



PROGRESS REPORT

October 1992

*Goals are reached because many individuals
take many small steps
along a clear path
in the right direction.*

The goals and objectives listed here are those developed in the Future Directions planning session in 1988. They were intended to serve as our 5-year plan for 1989-1993.

Though we have not done all that we set out to do, we have successfully completed many activities which will result in reaching those goals in the future. The AVA board has begun the list of these and accomplishments. But we know there are additional efforts and activities which have occurred on the regional and local levels. We ask you, the members, to add to the lists based on your knowledge and experiences.

The document you help to create will form the basis for our annual report in January 1993, and is critical to the strategic planning now underway.

I. MEMBERSHIP AND PROGRAM GOALS

By 1993 the Association for Volunteer Administration will have significantly contributed to shaping the future of volunteerism and to strengthening the profession of volunteer services management through:

1.1 INCREASING AND DIVERSIFYING THE MEMBERSHIP

This goal will be satisfactorily achieved when:

- The membership includes 5000 active individual members and 200 affiliate organizations.

*Membership levels: Dec. '89 1689 Indiv. 70 Aff.
 Dec. '90 1741 Indiv. 60 Aff.
 Dec. '91 1572 Indiv. 54 Aff.
 Sept. '92 1640 Indiv. 77 Org./Corp.*

- Minorities, males and international representatives make up 25% of the membership.

Established an International Task Force to stimulate growth & diversity; Region 13 activated for members outside of North America.

(1992 survey of members will provide more info. on current member demographics.)

- Related professions and organizations are represented in the membership.

Established new membership categories to expand organizational and corporate involvement.

Conducted a "collaboration campaign", contacting over 50 organizations to explore possible areas of mutual interest.

Other Related Activities:

Developed new recruitment brochure

Regions now commit to annual goals to increase net membership

1.2 ESTABLISHING STANDARDS OF PROFESSIONAL EXCELLENCE THAT ARE WIDELY ACKNOWLEDGED

This goal will be satisfactorily achieved when:

- Employers look to AVA standards in hiring volunteer administrators

It has been reported that jobs have been advertised citing CVA as a preferred qualification.

- Curriculum development by colleges and university is based on AVA standards.

Two surveys completed by Higher Education Subcommittee, to identify where courses are being taught and the degree to which they address the AVA competencies.

Contact with at least 5 colleges & universities who are developing curricula.

- A career path in volunteer administration is defined.
- Certified in Volunteer Administration (CVA) is acknowledged as the desired standard of effective performance for volunteer administration.

Steady increase in the number of certification workshops held and the number of packets sold.

Activity in 1992:

247 certification packets sold

229 people attended certification workshops

6 people certified

7 people re-certified; applications accepted for 7 more

Other related activities:

Certification Manual revised & made more "user friendly"; recently translated into braille; now pursuing translation into Spanish.

Educational endorsement program ready to be re-activated.

CVA pin designed, increasing visibility of credentials.

New promotional brochure for certification.

Pending publication of textbook containing AVA certification competencies.

1.3 BROADENING AND STRENGTHENING PROFESSIONAL DEVELOPMENT ACTIVITIES & TECHNICAL SUPPORT

This goal will be satisfactorily achieved when:

- A system is available to respond to inquiries about volunteer administration.

Publishing a "Professional Profile," describing the "who, what, how, etc." of volunteer administration.

- Courses of study in volunteer administration reflect certification competencies.

Model program in Arkansas incorporated AVA competencies.

- Diverse training opportunities are offered at the local, regional and international levels.

Awarded 5 mini-grants to support innovative training events.

Continuing Education Units offered at 1992 ICVA; process in place for making this permanent.

- Members receive assistance in defining and utilizing their potential as trainers.

Region 10 offers regular Trainer Training workshops for AVA members, every 2 years.

1.4 DISCOVERING AND DISSEMINATING EFFECTIVE TECHNIQUES AND TECHNOLOGIES

This goal will be satisfactorily achieved when:

- 50% of the membership identify AVA as a primary resource for information.

(The membership survey currently underway should yield data on this.)

Regional mentoring system designed; being used by some.

- A database on membership demographics, skills, and programs has been established.

Work on a centralized membership database has begun; obtained outside expert to evaluate current system and provide technical assistance.

- Three research projects in member-identified areas of information needs have been completed.

Conducted research study on educational needs of volunteer administrators.

Study of Ethics Statement now underway, to recommend updating and expanded distribution.

Conducted study to identify colleges and universities offering courses on volunteer management.

- Positions responsible for research and development have been established.

Initiating a multi-organizational "Training Task Force" to enhance collaboration, exchange information and respond to member needs.

Other Related Activities;

Developed comprehensive conference planning manual for use by annual conference committees.

Training on parliamentary procedure now a required offering at every conference.

Format and content of UPDATE has been changed to reflect member needs and input.

1.5 INFLUENCING THE ENACTMENT OF SUPPORTIVE PUBLIC POLICIES

This goal will be satisfactorily achieved when:

- Three papers on volunteer issues of broad concern have been disseminated.

Established regular UPDATE column on public issues.

Process for developing AVA Resolutions being re-designed.

- An advocacy training track is part of the annual conference.

Sessions on advocacy & public issues now a required part of every ICVA.

- Coordination of public issues efforts is adequately supported at all levels of AVA.

- Each region has at least one designated member who serves as a public issues liaison.

Currently have 19 Public Advocacy Liaisons, representing 8 regions.

Other Related Activities:

Attended White House awards ceremonies.

Sent issue of The Journal to members of Congress.

Initiated contact with Youth Engaged in Service Commission.

