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Changing Trends in Volunteerism
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"People can be divided into three groups: those who make things happen, those who watch things happen, and those who wonder what happened."

-Nicholas Murray Butler

S. Norris - 2/9/93

①

6 Principles of Successful Volunteerism

New times demand a new definition of "volunteer" and new approaches to managing a volunteer workforce.

Throughout American history, volunteers have helped shape our nation. Now, as we approach a new century, the needs of our society are changing—and so are the responsibilities, needs, and identity of our volunteer force.

A NEW DEFINITION

To prepare for the 21st century, the American Red Cross conducted a comprehensive study of current issues in volunteerism. The study presents a new definition of "volunteer." This definition still contains all the traditional elements of volunteerism:

- service to something beyond oneself
- a willingness to contribute time and effort without pay
- a donation of time and effort beyond one's normal responsibilities.

But the new definition broadens the traditional concept significantly:

- It acknowledges that volunteers themselves benefit from their charitable activities—yet it does not pass judgment on their motives for volunteering.
- It includes employees who volunteer on company time if the ser-

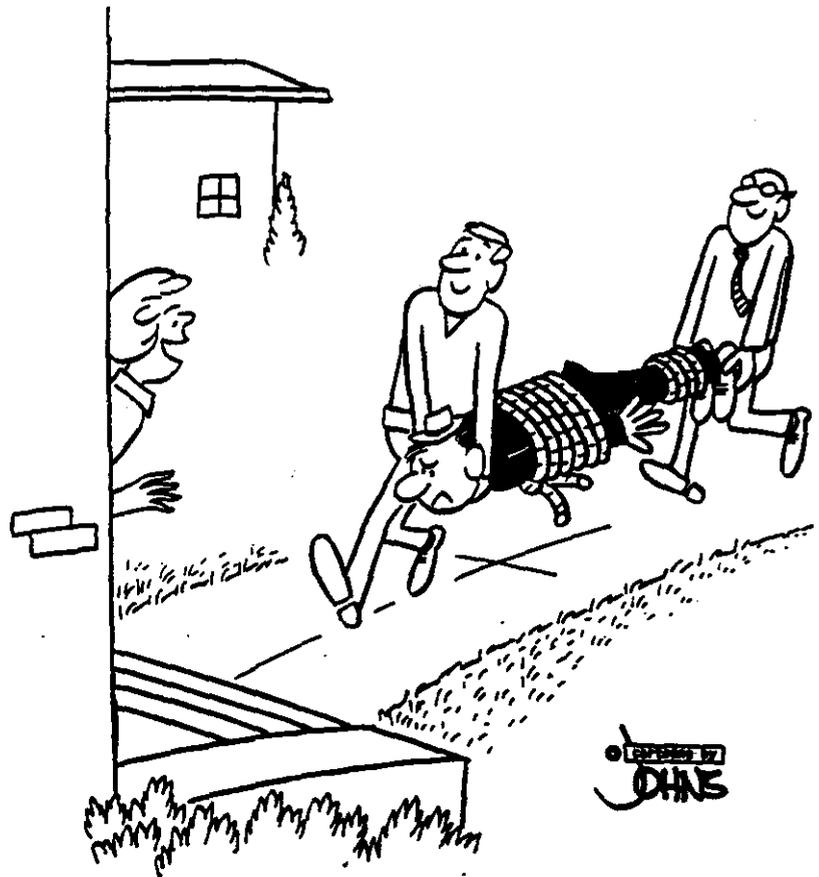
vice they provide is not part of their regular job.

- It encompasses the growing number of volunteers in government programs and in political campaigning or lobbying.
 - It does not rule out training, stipends, vouchers, or other benefits meant to assist volunteers to overcome financial barriers.
- The new definition of "volunteer"

is nonjudgmental, flexible, and inclusive. It takes into account the complexities of the volunteer world and our rapidly changing society.

SIX PRINCIPLES

Keeping this new definition in mind, the study developed some



"Oh, good! Another volunteer."

