

Quota International's Founder

Wanda Frey Joiner

Wanda Frey Joiner was born in Odessa, Russia, on September 4, 1882, shortly after her father's death. Of German heritage, her father, Alexander Frey, was a graduate of the Imperial College in St. Petersburg and her mother was the daughter of a noted German poet and Doctor of Philosophy, Ludwig Koehler. At the age of nine, Wanda and her brother came to the United States with their mother to



live with an aunt in Buffalo, New York. Wanda's marriage to Robert Parks Joiner in 1910 was cut short less than three years later by his death. After an extensive business course at Caton's College in Buffalo, she joined the Buffalo Plate Glass Company (a glass and paint firm) in 1902 as a filing clerk. In a 1927 newspaper interview, founder

Wanda recalled those early business days:

"You see, I began at the bottom myself...I hadn't any influence; no one to push me ahead and it was perfectly plain to me that, if I was ever to be conspicuously successful, it would have to be my own work and efforts, so I settled down to study. I became billing clerk and a little after I was bookkeeper; and I kept on going from one job to another, until I finally became a member of the board of directors."

At the time this company was liquidated in 1918, Wanda held the position of comptroller of the \$2 million corporation. With the death of the president, Wanda handled all liquidation proceedings, and at her own initiative, placed nearly one hundred employees with other organizations and then went to California for a rest. Elisha Morgan, head of the Morgan Company of Vincennes, Indiana, and Peoria, Illinois, founded the Morgan-Post Company through a merger with a Buffalo firm. He located Wanda and induced her to return to Buffalo to become treasurer of the newly organized company. Again she demonstrated unusual ability to organize and manage personnel of a paint jobbing concern. Under her direction, profits of the company took on greater proportions and the house

gained undisputed prestige.

Wanda was elected president and general manager of the Morgan-Post Company upon the retirement of Mr. Morgan. Believed to be the first woman to hold such a position in the paint and allied trades of the country, Wanda was the subject of much interest in news media and industry publications, including The American Paint Journal and Paint, Oil and Chemical Review, which carried feature stories about her. Her career interests extended to professional associations, with active membership in the Credit Men's Association and the Buffalo Chamber of Commerce. In 1929, for health reasons, Wanda resigned her top position with the Morgan-Post Company and moved permanently to Los Angeles, California. But she did not remain idle long and resumed business activities in the paint field as a representative of several eastern and western manufacturers. In 1948, she sold her business, but retained partial interest in the firm.

As a leader of the Buffalo business community, Wanda was invited in 1918 to a special Christmas Kiwanis "ladies' night" party. Inspired by the good fellowship and service opportunities enjoyed by men, Wanda was

determined to form a similar classified service club for women. She contacted other Buffalo women executives who were quick to share her enthusiasm and, on February 6, 1919, this small group of five dedicated women signed the papers of incorporation which signaled the birth of Quota Club International, Incorporated. Wanda served as the first international president and, at the second international convention, held at Wilkes-Barre, Pennsylvania, in 1921, was made honorary life president of Quota Club International.

Until her death, she held honorary membership in her home club of Buffalo. When the Quota Club of Los Angeles was organized in 1937-1938, Wanda gave it her wholehearted support and regularly attended its meetings where she was affectionately called "their paying guest." Until her final illness, Wanda continued her active role in Quota affairs in southern California — attending many clubs' meetings and district conferences, installing officers, and enjoying social and fund-raising functions.

Wanda saw Quota as a club for professional women, one that would learn from the lessons of the past, be relevant for the day, and oriented toward the future. She wanted to found a club that would give the professional and business woman an opportunity to do something worthwhile in service because she believed that a woman could not be fulfilled until she became involved in service to others. As she said in 1942, "I am grateful for all you have done to make our dream come true. The basis of happiness is the love of something outside of self and rises superior to all conditions."

At the last convention Wanda attended in 1963, she presented the keynote address, "Just Now." In her talk, she stressed those qualities which make strong Quota clubs and strong Quota leaders. Among her most important points were: teamwork, with full membership participation; constructive thinking instead of destructive criticism; friendship and humor; development of Quota consciousness in the community; and recognition that Quota is not one individual but many women proud to

recognize the sterling qualities in others.

She summarized her beliefs with this advice: "Be the person who learns to look for the good in every situation and to expect it as a matter of course and forget that there was any other point of view. To be of help, speak your strong, hopeful, and encouraging word about that which you can commend and let someone else do the criticizing. To be happy, trust God, and have confidence in your fellowman, as neither you nor I can enjoy life or bring joy to others by seeing the flaws, the difficulties, or the dark side of things. Continue to carry out and achieve your responsibility by creating confidence within the heart of your

own precious self."

Wanda Frey Joiner died on June 19, 1968, in Los Angeles. On June 22, Quotarians and friends held memorial services in Los Angeles and Buffalo, New York. According to the terms of her will, Wanda asked that any money left in her estate be used to organize new Quota clubs and to strengthen existing clubs. To fulfill her wish, Quota established the Wanda Frey Joiner Memorial Fund in her honor. All contributions to this fund are used for development and growth activities of Quota International. Thus every Quotarian may participate in Wanda's dream to see Quota grow in membership and service. Quota International is itself a living memorial to its far-seeing founder, Wanda Frey Joiner.

The First Decade: 1919-1929

t was December 1918. World War I

was just over. Women had realized

the advantage of teamwork. They

had known the satisfaction of do-

ing well the task imposed. They had learned to respect one another's point of view and to give credit for ability. The urgency of the need for concerted action had broken down the barriers of the social and business worlds and there had been revealed the magnificence and the effectiveness of the woman power which had been aroused. But peace had been declared. De-

prived of a dominant purpose to stimulate and to unify their efforts, the teams of women workers had separated. There had been nothing to give permanence to the associations, temporary and casual

> at best. How to conserve and to power was one of the questions of

direct this woman the day.

Quota founded in Buffalo. New York Just then, in Buffalo, New York, the Kiwanis Club gave a Christmas party for its "ladies" and among the guests were five professional and business women of the city, keen of insight and broad of vision. To them, gathered at this dinner party, came the understanding of what Kiwanis meant to its members; of how it unified their efforts and made them effective; of how it fostered tolerance and understanding, nurtured friendships, and satisfied their instinctive yearning for the companionship of their kind.

And to those women came a vision of what such an organization might mean to women, particularly to women in the business world — alive to their new sense of responsibility, eager to make their efforts count, but needing above all else a unity of purpose and the ability to find self-expression among their kind. Around the table that night, those women planned the organization which was shortly afterward launched under the name of Quota, with the "golden rule" as its code and the "sharing" of both talents and responsibilities as its ideal.

Those five women were not only persons with vision and creative ability but also women of action. They immediately applied for a certificate of incorporation from the state of New York. Hence, Quota was organized in the beginning under the type of charter granted the Board of Trade, Chamber of Commerce, or similar organizations, except that the membership of Quota was not limited to one city or state or country. The certificate of incorporation was granted to "Quota Club International, Incorporated" and embraced membership in municipalities in the state of New York and elsewhere.

Thus, Quota Club International, Incorporated became the first international classified women's club on February 6, 1919. It is true that Altrusa had been organized in 1917, but it was known as Altrusa Institute and was incorporated as a national organization. In 1919 it changed to the National Association of Altrusa Clubs and not until 1935, when Altrusa was established in Mexico City, did it appropriately establish Altrusa International, Incorporated, Other classified women's service clubs followed in this order: Zonta, November 8, 1919; Soroptimist, October 3, 1921; and Pilot. October 18, 1921.

After receiving the certificate of incorporation, Quota Club International held its first meeting at the Toulaine Hotel in Buffalo, New York, on February 21, 1919. Prior to this meeting, the five women had engaged counsel to prepare a form of bylaws. Therefore, the order of business following the acceptance and recording of the charter was that of adopting a set of bylaws.

A second step was to elect officers. It was at this point that the person who had taken the initiative became the first president of Quota Club International.

The original five Quotarian founders (clockwise from top right): Florence M. Smith, Alice C. Sauers, Ora G. Cole, Jean Ware Redpath, and (center) Wanda Frey Joiner.



The election was as follows: President, Wanda Frey Joiner; First Vice-President, Jean Ware Redpath; Treasurer, Alice B. Sauers; Secretary, Florence M. Smith; Organizer, Ora G. Cole; Managing Editor of *The Quotarian*, Katharine M. Dreher.

It was further decided at this meeting that the international headquarters would be at 1222 Chamber of Commerce, Buffalo, New York. Thus, seventy years ago, Quota was conceived and came into being through the insight and perseverance of five pioneers.

Early organizational tenets established

Organization of a local club followed very soon. It is interesting to note that Quota's founders had chosen to establish the international organization first and to then organize local clubs. This was different from how previously formed service organizations were founded. This sequence of events was quite on purpose by Quota's organizers who felt the organization would be stronger if its central body was established first, and then spread out to surrounding localities. It was a daring and different concept.

On March 3, 1919, one month after Quota Club International was established, the Buffalo newspapers carried the story of a meeting of one hundred women at the Lafayette Hotel at which time a nominating committee was appointed. And, on May 5, 1919, at the Hotel Statler, a first 100 percent victory loan campaign banner was presented

to Quota at a luncheon meeting attended by two hundred women. Approximately 150 of these women were members of the first Quota club. However, the surprise of the program was the presentation of the first charter to the president of the Quota Club of Buffalo by Wanda Frey Joiner, president of Quota Club International, Incorporated.

In quick succession organizational work was started in Syracuse, Binghamton, Rochester, and Elmira, all in New York; and Scranton, Pittsburgh, and Wilkes-Barre, all in Pennsylvania. Records show that \$8,601.82 was received during those early months by Quota Club International. Of that amount \$6,530 represented a \$10.00 "membership applica-tion fee." These monies represented over 650 members and were used to pay the \$10.00 per capita fee that Quota Club International paid its organizer, Ora Cole. From these fees, she paid her deputy organizers as well as her travel and organization expenses. Ora Cole reported that she alone traveled more than five thousand miles by railroad and three thousand miles by car organizing clubs in those early months.

The pains of the very rapid growth of the organization set in almost immediately. The early clubs were busy getting started and concerned with working out their own problems. Many of the women were comparatively new in the business world and in club affiliations. Most of their associations had been with religious, cultural, or patriotic groups. A service club was a new idea.

One of the greatest problems of the



The Hotel Statler in Buffalo where Quota's first charter was presented.

early days was the fact that only busy professional women were eligible for membership. This was a problem when the demands of their occupations kept them from serving on committees or service activities during working hours. Another problem was that the early groups were very large; some clubs had more than one hundred members almost immediately.

Meanwhile, Quota Club International officers were faced with their own problems to solve. Quota's rapidly growing membership and formation of clubs at an astonishing rate meant there were many decisions to make and much to do. Naturally, there were differences of opinion about some of the operational matters. The main area of disagreement seemed to be on using a paid organizer to do the work of organizing clubs. Had Quota not been growing so rapidly this may have never become an issue. However, it did become one and eventually erupted into the first crisis Quota was to face and overcome.

First annual convention held in Scranton

According to the minutes of a special convention called in Rochester on September 26, 1919, President Wanda was asked, "Which clubs have seceded?" She responded, "Buffalo, Syracuse, Elmira, Binghamton." This was a serious blow to the international board of directors. Scranton became the oldest continuing club in Quota, according to the bylaws under which organization had taken place.

The first annual convention held in Scranton, Pennsylvania, April 22-23, 1920, was attended by only three clubs, all from Pennsylvania: Scranton, Pittsburgh, and Wilkes-Barre.

How Quota got its name

On February 6, 1919, the five original members of Quota signed the papers of incorporation that signaled the birth of Quota Club International, Incorporated. The founders were looking for a name that was short and instantly memorable; they did not want a name that would suggest any existing organization but something completely new. They had already decided that the motto of the new club would be "we share."

