

A-2 H Friday, December 28, 1984

THE TRIBUNE, Oakland, California

Conservation groups to revamp leadership

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significance to the changes taking place.

"The revolution is over," said Patricia Hedge, the California representative of the Wilderness Society.

"Movements do not go on forever, and we are now entering a new stage of environmental protection. The question is whether the organization will be run by well-paid, skillful professionals or whether we will cling to the bleeding-hearts concept. If we continue with the latter, I believe we are doomed."

Movement is changing
There is little doubt that the environmental movement, at mid-life, is facing a marked transformation. Since coming of age in the early 1970s, the major environmental groups have grown from largely volunteer efforts to multimillion-dollar enterprises that maintain regional offices throughout the nation, publish books and magazines, communicate via computer systems and raise funds through sophisticated direct-mail campaigns.

The Sierra Club illustrates such growth. Operating out of a fashionable, loft-like headquarters near Union Square, the club has doubled its budget in the last four years to \$20 million annually and the membership has reached 353,000.

A staff of 200, including 15 lobbyists in Washington, D.C., handles issues ranging from Japanese whaling to toxic wastes in Southern California. The club publishes a monthly magazine, Sierra, in addition to a weekly newsletter, and last year its book program released 20 new titles.

Growing businesses
A new mail order catalog featuring outdoor gear is expected to generate \$1.4 million in revenue this year, and its outgoing program offers wilderness vacations to spots as far away as Mongolia and Ethiopia. Soon the club will move into a new building that it has purchased and is refurbishing at a total cost of \$7 million.

Keeping such an institution running smoothly now requires management skills that would last corporate executives.

"This is the most demanding job — by far — that I have ever had," said Russell Peterson, who is departing next June after six years as head of the National Audubon Society. Before the Audubon job, Peterson spent more than 20 years as an executive at the DuPont Co. and later served as the governor of Delaware.

"You're on the firing line every day with gut issues. There are 503 chapters in Audubon and they contain some very talented people, all of whom want to deal

with the head guy," Peterson said in a telephone interview from New York.

"Then there's the news media, the lobbying in Washington, and the fund-raising. You work seven days a week, 16 hours a day, and you still don't get it all done," he said.

New recruitment strategies
The sheer scale of the job is forcing environmental organizations to seek out likely candidates. The list of qualifications handed to the professional researchers looks more or less identical to that required for the

marketplace pressures.

Turner conceded that the failure to recognize the realities of the marketplace can produce disaster for even established organizations.

At Friends of the Earth, for example, the direct-mail effort, which is used universally by conservation groups to recruit new members and replace "turnover," fell into a hiatus over the last year as the organization squabbled over its own succession of leadership. The result: Membership has dropped by about one-third and Friends of the Earth's debts have mounted to \$700,000.

But one departing executive contended that the challenge is to find a new generation of leaders who are professional managers and also assiduously committed to defending natural resources.

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up the ladder, and you were promoted because you were a buddy of the boss."

At the Sierra Club and the Wilderness Society, the new executive director will be paid between \$70,000 and \$90,000 annually, officials say, at the Audubon Society the salary could go beyond \$100,000.

At the smaller organizations, such as Friends of the Earth and Greenpeace, the payment levels will be lower, probably in the \$40,000 range.

But in the rush toward professional management, it is possible that some of the passion will be lost in the organizations that, in the beginning, were founded by volunteers like John Muir, who cared deeply about the natural world and never much thought about career tracks or marketing strategies.

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Wilderness Society's Turnage Seeking outside talent

run marketing surveys of their members," said Tom Turner, editor of the monthly magazine at Friends of the Earth. "They find out what issues turn them on, and then they turn around and sell those issues in their direct-mail campaign. I begin to wonder if that's the way to develop your priorities."

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Horrors of Africa's famine stun pastor visiting Ethiopia

By Marilyn E. Bailey
The Tribune

SAN FRANCISCO — The Rev. Amos Brown has been able to think of little else but the tens of thousands of people who are dying daily from the killer drought that is gripping the African continent.

