

COMPETENT LEADERSHIP

PROFESSIONALISM

COMMUNITY CATALYSTS

MULTI-SKILLED

ORGANIZATIONAL CAPACITY-BUILDING

ADVOCATES FOR THOSE WHO SERVE

EMPOWERMENT

MAXIMIZING COMMUNITY RESOURCES

VOLUNTEER RESOURCE DEVELOPMENT



ASSOCIATION FOR VOLUNTEER ADMINISTRATION

1998 YEAR IN REVIEW

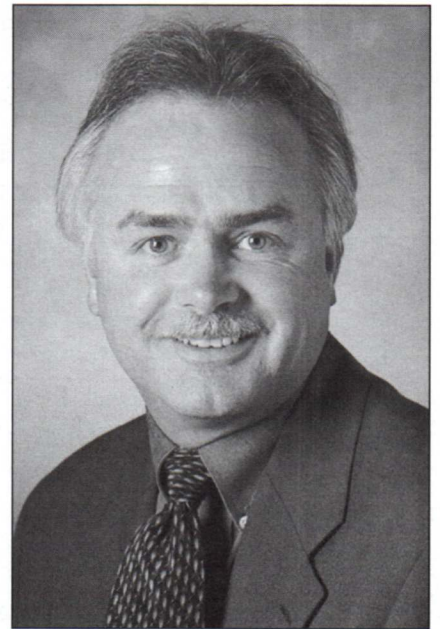
MESSAGE FROM THE PRESIDENT

—MIKE NEWMAN

I am very pleased to share with you this annual report of AVA's recent progress!

The past year was a turning point for our Association. These pages highlight major changes in direction and fortune, and I hope you will join me in feeling pride in today's AVA. While we revere our past, we are excited about our new relationships, new structure, new uses of technology, new products and new initiatives to strengthen the profession of volunteer administration. These activities, *driven by the efforts of AVA members*, reflect an organization on the move, adapting to current realities, and poised for an even better tomorrow.

On behalf of AVA's current record membership of almost 2000 leaders worldwide and its board of directors, it is a privilege and honor to offer this report. Read. Enjoy. Take pride in the AVA you are helping to develop through your membership and active involvement.



MESSAGE FROM EXECUTIVE DIRECTOR

—KATIE CAMPBELL, CVA

This was a year of fresh beginnings, reconnections, and significant growth. The transition to our new office arrangement provided the opportunity to review old records and historical files, revise some basic operational systems, and strengthen our internal structure that supports the day-to-day work of AVA. My goal has been to understand exactly how we spend every dollar, develop reporting systems that provide solid tracking information, reverse declining membership, and begin to build long-term financial stability. This has been achieved.

Much time has also been spent on "making connections:" connecting members with other members when they need a specific type of help or expertise...connecting newcomers to our profession with resources to help them do their job...reconnecting with former members who wish to re-join...developing strategic relationships with other organizations that share our belief in the power of citizen service and volunteerism. All of this has stimulated increased visibility, credibility, and resources for AVA.

By inviting more members to become involved in the work of the Association, we have been able to progress on many important projects. As you can see from the long list of involved members, AVA consists of many hands, minds and voices. We owe them a tremendous "Thank You" for giving to their profession amidst all the other important demands on their time.

My first year as Executive Director has been busy, challenging, and gratifying. I am grateful to the Board of Directors who have worked in partnership with me so diligently and enthusiastically, and to the hundreds of AVA members and colleagues who have contacted the office via phone calls, e-mails and faxes – don't ever stop! I remain eager to serve you as we face the future together.



PARTNERING FOR PROFESSIONAL EXCELLENCE

The new structure of Affiliated Networks, launched in 1997, was improved and expanded during 1998. Consistent with its goal to foster positive relations with local and regional networks of volunteer administrators by offering organizational affiliation with AVA, we recognized the need to modify the terms of affiliation as they had been originally established. A task force was formed to review the original affiliation agreement and recommend additional benefits that would support local networks. This resulted in a revised agreement which more effectively reflects a mutually beneficial relationship.

Organizations who became Founding Network Affiliates in 1997 and 1998 are:

- Greater Richmond Association for Volunteer Administrators
- New York Association for Volunteer Administration
- Greater Williamsburg Association for Volunteer Administrators

- Southeastern Virginia Association for Volunteer Administration
- York County DOVIA (Maine)

(As of this writing, there are a total of 18 Affiliated Networks.)

