

Why a Paid Volunteer Director?

Cynthia M. Bartholomew

In the last year there have been some disturbing stories about volunteer directors being phased out of their positions due to an organization's administration not being able to see the need for professional leadership. In a survey of volunteer directors who belong to the Association of Volunteer Administrators in the Greater Hartford area, it was noted that the salaries of the remaining volunteer directors continue to be low. Some of these people manage more than 500 people in positions of great importance to the agency they serve. In no other sector do we have such a supervisor to personnel ratio!

The sad truth is that education of those who supervise volunteer directors is not easy. Many of them have come from a sector which is ignorant about the role of the volunteer and the volunteer supervisor in not-for-profit agencies. Not only does a volunteer director have to fight for his/her job but valuable time must also be spent justifying the need for a volunteer program.

Word of this struggle comes more often from larger institutions than from the smaller ones whose life-blood is the volunteers. The smaller organizations whose roots are still close to an all-volunteer work force recognize the vital role of good volunteer direction and supervision. They may not be in a position to hire staff, but many see that as an important goal to ensure the continuance of the organization. It seems ironic then, that some larger organizations are cutting the volunteer director positions to part-time (with the same amount of work expected) while others are eliminating the position altogether.

Essentially, the organization is sending a message to its volunteers and to the community that it no longer values the contributions made by the volunteers or the efforts by the volunteer director to build a low risk, efficient volunteer program.

So, why is it so important to make the volunteer director a paid position?

A paid director usually has a set number of hours to be available to those who serve the agency as volunteers. This results in more agency control over that position's work hours, days off and how and when the work will be accomplished. A person who is an unpaid volunteer director usually will have much less time to devote to the administrative aspects of the position. It seems unreasonable to expect a person to volunteer to do a job that requires disciplining peers, hiring and firing, evaluation, recordkeeping and recognition of the efforts of the people who give their time.

There are a few brave people who attempt to do this, but as the program grows most people find it is too much to handle. Not only do volunteer directors do all of the above, but they also get involved in problem-solving among the volunteers, and between the agency and the volunteer program. And then there is the training of all these wonderful workers. To plan effective training, one must not only research the needs of the various departments of the agency but also devise a plan to orient new people to the do's and don't's of their new roles. It is essential that volunteers know their legal liabilities as well as the boundaries and responsibilities of their position within the agency.

All of this work piled onto a "volunteer" volunteer director might result in an agency's losing one of its best people. The move to pay a volunteer director is a smart one, especially if the program has grown to the point where potential, as well as current volunteers, are calling throughout the work week and need special attention. There is nothing worse than to have a potential volunteer be told that the person with whom he or she needs to speak is available only on a certain day and at cer-

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tain hours. Failing to catch the inquirer at the very moment he/she has made a decision to donate some spare time may result in losing a willing worker.

Consider the importance of another duty carried by the person directing volunteers: scheduling. To arrange convenient times for volunteers is not as easy as it may seem at first glance. Many factors must be considered. Will there be a parking spot? Does the bus deliver volunteers at a set hour? Do they need assistance getting into the building? Is there a desk, phone and other office equipment ready to help them do their job? Who will answer their questions? On their first day, who will escort them to their position and introduce them to fellow workers? What other details need to be ironed out? It is important that volunteers are made to feel welcome, appreciated, fully informed, and expected when they first arrive. It is the director of volunteers who does this and so much more!

For those of who want to hear the bottom line on the value of a volunteer to the agency, the figure from the United States Department of Health, Education and Welfare is \$10.40 per hour. If a volunteer administrator supervises 100 volunteers who put in an average of 4.5 hours per week, the dollar value of the volunteers' work is \$243,360 per year. Subtracting the salary for the volunteer administrator (\$25,000 per year, a low estimate), the agency has received \$218,360 on its investment in a volunteer director. This formula works very well for any organization which keeps good records on volunteer service to the agency.

So what does this all boil down to? A paid volunteer director is equivalent to a personnel director. Many large organizations could not function without a person-

nel director. The volunteer director guides the volunteer workforce, and shapes it into something that is a vital part of the agency. If the volunteer director's position is eliminated, many things will begin to happen. Volunteers will no longer know to whom they should report. The feedback and instruction that the director provided will not be available, perhaps causing the work that is being done to lose its quality and quantity. Without daily recognition, volunteers could begin to feel that they are no longer appreciated and most likely stop coming to help. Problems can break out when potential volunteers call and the staff has no person to handle the calls. If volunteers are "hired" by any staff person, who is checking references to be sure that this person is appropriate to the needs of the organization? When people call to offer time as volunteers and no one gets back to them or they get the runaround, they are likely to have bad feelings about the organization and may tell others not to try to volunteer because the organization is not interested. It is bad publicity for a volunteer program and the not-for-profit. Not knowing who is in charge will cause dissension in the group and many may leave upset.

