

RESEARCHERS' INTERESTS AND PRACTITIONERS' NEEDS
FOR RESEARCH ON VOLUNTEERISM

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David Horton Smith refers to the voluntary sector as "all those persons, groups, roles, organizations, and institutions in society whose goals involve primarily voluntary action" (1983, p. 332). His definition is offered here not to advance it above other acceptable definitions, but as an arbitrary choice to help place the words voluntary sector in an operational context. For purposes of this paper, the writers view the voluntary sector as an institution in its own right with its own field of study. If, however, the state of its research is an indication of the state of the institution, the institution is indeed yet in its infancy although it has had a long history. The specific purpose of this paper is to report a project designed to provide information to potential researchers and potential research funders on topics relevant to practitioners and researchers regarding issues in volunteerism, one important aspect of the voluntary sector.

REVIEW OF LITERATURE

In 1985 the Association of Voluntary Action Scholars featured as a part of its annual meeting a symposium on "Unresearched Areas in Volunteerism, Voluntary Associations, and Nonprofit Organizations." Susan Ellis, James Peterson, Mel Moyer, Virginia Hodgkinson, and Harriet Naylor were participants in the symposium. All agreed that research should be a high priority for the voluntary sector. James Peterson said, "Never has research on voluntary associations and nonprofits been stronger... At the same time, it is clear that a number of significant aspects of the third sector have not received the attention they deserve" (Peterson, 1985, p. 7).

A key point of Ellis' presentation was "that everything is left to do. ...Volunteerism is a fertile field for research" (1985, p. 11, 14). She listed 35 topics in which research is needed, based on her observations as a practitioner and scholar, but made no claim that the list was complete. Mel Moyer built a case for research needs from his viewpoint as a Canadian and professor in a business school. He pointed out that management scholars have overlooked the voluntary sector as an arena for research.

The late Harriet Naylor begged of AVAS attention to a litany of research needs which she knew existed (1985, p. 28). Hodgkinson advanced the steps, as defined by the National Bureau for Economic Research, "necessary to develop a research agenda which is instructive to the effort we as researchers in the independent sector are engaged in" (1985, p. 21). The first step is a major focus of this paper: To identify the question -- What do we need to know?

Other than the references just cited, there is very little in the literature that specifically addresses the need for research in the voluntary sector, or indicates the existence of a research agenda. Perhaps more is there but it cannot be found without spending inordinate amounts of time searching for it. Peterson notes that, "One of the problems that continues to plague the study of all relevant aspects of voluntarism is that the relevant research literature is spread across such a diverse range of journals and other sources that no researcher can hope to regularly monitor all of it" (1985, p. 7).

The writers of this paper feel that they did a reasonable review of the literature. Along with a review of selected books and conference proceedings, they did an Info Trac search and reviewed the following other sources:

- *The Journal of Volunteer Administration
- *The Journal of Voluntary Action Research
- *The Citizen Participation and Voluntary Action Abstracts
- *The Social Science Citation Index
- *The Social Sciences Index
- *Sociological Abstracts
- *Spring Research Forum Working Papers prepared by the Independent Sector
- *Research in Progress prepared by the Independent Sector
- *Voluntarism Review and Reporter

The review revealed two additional articles in the Journal of Voluntary Action Research. One published in 1973 (Peters) related to research needs in volunteers/courts and corrections, and the other, published in 1984 (Smith), dealt with the need for voluntary action research and churches.

In 1983 the Fall issue of The Journal of Volunteer Administration carried an article that listed volunteer-related research done by persons working toward a graduate degree (Stone). This was updated in 1985 (Palmer & Stone). The first listing included research conducted between 1950 and 1982, but the latter listed all research conducted between 1980 and 1983. The Journal of Volunteer Administration also offered an excellent article in 1981 on "The Role of Needs Assessment Research in the Planning and Development of Volunteer Programs (Sigler & McNutt)."

A recent study of applied empirical research on nonprofit organization management by Kathleen Brown (1986) led her to conclude that while there is a dearth of such research there is more research specifically on volunteerism than any other aspect of nonprofit management. However, most studies fall under the basic type: research on the characteristics of volunteers in different settings. Studies which provide more general findings that could be applied to volunteer programs include three broad categories: 1) motivation and rewards; 2) leadership training; and 3) recruitment and replacement. A conference sponsored by the Association of Junior Leagues, Inc. (Wallach, 1986) indicates the voluntary sector is experiencing a whole new set of needs for research that provides information on effective volunteer programs to address some of the following social issues: the homeless and the hungry, family stress and violence, criminal justice, the frail and homebound elderly, and health and hospice care.

Kenn Allen, who believes that "volunteering is perhaps the most under-researched aspect of American society" advances several reasons for this (1983, p. 323-325):

1. There is no clear agreement as to what constitutes volunteering.
2. Volunteering is a field of action, not of research and reflections.
3. There is no adequate collection and dissemination of current or in-progress research about volunteering.
4. There is virtually no grant funding available to support research in this area. It does not fit neatly into any accepted academic discipline.
5. National organizations which might have the resources to support such research typically are more concerned about the financial and legal issues of voluntary organizations and substantially less with questions related to volunteering.
6. The lack of serious understanding of the nature and dynamics of volunteering leads most people, particularly those in institutional decision-making positions, to dismiss suggestions that volunteering is a phenomena worthy of either study or nurturing.

In spite of the difficulties in defining volunteerism and finding funding for research on volunteerism, the staff at the Center for Volunteer Development is convinced the demand for research is real and that practitioners are eager consumers of information provided by research. This conviction is based on requests for assistance and questions raised by more than 1,500 voluntary organizations and volunteer programs that have contacted the Center for help since January of 1980. In response to this conviction, the Center undertook a project to determine the interests of potential researchers and the perceived needs of practitioners for research, with the intent of developing a research agenda to present to potential funders of research.

PROJECT

Phase I

Before approaching potential funding sources for research on volunteerism, the staff and members of the Resource Development Committee, Center for Volunteer Development Advisory Council, were concerned about answering the following question: What is the relationship between the interests of potential researchers and the perceived needs of practitioners for research? To explore this question and to gather baseline data for future study, the Center conducted a survey the winter of 1988 of potential researchers. The chair of the Resource Development Committee and associate director of the Center for Volunteer Development designed a survey with categories of questions which reflected the major areas of needed research outlined by Ellis (1985). The target research group selected was the 222-member Virginia Social Science Association. A mail survey to this group resulted in 76 responses (34.2%). A copy of the survey appears in Appendix A. Review of the survey will indicate to the reader the specific aspects of information solicited under each category. Appendix B contains a copy of the survey with a summary of the total responses on each aspect of the subcategories under the major categories.