Watch Us Grow!!

1997 = 1300 Members

1998 = 1622 Members

(As of June 1999, 1830 members)

Attendance at 1998 ICVA in
Dallas/Ft. Worth, Texas = 1,021

Journal Subscriptions: Member = 991
Non-Member = 374
Total = 1365

PROVIDING PROFESSIONAL DEVELOPMENT AND ADVOCACY

Ethics: The 3rd Edition of the AVA Statement of Professional Ethics in Volunteer Administration was published, with minor revisions. Members were surveyed to assess the need for changes in format or content. Several workshops were presented on ethical practices in the field. A mini-poster of professional ethical principles was unveiled at the October conference, and is now offered as a member benefit.

Professional Issues: The former "public issues" aspect of AVA has been redefined to focus attention on issues that are important to the day-to-day work in our profession rather than legislative activity. This approach is better suited to AVA's role as an international association, and enables the Association to provide more practical assistance to members. Input was solicited from members and conference attendees on the challenges they are encountering, and a plan is being developed to facilitate dialogue and organizational response. Professional issues are now given regular attention in each issue of the member newsletter.

Certification: The newly-formed Certification Technical Advisory Council reviewed the recommendations made by the 1995 task force on certification redesign, and developed a 3-year implementation plan for revising and expanding the AVA credentialing program. Key elements of the plan include: stronger linkages to educational course work; greater emphasis on ethics; a more user-friendly process; and a format that lends itself to on-going professional development. (Note: Under the new plan, the CVA credential will remain the same and all current CVA's will retain their status.) As part of the review, AVA members and conference attendees were asked to review the current competencies for relevancy and clarity. The results of this survey are being used to update the performance criteria upon which the certification program is based. Funding is being sought to support the implementation of the new plan, including staff resources. Ten workshops and presentations on certification were made throughout North America during the year.

Educational Endorsement: The application procedures and forms for this activity were revised in order to ensure consistency in the review process and reduce the burden for colleges and universities applying for endorsement of their curricula. Work was also begun on updating AVA's database of higher education opportunities in volunteer administration.

International Conference on Volunteer Administration:

Fifty past and current leaders involved in planning the AVA annual conference were surveyed for ideas on ways in which conference content and procedures might be improved.

The goal of this review was to ensure that the conference remains relevant and accessible to the full range of today's professionals. Several recommended changes were implemented at the highly successful 1998 conference in Texas, including a series of "Challenge" institutes aimed at the more experienced professional. Additional changes are underway

Conference Comments:

"Refreshing! I feel recharged and re-energized."

"Wonderful learning experience, great networking, and a perfect opportunity to meet the professionals in the field of volunteerism."

"Appreciated the diversity in agencies. People were friendly, open and willing to share..."

with the 1999 and 2000 conference planning committees, including increased support from the AVA office in the areas of marketing and resource development.

The State of the Profession: A revision was begun of the publication, Profile of A Profession: Volunteer Administration, incorporating more current information. In response to demand from the field, salary information and sample position descriptions were compiled and made available upon request. AVA also contracted with Dr. Jeffrey Brudney at the University of Georgia for a new international survey on the profession, to be conducted during 1999.

The Journal of Volunteer Administration:

Early in the year a task force was appointed

to develop recommendations regarding the future of this publication. A reader survey was conducted and several task force recommendations were approved by the board, including the start of a search for an external publisher. The Journal's guidelines and policies were shared with a consultant for inclusion in a study of 38 professional journals. The editor-in-chief also worked with ERIC, the Clearinghouse on Adult, Career, and Vocational Training at Ohio State University to produce a special "Trends and Issues Alerts" publication on volunteer management. In response to requests for permission to post Journal articles on the internet, a policy and agreement form were developed to allow this activity within certain limitations. Highlights of this year's issues of The Journal included: articles by authors from Bangladesh, Canada, Denmark, the Netherlands and Venezuela; an "internet dialogue;" and a survey to gather data about foundation support for volunteer programs.