It is essential for most growing non-profit organizations eventually to move toward hiring a paid volunteer director. The position is a keystone in assuring the efficient and smooth transition of volunteers into a useful workforce which feels an allegiance to the organization. In recent research by the Independent Sector, it has been found that once people are volunteering for an organization they often make other (*i.e.*, financial) contributions to the same. For the health and growth of the not-for-profits, volunteer directors are an important component of the paid staff.

Commentary

Contrasting Rewards for Volunteering in Agencies' Programs with Volunteering in Clubs and Churches

William N. Stephens

For the past few years I have been doing a life-history study of outstanding volunteers (1989). I have also had some dealings with the professionals of the volunteer field: cities' volunteer centers, agencies' and hospitals' volunteer coordinators, ACTION and other such national centers and backups for the cities' programs. To a great extent, the professionals and my outstanding volunteers operated in two different worlds. The network of the professionals—from ACTION, and VOLUNTEER: The National Center, down through the local volunteer bureaus and individual agencies—represents just one part of the world of volunteering. There is a realm of volunteering outside the professionals' network; and I think it is very important.

This other realm I am going to call, for want of a better term, clubs and churches. By "clubs" I mean voluntary organizations which operate without a paid staff (such as in Boy Scouts). Service clubs, civic organizations, "societies," "associations," youth organizations, would all be included: Rotary, Kiwanis, Junior League, League of Women Voters, the American Legion, Audubon Society, Masons and Demolay, AAUP, AARP, NAACP . . . and so on.

In these groups, the individual chapters or clubs have to be run by the members. Office-holders, committee members, people to take responsibility and help arrange events, and do whatever has to be done are often in short supply. If you are a member of such a club, and you volunteer to do something—and if you do it all right,

then you will be asked again. And again. And again. In such fashion you can soon become a mainstay of the group. The group will be depending on you; you will feel obligated. The club has "claimed" you, in Paul Gump's term (1981).

My outstanding volunteers usually got drawn into volunteer work in voluntary organizations and in churches. My people did other kinds of volunteer work, too. They volunteered in hospitals and nursing homes, and in society agencies; some of them were community leaders and served on boards; and they worked on various fund-raising drives. But this process of being drawn in usually began in voluntary organizations and in churches. Subsequently, their involvement in these original organizations became a springboard into other activities.

I think there are other reasons why these outstanding volunteers became so active. They had special personal characteristics (such as willingness to hold offices) which help account for their careers. But most of them have some church or club to thank for giving them their start.

Work in these voluntary organizations has an open-ended quality. One thing leads to the next. A volunteer tends to be drawn upward into committees and leadership positions if he or she has any inclination for this at all.

This is less apt to happen in "agencies." These are organizations with paid staff: not only social agencies, but also hospi-

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tals, nursing homes, school systems, museums, parks and recreation departments. This is the realm of volunteering that the network of professionals is tied into. Agencies' volunteer coordinators run volunteer programs; cities' volunteer coordinators run volunteer programs; cities' volunteer bureaus refer prospective volunteers to them; and backup is sometimes provided by national offices such as ACTION. In agencies, the core people are the paid staff. Volunteers are specially recruited and trained, and fit into a delimited niche in the organization. A few of the volunteers may move up, become staff members themselves some day, or board members. But usually the volunteers are not drawn into leadership positions. This kind of volunteer work is much less likely to lead onward and upward, to new experiences and social involvements, either within the organization once the original job is learned and done, or outside. It is less apt to be a springboard.

For a person who seeks volunteer work in order to make friends in a new town, become grounded in the community, become a part of things; for a retiree who wants to not only keep busy but do meaningful work and feel important; for someone who wants to try a "career," an unfolding of new experiences in volunteer work—the clubs and churches are better places to start than the agencies. This is especially true for people who are willing and able to hold offices and sit on committees. If a person has time, it is good to shop around and try both kinds of volunteer work, since, of course, the agencies offer worthwhile experiences, too. The danger for people who are not club or church members is that they will volunteer in agencies and not discover what this other form of volunteering might do for them.