Table 2. Practitioners' Perceived Research Needs (N=53)

Rank	Area of Interest	Percentage*
1	Motivational Issues	96%
2	Organizational Issues	94%
3	Low-Income Volunteerism	91%
4	Gender Patterns	81%
5	Student Volunteerism	77%
6.5	Board/Staff Relations	70%
6.5	Funding	70%
8.5	Black Volunteerism	66%
8.5	Self-Help Networks	66%
10	Criminal Justice Volunteerism	64%
11	School Volunteerism	62%
12	Asian Volunteerism	13%
13	Hispanic Volunteerism	11%
14	Native American Volunteerism	9%

*Rounded to the nearest whole percent

The next step in phase II of the project was to develop a matrix for each major category of research interest with names of practitioners willing to participate in research listed across the horizontal axis and researchers' names listed down the vertical axis so that the intersection between researchers and practitioners could be analyzed visually. The greatest number of intersections (1,184) occurred in the category ORGANIZATIONAL ISSUES and the fewest number of intersections (25) appeared in the category HISPANIC VOLUNTEERISM.

The final step in phase II was to develop a computerized relational data base. Names, institutions or organizations, addresses, phone numbers and research interests of researchers and practitioners were entered so that individuals from the two groups can be matched by research interest and geographic location.

PHASE III

In addition to the distribution of surveys, personal interviews were conducted at the Department of Volunteerism Conference to determine whether an open-ended question would elicit areas of needed research not reflected in the pre-set categories of the written survey. Two consultants conducted a session with 70 practitioners interested in research to solicit their help in carrying out personal interviews with conference participants. Eighteen individuals agreed to help and subsequently conducted 286 interviews. Only one question was asked: "If you could have a researcher help with your volunteer program, what question would you most want the researcher to answer?"

The data from the interviews were carefully analyzed to determine whether each data bit or question fit within the pre-structured categories of the written survey. Although certain questions were related to more than one category, each was placed in the category to which it was most specific. For

instance, the question "Is there a difference in strategies which are more effective for recruiting men versus women?" could have gone under MOTIVATIONAL ISSUES, Recruitment (a subcategory under organizational issues), or GENDER PATTERNS IN VOLUNTEERISM. It was judged to be most specific to the category GENDER PATTERNS IN VOLUNTEERISM. Those questions which did not fit well into the specific themes listed under the major research categories on the survey were placed in a category titled ADDITIONAL THEMES and then were grouped according to issues related to a number of themes that emerged as the analysis proceeded.

There was at least one open-ended response that fit each of the major survey categories with a high of 97 responses (34%) falling under the category ORGANIZATIONAL ISSUES. This category, along with the categories MOTIVATIONAL ISSUES (12% of responses) and ADDITIONAL THEMES (43% of responses), contained the majority of the responses. The categorization of the 286 responses appears in Appendix C.

Questions in the three highly saturated categories were further broken down under the following themes:

MOTIVATIONAL ISSUES

Issues Related to Interest, Commitment and Needs Satisfaction of Volunteers

Issues Related to Rewards, Recognition and Reimbursement for Service

Issues Related to Time and Length of Services

ORGANIZATIONAL ISSUES

Issues Related to Burn-out

Issues Related to Skills Development/Training/Retraining of Staff and Volunteers

Issues Related to Corporate Volunteerism

Legal Issues Related to Volunteers, Programs and Organizations

Issues Related to Documentation and Measures of Effectiveness of Volunteer Programs and Services

Issues Related to Recruitment of Volunteers

Issues Related to Retention of Volunteers

ADDITIONAL THEMES

Issues Related to Advocacy

Issues of Special Concern to Volunteers and Staff in Government/Public Agencies

Issues Related to Volunteer/Staff Relationships

Issues Related to Program and Resource Development, Needs Assessment for Programming and Program Promotion

Issues Related to the Demographics/Statistics of Volunteerism

Issues Related to Volunteer Administrators and the Practice of Volunteer Administration

Issues Related to Volunteers and Volunteerism in Social Work Programs

Issues Related to Networking and Formal Partnerships

Table 3. A Comparison of Percentages of Responses in Major Categories of Researchers' Interests Versus Practitioners' Perceived Needs as Expressed by Responses to a Survey and Personal Interviews

Categories	Survey of Researchers' Interests (N=50)	Survey of Practitioners' Needs (N=53)	Practitioners' Needs by Interview (N=286)
Organizational Issues	64%	94%	34%
Gender Patterns	56%	81%	3%
Student Volunteerism	48%	77%	+
Racial/Ethnic Issues	48%	75%	+
Motivational Issues	42%	96%	12%
School Volunteerism	40%	62%	+
Low-Income Volunteerism	30%	91%	+
Criminal Justice Volunteerism	22%	64%	1%
Funding	20%	70%	2%
Board/Staff Relationships	20%	70%	2%
Self-Help Networks	20%	66%	+
International Studies of Volunteerism	16%	*	*
Additional Themes	*	*	43%

*This category not present on the survey

+Number of responses was less than 1%

Table 3 provides a comparison of the results of the survey of researchers' interests as contrasted with the perceived needs of practitioners solicited by the written survey and the personal interview. One can note from a careful reading of the open-ended responses in Appendix C that many of the responses to the research questions represent certain highly specific themes. This likely is a reflection of the composition of conference participants. A perusal of past conference participant lists indicate the nature of the audience is changing from a high concentration of administrators of volunteer programs in voluntary associations to a more diverse audience. Of the 474 participants, 51% were directors of volunteer programs within government agencies or public institutions, 28% were volunteers or directors

of volunteer programs in voluntary associations, and 21% were volunteers or on-site directors of volunteers in corporate settings.

CONCLUSIONS AND RECOMMENDATIONS

The results of this project indicate there is considerable potential for joint efforts between researchers and practitioners in conducting research on volunteerism within the state of Virginia. Within one major category of research, ORGANIZATIONAL ISSUES, there is the possibility of 1,600 potential matches between a researcher and practitioner to engage in research if funding were available. In light of practical considerations, it is reasonable to assume that at least a dozen significant studies could be initiated relating to this category alone if proper linkages are made between practitioners and researchers. This project provides the information necessary for those linkages to be set in motion.

The two different methods of gathering information from practitioners yielded very different kinds of data. The response to a structured survey indicated a high level of interest in such issues as the volunteerism patterns of particular racial and ethnic groups. Awareness of this level of interest would have been missed entirely by relying completely on the interview method alone. In contrast, the interview method allowed for a much broader sampling of the participants' than possible from reliance on their response to an appeal made through announcements in the general sessions at the conference to return the survey in their registration packets. Many new areas of need surfaced in the interviews that would not have been tapped by the survey. For instance, a whole category of issues revolving around the problems of developing effective volunteer programs in government agencies and public institutions emerged from the personal interviews.

