process, but in the final analysis, a chapter is NOT a democracy. An unhappy member can buy his/her own chapter and attract members -- even away from other chapters.)

This spells C-O-M-P-E-T-I-T-I-O-N!

Each chapter president will try to run a good chapter in order to keep members. We need competition at the local level. For too long, many local libertarian leaders have felt put upon, sort of like resentful altruists whining that they are overworked and undersupported.

We can change the attitude of local leaders. (And needs!)

And much as libertarians praise competition in principle, you should have heard some of the complaining when I first set up the Advocates that it would compete with the LP (as if libertarians shouldn't have choices, or as if competition won't produce better leaders, or as if we don't need better leaders at the local level). Anyway, that attitude is almost extinct. Most people see any competition for membership and volunteer time as wholesome and helpful to both organizations.

2. Local leaders must demand quality support from HQ.

How can I devise a system where the field demands quality and the HQ staff delivers it? How can we make the field the boss? How can we induce headquarters to Snap To Attention?

George Schwappach, chapter president in Columbus, came up with the answer --- charge each new Chapter President an Initialization Fee that is high enough (a) so that the chapter president will want his/her money's worth in support, (b) so that HQ can ship all the materials and supplies the chapter needs to get started (e.g., four Seminar 1 kits, Deluxe Operation Politically Homeless kit, five Liberty Communicator Courses), plus ongoing telephone support, and (c) so that HQ will know this person is serious!

The fee will be $875.

You'd be demanding if you'd just forked over $875 for a chapter. (Who would have ever thought --- charge people for the resources they use. Amazing it took us so long!)

3. We need to replace Marshall Fritz with a support-oriented person.

We need a support oriented person at the top. I'm innovation oriented and want to stay that way. I want to invent new tools, not figure out how to keep shipping the old ones on time. I'm not sorry that's the way I am. It just is. I like it. I'm ready for the new challenge of starting a breakthrough pilot school (more later).

Sidebar: I knew I was leaving, come what may, to start the schools. It was Steve Smith, Birmingham, who was the first to see that my departure is actually helpful to the Advocates --- for our next growth spurt, we need a 2nd stage engine, not a first.

II. Carole Ann Rand

In June, I asked Carole Ann to consider leaving her insurance brokerage career to take over the Advocates. She was floored!

She was enjoying her campaign for governor so I hoped she'd get the bug of explaining libertarianism and want to go full-time. I asked her to visit HQ in Fresno at her expense (test for commitment, eh??), then discuss the idea with the board. She came, and was impressed how organized we already are.

When we visited a major contributor, I abandoned her without telling her I was going to. Came back 15 min. later, and he gave us a $3500 check and said he'd continue to support the Advocates with Carole at the helm. The lady has pluck!

Surprised her!!

Here are some of the reasons I think she can do the job: Carole commands a mid-five figure income with a major casualty insurer in the difficult job of supporting insurance retailers * She's been on our Board of Directors since 1985 and always shows good judgement * Carole was one of our first Seminar 1 leaders * Next she was a Trainer -- I listened to her lead teleconference training of new seminar leaders. She has the knack for supporting the field. * Each board member has consulted extensively with Carole Ann and agrees she's right the job!

[If you are into "the temperament thing," she is a rather balanced Gold-Green-Blue. That is an ideal temperament for the Advocates' 2nd Phase Engine. (Ol' yours truly first stage is a Green-with-Orange-Rising.) (If this paragraph is Greek to you or you want a refresher, just write TEMPERAMENT on your contribution card and I'll include Bergland's tape explaining all this, plus a set of cards.)]

III. The School Project

We're on schedule. The diversity of people who get excited about the "Academy of Self-Governors, the Twenty-First Century One-Room Schoolhouse" amazes everyone! One disappointment is that the cost of "going public" is over a 1/2 million for the legal work, so I won't be able to invite everybody to invest for several years. (PS: All who contributed especially to it will receive my white paper in January.)

To grow, the Advocates needs your help

With Carole Ann, we can to move to the "growth" phase. She'll get the credit -- and deserve it -- for taking the Advocate from one chapter to 100! Please indulge me one last prediction:

Season	*# of Chapters*	*# of NEW Libertarians*
1991-92	5	50
1992-93	15	175
1993-94	40	500
1994-95	100	1200

Please, show Carole Ann that your support for the Advocates is for the Cause-of-Liberty, not for the Cause-of-Marshall.

From the beginning, I didn't want the Advocates to be the Marshall Fritz Amplification Society.

TEST CONTINUES . . . Would you have remembered to turn the page w/o a gentle reminder?