An example is a widow who needs to build a new life in a new city. She is happy with her volunteer job as a hospital aide, but she is still relatively friendless and uninvolved after a year in her new home. She would probably be further along in building her new life if she had devoted that time to a civic organization instead.

People who seek advice about where to volunteer from a city's volunteer bureau or

from an office for retirees' volunteering are referred to the agencies. (Actually, if, for my study, I had sampled more widely among the different sources of referral for volunteers, perhaps I would have found some interesting exceptions.) Evidently the reasons for this are simply procedural: one agency, with its procedures (the volunteer bureau), inter-relates in a procedural manner with another. A club, by contrast, is seen as lacking accountability; the club leadership is changeable, less dependable, not "professional." A volunteer bureau worker says that when she interviews someone who wants to volunteer, she will "make them aware" of some of the voluntary organizations. But her actual referrals are to the agencies. And she never refers people to churches; evidently the bureau's guidelines do not allow it. Similarly, an RSVP (Retired Senior Volunteer Program) director says she places people in agency volunteering, not in voluntary organizations; certain kinds of church work are allowable. But "ministry-related" volunteering is not, nor is work on political campaigns.

What should be done about this? Perhaps no procedural change is necessary; but I do think some emphasis should be put on making applicants aware of true voluntary organizations and church work (small churches seem to be better than big churches for drawing people into involvement) and community work. This would be especially true for prospective volunteers who need to make friends, get involved socially, and become grounded in the community; and for those who seem to be good candidates for office-holding and committees.

The voluntary coordinators in the agencies struggle to recruit and then keep their volunteers. They exercise their ingenuity as best they can within the strictures of their organizations to keep their volunteers happy, make them feel appreciated and a part of things. They have numerous problems and handicaps (as do voluntary organizations).

But the agency volunteer coordinators have less leverage than do the clubs and churches for getting involvement and commitment because opportunities for mobility are usually so limited in agency

volunteering. Moving up in the organization, thereby becoming "claimed," is less possible in agencies. Also, in an agency in which the volunteer works alongside paid staff, he or she tends to be marginal; by contrast, in a voluntary organization, one can become a core member merely by doing some work.

Could the volunteer coordinators overcome their disadvantage by copying the voluntary organizations? They have little leeway for this. But here and there among the agencies there are opportunities to at least adopt certain features of the clubs. One thing that can be done is to have a club (of volunteers) within the agency. The prototype of this is a high school band which has not only the band director, who is a teacher, but also student-officers—president, secretary, treasurer, and so on; that is to say, it is also organized as a school club. The club raises money for trips and events, like other clubs would do; it has socials and activities and meetings. I have not heard of anything like this within the agencies; but volunteer coordinators sometimes stop one step short of this. A Big Brother/Big Sister director speaks of her concern that her volunteers get to know each other and form a group; so they have parties about four times a year. So perhaps a bit more development in this direction might be helpful for certain volunteer programs.

A volunteer coordinator might also widen opportunities for mobility and "get-

ting into things," both within the organization (sponsoring the occasional volunteer into a staff position or onto a board or committee) and also outside the organization, connecting certain volunteers with interest groups. This might not necessarily benefit the volunteer program by strengthening commitment; it would be more in the nature of a gift to the volunteers, offering some of them a springboard, like a voluntary organization might do.

There are many inventive persons out there in the agencies. Some of them might come up with better ideas than these. Looking at detailed models from the voluntary organizations would help agencies' programs. Here I can offer my own writings: how the outstanding volunteers were drawn into voluntary organizations (1989) and the workings of youth organizations (1983). There must be other examples in the literature. Agency people, too, would know many examples from their own personal experience.

This article is based on a talk given to the Association of Voluntary Action Scholars.

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Volunteerism Citation Index

Covering Articles

Appearing During 1988-1989

David Colburn, Citation Editor

The Volunteerism Citation Index (VCI) is published twice a year by *The Journal* as a service to our readers. It is intended to be a tool for learning what is being written about volunteerism by those in other professions, and as an ongoing guide to current trends affecting volunteerism. VCI also assists those who are conducting research, and adds another dimension to the definition and formalization of our field.

VCI includes citations from both popular and scholarly sources generally available in libraries. Articles are selected because they relate directly to volunteerism and volunteers, as defined by the subject matter, not the source. Pamphlets, newsletters, dissertations, unpublished papers and most newspaper articles are excluded because they are too "fleeting" in availability and often difficult to track down in their entirety.

