

THE JOURNAL OF VOLUNTEER ADMINISTRATION

1 *Editor's Note*

*A Sampling from the 1998 International Conference on
Volunteer Administration*

- 2 Volunteerism and Philanthropy:
Speech to 1998 International Conference for Volunteer Administration
Curtis W. Meadows Jr.

- 9 Listening To Today: Envisioning Tomorrow:
Excerpts from the keynote address
Marlene Wilson

- 16 Evaluating Individual Board Members: A Training Summary
Barry L. Boyd, Ph.D.

- 18 Assessing Organizational Culture and Its Impact on Volunteer Diversity:
A Training Design
Joseph H. Konen

- 28 Earning Staff Commitment through Recognition: A Workshop Summary
Judith F. Chason

- 30 The Big Dipper Libraries: A Training Design
Lucy A. McGowan

- 35 The Game of Golf: A Training Summary
Loree Washington

- 38 Inspiration from the Hyatt-Regency Lobby
Paula Massa Anderson

- 41 *Letters to the Editor*



ASSOCIATION FOR VOLUNTEER ADMINISTRATION

The mission of the Association for Volunteer Administration (AVA), an international membership organization, is to promote professionalism and strengthen leadership in volunteerism. Members include volunteer program administrators 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: Public Information, Professional Development, Resource Development, Pluralism, Marketing, and Public Issues. 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 volunteerism.

Two major services that AVA provides, both for its members and for the field at large, are the Certification Program and the Educational Endorsement Program. Through the certification 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 volunteerism.

Finally, AVA produces publications including informational newsletters and booklets and *THE JOURNAL OF VOLUNTEER ADMINISTRATION*.

For further information about the ASSOCIATION FOR VOLUNTEER ADMINISTRATION, contact us at P.O. Box 32092, Richmond, VA 23294, U.S.A.
Tel (804) 346-2266 • Fax (804) 346-3318
Email: avaintl@mindspring.com
Website: www.avaintl.org

THE JOURNAL OF VOLUNTEER ADMINISTRATION is published quarterly. Subscription fees are discounted for members of the Association for Volunteer Administration. Non-AVA members may subscribe at a cost of \$45 per year. Subscribers in Canada and Mexico should add \$5 per year to cover additional postage and handling. Subscribers outside the United States, Canada, and Mexico should add \$15 per year for additional postage and handling costs. Checks or money orders (payable through a US bank or in \$US) should be made payable to: Association for Volunteer Administration.

Inquiries relating to subscriptions or to submission of manuscripts should be directed to *THE JOURNAL OF VOLUNTEER ADMINISTRATION* c/o AVA, P.O. Box 32092, Richmond, VA 23294, U.S.A.
Tel (804) 346-2266 • Fax (804) 346-3318
E-mail: avaintl@mindspring.com

Any opinions, findings, conclusions or recommendations contained herein are those of the author(s) and do not necessarily reflect those of the Association for Volunteer Administration, its directors or employees, or *THE JOURNAL OF VOLUNTEER ADMINISTRATION*, its editors or staff.

ISSN 0733-6535

Copyright © 1999 by the Association for Volunteer Administration. All rights reserved. No portion of the contents may be reproduced in any form, including posting to the World Wide Web, without the written permission of the editor-in-chief except for brief quotations (not to exceed 500 words) in a review or professional work. Credit must be given to *THE JOURNAL OF VOLUNTEER ADMINISTRATION*, a publication of the Association for Volunteer Administration, as the source of the information. No reproduction allowed without a complete credit line that also includes the author(s) name(s), exact title as published, issue, and year of publication.

Printed on acid-free paper with soy ink.

Editor's Note

The AVA leadership invited submission for this journal from the 1998 International Conference on Volunteer Administration, held in Dallas, Texas, in October. The response, as this issue reflects, was both gracious and gratifying. It has been a privilege to serve as guest editor.

Inside you will find the text of one keynote address and excerpts from another, training designs by workshop presenters, training summaries contributed by workshop participants, and a deftly drawn profile of a conference attendee.

The styles, appropriately enough, reflect the diversity of the conference and of the participants. May you find philosophy to ponder, principles to embrace, and practical helps for your work in what Marlene Wilson refers to as "our maturing profession."

Nancy A. Gaston, CVA
Guest Editor

1998 International Conference on Volunteer Administration

Volunteerism and Philanthropy Speech to 1998 International Conference for Volunteer Administration

Curtis W. Meadows Jr.

ABSTRACT

The Greeks coined the word philanthropy to mean love of humankind. This keynote speech explores modern philanthropy as a table around which we all gather, one which has four legs: the giving of funds, the giving of self, the administration of the effort, and the societal license to exist as an organized project. We must seek public understanding of their stake in the philanthropic sector, Meadows asserts. He concludes by exploring challenges and issues on the horizon.

I am aware that this is an international conference for those interested in volunteer administration, not a conference of volunteers. As such, I have tried to fashion my comments to be of interest from your particular vantage point. Some of my comments are necessarily from an American perspective, as that has been where I have done most of my work in the field. When I speak of philanthropy, I am going to use the term in its broadest sense to encompass the whole process of action on behalf of others.

The Four Legs of Philanthropy

I see philanthropy as a table, around which all of us gather, supported on four legs: the giving of funds, the giving of self, the administration of the effort, and the societal license to exist as an organized process. Each leg is an essential element supporting and stabilizing the table so all the "good stuff" can happen there.

Over my lifetime, I have participated in work involving all four of those areas. As a teacher and speaker on the subject of philanthropy, I have had cause to consid-

er and reflect on the historical origins, underlying philosophies, management principles and legal structures of the field. I want to share with you my perspective on how we have come to this point and what challenges we may face in the future.

In this country, our philanthropic heritage and system is rooted in our nation's unique history and continues to unfold into our time. Our heritage is much more than things which we pass down from generation to generation. It is a sense of belonging to a family, to a group, tribe or nation of people, to traditions, practices and preferences developed over time as right and appropriate for those with whom we share some relationship.

All of these things create a group identification that can give pride in the accomplishments of those who preceded us and a pride in how these developed traditions have contributed to our present and will effect our future.

Several years ago I went to Spain to speak to a European family business conference about family philanthropic giving

Curtis W. Meadows, Jr., is the 1997 winner of the Distinguished Grantmakers Award and a consultant for families and foundations with Thompson & Knight, P.C. Under his 18 years of leadership, the Meadows Foundation assets grew 1,125%, with more than \$270 million being given to assist charitable and community organizations in Texas. Meadows hold an Honorary Doctor of Human Letters Degree from Austin College and an Honorary Doctor of Arts Degree from Southern Methodist University.

in the United States. The conference was held at a town situated on the high hills outside of Madrid, known as El Escorial. Here in 1561, to celebrate a Spanish military victory over the French, King Philip II built a great monastery and palace.

As conference attendees, we were given a rare evening tour of this venerated building. Inside the monastery, a large library was built and beautifully decorated. Books contained in the library detailed the history, cultural thought and religious expressions of the Spanish people for over 1,000 years.

Our guide was so enthusiastically proud of the building and its role over time, it was as if he had helped construct it. As I listened to him, I was struck by the power and feeling generated by the internalization of heritage into a current personal and relevant force for today. I also thought about how the people of this one country carried their language, religion and traditions into new worlds and continue today to influence the lives of millions and millions of the inhabitants of this planet.

The Family Business Conference I was to address had gathered family business owners from all over Spain, Europe and Scandinavia. They had come to consider how to preserve and pass on to future generations the financial heritage and traditions of their family businesses despite the changing world around them and the natural evolution and dispersion of family units over time.

At the conference, they talked of globalization of the marketplace and the need to send their sons and daughters to new worlds to seek business opportunities, just as their ancestors set out to do 500 years ago. Still they wanted them to maintain and preserve family history, unity, and traditions as they pursued economic success. To this older world of family business and finance, I brought a renewed philanthropic message that asked fundamental questions about the responsibility of accumulated wealth and power.

A new wave of democracy, free markets

and personal freedom has been sweeping across the world: As nations, formerly committed to a centralized and all-providing state, seek to redefine government's role, reduce controls, taxation and pursue freedom, they are also exploring the philosophical, moral, ethical, and practical uses of a voluntary, non-government philanthropic system.

The Philanthropic Legacy

The philanthropic legacy is the interwoven story of wealth and poverty, of dreams and frustrations, of good intentions and arrogance, of the head and the heart.

The ancient Greeks coined the word "philanthropy," which meant love of humankind. The early Christians used the word "agape" to represent a blending of love and charity, not just liking, but unconditional acceptance. It taught that the neighbor to be loved was anybody and that it is necessary to care about the welfare of the one helped as well as to give assistance.

The moral imperatives of many religions influence actions to help others. The Jewish tradition is that charity is not only to be a selfless act, but one based upon a concern for the oppressed and the seeking of justice. Giving is to be done with thought, marked by reflection, respect for the other party, and humility by the donor. In the Jewish teachings, how you give matters as much as what you give.

Islam challenges Moslems "to practice the virtues of benevolence and justice in order to retain a relative state of purity."¹ Confucius taught that benevolence was a characteristic element of the maturing of a person toward being truly human.²

Most cultures, as well as religions, teach about charity and giving. Wealthy Armenians had a tradition that they should give as much as 9/10ths of their money to charity. Some Native American tribes followed a belief that status was achieved by distributing wealth rather than accumulating, literally distributing everything they had accumulated at

death on a come-and-get-it basis.³

Charity in Japan was normally directed to the particular benefit of an individual, family, or institution with which the donor had close personal ties. Early Hispanic and African charitable traditions revolved around family and extended group needs. In this country, minority and ethnic groups widely used churches and benevolent societies to help the members of the group and extend charitable assistance to others.⁴

As early immigrants came to America, they brought a deep suspicion of government, strong religious faith, and a fierce independence. They fought for and obtained a constitution and bill of rights that limited governmental authority over their lives. In so doing, they accepted substantial responsibility for their own welfare and, indirectly, for their neighbors' needs as well.

In a country so vast and immense, new settlers often came to an area long before a local governmental authority existed. They learned to depend upon themselves, and, drawing on their various philanthropic traditions, they formed associations with their neighbors to resolve common problems.

This process of associating with others to address community issues outside of government became a hallmark of American democracy. Our forefathers felt so strongly about these expressed rights of assembly, freedom of speech, and petition of government for redress of grievances, that they were guaranteed in the First Amendment of our Constitution.

Studies have consistently shown that most Americans, of whatever race, religion, or creed, are involved in some ongoing way in voluntarily helping other people.⁵ The American nonprofit system is about passion, belief, idealism, and hope giving. It is laden with feeling and emotion as well as rational thought. It is focused on others and not on ourselves.

Philanthropy, wherever practiced, is at its core about a life's journey of connecting with others and engaging in a walk

together to a better place. And if community is built when people accept the idea that they have a relationship to other humankind, the challenge for a society seeking peace and harmony among its people is to continually widen its citizens' sense of significant connectedness to an ever expanding group of others.

However, all too often, Americans do not fully appreciate what we have in this unique sector. We take it for granted. It has always been there. For in the minds of most of our citizens, the sector is limited, made up of their place of worship, some social service agencies, United Way, and some arts or environment groups.

The Impact of Volunteers

I have often been asked why we at the Meadows Foundation supported voluntary organizations. First, we liked such efforts because the participation of volunteers affirmed the worth of the work of the organization. Volunteers were voting with the most precious gift they have, their personal time. We liked the idea that they demonstrated through their efforts that those concerned about an issue were doing all they could to solve the issue before coming to us. Our gifts could then be seen as awards for good effort and encouragement to keep on with the work.

We also liked the financial leverage obtained in expanded capacity using volunteers. But most of all we liked what volunteerism did for the volunteers and those assisted with their efforts. Helping your neighbor, whether here or in the world, builds community between people, reduces misunderstandings, engenders hope, lifts spirits and creates common ground. Voluntary service helps our citizens also find significant meaning and purpose for their lives and brings them outside of their own personal living experiences. It gives leadership experience that can empower our citizen democracy and give opportunity for personal growth.

We also need true-life heroes like the volunteers for Habitat for Humanity, or

Stewpot Ministries, or disaster relief, or foster parents. We need volunteers to challenge the way things are and the way they are done. Such voluntary efforts give voice to the views of the new and unfamiliar and sometimes unpopular causes and needs, and in so doing, they renew and re-affirm democracy and the absolute right of the minority to confront the decisions of the current majority.

