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ASSOCIATION FOR VOLUNTEER ADMINISTRATION

The mission of the Association for Volunteer Administration (AVA), an international membership organization, is to promote professionalism and strengthen leadership in volunteerism. Members include volunteer program administrators in a wide variety of settings, agency executives, association officers, educators, researchers, consultants, students—anyone who shares a commitment to the effective utilization of volunteers.

Membership in AVA is open to salaried and non-salaried persons in all types of public, non-profit, and for-profit settings who choose to join with AVA to promote and support effective leadership in volunteerism.

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Two major services that AVA provides, both for its members and for the field at large, are a performance-based credentialing program and an educational endorsement program. Through the process that recognizes leaders of volunteer programs who demonstrate professional performance standards, AVA furthers respect for and appreciation of the profession of volunteer administration. Similarly, AVA educational endorsement is given to those workshops, courses, conferences, and training events that provide opportunities for professional growth in volunteer resource management.

Finally, AVA produces publications including informational newsletters and booklets and *THE JOURNAL OF VOLUNTEER ADMINISTRATION*.

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Introduction

This issue of *The Journal* heralds the start of the International Year of Volunteers with a fresh, new look!

The cover reflects the direction recommended by the TJOVA Task Force; that this publication be a vehicle for professional development for volunteer managers, as well as for those who reside in the academic world.

It also reflects our belief and vision that volunteerism is a rapidly-expanding international arena, ready to engage and reflect the richness of all parts of this planet and its diverse cultures. To that end, the first two pieces were selected. Shirley Lundin, CVA, gives a snapshot of emerging volunteer activity in Vilnius, and Yaping Li looks at the challenges for volunteerism in China.

Ken Culp III, Ph.D, and Mike Nolan, M.S. have provided us with the results of a study they conducted forecasting trends for our profession over the next ten years.

Our interview is with Joan Brown, recipient of this year's Volunteer Manager of the Year Award. For those of you who missed this year's Conference, we included Kathy McCleskey's acceptance speech for the annual Harriet Naylor Award.

In this time of great change and great challenge, it is indeed time to focus on positioning our profession as volunteer managers so that we may step into the dynamic roles of societal change that await us!

Paula M. Anderson
Editor-in-Chief

ABSTRACT

China is undergoing significant social transformation caused by the development of a market economy. In order to meet the challenges caused by this fundamental transformation, China needs to adjust and reform its social structure. This calls for collaboration and partnership between public, private and voluntary sectors. More responsibility must extend to voluntary social services organizations driven by and serving local communities.

SHARING THE BURDEN —A Need for Developing Voluntary Sector in China

by Yaping Li

SOCIAL BACKGROUND

China is in a process of critical economic, social and political transition. The main theme of this transition is to establish a market economy. At its core, further reform requires the transformation of the role of government. Certain functions and responsibilities that until now were exclusively carried out by government have to be transferred to other sectors — the market, or the “third sector” comprising voluntary social service organizations. This transformation aims at developing adequate social service mechanisms that fit the market economic system, in which different institutions play different roles and share responsibilities to meet the needs of society. This transformation will also make the government more able to function effectively in the provision of public goods.

To complete this tough but important and significant transformation we need to explore how to adjust China’s present social administration and public policies, as well as obtain practical knowledge and implementation skills. Communities could share many social responsibilities and burdens. To push forward community service in urban areas at this moment is part of the search for transforming the role of government. The main purpose of

this effort is to coordinate and integrate various kinds of social forces and resources, and also to strengthen the service capacity of local communities. To achieve this goal, China needs to develop voluntary social service organizations.

Voluntary social service organizations are mobilizers of social resources. They can share generic social responsibilities, and at the same time play specific roles. The community should directly deal with social problems and issues, as well as deliver services. This is what has been commonly understood in China as “socialization” of social service.

However, because of the original “work unit welfare system” and lack of mature voluntary organizations, especially community-based organizations, government has remained the only institution to promote community service. The main work of community service is still in the hands of government. This factor is putting a brake on further reform in China.

History has clearly shown that the social service system that best fits a market economy is a combination of diversity and pluralism. To build a healthy society, social institutions, such as government and voluntary organizations, should assume their respective responsibilities,

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complementing and supervising each other. By recognizing this and actively promoting the development of social organizations according to China's social, political and economic situation, we can then appropriately push forward people's participation in the community. The role of voluntary organizations is critical.

THEORETICAL PERSPECTIVES

Market mechanisms may effectively meet the needs of individual consumers, but cannot deal well with public goods. Intervention with non-market mechanisms is required to overcome this market failure.

As a public goods provider, the government is naturally concerned to satisfy the majority, whose support it needs, and is often unable to meet certain specific needs of the minority. This is where government fails. Both market and government failures can be seen in China's social situation today, which is why we need another mechanism – the voluntary social service organization.

A rational social service system basically comprises three sectors: the public (government), private enterprise and commerce (the market), and voluntary social service organizations (voluntary sector). These have different roles. The role of government is to ensure basic social welfare and security, which is fundamental to the whole social system. The market serves those who can afford to buy. The voluntary social service organization, based on its mission and function, provides professional services to satisfy the special needs of social groups. These three sectors should work hand in hand as partners. They are a whole genetic set. If they are well integrated, the general capacity of society to cope with social problems is greatly enhanced.

Government, through law and policy-making, provides macro organization, management and development of social services. Industrial and commercial enterprises return part of their profits to society through social service organizations, pro-

viding an important social service resource and improving their public image. Voluntary social service organizations, with the support and participation of the other two sectors, deliver services to the social groups that neither the government nor the market may be able to reach. At the bottom line, this collaboration cultivates the important value of philanthropy in a society.

PRESENT REALITIES & FUTURE TRENDS

Throughout several years' practice, we may consider that the voluntary sector can at least play the following roles in China for a time being. First, voluntary organizations with the support of the government and market, can provide special services to social groups or those in areas that government and the market will not be able to cope with. This is an important part of social service resources.

Secondly, the voluntary social service sector can serve as a "buffer zone" between residents and government. It will reduce the direct conflict between people and government. In particular, when voluntary social service organizations use professional methods of social work in communities to help residents make rational decisions about how to meet their own needs, it will to a certain extent, prevent some kind of social tensions.

Third, voluntary social service organization's involvement and participation in communities can gradually alter and overcome the role conflict involved when a sub-district, or neighborhood, committee acts as government administrator, enterprise manager and social service provider. This is a critical matter for improving the quality of community work in a sub-district/neighborhood level in urban China.

Fourth, voluntary social service organizations are part of professional service institutions in the modern social service system. Since voluntary social service organizations rely on mobilizing various

social forces and integrating social resources, it is easier to become a pusher and advocate for promoting professional social work, which is so much needed in China at this moment.

Government and voluntary organizations should work together as partners. Voluntary organizations are currently very weak in China. The public's understanding of volunteerism and the role of social service organizations is still vague. As a matter of the fact, voluntary action in China is still coerced in many ways. It is thus too early to identify precisely the respective roles and functions of government and the voluntary sector, but it is certain that China needs to develop voluntary social service organizations in its long process of transition. In recent years China has made great progress in this respect, but further investigations are needed in theory and in practice, along with the process of ever-deepening reform. In order for China to complete the transition to a market economy, more responsibility must devolve to voluntary social service organizations driven by and serving local communities.

ABSTRACT

This article relates one Volunteer Administrator's experience in helping to create a climate for volunteerism in a post-Soviet Lithuania. As an American Volunteer for International Development, the writer witnessed and supported the emergence of a new tide of volunteerism, initiated by the NGO Information and Support Center in Vilnius, Lithuania. The application of time-tested principles and procedures of volunteer management resulted in a Volunteer Centre which now trains NGO managers, supports volunteers and develops pilot projects to encourage a new tradition of volunteerism.

Vilnius Revisited, May 2000

by Shirley M. Lundin, CVA

As I revisited Lithuania this past May, I was reminded of my first trip by the skin deep exposure to a country in whose blood stream I had circulated as an American volunteer years before. The American Volunteer for International Development (AVID) projects were underwritten primarily by the National Endowment for Democracy (NED). Months earlier, I had applied for an overseas position in this program as a consultant, then promptly forgot about it. Imagine my surprise when I received a call in mid-October 1996 telling me I was a good match for the Non-Governmental Organization Information and Support Center¹ (NISC) in Vilnius. The goals of the NISC were to improve leadership skills of civic activists in this emerging democracy and to promote volunteerism in the general population. With concern for how this type of assignment would affect my work, my home life and not to mention the language barrier, I accepted the challenge with the full support of my family.

Upon my acceptance into the program, I attended an orientation in Washington D.C. prior to leaving the United States. This orientation included meetings with Rodger Potocki from NED, Nathan Roe from the U.S. Baltic Foundation, Andrew Silski, from the State Department, Gabe Hutter from the National Democratic

Institute and Julie Brennan from the International Republican Institute.

