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Key Words: challenges, global, trends, volunteerism

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Key Words: online volunteers, virtual volunteerism, virtual volunteers

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for beginning to conceptualize the relative costs and returns of volunteer positions. Organizations are urged to undertake a systematic review of where they engage volunteers and consider volunteer involvement as an important human resource asset early in organizational and service planning cycles. The cost-benefit analysis implied by the concept of a profit margin may reveal new volunteer opportunities that return great value for reasonable input costs.

Key Words: cost-benefit analysis, impact assessment, profit margin, volunteers

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Key Words: civil society, NGO, non-government organization, Uzbekistan, volunteerism

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Key Words: global, volunteer-friendly organization, volunteering

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In a keynote address to delegates to the 2005 Asia-Pacific Regional Volunteer Conference of IAVE, The International Association for Volunteer Efforts, in Hong Kong, the author advocates that volunteerism is an “unfinished miracle” embracing a social spirit “as old as human need and compassion” that is still “bringing new perspectives in community life and development worldwide.”

Key Words: challenges, United Nations, volunteerism

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Volume XXIV, Number 2: Volunteerism and Health Care

To be published October 2006

Manuscript Deadline: August 18, 2006

Volume XXIV, Number 3: Volunteerism and the Other Sectors

To be published January 2007

Manuscript Deadline: October 2, 2006

Volume XXIV, Number 4: Volunteerism and Holistic Community Development

To be published April 2007

Manuscript Deadline: January 8, 2007

Welcome to
The International Journal of Volunteer Administration
(*The IJOVA*)

Welcome to *The International Journal of Volunteer Administration (IJOVA)*, the next generation of the former *Journal of Volunteer Administration*. *The Journal* is a refereed publication of the Department of 4-H Youth Development and Family and Consumer Sciences at North Carolina State University in Raleigh, NC, USA. *The IJOVA* seeks to provide an exchange of ideas and a sharing of knowledge and insights about volunteerism and volunteer management and administration, both in North America and internationally.

Formerly published by the now-dissolved Association for Volunteer Administration (AVA), *The Journal* is a not-for-profit service of the Department and North Carolina State University that seeks to connect practitioners, academicians, and consultants in greater service to the global volunteer community and the professionals who lead it.

A Proud History of Service

Until the organization's formal vote of dissolution in April of 2006, AVA was an international professional association comprised of members engaged in the management of volunteers in nonprofit, governmental, school-based, quasi-nonprofit, and similar organizations (Association for Volunteer Administration, 2006). The organization had existed since its formal charter in 1961 as "The American Association of Volunteer Services Coordinators" (AAVSC), adopting its most recent name in 1979. At the time of its dissolution, the mission of AVA was to "advance volunteerism and enhance quality of life locally and globally by engaging leaders of volunteers through professional development, networking, and quality products and services." As of January 1, 2006, AVA had approximately 2,100 paid members, with approximately 90% from the United States, 10% from Canada, and a few from other nations.

Since 1961, thousands of individuals and organizations benefited significantly from AVA's major programs and services, including (but not limited to) the Certified Volunteer Manager (CVM) certification program; *The Journal of Volunteer Administration (The JOVA)*; quarterly Member Briefings; the CyberVPM electronic mailing list and chat room; and the *Volunteer Management* magazine. Another program of the Association was the annual International Conference on Volunteer Administration, which brought the best experts and instructors in the volunteer administration profession together to educate individuals managing volunteers on all levels of experience, resulting in new friendships, camaraderie, and strengthened networks of professional peers.

While AVA had provided a variety of products and services to both members and volunteer administration professionals at-large, one premier product and service had been *The JOVA*. AVA had assumed the publication of *The JOVA* in 1982, and the final four issues published in 2005 had comprised Volume XXIII. Four issues of *The JOVA* were published per volume. During 2005, approximately 42% of the organization's total members were paid *JOVA* subscribers (i.e., 882 subscriptions).

The End of an Era

Since the autumn of 2005, however, AVA had been experiencing a tremendously difficult period. According to an open letter e-mailed to the AVA membership on February 23, 2006, by Ellen Didimamoff, AVA Board President:

*I am truly saddened to inform you that AVA is in the process of closing its doors on March 1, 2006, because there are no funds to continue operating. Starting in June 2005 the board persistently asked about the financial status of the organization. The board never really was given a true picture of AVA's financial situation until January 2006 when it learned that AVA was \$300,000 in debt. . . . On February 3 the board, staff, and three pro bono attorneys met via teleconference to discuss options for the future of AVA, including bankruptcy and dissolution. The decision was a difficult and emotional one for the board to make. . . . The professional credentialing program (CVA) and *The Journal of Volunteer Administration*, both copyrighted, will have temporary "homes" for now – places where their credibility and integrity will be preserved. Individuals who have been committed to these programs are planning to continue in their roles. Unfortunately, this past weekend, AVA's dear colleague Mary Merrill, journal editor, passed away. Those involved in the transfer of the journal to "a new home" are also committed to carrying on her work.*

The former seven-year editor of *The JOVA* (Mary Merrill, a private consultant in volunteer/leadership development who resided in Ohio) died very unexpectedly in February 2006. Dr. R. Dale Safrit, Professor and Extension Specialist in the Department of 4-H Youth Development at North Carolina State University (NCSU) in Raleigh, had served as *The JOVA* Associate Editor since 1998 and was asked to assume the editorship of *The JOVA* by the AVA Board President, the Board Vice-president for Professional Development, and the acting AVA Executive Director.

In light of the AVA Board's decision to dissolve AVA as of April 22, Mary Merrill had begun investigating transferring *The JOVA* to another nonprofit organization (i.e., 501c3 organization) that would serve as its new "home." According to the pro bono attorneys for AVA, *The JOVA* could be transferred legally to another "like organization" (i.e., another 501c3). This transfer concept had been approved by the AVA Board and acting Executive Director with advice from the organization's pro bono attorneys. In the days immediately preceding her untimely death, Mary Merrill had been engaged in preliminary conversations with a faculty member and *The JOVA* editorial reviewer at The Ohio State University to possibly transfer *The JOVA* to the University. However, Ohio State had decided not to pursue the opportunity, so as of March 1, 2006, *The JOVA* was still without an organizational home.

Legal Transfer of *The JOVA* to North Carolina State University

The new editor worked with both the AVA Board and NCSU administrators and attorneys to officially transfer *The JOVA* to North Carolina State University, and specifically the Department of 4-H Youth Development in the College of Agriculture and Life Sciences, according to the existing AVA bylaws. The former vote by the AVA Board vote was 10 in favor with none opposed, and the transfer was effective as of April 18, 2006. Under its land-grant university charter, NCSU qualifies as a 501(c)3 organization. This official and legal transfer was especially appropriate with respect to:

- NCSU's contemporary emphasis upon University engagement and outreach, seeking to extend the resources of its Raleigh campus to better serve the citizens and communities of North Carolina, the United States, and the world;
- Both the historical and contemporary foci of North Carolina Cooperative Extension as one of the country's largest volunteer-based community education and development organizations;
- The volunteer development focus of the NC 4-H program that engages more than 23,000 teen and adult volunteers annually to deliver educational programs throughout the state;
- The July 1, 2006, merger of the Department of 4-H Youth Development with the Department of Family and Consumer Sciences, resulting in even larger faculty and staff numbers working with community-based volunteers; and
- *The Journal* editor's (i.e., Dr. R. Dale Safrit) professional faculty responsibilities as a tenured full professor in teaching, research, and service focused upon continuing professional education (i.e., professional development) in nonprofit organizations, specifically community-based volunteer development programs.

Under the transfer, NCSU and the Department of 4-H Youth Development obtained:

- the copyrighted name of *The JOVA*, including all rights and privileges pertaining thereto,
- all inventories of printed copies of past issues, and
- *The JOVA* subscription list (as mailing labels).

Additionally, AVA verified with NCSU attorneys that NCSU and the Department would not be held liable for any financial debts or liens related to either the AVA organization or *The JOVA* incurred before April 22, 2006.

Valuing the Past – Creating a Future

As a result of the April 18 transfer, Dr. R. Dale Safrit appointed Dr. Ryan Schmiesing (The Ohio State University) as Associate Editor. Dr. Schmiesing has served as *The JOVA* manuscript reviewer for more than seven years. Time devoted to editorship duties by Drs. Safrit and Schmiesing is in addition to their regular faculty responsibilities and is contributed in-kind by their respective host universities. Copy editing and layout services are contracted at an hourly rate.

During a *JOVA* Board meeting conducted via conference call on June 12, 2006, the Board members voted unanimously to rename *The Journal* as *The International Journal of Volunteer Administration (The IJOVA)* and to move immediately to an online publication format only. Four (4) issues of Volume XXIV will be published in 2006-2007 with the following targeted posting dates and respective foci:

- July 1, 2006 (Vol. XXIV, No. 1): Trends and Transitions;
- October 1, 2006 (Vol. XXIV, No. 2): Volunteerism and Health Care;
- January 1, 2007 (Vol. XXIV, No. 3): Volunteerism and the Other Sectors; and
- April 1, 2007 (Vol. XXIV, No. 4): Volunteerism and Holistic Community Development.

The Department of 4-H Youth Development and Family and Consumer Sciences will develop and host a web site for *The IJOVA* to which the four issues of Volume XXIV will be posted for general access to any reader with access to the Internet. The four 2006-2007 issues will also serve to market *The IJOVA* to future individual and organizational subscribers.

Financial support for *The IJOVA*'s current transition publication year of 2006-2007 is being provided graciously through a targeted gift to the North Carolina 4-H Development Fund by IMPACT: A Fund for Change Through Volunteerism (i.e., The Volunteer IMPACT Fund, to which The UPS Foundation is a lead contributor). Thus, all four issues of Volume XXIV will be posted via public domain and available free of charge to anyone with access to the Web. Beginning in 2007, *The IJOVA* will move to a Web-based subscription-only publication. Future subscription rates as of July 1, 2007, also approved by the Board during its meeting, will be an individual subscription rate of \$40 and a prorated organizational subscription of \$30 per member for 101-200 members, \$20 for 201-500 members, \$10 for 501-1500 members, and \$5 for more than 1,500 members.