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This article presents conclusions from the American Red Cross Volunteer 2000 Study. For more information, write the American Red Cross, 7401 Lockport Place, Lorton, Virginia 22079.

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CREATIVE VOLUNTEER IDEAS

Recruit With an Imaginative Eye

Take an active, imaginative approach to seeking volunteers for your organization. Big Brothers/Big Sisters of Painesville, Ohio, for instance, arranged for local pizza restaurants to include brochures with their pizza deliveries. The brochures encourage people to volunteer as Big Brothers and Big Sisters. Similarly, you might arrange to include your organization's volunteer recruitment brochure with regular mailings or deliveries by businesses in your area.

fundamental principles of successful volunteerism. Six of the most basic principles are explored here.

1. Remove Barriers to Volunteering.

Unfortunately, some potential volunteers are largely under-represented. These include: minorities, low-income families, and people who are disabled, homebound, or without transportation. Before such groups can participate, stumbling blocks must be removed. Some barriers to volunteerism include the following:

- **Language Differences.** The words associated with volunteerism sometimes don't exist or have different connotations in other languages. Also, volunteer recruitment is too rarely conducted in foreign languages.

- **Cultural Differences.** Certain aspects of volunteerism—highly structured committees, work outside the local community, intrusion into other people's private lives, to name a few—are alien to some cultures.

- **Economic Hardship.** While many people from low-income households gladly work without pay for causes they believe in, they often can't afford such expenses as trans-

portation, child or elder care, training, lunches, or uniforms.

- **Physical Impairment.** Handicapped people still have trouble accessing many work areas, and too much communication never reaches sight-impaired or hearing-impaired people.

- **Time Constraints.** Too many volun-

CREATIVE VOLUNTEER IDEAS

Say "Thank You" With Flair

In Gainesville, Florida, local stores gave discounts to all volunteers presenting a "VIP" (Volunteer Identification Permit) card. Agency staff in Weld County, Colorado, ran a car wash during National Volunteer Week (celebrated in April each year) and sent coupons to their volunteers for a free wash and wax. For other creative ways to thank volunteers, take a look at *Accent on Recognition*, available free of charge from Philanthropic GIFT, P.O. Box 10214, Silver Spring, Maryland 20914. For a free catalog of volunteer recognition items, write the National Volunteer Center, 1111 North 10th Street, Suite 500, Arlington, Virginia 22209.

teer opportunities are still limited to normal working hours.

- **Barriers to Togetherness.** Too few opportunities exist for couples or entire families to volunteer together.

- **Distance.** Despite strides in communications that permit a decentralized workplace, too many programs still require that volunteers work on-site at central locations, thereby excluding people who are homebound or without transportation.

Fortunately, with some effort and imagination, these barriers can be eliminated. For instance, one of the Red Cross's most exciting success stories involves homebound volunteers who have become "command centers" for disaster relief operations. Homebound volunteers' contin-

ued presence near their phones has allowed them to bolster 24-hour phone coverage and emergency communications and has made them central and involved members of their communities.

2. Treat Volunteers as Professionals.

Management expert Peter Drucker recently observed that more and more organizations are managing volunteers as "unpaid staff" rather than as "well-meaning amateurs." The following steps will help to encourage professionalism in volunteer programs:

- Match volunteers carefully with jobs that will take best advantage of their skills. Create a job description for each job, and be faithful to volunteers' expectations of the work they will do.
- When assigning volunteers a new task, be sure that they immediately receive orientation, training, supervision,

CREATIVE VOLUNTEER IDEAS

Encourage Diversity and Accessibility

Open your volunteer program to as many types of people as possible. To help staff work with people of diverse cultural backgrounds, ask to see the "Complete Cultural Diversity Library," available from ODT, P.O. Box 134, Amherst, Massachusetts 01004 (413-549-1293). For information on recruiting minority volunteer leaders, order *Blueprint for Volunteer Diversity*, available for \$21 from Sales Services America, 901 North Pitt Street, Alexandria, Virginia 22314 (800-772-0008). For tips on making your workplace accessible to people with disabilities, see *The Workplace Workbook: An Illustrated Guide to Job Accommodation and Assistive Technology*, available for \$32 from the Publications Department, National Easter Seal Society, 70 East Lake Street, Chicago, Illinois 60601.

hands-on experience, and evaluation.