One of the women started paging through a dictionary at random and came upon the Latin word, "Quota," meaning "a share." The founders knew immediately that this was the perfect name for their new organization. As Wanda Frey Joiner explained in the first issue of The Quotarian dated July 1919, "and how more appropriately could we have named a club to express our ideas and aims. Share and share alike. Cooperate and extend the hand of friendship and good fellowship to all its members. Band yourselves together by links of unselfishness, loyalty, generosity, fairness, and comradeship, all five as many letters as constitute the name and you have the true definition of Quota."

The Latin word refers to the proportional share of one part to a whole, and the founders of Quota knew that they wanted to share their talents with the world's less fortunate.



This first issue of The Quotarian was published in July 1919 in Buffalo.

International President Wanda reported at the Scranton convention: "It was the desire of the present international board that an entirely new board be elected with new officers and start all over again."

An election was held and Jennie Lewis Evans from the Quota Club of Scranton became Quota's second international president. She took office immediately and served as president for four years.

Several important actions came out of that first convention. First, Wanda Frey Joiner was made honorary life member of Quota Club International, which in members' words, "makes her a member of every club." Second, it was evident from the loss of several clubs in the first year of existence that there was a great need for a central headquarters officer. Florence Snowdon, a member of the Quota Club of Scranton, was appointed the first general secretary. A new set of bylaws was adopted. Ora Cole was retained for another year as organizer. Because of the lack of funds, the publication of The Quotarian was suspended.

Quota remains independent and expands

Almost immediately after the reorganization of Quota at the convention in Scranton, agitation arose in an attempt to have Quota affiliate with the Business and Professional Women's Club.

Two observers were sent to Pittsburgh to the state meeting of that organization. The matter was given serious consideration at the second annual convention in Wilkes-Barre, May 17-18, 1921. At this time the fourteen delegates and nine officers voted to amend the bylaws by the insertion of an article prohibiting any Quota club, individually or by the international group, from affiliating with any other body. Between the first and second conventions, the Quota Club of Buffalo was reorganized, with Louise (né Hayes) Strubing as president. Four of the five original founders were in the reorganized club. Clubs in Lancaster,

Johnstown, Reading, and Harrisburg, all in Pennsylvania, as well as Fairmont, West Virginia, had been formed to add to those of Scranton, Pittsburgh, and Wilkes-Barre. Wanda Frey Joiner was made president for life.

Publication of *The Quotarian* had been suspended. However, Mrs. Mary Brooks Picken, president of the Quota Club of Scranton, distributed a May issue prepared by her club that stated that the club was willing to underwrite the magazine for a year. The offer was accepted and Laura MacFarlane was appointed editor.

That May Quotarian gives insight into the women who were Quota club presidents at that time. Their occupations ranged from owner of "the largest retail shoe store in Scranton" to concert harpist. This group of Quota leaders also included: a president of a towel, coat, and apron company; an osteopath; a vice president of an institute for domestic arts and sciences; the general secretary of a local YWCA; and a city official. The occupations of these presidents generally reflect the diversity of membership classifications in the early

Early conventions held in Pennsylvania

The third and fourth annual conventions were held in Pittsburgh and Allentown. Quota had spread to Maryland, Delaware, Virginia, and Ohio, and the membership had risen to 1,008. Each Quota club left the convention pledging to organize at least one club in the coming year. Local organization



The fifth annual convention in Buffalo was a time of reflection and looking ahead for Quotarians as indicated by this art, which appeared in the May 1924 convention program.

committees were formed and progress was tracked in *The Quotarian*.

Those two conventions brought complete revision of the bylaws; the establishment of a registration fee for future conventions; and a \$10 application fee for new members. In 1923 Quota was chartered in the state of Pennsylvania. There was a considerable controversy concerning the legality of being chartered in both Pennsylvania and New York; however, Quota continued under both of these charters until 1961.

Girls' service work was adopted as the major project of Quota Club International at the fifth annual convention in Buffalo in May 1924. Clubs were urged to identify underprivileged girls and help them remain in school longer or to assist girls in continuing their education in college or through special training. Clubs expanded upon the idea and were soon providing assistance to girls in many ways. Clubs were urged to select girls, who after proper assistance, would reflect credit upon Quota and ultimately become loyal Quotarians. That convention closed with the treasurer reporting a balance of \$5,844.35.

Quota expands to Canada

In the next five years Quota's membership almost doubled. Quota not only was permeating the East with clubs in Washington, D.C., Connecticut, Massachusetts, Rhode Island, and New Jersey, but also spreading south and throughout the Midwest. Quota was now organized as far south as Georgia and west to Colorado. But the most significant organization took place in November 1925, in Winnipeg, Manitoba, Canada.

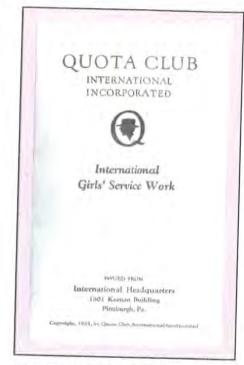
At last, Quota was truly international with the establishment of the first club outside the United States when a charter was presented by President Mary Russell Purman to the Quota Club of Winnipeg at the 1926 convention in Philadelphia. The movement into Canada was extended the following year into the Province of Saskatchewan.

The impact of Quota as an international organization was made evident following the eighth annual convention in Baltimore when *The American Mercury* magazine published a satirical article in the October 1927 issue entitled "Lady Back-Slappers." Quota also received notice by U.S. President Calvin Coolidge who sent his greetings to the convention attendees.

Quota headquarters established in Washington, D.C.

The 1928 convention requested that each club voluntarily give fifty dollars for a permanent headquarters to be established in Washington, D.C., with a general secretary in charge. Up until this time, the headquarters had been moved each year to the home of the president. Seventeen hundred dollars was pledged at the convention for this purpose. Quota's first permanent headquarters was located at 812 Seventeenth Street, NW, Washington, D.C.

On January 1, 1929, President Elizabeth J. (né White) Emens resigned and took over the responsibilities as general secretary. Rietta M. Emerson, first vice-president, assumed the duties of president of Quota Club International. Scranton reached its tenth birthday with a big party with all international officers present to celebrate.



This booklet was issued from international headquarters in 1925, just a year after girls service work was adopted as a major project of Quota Club International.

Worcester, Massachusetts, was the location of the 1929 convention, the first held in New England. This convention marked an epoch of ten years of Quota existence. Quota's membership now stood at twenty-five hundred.



Quota became an international organization when these women, pictured at left, formed the Quota Club of Winnipeg.

The Second Decade: 1929-1939

he depression following the 1929 stock market crash had its effect on Quota. There were no funds to take the international board of directors to the 1930 convention in Winnipeg and it was necessary to borrow for this purpose. Newly elected President Catharine Olney and the board faced an almost insurmountable task: the loss of members and clubs and a four thousand dollar bank loan at a 10 percent interest rate. Cash on hand was less than one hundred dollars.

The post-convention board had two avenues to follow — to levy an assessment on the entire membership to clear the deficit and then liquidate or try to save the organization. Of course those courageous women chose the latter and proceeded to operate at minimum costs. With the cooperation of the board, the general secretary, the office force, and financial assistance of many of the clubs, they were able to clear the bank loan in two years.

By the time of the Swampscott (Massachusetts) convention in 1933, Quota had a balanced budget and a surplus of fifteen hundred dollars. The board voted to establish a reserve fund with the fifteen hundred dollars to give Quota

some financial security in the years to come so that never again would members be embarrassed in any national or world catastrophe. The first trustees for administering this reserve fund were appointed by President Myrtle Duke following the 1933 convention: Chairman Catharine Olney, Mabel H. Palmer, and Lulu M. Dryden, all past presidents of Quota Club International. Quota owes much to Catharine Olney, the 1930-1933 president, for her motto of "common sense, courage, and confidence" that led to the organization's financial solvency.

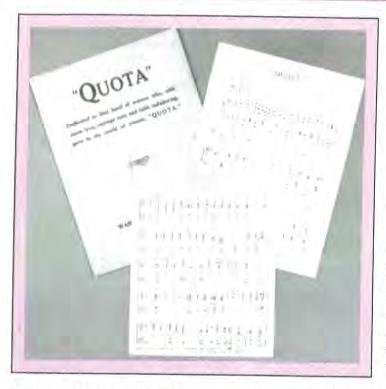


One of the Martha Washington state plate reproductions funded by Quota in the early thirties is part of the current collection of the Smithsonian Institution.

A major activity during 1931-1932 was the part Quota Club International played in the bicentennial celebration of the birth of George Washington. Quota's part in this celebration was distinctively feminine - to reproduce both the Martha Washington state plate and spoon. This was not an easy feat since the United States government and antique collectors frown upon reproductions. However, the plates were in much demand and many letters of appreciation and approval were received at headquarters. President Olney had the honor and pleasure of presenting one each of these reproductions to Mrs. Herbert Hoover, wife of the President of the United States, to the Smithsonian Institution, and to the governors of Virginia and New Hampshire.

The fact that the San Jose Quota Club was the first organization of its kind in California sparked media interest, resulting in this March 1930 San Jose Mercury Herald photo collage of the club's first officers.





Music has played an integral role in Quota's history. Pictured at left are the cover of a Quota song book published by the Quota Club of Washington, Pa.; sheet music for the Quota Collect song by Gertrude I. Tegge; and Quota's official song written by Dr. Beatrice E. Merrin.

Quota Club International

Quota Club International was originally organized only on the international and local levels. It grew so large, however, that at the Swampscott convention in 1933, the decision was made to create districts. Clubs sent representatives to meetings in their areas which were called for the purpose of organizing districts and electing district governors. The districts were numbered in accordance with the order in which the meetings were held. Clubs in the state of West Virginia had long had a districttype organization, and West Virginia became the first district. Seven permanent and six temporary districts were organized during the year.

Since 1933 districts of large geographical areas have been subdivided at different times by the international board of directors and sometimes at the request of the clubs themselves.

The function of a district was to stimulate cooperation among clubs in a given area and to educate members and clubs in Quota activities. The district was not legislative or political. There had to be at least five clubs in an area in order to organize a permanent district.

Quota expands to Australia In 1930 Dr. Mabel Palmer, past president of Quota Club International, visited Australia and introduced the concept of a women's service organiza-

tion to a small group of interested women. However, it was not until June 1933 that organization of the Quota Club of Sydney, New South Wales, was far enough advanced to receive a charter. The charter presentation was made by Air Marshall Sir Philip Woolcott Game, G.B.E., K.C.B., D.S.O., governor of New South Wales. This was a most important event in Quota's history; the organization had now reached across the great Pacific Ocean. And it was a most important event in the history of service clubs. The Quota Club of Sydney was the first women's classified service club on the Australian continent.

They too had their troubles in their early years. There was no one in Australia to whom the infant club could turn to for guidance. There was no air mail and cabling was expensive. It took a long time for the exchange of surface mail, many times three months. Under those circumstances, many misunderstandings arose with regard to membership classification, tenure of office, and other irregularities.

However, there were those who really wanted to be a part of an international organization and decided to reorganize and abide by the Quota Club International Charter and Bylaws. That resulted in reorganization of the Quota Club of Sydney on September 28, 1937.

Quota Club International gave Australian territory the temporary designation of thirteenth district since there were not enough clubs to comprise a

permanent district. Lucy Proud was appointed governor and she immediately set about the business of organizing. Orange was organized in 1940 under the sponsorship of the Quota Club of Sydney, followed by Katoomba. This set the pattern for Australia. Clubs felt it their duty after they were established to organize other clubs.

Quota prospers during the late thirties

By 1935, Quota had grown to 101 clubs, extending from coast to coast in the United States, with several in Canada and one in Australia, grouped in fifteen districts, with a total membership of 3,284. The Quotarian was being issued ten times each year, an international song book was published, and Quota was taking much interest in the status of women. Quota was represented along with the national officers of twenty-six other women's organizations in personally interviewing U.S. President Franklin Roosevelt to protest the discharge of married women in government employ.

District governors were required to make formal written reports to conventions, and the "President's Page" was introduced in The Quotarian.