The IJOVA is governed by a six-member Editorial Board representing the three predominant genres of volunteer management professionals: (a) practicing managers of volunteers, (b) consultants, and (c) academicians focusing upon volunteer management and administration. Three Board members represent the United States while one member each represents Canada, Mexico, and Europe.

R. Dale Safrit, Ed.D.
Editor

IN THIS ISSUE

Trends and Transitions

This issue of *The International Journal of Volunteer Administration* (Volume XXIV, Number 1) has as its theme “Trends and Transitions.” The theme is first and foremost appropriate to the memory of our dear friend and colleague, Mary Merrill, who for the final two years of her life had been transitioning the former *Journal of Volunteer Administration* towards a more international audience and focus and a Web-based delivery medium. Thus, at its conference call meeting on June 12th, the Editorial Board of *The JOVA* (now *The IJOVA*) voted unanimously to implement these two transitions immediately with this issue.

Secondly, “Trends and Transitions” is very appropriate in light of the unexpected transition (many would suggest upheaval) that the professional members of the former AVA have experienced since February of this year. Suddenly gone was the proud and dedicated professional organization that had arisen from nothingness 45 years ago yet last year served a thriving membership of more than 2,000. As Editor, I invited the former members of the AVA Board of Directors to contribute to this issue, and while none have accepted my invitation to date, I do hope that some will do so in the months ahead. However, I must state emphatically that I do not criticize any former Board or general AVA member for their silence during this difficult transition. Each of us has grieved in some manner and to some extent over the demise of our organization, and some still grieve today. But having lost a dear colleague, my mother, and my professional association all in five short months, I have faith that out of grief will arise new hope, new promise, and a new professional association that will carry on the pioneer work of Mary Merrill and the original founders and previous leaders of AVA.

And thirdly, this issue addresses critical trends and issues facing both the volunteer administration profession as well as the larger social phenomenon of volunteerism. The lead Feature Article was one of the final professional pieces authored by Mary Merrill. In it Mary identifies six critical trends facing volunteers and volunteerism globally and discusses the challenges they present to volunteers and the program managers and administrators that support them. Cravens’ Feature Article then provides greater focus upon one of the trends identified by Merrill: the role of information technology in volunteering. Cravens presents the reader with a brief history and overview of online volunteering practice followed by cutting edge organizational research identifying existing and emerging factors critical to the success of virtual volunteers and online volunteerism internationally. In the final Feature Article, Graff explores a premise previously considered taboo to the professional manager of volunteers: the idea that volunteers could possibly return less value to an organization than they cost to sustain. The author’s innovative approach to cost-benefit analysis in volunteer programs is not currently a trend – it’s a necessary reality.

Tools of the Trade includes two reviews of books that each challenge and enable today’s manager of volunteers to address successfully two critical trends in our profession. Shultz’s review focuses upon a “reliable and thorough tutorial for managers to oversee program evaluation,” again addressing the ongoing and enlarging trend toward impact assessment in volunteer programs. Edwards’ review highlights what is, in her opinion, “‘the one thing’ you will

want to add to your library on the subjects of leadership and management,” two concepts so critical to our profession as we face both planned and unplanned trends and transitions.

The issue closes with three excellent Commentaries that bring the issue full circle on how volunteers, volunteerism, and volunteer organizations must continue to change and transition to meet the emerging trends and needs of a rapidly changing global society. Bahrieva highlights new roles for volunteerism and volunteer administration in the emerging NGO sector in her native Uzbekistan. Allen focuses upon fundamental aspects of volunteerism that must be recognized and addressed if we, as managers of volunteers, are to be successful in “creating organizational environments that engage volunteers effectively.” The issue closes with the keynote address delivered by the Honorable George Weber, Secretary General Emeritus of the International Federation of Red Cross and Red Crescent Societies, to the 10th IAVE Asia Pacific Conference. He so accurately concludes, “Our volunteerism miracle is far from built out. Perhaps it never will be completely. But so long as volunteerism is made of people . . . we will always be building to success.”

Welcome to *The International Journal of Volunteer Administration*; we are happy you have joined us to explore the trends and transitions we face as we continue to nurture, support, and sustain the unfinished miracle of volunteerism.

R. Dale Safrit, Ed.D.
Editor

Dedication of Volume XXIV

to

Mary V. Merrill, LSW



If I have seen further, it is by standing on the shoulders of giants.

(Sir Isaac Newton, 1675)

Volume XXIV of *The International Journal of Volunteer Administration* is lovingly dedicated to the memory of Mary V. Merrill, LSW, a dear friend to any volunteer, a colleague to all managers of volunteers, a mentor to me personally, and the former editor of *The Journal of Volunteer Administration*. Mary left this world suddenly and unexpectedly on February 19, 2006, yet her legacy will remain with us forever.

Mary Merrill dedicated her life and her career as an international speaker and author to providing consultation and training in volunteer administration, board development, and strategic planning to strengthen the leadership and structures that support volunteerism. She was adjunct faculty at The Ohio State University and Editor of *The Journal of Volunteer Administration* from 2002 until her death. Mary taught and consulted internationally in 15 countries and nationally in 37 of the 50 United States. Working with the Points of Light Foundation, she helped establish the first volunteer center in Russia and worked for two years with developing non-government organizations (NGOs) in Armenia.

More recently, Mary worked with the Volunteer Development Committee of the United Nations and presented at the European Volunteerism Conference in Croatia. Mary was an invited speaker for the Asian Pacific Conferences for Volunteer Administration in Korea (2002) and Hong Kong (2005), the IAVE Latin American Conference on Volunteerism in Venezuela (1998), and the 1st International Conference of Museum Volunteers in Mexico City (2002). She was an annual star trainer for the Points of Light National Community Service Conference and recipient of a 2004 Distinguished Service Award from AVA.

Mary's innovative ideas and models have been published in *The Journal of Volunteer Administration*; *Voluntary Action: The International Journal of the Institute for Volunteering Research*; and the *Not-For-Profit CEO Monthly Letter*. She authored a book for the Paradigm Project of the Points of Light Foundation, wrote the volunteer literacy manual for Reading Recovery International, and co-authored and produced teleconferences/training videos on risk management, ethical decision making, and nonprofit board development.

Mary was an invited speaker at the 1998, 2001, 2002, and 2004 Biennial World Volunteerism Conferences in Canada, The Netherlands, Korea, and Spain respectively and presented joint and individual volunteer-related research at the 1998, 1999, 2000, and 2001 annual conferences of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). She was past-president of Volunteer Ohio and a past recipient of the Award for Excellence presented by the Volunteer Administrators' Network of Central Ohio. She helped create and co-taught the Institute for Community Leadership through the Leadership Center of The Ohio State University and developed pioneering work in the area of impact evaluation for volunteer programs.

So, Mary, if we have been able to see further into the future of volunteerism and volunteer administration, it is because we as your peers benefited from your individual dedication to humanity, your professional passion for volunteerism, and your personal unconditional love for your family, friends, and colleagues. You were a giant in our profession, and we miss you dearly.

R. Dale Safrit, Ed.D.
Editor

Global Trends and the Challenges for Volunteering

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Abstract

Individual countries have unique challenges and issues regarding volunteerism but there are also global trends and patterns that can be discerned. Exploring multinational patterns of civic engagement increases opportunities for identifying worldwide patterns and societal trends affecting volunteerism. Identifying and understanding these trends help government leaders and non-governmental organizations (NGOs) develop common approaches to global issues while creating models that strengthen volunteer efforts worldwide.

Key Words: challenges, global, trends, volunteerism

Global Patterns and Trends

Citizen participation takes many forms and has varying degrees of support around the world. Yet there are trends, issues, and challenges that cross national boundaries and affect volunteers in all sectors and all settings. Drawing on volunteering patterns from nine geographic regions of the world, six patterns have emerged that affect volunteering worldwide. They are:

1. concern for the effects of time pressures on individuals;
2. variations in the definition and value of volunteering from country to country;
3. demographic changes and volunteer programs that concentrate on the extremes of the age continuum;
4. the importance for pluralistic approaches to recruitment, engagement, and management;
5. a recognition of the role and importance of reciprocity, community, social solidarity, and citizenship; and
6. the role of information technology in volunteering.

The Effects of Time Pressures

There are persistent issues about the time available to individuals for volunteering. In countries such as the United States, Canada, and Australia, there are concerns about volunteer burnout as individuals attempt to fill an increasing demand for volunteer services. Pressures to balance personal and professional lives lead to tensions about the use of personal time. Time given to volunteering is erroneously viewed as time taken away from family and friends. Time is regarded as a disappearing commodity to be used judiciously and sparingly. While the value for volunteering increases in importance, the time available for volunteering is seen as decreasing. This view of shrinking time is affected by generational differences, life-stage cycles, and socioeconomic conditions. Students and youth tend to give above average time to volunteer service viewing it as an opportunity to be engaged, to build skills, or to fulfill educational requirements. Young families, on the other hand, often devote less time to volunteering, being more engaged in family and work activities. Middle-aged workers and those approaching retirement

deal with increasing workplace demands and the pressures of employment and economic security.

In developing countries, the reality of life pressures necessitates limited time commitment to volunteering as individuals struggle to earn a living, support families, and maintain basic living standards. These individuals may have less flexibility between work and personal time. Informal volunteering prevails in many societies, and the service offered is tailored to individual time availability.

Understanding and recognizing the wide variations of available time require structuring work to maximize opportunities for broad participation without placing undue burdens or expectations on individuals. Formalized volunteer schemes that offer options for flexible time commitments, promoting short and long term assignments, recognize that time is a precious commodity in contemporary society. Additionally, there is a need to adjust for life cycles in volunteering by creating, for example, family options or intergenerational opportunities to promote seasons of service that adjust to changing life pressures and situations.

Variations in the Definition and Value of Volunteering

The definition of volunteering and the use of the term *volunteer* vary within and between countries and settings. Volunteering, at different times and in different places, is used to (a) define the setting of work, such as formal or informal; (b) define the value of work; and/or (c) define the scope of work, such as reaching out beyond the confines of employment and normal responsibilities or performing activities that benefit others.