From my first meeting on November 11, 1996 with NISC director Vaidotas Ilgius, I quickly surmised that I would have to catch him on the fly and between interruptions for a meaningful conversation to determine our mutual expectations. Vaidotas, a dynamic young man of incredible energy and great dreams, paced and played Metallica CDs when he was not engaged in meetings, projects or phone calls. So, the first principle of good volunteer management—to provide a clear job description—was already defeated. Clearly, I would be trusted to figure out for myself how to spend my time.

As I read excerpts from my first journal entry at this initial meeting, I became excited and scared. Everything was overwhelming. This excerpt read, "Applying expertise relevant to the U.S.A.'s non-profit sector to the emerging Non Governmental Organization (NGO) sector in Lithuania will require adaptation and flexibility to work within the legal and governmental environment in Lithuania. NISC maintains an ongoing relationship with selected government officials in order to act as a liaison for the NGO sector, to advocate for issues such as tax incentives for charitable giving, clearer guidelines for grant applications, better

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monitoring of grants and better coordination of procedures for filing applications, awarding grants and monitoring. Each component is managed by a different arm of government. New language must be found to convey a positive image of service to others. The Lithuanian word for volunteer has many negative implications which stem from recent history (of conscription into military service or work projects by the USSR.)

With the challenge ahead of me, I interpreted these goals from our first meeting:

1. To plan and help implement a special celebration for UN International Volunteer Day, December 5, 1996.
2. To develop a plan and proposal for initiating a Volunteer Center in Vilnius.
3. To initiate an ongoing Volunteer Club to develop leadership, support, training, fun and social opportunities, and as a recruitment strategy.
4. To assist with training of NGO staff, both paid and volunteer, including board development.
5. To assemble a volunteer manual for NISC that could provide a model to improve NGO volunteer program management.

The memories of my initial 3-month visit included gray skies, dark days and -20° C. temperatures during one of the coldest Baltic winters in memory. On this second trip, I wanted to roam freely, unimpeded by hat, scarf, boots, mittens and a down jacket. Bitter cold was happily replaced with outdoor cafes, blue skies and relaxed faces. Vilnius, a city of architectural integrity and a long history, has gained prominence as a gathering place for international conferences and meetings. On Gedimino Prospect, the main thoroughfare in old Vilnius, an upscale coffee shop replaced my favorite grocery; the grungy department store with a first floor produce market displayed Western European brand names and no fresh sausage. But street vendors on Vienuolo still sold their flowers, Amber jewelry and fresh fruit; the exchange rate was still four

Litas to \$1 USD, and ballet tickets at the Opera House still cost about \$5 USD for a top-notch performance. For the entire eight days, the weather was comfortable not only in Vilnius but throughout Lithuanian villages, pastures, forests, farmlands and finally, the Baltic Sea.

After Lithuania repelled the Soviet Bloc and declared her independence in the early 90s, there was an intentional movement toward democratization and the strengthening of a civil society. This peace-loving country shed the security of the collective society imposed by Russian rule and began rebuilding a society based on populist ideals. There were no paths for people to follow. Philanthropist George Soros poured millions of private dollars into the Open Society Foundation-Lithuania (OSFL) to connect Lithuania with Western organizations, governments and people. OSFL funded Internet access for many new NGOs, allowing entrance to the main stream of Western culture. Beginning in 1994, the United Nations Development Program (UNDP) implemented the Action Plan for Lithuanian NGO Development. Assistance to the Baltic States of Lithuania, Latvia and Estonia flowed from United States Aid to International Development (USAID,) United States Information Service (USIS,) PHARE-LIEN the Civil Society Development Program (CSDP) and other Western philanthropic organizations because of Baltic readiness to restructure their economies and political systems. By June 2000, Lithuania had rebounded sufficiently that USAID closed its Lithuanian office. Officially, United States aid to Lithuania appeared to have ended—the country was considered sufficiently independent to prosper on its own.

While the larger cities appeared prosperous and thriving, Peace Corps worker Madeleine von Laue reported, smaller areas are moving the other way. In (the town of) Ukmerge about 44 miles/70 km northwest of Vilnius, as in much of Lithuania, the standard of living has declined since the end of Soviet occupa-

tion and the most recent years of independence have actually been harder than in the beginning (of independence.) Skilled, talented people I met when I arrived a year and a half ago are now unemployed. Many people in Ukmerge, where my friend works, are disadvantaged. According to von Laue, the official unemployment rate had steadily increased from 5.9% in 1997 to its current 11.1%. The current unofficial rate now topped 20%.

NGOs in the third sector were already budding when I arrived in November 1996. NGOs of all kinds, especially those serving and involving young people, were already on track. Many of them were staffed primarily by volunteers giving time purely from commitment and desire for change.

NISC Director Ilgius envisioned a volunteer center for Vilnius, patterned after the Centrum Woluntariatu in Warsaw, Poland which opened its doors in November 1996. I had been given the honor of attending this ceremony and that memory gave me the courage of trying to create the same success in Vilnius.

We began by creating awareness and recognizing the spirit of volunteerism or in the native tongue of this country—the spirit of *savanoriu*. We organized an event for United Nations International Volunteer Day on December 5, 1996, complete with balloons, champagne and t-shirts. NGOs from throughout Lithuania were invited to attend the party. The days events included a forum to assess interest in a volunteer center. Continuing to write in my journal, the entry for December 5, 1996 was this: "The forum about the volunteer center project was most interesting. There was a long discussion of the word *savanoriu* because of its military/enforced implications; topics included ways to make volunteering more appealing to men in an area mostly dominated by women; spontaneous volunteer systems and the need for better systems and organization; overall, there was great support for the concept. No detractors, only micro-questions. I was struck by the real-

ity that the key issues are the same ones I've heard over and over in the U.S."

My new work environment required a great deal of self-direction and assessment of how best to apply my knowledge and skills to furthering NISC goals. I spent many hours researching grants, writing letters of inquiry, and developing a funding proposal for the Savanoriu Centras which included this Statement of Need: "Currently, no organization exists in Lithuania to promote citizen involvement, to prepare NGOs for effective utilization of freely-given service and/or to encourage and promote active participation by Lithuanians in addressing human needs through volunteer activities. Yet, the steady growth of community leadership is producing a flood of NGOs with a corresponding need for resources and training to these newly developing organizations. A primary goal for the Volunteer Center is to provide both resources and training to help NGOs develop ethical and effective systems for mobilizing citizens as volunteers."

When I left Lithuania February 1, 1997, the volunteer center project was still being considered. Guided by Vaidotas, he was determined to make it happen. Vaidotas emailed me later that month and told me he had a collaborator interested in the project. NISC was preparing to use my proposal for a presentation to major donors, including OSFL. They would request enough funding to hire a director for one year. In March of 1997, Vaidotas wrote again with great news. He said, "OSFL has given us the money for a salary! We are moving! I am sorry that it didn't happen when you were here. Nevertheless, your wisdom will be with this project." Soon after, Gintaras Razaitas, M.D. and psychiatrist, was hired as the director of the volunteer center project. On December 5, 1998 NISC celebrated UN International Volunteer Day with a grand opening of the Volunteer Center of Lithuania.

On May 4, 2000 I arranged to visit the Center and to shake hands with Gintaras

Razaitas and his co-worker Marijus Guscevisius. The Center facilities had been moved from central Vilnius to a lower-rent area—a car ride away. The office was spacious and bright. It was also equipped with computers and modems. The vision had come to life! Now, information about 248 volunteers and 1,200 NGOs were stored in the Center's database. The Center worked closely with almost fifty NGOs whose staff had completed the initial training sessions. A brochure produced in English stated, "The Volunteer Center in Vilnius promotes volunteerism in Lithuania among all sectors (NGOs, business, government and individuals) of emerging society. Our task is to prepare organizations to receive volunteers systematically, to recruit and train new volunteers, and to educate the society about the potential value and reward of volunteering."

The goals and objectives were:

1. To build public awareness and raise the perception of volunteerism; to attract volunteers to develop volunteer potential.
2. To lobby government to improve the legal status of volunteers, provide advice to lawmakers on the effects of pending legislation and educate employees of state institutions about the volunteer movement, its advantages and opportunities.
3. To educate NGOs and train NGO volunteer personnel to work effectively with volunteers in their organizations; to use the Center's database of information about volunteers willing to work with NGOs and to link good volunteers to successful sites.
4. To train and place volunteers in NGOs by carrying out basic or advanced training for volunteers, either working or willing to work with NGOs, and to train volunteers to assume leadership roles within their community.
5. To provide model volunteer projects and resource material to assist in establishing volunteer traditions and positively impact society's view of volun-

teerism; to organize volunteer clubs; to create model volunteer projects; and to participate in international conferences and networks of international volunteer organizations to bring new volunteer information to Lithuania.

