to an individual instead of an organization, so start adding people's names to your listings whenever you can. Good contacts at schools are science teachers and the heads of science departments and programs for gifted students. Is there a district science teachers' organization or gifted program?

Follow up any leads you get: was an astronaut or someone connected with a space project born in your area, or did they attend school or work there? Was there a finalist in a Space Shuttle Student Involvement Project or an applicant for the Teacher in Space program? If you write to them you may get some useful information to pass on to a local reporter, or even be able to arrange a speaking engagement when they are next in your area.

### **publish**

When you have accumulated interesting information about your area, consider turning it into a local space education tool and a fundraiser. Follow the lead of many civic groups and publish a booklet, "(Your area) and Space". While you want to emphasize local contributions to space projects, you can fill it out with short bits of background information. For example, if a local company built a component of the Mars Pathfinder, include a brief background on the goals and history of the program, its accomplishments, a drawing or diagram or even a cartoon.

If there is little space-related activity in your immediate area, include more surrounding territory. Several chapters can cooperate on a booklet about your state, province or country.

A second section can give information on local space-related organizations and institutions: your NSS chapter, astronomy and rocketry clubs, planetariums, observatories and space museums. A regional guide can include places within a day's drive and the nearest NASA center. You may want to add information about visiting the National Air and Space Museum and Space Shuttle launches.

A resource section for students, teachers and others should have a bibliography, ordering information for Government Printing Office NASA publications, NSS Headquarters' Space Educator publication, which lists resources for teachers, is available in hard copy or online at the NSS website.

You can sell ads to pay for printing the booklet--try aerospace contractors, computer and electronics stores, etc. Donate it to local schools and libraries and/or sell it as a fundraiser for "local space education projects". Be sure to send a copy to NSS Headquarters and the Chapters Coordinator! A valuable project for one or more members or a chapter would be to work on developing a format with artwork and general text to which each chapter can add its regional information. This is the method which churches and other organizations use for their fund-raising cookbooks.

## Booths

This is an easy first outreach project for a chapter that will give your new members a way to get to know each other and encourage their future participation in chapter activities. You need:

### location

Always get permission in advance. Ask if they have chairs, tables, display boards and electric outlets, if needed. Be prepared to send them an information sheet about your chapter, an NSS brochure, your newsletter, an *Ad Astra*, etc. along with a formal letter requesting permission. Find out when you can setup and take down your booth, who your contact person is and if you have permission to sell materials and memberships.

### exhibits

Even a few colorful pictures on an exhibit board behind your table will attract people. For more elaborate displays you can include three dimensional items like models, colorful space books or a rear Projection slide show. include a prominent poster about your next meeting or event (see "Exhibits").

### personnel

Try to schedule at least two people at all times. If you cannot adequately cover your booth at certain times, such as during weekdays, cut down on the hours or number of days. Pair new workers with more experienced ones. Assign a set-up and close-down person to the first and last time period of each day who will take care of the cash box and other valuables.

### handouts

You must have something with your group's name, address and phone number, possibly including membership information and a brief description of our purpose. However, you do not want the site to be littered with paper that has your group's name on it, especially since you paid to have it printed. So, avoid giving handouts to young children or obviously uninterested people. Chapter newsletters, *Ad Astra*, a list of your upcoming events, and information sheets about specific space topics are all useful handouts. To avoid waste, do not give these away, but charge only a token amount--the "price" could be filling out and returning your survey. Handouts are better than an information sign-up sheet if you want to limit mailing expenses.

### questionnaire

This is probably the best thing you can have at a booth. It draws people in, gets them thinking about space and adds to your contacts and membership. Be sure to include a place for their name, address and phone number. As always, clearly mark OVER on the bottom if it is printed on both sides. Date the questionnaires for your own reference.

### merchandise

Try to carry items that reinforce your goal: space posters, NASA literature, T-shirts, buttons or books. Remember inexpensive items if there are likely to be many children present. Keep careful track of your cash flow, and tally your money and goods each night. If you are not allowed to make sales at the site, you could include a merchandise list in your handouts. In a mall you can contact a book store in advance. They may want to prominently display space books and magazines and may even donate copies for your exhibit (and later your library) if you tell people where they can get them.

### security

Be sure to have a place to keep your materials overnight, if the booth will be up for several days. Keep items such as cameras, projectors, slides and films, extra cash (and purses) locked in an office, cabinet or car when they are not in use. Keep a close eye on the cash box, merchandise, models, sample literature, books and even your posters! If your booth is outdoors, bring paper weights or sheets of Plexiglass to keep papers from blowing away. Models will need special protection from the wind. A sun shade, umbrella or plastic drop-cloth may save your day.

**documentation**

Good close-up photos of your booth will be useful to evaluate its impact and to help planning future efforts. Get shots with lots of people for your chapter's Presentation Book (see Section 3).

**plan ahead**

Allow enough time to send for NSS brochures or copies of *Ad Astra*, to have handouts printed or to make posters. Your people also need time to arrange their schedules and transportation.

**Exhibits**

An exhibit may be unstaffed, or you can add a booth that is staffed all the time, only during high traffic hours or as your schedules permit. Every community has potential sites for a space exhibit; just take a careful look around. Office building lobbies, science museums, public and college libraries and schools all have room for temporary exhibits.

You can slant an exhibit for special locations: space art for an art museum or ocean surveys from space for an aquarium. Federal buildings, central post offices, city halls and state houses are useful for bringing the message of space utilization to the politicians and staffers who use them.

Shopping malls are ideal. They may provide free-standing display boards and tables, let you sell merchandise or they may even advertise your exhibit. Do not overcommit your chapter, but it is all right to do a small exhibit if the mall knows precisely what you have to offer.

**where?**

While exhibits can be placed almost anywhere, most chapters have limited resources of manpower and money, demanding careful site selection. Before deciding where to place an exhibit, ask yourself:

1. How many people will see the exhibit?
2. Can you have a booth?
3. Can you sell material and/or memberships?
4. Does the site provide mounting space (walls or free standing peg boards)?
5. How much time is there to prepare for the exhibit?
6. How much material will be needed?
7. Can your workers get there without too much difficulty?

These are some of the questions which should be addressed in the feasibility study, which is discussed in Section 2. You should carefully consider chapter goals and resources in selecting sites in order to get maximum exposure at minimum cost. For example, you might decide to pass up a mall opportunity if sales are not permitted, or if display panels and tables must be rented.

**contacting sites**

The first step is to make initial contact by telephone with either the superintendent, building manager or public relations department. A few site locations such as museums and libraries will have someone solely responsible for temporary exhibits. Once you reach the right person:

1. Introduce yourself and state that you are calling for the \_\_\_ Chapter of the National Space Society, "a non-profit international organization devoted to public education about space development".
2. State that your organization can provide an exhibit about the space program and future uses of space.
3. Describe the exhibit materials which will be available.
4. Mention whether your exhibit could coincide with the upcoming anniversary of an important space event or a space observance proclamation.
5. If your group has provided exhibits at other sites you can mention these.
6. DO NOT use the words "space settlements" or "extraterrestrial resources". Instead refer to space stations and large satellites, which sound more realistic to an uninformed public.

As a rule, the response will be a request for written information about the National Space Society and your exhibit. The decision to host an exhibit may rest with a committee, and your contact will need a tangible document to present to them. Follow points one through six in preparing your request.

A site often sets up a meeting to talk directly with chapter representatives and see examples of exhibit materials. This may be scheduled during the phone call or in response to your written proposal.

If you do not have a representative who is free during regular business hours, you may have to take time out of a working day. It may be possible to visit several potential sites in one day if that is the case.

Appearance is important at the meeting. Business attire such as suits and ties reinforces the impression that yours is a responsible, professional-caliber organization. This cannot be recommended strongly enough.

Your chapter's Presentation Book (See Section 3) will be of great value at this meeting. Good pictures of previous exhibits and other activities, along with request and thank-you letters establish your credibility. It may also provide incentive to your contact to make sure that his site also sends you formal letters to be included in the book.

If this is your first exhibit, the book can contain the letter from Headquarters officially recognizing your chapter, photos of a work session, an NSS brochure, etc. Explain that you will be placing letters about and photos of THIS exhibit in the book.

Usually, if a site agrees to host an exhibit, the exact dates and set up and tear down times will be negotiated at this meeting. Once the arrangements are agreed upon, it is a good idea to request a formal letter of commitment from the site to the chapter. Not only are such letters of great value in documenting exhibits, they also help to prevent misunderstanding at the time the exhibit is set up.

#### **what will they provide?**

This varies drastically from site to site and can significantly affect your costs. One could rent a projector for you, set up pegboards in advance and be willing to repaint them. Another could require you to provide your own projector and a hammer to set up pegboards. Still another might not even provide display boards! Check the condition of the equipment provided. If repairs are necessary, find out if they will make them or, failing that, if they will pay the costs if you repair them. Some locations have picture molding on the walls from which material can be hung.

Make sure you know who will be available during setup to help if needed and what method you are permitted to use to set up; tacks, velcro, tape, etc.

#### **security**

Some sites have good security and others don't. Find out. Are the premises patrolled at night as well as being locked? What are the insurance provisions? What about crowd control for valuable items? Are cases which lock provided for models and other enticing "liftables"? What about roped off areas? NASA requires good security arrangements for its models, so find out in advance.

#### **special opportunities**

Some sites provide display space only, while others may have rich potential for a multi-faceted exhibit. For example:

- Can you tie in with a local or national event such as Space Week?
- Will libraries provide reading lists and advertising for your exhibit?
- Can you coordinate talks at a library or elsewhere during the exhibit?
- Will schools send groups of classes?
- Will stores in the mall or surrounding area carry a space theme during the exhibit?
- Can you share exhibit space and costs with related organizations?
- What about speakers?
- Can you show slides or videotapes? (Can you borrow video equipment from a store in the mall?)

**good public relations**

In addition to your site contact, you will interact with other people at the site such as guards, maintenance people and store owners. Remember that you ARE NSS to them, and your conduct will affect their attitude towards the Society and its message. Courtesy is the rule here--expressions of appreciation and friendliness. Also, be careful to understand and abide by the regulations of the site. You are a guest on their premises. Be prompt in keeping all appointments and be careful not to annoy by creating disturbances or blocking passages.

**setting up**

1. Verify site arrangements before you arrive to set up.
2. Have a master plan of the layout ready. Allow MORE time than you expect to need for setting up.
3. Decide in advance how your materials are to be fastened to the mounting surface.
4. Put a sign on each pegboard or in each case which identifies the National Space Society and your chapter address. Somewhere in the exhibit include a list of upcoming events or other information about your chapter.
5. Put handouts with your chapter name and address in a holder on the wall or at a booth.

**checklist**

Wire/large paperclips	Thumb tacks/pushpins	hammer
String/fishing line	Stapler & extra staples	Rubber bands
Scissors	Marking pens	Pens, Pencils & paper
Food & soft drinks	Rubber cement to reattach peeling pictures	Masking, scotch & double-sided
tape	Extension cord & connectors	

For models:

Model repair Handbook	Thread/fishing line
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For exhibit tear down:

Cases for panels	Workbox	Boxes for models
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**documentation**

Take pictures of work sessions, booth activities and the exhibit itself. A notebook at your booth should be used to record information on who worked, for how much time and how many people were needed, problems that developed and how they were solved, contacts made, and especially funny, inspiring or memorable comments and events.

**follow-up**

Send thank-you notes to the site and individuals who were of help. These can include a report on the impact of your exhibit. Respond promptly to inquiries which result from your exhibit. This is one of the best ways of getting new members.

**final note**

Lest this sound too intimidating for a young chapter, one summer five members of Boston L5 created 40 exhibit panels and set up five separate displays in three weeks. They explain, however, that all materials were on hand at the start and that none of them got much sleep during that period. While they don't recommend this method, it shows what can be done if you are determined.

**Library Exhibits**

This is a modest exhibit project that calls for a small investment of money and effort. It can even be done by a lone NSS member who would like to educate the public about space development. You can involve those

members who are "too busy" for major projects. Most people can make the time to schedule, set up and take down an exhibit at their local library.

If a call for volunteers goes unheeded, get a list of branch libraries and ask each member to visit one or two. It should take about fifteen minutes to measure the display cases, find out who is in charge of scheduling displays, what their procedures are and when the next unscheduled time period occurs. Keep this information on file.

Once you have a good idea of the display spaces available, you can plan your basic exhibit. It should have a general space development theme and start with the Space Shuttle to give a firm point of reference to the viewer. "Space Station-The Next Step" or "Putting Space to Work" or "Space and (Your Area)" are all themes that help the public realize the practicality and immediacy of space development.

Later you can add more specialized exhibits or those planned around a space event or anniversary. Libraries have been especially interested in exhibits about the accomplishments of the the Apollo program during July and "Space is a Woman's Place" during Shuttle missions with women astronauts.

Get extra mileage out of other chapter projects by including photos of them in a library exhibit or devoting an entire exhibit to them. For example, if you hold a students' space art contest or present awards for the best space exhibit at a Science Fair, these make interesting displays and in turn promote your group's activities.

Once you have a theme, you can construct your exhibit as explained later in this Handbook. More detailed printed material can be used than is practical in a mall exhibit since many people will take the time to read it or will see it several times.

Make sure that you include your chapter's name, address and membership information prominently, or the public will think it is a library display.

Library cases are usually locked, so you can safely include models, patches and collector's items. Try to put them at kids' eye level--they will pull their parents over to your display and probably have them explain everything!

See if the library will display space books during your exhibit, make up a list of the books, magazines and reference materials that they have or schedule a NASA film, a slide talk or children's program by one of your members. You may be able to leave handouts about your group at the main desk. Remember to restock these occasionally.

Once you have constructed one or more exhibits, you can keep them circulating with relatively little effort that can be shared by many members.

### Obtaining Display Materials

When chapters start to think about exhibits, they usually write to NASA centers and aerospace companies and ask for materials. While some high quality photos and art can be obtained for free this way, NASA in particular can only provide limited amounts. Visiting a center in person sometimes yields better results.

As our chapters become more numerous and more active, these multiple requests are likely to become less productive. One suggestion has been for NSS to obtain bulk amounts of materials from these sources, assemble them into an Exhibit Package and make this available to chapters for the cost of packaging and mailing. We could also include layout suggestions and other helpful information. While this package would be of great use to chapters, like many NSS projects it is in need of volunteers to gather and process the materials.

There are also less-obvious sources of exhibit materials. Magazine pictures, especially National Geographic Magazine, are of use. If you have slides, color photocopies can be made of them for about a dollar each.

Add variety to your display with a few eye-catching mission patches, buttons, medals, bumper stickers, postcards or other souvenir-type items. Space stamps are attractive, interesting and have been issued by many countries. Small, inexpensive flags can be used to make a colorful display by listing the first satellite of each

country next to its flag. You can add some photos or models of satellites, a panel on the importance of satellites to our everyday lives, etc.

Many space images are available for downloading online, which can be printed out on color printers. See the NSS website (Mars Madness, S.P.A.C.E.) for image options.

Models are an ideal way to add three-dimensional interest to a display, although they need special care and security. Hobby shops may be willing to donate models in exchange for credit in your exhibit. Your members or others may have material that they will loan your chapter. NASA has some exhibits and models that can be borrowed. You must pay for return shipping and insurance and provide adequate security. Check with your regional NASA center or Educational Outreach center.

Try to give your displays a local slant by including the contributions made to space projects by area companies, educational institutions and individuals. Their logos and an area map can be used as graphics.

Always include information about NSS and your local chapter. This can be just an *Ad Astra* and your chapter address or a more elaborate display with good photos of past activities and a list of upcoming ones. Newsclippings about your group or a local space connection can be mounted and added to your exhibit.

Use your imagination and try to add color and interest to your displays. Visit other exhibits and notice advertising display techniques.



## Constructing Exhibits

### planning

Always allow enough time to produce your exhibit--then double the amount you think you will need to cover inevitable delays and the tendency to be optimistic in estimating time requirements! Even if you have only a few display items, take time to consider what you want to accomplish with them now and what use you may have for them in the future. Always try to leave room for growth in your plans.

Visit several kinds of potential exhibit sites and measure their display cases or exhibit areas. Look carefully at the display surfaces. Are they pegboards, cork or fabric covered board, bare walls, cases, easels or combinations of these? Is there picture molding on the walls from which materials can be hung?

### mounting

Unmounted pictures with typed captions may be sufficient. However, if you are planning a series of exhibits, your material should probably be mounted on some kind of panel.

Poster and matboard make good, inexpensive background material. "Foamcore" has a foam center with lightweight poster board laminated to both sides and is available in sheets up to 4' by 8'. It is light, is paintable and can be used to give a three dimensional effect; however, it costs a little more, can be difficult to cut and damages easily, so you may want to experiment with it first.

"Masonite" panels with aluminum hardware can make very elegant display backgrounds, but the initial cost is high and transportation is difficult due to the weight and bulk of the finished panels. The "Earthrise" or "Shuttle In Flight" wall murals may be mounted on plywood, particle board or foam core and framed with metal masonry strips (thin, angle iron, flashing type) for use as a background for booths and exhibits.

For large exhibits, groups often mount materials on 22"x48" matboard. This gives a professional, consistent look to the exhibit. However, these boards are heavy, not easy to transport and will probably not fit well in library display cases.

A modular system, where each picture is mounted separately with its caption or longer description, can be arranged to fit any shape and size case. It can be easily stored and transported in a box. However, this arrangement takes a great deal of time to set up.

A compromise is a "semi-modular" method. Smaller, light-weight poster board is used to make a title board and one with NSS and chapter information. Several items are mounted on each of the other boards, which can be various sizes and shapes. This exhibit still takes time and thought to put up, but you have flexibility to deal with a wide variety of situations.

Either a drymounting press or a good quality photo spray adhesive should be used to mount the items. White glue causes the pictures to wrinkle as they dry, and contact cement is not permanent. Always use photo spray adhesive in a well-ventilated area.

### titles & captions

This decision depends mostly on your available time and funds. Commercial rub-on lettering can be found in most office supply stores and can be very attractive. However, it gets quite expensive if you are producing a large exhibit, and it takes skill and time to do well.

Hand lettering is cheap if someone is able and willing to do a good job, but is potentially amateurish. Stenciling is difficult to read and relatively unattractive.

For large letters to use on a title board, major captions, etc. you can get a set of stencils and cut out letters from adhesive-backed paper. (Remember to place the stencil backwards if you trace on the back of the paper!)

This paper can be bought by the yard in art supply stores, is cheap and comes in bold colors, black, silver and gold. While trying to make small letters will drive you crazy, larger ones are not difficult. This is a good take-home project. Use an "Xacto" knife or razor blade to cut the centers from letters. You can also cut bold graphic designs, arrows and stripes from the same color paper to add excitement to your exhibit and tie it together. Try layering colors to make pictures or designs.

A quick, easy way to produce neat lettering in a variety of sizes and type styles is now available via almost any computer poster program.

For dimensional effects, styrofoam board (1/2" or 3/4") can be used to make 3-D letters and simple shapes from six inches to two feet high. They are fragile, but easy to make. Cut out with a coping saw and mount with mounting clay. Rough edges can be sanded. The particles have a lot of static cling, so choose a work area accordingly.

Check the backs of NASA photos. They often have information and drawings that can be photocopied, trimmed, mounted and used as captions.

### **work sessions**

Find a location with plenty of table and floor space where you can spread out, sort material and work on the panels. You will also need a well-ventilated area and protective floor covering for spraying materials to be mounted. (If the backs contain useful material, remember to photocopy them before mounting.)

### **layout**

Decide on an overall theme for the entire exhibit. Whether it is a small display or large and elaborate, make sure you know what you want fit to accomplish. You may then want to pick sub-themes for panels or groups of panels. The materials you already have will affect your choice. You CAN plan first and then gather material to fit the theme, but this will require a lot of lead time.

Lay out the boards with both the theme and artistic qualities in mind. Leave room for captions. In fact, well done, interesting captions compensate for limited material.

When planning layouts, have measurements of one or more of the locations where your panels may be displayed. This gives you a better idea of how you might arrange them into subgroups by themes.

You may want to put titles and captions on individual sheets of sturdy paper or thin stock instead of directly onto the boards. Not only are smaller sizes easier to work on, especially when applying small press-on letters, but they can be more easily centered, and errors do not ruin an entire board. These make good take-home projects, so meeting time can be spent on actually assembling the boards.

A paper cutter does a much neater job than scissors for trimming edges of pictures and cutting captions to size.

### **impact**

Don't be afraid to use color and graphics to make your exhibit attractive and interesting. While you don't want to give a science-fiction look to it, borrow the techniques that you see used in advertising every day. Visit professional exhibits and take notes.

### **with experience**

For an elaborate exhibit, you could even create a program book to be given, sold or loaned to those who view your exhibit. Include the text of the captions along with a description of the panels. As always, make it clear that your chapter, and not the site, is responsible for the exhibits and include membership information. You can credit donors in the booklet as well.

## Models

Models make an ideal complement to a mostly two-dimensional space development exhibit. They catch the attention of casual passersby and cause them to stop and take a closer look.

Commercially-available models of the advanced space systems which NSS is working to promote and models of past and existing space vehicles help put space technology into perspective. You may find only Space Shuttle models in your local stores. Check with members or a local modelers' club to see if you can borrow older models. Some companies are releasing "historical" editions (sometimes at high prices).

Models of science fiction vehicles are more widely available. They can sometimes be used to point out future possibilities. It is important not to tie the exhibit too strongly to science-fiction themes, however, and to point out the limitations to many of these concepts.

An experienced model builder could make models of systems such as mass drivers, solar power satellites, solar sails, space habitats and laser-powered vehicles which are not commercially available. The creative use of components from commercial aircraft and space-vehicle Handbooks (along with other materials) can result in impressive original models. Many large hobby stores carry cardboard tubes and balsa sheets and blocks for use by model builders. In addition, large graphic supply stores generally stock materials used by architects to construct models of buildings.

Before attempting to create original models, however, beginners should first assemble commercially available plastic model Handbooks, then the more difficult cardboard and wood Handbooks before attempting original model work. Skill at model building can be developed only through practice. (However, one member made a good Space Operations Center from wooden dowels and a plastic Shuttle Handbook, though she had no previous model building experience!)

Of course, the ultimate attraction would be a moving model, perhaps a Space Shuttle with opening cargo bay doors or a Remote Manipulator Arm launching and retrieving a payload, or even a Shuttle or Orbital Transfer Vehicle docking at a space station. If any of you clever people build one, please share your know-how with all of us in the next edition of this Handbook! DCL5-NSS in the Washington, DC area has a working model Mars rover and simulated Mars surface with video transmission to the remote control center. Both kids and adults love being at the controls exploring Mars.

### security

Attractive models of sleek space vehicles are an irresistible temptation for youngsters (and some adults). Consequently, closed display cases are essential if models are to be left unattended within reach of curious hands. If a site lacks such display cases, you have four choices:

1. Leave your models at home.
2. Keep constant watch over the exhibit.
3. Suspend the models from the ceiling or place out of reach of eager hands.
4. Find or build your own cases.

The last alternative is expensive, but worthwhile if you can afford it. Plexiglass makes a good case. Perhaps you can obtain a case that was used for another purpose and modify it. If you can get at least one case, you can have a model at each exhibit.

To display unprotected models at a booth, place them on a raised platform behind your table where they can be seen but not touched. They WILL be handled if in reach and possibly damaged. You don't want to have to keep telling people not to touch and "Do Not Touch" signs will NOT work!

### transportation

Models are fragile! The greatest damage usually occurs during transportation and storage. Models have shattered when they were dropped on a sidewalk, bumped against a door frame or when boxes of books were placed on top of a flimsy model box!

Every model should be transported in a rigid and totally closed container from the time it leaves the builder to the time it arrives at the site location. Fill spaces with loose packing material.

If the model is to be a part of a continued exhibit program, it should be built for this purpose. Glue down moving parts which are easily damaged. You may want to fasten lead fishing weights inside a model so it will be less easily knocked or blown over, or securely mount it on a sturdy display stand. If possible, build large models in two or three sections which can be separately packaged. If an original model of a large space system is being built, plan the packing and transportation from the beginning of the project. (If you do build an original model, document it well with photos taken as it is built and keep a supplies list, so that others can see how you made it.)

#### model repair kit

Even with careful packing and transportation, models sometimes are damaged. You should keep a model repair Handbook at the exhibit that contains:

Glues for plastic, wood and paper  
"Xacto" knife  
Sandpaper of different grades

Brushes  
Turpentine

Paints of the colors of the models  
Paper towels

#### exhibit care

Your panels, posters and models are an important asset. As your chapter grows there will be many opportunities to use them, so they must be maintained in good condition. Before you plan your exhibits, think about where they will be stored. If you have no place to keep large panels where they will stay clean, dry and safe, don't make them! Instead, plan a display to be packed in one or more smaller boxes that CAN be stored.

You must also know what materials you already have when you are planning a new exhibit. Number your boards and take a picture of each. Put the photos in your Presentation Book to use at planning sessions as well as at site interviews. To handle the panels as little as possible, store them in numerical order in boxes. Ask at art and framing stores for extra large narrow boxes for storage.

### Speakers

You may be surprised at how easy arranging for guest speakers can be. Of course, your location is a factor--are you near any universities or aerospace-related companies? If not, don't give up. There's probably someone around who can give a talk on New Space Program topics.

#### caution

In looking for speakers, don't settle for just anyone who can lecture on a "space topic". Talks on UFOS, extraterrestrial intelligence or science fiction don't further the cause of space development and settlement. (In fact, they may even hurt it, if they lead to NSS's name being associated with the "fringe".) Even a talk on a scientific space topic may have little value without a positive connection with space development and settlement.

Inviting outside speakers can be a risk. While speakers with a well-known name or impressive scientific credentials can attract an audience (and the media) and add credibility to your group's programs and goals, they may perform poorly. If they are difficult to understand, too long-winded or dull, it will reflect unfavorably on your chapter. Remember that you do not have to depend exclusively on outside speakers. It will be worthwhile to find or train reliable speakers from your membership. More about that later.

Try to find out if your speaker can communicate with the audience you anticipate. He or she may be an expert on solar power satellites, but if the talk is too advanced technically, your audience may get lost. Tell speakers if they will be speaking to a general audience.

**finding speakers**

How do you find speakers? Use information from your Community Space Survey and watch newspapers to find out about individuals, companies and schools with a "space connection". Ask around. If your members don't know potential speakers, they may know someone else who does. If all else fails, contact nearby chapters, your Regional Organizer or Headquarters; they may know someone in your area to contact.

One good name may be all you need to get started. He or she may be able to suggest others who will in turn make new suggestions. Soon you will have a file of potential speakers.

Don't be shy--call them! Don't let someone's fame scare you off; famous people are often very friendly and polite. If you would like to check things out before committing your group, explain that you are a new chapter (or are considering a new project such as a lecture series) and that you are gathering information about potential speakers.

**before calling**

1. Get correct spelling and pronunciation of names.
2. Try to find out whether the person is a good public speaker and what space development topic he or she is familiar with.
3. If possible, find out if he or she is pro-NSS or even an NSS member.
4. Seek out women and minority speakers to give a wider range of support to our topics.
5. Find out what facilities and services will be available for a speaker, including the size of the room or auditorium, audio-visual equipment and publicity.
6. Keep track of who recommended him or her, so you can say "Prof. Smith of XXX University suggested that I contact you..." unless the professor asked you not to mention him!
7. Keep a careful list with information on each contact. Guard against poor communication within your group that can lead to more than one member calling the same person.

**on the phone**

1. Make your initial calls far in advance - over six months for famous speakers, six weeks for most others.
2. If you speak with a secretary, get his/her name and use it. They can be very helpful if you treat them properly.
3. Identify yourself and your group (a local chapter of the National Space Society, a non-profit citizen's group for space development).
4. Mention who recommended them if it will help.
5. If you are calling about a specific event, explain its purpose, date, place, audience-type and admission charge (if any).
6. Stress that "no commitment is necessary now" if none is needed.
7. If no date has been set, ask if they prefer a certain date or time.
8. Suggest topics.
9. Find out whether they feel comfortable presenting/speaking. If not, they might consider a debate, panel discussion, demonstration or just answering questions.
10. Make sure that they understand the size and level of knowledge of the expected audience.
11. Find out what they will need: slide, overhead, VCR, laser pointer, projector, tape recorder, blackboard, microphone, etc.
12. Ask if they or their company have materials to use: pictures, slides, charts, anything you need.
13. If appropriate, ask if they are comfortable with newspaper, radio or TV coverage.
14. Keep notes on whether they sound friendly towards NSS and interested in speaking. Be polite, but avoid speakers who are reluctant or hostile.
15. If they are willing to speak, ask them to provide the title of their presentation so you can be specific in your publicity.
16. Ask if you can list them in your files for future reference. Get phone numbers and addresses.
17. Ask for their suggestions for other speakers.
18. Thank them sincerely for their time, and say that you will get back to them. Don't expect them to call you.
19. Find out from the secretary or public relations department, if possible, or else from the speaker: is there an honorarium (\$) required? A disclaimer? These are usually NOT required. Can you get a biography sheet? If not, at least get the correct title of the person's job.