As funders, we were not ignorant of the fact that there can be a considerable gap between the ideal voluntary effort and the reality of dealing with people who cannot be compelled to serve. But that fact only goes to justify why each of you is needed, not to show any fundamental flaw in using volunteers.

Making Connections

Caring for others, as we have seen, is taught by every religion, yet acting on the teaching is often put aside. In many cases, it is not that people don't have the impulse to become involved; it is the process and place of connection that is not found. This is the essential role the non-profit organization plays for the donor or volunteer. It identifies a place of service and provides the opportunity for action.

We learn our morals and values from our families, from our religious institutions and from our schools. What we are taught is tested and influenced by the world in which we live. As we create opportunities for experiential learning about the joy and purpose of giving to others, we reinforce our teachings of faith and humanity.

People relate to their causes but often fail to understand why all the other agencies are needed. So we have a current and pressing need to educate the American public on the vast work of the sector and the important contribution all of that combined, collective work makes to the shaping of what we stand for as a people. The understanding of their stake in the sector, or the lack thereof, directly impacts fund-raising, recruitment of volunteers and the public policy that affects the work

nonprofits do. A national ongoing campaign to better communicate why what we do is important to America and the world is critically needed for the future well-being of the sector.

With the giving leg of the philanthropic table there is good news. Giving resources have been growing. Fed by the stock market and buy-out fever, billions of new dollars have flowed into private and community foundations. In the last 10 to 15 years, the number of private foundations has doubled, and the prediction is that they will double again in the next 5 to 10 years. Community foundations have grown significantly largely as a result of the use of advise-and-consult funds. Estate and tax planners have been spreading the use of Charitable Remainder, Charitable Lead and Charitable Annuity trusts, and United Way giving all over the country is on an upward trend again.

Much of the growth in organized, endowed, philanthropic giving has been through family philanthropy using private foundations, community foundations, controlled businesses and charitable trusts. There really is a very significant intergenerational transfer of wealth underway and it will only continue to grow, unless we have a major depression.

Donors are becoming more independent and desirous of a hands-on experience. This should be good news for you since they like to give to what they have supported with their time. And a lot of giving is now a more deliberate and conscious search for alignment of charitable causes with a donor's personal and religious values and principles, rather than just around social relationships or who asked.

Future Challenges

Let's turn now to a few future challenges and issues. I do not offer these as a soothsayer or futurist, but as someone who has studied such trends from many different vantage points over the last 35 years. It is for you to weigh, sift and con-

sider their relevance to your own institution or activity.

Our license and freedom to exist and flourish is fundamental. Therefore, all of us who care about this work need to be watchful, vigilant, and engaged in the public policy debates that arise out of Washington, in our states, and in our local communities concerning the tax incentive structures in which the sector exists. There is continuing talk about the non-profit sector picking up more of the social safety net responsibility. Yet, I expect to see very little substantive discussion given by Congress on whether changes are needed in our tax and other laws to increase the financial capacity of nonprofits to assume more of the duties being transferred to the sector.

In fact, just the opposite looms ominously in the sheep's clothing of tax reform. The flat tax, national sales tax and other tax reform proposals are still around, many of which would eliminate the deduction for donations to charity. The argument advanced to respond to the concerns of charities is that the flat tax or other plans for rate reductions will return so much money to the American public that they will have more money to contribute.

But no one can really say if the American people will take their tax refunds and increase their contributions to charity or pay off their credit card bill. I do think it is clear that they will not just turn around and give the money back to support the causes and agenda government was previously supporting.

They will, most likely, give any additional gifts that might ensue to programs they have supported in the past and to which they are committed. This means that they will continue to give the bulk of their donations to religious causes, which in turn, will put pressure on such institutions to re-think their missions in light of the cries of the world for help and the shortage of resources with which to respond.

The threat is that churches may fight to

hang on to their traditional roles and be perceived as institutions unconcerned and unrelated to human need outside of their membership. The opportunity presented for them is to reverse the long downward trend in membership through a new sense of relevance and involvement in their members' current world concerns as well as in their spiritual well being. It could be an opportunity for churches to witness the integrity of their faith through work in this life, even as they prepare their members for a life to come.

What I believe could happen is that when it becomes clear that the business and nonprofit sectors are unable or unwilling to assume the former programs of government, those dependent on these programs being cut will cry foul. Already they have begun to turn the spotlight on private foundations and corporations, look at their asset growth over the last ten years and pressure them, through the press and Congress, to give more to the programs they espouse.

Recently stories have begun to appear in newspapers throughout the country reporting on the growing interest among members of Congress in legislating an increase in the 5 percent payout requirement of private foundations. Other stories have raised the issue of requiring the termination of foundations after a term of years. The threat is that the endowment role of foundations could be severely impaired if not eliminated. The opportunity is the chance to educate Congress and the American people on the important and unique ongoing endowment role foundations play in the philanthropic mix and the need to avoid depleting their asset base.

Trends to Watch

Other global and national trends researchers have cited that may affect volunteerism and may grow more significant in the future include urbanization. Back in 1975 only about 38 percent of the world's population lived in great cities but by 1995 the number had risen to 45 percent.

In 1950 only one city in the world was over 10 million. By 1992, 13 cities were over 10 million and by 2010 it is estimated that there will be 25 cities, 20 of which will be in Third World Countries.⁶ The impact of this continued urbanization on voluntary organizations may depend on how well we manage the integration of this influx of new citizens into the life and work of our cities. How quickly can we get them involved in helping others when their connection to the place and its issues is new and tentative?

A similar issue is posed by the massive global migration across national lines. For example, Melbourne, Australia, is now the second largest Greek city in the world after Athens. Chicago now has more Poles and Croats than the total number of people in San Francisco. Los Angeles is now the second largest Iranian city in the world after Tehran. Toronto and Amsterdam have the largest concentrations of Afghans outside of Afghanistan. One result of these migrations is to increase the diversity of the languages spoken daily in the United States. California tops the nation with 239 and Texas is fourth with 169.⁷ The impact on volunteerism relates to the different cultural way these new immigrant populations become engaged with the "American" voluntary self help philanthropic system. There will be challenges to the training of volunteers to serve these growing immigrant populations and uncertainty as to how the new populations will respond to calls for their donations of time and money.

The technological revolution will continue but with a serious hurdle ahead for everyone with the Y2000 problems with computers. I recently attended a briefing on the issue and heard astonishing warnings of possible civil unrest and massive problems looming out there. For all of you and your jobs, I pass on the warning to make sure everything on your databases is backed up and in hard copy. Community disruptions could bring forth an urgent need for many volunteers to cope with unforeseen or undealt-with human and

social problems at a time when the computer databases may not be working properly. I don't know how to help you quantify this threat, but I do advise you to become as knowledgeable as you can about the problem and its potential effect on your work, as soon as you can.

My last concern is probably the one most important to coping with the issues cited, as well as those I did not have time to even mention. Almost every problem we face as a nation and in the world can be addressed in some fashion if we have the right leadership. As we enter into a ever increasingly complex and changing world, leadership is the essential need in all areas of life. And it is not just about people rising to and obtaining authority, it is about the judgment, integrity, wisdom, and personal values found in a leader. Time is compressing for decisions, and leaders may not have lengthy time to reflect and wait. Just look at the stock market and the speed of reaction to current news or events.

Information is overflowing but only judgment can separate the essential from the tangential. What does this mean for the voluntary sector? I believe we are all going to have to work hard to find the way to develop and prepare leadership at all levels of our society to deal with this speed of change and decision. Just as one example, as we increasingly turn to computers to help us cope with the information deluge and speed needed for action, nonprofit agencies will have to keep up and have equipment, staffs and volunteers capable of ongoing computer-assisted management.

Hope and Inspiration

When we begin to look at future challenges it is easy to get overwhelmed and pessimistic, but I am a believer that at every stage of world history there have been problems that seemed overwhelming and of epic proportions. We deal with our fears by turning to our faith in God and in our belief in the human capacity to survive in adversity. "We have to keep on

doing until we're done," as someone once said. The voluntary sector, by calling on our better and more humane impulses, provides inspiration and hope that we can get through whatever is ahead. Maybe in the final analysis, that is why your work is so important. By undergirding volunteerism and engaging in an everyday search for ways to support, encourage, and increase its effective use, you remind us all that we are important, that our one act on behalf of others is still important and that we are all still connected and related.

Whether we give our time, our talents, or our money, in helping others we act out our beliefs and principles. When we do that without hypocrisy, honoring those we serve and sharing in their struggles, we break down boundaries of distrust and division in our society. We are all changed in the process.

In a book entitled: *Your Life is Your Message* the author writes: "Last week I read about a terrible flood that swept away thousands of people in Kashmir, on both the Indian and Pakistani sides. I was deeply touched to read how Indian and Pakistani soldiers—usually at odds—worked together to save lives and rescue cattle, forgetting past differences. In such events we glimpse the noblest part of human nature, our true personality. It doesn't take large numbers to change human relationships in any country, even today. It doesn't take government action. It takes dedication, determination, and a certain amount of faith in the goodness hidden in our hearts. It takes you."⁸

ENDNOTES

¹James A. Joseph, *The Charitable Impulse*. The Foundation Center, 1989. Page 19, 20. *ibid.* Page 19.

²Robert Lee, "The Confucian Spirit", *Foundation News*, May/June 1990.

³Clara Sue Kidwell, "True Indian Giving" *Foundation News*, May/June 1990.

⁴Jennifer Leonard, "A New Age for Mutual Aid". *Foundation News*. May/June 1990

⁵Virginia Ann Hodgkinson & Murray S. Weitzman, *Dimensions of the Independent Sector, A Statistical Profile*, Independent Sector.

⁶Phil Butler. "Critical Global Trends-Implications for the Kingdom". Page 4. *Interdev*, May 1998.

⁷*Ibid.* Pages 5,6.

⁸Eknath Easwaran. *Your Life is Your Message*. Pages 122, 123, Hyperion Press, New York

1998 International Conference on Volunteer Administration

Listening To Today: Envisioning Tomorrow

Excerpts from the Keynote Address

Marlene Wilson

ABSTRACT

Times are changing so rapidly we sometimes see only a blur. In this keynote address, Wilson brings into focus five umbrella issues for volunteer administrators: diversity, technology, funding, risk management and our role as leaders. She also questions some of our common assumptions, from the existence of very separate social sectors to the very definition of the word volunteer. In conclusion, Wilson identifies some traits and qualities needed for the adventure ahead.

I am truly thrilled and delighted to be in this place at this time, with this incredible group of colleagues and friends. I am eager to share with you as we explore together the issues and challenges of today a vision for the future. I have been immersed in reading your e-mails (thanks to those who responded to our request for your thoughts on these issues) and also catching up on that inevitable stack of articles and books as I prepared these remarks.

One book title caught my eye especially, and that title is *BLUR*, by futurists Stan Davies and Christopher Meyer.¹ They point out the blurring of so many of the "givens" we in our society have traditionally had. For example: Products are services; buyers are sellers; homes are offices. The lines between structure and process, owning and using, knowing and learning are dissolving. The pace is so furious, the meltdown so severe, the erasing of borders so complete, that the whole picture is going out of focus: It's a blur.

And they use the powerful analogy that it's like either being in or standing and watching a bullet train speed by. It's

amazing, efficient and very disorienting.

In sorting through the blur of issues we could possibly consider, I'm going to have you disembark from the bullet train for a while and join me in another mode of transportation. We're going to parasail instead, and look at things from a broader perspective. I hope we can achieve several things:

- Stop feeling frantic and enjoy the ride.
- Gain perspective regarding the issues of our profession as they relate to one another and to the mega-issues of the world at large: hunger, housing, health, environment.
- And finally, be more able to live and work with a deep appreciation for the past, an enriched sense of the present and a joyous anticipation for the future.

I am going to concentrate on five umbrella issues those that seem to encompass many of the others that were mentioned in your e-mail: 1) diversity, 2) technology, 3) funding, 4) risk management, and 5) our role as leaders. We will end with a vision for the future.