- Establish apprenticeship stages when teaching skills that take time to develop.
- Design a performance management system for volunteers that parallels the system for paid employees. This helps guarantee across-the-board quality control in services and leadership.
- Be sure that volunteers have accurate job descriptions, a straightforward succession plan for leader-

The words associated with volunteerism sometimes don't exist in other languages.

ship jobs, and responsive grievance procedures.

- Avoid wording that implies volunteers are not professional, such as the unfortunate phrase "volunteers and professional staff."

3. Consider Volunteers as Managers.

The Red Cross study reveals that volunteers can handle any job, including middle and senior managerial positions, if they have the necessary time and skills. Some of the benefits of placing volunteers in management positions include the following:

- A well-matched management team of paid and volunteer staff offers broader expertise, geographic representation, management style, and perspective.
- Management positions "empower" volunteers to design, influence, and—in some cases—control programs. Such empowerment is an important element in retaining capable, dedicated volunteers. It is also a source of great strength to a volunteer organization.
- Having volunteers with management and supervisory experience may eliminate the need to hire more paid staff every time a new program is introduced or the activity level increases.
- Volunteers in senior management and governance roles help ensure

that no major initiative will move forward without volunteer input.

4. Place the Right Person in the Right Job.

Nowadays, the heightened competition for volunteers often obscures the fact that successful recruitment should not be measured by volunteer numbers alone. It is more

important to place the right person in the right job than to attract volunteers at random. Tools to recruit and hold on to volunteers include

- targeted recruitment to fill specific jobs
- recruitment from within the organization (this produces well-rounded volunteers and less burnout)
- *immediate* opportunities for volunteers recruited via media appeals (nothing discourages volunteers more than responding to an appeal and being turned away, even if only temporarily)
- clearly assigned responsibility for recruitment, to pinpoint accountability
- careful job preparation, including adequate training and supervision

Too few opportunities exist for couples or entire families to volunteer together.

- awareness of a volunteer's motivations and expectations so as to provide a satisfying volunteer experience.

5. Help Shape Government Policies.

Government interest in volunteerism has grown in recent years.

There are government-funded and government-administered volunteer programs at federal, state, and local levels. There are state and municipal commissions and councils on volunteerism and government volunteer coordinators on federal installations.

Less obviously, but more significantly, government affects volunteerism daily through its decisions on such matters as tax policy, tort liability regulation, and government hiring practices, among others. Government action or inaction determines the nature of the environment in which volunteerism functions. It is up to the nonprofit sector to offer its best thinking to public officials to ensure that they create an environment that is supportive of volunteerism.

6. Collaborate With Other Nonprofits.

The number of organizations served by volunteers has skyrocketed. The increasing numbers are in some ways advantageous because they provide diversity, specialization, and healthy competition. The drawbacks are duplication of effort, a scattering of resources, and an overwhelming number of choices for financial contributors and volunteers.

Collaboration among nonprofits is the key to effective volunteer management and participation in the

next century. Ideas for expanding collaboration include the following:

- **Volunteer Referral.** Volunteer Action Centers have sprung up in many communities, and many military installations now have volunteer referral positions. Nevertheless, volunteer agencies can do much more to place volunteers in organizations other than their own.
- **Volunteer Loans and Exchanges.** Nonprofits can promote volunteer

loans and peer exchanges similar to college programs that allow a semester at other schools.

