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From Necessity to Reality: The History, Philosophy, and Programs of the Green Cross Foundation¹

Charles R. Figley, Ph.D.²

Following a brief overview, this article describes the inception of the Green Cross Foundation, its history, and its programs as a way of illustrating how an institution developed in response to a set of vital needs. The Foundation emerged to provide financial and intellectual leadership in a new era of threat. To meet this threat, the Foundation established the Academy of Traumatology to identify the world leaders in the field and to establish the first set of Standards of Traumatology Practice. The Academy and the Foundation were instrumental in establishing a Traumatology Certification program that eventually led to the formation of a Commission to administer it. The article also addresses the future directions of the Foundation.

Key Words: Traumatology, standards of practice, humanitarian work, certification

When the Green Cross Foundation was conceived in 1997 out of necessity, the modern field of Traumatology was barely two decades old (Bloom, 2000; Figley, 1988). There were only two journals in the field³ and no standards of practice for the assessment and treatment of the traumatized. Also there were no standards for traumatology training and education and no standards for accrediting programs of training and education. Yet, interest in trauma – theory, research, assessment, diagnosis, and practice – was high as indicated by the growth of journal articles, books, programs, presentations at conferences, and media attention. The Green Cross Foundation was created to respond to these needs.

Mission

The Green Cross Foundation's Mission is simply *to help the traumatized through research, education, and professional development*. This Mission also represents the Foundation's fundamental components and programs. Before discussing how these elements came together to form what is today's Foundation, the article offers an orientation and overview of Foundation activities.

Organizational Structure

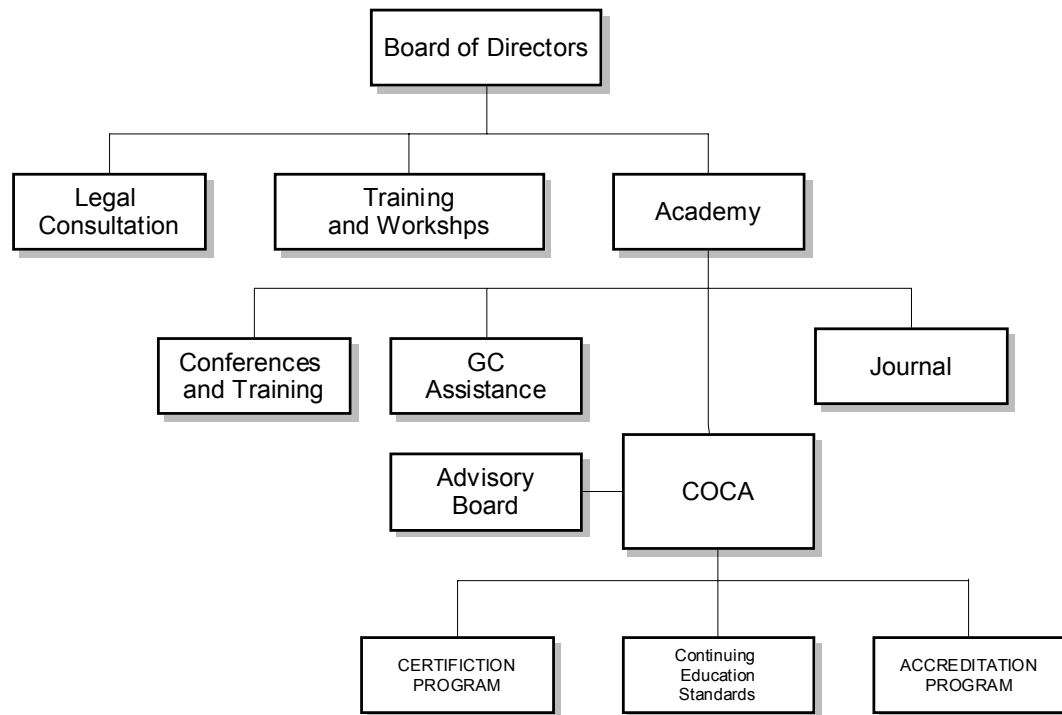
Consistent with non-profit organizations, the Green Cross Foundation serves the public good in ways consistent with its mission, noted above. Figure 1 is an organizational chart depicting the various activities. The three major categories of activities, as illustrated by the top three lines, are: Legal Consultation, Training &

¹ This article is dedicated to Kathleen Regan Figley, the CEO of the Foundation. Through her energy, commitment, and brilliance the Foundation has grown from an idea into an important resource for an emerging field. The author wishes to express his appreciation to Martha Conrad and Kori Kanayama and especially to Dr. Patricia Johnson for their editorial suggestions.