As we delve into each of these, I ask you to ponder two things. First, are we

Marlene Wilson is internationally known for her groundbreaking work in volunteer administration as one of the foremost authorities and dynamic trainers in the field. Her techniques are based on years of experience in the public and private sectors and with faith-based organizations. She has authored four books and created twelve video/audio tape workshops. She is president of her own publishing and consulting firm, Volunteer Management Associates. Marlene Wilson earned the Distinguished Member Award from AVA and an honorary Doctor of Divinity Degree from Wartburg Seminary.

asking the right questions? Anthony Jay has said, "A non-creative mind can spot wrong answers, but it takes a creative mind to spot wrong questions."² Second, what are the paradoxes within these issues?

ISSUE I: DIVERSITY

For as long as I've been in the field, when the issue of diversity has been discussed, the question has usually been stated like this: How can we recruit more ethnic minority volunteers and volunteer directors? As you can see by looking around this room, we have still not been very successful in dealing with that challenge.

I would like to suggest that this is already the wrong question in many communities you serve, and by the end of the first decade of the new century it will be the wrong question for us nationally, for white Americans are rapidly becoming the minority (and we are very good at recruiting THEM). So the new question becomes: How can we recruit more of the majority of Americans to become volunteers and volunteer directors? Think about that as it relates to the future of volunteerism and our field, and the issue moves up from the back burner very quickly!

Secondly, the whole meaning and challenge of diversity has exploded into something much larger and more complex than we traditionally viewed it. That is why I received more e-mails related to this topic than to any other, and why it's the topic of dozens of articles, and is debated in global forums.

I would ask you to revisit the image of the blurring of societal boundaries portrayed by Davis and Meyer, and apply it to our own field. What are a few of those blurred boundaries that greatly impact not only what we do but how and why we do it? Here is a sampling:

- Clients are volunteers.
- Volunteerism is being mandated.
- Employed people make up the majori-

ty of the volunteer work force, and some volunteers are paid.

- And that myth about there being a traditional volunteer: Today we have seven generations of volunteers working simultaneously—sometimes in the same programs!

It's time to blast the lid off many of our assumptions and stereotypes. Here are just a few suggestions of stereotypes that disintegrate when viewed from our paraisails.

Assumption A:

There are three distinct and separate sectors in democratic societies: the public (government), the private (for profit) and the voluntary (not for profit). Viewed from above, we can see that in volunteerism, the boundaries between these sectors have not only blurred, but have almost disappeared. For example:

- *The Government* has established thriving volunteer programs at local, county, state and national levels. They have also legislated and funded programs of national service (Americorps, Senior Corps, Learn and Serve, etc.) In many other countries (e.g. Britain, Canada, Poland) government has been the primary funder of most voluntary efforts.
- *Corporations* have hired directors of volunteers, instituted release time for employee volunteering, and made a strong commitment to corporate social responsibility, thanks in large part to the efforts of Points of Light.
- *The Voluntary Sector* has been expected to assume responsibility for many of the programs once considered to be the government's responsibility, but which have been diminished or dropped due to funding cutbacks. We've also been given the challenge of helping to make new government initiatives, such as "welfare to work," succeed.

The paradox is that in the midst of the confusion of these now blended versus separate sectors, there has never been a greater opportunity of meaningful collab-

oration. We each need one another in increasingly significant ways.

Assumption B:

Volunteerism is a uniquely American phenomenon. Here are some of the realities:

- Since 1970, an organization called the International Association for Volunteer Efforts (IAVE) has held biennial worldwide conference. Just since 1990 these have been held on all five continents—in France, Argentina, South Africa, Japan, and this year in Alberta, Canada, where 2900 volunteer leaders from ninety nations participated.
- For more than ten years, a group founded by Elizabeth Hoodless from Great Britain has been conducting conferences for volunteer leaders in European and North African communities.
- Eighteen Eastern European countries are in the process of establishing volunteer centers, and Poland already has several.
- We're delighted that every year at this conference we have more and more attendees from other countries. We look forward to that trend continuing.
- The United Nations has declared 2001 the Year of Volunteers.

So much for our outmoded provincial thinking! Global boundaries have blurred, and what an exciting and enriching opportunity that is for all of us.

Assumption C:

There is a common understanding and acceptance of the definition of the word *volunteer*.

The traditional definition, as stated in the excellent book, *By the People*, by Susan Ellis and Katherine Noyes, has been: "To volunteer is to choose to act in recognition of a need, with an attitude of social responsibility and without concern for monetary profit, going beyond one's basic obligations."³ The key elements are free choice, social responsibility (benefiting others), and absence of personal economic gain.

That's the definition of the word, but there's a more esoteric aspect of volunteerism that is difficult to define. You have to experience it. It is the wondrous phenomenon of helping people, often with anonymous acts of kindness that ennoble the human spirit. At its best, volunteerism creates hope in the hearts of the receivers and meaning and purpose in the lives of the givers—and the result is a more caring and civil society. It is love made visible. And it changes lives, changes communities, and can change the world. This, my dear friends, is what keeps us doing what we're doing and loving it passionately.

The challenge that has emerged as one of the most critical we face in this profession is not about the phenomenon of volunteerism, but about the semantics and statistics we use in interpreting its many iterations to the world. Why has the problem occurred? Again, it relates to the problem of blurring. Some aspects are:

- 1) The enormous influx of mandated, court-referred volunteers. (How can you *mandate* volunteerism?)
- 2) The movement requiring students to volunteer in order to meet graduation standards.
- 3) The increase in stipended volunteers. The question is, at what point does one cross the line from enabling funds to economic gain?
- 4) The increased emphasis on citizen participation or citizen involvement, e.g. America's Promise.
- 5) Finally, the expectation that managing all of these forms of "free" service should be enfolded into the job description of the Director of Volunteers, and the results reported under the one heading of "volunteers" in our statistics.

Sarah Jane Rehnborg, a past president of AVA and Director of the Center for Volunteerism and Community Engagement at the University of Texas, issues the challenge in powerful and compelling terms in a recent internet article entitled, "The Limits of the 'V' Word":

Are we helping ourselves by continually trying to group everything that happens in our field under the label "volunteer"? Are we selling ourselves short by not clarifying our language and by lumping all manners and forms of service within the one broad and reasonably useless classification of "volunteer"?

And so, some of the questions I would suggest we seriously ponder, debate and decide about are:

1) How do we acknowledge, encourage and support the important movements of citizen participation and still maintain the integrity of the philosophy of volunteerism—free choice without economic gain?

2) Is it time to advocate for a change of title, from Director or Coordinator of Volunteers to Director of Volunteers and Citizen Participation, Citizen Involvement or Community Service?

3) Do we record and report on the two as separate but equal so we and others can understand the difference? In the words of Ken Martin, "Two things can be different without one being better."

I suggest this be a major project for AVA during the next year so that the clarification and definition come from this professional association concerned solely with volunteerism. It deserves our best attention.

Versatility and flexibility are the keys and the view from our parasail suggests we have never before in history had a richer, more extravagantly luxuriant variety of cultures, talents, ages, professional skills and opportunities to truly make a difference in this field called volunteerism.

ISSUE II: TECHNOLOGY

Not too long ago, the chief concern of volunteer administrators regarding technology was, "How can I get my agency to get the volunteer department its own computer?" Then it became, "How can

we get a computer that is not donated and two or three generations out of date?" Now our field is right in the middle of the technological revolution that is impacting all of society, and it is affecting every aspect of what we do, including:

1) *Records and systems*—dozens of computer programs are now available to help us become more efficient in this important area.

2) *Communication*—more than 500 websites contain information and services regarding volunteerism, and the internet, e-mail and faxes have given us "the world on a keyboard," as so eloquently stated by Susan Ellis.

3) *Recruitment*—website recruiting and virtual volunteering volunteer without ever leaving home have great impact.

4) *Education and training*—new learning opportunities for ourselves, for paid staff and for volunteers are available through internet courses, interactive video, distance learning, videotaped courses and compact disks.

As I researched all these new avenues on the information superhighway I was reminded of a quote from Will Rogers, commenting years ago on the transportation revolution: "Trouble with American transportation is that you can get somewhere faster than you can think of a reason for going there."

May I suggest just a few cautionary questions for us to ponder as we explore and master these technological wonders?

1) How do we ensure that we utilize technology as another valuable means to an end versus becoming an end in and of itself? We must never get so enamored with the machines that we neglect people, for we are in the people business—first and foremost.

2) How do we become increasingly skilled and discriminating "web surfers"? (The best ocean surfers learn quickly which waves to just let go by and do nothing about, and which waves to catch that will take them right into shore, which is where they want to go.)

3) How do we ensure that in virtual volunteering and internet recruitment we never allow convenience to replace commitment? The matching of right volunteers to right jobs is still primary, and involves skilled and professional interviewing.

4) Are we willing and ready in this profession to begin to move beyond just more information and knowledge into wisdom? T.S. Elliot asked the question so poignantly:

- *Where is the life that we have lost in living?*
- *Where is the wisdom we have lost in knowledge?*
- *Where is the knowledge we have lost in information?*⁴

What do I mean by wisdom? In its simplest form I would say:

- Wisdom deals with the "why" questions; knowledge and information deal with "what" and "how."
- Wisdom deals with future implications; knowledge and information tend to concentrate on the present.
- Wisdom deals with principles and values; knowledge and information deal with practices.
- Wisdom seeks to understand the questions; knowledge and information look for the answers.
- Wisdom is going deeper; knowledge and information tend to just keep getting broader.

The paradox is that it is not a choice of either/or, but a need for both to keep our profession viable and valuable in a changing world. Both will help us move out of the developmental stage of an emerging profession into the influential stage of a maturing profession.

ISSUE III: THE PROBLEM OF FUNDING

The question that is surfacing more and more frequently is "How can we keep our jobs and our volunteer programs from being reduced or dropped during funding cutbacks and downsizing?" What if we changed that question to "How will

we become an employee and program that the organization will fight to keep?"

Most of us have read or heard what has become almost a mantra for our field. I quoted it in my first book in 1976: "We, the willing, led by the unknowing are doing the impossible for the ungrateful. We have done so much for so long with so little, we're qualified to do anything with nothing."⁵

It has often been quoted with a sort of victim emphasis as we discuss inadequate salaries and lack of support to do our work.

From our parasail, let's look at it from a different perspective, one that acknowledges that we are in fact miracle workers, without a doubt the most creative entrepreneurs in the whole organization. Let's capitalize on just that fact as we sell the importance of our program and positions.

Of course, we need to also be smart enough to use the rubric of the decision makers: bottom line, return on investment, value added.

1) The bottom line return on investment is staggering when you consider the accepted value of the volunteer hour is now \$13.73 according to Points of Light. We also have new technology to display our statistics on colorful computer graphs and charts—and video capability to tell the stories of volunteers.

2) Value added is where we shine, for we are the link to commercial and corporate involvement. Community volunteers are voters and donors and give 2 1/2 times more than nonvolunteers.

3) Funders and foundations are looking ever more carefully at the quality of volunteer programs as they consider funding requests for agencies.

Now I ask you, who in their right minds would knowingly fire a miracle worker today?

ISSUE IV: RISK MANAGEMENT

A question currently being asked by organizations is "How can we keep from being sued?" Again, I would suggest that

the question itself is wrong. It should be, "How can we provide a safe environment for our clients, volunteers and staff in the process of achieving our mission?" This then suggests the need for developing sound and sensible risk management practices that are both necessary and appropriate. Invaluable guidance in this area is provided by the Nonprofit Risk Management Center in Washington, D.C. Visit their website and get on their mailing list, or phone (202) 785-3891. The paradox is: "How can we be responsible and prudent, and yet not become immobilized by fear in a society that on the one hand has become exceedingly litigious and on the other hand cries for innovations and new approaches to community problems?" Obviously there is a desperate need here for that most uncommon commodity—common sense! Peter Drucker provides wise advice: "There is the risk you cannot afford to take. And there is the risk you cannot afford not to take." Determining the difference is a function of wisdom.

ISSUE V: YOUR ROLE AS A LEADER IN A RAPIDLY CHANGING WORLD

Perhaps the question I hear most frequently from directors of volunteers and trainers in our field is this: "How can I keep from burning out?" It is obvious many don't find the answer as tenure in the field is generally 3-5 years. This has a devastating effect not only on the directors and their volunteer programs but on our field as well. People rarely stay around long enough to develop into leaders.

Do we just wring our hands and say that that is just the way it is, or are there things we can do to alleviate the problem? May I share a few suggestions, these coming from a slow learner who has come very close to burnout—three times?

Let's again change the question from "How do I avoid burnout?" to "How can I stay well and creative as a leader in today's 'bullet train' society?"