- **Shared Training.** Nonprofits benefit by sharing their expertise through frequent joint training ventures. National organizations already provide such opportunities at national conferences. Now it's time to create more local and regional training ventures and to prepare more local instructors.
- **Recognition of Each Other's Strengths.** Nonprofits hoping to share each other's expertise must find better ways to keep abreast of what is happening in other organizations.
- **Shared Infrastructure.** The emergence of national umbrella groups is a great leap forward for nonprofits. Organizations save money by sharing resources, while joint policy pronouncements raise the profile of the entire national sector. Similar initiatives should be explored at the local level in areas such as joint child care.
- **Idea Labs.** As experts develop new ideas in volunteerism, hands-on nonprofits might conduct small pilot projects and make the results available to all.
- **Crosscutting Opportunities.** More organizations are creating unusual collaborative programs. In one imaginative program, museum volunteers have joined forces with volunteers helping the homeless. Together they conduct museum tours for the homeless, in the belief that hearts and minds need as much nurturing as bodies.
- **Linking Up With Other Sectors.** Nonprofits need to share their expertise with the government and corporate sectors and, in turn, learn from the creative volunteer activities evolving in those sectors.

THE NEXT CENTURY

In the best of all possible worlds, each of us is a volunteer. Volunteers deserve support and infinite respect. By applying the principles of sound volunteerism, by thinking creatively, by testing new paths, and by working together, we can ensure that volunteerism will continue to flourish in the 21st century. ■

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** Available from the American Red Cross, 7401 Lockport Place, Lorton, Virginia 22079.

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1992 Trends in Volunteerism

Over half of all Americans still volunteer. Even in difficult times, when Americans have experienced decline in their household income they continue to give and volunteer. According to the 1992 Gallup Organization national survey, "Giving and Volunteering in United States," 51 percent of Americans volunteer an average of 4.2 hours per week. Based on these findings, 94.2 million adults volunteered a total of 20.5 billion hours in 1991. That time had an estimated dollar value of \$176 billion.



African Americans are volunteering in greater numbers. The number who volunteer rose from 38 percent in 1989 to 43 percent in 1991.

Minority groups are asked to volunteer less often, but when asked, volunteer at a higher rate than the average population.

The majority of volunteers are working people. Sixty-one percent of persons who are employed part-time volunteer and 58 percent of persons who work full-time volunteer. Persons who are not employed volunteer as well, but to a lesser extent (43 percent).

Single persons are among the groups showing a significant increase in percentage of volunteers. Forty-eight percent of single people volunteered in 1991, up from 44 percent in 1989.

Volunteers give more money to charity than nonvolunteers. In 1991, the average yearly contribution of volunteers was \$1,010 or more than twice as much as the average contribution of \$477 from nonvolunteers.

One-fourth of all volunteers (25.2 million adults) volunteer five or more hours per week. These "fivers" held steady in their volunteering from the previous survey in 1989.

Those who identify themselves as religious and who attend religious services regularly are by far the most generous with their volunteer time.

The fastest and most significant way to increase giving of time and money is to ask more people to help. Among the 44 percent of respondents who were asked to volunteer in the past year, 86 percent actually did. Among the 75 percent who were asked to contribute, 85 percent actually did.

The American spirit of compassion and creativity is leading to a greater range of volunteer opportunities. Volunteers can choose from a myriad of opportunities depending upon their interests. Many people are also developing their own unique ways to provide service to their communities.

**Statistics on volunteering by adults from: "Giving and Volunteering in the United States, 1992" survey conducted by the Gallup Organization and analyzed by INDEPENDENT SECTOR, Washington, D.C.*

Research

New Survey Reveals Surprisingly High Levels of Teen Volunteering

From INDEPENDENT SECTOR

American teenagers, often criticized for lack of caring and commitment, are volunteering at the same rate as adults and are also sharing their limited financial resources to help others, according to a new INDEPENDENT SECTOR report recently released.

