

THE JOURNAL OF VOLUNTEER ADMINISTRATION

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ASSOCIATION FOR VOLUNTEER ADMINISTRATION

The Association for Volunteer Administration, an international membership organization, enhances the competence of its members and strengthens the profession of volunteer resources management. Members include directors of volunteer resources 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.

AVA is an association run by its members. Active committees include: Professional Credentialing, Ethics, Fund Development, Organizational Relations, Communications, Member Services and Network Development. Members also plan the annual International Conference on Volunteer Administration, a major event held each year in a different city in the United States or Canada. This conference provides participants the opportunity to share common concerns and to focus on issues of importance to professionalism in volunteer administration.

Two major services that AVA provides, both for its members and for the field at large, are a professional 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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At the dawn of the new millennium, volunteering is an essential element of all societies. It turns into practical, effective action the declaration of the United Nations that 'We, the Peoples' have the power to change the world.

1990 Universal Declaration on Volunteering

This issue of *The Journal* looks at models for creating communities and connections among volunteers. It includes authors Michelle Nunn, R. Dale Safrit Ed. D., and Janet Fox, who shared research at the 2002 International Conference on Volunteer Administration. Articles range from such diverse topics as the development of museum volunteers in Mexico City to the development of a cyber-community via the Internet.

Sandra Murphy's keynote speech, *The Social Impact of Volunteering Internationally*, presented at Mexico's first conference for museums and museum volunteers, illustrates the local-to-global perspective on the impact of volunteering. Through a personal experience, she builds the connection between volunteering in Coastal Labrador, and the ongoing efforts around the globe to develop viable, sustainable communities. As the International Association for Volunteer Efforts (IAVE) Director for the North American Region, Sandra connects us with the world volunteer community.

Volunteering as a Tool for Building Social Capital features a community-building model for volunteer engagement. The President of CityCares shares strategies for strengthening social capital by creating opportunities for volunteers to learn about the issues affecting their communities. Capitalizing on episodic volunteering, the program strives to intentionally connect service with civic and political participation.

Developing Effective Teen-Adult Partnerships Through Volunteerism encourages the development of intergenerational communities by building relationships between teens and adults. Recognizing that young people make up 26% of American society, Dr. Safrit describes a four-step process for engaging teens as community leaders. This article supports worldwide emphasis on the importance of engaging a new generation for meaningful service and leadership.

Adding Volunteerism to the Mix of Balancing Work and Family explores how some volunteers are able to make volunteering an on-going part of their lives at a time when studies show a decrease in volunteering due to the pressures of work and family. The research shows the importance of social support for sustaining volunteerism, and promotes the need for creating environments that include family and friends as part of a volunteer's community.

The Profile of Volunteerism in North Carolina offers a snapshot of volunteerism at the state level. Such studies help us compare and contrast with national studies as we explore demographics and motivations for volunteering. This study serves as a model for what other states might do to enrich our data about state and regional patterns and trends.

Finally, a long time member of the volunteer management community shares her story of building the first cyber-community for volunteer managers. From its modest beginning as a local listserv for a dozen people, to its current membership of almost 900 worldwide members,

this “volunteer effort” is a tribute to one person’s vision to harnessing the power of the Internet to create a virtual volunteer resource community.

The Journal is proud to bring you these offerings from our professional community. Two of the articles were presented as part of two research sessions sponsored by *The Journal* at the 2002 International Conference for Volunteer Administration (ICVA). Each session featured presentations by three researchers and attracted more than 50 participants per session. ICVA and *The Journal* will continue to feature contemporary research that enriches our field, builds our profession, and encourages us to apply research findings to the practice of volunteer management.

- ***The Social Impact of Volunteers Internationally***

Sandra Murphy, Keynote Address at the Volunteers and Museums Conference, Mexico City, September, 2002

Volunteers are a “fundamental building block of civil society” according to the Universal Declaration on Volunteering.” The current growth of civil society is of profound significance. Everywhere in the world volunteers, in their various manifestations, are having a major impact on the social and economic growth of their communities. This is true in the museum world as well where volunteers play a major role from Coastal Labrador to Mexico City in capitalizing on current trends and building partnerships with other sectors, to promote and support “cultural tourism” as a vehicle to viable and sustainable communities. There are, however, some major challenges to volunteering around the world that need to be addressed by the museum world, and others, if volunteering is to continue and expand its social impact in this new century.

- ***Volunteering as a Tool for Building Social Capital***

Michelle Nunn, President, CityCares

Service is a powerful and important platform for building community and social capital. Significant numbers of volunteers today engage in episodic service. There are strategies that can be employed by volunteer administrators to strengthen the commitment of volunteers to their communities, while building valuable social capital. Those tactics include: expanding intentional opportunities for volunteers to build alliances and networks; finding ways of deepening the volunteer’s understanding and experience of issues; incorporating concepts and practices of service learning into the volunteer experience; applying social capital lessons to volunteer recruitment and retention strategies; bridging service with civic and political participation; creating an opportunity for bridging as well a bonding social capital.

- ***Developing Effective Teen — Adult Partnerships Through Volunteerism: Strengthening Empathy, Engagement, Empowerment, and Enrichment***

R. Dale Safrit, Ed.D., North Carolina State University

America’s youth, and especially those in their teens, need to be engaged in their communities through volunteerism and service that allows them to actively participate in decisions affecting themselves and their families, schools, workplaces, and communities. However, many volunteer administrators and program leaders often experience frustration and encounter unforeseen obstacles as they seek to design, implement, and manage community-based programs involving teens as partners. This article provides a conceptual background to adolescent development as applied to community based programs. The author addresses the “four E’s” critical to forging successful partnerships with teens as volunteers: empathy, engagement, empowerment, and enjoyment.

- ***Add Volunteering to the Mix of Balancing Work and Family: The Findings and Implications for Volunteer Administrators***

Janet Fox, Ph.D. and Daniel Wheeler, Ph.D., University of Nebraska

The dynamic blend of balancing work and family duties has been studied by hundreds of researchers over the past four decades. This research adds to the existing work and family research by providing a snapshot of situations volunteers encounter, as well as the strategies they

use to balance the demands of volunteering. The study goes further in explaining how situations encountered, and strategies implemented, relate to volunteer satisfaction. From the findings garnered from this research, volunteer administrators will have valuable information to work with volunteers as they struggle to balance multiple roles.

- ***A Profile of Volunteerism in North Carolina***

James S. Guseh and Rebecca Winders, North Carolina Central University

The purpose of this study has been to determine the extent and scope of volunteerism in North Carolina. To this effect, the study examined factors that motivate or discourage volunteerism, the demographic characteristics of volunteers, and the types of activities and organizations in which volunteers are involved. Data were collected in a telephone survey of 705 randomly selected respondents in the year 2000.

Approximately 58 percent of North Carolina residents volunteer. Volunteering is disproportionately high among adults who are white, married, well educated, middle-aged, and/or from households with above average incomes. The rate of volunteer participation is also high among senior citizens. Overall, volunteerism in North Carolina is extensive and growing. This trend suggests that organizations involved in volunteer management should prepare for an increase in volunteer participation in the future.

- ***CyberVPM, or Networking at the Speed of Light***

Nan Hawthorne, CyberVPM Founder

As CyberVPM becomes a part of the AVA network, the founder of this international listserv, Nan Hawthorne, shares the history and development of this volunteer management resource network. From its humble beginning with two-dozen local members, to almost 900 subscribers in 2002, the Internet has eliminated the barriers of time and distance to create a worldwide cyber-community for volunteer management professionals.

The Social Impact of Volunteers Internationally

presented at

**El esfuerzo de los voluntarios en el mundo
Volunteers and Museums Conference**

by

**Sandra Murphy
International Association for Volunteer Effort
Mexico, Sept 23, 2002**

I am delighted to be here in Mexico City to represent the International Association for Volunteer Effort (IAVE) and our President, Liz Burns. For those of you who are not familiar with IAVE, it is the only membership NGO at an international level that exists to promote, support and celebrate volunteering worldwide. It is a network organization with individual and organizational members in approximately 100 countries. We believe that volunteering is a fundamental building block of civil society.

Thank you for inviting me, and for offering me the opportunity to visit your wonderful country and to meet with people from around the world who are dedicated to two of my greatest passions — volunteers and museums. My topic today is the social impact of volunteers worldwide.

I have been asked by IAVE's President, Liz Burns, to convey the following to you:

As a regular visitor to Museums wherever I go, both home and abroad, I am always very aware of their importance in helping us understand our history, and to be in touch with our past, and to make

available to us our artistic and cultural heritage past and present. As President of IAVE I am proud that volunteers play a key role in supporting and maintaining museums, and making them both interesting and welcoming. This is equally true of some of the grand museums of our capital cities, and of smaller, local museums. Please accept my very best wishes for a successful conference, and for your work in the field in the coming year.

Two years ago, during the so-called Millennium Year, I gave myself a treat. I took a week of annual leave and attended a conference called the Viking Millennium International Symposium which was being held in my then home province of Newfoundland and Labrador. The conference was meant to commemorate the landing and establishment of a temporary settlement by Viking seamen in the year 1000 on the northern tip of the island portion of that province. I really had a very superficial knowledge of the Viking (or Norse, as we were told by the academics at

Sandra Murphy is currently living in Halifax, Nova Scotia, Canada where she is a trainer and consultant for the non-profit sector. Previously she directed the Volunteer Centre, Community Services Council in the province of Newfoundland and Labrador for over twenty years. She is a past President of Volunteer Canada and currently serves on the Board of the International Association for Volunteer Effort and as Director for the North American Region.

the conference to call them) world beyond an abiding love of history in general, plus an early fascination with archeology when I was a teen in which I read indiscriminately about digs everywhere in the world — including Norse sites — and of course some less scholarly reading, at the same time of my life, of historical romances in which well muscled Vikings figured prominently. It was a treat, therefore, because I could just be there and be entertained. I didn't have to get up in front of an audience, with my knees shaking and my throat dry, to be a so-called expert on anything. I didn't even have to ask intelligent questions from the audience. There were no expectations around my presence.

What I hadn't expected, but what in retrospect I should have, was that in addition to teaching about Vikings the conference would also be an education on, as well as a reconfirmation of, the social and economic impact of volunteers. I want to briefly share this experience with you because it seems to me to be illustrative of many of this conference's themes, and of the topic on which I have been asked to speak, which in case you, or I, forget is the **social impact of volunteering around the world**.