The first step is to shift the emphasis

from roles to relationships. Margaret Wheatley, in her book, *Leadership and the New Science*,⁶ talks about the need to let go of our present machine models of work and instead refocus on the deep longings we have for community, meaning, dignity and love in our organizational lives. To do that we will need to become even more savvy about how to build relationships and how to nurture growing, evolving things. This will require better skills in listening, communicating, and facilitating groups. These are the talents that build strong relationships, and relationships versus roles or tasks, functions and hierarchies are the cornerstone of the new organization in a quantum world.

Secondly, when you have confronted unrealistic role expectations (many of them self inflicted) then you can begin to discover and develop that unique, wonderful person called you. As e.e. cummings put it: "Be yourself. No one else is better qualified." Let's ponder some Native American wisdom to help us do that. It suggests that everyone is a house with four rooms—physical, mental, emotional and spiritual. Most of us tend to live in one room most of the time, but unless we go into every room every day, even if only to keep it aired, we are not complete persons.

As we visit these rooms, we need to do the necessary housecleaning to rid them of clutter and toxic waste. And we need to be sure we slowly and lovingly furnish them with things that nourish and replenish us and give us joy. As Thomas More reminds us, "We need to become the artists and poets of our own lives."

When our personal house is in order, we can be more creative, more open to all three types of creative insights:

- The *Alts*—having keen sensory perception to the beauty and to the metaphors which surround us.
- The *Ha Has*—the comic insights that occur when we laugh together. One of the traits of exceptionally creative groups is that they laugh a lot together. Laughter releases endorphins which create energy.

- The *Ahas*—those startling and often fleeting insights we get that cause an almost physical reaction, like an electric shock. Those mean you've just had your own personal creative revelation. They are precious and powerful.

What do you do with these gems? Two insights have been valuable to me. One came from an 85-year-old friend, one of the first volunteers at the center I founded thirty years ago. I asked Clara's advice regarding taking on a major challenge about a year ago, and she said, "Say yes to the big, Marlene, or your life will fill up with the little."

The second insight is this: Never make decisions regarding the *ahas*, or your big dreams, based on logistics. Say yes, and then figure out how to make it happen. That's the fun and creative part. I've never known how to do anything I've accomplished in this field when I said yes to it—write a book, establish a volunteer center, become my own publisher, found a training center, produce videos..., but I have experienced over and over again the incredible truth expressed by philosopher Joseph Campbell: "Follow your bliss and doors will open where there were no doors before... and you will experience a thousand unseen helping hands."

As I look toward the new century and the multiplicity of issues, challenges, difficulties and opportunities, my goal is to remain an optimistic pragmatist—*informed and hopeful*. I have been around long enough to not even pretend to predict the future. As Annie Dillard observed, "We are most deeply asleep at the switch when we fancy we control any switches at all." Or, as Woody Allen puts it, "If you want to make God laugh, just tell him what your future plans are."

But dreaming is different from predicting, and I do want to share some of my best dreams for our field in the new century:

- That we use the wonders of technology and the blurring of global boundaries to blend the efforts of volunteers around the

globe, combining their energy, talents and creativity to truly make the world a better place for all of us. (What fun it would be to have an international "Make a Difference Day" beamed by satellite around the world during the International Year of the Volunteer).

- That we be leaders who are wise enough to know that we don't "make the music." We invite the volunteers to make their own music. And we are teachers and mentors who help those who don't yet know how to be able to join us.

- That we learn to value the joy in what we do, for as Kathryn Graham once said, "To love what we do—and feel that it matters—how could anything be more fun?"

And finally, that our philosophy might be that of Helen Keller, who believed: "Life is either a daring adventure or nothing. To keep our faces toward change and behave like free spirits in the presence of fate is strength undefeatable." May God bless each of you in this wonderful adventure we share.

ENDNOTES

¹Davies, Stan and Meyer, Christopher, *Blur*, 1998. Reviewed in *Fast Company*, April-May 1998.

²Jay, Anthony, *Management and Machiavelli*: Holt, Rinehart & Winston, 1967.

³Ellis, Susan J. and Noyes, Katherine H., *By the People*: Jossey-Bass, 1990.

⁴Elliot, T.S., *The Rock*, part 1, 1934.

⁵Wilson, Marlene, *The Effective Management of Volunteer Programs*: Volunteer Management Associates, 1976.

⁶Wheatley, Margaret J., *Leadership and the New Science*: Barrett-Koehler Publishing, 1992.

1998 International Conference on Volunteer Administration

Evaluating Individual Board Members: A Training Summary

Barry L. Boyd, Ph.D.

ABSTRACT

An ineffective board of directors can be a nonprofit organization's greatest headache and can prevent the agency from adequately serving its clientele. During the 1998 International Conference of Volunteer Administrators, Leslie Linton and Alice Zacarello outlined five steps to rejuvenate your board of directors by making each board member personally responsible for achieving the agency's annual goals. The keys to accountability for a volunteer board of directors include developing annual and long-range plans, obtaining written commitments from board members to help achieve the annual goals, orientation for new board members, reviewing the annual plan at each board meeting, and an annual self-assessment by each board member as to their performance in achieving the agency's goals.

How effective is your agency's volunteer board of directors? Do members attend meetings? Do they participate in the agency's programs or contribute in other ways? Do they interpret the agency's mission to the public? These issues were addressed during a workshop entitled Evaluating Individual Board Members during the 1998 International Conference of Volunteer Administrators.

Leslie Linton and Alice Zacarello have more than 30 combined years managing non-profit organizations. Both presenters are now independent consultants, helping nonprofit organizations improve their management and organizational skills. They shared their expertise in managing and evaluating non-profit boards with more than 25 participants at the annual conference.

Linton and Zacarello outlined a five-step process for developing a more effective board of directors: Develop a long-

range plan for your organization every three years, Board members make an annual commitment to their responsibilities in the annual and long-range plans, Provide orientation for all new board members, Review the long-range and annual plans at every board meeting, and Evaluate the annual and long-range plans at the end of each program year and have each board member complete an individual self-assessment.

Successful agency accountability begins with the long-range and strategic planning process. During an annual retreat, the board evaluates the previous year's program, the long-range plan, and takes a deep look at its mission and values. The outcome of this process should be a new or revised mission, values and vision statement and a set of annual goals to guide the agency during the coming year. Every third year, the board develops a new long-range plan.

Dr. Barry Boyd has served more than 15 years as a county Extension agent with the Texas Agricultural Extension Service. For the past six years, he has served as director of the 4-H and youth development program in Tarrant County, Texas, directing over 200 volunteers in carrying out educational programs reaching more than 18,000 youth. Dr. Boyd is responsible for recruiting and training 25 4-H Club Managers, 75 4-H project leaders and various 4-H program coordinators. He also serves as the advisor to the Tarrant County 4-H & Youth Development Committee. Dr. Boyd is a member of DOVIA - the Texas Connection and served on the Tours and Special Events Committee for the 1998 International Conference of Volunteer Administrators.

After setting the annual goals, each board member completes a personal action plan that includes both general board responsibilities and specific tasks he/she will accept to ensure that the annual goals are reached. In addition, each sets individual goals for personal growth.

Orienting new board members is the critical first step in integrating them into your team. The new members should receive a notebook that includes, but isn't limited to, the agency's bylaws, board roster, long-range and annual plans, a brief history and the mission of the organization, and a job description that includes what is expected of board members. All of these materials are reviewed and explained during a face-to-face orientation session with the new members.

The annual plan should be reviewed at every meeting to measure progress towards achieving the goals. The plan may also need to be altered as resources or issues change. An annual plan must be flexible to address an ever-changing environment.

The final step is the annual evaluation of the strategic plan. As part of this annual review, each board member completes a self-assessment that includes the following questions. How many regular meetings did you attend? Do you understand the organization's mission, vision and values? How involved were you in the annual Development Plan? What actions did you personally take to promote the organization to the public? Did you contribute names to the nominating committee? Did you attend or volunteer at any of the agency's programs the past year? Board members are asked to review their personal action plan to determine which of their responsibilities they accomplished and why others were not completed.

The agency staff member then uses this self-assessment, along with their observations, to recognize the board members' efforts, recommend how they can improve their performance, or determine

if the board member should continue service.

The keys to Linton and Zacarello's model is getting the board members' written commitment to the role they will take in carrying out the annual plan and the annual self-assessment that they will complete at the end of the program year. Written commitments serve as a reminder of the member's responsibilities, and they feel more accountable when such commitments are agreed upon publically. Knowing from the beginning that there will be a self-assessment in twelve months also serves to motivate board members.

Following these five steps can rejuvenate your volunteer board. With members who are committed to your agency's goals, your board of directors can make your agency more successful in serving its clientele. More information concerning evaluating board members may be obtained from the co-presenters at P.O. Box 224882, Dallas, Texas, 75222.

1998 International Conference on Volunteer Administration

Assessing Organizational Culture and Its Impact on Volunteer Diversity: A Training Design

Joseph H. Konen

ABSTRACT

This flexible training design will equip volunteer administrators or consultants to facilitate a group analysis of the culture of the participants' organization and the impact of that culture on volunteer diversity. This understanding is an important tool for recruiting and retaining diverse volunteers. A menu of four tools and activities allow the trainer to adapt to the unique needs of each group. Background information gives the trainer a basic understanding of organizational culture and several approaches to analyzing its influence on volunteering.

BACKGROUND

The philosophy and background information for this design are outlined in Appendix A, p. 21.

GROUP TYPE AND SIZE

Six to ten key leaders from the same organization will benefit most from this activity. Larger groups can be facilitated in circles of small groups. Alternatively a team from the volunteer unit of an organization can benefit. When leaders from different organizations are joined as one group for this activity, they will be limited in applying their understandings until they have an opportunity to work through the process with others within their own organization.

LEARNING OBJECTIVES:

Participants will increase their knowledge of the meaning and influence of organizational culture. They will:

- achieve an understanding of organizational culture and of the culture of their own organization

- deepen their understanding of the effect of organizational culture on volunteer effectiveness
- identify a vision for high impact through diverse volunteer involvement

TIME REQUIRED

Two hours will allow a group to work through the activities of this design, especially if the group has a history of working together and some facility in group process. The facilitator could shorten the process and attain worthwhile, though limited, progress in 90 minutes. If two and one-half hours are available the optional profile #3 can be used and more extensive discussion may be possible.

PHYSICAL SETTING:

Comfortable seating around a round table is most effective. Required writing is minimal so circular seating without a table is adequate. If several groups are working through the activities together, each group should have its own circle or circular table. An easel, newsprint pad,

Joseph Konen is an Extension Agent with Ohio State University. He works with over 200 volunteers in an urban 4-H program in Cleveland, Ohio. Joe coordinated volunteer programs in parishes of the Catholic Diocese of Cleveland for 20 years and taught leadership and pastoral ministry to graduate students in ministry. He has a professional doctorate in ministry and a M.S. in Biology. Joe has been a member of the Forum for Volunteer Administrators in Cleveland since 1994 and recently joined AVA. He has been a qualified administrator and trainer in the Myers Briggs Type Indicator since 1985.

and marker will be necessary to record group responses. Copies of each of the pages in the appendix are needed for each participant.

THE PROCESS

0 - 10 minutes

Staggered start: Welcome participants and give to each participant a copy of the *Organizational Culture Profile #1*—see appendix. Tell them they can fill this out as they await all to gather. Let them know that you will not be collecting the sheets that they fill out but that they will use them for discussion in the group. Inform them that you will begin discussions in about ten minutes.

10 - 20 minutes:

Welcome the group. Introduce the process: "The goal of the session is to help you (us), as a group, understand organizational culture and how organizational culture impacts volunteer diversity and effectiveness. The session will finish with planning that will allow you (us) to consider changes that will maximize the achievement of organizational goals.

"We will discuss, first, this simple profile of organizational culture. Then we will review the concept of organizational culture and go on to other profiles that will help us to delve deeper into the culture of your (our) organization. From there we will look at the effect on volunteerism."

20 - 35 minutes

"Let's take a few minutes to think about the profile you just finished. I would like a few of you to mention one of the pairs that gave you an insight into how you (we) 'are' together. Throughout the discussions of this training, you are free to participate in the discussion at the level and depth that you feel comfortable."

Solicit about five or six responses. Interventions do not need to be long. If valuable discussion follows, let it go awhile but give a certain sense that there is more to come and that it is time to move along.