Safrit and Merrill (1995) identified the four defining tenants of volunteering:

1. Volunteerism implies active involvement. The act of volunteering involves active participation or contributions of time, energies or talents; it is never seen as the giving of financial or material resources as a donor/sponsor.
2. Volunteering is uncoerced. Individuals give of their time, energies and talents freely and for whatever motivation(s).
3. Volunteering is not (primarily) motivated by financial gain. Many programs reimburse volunteers for personal and material expenses incurred during their service. These financial remunerations have been termed reimbursement, stipend or living expenses, but never salary. They are supplemental and not the main motivation for volunteering.
4. Volunteering focuses on the common good. Although reasons for volunteering may be individualized and perhaps even self-serving, the outcomes of volunteering are focused beyond the individual towards a larger, common good.

In 1999 the United Nations Volunteers identified three defining characteristics: (1) volunteering is done by choice, (2) without monetary reward, and (3) for the benefit of the community.

There is not, however, a globally applied definition of volunteering. In some societies, volunteering is viewed as work done to help others with no concern for monetary gain while other societies view volunteer work as a form of low-wage employment or a means to more substantial employment. There may be no distinction between low-paid or non-paid work. In some settings, volunteer

initiatives are promoted as pre-employment or job entry work. Volunteering may be synonymous with civic engagement, public advocacy, and citizenship; or it may be viewed as a social service delivery system. In some instances, programs that provide living stipends for international or national service are referred to as volunteer programs. Service-learning strategies and court-referral programs with mandated service requirements are also sometimes erroneously equated with volunteer work. Volunteering becomes a catch phrase for a wide range of activities that leads to a critical and consequential misunderstanding of the meaning and value of volunteering in society.

The differences in the value placed on volunteer activities are based on the understanding of the term and the perceived value of the work performed. Efforts to use monetary valuation techniques to apply a dollar value to the work of volunteers or to include volunteer service in gross national product figures ignore intrinsic values and costs associated with volunteering. Calculating dollar estimates, based on economic models, diminishes the importance of its social capital. It fails to present the accurate value of reciprocity, connectivity, participation, and citizenship. The danger of using monetary models is that it reduces volunteer work to a single dimension, equating paid work with volunteer service. This fails to value the community building, citizenship development, mutual aid, skills building, personal growth, and self-esteem that occur through volunteer actions. A more comprehensive view would include determining outcomes of the work and defining the social capital of these outcomes.

Demographic Changes and Volunteer Programs that Concentrate on the Extremes of the Age Continuum

Demographic changes are forcing volunteer programs to concentrate on both extremes of the age continuum. In the United States, Canada, Europe, Australia, and some Asian Pacific countries, demographic patterns reflect an aging population with the prediction that increasing numbers of people will live a third or more of their lives in retirement. This prediction, coupled with the large post World War II population entering retirement in the next decade, creates an emphasis on volunteer programs designed to not only serve but also engage retired and senior populations. In contrast, Mexico, Armenia, and other developing countries have a high percentage of people under the age of 25. In these countries, the emphasis is to create volunteer programs that engage young people. Such programs are viewed as opportunities to both instill an ethic of service in a new generation and promote the ideals of character and skill development, career exploration, and work experience/exposure. In the Eastern block countries, volunteerism is promoted among youth as a strategy for building citizenship and promoting democracy.

Concentrating on the extremes of the age continuum draws young people into volunteering and extends opportunities into later life when individuals are relatively free from the work and family pressures that compete for their time in mid life.

Importance for Pluralistic Approaches to Recruitment, Engagement, and Management

The challenges of multicultural societies, the role of service recipients as service providers, the gap between the rich and the poor, the inclusion of persons with disabilities, and the increase/decrease in

faith-based volunteering illustrate the growing need to accommodate increased diversity. This challenge requires greater emphasis on the development of pluralistic approaches to volunteer recruitment, engagement, and management. Volunteer programs should not be the exclusive realms of the affluent or well educated; volunteerism is a truly inclusive activity. Individuals with diverse backgrounds, skills, and abilities can come together to work cooperatively on issues of common interest. Programs must recognize the importance of engaging people from all sectors of society to synergistically foster social change. Communities and individuals benefit when citizens work together without regard for ethnic, gender, racial, religious, social, and age differences. Programs can be designed to increase opportunities for youth, older persons, persons with disabilities, minorities, and other marginalized groups. These targeted efforts promote pluralism, strengthen social capital within the country, and increase the capacity of society to make a lasting impact on social issues and community-based goals.

Recognition of the Role and Importance of Reciprocity, Community, Social Solidarity, and Citizenship

Volunteering promotes reciprocity, community, social solidarity, and citizenship. It is an effective venue for fostering civil society and building (or rebuilding) social capital. Volunteering fosters the development of social bonds that bridge ideological differences and bring diverse and isolated individuals together. The value of volunteering extends beyond the actual act of service to helping communities become more participatory and cohesive and to nurturing the development of democratic principles.

Measuring the impact of volunteering is a complex task because the results are multidimensional, with anticipated and unanticipated outcomes. Narrow measurements that focus on a single dimension - such as dollar evaluations, return on investment ratios, impact on organizations, impact on volunteers, or impact on users - provide incomplete analysis when taken individually. True assessment of the value of volunteering takes into account the impact on the community and the role of volunteering in developing solidarity and citizenship and provides a much more comprehensive picture of the value of volunteering.

Role of Information Technology in Volunteering

Technology has the potential to create new forms of networking and social connectedness as well as the potential to increase isolation and consolidate ideological differences. When viewed as a tool that can increase efficiency and effectiveness, it can minimize the barriers of time availability, geographic boundaries, and physical limitations. Through volunteerism, the Internet bridges social capital and creates new opportunities for communication, participation, and connectedness.

The Internet crosses borders to expand knowledge and opportunity. Global information networks provide opportunities for peer-to-peer sharing and the exchange of ideas and resources. Virtual networks raise awareness about issues and trends. Professionalization increases as skilled managers of volunteers span time, distance, and cultural barriers to share knowledge about systems, structures, and roles that support effective volunteer programs.

Online volunteer referral services link skills with opportunities as volunteers from anywhere in the world connect with NGOs seeking specific skills and expertise. Online volunteering programs increase availability and flexibility for volunteers so that they work across geographic and time boundaries. Technology increases communication options as well as access to resources and training for volunteers. Technology enriches the fabric of community by engaging new, diverse volunteers in activities and actions that previously were limited to those with physical access to the volunteer site. The Internet provides instant access to emerging problems, crisis situations, helping networks, and community resources. It allows volunteers to monitor disasters, mobilize assistance, and coordinate volunteer efforts. Volunteers can share personal stories, engage others, and build communities of support.

Access to technology continues to expand, but many communities continue to be limited by slow, intermittent, or lack of connectivity to the Internet. Equipment and expertise vary. But community availability continues to increase; and the potential of technology as a tool to decrease barriers, expand communication, and link to resources continues to grow.

Conclusion

Time, meaning, value, demographics, pluralism, solidarity, and technology are affecting volunteerism across many countries. Exploring these global patterns helps organizations anticipate the future and develop local solutions, while creating models that strengthen volunteer efforts worldwide. As volunteering continues to play a vital role in building a civil society and caring communities, leaders must continue to assess and address the universal

challenges of volunteering in contemporary society.

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Until her death in February 2006, Mary Merrill, LSW, was an internationally respected expert in nonprofit management and volunteerism. A licensed social worker, Mary was Editor of the *Journal of Volunteer Administration* and adjunct faculty at The Ohio State University. Mary helped establish the first volunteer center in Russia, worked with developing NGOs in Armenia, developed a corporate volunteerism model in Mexico City, and worked as a consultant for the United Nations Volunteer Program. During a lifetime dedicated to citizen action, volunteerism, and the volunteer administration profession, Mary taught and consulted in 15 countries and throughout North America.

Involving International Online Volunteers: Factors for Success, Organizational Benefits, and New Views of Community

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Abstract

In conjunction with the Institute for Volunteering Research's November 2005 conference, "Volunteering Research: Frontiers and Horizons," this research was undertaken to assess current common practices among organizations successfully involving international online volunteers; to explore the role online volunteering may play in building a more cohesive global community; and to assess the relationship between involving online volunteers and building organizational capacities. This paper offers a brief history and overview of online volunteering practice and details survey results regarding organizations that involved the Outstanding Online Volunteers of 2002, 2003, 2004, and 2005 at www.onlinevolunteer.org.

Key Words: online volunteers, virtual volunteerism, virtual volunteers

Introduction

While there is a plethora of articles and information about online volunteering, there has been little research published regarding the subject (known research is listed at www.coyotecomunications.com/volunteer/ovresearch.html), and none of the existing research focuses specifically on the factors for success in involving international online volunteers. Some mission-based organizations (nonprofits, NGOs, civil society, etc.) involve online volunteers effectively, but most do not (Cravens 2004, Cravens 2005). Why?

In addition, many assume relationships with online volunteers are much more impersonal than onsite volunteers and that online volunteers are outside the "real," offline community of a mission-based organization.

To shed some light on what factors may contribute to success in involving

international online volunteers (indeed, any online volunteers) and to identify how these volunteers are thought of in relation to an organization's onsite staff, the researcher surveyed organizations that involved online volunteers named as "Outstanding" in 2002, 2003, 2004, and 2005 by the United Nations Volunteers program (UNV), part of the UN Development Program (UNDP).

The researcher also identified benefits to these organizations in involving international online volunteers and assessed the relationship between involving such volunteers and building the capacities of mission-based organizations.

Research was conducted in conjunction with the Institute for Volunteering Research's November 2005 conference, "Volunteering Research: Frontiers and Horizons," and the results were first presented at this

conference on behalf of the Association for Volunteer Administration.

Background: Online Volunteering

Online volunteering means volunteer activities that are completed, in whole or in part, via the Internet on a home, work, or public access computer, usually in support of or through a mission-based organization (nonprofit, NGO, civil society, etc.). The initial impression is that online volunteers are never seen by their host organization; but in fact, the majority of online volunteers support organizations locally and volunteer onsite at such organizations in addition to volunteering online (Cravens 2000).