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THE JOURNAL OF VOLUNTEER ADMINISTRATION

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GUIDELINES FOR SUBMITTING MANUSCRIPTS

I. CONTENT

A. THE JOURNAL OF VOLUNTEER ADMINISTRATION provides a forum for the exchange of ideas and the sharing of knowledge about volunteer administration. Articles may address practical concerns in the management of volunteer programs, philosophical issues in volunteerism, and significant applicable research.

B. Articles may focus on volunteering in *any* type of setting. In fact, THE JOURNAL encourages articles dealing with areas less-visible than the more traditional health, social services, and education settings. Also, manuscripts may cover both formal volunteering and informal volunteering (self-help, community organization, etc.). Models of volunteer programming may come from the voluntary sector, government-related agencies, or the business world.

C. Please note that this JOURNAL deals with *volunteerism*, not *voluntarism*. This is an important distinction. For clarification, here are some working definitions:

volunteerism: anything related to volunteers or volunteer programs, regardless of setting, funding base, etc. (so includes government-related volunteers)

voluntarism: refers to anything voluntary in our society, including religion; basically refers to *voluntary agencies* (with volunteer boards and private funding)—and voluntary agencies do *not* always utilize volunteers.

Our readership and focus is concerned with anything regarding *volunteers*. A general article about, for example, changes in Federal funding patterns may be of value to executives of *voluntary agencies*, but not to administrators of *volunteer programs* necessarily. If this distinction is still unclear, feel free to inquire further and we will attempt to categorize your manuscript subject for you.

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- why was the program initiated in the first place? what obstacles had to be overcome?
- what advice would the author give to others attempting a similar program?
- what might the author do differently if given a second chance?
- what might need adaptation if the program were duplicated elsewhere?

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1. a one-paragraph biography, highlighting the author's background in volunteerism;
2. a cover letter authorizing THE JOURNAL OF VOLUNTEER ADMINISTRATION to publish the submitted article, if found acceptable;
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1. Authors will be notified in advance of publication of acceptance of their articles. THE JOURNAL retains the right to edit all manuscripts for basic writing and consistency control. Any need for extensive editing will be discussed with the author in advance. Published manuscripts will not be returned and will not be kept on file more than one year from publication.
 2. Unpublished manuscripts will be returned to the authors with comments and criticism.
 3. If a manuscript is returned with suggestions for revisions and the author subsequently rewrites the article, the second submission will be re-entered into the regular review process as a new article.
- E. Authors of published articles will receive two complimentary copies of the issue of THE JOURNAL carrying their article.
- F. Copyright for all published articles is retained by the Association for Volunteer Administration.

III. STYLE

- A. Manuscripts should be *ten to thirty pages* in length, with some exceptions.
- B. Manuscripts should be typed, double-spaced on 8½" x 11" paper.
- C. Manuscripts should be submitted with a title page containing title and author and *which can be removed* for the "blind" review process. Author's name should not appear on the text pages, but the article title may be repeated (or a key word used) at the top of each text page.
- D. Footnotes should appear at the end of the manuscripts, followed by references listed alphabetically (please append an accurate, complete bibliography in proper form).
- E. Authors are advised to use non-sexist language. Pluralize or use he/she.
- F. Contractions should not be used unless in a quotation.
- G. First person articles are acceptable, especially if the content of the article draws heavily upon the experiences of the author. This is a matter of personal choice for each author, but the style should be consistent throughout the article.
- H. Authors are encouraged to use interior headings to aid the reader in keeping up with a lengthy article. This means breaking up the text at logical intervals with introductory "titles." Refer to issues of THE JOURNAL for sample headings.
- I. Illustrations (photographs, artwork) will only be used in rare instances in which the illustrations are integral to the content of the article. Generally such artwork will not be accepted.
- J. Figures and charts should be submitted only when absolutely necessary to the text of the manuscript. Because of the difficulty we have in typesetting figures and charts, authors are requested to submit such pieces in *camera-ready* form. Figures and charts will generally be placed at the end of an article.

THE JOURNAL OF VOLUNTEER ADMINISTRATION welcomes your interest in our publication. We are ready and willing to work collaboratively with authors to produce the best possible article. Please feel free to submit outlines or first drafts to receive initial response from us. If your work is not accepted on the first try, we encourage you to rewrite your manuscript and resubmit.

Further questions may be directed either to our administrative offices in Boulder or to Anne Honer, Editor-in-Chief (401-294-2749, evenings).

1989 AVA International Conference on Volunteer Administration

AVA's International Conference for Volunteer Administration will be held October 12-15, 1989 at the Crystal Gateway Marriott in Arlington, Virginia, part of the Washington, DC area. *Leadership: A Capital Investment* is the conference theme and will provide a focus for all sessions.