**final arrangements**

Never commit a speaker to anything without permission! Once the program is arranged, call the speaker back. Give all the details: when, where, directions, where to park, time limit on their talk. Send a follow-up letter with this information, and call one or two days before the meeting to repeat the details.

If you must cancel or postpone the presentation, express appreciation for the speaker's willingness to participate and arrange a future appearance.

**during the event**

1. Have someone meet the speaker at the door with a name tag and NSS literature (if you didn't send some earlier) and gather information for the introduction.
2. Introduce the speaker properly (see Section 2 for details).

**afterwards**

Several days later, write a letter of thanks to your speaker telling how glad you were to have him speak and how successful your meeting was (which it was, if enough publicity was done beforehand).

Include something like: "I hope that sometime in the future we may again have the pleasure of your doing a program for the Your City NSS chapter, perhaps on XXX topic." If an out-of-town speaker received good press coverage, you may want to include a clipping.

**lecture series**

If you plan to have several speakers over a period of time, you may want to arrange them into a coordinated series. If properly done and publicized, this can give you more media attention and a steady audience. Use the basic rule of "same time, same place", if possible.

The series can extend over a long period, for example, the second Sunday of every month, or over a very short one, once a week or even once per day during Space Week. Consider investing in flyers or posters for media, libraries, etc. listing the schedule. You can include some of your own speakers or alternate programs with speakers and NASA films.

**your most reliable speaker**

Your local schools, churches, civic groups and clubs are always looking for speakers. As an NSS member, you can probably fill the bill.

Are you nervous in front of an audience? See the section on slide programs in this Section for advice on an easy way to get started. Attend lectures by professionals, especially those at NSS conferences, and take notes. How do they capture and hold the audience's interest--or lose it? How do they avoid technical jargon and express complicated ideas in understandable terms?

Use some of their tricks of the trade to develop a five-minute introduction to NSS. Rewrite it until you feel it can be understood by a general audience, without "talking down" to them. DO NOT try to cover everything you know about space development!

Then use the old reliable method of practicing in front of a mirror. You can also use a tape recorder, or even get a friend with a video camera to tape your presentation. This will help you to spot nervous habits or excessive use of "ahs," "ums" and "you knows" that distract your listeners. Find a style that works well for you, but don't hesitate to adapt it to different audiences. What works well at the podium of a professional conference will seem cold and boring at a school assembly.

You can break up straight lecturing with a few slides, a video clip or transparencies on an overhead projector, a demonstration (perhaps using a volunteer from the audience) or an explanation using a model or large poster.

When speaking to the general public, try a relatively informal, friendly approach. Never read your speech! (At most, take a card with a few notes on it.) Share your enthusiasm with the audience, smile, make eye contact. Take your cues from them; if they fidget and yawn, it's time to pick up the pace. Try to speak without a microphone, so you can move around, especially during a question period. Hand and arm gestures can help, if they are natural and relaxed and not overdone.

Next try your lecture on some friends in your living room. Pick people who will give you honest and helpful comments. Move on to Scout troops and grade school classes, and before you know it, you'll be regaling the Rotary Club and appearing on your local TV show!

Developing public presence is only part of the job. You must be knowledgeable, accurate, able to present complex ideas in a clear, straight-forward and entertaining manner. In dealing with questions, be willing to admit that you don't know the answer. Treat your critics with respect, even if they don't respond in kind. If someone asks an embarrassingly stupid question, you can smile and say that "a lot of people ask that, but it's really..." or "That's a good question. I'm glad you asked that because..." and then give the facts. In this way you include the questioners in your efforts to help everyone understand this interesting subject, instead of closing them out.

**speaking engagements**

How do you get invited to speak? To get started lecturing to schools and Scout troops, begin with your children, neighbors', co-workers' or friends' children--they'll introduce you to teachers and group leaders. If you are a church-goer, your minister can introduce you to the people who schedule entertainment at church-sponsored pot luck dinners, couples' clubs, etc. The Chamber of Commerce will give you a list of the names and addresses of local civic groups. Almost everyone you know and everything you do can provide contacts. Frequently, speaking to

one group will open the door to others. Soon you will be getting calls from people who have heard that your presentation is different, interesting and informative.

Your local radio and television stations and newspapers are the "big time". If you can manage a major public event that you feel will be a success, you may be able to attract a newspaper reporter or camera crew. See the Public Relations Section to learn about effective media techniques.

### **one approach to speaking**

by Eric Drexler

There is only one way to become a good NSS speaker: practice! You'll find that you will be much less nervous if you show slides throughout your talk, since all eyes will be on the screen, not on you. The slide sequence will also help you remember what topics to cover and in what order.

To promote our goals, a good talk on space development should do several things. First, since many people still feel that something was wrong with the old space program, we should explain where that program came from, and why they are right to have felt as they did. After all, they wonder, if it was so great, why did it die out? People understand when they are told that the original space program grew out of the missile competition and American embarrassment over Sputnik, followed by an all-out, expensive effort to scale up the missiles to get an American into space. Emphasize that we bypassed building a reusable Shuttle and space station, believed by many experts to be important steps to making space development practical.

Then, of course, point out that the benefits of this wasteful stunt were still large, repaying the investment many times over with new technologies and useful satellites. This sets the stage for discussing the real space program, the one we are building right now.

At this point, discuss the Shuttle as a way of getting into space more cheaply, pointing out that it is still only a half-reusable space ship. Then move on to how the space station project will make using resources already in space even more rewarding.

First, discuss the standard lunar resource scenario, with its orbit-to-orbit shuttles, lunar landers, lunar base, lunar observatory, mass driver, lunar power plant, mass catcher, space smelter and processing facility. Point out that this may be attractive if demand for space resources is large (perhaps in the solar power satellite (SPS) range). Point out the usefulness of lunar oxygen as a fuel and the ease with which it can be refined.

Then discuss the new possibilities opened by lightsails. A sail fabrication facility small enough to be put up with only a few Shuttle launches could produce sails able to fetch bags of dirt or metal from Earth-crossing asteroids at low cost. Explain that since the mass is low, and no people need initially be sent beyond Earth orbit, this is a low-cost way of crossing the threshold to space mining, in a way that can be smoothly expanded to large-scale operations.

Also discuss human exploration of Mars and the benefits to be gained by such a mission. Discuss the possibilities and ramifications that exist for international cooperation. Mention that Mars contains all of the raw materials needed to support the eventual creation of self-sufficient human settlements. Point out inevitable spin-offs that such a mission would create, and mention the idea of "terraforming" the planet to make it more earth-like in the distant future.

People generally sit up when they hear that asteroidal steel contains such strategic metals as nickel and cobalt, as well as over \$1000 worth of platinum group metals per ton. Concerns about the distance of the asteroids and the difficulty of space mining tend to evaporate when one points out that asteroidal rocks have been falling from the sky since the beginning of history.

Close by explaining how space development will mean jobs in space leading to space settlements, and pointing out that the audience can help decide how soon we break the illusion of impending limits to growth.

Thank the audience, and open the floor to questions and discussion. Repeat each question clearly before answering it. Take each question seriously and don't be afraid to admit you don't know the answer to a tough one. When you are asked a good question, explain briefly why it is good. You can save face for the asker of a ridiculous one if you can say, "A lot of people are confused by this, but it is really...."



Then accept your well-earned applause, knowing that you have made a real contribution to the NSS cause!

### speakers bureau

Once your chapter has several members who are experienced speakers, you can advertise them via a chapter speakers bureau. List each speaker, the title of the presentation, include slides and/or video, times and days they are available (i.e., during school hours), and a short biography.

State clearly those who require an honorarium and the amount. An experienced, well-informed and entertaining speaker should consider charging a small fee. After all, people tend to have less regard for the things they get for free. Your speaking engagements cost YOU free time, transportation or child-care expenses, and you paid for the slides, film, etc. that you use. Or, you could request a small payment to your chapter from everyone who schedules a speaker, to offset your printing and mailing expenses and "to support local space education projects".

Send this information sheet to schools, PTAs, community organizations and contacts you have made who are likely to spread the word.

### Slide Program

By far the easiest program format for an inexperienced speaker is a slide show. All you have to do is introduce yourself at the front of the room (or have someone else do it) and then safely retreat behind the projector and turn out the lights. No one will be watching your speaking technique as you describe the slides; your space pictures will be far too interesting. The slides also cue you as to what comes next in your presentation and are sure to inspire enough questions from the audience to fill out the rest of the program.

A single member can thus run a program alone with little trouble. Of course, if you have help, someone can run the projector and you can stand at the side of the screen to narrate. (For a large room, a microphone and pointer are useful.)

A library of slide programs on different topics for audiences of different ages and technical levels will provide "instant programming" for public meetings, classes and talks to school and community groups.

### obtaining slides

Information on slides sold by NSS Headquarters and other sources can be found in *Ad Astra* or at the NSS chapters section of the website.

If a member has a good camera and a tripod, you can make slides from NASA material, books and magazines. NASA materials are not copyrighted, although they cannot be used for commercials, etc, without permission. Depending on the source of other original material you use, it is probably legal to use these homemade slides for your own non-profit, educational purposes. However, it is absolutely vital that you keep a record of the source of each of your slides before you forget.

By using a close-up lens or an inexpensive set of extenders, you can get usable slides from very small pictures. Those you take from black and white pictures in particular will probably not be of very high quality, but even these can be useful, especially for members-only meetings or classes on less well-illustrated topics.

You will probably need pictures of various terrestrial scenes that you can take yourself. Don't forget local photos of your activities, especially those with large groups and kids in them.

Title slides add a good look to your presentation. They can be made professionally or you can have them output from a computer program (same with overheads).

Be very careful of using words on slides. Make sure you use large letters that can be read from the back of big rooms. Slides with only words should have the text fill the entire frame and be as uncluttered as possible--six lines at the most. To be safe, make words and markings bolder and darker than you think is necessary. Remember that the audience will be reading the slide instead of listening to your narration, so either give them time to do so or read the text as part of the narration.

**writing a program**

At first you may own only a few slides that you keep in a slide tray, so that setting up a program can be a simple matter of loading the tray into a projector. However, as your collection grows, you will probably want to have more elaborate programs.

Your program can be as short as one minute for continuous showing at a booth, be designed as a five or ten minute introduction about NSS to accompany a speaker or film, or be the focal point of a program. Even in the later case it is dangerous to have it more than twenty minutes in length, people get too restless and you may lose some of your audience. There are two basic ways to write a program:

1. You can line up all your slides on a viewing tray and move them around until you have a satisfactory arrangement and then write your script.
2. Or you can write the script and then locate slides that fit the narration.

Both of these methods have drawbacks. With #1 you will end up skipping topics that you want to cover, because there are no appropriate slides. More seriously, with #2 you are likely to have a hard time locating some of the slides you need to illustrate the script.

A compromise is usually called for. You can pick a basic theme and general outline for your program, then fill it in as much as you can with slides already in your collection or materials that you can readily make into slides. Repeat this process until you have as few gaps as possible. Make sure that there is a reasonable chance of filling those gaps with new slides before the program is needed.

If you have more than a few sentences of narration per slide, either edit down or add another slide. An audience will tolerate an occasional long section, especially early in the program, but no one wants to look at the same slide for a minute or more, no matter how beautiful it is! (We're talking about slide programs, not lectures.)

Towards the end you might want to pep things up with two or three one-sentence-long slides. However, don't pass too quickly over a very detailed picture or one with more than a couple words on it or your audience will feel cheated.

Be sure to put a slide crediting your group for the slide show right after the title slide. Not only do people ignore credits at the end of a program, but they are likely to get up and leave if you don't get the lights on right after the last slide and start the question or discussion period.

**narration**

For a simple show you may follow a few notes on a card or use the slides to cue you. If you plan to read from a script, bring a pen light in case the room is very dark.

If you want to insure a consistent presentation by all your speakers no matter what their level of experience, have a more professional program or just save your voice, you can tape the narration. You can produce a usable tape on any kind of tape recorder. A high quality recorder is desirable, but only necessary when the tape will be played on a good sound system during a program.

Listen to TV and radio commercials and professional speakers, take notes and then experiment with your tape. You can try using two narrators, perhaps a male and female, and alternate sections of the script. You may want to add music or sound effects (like a Shuttle blastoff), or perhaps a brief excerpt of President Kennedy's "Man on the Moon" speech or President Reagan's space station authorization. You could start or end a program with several members reading appropriate quotes, comments by visitors to a chapter booth or by children. Allow enough time to do a good job, especially on a first attempt!

**children's programs**

A taped narration does not work well with kids. You have to wait occasionally when they laugh, "ooh-and-ahh" or just get noisy or restless. Some part of the taped narration is sure to get lost. You are also unable to slant the narration specially to the group.

**storing slides**

When you only have one program you can store it right in the slide tray and it will be ready to use anytime. However, if you use the slides for different activities, you will soon tire of searching through trays for them.

Plastic pages with pockets for slides can be kept in a notebook and quickly scanned, although it is somewhat awkward to remove and replace a large number of slides. If you can afford it, you may decide to duplicate the slides for your most frequently used program so it is already in a tray when needed.

**slide file**

Number your slides according to their position in a slide program if that is the only way they will be used. Otherwise give them numbers in sequence or a letter for a category (Space Shuttle, space station, habitats, science fiction, history, etc.) followed by a sequential number.

With either method, make a list of the slides and their file numbers. You may also want to have a file card for each slide listing its source, whether it is color or black and white, and any description that appeared with it. The later can-be used to help write slide programs.

**checklist**

Slide projector	Spare bulb	Compatible slide tray
VCR	Extension cord	Screen
Microphone	Slides	Script
Tape	Tape recorder	Pointer

**cooperation**

Call the NSS Headquarters for information on the "Opening the Space Frontier" slide show available for \$25.00.

**Video**

Video tapes are another resource that your chapter can use, especially if it has free access to video equipment. Generally you cannot have as large an audience as for films, unless you have multiple monitors, a large video screen or special projector. But video tapes can be put together and new narrations can be added to suit your needs in ways that films can not be. A video monitor at an exhibit or booth is a great attraction.

If your exhibit is in a shopping mall, ask if a store will provide free video equipment (plus a prominent sign, "Video Courtesy Of: \_.") They will usually even set up the unit for you. Check if it will be covered by the store or mall's insurance, unless your chapter has coverage. [Editor's note: NSS has insurance for chapter exhibits. Check with NSS headquarters for more information.]

College chapters may have members who are taking media courses and can make tapes of your meetings or creatively produce programs from both new and existing film and video footage, slides, etc.

Members who plan to purchase video units might want to consider which types are owned by other members and what is the format of the tapes available to your chapter. Not only can members share tapes, but the tapes that you plan to use for programs and classes can be more conveniently previewed at home.

Once you accumulate space-related footage, you can copy it onto a new tape in any order to fit your script. (NASA material is not copyrighted, but it cannot be used for commercial purposes without permission.)

When copying remember that the quality of the picture deteriorates noticeably with each copy. The sharper the original tape, the better your copy will be. Video recorders of different formats can be connected for copying, but you will need connecting cables with adapters to fit the input and output ports of each machine. Once your video is assembled, you can add a voice-over, music, launch sounds, etc.

Because videotapes can be damaged, you should make copies to use for your programs to protect your master tapes. NASA has videos available for purchase. Call the NASA Center for Space Information at 301-286-0309.

### Other Resources

Visit the NSS website <http://www.nss.org> to review "The Space Educator" (click on "knowledge") an NSS reference guide to educational material.

## Youth Organizations

Although the following sections deal with the Young Astronaut and Scouting programs, there are other youth organizations that you can work with in your area. Information about them would be a welcome addition to this Handbook. All give us the chance to work with young people and give a positive image to NSS at the same time.

### young astronauts

The Young Astronaut Program is a national education program for pre-school, elementary, middle and junior high school students designed to promote educational excellence in science, technology and math. more than 31,000 Young astronaut Chapters have been formed with chapters in every state and 42 foreign countries.

The Young Astronaut program is structured to meet the needs of both individual students and school or community-based groups. Its multi-media presentations include written materials and a televised distance learning cable program. Each component uses a learning-by doing approach, with fun easy-to-understand activities. Individual levels include: Preschool. For children ages 3-5, all inclusive package for \$44.90; Young Astronaut Club: Trainee (grades K-3), Pilot (4-6), and Commander (7-9). Club membership is \$15.95.

Young Astronaut Chapter - 30 students led by a volunteer adult in which students work cooperatively in exploring space-related topics. The \$40 annual membership fee covers all chapter members and entitles members to participate in contests, conferences, and other Young Astronaut activities.

Young Astronaut Television Program: "Space School" is an interactive television course for grades 4-6 available to schools across the country. The 45-minute "class" airs every Tuesday and Thursday during the school year. The fee for this course is \$1250 per site and includes a complete teacher Handbook and curriculum manual.

For more information , contact the YOUNG ASTRONAUT PROGRAM, Young Astronaut Council, 1308 19th Street N.W., Washington, DC 20036. 202-682-1984, Fax: 202-775-1773.

### cub scouts & brownies

The comments under Elementary Space Education in the Education Section relate to these groups as well. If you give presentations to them, arrange to talk to the entire group instead of a single den, unless you want to practice on a small group. Also look into special events like Scout-o-ramas where you can have booths and demonstrations for hundreds of Scouts (and their parents).

### girl scouts

One of our greatest challenges is convincing girls and women that space is of interest to them and that they have a place on the space frontier. The Intermediate Girl Scout's (4th-7th grades) Aerospace badge is not hard to earn, but leaders tend to pass over it because they assume they do not know enough about the topic. You can work directly with the girls, but it is far more efficient to run a workshop for the leaders. They will be more likely to offer the badge from then on, so your influence will be on-going. Be sure to include information about how women participate in present and future space programs and, of course, give them NSS literature and invite them to your next activity!

The girls must make and fly a model glider and do five of the following:

- hear a talk by an aerospace expert (you)
- see a launch or a film or visit a planetarium, etc.
- look through a telescope at the night sky
- make and fly a Handbooke
- put on an airshow or Handbooke flying contest
- create their own character who uses flight in her job
- make an aerospace mobile
- show someone the constellations
- collect five aerospace stamps or design one
- choose ten things to send an alien civilization

Contact a local troop or Girl Scout Headquarters for complete information.

### **boy scouts**

Boy Scouts can earn both a Space Exploration and an Astronomy Merit Badge. The only requirement for the Space Exploration which may be a problem is building and launching a model rocket. Again, you may want to educate leaders instead of acting as an advisor to individual boys. Individual members may want to volunteer to be added to the list of merit badge advisors which troop leaders or individual Scouts can contact. Try to encourage members who are not working on other chapter projects to do this.

You can hold a rocketry workshop for the Scouts and/or their leaders, devote a program to the topics needed for the rest of the requirements or make up resource sheets to guide the boys to the information they will need.

### **explorers**

This is the young adult branch of the Boy Scouts, but it is open to both girls and boys who are at least 14 or in 9th grade and less than 21. There are general interest, "High Adventure Posts," and others that specialize in a specific hobby or career field.

Your chapter can sponsor a space Explorer Post if you have an adult who is willing to act as the Advisor and spend considerable time on the project and four others to serve as Assistant Advisors and Post Committee members. You must also provide a safe place for the post to meet. Uniforms are not required and post activities are determined by the Explorers with guidance from the Advisors.

Contact your district Boy Scout Office for more information. They may have someone in charge of Exploring who can help you get started. They may also conduct a Career and Hobby Interest Survey in area schools (ask if they can include a category about space exploration and careers) that can provide a list of students to invite to your Open House meeting.

Should your chapter start a separate organization for teens instead of doing it within NSS? Only if your chapter's youth activities can benefit substantially from the program's status within your community and the Scout resources and expertise that you will have access to. Your Explorers will be able to participate in regional and national events and hold fund raisers for low-cost trips to Shuttle launches or Washington's Air and Space Museum.

Of course, you will invite the parents of your Explorers to become active members of your chapter!

### **Science Fairs**

by Richard Mason

High School and Junior High School Science Fairs are almost always places where students who enjoy learning more about the actual world and who revel in attempting to solve real-world problems may present their work for evaluation by recognized scientists. As a Science Fair Director, I know that my fellow directors are always seeking to gain more prizes of value for the entrants to win. Except for the few hardy souls who truly do march to their own drummers, the great majority of us respond most strongly to recognition and reward. If we would have more workers in the fields of space exploration and exploitation, then we must see to it that such people earn status from their work. This is particularly true with young people.

To this end I contribute, in our Twin Tier Regional Science and Engineering Fair, a membership in the National Space Society to the student whose work offers the greatest contribution toward getting humans into space. Knowing that such a prize is available in itself increases the number of students working in this area. Naturally, while only one student will be awarded the membership, all will be eligible to win other awards. While local, school-wide Science Fairs may be found in many places, probably the most prestigious are the Regional Science and Engineering Fairs, which operate under the aegis of Science Service.

To find out whom to contact to obtain permission to include a space-oriented award in a Science Fair, check with the teachers in the Science Department of your local high school. If no help can be found there, then send a self-addressed, stamped envelope to Science Service, 1719 N. Street NW, Washington, D.C. 20036, asking where the Regional Fair nearest you might be. (Note: There are around 270 in the United States alone, plus about 25 in other countries.)

If there is no Regional Fair nearby, then you have a magnificent opportunity. Since greater awareness and appreciation of science and technology in general is vital to the future of humanity, to say nothing about getting us "out there", why not have your NSS chapter become the sponsor of a Regional Science and Engineering Fair? If your local schools are not involved in an available Regional Fair, you might consider setting up a special award for whatever teacher might take on the job of leading the students in his/her school into taking part.

Incidentally, one needn't be limited to only one prize. Why not award an NSS membership to the best space-directed entry in each of the four high school classes: freshman, sophomore, junior and senior?

Since many NSSers are professional scientists, engineers and technicians, you would be helping your local Science Fair (as well as giving the National Space Society greater visibility) if you volunteered to act as judges of student projects as well as determining the NSS awards.

### Special Events

A special event can be one-time opportunity or a regular annual activity. It usually demands more work and planning than your regular programs and warrants greater publicity.

#### hitch-hiking

The special event does not have to be initiated, financed or run by your chapter. Often it is smarter to participate in someone else's event, especially if it is established and well-attended. Just make sure that the public and the media realize that your chapter is responsible for its presentations, or they may give credit to another group.

You can hitch-hike on air shows, science fairs, Scout events, Astronomy Day programs, technology and computer shows, science fiction conventions, stamp and art shows, and even county fairs. Use your imagination. Remember to use your Presentation Book (Section 3) when you contact the event's organizer.

#### spaceweek

Many NSS chapters have special events during this week that marks the anniversary of the first lunar landing on July 20, 1969. Members of your chapter may organize or serve on your area's Spaceweek committee.

This committee does not sponsor events itself, but it encourages, coordinates, publicizes and sometimes funds local events. NSS Headquarters chooses a theme for each year's events and typically holds its annual Race for Space in Washington, DC during this week.

### **young astronaut day**

September 30 has been proclaimed Young Astronaut Day. Your chapter may have a special event or program, especially if you want to encourage the formation of new YA chapters at the beginning of the school year.

### **spacefairs**

If your chapter finds that an indoor event is not practical during July in your area, if it is a school group (or hopes to encourage student attendance) or wants to hold a second major event during the year, you might consider having a Spacefair in October. Schools often teach units on exploration and discovery near Columbus Day, and space development can be neatly related to these studies. Other appropriate times are anniversaries of important space events, such as the April 12 anniversary of both the first person in space and the first Space Shuttle launch.

By choosing your date carefully, you can take advantage of the same-time-same-place rule by making it an annual event. Even when planning your first event keep in mind the possibility that you or someone else may decide to have "The Second Annual\_\_\_\_" next year. Choose a date when:

1. The participants will be able to spend enough time on preparations
2. There are no major conflicting events (check with your area Chamber of Commerce and the location where your event will be held)
3. The audience you hope to attract is not overloaded, as they may be during exam weeks, major holidays and family times like Mothers Day. (The first week of school might be ideal on campus, but bad for grade and high school students and teachers.)

SpaceFairs usually borrow heavily from the successful formula of science fiction conventions: exhibits, information and merchandise booths with a continuous program of videos, speakers and demonstrations. It usually takes place in one location, except for activities requiring special facilities, such as an observatory or planetarium.

Your chapter will probably want to organize and maintain control over the entire event. That does not mean that your members must do all the work! Invite local astronomy clubs to bring telescopes and photos, stamp clubs to put on an exhibit of space stamps, an amateur radio club to demonstrate satellite tracking, a company which sells satellite receiving antennas to set one up for a demonstration and the TV weather man to explain his use of weather satellites. Local companies that have contributed to past or present space projects can bring an exhibit and/or provide a speaker. Find out if anyone at a local college is working on space-related research.

You can ask student or professional artists to exhibit works with a space development theme or sponsor an art contest. If your chapter gives a prize for the best space-related exhibit at a science fair, show off the winner and her exhibit.

The key is to involve local groups that do not have a strong enough space connection to sponsor an activity during Spaceweek, but can make a positive contribution to a Spacefair with a little guidance.

### **space holiday**

If your chapter plans a public program early in December, you can use a holiday theme and advertise it as a family event. You may have serious, professional speakers all year round, but this is a good time to have a little fun.

Decorate a tree with Space Shuttles and satellites and cut-out stars with the names of space pioneers. Underneath, "Gifts from the Space Program": wrapped packages labeled with names and pictures of spin-offs from space technology and some of the items themselves. The tree can be used at a December program and/or displayed at a library, school, museum or store.

Have a program aimed at kids, perhaps a slide show "ride" on the Space Shuttle or "visit" to a space station. You can help a school or Scout group put on a play, puppet show or series of sHandbooks for parents or the public about a Christmas at a space habitat.

You can rewrite some of the non-religious holiday songs with space lyrics. If no one plays the piano or guitar, you might program a home computer to accompany the singing. Have (or sell) space punch and star cookies. Children can be blindfolded and try to break open a candy-filled, Space Shuttle-shaped piñata suspended from the ceiling. You might hold a party for your members after the program.

Reporters tire of the usual holiday events, they may find yours interesting enough to give special coverage. Take care to avoid science fiction and keep your level of space education high. Remember that the captive audience of parents provides a rare chance to educate them a little, too. You can offer a special family membership in your chapter.

If you are not brave enough to use these "cosmic carols" in public, try them out at your members' party. Credit for most of the following lyrics goes to DEBBY FASSEL:

### *TWELVE DAYS OF CHRISTMAS*

On the twelfth L5 Christmas  
 We'd surely like to see:  
 12 billion stars  
 11 space cities  
 10 launches weekly  
 9 gorgeous planets  
 8 asteroid mines  
 7 space factories  
 6 lunar landings  
 5 solar sails  
 4 Space Shuttles  
 3 mass drivers  
 2 Bernal spheres  
 And a permanent home in space!

(Editor's Note: Space Shuttles will hopefully soon belong on 5, rearrange these words to your satisfaction, you can have drawings of each item on poster board to hold up for each number.)

### *WE WISH YOU ANOTHER SHUTTLE*

We wish you another Shuttle, we wish you another Shuttle,  
 We wish you another Shuttle, and a future in space.  
 Good tidings we bring, to you and your kin.  
 We wish you another Shuttle, and a future in space.

### *SPACE COLONY (To "Oh Tannenbaum")*

Space colony, space colony, your orbit is unchanging.  
 Space colony, space colony, your orbit is unchanging.  
 Your farms are green, with crops we grow,  
 with never drought or freeze or snow.  
 Space colony, space colony, your orbit is unchanging.