The NGO or "third sector" in Lithuania was fundamentally a grassroots movement responding to the drastic need for change after the collapse of communism in 1990-91. Under the communist system, freedom to choose occupations was limited but the government provided jobs for all who wished to work. The transition to a free economy was traumatic with no system in place to meet human needs. In Lithuania, as in other post-Soviet countries, the third (NGO) sector arose to fill the gap. As a result, the number of NGOs mushroomed. Not all were able to achieve official status by completing the demanding registration process. Additionally, fund raising efforts were hampered by competition for foreign aid, lack of expertise in grants writing and poor organizational skills.

These non-governmental organizations, sometimes entirely volunteer-driven, were located throughout the country. Staff frequently worked elsewhere to support themselves and their families. Funding to pay for their work was scarce or non-existent. Initially, there was little or no collaboration between NGOs with similar goals. Volunteers were spontaneous—responding to appeals for help by friends or family members as needs arose, or by doing whatever work was in progress. The concept of giving service in a country with little previous history of volunteerism needed nurturing. Even though many NGOs were entirely staffed by volunteers, such freely-given service was not recognized.

When the Volunteer Center of Lithuania opened its doors, its mission was to connect people with organizations needing help. But first, NGOs must learn to appreciate the value and potential of volunteer service, then create an environ-

ment suitable for placing volunteers. This was no simple task. While some NGOs learned quickly to manage the volunteer program, the vast majority still operated spontaneously. In May 2000, there were more volunteers than open service slots because training was required as eligibility for receiving placements. Still, recruitment was ongoing, aimed primarily at the universities, high schools and trade schools. A growing number of retirees were also targeted for service.

The most outstanding situation, however, was a pilot project to place volunteers in a children's hospital! Their work involved direct patient contact — reading to children, providing ambulatory services and assisting with non-skilled care. When I asked this particular NGO where they found a hospital with a volunteer program, they replied,

"We created one!", The Volunteer Center staff had recruited a children's hospital that agreed, reluctantly, to try this radical experiment. However, the hospital stipulated they would not commit resources, staff time or money to the trial. The volunteer center would have to recruit, train, supervise and have ultimate responsibility for managing the volunteer project. After a few months later, the project gained speed and volunteers demonstrated their skill at relating successfully to the children. Enormous benefits to the children and staff were evident. The Stone Soup² phenomenon began to occur. Suddenly, space for the volunteers materialized. At first, a nursing staff member agreed to be available onsite for the volunteers. Later, responsibility for relating to volunteers became an official staff function. In an email on June 13, 2000, Gintaras reported, "We are still managing the hospital project. Last week we had a very nice event ... it was the opening of the Volunteer Room. Hospital staff are very happy about the volunteers." Now, he hopes more doors will open to this experiment.

To this project, I applaud the vision of NISC and Volunteer Center staff and their

benefactors. The energy and resourcefulness of everyone involved have forged new avenues of growth and a sense of community while building a strong new tradition of volunteerism in one post-Soviet nation. As professionals, we must continue to lend our expertise and support, not only to Lithuania but to all emerging democracies as they work to construct new worlds from the ashes of communism. They are demonstrating their understanding of the importance of volunteerism in creating a strong democratic society.

ENDNOTES

¹In Lithuanian, Nevyriausybinis Organizacijos Informacijos ir Paramos Centras

²Stone Soup is an old folk tale about a hungry soldier who visited a small village and asked for food. When the townspeople refused him, he found a large stone and a pot of water, started a fire and began cooking stone soup. Soon, the villagers began bringing vegetables and meat and there was enough soup to feed the village.

To apply for an AVID position, contact Freedom House, 1319 18th St., N.W., Washington, D.C. 20036, 202-298-5101.

ABSTRACT

Three groups of leadership educators, including members of ALE (Extension Leadership & Volunteerism state contacts), the Association for Research of Non-profit Organizations and Voluntary Action (ARNOVA) and the Association of Volunteer Administrators (AVA) were surveyed via a mailed questionnaire to determine what societal, cultural, environmental and technological trends will exert the greatest impact and influence on volunteer leadership programs during the next decade. By determining these trends, volunteer leadership educators may position themselves for the next decade by anticipating and responding to their influences and impact.

Trends Impacting Volunteer Administrators in the Next 10 Years

Ken Culp III, Ph.D.; Mike Nolan, M.S.

INTRODUCTION

Volunteer activity was first related to social and political shifts which occur in response to armed conflict. Early American volunteer leaders included Paul Revere, Betsy Ross, George Washington and Harriet Tubman. Volunteers are frequently active in the movements that lead to war, in support of efforts to win war, in the protest against war and in rebuilding societies after war (Ellis & Noyes, 1990). At the turn of the 21st century, we find an entire generation of Americans who have never been concerned with registering for the draft, being drafted into armed service or defending our nation's soil.

Early volunteer activity in America centered around protecting one's self, family, property and community from theft, damage, injury and loss of life. Looking back through American history, volunteer activity may be accurately predicted as it occurs in response to both

domestic and national conflicts. With this long period of national peacetime and prosperity comes a new wave of volunteer efforts (Ellis & Noyes, 1990).

Preparing for volunteer activity during peacetime becomes somewhat more difficult. This process, of gathering unpaid people to rally behind a cause, has resulted in the emergence of a relatively new field, volunteerism. As a new field, volunteerism brings several needs, some of which are the need for research in the area of volunteer development and administration, professionalization of volunteer administrators, and volunteer leadership education.

Volunteer administration is currently experiencing rapid growth, development and evolutionary change. In order to effectively prepare for volunteer administration early in the Third Millennium, one must first determine what societal, cultural, environmental and technological influ-

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Mike Nolan, M.S., a Doctoral Candidate at The Ohio State University is currently the Asst. Director of Major Gifts, Development, Oberlin College, Oberlin, Ohio. Prior to that he was the Development Officer, College of Food, Agricultural and Environmental Sciences for three years. He was an Extension Associate, College of FAES, Department of Agricultural Engineering at Ohio State for 3 years and prior to that managed Wakehill Farms, in Wakeman, Ohio. He served four years as the Vice President of The Ohio Farm Bureau Federation and has presented his research on Rural Cooperative Housing at nine conferences in the United States and Puerto Rico. Mike has received both the Hungate and Gist Scholarship for Extension Education, and is a member of Phi Kappa Phi.

ences will impact on American life. By first determining these influences, volunteer administrators may prepare themselves for the next decade by anticipating and responding to these trends and their influences.

REVIEW OF LITERATURE

A perusal of the volunteerism literature reveals articles and reports which focus on trends in volunteerism. Authors present graphic illustrations of trends which they perceive in volunteer programs, either from first-hand knowledge or from a review of the literature. Ellis (1996) identified eight current volunteerism trends which included: legal liability, screening processes and risk management; service learning; evolving vocabulary in the field of volunteerism; distance learning; employee unrest and the elimination of volunteer director positions caused by budget-cutting and downsizing in non-profit and for-profit arenas; technology; inter-agency collaborations; and the evolution of the family. Additionally, Safrit and Merrill (1998) suggested ten contemporary trends in volunteerism which they based upon documented societal trends, published literature and personal experience. These included: volunteer burnout; increased competition for a decreasing number of volunteers; an emphasis by volunteers on the human touch; an increasing pool of potential volunteers; episodic volunteering; the professionalization of the volunteer corps; an emphasis on diversity; new forms of volunteerism (stipended volunteers); liability issues and risk management; and technology.

Additionally, a number of studies have been undertaken to probe trends in volunteerism. The most popular of these studies are the biannual Independent Sector Reports, undertaken by the Gallup Organization. With the exception of the Independent Sector Reports, however, most other studies have either focused on specific issues or have surveyed one distinct population. Examples of these

include: Volunteering for Serious Social Problems (The Points of Light Foundation, 1994); Trends on Youth and Service-Learning (Search Institute & National Youth Leadership Council, 1994), Trends in Corporate Volunteerism (The Conference Board & The Points of Light Foundation, 1995), Trends in Family Volunteerism (Gallup International Institute 1994). Each of these studies surveyed individuals, families, or households regarding their past, present or future involvement in specific activities, helping or giving.

The discrepancy which exists is that research has not been widely conducted regarding trends in volunteerism across populations. Moreover, broad trends in volunteerism, which either cut across the entire profession or impact upon more than one specific audience or group have not been identified empirically. The purpose of this study, therefore, was to identify the societal, cultural, environmental and technological trends which could exert the greatest impact and influence upon volunteer programs during the next decade.

METHODOLOGY

Population and Sample

The purpose of this study was to survey volunteer administrators and volunteer leadership educators from three national organizations. These organizations included: the Association of Leadership Educators (ALE), the Association of Volunteer Administrators (AVA) and the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) in order to determine their predictions of current or future trends in volunteer administration which will impact the field over the next ten years. These groups were chosen for three specific reasons. First, each represented a national organization which focused on volunteer utilization. Second, each organization could be accessed with current membership information.

Third, the three organizations each

focused on different aspects of volunteerism.