Elizabeth White Emens, general secretary beginning in 1928, made her last report to the convention in 1936 and was given much credit for her fine work and the sincere appreciation of the Board for her devotion to Quota. On September 15, 1936, Gwladys W. Jones was employed as general secretary.

The concept of service activities was broadened in 1938 when President Elsie M. Yellis proposed a five-point community service plan, which no doubt is the basis of the objects and action committees that followed. Up to this time emphasis had been on service to girls. The five-point plan was: opportunity for good citizenship, opportunity for international service, opportunity for friendly relations, opportunity for the recognition of the achievement of women, and opportunity for service to women and girls.

Quota closed the second ten-year period with 117 clubs and 3,560 members in three countries. New bylaws had been distributed, a classification list was prepared, and a program leaflet was issued. A press release was sent to 250 newspapers to publicize Quota's twentieth anniversary.

The Third Decade: 1939-1949

uota Club International turned twenty-one in 1940, officially coming of age and taking on the responsibilities expected of an adult. The 1940 convention carried a resolution for individual Quotarians to contribute for the purchase of ambulances to alleviate the suffering of the Second World War victims. From this appeal Quota turned over enough money to the Red Cross to buy two ambulances.

Other war and defense projects included: working with the Red Cross; doing civilian defense, nursery, and canteen work; selling bonds; doing blood typing, sewing, and knitting; and attending classes in first aid. The first five years of this decade were certainly a record of war service and the meeting of emergencies. Quota showed its patriotic willingness to cooperate with the Office of Defense Transportation by the

cancellation of the 1943 and 1945 conventions. The international board received the reports usually made at conventions and the membership was kept informed insofar as possible through The Quotarian and other media. However, there was no doubt that the discussions, the fellowship, and the face-to-face communication were most important and that suspension of the conventions was a real sacrifice.

It was necessary to assign specific jobs to board members for concentrated effort; hence, each board member became chairman of one of the five-point activity programs that had been adopted two years before which resulted in the development of a program book entitled Today's Opportunity for Community

Service.

Quota calls meeting of women's service clubs

In February 1941, the president and the general secretary invited the presidents and secretaries of the other women's classified service clubs to meet with them in Washington, D.C., for the purpose of considering their mutual problems and for enlarging the scope of activities through coordination of efforts. That meeting was important, not only because it was the first conference of its kind in the history of women's service clubs, but it gave concrete evidence of the fact that women's classified service clubs were taking steps to make their programs more effective through cooperation. The conference went on record as favoring a strict adherence to classification principles and membership requirements, thereby reaffirming faith in the soundness of the plan upon which classified service clubs for professional and executive business women were founded.

Silver jubilee celebrated in 1944
Quota's silver jubilee convention was
held in Niagara Falls, New York. Regardless of the fact that there was no
convention in 1943 because of the war,
Quota continued to grow. Records
showed that Quota had 151 clubs and a
membership of 4,799. Travel conditions
were increasingly difficult, but in spite
of this hardship either the president or
one of the members of the board was
able to attend each of the district conferences.

Three members of the 1949 Quota Club of Grand Rapids, Michigan, below, watch children from the Oral School for the Deaf try out a record player and radio donated to the school by the club.



With the assistance of the Institute of International Education and the director of the Division of Latin American Affairs, the first Quota fellowship student was chosen. The criteria for the fellowship was that the applicant must work in a field of ser-



Catalina Rodriguez

vice to women and children. The recipient, Catalina Rodriguez del Pozo of Cuba, enrolled for graduate study in the School of Commerce at Louisiana State

University.

A resolution of the international board urging that qualified women be given a part in post war planning and peace conferences was sent to proper authorities in the United States, Canada, and Australia. Upon invitation of Mrs. Franklin D. Roosevelt, wife of the President of the United States, Quota sent its president and general secretary to attend a conference at the White House. The purpose of the conference was to urge the inclusion of qualified women as delegates and members of international and national conferences and agencies.

Governors seminars begin in

In accordance with the recommendation of the general secretary made at the 1944 convention for a school for district governors, it was decided to hold a governors seminar on a small scale. Six governors from nearby districts in the East were invited to spend a weekend in New York as the guests of Quota Club International for a test seminar. Districts were financially responsible for up to twenty dollars for traveling expenses. This proved so successful that it was recommended that governors seminars be established as a part of Quota Club International's contribution to the governors in their work with the clubs.

In 1945-1946 Quota then invested in two seminars, one in the West which was held in Denver and the other for eastern clubs held in Pittsburgh. The district governors presented their prob-

Some districts contained more clubs than a busy governor could visit; in other districts the clubs were at great distances, making visits costly in time and money; still others were experiencing the problem of obtaining leadership. All of these reasons made redistricting necessary. Therefore, the international board at its meeting in June 1945 unanimously voted to redistrict. Five new districts were created, increasing the number of districts from seventeen to a total of twenty-two. The acceptance of this decision by the districts and the clubs shows that they were a loyal group. Multiplication by division was a strengthening step.

Important decisions made at 1946 convention

The 1946 convention by laws committee proposed a change in Article III, Objects. This change condensed the objects from a lengthy statement to thirty-five words: to serve country and community; to promote high ethical standards; to emphasize the worth of all useful occupation; to develop good fellowship and enduring friendship; to advance ideals of righteousness, justice, mutual understanding, and good will.

It was at that convention that aid to the hard of hearing and deaf was adopted as a point of emphasis for service.

Further reports on the business of the 1946 convention show some very significant resolutions:

Support of federal aid to education.

 Approval and support to the Equal Rights Amendment to the Constitution of the United States.

3. Approval of the United Nations Charter and endorsement of the objectives of the sub-commission of the United Nations on the status of women.

 Condemnation of all restrictive and discriminatory practices against

one sex only.

5. Approval of the bill known as the Public Library Service Demonstration Act which provided for the demonstration of library service in areas without such service.

Quota, without a doubt, had taken its place as a moving force in public affairs.

Mexico joins the Quota family June 27, 1947, was an important date in Quota history since it brought a fourth country into the Quota family. The first club in Mexico was chartered on that date. The president and secretary of the Quota Club of Mexico City made the long journey to the 1947 convention in Victoria, British Columbia, to receive their club's charter.

Quota expands in the late forties In October 1947 Quota Club International sent President Marie Higgins to Australia. Quotarians "down under" had been hard at work extending the thirteenth district with the organization of six additional clubs. Working with Australian Quotarians and govern ment officials, attending club meetings granting charters, and giving interviews to the press and other news media kept the president very busy. But this was a memorable occasion for Quotarians in Australia, since it was their first direct contact with Ouota Club International It was a proud moment when the thirteenth district, which had been temporary for so many years, became a permanent district.

The first edition of the pamphlet Quota, What It Is was published following the Atlantic City convention in 1948. Following the request of clubs indicating their desire for a simplified and unified program of activities, an outline was published covering service to girls, aid to the hard of hearing and deaf, service to communities, and service to countries. Another Quota publication that was developed was a leaflet on Suggestions on Work of a New Club.

The decade closed with 208 clubs, one of which was San Luis Potosi, the second club in Mexico. Quota had 6,808 members in twenty-two districts with the twenty-third district in process.



Quota Club International President Marie Higgins, center left, visited with these and many other Australian Quotarians during her 1947 trip to Quota's third country.

The Fourth Decade: 1949-1959

hrough the war years Quota had become so well known that invitations to various public affairs meetings kept the president, board, and staff members busy representing Quota. The list of conferences, commissions, forums, and governmental agencies turning to Quota for active participation is far too long to enumerate. Each year different requests were made. Many became continuous, but Quota's members were always among those women leaders whose advice and help was sought. Below are a few of the meetings where Quota was represented:

 New York Herald Tribune Forum, New York City.

 National Conference on International Human Rights, called by the Department of State, Washington, D.C.

 Thirteenth Convention of Girl Scouts of America, Milwaukee, Wisconsin.

 Seventy-fifth National Conference on Citizenship, called by the Department of Justice, Washington, D.C.

Quota has gained national recognition for its programs to aid hearing-impaired children.



 National Conference on Foreign Policy and the United Nations Economic and Social Council, called by the Department of State, Washington, D.C.

 United States Committee on the United Nations, New York City

 United States National Commission for UNESCO, Washington, D.C.

 American Academy of Political and Social Sciences, Philadelphia, Pennsylvania

 National Conference on Social Work, Atlantic City, New Jersey

Work, Atlantic City, New Jersey
Advisory Council on Participation
of National Organizations for Midcentury White House Conference
on Children and Youth, Washington, D.C.

 One-hundredth Birthday Celebration of Women's Medical College, Philadelphia, Pennsylvania.

It was evident that Quota had taken its place in the larger community of national and world affairs. Those meetings were pertinent to the future action programs and activities of the organization.

Gladys Herrington Robinson was the first Canadian Quotarian to be elected to the presidency of Quota Club International. It was quite fitting that she took office in Quebec at the 1951 convention. Another first at that convention was the class in parliamentary procedure conducted by Mrs. Harry Harvey Thomas, parliamentarian for Quota at that time.

The following year the board of directors approved the complete revision of the *Membership Classification Guide*, opened a special savings account for contributions to the Quota Club International Fellowship Fund, and prepared a leaflet entitled *Handbook on District Conferences*.

International headquarters has been moved many times through the years. This was true even after it was moved to a permanent location in Washington, D.C., but it was not until 1954 that any notice was taken of the equipment in the office. President Bess Noble appointed a committee to investigate and this resulted in the purchase of a cardineer file and a bookkeeping machine.

Quota involved with other organizations
Although Quota had been involved

earlier in the area of safety, the first large conference on the subject was held in February 1954. More than thirty-five hundred delegates from the United States and Canada attended the White House Conference on Highway Safety. The president of Quota Club International was a delegate. The report of the women's section was the highlight of the conference. Quota has had a continuing interest in traffic safety and has made it a point of emphasis in club service activities.

President Bertha Luckey served on the 1954 Awards Jury of Freedom Foundation at Valley Forge. This jury is selected by lot from a long list of organization club presidents and chief justices of various states. Quota has been chosen several times to serve on this jury and has had the privilege of reading entries submitted on basic freedoms of democracy.

The five-year period ended with 291 clubs and a membership of 9,341.

Quota expands further in Australia

At the thirteenth district conference in 1949, a request was made by the Australian Quotarians to divide their district, which at that time had ten clubs. Permission was granted and the twenty-fourth district was created at the 1950 conference.

From 1950 to 1954, extension was . very rapid and Australia reported twenty-four clubs, twelve in each district. Soon there followed the twenty-sixth district. With so much division taking place and the very rapid extension, it was decided to hold a combined conference. The first conference was held in Grafton, New South Wales, in 1956, with International President May Virginia Valencik in attendance. During the conference the twenty-eighth district was created. Two years later the Queensland clubs separated from New South Wales and formed the thirtieth district.

In March 1959 the second combined conference was held in Canberra, where the international representative was General Secretary Gwladys W. Jones. This brought together three hundred Australian Quotarians. There was no doubt that the visits by representatives of Quota Club International played a vital part in the progress and growth of Quota in Australia.

Quota headquarters moved In 1955 Quota's headquarters were moved to 1145 Nineteenth Street, NW,



The Quota Club and Rotary Club of Port Macquarie, New South Wales, publicized their joint project — raising money to build homes for the elderly — with this float in a procession during the town's annual Carnival of the Pines. Built by Rotary and decorated by Quota, the float took first place.

Washington, D.C. Several studies were made by the international board members on headquarters equipment, personnel and personnel policies, organization, obligations, expansion, workflow, and finances.

A procedure that resulted from one of the reviews was that of requesting clubs to submit rosters to headquarters in the fall of each year in order to help headquarters do a better job of classification. One of the great and time-consuming problems was that of keeping up to date on classifications held by club members and being able to clear the classification immediately when a new application was sent in, thus avoiding duplication. The 1957-1958 membership classification committee prepared a group of slides to circulate among clubs to aid in the understanding and interpretation of the Membership Classification Guide.