The conference itself was a moveable feast that started in St. John's, the capital of the province, then moved by chartered plane to St. Anthony on the Northern Peninsula (near the Viking site at L'Anse Aux Meadows) and finally by chartered bus and ferry across the Strait of Belle Isle to coastal Labrador. Taking the lead on the conference was the Historic Sites Association of Newfoundland and Labrador and its volunteer board. The conference participants and presenters included world renowned scholars, people from major museums in Europe, Iceland, Canada, the USA, etc., writers, adventurers and more than a few like myself who had literally come along for the ride.

The St. John's portion of the conference was a fairly standard format with presentations, receptions and dinners in a local hotel,

and at Memorial University of Newfoundland and Labrador. With the move to St. Anthony, a community of a few thousand people, things changed. There was a gala dinner the first night for conference participants and community people that was prepared and served at the local high school by volunteers. The next day each of the focus streams was bused to a different location in the region for the day's sessions. Conference volunteers traveled with us, and community volunteers greeted us at the sites. My first session was held in a small century-old church hall overlooking the harbour at Dark Tickle, a small fishing community. From there we moved on to another church in another small community for lunch hosted by the local church women, and afternoon sessions. Volunteers were involved everywhere, and despite the logistics, all the equipment worked, the buses arrived on time, and the food was to die for. Our stay in St. Anthony included a visit to the Parks Canada site and the reconstruction of the Viking settlement. Another feature of this portion of the conference was that several of the conference presenters had volunteered to speak at local schools and at a session specially organized for community people.

It was impossible, especially for one who had spent a lifetime promoting volunteering, not to see the role of volunteerism at work in the whole effort. The planning and organizing committee as well as members of the board of the Historic Sites Association were along, and riding shot-gun on problems that might arise. The conference volunteers were registering people at the different venues, answering questions, keeping the traffic flowing and, of course, selling conference fundraising products. Community volunteers were greeting us and feeding us everywhere we went. Conference speakers were going beyond the call of duty to present to local people. This, in a microcosm, was the familiar world of volunteering that we and politicians (like the ones who were popping in and out at various stages of the conference) traditionally

understood, are made to feel warm and fuzzy by, and are experts in paying lip service to.

It was when we moved to Coastal Labrador by bus and boat that my perspective and thinking about the role of volunteers was forced to broaden.

What you need to understand about this area is that it is a series of very small communities spread out along hundreds of kilometers of breathtaking, beautiful coastline, inhabited by just 11,000 people. Until 1992, when the government of Canada imposed a moratorium on the ground fishery, one which continues today, this area was almost totally economically dependent on fishing. I did not know what to expect of the area, never having visited before, but would not have been surprised to see outward signs of poverty, out-migration and despair. What we found, as we moved from community to community, stopping along the way to be fed and to listen to more presentations, were well-maintained communities with some fairly common features. These were: new development association buildings run by local volunteers and the focal point of community building efforts; and some form of community museum or historic site. The latter ranged from the burial site of a teen-aged Maritime Archaic Indian, to historic lighthouses, to a museum dedicated to the history of the well known volunteer group, the Women's Institute, and to the major Basque whaling site at Red Bay run by Parks Canada.

Coastal Labrador was fighting for survival, and using its history and heritage as one of the main vehicles. Fueling this effort was the work of community volunteers. These volunteers represented all the facets of volunteering I had recognized up until then in the conference but they were — and are still, I'm certain — engaged in mutual aid and self-help aimed at community survival. They are also activists, as they fight for scarce resources and political influence, lobby to protect and maintain their environment against forces that have let them down massively before,

scramble to maintain — and in some cases to rediscover — their unique heritage, and struggle to ensure healthy and sustainable communities. This is civil society.

This is serious stuff. This is stuff that politicians, academics, business people and world leaders are coming to recognize more and more. Increasingly this recognition is supported by legislation, covenants, accords, policy documents, research dollars and even, occasionally, dollars for civil society organizations to do their work.

Lester Salamon in the July 1994 edition of *Foreign Affairs* compares the rise and emergence of a strong and influential civil society to the rise of the nation state in the late nineteenth century. Maurice Strong, in his 1999 memoir *Maurice Strong: Where in The World Are We Going*, traced the growth of influence of NGO's on environmental issue from the United Nation's Stockholm conference on the Environment in 1972 to their increasingly central role in the Rio Earth Summit of 1994 and its follow up. It was clear from the press coverage of the recent South African Summit that this voice is stronger and even more essential today.

Strong says:

The running of our planet ... once viewed primarily as a matter of inter-governmental relationships, now involves not only governments and intergovernmental institutions but also non-governmental organizations (NGO'S), citizens' movements, transnational corporations, academics and the mass media. The emergence of global civil society, with many movements reinforcing the sense of human solidarity reflects a large increase in the capacity and will of people to take control of their own lives.

In January 2001 at another conference, this one an IAVE conference held in Amsterdam and scheduled as a lead event in the

International Year of Volunteers, the Board of IAVE issued a redrafting of the original 1990 Universal Declaration on Volunteering. Its opening states:

Volunteering is a fundamental building block of civil society. It brings to life the noblest aspirations of humankind — the pursuit of peace, freedom, opportunity, safety, and justice for all people. In this era of globalization and continuous change, the world is becoming smaller, more interdependent, and more complex. Volunteering — either through individual or group action — is a way in which:

- human values of community, caring and serving can be sustained and strengthened,
- individuals can exercise their rights and responsibilities as members of communities, while learning and growing throughout their lives, realizing their full human potential; and
- connections can be made across differences that push us apart so that we can live together in healthy sustainable communities, working together to provide innovative solutions to our shared challenges, and to shape our collective destinies.

At the dawn of the new millennium, volunteering is an essential element of all societies. It turns into practical, effective action the declaration of the United Nations that “We, the Peoples” have the power to change the world.

If, at this stage of the world’s history, the growth of civil society is as significant as the growth of nation states to the early history of the late nineteenth and early twentieth centuries, and if as Strong says there is a concomitant increase in the power of the ordinary citizen to take control of their lives, the

Declaration’s statement that volunteering is a “fundamental building block of civil society” is significant. Volunteers, worldwide, are poised, and, in many cases, poised with the right tools in their hand, to make a social and economic impact on how the world does business.

I refuse to even think that the rise of the nation states is one of the causes usually cited for the start of the 1st World War! I do, however, want to return later to some of the concerns and criticisms around the growth in the importance of civil society and of volunteering in the world.

Nonetheless, can we agree in principle that civil society is wonderful, and that volunteers indeed do have a huge social and economic impact around the globe? We also need to understand that volunteering does vary in its manifestations, as I hope my story of Coastal Labrador conveyed.

I wish to deal briefly with the following issues:

- A topology of volunteering around the world
- A description of the tools that volunteers are currently using and/or need in order to have an impact
- The role of governments and other sectors in supporting volunteerism, and
- Concerns and issues that need addressing around volunteering.

Justin Davis Smith in a 1999 discussion paper for the United Nations called *Volunteering and Social Development* outlined a topology of volunteering. After stating that volunteering has different meanings in different countries, he identified four different types which were “delineated according to a final outcome or final criterion.” These are: mutual aid or self help; philanthropy or service to others; participation; and advocacy or campaigning. He states that all forms occur everywhere in the world, but the balance will be different depending on the “economic,

social and political make-up of the country” as well as its primary religious heritage. The main division between less developed countries and more developed countries seems to be that the former have more mutual aid and self-help volunteering, and the latter more formal and philanthropic volunteering. Participation volunteering is the involvement of people in the governance structures of organizations, government relations and local development. Again it is found everywhere, but more common in countries with “a strong tradition of civil society.” The fourth form is advocacy, campaigning or lobbying on behalf of a cause. This is the type of volunteering that is most likely, of course, to bring volunteers into conflict with the state, or with others in society who don’t think as they do.

What is also true of these forms of volunteering is that, just as they exist in differing degrees and importance in different countries around the world, they exist in different organizations in differing levels of importance. We need only think of our own organizations. Just as economic, social and political considerations help determine the face of volunteering around the world, the same can be said of our own structures. If we feel the need to change that balance we will need to examine the factors that contribute to it, and look for resources to effect change.

I talked about volunteers, within the framework of civil society being poised, often with tools in hand, to make an even greater impact than they have already. The tools I am talking about include:

First, The International Year of Volunteers has raised the profile of volunteering in countries around the world. In many, like my own country of Canada, governments are more open to, and even seeking dialogue with, the sector and with volunteers. Now is the perfect time to seize the opportunity this affords to advance our cause.

Second, we have a growing body of knowledge; resource materials; training and education programs both formal and informal;

websites; and experts (several of the best know of whom are here at this conference) helping us to develop better quality volunteer programs and cultivate happier and more dedicated volunteers.

Third, as a sector, the issue of effective governance, accountability and ethics has and is receiving a lot of attention. I’d say in light of recent developments in the corporate world, it is time for it to be looking to the third sector for guidance and ideas, rather than the reverse, as is so often the case.

Fourth, NGO’s and coalitions of NGO’s are making great use of new technologies and information-sharing to address and lobby for global action on issues. The landmines campaign is a case in point. It is said that over 300 million volunteers were mobilized worldwide on this issue and their lobbying, primarily electronic, was instrumental in the eventual development and signing of the Land Mines Treaty of 1997, which has led to a worldwide ban on the production of anti-personnel devices. The expansion of the ability of international NGO’s to get their work done and to take on new initiatives because of technology is incredible. This also applies to national and local organizations.

Fifth, the cause of peoples’ rights to take hold of their own issues, build on their assets, and find their own way to build community rather than relying on the professional expert, has changed the way community is looking at itself. This approach, championed by John McKnight in the United States, is gradually eroding the role of the professional fixer of problems (a structure in which the expert has a vested interest in the continuation of problems), to one of the professional being a resource, chosen when needed by engaged citizens.

Finally, we are quickly learning more about volunteers and volunteerism worldwide, and how to measure and quantify the collective impact of the activities that are undertaken. More and more researchers are interested in this area, more resources seem to be available

to support their research, more countries and /or regions are keeping statistics on volunteer activities. There is also a move in some jurisdictions for unpaid work to be included in the public accounts.

These are all tools, resources, or opportunities that everyone who is working with volunteers should be aware of in their own efforts to build their case for the four types of volunteers and/or to increase the impact of their own efforts. Of course all these tools are not as available or accessible in some parts of the world as in others, but my experience with IAVE shows that they are being utilized and having an impact almost everywhere.