² The author is President of the Foundation's Board of Directors. Reprints are available from the author. Contact information: CharlesFigley@Earthlink.Net. Phone: 850-656-7158. Web: WWW.GreenCross.Org.

³ It has been argued (Scott, 1990; 1993) that the modern field of traumatology started in 1980 with the publication of the American Psychiatric Associations' third revision of its nomenclature of mental disorders (APA, 1980).

The Green Cross Foundation Organization Chart



Academy = Academy of Traumatology

COCA = Commission on Certification And Accreditation

Journal = the Journal, Traumatology

Figure 1: Organizational Structure and Components of the Green Cross Foundation

Workshops, and the Academy of Traumatology. Each is noted in a separate section below. Legal Consultation draws upon existing research to educate the courts and to serve as experts on cases to help understand and protect the traumatized. Similarly, Training and Workshops conducted by Foundation staff and Academy members draw upon the existing research to design and deliver trauma-related knowledge and training to groups, organizations, and training venues concerned about improving services to the traumatized. Sometimes, for example, the traumatized are their own workers. The Academy of Traumatology, consistent with the mission of the Foundation, strives to generate new knowledge and apply that knowledge by recruiting, certifying, and deploying its members on humanitarian missions through the Green Cross Projects. In order to qualify professionals for membership in the Academy, the Commission on Certification and Accreditation has established standards built upon the Academy's Standards of Practice for Traumatologists. The Commission also approves courses and accredits teaching institutes that offer training and education consistent with its standards of practice and accreditation. The Commission carries out these important activities with

the assistance of a Board of Advisors who are composed of Academy-accredited training institutes.

The Academy's Journal, *Traumatology*, serves as the primary means of continuing education for Academy members. With an internationally renowned Editorial Board composed of many Fellows of the Academy, the Journal publishes new contributions to the field that are especially useful to members in carrying out the Mission of the Foundation.

Support for the Humanitarian Assistance

Domestic terrorism changed the nature of the modern field of traumatology's interest in traumatic stress and its causes and consequences. The most immediate need was providing support for the Green Cross Projects (GCP), a humanitarian, emergency mental health and crisis intervention services organization. The Green Cross Projects, like the Foundation, was born out of necessity: a result of the bombing of the Murrah Federal Building in Oklahoma City on April 19, 1995. It was obvious to the author and the field of traumatology that far more needed to be done to respond to community-wide traumatic events than brief crisis intervention (e.g., provided by the Red Cross and its volunteer Emergency Response Network and by the International Critical Incident Stress Foundation). What was needed was a new institution and approach; a humanitarian organization that included only members who were qualified, certified, and registered to be able to go anywhere, anytime, to work on both a short and long term basis with any individual, organization, or community affected by trauma. The history of the GCP is described elsewhere (Figley & Figley, 2001; Figley, Figley & Norman, 2002).

The GCP was initially composed of 58 mental health professionals who completed a program of training over a 9-month period of time (August, 1995 to May 1996) leading to a Registered Traumatologist certification, the primary requirement for membership in the GCP. These members were not only capable of helping the bombing survivors in their hometown, they were also prepared to apply their knowledge and experience in other communities affected by community-wide, horrendous, traumatic events. The Green Cross Projects provided opportunities for graduates of the Program to apply their skills in communities affected by disasters.⁴ Membership in this humanitarian service organization was restricted to those who achieved Registered (and later Certified) Traumatologist certification or its equivalency.⁵ It quickly became obvious that, if another large-scale traumatic event (e.g., another terrorist attack) that required the services of the GCP were to occur, money and other resources would be required with very short notice. The Green Cross training program found a permanent home at the time with Florida State University's Center for Professional Development (Figley, 2003).

⁴ A good example of this training into practice process is Kenneth Fowler's experience of serving with the Green Cross Projects in New York City in response to the 9-11 terrorist attack months before he acquired his RT and CT certification.

⁵ This includes, for example, those who acquired Certified Trauma Specialists from the Association for Traumatic Stress Specialists.