The frames for the study were supplied by the conference membership rosters of AVA and ARNOVA, as well as the state contacts for Volunteer Leadership Development which were supplied by the United States Department of Agriculture. The population included 50 state contacts for Volunteer Leadership Development, 728 members of AVA and 346 members of ARNOVA. Duplications were removed from the population and a random sample was taken from the AVA conference membership list in order to satisfy sampling requirements. This resulted in sample sizes of 49 state Volunteer Leadership Development contacts, 363 members of AVA and 341 members of ARNOVA.

Instrumentation

The population was sent a mailed questionnaire as outlined by Dillman (1978). The questionnaire contained a qualitative and two quantitative components. The qualitative component (Part I) asked respondents to identify current or future trends which will impact volunteer leadership education and volunteer administration over the next ten years. Part II focused on characteristics of the respondent's volunteer program, including the number of: organizational volunteers, clientele served annually, volunteer administrators/leadership educators and professional staff. Part III contained professional (demographic) characteristics of the respondents.

Data Collection and Analysis

Responses from the qualitative section of the survey were coded according to key word identification as outlined by Culp and Pilat (1998). The framework for coding responses was provided by the GEMS Model of Volunteer Administration (Culp, Deppe, Castillo & Wells, 1998.) The 18 phases of the GEMS Model provided the first 18 key word categories for key word identification. These 18 phases include: organizational needs assessment,

position (job) description, identify, recruit, screen, select, orient, protect, resource, teach, engage, motivate, supervise, evaluate, recognize, retain, redirect and disengage. (Two phases of the GEMS Model, resource and redirect, were not identified by any respondents in the key word analysis.)

Trends emerging from the open-ended findings were grouped categorically and evaluated utilizing descriptive statistics. Analysis of variance was employed to compare responses of the same variables between sample groups. Finally, relationships were explored between trend identification and professional (demographic) characteristics. Data from the quantitative questions were analyzed using descriptive statistics and Analysis of Variance utilizing SPSS 9.0 (SPSS, 1998) to determine differences between the three populations. An alpha level of .05 was set a priori.

To aid in controlling non-response bias, a comparison of early and late respondents was utilized to determine differences between the two groups. "With late respondents assumed typical of non-respondents, if no differences are found, then respondents are generalized to the sample. If differences are present, data are weighted proportionately for determining the statistics to describe the sample" (Miller & Smith, 1983).

The sample was mailed a cover letter and questionnaire in May, 1999. The initial mailing was followed up by a reminder postcard two weeks after mailing. The initial mailing resulted in 19 responses from the Volunteer Leadership contacts; 88 responses from the AVA group; and 65 from ARNOVA. The follow-up mailing resulted in an additional eight questionnaires for AVA and three for ARNOVA.

Response rates included: 38.78% for Volunteer Leadership Development contacts, 25.90% for AVA and 20.24% for ARNOVA.

It is important to note that the ranking of these trends in volunteerism are

impacted by a variety of factors. First, the researchers chose to divide the category "Changing Demographics" into six subgroups, including: youth, families, aging/retirees, baby boomers, generation Xers and group activities. It was the belief of the researchers that the data would have greater meaning when divided into smaller, more specific subgroups, rather than be left in a broader, less descriptive category. Had the category been left undivided, "Changing Demographics" would have been the most popular trend being identified 175 times.

Likewise, earlier reports group "risk management" and "liability" in the same category (Ellis, 1996; Safrit & Merrill, 1998). It was obvious from the data that respondents divided risk management and liability into two distinct categories. The first, "risk management," focused on protecting the organization from risk and centered on screening potential volunteers who may have goals or an agenda that differed from that of the organization. Therefore, "risk management" was categorized as "screening" in data entry, which is consistent with the GEMS Model (Culp, et al., 1998). "Liability," however, was qualified by respondents as a trend which was distinctly different from risk management/screening. Many respondents coupled and preceded the word "liability" with "volunteer." (The term "risk management" was never coupled with the word "volunteer.") Others used phrases such as "protecting volunteers from liability." Protecting volunteers from liability was viewed differently than risk management by respondents because it protects volunteers who have successfully passed the screening process and are engaged in volunteer service to the program, agency or organization. Therefore, the researchers chose to place "liability" in the "protect" phase of the GEMS Model.

Secondly, as expected, people handled their responses in different ways. Some wrote single word answers such as "technology." In this case, "technology"

became a single category. Others wrote phrases from which the researchers gleaned key words. The phrase "using technology to recruit" resulted in two key words: "technology" and "recruit." Others wrote complete sentences. The sentence, "Using technology to recruit families for community service" resulted in four key words: "technology," "recruit," "changing demographics: families" and "community service." Finally, some individuals wrote entire paragraphs which contained multiple key words. In all cases, as outlined by Culp and Pilat (1998), all three individuals involved in coding the questionnaires came to consensus about each entry as it was coded. Finally, some liberty may have been taken by the researchers in interpreting and categorizing data. Bias was reduced by utilizing three individuals in coding all items on all questionnaires. However, it was occasionally difficult to discern the exact intent of the respondent. For example, the response, "Recruiting an attorney to perform pro bono work for our organization", obviously contained two key words. It was easy to agree that "recruit" was one key word. But a decision needed to be made as to whether "an attorney doing pro bono work" was to be categorized under "corporate/workplace volunteers" or "volunteer interests, skills & abilities." In this case, the latter was selected by the three-member coding team.

RESULTS

When analyzing trends, no significant differences were found between populational groups. Volunteer Leadership contacts, Volunteer Administrators and Researchers of Non-Profit Organizations and Voluntary Action all identified similar trends.

The top 25 trends (those identified twenty or more times) are listed in Table 1.

These top 25 trends which are likely to impact volunteer administration/leadership education and were identified in the

greatest frequency include the following: technology/virtual volunteering (69); professional development and salary levels of volunteer administrators (66); corporate volunteerism/volunteers receiving work release time (63); short term/episodic volunteers (62); volunteers requesting positions which utilize their skills and abilities or fulfill their specific interests (55); changing demographics of volunteers: aged or retirees (52); changing demographics of volunteers: youth (50); resource development and funding (45); teaching/ training volunteers (43); service learning initiatives (42); collaborations and networking opportunities with other agencies (39); volunteer recruitment (39); societal changes in families (single par-

ents, two income families, the "sandwich" generation, etc.) (35); diversity and cultural issues (35); screening and risk management (32); issues related to volunteerism (31); a lack of time for people to volunteer (30); volunteer and program evaluation and impact (27); scarcity of volunteers (26); developing alternative schedules for volunteer activity (26); changing demographics: family volunteering opportunities (26); changing demographics: baby boomer volunteers (25); administrators and employees recognizing and appreciating volunteers (24); protecting volunteers from liability (22); and utilizing position (job) descriptions (20). (See Table 1.)

Additionally, 26 other trends, which

TABLE 1
Trends Which Will Impact Volunteer Leadership, Education and Administration

Trend Identified	CES	AVA OVA	ARN Total	Grand	Rank
Technology/Virtual Volunteers	14	41	14	69	1
Volunteer Administrator's Professional Development	9	37	20	66	2
Corporate/Workplace Volunteers	4	39	20	63	3
Short Term/Episodic Volunteers	6	43	13	62	4
Volunteer Interests, Skills & Abilities	7	28	20	55	5
Changing Demographics - Aging/Retired Volunteers	11	29	12	52	6
Changing Demographics - Youth Volunteers	5	35	10	50	7
Resource Development & Funding	5	26	14	45	8
Teaching Volunteers / Training methods	11	22	10	43	9
Service Learning	1	34	7	42	10
Collaborations / Networking	4	20	15	39	11 tie
Recruitment	8	23	8	39	11 tie
Societal / Family Changes	7	19	9	35	13 tie
Diversity / Cultural Differences	5	17	13	35	13 tie
Screening / Risk Management	13	14	5	32	15
Issues Related to Volunteerism	4	19	8	31	16
Lack of Time	7	15	8	30	17
Evaluation / Impact	6	11	10	27	18
Volunteers are Scarce	2	17	7	26	19 tie
Alternative Volunteer Schedules	1	17	8	26	19 tie
Changing Demographics - Family Volunteering	4	20	12	26	19 tie
Changing Demographics - Baby Boomer Volunteers	2	17	6	25	22
Admins/Employees recognize volunteer contributions	5	14	5	24	23
Protecting Volunteers from Liability	7	7	8	22	24
Position (Job) Descriptions	2	12	6	20	25

Respondents were asked to describe themselves and their organizations according to a number of demographic indicators. Those demographic indicators which were not significantly different are identified in Table 2.