Space colony, space colony, you fill our eyes with splendor.  
 Space colony, space colony, you fill our eyes with splendor.  
 Your mirrors bright reflect the sun,  
 to make good things for everyone.  
 Space colony, space colony, you fill our eyes with splendor.

### *MAKE IT SNOW! MAKE IT SNOW!*



Oh, the vacuum outside is frightful,  
 but L5 is so delightful.  
 The weather controls are "Go,"  
 make it snow, make it snow, make it snow!

It doesn't show signs of stopping,  
 and we grew some corn for popping.  
 The sun is turned way down low,  
 make it snow, make it snow, make it snow!

When we finally say goodnight,  
 how I'd hate to go out in a storm,  
 but it's scheduled to stop by ten,  
 so all the way home I'll be warm.

Outsiders may think its funny,  
 that we make our days all sunny,  
 but just for a change, you know,  
 we make it snow, make it snow, make it snow!

## Chapter Library

### contents

Every chapter accumulates things that can become the start of a chapter library: NSS Headquarters sends information and *Ad Astra*, members bring articles from newspapers or magazines to meetings, others send away for NASA reports or bring them back from vacations, someone tapes a panel discussion at a convention and another gathers information about a specific topic for a class. All this is a valuable chapter resource. Where does it usually end up? Often it is scattered in various members' homes or stored away in someone's basement and no one is sure who-has-what-where!

### uses

A library is not a lot of work and benefits your chapter in many ways:

1. It is a concrete and attractive benefit to offer new members
2. It contributes to the continuing education of all members
3. It is a great help when developing a space education project
4. Its mere existence will encourage members to collect, organize and share information on specific topics.

### ownership

As soon as you start to survey this material make SURE you know who owns every item. Members will usually give small things to the library. They may donate more valuable material as well, especially if your chapter has non-profit organization status, making it a tax-deductible donation. (Decide who in your group has the authority to determine fair market value for the donation.)

Sometimes a member will loan items like books or issues of a magazine to the library, but they want to retain ownership. Ask if the loan is for a specific length of time or maybe as long as she is a member or until he moves out of the area. What if the item is damaged, e.g. a tape breaks?

It is wise to label EVERYTHING! You can write or stamp on it "Property of \_\_\_\_" and/or use your chapter seal (see Section 2). Add a date and "Donated by \_\_\_\_" where appropriate.

**where?**

A few chapters (mostly on campus) have a permanent meeting room where a library can be kept. Others may meet regularly or be an official affiliate of a museum, planetarium or other institution. Find out if there is a locked cabinet available where your library can be kept. If not, could they let you use a bit of floor space if your chapter provided the cabinet? (There may even be room for other chapter material, such as a work box, that will contribute to smoother chapter operation.)

If you can not find any permanent location, you may still want to organize the material in one or more file boxes and have a "floating library". A member volunteers to take custody of the library and bring it to the next meeting. Everyone can browse through its contents during the meeting and then another member takes it home. Special items may be circulated through the membership via "routing slips" as discussed in the Section.

**reading rooms**

There is seldom time during meetings to really use the library. In addition to regular meetings, members can volunteer to staff a reading room. (Try to get your less active members to volunteer!) They decide when they will be at the meeting room to unlock the library and oversee its use. They choose a day and time that is convenient for them and get to use the library at the same time. The schedule can be arranged far in advance and published in your newsletter.

The "Reading" Room can be used for other activities. Members can bring tape recorders (preferably with ear phones) to listen to tapes and a slide projector to view a collection of slides and slide programs. If the equipment is available, you may even keep video tapes in your library.

While you want to make sure that the volunteer is responsible and will keep a close eye on the material, the library should be relatively simple to operate. If you decide to lend items to members, it becomes more complicated.

**catalog**

For small collections a simple list will do. You can keep items together by topics or simply give each a number in sequence. A card file will add considerable work, especially if you cross-reference, but will greatly increase the usefulness of the library. If a member has a computer and data management program, make a file for the chapter library. Then the catalog can be kept current with minimum effort. While you couldn't do searches in the Reading Room without a computer, you could keep catalog print-outs with the collection.

**adding material**

If a member or committee takes charge of the library, they will probably want to add to it once it is organized. You may be lucky enough to have money in your budget for subscriptions or other acquisitions. Otherwise, you can ask members to loan or donate items, to clip articles of interest, to write a report on a subject or assemble a file on an important issue.

One easy project is a file on your chapter's history, including newsletters and other records. An informal chapter scrapbook can be kept, too. This is just for members, as opposed to your formal Presentation Book. It will be of great use to new members and help them feel a part of your group.

**Special-interest Subgroups**

In the course of your chapter's activities you will probably run into people with a special interest in education, model rocketry, model building, video, computers, astronomy and amateur radio, who are also interested in space. You may want to encourage them to form a section within your chapter devoted to their interest, especially if they are already thinking of forming an organization. You may be able to attract them with the fact that they will not have to bother with their own newsletter, dues and finances or non-profit status application. Your chapter may already be affiliated with a local institution or have established working relationships with schools

and youth groups and your members will provide a source of interested people for their events and projects. Society-level conferences and services may also be beneficial to them.

They will, in turn, provide you with more activities and new resource people. This can be especially useful if you only have a few, overextended activists. By serving as a coordinating umbrella organization, you can develop a diverse educational program. Just make sure that the group maintains an NSS focus.

### **Technical Projects**

While NSS was not organized to engage in space development research, many of our members are professionals in engineering and other technical and scientific fields. We even have chapters which are based at aerospace corporations. Understandably, individual members and chapters have become involved in technical projects through Society contacts. Those of you who are interested in such activity may want to organize a committee within NSS to identify suitable projects (perhaps in cooperation with Space Studies Institute) and help locate other interested, qualified members. (Contact Headquarters, the Chapters Coordinator or your Regional Organizer.)

### **The Arts**

Likewise, some of our members are talented artists, musicians and writers. The arts have a powerful influence on the average person's perception of reality, but all too frequently, space is badly misrepresented. Even those of us who merely enjoy the arts can help to spot misleading and false concepts, educate artists about NSS concepts and give positive feedback to those who contribute a realistic portrayal of the space frontier. NSS can also serve as a networking tool for artists who are interested in cooperative activities with members working on education projects, videotape or exhibit production and other endeavors to advance our goals. (Contact Headquarters, the Chapters Coordinator or your Regional Organizer.)

Section 5 - EDUCATION

Section 5 - EDUCATION

Classes

Preschool and Early Elementary

Elementary Space Education

High School

Teaching Space With History

Adult Education

## Education

### Classes

While many projects in this handbook involve some aspect of space education, this section deals with formal classes. You can use this information when teaching classes yourself or to help teachers develop their own space education projects.

#### why?

There are many reasons why an NSS chapter or an individual member may decide to teach a class about space development:

1. To present these ideas in a serious, responsible manner to as wide a range of people as possible.
2. To publicize your group and improve its image.
3. To attract new members.
4. To make money.
5. To develop/improve teaching skills of the members.
6. To increase your own knowledge of the field.
7. To educate a special target group, such as teachers or leaders of Young Astronaut chapters or Scout groups.

NSS has a definite image problem with the general public. People have a need to fit things into categories. To the question "Who are these people?" the reply, "We teach such-and-such class" helps to define us to them in terms of a familiar, credible and worthy activity. Sitting at booths and handing out literature will actually reach MORE people, but to some this equates us with "fringe" groups.

Publicizing a chapter and its activities is another concern. If you teach a class that is part of a larger program, you may get free publicity in its publications. Anyone who reads them will at least know that space development is a topic being seriously discussed. (Of course, you will be very careful about how your class is described!)

These publications may also bring your chapter to the attention of the media, leading to useful interviews and articles. A course description and outline enclosed in correspondence will help establish the legitimacy of your group and your requests.

The course can turn a student's casual interest in space into a lasting one. Your graduates are a source of knowledgeable, enthusiastic and active members, maybe even a future chapter president! A class can be a way for a lone NSS member to build a strong nucleus for a group. The pleasure of finding others who share your interest in space can simply be too good to give up at the end of the course.

Those who teach will reap personal rewards in return for their considerable investment of time and effort. Teaching a subject is the best way to keep up with current developments. The organizational, teaching and speaking experience gained may be useful in career and other endeavors. Lastly, friendships formed are an especially pleasant dividend.

#### why not?

In all fairness, giving a course may not be right for your chapter now. Other projects may give a far larger return for your efforts. You may get only ten people in an adult education class, while a SpaceFair may attract a thousand. There are better ways to make money, and it is a rather slow way to build a group.

Read this section through and then decide whether a class fits your interests and needs at this time.

**what kind?**

You have a wide range of classes to choose from. To get started you may want to "hitch-hike" on an existing class as a guest lecturer. Your own class can be a full semester adult education class, an enrichment class for a school group or a single-session workshop.

**captive audiences**

If you have been disappointed by poor turnout at your chapter's public programs, it will be an extra pleasure to know that a guaranteed audience will be there for your presentation.

Always be aware that there is another kind of captive audience at school and other youth activities--the teachers, parents, Scout leaders and other adults. You may never have the chance to present our case to them again.

Often, one will come up to you afterward to say (with surprise) how much THEY learned! By catching their interest and teaching them something you have positively influenced a possible ally and helper. Keep a supply of newsletters, *Ad Astras* or information sheets with you to give them and add them to your contact file.

**Preschool and Early Elementary**

This can be rewarding if you like and are comfortable with this age group, but the returns are limited.

One instance where activities for young children can be VERY useful, however, is when you give simultaneous programs or workshops for more than one age group. Parents will be much more likely to bring an older child and/or participate themselves if there is a program for younger siblings.

Decide on a definite goal for the program, for example, learning the parts of the Space Shuttle. They can cut out a white orbiter and solid rocket boosters (SRBs) and orange external tank and paste them on blue paper. Then they could draw a launch tower or rocket exhaust. You could cut and paint large cardboard Shuttle components and have the kids walk through a launch and landing after you explained it with a model. Make up a simple song to a well-known children's tune. The same things can be done with a space station theme.

**Elementary Space Education**

[Editor's Note: In many ways the 3rd to 7th grades are the most receptive audiences. You can tackle some fairly abstract concepts like gravity vs. free-fall or pseudo-gravity and centrifugal force if you use demonstrations and relate these to their own experience. DOROTHY DIEHL, an NSS member who is a part-time teacher's aide, shared some of her experiences as a space educator in the May, 1983 L5 NEWS:]

In preparation for the visit of astronaut Gordon Fullerton's mother, the students at Dorothy's school filled out space science vocabulary worksheets and wrote down questions that they wanted to ask Mrs. Fullerton.

Bulletin boards were set up with a days/hours countdown for the then upcoming space shuttle mission #STS-5 launch and information about the mission, a 3 1/2 by 28-foot time line of U.S. space projects since Sputnik, NASA photos and reports, collections of NASA emblems and *Life Magazine* covers and space posters. Fourth grade students figured out a crossword puzzle whose clues were answered somewhere on the bulletin boards.

On the eve of the launch of STS-5, a group of eligible fifth graders gathered at Dorothy's home for a slide presentation. After settling down in their sleeping bags, they listened to a tape of the radio transmissions during STS-5. At 4:05 a.m. they awakened to the voice of High Harris at Mission Control over the telephone amplifier. They viewed the countdown and launch of STS-5 when the commercial networks finally decided to telecast it. (Cable Network News usually gives much better mission coverage.)

Dorothy offers this advice: Elementary space education is important because many people begin forming life-long interests when they are in grade school. They usually do not make specific career choices then, but it's a prime time for planting the ideas that initiate career formation.

Grade school children respond enthusiastically to space. Either they still retain the child's spirit of adventure and exploration or their organic molecules "remember" their origin in the stars and "recognize" their kinship to them. Whatever the reason, their enthusiasm will keep an adult space activist going indefinitely.

Projects rather than a regular space education class can be integrated with regular classes providing much learning motivation. For example, Dr. David Smith's 5th grade students in Lewiston, Idaho devised their own astronaut-qualifying test as part of a shuttle launch project in the spring of 1981. They required that students demonstrate outstanding citizenship, pass a math test, decipher a Morse code message, recite the order of the planets, label parts of the ear, read a map, and run 600 yards. (*INSTRUCTOR*, Nov., Dec. 1982, p.24.)

Other ways space education can be included are as follows:

1. Social Studies--News reports of current space events and how they affect geopolitics, economics, technology, etc. A futures unit would include space communities. History of U.S. and/or U.S.S.R. space programs.
2. Language Arts--Writing and mailing business letters to companies and institutions for space information. Allow only two or three students to write to the same address. Vocabulary study of space science terms.
3. Math--Reading and writing large numbers or numbers with exponents of astronomical distances. Calculating scale models for distance and size.
4. Science--Gravity and motion experiments. Names and order of the planets. Geological description of the planets. Voyager, Galileo, Pathfinder, Global Surveyor, Cassini, Mir spacecraft positions, velocity, direction, returned photographs and information. (Visit the NASA JPL website off of <http://www.nasa.gov> for latest positions. Star parties. Model rocket launches.
5. Art, Music, Literature--Design a space station or spacecraft or space habitat. Draw space-related pictures to music. Creative writing, poetry.
6. Health-Importance of exercise in microgravity. Nutrition in spaceflight. How space conditions affect the way food is processed for use in space.

Helpful procedures for doing space education are as follows:

1. Make contact with a teacher or administrator who thinks a space education project would be good. Some teachers are not interested in space or not very knowledgeable and may have a negative attitude. Be sensitive to these feelings, because you are selling support for space programs as well as teaching space education. Also remember that teachers are bombarded with requests and expectations, from controlling head lice to promoting physical fitness contests to providing classroom experiences in democratic government to saving baby seals AD INFINITUM. Have a definite but general outline for your suggested project. Welcome suggestions. Always go through channels. Courtesy is a must.
2. If you are not an artist, photographer, or calligrapher, make sure you have friends who are and who are willing to volunteer to help you lay out displays, etc.
3. The more posters, slides, videocassettes, etc. of space subjects that you have in your file, the better. If you have to order any of these items for a project, plan on about three MONTHS lead time.

Here is a sample project I did for the Spacelab 1 mission:

1. Since I had posters and photographs on hand, I began planning about Nov. 1. I asked the principal's permission to use about 30 feet of the wall space in the hall for a bulletin board. I asked a helper to print the captions. I cut out 6" letters for the title myself because it was short.
2. We put up the items gradually beginning about T-minus-10 days. You get more mileage out of the students' span of attention that way.

3. The 4th grade teachers allowed me to do a 20-minute oral presentation about the mission. I ask the students a lot of "why" questions and get them to guess and/or figure out the answer. I partially accept "wild" guesses and try to "herd" them into the correct answer. Never put down a student's wild guess.

When doing a presentation, the following is also important:

- A. **Use simple sentences with words of two syllables or less.** Do one basic concept per project. For Spacelab 1 we concentrated on how the orbiter flies in a straight line, but its flight path on a map is a wavy line. We also talked about the crew and their work, but the flight path was our main problem.
  - B. **Make it concrete.** We used a ribbon around a globe to represent the inclination of Columbia's orbit. On the wall behind the globe we had an enlarged map of the Pacific Rim showing the de-orbit glide path. (Original map was from the Spacelab Press Handbook.) To solve the straight line-wavy line problem we used an orange peel and some adhesive tape.
  - C. **Relate the concept to familiar experiences.** We compared the time it takes to drive four miles to a neighboring town. Then we thought about the orbiter going the same distance in less than a second.
  - D. **Be accurate in what you say and illustrate.** Accuracy in round numbers is all right. Remember that astronomical scale model diagrams do not fit in textbooks. You can't use the same scale for size and distance of the solar system unless your school has a hallway with three miles of wall space. Do not use popular fictional space characters and stories when teaching space science. I also avoid discussing UFOS, aliens, humanized robots, etc. Grade school students do not always distinguish clearly between fact and fantasy. Space science is so new it doesn't seem very factual.
  - E. **Be enthusiastic.** Tell them over and over that some day they will be working in space IF they do all their homework carefully while in school. We had the students watch the launch of Columbia and Spacelab on Nov. 28. They reported during the flight what they had seen on the evening news and what they had read in the newspaper about the mission. We had planned to watch the landing, but it was delayed past school dismissal. I
4. We involved the students by giving them an information hunt as a contest. To win they had to write down the missing information by studying the bulletin board and using map reading skills.
  5. I evaluated their work and invited the reporter of the local paper to come for their award ceremony. The winners each received a 4" decal of the official Spacelab emblem and a Mars candy bar. The reporter took their photograph for the paper and wrote a news item about the contest.
  6. I had the display photographed in detail for my file before dismantling it. If someone helps me a great deal, I send them a written appreciation. For Spacelab, this meant a thank you note to the NASA engineer at Vandenberg AFB for sending me a Spacelab Press Handbook and other materials. I also asked the teachers for recommendations for the next project.

### High School

Space education can also be done at the secondary level. However, DOROTHY DIEHL points out three problems to keep in mind:

1. Class schedules are tight and curriculum objectives are comprehensive, leaving little time for a subject often considered an enrichment item.
2. Secondary students have so many personal, social and academic concerns, that a space activist is faced with considerable competition.
3. Due to mathematical probability, there will usually be at least one very bright student in most secondary groups who will be as technically competent as the space educator. This is not a problem



as long as you are accurate down to your decimal points. Having a student point out discrepancies can reduce your credibility. Since living in space is not a commonplace reality, your credibility is very important.

However, there is still much that we can do with this age group. Most importantly, teens should be made welcome in your chapter. They can be very helpful with chapter projects. You will sometimes find a teen who even initiates projects and takes on leadership responsibilities.

A teen may come into your group when a parent joins or she may bring in the rest of her family when she becomes active. After all, most teens need transportation to chapter activities; you may be able to get the driver to stay too!

Not only should you welcome these young people as potential workers, but remember that they may start a new chapter when they go to college or move for a job. Lastly, they add variety and a different point of view to your membership.

There are some school-based opportunities for space education. You can develop an assembly program similar to those given by NASA's education specialists. Perhaps there are science clubs or enrichment programs already in existence. You may want to start a space science club or a space Explorer post, especially if you are a teen or the parent of one. See Section 4 - PROJECTS, for information about Exploring.

### **Teaching Space With History**

by Dr. Lawrence C. Wolken

[Editor's Note: This article appeared in the December, 1979 issue of "The Colonist," the newsletter of the L5 Society of Texas. While some references are outdated, the general idea of applying history to space is intriguing.]

The success of shows like "Star Trek" and "Star Wars" is ample evidence of the public's interest in space. This interest-needs to be focused into a grass-roots support of space activities.

One way to accomplish this is through our schools. To date, most efforts in this area have concentrated on science courses. Unfortunately, such programs reach a relatively small portion of the student body. By bringing space into the American History classroom we could reach virtually every student in the nation. But how can this be accomplished?

In our schools today, a great deal of time is spent studying the period of exploration and colonization of the New World. If one looks closely, many parallels exist between this period of history and today's exploration and colonization of space. The early explorers were financed by government funds. Colonization of the New World was begun by private companies hoping to make a profit. Today, many companies have purchased cargo space in the first flights of the Space Shuttle. They hope today's research and development will lead to profitable products and techniques in the future. Early explorers and colonists searched for riches such as spices, gold and silver. Will the search for cheap energy lead the way to colonization of space? These are just a few of the more obvious similarities between the past and the present.

Many teachers are finding the space/history approach attractive for several reasons. For one thing, the student's interest in space is transferred to the study of history. It also helps the student realize that a knowledge of the past can be helpful in solving some of the problems we face today. After all, don't we study history so we won't keep making the same mistakes? Will we treat our space colonies the same way England treated its colonies? How should space colonies be governed? Should they be privately owned? Will we treat extraterrestrials the same way we treated the American Indian? What will happen if they are more powerful than we are? These questions can be covered using a wide variety of techniques which differ greatly from the usual lecture format. This teaching method, then, gives the history teacher a unique opportunity to make the course lively and exciting for students.

If we sincerely want to develop a greater public understanding of space and its potential benefits, the history classrooms of the nation offer a golden opportunity. This will not yield immediate results, but its effects will be widespread and long-lasting. Today's students will be tomorrow's voters and will help shape the nation's goals. Perhaps the most important decision they will face is whether mankind will venture into space or remain bound to the Earth's surface.

## Adult Education

Much of the information in the following section is also relevant to courses for other age groups.

### groundwork

If you or your chapter decide to give a class, whether it is a single session workshop or a full-semester course, you **MUST** allow enough lead time to produce a superior product. If you frantically write each lesson at the last minute, it will show, and the project could end up being an embarrassment to you and your chapter.

### where?

There are probably several adult education programs in your area. Collect their brochures and compare their administrative structure, course offerings, fees, etc. If there are no existing continuing education programs in your area, you may have to set up a class yourself in a library or community center. You will then have to take care of publicity, audiovisual equipment and fee collection yourself.

### how?

Most program directors are happy to get suggestions for new courses, but you must come prepared with a detailed outline of course content and tell him how many sessions you plan, who will teach it and why you think it will attract students. He will have helpful suggestions, but he will not put the course together for you.

He will want to know why you are qualified to teach this subject. Be confident, if you carefully research the material you plan to teach, you will probably be the "expert" in your area.

Once he has expressed interest in your course and you have discussed its structure, you will want to check on pay (if any), schedules, deadlines for brochure information (usually 2 or 3 months in advance) and the availability of A-V equipment, blackboards and reproduction of supplementary material.

### content

You may want to give students an overview of the entire field of space development or concentrate on one aspect, e.g. space stations or teaching space.

Remember that the course must give the students more information about and understanding of the topic(s) than they can get from buying a paperback or two or by attending your chapter's meetings. Ideally, they will learn so much that they will want to become an active NSS member to keep up with developments.

Historical background material helps students to understand present developments, but don't start with the history of rocketry, etc. until you have given an exciting view of the potential of space development. Otherwise, you may lose their interest with a bunch of seemingly unrelated space projects. Continually remind them of each topic's place in the ongoing adventure of humanity's movement into space.

The "whys" or politics of space are never as easy to pin down as are names and dates, but they put life and meaning into the facts. It is useful to compare accounts written at the time of an event with those from a later date. Try not to exclusively push our own view of history or current politics, but let the students see that a situation may be considerably more complex than it first appears.

### titles and descriptions

Your course will be one of many in the brochure. The title must catch their attention and the short description convince them that it will be interesting and useful enough to spend time and money on. Of course, don't let your enthusiasm cause you to misrepresent the course or promise more than you can deliver.

Look at old brochures to get hints for titles and a format for the description. "Space Shuttle and Beyond," "Space--The New Frontier," "Our Once and Future Space Station," "Teaching Space" and similar titles can be used.

**teachers**

If more than one member will be teaching your course, you may choose one to be the course coordinator who is responsible for the many administrative details: liaison with the education director, brochure material, scheduling of classes and instructors, obtaining supplemental material and A-V equipment and attending all sessions. Rotate this position among your experienced teachers each time you give the course so that each learns the important details of running it and shares the work and responsibility.

In order to make this a true group project, involve other members, especially graduates of the course. You can ask someone to teach a specific topic; they may pick one or suggest a new subject or approach that they would like to develop.

**money**

Some programs pay quite well, but others do not pay at all. If the latter is true, make sure that they provide A-V equipment and reproduction of handouts, or giving your "free" course may be quite an expense.

The stipend may be donated to your chapter, divided among the teachers or split between the chapter and the coordinator with the other teachers donating their services. Whatever system you use, make sure it is clearly understood and agreed upon by all participants before the course begins.

If the chapter gets money from the course, you may want to designate that it be used for educational materials of direct use in future courses, such as slides, videotapes or subscriptions.

**publicity**

As with any chapter activity, you can not have too much publicity! Don't depend on the program's publicity. Push your course in your newsletter, at your public meetings, mall exhibits, etc. Distribute posters to libraries, schools and other public places. Try to schedule a radio interview show two or three weeks before registration and work a solid plug for your course into the conversation.

**students**

Encourage active participation by your students from the start. Schedule time for questions and discussion. This will tell you what they want from the course and what their levels of knowledge are. It also allows a feeling of fellowship to develop. Learn and call them by their first names to promote this.

You may want to plan a specific question related to the session's topics as a lead-off to the discussion period. Take care, however, that you maintain enough control. Even the most interesting discussion during a break should not prevent the prompt continuation of the class.

**questionnaires**

Students can participate from the first session by filling out a "student background questionnaire" while you are busy with attendance or registering late-comers. Choose questions with short answers that will show how much your students already know and what they expect from your course.

Another questionnaire should be filled out at the end of your last session. It gives your students the feeling that they are contributing to a joint endeavor--and indeed they are! Ask them to be brutally frank and tell you if they hated something, what should be included or excluded, or if your presentation needs polishing. This response is the best way to improve your product.

**media**

Videotapes and slide programs provide a welcome change from straight lecturing. Videos can, however, be a problem if they are not available locally and do not arrive on time.

Slides are a relatively inexpensive and versatile way to bring life to your topics. You can informally speak over a series or use a pre-taped program as a voice-saver. The time it takes to prepare these is well spent, as they can be used for future classes, meetings and talks to outside groups.

Since video technology is becoming cheaper and more versatile than film, more and more schools and other institutions are not replacing worn out film projectors with new ones. As they become less available, you will probably want to concentrate on videotapes instead of investing in expensive, easily damaged films. Video combines the benefits of high quality and action of film with the lower cost and custom design of slide programs.

Add variety to lecturing by using the blackboard, charts and an overhead projector. Bring in a stack of posters, photos or books for appropriate sessions and schedule time to informally look through and discuss them. Give the students a chance to review newsletters from a variety of pro-space groups when discussing space activism.

As always, take special care when ordering A-V equipment. It is disastrous to find that the projector, screen, video player or tape recorder is not available when you need it.

### **supplemental material**

While students love to get real NASA literature, a more reasonable approach is to request literature for your chapter library that can also be used to photocopy class handouts. Odd shaped items and materials from more than one source can be cut-and-pasted from a high-quality photocopy onto a standard size page. You can not use copyrighted material unless you have permission and list the source.

Different handouts serve a variety of purposes. The most important one is an outline of the course to be given out at the start of the first class. It is vital that the students realize that these are not isolated subjects, but related to the movement of humanity into space. They will also be less likely to skip a class if they know what topics they will miss.

Handouts are ideal for material that you want to cover, but is too time consuming, difficult, dull, or of interest to only some of your students. Follow hand-out chronologies in history sessions instead of writing long lists of dates and names on the blackboard.

A bibliography is frequently requested by students. You should update it frequently and can include local library call numbers. Also give out your group's newsletter and membership information.

Be sure to invest in high quality photocopies for your masters.

### **organizational meeting**

The first time you give your course, if you have more than one teacher, schedule an organizational meeting as early as possible. Schedule a second meeting about a month before the session. Everyone who wants to teach should attend. Go through the course topics and decide who will teach what, and when films, videos and slide programs will be used. Then rearrange the course outline, if required by teachers' schedules, and group their subjects together as much as possible.

Take session-by-session notes of the length of each segment, which handouts will be used, audio-visual equipment needed, etc. Even if your teaching style is very informal, you need a detailed schedule to keep you organized and in control. It is absolutely necessary when more than one person teaches during a single session!

After the meeting, the coordinator can type up a course outline and a sheet for each session. A set is given to each teacher with specific sections, handouts and other responsibilities underlined in red. Leave space at the bottom where changes can be written. A copy is returned to the coordinator. The more complicated your class, the more you need to get things down on paper.

### **registration**

Students may be enrolled by mail or during a registration session. You may not be sure until the first class if your course "fills". Most programs will cancel a course if too few students register to cover costs. You could decide to accept a decreased stipend to gain experience. You may gain more students from other courses that did not fill, or students may bring in friends when they find out how great your course is going to be!

If your course is cancelled, you can teach the first session. since You are all there, or have an informal discussion. Perhaps you can interest them in your chapter and NSS ideas. Let them know when you plan to offer the course again. If there is no first session, ask for the list of students who registered and send them information about NSS and your chapter.

### **giving it again**

Each time you give your course, tighten it up: include new topics and material, compress and refine the old, and omit material where necessary. If you had trouble filling your course even though it was well-publicized, consider restructuring it, making it shorter or setting up several one-session, mini-courses. Maybe you just need a better title and description, even more publicity or to join a different program.

### **advanced courses**

After you have given your course a few times, there might be a group of students who are interested in an advanced course. You could explore one or more topics in greater detail or at a technical level, guide individual study or have the students apply the concepts from your introductory course.