The responses to the open-ended question and the survey indicated that certain issues such as recruitment, motivation and retention of volunteers, significant rewards and recognition, and training of volunteers continue to be a source of concern to managers of programs in spite of the fact there is considerable research information available. This seems to indicate a lack of effective ways to disseminate research information to practitioners. In fact, this very question was asked in one interview, "How can the results of research be better disseminated?"

The results of this pilot project have led to several recommendations that may be of use to those who attempt a similar effort:

- 1) A strategy for identifying a broader audience of potential researchers might be to send a cover letter and multiple copies of a survey to the dean of academic affairs in various colleges and universities with a request to disseminate the survey to the 10 or 15 faculty most likely to be interested in research in volunteerism.
- 2) One of the best uses of the process described in phase I and II may be to bring researchers and practitioners together for the purpose of writing formal proposals to present to funding sources.
- 3) If personal interviews are carried out, it is important to prepare the interviewers carefully about how to clarify the meaning of the

response without leading the respondent.

- 4) On the form used to record the interview response, it is important to record as much demographic information as possible without being obtrusive for purposes of developing a profile of respondents and potential practitioners to participate in research.
- 5) Further analysis of the responses to the open-ended questions indicated that the data could be arranged under the following categories which might be yet another set of major categories for survey development:

- Program Administration and Volunteer Administrators
- Board Development
- Corporate Volunteerism
- Legal Issues and Liability
- Recruitment, Motivation and Retention of Volunteers
- Networking/Partnerships
- Basic Research
- Resource Development
- Volunteer/Staff Relationship
- Volunteer/Staff Training

The process described in this paper could easily be duplicated by any university or organization wishing to encourage research on volunteerism. It has provided a rich source of baseline data for the Center for Volunteer Development to initiate a research agenda in cooperation with the State Department of Volunteerism in Virginia.

SURVEY OF FACULTY INTEREST IN VOLUNTEERISM

The Center for Volunteer Development at Virginia Tech is interested in helping faculty find funds for research on volunteerism. This survey will help us identify the research interests of faculty members in Virginia. We would appreciate your help in this effort. Would you kindly respond to the questions below and send your responses to:

Center for Volunteer Development
 Attn: Oscar M. Williams
 Associate Director
 Virginia Tech
 Blacksburg, VA 24061

- 1) Are you currently engaged in research pertaining to volunteerism or nonprofits (e.g., volunteer burnout, attitudes, reasons for volunteers)?
 Yes No

If so, please identify. _____

- a. Is this funded research? Yes No
 b. Have you had difficulty funding this research? Yes No
 c. Are you seeking funding for this research? Yes No

- 2) Would you consider researching an aspect of volunteerism if funding were available? Yes No

If yes, what are (or would be) your specific research interests in volunteerism? (Check as many as apply.)

- a. Black volunteerism

_____ what culturally unique terms describe their helping patterns
 _____ types of organizations that attract Blacks and why
 _____ Black volunteerism patterns
 _____ Black volunteering in traditionally non-Black organizations
 _____ Other: _____

- b. Asian volunteerism

_____ what culturally unique terms describe their helping patterns
 _____ types of organizations that attract Asians and why
 _____ Asian volunteerism patterns
 _____ Other: _____

- c. Native American

_____ what culturally unique terms describe their helping patterns
 _____ types of organizations that attract Native Americans and why
 _____ Native American volunteerism patterns
 _____ Other: _____

d. Hispanic

what culturally unique terms describe their helping patterns
 types of organizations that attract Hispanics and why
 Hispanic volunteerism patterns
 Other: _____

e. Low income volunteers

what unique terms describe their helping patterns
 types of organizations that attract low income volunteers and why
 low income volunteer volunteerism patterns
 Other: _____

f. Gender patterns in volunteerism

changes effected by economics or lifestyle
 generational changes
 Other: _____

g. Motivational issues in volunteerism

how affected by length of term in leadership positions
 effects of money, stipends, etc.
 differences between paid (salaried) and unpaid workers
 dynamics once hired
 Other: _____

h. International studies of volunteerism

in Israel
 in England
 Other countries: _____
 Please describe the type of research that interests you: _____

i. Organizational issues regarding volunteerism

burnout
 skills development/retraining
 associations/unions of volunteers
 corporate
 concepts of civic groups
 legal issues
 tools for measuring effectiveness
 tools for screening volunteers
 recruitment
 retention
 Other: _____

j. Criminal justice volunteerism

- alternative sentencing in volunteer settings
 use of love in criminal justice
 use of volunteers in probation, prevention and parole
 Other: _____

k. School volunteerism

- development of system wide structures
 problems of teachers, students, etc.
 impact of volunteer experiences on career choice of student
 Other: _____

l. Self-help networks

- neighborhood groups
 cooperatives for health care, housing, family, youth problems
 Other: _____

m. Board-Staff relationships

- role delineation
 volunteer administrators
 Others: _____

n. Funding

- charitable giving
 independent sector
 Other: _____

o. Student volunteerism

- what unique terms describe their helping patterns
 types of organizations that attract student volunteers and why
 student volunteerism patterns
 Other: _____

p. Do you have other volunteer research interests? _____

3) Have you been a volunteer within the last 12 months? ___Yes ___No

4) Please give us your name and address:

Name _____

Address _____

(Zip code)

Telephone__ (____) _____
(Area code)

THANKS for your time and efforts. Please return in the enclosed self-addressed envelope so that we can begin our analysis by October 30, 1987.

APPENDIX A

SURVEY OF PRACTITIONER/COMMUNITY LEADER
INTEREST IN VOLUNTEERISM

The Center for Volunteer Development at Virginia Tech is interested in linking college and university faculty research interests in volunteerism with practitioners and community leaders who have identified areas of need. This survey will help us identify the kinds of information that would be beneficial to your activities as a practitioner/leader in community organizations.