Conducted member interest poll on public issues.

Convened Washington Core Group; explored the feasibility of sponsoring a "volunteer recognition act".

Strengthened relationships with other organizations with advocacy expertise.

Testified before U.S. Commission on National and Community Service.

II. RESOURCE GOALS

By 1993 the Association for Volunteer Administration will have provided adequate resources to achieve its membership and program goals through:

2.1 DEVELOPING AND REWARDING EFFECTIVE VOLUNTEER AND STAFF LEADERSHIP

This goal will be satisfactorily achieved when:

- The primary work of the Board is policy-oriented.

Revised policies & procedures into more "user friendly" format.

Much of the association's work is carried out by committees.

- An award system which recognizes outstanding local, regional and international contributions to the profession and AVA has been established.

Developed & implemented award system to honor past, present and future leadership.

Increased benefits for UPDATE and TJOVA Editors.

- Adequate numbers of competitively compensated staff are supporting major program goals.

Re-examined staffing needs and hired new staff with necessary skills.

Developed plans to contract for additional part-time staffing in specific program areas, as financial resources allow.

Re-activated Personnel Committee to monitor staff performance goals, job descriptions and policies.

Improved benefits package for staff.

- A system to identify multiple candidates for each leadership position is implemented.

Established Leadership Bank to identify potential leaders among membership.

Clarified and strengthened the role of the Nominating Committee.

2.2 CREATING AND IMPLEMENTING A MORE UNIFIED, EFFICIENT AND RESPONSIVE ORGANIZATION THAT MEANINGFULLY INVOLVES MEMBERS

This goal will be satisfactorily achieved when:

- Operational units identify and integrate program activities with AVA's mission and goals

Strategic planning for next 3-5 years has begun.

- The organizational structure facilitates effective program delivery to members
Established Idea Bank to regularly solicit ideas from members

Board and regional leaders meet together twice a year to allow more joint planning and decision-making.

- The governance process empowers members at all levels and increases participation in AVA.

Mission & Structure Task Force studied board governance system and membership structure; surveyed members to develop recommendations for changes. Approved changes have been implemented.

Established guidelines for regional nominations process.

Currently soliciting member opinion on the question of dual vs. single slate for board positions; UPDATE used effectively to gather member opinion on suggested by-law changes.

Increased numbers of members involved in committee and subcommittee structure of the board.

Established regular post-board meeting memo from President, to keep members informed.

2.3 INITIATING COLLABORATIVE RELATIONSHIPS WITH OTHER ORGANIZATIONS TO ACHIEVE MUTUAL GOALS

This goal will be satisfactorily achieved when:

- At least three national organizations and ten educational institutions are collaborating with AVA on certification of volunteer administrators.

Conducted training for HEADSTART and American Bar Association; discussed potential with several others.

- New techniques and technologies have been discovered and disseminated by three collaborations.

Cooperated with 4 other national organizations to plan and offer the SUMMIT on Volunteer Management/Leadership Training.

AVA currently represented on the Points of Light Foundation Paradigm Project. Served on United Way Project Impact review panel.

Sponsored satellite telecast from 1992 ICVA.

- At least three issues identified by the public issues committee have been satisfactorily resolved through collaborative efforts.

Other Related Activities:

Conducted a "collaboration campaign", contacting over 50 organizations to explore possible areas of mutual interest

Strengthened relationship with Points of Light Foundation; served on conference advisory committee; exploring training collaboration.

Established arrangement with ACTION to provide AVA members with poster each year.

Attempted overlapping conference with American Society of Directors of Volunteer Services; planning continues.

Several regional conferences involve collaboration with other organizations

2.4 INSTITUTING A COMPREHENSIVE FINANCIAL DEVELOPMENT PROGRAM THAT ENSURES FISCAL STABILITY AND GROWTH

This goal will be satisfactorily achieved when:

- Core budget expenses are supported by membership income.
Approximately 70% of core budget is now supported by membership dues. (Our new accounting system will allow us to figure this more exactly at the end of the fiscal year.)
- The deficit fund balance is eliminated.

<i>Fund Balance:</i>	<i>June 30, 1989</i>	<i>\$18,476</i>
	<i>June 30, 1990</i>	<i>\$104,000</i>
	<i>Dec. 30, 1992</i>	<i>??</i>

A 3-year deficit-reduction plan is now in progress, including the creation of a reserve fund to provide on-going financial stability.

- A broad funding base has been established including an endowment fund for program development.

Developed and submitted several grant proposals.

Received two grants (totalling \$25,000) from foundations to support specific program activities.

Developed new products as source of revenue; produced catalogue to market these

Regions sponsor Silent Auction at ICVA as revenue source.

- A clear and consistent financial reporting process has been in place for three years.

Established effective, consistent, in-house financial reporting process in 1991.

Developed workable system of regional accounting and budgeting.

Developed clear process for overall budget development.

Other Related Activities:

VAL purchase relationship discontinued

Obtained in-kind donations to print two Membership Directories

2.5 INCREASING PUBLIC AWARENESS, UNDERSTANDING AND SUPPORT OF THE VALUE OF EFFECTIVE VOLUNTEER ADMINISTRATION

This goal will be satisfactorily achieved when:

- A clear definition of the profession of volunteer administration has been articulated by AVA.

Publishing a "Professional Profile", describing the "who, what, how, etc." of volunteer administration.

- Volunteer administration is recognized as a major career field.

AVA mentioned in a Chronicle Guidance publication which describes the career of Volunteer Services Coordinator.

- AVA members are prepared to effectively interpret and promote the profession.

Adopted new mission statement which clarifies AVA's niche and is more user-friendly for members.