

“Above all nations is humanity.”
— Goldwin Smith
Canadian Historian
(Quote etched above the fireplace in
the East Valley YMCA, Redlands, Calif.)

A PERSPECTIVE SPECIAL THINKING GLOBALLY; STARTING LOCALLY

Cover Story:

7 **Thinking Globally; Starting Locally**

— BY MARY TIKALSKY

Y-USA's World Service Director believes the YMCA Movement is undergoing a significant transformation in its history: an evolution from “international” to “global.”

International Integration:

10 **A Global Framework From The Ground Up** — BY RICK REIGNER

This Midwest YMCA discovered its reputation in the growing Hispanic/Latino community was neither good nor bad. It wasn't even on the radar. Now it is.

Membership:

13 **Spain YMCAs Base It On Social Commitment, Global Citizenship**

— BY JUAN SIMOES AND ANGEL BALLESTEROS

Spain's YMCA involves people from many different backgrounds and helps them understand their potential as agents of social transformation. A new look at membership.

14 **Reaching New Immigrants On The Pacific Coast**

— BY ALAN C. HOSTRUP AND ROBERT CABEZA

The simple suburban existence of days gone by in Long Beach has changed; the city had been turned upside down. The YMCA needed its best possible collaborative skills.

Youth Leadership:

16 **Latin American, Caribbean YMCAs Create Leaders Program**

— BY ROMULO DANTAS

The YMCA Leaders Project is a 32-hour training program. The Harvard Teaching for Learning methodology was adapted by a multicultural group of YMCA staff.

17 **Global Experiences Come Home To Roost** — BY WESLEY BENDER

“The YMCA has an unbridled and unmatched opportunity to build leadership among today's youth through international experiences and partnerships,” says Wes.

Innovative Programming:

19 **To Serve Chinese Immigrants And The Broader World**

— BY KARI LEE AND CHARLES M. COLLINS

San Francisco's Chinatown is only four blocks wide and five blocks long, but is more densely populated than Calcutta. The YMCA uses program innovation to connect.

22 **Creative Ways To Serve Underprivileged Children**

— BY REV. S. SUYAMBU

This YMCA in an ancient Indian city cares for orphaned and disabled children, works to improve development in slums, counsels students, and much more.

Collaboration:

24 **‘A Better Return’ For Our Work**

— BY CRAIG WOLF

This Pennsylvania YMCA uses a cadre of collaborations — from international to local partnerships — to serve the diverse needs of this community.

26 **Working Together On HIV, Poverty, Stigma In Ethiopia** — BY HELEN TEFERE

The YMCA of Ethiopia teams with YMCAs in the U.S., Canada, and Germany to help vulnerable youth at risk of discrimination, poverty, and social stigma.

Financial Development:

28 **Inspiring Donors Through Cross-Cultural Understanding**

— BY VARDAN HAMBARDZUMYAN

See how the YMCA in Armenia — a region challenged by significant religious, ethnic, and geo-political conflict — leveraged donations through inspiring programs and projects.

29 **Building A Global Community In St. Louis For 56 Years** – BY CENIA D. BOSMAN

Support generated by branch fundraising, endowment gifts, and corporate contributions support Y global efforts locally and in South America, South Africa, and Ukraine.

Visibility:

31 **YMCA Canada's Peace Week, Partnerships Bring Tangible Results**

– BY MARY ANN ROCHE

All you had to do was Google any YMCA in Canada last November and the word "peace" would jump out. YMCA Peace Week is just one example of increased visibility north of our border.

32 **A New Americans Initiative Makes Its Mark In New York City**

– BY DIOSDADO G. GICA

The New York YMCA's initiative to serve new Americans has raised the profile of the YMCA's charitable status. This global outlook eclipses any "gym and swim" image.

Impact:

34 **YMCA World Service And Reaching For Gold In China** – BY BOB SOONG

The Olympics return to the world stage again next month, so it's appropriate to see how the YMCA played an important role in helping nurture China's Olympic dreams.

Coming In Your February Perspective

Big Fish In Small Ponds

Checking in with small and mid-size YMCAs — successes and challenges.

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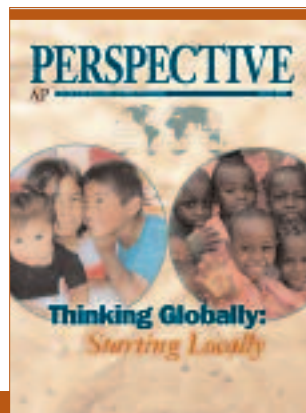
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andMore ...