- 1) Which of the following aspects of information on volunteerism would benefit you if research-based knowledge were available?
- a. Factors affecting the volunteerism of the following racial/ethnic groups
- Black
 - Hispanic
 - Asian
 - Native American
 - Other _____
- b. Low-income volunteers
- what unique terms describe their helping patterns
 - types of organizations that attract low income volunteers and why
 - volunteerism patterns of the low-income volunteer
 - Other _____
- c. Gender (male/female) patterns in volunteerism
- changes effected by economics or lifestyle
 - generational changes
 - Other _____
- d. Motivational issues in volunteerism
- how affected by length of term in leadership positions
 - effects of reimbursement stipends and other rewards
 - differences between paid (salaried) and unpaid workers
 - Other _____
- e. Organizational issues regarding volunteerism
- burnout
 - skills development/retraining
 - associations/unions of volunteers
 - corporate volunteerism
 - volunteerism in civic groups
 - legal issues
 - tools for measuring effectiveness
 - tools for screening volunteers
 - recruitment
 - retention
 - Other _____

f. Criminal justice volunteerism

- alternative sentencing in volunteer settings
 use of love in criminal justice
 use of volunteers in probation, prevention and parole
 Other _____

g. School volunteerism

- development of system-wide structures
 problems of teachers, students, etc.
 impact of volunteer experiences on career choice of student
 Other _____

h. Self-help networks

- neighborhood groups
 cooperatives for health care, housing, family, youth problems
 Other _____

i. Board-staff relationships

- role delineation
 volunteer administrators
 Other _____

j. Funding

- charitable giving
 independent sector
 Other _____

k. Student volunteerism

- what unique terms describe their helping patterns
 types of organizations that attract student volunteers and why
 student volunteerism patterns
 Other _____

l. Do you have other volunteer research interests? _____

- 2) Are you a salaried coordinator of volunteers? _____ a civic volunteer? _____ a corporate volunteer? _____
- 3) Would you be willing to work with one or more faculty members in designing and carrying out a research project on one of these aspects of volunteerism?
 YES NO
- 4) Please give us your name and address:

Name _____ Telephone (____) _____

Address _____

City _____ State _____ Zip Code _____

APPENDIX B

SURVEY OF PRACTITIONER/COMMUNITY LEADER
INTEREST IN VOLUNTEERISM

The Center for Volunteer Development at Virginia Tech is interested in linking college and university faculty research interests in volunteerism with practitioners and community leaders who have identified areas of need. This survey will help us identify the kinds of information that would be beneficial to your activities as a practitioner/leader in community organizations.

1) Which of the following aspects of information on volunteerism would benefit you if research-based knowledge were available?

a. Factors affecting the volunteerism of the following racial/ethnic groups

35 Black
6 Hispanic
7 Asian
5 Native American
 Other

- Recruiting elderly volunteers to train youth in the old-fashioned skills--biscuit making, gardening, quilting, etc.
- Men and women
- How to recruit; where to find
- Comparison of various religious groups in religious and non-religious volunteer programs
- Vietnamese

b. Low-income volunteers

21 what unique terms describe their helping patterns
29 types of organizations that attract low income volunteers and why
28 volunteerism patterns of the low-income volunteer
 Other

- Motivational factors, placements, success patterns, retention patterns

c. Gender (male/female) patterns in volunteerism

28 changes effected by economics or lifestyle
25 generational changes
 Other

- How does one modify management style to their different working styles? How do their working styles differ? Do they?
- Recruitment and retention problems/patterns by gender
- Types of jobs male volunteers are more attracted to

- How to attract positive male role model volunteers to work with underprivileged children
- What attracts volunteers; what are sources?
- Two income families--impact on volunteerism

d. Motivational issues in volunteerism

23 how affected by length of term in leadership positions
25 effects of reimbursement stipends and other rewards
22 differences between paid (salaried) and unpaid workers
 Other

- Building volunteers to accept leadership positions
- Differences by age, gender, socio-economic status, race, religion, etc.

e. Organizational issues regarding volunteerism

19 burnout
22 skills development/retraining
6 associations/unions of volunteers
20 corporate volunteerism
12 volunteerism in civic groups
16 legal issues
26 tools for measuring effectiveness
22 tools for screening volunteers
28 recruitment
25 retention
 Other

- Promotion of increased cooperation and communication among co-equal and inter-dependent departments (committees, workers, etc.)
- New and different ways to recognize
- Developing/ownership commitment to program goals
- Professionalism in field, professional standards standardized certification (comparison of various existing programs)

f. Criminal justice volunteerism

21 alternative sentencing in volunteer settings
6 use of love in criminal justice
18 use of volunteers in probation, prevention and parole
5 Other

- Justice
- Victim rights advocacy
- Juvenile justice volunteerism, especially CASA program
- Use of alternative sentencing in hospital volunteer programs
- Training volunteers for extensive or basic rehabilitation counseling

g. School volunteerism

12 development of system-wide structures
12 problems of teachers, students, etc.
17 impact of volunteer experiences on career choice of student
 Other

- Internship development/structure
- Insurance and liability issues in student volunteer programs; tracking later success of student volunteers vs students who don't volunteer
- Effective use of volunteers in middle and high school mentor programs

h. Self-help networks

16 neighborhood groups
24 cooperatives for health care, housing, family, youth problems
 Other

- Mental retardation advocates
- Joint ventures with other community organizations, agencies and/or facilities
- Coalitions of organizations with similar goals
- Support group effectiveness

i. Board-staff relationships

24 role delineation
20 volunteer administrators
 Other

- Effective interaction/dialogue/dynamics
- Types of conflict and strategies for resolution
- Resistance

j. Funding

25 charitable giving
25 independent sector
 Other

- Community services
- Patterns in giving--from whom, what for, how long, strings attached, etc.
- Foundations
- Private
- In-kind
- Governmental (local/state/federal)
- Corporate
- Tying program to fund raising

k. Student volunteerism

22 what unique terms describe their helping patterns
25 types of organizations that attract student volunteers and why

26 student volunteerism patterns
 Other

- Cost benefit analysis
- Out of state (SE) volunteerism network and human service requirements
- Motivating/facilitating increased church volunteer action in community and civic (non-partisan) participation
- Corporate volunteer programs across the spectrum: legitimate and thorough study of report of salary levels of volunteer administrators/coordinators by type agency, responsibility level, chain of command, etc.
- Comparison/correlation of paid work history to volunteer experience
- How to work with low-function parents (M.R.) of handicapped or at-risk children
- Agricultural education needs
- Working with volunteer organizations vs individual volunteers; coalition building between volunteer organizations

1. Do you have other volunteer research interests?

- Effective motivators for student volunteers; project delineation/ability assessment for independence in project assignment
- Effective recruitment patterns, strategies; types of volunteer placements/projects compared by task, responsibility, length of service, etc.

2) Are you a salaried coordinator of volunteers? 29 a civic volunteer? 18 a corporate volunteer? 6

3) Would you be willing to work with one or more faculty members in designing and carrying out a research project on one of these aspects of volunteerism?
39 YES 4 NO 7 MAYBE

4) Please give us your name and address:

Name _____ Telephone (____) _____

Address _____

City _____ State _____ Zip Code _____

APPENDIX B

SURVEY OF FACULTY INTEREST IN VOLUNTEERISM

- 1) Are you currently engaged in research pertaining to volunteerism or nonprofits (e.g., volunteer burnout, attitudes, reasons for volunteers)?
7 Yes 43 No

If so, please identify.