A small group could construct a timeline for the development of space, deciding in what order events will take place and which countries and institutions they think will participate. Several timelines could be developed using premises chosen by the group or supplied by you, then compared and evaluated. They could decide which period or activity interests them, design a space facility for it and discuss the implications of its existence. Choices include near- and far-future, residential, industrial, commercial or military, small or large, single or multinational, in Earth orbit or elsewhere.

Section 6 - PUBLIC RELATIONS

Section 6 - PUBLIC RELATIONS

- How to Deal with the Media
- Strategy
- Is It News?
- Public Service Announcements
- News Releases
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## Public Relations

### **How to Deal with the Media**

by Loretta McKibben and Nancy Kolb Moore

The reputation and relationship a group establishes with the media will determine, for the rest of that group's working life, the organization's appearance to the public. Inept dealings with the media can ruin a chapter's influence, reputation and leverage. The public-at-large will get an incorrect idea of what a group is doing, making subsequent efforts and events less effective.

When we first organized the Oklahoma Space Alliance/L5, we were fortunate to have radio and television newsmen in our co-founding core group. Their help has been invaluable, for most of us would not have known how to approach the media. There are definite methods for dealing with them--all logical--which can establish a good working relationship between your group and the radio, television and print media.

Pro-space groups risk being portrayed as "Kooks" if they aren't careful. Why? Because your average Joe/Jane doesn't have the slightest idea of WHY we should go into space, WHAT it has done for him and his family, WHERE those huge amounts of his tax money are going and WHEN he will begin to see some benefits from space. The news media cater to Joe, to keep their ratings up. The slant of the stories about your organization can go in your favor, and provide useful information to Joe/Jane, et. al., or can go against you and cause your chapter to be a short "clip" of amusement on the evening news. ("Look, Maw, at them spacey people!") It's up to you.

There are some basic guidelines to follow to build a good relationship with the press:

1. **SET YOURSELVES UP AS THE LOCAL EXPERTS ON NASA AND SPACE PROJECTS.** Pick several of your best members, i.e., those who can study the facts and present them to the media in an accurate, positive manner. Then, do your homework. If a Shuttle launch is coming up, know when it's taking off, when it's landing and where, what the mission will involve as to experiments, important new technology and so forth. Send out press releases, then hold a press conference to discuss the event locally. The media LOVE the "local slant": local people who can give information in a concise, understandable manner.
2. **SET UP A WORKING RELATIONSHIP WITH LOCAL SCIENCE MUSEUMS AND/OR UNIVERSITIES.** Here in Oklahoma, we have worked with both the University of Oklahoma in Norman and the Omniplex Science Museum in Oklahoma City. The Omniplex, in particular, has provided us with financial help, advice and space for exhibits. Once you set up a working relationship with a respected institution in your area, potential members and financial contributors are more likely to take you seriously.
3. **TIPS FOR THOSE IN RURAL AREAS.** Newspapers and radio stations usually cooperate with organizations but may not have reporters to go out and cover stories. Many would welcome stories you have written (and pictures you have taken, in the case of newspapers). Check with your newspaper editor or radio station program director to see what his/her paper or station can and will use. A regular column, telling of your group's activities and recent NASA news, would be perfect.
4. **TIPS FOR THOSE IN URBAN AREAS.** It is VITAL that you become familiar with reporters in your area; they are more amenable to someone familiar to them. Get to know the reporters through social events if possible. An alternative is to call an editor or station's news director and ask that they send a designated reporter to one of your meetings (be sure to choose a meeting that you know will be interesting). FREE FOOD is always a good incentive; invite a reporter to lunch, or alternatively, offer coffee and doughnuts or wine and cheese, etc., at a meeting the reporter attends.
5. **MAKE SURE ALL YOUR CORRESPONDENCE AND PRESS RELEASES LOOK PROFESSIONAL.** Press releases, letters, flyers, etc., should all be done well. Using letterhead stationery is a good idea, especially when soliciting funds. Get a good bond paper, and MAKE SURE THAT THE RELEASE/LETTER IS TYPED WELL. Sloppy typing and cheap paper are big turnoffs. Most releases, once a clean original is made, may be photocopied, as with flyers. If you can't type, or your typewriter is ancient, with crooked letters, etc., HIRE A TYPIST. Most typing services charge only a couple of dollars a page, which is well worth it.

6. **MAKE SURE YOU LOOK PROFESSIONAL. DRESS FOR SUCCESS.** Though jeans are certainly the most comfortable clothes, they don't impress the media. In fact, they can have a negative effect. Whether you hold a press conference, have a speaker covered by the media, or contact the business community to request money for events, it is **IMPERATIVE** the you **LOOK YOUR BEST**. This means business suits for both men and women, i.e., sharp, **CONSERVATIVE**, professional-looking clothes; you simply won't be taken seriously otherwise. If you're really serious about the pro-space movement and want to work for it, invest in at least one set of good clothes that fit well and in which you feel comfortable. Like it or not, grooming often determines how others think of you, especially those in the business community and the media.

7. **TIPS FOR NEWS RELEASES AND STORIES.** Realize that the media will not use everything you send them. Do not take it personally if a story is not accepted. It is your job to offer the story; it is the reporter's job to determine whether he/she can use it. Also, do not feel disappointed if your news release is not used verbatim; most professional news people automatically rewrite them.

**KEEP YOUR NEWS RELEASES SHORT: NO MORE THAN ONE PAGE EXCEPT ON VERY RARE OCCASIONS.** Most reporters are very busy and cannot afford to read tons of material. Most long news releases will wind up filed in the waste basket, unread.

**BE SURE TO INCLUDE YOUR NAME AND TELEPHONE NUMBER ON ALL RELEASES,** and be sure that the person mentioned is available for questions. Newspersons file names and addresses they receive for future reference, too. Often they will call you back later for the local slant on other space events, many times just to have someone explain, in plain English that Joe/Jane can understand, a space-related story.

8. **BE OPEN AND HONEST.** If you can not answer a question because you don't have the information, or because it is information not being released, say so. Then as soon as you do obtain or decide to release the information, get back to the reporter. Establish a policy of discussing the negative as well as the positive. You can frequently give what appears to be a negative story a positive slant--if nothing else, than by saying, "We are aware of that problem and are concerned about it." Not commenting on a story will **NOT** make it go away.

9. **WHEN YOU HAVE A SPEAKER, EXPERT, OR CELEBRITY AT A MEETING OR EVENT, MAKE ARRANGEMENTS FOR THE "EXPERT" OR GUEST SPEAKER TO BE AVAILABLE TO THE MEDIA.** Whoever is the focal point of the story is the person the media will want to quote, **NOT** you. Your job here is to **POINT OUT**, not to be the point! Schedule different times for each reporter to meet with the guest speaker **INDIVIDUALLY**, in a quiet office or room away from the hubbub. Also, make certain that the visual media (TV) and the newspaper photographers get extra time to take posed pictures and to get the camera angles they want.

For your Space Week Guest of Honor, for example, or any other newsworthy event, **HAVE A PRESS CONFERENCE IN THE MORNING OR EARLY AFTERNOON THE SAME DAY AS THE EVENT.** Invite all the media--TV, radio and print--at least a week ahead of time, and hold the conference in a room that will look good on camera. There is a good reason to have your press conference several hours before the event--the television reporters will then have time enough to cover the press conference, edit the material and get it ready for that evening's news. Have your press conferences **EXCLUSIVELY FOR THE PRESS.** They want their share of time with your keynote speaker.

The reporters covering your event will probably not be well acquainted with the issues-of-the-day as far as the space program goes. Therefore, pick one of your members to "emcee" the press conference, i.e., **TO COME PREPARED TO ASK THE GUESTS/EXPERTS QUESTIONS ON ISSUES THAT ARE NEWSWORTHY.** If you don't do this, your press conference will very likely be a "dud"; the expert/guest will become bored with the non-informed questions, and the media will not get the full story. Your group will probably have to direct the news conference, asking occasional key questions to encourage the reporters and the guest/expert to discuss key issues. We do **NOT** mean for your M.C. to dominate, but rather to be able to pick up the lulls in the action with a few well-pointed questions at the guest/expert.

10. **WHEN DEALING WITH THE MEDIA, ALWAYS BE PUNCTUAL!** No matter what! If your press conference or meeting is set for 1 p.m., be there **EARLY** to answer questions. As we said before, newspersons are heavily scheduled, and cannot afford to wait around for you. Usually, if you are late, they will just leave, and your organization will lose both media exposure and good will.



11. NOTIFY THE MEDIA OF EVENTS WELL IN ADVANCE! THIS IS ABSOLUTELY ESSENTIAL. Allow at least one week, so that the station or newspaper can schedule you in with other stories. For big events such as Spaceweek, allow ONE TO TWO MONTHS, and keep sending regular updates on scheduled events. In many cases, they will give you advance publicity, which means more contributed money, more people participating in your event, and a better Space Week. If they don't give you advance publicity, they will at least be well informed on your group's activities. Sooner or later, your persistence will pay off.

12. AVOID USING TOO MUCH TECHNICAL LANGUAGE--SAY IT IN PLAIN ENGLISH. The average person has had little or no exposure to the technical terms used by most people in the pro-space movement. Terms such as "solid rocket booster," "reentry," "SRB" and "MECO" (main engine cutoff) will only irritate Joe/Jane, not educate. If one of your group is on a radio talk show, for example, and he/she uses one of these terms, BE SURE it is explained in terms that are understandable. Barraging the public with space lingo will not help the pro-space movement. Most people, when the benefits of the space program and space science are explained to them in terms they can understand, are all for space spending! For example, when explaining planetary science, a speaker would receive a positive response with, "By studying the Earth's sister planets, such as Mars and Venus, which are very similar to the Earth in size and composition, we will better understand our own planet." Forget giving them all the details--give your address on the air for those who want more information. Keep the main points very simple and easy to understand. Also, it helps to point out that **"every dollar spent on space projects has been returned to private industry's profits at least four times,"** generally in jobs and national wealth. As everyone knows, money talks.

Do not hesitate to point out to reporters, in a very friendly way, of course, that what happens in the space program concerns everyone. Also, a great deal of public money is being spent on the space program, and people have a right to know how their money is spent. Invariably, on every radio talk show our group has done, an "outraged taxpayer" calls up and shouts about how he/she doesn't want his/her money spent on "all that wild space stuff". Generally, we've found these hostiles to be greatly ignorant about how much the space program has influenced their lives. By pointing out the innumerable spin-offs, one can always find SOMETHING that this person uses, to great benefit, in their daily lives: Teflon pans, electronic calculators, weather forecasts, etc. These people stimulate good debates, and handling them gracefully says a lot about your group to the public.

In summary, don't contact the media without the "five W's": Who, What, Where, When, Why and How. Look your best and go prepared. Always be gracious and considerate to the media, even though they may not always return it (they're human, too). Be the news media's source of information for space-related stories, giving concise, understandable, accurate information and you'll always be their friend.

After all, the news media are probably the most powerful tools for pro-space groups to use. With them, we educate; without them, many of our most valued goals are lost,

[Editor's Note: LORETTA MCKIBBEN is a senior in astrophysics at the University of Oklahoma and is currently participating in research on the Ursa Major star cluster. She also teaches Space Exploration/Model Rocketry classes to children ages five and up at the Omniplex Science Museum. NANCY KOLB MOORE is a Public Relations Analyst for the Norman, Oklahoma School Board with many years of experience in radio broadcasting and reporting. Ms. Moore has worked for the Oklahoma News Network, KNOR radio station in Norman, and KVLH radio station in Pauls Valley, Oklahoma.]

### Strategy

Without a well-planned strategy your publicity efforts will be hit-and-miss. A plan will allow you to build on previous efforts to develop a community awareness of both space development and your group. Take a careful look at your chapter and its programs. Which events and programs must be publicized to be successful, and which, in turn, can provide publicity for your chapter and its goals?

What are your PR goals? Do you want to establish a public identity, attract new members, volunteers, financial or political support, publicize a specific program or event, or interest and educate the public?

You may want to pick out one or more reporters to work with. Ask newspapers if they have a science and technology reporter. Call radio and TV stations to get the names of talk show producers. Read or listen to their work. You can feed relevant information to the writers of columns about television, business, health and medicine, the environment, women, minorities, education, computers, and editorial boards. Address press releases to

specific people, but be aware that if they are out of town a lot, your release could sit in a mailbox. Send another copy of a time-sensitive release to the City Editor or community calendar editor, just in case.

It is important to regularly step back and try to assess the impact of your public relations efforts--not always an easy thing to do. Keep a clipping book of all your media coverage, and make audio and videotapes of interviews. Your members can help gather these, as well letting you know if the people they meet have heard about your chapter, NSS, or a publicized event.

Use these things to decide if your investments of time and money are producing results. Why did something work--or not work? How can they be improved? Be aware, however, that like a classroom teacher, you can never know which "lesson" might have a major, lasting effect on one of your media pupils'. The best rewards you can get are to attend a press conference and hear a reporter that you have worked with ask a real NSS question about space development or to see one use information you gave them in another article or report.

### Is It News?

What can you publicize? You can send out press releases or media packets about: the founding of your chapter or its affiliation with a local museum or planetarium, programs, speakers, classes and youth projects, exhibits, Spaceweek and other special events, awards you give or get, national events and issues (especially if you can present a local tie-in), new officers, a member who is elected or appointed to an important position (Regional NSS Director), major donations or business support (check with them first!), the results of a survey, and replies to negative or false reports.

Some of these are obvious, others are closer to "manufactured" news. For example, if Headquarters is supplied with a black and white photo and a press release about newly elected Regional Organizers, it can be sent to their local papers. The purpose is not to glorify the individual, but to increase local awareness of the chapter and add to its credibility. While not all of these are Big News, they are all legitimate news given the proper media target. Some should be directed at the major media in your area, others to smaller, local ones.

### Public Service Announcements (PSAs)

by Allen Ward

[Editor's Note: This is an insider's view about a method that your chapter, as a non-profit group, can use to get FREE radio publicity.]

I can assure you that PSAs are a long standing tradition in radio. The Determining Factor as to how much a particular PSA is to be aired is how WELL it is written (readability, length, etc.) Substance comes second. Another factor is station prejudice about the nature of the organization. As long as we physically and verbally present ourselves in a positive light, this prejudice should work in our favor. Most of the people I know in media, management included, are very much in favor of the exploration of space.

How to write a PSA? First of all, have everything completed at least 2 weeks beforehand. Stations need LEAD TIME. Now here's your formula. The local chapter of the National Space Society (NSS) is having a meeting on (date). Speaker/presentation will be \_\_\_\_\_. The meeting will be held at (address) and LOCATION (corner of Springfield and Sproul Road). I cannot emphasize location enough! Then tag it, twice if possible, with a phone number for further information. Make sure it's a phone that is going to be covered day and night by an informed person.

Your PSAs should be timed out to 10 and 30 seconds, no longer. Test how it will sound by reading it out loud. Type it in capital letters and triple spaced. It's little things like this that help get on the air. You might then type it out on a small index card, also. You can mail these (make sure you have everyone's correct, up-to-date address, you can call to ask), or you can deliver them to the station in person.

Personally, I recommend hand delivery. Look and act your best, even if the front office secretary isn't very receptive. People make judgments on clothing, so look sharp. Ask that the written materials be forwarded to the person in charge of PSAs. Ask for both the news director and public affairs director. Chances are, one or both might talk to you right then. If not, arrange an exchange of phone numbers and names. Something should come of it.

Remember that mass communication is not so much a magnifying glass as a massive prism, multiplying an act of communication hundreds of thousands of times. In closing, I must stress that your publicity campaign must be done right or not at all.

### News Releases

How are you going to grab the attention of the media? One way is the news release. The ABCs of news releases are:

- a) Identify your group in the upper left-hand corner or use your letterhead.
- b) In the upper right corner give the date, with the time at which the news is to be released below it. (Most press releases say "For Immediate Release".)
- c) Use wide margins and double spacing.
- d) Include all the facts and be accurate. Check and double check times, dates and the spelling of names. Be brief: if you can't fit all the material on one page it's probably too long.
- e) At the end, give a Contact: name and number where more information can be obtained. Make certain that phone is covered at all times.
- f) Timing is important. Learn when the deadlines for your local media are and get the news releases to them well in advance. For best results, deliver them in person. Appearances count: look sharp, and be extra polite. Learn the names of all the people who handle your news and address news releases to them personally, or ask for them when you hand deliver it.
- g) When you do get coverage, always thank the reporters responsible, even if you feel they did a poor job. Remember, no matter how bad the publicity is, they can always do worse. Fortunately, nearly all reporters seem to be biased in favor of our work.

### Interviews

If your chapter is unique in your area, it is likely that sooner or later a reporter will call you for an interview, sometimes immediately after getting your press release, sometimes much later if they filed information about your chapter in their "tickler file". It could be a reporter from a newspaper, radio or TV station or a free-lance (self-employed) writer. Your chapter may be the only subject, or they may be looking for additional information for an article or report. In that case you may only be mentioned or quoted briefly. However, you have the opportunity to make and educate a media contact.

You can ask to be on a talk show. Contact the show's producer, not the host. Tell them what topic(s) you can discuss, and send some information about NSS, your chapter and your spokesperson. Allow enough lead time if you hope to publicize a specific event. Take the kind of media into account when making your plans: try to pick people with pleasant, easy-to-understand voices for radio, and consider their appearance and manner for TV. Remember that print reporters will also be influenced by appearance, and they are very likely to include a description what you look like in an article (how "normal" you do--or don't--look!), or bring a photographer. A male-female team is usually best, if you have one. Their voices will contrast nicely on radio and TV and it makes a clear statement that space is of interest to women as well as men.

When the reporter comes to you, consider the location. If part of your spokesperson's message is their professional or scientific credentials, a business, office or laboratory is a good choice. If you are stressing that you are a grass-roots, community group, having coffee and brownies around the Handbookchen table may set the mood. If you are publicizing an event or activity at a school or museum, meet there. Like your appearance, your surroundings are likely to be described in an article.

A reporter may bring a photographer, or arrange for one later. Try to find an interesting location and subject for them. Avoid having too many people standing woodenly in front of a cluttered background. A chapter member launching a model rocket with kids is good. Three-dimensional models make better props than do

pictures. Think black and white and simple for newspapers; color and motion and maybe sound for TV. Large crowds of people who seem to be enjoying themselves are great. You can offer your own black and white pictures, especially to smaller papers. They could be photos of last years event, stock photos of an officer or award recipient or a prestaging of an event, for example, a few of your members and their children looking at an exhibit or holding a Space Shuttle model.

Being interviewed can be an unnerving experience. Don't be surprised if the reporter sets a tape recorder in front of you. It can also be frustrating. You may talk for an hour or more, especially since most reporters have general interest in space, even if they know little about it. However, only a small part of what you say will ever reach the public. How can you improve the odds that it will be something you want them to know?

Face the fact that you can not begin to cover the entire field of space development. You may even hopelessly bog down an inexperienced writer with an information overload (especially college reporters). Give the reporter a chapter newsletter, an *Ad Astra* and brochure, or some background sheets about NSS, your chapter and space development. If you have enough time, send them before the interview. Then decide exactly what points you want to make. If you want to get people to attend a program or take a class, don't spend most of the time talking about asteroid resources. It doesn't hurt to have a few quotable comments ready, for example, "the space station will not only be a money-maker and a jobs-maker, but an Industry Maker" or phrases like "hopeful future". Also be prepared for stock questions: how or when did you get interested in space, would you like to go?

Most reporters become genuinely interested in the subject as you talk, but you may run into one who wants to portray you as a "crazy". A radio host may keep trying to steer the discussion to UFOS. for example. (Call-in shows can be especially unpredictable.) The best you can do is to say that NSS is not interested in them and return to your subject. If you are pressed to state your personal position about a controversial topic, like Ballistic Missile Defense, you can point out that on this and many other important space issues, there is great diversity of opinion within NSS, that we have taken no official stand on it and act as a very useful forum about it. If you do state an opinion, make it clear that it is a personal opinion and not that of your chapter or NSS. The message you want to get across to the audience is that there are many important space issues that will affect them personally, and they should take an interest in them.

### Letters to the Editor

This is a good PR project for the entire membership. Keep your eyes open for opportunities to comment on articles and editorials about space issues. Be sure to write when something wrong or misleading is printed, but you do not always have to be negative. You can compliment a paper on its coverage of space news. Or you can do both--"That was an informative article about the space station, but it gave the misleading impression that next year's funding was assured. In reality,..etc." Keep it short and to the point, and they will be less likely to cut it down. Send your letter as quickly as possible. The more people who write, the better.

### Community Involvement

Sometimes even a well-established, active chapter can be dismayed to discover that their existence is a surprise to many in their community. Community involvement projects are one way to increase the visibility of your chapter. They can be relatively easy if you pick things that your members are doing or want to do anyway.

Are any former Scouts or families currently involved in Scouting? Organize them, pick a project and make sure that your chapter gets credit at the event and in the district publication. Does your local Public Broadcasting have regular fund-raisers? You can take a group to answer phones or work at an auction. Too few members? Organize some teens or others under your leadership. Don't forget to blow your own horn! Usually groups over a certain size will be mentioned on the air or in the monthly program guides. They may display a chapter sign or banner if you bring a group.

### Handling the Big Event

by Ken Poe

Once in a while you will have the opportunity to make use of a Big Event, as was the case with President Reagan's expected space station announcement. *[Editors note: Or more recently the Mars Pathfinder landing.]* When you know of such a news story in advance, make sure the media knows that you know IN ADVANCE.

Preorganization is a must. Line up local speakers who you can then "market" to local media for a local perspective on the news. If NSS members are the best qualified people on space, which they often are, market them!

Have as many press releases, letters to the editor, TV editorials, etc. prewritten as possible. Preferably, have them on word processors for last-minute changes. Pounce on any misleading or negative news stories, etc. Use them to get your foot in the door to get your side to the public.

### **Publicity on the Job**

by Ken Poe

This writer continually spreads the word on how simple it is to obtain publicity. It seems that these lectures are not often believed, so perhaps an example will serve better: I spent less than one-half hour gathering a small packet of NSS materials and writing a short explanatory note, which I then sent off to the editor of my employer's in-house magazine. Less than two weeks later I received a call from the editor which turned into an hour-long interview. As a result, the June "Kemper Insurance Magazine" should include a two-thirds to full-page NSS article to a captive audience of more than 8500. This idea was suggested by member Bill Nay, who is currently in the process of using the same method to start a chapter at Lawrence Livermore Lab.

Many organizations have in-house newsletters or magazines featuring "Profiles". Employers, unions, churches and any other organization that might even remotely consider publishing such materials should be a prime target for all chapters and active members. If they are not interested in interviewing you, then suggest someone else in NSS, either with or without name recognition value.

### **Bootstrapping Public Relations**

by Mary Mason

[EDITOR'S NOTE: The following advice is taken from Mary Mason's Spacepac report in the September, 1982, *L5 News*. While directed at political action, it is relevant to general chapter publicity as well.]

When you are campaigning, your goal is to reach as many people as you can. You can do this either by gathering people into one place and then delivering your message, or you can go to where the people are gathered and try to reach them then and there. Suppose we know there are going to be 5, 500 or half a million people gathered in one place; what can we do that is politically effective, inexpensive and good for our image?

For occasions like the Space Shuttle landings there is limited vehicular access, tightly controlled with checkpoints. There's time to get to people in their cars, which is not as dangerous as it sounds. If you get permission, you can leaflet through windows, working 3 or 4 cars before the checkpoint. These should be very specially designed leaflets with survival information and propaganda. In the case of a Shuttle landing, it is a sheet on one side of which is a map showing: you came in here, parking lots are going to be there, food booths are going to be here, ice is available there, etc. It also contains information about how we can promote the space program. At some time during the event, people are going to turn the page over. This gets your propaganda out on a piece of paper that usually will be saved from the trash can long enough to be read. (Editor's note: If the event's organizers can't give you the necessary information until the last minute, you may have to get the space information printed or otherwise reproduced on one side of the leaflets ahead of time, then run off the other side just before the event.)

One of the most effective bits of propaganda available is the bread-and-butter issue: What jobs in your area are due to the space program? In Houston and on the Cape this may be obvious, but in Kansas it may need more research and explanation. Check if you have medical equipment, ceramics, modem lubricants and plastics, or optics manufactured in your area. If so, chances are their chief products are spin-offs of the space program. Find out if this is so, and what their monthly payroll is.

When leaflets are prepared, put this figure at the top in bold type e.g., (\$200,000 per month from Space Program for Lower East Flatbush, Kansas). Then explain that, were it not for the technology developed by the Space program, this money would not be coming into the local economy.

### **Misrepresentation**

Be especially careful to avoid misrepresenting yourself to the media. You may tell a reporter that you are the president of your chapter, but he may think you mean president of NSS. Never underestimate a person's ability to get confused, even professionals. Make it clear that your chapter is just one of many within the National Space Society and that you are representing your chapter (or yourself), not the entire National Space Society (unless you are authorized by the NSS Board of Directors to do so). Look out for members who tend to exaggerate their importance. They may damage your chapter's reputation. Even if the attempt is transparent and absurd, your group's image can suffer by association.

### Practical Publicity

[EDITOR'S NOTE: A book review by CHRISTINE PETERSON, of Practical Publicity by David Tedone, Harvard Conunon Press, 1983, 179 pp., \$8.95]

Subtitled "How to Boost Any Cause", this paperback is written for small, non-profit, local organizations attempting to bring their message to the public: that is, for groups like National Space Society chapters. The book assumes that the reader is a part-time, volunteer publicist working for a worthy cause, someone needing a simple, straightforward manual on effective publicity. It focuses on gradually building a solid, well-organized program ON A LIMITED BUDGET.

First, Tedone discusses long-range strategy, an aspect of publicity often ignored by small groups. He attempts to give a complete system for developing and maintaining a practical campaign, and to a great extent he succeeds. Speakers bureaus, seminars, films, conferences, media interviews, public service announcements (PSAs), press releases, newsletters, publicity networks, mailing lists, displays, slide shows, media Handbooks, brochures, posters, speeches, editorials and letters to the editor--all are among the topics covered.

Many are considered in detail, with suggestions on cost-cutting measures. Detailed discussions cover dealing with the press, radio and TV, including interviews, as well as putting out press releases, designing letterhead and building displays.

In a sense, the book's title is misleading--it actually describes far more than what most of us think of as "publicity". Rather, it attempts to sketch out much of "public education" as well. Reading this brought bittersweet memories of semi-successful chapter events, and thoughts of "If only we'd known this back then!". If I could put only one book in the hands of each chapter right now, it would be this one. Chapter members should go to their local library or bookstore and get a copy.

Section 7 - FINANCES & FUND-RAISING

Section 7 - FINANCES & FUND-RAISING

- Basic philosophy
- Financial records
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- Sources of revenue
- Donations
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## Finances & Fund-Raising

### **basic philosophy**

As is true with other aspects of basic organization, if your chapter spends most of its time worrying about and raising money, it is time to reassess the situation. There is something to be said about running a no-frills, low-overhead operation. You can find many effective, low-cost education project suggestions in this Handbook, for example. You can also make use of a basic philosophy that includes never paying for what you can get for free and making maximum use of available resources. However, few chapters can operate without any source of income. If your group develops a plan for its over-all goals, specific projects and public relations strategy, it should also make a financial plan.

### **financial records**

Even if you do not plan to file for tax-exempt status, you can set up your chapter's financial records in the format of the NSS group tax exemption report forms (see the following section). Then if you decide to file at some future date, your financial information will be ready.

### **tax exemption**

In order to be recognized as exempt from federal income tax, each Chapter must EITHER be included in the National Space Society group tax exemption OR file an application for recognition of exemption (Form 1023) with the IRS. The first option is generally easier for most Chapters. Some of our larger Chapters file on their own.

Chapters that want to be included in the NSS group tax exemption must submit a letter of authorization each February allowing the National Space Society to file on your behalf. NSS Headquarters supplies a simple form for this purpose (see "Group Exemption Authorization Letter" in the Appendix). In addition, the IRS requires NSS Headquarters to have on file a Chapter Annual Report which contains the following information (Chapter Annual Reports should be submitted in July each year):

1. A financial report showing assets and liabilities as well as income and expenses for the year (see "Balance Sheet" and "Income Statement" in the Appendix).
2. A copy of the Chapter By-Laws.
3. A brief description of the activities of the Chapter during the year. If a Chapter sends a newsletter to NSS Headquarters that contains this information, no additional statement is needed.
4. An updated list of Chapter officers with their addresses.