Those Certified in Volunteer Administration in 1998:

Nancy Heister, CVA

Barbara MacKenzie, CVA

Eleanor Tice, CVA

Donna Urbansky, CVA

Andrea Dabbs VanBergen, CVA

Cynthia Welch, CVA



1998 Conference Planning Committee - Texas

COLLABORATING WITH COLLEAGUES

In August, AVA hosted a meeting with leaders from the Canadian Administrators of Volunteer Resources and several provincial professional associations to learn more about each other's activities and establish a more collaborative relationship. Areas discussed included: strategies for managing and responding to issues affecting our profession; forecasting trends and stimulating proactive action; certification; strategies for celebrating the International Year of the Volunteer 2001; and establishment of on-going communication.

AVA became a Collaborating Organization with American Humanics, Inc., a campus-based national organization that prepares and certifies future nonprofit professionals to work with America's youth and families. Elements include a reduced membership rate for AH Campus Directors, waivers of exhibit fees at each other's conferences, two complimentary conference

scholarships, and mutual exchanges of information.

A collaboration agreement was also signed with the American Society of Directors of Volunteer Services of the American Hospital Association to encourage on-going communication and joint efforts on issues of mutual interest. Areas to be explored include certification, training, conference participation, and member discounts.

Finally, discussion was initiated with the Points of Light Foundation to explore potential areas of collaboration and mutual support. An agreement was signed in early 1999 acknowledging that both organizations have distinctive yet complementary competencies, that each occupies an important niche, and that both can benefit from working together.

RECOGNIZING EXCELLENCE

AVA once again honored leadership and professionalism in volunteer administration through its 1998 awards program.

The recipient of the the **Volunteer Administrator of the Year Award** was **Mary Mulligan**, long-time Director of Volunteer Administration for the Barbara Ann Karmanos Cancer Institute, formerly the Michigan Cancer Foundation. For the past 44 years Ms. Mulligan has worked as both a volunteer and an employee to recruit volunteers and generate community interest in the battle against cancer. Her truly innovative approach to problem-solving led to the development of numerous unique programs, some of which set the standard for volunteer administration practices of today.

Two organizations were awarded the **AVA Organizational Service Award** in recognition of their commitment to community service and volunteerism. **The Idaho Press-Tribune** has adopted the philosophy of "In Touch — In Tune — Involved," demonstrating ongoing support for community engagement. Serving the population of Canyon County within an area of 603 square miles, articles related to volunteer activities and

service to the community appear virtually every other day, while feature articles and editorials related to these topics are often found on the front page. In the words of the nominator, "The energy and can-do attitude throughout the county must be attributed to the way this newspaper covers its beat...It is an outstanding model of what every community newspaper should be."

The second Organizational Service Award was given to the **Courage Center** in Minneapolis, Minnesota, a renowned rehabilitation facility serving those with physical disabilities and sensory impairment from around the world. With over 2400 volunteers at work in 70 programs, the Courage Center stands as a model of volunteer program excellence in many ways: its Volunteer Leadership Council representing all departments where volunteers are involved; extensive in-house training for all staff and volunteers; effective utilization of people with disabilities as volunteers; and extensive collaborative efforts with community businesses and organizations. Most importantly, the base of strength emanates from executive level support substantiated by budget, organizational structure, and performance evaluation of staff based on volunteer supervision.

INCREASING OUR PLURALISM

The following activities were conducted in an effort to make AVA more inclusive and responsive to the rich diversity of our profession:

- Adopted and disseminated an organizational Statement of Inclusiveness to guide all future Association activities.
- Developed a process to identify current characteristics of board members and assist the work of the Nominating Committee, ensuring a greater diversity among AVA leadership.
- Began work on developing a "leadership/skills bank"

ENHANCING OUR COMMUNICATION AND VISIBILITY

- A new bi-monthly newsletter, Member Briefing, was initiated with expanded content, and a new brochure was produced with assistance from members on content and graphic design.
- Information was added to the AVA web site as internet activity steadily increased. A web site philosophy statement was developed, a webmaster was recruited, and plans for web site expansion set in motion.

STRENGTHENING OUR INTERNAL OPERATIONS

The new headquarters office was established in Richmond, Virginia staffed by a full-time executive director. Additional support is provided by part-time clerical help, volunteers, and contracted bookkeeping and database management services. This change in staffing allowed for several operational activities:

- The deficit was eliminated and the year ended with a surplus cash reserve.
- A revision of the AVA chart of accounts to improve tracking of revenue and expenditures. Options for ways to reduce fees on exchange of international funds were explored and a new credit card processing system was established.
- Re-examination of the Association's geographical structure and delegate voting system, with alternatives

to facilitate networking among members. Information will be collected from members and placed in a new database, eventually accessible via the internet. New software was identified which will greatly improve the Association's ability to maintain accurate and complete records on members, committees, subscriptions, certification, and other activities.