- The Association of American Colleges in Washington, DC has had a grant program entitled "On Studying Philanthropy and the Voluntary Sector." They have chosen 14-15 colleges and universities across the country (e.g., Harvard) to undertake a three-year program that includes offering a new course for undergraduates about the voluntary sector. Randolph-Macon Woman's College is one of the 15. I am the principal investigator.
 - Volunteer military, parents and schools, and neighborhood justice alternatives to courts.
 - Worker satisfaction in public welfare agencies.
 - Disaster aftermath volunteerism.
 - Description of clients at a church related charity.
- a. Is this funded research? 3 Yes 4 No
- b. Have you had difficulty funding this research? 1 Yes 2 No
- c. Are you seeking funding for this research? 4 Yes 2 No

- 2) Would you consider researching an aspect of volunteerism if funding were available? 47 Yes 3 No 3 Perhaps

If yes, what are (or would be) your specific research interests in volunteerism? (Check as many as apply.)

- a. Black volunteerism

- 10 what culturally-unique terms describe their helping patterns
- 14 types of organizations that attract Blacks and why
- 11 Black volunteerism patterns
- 12 Black volunteering in traditionally non-Black organizations
- Other

- Military; schools/parents; neighborhood justice
- Historical development of Black volunteer organizations
- Roles of self-help organizations
- Church-sponsored programs and effectiveness
- Involving Black parents in school volunteer programs

b. Asian volunteerism

6 what culturally unique terms describe their helping patterns
7 types of organizations that attract Asians and why
6 Asian volunteerism patterns
 _____ Other

- Filipino volunteer organizations in Tidewater and on the Eastern shore
- Church-sponsored programs and effectiveness
- Military; schools/parents

c. Native American

5 what culturally-unique terms describe their helping patterns
6 types of organizations that attract native Americans and why
6 native American volunteerism patterns
 _____ Other

d. Hispanic

3 what culturally-unique terms describe their helping patterns
3 types of organizations that attract Hispanics and why
3 Hispanic volunteerism patterns
 _____ Other

- Military; schools/parents
- Hispanic involvement in business assistance

e. Low-income volunteers

10 what unique terms describe their helping patterns
13 types of organizations that attract low-income volunteers and why
11 low-income volunteer volunteerism patterns
 _____ Other

- Involving low-income parents in their children's school activities
- Impact of voluntary experience in subsequent employment opportunities
- Historical development of low-income voluntary organizations
- Military; schools/parents

f. Gender patterns in volunteerism

22 changes affected by economics or lifestyle
16 generational changes
 _____ Other

- Types of agencies/programs that attract males/females and the roles they serve based upon gender

- Gender differences - why male volunteers are hard to come by (students)
- Denominational volunteer and basic life values which predispose volunteers
- Gender-related personality traits that have an impact on volunteers
- Female participants in volunteer activities and their career choices
- Retired men as volunteers - who will volunteer and who won't
- Females in all-male settings, e.g., prisons

g. Motivational issues in volunteerism

<u>14</u>	how affected by length of term in leadership positions
<u>12</u>	effects of money, stipends, etc.
<u>15</u>	differences between paid (salaried) and unpaid workers
<u>8</u>	dynamics once hired
<u> </u>	Other

h. International studies of volunteerism

<u>1</u>	in Israel
<u>3</u>	in England
<u> </u>	Other countries

- Western Europe
- Dominican Republic/Kenya
- Yugoslavia, Poland
- Liberia
- Central America

 Please describe the type of research that interests you.

- Identifying projects where volunteerism has made a substantial impact - received much publicity
- Volunteer participation in civic and business "self-management" committees and boards
- National policy; cross-national
- The role of the military in community development
- What volunteer organizations exist? History of those organizations. How are they changing? Comparison with other sub-Sahara countries.

i. Organizational issues regarding volunteerism

<u>14</u>	burnout
<u>14</u>	skills development/retraining
<u>10</u>	associations/unions of volunteers
<u>7</u>	corporate
<u>9</u>	concepts of civic groups
<u>8</u>	legal issues

19 tools for measuring effectiveness
15 tools for screening volunteers
18 recruitment
19 retention
 Other

j. Criminal justice volunteerism

8 alternative sentencing in volunteer settings
2 use of love in criminal justice
5 use of volunteers in probation, prevention and parole
 Other

- Volunteer presence as a "reward"

k. School volunteerism

11 development of system-wide structures
11 problems of teachers, students, etc.
12 impact of volunteer experiences on career choice of student
 Other

- Recruiting
- Institutional restraints on volunteerism
- Behavioral/attitudinal changes (positive) among junior and senior high students. Perhaps need for longitudinal study.
- Volunteerism for adult literacy
- Motivating parents to volunteer

l. Self-help networks

8 neighborhood groups
9 cooperatives for health care, housing, family, youth problems
 Other

m. Board-Staff relationships

11 role delineation
9 volunteer administrators
 Other

- Training for volunteer boards. Training for professionals working with volunteers.

n. Funding

10 charitable giving
8 independent sector
 Other

- Government/state funds

MOTIVATIONAL ISSUES IN VOLUNTEERISM

Issues Related to Interest, Commitment, Needs Satisfaction

What are the intrinsic and extrinsic values that motivate people to volunteer?
(3)

What are the most important motivations for volunteering?

How do we help volunteers identify their own motivations for volunteering?

How do you get volunteers to serve on your advisory council?

What are the factors affecting volunteer commitment to program goals?

How do you get greater commitment from volunteers?

What are the factors that attract a volunteer to a particular job?

What is the best strategy for matching volunteers to jobs that meet their needs so that you get the most out of the volunteers?

How do you motivate volunteers to work with cross-cultural groups and create effective working relationships?

What motivates people to work in hospital volunteer positions?

What approach can be used to motivate private sector organizations to become more involved in volunteering?

How can you motivate volunteers to become involved in soil conservation issues?

How can I motivate people to get involved in a one-to-one relationship with nursing home patients when many people think of nursing homes as depressing?

How do you motivate inactive board members to become active?

What are the greatest barriers to getting people to volunteer? (2)

Is it true that older volunteers are more reliable?

How sensitive must you be to the needs of individuals in order to get them to volunteer for your organization?

How do you deliver the message to volunteers about what they can get from your organization?

What is the best way to go about assessing the needs of volunteers in terms of satisfaction they need from the job?

What should be my personal approach to new volunteers if I am to address their questions about the volunteer position and yet be brief so I do not lose their interest?

Issues Related to Rewards, Recognition and Reimbursements for Service

What are the most effective ways to recognize or reward volunteers for their work?

How can you reward volunteers for their creativity on the job, especially within a bureaucratic structure?

What are the most effective methods of recognition? How do you find out ways the volunteer would like to be recognized?

What are good ways to recognize local volunteers other than once-a-year dinners?