Examples of online volunteering include: translation, research, Web site design, data analyses, database construction, online discussion facilitation or moderation, proposal writing, production of articles, online mentoring/coaching/tutoring, professional advice, curriculum development, and publication design. Online volunteering also goes by these names:

- virtual volunteering
- telementoring
- teletutoring
- online mentoring
- cyber service

Online volunteering is more than 30 years old: Project Gutenberg (www.gutenberg.org) is probably the oldest example. This nonprofit endeavor was established decades before public access to the digital highway became the norm, and through the efforts of online volunteers, provides electronic versions of classic, public domain works, such as *Les Miserables*, *Dracula*, and *Alice in Wonderland*. Online volunteering began to become more widespread among mission-based organizations in the mid 1990s with

more widespread public use of the Internet. During the first year of the Virtual Volunteering Project (www.serviceleader.org/old/vv), fewer than 200 organizations, most in California, were identified as involving online volunteers. Less than 10 years later, as of October 2005, thousands of organizations involved online volunteers. However, just as no one institution or initiative is tracking every instance of onsite volunteering, there is also no tracking of every instance of online volunteering; therefore, no data is available on exactly how many online volunteers exist worldwide nor how many organizations involving them.

The Online Volunteering service, www.onlinevolunteer.org, was originally a part of NetAid (www.netaid.org), a joint initiative by Cisco Systems and UNDP. The Online Volunteering service launched in March 2000 and has been managed since its inception by UNV. The service separated amicably from NetAid and relaunched in January 2004 at its own URL, www.onlinevolunteer.org. The service is focused exclusively on organizations working in or for communities in the developing world, allowing these organizations to recruit and manage online volunteers.

Previously Identified Obstacles to Success

Due to staff constraints, UNV has not undertaken research regarding its virtual service, but staff observations regarding trends and user feedback are well-documented in internal materials and inform this research paper (Cravens 2004, Cravens 2005). Published research, articles regarding online volunteering, and the author's experience conclude the biggest obstacle in online volunteering is the lack of an organization's capacity to involve *any* volunteers effectively. Many if not most mission-based organizations, in the North or

South (i.e., the developing world), have little experience or training in fundamental volunteer management tasks, such as creating volunteering opportunities and effective support for volunteers. This lack greatly impedes their ability to involve any volunteer successfully, including online volunteers. Capacity gaps in volunteer management experience and resources are particularly acute among organizations in the developing world, so the UNDP/UNV staff that managed www.onlinevolunteer.org, from February 2001 to February 2005, concentrated most of their efforts on building the capacity of organizations to work successfully with online volunteers by posting material at the Web site, sending a user newsletter twice a month via e-mail, and providing technical support as organizations wrote assignments, responded to candidates, kept in touch with volunteers, and acknowledged their efforts. This focus is in line with current and continuing development practice as promoted, for instance, by Open University's Development Management Master's Degree program: "Outside of emergencies, indigenous NGOs, with a few notable exceptions, are poorly equipped in skills and in finance to deal with the roles now being asked of them" in delivering services to communities instead of the state. Thus, "the watchword for donors and NGOs alike is 'capacity building,' with the role of international NGOs increasingly consigned to that of an intermediary agency in the development of people skills" (Bennet and Gibbs, 1996).

New Research: Experiences of Organizations Successfully Involving Online Volunteers

The researcher surveyed non-UN agencies involving the Outstanding Volunteers of 2002, 2003, 2004, and 2005 through UNV's OV service. The purpose was to identify

common practices and infrastructure that might play a role in organizational success in involving online volunteers. Twenty-seven organizations received the 14-item survey via e-mail and 11 responded. A list of organizations that completed the survey, including their country of origin and the year each was established, follows:

- Mgbala Agwa Youth Forum (Nigeria): 2001
- Datelinehealth-Africa Inc (USA): 2001
- Bureau for Reconstruction and Development (Afghanistan): 2003
- People With Disabilities Uganda (Uganda): 1989
- Kenya AIDS Intervention/Prevention Project Group (KAIPPG): Established in Kenya, 1995, in the USA, 1997, and achieved nonprofit status in the USA, 2000
- Centre for Research in Women's Health (Canada): 1995
- Shine a light, la red internacional pro niños de la calle (USA): 1998
- Overcomers Visionary Faith Centre (Kenya): 1992
- Professional Education Organization International-PEOI (USA): Established in 1999, and achieving official nonprofit status in 2001
- Lawyers Without Borders (USA): 2000
- Pearls of Africa (USA): 2001

Infrastructure

Simply by using www.onlinevolunteer.org, the responding organizations already have several commonalities regarding internal capacities and experience that may play a role in their successful involvement of online volunteers:

- They are able to navigate administrative and bureaucratic processes, per their passing of UNV's vetting process to use www.onlinevolunteer.org, including providing: proof of organizational status or formal affiliation with a state-recognized nonprofit, NGO, public academic institution, or a United Nations office; references from other organizations; and online or printed materials about their organization.
- They have at least somewhat reliable Internet access and use this access regularly.
- Their staff has solid literacy skills and the ability to communicate well with others online.

The role an organization's age plays in success in involving online volunteers was not researched, but the relative youth of the organizations that have involved online volunteers successfully through UNV's online volunteering module is interesting: all of the responding organizations were founded since 1989, and more than half were founded in 2000 or later.

Other infrastructure findings:

- Six of the 11 are entirely volunteer (no paid staff). Five, all based in the developing world, have paid staff ranging in numbers from one to 20. All but two involve onsite volunteers, from two to 45. The minimum number of onsite staff, volunteer and/or paid, at nine of the organizations is three (the other two organizations are entirely virtual, with all staff geographically dispersed).
- Each organization has involved at least 25 online volunteers. Some said they had involved hundreds of such

through onlinevolunteer.org; however, most of these organizations have not marked this many volunteers as "accepted" via the service. This implies that they are using the service to connect with online volunteers but not using its reporting and management tools.

- Five of the 11 said their staff had more than a few years of experience managing volunteers and cited examples of such.
- All have one person who is primarily responsible for working with onsite and online volunteers.

Why Involve Volunteers?

Based on the responses, most organizations see volunteers as free labour, and this is the primary benefit of involving volunteers online or onsite.

Almost half the responding organizations gave additional reasons, beyond cost-savings, for involving international online volunteers, most relating to volunteers providing expertise the organization's staff did not have. Five organizations also identified advantages relating to networking with the global community and bringing in a broad spectrum of people and experiences into the work of the organization. One organization noted, "Involving volunteers from around the world increases the diversity and opens the thinking of the organization." Another said, "It is enriching for your staff because they are being given the opportunity to engage with a wide range of experts from diverse settings, communities, and countries. That kind of exchange and diversity adds to the richness of any research or policy initiative." One organization noted that international online volunteers bring fresh perspective as they are typically from different communities and

countries and trained in a wide variety of disciplines.

Three organizations cited additional publicity as a reason to involve international online volunteers. Other advantages included online volunteers' abilities to find new funding opportunities; their ability to present information in a user-friendly, concise format; and their level of commitment.

Two organizations gave answers relating to a focus on volunteers themselves:

- Centre for Research in Women's Health (Canada): "(because) our mandate includes training and building capacity in the next generation of researchers [i.e. university students' service as volunteers] in women's health.
- Pearls of Africa: "While POA's service mission is to inform, involve, and inspire, that is also what we hope to do for our volunteers - inform them, involve them, and get them inspired. POA is as much an organization that serves people in Africa as it is an organization that provides an opportunity to serve."

The primary disadvantage cited in involving online volunteers was regarding volunteers who drop out after receiving an assignment. Another frequently cited disadvantage was the amount of time needed to orient and support online volunteers. Other disadvantages cited were that some volunteers don't spend enough time familiarizing themselves with the organization or the community that's being served and that volunteers want more communication and tasks than the organization can provide. It is worth noting that all of these are often cited as

disadvantages of working with onsite volunteers as well.

Some unique disadvantages cited (that might be different from involving onsite volunteers) were the lack of language skills other than English among online volunteers and that "absolutely everything has to be in writing."

Factors for Success

The responding organizations identified several factors regarding successful volunteer involvement online that can be grouped into three categories. For items noted more than once, the number of organizations that noted them is included in parentheses:

Communications

- Responding to mail immediately and in a professional manner and following-up immediately with volunteers (3)
- Valuing feedback and attending to their identified problems/questions immediately (2)
- Maintaining openness, establishing trust
- Requiring regular reporting on the part of volunteers and reviewing outcomes on a regular basis

Management

- Creating a support system/protocol early on for managing online volunteers (2)
- Requiring candidates to "go through so many hoops" so "that we knew those who completed the process were committed volunteers." (2)
- Keeping tasks simple, not too-time-consuming, and "informative" to volunteers

- Not recruiting without being ready to involve responders immediately
- Involving online volunteers in teams

Other

- Involving “expert,” highly-committed volunteers (3)
- Having an individual champion at the organization who is “very comfortable” with the concept of online volunteers, who advocates on the online volunteer’s behalf, and is willing to make the “extra effort needed to engage” online volunteers (2)
- Being an organization that operates mostly online or being founded by online volunteers (2)
- Engaging volunteers in support for staff and operations rather than direct service with clients
- Having a compelling mission or focus that “gives people incentive to support us.”
- Having volunteers whose interests are compatible with the organization’s

Two quotes summarize the findings well: (1) a representative of an organization in Africa said, “Online volunteers are efficient if well-managed.... They need motivation, with constant contact;” (2) another representative of an organization in North America said, “Online volunteers can do a tremendous amount of work... but interaction with volunteers is very important to motivate them, explain what to do, and keep them attached to the organization.”

Benefits to the Organization Beyond Completed Service and Views of Online Volunteers

Building Capacities

All organizations responded positively when asked if onsite staff had had their own capacities built as a result of involving online volunteers, and if so, how. They identified the following capacities:

- *people management skills*, including volunteer management, overall staff management, motivational leadership, relationship-building, and “people skills.” As one respondent noted, “I have learned how to manage people, motivate them, and reward them - all without the benefit of body language.” (8)
- *communication skills*, including how to express oneself via the written word, making sure information and requirements are clear and complete, and how to ask for and value constant feedback (6)
- *valuing diversity*, including how to accommodate/appreciate people of different cultures and from different disciplines (4)
- *project proposal skills*, including writing, planning, and management (2)
- *other capacities built*:
 - improved organization
 - ability to take a project and divide it into more manageable sections that can then be distributed to volunteers
 - having volunteers work as a team
 - training manual development
 - creating budget estimates
 - website development

- fundraising skills and grant writing
- “how to be more flexible”
- “how to ask”
- “I type much faster.”