For months, he has begged and pleaded for aid for the millions who face death throughout Africa.

But it was a recent eight-day trip to Ethiopia that made him realize his work has only just begun.

Emaciated children

During a press conference yesterday in the basement of Third Baptist Church where he is pastor, Brown, in somber tones, talked about emaciated 6-year-olds who look no older than six months.

He remembered the pained faces of mothers who pleaded with him and others on Christmas Eve to help save their children.

A founder of the non-profit Black American Response to the African Crisis, Brown was part of a delegation that recently delivered more than 300 tons of grain on 10 trucks to refugee camps in Alamata and Mekele, Ethiopia. The group has raised more than \$100,000 in its seventh month existence.

Brown, who returned Monday from northern Ethiopia, was accompanied by several Black American members, activist-comedian Dick Gregory and Martin Luther King III. Gregory donated money for two of the four-wheel-drive trucks purchased in Djibouti, which borders Ethiopia.

"I've never seen anything like it," Brown said of the human suffering, disease and death.

'Indescribable situation'

"The situation is indescribable. It should cause all persons of good will and compassion to be concerned."

The 3-year drought has zig-zagged throughout two dozen countries from Senegal, Burkina Faso, Ghana, Chad, Kenya and Ethiopia. Thousands lie dead in camps throughout northern Ethiopia and millions of others are close to death.

Maria Etiz, the founder and director of the small, non-profit Medical Volunteers International, also group also based here, has never met Brown. But, her story is nearly identical.

Etiz, who has responded to such crises around the world for more than a decade, said she, like Brown, was not prepared for the human despair she witnessed on a recent trip to the Sudan and Ethiopia.

In a Christmas letter home, she wrote: "I do not dare look behind me because there are starving people all around. I do not dare to look too closely at these little bundles of ragged arms and feet, it will break my heart. And then a tiny hand moves. I dare to hope."

Etiz, a psychologist and theologian, recruits volunteers including doctors, nurses and other medical workers to spend from three months to a year working in refugee camps in Ethiopia (Eritrea and Tigry provinces)



Maria Etiz shows photos she took to illustrate the famine crisis.



The Rev. Amos Brown Pleads for help

and the Sudan. Her group plans to work in Ethiopia for at least five years, training local people as was done two years ago in Somalia.

Sea of misery

The camps, while a human sea of misery, Etiz said, is the link between life and death for millions.

Etiz returned from the "Horn of Africa" last weekend. She spent nearly six weeks assessing the needs in a string of mountainous refugee camps in the Tokar Valley, which has been hardest hit because of its isolation. She said her group of volunteers is the only American-run agency working in several isolated camps such as Garoura and Suakin.

Both Etiz and Brown say they are on an all-out campaign for aid for the starving millions.

They are quick to point out that their groups are concerned individuals, not bureaucrats. Money raised, they say, is used exclusively for relief.

Money is needed not only for food, but for vital medical supplies including vaccines and vitamins. Funds also would pay for freighting of needs from blankets (temperatures dip well below freezing at night and many have died from exposure), portable refrigerators (for vaccines) and even shortwave radios to help expedite work in isolated areas such as the Tokar Valley.

Long-term aid sought

While immediate relief is a matter of life and death, Brown said, long-term aid also is needed to help the drought-stricken countries develop irrigation systems and new farming techniques to feed its people and build a self-sustaining economy.

In an appeal yesterday, he training local people as was done two years ago in Somalia.

Persons wishing to support the Black American Response to the African Crisis can send donations to BARAC's national office: 919 West Huntington Dr., Monrovia, CA, 91016 or contact Brown at the Third Baptist Church, 1399 McAllister St., San Francisco 94115.

Donations also can be sent to the Medical Volunteers International at 1215 6th Ave., San Francisco 94122.

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