- 1 **IntroSpective** – BY CRAIG ALTSCHUL
- 4 **NEW: Horizons** – BY DONNA DUNN
- 5 **NEW: Online And In Print** – BY NORRIS LINEWEAVER
- 6 **The Retirement Perspective** – BY DON ZERWER
- 36 **My Perspective** – BY JENNIE STOLZER



onThe Cover ...

It's a big wide world and YMCAs across America are becoming more global in their thoughts, actions, involvement, and support of YMCAs around the world. But, it isn't a one-way street as you'll read in this issue. Our cover photos are from the YMCA World Service collection and beautifully illustrate the theme of this issue. Cover design by Kate Keleher

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In Perspective ...

A PERSPECTIVE SPECIAL

BIG FISH IN SMALL PONDS

Cover Story:

8 Big Fish In Small Ponds: 72 Percent Of All Corporate YMCAs – BY FRED HAUSER
Y-USA's liaison to small/mid-sized YMCAs explains how the representative voices of these 664 Ys are being heard as new national initiatives are developed and implemented.

10 Perspective Guest: Strategies For Serving Areas With Less Than 25,000 Households – BY LI LI
Learn what FourSquare Research uncovered after conducting many surveys in communities with less than 25,000 households. What kind of penetration rates does a small YMCA need to flourish?

12 Sometimes The Small Pond Isn't So Small: Meet Anaheim's YMCA – BY PAUL ANDRESEN
What? You never thought of the California home of Disneyland as a small town? Maybe not, but the Anaheim YMCA is independent and holding its own "by focusing on what we do right."

Coming In Your March Perspective

Active Older Adults And The YMCA: Boomtown?

How is the YMCA serving seniors today? How is it moving toward the active senior market of the baby boom ... people staying longer in the workplace?

"In big ponds you find big fish; in small ponds good fish."

– Martin Luther

14 Operating Smaller YMCAs Has Inherent Challenges – BY RUTH KNOUS
Ruth will show how going from meeting with community leaders to coloring a picture with a pre-schooler to filling in for the lifeguard is all in a day's work for many-hatted small YMCA CEOs.

17 Managing Risks At The 'Hometown' YMCA – BY MIKE GURTLE
The risks are just as formidable at a small YMCA, but the duties of the CEO are dizzying. Mike has some suggestions.

20 It Takes A Different Mind-Set To Swim In A Small Pond – BY THERESA HENDRIX
Work can be challenging in all YMCAs, no matter their size. But Theresa thinks it takes a different style, personality, or mind-set to work at a small/mid-sized YMCA.

22 Shared Services: Why Didn't We Do This Earlier? – BY RICHARD CLEGG
Sharing services may not be new to the YMCA, but it is, most definitely, an underutilized strategy and one that can be an important asset to small/mid-sized YMCAs.

24 Small, Rural Southside Virginia Meets The World – BY DAN ALBERT
Southside is "close to everything, but near nothing." But, these days, thanks to a thriving, sometimes frustrating, Diversity and Inclusion Committee, this small, independent YMCA has joined the global community and grown in the process.

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27 **Maintaining A Culture Of A Thriving YMCA In 'This' Economy**

— BY TIMOTHY M. HILK

Michigan may be the “poster child” for the tattered economy, but there are bright spots in the state’s YMCAs. The mid-sized, independent Saginaw YMCA is weathering the storm by engaging visionary leaders in a practice of delivering the best possible services.

29 **Expanding YMCA Service Through Growth** — BY WESS AUDSLEY

We increase the Y’s reach and also its potential when we look at our YMCAs as centers of an ever expanding service net, rather than location-driven providers of services, writes Wess, who chairs the Y-USA Small and Mid-Size YMCA Cabinet.

31 **Being Independent Has Its Ups And Downs** — BY GWEN MCNAMARA

There are no “bailouts” of one branch carrying others for independent YMCAs. Here, Gwen explains, all departments must dig in and carry their own loads. There are some trade-offs to be made, too, especially when the economy goes south.

andMore ...