Indicating what these new capacities can mean, one respondent noted, “I think this translates into a better onsite manager as well because your communication and management styles become more deliberate and clear.”

Views of Online Volunteers

Most of the respondents felt strongly that online volunteers were not only a part of their organization’s “community” but were also a part of the organization’s staff. These quotes, each from a different organization, are insightful:

- “We consider them as being part of our organisation.”
- “They are part of our ‘work staff’ and are consulted regularly.”
- “Online volunteers are our staff.... We are constantly in contact with them just like any other local staff.”
- “Some of them have become ‘family,’ even traveled to meet our members in Kenya, and are vital to our work and well-being.”
- “Many have become good friends.”
- “They are part of us.”

One organization went into detail about how it views online volunteers in relation to its organization:

We definitely think of our online community as a key component to our organization’s ‘community.’ Our virtual community of volunteers is very tight, very dependent upon the computer as a communication port, makes a point of

speaking via telephone periodically so we can get to know each other better, has exchanged photos that we post online so we can put a face to a name. We have a newsletter that features the online volunteers and is a communication tool to let them know about each other so they have a sense of belonging. We do well with a virtual community and convert many in-office volunteers and interns to virtual volunteers when their time with us is over.

Another organization representative noted, “I see them as part of my project’s network--each bringing a unique knowledge and experience base to the table and each having made a valued contribution to the success of the project,” however, “I don’t think that my larger organization sees them in this light.”

Another person offered a mixed view about the organizational “family” and online volunteers:

There is a core of online volunteers who seem to be in for the duration and they are definitely part of the organizational family. Others, who are still very competent, committed and useful, are just involved during their particular task and then they move on. That is fine, and certainly we have a place for those online volunteers, but they don’t usually come to mind when I think of our organization’s community.

Final Thoughts

In summary, three areas of discovery regarding international volunteer involvement online have ramifications for all volunteer involvement online:

- 1) Successful online volunteering requires the following attributes on behalf of the host organization:

- excellent literacy level (reading and writing);
 - a comfort with working online (more than just Internet access);
 - a comfort with bureaucracy/protocol;
 - basic, stable infrastructure and staffing in place;
 - at least basic experience in volunteer management;
 - at least one person responsible for the involvement of online volunteers;
 - a commitment to supporting online volunteers;
 - well-developed people- and project-management skills;
 - an openness to diversity of view and working styles; and
 - a broad understanding of “community.”
- 2) Online volunteering can be a positive side to “globalization”, happening at a very local, personal level for people and organizations all over the world.
- 3) Involving international online volunteers leads to the building of certain capacities for staff at host organizations.

However, more research is necessary to fully develop understanding of online volunteering. For instance, how are the global views held by international online volunteers changing as a result of their service? What do they believe contributes to

the successful involvement of online volunteers? Do organizations build their online volunteers’ capacities and consider them part of their overall volunteer corps?

One final note: The researcher’s impression from the responses is that many organizations wish online volunteers were more, if not entirely, self-managing (i.e., not requiring explicit task descriptions, guidance, or so much support). The comments left the researcher wondering if organizations have unrealistic expectations of not just online volunteers but all volunteers, perhaps a good subject for further research.

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About the Author

Jayne Cravens is an internationally recognized professional in capacity-building for and management of mission-based organizations/civil society. Until February 2005, she directed www.onlinevolunteer.org, an initiative of the United Nations Development Program (UNDP) and UN Volunteers, and was a manager of the UN Information Technology Service (UNITeS), a volunteerism initiative by the Secretary General. Previously, she directed the Virtual Volunteering Project, helping to pioneer the concept of involving volunteers via the Internet, including online mentors. She worked with the Charles A. Dana Center at the University of Texas at Austin (UT-Austin) regarding its AmeriCorps programs and was part of the organizing committee for the Texas Governor's Mentoring Initiative. She has been a guest lecturer for graduate-level classes at the Lyndon B. Johnson School of Public Policy at UT-Austin and for the University of North Texas. A Kentucky native, she is currently based in Germany.

Declining Profit Margin: When Volunteers Cost More Than They Return¹

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Abstract

The voluntary sector has approached the engagement of volunteer resources in a largely haphazard manner. Organization leaders, service planners, and funders have failed to fully understand, appreciate, and accurately assess the value of volunteer involvement. As a result, some volunteer positions are probably returning less or little more than they cost to sustain. More importantly, a plethora of new opportunities could be created by those who are open to new ways of engaging volunteer talents. The concept of profit margin is offered as a mechanism for beginning to conceptualize the relative costs and returns of volunteer positions. Organizations are urged to undertake a systematic review of where they engage volunteers and consider volunteer involvement as an important human resource asset early in organizational and service planning cycles. The cost-benefit analysis implied by the concept of a profit margin may reveal new volunteer opportunities that return great value for reasonable input costs.

Key Words: cost-benefit analysis, impact assessment, profit margin, volunteers

Introduction

This paper looks at volunteer involvement as a formal resource component of the human service² delivery system. The central concept is that organizations engaging volunteers may find it useful to carefully review their current volunteer positions to determine whether they are returning good value or whether there might be more productive and/or less costly positions that could be developed for volunteer involvement. The way in which volunteer involvement has evolved, combined with the failure of many nonprofit organizations to integrate into their service planning the nearly boundless capacity of volunteer resources, has resulted in a good deal of inefficiency, excess cost, and lost potential.

The patterns of volunteer involvement described here are based on the author's experience of the evolution of volunteer involvement in the nonprofit sector in Canada and the United States; however, this discussion will apply to other western countries such as Australia and the United Kingdom. The recommendation to more accurately assess the costs and returns of volunteer involvement will have a good deal of relevance wherever volunteers are involved. In programs, organizations, and countries where volunteer involvement is a more recent phenomenon, this discussion may help to ensure that volunteers are effectively engaged in positions that return valuable benefits at a reasonable cost.

The Expectation and Costs of Volunteer Productivity

While some types of volunteering are created primarily to serve the volunteer (in the rehabilitation and mental health fields, for example, volunteering is viewed as part of the healing process), most volunteering is organized to generate benefits beyond the persons engaged in it. Hence, it is widely acknowledged that volunteering can produce benefits for the organization engaging the volunteer and/or for service users, program participants, and communities at large. In this sense there is usually an expectation that volunteers will generate value through their involvement.

Volunteers are often a cost-effective source of labour, but they certainly are not “free.” In most instances, volunteer engagement needs to be coordinated. Typically, volunteer coordination entails a series of functions including, for example, needs assessment, volunteer position design, infrastructure development, recruitment, screening, orientation, training, placement, supervision and ongoing support, recognition, performance evaluation, and program evaluation. While there is a wide range in the degree of formality with which these functions are undertaken, most organizations find it necessary to invest some measure of time and financial resources to successfully engage volunteers. Where the work of volunteers is more complex, sophisticated, risky, or direct-service in nature, the costs associated with its coordination usually increase. In societies where liability can be connected with the involvement of volunteers, a greater pressure exists to ensure the safe and effective engagement of volunteers (Graff, 2003). These factors are typically associated with higher volunteer coordination costs both in terms of time and money. Because volunteer labour is by definition unpaid, there is a general assumption, though

perhaps rarely articulated, that volunteer involvement will return more than it costs to mobilize. The returns on volunteer involvement take many forms, but the “assumption” prevails that when all costs and benefits are tallied, there is a positive return on the investment in volunteer involvement. The term *assumption* is used deliberately here because it is so often the case that volunteers are engaged with much less conscious planning or rigour than paid staff.

The Evolution of Volunteer Involvement

In many countries, volunteer participation has become increasingly important to the capacity of nonprofit organizations to meet their missions. The combination of expanding need and increasing mandates with budget cuts presses nonprofits to near breaking points. And the situation seems to keep getting worse.

The speed of government offloading of services to voluntary organizations has accelerated greatly. The funding issue is not simply about replacing sustaining with project money, but in many cases a total withdrawal of support. (Phillips, 1995)

Nonprofit organizations, and even some government departments, ministries, and programs, have come to rely quite heavily on the involvement of volunteers for the successful implementation of their programs and services. The report of the Advisory Board on the Voluntary Sector, an Ontario government initiative entitled *Sustaining a Civic Society in Ontario*, identified as early as 1997 that fundamental shifts of government responsibilities into the voluntary sector would lead to a greater reliance on volunteering if previous service levels were to be maintained.

Of great importance is the recognition that the local community is the basis for

voluntary action and that a healthy and economically strong community includes a robust voluntary sector. Support for enhancing voluntary action is crucial if we are to not only prevent the collapse of a previously well-developed system but adjust to the “sea change” that is occurring.

As Foster & Meinhard (2000) suggest,

... the reality is that government funding for social and cultural services has decreased substantially in the last few years.... This has resulted in an attempt by social service organizations to avert cutting services by relying more on volunteers, either for help in providing services, or for fundraising purposes, where possible.

In many cases, organizations would have to close their doors if volunteer help were not available. This is most certainly true for tens of thousands of all-volunteer organizations as well as for those many more in which the number of volunteers far exceeds the number of paid staff. For example, volunteer-based youth mentoring services; citizen-based environmental lobbies; community services such as Meals on Wheels; the growing volunteer-based hospice and end-of-life care movement; neighbourhood safety patrols; rural and remote area fire fighting, life-saving, and rescue squads; and the local chapters of many of the large international development and health charities would simply cease to exist without the extensive involvement of literally millions of volunteers.

In their increasingly important roles, volunteers are not confined to back-room administrative or support functions. On the contrary, volunteers are often found on the front lines of service delivery and mission accomplishment. Many are directly involved in the community, connecting directly with

service users, representing their organizations to the public, and making important managerial, governance, and planning decisions.