Joint installation of officers in Buffalo

A unique event happened in April 1959. All of the clubs in the seventeenth district decided to have a joint installation of their officers. Hence, ninety-six officers from eleven clubs were installed at



This poster appeared in the April 1954 issue of The Quotarian with an editorial encouraging Quota clubs to work in cooperation with their local hearing societies.

the same time in Buffalo, New York. The ceremony also honored Quota's founder Wanda Frey Joiner, and a taped message from her was featured since she could not be present. This message was called the Collect address. The fortieth year not only marked the observance of Quota's birthday but also the declaration of February 15-21 as Quota Club International Week.

The progress report for June 1959 showed 344 clubs with 10,227 members. Quota had moved into the prov-

ince of Victoria in Australia.

This "Miss Quiff" art was symbolic of the young women who were chosen to receive financial assistance from Quota's Fellowship Fund in the 1950s and 1960s. The fund was formally authorized in 1951.



The Quota Collect

At the combined installation of club officers in the seventeenth district, held in Buffalo in April 1959, the taped message from Founder Wanda began with the familiar "Dear Ones All" and expressed delight at having the opportunity to address the Quotarians assembled. She stated that perhaps her best "message" to them might be her deciphering what the Quota Collect meant to her:

Some clubs use it as their invocation, others as a benediction. Either way, every word is full of meaning. And yet I often wonder when we repeat them, do we as individuals absorb the full significance and between our meetings practice what is asked of us? Each of the five lines begins with a letter which spells QUOTA, and so briefly may I elaborate on each letter and line.

Q, the first letter, stands for Quench which according to the dictionary means to put out either fire or light. Also to repress resentment and desires of selfishness towards others who may be more fortunate even though only in the material sense. So our Collect asks us to

quench all fires of selfishness.

U, our next letter, is to Unfold and bids us to ask our Heavenly Father to unfold the joys of true friendship. Yes, friendship is one of our basic and sturdy foundations. It is very vital in our lives and without friends we would be very, very poor indeed. It is the human touch that counts; the touch of your hand and mine in calm and sound understanding that is truly friendship. And may I add that if this line would be repeated and accepted by every man, woman and child as a universal and complete prayer, what an effect it would have toward ending our cold war and prevent any future hostilities and bring us that road all Quotarians seek which leads to peace.

O, the third letter, begins with Open our minds to a better understanding of service. An Australian member expressed this request so completely when she said, and I quote, "First, service should be to God for giving us life. Second, life and love to serve in our homes and keep families together to share in each other's heartaches as well as joys. Thirdly, service to our fellow men, not so much materially but to share your busy hours physically in bringing a ray of happiness to others. Perhaps to a shut-in. In this personal contact you may be made to feel that you



are being served to be privileged to serve in local and international problems."

T, the fourth letter, is for Teach, and we ask to be taught the real meaning of sharing. Yes, our material, physical and spiritual beings, all three so needed in becoming concerned in national as well as personal problems. Then and only then can we share with our hearts unselfishly.

A, our last letter, and perhaps the most important, not alone because it completes our Collect, but it is a prayer of unselfishness, sharing, understanding, friendship, and service – all the very foundations of our be-

loved Quota International.

And to say this summarizes, "Service is the rent we pay for our place on earth." We hope for friendship while sharing in our pleasures. Unselfishness and understanding should be constantly developed and by quietly utilizing our total abilities, another definition of Quota, all will help us to hold high those principles for which we stand. And when we repeat this prayer, not just with our lips, but do so meaningly with all your heart.

The Fifth Decade: 1959-1969

etting our Sights for the Sixties" was the theme set by President Anne G. Stillings, a theme that offered a challenge to all Quotarians not only for the year but for the decade.

Quota had just ended a two-year study that led to a complete review of its bylaws which were adopted at the 1960 convention in Toronto under the leadership of President Catherine Byrnes and members of the board of directors. The organization was envisioning the future under a new structure. The most significant and most controversial change had to do with membership. The new proposal gave Quota three classes of members — active, affiliate, and honorary — and provided for a limit of two women instead of one in each business, profession, organization, or governmental unit in the community. The 1960 December issue of The Quotarian carried an article that featured Past International President Edith M. Glaze. This tribute was made because Edith had just finished the organization of another club - her fiftieth. No other Quotarian could claim any finer service to Quota.

New general secretary appointed One of the first tasks of the 1960-1961 board and president was to replace

Quota founder Wanda Frey Joiner, left, receives an official Quota flag at the 1963 Los Angeles convention from Helen Agnew, Quota's "Betsy Ross."



General Secretary Gwladys W. Jone long and faithful employee. As Pres dent Anne so aptly reported, "All or have leaned on Gwladys, leaned mu more heavily than we should — she been the source of all information, a faithful, devoted employee."

Quota was fortunate in securing t services of Dora Lee Haynes, then I Lee Allen, as its new general secreta another dedicated woman who assumed office January 1, 1961. It was some time later that the title for thi position was changed to executive s retary and then to executive directo which was much more in keeping w the responsibilities of the office.

Nineteen sixty was the year for in poration in the District of Columbia under the new name of Quota International, Incorporated. In 1961 the preous incorporations of Quota Club International, Incorporated were dissolved. The new incorporation pape were signed by: Wanda Frey Joiner, Angeles, California; Anne G. Stillin Richmond, Virginia; and Minnie H. Byers, Katherine Tancill, and Claire Oglesby, all of Washington, D.C.

Quota celebrates further grow in Australia

During the sixties, three internation presidents made the trip to Australia the time of the combined conference Helen Agnew to the third in March 1962; Dorothy Patterson Sayre to the fourth in 1965, accompanied by a plane-load of Quotarians and their friends; and Vivien Ingram to the fiftin March 1968.

The growth in Australia had been phenomenal. Enthusiasm for Quota, untiring efforts in organization, and warm-hearted hospitality brought th number of clubs in Australia to nine with a membership of two thousand 1968.

Many times in the past internation board representatives had attended a district conferences. But the fall of 19 was the first time that the board mer bers were assigned to attend with a d inite message from the president to t conference concerning matters vital Quota for the year.

Quota's first flag presented For many years Quota conventions have been opened with the presentat of the flags of the countries where Quota clubs exist. However, in Los Angeles in 1963 another flag was posted. A Quota flag was presented. Helen Agnew became Quota's "Betsy Ross."

Greenbrier convention of 1964 brings changes

The 1964 convention was a busy one. Authorization was given to continue the extension committee that had met and authored a five-year plan of maintenance and organization, to employ a full-time organizer as soon as practical, to aid governors by coaching prior to their visits to clubs, to encourage districts to do preventive maintenance, and to encourage district projects in the development of new clubs. The bylaw changes that were passed at the Greenbrier convention included the provision to allow the international president to appoint a lieutenant governor when needed. In addition, the classes of membership were expanded to include life membership for past international presidents.

Quota trademarks and copyrights secured

In interchanging ideas with service club leaders the president learned that Quota International needed to secure trademarks or copyrights for its name, design, emblem, and the name of its magazine. Therefore, for the protection of our marks of ownership, trademark procedures were filed in the United States Patent Office. Filing in Canada and Australia followed after the United States papers were granted in the last



Later versions of Quota's membership pin reflect the organization's name change.

half of the sixties.

In 1961 after the organization was incorporated as Quota International, a new design for the membership pin was made with the official emblem. At the same time a jeweled pin for past international officers was designed.

In 1965 Quota again after many years employed a full-time professional field representative. This employee was with Quota approximately one year, when it was decided that organization is best and most economically accomplished by individual Quotarians and clubs.

Publications help Quota grow
During these ten years many tools were
produced to help make Quota grow.
The Membership Classification Guide
was completely revised; the brochure
Quota Activities and Membership was
developed; the Organizer's Manual was
written to aid in the establishment of
new clubs; the Governor's Guidebook

and the President's Handbook were issued to acquaint officers with their duties and procedures; and a new edition of Quota, What It Is was published.

Quota loses Mexican clubs

There are never too many ways to communicate. This became quite evident when it was learned that at the same time a club was being organized in Magdalena, Sonora, Mexico, Quota had lost all other Mexican clubs through its inability to keep in close touch with them because of the language barrier. By the end of the decade Quota could no longer claim Mexico as one of its four countries.

Quota's founder Wanda Frey Joiner dies

The death of Quota's founder Wanda Frey Joiner hung heavily in the air as Quota's 1968 convention opened in Kansas City, Missouri. But soon the sense of Wanda's presence was felt through her oft-repeated message, "In spirit I shall be with you." Only a couple of months later, Quotarians were again saddened to hear of the death of Gwladys W. Jones who had contributed so much as general secretary for so many years.

Growth was slow in this decade. Quota had now reached four hundred clubs, with a total membership of 12,274. However, fewer persons in Quota's countries were saying, "Quota? I never heard of it." Other organizations, service clubs, governmental agencies, and associations were recognizing the fine service of Quotarians. The walls at headquarters were being filled with plaques, citations, and other honors for contributions to the community and to the country. The theme of the year approaching the fiftieth anniversary was an apt description of how Quotarians felt about their organization — "Happiness Is Quota - In Service - In Fellowship - In Sharing."



Many new publication tools, including these manuals, guides, and brochures, were produced in the sixties to help Quota grow.

Quota joins hands with CARE

Approved at the 1969 convention was a partnership between Quota and the international relief organization CARE, which has endured and grown stronger over the years. Under the title of Quota/CARE Key to Development, a number of projects were adopted by Quota as points of emphasis.

The first projects co-sponsored with CARE were a home canning project in Turkey and the building of middle schools in Korea. The middle school project lasted for two years and resulted in the construction of two middle schools in

Korea by mid-1972.

Following the Korean project, Quota selected as its new project the training of nurses for hospital duty in Afghanistan. This was an important education program designed to produce a nucleus of skilled nurses who in turn would teach others. In addition to meeting an important health need in that country, the program also

opened up a new field to women who previously had had few opportunities for education or advancement.

Quotarians learned more about the project to train nurses at the 1974 convention. Contributions from Quota paid the salary of the director of nurses training at the hospital in Kabul and also provided teaching equipment. Since the need for nurses still was acute, the convention resolved to continue the project for an additional two years.

Third CARE project brings clean water to Kenva

In 1976 Quota changed the focus of its partnership program with CARE. For four years Quota had financed the nurses training program in Kabul, contributing a total of \$29,000 for that purpose.

The new Quota/CARE Key to Development project, as announced at the annual convention in Miami, was the Kenya Water Project. This effort, which aimed at providing clean water to villages in remote areas of Kenya, resulted in increased agricultural production, improved sanitation, and a decrease in disease.

The Sydney convention (1980) also saw the introduction of a new CARE/Quota program, the Philippines food production project. Quota agreed to provide pumps, seeds, irrigation equipment, garden tools, and technical assistance so that schools in the Philippines could produce food to serve to malnourished students.

Quota's involvement with CARE in the Philippine food production project had lasted for two years and had provided garden kits for sixty Philippine schools. At the



1982 convention which elected President Joyce Fren, Quota turned to a new program in partnership with CARE — the building of day-care/healthcare centers in India. These centers provided educational facilities and supplemental food as well as immunizations and periodic medical check-ups for the children involved in the program.

Indian day-care project expanded

The Indian day-care center project, begun in Madhya Pradesh in 1982, was extended to Tamil Nadu in 1983, and to the state of Kerala in southern India in 1984, where plans were made to build an additional one hundred centers to serve 10,000 mothers and children. In 1986 the program shifted to Rajasthan in northwest India, and plans were made to care for 11,400 mothers and preschool children.

The 1988 convention reaffirmed Quota's partnership with CARE. The CARE-sponsored child-care center program in India was continued. The focus of the program moved from Rajasthan to the state of Orissa in eastern India, where CARE hoped to provide nutritious food, clean water, sanitary facilities, and healthcare to mothers and children. Continued support from Quota clubs around the world would help solve many of the lifethreatening problems faced by the children and adults of Orissa.