35 - 45 minutes

Ask the group to help you describe organizational culture. Tell them that you will write key words on the chart. Take responses for about 5 minutes. Then add some key words from the information on the *Background Information* handout—see appendix. Finally, give each member a copy of the Background Information sheet and tell them it is a resource for later reading after the training.

45 - 55 minutes

Ask the group to fill out the *Organizational Culture Profile #2*—See Appendix. Tell them that it focuses on the learning organization aspect of culture.

55-75 minutes

Have the group comment on insights that they gained about their organization while doing profile #2. If the discussion is vibrant and focused, other questions may not be necessary. If conversation lags, ask questions such as:

- "In what ways is yours a learning organization?"
- "Which characteristics of a learning organization did you find in yours?"
- "Did you get some ideas for needed growth through the use of this profile?"

Watch the time and move along when necessary. It is important to remind the group that this training exercise is designed to further a dialogue, not to finish it. If additional time is available use the *Organizational Culture Profile #3*—see Appendix. Profile #3 focuses on the globally competitive organization. See VARIATIONS below.

75 - 90 minutes

Have the participants fill out the *Volunteer Impact Questionnaire*—see Appendix. Say: "Please take ten minutes to answer the questions on the Volunteer Impact Questionnaire. When you are finished, we will have a discussion about objectives that you might set based on your experience in this workshop."

90 - 115 minutes

Offer to record comments as the participants respond to the questions you pose: "You have considered organizational culture. Have you identified any cultural barriers to attracting and effectively utilizing the diverse array of volunteers that would make your organization most effective? Are there organizational shifts that might help you to better attain your goals?"

"I'll chart the key concepts that you identify under one of two categories: 'cultural barriers' and 'potential organizational changes'."

Assist the participants through this activity.

115 - 120 minutes

Wrap up the session and help the group plan the next step if their discussion has led them toward any changes.

VARIATIONS

The *Organizational Culture Profile #3* (see appendix) may be substituted for either of the other two profiles or added after profile #2. It can deepen and enrich the conversation and the participants' understanding of the impact of organizational culture on volunteer effectiveness and diversity.

REFERENCES

- Hampden-Turner, C. (1990). *Creating Corporate Culture, From Discord to Harmony*. Reading, MA: Addison Wesley.
- Fernandez, J.P. (1993). *The Diversity Agenda, How American Businesses can out-perform Japanese and European Companies in the Global Marketplace*. New York: Lexington Books, Macmillan.
- Tobin, D. R. (1993) *Re-educating the Corporation; Foundations for the Learning Organization*. Essex Junction, VT, Oliver Wight Publishing.

APPENDIX A

Organizational Culture Background Information

Organizational culture is the context in which members of an organization relate to one another. Organizational culture includes spoken and unspoken conventions and customs that encourage certain behaviors and discourage other behaviors. Culture governs the way that an organization communicates and relates internally.

Organizational culture rewards those members of the organization that "fit in" to the customary ways of behaving. Those whose behavior is different find themselves feeling uncomfortable or even unaccepted in the context of the organization.

Both employees and volunteers, and especially supervisors and volunteer managers, will benefit from an understanding of the organizational culture in which they exist.

Organizational culture is both conscious and unconscious. Mission and vision statements are designed to influence the culture of the organization. Less overtly the history of the organization and the personalities of its leaders and members also impact the organization's culture. We often speak of the characteristics of certain geographical regions (the Northeast, the Northwest, the South, etc.). Popular parlance invests rural, suburban, and urban settings with different cultural characteristics.

Hampden-Turner defines organizational culture in this way: "Culture comes from within people and is put together by them to reward the capabilities that they have in common. Culture gives continuity and identity to a group. It balances contrasting contributions and operates as a self-steering system that learns from feedback. It works as a pattern of information and can greatly facilitate the exchange of understanding. The values within a culture are more or less harmonious.

Hampden-Turner identifies several characteristics of corporate (organizational) culture:

- individuals make a culture
- cultures can reward excellence
- culture is a set of affirmations
- cultural affirmations tend to fulfill themselves
- cultures make sense and have coherent points of view
- cultures provide their members with continuity and identity
- a culture is a state of balance between reciprocal values
- corporate culture is a cybernetic system
- cultures are patterns
- cultures are about communication
- cultures are more or less synergistic
- cultures can learn-and organizations must learn

Developed by Joseph H. Konen. Based on: Hampden-Turner, C. (1990) *Creating Corporate Culture, from Discord to Harmony*. Reading, MA: Addison Wesley. May be reproduced with proper credit.

APPENDIX B

**Organizational Culture
Profile #1**

Instructions: Indicate where your organization falls on the following scales by circling a star and number that shows your choice.

Dress-up	*	*	*	*	*	*	*	*	*	*	*	Dress Down
	5	4	3	2	1	0	1	2	3	4	5	
Arrive early	*	*	*	*	*	*	*	*	*	*	*	Arrive Late
	5	4	3	2	1	0	1	2	3	4	5	
Quiet	*	*	*	*	*	*	*	*	*	*	*	Noisy
	5	4	3	2	1	0	1	2	3	4	5	
Intense	*	*	*	*	*	*	*	*	*	*	*	Relaxed
	5	4	3	2	1	0	1	2	3	4	5	
Fun loving	*	*	*	*	*	*	*	*	*	*	*	Serious
	5	4	3	2	1	0	1	2	3	4	5	
Laid Back	*	*	*	*	*	*	*	*	*	*	*	Goal Driven
	5	4	3	2	1	0	1	2	3	4	5	
Collegial	*	*	*	*	*	*	*	*	*	*	*	Competitive
	5	4	3	2	1	0	1	2	3	4	5	
Sensitive	*	*	*	*	*	*	*	*	*	*	*	Rough and Tumble
	5	4	3	2	1	0	1	2	3	4	5	
Detailed	*	*	*	*	*	*	*	*	*	*	*	Creative
	5	4	3	2	1	0	1	2	3	4	5	

Konen, J.H. (1999). Assessing Organizational Culture and Its Impact on Volunteer Diversity: A Training Design, *Journal of Volunteer Administration*. May be reproduced with proper credit.

APPENDIX C

**Organizational Culture
Profile #2**

Part I. Rate your organization on the following five principles of the learning organization as outlined by Tobin — circle the appropriate number:

In our organization	most true					least true
-Everyone is a learner	5	4	3	2	1	0
-People learn from each other	5	4	3	2	1	0
-Learning enables change	5	4	3	2	1	0
-Learning is continuous	5	4	3	2	1	0
-Learning is an investment, not an expense	5	4	3	2	1	0

Part II. Tobin compares the culture of learning organizations to conventional organization practice. Rate your organization by putting a circle around the "c" (conventional) or the "l" (learning) or one of the intermediate stars to profile your organization.

Conventional Practice "c" "l" Learning Organization

I. Basic Organizational Environment

Stable	c	*	*	*	l	Rapid, unpredictable change
Local, regional, national	c	*	*	*	l	Global
Rigid culture	c	*	*	*	l	Flexible Culture
Competition only	c	*	*	*	l	Competition, collaboration, co-creation

II. Practices of the Organization

Based on past experience	c	*	*	*	l	Based on what is happening today
Procedure Driven	c	*	*	*	l	Market driven

APPENDIX C

Organizational Culture Profile #2 (continued)

III. Strategic Advantage of the Organization

Low cost based on standardization	c	*	*	*	1	Tailored to customer needs
Efficiency	c	*	*	*	1	Creativity

IV. Personnel Expectations

Follow routine	c	*	*	*	1	Deal with exceptions
Follow orders	c	*	*	*	1	Solve problems
Avoid risks	c	*	*	*	1	Take risks
Be consistent	c	*	*	*	1	Be creative
Follow procedures	c	*	*	*	1	Collaborate with others
Avoid conflict	c	*	*	*	1	Learn from conflict

QUESTIONS FOR DISCUSSION:

1. To what extent is your organization a learning organization?

2. What is the effect of this organizational profile on members of the organization?

3. What is the effect of this organizational culture position on recruitment and retention of volunteers?

Developed by Joseph H. Konen.

Based on: Daniel R. Tobin, D. R. (1993) *Re-educating the Corporation; Foundations for the Learning Organization*. Essex Junction, VT, Oliver Wight Publishing. May be reproduced with proper credit.

APPENDIX D

Organizational Culture Profile #3

Fernandez outlines the following key prerequisites of diverse, quality teams for globally competitive organizations. Directions: Rate your organization according to this profile of its diversity by putting a circle around one of the numbers for each trait given:

	most true					least true
1. Trust. There is a high degree of trust and confidence among all team members	5	4	3	2	1	0
2. Respect. As a result of trust and confidence, team members have a great deal of respect for one another	5	4	3	2	1	0
3. Clear, positive values, norms, and behaviors	5	4	3	2	1	0
4. Employees are valued	5	4	3	2	1	0
5. Acceptance and value of different people	5	4	3	2	1	0
6. While individuals are rewarded, teams are the center of reward and recognition.	5	4	3	2	1	0
7. Team members understand the linkage between team diversity and quality	5	4	3	2	1	0
8. Team members are committed to quality	5	4	3	2	1	0
9. Team members are committed to pleasing the customer	5	4	3	2	1	0
10. The team and the organization has a clear purpose, goal, and task	5	4	3	2	1	0
11. Teams and team members are not turf-oriented	5	4	3	2	1	0
12. There are clear, fairly distributed responsibilities and expectations	5	4	3	2	1	0
13. Specific action plans are developed	5	4	3	2	1	0

APPENDIX D

Organizational Culture Profile #3 (continued)

	most true					least true
14. The climate supports risk taking	5	4	3	2	1	0
15. There is a lot of discussion and everyone is encouraged to participate	5	4	3	2	1	0
16. Members use effective listening techniques	5	4	3	2	1	0
17. Conflict is not avoided — conflicts are productively resolved without suppressing	5	4	3	2	1	0
18. Consensus decisions are made	5	4	3	2	1	0
19. Cooperation is practiced among team members	5	4	3	2	1	0
20. Compromises are valued when they do not reduce quality	5	4	3	2	1	0
21. Open proactive communication	5	4	3	2	1	0
22. Shared leadership	5	4	3	2	1	0
23. Teams develop key outside relationships	5	4	3	2	1	0
24. The team has diversity of styles and talents	5	4	3	2	1	0
25. Personal self-assessment is a norm	5	4	3	2	1	0
26. Team self-assessment is likewise valued	5	4	3	2	1	0

QUESTIONS FOR DISCUSSION:

1. What is the effect of this organizational profile on members of the organization?

2. What is the effect of this organizational culture position on recruitment and retention of volunteers?

Developed by Joseph H. Konen.

Based on: Fernandez, J.P. (1993). *The Diversity Agenda, How American Businesses can out-perform Japanese and European Companies in the Global Marketplace*. New York: Lexington Books, Macmillan. May be reproduced with proper credit.

APPENDIX D

VOLUNTEER IMPACT QUESTIONNAIRE

1. Does the organization seek to fit a volunteer into a ready-made slot or is there an effort to ask the volunteer for a creative idea for his/her involvement?

2. How well are volunteers able to be heard in the decision making process of the organization?

3. Do volunteers take leadership roles in the organization?

4. Are volunteers asked to create new programs or approaches—or are volunteers expected to carry out existing patterns?

5. Would limited-resource and diverse volunteers be able to fit into the culture of your organization?

6. What plans/processes could you initiate that would assist your organization to become aware of its culture?

7. What process would assist your organization to modify its culture to make more effective use of volunteers?

Konen, J. H. (1999). Assessing Organizational Culture and Its Impact on Volunteer Diversity: A Training Design, *Journal of Volunteer Administration*. May be reproduced with proper credit.

1998 International Conference on Volunteer Administration

Earning Staff Commitment through Recognition: A Workshop Summary

Judith F. Chason

ABSTRACT

After years of running a large volunteer program that involves thousands of volunteers, I became aware that I would not be successful without the commitment of both staff and executives. Success came with a plan to enhance buy-in from the top down through staff recognition and appreciation. This article focuses on several methods of staff recognition we found to be successful. It summarizes a workshop I presented at the 1998 ICVA.

CREATING A WIN/WIN SITUATION

Obtaining commitment from staff to support volunteers may be one of the biggest challenges in running a successful volunteer program. This commitment and support is however, essential.