In August 1997 the author applied for and secured initial approval for a non-profit educational and humanitarian foundation.⁶ The new Green Cross Foundation was to serve as a “guardian angel” for the Green Cross Projects and its Registered Traumatologist Certification Program. This role would be especially important as the latter became the Traumatology Certification Program administered by the FSU Traumatology (teaching) Institute and had to compete for funding along with other such programs at the FSU Center for Professional Development where the teaching institute was located (Figley, 2003).⁷

With FSU taking over the certification program and the Green Cross Foundation providing financial and institutional consultation and FSU providing staff, the Green Cross Project (GCP) formed its own organization and sought non-profit status through its new board of directors. By 2001 the GCP it had acquired non-profit status with the US Internal Revenue Service. Each member received the international journal, *Traumatology*. As of this writing, however, the GCP Board of Directors has offered, and the Green Cross Foundation’s Board has agreed in principle, to meld the GCP with the Foundation, which would then assume GCP’s deployment function, thus fulfilling the Foundation’s “guardian angel” function out of necessity.⁸

Establishing the Academy of Traumatology and Standards of Practice

One of the first actions of the Foundation was to establish the Academy of Traumatology. In Oklahoma City it became painfully obvious that there were no agreed upon standards of practice for the field. Such standards were vital to assuring that services to the traumatized do no harm and that the services be tailored to individual, cultural, community, and systemic needs of the service recipient. With the help of several graduate students and young professionals⁹ the Academy of Traumatology began to review and discuss the research and practice literature in order to examine the utility of new treatments for PTSD (Dietrich, Maxfield, Baranowsky, Navarro, Gentry, Harris, & Figley, 2000) and to determine what appeared to be (by consensus) the best practices for all research and treatment approaches for the traumatized. The Academy also reviewed the ethical principles of the major mental health professions. By 1997 the first draft was ready for review.

Thus, in September 1997 under the aegis of the Foundation, the author had co-established with others (especially Frank Ochberg, Bessel van der Kolk, and Gorge Everly) the Academy of Traumatology. The Academy had four major responsibilities:

⁶ Not until 2001, through the hard work of Kathleen Regan Figley, did the Foundation secure its Federal non-profit tax status, register as a corporation in the State of Florida, and acquire Charitable Solicitation status.

⁷ FSU and their attorneys believed that Green Cross Registered Traumatologist certification should be changed to Traumatology (teaching) Institute, since “Green Cross” seemed too generic and “certification” rather than “registered” because the former appeared to represent the standard convention for professional credentialing.

⁸ Although no details are available at this writing, the members of the GCP will form the core of the Foundation’s emergency mental health, humanitarian services program that can provide expert consultation, training, and services for public and private community-based organizations affected by a traumatic event or responsible for delivering services in response to such an event.

⁹ Anne Dietrich, Anna Baranowsky, and Chrys Harris.

(1) elect new members; (2) award current members for special achievement, (3) assemble the world's experts in trauma as elected members, and; (4) monitor the Standards of Practice for Traumatologists. In the coming six years there would be three deaths, eight new members, and five modifications of the Standards of Practice (see <http://www.traumatologyacademy.org/SOC.html>).

Supporting the Traumatology Certification Program

By 1997, when the Green Cross Foundation was established, the field of traumatology had grown enormously. In existence were three major professional organizations,¹⁰ including the learned International Society for Traumatic Stress Studies (ISTSS), that the author helped to co-found. There were now several trauma-related journals¹¹, including *Traumatology*, and hundreds of publications including many dozens of books all forming the critical, core knowledge of the field that had been predicted nearly ten years earlier (Figley, 1988). Still, there needed to be an international certification program to provide training to meet the standard for this new field. The author began to discuss (with his University and its School of Social Work), the utility of transforming the Oklahoma training program of five courses into a world-class program.¹² In December, 1997 (as noted in Figley, 2003) the GCP's Registered Traumatologist certification program became the Florida State University Traumatology Institute's *Traumatology Certification Program*.¹³ Courses were offered through the Traumatology (teaching) Institute starting in the spring of 1998. In recognition of the different needs of non-mental health professionals such as nurses, first responders, journalists, teachers, and others, the Institute established the Field Traumatologist certification in addition to the Certified Traumatologist certification. (Field Traumatologists must complete the Traumatology 101 course that provides the proper orientation to the field, especially crisis intervention; knowledge and skills of crisis intervention methods; a thorough awareness of incident command structure; other information critical for helping following a traumatic event. However, those acquiring the Certified Traumatologist certification must take not only Traumatology 101 (Field Traumatology), but also the four other courses that develop expertise and competence in at least one trauma treatment, and then receive 20 hours of individual supervision working with the traumatized (Figley, 2003)).