At the IAVE World Volunteer Conference in Amsterdam in 2001 a document was generated, building on earlier work of the board and of conference delegates. It was called the Global Agenda for Action to Strengthen Volunteering. The Universal Declaration, a portion of which I quoted earlier, "calls on volunteers and the leaders of all sectors to unite as partners to promote and support effective volunteering, accessible to all, as a symbol of solidarity among people and nations." The Global Agenda outlines a wide range of ideas for how volunteer organizations, governments, business, education, and media can help to realize the five objectives of the International Year of Volunteers. As a refresher those were:

- Increased recognition of the importance of volunteer effort.
- Increased facilitation of volunteer effort.
- Increased and expanded networking among volunteer organizations.
- Promotion of volunteering to improve the image of volunteer effort.
- Expanded participation of volunteers.

For those of you who are interested in the Global Agenda, I refer you to the IAVE website at www.iave.org. I will only highlight a few of the items aimed at governments which seem relative to one of the objectives that the organizing group for this conference and the

National Council for Arts and Culture, here in Mexico, have identified. This goal is for "a new democratic relationship between State and society on behalf of cultural development" in which the role of volunteers appears central.

The Global Agenda emphasizes to governments that they can:

Under Recognition

- design a comprehensive legal framework to support the value of volunteering.
- include the economic value of volunteer effort in the calculation of their GDP.
- establish a budget line dedicated to supporting volunteering.

Under Facilitation

- create policies on volunteering.
- review legislation to enhance the positive impact of volunteering
- create focal points and a liaison structure within ministries or other national bodies.

Under Participation

- establish policies for including volunteers in the decision-making process impacting society.

These are just a few of the prescriptions submitted to governments included in the Agenda. The fact that many governments around the world have moved already on some of these items, or on others in the agenda, attests not only to their new awareness and openness, but also, I think, to the power of civil society and the social and economic impact of volunteers as its "fundamental building block."

I should add as an aside that these changes in government relationship with civil society and volunteers do not always come easily, and are not always welcomed unconditionally by all voluntary organizations.

Now to some of the concerns and issues that are being raised around the current state of civil society and volunteering.

In a presentation at the CIVICUS World Assembly in Vancouver in August 2001, Sri-latha Batlewala highlighted some criticisms. Batlewala expresses concern that international financial institutions are suddenly embracing and promoting civil society, and questions if this is their means of restricting the role of the state and public service. The question is whether this power shift will leave the masses of poor people even more disenfranchised. Batlewala harks back to major cutbacks in public spending in the developed world, like those under Reagan in the United States, which led to a huge growth in citizen action to replace or shore up social safety nets. She questions whether it was naive to celebrate that result and states that "we should be alarmed when institutions that have aggressively promoted the policies that have widened social and economic gaps extol the virtues of citizens acting to ameliorate their ill effects." She does go on to say that citizen action "is only a great thing when it is rooted in values of equity, tolerance, peace, justice and respects all human rights," and when it is not rooted in greed. Her language here, you might note, closely mirrors that in the Universal Declaration on Volunteering.

In passing, I would state that others, such as Maurice Strong, firmly believe that international financial institutions such as the World Bank are finally getting it when it comes to the relationship between social and economic development. Nonetheless, Batlewala's argument is out there and prevalent, especially in parts of the developing world, and it is incumbent upon us to listen and to consider its implications carefully.

Another criticism we must come to terms with is one that I had thrown at me by my own daughter recently. I was talking about an idea that I had for a project on the role of volunteering in helping women in the developing world to increase their social, economic and political power. Very quickly, my social activist, feminist child, shot back at me a current international feminist perspective that

volunteering by women in the developing world was simply another means of exploitation which increased the already overwhelming economic and domestic burden that women carry for their families .

Well I must say it felt like *déjà vu* all over again! I was back in the 70s when those of us who were out promoting volunteering were also dealing with resolutions from the National Organization of Women in the United States and the Status of Women in Canada which condemned volunteering by women unless it was activist on behalf of women. This whole issue caused many of us to rethink and examine closely what we were doing then and it is concomitant on us to deal with these issues now in the larger international context. What is true is that women are not well represented in the power structures of NGO's and that this is especially true in some developing countries.

Still I feel fairly comfortable taking on my daughter's argument. What turned the discussion around for us over twenty years ago was the evidence that volunteering provided women with tremendous educational opportunities, numerous skills, networks and a sense of self-worth. These proved to be a catalyst and a vehicle for personal, social and political change for women.

If any of you were at the Amsterdam Conference in January 2001 you will undoubtedly recall a stirring address by Kumi Naido, President of CIVICUS. He identified eight challenges to civil society and volunteering. I am only dealing with three and this my last I borrow from him when he said: "The first challenge I want to raise that faces the global volunteering movement over the coming decades, is the need for us to bridge the gap between activism and the world of volunteering." Kumi sees the term "volunteering" as referring, I believe, to the service and philanthropy model. He allowed that social activists are working for the common good and out of a "voluntary spirit and for no remuneration," but he felt that the two types of volunteers

and the organizations within which they function, are not always comfortable with each other and that they sit in vastly differing camps.

To illustrate what he is talking about perhaps I can examine your own world for a few minutes. Museum volunteers may be serving on boards, fund-raising for specific initiatives or for core operations, they may be serving as docents, or happily engaged in selling items in gift shops.

Some may also be advocating on behalf of your museum, but for the most part they are under your control, subject to your policies and to the support of mutually agreed upon strategic directions. However, the museum world, especially recently, has not been immune from the social activism of groups calling for repatriation of art works obtained because of wars or cultural exploitation during colonial or even pre-colonial times. Museums are having to respond to aboriginal peoples who are no longer content to let the remains of dead ancestors be exhibits in displays. These are the realities with which museums live, and to a certain extent how they are addressed will determine the role played and the impact museums will have in the cultural and social landscape of the future.

I want now in closing to come Full Circle, and back to Vikings and northern Newfoundland and Coastal Labrador. Full Circle is an apt term as well as it was the title of a major exhibition mounted in celebration of the Viking Millennium which included Norse and aboriginal artifacts on loan from around the world. It told the story of the reconnecting, and in the unfortunate way of humans, the clashing of peoples who had traveled in different directions but who had come from the same roots millennia before. The exhibition was awaiting us at the final stop of the conference in the small west coast city of Corner Brook. I had seen the exhibit when it was in St. John's, so I left the conference a bit early and took the opportunity to undertake

some training with some volunteer groups in the area.

I also paused to reflect on what I had experienced and to appreciate the impact of volunteers in their many manifestations. Part of those reflections were on the community development activities of the engaged citizen of the communities we had visited. It was clear that cultural tourism and its economic and social impact was something they understood and were actively engaged in fostering. These community people/volunteers understood the value of preserving their heritage and culture and the local museum or historic site was clearly seen as the centre-piece of this effort. It was clearly also a vital part of their larger agenda for survival and for viable, sustainable and healthy communities. These reflections also made me think beyond the local implications and informed my understanding of some of what I had learned from interactions with volunteers from around the world.

In preparing this presentation I had some concerns that my story of sparsely populated Northern Newfoundland and Coastal Labrador would have little meaning in a city of 20,000,000. I was, however, most struck by the remarks of the Manager of the Hotel Gran Melia Reforma and the Director of Mexico City's Historical Festival to presenters at this conference from outside Mexico. In these they outlined what was happening to utilize Mexico City's many museums, historic sights and cultural richness to revitalize the economic and social structures of the city. This, they said, is happening by the building of partnerships within the city between the non governmental sector, the government, business, the academy, media and the people themselves through their volunteer efforts.

What is happening in Mexico City is happening in communities large and small around the globe. Citizens are taking action to preserve and showcase their culture and heritage. Governments, business, the academy, and the media are building partnerships

ENDNOTES

¹The Student Nonviolent Coordinating Committee sent volunteers into Mississippi during the summer of 1964, a presidential election year, for a voter registration drive. It became known as Freedom Summer.

²Settlement Houses, which came into being in the United States in the late 1800s and early 1900s, served as community, education, and recreation centers, particularly in densely populated immigrant neighborhoods, and worked to improve community life as a whole.

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Developing Effective Teen – Adult Partnerships Through Volunteerism: Strengthening Empathy, Engagement, Empowerment, and Enrichment

R. Dale Safrit, Ed.D.

INTRODUCTION

America's youth, and especially those in their teens, need to be engaged in their communities through volunteerism and service that allows them to actively participate in decisions affecting themselves and their families, schools, workplaces, and communities. Brendtro and Bacon (1995) suggested that such active involvement in decision making assists teens in developing both responsibility and commitment. Swinehart (1992) defined youth engagement as having four components: (1) including youth in significant decision making; (2) youth participating in activities that satisfy a genuine need in their community; (3) youth developing collegial relationships with adult partners and mentors; and (4) youth reflecting on their work and learning skills related to it.

Engaging teens in meaningful leadership roles has become a major focus of many contemporary not-for-profit organizations. Today's cultural and political climates demand that community-based organizations approach youth not as mere recipients of programs, nor even as mere resources in program development, but rather as valued and equal partners in the holistic program development, implementation, and evaluation process. As Long et al. (n.d.) noted:

[There is ample] evidence that weaving the work of youth development, civic development, and community development makes sense for three important reasons: First, young peo-

ple, who make up 26 percent of the population, possess vision, creativity and energy that is largely untapped. They have much to contribute to organizations and communities. Second, young people, when called to action, contribute to their own development, as well as to the development of the common good. And third, constructive action and involvement are always and everywhere the best defense against school failure, drug and alcohol abuse, teen pregnancy, crime, and violence – pathologies society cannot afford to remediate, even if it knew how to. (p. 3)

However, many not-for-profit administrators and program leaders often experience frustration and encounter unforeseen obstacles as they seek to design, implement and manage community-based programs involving teens as partners. First, as adults, it is often challenging for us to even approach teens; we have developed a societal stereotype that teens are, by definition, rebellious and nonconforming and have little sincere interest in anything but themselves and their immediate needs. Secondly, even if the initial invitation is extended and accepted, we often subconsciously expect teens to fail in following-through on their responsibilities and commitments, again assuming that they will redirect their energies and attentions to

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anything that is more immediate and more exciting for them personally. Finally, even if we have successfully invited teens to join our programs and they have followed through on their commitments, we subconsciously resist delegating to them true power and authority to perform, instead constantly shadowing their efforts and suggesting alternative methods and options based upon the clichéd, “our experience as adults.”