All Chapters must also have an IRS employer identification number. This is a tax ID number and, despite its name, has nothing to do with whether or not you have employees. The IRS requires all organizations engaging in monetary transactions (whether non-profit or not) to have an employers identification number. Chapters may apply for an employers identification number by simply checking the appropriate box on the Group Exemption Authorization Letter form. Notification of assignment of an employer ID number will be mailed directly to the Chapter by the IRS. Please note that the Chapter's address, for IRS purposes only, must be a street address and not a post office box. Post office boxes are, of course, acceptable for other purposes.

### **fiscal year**

The official fiscal year of the National Space Society runs from July 1 to June 30. Chapters included in the Society's group tax exemption must have the same fiscal year the Society has.

### **chapter assets**

These are not just the money in your treasury, but also your exhibits, models, library, equipment, merchandise, even the supplies in your work box. Your chapter must not only handle its finances properly, but also these items. If you have non-profit status, there are rules about what happens to a chapter's assets if it dissolves. So keep it clear what items belong to the chapters, what has been donated for tax credit, and what is on loan from members and others, but remains their property.

### **sources of revenue**



In an average NSS chapter total income is divided fairly equally between dues, donations and sales. Dues are the amount charged for membership in a chapter in addition to NSS membership dues. To increase total dues income, you must consider both how to recruit new members and how to encourage current members to renew. Developing other revenue sources will allow your chapter to charge lower chapter dues, making new member recruitment easier. (Many of these other methods of raising money require that you first establish your chapter's non-profit tax-exempt status with official documentation). At times NSS may offer various incentives to chapters to encourage the recruitment of new NSS members. See Section 1.3 of the Chapter Starting Handbook and the Chapter Rules in the Appendix for current information.

Even if your chapter is lucky and clever enough to develop other sources of funding, it is probably wise to charge a small amount for dues. After all, the most effective indication of how well your chapter is doing its job is whether its members regard it highly enough to pay those yearly dues. When members don't renew, they are giving a clear sign that something is wrong.

### **donations**

Your donation income may come exclusively from your members, primarily officers. However, if this is the way that most of your projects or operating expenses are funded, you are in danger of demoralizing and burning-out your activist members. Other sources of funding are vital to a healthy chapter.

People and businesses can donate money to your chapter in various ways. They can simply donate cash, either as a unrestricted gift or for a specific project, or make pledges that can be paid later or in installments. Special donors may want to give challenge or matching donations that are dependent on other money that you raise. Understand what tax and publicity advantages you can offer large donors. Keep a record of who donated what, for future reference.

### **companies**

Local businesses are a possible source of donations. Your members' employers may have an employee matching program, whereby they will donate an amount equal to an employee's donation to the employee's designated non-profit group, such as an NSS chapter. Your members may not be aware of this possibility. An employee's space activism, such as speaking history or community projects, may also eventually lead to an employer donation.

Businesses can also be asked to donate directly to your chapter, buy ads in your publications, donate services, material, use of office equipment or space, professional advice and counsel or to become a business member of your chapter.

One chapter reports a \$2000 annual income from selling non-voting business memberships to local firms. They started out by having each member solicit one firm (usually their employer). Each firm was given a certificate suitable for framing and, hopefully, hanging in the business' lobby (see the how-to for certificates in the Organization Chapter). The membership price ranged from \$50 to \$100 depending on the size of the business. Most gave \$100 anyway. Once you start getting these folks signed up, then you go to their competitors and say "Acme Widgets gave \$100, how much do you want to donate?" Once signed up, renewal seems to be a matter of dropping by to pick up the check. However, you may want to send a formal renewal packet with an "Annual Report To Business Members".

You should include an NSS membership in a business membership. This will give us a shot at drawing "middle class, respectable" business members actively into the chapter through their reading of *Ad Astra*. Also, this will put them in the NSS data base which is advantageous to the Society in many ways, from them seeing various special promotions that we run from time to time to improving our demographics toward "decision makers" and allowing us to sell more (and charge more!) for *Ad Astra* ad space. In the long run this could have an effect on holding down dues and/or allowing us to do more on existing member revenues.

### **individuals**

Over 80% of the \$60 billion in annual donations is given by individuals. Gallup polls show that 45% of the U.S. population supports the space program. You can go to the public, but should ask them to donate for a specific project. Another source is individuals that you have provided a service for, as a speaker or giving a program for a youth group, for example.

### how to ask

There are well-established techniques that can assist your fund-raising efforts:

- 1) The appeal must be emotional FIRST, then provide intellectual arguments for rationalizing the expenditure.
- 2) You must use a "case statement" approach and have a 1 or 2 page document that succinctly states your chapter's reason for existence, goals, positions and organization. You may append a larger document for technical details.
- 3) The appeal MUST be urgent, perhaps for a short term goal or (community) project.
- 4) A major reason for not giving is "not being asked". (In person, if possible.) Publicity does not raise money, someone has to ask!
- 5) Team solicitation (2 or 3) is most effective.
- 6) NEVER BE ASHAMED OF ASKING! If the goals are worth it, ask for all the traffic will bear! If not, don't ask.
- 7) Ask on the high side. The person will NOT be insulted and the actual donation will be in the range that the donor wants.
- 8) Be neat, professional and enthusiastic. Donations are directly proportional to enthusiasm!
- 9) Don't be too "know it all" or disclaim minor criticism strongly: to persuade someone you cannot afford to be more than 85% right.
- 10) Let people SEE what they are getting for their donation.
- 11) Give "fair value", discounts on special events, etc.

### other fund-raisers

Chapters have made money from speaking engagements, teaching classes, recycling paper or aluminum, bake sales, luncheons, dinners and pot-luck suppers and by selling donated items (not necessarily space-related) at flea markets and garage sales. Consider auctions of donated products or services. Combined fund-raisers can be done by sponsoring a DJ competition or securing rights to a local movie premier, then using another association's manpower.

You can add fund-raisers to Spaceweek and other special events. One that families enjoy is photoboards, colorfully painted semi-realistic space scenes with holes cut out for people's heads. You can advertise that people should bring a camera and just charge a small fee for use of the board (a real money-maker and attention-getter with a large crowd). It is more expensive and time-consuming to take and sell the photos yourself, since you must get an instant camera and film (MAKE SURE you can return any unused film). You could also make space-theme carnival games. A space carnival might be a good school-based fund-raiser, perhaps to fund Young Astronaut chapters or a school space video library.

One chapter raised \$1600 in one night with Bingo. Although gambling is illegal in many areas, there are often exceptions for non-profit groups. Casino nights and raffles are other possibilities.

If an internal fund-raiser is necessary, you could make up "bills" for 1/100 of a project's cost and sell them at meetings.

### sales

Beware of sales projects that involve large capital investments and require keeping large inventories. You may want to consider the space education value of the items you sell. Some things that chapters have sold are tee-shirts, NASA stickers, buttons, bumper stickers and calendars. A book sale is possible if you have or can borrow samples and sell from orders. See the Government Printing Office section in the Resources chapter for information about selling NASA publications, Your chapter may write, publish and sell a booklet about area space projects. You should try to have some low-cost items at events where you expect a large number of children. Selling many items for a small amount can be easier and make as much as selling few expensive ones.

Be sure to check on your state regulations regarding sales tax. Organizations exempt from federal income tax are usually not exempt from sales tax. You may be able to get a resale license so you pay sales tax only when you sell an item instead of when you purchase it. Resale licenses are usually required to obtain items wholesale.

### **grants**

Grants are available from corporations, foundations and governments. This method of funding specific projects has been largely untapped by NSS chapters. Getting a grant is not easy. You must convince the funding source that you have a worthwhile, realistic goal and the ability and resources to achieve it. A grant application must be convincing, professional, thorough and accurate.

NSS does have some advantages: there is a wide range of space education projects for all levels and ages that are naturals for grant proposals, and we are working in new territory that is not already crowded with experienced grant-getters. However, grant-givers are also not familiar with our type of organization or project, so we will have an even greater challenge to convince them of the importance of our work.

As a nonprofit organization, an NSS chapter can apply for grants from philanthropic foundations. Your biggest job will be to research grant opportunities and make a good match between your chapter and a foundation's giving interests. Foundations do not usually advertise that they are giving away money. Your best resource is the Foundation Center, an "independent, nonprofit organization established by foundations to provide information for grantseekers". It sells a variety of publications, but first try to get to one of its over 150 regional collections located in libraries and other sites in all 50 states, Canada, Mexico, Puerto Rico, the Virgin Islands and Great Britain. Most of these have staff and/or printed guides to help you use the reference materials. Write: The Foundation Center, 79 Fifth Avenue, New York, N.Y. 10003 or call toll-free (800) 424-9836 for a complete address list.

Grant research is A LOT OF WORK! You need information that covers everything from the largest corporate foundations through the smallest community ones. Knowing which are likely to consider your application, what size grants they give under what conditions, what they want to know, when they consider applications (it may just be once a year), if they have geographic or other restrictions and who to apply to can save you a lot of wasted effort.

You may want to visit a Foundation library to get a basic idea of what is available and how to get started, but you shouldn't begin a serious search until you have carefully considered which chapter (or regional or Society-level) projects are likely to get funding. Will it serve a real need or help solve a problem? Do you have formal nonprofit status with documentation? Is your group capable of doing a good job? Does the project really need foundation funding? Can you write a grant proposal that will convince a foundation of these things?

Once you have reached this point, you can search for likely candidates for your application. Unfortunately there is usually not an application form that you can then send for and fill out. You must write a short, clear, convincing description of and justification of your project, that includes information about the people involved, a financial plan and references.

### **bank charges**

Many banks will offer free checking accounts for non-profit organizations. If your bank does not, shop around.

Section 8 - POLITICAL ACTION

Section 8 - POLITICAL ACTION

Why

Not Just in the USA!

Bootstrapping the Phone Tree

How the Phone Tree is Set Up and Should Work

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Spacecause

## POLITICAL ACTION

### Why?

There are three kinds of people in the world--those who make things happen, those who watch things happen and those who wonder what happened! NSS members are determined not to watch our hopes for space development become a footnote of history, while the world wonders what happened. As you have seen throughout this Handbook, there are lots of things that we CAN make happen. While we are much more than a political organization, political projects are an important part of our activities. They complement the largely education nature of most of our projects.

If your talents and interests are in the area of political projects, or if you are convinced of their absolute importance, this Section outlines existing projects and techniques. Everyone can help. There is a need for constituents to write, call, visit, educate and monitor their Congressmen and for members who want to help organize and work for projects like the Phone Tree. Later in this Section there is also information about Spacepac, an independent political action committee that is able to support individual candidates in ways which NSS, as a nonprofit organization, can not.

### Not Just in the USA!

The information in this Section is not just for NSS members in the U.S. Decide how some of these techniques can be used in your country. Adopt those methods that will work with your political system, adapt others to your needs, then write your own guide.

You may want to lobby for the establishment of a national space agency and/or the development of a national space policy, to increase cooperative ventures with other countries, or focus attention on past and present national space programs in order to encourage planning for future projects that can be built on this existing foundation.

As we all know, our future in space goes far beyond the needs and interests of one country, beyond the programs of the present space-faring nations. NSS offers a unique opportunity for grassroots activists from all over the world to work together for a hopeful future for all humanity. Let's get going!

### Bootstrapping the Phone Tree

by Gary Oleson

[Ed. Note: This article was originally published in the *L5 News* in November, 1981.]

Just about six months ago, I met an old friend who is a lifelong space enthusiast. He told me, "It'll be decades before we do anything big in space; we don't have the technology and the voters won't go for it." He had heard of O'Neill's ideas, but was too discouraged to check them out. He had seen ads for space groups, but paid little attention to them.

Latent space supporters like my friend CAN be reached, CAN be educated and CAN be mobilized. The phone tree provides an important way to identify these people and get them involved.

Last March I volunteered to organize the National Space Society members in Northern Virginia and Washington, DC, into the Space Information Phone Tree. When that was done, we had volunteers left over, so we began recruiting from the general public. In four months, starting from a base of 140 active NSS Phone Tree members and not working very hard at it, we recruited 400 new Phone Tree members. Here's how you can do it in your area.

#### **organize a cadre of volunteers**

Start by calling the NSS members who have already volunteered to make calls. The list of past and current members from NSS Headquarters identifies these volunteers. Once you have a few bona fide volunteers, you need to make initial courtesy calls to all the past and present NSS members who can be located. You should outline a script for making these initial calls: 1. Introduce yourself and explain the Phone Tree (past members may not have heard of it). 2. Ask people to take some constructive action. If an action alert has been called, use it. In

any case it is always important to encourage letters to the President. Always give the President's zip code (20500); it gives people something to write down as a reminder to themselves. 3. Ask people to volunteer to make about ten calls during future alerts. Keep a record of who volunteers to make calls, who will write letters, and who doesn't want to be bothered.

After the initial calls have been completed, you will be calling all the active Phone Tree members again whenever there is an action alert or, perhaps, a local space event. Every time you call a Phone Tree member, you should have news to tell and constructive action to suggest. In order to keep up with the latest news, I find that it helps to read a good science weekly such as *Aviation and Space Technology*, *Space Calendar* or *Science News* [and now *Space News*.]

You will need to use the current telephone directories and information to track down new addresses and telephone numbers, especially for past members. Some will have moved out of your area. Others will refuse to participate in the Phone Tree. After you have made a full effort to contact the NSS membership, about half will be active Phone Tree members. This should free volunteers for the next job.

### recruit new members

There is one important guideline for recruiting new Phone Tree members: experiment! If you have an idea, try it. If it doesn't work, change it or try something else.

Since most of our volunteers had limited time available, we looked first for low-effort ways to recruit. We tried ads in computer bulletin boards, and got no response. We tried handing out flyers at astronomy lectures, and got small response. We tried signing up people as they walked out of astronomy lectures, and hit the jackpot. Sign-up rates varied from 50% to 80%. Eureka!

We have come to believe that the critical element in recruiting people to support the space movement is face-to-face contact, however brief. Space activism is so unfamiliar to most people that printed ads do not get past their mental filters. Actually meeting an articulate space activist tends to break down that credibility barrier. I once had two couples from Oregon walk out of the National Air and Space Museum and right past me as I began my pitch. They walked half way across the street, reconsidered, and walked back to hear the rest. They signed up and took literature back to Oregon!

We have found it much more efficient to hitch a ride on events being held in our area, rather than hold events of our own. We do most of our recruiting on the public sidewalks as people leave space or astronomy lectures, planetarium shows, science museums, anywhere that attracts people interested in space. We use clipboards to get names, addresses and telephone numbers. Each recruiter develops a favorite approach, but each includes the same basic elements: --Ask people to make a minor commitment. "Do you favor a more vigorous American space program?" If the answer is no, let them go. --Offer a service. "We are forming an information service to keep people informed on events in Washington that affect the space program, so that people can make their wishes known at critical times." --Establish a context. "Most Congressmen don't think about space until just before a vote, and that's the only time they are ready to listen." --Sign them up. "If you'll give us your address and phone number, we'll be happy to keep you informed." One way to encourage people to give complete and legible addresses is to print your own names and address on the first line as an example.

Both audacity and good sense are important in recruiting. At one of our first outings, when we were still using flyers, a museum guard asked us if we had permission. We could have protested that the sidewalk was public, but I went in to talk to his chief. His chief asked us to stop handing out flyers, and I agreed. Meanwhile, my associates handed our last few flyers to people arriving for an astronomy lecture. We watched the lecture, then recruited 60 members as they left!

The above is just one of the many ways to recruit. The Maryland Space Alliance for Space Colonization (MASC, an NSS chapter) has had great success recruiting people attending science fiction conventions. They sell posters, buttons, books and memberships. They also speak at libraries, clubs and other public gatherings. Other ideas for recruiting include putting up posters at high-tech companies (with their permission, of course), especially if they have aerospace business. If you have an idea, try it!

### bootstrap

To make the Phone Tree grow, courtesy calls must be made to the new, non-NSS members as soon as possible after they sign up. You will need to get the sign-up lists typed and assigned to volunteers. Since the new people have not had the benefit of NSS membership, you will also need a script expanded from your basic script for initial calls to NSS members. You should remind people that they signed up for information on space activities. In addition to explaining the phone tree, you should describe the National Space Society, *Ad Astra*, and the existence of other space organizations. As in Alice's Restaurant, what we have here is a mass movement! Be prepared to suggest reading material, such as books by Gerard O'Neill or G. Harry Stine. Encourage questions. If you don't have the answers, promise to find out.

Another promise you should make is that literature on the National Space Society will be mailed to them. To make good on this promise, you will need to get a copy of your list to NSS Headquarters. Beware: if you do not send the zip codes, it will take NSS months longer to process the addresses. In order to use bulk mail, someone would have to look up any missing zip codes.

Before long, you will start getting non-NSS volunteers (Phone Tree members who volunteer to call others) and a real education problem. Non-NSS volunteers need to be given enough information that they can make calls to other non NSS recruits without sounding confused. You can use information from this Handbook and *Ad Astra* to put together an information package for them that should include: --An NSS brochure --A list of people to call and a script --A bibliography --A general article on possibilities in space, the space station, etc.

When the number of new volunteers gets large enough, it is time to go and sign up the next batch of recruits. That's bootstrapping!

### How the Phone Tree is Set Up and Should Work

#### organization:

1. The Phone Tree Chairperson is notified by contacts in Washington of activities taking place.
2. The Chairperson authorizes the National Phone Tree Coordinator to activate the "Tree".
3. The National Coordinator notifies the Regional Coordinators.
4. The Regional Coordinators notify their State Coordinators (one per state). The State Alternate Coordinator is notified if a State Coordinator cannot be reached. Both have a complete list for the state.
5. Each State Coordinator or Alternate State Coordinator notifies his/her Area (City) Coordinators (one per Area). Each will have only that area list.
6. The Area Coordinators notify their Sub-Area Coordinators. Each will be assigned and provided names by their Area Coordinator.

Note: Within two (2) weeks after a "Tree" activation, the updates to the lists should be passed back "up" the Tree. Updated lists will be sent out after updates are received.

#### State Coordinator duties:

- A. May create or change Areas in State.
- B. Will be responsible for the whole State.
- C. Will notify the Alternate State Coordinator (or vice versa), the Area Coordinators, and people in "Other Areas" of the "Tree" activation.
- D. Find new or replacement State and Alternate Coordinators when necessary.
- E. Find new Area Coordinators or replacements when necessary.
- F. Will notify Regional Coordinator of:
  1. New or replacement State and Area Coordinators.
  2. New or changed areas and who's in areas,
  3. New names to be added to list.
  4. Changes of address, phone number and "P" code of people in State. ( These codes designate which members will accept a prepaid call, a collect call, will make local calls, calls within the state or do not want to be called.

#### Area Coordinator duties:

- A. If area has a sufficient number of names, may divide into Sub-Areas. Each Sub-Area should have a minimum of about ten people on it. If an area has enough names, the State Coordinator may divide it into two Areas, North/South or East/West.
- B. Is responsible for the whole area.
- C. Will notify Sub-Area Coordinators or people in Area of the "Tree" activation.
- D. Find new Area Coordinator or replacement.
- E. Find new Sub-Area Coordinators when necessary.
- F. Will notify State Coordinator of:
  - 1. New or replacement Area Coordinator.
  - 2. New names to be added to list.
  - 3. Changes of address, phone number and "P" code of people in Area.

**Sub-area Coordinator duties:**

- A. Will notify people assigned of "Tree" activation.
- B. Find replacement Sub-Area Coordinator when necessary.
- C. Will notify Area Coordinator of:
  - 1. Replacement Sub-Area Coordinator.
  - 2. New names to be added to list.
  - 3. Changes of Address, phone number and "P" code of people responsible for.

**cleaning up an area list:**

1. For people who are listed as living in your area, look them up in your area phone book.
2. For people in other areas or not found in your area phone book, call information to locate them.
3. If still not found, write "Unknown To Operator" on the list. Then send a letter or card to them, mentioning that we have tried to contact them and that they will stay on our list until they say to take on that we would like their current address and phone number, if they wish to remain in the "Tree".
4. If the letter is returned by the post office, change "Unknown To Operator" to "Moved-No Forward Address".
5. When a person has been found, contact them and indicate on the list the appropriate "P" code(s).
6. People with "Unknown To Operator" and "Moved-No Forward Address" or have the do-not-call code will remain on the list to have as a reference and to avoid duplication in the future. Upon "Tree" activation, bypass these people.

**Sending Messages**

**telephone calls**

Dial the Washington Information Switchboard (202-224-3121) and ask to be connected with the legislator you want to speak to.

**telegrams**

Western Union has a 24 hour, toll-free number (check your local directory for your area) which you can call. They bill you through your phone bill. Check for current rates and what is included in the word count. You can send:

Personal Opinion Message--a printed copy of will be delivered during the next business day. The rate at this writing for sending a message to your Federal Officials is \$4.45 for 1-20 words. If you include a salutation like "Dear\_\_\_", that is included in the word count, but not their address or your name. It is \$2.00 for each additional 1-20 words, but a single sentence is usually enough.

Mailagram--a printed copy will be delivered the next business day. The current rate for the first 1-50 words is \$8.75.



Telegrams--are the most expensive, but are delivered within a few hours. To have a printed copy sent you are charged a full rate during the day for 1 -10 words and a lesser amount for each additional word. The night rate is less for each of these. There is an additional charge for messenger delivery. Your message can also be delivered over the phone, and a copy will be sent to you for a higher rate.

Fax and e-mail - Fax and e-mail can also be used effectively instead of or in addition to the traditional methods of communicating. Fax numbers and e-mail addresses are generally available from your legislators offices. Directories are also published. NSS headquarters can also be a resource in finding sources for numbers and addresses.

### letters

For just the cost of a first class stamp, you can produce a profound impression on our government leaders. Please do not underestimate the power of your letter. Someone will count it and record what position you take on what issue. A rule of thumb in Washington is that a single letter is representative of 100 to 1000 other fellow citizen's views, whereas phone calls have less impact.

#### Always:

- Identify yourself as a constituent, if you are writing to one of your representatives. (By the way, register to vote if you have not!)
- When you write to a member of Congress who is NOT your representative, inform him or her that you have sent a copy to your own representative.
- Clearly state what you want your representative to do and your reasons why. Try to write about a single issue per letter, or you can't be sure how your letter will be counted.
- Be brief. A paragraph is fine, no more than one page.
- Use your own words. Preprinted forms, postcards and petitions have far less impact.
- Keep track of the Congresscritter's record, so that you add thanks when warranted, or, if not warranted, at least let him know that you take an interest in his record on space issues.
- Be timely. Write about programs, bills and issues that they can act upon soon. Phone tree alerts can help you with this.
- Call things by their proper names. Use bill numbers and official titles whenever possible.
- Label background material as such, and put it on separate sheets. Don't crowd the main body of the letter with unnecessary facts and figures. Be positive, not negative.
- Write more than once (every month or so is alright). A steady flow of letters in favor of space projects will get across the message that space has a constituency.
- Encourage and help others to write.

#### Don't:

- Threaten. Courtesy will accomplish more.
- Misrepresent yourself or the facts.
- Expect a personal answer. A form reply is more likely. However, if the reply doesn't answer your question or turns you down, write again. Your elected officials work for you. Even if they don't do what you want, they owe you a relevant response.

#### Who to write:

- Your Congressman (Honorable \_\_\_\_, U.S. House of Representatives, Washington, DC 20515)
- Your two Senators (Senator \_\_\_\_, U.S. Senate, Washington, DC 20510)
- Their staff member in charge of science and technology issues also can be educated about the issues. You can write or call the Congressman's office to get the name.
- The President (The White House, 1600 Pennsylvania Ave., Washington, DC 20500)
- Chairmen and members of Committees and Subcommittees who are considering relevant bills; although this will be most effective if you are their constituent.
- Your Governor, especially if likely to run for President, Senator, etc.
- Others, such as the Director of the Office of Management and Budget or the White House Science Advisor, may be useful people to contact at times.

**visits**

You can visit your Congressman's office in Washington or in your home district when he visits. You can go alone or with a group. Call or write ahead for an appointment if you want to talk to him or her directly. Don't expect more than a few minutes. Dress conservatively, be polite and get right to the point. Listen carefully to his replies and comments, so you can follow-up on any important points later.

It is usually better (and easier) to visit staffers in the home office first. If you can visit their Washington office, it can actually be of more value to talk to their staff member in charge of science and technology issues. You can talk to your Congressman during his visits to your district, the Washington staffers stay in Washington.

Staffers are responsible for gathering information and working it into policy for their Congressmen. Educating them is therefore a very important accomplishment. Often they will be interested in space issues, but know little about them. They may even sincerely assure you that "space programs have a lot of support in Congress" (If so, why is the budget not growing? Money is the proof of support.) It is important to point out that there is a strong need for elected officials who understand the potential of space development and do something constructive for it.

If you can meet and talk to a staffer, get that person's name. Write to them when you get home and thank them for their time. You can include a copy of an *Ad Astra* article or other information about a relevant issue that you discussed. Write to them occasionally when you have information to share or when you want specific information from them.

You can also attend the local "town meetings" that your representatives may hold in their home districts. Call their local office to find out where and when the meetings will be held. Go with others, but don't identify yourselves as anything other than ordinary constituents; sit separately and show no sign of recognizing each other at the meetings. Try to have different faces at each meeting and ask questions about what the representative is doing for various aspects of the space program. It's easy and it works.

When you find out anything about your Representative or Senator's position, let the National Space Society know. You can send a message back up the phone tree, or directly to our Washington representative, vice-president or Congressional Watch. Constituents can find out more about their representative's position and get stronger commitments than a dozen lobbyists!

**Spacepac**

As has been shown in the preceding sections, there are many things that NSS members can do to increase political support for space development. However, the National Space Society, as a nonprofit organization, cannot directly contribute money, volunteers and other forms of support to pro-space candidates. It can engage in only a limited amount of lobbying on behalf of such programs as the Space Station. Therefore, NSS leaders created Spacepac as an independent organization to "promote space development through political action".

PACs (Political Action Committees) were designed as a means for citizens to pool their resources in order to meaningfully contribute to political campaigns. Some donations are eligible for tax credit. (Check with your tax advisor for specifics.)

Spacepac is different from many other pacs in that it is independent from any one political party or corporation. It is free to provide support according to one criterion: does a candidate favor an expanded commitment to America's civilian space program? It is only after careful scrutiny that a candidate is selected for support.

There are two ways that you can help. First, you can volunteer your time to establish a local Spacepac in your area or join one of the existing ones. Second, you can make a donation. The 50% tax credit allows you to actually double the amount (and the impact) of your donation.

**Space Activist Handbook**

You can also order Spacepac's "Space Activist Handbook" for a minimal price plus postage and handling from: Spacepac, 2801 B Ocean Park Boulevard, Suite S, Santa Monica, CA 90405. It contains a detailed analysis of Congressional voting records, information on how the key subcommittees operate, suggestions on how to write letters and much more. Every serious space activist should have one.

### **SPACECAUSE - by Mark Hopkins**

Spacecause is a network of space activist volunteers.

Emphasis as this was written during late 1997 was being placed on improving the ability to generate letters and phone calls on short notice on multiple occasions during the year.

Highly successful Space Station campaigns in past years placed a premium on a different ability - the ability to generate a very large volume of letters and phone calls aimed at one key vote for a particular year. In some of those campaigns, more than two million people were contacted. The new emphasis is due to a change in the focus of lobbying efforts toward programs like Commercial Space and reusable launch vehicles that need support at multiple points during the legislative year.

To continue to do this, Spacecause needs an on going supply of volunteers. Joining the Spacecause Phone Tree and/or Phone Bank may be a good project for you chapter or you can participate as individuals.

The Phone Tree (reinforced by e-mail) allows hundreds of phone calls to be directed to anyone with as little 48 hours notice and to do this frequently as the political season progresses.

While the Phone Tree is designed to be a finely tuned instrument to be used with finesse at just the right moment, the Phone Bank is a powerful club designed for use when raw power is needed. For instance, long lists of space enthusiasts in key states and congressional districts can be contacted creating an avalanche of response from the constituents of a key politician.

Spacecause is also experimenting with new ways to use e-mail to send legislative alerts as a means of supplementing and strengthening the Phone Tree.