¹⁰ The International Critical Incident Foundation, established by Dr. Jeff Mitchell and Dr George Everly, was founded in the early 1990s to focus on crisis and emergency assistance particularly to and for emergency responders. They certify teams of responders to provide crisis intervention to fellow responders exposed to highly stressful events. Also the Association for Traumatic Stress Specialists (originally founded in late 1980s as the International Association for Traumatic Stress Counselors) was the first to certify mental health specialists.

¹¹ The *Journal of Traumatic Stress* was founded in 1988 by the author as the official publication of the ISTSS.

¹² Although the Academy was an appropriate home for the Certification Program that did happen six years later, the actual training was better coordinated through the Florida State University's Center for Professional Development.

¹³ Based on market research and a legal review, it was recommended that the Registered Traumatologist be replaced with the designation of Certified Traumatologist.

In addition to offering courses and certifications, the Traumatology Institute also offered site licenses to qualified traumatology training programs who wished to offer the curriculum leading to the two certifications. This multi-site training program made it possible for a wider distribution of the Traumatology Certification Program standard curriculum and, most importantly, enabled more professionals to complete the certification requirements. Those who acquire a certification immediately become eligible for membership in the Green Cross Projects. Approved training institutes were to pay a minimal “site license” fee to be authorized to offer the same five-course curriculum. By 2003 there were more than a dozen affiliated traumatology teaching institutes in South Africa, Canada, Mexico, Puerto Rico, and throughout the United States.¹⁴ This was in contrast to most certification programs in other fields, which often force trainees to travel long distances at great expense and are less able to show appreciation for the culture, region, language, and history of the trainees.

Based on the first full year of the Traumatology Certification Program, the University Continuing Education Association named it the “Best (non-credit) Program of the Year” at its annual meeting in San Diego in 2000. The Program grew in the number of sanctioned training institutes with site licenses and began to offer off-site training and educational programs to the public (e.g., the Military Traumatology Program to the US Army¹⁵ in August, 2000 and the compassion fatigue training to the Federal Bureau of Investigation in October, 2000).

As noted elsewhere (Figley, 2003), despite the Traumatology Institute’s awards, off-site programs, and affiliated institutes, it became clear that to maintain enrollment, the Program needed to move to a location that was more accessible and had a larger population base than Tallahassee. In August 2001, with the support of the Foundation, the Certification Program moved to the University of South Florida’s Continuing Education Center in Tampa, Florida. This was only one month prior to the September 11th terrorist attacks that ushered in a sea change in the field of traumatology and geopolitics generally.

Under the direction of Dr. Michael Rank and Eric Gentry, the program flourished.¹⁶ Within the first year, however, strains developed between the Institute, now the International Traumatology Institute, and the USF administration. The latter was concerned about the liabilities of sanctioning the licensed sites to teach the Certification Program. This concern prompted the Foundation into action.

In 2003, with the International Traumatology Institute and its course offerings remaining intact, the Certification Program moved from the University of South Florida’s

¹⁴ Sanctioned US teaching institutes in the Traumatology Certification Program include Miami, West Virginia, Memphis, Knoxville, Virginia, Indiana, Colorado, and Oregon. International teaching institutes are located in Argentina, Canada, Mexico, Puerto Rico, and South Africa

¹⁵ Kathy Regan (now Kathy Regan Figley) assisted the author.

¹⁶ The educational objectives of the Program’s five courses would be converted to Certification Standards when the Program moved back to Tallahassee under the auspices of the Academy of Traumatology’s Commission on Certification and Accreditation.