- Participated in the Task Force on Diversity of the National Assembly of Health and Human Service Organizations (USA). This group is developing standards and best practices that are essential for nonprofit organizations to be effective in a multi-cultural community.

- The AVA exhibit display was redesigned and updated, and materials were distributed at over 25 regional/national/international conferences.

- Press releases announced the three major grants received and highlighted the annual award recipients. An international distribution list of key organizational contacts was compiled for marketing and publicity purposes.

presented to the membership at the Annual Meeting.

- Extensive research on potential sources for grant funding and the initiation of a Planned Giving campaign. Options for long-term investment of reserve funds were also identified.
- Implementation of a new Conflict of Interest policy to be signed by all members working on behalf of the Association.
- Expansion of the Member Services committee to focus attention on recruitment and retention. Developed new benefits for members, conducted follow-up with lapsed members, and researched current trends affecting association membership.
- Re-evaluation of all organizational insurance policies, adjusting for more comprehensive coverage.

FOUNDATION SUPPORT FOR MISSION-DRIVEN PROJECTS

AVA is grateful to the following foundations for their contributions during 1998. Their support has enabled us to intensify our efforts to strengthen the infrastructure that sustains volunteerism, ensuring competent leaders able to mobilize citizens on behalf of their communities.

The W.K. Kellogg Foundation contribution of \$38,500, combined with \$1,500 from **The Leighty Foundation**, funded a new AVA initiative focused on building the case for supporting the effective management of volunteer resources within organizations. The goals of this initiative are: 1) to develop new “messages” about volunteer resource management which will debunk myths and increase understanding among nonprofit and public leaders; 2) to educate members of the profession on how to use these messages within their organizations, in funding proposals, and to connect across related disciplines; and 3) to develop strategies to help funders and resource development staff understand how volunteer development can be a strategic tool for generating results. AVA surveyed practitioners and conducted a literature search of related information. In early 1999 a group of funders, practitioners and academic leaders convened to review this information and participate in a facilitated Think Tank. Together they explored the various ways in which volunteers and volunteer program managers are perceived

by audiences such as the media, funders, nonprofit CEO’s and practitioners themselves. The group began developing a series of new “messages” about the importance of organi-

“This was a unique opportunity to spend quality time on fundamental questions I’ve wrestled with for years. I come away with a refreshed perspective about a profession I love...”

zational support for volunteer resource management. Several multi-year strategies for disseminating these messages were also identified. AVA is now positioned to invite others to join this dialogue, and to seek additional funding to support the next phase of this initiative.

The St. Paul Companies contributed \$37,000 to develop a multi-faceted web site, to create an easily accessible database of members’ skills, and to identify and assist volunteer administrators with limited access to capacity-building tools and resources. These funds are also being used to assess the effectiveness of AVA’s annual conference and to strengthen local and regional networks of volunteer program managers. Collectively, these activities mean AVA can serve its current members more effectively while reaching out to serve colleagues who may not feel connected to this profession.

1997-98 ANNUAL FUND CONTRIBUTORS

Dierdre Araujo
Carol Baker
Denny Barnett
Werner Benner
Helen Blewett
Arlene Cepull
Bruce Cline
Emily Filer
Christine Franklin
Teresa Gardner-Williams
Laura Lee Geraghty
Michele Hiegel
Lucy McGowan
Nancy McLeod
Lois Milne

Diane Nelson
Mike and Deb Newman
Jackie Norris
Marilyn Partin
Joanne Patton
Connie Pirtle
Frank Pomata
Robin Popik
Becky Proudfoot
Diane Scanland
Don Simmons
Carol Todd
Noel Twilbeck
Donna Urbansky
Sue Waechter

Carol Wargo
Barbara Wentworth
Sue Wood
Ona Rita Yufe
Cheryle Yallen

In-kind Donations:
Battlefield Press
Printing by Design

Conference Support:
Abel-Hanger Foundation
Alcatel
America Online
Baylor Foundation

City of Grand Prairie, TX
City of Hurst, TX
Dallas Association of
Directors of Volunteers
J.C. Penney
Meadows Foundation
Nortel
Texas Comm. of Vol. and
Community Service
Vol. Service State Council