Ideally, staff commitment should flow, and flow freely, from observation of the many benefits volunteers offer. Individual staff members will find volunteers provide energetic, intelligent, enthusiastic assistance with any and all tasks assigned.

Yes, volunteers do perform valuable services and offer invaluable assistance, and if they don't, your volunteer program will not succeed—no matter what. However, when you realize that your agency's staff is most likely overworked and underappreciated, you will see the importance and value of giving staff appreciation and recognition for their support of volunteers. You will create a win/win situation and will focus everyone's attention on the value and importance of your volunteer program.

STAFF PERSON OF THE YEAR

Several years ago, our Volunteer Services Department decided to move beyond the typical "volunteer of the year" award to also begin presenting the "staff person of the year" award. In 1996, I thought that it would be wonderful to recognize staff for their part in running a successful volunteer program, and to highlight their positive involvement with volunteers. I remembered having heard Betty Stallings remind Volunteer Directors that volunteers are not "theirs," but are partners with the staff.

I wanted staff to understand the importance of their partnership with the volunteers who work in their programs and to praise staff members by naming both a Volunteer Of The Year and a Staff Member Of The Year. I discussed the idea with a volunteer who then developed a flyer to mail out to all our active volunteers, asking each one to cast a ballot for one special staff person who best provides supervision, training and support. I felt that these

*Judith Chason is the Director of Volunteer Services for the Jewish Federation of South Palm Beach County. The Federation is the umbrella organization for 5 social service Jewish agencies. Since her appointment to this position in October 1991, the Volunteer Services Office has grown from 200 to over 4,000. Ms. Chason has just completed a two-year position as President of the DOVS of Palm Beach County. Her most recent certification was from the University of Colorado at Boulder for their *Volunteer Management Program*. Recently, she was awarded the Mildred Moss Founders Award given by RSVP, United Way & and the Corporation for National Service for an outstanding volunteer program. Judith has presented workshops for the State of Florida and for AVA, and has consulted with agencies throughout the United States and Canada. Prior to her position at the Jewish Federation of South Palm Beach County, Ms. Chason spent over 20 years working with volunteers for non-profit agencies. She considers volunteerism a wonderful opportunity to express one's altruism .*

three skills epitomized what is needed for a good volunteer-staff partnership. We asked the volunteers to vote for someone who has made their volunteer experience both fulfilling to them and beneficial to the program. (See Appendix) We asked the volunteers to list their reasons and return the ballot to the Volunteer Services office about six weeks prior to the "Thank You Celebration." The name of the staff person chosen from each organization would be announced at that event.

I decided to have ballot boxes placed in the various agencies and departments, not just to give volunteers the opportunity to drop ballots off instead of mailing them back, but also to have the ballot boxes seen by volunteers, board leaders, executives and staff for at least a month, providing visibility and attention.

I then selected a committee of board volunteer leaders who would review the nominations and, based on the number of nominations and quality of reasons given, make the selection of "staff person of the year." The number of nominations a staff person received was not the deciding factor because many staff work with a small number of volunteers and other work with large teams, so the quality of supervision and partnership was very important.

VOLUNTEER/STAFF THANK YOUS

We later sent thank-you notes to all the volunteers who nominated staff. Before the event, printed certificates were personalized for all executives to hand out to their staff who were nominated. With the certificates, a list of all nominees of all agencies was given to the Executive Director of each agency or department, so that they could see not only their own, but staff who were nominated in other agencies and departments. The executives personally giving out the certificates emphasized the importance of the honor. The executive also highlighted the staff person's accomplishments in his/her own department newsletter and board committee meetings. A glass trophy, engraved

with name and year, was given by the top executive or president of each agency.

Overall, choosing a staff member of the year provided a wonderful and cost-effective way to recognize staff, to have all levels buy in, to empower the volunteers and to publicly promote the efforts of the Volunteer Services Department.

ONGOING RECOGNITION

Equally important is an ongoing recognition program. Executives and supervisors should:

- Be kept informed of how well staff works with volunteers
- Consider, as part of written annual evaluation, the ability of staff to work with volunteers
- Honor, on a monthly basis, an individual staff person who best works with volunteers.
- Present a staff person with a gift, a certificate and an article about the staff person in the agency or company newsletter.

To highlight continuing recognition, "Quarterly Updates" should be sent to all executives and board committee members, keeping them informed of the success of the program and the role staff plays in that success.

Immediate and ongoing appreciation can come from a thank-you note to those staff members who best work with the Volunteer Services Department and with their volunteers. Copies of the notes should be sent to supervisors.

IN SUMMARY

When staff is recognized and rewarded for doing a good job and Volunteer Services has the commitment of executives and staff members, positive results are achieved and Volunteer Services receives well deserved respect and trust.

1998 International Conference on Volunteer Administration

The Big Dipper Libraries: A Training Design

Lucy A. Mc Gowan

ABSTRACT

This is a training outline for a workshop I coordinated with the conference theme and presented at the 1998 ICVA. It was directed toward all areas of leadership in volunteerism with available resources to help chart management skills and professional credibility.

BACKGROUND

The ninety-minute workshop was geared around WHAT'S IN IT FOR ME? There were fifteen participants, all of whom except one worked in libraries. The objectives were to have them focus on their self-assessment of management skills and to stimulate an interest in professional advancement.

PROCESS

Initial 30 minutes: Following the introductions, the Big Dipper was featured as a library containing a specialized collection for volunteer administrators. The application of these resources was encouraged as a way to expand management skills.

I shared my desire to develop a library collection on volunteer administration. It led to an innovative idea of approaching our local Northwest Oregon Volunteer Administrators Association (NOVAA) for funds to create a circulating collection to be housed and maintained in one of the public libraries. This gave me an opportunity to expand my skills and competencies that involved planning, organizing, decision making, staffing, directing, delegating, documenting, recognition and evaluation.

Fifteen minutes: To synchronize with the theme, "Stellar Solutions," participants were to imagine themselves as aliens in the space of volunteerism, wondering how to prove their credibility and need for funding. They were to go on a mini vacation with no heavy baggage: a perfect get-away, all alone; a time to balance their wheel of life and assess their professional desires.

I had them begin by standing and stretching overhead. When seated, I took them through a relaxing exercise with eyes closed. I concluded, "Now in your mind's eye try to see darkness. Let your whole self leap out of this world. Wander freely until you feel you are in a deep studded space of tiny flickering lights. If you cannot find the Big Dipper, try to see clusters of a galaxy of twinkling stars. Wish upon your stars for three professional goals you want to accomplish."

When they were brought back to earth, they were given a few minutes to record their wishes on a handout.

Fifteen minutes: They gathered into groups of three, sharing and generating a list of wishes that were recorded by one from the group.

Thirty minutes: As a volunteer posted

Lucy McGowan is a Library Science graduate with a background in organizing and managing libraries; a personnel manager of a family business; a library advisory board member; a nine-year member of AVA and a Certified Volunteer Administrator. She designed the CVA pin, and recently retired after nine years as Coordinator of Volunteer Services at the Lake Oswego Public library in Oregon.

the wishes on the flip chart, some wishes were addressed with solutions from personal experiences and interactive levels of creativity.

Some of the wishes consisted of implementing projects that required the functional skills of planning and organizing. Listed among the programs they envisioned were: Outreach; Literacy; Helping with Homework; Fundraisers and Internet classes.

A few of the personal wishes were: To improve staff/volunteer relations; To devote more time to being a volunteer coordinator; To look into courses on volunteer administration; To join Toastmasters; To attend computer classes; and To apply for the AVA certification.

Time was short for many, but they were encouraged to follow their stars.

The volunteer who answered my request for help to list the wishes on the flip chart received an appreciation gift, a game called GALAXY.

OUTCOME

1. The professional goals were recorded on the personal action plan, a study on evaluations of conferences in cooperation with the University of North Texas. A follow-up and a progress report of the survey will follow in a few months.
2. Twelve of the participants attended the related EXPLORING NEW HORIZONS FOR LIBRARY VOLUNTEERS workshop.
3. On the last day of the conference I received my reward. A participant approached me with her action plan. The first item was to begin her application for a CVA. She wanted my approval to be her resource person and her mentor.
4. Participants left with handouts, including a list of online resources. (See Appendix.)

APPENDIX ONLINE RESOURCES FOR NONPROFITS

Publications for Nonprofits

Philanthropy Journal Online

www.pj.org

This site is published by the Philanthropy News Network and provides news about philanthropy and the nonprofit sector as well as information about fundraising, corporate volunteers and technology issues affecting nonprofit organizations.

The Chronicle of Philanthropy

www.philanthropy.com

News articles, information on gifts and grants, fundraising, nonprofit management and technology and links to other Web sites are also available.

The Nonprofit Times

www.nptimes.com

An online version of the organization's newspaper, this site gives access to articles and news about philanthropy and nonprofit organizations.

Nonprofit Online News

www.gilbery.org/news

Current and archived articles of interest to the nonprofit and philanthropic worlds are available at this site. Recommended publications and information about national conferences are also posted.

Organizations

The Foundation Center

www.fdcenter.org

This site provides information for grantmakers and grantseekers including libraries of information about funding resources and proposal writing, directories for grantmakers and access to the "online Librarian" to ask email questions and receive replies.

GuideStar

www.guidestar.org

This site provides a guide and Internal Revenue Service information about more than 600,000 charities and nonprofit organizations. News about philanthropy and resources for donors.

NSFRE

www.nsfre.org

Over 3,000 references and periodicals about fundraising and development can be accessed at this site.

Independent Sector

www.indepsec.org

Information about communications, government relations, membership research and leadership are all provided on this site.

Nonprofit Resources Catalogue - National Center for Nonprofit Boards

www.ncnb.org

Aimed at nonprofit board members and chief executives, this site provides information about building stronger nonprofit organizations and boards.

Council on Foundations

www.cof.org

The Council on Foundations provides access to more than 130 publications at this site. General information about foundations as well as education programs and information about conferences and workshops are also available.

Institute for Global Communications

www.igc.org

Internet resources and information for progressive organizations emphasizing peace, economic and social justice, environmental and conflict resolution are available at this site.

Fundraising

Fundraiser Cyberzine Yellow Pages

www.fundraiser.com

Links to fundraising supplies, consultants and providers as well as fundraising news, reviews of new products and new publications are available for perusal here.

Fundraising Online

www.fundraisingonline.com

Advice about using email and the Internet to fundraise is provided at this site with contact and phone numbers to register for national and international fundraising workshops. News items and interviews with fundraising experts are also posted.

Fundraising and Friendraising

www.fund-online.com

Adam Corson and Laura Blanchard's book, "Fundraising and Friendraising on the Web," is available chapter by chapter at this site.

Legal Encyclopedia

www.nolo.com/chunksb/sb.index.htm#3

The Legal Encyclopedia Online provides information about incorporating and raising money in a nonprofit organization as well as information about tax exemptions.

General Nonprofit Resources

Putnam Barber's Information for Nonprofits

www.eskimo.com/~pbarber

This Seattle-based site provides information for nonprofit organizations such as background on the nonprofit sector, start-up concerns, policymaking and operational issues, incorporating technology, marketing strategies and advice on volunteerism.

Internet Nonprofit Center

www.nonprofits.org

More than 70 nonprofit organizations can be accessed via this site, which also has a "nonprofit locator" that identifies many US charities. Advice on using the internet, creating web pages, information on other publications and chat rooms are also available.

The Nonprofit Resource Center

www.not-for-profit.org

This site provides nonprofits with legal and grantwriting information as well as links to support organizations and fundraising publications. Reference to nonprofit consultants and ways to sign up for mailing lists are other features.

APPENDIX (continued)

Nonprofit Information Gallery

www.infogallery.com

This site allows nonprofits to access reference materials about financial management as well as various legal issues and event planning. Organizations can also locate information using 13 search engines at this site and get advice about planning and applying for grants.

Legal and Tax Answers for Nonprofit Organizations

www.exemptlaw.com

This web site answers questions about legal and tax issues affecting nonprofit organizations. Internal Revenue Service forms and tax documents such as the Form 990 and Form 8283 for Noncash Charitable Contributions are accessible.

Nonprofit Nuts & Bolts

www.nutsbolts.com

A storehouse of short articles dedicated to ways of improving a nonprofit organization. Both the current issue and archived issues are available at this site.