What are the extent and types of stipends and reimbursements, etc., in volunteer programs for various volunteer job descriptions? How do these affect the program success, recruitment, and retention of volunteers?

What are the benefits volunteers most want in return for their efforts? (2)

What agencies/programs provide child care as an incentive for volunteers? How do they work? Are they cost effective?

Issues Related to Time and Length of Service

What is the "average" length of service for a volunteer in various types of organizations?

How do you get volunteers to work extra hours on group projects?

ORGANIZATIONAL ISSUES REGARDING VOLUNTEERISM

Issues Related to Burn-out

How can you simplify paperwork so volunteers aren't turned off by this bureaucratic necessity?

What are the leading causes of burn-out for both volunteers and salaried staff in nonprofit organizations?

Issues Related to Skills Development/Training/Retraining of Staff and Volunteers

How can staff training be designed to increase effectiveness in working with volunteers?

What aspects of staff/volunteer relationships need to be dealt with in training staff and volunteers?

What would effective training consist of for those who are initiating volunteer groups?

How do you train staff who work with volunteers to put more time into developing volunteers as a program delivery resource?

How do you train staff and volunteers to improve communication in volunteer groups?

How can you help staff see volunteers as paid employees whose pay is something other than money?

How do you go about developing training for very localized programs?

How can I train volunteers to better understand the clients they work with?

How can I tell when a volunteer has had enough training and over-saturation is occurring?

How do you develop an approach for retraining volunteers to meet the needs of current programs?

What are examples of volunteer jobs being offered as pre-employment training? How are these programs designed and administered? How successful are these programs in leading to paid employment?

How do you motivate staff who are doing mandated training with regard to volunteer involvement and must follow strict requirements to bring about and document volunteer involvement?

Issues Related to Corporate Volunteerism

Why are large companies more generous in encouraging employee volunteering?

How should corporates recognize or reward their employees who volunteer?

How do you go about surveying the employee climate in a business organization with regard to volunteerism?

What do companies want from volunteer organizations in terms of recognition or acknowledgement for their volunteer services?

How can the interests of corporate volunteers best be matched to requests to better utilize their skills for volunteering they want to do?

How do you overcome the problem of people who are not willing to share the volunteer management responsibilities in the corporate setting?

How can corporates be encouraged to give more of what they can legally give and take as a tax deduction?

What is the level of corporate funding for volunteer/voluntary organizations?

What kinds of corporations tend to be supportive, and to what extent do they plan to be involved in altruism in the future? (From a voluntary action center that tries to link non-profits with potential funding sources as well as human resources.)

What creative ways are the corporates providing for employees to volunteer during the work day?

How do you set up a long-range contribution program for human and material resources from businesses to avoid constantly asking them to solve emergency situations?

How do corporates motivate employees to volunteer in community programs?

What kind of help do volunteer organizations want from corporations?

What companies in the state of Virginia are involved in volunteering?

How can organizations adjust to dealing with corporate volunteers and the times they are available to volunteer?

What kind of meaningful programs should my corporation be involved with? How do organizations go about making this decision when approached with many good causes that can not all be served?

How can corporate volunteers be assisted with time management so they can work volunteer jobs into their work schedule?

How can requests to corporates for assistance with volunteer projects be screened and priorities set to keep volunteering limited to what is reasonable?

What are successful strategies to free up employees for volunteering such as flex time and job sharing? Are such things being done?

How do you figure out where you can get corporate volunteers who will work during the hours of the regular workday (8:00 AM - 5:00 PM)?

What can be done to allow corporate volunteers to receive information about volunteering in a timely manner and know that they have the support of management in pursuing these opportunities?

How can corporate managers address the problem of too many volunteer projects and not enough time to volunteer?

How can the corporate site keep volunteer records and develop a method of tracking community service for corporate volunteer efforts?

Legal Issues Related to Volunteers, Programs, and Organizations

How do you evaluate the amount of insurance necessary to provide for the needs of your organization?

How are the issues relating to legal liability of volunteers themselves and the organization/agency changing?

How are legal issues for volunteers different from those for salaried employees?

How does a program develop a risk management plan, and how does the type of program or setting affect how you go about planning for risk management?

How do you screen applicants to cut down on liability risks?

Who gets sued for what in volunteer organizations? Exactly how are volunteers/volunteer programs involved? What are the outcomes of these suits? What protective measures are being considered/implemented? What legislation is in place, being proposed/considered, etc.? What has happened to volunteer-related legislation proposed in Congress and then lost in committee? (Check Rep. William Porter as a resource in the U. S. House of Representatives.)

How can a program conduct risk-assessment for volunteers?

Issues Related to Documentation and Measures of Effectiveness of Volunteer Programs and Services

How do you get volunteers to accurately document and report the time they put in?

How do you conduct a cost analysis of staff input and volunteer output versus the service provided?

How do you measure effectiveness of volunteers in terms of dollar value? (2)

What measurements of accountability should volunteer programs implement for work done by volunteers?

How do you evaluate the effectiveness of volunteers in terms of program delivery?

How can you gather valid, reliable information of volunteer programs that can be computerized?

What is the monetary value of volunteerism locally (VA), regionally, and nationally?

What are non-monetary ways to demonstrate the value of volunteerism (i.e., changes indicating improved quality of life for volunteer/recipient)? (2)

How can we develop a plan to determine how well we are doing as a volunteer program in relation to the effectiveness of our recruitment strategies, our volunteers, and our overall program outcomes?

How do we measure how much power we have as a volunteer organization?

How do you design an evaluation that won't turn volunteers off or threaten them?

How do you begin to design a complete program evaluation system?

How do you measure the success of a volunteer program?

What is the correlation of volunteer positions to paid positions in terms of the outcomes?

Issues Related to Recruitment of Volunteers

How do you identify volunteers who have time to work with an organization?

How do you recruit a regular group of volunteers to prepare mailings?

How can you get the "baby boomer" generation involved in volunteering?

What are the exchanges we need to offer the new group of "baby boomers" in order to capture their on-going involvement as volunteers in our programs?

How do you encourage/motivate people to volunteer when they have no family tradition of volunteering?

How do you motivate extremely busy people to volunteer?

What is the best way to recruit volunteers when they are a long distance (geographically) from the organization?

How do you recruit community groups to help with volunteer programs?

How do we find people in rural areas and convince them that they will benefit by being involved in a larger organization (e.g., the Autistic Society)?

How do you do targeted recruiting? Why? When? Where?

How does a crisis hotline that covers 10 counties (2,200 sq. miles) get more volunteers?

How do you identify and recruit non-traditional volunteers?

How could a statewide assessment be done of potential pools of volunteers city-by-city, county-by-county, etc.?

What are the best recruitment strategies for various target groups?

What are the most effective ways for an organization to advertise for volunteers? (2)

How do you identify potential pools of volunteers for your program?