Surprising results from a national survey, "Volunteering and Giving Among American Teenagers 14 to 17 Years of Age," conducted for INDEPENDENT SECTOR by The Gallup Organization, reveal information that contradicts the theory that generosity is eroding with each generation. The survey provides comprehensive information on trends and motivations in giving and volunteering, including comparisons with the recently released survey on giving and volunteering by adults (see Research, fall 1990 VAL). That survey showed marked increases among those over 18 years of age. "This news, coupled with that of the adult survey, paints an optimistic picture of the future capacity for volunteering and giving in America," said Brian O'Connell, INDEPENDENT SECTOR president.

The teen survey revealed that 58 percent of American teenagers volunteered in 1989. Fifty-four percent of adults volunteered that year. Teens averaged 3.9 hours of volunteer time each week and

INDEPENDENT SECTOR is a nonprofit coalition of more than 750 corporate, foundation and voluntary organization members with national interest and impact in philanthropy and voluntary action. Its mission is to create a national forum to encourage giving, volunteering and not-for-profit initiative.

over one fourth of the teen volunteers gave five or more hours each week. This effort brought a total of 1.6 billion hours of volunteer time by teens in 1989. Forty-eight percent of teenagers also contributed money to causes last year, with average contributions of \$46.

The survey also shows that approxi-

"It certainly reinforces the advice to nonprofit groups that reaching out and asking Americans of almost any age to volunteer has a high success rate."

mately 29 percent of all voluntary assignments for teenagers were performed as extra-curricular activities at school, while 79 percent were conducted outside school. The most frequently reported volunteer tasks were babysitting (10%), assisting the elderly or handicapped (10%), or serving as an aide or assistant to a paid employee (9%). On average, teens had 2.6 volunteer assignments over the course of the year.

"It is not surprising but nevertheless reassuring that, like adults, a very high percentage of teens said yes to volunteering when asked directly by another," noted Virginia Hodgkinson, IS vice president-research. "This is as impressive as the 87 percent of adults affirmatively responding to being asked. It certainly reinforces the advice to nonprofit groups that

reaching out and asking Americans of almost any age to volunteer has a high success rate."

The survey also points to schools and churches as the primary institutions that get teenagers involved in voluntary activities. Fifty-two percent (52%) of the teen volunteers indicated that they got involved through their school and 50 percent indicated it was through their church or synagogue. Through their schools, teen volunteers were most likely to get involved in areas of arts, culture and humanities (78 percent), education (74 percent), human services (55 percent), and environmental causes (52 percent).

A growing emphasis on community service by schools is apparently having a particularly positive impact on teen volunteering. Among the 61 percent of respondents who reported that their schools encouraged community service, 69 percent actually volunteered. Among the 28 percent who reported that their schools did not encourage community service, only 44 percent volunteered.

Ten percent of the teenagers reported that their schools required a certain number of hours in community service for graduation. Twenty-six percent reported that their schools offered one course or more in which community service was required.

"One of the reasons for the specific study of teenage charitable behavior was our concern that those who came before them, the 'baby boomers,' were not showing up in surveys as particularly generous of time and money," said O'Connell. "INDEPENDENT SECTOR wanted to see if the problem began at even younger ages. Since commissioning the teen study we've learned from our earlier report that 'baby boomers' have now caught on and are contributing time and money in generous degrees. With this second study, which now indicates that the younger generation is even more involved in service, we can be relieved and encouraged about the prospects of active citizenship and personal service for many decades. The task is to be certain that we nurture and recognize these encouraging patterns of generosity."

The survey also revealed some interesting attitudes of American teenagers. The teen respondents expressed more confidence in health and social service organizations, federated charitable appeals, public higher education and the media than in all other major institutions

of society, including government, organized labor or Congress.

Survey Methodology

During March and April 1990, The Gal-

lup Organization conducted 301 nationwide, in-home personal interviews with teens 14 to 17 years of age. The error rate for the total sample is plus or minus 7 percent. Respondents were asked a series

of questions about their volunteering and giving behavior, programs in their schools, their reasons for volunteering and their levels of confidence in various institutions. ■

SURVEY HIGHLIGHTS

■ Fifty-eight (58%) percent of teenagers volunteered an average of 3.9 hours per week in 1989. More than one-fourth of this group volunteered five or more hours per week.