To volunteer or to request more information, contact Spacecause at LOBY4space@AOL.com, call 310-450-2812, or write to: Spacecause, West Coast Office, {Suite G,} Dept. A, 3435 Ocean Park Blvd., Santa Monica, CA 90405.

Section 9 - BEYOND THE CHAPTER

Section 9 - BEYOND THE CHAPTER

NSS History

Why Space?

Volunteers

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### Beyond the Chapter

Sometimes it IS hard to see the forest for the trees. As we become immersed in the day-today details of grassroots space activism, it's easy to overlook the importance and the benefits of being part of the larger NSS organization. While your local NSS chapter can be one of the most effective parts of the space movement, it can't reach its full potential unless it is part of an integrated, efficient organization. This section of the Handbook is devoted to those aspects of the National Space Society that allow you as individual members and chapters to extend the impact of your efforts beyond your local area.

### NSS HISTORY

This collection of Articles appeared in AD ASTRA (Nov/Dec, 1994) under the banner iNSS Turns 20.î They are included here as an overview of the origins, history, and traditions of the organization.

The 20th anniversary of the National Space Society prompts us to look back on the history of the two organizations which merged to form the National Space Society in 1987. Most NSS members today have never been members of either of the two precursor organizations ó the National Space Institute and the L-5 Society ó and may not be aware of their history. ó David Brandt-Erichsen, Secretary of the National Space Society

#### **GROWING TO A POSITION OF STRENGTH**

By Hugh Downs

In 1961 President John F. Kennedy launched the Moon race, which stunningly showed what American technology and determination could do. When, after eight years, we landed the first Apollo team on the lunar surface, the race was over. Just as serious scientific effort began, with immeasurable potential benefit to humanity, the funding closed down to a trickle. The last Apollo flights were canceled and America's space momentum was lost.

Long before the launch of Apollo 17, the last Moon mission, Wernher von Braun recognized that something had to be done to keep the importance of ongoing space activity before the public mind. The sort of organization that could do such a job would need to be independent enough to view critically all aspects of NASA policy and implementation.

Terry Dawson and six others formed the National Space Institute, a nonprofit educational membership organization. Von Braun asked me to join the Board of Directors during the formation of the Institute and I became Vice President in 1974. When Wernher's illness became serious, I was elected President.

After the merger with the L-5 Society in 1987, as the National Space Society, we began to move forward at a better pace, and I have had the pleasure of chairing the Board of Governors. I am pleased and proud to say that this Board has been more actively involved than any Board of Governors I have been associated with.

The 1989 meeting in Scottsdale, Arizona, heard member Tom Paine, (NASA Administrator 1968-70), cite ifavorable prospects for international cooperation in the 21st century.î He believed the Cold War would end without nuclear Armageddon, that declining military expenditures would free capital, enabling international organizations like Intelsat to ibring nations together in challenging high-tech enterprises.î He foresaw the rerraforming of Venus and Mars with such techniques as genetic engineering of bacteria, and the birth of long-range plans for launching robotic probes to temperate planets circling nearby stars.

In 1991 the governors met in Washington, D.C., and attended a celebration of the 30th anniversary of Alan Shepard's sub-orbital flight. Two years later, NASA Administrator Dan Goldin addressed the governors, bringing them up-to-date on the status of the Space Station project. Robert Bocek of McDonnell Douglas briefed the Board on promising technologies for single-stage-to-orbit launch vehicles.

The Society has done very well since the merger. Its eighty chapters around the world continue to be very active. Our views on space policy are sought after in Washington; we are regularly asked to testify on Capitol Hill and are often quoted in the media.

Hugh Downs is Chairman of the Board of Governors of the National Space Society.

**WERNHER VON BRAUN AND THE NATIONAL SPACE INSTITUTE**

By Frederick I. Ordway, III

When first approached in 1972, Wernher von Braun was briefly hesitant about a National Space Institute. "Another talking club," was his spontaneous reaction. Then, for a change, he found himself on the receiving end of a campaign of persuasion and he was converted — in fact he became the most active, persuasive, and successful promoter the Space Institute ever had. The Institute was officially incorporated as the National Space Association in June 1974. The articles of incorporation were written and filed by Harry S. "Terry" Dawson. Von Braun was elected President in August of that year, and Charles Hewitt was appointed Executive Director on 1 December. Because there were so many associations on the Washington scene, the name was changed to "National Space Institute" in April 1975.

In July 1975, while still in relatively good health, with the Institute moving forward at a vigorous pace, von Braun addressed the Board of Directors and Board of Governors at the first annual meeting. Congressman Olin E. Teague from Texas, a member of the NSI Board of Governors and a very enthusiastic supporter of the space program for many years, had von Braun's address read into the Congressional Record. Noting that the National Space Institute was chartered to communicate the benefits of space to the public, he commended the speech to all his colleagues. Excerpts of von Braun's address follow:

"...I know that you are all here...because you believe, as I do, that a new organization is needed to communicate the benefits of our national space program to the American public. The National Space Institute, which we are formally launching today, shall perform that function. It is a nonprofit, educational, and scientific organization. The main role of the National Space Institute will be that of a catalyst between the space technologist and the user. It will attempt to bring to the attention of people the new opportunities offered by advances made in space experiments and space techniques. It will study the feasibility of the application, and the potential uses of space technology as it relates to other human activities."

Despite health problems, toward the end of 1975, in an interview with Washington Star staff writer Vernon A. Guidry, Jr., von Braun took the opportunity to make a pitch for the NSI. "You are president of the National Space Institute," Guidry began their conversation, "and you've said that its purpose is to create broad public support for a more energetic space program...Do you really have a high chance of success?" "Well," von Braun replied, "I'm fully aware that public interest is a very fickle thing. One day, the word is 'Moon or bust,' and the next day it is 'let's clean up the rivers.' People get so much information today that the priorities in [their] minds swing back and forth. The Apollo flights to the Moon were demonstrations of immense capabilities and potential, but in some respect they may be compared with Lindbergh's flight across the ocean. I think space is now entering a maturing period where it will be less gee-whiz, less sensational, but it will become more a part of everyday life — just like the airlines."

"As you get older and approach retirement age, somebody else picks up where you left off," von Braun continued. "There were great men long before the first big rockets were built. And we are just building on their legacy. We want to make sure that this legacy can now be passed on to the next generation, the people who will really pick the fruits of the trees we have planted. I think the silliest part of the decay of the public interest in space is that...we planted this orchard, and we nourished it and fertilized it and watered it and gave it all our tender loving care. And now, the time comes when the fruits can be picked — and they don't want to play the fruit pickers! That is where I think the young generation can make the greatest contribution — to pick the fruits."

When von Braun died in June 1977, Hugh Downs became Chairman of the Board and after a time Ben Bova assumed the presidency. After Hewitt departed in 1980, Courtney Stadd served for a period as General Manager. The Institute was then led in turn by executive directors Dr. Mark R. Chartrand (to 1984) and Dr. Glen P. Wilson.

Frederick I. Ordway III was a founding member of NSI and is a former member of the NSS Board of Directors. Portions of this essay appear in Chapter 12, "The Fairchild Years," from Ernst Stublinger and Frederick Ordway's *Wernher von Braun: Crusader for Space* (Krieger, 1994). All quotations were extracted from interviews conducted by Ordway between 1985 and 1989.

**NATIONAL SPACE INSTITUTE: THE MIDDLE YEARS, 1980-1984**

By Mark R. Chartrand

I came to NSI as Executive Director in the fall of 1980. In that year, before the first flight of the space shuttle, there was some hope that the space program was on the rebound after the post-Apollo cutbacks. The membership level was at an all-time high. NSI membership activities and direct benefits on the other hand, were at an all-time low. The Board of Directors was, for the most part, moribund. A very few members of the Board, notably, Harry S. Dawson, James Fletcher, Edward Z. Gray, Earl Hilburn, and Hugh Downs, were concerned about the organization.

Membership numbers were at a high point because during 1979 NSI had made an agreement for a direct mail campaign with Kathy Keeton, publisher of the new science magazine Omni, to offer a package combining NSI membership with an Omni subscription. While many people signed up, when the time came to renew they had little commitment to NSI, and renewal rates ó the life-blood of any membership group, fell dramatically.

I embarked on three major efforts: to revive and revise the Board of Directors into a more productive body, to begin to provide some real membership benefits and to restore NSI's position as the premiere public space advocacy organization.

Membership benefits were a problem, because this meant spending money. With the advent of space shuttle flights, I began the shuttle launch tours enjoyed by hundreds of members. We began a series of quarterly membership meetings around the country, taking NSI to the members, with talks by astronauts and other space experts. Over the years, several thousand members attended these gatherings, often held at NASA facilities.

We needed to strengthen NSI's image in the eyes of policy makers and we also needed our own regular publication. Courtesy calls were made to NASA officials, members of Congress, senators, and aerospace executives. We renewed contacts with other space organizations and we talked to congressional space committee staff arranging to testify before relevant committees and subcommittees on space issues. The strategy worked: the National Space Institute came to be viewed as an unbiased source of information to government, industry, and the press on space.

In 1982, we approached the largest circulation space magazine, Space World, about a joint endeavor. Space World became our official publication and the major membership benefit of NSI. Some years later, the Society introduced its own publication, Ad Astra.

One other major activity was the Dial-A-Shuttle program. NSI was approached by NASA to take over a program which the agency had begun to provide live coverage of shuttle missions to news organizations. Anyone could call a 1-900 telephone number and listen to communications between Mission Control and the astronauts. Unfortunately, callers often heard nothing because the shuttle was out of range (up to 80 per cent of the time during early missions!). NSI took over the program and added live commentators. During some missions, as many as five million people from all over the world called Dial-A-Shuttle and the program garnered great publicity for NSI.

Among the people who became associated with NSI during the early 1980s was Dr. Glen P. Wilson. As a staffer for Lyndon Johnson in the Senate in the 1950s, he had helped to write the NASA Act. He went on to become head of NASA's Education Office and when I decided to step down in 1984, Dr. Wilson took over as Executive Director of NSI.

Dr. Mark Chartrand, Executive Director of NSI from 1980-84, is a consultant and freelance writer in Baltimore, MD.

### **A MOVEMENT IN TRANSITION**

By Glen P. Wilson

“We're running on empty down here,” I wrote to Ben Bova and the NSI Board in 1984-85 ó the NSI was chronically short of funds. One thing that kept us alive during that period was a small contract with NASA to help establish the Young Astronaut Council in which the Reagan White House was very interested. Our reputation in Washington was enhanced because of the professional way in which we handled our end of the bargain.

John Yardley, Vice President of McDonnell Douglas, and a group of high level aerospace executives wanted to find a way for the aerospace industry to assist in building a non-government, non-industry, membership group to help promote and support the nation's space program. They hired a consulting firm which, after considerably study, recommended that the NSI be core organization for this group. We began to plan for a major membership campaign. Unfortunately, our first mailing was just about ready to go at the time of the Challenger accident and the

next year was filled with NASA bashing. Nevertheless, we were able to build the membership from a low of about 7,000 to 12,000.

Negotiations had begun with the L-5 Society for a possible merger. The NSI had a strong presence and good reputation in Washington, while the L-5 Society was better known for its many activist chapters around the country and its annual space development conferences. It seemed like the perfect marriage but negotiations were difficult and drawn out, and the merger was not formalized until April 1987.

The merger brought the L-5 staff of three from Tucson, which was more than we could accommodate in our rented offices across the street from NASA in Washington, D.C. We prevailed upon the Wernher von Braun Foundation (a supporting foundation of the NSI) to supply the necessary funding for the down payment on a new headquarters building on southeast Pennsylvania Avenue. We moved during June 1987.

One of the most contentious points of the merger negotiations was the name of the new organization. The matter was put to a vote of the membership and in the spring of 1988, by an almost two-to-one margin, the National Space Society was chosen over the Space Frontier Society.

Glen P. Wilson was Executive Director of NSI from 1984-87 and Executive Director emeritus thereafter.

### THE L-5 SOCIETY

By David Brandt-Erichsen

The two organizations, the National Space Institute and the L-5 Society, resulted from the work of two great space pioneers: Wernher von Braun in the case of the National Space Institute, and Professor Gerard K. O'Neill in the case of the L-5 Society. Although O'Neill himself was not involved in its leadership, the L-5 Society was founded around his ideas.

Whereas von Braun produced designs for rotating space stations in the 1950s, O'Neill took the idea a step further. In 1969, O'Neill, a physics professor at Princeton University, envisioned large rotating space habitats with an Earth-like environment on the inner surface, with artificial gravity produced by the rotation. O'Neill was one of the first people to ask the question: given current technology (in 1969), how large could such a structure be built in zero gravity? When the calculations came back with an answer in the tens of miles, O'Neill thought he was onto something significant. A key idea in O'Neill's thinking was that such large structures could be built out of material mined from the Moon or asteroids to avoid the high cost of launching out of Earth's much larger gravity well.

By late 1974, O'Neill had linked his ideas with Peter Glaser's Solar Power Satellite (SPS) concept. SPSs are large solar collectors in space that can beam energy for use on Earth or in space. O'Neill suggested that they be manufactured out of nonterrestrial material, providing an export product potentially valuable enough to make an O'Neill settlement economically self-sustaining.

In 1973, George Hazelrigg, also of Princeton, suggested to O'Neill that the L-4 and L-5 Lagrangian libration points might be ideal locations for the large habitats that O'Neill envisioned. (The idea of locating a large structure at a libration point can be traced back further to the 1961 novel *A Fall of Moondust* by Arthur C. Clarke). L-4 and L-5 are points of gravitational equilibrium located on the Moon's orbit at equal distances from both the Earth and the Moon. An object placed in orbit around L-5 (or L-4) will remain there indefinitely without having to expend fuel to keep it in position.

O'Neill's first published paper on the subject, "The Colonization of Space," appeared in the journal *Physics Today* in September, 1974. A number of people who later became leaders of the L-5 Society got their first exposure to the idea from this article. Among these were Keith and Carolyn Hensco in Tucson, AZ. The Hensons corresponded with O'Neill and were invited to present a paper, "Closed Ecosystems of High Agricultural Yield," at the 1975 Princeton Conference on Space Manufacturing Facilities, which was organized by O'Neill. A sign-up sheet at the conference eventually made its way to the Hensons, who also obtained O'Neill's mailing list. The Hensons incorporated the L-5 Society in August of 1975, and sent its first newsletter to those two lists.

The L-5 Society was founded partly because of Arizona Congressman Morris Udall, who at the time was a serious candidate for President of the United States. Carolyn Henson arranged for a meeting between O'Neill and Udall and Udall liked O'Neill's ideas. Udall asked for public recognition of his support, and a newsletter was needed for this. The first issue of the *L- News* was published in September 1975. Consisting of just four pages, it included a



letter of support from Udall. The newsletter also said that our clearly stated long range goal will be to disband the Society in a mass meeting at L-5.

It is difficult today to realize the excitement that was generated in the early years of the L-5 Society. Every issue of the L-5 News contained reports of new studies and progress in the field. Underestimating the enormous weight of political inertia that would need to be overcome, L-5 members at the time thought that they would really get the chance to personally live in space within their lifetimes.

As an illustration of the optimism of the day, the L-5 News reported on remarks by John F. Yardley, then NASA Associate Administrator for Space Flight, before a meeting of the National Space Institute on 21 January 1976. Yardley was quoted as saying, "I think it would be a cinch to inhabit the Moon, and it would also be a cinch to inhabit L-5...I know it is mind-boggling, but still, a colony of 10,000 people at either place would be very straightforward...Both of these could be done by 1990 if there was appropriate public support."

Excitement over the L-5 scenario probably peaked in 1977. That year produced the third consecutive NASA summer study on Space Settlements and Industrialization Using Nonterrestrial Materials. (The study was published in 1979 as NASA Publication SP-428, entitled Space Resources and Space Settlement). In this study, L-5 director and physicist J. Peter Vajk and others developed the most detailed scenario yet for production of Solar Power Satellites from lunar materials. The scenario called for a space manufacturing facility which would house 3,000 workers in a rotating facility constructed from refurbished shuttle external fuel tanks. The study identified exactly how many launches of the shuttle and a shuttle-driven heavy lift vehicle would be required, and concluded that the project could begin in 1985 and have three SPSs on line by 1992. Unfortunately, this scenario was based on two assumptions that later proved incorrect: that the shuttle would significantly reduce the cost of space launch, and that it would fly 60 times per year. The scenario did, however, serve as a significant proof of concept.

Nineteen seventy-seven was also the year that the publication of two major books brought in a new wave of members. One of these was O'Neill's classic work, *The High Frontier* (an updated edition of which is currently available for \$10 including shipping from the Space Studies Institute, P.O. Box 82, Princeton, NJ 08542). The other was T.A. Heppenheimer's *Colonies in Space*. On first seeing Heppenheimer's book in the bookstore I thought it concerned things 200 years from now. In the middle of the second chapter it hit me: this is something we can do right now! I immediately joined the L-5 Society, started a local chapter, and have remained active ever since.

One of the best successes of the L-5 Society was its opposition to the United Nations Moon treaty in 1979-90. It was thought that the "common heritage" provision of the treaty would stifle development of nonterrestrial resources, and that the treaty would authorize warrantless searches of space facilities (which did not go over very well with people who actually wanted to live in space). The L-5 Society hired Washington lobbyist and lawyer Leigh Ratiner, who gave intensive training to a number of L-5 activists on how to walk the halls of Congress and talk to staffers. Notable among these were Eric Drexler, Chris Peterson (both of whom are current NSS Directors), and Marcia Allen. The successful effort centered on convincing the Senate Foreign Relations Committee to oppose signing of the treaty. Since nobody was lobbying in favor of the treaty, it proved possible for a small but well-reasoned opposition to sway the day, and the U.S. never signed the treaty.

The L-5 Society did not fare as well in its next political battle, the fight over Solar Power Satellite funding during 1980-1981. The Department of Energy had spent about \$25 million on SPS research from 1977 to 1980, but the Carter administration eliminated SPS funding from the budget for fiscal year 1981. L-5 Director Mark Hopkins initiated an intensive lobbying campaign to get Congress to restore the \$5.5 million originally allocated for SPS. Hopkins almost single-handedly set up a nationwide phone tree within a few days, using a membership database of close to 10,000 members.

The technique involved calling members in important areas and asking them to call other members in their area to alert everyone to call key congressional offices. I was appointed the first national phone tree coordinator for what eventually became the NSS phone tree. It was an effective lobbying tool. One key Senate staffer said that his phone was constantly ringing and that for an entire week the SPS issue would give him no peace (the Senator involved did switch his vote in favor of SPS). In the end, however, it wasn't enough. The SPS program was canceled. Its loss also signaled the loss of realizing the L-5 dream anytime soon.

O'Neill did not live long enough to achieve his hope of retiring in space. He died prematurely in 1992 after a long battle with leukemia. But the dream lives on. It's our job to speed it up.

David Brand-Erichsen served as Secretary of the National Space Society and now serves on the Board of Advisors.

**NSS: THE NEXT GENERATION**

By Glenn H. Reynolds

As we celebrate our twentieth anniversary we should be looking ahead. One important lesson of the past twenty years is that we shouldn't exaggerate our ability to predict what will happen in the future. The original O'Neill space colonization plan was founded on two assumptions that were thought unassailable at the time: that energy prices would continue to rise, and that the cost of getting into space would continue to decline. Unfortunately, just the opposite happened - energy prices today are near historical lows, and the cost of getting into space has actually gone up. That is why things haven't gone as O'Neill originally projected.

In the past few years we have seen the fall of the Berlin Wall and the appearance of the Red Army Chorus singing "Sweet Home Alabama" on MTV. These things should make us doubt our ability to predict the future! Nonetheless, I offer some thoughts on where the space movement will go, and what it will accomplish over the next twenty years.

**SPREADING THE FAITH**

The past twenty years haven't brought all bad news. There has been some real progress. Most importantly, our ideas have gone from "kooky" to almost taken for granted. From CNN to Parade magazine, space colonization stories are commonplace. The idea of space colonization has been endorsed by Congress, in the Space Settlements Act, and by governmental figures as diverse as Ronald Reagan and U.S. Supreme Court Justice William Brennan. Even Bill Clinton has signed on to the idea. The biggest barrier to getting our programs across at the congressional level isn't that Congress members and staff regard space colonization as too silly to support, but that they now regard it as so inevitable that they don't always see why it needs boosting.

When space colonization was first suggested, it was considered a bizarre notion just this side of science fiction. The idea that people could have an interesting life in a space station was seen as unlikely - who, we were asked, would want to live in such a controlled environment? Nowadays, of course, the proliferation of integrated shopping/entertainment/residential malls answers that question: lots of people do.

There is also a growing belief that the Earth is too small and fragile a basket to hold all of our eggs. Awareness of the cometary impacts that accompanied the extinction of the dinosaurs - not to mention this summer's celestial fireworks extravaganza on Jupiter - has caused most thinking people to reflect on the need to spread humanity beyond the Earth. Without space settlements, humanity remains vulnerable to Earth-bound catastrophes, whether human or natural.

And the growth in environmental consciousness, a product of the photos of Earth from the Moon during the Apollo era, has led to a new way of viewing our place in the universe. Instead of seeing environmentalism as focused on protecting the status quo, many have come to see it as dedicated to encouraging the flourishing of life. It is only a small step from this view to the belief that it is humanity's role to spread life throughout the cosmos.

We've come a long way in gaining acceptance for our belief in space settlement over the last twenty years and I think we'll see far more progress over the next twenty. It shouldn't be hard to convince kids who have grown up watching Deep Space Nine that it is possible to have an exciting life on board a space habitat. It won't be hard to convince anyone who has seen the Earth-sized fireballs resulting from comet strikes on Jupiter that humanity needs to be able to protect itself from such calamities. And it should be easy to persuade those who celebrate biodiversity that the ultimate biodiversity consists of life spreading throughout the solar system and beyond.

**APPROACHES**

Beyond convincing people that space settlement is a good idea, how do we get there from here and what lessons from the past can be applied to the future? The first lesson is that prediction is risky. We should be opportunists, more than planners. If we are to see human beings living and working in thriving space communities, it will be because it has gotten cheaper to get into space, and because we have found ways of making enough money there to let space settlements support themselves. This is more likely to happen because of commercial activities than

because of government programs, although the right kind of government programs can help commercial activity get off the ground.

In the past five years, commercial space business has doubled to about six billion dollars. If it continues to grow at this rate, it will be nearly \$200 billion 20 years from now. It will probably grow faster than that, however. As costs go down, new markets are created. As new markets are created, companies have greater incentive to lower cost. This dynamic hasn't taken hold yet, but when it does it should promote more rapid growth ó as we have seen in other fields like personal computers, VCRs, and so on. Eventually, very large markets that are currently kept closed by high costs will open up. Such markets (like space tourism) will produce an enormous expansion in space activity.

The key is getting to this takeoff point, and that will be the most important task for space activists over the next 20 years. It has already become a significant task. NSS has worked hard on such projects as the Launch Services Purchase Act, the Patents in Space Act, the Omnibus Space Commercialization Act, and the Clinton/Gore iReinventing NASA procurement reform projects. (For more on these efforts see iPlanting the Seeds of Commercial Space,î Ad Astra, Jan./Feb. 1993). But there is much more to be done. We should encourage government and industry efforts to lower the cost of getting into space. The Delta Clipper program is the best-known example of such efforts, but there are many others. Just as early government investments in research and development spawned the civil aircraft industry, similar efforts can promote a booming commercial space transportation industry. But to work, they must be focused on lowering costs. Space advocates will have a very important role to play by keeping up the pressure to make this so óand in pushing for work on ibreakthroughî technologies.

### THE SPACE MOVEMENT

The space movement itself will change over the next twenty years. In the beginning we were an idealistic band of outsiders with little knowledge of how to wage a political campaign or influence legislation. We are still idealistic but not outsiders. Space advocates have become recognized players in the political game, courted by presidential candidates, members of Congress, NASA officials and industry. People have gone from not caring what we think, to wanting to know what we think before they act. We often are asked for input before policies are formed.

Overall, this is good but two-edged. While we want the kind of clout that other established public interest groups (like the NRA or the Sierra Club) have, we want to retain the unique vision and idealism of our youth. We don't want to become another self-perpetuating Washington institution. As we become bigger and more powerful over the next twenty years it will be up to you, the members, to help ensure that NSS remains focused on the ultimate goal: the creation of a truly spacefaring civilization.

Of course, over the long term I would like to see NSS become splendidly obsolete, with its posh headquarters on Epsilon Indi III drawing criticism from those who wonder why such an organization is necessary when the Lesser Magellanic Cloud is already becoming oversettled ó and with Ad Astra offering the obvious answer in its special iOn to Andromedaî issue. Over the next 20 years, as over the last, let us work to make this dream a reality.

Glenn Reynolds, a law professor at the University of Tennessee, is an NSS Vice President and co-author (with Prof. Robert Merges) of *Outer Space: Problems of Law and Policy*.

### WHY WE DO - AND MUST - GO INTO SPACE

By Jeffery G. Liss

*The smart answer - more than a quarter- century after Apollo 11 landed on the moon - to why we go into Space, is "we must"*

### Space Pays! - The Space Program Has Paid for Itself

It is a myth that "we can't afford Space." Confirmation that "Space pays" may be found in the 1989 Chapman Research report, which examined just 259 non-space applications of NASA technology during just 8 years, 1976-1984, and found more than;

- \$21.6 billion in sales and benefits,
- 352,000 (mostly skilled) jobs created or saved,
- \$355 million in federal corporate income taxes

Other benefits, not quantified in the study, included; state corporate income taxes, individual personal income taxes (federal and state) paid by those 352,000 workers, and incalculable benefits resulting from lives saved and an improved quality of life.

The 259 applications represents only about 1% of an estimated 25-30,000 Space program spinoffs. The benefits were in addition to benefits in the Space industry itself and in addition to the ordinary multiplied effects of government spending. When Space program money was spent, new industries were left behind to generate more money (e.g., computers, electronics, fabrics, composites, ceramics, metallurgy). Without the focus of our space goals, such cutting-edge technologies would not have emerge.

### Long- Term - Expanding Our Resources Base

We can't keep subdividing Earth's resource pie; we need to make the pie bigger. It is the promise of resources from the Moon, Mars, asteroids and the Sun that makes Space such a hope for our future. World population is likely to double within 40 years and re-double shortly after that; world resources will not. In Space solar power is infinite (reducing the need to use forests and oil and coal merely for fuel and eliminating the pollution they cause), as are asteroid metals. These unlimited resources would enable us to reduce the plundering of our planet. But to obtain these resources will require large structures in space and the rockets to get there. Learning how to build those things to obtain such space resources is a long step-by-step process. If we want to have those rescues before it is too late, we have to start now.

### Non-Economic Aspects

The Value of the Frontier. Space indeed is the next frontier, both of geography and technology. History teaches that no society has ever gone wrong betting on the frontier. This nation was invigorated spiritually, and prospered economically, by challenging and finding new uses for one frontier after another. Our massive subsidies of roads, railroads, air travel, and other technology in order to exploit them were amply rewarded.

Effect of Leadership on Earth. Leadership in Space does translate to influence on Earth. We should recall, first with Sputnik and then with the U.S. Echo balloon and the Soviet Mir space station, how much Earthbound watchers developed awe, respect and then deference to the nations whose tangible symbol was visible overhead nightly.

Effect on Students. The manned Space program has provided among the most significant elements in directing our young people into math and science. It reaffirms both a belief in the future and encourages our students that they, too, can shape it. Dropping the program would leave an unfillable void.

Defense Against Comets and Meteors. Numerous comets and asteroids cross Earth's orbit every year, most not yet discovered. In 1994 the world witnessed the cataclysmic collision with Jupiter of the Shoemaker-Levy 9 Comet, which, had it struck the Earth, might have caused planet-wide upheavals like those that extinguished the dinosaurs. Had Shoemaker-Levy been on course for Earth, the time between discovery and impact was so short that, with our existing space capability, we could have done nothing to prevent the collision. A thriving space program - especially one with the technologies and capabilities developed to support humans in space - will give us at least a fighting chance to stave off such an occurrence should it arise.

### Why Send People

Inspiration. Only humans in space have the power to stir our souls and inspire us to reach for the best within us.

Limitations of Robotics. Off-Earth resources cannot be developed or exploited by robots alone. They lack flexibility. People will be needed to build, maintain, fix the machinery - and to tinker on the spot to make the next logical developments.