The expansion of volunteer involvement in service delivery throughout the nonprofit and public sectors has occurred in a largely unplanned fashion. Some might even call it haphazard. Volunteers have so often been add-ons or afterthoughts. Organizations plan their programs, launch new initiatives, and/or create new services based on available financial and human (paid employee) resources. Only after other plans have been finalized do they consider whether volunteers might be involved in some way. It is unusual for the manager of volunteers to be involved in high-level service planning or consulted about what programs might be possible or expanded through volunteer involvement.

In its “exploration of the cost of a volunteer,” the Grantmaker Forum on Community & National Service offers this caution about the haphazard approach to volunteer involvement:

Nonprofit organizations that have a vision for incorporating volunteers in service delivery accrue advantages over time to their volunteer programs. The support, supervision and attention that volunteers require, not to mention the logistical aspects of scheduling volunteer labour, are significant burdens to an organization and cannot be established casually as an add-on service. (2003, p. 11)

The same absence of serious attention to volunteer involvement is replicated at the community level. Few community service planners, funders, or government officials consider volunteers an integral component of the overall human resources capacity when developing services or service

delivery systems. Even though it is widely true that funders are placing greater expectations on community organizations to engage more volunteers, those same funders and governments tend to ignore the overall potential of volunteer engagement. There is very little formal calculation of the roles that volunteers might play, the numbers of volunteers that might be engaged in various capacities, the relative size and capacities of paid and unpaid workforces, or the funds that should be designated to support effective volunteer involvement. At both the community and organization level, volunteer involvement is just taken for granted. It is simply assumed that it will happen to some extent. Volunteers will be sought and they will come forward. They will be engaged. They will do work. All will be well.

Even in contemporary times, where volunteers have become essential workers indispensable to service delivery, there remains a rather cavalier attitude toward their engagement. Many senior agency administrators (paid executives and board members alike) are only vaguely aware that volunteers are utilized, but rarely understand precisely how they function, how important they are, or what it takes to find them, engage them, and keep them safely and productively involved.

There are exceptions of course. A small proportion of nonprofit organizations have begun to pay much closer attention to the engagement of volunteers and the resources required to do that well. But these are still, unfortunately, in an extremely small minority. Managers of volunteers still report time and time again that their administrators, funders, politicians, and community planners really have no substantive understanding of the true capacity of volunteers or the emerging challenges in volunteer program management.

Volunteers as Important and Cost-Effective Labour

Historically, routine, monotonous, or support functions were delegated to volunteers. While there have, of course, been exceptions, many organizations tended to reserve the “real” work for paid employees. Proof of this is clearly documented in the volunteer program management literature of the 1970s and early 1980s in discussions about how to distinguish between paid and unpaid work. The oft-touted rule was: *Volunteers supplement but never supplant the work of paid staff*. The implication was that paid staff do the essential work and volunteers do the fluff.

Volunteer involvement expanded into areas of more significant or direct service work through the late 1980s and 1990s partly because budgetary shortfalls made it more difficult or impossible for nonprofit organizations to hire the paid staff needed. This turned volunteers into a “second-choice” labour force (Ellis, 1996). Organizations would have hired paid staff to do the work if resources would have been available, but since they were not, volunteers were recruited to fill the gaps. This trend, combined with a more general anti-professional bias in the 1970s and the recognition that everyday citizens could be relied on to do responsible work (and that one did not necessarily have to have a degree or professional designation to be helpful), contributed to an expanding use of volunteer resources in the direct delivery of services to agency clients.

As financial shortages have continued to plague the nonprofit sector into the twenty-first century, the engagement of volunteers in ever-important roles has been the norm. Recent research in Canada on the importance of volunteers suggests that

voluntary effort is key to the functioning of voluntary organizations.

Voluntary organizations are able to provide programs and services largely because of the unpaid efforts of volunteers who sit on boards of directors and committees, and who provide direct services, such as coaching and organizing fundraising activities, mentoring young people working with the elderly and delivering meals. (Quarter et al., 2002, p. 2)

Phillips, Little & Goodine (2002) note the critical role that volunteers already occupy in the community-based health care delivery system in Canada and predict that their importance will increase “dramatically” over the next fifteen years (p. 2).

Sonnie Hopkins (2002, p. 2) echoes the same theme for Australia:

... it seems that volunteers are playing an increasingly important role in the delivery of social services. Within Australia, governments are decreasing their delivery of support services and instead contracting them out to not-for-profit organizations; work that often involves volunteers.

Despite their increasing importance, there continues to be a general failure among many organizations to consider volunteers an integral component of the overall human resource capacity.

The availability and willingness of so many wonderful Canadian (and US, and Australian, and ...) citizens to come forward and volunteer in the last two decades of the twentieth century have been, in large part, why human services systems have been as able as they have been to meet growing client and community need during this time of extreme economic restraint. When volunteers were needed, they were there.

This is not to say that it has always been easy to recruit volunteers, but in a general sense, it has been possible to build a parallel labour force of unpaid workers because volunteers responded to the call for help. It is not an exaggeration to suggest that at this point community life as we know it would crumble without the involvement of volunteers. Health care and, in particular, community-based health care, social service, heritage, cultural, environmental, political, religious, education, justice, and public safety programs and initiatives would falter if not grind to a standstill without volunteer labour.

While the involvement of volunteers has almost always required some degree of coordination, there is no question that volunteers have been an important and a cost-effective resource. They have returned good value to the organizations that have engaged them, and service users and all citizens in general have reaped a multitude of benefits over the decades from the involvement of millions and millions of volunteers. To have had to pay for this labour is inconceivable.

The Evolution of Volunteer Program Management

Historically, the approach to volunteer involvement has been, at least in relative terms, relaxed and informal. When help was needed, one simply asked for help. In early days, family, friends, and neighbours were enlisted as required.

During the 1980s and 1990s volunteers became increasingly engaged in front-line work. Now it is very common for organizations to place volunteers in positions of significant trust from which they have unsupervised access to vulnerable people; access to private, privileged, or confidential information; and/or access to

money or other valuables. As volunteer work became more responsible and specialized and as increasing numbers of volunteers were needed to extend the capacity of the paid labour force, a more formalized approach to volunteer coordination was needed. Ultimately, many organizations have been pushed to designate a specific person to organize volunteer efforts, and over time that role has become increasingly specialized as more and more infrastructure was required to ensure the right people were being placed in the right positions and that expectations and performance standards were being met.

Volunteer programs now involve a much greater degree of organization and oversight. Recruitment is targeted to attract the right kind of volunteers for the positions offered. For positions of trust, applicants must be screened in attempts to rule out those who might be inappropriate or potentially harmful and to ensure that people are placed in appropriate positions. New volunteers require orientation to the organization, its mission, values, and activities as well as position-specific training. In highly responsible or high-risk positions, initial and ongoing training can be extensive. Volunteers need day-to-day support, supervision, and oversight to ensure attainment of performance standards, safety, service quality, and volunteer satisfaction. To guide and sustain these program management functions, infrastructure needs to be built and should include information and data collection systems; communication and accountability systems; risk management processes; planning and budgeting; and policies and procedures (Graff, 2005). Increasing standards in volunteer program management, almost without exception, costs more.

Because of changing demographics and expectations among those who volunteer,

organizations are compelled to invest more time and money in the recruitment, training and retention of 21st century volunteers than of volunteers in times past. (The Grantmaker Forum on Community & National Service, 2003, p. 8)

When volunteering was relaxed, informal, and largely self-organizing, associated costs were far less, and their returns demanded far less scrutiny.

Now, with increasing management standards requiring greater resource allocations (e.g., more program coordination and supervision time, hard costs of screening and training and recognition materials, etc.) and with volunteers tending to stay for shorter periods of time, organizations need to think carefully about the returns they get back from the investments they make in volunteer involvement. (Graff, 2005, p. 20)

Volunteer Involvement by Happenstance

Interestingly, managers of volunteers recognized the increasing sophistication of the work being assigned to volunteers, but senior administrators and board members have remained largely ignorant of just how vital volunteers are to service delivery. The result is a significant gap between the real sophistication of volunteer program management and senior nonprofit and public sector executives' understanding of that reality. This has prevented volunteers in many organizations from reaching their true potential. Because the volunteer resource is not considered throughout the service planning cycle, volunteer involvement tends to be tacked on later in what often develops into a patchwork of volunteer roles added from time to time to shore up deficits and shortfalls or to undertake work that paid employees either do not want to do or are willing to share with their unpaid

counterparts. Staffing of the volunteer program and other essential volunteer program resource requirements are often sorely inadequate.

In some cases, traditional volunteer roles continue unchanged, sometimes over years and even decades. Volunteers always having done a particular function in a particular way is given as reason enough to let things go on in the same manner. That everything else around the volunteer role has been transformed by massive social change, emerging human needs, economic and political transitions, shifts in funding priorities, program and service expansion and so on is oddly irrelevant. The result is that some volunteers can still be found doing the same work in the same way as volunteers did two or three or four decades ago, and no one has ever stopped to wonder whether the work is still useful or whether the way in which the work is being organized is the best way to produce desired outcomes.

Applying the Notion of Profit Margin to Volunteer Involvement

Profit margin is a measure of the net gain (or loss) of revenue minus expenses. While it does not, strictly speaking, apply to volunteer involvement³, it is used here to point to the net value of volunteer work when all of the input costs of generating the volunteer work are contrasted against the value generated by the work itself.

As input costs (the operating expenses of the volunteer department, for example) rise and/or as the amount of work done by volunteers or the intrinsic value of that work diminishes, the profit margin narrows. Consider these examples:

- If certain traditional volunteer positions have become very difficult to recruit volunteers into, is it perhaps

time to consider retiring those positions?

- If position requirements no longer match the interests and limitations of the contemporary volunteer labour force, does it not make more sense to alter or retire the position than to spend even greater resources trying to talk volunteers into doing that work and then replacing those who agree to volunteer but fail to stay because the position does not meet their needs?
- If the application of new technology can produce results more effectively and/or efficiently than traditional methods that engage significant numbers of volunteers, does it not make more sense to invest in the technology and turn volunteer resources to more profitable involvement?
- If volunteers could be recruited to help solve high-level organizational problems, assist managers with senior level strategic planning, conduct market research or needs assessments, or accomplish any number of the dozens of other things of which skilled volunteers are now capable, does it not make more sense to invest in the recruitment of those kinds of volunteers who can potentially generate huge returns and/or cost savings and let go of some of the traditional volunteer positions that no longer hold such great relevance to the pressing needs of the contemporary nonprofit organization or that are increasingly difficult to fill?