Continuing Education program to a private certifying body,¹⁷ the Academy of Traumatology. The latter organization had been instrumental in helping to establish the training Program based on its Standards of Traumatology Practice.¹⁸

Supporting the Academy's Commission on Certification and Accreditation

In October, 2003 the Green Cross Foundation's Board of Directors approved the acquisition of the Certification program through its Academy of Traumatology. The Academy then established a deliberative, policy-making body to be responsible for the Traumatology Certification Program and the sanctioning of licensed sites that offer courses toward the Program's two certifications. This body, modeled after other commissions with similar responsibilities, was named the Commission on Certification and Accreditation (COCA). Its purposes are to: (1) establish traumatology certifications, (2) establish the accreditation of traumatology education for both graduate and post-graduate education, and (3) review the Academy's certification and accreditation program and the standards and policies that govern them.

In order to insure that the Commission is doing its job, the Academy of Traumatology established the Commission's Advisory Board. Membership on the Board is limited to the directors of the accredited traumatology teaching institutes. Generally, all new initiatives (such as changing standards of certification or accreditation and establishing new certifications) start with the Board. The Board is also an important source of consultation on other matters such as setting various dues, fees, policies, and procedures. For example, the Board recommends the annual continuing education requirements for the certification holders. Currently the Board is considering a set of accreditation standards by which candidate teaching institutes are judged. If they meet the standards they are accredited by the Commission as an approved site for offering the education and training that results in being certified as a field traumatologist and/or a certified traumatologist.

Supporting the Academy's Conferences and Training

Although the Green Cross Foundation conducts general training for practitioners on various topics, as noted later, its Academy of Traumatology provides more specialized conferences and training. The Academy must hold conferences to keep the standards of certification and accreditation up to date and relevant. Moreover, the Academy must train instructors to teach the standard curriculum leading to these certifications, must provide traumatologists to serve as site visitors to inspect programs seeking accreditation by the Academy, and must hold various other meetings to do its business. The Internet and other electronic media are now, and in the future will be, the medium for such meetings,

¹⁷ There was a consensus of the ITI and USF administrators that the ITI training program could not flourish until the certification function became independent of its training function since there was at least the appearance of a conflict of interest (i.e., how the same institutions could both offer training and certify it).

¹⁸ Although earlier the Program had moved from Tallahassee because of its small population, returning the Traumatology Certification Program to Tallahassee where the Academy is based, without requiring a move of the training program, eliminated this concern.

in addition to others that are face-to-face. At the same time, the Academy's web site and Journal serve as vital resources for disseminating information about the work and activities of the Academy.

Supporting the International Journal *Traumatology*

When it was perceived in 1994 that the field needed another journal, this author established *Traumatology, the international journal of innovation in the study of the traumatization process and methods for reducing or eliminating related human suffering*. In contrast to the *Journal of Traumatic Stress* established in 1987, *Traumatology* focused on innovative research and observation at the cutting edge of discovery. Moreover, its audience is more of an international, practice-oriented readership who need practical information about working with the traumatized in various contexts (Figley, 1995). Thus, *Traumatology*, in contrast to other journals, includes a "Reports from the Field" section and publishes more articles about treatment innovations. Also, *Traumatology* as an internet-based journal, is available to anyone who has access to the Internet and it is available 24 hours a day, 7 days a week.

Traumatology was an outgrowth of the Traumatic Stress Forum (T-S) email listserv.¹⁹ The author had started the list early in 1994. It still exists today.²⁰ At one time the T-S had over 1000 members from more than 35 countries. The initial plans were for Forum members to write articles for the Journal, serve as reviewers (blind to authorship to avoid bias), and read submitted articles. As with other peer-reviewed journals, *Traumatology* includes serious and carefully crafted articles of special interest to traumatologists world-wide, especially practitioners and innovators.

The first issue of the Journal was published on line on April 26, 1995, one week after the Oklahoma City bombing. Consistent with its Mission of "helping the traumatized through research, education, and professional development," the Foundation has provided, and continues to provide, financial support, intellectual leadership through the Academy of Traumatology, and social capital to the Journal. The Foundation acquired full rights and responsibility for the Journal in 1997 and published the first five volumes in print form in 2000 (Green Cross Foundation, 2000) and Volume 6 a year later.