Stimulus of Needing to Protect Humans. Many Space technologies would not have been developed for unmanned probes.

Medical Advances. What we already learned about the human body in space - where physical disabilities of aging, bone and muscle deterioration, occur quickly - promises to benefit every human on Earth. We can't learn more without having people up there for long periods.

Environmental Benefit. Moving potentially hazardous technological and biological research off the planet could help protect Earth and its biosphere.

### Conclusions

The ultimate purpose of going into space is to live and work there - just as the ultimate purpose of exploring the New World was colonization - and not merely to sit back on Earth and cogitate about what automated spacecraft report back. We do not send our cameras to the Grand Canyon; we go ourselves. We sent Lewis and Clark not just to describe the American West, but to learn where and how people could live there. America grew by sending out seeds in different places and then filling the spaces with trade and industry and new ideas. People have always found ways to prosper from their environments, however harsh, and we will do so on other worlds. We cannot begin to live and work in Space without first going there. And, it is human destiny to escape the cradle of our planet of birth.

What ever his original motives, Pres. John F. Kennedy ultimately will be most remembered for setting this nation on the road to space. That vision was his legacy to the following generations. Pres. Clinton has an opportunity to build that legacy by re-launching America's space program with bold venture to send humans to Mars. We need a space program that goes somewhere.

### Volunteers

Throughout the history of NSS, most Society-level work has been done by volunteers. Eventually we were able to hire an administrator, and usually also have a few full-time and/or part-time paid staffers at our Headquarters. However, all the members of our Boards of Directors, Governors and Advisors, the officers, Chapter Coordinator, Phone Tree Coordinators and those who work on special projects, such as producing this Handbook, writing articles and taking photographs for *Ad Astra*, and helping out at Headquarters, are volunteers. The National Space Society owes much of its impressive record of accomplishment to the long hours of dedicated work by these volunteers.

**YOU CAN MAKE A DIFFERENCE!** To participate in these efforts let Headquarters know if you have a specific skill, talent, area of expertise, or useful contacts that you are willing to share with NSS. Since it is likely that you are already busy with local chapter activities, you may want to consider how something you are already doing or are interested in doing can be useful on a Society level with a bit more effort. A good example of this is the Curriculum Design Group, made up of members who have experience and interest in gathering, surveying and producing education materials about space development.

### Regional Activity

In the course of L5's development, provisions were made for Regions with set boundaries and elected regional representatives to the Board of Directors. Most of the regions are too large to allow frequent in-person contact, so smaller informally organized networks within your Region may develop. Some members may also want to set up a separate local, state or (outside the U.S.) national organization modeled after the highly effective Washington State Citizens For Space to monitor and educate your governmental representatives.

Regional activity can be simple: writing, visiting and exchanging newsletters with a neighboring group. Members can contact or even join other chapters in areas they have occasion to visit for business or personal reasons. As you get more organized, you can consider a regional newsletter, conference, or finding ways to share resources and have joint projects. New groups will get more than they contribute to such activities at first, but all chapters and NSS itself will be strengthened by this now-developing aspect of chapter activity.

Your Regional Organizer is your representative on the NSS Board of Directors. He or she can keep you informed of Board actions, express your ideas and concerns to the NSS leadership and coordinate communication and activities within your region. To do so a Regional Organizer might want to set up a network of interested people, perhaps by asking each chapter in the region to appoint an "Assistant to the Regional Organizer".

You might also have a Regional Resource Chairman to survey the resources available in your area and consider how they might be shared, with the primary goal making the widest possible use of them with the minimum of expense to the chapters. Examples of resources are: local speakers, libraries with NASA literature, locations for exhibits, meetings and conferences, slide show loans, and lists of key people sympathetic to our goals, PR possibilities, and space-related companies. You could develop strategies for working with other regional groups and make contact with astronomy organizations, professional groups, state education organizations & institutions, women's and environmental groups, state science teachers organizations, and any well-funded groups that might be interested in joint activities.

When considering regional cooperation, take into account the strengths of each chapter and what resources are available to each, in order to develop a regional strategy. It may be wise for some chapters to specialize in what they are most interested in or best equipped to do. Always work with your Regional Organizer and the Chapters Coordinator to stay in touch with developments within the entire Society.

A few suggestions gathered from other chapter activists:

- Make it a major goal to parent new chapters in your area. It makes a big difference to have other chapters nearby.
- Group to group aid: Each successful chapter adopts a fledgling, or two chapters with complementary strengths establish a sister-chapter relationship.
- Host a yearly state-wide picnic (arrange to get a shelter!).
- Consider whether there can be economies of scale by combining some projects, although often the best economy will be to do something on the Society level and not just within your region. Too regional an outlook can be as limiting as a chapter-only one.

Remember that you also have great importance within NSS as a source of direct information; the NSS leadership, the Chapter Coordinator or Headquarters can't possibly know your area as well as you do. They also have no way of knowing about the great things you do unless you take the time to let them know. It may seem like a waste of valuable time to document your chapter's accomplishments in detail, but it is the best way to insure that your hard work will continue to pay dividends in the future. You may even be surprised at how much you really have accomplished, once you see it written down! NSS chapters are notorious for underestimating their accomplishments.

### **NSS Conferences**

Every member can participate directly on the Society level by attending the yearly NSS International Space Development Conference. A common way that regional activity gets started is when members from an area get together informally at an NSS conference. Chapters should encourage as many area members as possible to attend, and coordinate car-pooling, sharing of rooms and expenses, etc.

Take an address book along, collect cards, and attend the informal gatherings where you are likely to meet others from your region or those who share an interest in similar projects. You can discuss problems and ideas, and perhaps have the opportunity to get to know some of the NSS leadership. It is much easier to work together through phone calls, the mail and computer networks once we meet and talk to our fellow chapter activists in person. We discover that our goals and problems are not unique, and that others have experience that we can benefit from.

### ***Inside NSS***

**What's '*Inside NSS*' for?**

*Inside NSS* can be the fiber that binds together all the far-flung segments of NSS, HQ-to-chapters, chapters-toHQ, and chapters-to chapters around the country and the world.

On the national level, this publication is dedicated to providing NSS's most active members with current, factual and (as much as space permits) full information about the actions officially taken or not taken by NSS leaders and staff - a source to refer to instead of rumors. Being part of the information flow should help members to (a) feel a more integral part of the organization, (b) have a better feel for which leaders are doing (or not doing) what, (c) be aware of all the different things involved in running NSS, so that they are better prepared to make suggestions and assume leadership roles at both the national and local levels, and (d) realize that they, too, have good ideas and, in fact, might even be better than current leaders.

Some have suggested that this coverage amounts to "washing dirty linen" in public. It might be noted the *Inside NSS*, being a "house organ", does not report the "really juicy stuff" - just the bare facts of what was officially proposed, done and not done. More important, if our members are pleased with what our leaders are doing, they should appreciate the increased coverage. If they are embarrassed by those official actions, then they should complain to those leaders, they should not "shoot the messenger". *Inside NSS* is but a conduit to give members the data to which they are entitled so that they can form their own opinions.

We do have a "Letters and Commentary" forum for members ideas and opinions, on both NSS and space matters.

On the chapter level, *Inside NSS* allows chapters and individuals doing interesting things to (a) pass the info along to others, so they can try them in their own regions without having to re-invent wheels, and (b) enable members to begin recognizing which NSSers in other parts of the country are actually doing things.

*Inside NSS* also devotes significant space to science and technology articles -- not what most will find in their own local media, but articles about (a) possibly breakthrough technologies that our most active members might be interested in considering and possibly promoting, and (b) less publicized developments that impact on the exploration and settlement of space.

Finally, on an individual level *Inside NSS* reminds members that they are not alone out there in thinking space IS important to our future.

### **Who Reads 'Inside NSS' First**

Various persons have inquired as to how the content of *Inside NSS* is selected and reviewed. The answer is as follows: The Editor, who answers to the Chair of the Executive Committee and to the Board of Directors, selects and makes a final edit of all material, some of which is solicited, some of which is unsolicited. Considerations include: (a) interest to the readership; (b) customary journalistic standards, (c) the fact that *Inside NSS* IS a "house organ," and (4) any constraints that might be imposed by NSS By-laws and Rules (e.g., in connection with elections).

If it appears that certain material might violate or impact negatively on NSS policies or best interests, the Editor attempts to run them by appropriate NSS officers for their input before the issue is set.

Finally, each issue is available to the Chair of the Executive Committee for review before going to the printer. The prior Chair, during the current editor's first year in that role when the publication was bi-monthly, generally chose to review them himself but delegated that task once to the Executive Vice President. The current Chair of the Executive Committee has generally delegated that task to both the Executive Director and Program Director.

Persons with ideas and views either the same or different from those found in *Inside NSS* are encouraged to submit them to our Letters and Commentary section.

### **Editorial Submissions**

Submit all editorial material to Jeffery G. Liss, 180 N. LaSalle St., Suite 2401, Chicago, IL 60601; Fax 312-782-4033; e-mail JGLJGL@aol.com.

### **Make 'Inside NSS' Your Chapter Newsletter**

Is your chapter one without a newsletter? If you have your own, is your editor over-burdened, or is the publication too small, too infrequent, with very little about what is going on elsewhere in NSS and the space world? If so, make *Inside NSS* your chapter newsletter -- only \$8/yr per member -- and we publish your meeting notices.

### **How to Subscribe**

The publication is sent to each NSS chapter free, and to individual subscribers. Subscriptions (12 monthly issues) are available for \$10.00 per year. \$8.00 for chapter groups. Send your check and mailing address to National Space Society headquarters.

### Regional Events

There are many reasons to have a regional event. What do you want to accomplish? Before you begin to make plans, your group must list specific goals. These will help you to decide the size, form, atmosphere and location of your event and if it should include members only or outside individuals and groups as well.

#### formal or informal?

A regional event can be an informal gathering of chapter and non-chapter NSS members from all or part of your region for a picnic, pot luck dinner, tour or field trip. With modest investments of time and money members will have the opportunity to get to know each other or follow up on contacts, reinforce friendships made at NSS conferences and get projects started.

A more formal regional conference can be a day-long or full weekend event organized for one or more reasons. A good way to get started is to attend or consult with those who ran and those who attended other regional conferences.

#### how big?

Your gathering can be just for a couple nearby chapters, perhaps as a work session for a joint project at a location that will allow as many members as possible to attend. However, if your goal is to establish a regional network or to share fresh ideas, you might want to include a large enough area so that most of the attenders will not already know each other.

A smaller percentage of your members would be able or willing to travel farther to a conference for your entire region, unless costs are kept to a minimum, maybe by meeting on a local college campus. Conversely, you may choose a more elaborate (and expensive) conference structure and location if one of your goals is publicity or interacting with the business community.

#### when?

Attendance at a regional conference is highest if it is held in the fall, opposite the spring NSS International Space Development Conference. This also gives you a chance to get together twice a year. If you are not going to have a yearly conference, you might choose a year when the NSS conference is at a distant location. Since regional conferences are becoming more common and a number are now planned as yearly events, you should check your dates with neighboring regions.

#### planning

Begin by gathering, preferably in person, a group of people in your region who are interested in holding a regional event. Identify any who have relevant experience, contacts, etc. Decide upon and clearly define the goals and objectives for the event. Then make a list of things that must be done and who can do them. You might consider how best to include those chapter members who can not or aren't inclined to attend an NSS conference.

Every so often before the conference, the main players should get together and try to predict what could go wrong and plan for it ("potential problem analysis"). Also in these sessions, restate the goals and objectives. If you hold a conference, state these goals and objectives up front to the people attending. Reiterate them occasionally and ask if they are being met.



Whatever form you choose for your conference, make sure it sets a positive atmosphere and encourages interaction among attendees. Weekend events often begin with an informal socializing activity Friday evening where those attending can get to know each other. If your conference includes two distinct kinds of people, such as NSS members and area teachers, you should take special care that they are made to feel comfortable with each other and can interact.

### **workshops**

Saturday morning workshops can spark the beginnings of specific projects early enough in the conference to allow organizational details to be worked out among those interested.

A workshop differs from a lecture in allowing and encouraging the direct participation of everyone attending. It is a good way to teach a skill using trial runs and hands-on experiences. Our volunteers are in need of training in management, public relations and political skills, and the effective use of graphics, audio-visual media and computers, etc. A conference that is designed to include members of a specific group might feature workshops for them, such as a demonstration of specific space-related activities for elementary students for an educator-oriented conference.

### **exhibits**

You may want to have an area where regional organizations, companies and individuals can have exhibits. A fee can be charged for commercial ventures. A book seller, for example, might bring space-related books, to help defray the cost of the conference.

Members and chapters can also set up exhibits to sell their merchandise or to display projects that they want to share with others. This can help cut down wasteful duplication of effort, and multiply the impact of our best ideas. Such an exhibit could be coordinated with one or more workshops on developing and using materials effectively. Members should be reminded to bring cameras and items such as:

**Printed material:** sample newsletters, membership cards, surveys, questionnaires, business cards, information sheets designed for the general public, the media, prospective members and new members, booklets, sample correspondence and form letters, press releases with resultant media coverage, organizational materials, and good uses of slogans, mottos and quotes.

**Exhibit material:** signs, posters, banners, logos, artwork, and photos of things that could not be brought along, such as large items, models or entire exhibits.

**Audio-visual items:** slides, transcripts, slide programs, videotapes, visual aids, transparencies and flip charts.

**Merchandise with ordering info.:** buttons, pins, patches, even non-space items as examples.

**Space education:** sample materials, course outlines, student projects and photos or videotapes of activities.

**Bad examples:** some of these things that failed us even though we spent a lot of time and money on them, to help others avoid making the same mistakes and to get help analyzing why they didn't work and how to do better.

You might even want to have a little healthy competition between chapters in a region for the best slide show script, video, art or exhibit boards. Be sure to have respected and knowledgeable judges.

### **survey**

If you want to hold another conference, give those who attend this one a survey form to fill out. Ask a lot of questions about the conference activities, organization and facilities and leave room for written suggestions. This input will help to both identify future topics of interest and find out what could be done better. Listen to your customers!

## **Projects**

There is no shortage of good ideas for things that NSS should be doing to make your job easier and your efforts more productive. A few of these projects, such as this Chapters' Handbook, are being done and more are in the works. What we hope to develop is a system whereby priorities can be set, volunteers with the necessary skills recruited, methods and timetables chosen and funding arranged where possible. Members and chapters interested in specific projects should discuss them with their Regional Organizers and develop proposals that cover how and by whom the work will be done, estimated time and money costs, and how the project will contribute to Society goals. The Board of Directors and our officers need this information before they can see how your suggestions fit into the needs of the chapter system and the entire Society.

### Working with Headquarters

As chapter activists we all understand the importance of getting the most out of our limited resources. The time of our small Headquarters staff is one important resource that we can all help to use more efficiently.

An especially vital, but time-consuming, task is the processing of dues and membership information. PLEASE use the membership form supplied in an Appendix of this Handbook. Fill out a form for EACH new or renewing member with all the requested information. When the staff has to look up a Zip code, decipher the information you send or write to you about it, it keeps them from other work and increases the possibility that the membership will not be processed properly and will have to be corrected in the future.

If you send a letter to HQ that covers more than one item of business, it will help if you include a list, so each item can be checked off as it is taken care of. Otherwise something important can be easily overlooked.

Please update HQ as necessary on your current contact address and telephone number to be listed in *Ad Astra*. Many people, including members of our Board of Directors, try to contact the chapters when they are in town. They rely on the accuracy of the information in our chapter listings. It is also nice to know that the periodic mailings of the Chapter Actions are reaching their proper destinations.

Section 10 - GROWTH AND MORALE

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## Growth and Morale

### Introduction

The entire NSS Chapters' Handbook is the result of the personal experience of our chapter activists. However, this particular Section contains the greatest amount of direct input. Its material has been gathered from many sources: conversations, conference workshops and panels, and chapter publications. It addresses growth and morale, two topics which go beyond the specifics of operating a chapter. Without them our chapter system can not live up to its vast potential!

Several basic ideas merit special emphasis in this introduction. The first is that ALL organizations go through cycles, ups and downs. Your problems are probably not unique to your chapter--nor to NSS (although you may think so if you haven't had experience with other organizations). Every group has some problem! And you will no doubt face many kinds of problems throughout the life of your chapter.

Are you sometimes puzzled by the lack of enthusiasm for our message or for your chapter's activities? One thing we shouldn't forget is that while the public has a very broad interest in space, this interest is usually not very deep. Our job is to build upon their general positive feeling and educate them about the relevance of space, find out what matters to them, then use relevant arguments. And we must always remember that we are competing with many other groups for people's attention.

**YOU ARE NOT ALONE!** This is the biggest benefit of being part of a chapter system. Help, experienced guidance and moral support is available. Write or call the Chapter Coordinator with your specific questions or general problems, contact other chapters and meet fellow activists at conferences. Regularly reread this Chapters' Handbook for new ideas, things that you overlooked or may now be relevant to your situation. Read it with pen in hand and write as the ideas come. Or read a section aloud with other chapter members to stimulate specific ideas for your group, then brainstorm.

Of course, this is a two-way street. Have you discovered what to do (or NOT to do) about a specific problem? Send it in for the "Help!" section of this Section.

### Goals

An NSS chapter without an overall plan of action is in danger of being, at best, less effective than if could be and, at worse, of eventually bogging down in discouragement. Goals are an important part of any Chapter Plan. Two of the most common tumbling blocks that chapters run into are having too unspecific a goal and not having a balanced set of long-term, intermediate and short-term goals.

Often members decide to start an NSS chapter with the general goal of having an active local chapter like the ones they read about in *Ad Astra*. Unless the new group considers specifically what they want to accomplish, they may dive into a series of unrelated activities that don't seem to have a lasting impact on their community.

Your chapter needs an integrated set of goals that will maximize the effect of each individual project. First you must decide on a basic reason for your chapter to exist. It can be rather general, for example, bringing about a fundamental positive attitude in your community about space development within the next five years. You can have other, more specific long-term goals as well, such as, establishing a physical location as a focus of local space activity, perhaps a museum exhibit area or some kind of office.

Then you must consider what intermediate and short-term goals will get you to where you want to go. One intermediate goal might be to establish an active speakers' bureau. You can then make a list of the short-term tasks that will help realize that goal: getting slides and putting them together into a short presentation, acquiring handouts or other items that speakers will need, getting members to volunteer, training them, gathering a list of community organizations to speak to, advertising the bureau, scheduling speakers and evaluating the program.

Of course, you may alter or replace your longer term goals as your chapter changes. However, that possibility shouldn't keep you from benefiting from both the immediate rewards of short-term goals and the stabilizing force of long range planning.

Ideally we should consider chapter goals in light of how they can fit into an integrated plan for grass-roots local, state/regional, national and Society-wide (international) goals.

### **The Chapter/Community Relationship**

(Thanks to Dale Amon for the original concept for this section.)

Another all-important part of a Chapter Plan is to consider the impact your chapter does--and could--have on your community. To make this easier, you can think in terms of a graphed curve. The height of the curve at any point stands for the number of people who presently hold a certain view about space development. At the far left are people who are actively committed to the concept, at the far right are those who are totally unaware of it. Everyone else in your community falls somewhere in between.

The shape of this curve is probably not even and symmetrical. Its original shape will depend on: 1) what the attitudes of the people in your community currently are (you can guess at this or do a survey), and 2) where you place various classifying factors along the bottom axis.

A typical curve has the NSS chapter leadership, which we will call Group 1, at the extreme left end of the curve. To the right is Group 2, the active members of your chapter. The ratio of these two groups is probably in the range of 1:1 to 1:9. Next comes Group 3, those who are members of your chapter, probably getting your newsletter and attending an occasional activity. The ratio of Groups 1 and 2 (active members) to the total of these three groups (total membership) is often in the range of 1:2 to 1:5.

Group 4 are the people who attend a chapter activity, see an exhibit, or have other direct contact with your chapter, but are not members. Group 5 individuals are those who are aware of the existence of a local NSS chapter. Group 6 is aware of space development and perhaps NSS, but not your chapter. Group 7 is the rest of the people in your community.

The Basic Goal of all your chapter activities should be to move the curve towards the left. Group 1 is increased as your chapter grows and you move active members into existing and new chapter leadership positions. Past chapter leaders can move into the largely untouched area of regional activity.

Elsewhere in this Section there are suggestions for how to turn inactive members into chapter activists. An on-going recruitment program should be aimed at Group 4 people to bring them into your chapter.

Specific publicity strategy should be focused at each of the remaining groups. Sometimes the message you want to get across should be very simple: that your local chapter exists and does worthwhile things, or just "space is good".

You can use this classification technique for sub-groups within your community--teachers, business leaders, students, members of a particular organization, women or minorities. This can also be a valuable way of defining target audiences for individual programs and projects.

### **Keeping Your Chapter Active**

by David R. Jones, Jr.

So you've decided to form an NSS chapter. You'll put up a few signs, maybe write your local paper. No sweat. Get together and have a good time. Easy? Only it doesn't work that way.

To have a good chapter you must be active. To keep active you need "planned" events that will keep your members' interest. These events should be a wide variety of things, such as discussions, movies, guest speakers, trips, projects, contests--you name it. Just so long as you take time to plan it out and keep it interesting.

Involve your group in lively discussions. The more controversial the better. Announce the subject at the preceding meeting so your members can come prepared. And be prepared yourself. You must start it off, usually with your own opinion. A few subjects that have worked well are: Who should be allowed to go? How should we live (culture)? Interior designs for living and military vs civilian control.

Or you could base your discussions around movies. Movies are available for free or for return postage from many sources. NASA has many on a wide range of subjects. Most libraries have movies or access to them,

ask to see their lists. Also, many large companies (such as AT&T) make movies that might interest your chapter. Write and ask.

Don't limit your group to just space movies. Go for diversity. Look for related topics like agriculture, communications, environment. And not just movies. Look for various speakers.

Speakers can be found at local universities, industries, through libraries, other clubs (such as astronomy, AIAA chapters, ham radio satellite users, etc). Look for a variety of topics: power generation, waste disposal, international and space law, the environment. Many subjects relate to space settlement.

If the speaker can't come to you, go to him. Take trips to museums, observatories, NASA facilities, etc.

### **plan projects**

See what your members would like to do. You could put together slide/lectures on such subjects as space habitat design history or solar power satellites. Offer them to local schools, clubs, even church groups. Put out a newsletter. Be it fancy or small, it keeps your members informed.

### **have contests**

Use space books as prizes. Have contests to name chapters, to design chapter patches, for posters, for space poems, to name habitats (how about an entertainment habitat?).

### **put up displays**

Libraries love for someone to fill their display boards. Set up tables at science fiction conventions, Sun Day activities, college registrations, public events. NSS has some nice membership forms, make your own handouts. Sell bumper stickers or postcards (they're hot items).

And along with displays goes publicity. Many local newspapers are more than glad to run notices of your meetings--and are hungry for stories. Just don't get too technical for the local Earth-based folks. And keep NSS Headquarters informed of your activities.

Most important, find out what your chapter members are interested in. Start working from there and expand outwards. There is a universe of events and topics awaiting you.

## **Chapter Development**

[Ed Note: This section has been written primarily from material supplied by Bill Rudow and Ken Poe.]

### **growth**

As an educational organization, the National Space Society's goal is simple: educate all people about the unlimited potential for human expansion that the opening of the space frontier will make possible. There is a lot that a small group of people, organized into an NSS chapter, can do to further this goal, but to really have maximum public impact, a chapter will have to grow.

Chapter size is dependent on both membership and activity. A small but active chapter has the potential to become a large and active chapter. On the other hand a chapter with a large membership which has become inactive and out of touch is likely to be in danger of folding.

There is a tendency to expect a chapter to experience explosive growth immediately after forming. If this happens, so much the better; but if explosive growth does not occur, it is important to maintain good communication among members and to keep up the level of activity.

### **recruitment**

As you plan a recruitment program, you must understand what your chapter has to offer--A Lot!

There are tangible benefits, such as your newsletter, use of the chapter library, borrowing and sharing among members, the right to vote and hold office, access to tours, etc. that one wouldn't have as an individual, and perhaps a poster/button/sticker/publication when he/she join or reduced rates for events or publications.

More important are the intangible benefits: the opportunity to learn about space for a lifetime hobby or as a career aid (teachers), having a source of up-to-the-minute info., being able to actually help the space program, belonging to a group, having the chance to meet interesting new people of various ages with different backgrounds and viewpoints, making professional contacts and friends with common interests. Activists get a feeling of accomplishment and gain the appreciation of their peers. They have extensive opportunities for self-development: to develop creativity, leadership, new skills, upgrade skills, to work with a variety of people, teach, organize, write, edit, design and construct exhibits, do publicity, explore careers, make career contacts, experience personal growth, and add to their work history. Young people get the chance to work with adults as equals.

Most of all, we offer them the opportunity to make a difference, to be a pioneer, following in a great tradition, and to work towards a hopeful future for all humanity.

A Membership Committee must be an integral part of your chapter's structure. If you stop recruiting new members, you are on your way to stagnation and death.

Each public event will usually attract some strongly interested individuals. Even if only one new person shows up at a public meeting, the meeting should be regarded as a success, especially if he or she turns out to be an active member.

Other ways to find new members are through direct mailings, membership signs, video/slide presentations, mall exhibits, a list of services used in community outreach and notices in company and club publications. Word of mouth is biggest tool for chapters.

You can have special membership drives when your entire membership concentrates on recruiting. Divide the group into teams and have some type of competition. Have membership nights, a rally or other contests. Make it fun and keep it simple.

If you decide that you need a specific kind of member, or ones with specific skills or assets (such as social skills, people management abilities, or even free time), you may target specific groups for recruitment.

Remember that some of the best leaders and workers are "unemployed", but with other means for meeting their basic needs (food and shelter): housewives, students, retirees, etc. Retirees who have business experience, or understand the workings of your community, are especially valuable.

Many of us can remember our response upon discovering NSS--"Where have you been? I've been looking for a group like this all of my life!" Such "closet spacers" are usually NOT joiners and, therefore, will usually not have any experience at leading such a group. On the other hand, their self-identification as a "spacer" tends to make them more dedicated and (in some cases) more reliable. It is well worth your extra effort to go out of your way to train these folks!

### **new members**

Only in very rare instances will a chapter encounter a new member who wishes to become very active right away. In general new members will state that they're glad to join but regret not having very much available time to participate in activities. This makes sense. If they're valuable, they've been doing something with their time. It would be irresponsible to just drop their other commitments. However, they do want to do SOMETHING! They did not join just to come to meetings.

The amount of time that individuals devote to NSS activities will depend mostly on how important they feel it is. Every inactive new member can be potentially turned into an active member, but the process will probably be a slow one. When interested new members are found, be sure that they are sent some information about the chapter and the National Space Society. Call them and let them know about some upcoming activities. Don't put them in charge of a project, but do get them committed immediately to participate in a project or committee! Active members have to be cultivated, not bulldozed.

Your Membership Committee should have specific people who are responsible for seeing that new members are welcomed and integrated into the group. You can color-code name tags at meetings for officers, members and newcomers. Then assign a couple of extroverts to greet new members and introduce them informally. You may also want to introduce them to the entire group during the meeting. Everyone should say Hi and introduce himself.

A Membership Committee member might "adopt" a new member and look out for them until they are well established in the group; perhaps call and see if they need a ride to the meetings, etc. You can invite them to small group activities to give them a chance to get to know a few people. Some chapters publish a list of new members in their newsletter. Make an effort to quickly turn them into an "insider". Don't leave them in the dark about the chapter leadership or its organizational structure. Do NOT let them fall through cracks in the system. A New Member Packet works well (see Section 2).



### Activating and keeping members

The chapter newsletter should be the main vehicle of communication. If there is a general consensus that a chapter is too small (or poor) to publish even a very simple (news)letter, options such as a regional newsletter with shared responsibilities can be pursued.

Announcements of all upcoming activities should be included in the newsletter along with articles about successful past events. Although this information will not be news to the nucleus of a chapters membership, inactive members who are considering donating their precious time and talent will realize that the chapter is truly an activist organization.

While the newsletter is the visible communications vehicle which formally states a chapter's activities, direct communication by telephone is often more important. Frequently a member will forget about an upcoming meeting or for various reasons will lose interest. A telephone call from an active member often influences the decision to attend a given meeting or not.