Assessing the Value of Volunteer Work

To apply the concept of profit margin to volunteer work, one must calculate both the cost of the involvement and the return on that investment. This requires a way to

accurately assess the value of volunteer work. There has been a flurry of discourse in the volunteer program management literature in the last few years on this topic, much of it sidetracked into the calculation of the wage replacement equivalent. Suggesting that the value of volunteer work is equivalent to the wage not paid to have the work completed does a disservice to volunteers everywhere and obscures the complex and multiple values that spin out from every act of volunteering. This complex matter deserves more attention than can be given here, but the author has addressed it in a companion article entitled "The Value of Volunteer Work: A New Conceptual Model." Only when an accurate and informed method of calculating the value of volunteer work is developed will the sector be able to maximize the vast potential of volunteering and truly demonstrate the respect that volunteers deserve.

Notes

1. This article is adapted from a paper entitled "Declining Profit Margin and The Value of Volunteering: When Volunteers Cost More Than They Return" presented at the 10th IAVE Asia-Pacific Regional Volunteer Conference in November 2006 in Hong Kong.
2. The human service delivery system is broadly defined to include a wide range of programs and services to individuals and communities, including but not limited to the fields of health care, education, social services, recreation, sports, culture, heritage, and environmental protection and conservancy.
3. As Quarter et. al. point out, it is problematic to adapt normal financial accounting and measuring concepts to volunteering because, "while volunteers generate part of the value of the organization, the contributions of volunteers do not usually involve financial transactions

and therefore, do not usually show up on financial statements." (2002, p.3)

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About the Author

Linda L. Graff has delivered workshops and keynote addresses for more than 25 years to tens of thousands of participants throughout North America and many other countries around the world. Author of nine books and many other resources on volunteering, Linda focuses on emerging trends and the tough areas of policy development, risk management, screening, and discipline and dismissal. Internationally recognized for her innovative and challenging large-picture vision, Linda is one of Canada's foremost authorities on volunteerism.

**The Manager's Guide to Program Evaluation:
Planning, Contracting, and Managing for Useful Results**

Paul W. Mattessich, Ph.D. (2003). St. Paul, MN: Wilder Publishing Center. (90 pp.; Paperback, ISBN: 0-940069-38-5)

Reviewed by: Amy Schultz, Girl Scouts of Woodland Council, Wisconsin Rapids, WI, USA

Key Words: evaluation, program evaluation

All managers who value effective programs and continuous improvement should read *The Manager's Guide to Program Evaluation* by Paul W. Mattessich. In clear and concise bulleted lists and step-by-step instructions, Mattessich takes the reader through the phases and steps of program evaluation. Whether managers hire an evaluation consultant or do the work themselves, the roles and responsibilities throughout the evaluation process are clearly defined. Armed with this guide, no matter who does the work, a manager can confidently oversee the program evaluation process.

Mattessich defines program evaluation as “a systematic process for an organization to obtain information on its activities, its impacts, and the effectiveness of its work, so that it can improve its activities and describe its accomplishments.” Essentially, evaluation formalizes the common sense managers use to make decisions. An effective program evaluation will help managers learn about their successes, share information with key audiences, and improve their successes.

“Not everything that counts can be counted, and not everything that can be counted counts.” ~Anonymous

To that end, Mattessich argues that in order for program evaluation to be useful, managers need to be clear about what they hope to accomplish. He enables the reader to recognize what information will be needed

to respond to important strategic and operational management questions. Mattessich stresses the importance of a program theory or a logic model to coherently communicate how and why programs generate outcomes.

Most program theories and logic models portray a series of steps leading from what a program does to what the program is expected to accomplish. An effective program theory enables a manager to understand why something works (not just whether it works). Applying this knowledge to new situations, managers can continuously improve their programs over time.

Mattessich discusses all phases of the evaluation process in detail: design, data collection, analysis, and reporting. He addresses the sequence of events for each step and “who does what” in each phase. He also addresses practical issues related to staffing and the costs of each phase. For all of these issues, readers will develop a management-level understanding of the program evaluation process.

Mattessich contends that an important role of a manager in the evaluation process is to ensure that the evaluation study is “as credible as possible to the greatest number of relevant people.” He gives specific guidelines for reporting program evaluation results in the form of a strong, credible comparison that will be compelling to the primary stakeholders.

Expectations of accountability are changing. Stakeholders at all levels - clients, volunteers, funders, and the public - are placing increased demands on nonprofits to demonstrate their progress toward making a difference in the lives of those who participate in programs. Volunteers want to know why they should share their precious time with an organization. More and more, funders do not want to simply see how many people benefited from the program or how many services were provided but how the programs made a difference in the lives of individuals, families, and communities. Managers need to know enough about outcomes for planning and decision-making to keep programs efficient and effective.

Since 1995 the United Way of America has been a leader in the development and promotion of program outcome measurement. Since that time, many national organizations have discovered the value of program evaluation. The American Cancer Society, American Red Cross, Big Brothers Big Sisters of America, Boy Scouts of America, Girl Scouts of The USA, and many other national organizations measure outcomes nationally and locally. According to the United Way of America, these and other organizations value outcomes measurements in many ways. In an independent survey of nearly 400 agencies, program directors agreed or strongly agreed that outcomes measurements helped their programs:

- focus staff effort on common goals/shared purposes (88%)
- communicate program results to stakeholders (88%)

- clarify the intended purpose of the program (86%)
- identify effective practices within the program (84%)
- successfully compete for resources/funding (83%)

(Source: *Agency Experiences with Outcome Measurement*, United Way of America, 2000)

In *The Manager's Guide to Program Evaluation*, Mattessich agrees with the importance of program evaluation to report to stakeholders and to retain or increase funding. He even cites examples of clients reporting that they have won grants, despite strong competition and shrinking resources, because they base their proposals on accurate, complete, and impartial evaluation findings.

There is no doubt that the importance of program evaluation is at an all-time high. With increased pressure from all stakeholders to prove the effectiveness of their programs, managers need to be well-versed in program evaluation.

In the demanding, busy days of volunteer administrators, it is easy to look at program evaluation as "one more thing we have to do." But program evaluations do not have to be time consuming. They need to be useful. The time invested needs to be time well spent. *The Manager's Guide to Program Evaluation* is a readable and thorough tutorial for managers to oversee program evaluation. Managers will find the book and the process to be time well spent!

About the Author

Amy Schultz is Assistant Executive Director of Girl Scouts of Woodland Council. Woodland Council has been locally recognized for its model use of outcome evaluations. Amy has a Bachelor's of Science degree and is president of the Portage County Alliance for Youth Administration at Harvard University in the USA.

**The One Thing You Need to Know
(About Great Managing, Great Leading, and Sustained Individual Success)**

Marcus Buckingham. (2005). New York: Free Press. (289 pp; Hardcover, ISBN 0-7432-6165-8)

Reviewed by: Harriett C. Edwards, North Carolina State University, Raleigh, NC, USA

Key Words: leadership, management

Administrators of volunteer programs are challenged each day to both manage and lead paid and unpaid staff to achieve extraordinary results. More now than ever before, administrators are also being asked to conduct the work of nonprofits in a more business-oriented approach to more efficiently utilize resources, thus the need to look beyond the traditional library of volunteerism and nonprofit management for tools to help guide individuals in the profession of managing volunteers and volunteer programs. My library now includes Marcus Buckingham's latest publication to provide insights that will impact my work with administrators of volunteer programs long into the future.

The author offers that this book is more about "controlling insights" rather than "deep truths" about leadership, management, and individual success (p.13). This publication is much more than "one thing" about each of these constructs, as Buckingham explores concepts, shares case studies, and examines scenarios to aid in the reader's application of the various ideas to the real world of work. It is of note that Buckingham has also co-authored two other bestsellers: *First, Break All the Rules* and *Now, Discover Your Strengths*. This author is considered an expert in the fields of leadership and management and is even being compared to Peter Drucker because of his ability to break these complex concepts into common sense strategies for success.

Buckingham divides the work into two sections with the first focusing on sustained organizational success. This section includes a chapter on understanding the distinct differences between managing and leading, a chapter on great managing, and a chapter on great leading. Section two focuses on sustained individual success and includes some of the best advice, in this reader's opinion, found in the entire publication. In this section I learned about the correlation between discovering what one doesn't like doing and ceasing to do it as an indicator of an individual's capacity to enjoy sustained individual success. This publication provides the author's conclusions and reasoning about what the one thing is for great managing, for great leading, and for sustained individual success. Buckingham accomplishes this by examining myths and sharing case studies to support his findings.

For managers of volunteer programs, this publication presents a tool for creating better management systems within nonprofits. While all of the examples cited are from the business sector, the concepts are valid in the day-to-day operation of any nonprofit. For example, when our staffs, whether paid or unpaid, excel, we as managers experience success and enjoy our work to a much higher degree. By more closely examining the strategies of for-profit business operations, our nonprofit organizations and agencies can build effective operational systems that can more rapidly respond to local needs with appropriate and efficient

services. Personally, I wish I had found this text prior to preparing my statement of philosophy of volunteer administration as it provides a process for more clearly focusing thoughts around leadership and management. I look forward to incorporating the materials contained in this text into future workshops and consultations on management and leadership.

The book includes two things I consider bonuses. One section includes the author's findings related to the one thing you need to know to have a happy marriage --- and it's all about perception, oddly enough. The other bonus is in the conclusion where the author shares with the reader his concept of intentional imbalance, which is quite the opposite of what many of us have learned about success in previous studies. In this section Buckingham ties together the lessons discussed related to leadership, management, and individual success to encourage the reader to take the risk of utilizing these controlling insights to become stronger and more successful in each of these roles.

In the beginning of the book, Buckingham references the movie *City Slickers* in which Curly, a cowboy character played by Jack Palance, tells Billy Crystal's character, an ad executive from the city searching for fulfillment through a dude ranch experience with several friends, that the secret to life is "Just this one thing." Curly holds up his finger explaining that each person has to figure out, on his own, what the one thing is. The author helps us move closer to figuring out what the one thing is in terms of leadership, management, and individual success.