How can I recruit young people and adults to clear a tract of land for a retreat center when the adults are so busy working and the young people are so untrained in labor skills?

What kinds of media campaigns work best for recruitment of different kinds of volunteers?

How does recruitment of rural volunteers differ from recruitment of urban volunteers?

What are effective recruitment strategies for hospital volunteers in a rural area?

In rural areas where the workforce is too small to get enough workers for an extensive project, how should a corporation react when groups requesting help don't pitch in with their own volunteers?

Issues Related to the Retention of Volunteers

How can you keep volunteers for long periods of time in an organization? (2)

How do you keep volunteers in your organization, as well as keep them enthusiastic and energized?

What factors lead to the retention of volunteers; i.e., what conditions and/or benefits will keep them in the organization? (2)

What are the leading causes for volunteers leaving an organization?

What are the most up-to-date strategies for retaining volunteers? (2)

How could a significant survey be conducted to determine major factors in retaining volunteers in a variety of volunteer settings?

What is the average length of time a volunteer will give to a volunteer job? How can you develop a plan for replacement of volunteers as turnover occurs?

What motivates people to stay in hospital-volunteer positions?

How do you get volunteers to stay long enough to make a significant contribution to your program?

What are the best strategies for retaining various types of volunteers?

Why do people quit volunteering? How do these reasons differ for different age, sex, and ethnic groups? Long-time volunteers? and Newcomers?

How can you get church volunteers and keep them?

How do you get and keep volunteers when your clientele is sporadic?

CRIMINAL JUSTICE VOLUNTEERISM

What is the effect of community sentencing volunteer programs in different settings? In what settings do they work or not work well? How do they legally affect program/agency liability?

How can volunteer involvement with prisoners reduce recidivism?

How do you get the community to develop a positive attitude about the rehabilitation process? How can a community advisory committee for a correction unit become effectively involved in this process?

SCHOOL VOLUNTEERISM

How can we get senior professionals involved in our school system?

SELF-HELP NETWORKS

How effective are peer support groups in addressing the problems of individuals?

BOARD-STAFF RELATIONSHIPS

How do you go about planning continuing education and development experiences for your nonprofit board?

How can a visionary volunteer administrator enlighten a conservative "status quo" board and thus affect positive change in the organization?

How can staff ensure a quorum at meetings of the board of directors?

Is there a tool for evaluating the attitude of board members as they begin their term of service in regard to volunteering and volunteerism?

Is there a tool for evaluating attitude change in board members by the end of their term, such as a self-assessment tool for measuring individual growth in skill development in working with a volunteer organization?

FUNDING

What are the most cost effective ways of generating program resources in terms of time, energy, and money expended?

What are sources of grants that benefit voluntary action in the field of literacy?

How do you figure out the best way for your organization to get more money?

How do you learn about the availability of grants for volunteer programs? What is the profile of the organizations that are applying? Which ones are successful and what do repeat funding patterns look like? What persons/organizations provide information and have resources to do in-service training on grant writing for volunteer organizations in any given area of the state?

How can a system be developed within Virginia for frequent updates and dissemination of information on foundation funding for volunteer programs in such areas as education, health, homelessness, and issues relating to children?

STUDENT VOLUNTEERISM

What are the advantages and disadvantages of involving students in mental health settings? Is there some way to get them to stay long enough in the volunteer job to receive a fair return on the training provided?

How effective are teenagers as volunteers?

How do you recruit and motivate youth to volunteer?

How do you develop student apprenticeships and internship programs in volunteer agencies?

ADDITIONAL THEMES

Issues Related to Advocacy

How can you mobilize support among administrators and public policy makers for the utilization of volunteers in the delivery of human service programs?

Who are the persons/places to turn to for help in teaching management level persons about the importance of volunteer impact and needs in good program development? Who are the persons/programs with the greatest credibility as trainers and transformers of management attitudes?

Which agencies study and/or advocate for volunteers? Volunteerism? How do they compare in scope, tactics, purpose, etc.?

How can we get professional organizations/institutions to incorporate volunteer experiences in the evaluation and promotion of employees?

How many and which employers look at volunteer activity/experience when interviewing job applicants?

How do volunteer administrators gain professional respect within their agency setting in comparison to administrators in the business world?

Issues of Special Concern to Volunteers and Staff in Government and Public Agencies

How can agencies come together to share information, resources, volunteers etc., without breach of organizational confidentiality?

How can agencies overcome their rigidity about operating the traditional 9 AM to 5 PM schedule so that they can more fully involve volunteers in program delivery?

How can agencies eliminate unnecessary program duplication and put resources together to improve program delivery?

How can we avoid less than desirable treatment of volunteers when they are placed by one agency with another organization?

How can we get more agency administrators involved in volunteer programs?

How do you mobilize support at all levels of agency management for the support of volunteerism?

How do you get administrators to buy into the need for staff time to administer a well-managed volunteer program?

How do you convince an agency administrator that a quality volunteer can do things as well as a paid worker?

How can volunteers make creative program development suggestions without their ideas getting set aside by the agency bureaucracy?

How do you get administrators to volunteer within their own agency?

How do you get top administrators within an agency to be more sensitive to the value of volunteerism?

How do you assess the cultural/societal needs of the community for the purpose of relevant agency programs?

How can we assess the needs of volunteer leaders/managers so we can keep them involved in agency programs?

Issues Related to Volunteer/Staff Relationships

What are strategies for overcoming staff resistance in involving volunteers as trainers?

What strategies are effective in overcoming the resistance of paid staff to volunteers? (4)

How do you teach a program director to give volunteer staff the freedom to be creative in their volunteer positions?

How do you deal with staff resistance to using volunteers in programs that involve high levels of confidentiality?

How do you get volunteers who have worked for years under a former director to change their way of doing things under a new director?

How do you integrate new volunteers into existing programs without established volunteers resisting the change?

How do you fire a volunteer?

How do you keep volunteers informed of internal changes, budget restrictions, etc.?

How do you best address the fear of salaried staff that volunteers may take their jobs?

What are effective strategies for resolving problems with volunteers?

How many paid staff actually volunteer time in other organizations?

How do you stimulate salaried staff to create the spirit of being a part of a team with volunteers in program development and delivery?

What are strategies for dealing with incompetent and recalcitrant volunteers?

What type of programs have the greatest involvement of volunteers and the least staff resistance to their involvement in programming?

Issues Related to Basic Research for Theory Building

How early in life does a child develop a consciousness for volunteerism?

What is the relationship between volunteerism and self-esteem?

Are there characteristics of volunteers that make them more effective in one particular kind of group as opposed to another?

Why use volunteers? How do you answer this question in making a case for involving volunteers in significant work of the organization?

What should be the criteria for replacing a salaried position with a volunteer position and vice versa?