TABLE 2
Similar Demographic Descriptors

Descriptor	Grand Mean
Clientele served by organization in 1998	188,252.01
Administrative FTE's in organization	241.71
Years in current position	5.90
Years in volntr administration/dvlpment	13.80

were identified from 1 - 19 times were as follows: court-ordered/mandated service (19); competition among agencies for volunteers (18); community service (18); issues with labor relations/union groups/replacing paid positions with volunteers (16); marketing, PR & communications (15); recognizing volunteers (14); retaining/avoiding burnout (14); changing demographics: male or female volunteers (14); decline of volunteer service organizations (13); changing demographics: group volunteering activities (12); increased research in volunteer administration (12); conducting a needs assessment (10); supervising (10); economy (10); selecting volunteers (9); changing demographics: generation Xers (8); boardsmanship (8); location/distance to volunteer sites (8); identifying volunteers (7); engaging volunteers (7); faith-based volunteerism (7); perception of the non-

profit sector (7); future of health care (5); volunteer orientation (2); disengaging volunteers (1); and direct contact/personal touch (1).

Most of the variables which demographically described the respondents and those which characterized their organization were significantly different between sampling groups. The state Volunteer Leadership contacts utilized the greatest numbers of volunteers in their organization (because they reported all volunteers utilized by Extension in their state), employed the largest number of volunteer administrators within their organization (as Extension has the largest formal structure) and had the greatest number of FTE's devoted to both volunteer development and volunteer administrative issues (Extension has the largest paid staff.) AVA members had the lowest educational levels (bachelors degree), work directly with the greatest number of volunteers and spent the greatest percentage of their time on volunteer administration duties. ARNOVA members both attended the fewest educational in-services and spent the least amount of time in in-services, worked with the fewest number of volunteers and spent the lowest percentage of their time on volunteerism issues. (See Table 3.)

TABLE 3
Means of Demographic Variables with Significant Differences

Descriptor	CES	AVA	ARNOVA	Grand Mean	Sig.
Total # of volunteers in 1998	34,607.21 ^a	2,758.96 ^b	40.83 ^b	7,112.5	.002
# of VA in Organization	52.72 ^a	5.80 ^b	2.45 ^b	12.09	.0001
FTE's devoted to Volunteer Development	15.77 ^a	4.19 ^b	3.36 ^b	5.74	.001
FTE's devoted to volunteer administrative issues	75.75 ^a	5.10 ^b	1.22 ^b	14.17	.001
Highest level of Education 1=HS, 2=BS, 3=MS, 4=PhD	3.47 ^b	2.23 ^a	3.42 ^b	2.73	.0001
Educational in-services attended in past year	6.63 ^a	5.12 ^{ab}	1.71 ^b	4.55	.050
# of hours spent in in-services	34.74 ^b	34.23 ^b	14.11 ^a	30.09	.002
# of volunteers respondent works with directly	54.23 ^a	181.95 ^b	36.25 ^c	128.40	.049
% of time devoted to volunteerism	31.99% ^a	76.26% ^b	16.47% ^c	55.19%	.019

^{a, b, c} Values with unlike superscripts are significantly different at the .05 value.

IMPLICATIONS

Technology/Virtual Volunteers. In 1998, 42.1% of American homes owned a personal computer (an increase of 74.4% and 15.0% compared with 1994 and 1997, respectively.) (United States Department of Commerce, 1999). Additionally, 26.6% of U.S. households now have Internet access (an increase of 40.9% as compared to 1997.) (United States Department of Commerce.) Successful recruitment depends upon effective marketing to targeted populations who have an interest in the organization, its clientele or mission. Developing a home page, linking that home page to popular and related websites, regularly updating the home page, posting onto the home page up-coming events and volunteer opportunities, and developing and posting virtual volunteer positions and tasks will help an organization prepare for and respond to this trend.

Volunteer Administrator's Professional Development. The need for volunteer administrators to keep up with developments in the field, receive certification, attend educational workshops and conferences, receive cutting edge information, and find new ways to serve both the needs of the agency, its programs and volunteers may be addressed in a variety of ways. Volunteer administrators should participate in professional development activities which are available to them. These could include attending local, regional, state, national and international conferences and workshops, enrolling in continuing education courses in volunteer administration, public or educational administration, public policy, searching the Internet, subscribing to volunteer-related list serves, purchasing or reading resource materials, networking with other volunteer administrators and volunteers, etc.

Corporate/Workplace Volunteers. Corporations are often willing to provide volunteer services to groups, agencies or causes in their community. Many "white-collar" corporations will provide professionals with work release time to volunteer or

perform community service; particularly if it is an off-shoot of their employment or will benefit the employer or the employee's organization in some way. In a study of corporate volunteerism, 92% of corporate executives surveyed encouraged their employees to become involved in community service (The Conference Board & Points of Light Foundation, 1995.)

Maximizing corporate volunteerism makes business sense; in fact, it can yield benefits relating to the company's image, employee growth and development, public recognition of social responsibility and more (Urban, 1997).

It is important to note that the vocabulary used in corporations related to volunteerism is often different and the recruiter must be cognizant of this if a successful arrangement is to be consummated between the volunteer organization and the corporate volunteer. The words "pro bono work," board member, corporate social responsibility, civic involvement, in-kind services, and community service are all effective and applicable to different corporations.

Attorneys, accountants and bank officers are often expected and required by their firms to participate in community service. Speaking to groups including Rotary, Lions Clubs, JayCees's and Chambers of Commerce, or to the corporation's Senior Partner will be a good way to "tell your organization's story" and to begin to identify potential volunteer sources. Additionally, identifying what resources are needed for your programs and volunteers and then determining who has access to these resources is an effective way of saving money without actually asking for a financial contribution. Specific examples could include printing and/or duplicating services, food or meal preparation, use of facilities, meeting space or equipment, etc.

Short-term/Episodic Volunteers. Respondents indicated that volunteers will be increasingly interested in short-term commitments or individual acts of volun-

teerism or service. Volunteers may renew their volunteer commitment for the same or a similar activity at another time but will not make indefinite commitments. Volunteer coordinators may need to strategize ways to utilize volunteers for single or short-term responsibilities. Utilizing teams of volunteers who extend their service over a longer period may be one option. Scheduling volunteer activity in day-long episodes and organizing simultaneous, multiple tasks may be another option.

Respondents differentiated between short-term volunteers and lack of retention; these were different issues. But the key issue identified was learning to utilize a larger number of short-term volunteers, rather than try to retain a smaller number of volunteers who were willing to make a longer term commitment.

Volunteer Interests, Skills and Abilities. Respondents noted that volunteers are no longer willing to perform menial tasks, but rather seek volunteer opportunities which fulfill personal interests, utilize their own special skills and abilities, or assist them in developing or refining a new skill. Volunteer leadership educators may prepare for this trend by tailoring specific volunteer positions or tasks to individuals with specific interests, skills and abilities. Referring to the GEMS Model, this becomes a volunteer identification issue. After the organizational need has been assessed, a position description has been developed (which outlines the specific qualifications and skills necessary to successfully fulfill the position), target audiences or individuals must be identified. Recruitment becomes much more effective when seeking individuals with specific qualifications for a certain position, task or responsibility.

Changing Demographics: Aging and Retired Volunteers. Forty percent (40%) of all retirees are involved in volunteer activities (Independent Sector, 1995). Americans are retiring earlier, are healthier, live longer lives, remain active longer and enjoy a higher standard of living in their

retirement years than ever before. Retirees have fewer time obligations, have fewer fiscal restrictions and have accessible skills and experience which younger volunteers do not. Many new retirees are interested in identifying a useful and meaningful direction or diversion after employment. For others, active volunteerism may be a good segue into retirement.

Volunteer administrators should consider ways to tap into older volunteer audiences. It is important to note, however, that senior citizens are now being characterized as early, middle and late seniors. Early seniors are mobile, have transportation and are generally available during both the daytime and evening hours. Late seniors have less energy, are less active and mobile and often are willing to volunteer only during the daytime, or from their own home.

Retirees have resources which younger volunteers do not: time, experience, wisdom, well-developed skills and abilities, and, in some cases, financial resources. Retirees are excellent mentors and are often willing to volunteer for activities which they previously performed for a living. For example, retired teachers may volunteer to be reading aids or tutor students one-on-one; a retired accountant or banker may serve as an organization's treasurer or bookkeeper; a retired auto mechanic may work with a school's building trades class.

Changing Demographics: Youth Volunteers. Youth are volunteering in greater numbers than ever before. This may be due in part to an increased emphasis on service learning, community involvement, and the Presidents'(or is it "President's"?) Summit on Service. Whatever the reason, effective volunteer administrators will plan to utilize youth in their programs. Youth have assets which other groups of volunteers do not have: namely energy, enthusiasm and often a passion for a cause which evolves into commitment.

Effective volunteer programs which

utilize youth will involve youth in the design and delivery, as well as the implementation of the program. These young people desire a voice in program planning. They are not interested in doing menial work, but rather, want to be "where the action is." Youth are also often motivated by affiliation and will join activities in which their friends are involved. Youth volunteer activity should be engaging, fun, developmental and social.

Resource Development. Developing long-term, on-going funding sources and developing new resources was a concern of many respondents. Volunteer administrators may prepare for this trend by continuously reassessing the impact their organization is making upon its clientele, community, and the volunteers who drive its programs. Funders are currently interested in outcomes and impacts. Reporting the number of hours of volunteer service is not likely to make a great impression or to increase an organization's level of funding. Seeking alternative funding sources, applying for grants, seeking in-kind services and donations and establishing an endowment may be useful alternatives to consider.