During the twelve years that Quota has been actively involved with CARE, through the end of calendar year 1988, Quotarians have contributed more than \$100,000 to support CARE programs.

The Sixth Decade: 1969-1979

uota began its sixth decade fired with enthusiasm generated by celebrations of the organization's golden anniversary. On February 8, 1969, Quotarians gathered at the Lafayette Hotel in Buffalo, New York, where in 1919 the first Quota club meeting was held. They placed a plaque on a wall of the hotel's main entrance in tribute to Wanda Frey Joiner and the organization founded there. That night, Quotarians celebrated a Founder's Day dinner at the Statler Hilton Hotel in Buffalo.

The anniversary year culminated in July 1969 with a celebration of the fiftieth anniversary at the annual convention held in Washington, D.C. President Vera Hall presided over this well-attended convention. A record number of Quotarians from Australia participated. Quotarians went home from Washington with renewed enthusiasm and memories of good fellowship, as well as a high resolve to make Quota the greatest service club in the world.

Wanda Frey Joiner Fund established

Quotarians had resolved, at convention, to fulfill founder Wanda's vision, and they created the Wanda Frey Joiner Memorial Fund in her honor. This fund, established as a perpetual living memorial, would carry out Wanda's wish that her estate be used to organize new Quota clubs and to strengthen existing clubs. Quotarians immediately began adding their contributions and have continued to do so ever since—

especially in each September to commemorate Wanda's birthday and in February to commemorate

Quota's birthday.
Assuming the presidency at the 1969 convention was Edwina (né Gies) Fraser, who set the tone for Quota's sixth decade with a theme, "Aim High — Seek New Horizons." She forecast an era of new

projects and new outreach for Quota and called for new service project ideas and new clubs to carry out Quota's service work. Membership, said President Edwina, had reached 12,169 in four hundred clubs.



Kiwanis International President-elect Robert F. Weber presented this commemorative bowl to Quota in 1969. The inscription reads: "To Quota International, in Commemoration of Your Fifty Years of Service, from Your Friends in Kiwanis International, We Share' Your Pride in This Great Milestone Achieved."

Unified service project idea proposed

În 1970, Quota elected Jeannette B. Healey as its new president. During her presidency, Quota was to lay the groundwork for the Unified Service Project that would take shape in the years to follow. It was apparent that Quota's service projects were so diversified that Quota was not receiving recognition for the work it was doing. It was determined that, if all clubs worked toward at least one common goal, Quota would develop a unique identity in the public eye. This public recognition, in turn, would generate greater public support of Quota projects. To increase public awareness, Quota in 1970 developed an audio-visual presentation entitled "Women of the Seventies" to educate local communities about what Quota is and who its members are. The slides and narration depicted Quota members in meetings, club projects, and service activities. Quota clubs used the slide show to recruit new members and to tell the story of what the Quota clubs did in their local communities

Membership classification system revised In 1971, when Quotarians elected

This plaque was placed on the wall of the Lafayette Hotel in Buffalo, New York — the site of Quota's first club meeting — in tribute to Wanda Frey Joiner and Quota on its golden anniversary.





The Adam Meldrum and Anderson
Company in downtown Buffalo helped
Quota celebrate its
fiftieth year by providing a showcase
for a golden anniversary display.

Charlotte L. Shaffer as their president, the two items topping Quota's agenda were internal — how to increase membership and how to close a communication gap from clubs to districts to Quota International.

To address the first problem, a major change in the Membership Classification Guide was proposed. The new guide greatly simplified the classification system and allowed 20 percent of a club's membership to come from one general category. The results were positive, with fewer requests for interpretation as well as membership growth in many small clubs.

Quota areas created

The communication gap had resulted from Quota's growth geographically and in membership. These factors had taxed the ability of the headquarters office and district leaders to respond effectively to the needs and services of clubs from all over the United States, Canada, and Australia. In 1971, a new plan was adopted to give different regions equitable representation on the international board of directors. The Quota countries were divided into areas, each governed by a vice president. Four areas were established in the United States, one in Canada, and one in the South Pacific. In 1972 these vice presidents were renamed directors. Each area director had full participation on the international board of directors.

Hearing and speech aid voted Unified Service Project

The 1971 convention had adopted a resolution urging every club and district to undertake at least one project involving financial assistance or personal service in the field of hearing and speech. The 1972 resolution specified aid to hearing-

and speech-impaired people as the official Unified Service Project of Quota International, with every Quota club observing its country's national hearing awareness week (or month) and every club involved in a specific project of its community's needs in this field. Quota already was becoming known for its work in the area of speech and hearing; with the adoption of the Unified Service Project, Quota became even more widely known and respected.

New Zealand becomes fourth Quota country

By mid-1973, Quota's membership stood at 12,678 with 411 clubs. This included the Quota Club of Auckland, New Zealand, the first in that country President A. Dorothy Milligan traveleto New Zealand to present personally the charter to the new club. New Zealand thus became the fourth Quota country, organized by the enthusiastic Quotarians of Australia. Indeed, Quota's main growth during this decade was in the South Pacific, with the Australians taking the lead in organizing new clubs.

Telethon benefits hearing and speech project

Quota moved to implement the Unific Service Project with a major new program in 1974 entitled "What Is Silence?" In each of the five months from January through May, a specific project was outlined to be used by each indivicual club and adapted as necessary in deferent communities. The program culminated in May with a thirtyminute television documentary followed by a panel discussion.

This public information program was a tremendous success, with a great desof media attention generated by the activities of the local clubs.

Quota continued its commitment to serve hearing- and speech- impaired people with a major breakthrough at the 1974 convention in St. Louis. The highlight of the convention was a thre hour public service telethon entitled "They Grow in Silence" on KPLR-TV.



Wanda Frey Joiner, right, and two other Quotarians communicate with each other using sign language

Thirteen operators manned telephones and teletypewriters and took thousands of calls. The calls were answered by a group of panelists, experts in the area of deafness and hearing problems, who had volunteered their services because of Quota's efforts to help deaf people.

Foundation established

In 1974, during the presidency of Helen A. Turk, the Quota board of directors established the Quota International, Incorporated Charitable and Educational Foundation, a tax-exempt, non-profit organization. The purpose of the Foundation would be to fund and guide the Unified Service Project by encouraging and directing activities through which local clubs could educate the general public about deafness and its resulting problems. Specifically the Foundation would develop and disseminate materials and resources to all Quota clubs, helping them to expand and diversify their programs in hearing and speech.

Fellowship fund narrows focus
At the same time that the foundation
was established, a change was made in
the Quota International Fellowship
Fund. This fund had been supplying
room and board scholarships to a number of college students since 1953.

It was decided at the 1974 convention that scholarships would be limited to students who are deaf or hearing impaired, or hearing persons preparing to work with hearing-impaired people. This change in the Fellowship Fund made it a part of the Unified Service Project. This resulted in a close partnership which continues to this day between Quota and Gallaudet University in Washington, D.C., the only university in the world for the deaf.

"Shatter Silence" replaces "What is Silence?"

During the presidency of Lynette Oliver in 1975, Quota's "What Is Silence?" program was retitled "Shatter Silence," with its emphasis on understanding deafness through personal involvement. The Quota promotion committee produced a Shatter Silence booklet, financed by the foundation and distributed to every Quotarian. It contained numerous suggestions for service projects suitable for use at the local level. These projects not only provided valuable services for the community members, but also brought Quota clubs the local publicity they needed to make themselves known in their communities.

A major effort in Australia was that of pressure brought by individual clubs to have TV news programs captioned for the deaf. The Australians' drive for closed captioning of TV programs would become a major concern of North American Quotarians in the coming years.



Quota enjoys a close relationship with Gallaudet University because of Quota's scholarship program for deaf and hearingimpaired students, and for hearing students preparing to work with hearing-impaired individuals.

Quota officially supports the United Nations

In the international field, Quota attained new status at the United Nations in 1975. Quota had always supported the policies and activities of the United Nations, but had had no official standing within that organization. But in April 1975, the Economic and Social Council of the United Nations placed Quota on the roster for purposes of consultation as a nongovernmental organization. Later in the year, Quota also was given NGO status by the United Nations Office of Public Information. Executive Director Dora Lee Haynes served as Quota's representative at the United Nations.

Fiji, Philippines, India join Quota

Quota achieved new geographical expansion in 1975 with the first convention held outside of North America (in Hawaii) and the election of the first president from the South Pacific Area, Australian Joan May. It was also the year Quota expanded from four countries to five with the addition of two clubs in Fiji. The election of Joan May represented the coming to maturity of Quota in Australia, the country of Quota's most rapid expansion in this decade. In addition to rapid growth within Australia, the Australians also were responsible for carrying Quota to five new countries during the seventies. The Philippines became the sixth Quota country with the chartering of three clubs there in 1976, and in September of that year the first Quota club was chartered in India, the seventh Quota country.

Absentee ballots ensure representative leadership

The rapid expansion of Quota in the South Pacific focused attention on the voting requirements within the organization. Voting had been limited to those members of Quota present at the annual conventions. As a result, the Australian clubs and many smaller clubs in North America were unable to vote because they could not afford the expense of attending conventions. Steps to remedy this situation were taken at the 1976 convention during which President Isabell Sullivan presided. A bylaw was passed allowing a club with a reasonable excuse for not attending the convention to cast an absentee ballot for officers. While this did not completely solve the problem, it allowed a greater voice for those clubs too far away to attend Quota conventions.



Providing trained hearing ear dogs has been one of Quota's ongoing projects in the area of hearing and speech.

New developments in Unified Service Project

The presidency of Joyce R. Schafer in 1977-78 was marked by continuing emphasis and new developments in service to hearing- and speech-impaired people. The Shatter Silence program continued; each annual convention included a Shatter Silence room where materials and programs were displayed. At the 1977 convention Quota took another step forward by providing interpreters for all sessions so hearing-impaired Quotarians could participate fully. The focus of the Shatter Silence program that year was on discovering deafness in children and helping parents help their deaf children achieve.

First Deaf Woman of the Year award

In 1978 a new program was inaugurated, the Deaf Woman of the Year award. This idea had originated the previous year when one Quota club changed its woman of the year award to recognition of a deaf woman of the year. The hearing and speech committee then recommended a contest to be held by Quota International to recognize an outstanding deaf woman of the year. Each club

could send a nomination to the district governor; a local panel would pick the district winner and each district nominee would then be submitted to the area director. Each area would pick an area winner, and from these seven finalists the Quota International Deaf Woman of the Year would be chosen.

At the 1978 convention in Chicago, the first Deaf Woman of the Year award was presented to Irene Tunanidas of Youngstown, Ohio. Quota saw this award as more than recognition of one woman's accomplishments. It also served to show others with similar disabilities that one can overcome a disability, and it showed hearing people what can be achieved when physical barriers are removed. The Deaf Woman of the Year award has continued to be an important part of Quota's Shatter Silence

Eighth Quota country: Sri Lanka Other important developments included the expansion of Quota into another new country with the chartering of the Quota Club of Colombo, Sri Lanka, in January 1978. Sri Lanka, formerly Ceylon, thus became the eighth Quota country. In June 1978 the number of Quota clubs stood at 477, with a total membership of 14,787. This figure



Irene Tunanidas, Quota's first Deaf Woman of the Year.

would represent the high point of Quota's membership for the next decade.

Vial of Life program starts In addition to the Shatter Silence program, Quota undertook other service projects during this period. One of the most successful was the Vial of Life program. This was a community service program which provided life-saving information in the home for rescue personnel in case of emergency. It was designed especially for senior citizens and those who live alone or have special medical problems. Vital information was noted on a form which was placed in a vial or pill bottle and stored in the refrigerator where it would be safe from fire and easily accessible in an emergency. Originally begun early in 1977, the program was adopted by Quota in 1978, was extremely successful, and since has been used in many different locations.

Sister Club program begins A new international project was launched in 1978 with the establishment of Quota's Sister Club program. The Sister Club program aimed at an exchange of information between clubs in different parts of the country or of the world, and it proved to be very popular.