Do salaried and volunteer staff contribute different assets to an organization?

What should be the role of managers in encouraging volunteers to move from volunteer work into salaried work?

How do we create public policy that encourages a life-long commitment to volunteerism?

What would be the effect on our economy and social services if we eliminated volunteering?

Can researchers come up with a comprehensive, yet simple, definition of volunteering?

What is the source of the "volunteerism fad"?

Can researchers come up with some standard definitions of the words volunteer and volunteerism?

What is meant by the professionalism of volunteers, and is it increasing?

Are volunteers a viable solution to the "budget crunch" for the long-range plan of an organization/agency?

Who are the most effective change agents for promoting the use of volunteers in various settings?

How does volunteering affect the emotional/physical health of the volunteer in regard to biochemical changes in the brain (i.e., endorphins)?

Are there differences in the history of volunteerism in different regions of the country that affect the characteristics of volunteers in those regions?

How can you use the entire family unit in a volunteer situation?

How can we develop a national policy and goals to promote the development of volunteerism?

What are the long-term effects of volunteer efforts to address a problem or provide a service?

How can volunteerism come to have a charismatic element?

What other names/terms are volunteers known by and why? How are these different than typical volunteers in traditional settings?

What are the reasons for using volunteers versus salaried staff to do certain jobs?

How can research results be better disseminated to practitioners?

Issues Related to Program and Resource Development, Needs Assessments for Programming, and Program Promotion

How can organizations put together a well-advertised list of potential resources within the local community and state for volunteer programs?

What are some creative ways to set up volunteer clearinghouses that provide organizations with resource lists of potential volunteers?

How could a resource list of available consultants for different volunteer programs throughout the state be developed? This should include areas of competency, availability, costs, contract information, and authorship/publications.

How can you get libraries to develop resources for volunteer programs?

Are the ideas of volunteers concerning program needs consistent with the views of the community at large?

What strategies are essential to ensure that your program can attract the resources it needs to be effective?

How can we accomplish more with volunteers in a limited amount of time?

How do you deal with a negative image (e.g., the term "Detention Home") which may influence the ability of building a strong volunteer program?

How can you overcome the limitations of available volunteer time in getting work done in the volunteer organization?

What are the best ways to advertise volunteer opportunities to the whole community?

How do you market volunteerism to for-profit enterprises to promote corporate release-time volunteering? (2)

What do volunteers want to know about an organization, program, or job in order to make a decision to volunteer? (2)

How can you revitalize a floundering volunteer program?

How can you establish an organizational record-keeping system that will give the organization credibility?

How do you determine what the priority issues are for programming within the community? (2)

How do you determine the best way to reach your target audience for specific programming?

How do you determine what is reasonable/unreasonable to expect of a volunteer in a certain setting/job/situation?

How can you maximize the effective involvement of quality volunteers and weed out the poor ones?

How do you screen volunteers for the right kinds of jobs?

What are the most effective ways to utilize high-powered professional volunteers?

How does an organization increase the effectiveness of its volunteers? (2)

What are the volunteer organizations or programs that are successful in rural areas?

How can volunteer dependent agencies be convinced to use flex-time for carrying out work so more volunteers have the opportunity to work on a schedule that is workable for them?

How do you develop a video presentation for promoting your program?

What are the issues related to volunteer transportation problems and their impact on the success of volunteer programs?

How can we get a pool of transportation people and vehicles organized for stable service instead of operating in a sporadic crisis-based mode?

When interviewing a prospective volunteer, how do you project a more positive image for a negative function (e.g., helping victims of domestic violence)?

How can we recruit volunteers to work in a museum when "war" is in the name?

Issues Related to the Demographics/Statistics of Volunteerism

How long is it before a person moving into a new area seeks out a volunteer activity, and what are the characteristics of the person who does?

What are the demographics of volunteer availability? (3)

Are there statistics on whether volunteers have ever abused clients?

Do organizations know when people are available to volunteer in today's volunteer marketplace?

How many hours are volunteers working on the average now?

Are certain volunteer-dependent agencies or types of volunteer programs more successful than others in recruiting and retaining volunteers? Why? What factors explain this?

How does the percent of volunteers in various age, racial, and ethnic groups differ from urban, suburban to rural settings, and in the types of jobs for which they volunteer?

Issues Related to Volunteer Administrators and the Practice of Volunteer Administration

What is the average time that volunteer administrators stay in the business and particularly with one organization?

How can ethical standards be established to guide practitioners or program administrators in their staff/volunteer relationships?

What kind of training increases the effectiveness of volunteer administrators?

What is the average salary of volunteer administrators in the U. S.?

Is a degree in volunteer administration important for career advancement and why, if so?

Is there any research to document whether a full-time coordinator of volunteers is more effective than a part-time coordinator with other job duties? How do client and staff satisfaction with the program compare?

How do the various kinds of professional education in volunteerism (conferences, seminars, conventions, in-service training, meetings, formal and informal educational programs, etc.) compare by cost, availability, scheduling, effort required, sponsoring agency, and usefulness for certification and licensure programs?

How much time is spent by volunteer administrators on various tasks in various environments?

What are the salaries of the various levels of volunteer administrators in different agencies and settings?

Issues Related to Volunteers and Volunteerism in Social Work Programs

How can volunteers help people with mental problems and those who exhibit dangerous behavior before they go overboard? Are there models for developing local programs?

How can a program be set up for involving volunteers in conducting research leading to a cure for autism?

Under the "confidentiality act", how can volunteers interface with abused children and yet overcome the need for such extensive background checks?

How can volunteer emergency foster care experiences be structured so that children can eventually be returned to their natural family?

What are innovative ways to increase the openness of staff to using volunteers in social service programs?

How do you involve volunteers with intensive helping relationships and keep them from being burned out?

How do you get a "morally uptight" and stable community to be supportive of a ministry to unwed mothers when they feel that support to such a work means that they are encouraging pre-marital sex?

Are there models for utilizing volunteers to help senior citizens and handicapped individuals maintain their independence in their own homes instead of being institutionalized?

Issues Related to Networking and Formal Partnerships

How could a clearinghouse of volunteer organizations be set up on a regional and state level to let volunteers know what opportunities are available?

How can networking among volunteer programs to share resources, knowledge, and volunteers be encouraged?

How does a volunteer program network with the community at large?

How do volunteer organizations engage in networking, for what reason, and what value is it to the individual organization?

What is the process for setting up partnership ventures between two groups, one with volunteer programs and one with human or material resources for implementing volunteer programs?

What kinds of volunteer partnerships are in existence between various groups, agencies, institutions (for how long, doing what, for whom, who has a stake, success/failure ratio, etc.)?

What are partnership strategies that lead to better utilization of resources in carrying out human service programs?