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4 **Horizons** — BY DONNA DUNN

5 **NEW: Perspective On Leadership**
— BY LYNN SKEELE-FLYNN

6 **Musings: An Essay** — BY ROSANN SCALISE

7 **The Spiritual Perspective**
— BY BRUCE TAMLYN

32 **My Perspective** — BY JAMES WHITE

onThe Cover ...

Perspective’s art director, Kate Keleher, playfully illustrates our issue theme of “Big Fish in Small Ponds.” Billfish photo courtesy of NOAA.



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In Perspective ...

- 7 A New Look At Developing The Next Executive** – BY SOUKIE CHANHDARA
The mindset of “if we build it, they will come,” will change to “what do our leaders need and/or lack, what does success look like, and what can we do to close the gap?”

A PERSPECTIVE SPECIAL ACTIVE OLDER ADULTS AND THE YMCA: BOOMTOWN?

- 9 Cover Story:
Older Adults in the YMCA:
‘A Tremendous Opportunity’**
– BY JIM KAUFFMAN
Understanding the psychology of boomers and older adults (where they are coming from) is an important step in engaging this group in the YMCA.



- 12** *Only 31 percent of AYP members felt strongly baby boomers should be thought of as a specific target market. See for yourself if the horses have left the stable. Perspective Reports is powered, as always, by SEERAnalytics.*

**Coming In Your
April Perspective**

**Activate America —
A Local Report Card**

**“Youth is a circumstance you can’t do anything about. The trick is to grow up without getting old.”
— Frank Lloyd Wright**

- 15 ‘Faith In Action’ Program Brings Benefits To Sewickley YMCA**
– BY ANN BERGER
Faith in Action is an interfaith volunteer program that fits hand in glove with the YMCA mission. Pennsylvania’s Sewickley Valley YMCA has proven it.
- 17 George And Ethel: The YMCA, AARP, And Boomers**
– BY MONICA ELENBAAS AND LORRAINE DRISCOLL
Y-USA’s Monica and AARP’s Lorraine take a look at the respective organizations’ founders (George and Ethel) and how the potential exists for partnering programs.
- 20 Project Big Shoulders: Inviting Boomers to PressPlay At The YMCA**
– BY DEBORAH BICKELL, BRIAN KRIDLER AND BILL SOPER
Learn about an innovative Y-USA pilot project inviting seniors to get back into the stream of exercising. A specific activity rests at the heart of every PressPlay offering.
- 23 Committed To A Healthy Spirit, Mind, And Body For The Ageless**
– BY WHITNEY-MARISHA A. JACKSON
Nurse Marie’s office is filled with seniors having blood pressure, cholesterol, and glucose levels screened, and questions answered in this struggling community.
- 25 Partnerships Pave The Way**
– BY BRUCE A. YODER
First came the donor and The Community Foundation as partners. The YMCA then reached out and created new links for senior programming.

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28 **With Age There Is Wisdom: Exercising The Mind** – BY JUDY SAILER

Read how a 77-year-old health seeker has turned trivia into a mind-building exercise at this New Jersey YMCA.

30 **Lots Of Choices For Seniors** – BY ANN FRASER

Variety is the spice of life for Active Older Adults at this YMCA in Massachusetts. Ann makes the case for having many choices — not a one-size-fits-all program.

32 **The Perspective Guest: Vision, Flow, And Possibility After Fifty** – BY CONSTANCE McCLAIN

This educator and YMCA staffer believes “insight medicine” is more vital today than ever before as the exploding 50-plus population changes the landscape.

34 **Just Like The Bunny, It’s The Energizer Senior** – BY TRICIA MEINHOLD

Baby boomers are not quite ready for retirement and are decidedly unlike their parents. Tricia writes about building community among them.

andMore ...

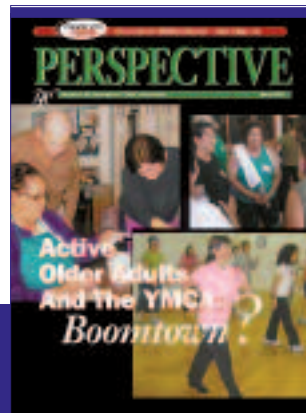
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onThe Cover ...

Serving the Active Older Adult market is the theme of this issue. Photos are from (Top left) Art on Wheels program partnered with the Tuckahoe Family YMCA; (Top right) PressPlay participants in San Pedro, Calif.; and (Bottom) a ZumbaGold session at the Cross Timbers Family YMCA in Flower Mound, Texas.

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