Teens seek active, meaningful engagement in their communities. Numerous studies have highlighted teens’ desires and initiatives to work together with peers and adults as leaders in addressing the serious issues facing us as a society (Auck, 1999; Independent Sector, 1992, 1994, 1996, 1998, 2001; Safrit & King, 1999; Youth Service America, 1994). In return, they both experience intrinsic satisfaction and expect extrinsic rewards that enable them to be successful both today and into the future. Safrit, Scheer, and King (2001) provided an excellent discussion of how to develop meaningful service opportunities for engaging teens in their communities, taking into account teens’ unique developmental characteristics. According to the authors, “teens are more willing to actively engage in mixed gender groups and seek greater responsibility/decision making in what volunteer projects to conduct” (p. 19) as active partners in community-based programs.

Community-based organizations (including volunteer and service based programs) are excellent learning laboratories for teen citizens of our state to become engaged in volunteerism and service. Chambers and Phelps (1994) argued that community-based organizations have contributed a great deal to the development of youth actively engaged in their communities. The authors stated that the organizations provided opportunities for youth to “test their judgement under pressure in the face of opposition” and “to exercise responsibilities and perhaps to try out one or another of the skills required for leadership”

(p. 53). Youth engaged in social activism through volunteerism and service also increase cultural and social awareness and personal and social skills.

A Conceptual Foundation

There is an abundance of literature that, both pragmatically and conceptually, addresses the topics of positive teen development and leadership within community-based organizations and not-for-profit settings. Lofquist (1989) first brought our attention to the fact that teens should be approached as valuable resources (and not mere recipients of programmatic action) in addressing issues facing them and their communities. Bronfenbrenner (1989) approached adolescent development within the context of the individual teen’s larger real-world settings and environments. His bioecological theory identified four distinct systems encompassing the individual teen’s critical interactions with others and the environment: the microsystem (the setting in which the teen lives and where most direct interaction occurs, such as the family, peer groups, school groups, etc.); the mesosystem (entailing the teen’s direct interactions as a member of respective interacting microsystems); the exosystem (the overall social setting and culture in which the individual teen lives; while the teen may not have an active role in this system, it still affects the individual teen); and the chronosystem (the sociohistorical patterns of environmental events and transitions over the life of the teen that may affect her/him, such as divorce, working mothers, etc.)

The Iowa Life Skills Model (Hendricks, 1998) allows individuals developing programs addressing or involving teens to incorporate the development of targeted life skills into the program, skills that will prove beneficial to teen participants. A life skill is defined as any ability “individuals can learn that will help them to be successful in living a productive and satisfying life (p. 4). The model identifies four categories of critical life skills: think-

ing/managing (including ten individual skills); relating/caring (encompassing nine skills); working/giving (including seven life skills); and, being/living (addressing nine separate life skills).

Finally, the Search Institute's (2001) assets-based approach to teen development provides a strength-based approach to developing programs that effectively engage teens, rather than focusing on adolescent problems, deficits, and dysfunctions. The model identifies 40 critical factors for a young person's positive growth and development, organized into 20 external assets (that teens receive from people and institutions in their lives) and 20 internal assets (internal qualities to teens that guide the choices they make and create a sense of centeredness, purpose, and focus). The external assets include the four categories of support, empowerment, boundaries, and expectations; the internal assets include commitment to learning, positive values, social competencies, and positive identity.

Unfortunately, space does not allow for a more in-depth or detailed discussion of these three theoretical approaches to adolescent development. However, I encourage any volunteer or not-for-profit administrator or program manager seeking to engage teens as partners in community-based programs to seek out the original, complete references and become well versed in each approach. While neither approach is "better" than the other, they each offer critical insights and considerations regarding adolescent development within the context of program development and implementation. Further, they each provide a valid conceptual framework around which one may plan for the effective engagement of teens in community-based programs.

The "Four - E's": Empathy, Engagement, Empowerment, and Enrichment

In addressing the challenges to meaningful teen involvement highlighted earlier, and by carefully gleaming insights and confidence from theories of adolescent development, I

suggest an approach to engaging teens as community leaders with and through community-based not-for-profit organizations that involves what I call "the four E's" of working successfully with teens as community volunteers: empathy, engagement, enrichment, and empowerment.

As adults, we must challenge ourselves to empathize with both the real and perceived challenges a young person faces during her/his adolescent years. We have all experienced the rapid physiological, psychological, and societal changes that occur during the teen years. Such changes result in real and perceived concerns and issues which an individual teen must successfully address and overcome. Bronfenbrenner (1989) encouraged (and reminded!) us to consider the individual teen not merely in the context of their focused, episodic and (often) isolated role in a specific not-for-profit context, but rather as a young yet developing adult who must interact with numerous individuals representing differing (and sometimes conflicting) social units. He also forced us to consider the effects that larger social and world events may have upon teens in our organizations; the aftermaths of September 11, 2001 are poignant testimony to this reality.

Empathy is a critical quality for any adult who works with teens as parent, teacher, mentor, adviser, and (yes) colleague and partner in a not-for-profit setting. We must remind ourselves to actively listen to and truly value the ideas and concerns of teens, even if the ideas do not immediately resonate within our own adult realisms. Teens seek openness and understanding in a safe, positive environment; it is our responsibility as not-for-profit leaders to nurture such an environment in our organizations, our programs, and our day-to-day operations.

Teens also seek active, meaningful engagement in their communities. Numerous studies have highlighted teens' desires and initiatives to work together with peers and adults as leaders in addressing the serious issues fac-

ing us as a society (Auck, 1999; Independent Sector, 1992, 1994, 1996, 1998, 2001; Safrit & King, 1999; Youth Service America, 1994). In return, they both experience intrinsic satisfaction and expect extrinsic rewards that enable them to be successful both today and into the future. The Search Institute's (2001) assets approach provides a conceptual framework that links these two outcomes of positive teen involvement by focusing on the positive assets that teens need in order to be successful, and the role of community-based programs in providing them.

I believe that positive engagement is the most fundamental aspect of effectively working with teens as partners and volunteers in not-for-profit organizations. Safrit, Scheer, and King (2001) provided an excellent discussion of how to develop meaningful service opportunities for engaging teens in their communities, taking into account teens' unique developmental characteristics. According to the authors, "teens are more willing to actively engage in mixed gender groups and seek greater responsibility/decision making in what volunteer projects to conduct" (p. 19) as active partners in community-based programs.

Enrichment challenges us to focus not only on what teens may contribute to not-for-profit programs and organizations, but also what the programs and organizations can contribute to teen partners in return. Through its focus upon teens developing critical life skills through their active involvement in community-based programs, the Iowa Life Skills Model (1998) allows a program developer to deliver information and skill practice at an appropriate developmental level for teen participants, thus assisting teens in reaching their full potential as young adults.

Teens have dreams, goals, and plans for the future. Their involvement in not-for-profit programs and organizations should provide meaningful, enriching experiences that contribute to that future. While altruistic motivations are just as fundamentally important to

teens as volunteers as they are adults as volunteers, other motivations focused upon self-esteem and personal development may be even more critical to teens than adults. Teens are at a critical stage in their lives, developing the knowledge and skills base that will serve them in their future roles as partner, parent, worker, and citizen. Their participation in not-for-profit programs and organizations should serve to enrich and expand their knowledge and skills. Safrit, Scheer, and King (2001) concluded, "volunteer opportunities can enhance teens' career exploration, provide an opportunity to learn about themselves, and be included as a part of building a strong college application or job resume" (p. 19).

Finally, in order to effectively engage teens, we must empower them; we must challenge ourselves to delegate not only responsibility to our teen partners, but real power and authority as well. Of course as with any human being, teens will make some mistakes and poor decisions along the way. But this is when the aspect of empathy again comes into play, for who among us has not also made a mistake or rendered poor judgment in our organizational endeavors. Even when a teen fails in her/his responsibilities, the failure itself offers a valuable teachable moment for teen and adult partners alike. We must talk and work through and beyond any failures, again building new bridges of dialogue and understanding between teen and adult partners.

Focusing Upon the Big Picture

Teen empowerment is a challenging concept to many adults. Yet, contemporary research suggests strongly that actively engaging youth in decision-making roles can provide positive outcomes for not only the youth themselves, but also the sponsoring organizations and encompassing communities as well. In fact, "The Power of Youth" is one of five major programmatic initiatives recently developed by 4-H Youth Development as an outcome of its three-year national strategic planning process (National 4-H Council, 2002).

Zeldin et al. (2000) stated that "Effective decision-making in organizations, the research discovered, requires the complementary skills, experiences, and contributions of both youth and adults" (p. 3). However, effectively empowering teens requires a not-for-profit organizational culture that values the contributions of teens, and our own personal commitment to bringing that culture to life.

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Add Volunteering to the Mix of Balancing Work and Family: The Findings and Implications for Volunteer Administrators

Janet Fox, Ph.D.

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INTRODUCTION

Americans are generous with their time. The volunteer movement is strongly woven into the fabric of American society. As the involvement of the public sector in financing, administrating and delivering social services continues to be curtailed, the emphasis on the utilization of volunteers to complement and enrich service delivery is increasing dramatically. At the same time that resources are shrinking, community challenges are multiplying. The economic situations that result from declining resources are pushing decision making responsibilities back to local communities where empowered volunteers are getting things done (Andrews, 1995).

Despite a trend of increasing volunteer involvement since 1995, the Independent Sector (2001) reported a decrease in the number of volunteers in 2000. Studies have linked a lack of volunteer time to conflict with work and family issues. In the Prudential Spirit of Community Adult Survey (1995), volunteers reported a lack of time to volunteer because of competition with work and family. In their study of baby boomers and generation X'ers, Merrill and Safrit (1998) found that 42% of current volunteers and 52% of non-volunteers reported that vol-

unteering took them away from friends and family.

At the same time, the world of work and family are increasingly colliding. Research indicates that work and family have a profound mutual impact on each other. When women work outside the home, major changes and adjustments are being made within families, at the workplace, and in the volunteer arena. As individuals try to keep their jobs, meet lifestyle expectations, raise healthy children and stay financially afloat, life becomes complex to the point of collapse.

While a large body of research on balancing work and family roles exists (Amatea, Cross, Clark & Bobby, 1986; Bolger, DeLongis & Wethington, 1998; Galinsky, 1987; Galinsky, Bond & Friedman, 1996; Galinsky & Stein, 1990; Guelzow, Bird & Koball, 1991; Hughes & Galinsky, 1994; Hughes, Galinsky & Morris, 1992; Kirchmeyer, 1994; Menaghan & Vicary, 1990; Repetti, 1989; Rook, Dooley & Catalano, 1991; Rousseau, 1978; Skinner & Mc Cubbin, 1991; Tate & Davis, 1987; Zedeck & Mosier, 1996), little research (Fox, 1996) can be found on what effect volunteer responsibilities add to the mix of juggling multiple roles within a family. By exploring strategies

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used, situations encountered, and satisfaction experienced by volunteers, the present study provides baseline data on how volunteers manage the situations they face and the strategies they use to balance volunteer roles. Knowing more about how the roles interact is valuable to volunteer managers, employers, and families.