In general, a policy of active members contacting inactive ones can be a great boost to a group's morale. Similarly, inactive members and interested people should be encouraged to call chapter officers to find out the latest information on various events. Communications of this nature can be the necessary prod to sparking additional chapter activity.

Use questionnaires, awards (such as the most active new member), work sessions, phone trees and other personal contact to keep members. Watch out for attendance after a dull meeting.

Remember that all members are individuals with their own needs and reasons for joining. As early as possible, determine what these needs are (through surveys or personal contact) and establish a direction for the chapter that will meet these needs and interests while still accomplishing the goals of the Society.

Regular meetings are habit-forming. For regular monthly meetings, try to pick days later in the month, the first two weeks are usually overloaded with meetings. There are two schools of thought about scheduling meetings: one that by using the same day, i.e. Wednesday evening, you put the "keep it simple" rule to work for you. It becomes known as "my NSS night", reducing conflicts. However, some argue that by changing days of the week (and maybe weekends), every member will be able to attend some activities.

### Morale

by Chris Peterson

Nothing is better for a local NSS chapter's morale than putting on a successful public event! The group will be on a high for weeks afterward with that "We did it!" feeling. The "it" doesn't have to be an earth-shaking event to bring on this reaction. In fact, a highly successful small event is better for morale than a large event that falls short of expectations.

How to bring the group cheerfully through the project and at the same time make sure enough work gets done to have it be successful?

First, don't overcommit the group or allow members to overcommit themselves. It hurts a lot to say "I'm sorry, but we have to back out on our promise. We just aren't ready." Far better to run a jam-packed "NSS Hour" at the public library than to bomb out on "NSS Month" at City Hall. Start small to gain experience, then go for big projects. Remember that the difference between a packed "NSS Hour" and an empty one is Advertising! It doesn't matter if your speaker is Abraham Lincoln--people won't come unless they've heard about it, preferably two or three times.

Spread the tasks around. After all, only those who actually helped will get that great feeling of accomplishment we're aiming for. Even if they only make a couple of phone calls or stuff a few envelopes, they will feel that they made a contribution and deserve some credit. And they're right! Praise them for their efforts. No matter how little they're doing they could be doing even less. Honest praise will spur them on to greater things. On the other hand, criticism on a job poorly done is rarely effective. Just mentally note the problem: "I guess Joe isn't very motivated. We'll give that job to someone else next time." But don't make Joe feel bad about his failure; he may prove valuable in the future.

Communicate! Phone calls are best. For example, once a week have Sue call Bob, Bob call Joe, Joe call Sue, etc. Without a schedule these calls will lapse: after all, we're all busy. Regular contacts with other successful NSS chapters are helpful too: the more experienced chapter guides the newer chapter.

If an internal squabble arises, try to focus on the task at hand. Sometimes a decision must be made as to who is "right". When this happens, look at the people involved. Who is a "talker" and who is a "doer"? The doer is more likely to be worth listening to.

Finally, take photos during the preparations and during your successful event. These are great ego-boosters and you may need them for *Ad Astra*!

So, you've had a wildly successful project and the participants are extremely pleased with themselves. What's to be done? Why, have a party, of course! Give out awards with lots of shouting and clapping. Pass around the photos and congratulate each other. You deserve it! Encourage non-participants to attend the party also. They may feel a bit left out and will make quite sure to help out next time.

Write up your experience and send it to the Chapter Coordinator with pictures. If it gets published, your group will really love it! While you're at it, send it to the local newspapers. An article will do wonders for both morale and membership growth.

Other notes on morale:

- 1) Do most work between meetings, not at them. Use them to report on past actions and plan the future. Don't spend too much time discussing details like "should there be cows in space settlements?" Our goal now is to spread word of the possibility of such settlements and their benefits to Earth, not decide exactly how they should be.
- 2) Although reaching out to the public with these ideas is a lot of fun, we also need to educate our legislators, i.e., lobby! This can be rewarding also.
- 3) Don't spend too much time and money on an elaborate newsletter. Many functions of such a newsletter can be served by a combination of the telephone and *Ad Astra*.
- 4) Encourage your group to break bread together. Potluck or restaurant meals will help everyone get acquainted and keep in touch.

### **Machiavelli and the Art of Chapter Building**

by Dale Amon

#### **growing your own: the mushroom management principle**

(That which does not kill them makes them strong.)

To grow your own staff you have to give responsibility, take chances and sometimes put up with serious mistakes. Delegating responsibilities when you are certain you can do it better and quicker is very difficult for a neophyte leader. But keep in mind HOW you came to be better and quicker. You learned by making mistakes and seeing how badly things could be screwed up. Think back, and you'll probably remember at least one incident in your past that left you red-faced because YOU were responsible and every one knew it. All people want to be accepted and respected by their peer group. This makes responsibility a very powerful tool. It must be noted that it only works if the individual is part of a peer group (your chapter) and cares about the respect of theirs in the chapter, OR whose efforts and name are highly visible to a valued peer group (professional society, community leadership, etc.).

If you want good people, you have to give them the same opportunity to screw up that you had. If they know you will step in and pull their buns out of the fire when things get tough, they will not grow. You have to develop the iron constitution it takes to watch someone getting themselves into a hole and let them get themselves out. You can make suggestions, but don't take over unless: 1. The person is not trying. 2. The person is showing gross incompetence and an inability or unwillingness to learn. In either of these cases, you are probably better off without the person. If the person asks for help, give advice, suggest people who can assist, BUT DON'T LET THEM OFF THE HOT SEAT.

If the person is worth the effort to develop, treat them as an adult. If they screw up, simply state what they did wrong. Your emotions about the event have absolutely no place at all in such sessions. Emotionalism is for despots with goon squads, not for leaders of volunteer organizations. Part of the price of leadership is the loss of your freedom to be emotionally attached to projects.

If genuine effort was made, you should act as a teacher and assist the person in identifying what went wrong. If you can Socratically lead them to discovering the answers on their own, then so much the better.

But what of those who just can't handle a project? As a general rule of thumb, you should ease the person out of the area they can't or won't handle in as gentle and subtle a way as possible. It is even better if you can get them to suggest the idea. The subtlety is required because it is in general a good philosophy not to make enemies, or to demoralize those working with you.

Exactly how you carry out the above requires a careful evaluation. It may be YOU have misapplied the skills of an individual with special talents. The person may not even be aware of hidden talents they have, in which case you are doing them a favor by searching for them.

An amazing change comes over people when they find an area that matches their skills and their interests. When such happens, it is best to stand back and watch the work fly.

### **opportunism**

(Organizational Social Climbing)

Plan, but keep your eyes open for unexpected opportunities. If you are trying to find a membership chairman, don't miss taking advantage of a PR person that happens by. All plans are dynamic. Just because the world refuses to cooperate with your plan is no reason to despair. Simply incorporate reality into the design. Sometimes even mistakes or disasters can be used to good effect. You just have to keep looking for the positive aspects. This also helps the morale of your group. If the leadership is despondent, think of the state of mind of the troops!

### **professionalism**

(You Are What You Appear To Be)

Executives are busy people, and the more likely someone is to be useful to you, the busier they are likely to be. It is a self-defense for the sanity of such people that they quickly cull that which deserves their attention from that which does not. This determination is based on subtle cues learned over many years of dealing with people, and such cues are usually accurate; otherwise the person would not be where they are. If the classification is "unimportant" or "energetic but too inexperienced to accomplish anything", you will find it very difficult to gain any further attention.

What this means to you is simple. ALWAYS be professional in dress, manner, attention to detail, attention to QUALITY. If you are sending a letter, it should be on letter head, printed letter quality, contain NO spelling errors or typos, be formatted as a standard business letter, well aligned on the page, no smudges, etc. You must strive for perfection; attempt to have the same polished look as letters you receive from large corporations. You may bet your behind your entire group will be pigeonholed in someone's mind based on the first glance at your letter. Never take a chance with the first impression you make, whether in person or in proxy; it is very likely to be a permanent impression.

Professionalism covers every facet of your appearance and behavior at any time you are representing the National Space Society. This means dressing appropriately, being well-prepared and being on time. If you are going to be late or are not prepared, you always call and apologize for the impending delay. No excuse is acceptable after the fact except your own death. And if you have agreed to be on a talk show, your notice had better be DAYS in advance. And even then you may get a bad reputation, unless you already have a very good relationship you can afford to strain. When dealing with a scheduled media appearance, there are no acceptable excuses for not showing up. If necessary get a replacement, because even though they will be polite and understanding (read: professional) when you call to cancel, your throat is cut.

Whether the powers that be in your local community come to view you as a group of cool professionals or a gaggle of insignificant sci-fi freaks is entirely up to you.

**building depth in your management**

(Enduring the Slings and Arrows of Outrageous Fortune)

For an organization to be able to survive whatever Murphy throws at it, you must make sure that each important area is not only covered by a competent person, but that each person is working with an heir apparent who is cognizant of ALL projects, contacts, methodologies, name lists, friends, enemies, etc. in the area of question. Thus if you lose a key person, the knowledge locked up in their head does not go with them: it has become part of the structure. The new person must then begin bringing someone ELSE up to speed.

This goes doubly for yourself. What would happen if you got run over by a sandworm? Everyone is replaceable, but without some forethought, an organization can go through major problems while it attempts to find such a replacement. This can include internal strife if you have built a one-person show: your lieutenants may each think they are the best able to take over and may end up shattering the organization with infighting.

You may think this does not sound like a "democratic" organization, but keep in mind that someone selects candidates for a job. If the selection process puts turkeys on the ballot or fails to generate a strong consensus, your organization is doomed to lay an egg.

Someday you have to step down, or move on to a national job. After all, do you REALLY want to run a chapter for the rest of your life? It is the sign of a job well done when you can step back and the chapter can walk and even run on its own.

**building infrastructure**

(Dem bones, dem bones, dem dry bones...)

You must have infrastructure before going for mass membership. When someone pays for a membership, it means you have one year to use them or lose them, probably for good. So it does little good to expand at an enormous rate, because you are likely to collapse just as rapidly next year. If you don't have people to contact, befriend and support your neophyte space activists, they will decide their energies are better spent elsewhere. One or two people cannot nursemaid an army, no matter HOW good they are.

Rapid growth at the start can cause a complete loss of control and an ensuing anarchy that may prevent a group from accomplishing anything. An organization needs a strong, respected local leadership. This is best developed by handpicking the initial group, picking some small projects, learning to work together, and continually culling and improving the central leadership group. When this group has become experienced and tight-knit, you are ready for mass membership. This is not to say you should not grow in the interim. Just make sure the growth is controlled.

**organization dynamics**

(And To Every Season, There Is A Purpose)

Organizations go through stages that require changing types of people and organizational structure:

1. Start up (entrepreneurs, fluid structure)
2. Transition
3. Maturity (professional management, fixed structure)

Entrepreneurs and professional management types usually go through a severe conflict during the transition from entrepreneurial to mature organization. As the operating structure becomes more and more formalized, as required by a large organization, those who perform best with structure of their own creation almost invariably leave.

**strong leadership**

(DEMocracy, not MOBocracy)

Strong leadership is necessary if you want an effective organization. Democracy does not mean arguing over details. It means selecting the best people you can, and following them so long as they are accomplishing the goals of the organization, and getting someone else at the next election if they are not. It maybe useful to look at elected chapter officials as being more closely related to the top level management of a corporation. As long as

they operate effectively they keep their jobs and have virtually a free hand in day to day operations. If they do not succeed, the stockholders (chapter membership) has them escorted out the front door after the fiscal year end report.

If a leader can't make any decision without a vote, you will go nowhere, particularly in the earlier stages when a certain freewheeling entrepreneurial flair is required. This type of flair can be frightening to those not used to it, but without it a chapter will permanently remain a club.

More mature organizations will of necessity have more limitations on authority, and in fact are better off without the entrepreneurial start up types.

But even here limitations should primarily be in bylaws, not in constant abuse of Robert's Rules. After all, if they can't do the job, why were they selected in the first place? Get the best people you can find and get the hell out of their way while they get the job done.

#### brief thoughts

- If you want good people, you have to be doing something that is big enough to be of interest to them.
- Reach should always exceed grasp (slightly). Flexibility means you don't freeze the structure early.
- it depends on the people you find.
- Balance elements. Don't concentrate so heavily on your favorite area that it grows out of proportion to others.
- Any system left to itself will invariably go from bad to worse.
- Understand the direction of your community. Find the parade and get in front of it.

#### Awards

An awards system can be an effective tool for improving or sustaining chapter morale. The awards you give depend on the size of your chapter and what effect you want them to have. You can set up one or more regular awards, then ask for nominations and have your membership, an awards committee or your Board of Directors vote. Ideas for awards include:

- "Most Active New Member".
- Remember that it is better that you as the organizer get no recognition than to neglect a pat on the back for any fledgling activist who made a contribution.
- Task related awards--for the member who coordinates or attends the most work sessions, setup the most library exhibits, writes the greatest number of newsletter articles, gives the most talks, etc.
- Standing, non-competitive awards with defined criteria, so that everyone who meets the criteria gets the award (like Scout merit badges). These can include a certificate for X number of members recruited, with add-on stickers or a stamp for each additional number; a pin or patch that a member can wear when they have qualified as a member of the chapter speakers' bureau, perhaps by taking a training course and/or by giving a certain number of presentations; a "Space Educator" award for organizing and teaching a class, or meeting specific qualifications. Make sure that getting the award signifies REAL achievement.
- Awards for Contests--can be more for fun, or as a way to get a logo, new ideas, artwork for the newsletter, etc. --"Outstanding Achievement"--can be awarded monthly or yearly, as an actual award at an installation dinner, or with a biographical sketch in your newsletter. (Take care that this not be divisive, leading to worse, not better chapter morale by setting one individual or faction against another. If this is likely, then use the non-competitive, standing awards.)

Awards can also be used for publicity purposes. Send out a press release and photo of your major award winner(s). You can also give awards to non-members for positive contributions to space development--scientists, corporations, books, movies, etc., or for space education within your community, such as the teacher who makes the best or most innovative use of space development concepts in their classroom. By advertising among the educational community for nominations for this award, you bring your chapter and the potential of space education

to the attention of local educators. You can also ask them for nominations for student awards. (See the section on science fairs in Section 5.) Take care that the media understands that your chapter is making these awards, NOT the National Space Society.

The actual awards can be certificates with your chapter seal (see Section 2), memberships in NSS and/or your chapter, plaques (expensive), posters or photos, books (see if a store will donate one or more, if you give them credit), pins or patches. See the Resources section for dealers in space-related items. Check first if items sold by NSS or other chapters can be used. Your chapter may be able to sell an award item that it produces, such as an "NSS Space Educator" patch or pin, to other chapters.

### Old Leadership

If your chapter is to be a dynamic organization year after year, you must consider how to move new people into the chapter leadership. To a certain extent, chapter growth will automatically produce more leadership positions, as jobs become too large for one person. You may need both a Recording and a Correspondence Secretary; Executive, Programming and Education VPs; or perhaps a Copy Editor and Production Editor for your newsletter. You may need to set up committees or "Working Groups" for areas like membership, publicity and education. When someone takes on a significant, on-going job, it may be wise to give them a title. Titles cost nothing and give recognition to your achievers.

Eventually, newer members will want to move into your top leadership. What to do with your "old leadership"? (You?) Former leaders often invent a new job or move on to regional and Society-level activity. This is good for the chapter and for NSS. Of course, they can run for chapter office again later on.

What if you are in danger of losing a leader because he or she is tired and over-worked -- "burned-out"? If you don't have newer members to take over, at least exchange jobs. Even if you need the person, it is better to let them rotate out, when they insist. See if they don't have one favorite project or task, no matter how small, that they have never had time for, but would like to do. At least get them to act as a consultant, try not to lose them completely.

### Saying Good-bye

Sooner or later you will find that people will leave your chapter: They graduate, move out of the area to a new job or face a personal crisis. Some may decide that they just do not want to be a member anymore.

Be sure to say thank you in a special way to all people as they leave, no matter what they have done. We hope that they will remain members of NSS, recommend it to others, start a chapter in their new location and maybe even come back to your chapter someday. Members often keep up their membership in a chapter even after they move away. Try to conduct an "exit interview" in person or with a survey. Why did you join? What were your expectations? How were you recruited? Why are you leaving? (Follow up if it is because of a legitimate lack in the organization.) What suggestions do you have for improving our chapter? Note: you should ask similar questions of your members-- while they still are members!

### Student Chapters

Students are well worth your effort. They have time, energy and often an activist interest (but usually not money and often lack transportation). As soon as you have one member on a campus interested in starting a chapter, he or she can hold an organizational meeting with the backing and organizational expertise of the city chapter. This gives access to students, media, free rooms, maybe also money, printing and other materials. For commuter colleges, plan "Brown Bag Seminars" and other lunchtime activities.

Student chapters have special problems staying active during vacations, exams, and when activists graduate. There is heavy competition for a student's time and energy. An interested faculty or staff member can be an invaluable stabilizer. A student chapter can also have a mutually beneficial on-going relationship with a nearby community NSS chapter.

When planning a student chapter, make sure you understand the campus schedule. Membership recruiting and the organizational meeting should be done at the beginning of a semester. Find out procedures and deadlines for becoming a recognized student organization and how to apply for student association membership,

funding and other benefits. You may have to apply in the spring to get these for the following year. Avoid scheduling during exam periods, semester and summer breaks.

NSS chapters have also been formed at high schools. You may find an interested teacher when you are a guest speaker in a science class (usually the teachers can bring in outside people). Tell the students that they will not be able to go if there isn't an aggressive program.

### Tactics For Dealing With Crazies

by Chris Peterson

At some point your chapter may find itself saddled with a crazy whose only interest is discussing his obsession, namely achieving the One True (a) economic system, (b) political system, (c) Union with the Greater Galactic Being. A useful approach for the group leader to take here is to acknowledge the person's interest and assign him to "study it" or "discuss it with others interested" at another time. Make it sound informal; do not give him an official position.

Explain that the group does not have time to discuss his idea at this meeting. If he insists on continuing a discussion which the other members are clearly uninterested in, be firm in changing the subject. The group as a whole will support you.

### Help!

While we don't want to be too negative, we suggest there are some problems that are common to many chapters at some stage of their existence. This brief question and answer section is not intended to solve complex problems in a few glib sentences, nor to replace individual guidance from experienced people like the Chapter Coordinator. However, it can help you to recognize problems and consider possible solutions.

**Problem:** "We have plenty of interest and enthusiasm, but not a lot of time."

**Suggestion:** Remember that ANYTHING you do is more than is being done in your area right now. Pick one of the small projects from this Handbook that interests your group and consider how it might be done if everyone devotes a little time to it. Make sure that no single person, especially you, takes on all the work and responsibility. Your goal should be a small, successful projector activity that everyone has worked on.

Of course, one thing that all members can do is circulate space development books and other material among their families, friends, co-workers and neighbors, then get them to join NSS. By doing this as a group, you can develop strategy, share materials, even keep track of everyone's progress as an incentive.

**Problem:** "We plan great meetings, but no one comes."

**Suggestion:** Try to "hitch-hike" on existing events with a guaranteed turn-out. Air shows, Scout and school events have worked well for some chapters. Form alliances with educational or community organizations. Is publicity your problem? Don't hesitate to spend half of your time on PR efforts.

**Problem:** "No one in our chapter has a lot of money, and chapter dues will not pay for the projects we want to do."

**Suggestion:** Pick cheaper projects. Or cut out the frills. Do they really increase the project's effectiveness? Make a wish list of materials and equipment (and also expertise and time commitments) that can be published in your newsletter, then try to find donors. Have a fund raiser. If your members really want to do an expensive project which cannot be funded any other way, see if each will donate the money they would spend on one luxury to it. Will a certain group of people benefit from it? See if they can help. An established chapter with a good track record could look into grant funding for a big project.

**Problem:** "People come to one meeting, then never come back."

**Suggestion:** Look at your meetings as an outsider would. Are you a closed group, too busy exchanging news and items to talk to newcomers? Do you spend a lot of time on dull chapter business which should be saved for business meetings? Do you have meetings just because they are scheduled, even if there is no real reason for them? Are they too technical? Are they unrealistically advertised? Are you all talk and no action? Do you fail to let newcomers know about chapter activities? Remember that you often have only one chance to capture a newcomer's imagination and interest.

**Problem:** "We don't seem to be accomplishing anything."

**Suggestion:** First make a list of your chapter's recent activities. Are you really not accomplishing anything, or do you just feel that way because your activities are uncoordinated and not planned to move your chapter toward a specific goal? If you really are not getting anything done, follow the suggestions in this Handbook for brainstorming and setting goals. Your members need to see some concrete results, fast. Every chapter needs to see progress. Make a yearly list of accomplishments and publish it in your newsletter, along with congratulations and thanks to specific workers and the chapter at large. Avoid having do-nothing, at-large board members. Everyone should have an area of responsibility.

**Problem:** "Our chapter started out so well, but now we have lost our enthusiasm and our chapter seems to be dying."

**Suggestion:** Do you know each other & your opinions too well? Has your chapter grown dull and stale? Are you in a rut? Every chapter needs a steady flow of new people with their enthusiasm and new ideas and perspectives. You can get new blood through recruitment projects and by starting a new chapter in a nearby town or at a local college.

Variety is the spice of life! Pick a totally new kind of project. Stay open to new ideas, directions, points of view. Are you doing the same things, year after year? Regularly evaluate and review ALL projects, even "sacred cows" like the newsletter. Brainstorm and decide what the chapter wants do.

Work on regional or Society-level projects. Work with kids. Adopt a new group or one in another country (ask the Chapter Coordinator).

**Problem:** "How can we get more members to come to meetings (to be active)?"

**Suggestion:** Are your expectations reasonable? You will probably never get 100% participation. (NSS chapters probably have a higher level of participation, especially at the beginning, because we have a commitment to goals and definite ways to work towards them.) Remember that as long as a person is a member, there is the potential that the right time and activity will come along to increase their participation. Survey members to find out what they want to do. Experiment to see what works best. Chapter activities do not have to be deadly serious, just because we are concerned with serious issues. Never depend on guilt to get members to meetings.

**Problem:** "No one wants to work but me!"

**Suggestion:** Look honestly at your methods. Are you running a one-person show, not leaving room for others' ideas, contributions and feelings of accomplishment? Or are you demanding too much for the size and level of commitment of your group? Do you make activities fun, or make members feel guilty and uncomfortable because they are not living up to your expectations? They will soon find more pleasant ways to spend their time! If you suspect that your personality may be the problem, try to get someone else to organize a small activity and support it from behind the scene. This may be hard on your ego, but it may be the only way to get the group working together. If the other members are genuinely uninterested or unable to do anything, pick a small project, like a library display case exhibit, that you can do alone and may attract new interested people.

Even members who are genuinely too busy to take on a major job can usually find a few hours to do specific tasks at a work session. Can you find a way that they can combine space activism with what they are already doing? A mother who is asked to lead a youth group for her daughter's friends could start a Young Astronaut chapter instead. It still will require a lot of her time, but serves two purposes at once. Community service can be done with some fellow chapter members to increase your chapter's visibility. A student can incorporate a space topic into a required paper or research project that can also become a newsletter article or PR handout. Ingenuity can produce unexpected dividends.

If the problem is that outsiders do not follow through on promises, try not to depend completely on them, have backups and other activities.

**Problem:** "Morale in our chapter is terrible!"

**Suggestion:** Take a careful look at your situation. Is morale bad because of specific condition or happening (a failed activity?) or is it a more general malaise? If the former, you must take immediate steps to analyze and solve the problem.

If morale is just generally bad, consider ways to boost it. Do you recognize individual accomplishments? Give credit in your newsletter, public thanks at meetings, send thank you letters and give out award certificates.

Do you have conflicts between people? Before you can deal with them you must decide if it is a conflict of personalities or about goals and methods. Do you have a dominating person? See if you can involve combatants in separate projects. A little healthy competition may even increase your chapter's



accomplishments. Some people work better alone than in groups. Are your problems basically financial? Are they really external problems, caused by people or institutions outside your group? How can you work around them? Geographically do you actually have two chapters?

Does your group have a positive attitude? Members can't just sit and complain. You have to face up to your problems and work on them. Be too stubborn to let your chapter fail. Get as many members as possible to the next NSS or regional conference. Not only will they be able to discuss specific difficulties with experienced activists, but enthusiasm at conferences is contagious! They will go home with renewed energy and determination.

**Problem:** "We goofed!"

**Suggestion:** Don't let your chapter be devastated by a mistake. Chalk it up to experience, and learn what you can from it. Analyze exactly what went wrong and how it can be prevented in the future. Try to cut your loses. If you made a bad impression on an influential person or group, look for a way to remedy it. Never commit an untried group to a large event. Have one or more small activities where you can evaluate workers and methods. This way you learn from small mistakes instead of big ones.

**Problem:** "Our chapter seems to have a negative image in the community.", "In spite of X years of activity, no one seems to know our chapter exists."

**Suggestion:** See the section on publicity for guidance on creating and maintaining a positive image in your community. Try working with schools and youth groups, community involvement projects or affiliating with a museum or other institution. And don't be shy about making sure your chapter gets credit for what it does!

If you can't give the local contact address and phone number in a publicity situation, at least mention that NSS Headquarters is in Washington, D.C. Someone who is interested can call Washington directory assistance to get HQ's number and our staff will put them in touch with you. If you can afford it, put a listing in the phone book for your chapter under its name and/or NSS. Then you can always mention "we're in the book". Make sure the local media knows how to contact you when they need fast information or a quote for a space-related story.

**Problem:** "Almost all our members are young, single, white, male and technically oriented. How can we attract a wider range of people?"

**Suggestion:** To attract more women: monitor the media & send information &/or a newsletter to women who seem like good prospects. Send information to women's organizations and offer to speak to a meeting. Chapters of Zonta, a women's service organization, have Amelia Earhart month meetings in January (she was a member of Zonta), when they look for aviation-related speakers. NSS chapters which have had women who were active and highly visible from the beginning tend to have few problems maintaining a balanced membership. Sending a male-female team to media interviews also helps let women know they are welcome.

All-male chapters must consider their attitudes, type of meetings & locations. If you want families, you must pick locations and activities where families feel their kids are welcome and comfortable: picnics, potlucks, pizza or dessert parties, rocket launches. You can't always meet in a bar or at expensive places. You have to be prepared to sometimes put up with a two-year old's chattering during meetings. If you want both parents to be active you have to realize they will probably have to bring the kids along. Can you have a corner of the room where the older kids can entertain the younger ones? They may soon ask to come along to chapter activities see their friends. And kids can really help sometimes, if you plan for it. They grow up fast and will become NSS members, start college chapters, etc. Advertise to attract families: "NASA film for the whole family", "Families Welcome", "information about the Boy Scout Space Exploration Merit Badge and Young Astronaut program", etc. Have a space model exhibit and demonstration or rocket launches. Parents are always looking for free fun things to do with their kids.

Programs for Young Astronauts, Girl Scouts and Boy Scouts are another logical way to work with families. Just make sure that you get to talk to the adult leaders and parents too. Ideally will work so well with YA, SEDS, technical & specialized organizations that their members &/or members' families will join NSS as their general citizens space group.

Supply the moms in your chapter with slides and some suggestions or a script for a slide program for their kids' classes or youth groups. You might even end up with a great speaker.

**Problem:** "We don't have any luck working with other groups in our community, even those with related interests, like astronomy and engineering."

**Suggestion:** Form alliances, either by carefully selecting a general or specific common goal and then suggesting how both organizations can work towards it, or if that doesn't work, by using an indirect approach. A roundabout way of developing an alliance with reluctant groups is to target a specific group that you would like to work with and choose one or more programs or activities based on a topic of interest to them: the environment, economic development, women or minorities in space or astronomy. Then invite the group to send a speaker to give your chapter members insight into their interests, point of view and specific knowledge. You in turn will educate the speaker about space development (especially with the question and answer period following his presentation) and, through him, his group. Then you can try to send a speaker to their group, and suggest a joint meeting or project. You can also see if you can "infiltrate" a group with a few of your good members.

### **Are You Having Fun?**

While this may not seem to be important, you must remember that your chapter is not a short-term project; you want to be in for the duration. You can't keep going indefinitely on idealism if chapter activism is a grim chore. It must become a rewarding part of your lives! The rewards are many. It is not frivolous or wasteful to consider this when planning your chapter's course.