Nonprofit Gateway

www.nonprofit.gov

This site connects nonprofits with federal government information and services. There are links to resources about grants, volunteering and budgeting as well as to information clearinghouses like the Library of Congress and Federal Register.

LibertyNet

www.libertynet.org

A Pennsylvania nonprofit. LibertyNet focuses on helping underserved groups use technology. This site publishes information about the Philadelphia region and how to help area nonprofits use technology as well as how nonprofits nationwide can make use of the Web.

Volunteering

Volunteer Today

www.bmi.net/mba

This site is directed at volunteer managers and offers advice and columns about volunteer recruitment, training and retention.

InterActive

www.servenet.org

Information about volunteerism and posting of volunteer opportunities are available at this web site.

Technology

Center for the Application of Information Technology

www.cait.wustl.edu/cait

This site gives nonprofits technical assistance and advice through a training consortium and leadership programs to help professional make the most of their technology.

Compiled by Lucy McGowan, CVA. May be reproduced with proper credit.

1998 International Conference on Volunteer Administration

ABSTRACT

There is an adage that states that "two heads are better than one" This was clearly evident in one of the workshops I attended at the ICVA CONFERENCE that was held at the DFW Airport October 21-24 1998. How The Game is Played, or Team Building For Fun And Productivity was a unique and fun-filled workshop that focused on team efforts and team spirit. What determines a winner in any arena? I quickly learned it is all in how the game is played. Golf is considered to be a winner-takes-all game, but criterion for this game was to be a member of the team. Each of us brought to the game our specific skill(s), our own hopes and fears, yet we became a team. Volunteering is never just about you.

The Game of Golf: A Training Summary

Loree Washington

NAME OF THE ACTIVITY

A game of golf as presented by facilitator, Cheryle Yallen, entitled "How the Game is Played, or Team Building for Fun and Productivity."

GROUP TYPE AND SIZE

There were twenty-one people in the session, twenty female and one male. We were in groups of four or five members.

LEARNING OBJECTIVES

- Team Building leads to productivity.
- Team Building is brings skills together to assure a successful team

TIME REQUIRED

Time is flexible. We took ninety minutes to complete the activity, but it can be done in forty-five minutes to an hour, depending on the readiness of the team members.

MATERIALS

1. Magic marker
2. Flip chart to keep scores and list the name of each team
3. Golf club for each team
4. Golf balls
5. Strips of green (outdoor carpet or rug)

for the golf courses

6. Landing cups

7. Specific instructions on the rules of the game.

PHYSICAL SETTING

A large meeting or conference room will suffice, provided it can accommodate a setup of two mini-golf courses. Space should be available for four teams with two teams playing at each golf course. Each team should have a name for identification tags and a chart to record scores.

Chairs should be arranged to provide adequate space to play the game.

PROCESS

The class began with the facilitator holding a golf club. After introductions, we were all instructed to count off in fours. Twenty-one class participants yielded four groups of four members with five members in group five. The facilitator asked the teams to be seated in round-table manner. She further explained that there was a recipe for success. A successful team must know how to play the game, step by step.

Loree Jackson Washington has been Volunteer Coordinator with the Texas Department of Human Services in the Aged and Disabled Program since 1990, working with 19 counties. She has served as Chairperson of the volunteer committee for the Governors' Conference held in Dallas, and is membership coordinator for DADV—Dallas Association for Directors of Volunteers.

AWARENESS OF THE GROUP PROCESS

We observed each member of our team and described our first impression by using words such as "bold, daring, leadership ability," etc. The idea was to have a dominant team member, an influencer, a balancer and a loyalist. For example, my first impression of my team members was that one was decisive; the second, responsible; and the third, a very strong balance of the the other two; and myself, possessing strong leadership skills.

ESTABLISHED GROUND RULES

The facilitator established only one ground rule—that the ball had to land directly in the cup and pop out without the aid of the putter. She also noted that it would count against the team each time the ball failed to go in the cup and pop out.

BALANCED PARTICIPATION

The facilitator asked each team to meet separately for fifteen minutes to work on their game plan. During this time each member participated and shared his/her commitment to the team's success. This was done by contributing our particular talents and skills in the game of golf and our interpretation of the facilitator's statement in establishing the ground rules.

WELL-DEFINED DECISION PROCEDURES

Each team member received a clear definition of his/her role in the game plan. We understood the message from the facilitator, that there was no right or wrong way to play the game; only that the ball had to go in the cup and bounce out. Any action required skill and creativity from each member on how we were to aid the putter in getting the ball in and out of the cup.

BENEFICIAL TEAM BEHAVIORS

The teams reconvened and were instructed by the facilitator to come up with names for their groups. Ours was called WHIPS. Others were TEE PARTY, MEAN GREEN PUTTING MACHINE

and FAIRWAY FRIENDS. The facilitator allowed a 15-20 minute practice session. We appointed our dominant person or putter as she was a golfer and was most likely to get the ball in the hole.

CLEAR COMMUNICATION

Each team member was aware of how the game would be played. Although we designated a putter, each of us practiced, practiced, practiced. We agreed that two members of the team would hold the rough edges of the carpet to allow smooth rolling of the ball and the other member would guide the ball into the cup, giving it free rein to pop out on its own. After many tries, we reversed our roles, assuring that each member tried her hand as putter.

THE GAME IN PROGRESS

The facilitator ended the break and assigned teams. We were to play opposite the MEAN GREEN PUTTING MACHINE. Incidentally, this was the group with the male member. The facilitator wrote the names of each team on the flip chart. We were to putt once and allow the opposing team a chance to putt. We assembled, remembering our clearly defined roles. Ahead a few points, we reversed our roles to indicate that each was indeed capable of the leadership role. Each team had its particular strategy for getting the ball into the cup. It was, according to the facilitator, whatever works, as long as the ball goes in and pops out. The WHIPS and THE MEAN GREEN PUTTING MACHINE ended in a tie and had to have a tie-breaker. The facilitator ruled that the other members would not assist, but allow the lead persons to break the tie. We quickly formed a cheering section for our team member, giving her positive strokes and confidence. The facilitator would give each team only one turn at the helm. The WHIPS (my team) yielded the green to the opposing team. The ball rolled for what seemed like a full minute, went into the cup but did not bounce out—no score.

With confidence, our member took the golf club and paused, stopping to smile at each team member before putting the ball. The ball started to roll, went into the cup and popped out—a score. We won!

VARIATIONS

Although the game of golf was chosen, I am certain that the plan is adaptable to any sport so long as the rules are clearly defined and the game plan is well established. We agreed that volunteering can be an individual or a team effort depending on the situation. As an individual, you still need a cheering section and advice from the coordinator or facilitator. Volunteering requires that each member utilize his/her talents so that together the team will win.

1998 International Conference on Volunteer Administration

Abstract:

Amid all the flurry of information presented by the impressive cadre of speakers at the 1998 ICVA, a chance meeting in the lobby of the Hyatt-Regency Hotel with an attendee from Luxembourg provided true inspiration. The story of Catherine "Triny" Herr spells out in personal detail the motivation that drives many volunteers and leads them to organize others.

Inspiration from the Hyatt-Regency Lobby

Paula Massa Anderson

I wish Dr. Barbara Wheatley could have sat down with a small group of us in the lobby of the Hyatt Regency Hotel as we listened to Catherine (Triny) Herr tell us of the dramatic life change that steered her to volunteerism. She would have been very pleased to hear Catherine talk of how the events of her life support the message Wheatley delivered at the annual breakfast meeting of the AVA in Dallas.

Catherine travels from Luxembourg to get re-energized for her volunteer missions to Third World countries. The Dallas ICVA was her sixth. "I get inspired when I come to these, and then I share and inspire someone else," said Herr. Dr. Wheatley's address was particularly meaningful for her. It told how to find order in chaos, or, as Dr. Wheatley termed it, finding order in the "messiness" of life.

Dr. Wheatley's study of biology makes her a believer in the order of chaos, and the lesson that only through the painful trauma of change does true order manifest itself. Herr said she learned that lesson twenty years ago when her husband died suddenly, leaving her to raise her then three-year-old son, Marcos, alone.

But that tragedy shaped her destiny, because it led her to embrace volunteerism as an avocation.

Catherine was living in Hawaii when her husband died. She had no other family with her, and so she dealt with the tragedy through the support of strangers. She said there were many people whom she had never met who came to her to ask, "What can I do?"

"In that chaos I hit rock bottom," said Herr. "I found a new beginning."

Because she felt a need to deal with her tragedy before moving on, Catherine stayed in Hawaii for a year after her husband died. Then she moved with her son to California. But the strength she had gained from strangers in Hawaii inspired her to help others. She began volunteering at the Catholic Church in San Pedro.

When Marcos was 12, Catherine decided to return to Europe so that he could experience his heritage in her native country. But she was prepared for the fact that volunteering in that part of the world would be challenging. "I knew that volunteering in my country was not traditional," she said.

She found herself knocking on the doors of service agencies, offering volunteer help. But her offers were met with skepticism, and she was frequently turned down. "They asked me, 'Why are you doing this?'" recalled Catherine.

Paula M. Anderson is Volunteer Coordinator for the Grand Junction Police Department in Colorado, where she is responsible for the recruitment and management of over 100 volunteers. Previously, she was Executive Director for Volunteer Central of Mesa County, Inc., a private not-for-profit volunteer clearinghouse. She has also served as volunteer coordinator for the Mesa County Public Library District.

Because volunteering was such a foreign concept, people thought her overtures were prompted by some self-serving motive.

Catherine discovered that her craft skills provided her with the solution. She offered to teach the elderly in a Luxembourg nursing home how to do crafts. It turned out to be an excellent way to connect. "It is always a way to reach people if you work with them. They just start talking," said Catherine.

She became a familiar face at Luxembourg's prison, its mental hospital, and its nursing homes. Eventually, her scope widened beyond her native country.

"When I returned to Luxembourg I noticed many poor Portuguese laborers there, and so I went to Portugal to find out why," said Catherine. "I found lots of wealth, but lots of poverty."

What was most alarming to her was that she found many children wandering the streets. She learned that the children went to school in shifts. In the early 70s, Portugal relinquished several of its colonies, and the influx of some 700,000 returning settlers strained an already weak economy there.

Catherine met with the mayor of one of the cities in Portugal and asked him if he would build a care facility for the children if she would secure the funding and bring volunteers. "He said 'yes', but in the meantime, he had no place to house our program," she laughed.

And so Catherine and the few volunteers she brought with her set up craft tables on the street during her school vacations, and the children gathered there to learn. After eight years, the facility was finally established.

In order to provide such benefits elsewhere in the world, Catherine decided to create "Friends of the Earth" and apply for status as a Non-Governmental Organization. Such designation made it possible to gain a 50-75 percent funding match from the Luxembourg government for projects in Third World countries. "I was able to double and triple my fund-raised

money and do larger projects to help more people," said Catherine.

In 1992, she was selected by the U.S. Embassy to represent Luxembourg at the International Conference on Volunteerism in the U.S. This was her first ICVA trip. It was there that she met two social workers from the Philippines who impressed her with their descriptions of the poverty there. So she traveled to the islands to see for herself.

"I had never in my life seen such poverty," said Catherine. "I walked over the smoky mountain just outside of Manila and talked to people, barely able to see them through the smoke where they live.

Her first project was to raise money to provide an ambulance to transport people from the streets to either hospitals or shelters. Later her efforts would provide a home for street children in Manila.

Catherine's reputation as Europe's version of Mother Teresa has spread. Last year she was approached by the White Fathers Missionaries to co-sponsor the restoration of an entire mission station in the bush in Mozambique. She traveled there last summer to see the project started, and the blessing of the restored mission is scheduled for June.

Still youthful at 60, Catherine takes any available time off from her job as an elementary school craft teacher to travel to areas in need of facilities such as medical clinics, or homes for the shelter of children. She is often accompanied by several volunteers who assist her with her projects.

When she's not traveling, she inspires her students to volunteer. "I'm constantly involving the children in my volunteer projects," said Catherine. "They each gave up a Christmas gift one year for the children's home in the Philippines."

Most school vacations find her packing her bags. Catherine said she looks forward to AVA's annual gatherings. "I'm isolated," said Catherine. "I come here for the energy."

But Catherine shares that energy without reserve. Those of us who were capti-

vated by her story were inspired as we stood to go our separate ways.