Quota growth questionable during the 1970s

The most serious topic for discussion at the 1979 convention was the net loss of membership despite a growth in the number of Quota clubs. The figures for 1979 show 485 clubs, a gain of eight, and 14,777 members, a loss of ten. This decline in membership, due in large part to a difficulty in retaining members, would be a subject for discussion throughout the next decade. At the same time, Quota had grown during the seventies from three to eight countries and from 400 to 485 clubs. Membership in 1969 stood at 12,169; by 1979 it had grown to 14,777.

The decade of the seventies saw growth in other areas as well— in the international partnership with CARE, in the growth and development of the Unified Service Project and the Shatter Silence program, in the ongoing representation of Quota at the United Nations, and at other conferences and meetings. During this decade Quota became recognized both nationally and internationally for its work in the field of hearing and speech. After sixty years of service, Quota stood ready to meet the needs of the eighties.

The Seventh Decade: 1979-1989

uota began its seventh decade with the re-election of Norma Raby as president, who asked Quotarians to consider the eighties as a time of exploring, and of building on foundations laid during the previous decade.

President Raby presided over Quota's diamond jubilee in Philadelphia in July 1979. The convention featured many different programs and events connected with Quota's work with hearing- and speech-impaired people. Quota's sixtieth year also was marked by changes in the organization, including a new committee structure. In addition, since Quota had expanded into so many different countries and cultures, a committee was appointed to study the idea of federation among the various Quota countries. The question of federation would be a recurring subject for discussion during the next decade.

The start of the eighties saw Quota focused on several ongoing projects. The Quota/CARE project to provide clean water to villages in Kenya was in its fourth year; the Vial of Life program was designated as the major continuing community service program in Quota; and both the non-profit foundation and the Fellowship Fund showed continued growth as Quotarians from all over the

world sent contributions to fund these programs.

Closed captioning added to Shatter Silence

The Shatter Silence program also continued as the strong focal point of Quota's Unified Service Project. The year 1980 also saw the full implementation of Quota's drive to provide closed captioning for television. The concept of closed captioning had first been endorsed by Quota at the 1977 convention, but three years later the campaign went into high gear. Quota's contribution would be twofold—to provide TV adapter units to individuals and organizations, and to mobilize public opinion in favor of increasing the number of closed captioned programs available.

Singapore chartered as ninth Quota country

The Quota Club of Singapore was chartered March 2, 1980, at a ceremony attended by 180 Quotarians who came from other parts of the South Pacific for the celebration. Most were from Australia, and once again the Australians were responsible for the spread of Quota to another country.

It was fitting that 1980 saw the first Quota convention held in Australia, in Sydney, New South Wales. That convention elected Sally Pahigian as the new president of Quota.

Shatter Silence coordinator

named

In 1981 the foundation voted unanimously to employ a professional coordinator to direct the Shatter Silence program in a one-year pilot project with matching funds provided by Gallaudet University. The money would be used to pay the coordinator's salary and to finance printed materials. The goals of the pilot project were to develop programs for the local clubs to carry out, to develop materials for these programs, and to publicize Shatter Silence activities.

Internal questions studied
In 1982 a committee studied the possibility of moving Quota's headquarters office to another city. The committee recommended against such a move, pointing out that Quota would lose the close geographic ties it enjoyed with

Mayor Petryazak of Morgantown, West Virginia, and area nursery school children participate in Quota's first international balloon liftoff in 1985.



Gallaudet University, and also its closeness to various government agencies. The one hundredth birthday of Wanda Frey Joiner was observed throughout Quota and in a special way at the Vancouver convention where a dramatist portrayed the Founder in an autobiographical tribute. Also memorable at this convention was the lengthy debate presided over by President Marilyn Blake on biennial conventions. Although the convention body decided against this concept, it reemerged from time to time as a subject for debate.

At the same time Quota developed new guidelines and rules for district and area boundaries. This had been a particular problem in the South Pacific. Two new districts were established in Australia and several boundary adjustments were made elsewhere. The major problem of eroding membership continued to occupy Quota's board of directors. A future studies committee was appointed to study membership. Quota had lost 736 members between 1978 and 1981, and by July 1982 the total loss was more than one thousand, with the membership down to 13,746.

New Shatter Silence projects introduced

At this time the Shatter Silence program focused on a number of areas, such as noise pollution, infant testing, hearing screening for older people, telecaptioned adapters, community directories of services for hearing-impaired persons, and the annual observance of Better Hearing and Speech Month and Shatter Silence Week in May. (In the South Pacific, Deafness Awareness/ Shatter Silence Week usually was held each September.) In January 1983, a spot publicizing Quota was aired for one week on the "Good Morning, America" television program. In April, the foundation funded the captioning of an NBC-TV Easter Sunday special. Dr. John E.D. Ball, president of the National Captioning Institute in the United States, paid tribute to Quota as the first service group to fund the closed captioning of a television program.

In mid-1983 a public service video spot on hearing conservation featuring popular singer Marie Osmond was produced and distributed to all network stations in the United States and all stations in Canada and Australia. Major funding for the project was provided by the West Area of the United States through contributions to the foundation. The foundation also sponsored closed-caption production of Bob Hope's Christmas special in 1983.

New service projects initiated At the 1983 convention, Quota passed an international service resolution that provided an opportunity for Quotarians to assist Quota clubs in developing countries. Quota's World of Service manual subsequently was published, listing service projects of clubs in the developing countries. Clubs in North America and the South Pacific were encouraged to choose a project from this listing for their international club service work. This was the beginning of Quota's Club to Club program, which has since become an important component of Quota's international service. Quota clubs have sponsored such projects as paying salaries for teachers and tuition for deaf students in the Philippines, providing financing so that a home for abandoned and destitute women in India may be built, and financing and furnishing a day-care center in Sri Lanka.

Quota names new executive director

In 1984 Executive Director Dora Lee Haynes resigned her position after twenty-four years of devoted service to Quota. She brought professionalism and expertise to the office of executive director and earned respect and admiration for Quota through her involvement with other service clubs, the United Nations, Gallaudet University, CARE, and other professional bodies. She served Quota during a period of great growth and change, and she gave willingly of her skill, patience, knowledge, and support. At the 1984 convention, she was awarded Quota International Honorary Recognition in appreciation of all she had done for the organization.

The new executive director, Kathleen W. Thomas, brought to Quota experience as an association executive, with a strong background in association management and education. Her job responsibilities at Quota were to include serving as director of the headquarters office and staff, manager of Quota's conventions, and as editor of The Quotarian. Shortly after Kathleen's arrival at Quota, she assumed the responsibilities previously incorporated in the Shatter Silence coordinator position as well.

World headquarters project moves ahead

The 1984 convention, which elected President Lynn Stephenson, voted to begin a fund-raising campaign to purchase a Quota World Headquarters building. Quota had been in seven



Quota World Headquarters

different locations since it arrived in Washington, D.C., in March of 1928. The eighth location was going to be a permanent one. Quotarians wanted their Quota to have a permanent home and, on the practical side, to stop paying rent with nothing to show for it. Subsequently, two committees were established — one to find a suitable location for Quota and the second to produce a fund-raising plan to generate sufficient funds to buy office space suitable for Quota's headquarters.

The Quota World Headquarters Fund was established and a pledge system was worked out. Each member was asked to contribute \$50 or more, and clubs were provided recognition for 100 percent participation. A system also was developed to recognize individual Quotarians who made donations in amounts ranging from \$50 to \$5,001.

In June 1985, the committee found a suitable location and the commitment was made for Quota to purchase office space at 1420 21st Street, NW. The purchase was financed through a three-year mortgage at a rate of 11 percent. (In 1988, the mortgage was extended for another three-year period until 1991.)

The new Quota World Headquarters building is located on a tree-lined street of commercial and residential structures that were built at the turn of the twentieth century in Washington's Dupont Circle area, where many embassies are located. It seemed fitting that Quota's permanent home would be in a stately building that was built when

Quota was first founded. Included in the purchase was space not currently needed by Quota. This space brought in rental income, and is available to Quota for future expansion. Since 1984 there has been an ongoing drive to pay off the mortgage through individual contributions, memorial contributions, club fund-raisers, and other money-making

projects.

Shortly after purchase of the head-quarters building, Quota purchased an IBM-36 computer for the office, thus bringing Quota into the computer age. All membership and financial records were computerized, greatly improving the efficiency of record-keeping. In addition to record-keeping, the computer was used for all correspondence and reporting requirements. The five-year loan that Quota took out to pay for the computer was completely paid off by mid-1987, three years before it was due.

Classification guide revised
Also revamped that year was the membership classification guide. The maintenance of a "master" membership classification list was stopped, and more discretion was permitted at the local level to determine classification categories as well as executive and professional status of women.

New partnership begins: Quota and UNICEF

Quota's support of the United Nations took on a new dimension in 1984, when convention delegates passed a special resolution supporting UNICEF in its Revolution for Child Survival program. This began a partnership between Quota and UNICEF, similar to the partnership with CARE. Quota urged its clubs to support the United Nations International Youth Year, and in 1985 Quota adopted a UNICEF-assisted project in Uganda to provide immunization for children. This program aimed at preventing such diseases as polio, measles, diphtheria, tetanus, whooping cough, and tuberculosis in children. Quota's contributions helped ensure continuity in the program, and provided vaccines for the northwestern portion of Uganda.

Shatter Silence: ongoing commitment to hearingimpaired people

Quota clubs in the United States and Canada celebrated Better Hearing and Speech Month in a special way in 1985, with a nationwide balloon liftoff. Participants included such celebrities as television actress Florence Henderson,



Quota and UNICEF joined forces in the eighties to immunize the young children of Uganda and to provide oral rehydration therapy for the children of Bhutan.

poster child Nancy Jones, film and stage star Nanette Fabray, and U.S. Senator Bob Dole. The balloon launch proved so successful at focusing public awareness on hearing impairments that it was continued as an annual event.

New membership classification
The 1985 convention established a new
category of membership within Quota.
Previously membership had been either
active or affiliate. The new category of
member at large was created so that
members can remain in Quota even if
their location does not have a Quota
club.

Nationalization/Federation issue resolved

The issue of federation, or nationalization as it was sometimes called, had been studied by Quota ever since a committee was appointed to look into the idea in 1979. At the 1984 convention in Las Vegas a motion was passed directing a comprehensive survey of all Quota members to provide baseline data to develop a long-range plan for Quota. The major issue which emerged was that of federation. The board decided to address that issue before it developed a formal plan for Quota addressing other items of critical concern. In response to the survey, members voted on various questions concerning federation and major Quota issues of the day.

Nationalization or federation is a structure in which each Quota country

would develop and fund its own programs and services. The desire for federation came mainly from Quotarians outside the United States who faced problems with the high costs of overseas travel and postage rates, as well as the fluctuating currency exchanges. There was also a desire for more autonomy among some clubs and the feeling that Quota International was not as responsive as it could be to the needs of clubs outside the United States.

Following a study of survey results, a structures committee prepared a motion for the 1985 convention in favor of the concept of nationalization, to become effective at the close of the 1986 convention. The motion passed with a majority vote, and President Dixie Lee Bradley directed a bylaws revision committee to draw up proposed revised bylaws to accommodate the change. Since there was still strong sentiment among many Quotarians to retain direct membership in an international organization, the committee strove to offer a compromise. The proposed revision created associate member countries as independent national entities affiliated with Quota International. Each country would be given the choice of becoming an associate member country or retaining their existing status in Quota International.

But a surprise was in store at the 1986 convention. The convention delegates rejected the proposed bylaws revision while applauding the hard work of the bylaws committee. They asked that Quota find other alternatives to solve the problems faced by the various member countries while retaining its international structure for all members.

New membership classification established

The 1986 convention established a new category of membership within Quota. Previously, membership had been either active, affiliate, or member at large. The new category of sustaining member was created so that members who are no longer employed, or women who once held executive or professional positions but currently were unemployed, might join or remain members of Quota.