RESEARCH DESIGN

In this study, a mixed-model design was used to determine if relationships exist among the situations encountered, strategies used, and perceived satisfaction reported by Nebraska 4-H volunteers in balancing family, volunteer and work roles. The study describes the situation as the immediate environment and circumstances that volunteers encounter while volunteering. In addition, the study examines the frequency with which volunteers utilize specific techniques and skills or strategies in managing their roles (Fox, 2000).

The population for this study consisted of randomly sampled Nebraska 4-H adult volunteers. The total population of Nebraska 4-H volunteers was 12,841 which resulted in the use of the larger recommended sample size of 378 to assure confidence in the findings. To ensure the sample size needed at a 95 percent confidence level, the survey was sent to 820 participants. After two mailings, 356 surveys were returned for a return rate of 44 percent.

Content validity of the survey instrument was determined by a panel of experts and a focus group of north-central 4-H volunteers. Balancing work and family research coupled with volunteer research were utilized as a base for item development. The Cronbach Alpha scores of .7273 to .8749 were within the desired range of acceptance for these items. When compared to the pilot study, the study findings were consistent.

Descriptive statistics were utilized for item responses on the survey. For the collapsed data, the number of responses for each frequency (never, occasionally, sometimes, often and always) stated in the survey was calculated. The mean, range and standard deviation for each category was determined. The Spearman Rho Correlation was calculated to determine the statistical significance ($p < .05$) and the degree of the relationship between two variables.

THE FINDINGS

Situations

What situations do volunteers encounter most often while volunteering? For the purpose of this study, situations were defined as the environment and circumstances that the respondents encounter while volunteering. The survey explored this question by linking situations with the frequency they occurred utilizing a five-point Likert scale (1-Never; 2-Seldom; 3-Sometimes; 4-Often; and 5-Always). Volunteers were given a list of

TABLE 1:
The Top Ten Situations Experienced by Volunteers

Situation	Mean	Standard Deviation	Rank
Work in a supportive environment	3.87	.7656	1
Juggle several roles at one time	3.75	.9398	2
Handle family responsibilities while volunteering	3.67	1.021	3
Recognized for good work	3.48	.8681	4
Handle work responsibilities while volunteering	3.31	1.204	5
Work extended hours	3.25	.9704	6
Things are constantly changing	3.11	.9637	7
Schedule is hectic	3.11	.9806	7
Feel stressed	3.03	.9215	9
Overworked	3.00	.8906	10

situations and asked to indicate the frequency with which they experienced them. The situations were divided into six topical areas garnered from existing work and family research. These areas included: change, harmony, role conflict, stress, support, and role overload. Table 1 outlines the top ten situations experienced by volunteers listed in rank order by mean scores.

Not surprisingly, volunteers were most likely to encounter positive situations at a higher frequency while volunteering. Working in a supportive environment was the situation most frequently experienced in the volunteer setting. They were likely to be recognized for good work while volunteering. Overall, volunteering was a source of satisfaction more often than a source of stress.

As volunteers carried out their duties, they reported having more time for themselves. This was probably a result of becoming more efficient at handling both family and work responsibilities while volunteering. Handling family responsibilities in volunteer settings emerged as the most frequent role spillover situation.

Volunteer Satisfaction and Situations

Did the situations volunteers encountered have an impact on their satisfaction? The study explored whether relationships exist between situational factors and elements of satisfaction. Elements of satisfaction examined in the survey were feeling in control, experiencing balance, having a sense of completeness, feeling comfortable, being confident, having enough time for oneself and others, and feeling satisfied. Indicators of satisfaction were correlated with situations that volunteers encountered while volunteering. According to the results, situational factors had more of an impact on satisfaction than strategies. Working in a supportive environment and being recognized for good work were positively correlated with satisfaction. Working in a supportive environment was positively linked to feeling comfortable, com-

pleteness, being in control, balanced and feeling confident in one's abilities. Recognition for good work had the most impact on being comfortable, confidence in one's abilities, completeness, feeling in control and feeling balance.

Handling multiple responsibilities in various settings, a potential indicator of role conflict, was both negatively and positively associated with many areas of satisfaction. While some of the situations could be thought to produce stress, many of the situations examined in the study provided sources of satisfaction. On the positive side, being able to manage several roles at one time was favorably linked to experiencing a feeling of completeness in a volunteer setting. Juggling multiple roles was positively attributed to self confidence. Handling work responsibilities while volunteering was linked to being confident. Working extended volunteer hours was attributed to a feeling of completeness, satisfaction and balance.

While burnout was not experienced frequently by volunteers, burnout was the most negative situation experienced and was associated with lack of being comfortable, a lack of balance, lack of control, dissatisfaction, and not feeling complete. Decreased energy levels negatively affected being comfortable, having time for oneself, satisfaction and having time for others. Having unresolved conflict negatively impacted satisfaction and feeling comfortable. Being under a lot of pressure, feeling stressed and having too much responsibility were all associated with not feeling comfortable.

Strategies

What strategies do volunteers utilize to balance volunteer roles? Even with the proliferation of research on balancing work and family, there is comparatively little information available on strategies, specific techniques and skills use to manage roles, used by volunteers.

In reviewing the existing research, balanc-

TABLE 2:
The Top Ten Balancing Strategies Utilized by Volunteers

Strategies	VOLUNTEER SETTING		Rank
	Mean	Standard Deviation	
Keep lines of communications open.*	4.18	.6979	1
Work with others to get jobs done*	4.16	.7216	2
Am flexible**	4.14	.7711	3
Take care of important matters promptly*	4.06	.6977	4
Prioritize tasks*	4.06	.7484	4
Hang around positive people**	3.99	.6874	6
Break down jobs to get them accomplished*	3.92	.7817	7
Use resources to get jobs done*	3.91	.7911	8
Have realistic expectations**	3.80	.7929	9
Accept things I can't change**	3.69	.8181	10

Note: *- Management Strategies, **- Psychological Strategies

ing strategies found in key studies fell into two categories: psychological (Amateu & Fong-Beyette, 1987; Farhang, 1998; Galinsky, Bond & Friedman, 1996; McCubbin, Joy, Cauble, Comeau, Patterson & Needle, 1980; Skinner & McCubbin, 1991; Tate & Davis, 1987; Unger & Powell, 1980; Wiersma, 1994) and management (Amateu & Fong-Beyette, 1987; Farhang, 1998; Fox, 1996; Hall, 1972; Nieto & Clutter, 1999; Wiersma, 1994). In this research using a five-point Likert scale (1-Never; 2-Seldom; 3-Sometimes; 4-Often; and 5-Always), volunteers indicated the frequency they used a list of strategies related to balancing volunteer roles. In this study, psychological strategies included social support, adaptability and changing expectations. Management strategies included planning, priority setting and delegation. The top ten balancing strategies utilized by volunteers shared in table 2 below are arranged in order of rank determined by mean scores.

As illustrated in the table above, the top psychological strategy used to manage volunteer roles was keeping lines of communication open. Communication and working with others were frequently used strategies in this study. Volunteers were more likely to delegate or work with others to get things done. Associating with positive people was common in volunteer settings. The other psychological strategies of being flexible and

accepting things that one cannot change were used frequently.

The management strategies of taking care of important matters promptly and prioritizing tasks were commonly utilized by volunteers to balance roles. Breaking down jobs to get them accomplished was a management strategy that made the top ten balancing strategies list. Volunteers often use resources available to get tasks accomplished.

Volunteer Satisfaction and Strategies

To determine if relationships existed between strategies and satisfaction, Spearman Rho Correlations were calculated. While management strategies seem to be utilized at a slightly higher frequency, psychological strategies were more positively connected to satisfaction. Psychological strategies were present in all elements of satisfaction.

Building supportive networks was positively connected to satisfaction, completeness, feeling in control, having enough time for others, being comfortable, and being balanced in the volunteer setting. Hanging around supportive people was associated with feeling complete. Keeping lines of communication open was positively connected to having enough time for others, feeling balanced, being comfortable, being confident and completeness.

In a volunteer setting, having realistic expectations was positively associated with

feeling in control of life, feeling confident in one's abilities, being in balance, being comfortable, having time for others, satisfaction and completeness. Having realistic expectations was the strategy with the strongest link to having time for oneself. Accepting things one can not change was linked to feeling comfortable, satisfaction and completeness. Being flexible was associated with having enough time for others, feeling comfortable and satisfaction.

With the exception of having enough time for oneself, management strategies were linked to all measures of satisfaction. When looking at management strategies and satisfaction, taking care of important volunteer matters in a timely manner led to feeling in balance, being in control of life, completeness, satisfaction, feeling confident, having enough time for others and feeling comfortable. Prioritization of tasks was positively linked to being comfortable, feeling in control and feeling confident. Evaluating one's volunteer roles was linked to feeling comfortable, being confident, completeness, satisfaction, being balanced, having enough time for others and feeling in control. Setting long range goals was associated positively with being confident and completeness, feeling balanced, satisfaction, and having time for others. Breaking down jobs to get them accomplished was connected to being comfortable and being confident.

Using resources to get the volunteer job done was associated with feeling confident, being in control, completeness, being comfortable, feeling balanced, satisfaction and having enough time for others. Working with others while volunteering was related to having enough time for others, feeling confident and being in control of life. Delegating tasks, another strategy involving working with others, was linked to feeling confident.

IMPLICATIONS

Social Support

Social support has been connected to vol-

unteer commitment (Sargent, 1992) and to increases in psychological well-being that occurs when one volunteers (Van Willigen, 1997). Merrill and Safrit (1998) found that being around family and friends was a motivator to volunteering. Documented in earlier research, this study reinforces the importance of social support in the volunteer setting. Administrators of volunteer programs who wish to help volunteers balance multiple roles and support commitment to a volunteer role should evaluate and create service opportunities to promote social support. These opportunities should enhance family and friend participation. Staff should consider setting up social opportunities for volunteers and their families to meet others with similar interests. Social occasions for volunteers to become acquainted and build support networks can include working on teams, having meals together, arranging buddy assignments, and holding social events. Even connecting through technology to share ideas, successes and support is a great way to provide volunteers with social support. In forging new relationships and strengthening old relationships, volunteers can gain ideas and gather support.