Particularly moved was Molly Lew, a volunteer coordinator from New York, who was intrigued with Catherine's description of her latest project to provide a home for abandoned baby girls in a province of southern China. Molly plans to travel there this year to offer her volunteer assistance because her family origins are from that same province.

That is typical of the spontaneous links that have led Catherine Herr since the event that re-directed her life 20 years ago.

As we packed around conference papers mapping the policies and procedures for effective volunteer management, we were fortunate to have met Catherine Herr, a woman who has managed volunteer programs from the heart. "I have accepted my destiny," said Catherine. "I've been 'down there'. I know the depths. I've suffered, but I came out."

Catherine Herr has found fulfillment in her work. "I feel I am using my gifts," she said. "I feel happy when I can inspire people to volunteer."

Letters to the Editor

The Journal welcomes letters from readers. Letters should be as brief as possible and must include writer's name, address, and telephone number. Those selected may be edited for length and clarity.

Comments on a 1998 ICVA Workshop

To the Editor:

I attended a workshop at the 1998 ICVA in Dallas which I found especially enlightening. So often, our culture becomes so steeped in tradition that we think our way of doing things in the correct way. How sad that we fall into this pit.

I coordinate the year-long bereavement program for the LifeGift Organ Donation Center and was quite excited to find several bereavement classes being offered at the International Conference of Volunteer Administration. I attended "A Change of Worlds: A Memorial Service in Native American Tradition," led by Ona Rita Yufe, M.L.A. The class was a new and refreshing look at the Native American's approach to death and remembering those who have died. According to Ms. Yufe, "Unlike the traditional Judeo-Christian model, American Indians hold a unitary concept, and view life and death in a circular fashion. Death is seen as a part of life and is accepted and embraced. A goal for living—and dying—is harmony and balance with nature and the supernatural. Ancestors are frequently considered to be embodied in tokens and symbols and one hopes that a life lived well will allow a reuniting after death."

During this class, participants were led through and allowed to participate in a Native American memorial service. Each participant was allowed to identify and talk about someone they had lost to death. Then, a piece of colored glass representing the loved one was placed in a net. Very meaningful Native American readings and music were incorporated in the service.

Class participants were provided with a listing of books and music that addressed the Native American approach to bereavement. Participants left the class with a new concept of memorial services and were able to step outside their comfort zones when planning these services.

Judy A. Zavalla
LifeGift Organ Donation Center

Congratulations and a Request to the ICVA Committee

To the Editor:

I congratulate the committee for the 1998 ICVA for selecting the theme, "Stellar Solutions: Exploring the World of Volunteerism." When I attended my first conference in 1990 in Kansas City, I was lonely, searching for peers in the field of library volunteerism. This year was my sixth ICVA. Each year my evaluations encouraged a marketing technique to create interest among volunteer administrators for libraries.

Gradually, through the special network luncheons, a small core group began to develop. This year there were at least twenty present, and there are many more listed in the current AVA directory.

We looked forward to profitable exchanges at the network lunches under the direction of a facilitator for each interest area. If I could wish upon a star, I would like to see the network lunches continue for all groups, with each coordinated by a facilitator from that professional area.

Lucy A. McGowan, CVA
Coordinator of Volunteer Services
Lake Oswego (OR) Public Library

THE JOURNAL OF VOLUNTEER ADMINISTRATION

A publication of the Association for Volunteer Administration
P.O. Box 32092, Richmond, VA 23294, U.S.A.

Tel (804) 346-2266 • Fax (804) 346-3318 • E-mail: avaintl@mindspring.com • Website: www.avaintl.org

GUIDELINES FOR SUBMITTING MANUSCRIPTS

I. CONTENT

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

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

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

volunteerism: Anything related to volunteers, volunteer programs, or volunteer management, regardless of funding base (including government-related volunteers).

voluntarism: Anything voluntary in society, including religion. The term basically refers to *voluntary agencies* (with volunteer boards and private funding) that do not always involve volunteers.

If this distinction is still unclear, feel free to inquire further and we will attempt to categorize your article for you.

II. PROCEDURE

A. Author must send four (4) copies of the manuscript for review.

B. Manuscripts may be submitted at any time during the year. THE JOURNAL is published quarterly: *fall, winter, spring and summer*.

C. In addition to four copies of the manuscript, author must send the following:

1. a one-paragraph biography of not more than 100 words, highlighting the author's background in volunteerism;
2. a cover letter authorizing THE JOURNAL to publish the submitted article, if found acceptable;
3. an abstract of not more than 150 words;
4. mailing address(es) and telephone number(s) for each author credited;
5. indication of affiliation with the Association for Volunteer Administration or other professional organization(s). This information has no impact on the blind review process and is used for publicity and statistical purposes only.

D. Articles will be reviewed by a panel of editorial reviewers. The author's name will be removed prior to review to ensure full impartiality.

1. Author will be notified in advance of publication of acceptance of the article. THE JOURNAL retains the right to edit all manuscripts for mechanics and consistency. Any need for extensive editing will be discussed with the author in advance. Published manuscripts will not be returned and will not be kept on file more than one year from publication.

2. If a manuscript is returned for revisions and the author subsequently rewrites the article, the second submission will be re-entered into the regular review process as a new article.

E. Authors of published articles will receive two complimentary copies of the issue of THE JOURNAL carrying their article.

F. Copyright for all published articles is retained by the Association for Volunteer Administration. After publication in THE JOURNAL OF VOLUNTEER ADMINISTRATION, authors have the right to use articles they wrote in any way they wish subject to their acknowledging original publication in THE JOURNAL OF VOLUNTEER ADMINISTRATION, a publication of the Association for Volunteer Administration. No reproduction allowed without a complete credit line that also includes the author(s) name(s), exact title as published, issue, and year of publication. Written permission from the Editor-in-Chief is needed to post to the World Wide Web.

III. STYLE

- A. Manuscripts should be 10 to 30 *pages* in length, with some exceptions.
- B. Manuscripts should be typed, double-spaced, on 8 1/2" x 11" paper.
- C. Authors will be asked to submit the final version of a publishable article on a 3 1/2" high-density disk formatted in WordPerfect 5.2 or Microsoft Word 5.0 for Windows, or any text-based program for Macintosh since this publication is produced in QuarkXpress 3.32 on Macintosh.
- D. Manuscripts should be submitted with a title page containing title and author(s) name(s) that can be removed for the blind review process. Author name(s) should not appear on the text pages, but the article title must be shown or key word used at the top of each text page.
- E. Endnotes, acknowledgments, and appendices should appear at the end of the manuscript, followed by references and/or a bibliography completed in an accepted form and style.
- F. Author is advised to use non-sexist language. Pluralize or use "s/he."
- G. THE JOURNAL prefers authors use language accessible to the lay reader.
- H. First person articles may be acceptable, especially if the content of the article draws heavily upon the experiences of the author.
- I. The author is encouraged to use interior headings to aid the reader in keeping up with a lengthy article. This means breaking up the text at logical intervals with introductory titles. Refer to issues of THE JOURNAL for sample headings.
- J. Illustrations (photographs, artwork) will be used only in rare instances in which the illustrations are integral to the content of the article. Generally such artwork will not be accepted.
- K. Figures and charts should be submitted only when absolutely necessary to the text of the manuscript.
- L. General format for THE JOURNAL is in accordance with the *Publication Manual of the American Psychological Association* (4th ed.), American Psychological Association, Washington, DC, 1995.

IV. GUIDE TO PUBLISHING A TRAINING DESIGN

When submitting a training design for publication in THE JOURNAL, please structure your material in the following way:

ABSTRACT

TITLE OR NAME OF ACTIVITY

GROUP TYPE AND SIZE: This should be variable so that as many groups as possible can use the design. Optimum group size can be emphasized or ways to adapt the design to various group sizes can be described.

LEARNING OBJECTIVES: One or more sentences specifying the objectives of the activity.

TIME REQUIRED: Approximate time frame.

MATERIALS: List all materials including props, handouts, flip charts, magic markers, and audio-visual equipment.

PHYSICAL SETTING: Room size, furniture arrangement, number of rooms, etc.

PROCESS: Describe in detail the progression of the activity, including sequencing of time periods. Use numbered steps or narrative, but clarify the role of the trainer at each step. Specify instructions to be given to trainees. Include a complete script of lecturettes plus details of the processing of the activity, evaluation, and application. If there are handouts, include these as appendix items.

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

If possible, include references showing other available resources.

THE JOURNAL OF VOLUNTEER ADMINISTRATION welcomes your interest in our publication. We are ready and willing to work collaboratively with authors to produce the best possible articles. If your work is not accepted on the first try, we encourage you to rewrite your manuscript and resubmit.

Further questions may be directed in writing to the editor-in-chief at the Association for Volunteer Administration or via E-mail (avaintl@mindspring.com).

THE JOURNAL OF VOLUNTEER ADMINISTRATION

A publication of the Association for Volunteer Administration
P.O. Box 32092, Richmond, VA 23294, U.S.A.

Tel (804) 346-2266 • Fax (804) 346-3318 • E-mail: avaintl@mindspring.com • Website: www.avaintl.org

GUEST EDITOR

Nancy A. Gaston, CVA, Moreland Presbyterian Church, Portland, Oregon, U.S.A.

SENIOR ADVISOR

Anne S. Honer, Consultant/Trainer, Mooresville, North Carolina, U.S.A.

EDITORIAL REVIEWERS

Jeffrey L. Brudney, The University of Georgia, Athens, Georgia, U.S.A.

Martina F. Branco, Navy Marine Corps Relief Society, Arlington, Virginia, U.S.A.

Melissa Eystad, Consultant, Stillwater, Minnesota, U.S.A.

Linda Graff, Graff and Associates, Dundas, Ontario, Canada

Jackie Hart, Children's Memorial Hospital, Chicago, Illinois, U.S.A.

Renee B. Johnson, Missouri Historical Society, St. Louis, Missouri, U.S.A.

Jarene Frances Lee, Trainer/Consultant, Staten Island, New York, U.S.A.

Barbara Lightheart, Travis County Sheriff's Office, Austin, Texas, U.S.A.

Marilyn MacKenzie, Partners Plus, Don Mills, Ontario, Canada

Nancy Macduff, Macduff/Bunt Associates, Walla Walla, Washington, U.S.A.

Maureen P. Marshall, Virginia Department of Volunteerism, Richmond, Virginia, U.S.A.

Connie Pirtle, Strategic-Nonprofit-Resources, Washington, DC, U.S.A.

Heller An Shapiro, Osteogenesis Imperfecta Foundation, Gaithersburg, Maryland, U.S.A.

Don R. Simmons, Golden Gate Baptist Theological Seminary, Mill Valley, California, U.S.A.

Betty Stallings, Consultant/Trainer, Pleasanton, California, U.S.A.

Melsie Marjorie Waldner, Volunteer Resources Manager, Saskatoon, Saskatchewan, Canada

POLICY ADVISORS

Winifred L. Brown, Consultant/Trainer, Salem, Oregon, U.S.A.

Shirley A. Gravely-Currie, Joint Action in Community Service, Washington, DC, U.S.A.

Lois A. Milne, Florida State Department of Elder Affairs, Tallahassee, Florida, U.S.A.

Marlene Wilson, Volunteer Management Associates, Boulder, Colorado, U.S.A.

BOARD LIAISON

Barbara K. Wentworth, United Way of York County, Kennebunk, Maine, U.S.A.

COPY EDITOR

Miriam Disman, Children's Memorial Hospital, Chicago, Illinois, U.S.A.

INTERNATIONAL CONFERENCE

One World

One Purpose



ON VOLUNTEER ADMINISTRATION

November 7 - 10, 1999

Each year talented, dedicated professionals from around the world gather to interact in a rich learning environment to contemplate and plan for the future of volunteerism and volunteer management. As we stand on the cusp of the new millennium it is more important than ever that we who understand the power of volunteerism provide the leadership and energy to fuel this movement.

Participants in the International Conference on Volunteer Administration can expect to experience...

- A supercharged learning atmosphere
- An unparalleled networking environment
- A day of service opportunity

**For more information, or if you would like a brochure,
contact: AVA (804) 346-2266 or
visit our conference website www.avaintl.org
AVA members will receive a brochure in May.**

THE JOURNAL OF VOLUNTEER ADMINISTRATION

P.O. Box 32092
Richmond, VA 23294
U.S.A.

Nonprofit Org.
U.S. Postage
PAID
Richmond, VA
Permit No. 1684