Hearing and speech projects expanded to Canada and South Pacific

In 1986 Quota introduced a new method of testing for hearing loss. This was the hearing check, a three-minute preliminary hearing screening that was conducted via the telephone. Also instituted this year was the Deaf Poster Child Contest. This was started in the United States where clubs were urged to select a deaf child to be their local poster child and to enter in a nationwide contest for the Better Hearing and Speech Month poster child. An entry from a Quota club won the contest the following year. This project was expanded to Canada and the South Pacific as a local project the next year.

Quota also was busy with hearing and speech projects in the South Pacific. One of the most ambitious and most successful was the establishment of South Pacific Area scholarships for workers in the fields of hearing and speech. The idea began in 1977, and the first scholarships were awarded in 1981. By 1986 the scholarship fund had grown to \$84,000. A total of eight scholars had been aided, and they had become ambassadors for Quota, speaking at meetings and contributing articles to professional journals emphasizing the value of the scholarships they received.

Board policy manual developed
The year 1986 marked a new level of sophistication in board operations with
the development of a board policy manual. This ensured that policy decisions
made by one board would be continued
by subsequent boards unless these
boards deliberately chose to operate differently. The manual allowed for greater continuity within the organization

from year to year and gave the staff written policies from which to operate.

Membership issues decided upon at 1987 convention

A special committee for unified membership was appointed in 1986 to study the membership question with special emphasis on Quota's dues structure and other financial issues. Newly elected President Janet Popyach charged the committee with the responsibility and challenge of fulfilling the motion of the convention body as expeditiously yet thoroughly as possible.

The committee reported to the 1987 convention, recommending that a bank account be established in each country for the receipt of international dues, that dues be paid in local currency to the accredited bank account in that country, and that the development and growth portion of the dues be retained in each Quota country in the bank account and used nationally as authorized by the board of directors. These recommendations were adopted by the convention, and a one-year trial period in Australia was recommended. The trial period would run from July 1988

The 1987 convention also voted to allow members of other classified service clubs to be eligible for membership in Quota. The question of how to respond

through June 1989.

to applications from men seeking membership in Quota was referred to legal counsel. Quota also published a new membership brochure in 1987.

Aruba and Curacao join Quota
The year 1987 also saw the addition of
two new countries to Quota's family.
The Quota Club of Aruba was organized first and then the Quota Club of
Curacao, Netherlands Antilles. With
the chartering of these two clubs in the
Caribbean, the Quota family of nations
increased to eleven.

Strategic plan developed President Janet guided the board of directors and a special committee which evaluated Quota's place in the contemporary world. Now that the structure issue was settled, it was time to develop a mission statement and a three-year strategic plan that would move Quota forward into the 1990s. The mission statement declared that "Quota International's mission is to provide balance in the lives of business and professional women by uniting them in a worldwide organization of service and friendship." The plan developed general objectives and strategic directions for Quota in six major areas: local club experience, service, development and growth, budget, internal communications, and image enhancement.



Quota enhanced its eighties' image with an updated design for The Quotarian and the development of two new recruitment brochures.



Quota Executive Director Kathleen Thomas, chairman of the 1988 steering committee for the Council for Better Hearing and Speech Month, met in the White House Oval Office with then U.S. President Ronald Reagan, honorary chairman of the 1988 Better Hearing and Speech Month.

Quota enhances its image with new publications

As part of Quota's image enhancement program, The Quotarian was given a fresh, new look. The decision was made to maintain the two-color newsletter format to keep production costs within reason, but to give the publication an updated design so it could compete with those produced in the business world. The Quotarian could then be used as a marketing and recruitment tool that could be shown to anyone with pride. A second marketing tool was produced in the form of a twocolor, typeset club membership brochure. Entitled "Quota Club Mem-bership and You," the brochure could be customized with local club information or used in its standard form. Quotarians were coming to realize the value of a polished, professional look to all materials presented to the public about Quota.

Shatter Silence—a program for the eighties and beyond

Quota Executive Director Kathleen Thomas was appointed the 1988 chairman of the United States Council for Better Hearing and Speech Month steering committee. This marked recognition of Quota's leadership by the twenty-one member organizations represented by the council, including such long-time friends of Quota's as Gallaudet University, the National Captioning Institute, The House Ear Institute, American Association of Retired Persons, and the American Speech Language Hearing Association.

Through joint efforts of this consortium, Quota strove to further its mission of increased public awareness of the help and hope available to hearingimpaired individuals. With the honorary chairmanship of the council being U.S. President Ronald Reagan, who Executive Director Kathleen Thomas was to personally meet, the opportunities for greater publicity for Shatter Silence and Quota were realized.

A new project which proved enormously successful was the McDonald's trayliner project; more than two million patrons of McDonald's restaurants saw trayliners with messages about Better Hearing and Speech Month in May 1988 and 1989.

In 1987 and 1988 the Quota Foundation voted to allocate two thousand dollars each year toward a program to subtitle childrens' videos in Australia. The Australian Caption Centre requested Quota's assistance with this program, which made a series of subtitled videos for children available through public libraries and other institutions throughout Australia. Actress Marlee Matlin met with Quota members to publicly thank them for their participation in this program, which brought Quota even more publicity in Australia, since each video displayed the source of its funding.

In 1988 Australian Quota clubs and the Foundation presented a check for \$28,000 to the Australian Caption Centre to purchase twenty-three videos on health and education related issues for deaf and hearing-impaired children in Australia.

Quota's international service projects continue

At the 1988 convention in Melbourne, Australia, Quotarians elected Australian Beris Pritchard as their new president. She chose as her theme "Strength through Fellowship." This election marked the first time in Quota history that three Australians were to serve on the board at the same time. With two other board members from Canada, the election also marked the first time the majority of members were not from any one country. The internationalism of Quota had truly come of age.

The year 1988 neared the 200th anniversary of the founding of Australia. As part of the commemoration of that event, the Quota clubs in Australia had conducted a Bicentennial Young Woman of the Year Program. The young woman selected as the Australia-wide winner, Moira Kelly, greatly impressed convention attendees with her depth of commitment and genuine concern for her fellow man. Media coverage of this program was extensive throughout Australia.

Quota renewed its partnership with UNICEF in a new project to provide oral rehydration therapy to the children of Bhutan, a small state northeast of India. Quota had completed its project in Uganda, donating more than \$30,000 to provide oral rehydration therapy for the children of that country. Oral rehydration fights infant diarrhea, one of the deadliest killers of children today. Quota presented a donation for \$4,500 to UNICEF representative Ron Hayes at the Melbourne convention to begin the Bhutan project, and individual clubs were urged to contribute to the project during the following year.



Moira Kelly was honored at Quota's 1988 Melbourne convention as national recipient of the Australian Bicentennial Young Women's Community Service Award.

Conclusion: Quota looks ahead

uring 1989, President Beris led a small group of Quotarians on a visit to many of the Quota clubs in Southeast Asia. During her visit, the various Club-to-Club Program projects were visited and reported on. The Club-to-Club project idea had been instituted in 1984 and had continued since then. The project enabled Quota clubs all over the world to help with specific projects that clubs in developing countries identified. Providing international service was firmly established as a three-prong initiative and support was sought from all Quota clubs on all three fronts - the Club-to-Club, Quota/CARE, and Quota/UNICEF programs. The year 1989 also marked continued progress toward debt-free ownership of the Quota World Headquarters building. The QWH fund-raising program, which started in 1984, had raised more than \$500,000. The remaining balance is being reduced steadily with anticipation that Quota will have a debt-free building by 1990. More than 196 clubs have reached 100 percent status (averaging a donation of fifty dollars per member). Sixteen districts and four areas also have become 100 percent. Five Quotarians were honored for giving over \$5,000 each and many Quotarians have given over \$1,000 each. Other Quota members have given significant donations, which continue to come in at a steady pace.

In 1988-89 Quota's fellowship program celebrated the forty-fifth anniversary of its first fellowship in 1943. Since that time Quota has awarded almost \$350,000 in fellowships to 133 talented students from thirty-five countries. The program has evolved from offering one \$1,000 fellowship per year to pro-viding more than \$20,000 in fellowship funds each year to an average of seven

With 76 percent of the 1988-89 president's reports in, Quota clubs are reporting an outstanding year in fund raising for and delivery of service. The clubs report over \$930,000 from fund-raising efforts and more than one million dollars used for service activities. This includes \$625,000 for community service, \$395,000 for hearing and speech service, and \$59,000 for world service.

As for membership trends, the steady decline in membership throughout the decade appears recently to have slowed down. Membership statistics for 1989 show 441 clubs, a loss of 44 clubs from the all-time high of 485 clubs in 1979. At the same time Quota had grown from eight countries to eleven. Membership in 1979 stood at 14,777; by 1989 it had declined to 12,021 including members at large.

The tumultuousness of the federation/nationalization issue can be cited as one reason new clubs weren't formed. Members were uncertain as to the direction Quota was headed and unsure of its rightful place in the 1980s. Other factors that contributed to the decline were the aging of clubs and the after-the-fact realization by club members that the club needed to be constantly nurturing itself with new members' enthusiasm, innovation, and leadership to prosper.

But that same period can be viewed with great pride in that Quota faced formidable problems and overcame them. Quota saw far-reaching opportunities and met them. Quota examined its reason for being and determined that the need for Quota is just as great if not greater in today's world than in 1919. Quota looked inward, studied what it was and had been, and decided on what it wanted to be in the future. It developed a plan to reach its goals and is steadily moving toward reaching them.

There's a feeling of optimism about Quota's future as Quota moves into the next decade. A strategic plan is in place charting Quota's future. The updating and creation of manuals to help officers of local clubs do their jobs more easily are now planned for and scheduled in advance. These manuals, many of which were created in the 1980s-the treasurer's handbook, the secretary's handbook, the development and growth manual, the publicity handbook, and the service manual—have all served to lighten the load of Quota administration at the local level. They enable Quotarians to learn from fellow members and provide a channel through which to pass the expertise of one Quotarian to another.

The structure issue appears to be settled. After lengthy and detailed study, the organization has affirmed its desire to remain international. Ever mindful of the difference in each of the countries in which Quota is found, the resolve has been made to recognize these differences and use them to strengthen rather than splinter Quota. Differences in programs in various parts of the Quota world are now acceptable as long as the principles and objectives of Quota are being upheld and the bylaws which unite all of Quota are being followed. It is projected that the differences in cultures and the commonalities of desire to serve others will combine to strengthen the lives of Quotarians and to broaden their horizons as they move into the last decade of the twentieth

Quota's parliamentarian

Quota has always been fortunate to be blessed with a competent, understanding, and loyal parliamentarian. When Mrs. Harry Harvey Thomas felt she could no longer carry that responsibility, Mrs. Marie Suthers was engaged as Quota's parliamentarian. She not only gave classes in parliamentary procedure that were delightful but also helped with the structure of the organization. It was she who provided ideas for streamlining methods of nominations and elections. In 1973, Quota conferred upon her the distinction of honorary recognition. Mrs. Margaret Steele was engaged as Quota's parliamentarian in 1983 and has ably served in that capacity throughout the 1980s. She sparked the interest of convention attendees over the years with her informative and witty workshops in parliamentary procedure.

It is interesting to note that the parliamentarian at the 1929 board meeting and convention was none other than Professor Henry M. Robert, Jr., son of General Henry M. Robert, the author of Roberts Rules of Order. He continued to serve as Quota's parliamentarian through 1935, taking an active role in offering advice regarding Quota's proceedings as they relate to parliamentary law. He was introduced at the 1930 convention as "one in our midst who has adopted Quota, and Quota has adopted him. I present to you

Professor Henry M. Robert, our friend and helper."

Important Quota dates

1919 - Quota Club International founded February 6 in Buffalo, New York.

First meeting at Toulaine Hotel February 21. Wanda Frey Joiner elected president.

Special convention in Rochester September 26. New York clubs seceded; Scranton became the oldest continuing club in Quota.