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CNY Enterprises, Chicago, IL USA

Sue Appel Waechter, Vice President of Member Services

Cornerstone Consulting, Midland, MI USA

Marilyn Blake, Vice President of Organizational Relations

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Nancy J. McLeod, Secretary/Treasurer

City of Phoenix, Phoenix, AZ USA

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Division of Social Services, Alexandria, VA USA

Noel Twilbeck, Director-at-Large

NO/AIDS Task Force, New Orleans, LA USA

Carol Dixon, Director-at-Large

The Wellesley Hospital, Toronto, ON Canada

Denny Barnett, Director-at-Large

Volunteer Connection, Kansas City, KS USA

AVA COMMITTEE MEMBERS

ADMINISTRATION

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Nancy Jeanne Martin, Boston, MA USA

Mary Sadek, Burnsville, MN USA

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Sandy DeMarco, Chair, Pasadena, CA USA

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Carol Friedland, New York, NY USA

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Nominating

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Reenie Marshall, Richmond, VA USA

Alina Molina, New York, NY USA

Sue Appel Waechter, Midland, MI USA

Personnel

Denny Barnett, Shawnee, KS USA

Arlene Cepull, St. Paul, MN USA

Cheryle Yallen, Chair, Chicago, IL USA

THE JOURNAL OF VOLUNTEER ADMINISTRATION

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Anthea Hoare, Co-Chair, Glen Williams, ON Canada
Elisabeth Hoodless, Co-Chair, London, England
Steve McCurley, Co-Chair, Olympia, WA USA
And numerous individuals who provided comments and suggestions

Member Services

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Li Zhand, Calgary, AB Canada

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Dot Davis, CVA, Norfolk, VA USA
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Harriette Sackler, Rockville, MD USA
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Sue Wood, CVA, Calgary, AB, Canada

Certification Trainers

Certification Workshop Coordinator: Shirley Lundin,
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Katie Campbell, CVA, Richmond, VA USA
Sherry Collins, CVA, Schwenksville, PA USA
Nancy Gaston, CVA, Portland, OR USA
Lois Milne, CVA, Tallahassee, FL USA
Diane Scanland, CVA, Aurora, CO USA
Marlene Slettehaugh, CVA, Minneapolis, MN USA
Connie Skillingstad, CVA, Minneapolis, MN USA
Peggy Wadsworth, CVA, Exton, PA USA
Carol Wargo, CVA, Arlington Heights, IL USA

Educational Endorsement

Helen Jones, Chair, Westminster, MD USA
Avonnee Brown, Baltimore, MD USA
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Carol Barton Haag, Towson, MD USA
June McGuckian, Arnold, MD USA
Maggie O'Neill, Baltimore, MD USA
Harriet Sackler, Rockville, MD USA
Mary Jane Shearer, Largo, MD USA

Ethics Reveiw

Keith Seel, Chair, Calgary, AB Canada
Carla Lehn, Kauai, Hawaii USA
Nadine Maillot, Calgary, AB Canada
Brenda Holden, Fairbanks, AK USA
Michael Newman, St. Paul, MN USA
Nora Silver, San Francisco, CA USA
Barbara Wentworth, Kennebunk, ME USA
Sue Wood, CVA, Calgary, AB Canada

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Ronda Bollwahn, Alexandria, VA USA
Sue Mallory, Playa Del Rey, CA USA
Jackie Norris, Denver, CO USA

Ann Young, Worcester, MA USA
Sue Wood, CVA, Calgary, AB Canada

*A VA Members on the Faculty for the
Hamline University USA Series*

Bonnie Esposito, St. Paul, MN USA
Melissa Eystad, Stillwater, MN USA
Michael Newman, St. Paul, MN USA
Judie Russell, St. Paul, MN USA
Jackie Sinykin, St. Paul, MN USA
Lisa Taylor, Golden Valley, MN USA

1998 Conference

Sarah Kegerreis, Conference Chair, Terrell, TX USA
Nedra Cutler, Vice Chair, Fort Worth, TX USA
Cherry Frye, Vice Chair, Dallas, TX USA
William A. Albright, Financial Manager,
Dallas, TX USA
Mary Brown, Treasurer, Dallas, TX USA
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Judy Drotman, Recognition Coordinator,
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Deborah Evans-Young, Volunteer Coordinator,
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Kathy McCleskey, Program Leader, Austin, TX USA
Robin Popik, Marketing Leader, Plano, TX USA
Maria Schmitz, Fundraising Chair, Dallas, TX USA
Marnie Stites, Local Arrangements Leader,
Fort Worth, TX USA
And dozens of additional individuals who served on
committees and worked on site!