Work Environment

This study reinforced earlier findings about the importance of the volunteer work environment (Culp & Schwartz, 1999; Larkin, 1996; Moen, Harris-Abbott, Lee & Roehling, 1999; Pettegrew, 1993). Situations should be continuously analyzed to determine if volunteers feel valued, recognized and supported. Staff should show appreciation for the impact that volunteers make on the organization. In evaluating the work environment, administrators should insure that the volunteer work setting environment and procedures are user- and family-friendly for those volunteers managing family roles. In an effort to make processes user-friendly, administrators should evaluate, streamline and/or eliminate meetings or paperwork to reduce time and stress.

In addition, administrators should focus on eliminating or modifying negative environments including physical, time and other barriers.

Communication

Volunteer administrators should enhance communication between staff and volunteers, including suggestion boxes and other avenues to open dialogue. Staff should practice active listening in which they paraphrase what the volunteer said to make sure they understand. Volunteers will have increased identification with the program when their opinions are heard and valued. As a result, an organization can expect a stronger commitment from the volunteer.

Recognition

This study reinforces earlier findings that support volunteers being recognized in multiple ways (Culp & Schwartz, 1999; Nelson, 1997; Sargent, 1992). Recognition should be customized to meet the volunteers' needs and delivered in a timely fashion. Highlighting a volunteer's specific skills and talents and positioning volunteers in roles which provide them personal satisfaction and enjoyment will be a source of reward. Reinforcing the volunteer's role in the organization and the importance of the service to the organization is important.

Priority Setting

Volunteer managers should communicate clearly the priorities for the organization and the philosophy behind these priorities. In order to help volunteers understand how priorities are established, administrators should communicate the philosophy behind these decisions. They can use evaluation questions linked to setting priorities such as: "Why is this important to do?" to increase a volunteer's understanding of organizational priorities. Staff should work with volunteers on setting priorities within their roles to keep them from being overwhelmed. The support for priority setting is consistent with earlier

findings (Duncan and Martoz-Baden, 1999; Moen, Harris-Abbott, Lee and Roehling, 1999; Nieto and Clutter, 1999).

Time Management

Master calendars are important management tools for volunteers. Administrators should provide volunteers with dates well in advance so they can implement long-range planning. Meetings should be scheduled based on their priority and purpose combining them whenever possible to wisely spend the volunteers' time. Events should be carefully distributed over a calendar period in order to have recovery time between projects. Awareness of other events happening in the lives of volunteers is another important part of balancing projects with downtime.

Resources

Consistent with early research (Hall, 1972; McCubbin, Joy, Cauble, Comeau, Patterson, and Needle, 1980; Unger and Powell, 1980), this study reinforces the need to provide volunteers with resources such as knowledge, tools, supplies, space, and equipment to do their job when they arrive. Creating an awareness of resources through modeling their use is an important step in helping volunteers utilize assets to make their job easier and more enjoyable. Resource libraries, trainings, scholarships and grants are all valuable resources which enhance the volunteers' ability to perform their tasks. Having resources available 24-hours-a-day via the web or telephone is another avenue to provide resources to support the volunteer.

Adaptability

Administrators should build flexibility into programs to provide volunteers with options to meet the current demands and expectations in their lives. Combining volunteering with family and job responsibilities is a creative way to be flexible. Focusing on the volunteers' potential to make a contribution to the community is paramount to their continuing volunteer involvement.

Conclusion

Using the information gained from this study, volunteer managers can design environments that better match the realities of life as we know it, thus increasing the individual volunteer's abilities to thrive. By purposefully designing a positive volunteer environment, the creation of a satisfied, committed group of volunteers is more likely to emerge. This study provides volunteer administrators assistance in building and developing resources and strategies to deal effectively with volunteers who balance multiple roles. Administrators should provide volunteers the tools to respond positively to the stress of the balancing act. Volunteers will benefit directly from the study results through increased knowledge about balancing multiple roles. As this information is applied to real-life situations, administrators and volunteers can apply strategies and situations that positively impact personal satisfaction.

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A Profile of Volunteerism in North Carolina*

James S. Guseh

Rebecca Winders

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The North Carolina Commission on Volunteerism and Community Services oversees a comprehensive array of federal and state-funded volunteer programs. To facilitate its work in planning, coordinating, and publicizing volunteer activities, the Commission needed detailed information about North Carolina volunteers. Thus, the North Carolina Central University Department of Public Administration conducted a study of the extent and scope of volunteering in the state, the demographic characteristics of volunteers, and the factors that promote or prohibit volunteering. The results of the research, summarized here, have important implications for volunteer administration in North Carolina and throughout the nation. A full report of the study is available on the North Carolina Commission's web site at <http://www.volunteernc.org/code/resources.htm>.

METHODOLOGY

For purposes of this study, volunteering means giving one's time, energy and talents to individuals, groups, or organizations without monetary compensation. This definition includes good deeds provided informally by one individual for another, as well as services provided to, or on behalf of, a formally structured group or public or non-profit organization. However, it does not include communi-

ty services performed for a salary or stipend (for example, the AmeriCorps program), even though the value of the services at market wage rates may be higher than the stipend paid. This definition is consistent with that used in the frequently cited national surveys conducted biennially for the Independent Sector (Brudney 1990, 2-3).

The data were collected in a telephone survey of 705 North Carolina adult residents aged 18 and over. The survey instrument was comprised of 19 chiefly forced-choice questions designed to 1) identify volunteers and how much time they contribute; 2) examine the activities and organizations in which volunteers work; 3) explore factors that motivate or discourage volunteering; and 4) describe the demographic characteristics of volunteers. In contrast to open-ended questions where respondents answer in their own words, forced-choice questions require respondents to choose from among specified answers.

Interviews lasted approximately 10 to 12 minutes and were conducted during December 2000.¹ To maximize the response rate, up to 15 attempts were made to reach each respondent, mostly during evening and weekend hours. Overall, the completed response rate was 37 percent. Of the households called, 36 percent did not answer after multiple attempts, and 27 percent declined to par-

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ticipate in the survey. A comparison of the characteristics of the respondents in the sample with the state's population indicated that the sample is reasonably representative. The estimated rate of volunteer participation is accurate within a margin of error of plus or minus 3.7 percent.

FINDINGS

Estimates of Volunteers and of Time Contributed

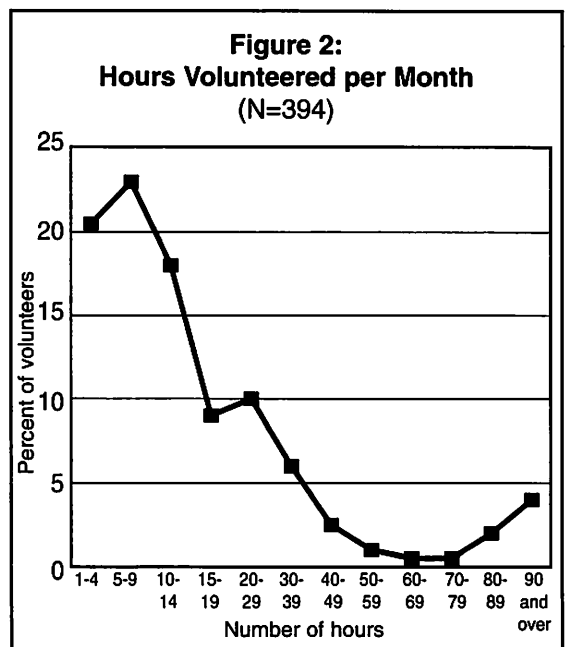
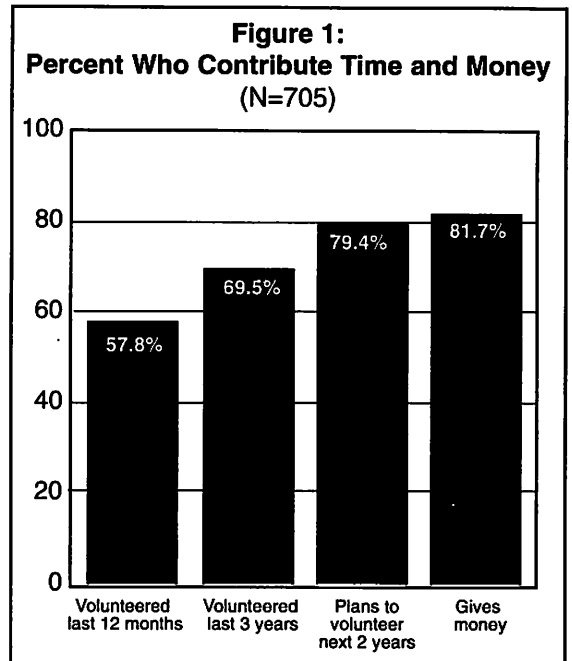
Figure 1 summarizes the extent of volunteer participation across North Carolina. About 58 percent of survey respondents report that they have contributed their time and energy to volunteer activities in the preceding 12 months, and nearly 70 percent had volunteered during the past three years. Almost 80 percent of respondents plan to volunteer within the next two years.

On average, those who had volunteered within the past 12 months report contributing 17.2 hours per month or 4.3 hours per week. However, as Figure 2 shows, the variation in amounts of time volunteered is substantial. Half of the volunteers give 10 hours or less per month, while only one in 10 contribute 40 hours or more per month.

The extent of volunteering found in North Carolina is in line with estimates generated by recent surveys of other areas. For example, the Independent Sector's nationwide survey of 1999 found that 55.5 percent of the adult population volunteered in 1998. A survey of Ohio residents in 1993 (Safrit 1998), estimated that 58 percent had volunteered in the previous 12 months. A 1997 survey of Michigan residents found that 41 percent had volunteered during the past year (Tomlinson and Wilson 1997). The North Carolina estimate of 4.3 hours contributed per week lies between the national estimate of 3.5 hours and the Ohio estimate of 5.25 hours.