Teaching Volunteers; Training Methods. Teaching methods were often mentioned in combination with other key words; namely "alternative time schedules," "technology," as well as "changing demographics." Educating volunteers via the Internet or home study courses may be effective alternatives to training through group lectures. Additionally, involving volunteers in teaching others is often an effective means of presenting and receiving information.

Service Learning. More and more schools are integrating service learning into their curriculum, while others make it a graduation requirement. One benefit is that service learning is introducing many youth to a wide range of community agencies (Ellis, 1996). Volunteer leadership educators may capitalize upon this trend by collaborating with schools to

have students perform community service as an academic component. Involving the students in developing a service project, its planning, implementation, delivery and evaluation will not only benefit the community, but may assist students in developing a connection to their community. Another benefit is that youth who become involved in volunteer and service activities often continue volunteering as adults (Search Institute, 1994). Youth who have been involved in service-learning activities report that it is likely they will continue to volunteer during the next five years (Independent Sector, 1995).

The implications which result from this study will enable volunteer administrators and volunteer leadership educators to anticipate and prepare for trends which will impact their volunteer programs during the next decade. By anticipating and preparing for the next decade, administrators will be in a stronger position to more effectively coordinate volunteer programs by developing the volunteer resources necessary to meet programmatic, organizational, and clientele needs. Volunteerism is a rapidly growing and evolving field. By anticipating emerging trends, effective volunteer administrators will be prepared to strategically position themselves, their organization and its programs to effectively address new and evolving issues in their communities.

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ABSTRACT

Most, if not all, not-for-profit organizations struggle with limited human and financial resources. With more causes arriving on the Canadian not-for-profit scene, competition for both volunteers and donations will continue to drive this trend. Collaboration and cooperation between not-for-profits is increasingly very popular among benefactors, who see what they believe are natural synergies. Successful not-for-profits will work together in ways never before considered, including a more strategic alignment of work done by Managers of Volunteer Resources and the fund development staff.

Powerful Synergies Exist Between Managers of Volunteer Resources and Fund Development Staff

By Valerie Cooper, BA

Perhaps the most popular trend in the charitable sector in the past decade was the notion of rationalization of services within the not-for-profit sector. In fact, some organizations looking for ways to collaborate actually went so far as to merge their organizations.

For example, the Volunteer Centre of Red Deer Alberta operates three programs under one umbrella Board of Directors: the Boys and Girls Club, Big Brothers and Big Sisters, and Teen Networking Support Counseling. According to the Volunteer Centre, this unique structure makes better use of human resources and guarantees better coordination of services.¹

The reality is that most, if not all, not-for-profit organizations struggle with limited human and financial resources. With more causes arriving on the Canadian not-for-profit scene almost daily, competition for both volunteers and donations will undoubtedly continue to drive this trend. In addition, collaboration and cooperation between not-for-profits is increasingly very popular among benefactors who by virtue of their exposure to many organizations see what they believe are natural synergies. There is no question that successful not-for-profits of this centre will be planning and working

together in ways never before considered.

It could be, however, that before organizations look externally for efficiencies and synergies, they might find some interesting possibilities from within. One excellent example lies in the potential synergies that exist between the management of volunteers and fund development functions of most not-for-profit organizations.

Managers of Volunteer Resources and fund development staff are essentially stewards of the same resource.

Would not-for-profits benefit if the staff of those traditionally separate functions looked for areas where they could collaborate? What might some of those areas be? These and other questions should cause practitioners in these areas to consider the possibilities of integration and collaboration between their operations.

First, it may be necessary to address a couple of traditional beliefs that may cause Managers of Volunteer Resources and fund development staff to be doubtful of the value of working together.

The first belief is that people who volunteer to help not-for-profit organizations deliver a service different from those who are recruited to raise funds for the organization. Recent research, however, appears

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to challenge that belief by illustrating that a typical volunteer is very similar to a typical donor. A survey done by the Canadian Centre for Philanthropy found that Canadians aged 35 to 44 were the age group most likely to volunteer and most likely to donate.²

While it is true that Canadians aged 65+ tend to be more generous on average and volunteer fundraisers with considerable community influence are likely in their 50s and 60s, the reality is there are only so many star-quality, CEO-level volunteer fundraisers in any given community. This means that most not-for-profits are looking to recruit from the next rung down, age bracket down, the corporate ladder.

In other words, the numbers seem to reflect that, for most not-for-profits, there really is not as much difference between the volunteer service provider and the volunteer fundraiser as some may have traditionally believed.

A second belief that may be a barrier preventing a more productive working relationship between Managers of Volunteer Resources and fundraising staff is related to their perception of each other's role in the organization. Development staff may see the Managers of Volunteer Resources as mid level staff filling largely an administrative role within the organization. On the other hand, the Managers of Volunteer Resources tend to see themselves as helping people to fulfill a calling but may view fundraising as heavy-handed and perceive it as getting people to do something they wouldn't otherwise do (i.e. part with their money). The bottom line is that in many organizations these two important groups really don't know each other very well.

Is it possible that both groups would serve their organization better if they each made a point to step back from the daily demands and business of their individual departments or field of service and consider how together they could serve the organization as a whole?

Perhaps some examples of where these

two areas could collaborate would serve to illustrate the potential that exists. Three obvious areas include:

- Screening Volunteers
- Identifying Prospective Benefactors
- Training Volunteers

Here is how the Managers of Volunteer Resources and her/his staff can assist the fund development efforts of the not-for-profit organization.

Screening Volunteers

Some organizations are subject to mandatory screening procedures for volunteers. Other organizations require that as a volunteer you submit your resume with reference. The underlying principle is that not all volunteers are appropriate for placement in all situations. The Managers of Volunteer Resources and her/his staff are trained to properly place volunteers, assuring a high level of commitment and loyalty.

Fund development professionals are constantly striving to attract good volunteers. The difference is that development staff tend to welcome individuals who express any willingness to help. The bar of acceptance is fairly low. This often results in volunteers who are ineffective due to a lack of experience and genuine interest.

Screening methodologies used by the Managers of Volunteer Resources might help reduce the tendency of development staff to fill positions for the sake of completing the organization chart of the campaign committee. Besides the obvious benefit to development staff of this kind of service there may come a day (brought on by legislation) when every individual will have to follow the same route to become a volunteer.

Identifying Prospective Benefactors

A second area where an organization would benefit from development and Volunteer Resources staff working together is in the identification of prospective donors. Development staff spend a con-

siderable amount of time trying to uncover individuals who have an affinity to their cause.

Individuals are wined and dined, figuratively speaking, all in an effort to increase their interest in the cause. While development staff are busy casting about for possible donors, the Managers of Volunteer Resources are working with an army of people who have already made a commitment to the organization and the volunteers who are gaining an intimate knowledge of the organization's needs and potential. How many of those people make it onto the development office's list of potential donors?

Is it possible our gratitude for people who volunteer their time to help us causes us to think that somehow it would be wrong to also ask them to support us financially? While some people do indeed see their contribution of time in lieu of money, others would donate money, but they are never asked. If you are a Manager of Volunteer Resources, whether you know it or not, the odds are pretty good that you are working with individuals who could make a contribution of cash of significant proportions and/or name your organization as a beneficiary in their will. What would it take for the Managers of Volunteer Resources and development staff to tap into that potential?

Training Volunteers

The Managers of Volunteer Resources possess a great wealth of information about the organizations they serve. Their volunteers tend to be involved in all aspects of the organization and this gives them an insight into the organization that can be rather unique. Volunteer fundraisers often find themselves needing more information than they ever dreamed would be necessary to secure a donation. Few people are better qualified than the Managers of Volunteer Resources to help familiarize the fund development volunteer with the organization and its needs.

CONCLUSION

These three areas of collaboration are by no means exhaustive; rather they represent just a beginning of a whole new way of working together. By removing old barriers and opening new doors of communication and collaboration, it is possible that a new trend will emerge within not-for-profit organizations as the Managers of Volunteer Resources and fund development staff find natural synergies that benefit both their separate areas and the overall organizations they serve.

ENDNOTES

¹Front and Centre, Voice of Canada's Charitable Voluntary Community (Canadian Centre for Philanthropy, Vol. 6, No. 6, November, 1999), p. 6.

²Sandra Bozzo, Fact Sheet #6: Motivations for Giving and Volunteering (NSGVP On-Line, Canadian Centre for Philanthropy, August, 1998).

Joan Brown: A Volunteer Manager Profile

Joan Brown is the creator of a highly successful Civic Center Volunteers, a local government program, for Marin County that has been recognized both nationally and internationally. A total of \$47 million in services has been contributed since Joan formed the program in 1979. This year, the program received the National Association Acts of Caring Award for Public Education and Information in Washington, D.C. Joan was honored at this year's AVA Conference as Volunteer Manager of the Year.