1999 Conference

Tim Henry, Chair, Chicago, IL USA
Jackie Bowers, Program Leader, Des Plaines, IL USA
Tina Green-Rounds, Marketing Co-Leader,
Chicago, IL USA
Karen Harrigan, Local Arrangements Leader,
Chicago, IL USA
Pam Jones, Resource Development Leader,
Bensenville, IL USA
Carl Lavender, Marketing Co-Leader,
Chicago, IL USA
Karen Ryerson, Registration Chair,
Chicago, IL USA
Barbara Steck, Secretary, Chicago, IL USA

OUR VISION OF AVA

As a prelude to more intensive strategic planning during 1999 and 2000, the following statements were developed by the Board of Directors,

WE MUST BE:

- Able to meet the needs of the full spectrum of volunteer administrators, from the new and inexperienced to the highly skilled and experienced
- Flexible and responsive
- Accountable to our members
- A repository and advocate for the basic competencies, ethical principles and best practices of the profession
- International in our thinking, words and action.
- Open to many models and definitions of volunteer administration
- A resource for linking people to each other in order to find the answers to challenges they face in their work – in all types of settings and organizations.
- A willing, proactive partner with other organizations.

WHOM DO WE SERVE?

We serve members and non-members, the experienced and inexperienced, in all types of settings, around the globe.

WHY?

- To strengthen local organizational capacity to utilize volunteer resources
- To prevent the ineffective involvement of volunteers
- To enable volunteerism to realize its full potential
- To mobilize and sustain citizen engagement in their communities
- To empower volunteers to solve problems and serve the people of the world

OUR STRATEGIES FOR THE FUTURE

Equip, Support, and Challenge Our Members

1. *Identify and meet member needs*
 - Gather data on the challenges that members and non-members face in their work
 - Identify or develop products/resources/services to address these challenges
 - Create multiple opportunities for members to obtain resources or information when they need it
 - Create and maintain many opportunities for member dialogue with AVA leadership
 - Communicate with members frequently, clearly and responsively
2. *Facilitate dialogue and networking among members*
 - Engage members in discussion of issues related to our profession and take appropriate organizational action
 - Encourage and support mutual problem-solving
 - Support and develop affiliated networks of professionals
3. *Advocate for the role of volunteer administration as critical to sustaining citizen involvement and strengthening communities worldwide*
 - Articulate the value of our work and disseminate these messages widely
 - Equip colleagues with the skills and tools to advocate for the work they do
 - Collaborate with other organizations committed to competent leadership of volunteers
 - Conduct and support relevant research

Develop and Promote Standards of Excellence and Competence

1. *Promote the ethical principles of volunteer involvement*
 - Increase awareness of the importance and relevance of ethical leadership
 - Equip leaders to deal with ethical dilemmas in their work
 - Seek multinational consensus on the AVA Statement of Professional Ethics
2. *Expand and enhance the AVA Credentialling Program*
 - Develop and implement a user-friendly, effective process/format
 - Partner with existing certificate and education-based programs
 - Aggressively promote credentialling as valuable professional development
3. *Promote best practices in volunteer management*
 - Provide information on standards and sources of best practices
 - Recognize individual and organizational examples of excellence
 - Influence curriculum development for emerging leaders and professionals
 - Identify existing standards in various nations and explore multinational consensus

4. *Develop multiple ways to transfer knowledge and skills to inexperienced leaders*
 - Offer local/regional mentoring opportunities for members
 - Facilitate international exchange among volunteer administrators
 - Identify and publicize existing opportunities for learning
 - Develop materials about the profession where there are gaps

Actively Seek and Promote Inclusivity

1. *Support professional development for all practitioners of volunteer management*
 - Publicize and/or provide professional development opportunities for leaders in all types of organizations and specialties
 - Reduce economic barriers that inhibit access to AVA activities and resources
 - Eliminate communication barriers
2. *Learn to be global in our thinking, language, attitude, and action*
 - Reflect inclusive content and language in all publications
 - Establish relationships with professional associations in all countries
 - Offer AVA materials in several languages
 - Identify and develop diverse leadership within AVA