The sessions will cluster into three tracks: Investing In Ourselves, Investing In Our Program, and Investing In Our Profession. It will offer a wide selection of learning opportunities, at both the introductory and experienced levels.

Conference participants will have opportunities to grow personally and professionally in topic areas from wellness to welfare, management to marketing, and graphics to guiding lights. Attendees will be able to choose from among 43 hour-and-a-half workshops, 19 three-hour institutes and numerous consultation sessions led by trainers such as: Steve McCurley, Sue Vineyard, Rick Lynch, Anita Bradshaw, Nancy Macduff, Shella Albert, Gretchen Stringer and John Paul Dalsimer.

The International Conference on Volunteer Administration will feature four widely acclaimed, outstanding speakers.

Patricia Schroeder, U.S. Representative (D-Colorado), will keynote the opening banquet.

Friday's breakfast will introduce Bernard C. Watson, Ph.D., president, CEO, and director of the William Penn Foundation.

Stephen Lewis, former Canadian Ambassador to the United Nations (1984-88) will speak at Saturday's breakfast and the closing brunch on Sunday will feature Hunter D. Adams, M.D.,

founder of the Gesundheit Institute.

This year's exhibit area will be a very exciting part of the conference. It will be an interactive marketplace in which you will discover the most comprehensive array of volunteerism books, video tapes, training and recognition items, and other resources ever assembled in one spot. It will give you the chance to browse, read, examine, ask questions about, and purchase.

The Crystal Gateway Marriott Hotel reservation rates per day will be: Single \$81.00 and Double \$99.00. To make hotel reservations, call the Marriott at (800)228-9290 or request a hotel reservation form when mailing in your conference registration.

For more information call:

- The AVA National Office at (303) 497-0238 or,
- Conference Office at (202) 728-4248.

Conference Agenda

Thursday, October 12th

8:30am - 12:30pm	Pre-conference Seminars
11:00am - 12:00pm	Orientation to AVA and the Conference
1:00pm - 2:45pm	Affiliate and State Offices Meetings
3:00pm - 5:00pm	Regional Meetings
6:00pm - 7:00pm	President's Reception
7:00pm - 9:00pm	Opening Banquet Keynote, U.S. Rep. Pat Schroeder

Friday, October 13th

7:00am - 8:00am	Consultation Sessions
8:00am - 9:30am	Breakfast Keynote, Dr. Bernard Watson
10:00am - 11:30am	Workshops and Consultations
10:00am - 5:30pm	All Day Seminars
12:00pm - 1:45pm	Awards Luncheon
2:15pm - 3:45pm	Workshops, Consultations, & Small Groups
2:15pm - 5:30pm	Institutes
4:00pm - 5:30pm	Workshops, Consultations, and Papers

Saturday, October 14th

7:30am - 9:00am	Breakfast Keynote, Ambassador Stephen Lewis
9:30am - 12:30pm	Institutes, Consultations, and Small Groups
1:00pm - 2:00pm	AVA Member/Colleague Lunch
2:30pm - 5:30pm	Annual Meeting
6:30pm - 10:00pm	AVA Board of Directors Meeting

Sunday, October 15th

7:00am - 8:00am	Consultation Session
7:30am - 8:30am	Continental Breakfast
8:30am - 10:00am	Workshops, Papers, and Consultations
11:00am - 1:00pm	Brunch Keynote, Dr. Hunter "Patch" Adams

Conference Registration Form

Please complete this page to register for AVA's 1989 International Conference on Volunteer Administration. Type or print the following information as you wish it to appear on your AVA 1989 International Conference name tag. Mail the completed page with your payment for the total amount to the address at the bottom of the page. Thank you.

Name _____ Title _____

Organization _____ Address _____

City _____ State/Province _____ Zip/PC _____ Country _____

Work Phone () _____ Home Phone () _____

For credit card payment circle: VISA Master Card
 _____ Ex. Date _____ Signature _____

For purchase order: P.O.# _____

I require special meals. Specify _____

Office Use Only:	
Reg# _____	Charge _____
Date _____	PO # _____
Ck # _____	Amt. _____
Total Pd. \$ _____	

Please complete. Check your selections and record the amounts owed in the spaces on the right. Thank you.