In 2001 the Journal came directly under the responsibility of the Academy of Traumatology in an effort to differentiate more clearly the divisions of the Foundation and to provide needed guidance for the Journal. However, the fiduciary responsibility for the Journal remains with the Foundation and the intellectual and editorial responsibility for what is published in the Journal resides with the Editor. Starting in January 2004, the Journal, in an effort to upgrade quality, expand readership, and increase subscriptions, is

¹⁹ A listserv is a web-based communication tool that offers its members the opportunity to post observations or inquiries to a large number of people at the same time. Thus, members of the Traumatic Stress Forum can send a single message that is instantly distributed to Forum members.

²⁰ Those who wish to join the Forum simply send a message (<mailto:Traumatic-Stress@listp.apa.org>), stating this desire. As long as the prospective member agrees to abide by the rules of the Forum admission is granted. Membership numbers range from 500-1200 with members residing in more than 30 countries.

being hosted and distributed by Extenza (see <http://www.extenza-eps.com/extenza/researcherHome.do>).

As noted in Figure 1, the Foundation has two other important functions in addition to the Academy. Both functions are primary sources of income for the Foundation that enable it to provide support for the Academy and its programs.

Providing Legal Consultation

The judicial system requires experts to help sort out legal issues. With the emergence of the diagnosis of PTSD, the courts required specialized experts to evaluate those who experienced pain and suffering due to a traumatic event. Less frequently, courts have to judge the criminal guilt or innocence of a traumatized person. For more than 25 years the author has served as an expert witness in various legal trials involving trauma and traumatic stress reactions. Declining more opportunities than accepting them, the author has been retained by attorneys who represent U.S. federal agencies and other defendants as well as plaintiffs. The litigation has involved both criminal and civil cases. Starting in 2001 the author formed a Forensic Unit within the Foundation to utilize Foundation staff to help with these cases. The law firm or agency establishes a contract with the Foundation to provide the consultation and all funds go directly to the Foundation as unrelated business income. Most often the author, working as a team with the Foundation's CEO, Kathleen Regan Figley, provides the consultation after first collecting information about the case and the client. Foundation staff members provide support through various clerical and bookkeeping and billing services. The Forensic Unit is able to draw upon the considerable experiences of the team members and the accumulated resources of the Foundation including a substantial library and document files.²¹

Providing Training and Education

Finally, the Foundation has provided state-of-the-art training and education on a number of topics critical to the field of Traumatology, consistent with the Foundation's Mission of "helping the traumatized through research, education, and professional development." Most often these topics were selected by government and non-profit agencies who sought qualified professionals to deliver them. Invitations often come as a result of word of mouth by satisfied trainees. Examples of training provided by the author and Kathleen Regan Figley, though sometimes separately, are noted in Table 1 below.

Starting in 2003, the Foundation, offered its own courses. Selecting a relaxing and more remote venue to promote focus of the four-day experience, the Foundation provided a one-day workshop on Compassion Fatigue Specialist Training at Sea Palms Golf Resort at St. Simons Island, Georgia. This was followed by a three day wellness program, "*YOU TOO! An educational retreat for professionals.*"

²¹ The current office of the Foundation in addition to the Library includes a conference area, several computers connected by a wireless network, videotaping equipment, and other resources that facilitate the Forensic Unit and other core functions of the Foundation.