■ Forty-eight (48%) percent of teenagers contributed in 1989. They gave an average contribution of \$46.

■ Teenage volunteers gave an estimated total of 1.6 billion hours in both formal and informal volunteering. (Formal volunteering involves regular work with an organization; informal volunteering involves helping neighbors or organizations on an ad hoc basis, such as babysitting for free or baking cookies for a school fair.) Teenagers who volunteered formally in 1989 gave 1.2 billion hours. These hours represented the equivalent of 766,000 employees.

■ Teens are nearly four times as likely to volunteer when asked than when they are not. Among the 51 percent of respondents who reported that they were asked to volunteer in the past year, 90 percent volunteered. Among the 49 percent who reported that they were not asked, only 24 percent volunteered.

■ Approximately 29 percent of all voluntary assignments for teenagers were performed as extra-curricular activities at school; another 71 percent of their volunteer activities were conducted outside of school.

■ The most frequently reported volunteer tasks among American teens were babysitting (10 percent), assisting the elderly or handicapped (10 percent), or serving as an aide or assistant to a paid employee (9 percent). On average, teens had 2.6 volunteer assignments.

■ The primary institutions that get teenagers involved in voluntary activities are schools and religious institutions. When asked how they got involved in their volunteer activities by each type of charity, the majority of volunteers reported that they got involved in their volunteer activities through their school (52 percent) or their church or synagogue (50 percent). Through their

schools, the volunteer activities they were more likely to get involved in were in the areas of arts, culture, and humanities (78 percent); education (74 percent); human services (55 percent); and environmental causes (52 percent). Through their church or synagogue, they were most likely to volunteer for religious institutions (85 percent).

■ Schools have a major impact on the incidence of teen volunteering. Among the 61 percent of respondents who reported that their schools encouraged community service, 69 percent actually volunteered. Among the 28 percent of respondents who reported that their schools did not encourage community service, 44 percent volunteered.

■ Ten percent (10%) of respondents reported that their schools required a certain number of hours in community service for graduation. Twenty-six percent of respondents reported that their schools offered a course(s) in which community service was required.

■ When volunteers were asked how they first learned about their volunteer activities, the most frequently cited answers were: through participation in an organization (47 percent); or they were asked by someone (43 percent). Those who responded that they learned about their volunteer activities through participation in an organization, most frequently cited were religious institutions (64 percent). Those respondents who were asked by someone were most likely to respond that they were asked by a friend (48 percent), a teacher or school official (27 percent), or a family member or other relative (20 percent).

■ The most frequently cited reasons teens gave for why they started to volunteer were that they wanted to do something useful (47 percent), and that they thought they would enjoy the work (38 percent). The same reasons were most frequently cited as reasons why they continued to volunteer.

■ Fifty-three (53%) percent of teen volunteers reported that they were current-

ly volunteering more hours than they did two years ago.

■ Teen volunteers were most frequently likely to cite that getting along with and relating to other people (32 percent), and how to be kind, helpful and respectful (20 percent) were the major skills they learned from their community service that could be used in other parts of their lives.

■ An overwhelming majority of teen volunteers (85 percent) rated their volunteer experience as good or very good. Less than 1 percent of them rated their volunteer experience as not good at all.

■ When teens were asked what would get them to volunteer again, the most frequently cited response was if they were asked (36 percent).

■ Membership in religious institutions has a major impact on the incidence of volunteering and contributing. Among the 75 percent of teen respondents who reported that they were members of religious institutions, 62 percent volunteered, and 56 percent contributed. Among the 25 percent who reported that they were not members, 44 percent volunteered, and 25 percent contributed.

■ Active involvement in religious organizations has a marked impact on the proportion of teenagers who volunteer and give. The proportion of the population that volunteered increased from 34 percent among the 16 percent of respondents who reported never attending religious services to 73 percent among the 41 percent who reported attending religious services weekly. The proportion who contributed increased from 17 percent among those who never attended to 69 percent among those who attended services weekly.