Survey results on volunteerism rates and hours contributed can be used to assess the economic impact of North Carolina's volunteers. Applying the sample proportion volunteering (.578) to the state's adult population,

an estimated 3.5 million North Carolinians volunteer annually. They contribute more than 60 million hours of work per month, the equivalent of more than 400,000 employees working the average number of hours for pay monthly. This volunteer labor expands the formal, paid workforce by approximately 11 percent. Given the national average hourly wage rate (\$13.83) stated in the 2001 Economic Report of the President, the North Carolina volunteers contribute services worth more than \$835 million each month.²



The Demographics of Volunteering

Table 3 presents data on variations in the rates of volunteering among various demographic groups. Volunteering is highest among adults who are middle-aged and older, white, married, well educated, and from households with above average incomes. These findings are quite consistent with those of national surveys.³

Activities and Organizations Involving Volunteers

Volunteers perform a wide range of tasks in many organizational settings. The typical volunteer is involved in at least two of the four general activities examined. Nearly three-fourths of all the volunteers work one-on-one or in close contact with clients, performing

services such as delivering meals, providing transportation, coaching, tutoring, or baby-sitting. Fifty-six percent provide general organizational support through activities such as answering the telephone, preparing mailings, or maintaining buildings and grounds. Slightly more than half of the volunteers assist with raising funds by canvassing door-to-door, writing grants, or helping with special fund-raising events. Finally, 48 percent work in some leadership capacity, serving as board members, officers, committee chairs, and trainers.

The most pervasive form of volunteering, involving four out of five of all volunteers, is informal assistance provided by one individual to another. Among formal organizations, religious groups attract the largest numbers of

TABLE 1.
Sample Characteristics Compared with N.C. Population

Categories	SAMPLE		N.C. POPULATION*
	Frequency	Percent	Percent**
Race, ethnicity			
White, non-Hispanic	517	75.0	70.2
African-American	119	17.4	20.4
Hispanic/Latino	17	2.5	4.7
Native American	15	2.2	1.2
Other	20	2.9	3.6
Total	689	100.0	100.0
DK/NA	16	-	-
Gender			
Male	292	41.4	48.3
Female	413	58.6	51.7
Total	705	100.0	100.0
Age			
18-29	125	18.1	23.2
30-59	418	60.4	55.6
60 +	149	21.5	21.2
Total	692	100.0	100.0
DK/NA	13	-	-
County Type			
Metropolitan	405	57.4	67.4
Non-metropolitan	300	42.6	32.6
Total	705	100.0	100.0
Region			
Mountain	235	33.3	16.3
Piedmont	235	33.3	56.0
Coastal Plains	235	33.3	27.7
Total	705	100.0	100.0

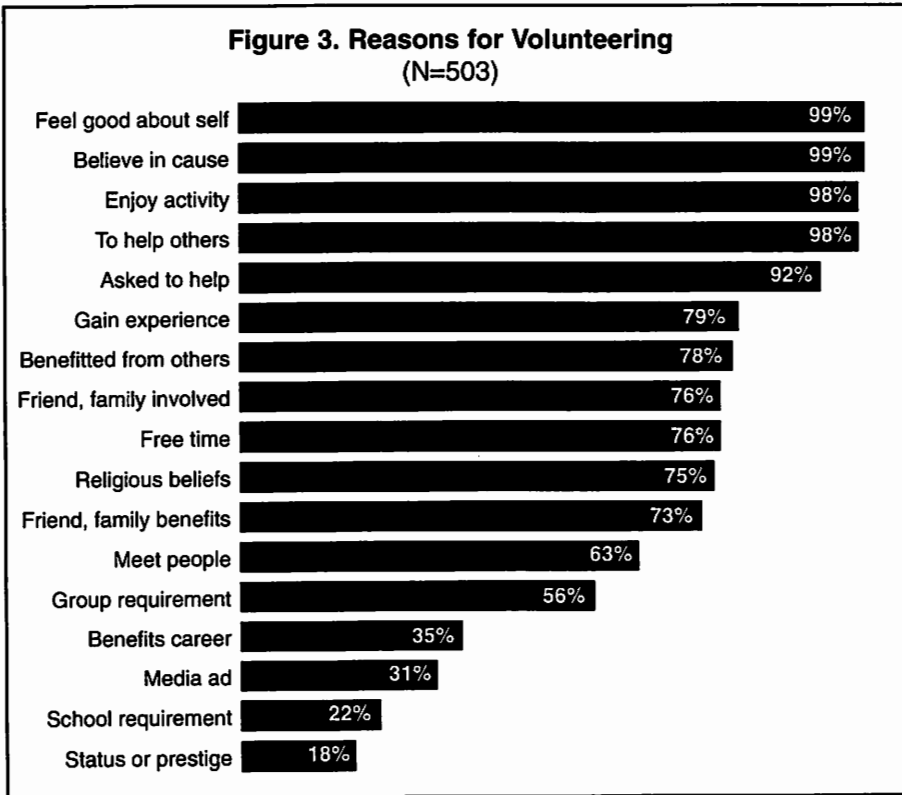
volunteers, followed by educational institutions and health and human services programs. The typical volunteer works in four different types of organizational settings over the course of a year.

Factors that Motivate and Discourage Volunteering

To design effective strategies for recruiting and retaining volunteers, an understanding of the reasons individuals volunteer and the factors that discourage participation are important. In the survey, all respondents who reported volunteering within the preceding three years were asked whether a series of reasons for volunteering applied to them. Figure 3 shows the percentages who answered “always” or “sometimes.”

Findings on motivations for volunteering can be interpreted in terms of four theoretical concepts from social psychology. First, results show that altruism is the most widely accepted motivation for volunteering. More than nine out of ten North Carolina volunteers (99 and 98 percent, respectively) say that they are motivated by a belief in a good cause and

a desire to help others. Three quarters cite religious belief as a reason for donating their time. Secondly, survey responses indicate that service to others provides important personal rewards for volunteers themselves. Nearly all (99 and 98 percent, respectively) agree that the boost in their self-esteem (feeling good about themselves) and enjoyment of the activity itself are reasons for participating. The desire to learn and gain experience (noted by 79 percent), to fill free time productively (76 percent), and to meet people (63 percent) are also important reasons. Third, strong social networks⁴ encourage volunteering. Volunteers surveyed indicate that they work because someone asked them to help (92 percent), because they have received help and want to reciprocate (78 percent), or because friends or family are volunteering (76 percent) or are benefiting from volunteer services (73 percent). Somewhat over half (56 percent) are encouraged to volunteer by the expectations of a group with which they are associated. Requests and information originating in a network of acquaintances appear far more effective in promoting volunteer participation than media advertising, which is a factor in the decisions of less than a third (31 percent) of volunteers. Fourth, relatively few volunteers report using volunteering instrumentally to achieve something else they value. Among these are the 35 percent who are motivated by anticipated benefits to their careers, and the



22 percent who are motivated by a school requirement.

Figure 4 summarizes survey responses about barriers to volunteering. Respondents who had not volunteered at all in the previous three years were asked why, and those who had volunteered were asked why they did not contribute more time. For both groups, time constraints appear to be the most prevalent barriers. Roughly four out of five respondents say that they are “too busy” to volunteer or volunteer more, and two-thirds report conflicts with work or school hours. Just as strong social networks encourage volunteering, insufficient social interaction tends to limit participation. More than three-fifths of respondents do not volunteer because no one has asked them, and nearly half do not want to volunteer alone.

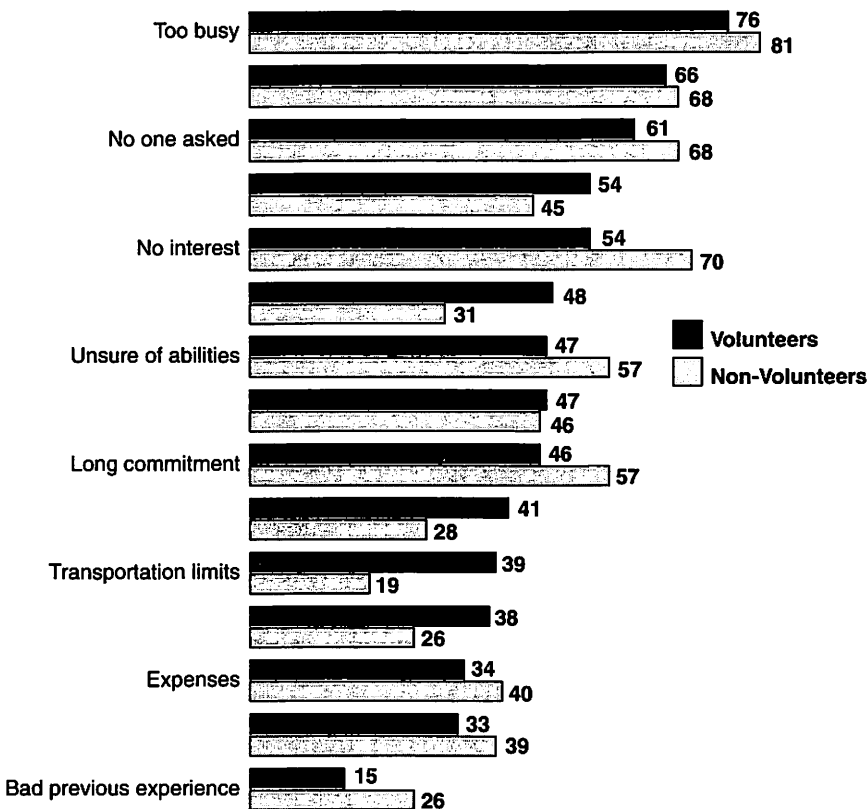
Basic physical and financial barriers, such as inaccessible facilities, health limitations, transportation, out-of-pocket expenses, and

concerns about personal liability or insurance coverage affect smaller proportions of respondents. Insurance concerns, handicap access, transportation, and health limitations deter 38 to 48 percent of non-volunteers from undertaking volunteer activities.

Dissatisfaction with previous volunteering is the reason given by the smallest proportion of respondents. Bad experiences in the past discouraged 15 percent of non-volunteers from contributing any time, and 26 percent of volunteers would have contributed more time had they not been frustrated by such experiences. These findings contrast sharply with those of a national survey sponsored by the United Parcel Service Foundation that two out of five former volunteers stopped volunteering because of poor volunteer management practices (Fleishman-Hillard Research, 1998).

An examination of variations among demographic groups in motivational factors

Figure 4. Reasons for Not Volunteering (Non-Volunteers) and Reasons for Not Volunteering More (Volunteers)
(N=700)



revealed several noteworthy patterns. First, factors encouraging and discouraging volunteering differ according to the age of the respondent. Desires to learn and get experience and to reciprocate for services that have benefited them are stronger motivators for young adults (aged 18-29) than other age groups. Religious beliefs, available free time, and desire to meet other people are important for seniors. Health problems discourage volunteering among older respondents, and lack of transportation is a barrier for a sizable minority of both senior citizens and young adults. Second, respondents with less education are more concerned than others about personal liability. Worries about insurance coverage are a deterrent for 59 percent of those who had not completed high school, compared with 29 percent of college graduates.⁵ Finally, liability concerns and lack of transportation are more widespread barriers for African-Americans than for other racial or ethnic groups.