Table 1: Green Cross Foundation Training and Education Examples

Year	Topic	Venue
2000	Military Traumatology	Ft. Sam Houston, Texas
	The Psychology of Trauma, a two-day course for psychologists	St. Johns Newfoundland, Canada
	Work-Related Distress: The Compassion Fatigue of Child Protection Workers. Lecture and Demonstration	Family Source of Florida Statewide Conference
	Compassion Fatigue Among Medical Personnel	University of Florida Medical School
2001	September 11th Anxiety for Children. Invited panelist. The War Hits Home by Ron Sacks Communication	Tallahassee, Florida broadcast nationally
	Renewing Spirits: Lessons From Thirty Years of Trauma Work	William Wendt Center for Loss and Health Conference on Illness, Grief & Trauma, Washington, DC
	Weapons of Mass Destruction: The Role of the Traumatologist	17th Annual Meeting of the International Society for Traumatic Stress Studies, New Orleans
	Troubles-Related Delayed Stress Reactions: Historical, Theoretical, and Cultural Contexts.	WAVE National Workshop, Belfast, Northern Ireland
	Compassionate Heart and Compassion Fatigue. Invited workshop	Phoebe Putney Memorial Hospital Behavioral Health Center, Albany, Georgia
	Compassion Fatigue: Coping with Secondary Traumatic Stress Disorder in Those Who Treat the Traumatized	Grandfather Home for Children, Inc. Banner Elk, North Carolina
2002	Helping Traumatized Children and Families	Wayne State University
	Helping Children and Families Through Trauma.	Southern Early Childhood Association Conference, Oklahoma City, Oklahoma
	Compassion Fatigue Prevention 101: Finding Satisfaction in and Separation From Helping Others.	The New Mexico Department of Health Behavioral Health Services Division
	Compassion Fatigue in Professional Listeners	All Hallows College, Dublin, Ireland.
	Helping Traumatized Hoosier Families in the Shadows of September 11th.	Indiana Association for Marriage and Family Therapy
	Terrorism and Traumatic Stress. The Eighteenth Annual Ruth Hutton Fred Lecture	Baylor College of Medicine, Department of Psychiatry
	PTSD and Trauma Lecture Tour	Five city tour of Australia
	The Psychosocial Consequences of Ministering to the Traumatized in the Wake of 9/11.	Academy of Chaplains Annual Training Conference, New York, New York
	The role of research in an humanitarian assistance mission: Lessons from 9/11	American Association for Marriage and Family Therapy
2003	Clinical Traumatology Update: EMDR for Returning Combatants and their Families,	Fraser Center, Hinesville, Georgia
	Compassion fatigue, burnout, and self care for the working social worker. Invited workshop	Louisiana State University
	Systemic Treatment of the Traumatized Child: Assessment, Prevention and Mitigation	University of Louisville
	Advances in Trauma Treatment	Psychotherapy Networker,
	Transforming the Hurt of Helping: Treating the Compassion Fatigue of Practitioners	International Trauma Center, Albuquerque
	Advances in the Assessment and Treatment of Dual Diagnosis and PTSD	US Marine Corps, Albany, Georgia

Future of the Foundation

The field of traumatology, buffeted by extraordinary recent events such as the terrorist attacks on 9-11 and elsewhere and wars in Afghanistan and Iraq, needs even more of what the Green Cross Foundation has been providing. The Green Cross Foundation will continue to serve as a resource to the field of traumatology and further its mission to promote research, primarily through the Journal, *Traumatology*. Future plans call for providing additional support for research that addresses critical issues of the field.

Among other things, these issues include the relationships between ethical violations and work-related stress; understanding how exposure to trauma leads to positive outcomes such as greater capacity for empathy, understanding, and spiritual growth; and development of theoretical models that account for the trauma induction and reduction process in diverse cultures, age groups, and genders.

The Foundation will continue to support the growth and development of the Academy and its fundamental programs. For example, attention is being given to the Journal to increase readership and visibility as well as the quality and quantity of what is published there. Also, the Foundation will continue to support the Academy's Commission and its Advisory Board in refining standards and facilitating more certifications and accredited programs.

Furthermore, in anticipation of both human-caused and natural disasters, the Foundation will continue to support the Academy's efforts to organize a mobilization force of certified traumatologists and its capacity to send them where they are needed when they are invited. And to insure that they are well-trained and educated, the Foundation will continue to support the Academy's conference and training program.

As the field of traumatology has grown and helped so many traumatized people, groups, and communities, the Green Cross Foundation has identified and met many needs: scholarship, humanitarian response, the Academy of Traumatology's Professional Standards of Practice, the COCA's Standards of Certifications, and Standards of Accreditation. Whenever it is called upon, the Green Cross Foundation will provide education, training, emergency traumatology services, or legal consultation wherever it is needed. In so doing, it is a way of applying the accumulated knowledge of the field in the most ethical and professional manner possible.

Perhaps the most critical new activity of the Foundation that is vital for its very existence is fundraising. The coming years will be critical in generating a broad base of support that includes individuals, groups, and corporations donating money that builds upon the enormous in-kind contributions of so many. Acquiring a broad base of donors that can establish and maintain a sufficiently large endowment can assure that the current programs continue and that new ones (equally important) emerge. Generating such a funding base is one of the biggest challenges for a Foundation that has done so much for so many but has even more work to do in the future. As the realities of the Foundation emerge from the necessities of a new field of study and practice, the necessities for funding are clear and vital for the Foundation's continued existence.

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