■ Teens expressed more confidence in health and social services organizations, federated charitable appeals, public higher education, and the media than in all other major institutions of society, including government, organized labor or Congress. ■

1993: PROJECTIONS, FINDINGS, DEVELOPMENTS AND IMPLICATIONS

THE CLINTON ADMINISTRATION

National Projections:

- There's a chance that the new administration may develop some kind of national service program. The most attractive model for Clinton seems to be Boston's City Year program where young adults in red jackets can be seen renovating homes, operating soup kitchens and tutoring students- a kind of urban Peace Corps.
- The EPA will broaden the definition of wetlands to protect environmentally sensitive areas around the country. Vice President Gore will shape the administration's policy - it will be one that basically provides economic incentives to protect the environment.

Some Broad Implications for Nonprofit Organizations:

- Be a leader in providing opportunities for voluntary services for young adult members of a National Service Corps as it develops. Your organization, in collaboration with others, can probably help the program to get started in your community by providing leadership, organizational support, facilities and networking.
- If appropriate, be prepared to participate in the new green emphasis of the new administration by providing or collaborating in environmental education and awareness programs and projects. This can be especially helpful if your organization conducts a camping program or outdoor education program.

1990'S: DECADE TRENDS AND PREDICTIONS

POPULATION CHANGES:

- The number of people over age 50 is expected to hit 76 million by the year 2000. While the number of persons between 60 and 65 will actually shrink during the decade, the number of persons over 65 will increase at a rate twice that of the general population. With continuing improvements in lifestyle and medical technology, it is possible that the over-65 population in the year 2000 will be 40 or 45 million, representing as much as one-fifth of the total population. In a recent study by the Census Bureau, most older people reported that their health is good. It's not until people reach their mid-80's that a significant proportion need help with everyday activities.

- During the 90's, the GI generation - those who were in the military service during World War II - will be retiring. These retirees will be healthier, better educated and better financed than any in history. They and other vigorous and healthy retired persons will represent a great resource of talent and volunteer help available to society, much of it underutilized.

WORK:

- Minority groups (Asians, Hispanics, Blacks, American Indians) will grow at a faster rate than other population segments. Currently one in four Americans are minority and this will rise to nearly one in three by the end of the decade. In the year 2000 Asian Americans are expected to make up about 4 percent of the population, compared to 2.9 percent currently - not only are they the fastest growing minority group, but they're the richest; Hispanics will comprise 11 percent of the population, compared to the current 9 percent; and Blacks are projected to increase slightly to 13.1 percent of the population, compared to 12.1 percent at the present time. In total, minorities will compose about 28 percent of the population compared to 22 percent today. New Census Bureau projections indicate that early in the next century Hispanics will surpass Blacks as the largest minority in America. These changing demographic trends will give Hispanic and Asian-American leaders greater influence in the future.
- The number of people working at night will increase by the turn of the century as international competition calls for work during hours that match business hours in different time zones.
- The growth of women in the work force is probably the single most important change that has ever taken place in the American labor market. The Bureau of Labor Statistics projects that by the year 2000 women will constitute 59.9 percent of the labor force and 65 percent of new entrants. At that time, women will represent about 30 percent of top executives, compared with 10 percent at the beginning of the decade and more than half of all small businesses will be owned by women. The Labor Department projects that by the year 2000 more than 85 percent of married women age 35-44 will be employed or seeking work, up from 64 percent in the early 80's. Dual career families will constitute 75 percent of all families by the year 2000, up considerably from 55 percent in 1990.
- By the end of the century about 50 million people will be working at home, compared to an estimated 25 million today. A growing portion of these will be "telecommuters" - persons who work at home on a computer. Studies of people who work at home indicate that workers miss the bustle and social interaction of the office. Another potential problem is that

with the increased pressures to produce and bonuses hanging in the balance, workers who work at home will find it difficult to stop.