CONCLUSIONS

The results of this study have important implications for the design and management of volunteer programs in the state. Overall, volunteerism in North Carolina is extensive and growing. State and local volunteer agencies should be cognizant of this and plan accordingly. Survey results indicate that approximately six out of ten adults volunteered in 2000 and that an additional 22 percent intend to contribute time in the next two years.

Nearly all volunteers are motivated by a desire to help others and by belief in a cause. Survey results also support the idea that strong social networks tend to promote volunteering. These findings imply that personal contact is the most effective tool for recruiting volunteers. Media advertisements tend to reach relatively few. Practical matters of transportation, accessibility of facilities, out-

of-pocket expenses, and insurance are among the less frequently reported barriers to volunteering, but each of these factors affects more than a quarter of potential volunteers.

These findings from North Carolina are generally consistent with evidence from national surveys and studies of volunteering in Ohio and Michigan. Similar studies of other areas are needed to provide the volunteer management profession a more comprehensive understanding of regional variations in volunteering.

ENDNOTES

¹The questionnaire was administered by professional interviewers who received training in purposes, definitions, and procedures specific to this research to supplement their general interviewing skills.

²North Carolina Population 18 and over was 6,085,266 according to the 2000 Census of the Population. Multiplying this number by the .578 proportion of respondents who volunteers equals 3,517,284 volunteers. Volunteering an average of 17.2 hours per month, they contribute 60,497,280 hours. According to the 2001 Economic Report of the President, the national average hours worked per week was 34.4(147.9 hours per month) and the average hourly wage was \$13.83 for all employees in private non-agricultural industries for the third quarter, 2000 (state averages for these measures are not available). The N.C. Employment Security Commission's most recent estimate (April, 2001) of paid employment in the state is 3,811,400.

³For a review of previous research on the demographics of volunteering, see J.S. Guseh and R. Winders (2001).

⁴See J. Wilson (2000) for a review of research relating social networks and volunteering.

⁵Percentages in this paragraph refer to volunteers and non-volunteers combined.

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CyberVPM, or Networking at the Speed of Light

By Nan Hawthorne

All reluctance from the “people” people of our profession aside, the Internet has increasingly held two major benefits for practitioners of the management of volunteer resources: the speed and ease of communications, and the ability of a single individual to initiate group effort on a global scale. The potential for beneficial connections between people are virtually without boundary. Thus has been the story of the CyberVPM online discussion group, the first continuing network of its kind and arguably one of the most far reaching tools this profession has ever had. On its latest evolution into a resource offered by the international Association for Volunteer Administration, I offer this short history of the groundbreaking email discussion forum.

In February 1996, as the Internet, although in actuality over 40 years old, was just beginning to make inroads into volunteer programs, a group of leaders met in the Pacific Northwest to discuss and plan ways to take the profession of volunteer resources management to new levels of outreach. The occasion was the DOVIA of King County annual conference near Seattle. Chief in advocating for using the Internet to advance the profession in Washington State were internationally known trainer and writer Nancy Macduff, DOVIA president and local social entrepreneur Patti Mullen, the energetic and cheerful state capital area leader and influencer of governors Chuck Hennigan, and me, among

many other luminaries of Northwest volunteer management. What started as a plan to connect volunteer leaders in Washington State became two important entities: DOVIA Washington and CyberVPM.

If truth be told, CyberVPM took a long time — and a radically different path — before it took the shape it needed to begin connecting people. In fact in my typically volatile manner, after several months I took the whole project entirely into my own hands, and started the infant CyberVPM as my own property, in the nebulous way discussion groups online are “owned” by individuals. I did have others’ support, but never felt I had the official sanction of DOVIA of King County or the fledgling DOVIA Washington. It became apparent soon after the birth of CyberVPM in August 1996 that to be useful CyberVPM had to grow beyond Washington and even beyond the northwest.

The CyberVPM that saw the light of day for the first time that August was a “manually” distributed list. That is, emails intended for the entire discussion group came directly to me. I then forwarded each message to everyone who had requested to be on CyberVPM by putting every individual’s email address in the “blind copy” field of the address block of the outgoing email. The group started with about two dozen people but others began to hear of it and asked to join. The CyberVPM map grew first to the

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Pacific Northwest then to the Western U.S. and Canada, and then the world. Subscriber-ship jumped to 50, then 100. At 200 it became time to look for an automated distribution method.

In December 1996 I contacted America Online's "Give Back to the Net" program, with which I was familiar from an earlier discussion group I had helped run. The program provided certain qualified groups with access to the top of the line distribution software, Lsoft's(tm) listserv. CyberVPM was readily accepted and moved to the listserv, allowing it to grow more rapidly. With 200 subscribers it was clear we had reached "critical mass" as discussion built and snowballed. Since that time there has never been any debate that CyberVPM is one of the most active, energetic and intelligent online discussion groups anyone who has participated has known. At its most active, CyberVPM could boast about a dozen posts a day.

In May of 1997 I set up the website also known as CyberVPM to enhance the discussion group's effectiveness as a resource. CyberVPM became CyberVPM.com, a for-profit company with Internet resources and me as a trainer. Nevertheless the rich vitality of CyberVPM is, and has always been, its members and in particular those who have participated so willingly and well.

Over the years CyberVPM has exemplified the natural inclination to help and support others in the profession so characteristic of VPMs. Many messages on CyberVPM are from new professionals seeking advice, guidance and tools, and few if any have ever been disappointed by a meager response. When a subscriber asked for information on outcome evaluations, she got it in full. When another asked about legal questions surrounding applicant interviews, it was supplied in abundance. The mentoring role of a professional network has been well fulfilled in the electronic signals that make up communication via the Internet.

CyberVPM has been a place for discussion of the profession and its standards and — yes — controversies. We have discussed and debated standard setting, national volunteerism initiatives, recruiting for diversity, the value and nature of recognizing volunteers, and many other topics including the lack of awareness of the nature of volunteer resource management in our organizations and our communities. About once or twice a year our two most consistently and hotly debated topics would surface: mandatory service requirements and the recruitment and management of disabled volunteers. (As I am severely visually impaired I have always lent to the fuel on the latter fire.) Much to my surprise it was my own CyberVPM that took up a hot debate over whether the holiday I founded, International Volunteer Manager Appreciation Day, was a worthy means to the end of recognition of our profession.

CyberVPM has received plenty of recognition in its six years and counting. The first was an Award of Excellence from Victim-Assistance Online. Readers of the popular *Nonprofit Nuts and Bolts* chose CyberVPM as their favorite volunteer management resource. *The Los Angeles Times* chose it as the "Pick of the Day" for its web-based volunteer resources. I was honored with the Dufort Award of Excellence in Volunteer Management and became a biographee in *Who's Who in America*, largely as a result of the esteem in which my creation itself is held. Perhaps the highest honors came, however, through the recognition the high level of authority and authenticity its members displayed when its posts were quoted in a *Journal of Volunteer Administration* article on mandatory service requirements and throughout the Jarene Frances Lee and Julia M. Catagnus book, *What We Learned (The Hard Way) About Supervising Volunteers*. The purchase of CyberVPM by AVA caps the honors as CyberVPM is drawn into the bosom of our officially recognized association.

CyberVPM owes everything to its many influential supporters. Nancy Macduff was there at the beginning and remains a staunch friend. Energize's Susan J. Ellis has lent her globally respected voice to the broad recommendations of CyberVPM as a professional tool. Other respected trainers and writers have participated generously, such as Steve McCurley, Mary V. Merrill and Lance Hood, and of course the resource extraordinaire, Jayne Cravens of UN Volunteers. Lane Codrington of VolSoft helped win the costs of what has never been a "successful business" from a fiscal standpoint. The names of all who made up CyberVPM and its success are far too many to list here. But I cannot forget to mention those who've put their support to work as volunteer moderators, doing all the actual work for many months.

CyberVPM has had its ups and downs, primarily due to transitions from one distribution service to another. In an effort to free CyberVPM from certain inherent constraints, I have moved it several times over the years. Each time the normal confusion and discomfort with change has ruffled member feathers. And the glitches have taken their toll. In spite of all this, we have held at about 700-900 subscribers for several years. Miraculous in the world of Internet discussion is the consistently pacific nature of discussion. I have never kicked a member out, although I came close once with a subscriber whose posts were less than polite. Unlike the vast majority of email lists, CyberVPM has never stooped to angry recriminations and insults, obscenity, threats, spam, offlist mutiny or other common ills.

How do I account for CyberVPM success? I give much of the credit to the naturally cooperative nature of volunteer resources managers. The day-to-day character of CyberVPM has always been positive, constructive and notably intelligent. Not being afflicted with inordinate modesty, I am prepared to take some of the credit. The fact that in "iffier" times I stuck with it day after

day has a lot to do with its longevity. I also applied my personal values to how CyberVPM was run. My motto is "Censor the reading, not the writing," stressing individual choice and responsibility in a medium so easy to control the output. The emphasis has always been on the quality of the "product" rather than controlling the content.

CyberVPM is the second community I have built and let go. The first lasted over twelve years before it was time for me to go on to other things. And that is half of the story for my stepping away from CyberVPM after six years — an eon in Internet terms. I am, in a nutshell, retiring from volunteer resources management to pursue the career I've dreamed of since I was a child, writing for a living. Ironically I found the new and rewarding work I do now for eSight Careers Network www.eSightCareers.net through someone on CyberVPM.

The other half of the story holds the future for CyberVPM. For years I believed CyberVPM should be a project of AVA, adding global Internet networking to its other efforts to build the profession of volunteer resources management. AVA is THE proper home for networking on this scale. AVA believes so strongly in CyberVPM that it is devoting staff time to manage it. AVA is committed to keeping CyberVPM open, and recognizes in past policies the benefit to keeping CyberVPM well regulated and free. I could not have hoped for a better outcome when I sat in the conference room in Shoreline in February 1996. To CyberVPM I say, "May the wind be always at your back."

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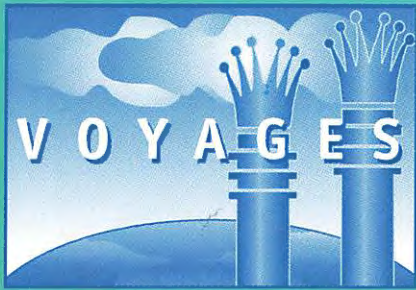
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