HOW LONG HAVE YOU BEEN A VOLUNTEER MANAGER? WHAT JOBS HAVE YOU HELD?

Twenty-two years ago I was hired to initiate Marin County California's Civic Center Volunteers program, then housed in the Human Resources Department. I have held the position of volunteer coordinator the entire time. Over the years, additional responsibilities have been added to my position. They include managing special projects, managing the Employee Recognition/Length of Service Program for paid staff, and being Managing Editor of the employee newsletter.

MOST VOLUNTEER MANAGERS GOT TO WHERE THEY ARE BY DEVELOPING A VARIETY OF SKILLS IN OTHER PROFESSIONAL JOBS. WHAT WAS YOUR PATH?

My path of practical skill development included a 15-year career as a public school elementary teacher and many years as a volunteer community activist at the grass roots level. In my 20s, I was informally mentored by some excellent, experienced community leaders. I learned that if you want to have your cause impacted positively, you must elect decision makers who understand the issues, listen with an open mind, have beliefs philosophically in common with yours and have the determination and competence to fight for them. This naturally leads to leadership roles in organizing and running local political campaigns for issues I cared about and decision makers

who had a similar philosophy and commitment to the community. These activities and initiatives provided the challenge to hone effective volunteer management skills such as organization and follow through, clear communication with people at all levels and backgrounds, effective systems development, the ability to listen well and empower others, and the ability to persuade others.

WHAT HAVE BEEN YOUR MOST SUCCESSFUL PROGRAMS?

Creating and maintaining a strong core volunteer program with volunteers placed in virtually all departments of local government, in largely non-traditional volunteer jobs, has been highly satisfying and successful. This has required building trust among all levels of paid staff, enabling them to risk trying a volunteer in the first place, and then providing the systems, support, follow-through and recognition to paid and non-paid staff to maintain an effective on-going program. In addition to the core volunteer program, we have been successful in creating new programs to meet identified needs and goals as they have arisen.

A major challenge in our community was the tremendous need for more volunteer jobs for people with mental illness. An important step toward a solution has been the creation of the Job Coach Program for volunteers ("trainees") with serious persistent mental illness, who are paired with volunteer job coaches to help them gain the social and job skills neces-

sary to return to school or part-time/full-time employment. As the volunteer coordinator, I approached our mental health division with my proposal and together we co-founded the program. In addition to employment in the private sector, some of our trainees have been hired by the county in the jobs they were performing as volunteers. Added to obvious successes are the more subtle ones, including the breaking down of stereotypes about people with mental illness.

Another successful program we launched is the gift shop. One member of the Board of Supervisors proposed starting a gift shop as a business venture, capitalizing on the fact we are housed in a national landmark building designed by Frank Lloyd Wright. The intent was that the proceeds would help finance the maintenance of the building. This board member called upon me to help develop the concept and recruit an appropriate volunteer consultant to assess its fiscal possibilities and help develop a financial plan. The Marin County Gift Shop began about six years ago with the selection of a team of 20 volunteers to staff the shifts in the shop, and the careful hiring of an effective part-time gift shop manager. This program has since expanded to include volunteer docents who give tours of the Civic Center, and the scheduling of private events in the facility. The manager has become full time and, this year, added an assistant. Without the resources and energy of the Civic Center Volunteers, it is doubtful any such program would have been considered in the first place.

Effective techniques and results have included: open, honest, direct communication; clear systems; consistent follow through and a passionate and deeply held belief in the value of volunteerism for all involved — all of which have created a system of trust, integrity and enthusiasm.

WHAT HAS BEEN YOUR GREATEST CHALLENGE AND HOW DID YOU MEET IT?

Two of our major challenges illustrate

the importance of good relationships with paid staff, and effective marketing.

The first challenge was launching the Civic Center Volunteers program during the same month the county was having its first-ever union strike. There was a lot of turmoil, unhappiness and suspicion among paid staff that the volunteers were being brought in to keep the county open during the strike. We were able to turn the greatest challenge into an opportunity by having the volunteers honor the strike. This demonstrated from the beginning that the volunteers were there in support of all staff, as well as to extend the breadth and efficiency of services to the residents of the community.

A second challenge occurred when the program was about nine years old. During tight financial times, there was a budget recommendation to reduce the hours of the full-time volunteer coordinator position. This was immediately picked up in the press. Because we had been successful in building a high community profile with Civic Center Volunteers, and by then had had thousands of volunteers involved in the program, public outcry supported the volunteer program as a clear community priority. One member of the Board of Supervisors told me, "It's not like you're some hidden, invisible program buried in X Department."

We were successful because of the consistent, excellent performance of the program and the effective marketing of the message to the community, the press, and the decision-makers.

WHAT IS YOUR SENSE OF THE DIRECTION OF VOLUNTEERISM IN THE 21ST CENTURY?

As a practitioner, I see volunteerism reflecting the socio-economic-demographic trends in each community, and hence, aggregately, the world. For example, Civic Center Volunteers has reflected the demographic changes of Marin and moved from the early '80s when re-entry women were the majority of our volunteers; to now having more retired people

as the community has "grayed", and students with mandated community service requirements for school graduation. When the economy has been poor, volunteerism has been up, and conversely, with a full employment economy, our non-traditional volunteer opportunities have been harder to fill. National trends also include more on-line virtual volunteering from home, as well as more family and episodic volunteering to accommodate two-parent working families looking for opportunities to spend time together and instill the values of volunteering with their children. With the increasing interconnectedness of the world and the rapid expansion of the Internet, I anticipate more international, collaborative volunteer efforts, such as those already started in AVA.

My hope for the next century would be an increased appreciation and respect for the vital role volunteer managers play within an organization and the community. I believe this will happen as we more effectively champion, explain and market the extensive value of our profession with boards, executive directors, funders, government officials, and other decision-makers. AVA has already taken an important step in this direction by publishing a clear and concise booklet called, "Positioning the Profession: Communicating the Power of Results for Volunteer Leadership Professionals." It gives practitioners clear messages and persuasive language to use when addressing decision-makers.

The increased positioning of our profession should translate into a more of a decision-making role for us in our organizations and more competitive salaries, thus leading to long careers in the profession.

HOW DOES YOUR JOB AS A VOLUNTEER MANAGER FIT WITH YOUR OWN PERSONAL PHILOSOPHY?

I passionately believe in the importance of the openness and accessibility of local government and the tremendous value of

citizen participation in a democracy. I also believe every person, regardless of her or his abilities or background, has the right to be productive and participate positively in his or her community. In my role as volunteer coordinator, I have been fortunate to be able to develop opportunities for volunteer participation at all levels of local government, in jobs ranging from supportive, low stress, entry level positions, to the most demanding and complex assignments. This has provided opportunities for personal growth and job fulfillment to a full range of volunteers who increase the quality and breadth of services to the residents of Marin.

It has enhanced local government through meaningful public participation.

Kathleen McCleskey was this year's recipient of the distinctive Harriet Naylor Award, presented each year to an AVA member who has made significant contribution to the Association. For the past 15 years she has conducted workshops at the annual ICVA. She has served as a Regional Chair and held the position of Vice President for Regional Affairs. She has been active in the volunteer management arena as a trainer and consultant both nationally and internationally. Kathleen is currently Executive Director of the Network for Directors of Volunteers in Texas. We have presented key excerpts from her acceptance speech here.

Harriet Naylor Award Speech

Exerpts from Kathleen McCleskey

Thank you so much for this great honor ... Being on the roll of past recipients of the Harriet Naylor award with people I admire greatly and have wished I could be like when I grow up is really awesome: people like Jo Ann Patton, Carol Todd, Katie Campbell, Susan Ellis and Sarah Jane Rehnborg... And so many more come to mind.

...Hat Naylor was a teacher about the profession to many people, she emphasized using effective management skills when working with volunteers, and challenged and envisioned a future for the profession that is still valid today.

From her words I knew that I was worthy and all the people who have gone before me in receiving this award and will follow me share a common thread—they are all different types of leaders in the profession.

Some are great teachers who teach and have the hunger to continually learn. For me Joann Patton and Carol Todd fall into this category. They were some of my first mentors in the profession. For example who else but Carol Todd would stand in the middle of a bowling alley during the "half time" of a bowling league and recruit volunteers? I learned from her great methods of recruitment. Leaders who are teachers have the ability to impart information and methods when it comes to the profession!! General Norman Schwartzkopf stated it well when he said, "What really matters is what you learn after you know it all." That is a true leader—someone who knows they do

not know it all.

At the same time, they have knowledge they readily give away. Leaders are those who do not keep information to keep the power of it but give it away to spread the power of it. Teachers transform and those leaders who do that are insuring the future of the profession.

Then there are the motivators. They get us going. They facilitate us to go to places we would not ordinarily go to and love the trip. They get us out of the box we are in and help us stretch. These are the leaders who build the bridges from the present to the future. General George S. Patton once said, "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." Leaders give us wings to try new things and stand on the sidelines cheering. They also take us from today to tomorrow. They do not get into the nitty gritty details of today but take care of tomorrow and their people while not being blinded by the urgency of the present.