LIFESTYLES AND FAMILIES:

- By the end of the decade, fewer than 4 percent of families will consist of breadwinner husband, homemaker wife and two children.
- A recent nationwide survey discovered that 80 percent of workers today would sacrifice rapid career advancement in order to have more time with their families. This is part of a gradual shift to emerging new values that will continue and intensify during the '90s.
- There will be more leisure time by the end of the decade for most Americans and more disposable income for families and individuals to spend on leisure activities.

EDUCATION:

- By the year 2000, schools will train both children and adults around the clock. The academic time will be lengthened to 210 seven-hour days a year for children, with adults preparing for their next jobs in the remaining time. Calls for lengthening the school year will increase in order to improve education as well as conserve energy, leading to new schedules that include staggered vacation breaks.

NONPROFITS:

- Volunteer experience gained in nonprofit organizations will become increasingly accepted by employers when considering the experience of job applicants.
- Recruitment of both paid staff and volunteers for nonprofit work will be easier and more appealing in the '90s. A recent study indicates that Americans, aged 25 to 49, place nearly as much value on independence and gratification at work - factors that tend to prevail in nonprofit organizations - as on the money they earn. Additionally, the trend toward social responsibility and concern for helping others is expected to increase throughout the 1990's, thus providing support for volunteerism.

Adapted from "1993 and Beyond: Passport to the Future for Your Organization", a paper by James M. Hardy, Ph.D.

TRENDS FOR 1993

- Between March 1990 and March 1991, 17% of Americans aged 1 year or older moved. This is the lowest mobility rate since 1983 and illustrates a continuing downward trend in mobility rates over the last 40 years. People are just as likely to move across town or the next county as they used to be, but they are less likely to move beyond the state border.
-The Numbers News 1/93
- Volunteering, service in a national or local service corps and participation in reform issues: right to life, use of animals in experiments, etc. will grow in 1993 as more people express dissatisfaction with current conditions and step forward to do something. There will be more focus on at-home service (USA) as well as humanitarian service abroad in places like Somalia. Social activism will become more pronounced at the neighborhood level as people do something about their causes in safety and educational issues. A Rebirth of Social Activism is one of the changedrivers that will shape the 1990's. More people will be speaking out against all types of abuse and more people will be doing something about it.

-Adapted from Happenings
January 1992 Vol.2, No.6

- From freshmen to graduate students, colleges and universities are reorienting their orientation programs and requirements to expose tomorrow's leaders to the problems of society.

Students are painting homeless shelters, testing for river pollution, discussing domestic violence with urban counselors, delivering meals to the elderly, and tutoring disadvantaged youth. On campus topics, such as date rape, alcohol abuse and attitudes toward homosexuality, are also part of the new agenda.

The purpose of education is to open minds, the schools say, and no amount of lecturing can do this better than personal experience.

Implications: A great opportunity for nonprofits to become part of the higher educational system. If the nearest university doesn't have such a program, suggest that they institute one and volunteer to help place the students in worthwhile activities.

- Demographic changes in American Society may be best reflected in the media.

Four of the five new comedies that debuted on NBC this fall star black actors. Scores of U.S. radio stations broadcast in Spanish and other languages. Cable television shows are becoming a forum where minority viewer can discuss social issues.

Foreign-language newspapers are proliferating. The change of attitude away from mass marketing shows up in new ad campaigns. Kmart and AT&T show African-Americans, Hispanics and Asians using their products. Colgate-Palmolive, Metropolitan Life Insurance and other companies turned to specialized ad agencies, many of them minority-owned, to customize their products for minority tastes.

-John Naisbitt's Trend Letter
9/17/92

Implications: Just more signs that Americans are becoming more and more attuned to the need to target market to this country's diversity. Nonprofits, in both fundraising and program development, need to keep this in the forefront of their efforts. Balanced staffing patterns are also becoming more common.

-Adapted from Happenings, November 1992