Join AVA and Save Money
 If you join AVA and receive the AVA member conference registration rate and benefits.
 Active \$75 Students \$40 \$ _____

Full Conference Registration
 Price includes conference workshops, materials, coffee breaks, one reception, and six meals (listed on page 9). The full registration rates for October 12 - 15, 1989 are listed below. Check the category applicable to you and fill in the amount.

	by 9/1/89		
	ADVANCED	REGULAR	
AVA Member*	\$265	\$285	\$ _____
AVA Affiliate*	\$275	\$300	\$ _____
Non-AVA Member	\$310	\$325	\$ _____

*Member #/Affiliate Name _____

Partial Conference Registration
 If you can't attend the entire conference, come for one day, October 13th, or choose the Weekend Special, October 14th and 15th. The fee covers workshops, materials, coffee breaks, and meals.

Friday Special Registration	\$135	\$ _____
Weekend Special Registration	\$180	\$ _____
Subtotal for Column One		\$ _____

**Mail check, made payable to AVA, and this form to:
 AVA 1989 Conference, P.O. Box 4584, Boulder, CO 80306.**

Special Events, Workshops, and Tours
 Amount _____
 These events require additional fees for attendance. Please check those you will attend and fill in the amounts.

- Volunteerism & the Military, Oct. 11th \$25 (101) \$ _____
- AVA Certification Workshop, Oct. 14th .. \$35 (102) \$ _____
- AVA Member/Colleague Lunch, Oct. 14th \$15 (103) \$ _____
- Increase Board Effectiveness, Oct. 12th. \$50 (104) \$ _____
- Your Leadership Style, Oct. 12th \$50 (105) \$ _____
- Screening Volunteers for Sexual Abuse, Oct. 12th \$50 (106) \$ _____
- Welcome to Washington, Oct. 11th \$21 (107) \$ _____
- Mount Vernon & Alexandria, Oct. 12th... \$27 (108) \$ _____
- Gadsby's Tavern, Oct. 13th \$42 (109) \$ _____
- Champagne Tour, Oct. 13th \$23 (110) \$ _____
- Marrakesh Dinner & DC Tour, Oct. 14th . \$44 (111) \$ _____
- Champagne Tour, Oct. 14th \$23 (112) \$ _____

Additional Tickets
 Below is a price list for extra, individual meal tickets. Indicate the number of tickets required for each event; multiply by the price of the ticket, and write the cost in the column.

	PRICE	#	
<input type="checkbox"/> Reception & Dinner, Oct. 12th	\$28	x _____	(113) \$ _____
<input type="checkbox"/> Breakfast, Oct. 13th	\$12	x _____	(114) \$ _____
<input type="checkbox"/> Lunch, Oct. 13th	\$20	x _____	(115) \$ _____
<input type="checkbox"/> Breakfast, Oct. 14th	\$15	x _____	(116) \$ _____
<input type="checkbox"/> AVA Lunch, Oct. 14th	\$15	x _____	(117) \$ _____
<input type="checkbox"/> Continental Breakfast, Oct. 15th	\$ 5	x _____	(118) \$ _____
<input type="checkbox"/> Brunch, Oct. 15th	\$30	x _____	(119) \$ _____

Subtotal for Column Two \$ _____
 Subtotal from Column One \$ _____
Total Amount \$ _____

For a hotel registration form check here. For more information call AVA's National Office at (303) 497-0238.

THE JOURNAL OF VOLUNTEER ADMINISTRATION

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Guide to Publishing a Training Design

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

TITLE OR NAME OF ACTIVITY

GROUP TYPE AND SIZE: This should be variable so that as many groups as possible can use the 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 audio-visual 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 lecturettes plus details of the *processing* of the activity, evaluation, and application.

If there are handouts, include these as appendix items. Camera-ready handouts are appreciated.

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

Include a three or four line biographical statement at the end of the design and any bibliographical references showing other available resources.

Please send three (3) copies of all materials to: THE JOURNAL OF VOLUNTEER ADMINISTRATION, P.O. Box 4584, Boulder, CO 80306.

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- I would like to join the Association for Volunteer Administration and receive **The Journal** as a benefit of membership. Please send me more information.
- I would like to subscribe to **The Journal of Volunteer Administration** for one year (four issues) at \$24.
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- Check or money order** (payable in \$US) enclosed, made out to: Association for Volunteer Administration. Please note: subscribers outside the United States and Canada must add \$10.00 per year for additional postage and handling costs.
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Association for Volunteer Administration
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FULL CONFERENCE REGISTRATION INCLUDES:

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- Breakfasts • Awards Luncheon • Sunday Brunch

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Friday Special Registration		\$135
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