Another type of leader are those with vision. I know I hear Sarah Jane Rehnborg talk the profession and it is like wow how can you think of those things. Where do you get those ideas? How can you look into a crystal ball and see all that stuff? When I look I have to admire the crystal ball for its symmetry and beauty. Nothing comes jumping out at me! I think part of that is because as a child I watched the Wizard of Oz and when the wicked witch saw Dorothy and her three

traveling companions in her crystal ball she called on those flying monkeys to stop them and it scared me. So crystal balls are not my thing and I do not see myself as a visionary.

Several years ago I met a wonderful lady, Jane Cravens, who runs this huge virtual volunteering project and is an expert in that area. I would not have guessed five years ago virtual volunteering would be so big. The thought then of recruiting volunteers on line or utilizing volunteers virtually was like Star Trek type stuff. The same is happening with Susan and Steve's e-volunteerism. It is our present not just a vision. These leaders lay out a path that if we follow we will get to the future of the profession. They are showing us a path and the future. In other words grab it or left behind in some cases. So again Hat was correct. Use your vision to move the profession forward.

Another favorite quote of mine I have borrowed from the ICVA in Minneapolis, Minnesota. "People become like and move toward that which they envision". It is from a Medicine Wheel and I think that is an integral part of leadership and the future of the profession. It ties in motivation and vision.

Then there are the leaders who can organize—the masters of getting tasks established. That is me! I jokingly say that I can organize anything. But I do try and use my creative side by putting a camera to my face on a regular basis so the left side of my brain will remember it has a right side as a companion. I know that is my strength and that is another facet of leadership that Harriet Naylor knew about. The ability to get all the ideas people have together, organize them, and make them a reality. It means some rather dull tasks such as using Microsoft Access and doing project management but I really think at times it helps the vision people's ideas to become reality. I know that is one reason I was called on several years ago to work on a project with Sarah Jane. She had this idea and I helped to implement it.

Irwin Federman of Monolithic Memories said, "Leaders listen, take advice, lose arguments, and follow." In other words leaders are those people behind the parade and not leading it. They are those people listening and making mistakes. Because if they are not making mistakes they are not learning. Failure breeds success. You have heard the stories about Babe Ruth striking out 1,330 times but hitting 714 home runs. Edison trying all those filaments before finding the right one. The examples are endless.

I strongly think that often in our profession we do not feel we are in leadership roles—in other words—"we're not worthy"—but I think we have the opportunity to be leaders. I can tell you AVA can offer you the opportunity to lead.

Isn't that what directors of volunteers do on a regular basis? Face the uncertainties of change and help people get to the other side of that change.

I can tell you... the challenges are there for the organization and the profession. I have screamed, ranted and raved (not at the rave dance clubs) but in meeting rooms dressed in everything from a Mickey Mouse night shirt at Disneyland to my ski jacket in July in the mountains of Canada about what is happening in this organization. That is one of this organization's strengths. If you do not like it, tell one of the board members. I know a bunch of board members just groaned audibility but that is part of the position you have taken and remember it is one of the strengths of this professional organization.

This is an accessible organization — not that people will always agree with your ideas ... but you can at least express your opinions and ideas—that is what the annual meeting is all about.

Keeping in mind two of my favorite quotes that say the only people who like change are wet babies and cashiers or from a song—the only thing that remains the same is everything changes—that is the way it is.

This profession is not in the business of

the status quo. Go out there and challenge the process, grab some visionary or have a few of your own—legally of course, make your ideas known. How else are we going to be the future of serving and community building if the director of volunteers does not get out there and lead?

Remember what is rewarding gets done. In this profession you can be a teaching leader, a motivating leader, a visionary leader or an organization leader. **YOU ARE WORTHY AND CAN DO IT.**

The root of the word leadership is the word to go. That is my challenge to you is **TO GO** out there and **JUST DO IT**—Make a difference.

The Journal of Volunteer Administration

A publication of the Association for Volunteer Administration

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Guidelines for Submitting Manuscripts

1. Content

- *The Journal of Volunteer Administration* provides a forum for the exchange of ideas as well as the sharing of knowledge and inspiration about volunteer administration. Articles may address practical concerns in the management of volunteer programs, philosophical issues in volunteerism and significant applicable research.
- Articles may focus on volunteering in any type of setting. Authors are encouraged to write articles dealing with areas less visible than the more traditional health, social services and education settings. Issues relating to volunteerism in natural resources, corrections and criminal justice, government, cultural arts and service learning settings are examples of some areas that would be of interest to many readers.

2. Process

- Manuscripts may be submitted at any time during the year. *The Journal* is published quarterly.
- Manuscripts may be submitted for review in three ways: **1)** Send document (in Microsoft Word or WordPerfect) by E-mail to avaintl@mindspring.com (preferred method); **2)** Mail document stored on a high density 3.5" disk (using the same software listed above) to AVA. It is assumed authors will retain a master copy for every article they submit.
- Submissions must also include:
 1. A one-paragraph biography (100 words or less) highlighting the author's background in volunteerism, including affiliation with the Association for Volunteer Administration or other professional organizations.
 2. An abstract of not more than 150 words.
 3. Mailing address(es) and telephone number(s) for each author credited.Please note: when submissions do not conform to these guidelines they may be returned for revision.
- Manuscripts are reviewed by a panel of editorial reviewers. The author's name is removed prior to review to ensure full impartiality.

The author will be notified in writing of the outcome of the review process. *The Journal* retains the right to edit all manuscripts for mechanics and consistency. Extensive editing will be discussed with the author in advance. Authors of published articles receive two complimentary issues of *The Journal* in which their article appeared.

If a manuscript is returned to the author for revisions and the author rewrites the article, the second submission will be entered into the regular review process as a new article.

Submission Guidelines – page two

- Copyright for all published articles is retained by the Association for Volunteer Administration and should be referenced when appropriate. No portion of the contents may be reproduced in any form, including posting to the World Wide Web, without the written permission of the Editor-in-Chief, except for brief quotations (not to exceed 500 words) in a review of professional work. Credit must be given to *The Journal of Volunteer Administration*.

3. Style

- Manuscripts submitted should be 10 to 30 pages in length, with some exceptions, and should be typed, double-spaced. If submitted in printed form, please print on white paper.
- Authors will be asked to submit the final version of an accepted article on a 3.5" high-density disk formatted in WordPerfect 5.2 or MicroSoft Word 5.0 for Windows or any text-based program for Macintosh because this publication is produced in QuarkXpress 3.3 on Macintosh.
- Manuscripts should be submitted with a title page containing title and author(s) names that can be removed for the blind review process. Author name(s) should not appear on the text pages, but the article title must be shown or a key word used at the top of each text page.
- Endnotes, acknowledgements and appendices should appear at the end of the manuscript, followed by references and/or a bibliography completed in an accepted form and style.
- The author is advised to use inclusive language. Use plural pronouns or use "s/he."
- Language that is accessible to the lay reader is preferred in all articles.
- First-person articles may be acceptable, especially if the content of the article draws heavily upon the experiences of the author.
- The author is encouraged to use sub-headings in lengthy articles to aid the reader. Text should be broken at logical intervals with introductory titles. Refer to issues of *The Journal* for sample headings.
- Illustrations (photographs, artwork) will be used only in rare instances when they are integral to the content of the article. Generally, such artwork will not be accepted.
- Figures and charts that support and enhance the text of the manuscript will be reviewed and included as space allows.
- General format for *The Journal* is in accordance with the *Publication Manual of the American Psychological Association* (4th ed.), American Psychological Association, Washington, DC, United States, 1995.

Submission Guidelines – page three

4. Guide to Publishing a Training Design

When submitting a training design for publication in *The Journal*, please structure your material in the following way:

Abstract

Title or name of activity

Group type and size: This should be variable so that as many groups as possible can use this design. Optimum group size can be emphasized or ways to adapt the design to various group sizes can be described.

Learning objectives: One or more sentences specifying the objectives of the activity.

Time required: Approximate time frame.

Materials: List all materials including props, handouts, flip charts, magic markers and audiovisual equipment.

Physical setting: Room size, furniture arrangement, number of rooms, etc.

Process: Describe in detail the progression of the activity, including sequencing of time periods. Use numbered steps or narrative, but clarify the role of the trainer at each step. Specify instructions to be given to trainees. Include a complete script of lectures plus details about the processing of the activity, evaluation and application. If there are handouts, include these as appendix items.

Variations: If other ways of conducting the design are applicable, describe briefly.

If possible, include references showing other available resources.

The Association for Volunteer Administration welcomes your interest in *The Journal of Volunteer Administration*. We are ready and willing to work collaboratively with authors to produce the best possible articles. If a manuscript is not accepted initially, authors are encouraged to rewrite and resubmit for reconsideration.

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