1920 - First annual convention in Scranton, Pennsylvania. Jennie Lewis Evans elected president; Wanda Frey Joiner made honorary life member; Florence Snowdon appointed first general secretary; revised constitution adopted.

1921 - Second annual convention in Wilkes-Barre, Pennsylvania. Bylaws amended to prohibit Quota from affiliating with any other group. Wanda Frey Joiner made honorary life president.

1924 - Girls' service work adopted as the major service project.

1926 - Charter presented to the first Canadian club of Winnipeg, Manitoba. Canada became second Quota country.

1928 - Quota headquarters established in Washington, D.C.

1929 - Elizabeth White Emens succeeded Florence Snowdon as general secretary.

1930 - Eleventh annual convention held in Winnipeg, Manitoba; first convention in Canada.

1933 - Organization of the first club in Australia, the Quota Club of Sydney, New South Wales. Australia became the third Quota country.

Decision to create districts in Quota. West Virginia, which already had districts, became the First District. Seven permanent and six temporary districts organized.

1936 - Gwladys W. Jones succeeded Elizabeth White Emens as general secretary; would serve in that position for twenty-five years. 1937 - Reorganization of the Sydney club.

1938 - Five-point community service plan proposed by President Elsie M. Yellis; served as the basis of Quota's objects and action committees.

1941 - Meeting of all women's classified service clubs in Washington, D.C., called by Quota.

1943 - Quota's annual convention cancelled at request of the U.S. Office of Defense Transportation.

1944 - Silver jubilee year convention at Niagara Falls, New York.

First Quota fellowship student chosen, Catalina Rodriguez del Pozo of Cuba.

Beginning of governors seminars.

1945 - Quota's annual convention again cancelled.

1946 - Aid to the hard of hearing and deaf adopted as a point of emphasis for service.

Objects condensed to concise 35-word statement.

1947 - First visit by a Quota International president to Australia; thirteenth district elevated to permanent status.

Charter presented to Mexico City club, first club in Mexico, the fourth Quota country.

1951 - Election of first Canadian president of Quota, Gladys Herrington Robinson.

1953 - Trust established in November for Quota International Fellowship Fund with board of trustees.

1954 - Cardineer file and bookkeeping machine added to Quota headquarters.

1956 - First combined district conference held in Australia; International President May Virginia Valencik attended.

1959 - Second combined district conference held in Australia; General Secretary Gwladys Jones attended.

1960 - Quota incorporated in the District of Columbia under the new name of Quota International, Incorporated.

Membership changed to three classes — active, affiliate, and honorary.

1961 - Dora Lee Haynes succeeded Gwladys W. Jones as general secretary. Title later changed to executive secretary; then to executive director.

New membership pin and jewelry designed.

1968 - Wanda Frey Joiner died June 19.

Mexican clubs dissolved; only three Quota countries remained.

1969 - Golden anniversary convention in Washington, D.C.

Wanda Frey Joiner Memorial Fund established.

Beginning of Quota's partnership with CARE in international service projects, with Korean middle school project.

1971 - Membership Classification Guide changed.

1972 - Area concept established.

Unified Service Project adopted for aid to the hearing- and speech-handicapped.

1973 - President A. Dorothy Milligan chartered the Quota Club of Auckland, New Zealand. New Zealand became the fourth Quota country.

1974 - Beginning of the "What Is Silence?" program as the focus of the Unified Service Project. Three-hour TV public service program to publicize the Unified Service Project in connection with the annual convention in St. Louis.

Quota International, Incorporated Charitable and Educational Foundation established to fund and guide the Unified Service Project. 1975 - Fellowship Fund changed to aid only those students who are hearing or speech-handicapped or those preparing to work with the hearing- or speech-handicapped.

"Shatter Silence" slogan adopted for the Unified Service Project.

First convention held outside the North American continent, in Honolulu, first Australian president, Joan May.

Quota achieved non-governmental organization (NGO) status at the United Nations.

Two clubs chartered in Fiji, the fifth Quota country.

1976 - Absentee voting for election of officers allowed for the first time.

First three clubs chartered in the Philippines, the sixth Quota country.

First club chartered in India, the seventh Quota country.

1978 - First club chartered in Sri Lanka, the eighth Quota country.

New committee structure established. First Deaf Woman of the Year honored, Irene Tunanidas of Youngstown, Ohio.

1979 - Closed captioning added to the Shatter Silence program.

Honorary membership classification eliminated.

1980 - Charter to the Quota Club of Singapore; Singapore becomes the ninth Quota country.

First convention in Australia, in Sydney, New South Wales.

1983 - World Service Program and Club-to-Club program started.

Golden anniversary of Quota in Australia.

1984 - Dora Lee Haynes resigns after twenty-four years as executive director. She is succeeded by Kathleen Thomas. Beginning of Quota's partnership with UNICEF.

Quota World Headquarters Fund established to purchase a Quota world headquarters building in Washington, D.C.

1985 - Purchase of world headquarters building at 1420 Twenty-first St., N.W., Washington, D.C. Purchase of IBM computer for headquarters office.

New membership category of member at large established.

1986 - New membership category of sustaining member established.

Charters to Aruba and (Curacao) Netherlands Antilles, tenth and eleventh Quota countries.

Fiscal restructuring adopted to ease monetary problems of Quota countries outside the United States.

Three-year strategic plan adopted with mission statement and goals defined.

Quota conventions: 1920-1988

1921 Wilkes 1922 Pittsbu 1923 Allento 1924 Buffalo 1925 Pittsbu 1926 Philade 1927 Baltim 1928 Daven 1929 Worce 1930 Winni 1931 Washi 1932 Memp 1933 Swam 1934 Hot Sp 1935 Colora 1936 Chica 1937 Atlant 1938 Banff, 1939 New O 1940 San Fr	Placid, New York	1948 1949 1950 1951 1952 1953 1954 1955 1956 1957 1958 1959 1960 1961 1962 1963 1964	Victoria, British Columbia Atlantic City, New Jersey Houston, Texas Mackinac Island, Michigan Quebec, Province of Quebec Corona, California Lake Placid, New York Chicago, Illinois Banff, Alberta Miami Beach, Florida Cincinnati, Ohio San Francisco, California Washington, D.C. Toronto, Ontario St. Louis, Missouri New Orleans, Louisiana Los Angeles, California White Sulphur Springs, West Virginia Denver, Colorado Boston, Massachusetts		Honolulu, Hawaii Boston, Massachusetts White Sulphur Springs, West Viginia
1940 San Fr 1941 Lake I 1942 Mack 1944 Niaga	San Francisco, California Lake Placid, New York Mackinac Island, Michigan		Denver, Colorado 1987 Write Stripini Springs, West Viginia	West Viginia	

Quota's past presidents



1919-1920 Wanda Frey Joiner Buffalo, N. Y.



1920-1924 Jennie Lewis Evans Scranton, Pa.



1924-1926 Mary Russell Purman Pittsburgh, Pa.



1926-1927 Lulu M. Dryden Baltimore, Md.



1927-1928 Mabel H. Palmer Davenport, Iowa



1928-1929 Eliz. J. White Emens New Castle, Pa.



1929-1930 Rietta M. Emerson Wilmington, Del.



1930-1933 Catherine Olney Worcester, Mass.



1933-1934 Myrtle B. Duke York, Pa.



1934-1936 Bertha L. Goldthwaite Cambridge, Mass.



1936-1938 Elsie M. Yellis Allentown, Pa.



1938-1939 Bertha E. Dick Buffalo, N.Y.



1939-1940 Constance W. Sheppard Providence, R.I.



1940-1941 Clara Mason Fargo, N.D.



1941-1942 Effie Loudermilk Bluefield, W.Va.



1942-1944 Frances Landry Baton Rouge, La.



1944-1946 Hannah C. Simmons Worcester, Mass.



1946-1947 Mary Powell Northam Baltimore, Md.



1947-1948 Marie E. Higgins Youngstown, Ohio



1948-1949 Edith M. Glaze San Jose, Calif.



1949-1950 Imogen B. Emery Cedar Rapids, Iowa



1950-1951 Olive V. Seibert Minneapolis, Minn.



1951-1952 Gladys H. Robinson Saskatoon, Sask.



1952-1953 Dorothy Crim Reiss Seattle, Wash.



1953-1954 Bess C. Noble East Memphis, Tenn.



1954-1955 Bertha M. Luckey Cleveland, Ohio



1955-1957 May V. Valencik Allentown, Pa.



1957-1958 Elsie Yarter Denver, Col.



1958-1959 Margretta Claflin Columbus, Ohio



1959-1960 Catherine A. Byrnes Springfield, Mass.



1960-1961 Anne G. Stillings Richmond, Va.



1961-1963 Helen V. Agnew Monroe, La.



1963-1965 Dorothy P. Sayre Canton, Ohio



1965-1966 Agnes P. Cooper Knoxville, Tenn.



1966-1967 Edith M. Incababian Wilmington, Del.



1967-1968 Vivien Ingram Flint, Mich.



1968-1969 Vera Hall Cheyenne, Wyo.



1969-1970 Edwina L. Gies Fraser Wellesley, Mass.



1970-1971 Jeannette B. Healey Waterbury, Conn.



1971-1972 Charlotte L. Shaffer Toledo, Ohio



1972-1973 A. Dorothy Milligan Ottawa, Ontario



1973-1974 Helen A. Turk Los Angeles, Calif.



1974-1975 Lynette Oliver East Memphis, Tenn.



1975-1976 Joan May Newcastle, New South Wales



1976-1977 Isabell Sullivan Sterling, Colo.



1977-1978 Joyce Schafer Macon, Ga.



1978-1980 Norma E. Raby Grand Rapids, Mich.



1980-1981 Sally L. Pahigian Greater Lawrence, Mass.



1981-1982 Marilyn L. Blake Orlando, Fla.



1982-1984 Joyce Fren Cessnock, New South Wales



1984-1985 Lynn Stephenson Raleigh, N.C.



1985-1986 Dixie Lee Bradley Seattle, Wash.



1986-1988 Janet Popyach Bethlehem, Pa.



1988-1989 Beris Pritchard Redcliffe, Qld.

General secretaries and executive directors



1920-1928 Florence M. Snowdon



1928-1936 Elizabeth White Emens



1936-1961 Gwladys W. Jones



1961-1984 Dora Lee Haynes



1984-1989 Kathleen W. Thomas

Honorary members and honorary recognition

Honorary Members

- Honorable Ruth Bryan Owen Rohde elected honorary member in 1934. Member of Congress and diplomat. Died in 1954.
- Viscountess Nancy Langhorne Astor elected honorary member in 1938. First woman member of British Parliament. Died in 1964.
- Miss B. Ethelda Mullen elected honorary member in 1951. Author of the Quota Collect and charter member of Quota Club of Wilmington, Delaware. Died in 1980.
- Miss Gwladys W. Jones elected honorary member in 1961. Served as general secretary of Quota from 1936 to 1960. Died in 1968.
- Mrs. Marie H. Suthers elected honorary member in 1973. Served as Quota's parliamentarian from 1957 until her death in 1983.
- Miss Nanette Fabray elected honorary member in 1976. Stage and television actress who overcame deafness. Honorary member of Gallaudet University's board of directors; served as chairman of Better Hearing and Speech Month in 1982.

Honorary Recognition

- Mavis McClymont elected to honorary recognition in 1980. Editor of Quota Calling, magazine of Quota in Australia, for twentynine years. Charter member of the Quota Club of Grafton, New South Wales. Retired and currently living in the Gold Coast area.
- Edna P. Adler elected to honorary recognition in 1980. Had served in the Rehabilitation Services Administration of the United States Department of Education from 1966 to 1988. Designed and established comprehensive rehabilitation services for deaf- and hearing-impaired people.
- Dora Lee Haynes elected to honorary recognition in 1984. Served as executive director of Quota International from 1960 to 1984.

(NOTE: Quota International bylaws were changed in 1979 to eliminate the honorary membership class and to institute the designation of honorary recognition.)