When a book begins with a reference to a summer blockbuster movie from several years ago, you have to ask yourself, "Are you sure this is something you want to read for advice on leading and managing?" I am excited to share that, in spite of my initial hesitation, I forged ahead and was delighted with the insights provided in this easily read, extraordinarily insightful text. This book is "the one thing" you will want to add to your library on the subjects of leadership and management.

About the Author

Harriett C. Edwards, Ed.D., is Assistant Professor and Extension Specialist for Continuing Volunteer Education in the Department of 4-H Youth Development and Family and Consumer Sciences at North Carolina State University. Dr. Edwards' doctoral research focused on episodic volunteerism and organizational readiness. She serves as a reviewer for *The International Journal of Volunteer Administration*. With more than 12 years of experience in the field of volunteer administration, she is an active member of the board of the North Carolina Association of Volunteer Administrators and has presented nationally and internationally on various volunteer-related topics.

Strengthening Civil Society Through Volunteerism

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Abstract

As a participant in the Contemporary Issues Fellowship Program funded by the Bureau of Education and Cultural Affairs, United States Department of State, the author studied the activities of over 25 organizations in the United States to gain an understanding of the role of volunteerism for creating an active civil society. This paper contains a summary of the observations of formalized volunteering in the United States and recommendations for strengthening volunteerism in her native country, Uzbekistan.

Key Words: civil society, NGO, non-government organization, Uzbekistan, volunteerism

At the heart of volunteerism are the ideals of service and solidarity and the belief that together we can make the world better.

(Kofi Annan, Secretary-General, United Nations)

Background

Non-governmental organizations (NGOs) first appeared in Uzbekistan when it gained its independence. NGOs are an important factor for building a civil society and democracy. Volunteerism development is one of the methods to form active, civically minded members of society.

Uzbekistan has experience with informal volunteerism. One of its ancient traditions is for neighbors on a neighborhood committee (mahalla) to help each other and be united to solve their community's problems. NGOs in Uzbekistan have increasingly focused attention on volunteerism development. Volunteers help with the realization of many NGO missions, including international organizations. According to a United Nations Volunteer report "Volunteers and Millennium Development Goals in Uzbekistan. For a better life,"

Volunteers in Uzbekistan play a vital role in helping to solve the critical problems addressed by the Millennium Development Goals. In the past decade

many volunteers have worked with communities and directly in the field providing their support, experience and commitment to the cause of sustainable human development.

Because formal volunteerism in NGOs is a new phenomenon in Uzbekistan, Uzbek NGOs have little knowledge of or experience creating volunteer management systems for managing formalized volunteer programs. It is important for Uzbek NGOs to understand the American notions of civil society, nonprofit sector, and volunteerism in order to increase the social activity of the population as a way to solve social problems. Also, it is important to adapt and apply relevant experiences and practices from American volunteer organizations to develop the practices of volunteerism in Uzbekistan.

Summary of Research Findings

While studying the activity of over 25 organizations in the United States (nonprofit, profit, and government) that have

different kinds of volunteer programs, the main findings are the following:

- Volunteerism development begins with the organization's structure. Organizations in the United States pay a lot of attention to volunteerism development. Most organizations have a person who is responsible for volunteer programs (i.e., volunteer administrator, director of volunteer service). Some organizations include the development of a volunteer program in their strategic plan, one of the best ways to recruit volunteers.
- There are different kinds of volunteerism: formal and informal; short-term, long-term, and episodic; family volunteering; and international volunteerism. Informal volunteerism is usually based on community service or helping neighbors. Corporate and governmental volunteer programs also exist.
- The government, through education programs, encourages volunteer work. Community service hours are one of the methods to involve students in volunteerism. The President's Volunteer Service Awards and other awards also show that the government recognizes and promotes volunteerism development.
- Nonprofit organizations encourage corporate volunteer programs through regular contact with companies and by inviting employees to be board members and establishing awards and prizes. Many companies encourage their employees to donate time or to be members of boards of directors through small-grants programs that award cash grants to NGOs where employees volunteer a certain number of hours.
- All generations of the population are involved in volunteerism, but the most active members are seniors and young people (students). Many school systems promote volunteerism through learn and serve programs that combine learning curriculum with compulsory community service activities. Research has shown that youth exposed to volunteerism at an early age tend to develop a life-long practice of volunteering. Adults are often involved in volunteerism as part of a corporate volunteer program or in short-term volunteerism.
- Each generation has a different motivation to volunteer. Young people want to gain new skills, to build strong resumes, and to get scholarships. Seniors want to be active, feel useful, and meet with people. But all of them want *to give something back to the community, to do something useful* as a part of American history and culture. According to Sharnell Brya, author of "Percentage of Americans Who Volunteer Is on the Rise," *The Chronicle of Philanthropy* (February 17, 2005):
 - ... Seventy-five percent of those who volunteer said that acting on their moral values was either an absolutely important or very important factor in why they volunteer. This compares with 47 percent who volunteer to gain new experiences, 42 percent who volunteer because they were helped by a volunteer in the past, and 39 percent who volunteer because of a desire to meet other people.
- Volunteer management has a strong structure with key elements such as volunteer program planning, needs assessments, recruitment, matching,

interviewing, background checks as a part of risk management, orientation and training, supervision and motivation, recognition, evaluation, and retention. The presence of such a structure strengthens the effective management of volunteers.

- The volunteer administrator must be knowledgeable and skilled. The volunteer administrator is a key person to paid and volunteer staff. S/he advocates and protects the volunteers' and organizations' interests and needs. How volunteerism is attractive and interesting for people also depends on the volunteer administrator. Volunteer administrators collaborate with each other through volunteer administrator associations and networks. Professional development is also available through seminars, conferences, and newsletters.
- Serving as a board member on an NGO board of directors is another kind of volunteerism and requires the utilization of other methods for working with volunteers. Working with these leadership volunteers often involves different procedures for selection, recruitment, recognition, planning, and retention. Board members are responsible for NGO governance and fiscal management and thus play a very important role in the NGO structure in the United States.

Recommendations

Below are preliminary recommendations for Uzbek non-governmental and nonprofit community organizations:

- NGOs must reconsider their structure and create or strengthen volunteer administrator positions to effectively

develop volunteer programs that promote the organization's mission, solve the social problems of Uzbek society, and increase civil participation in general.

- NGOs should partner with neighborhood community organizations (mahallas) and use their experience in informal volunteerism to build and promote a new brand of volunteerism.
- Managers of volunteers should form cooperative networks to provide opportunities for information sharing and professional development. Professional networks help promote volunteerism and excellence in volunteer management by increasing the skills and knowledge of professionals responsible for working with volunteers.
- NGOs must work in partnership with the government, business companies, and mass media to promote volunteerism. Highlighting the benefits to society, the community, and to individual volunteers can help increase awareness of volunteer contributions and the overall impact of volunteerism.
- International organizations can help promote volunteerism and foster the development of volunteer program specialists through grants and resources for seminars, trainings, conferences, scholarships, and funds for newsletters and supplies. International organizations can facilitate the exchange of information and professional exchanges to develop volunteer management skills in local personnel.
- The Uzbek government, voluntary sector, and business sector can support

the development of volunteer programs and volunteer administrators by providing small grants for travel to international conferences and forums, such as the International Association for Voluntary Effort (IAVE) World Volunteerism Conference. Exposure to schemes and models in other developing and developed countries can provide examples and structures that can strengthen ongoing efforts in Uzbekistan.

- The NGO community can facilitate and promote dialogue between the

government and business community regarding the value of volunteerism and civic participation as a strategy for addressing local and national development priorities.

- The NGO community can create effective schemes and models for engaging volunteers from all levels of society including youth and elderly volunteers, to highlight volunteer potential and measure the impact they can have on important social issues.

Author's Note:

Research for this article was supported in part by a grant from the Contemporary Issues Fellowship Program, a program of the Bureau of Educational and Cultural Affairs (ECA) of the United States Department of State, administered by IREX (International Research & Exchanges Board). Neither ECA nor IREX are responsible for the views expressed therein.

About the Author

Dilfuza Bahrieva, a graduate of Samarkand State University, became interested in citizen participation in problem-solving and decision-making through her involvement with a developing NGO community in Uzbekistan. She served as a volunteer youth program leader for the AYOL Center, a resource center for women and families, with an emphasis on HIV/AIDS and STD prevention, human trafficking, and reproductive health. The aim of her research was to become familiar with international practices in volunteerism development, strengthen her ability to effectively support the development of grassroots NGOs, and foster a more open society.

From Motivation to Action Through Volunteer-Friendly Organizations

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Abstract

In excerpted remarks to delegates to the 2005 Asia-Pacific Regional Volunteer Conference of IAVE, The International Association for Volunteer Efforts, in Hong Kong, the author suggests three “myths,” three “truths,” and six leadership “sins” about volunteering. He encourages managers of volunteers to move toward “Volunteer-Friendly Organizations” by embracing four basic concepts.

Key Words: global, volunteer-friendly organization, volunteering

Here are three great myths that circulate about volunteering:

- **Myth #1.** There are not enough people willing to volunteer to do all of the work that needs to be done.
- **Myth #2.** There are more people willing to volunteer than there is work for them to do.
- **Myth #3.** If we could only find a way to better match people who want to volunteer with opportunities available for them, we would solve the problems described in Myth #1 and Myth #2. Technology must be the answer.

While each of these may have a grain of truth to them – and certainly the reality may vary from country to country or even from one region of a country to another – the truth looks more like this:

- **Truth #1.** There is an almost endless supply of volunteers - if we recognize who they are and know how to mobilize them.

- **Truth #2.** There is a limitless amount of meaningful, useful work for them to do - if we let them do it.
- **Truth #3.** There is no “magic bullet,” no “free lunch”- that is, there are no simple ways to translate these two Truths into practice.

Compounding the situation is that those of us who are in leadership roles for volunteering are guilty of committing six sins. They are:

- **Sin #1.** We tend to think of volunteer opportunities as existing only within organizations rather than outside them.
- **Sin #2.** We think more about activities to be done than the results to be achieved, resulting in more attention to operational management than to impact of the work being done.
- **Sin #3.** We put more faith in technology than we do in the power of people to mobilize others - or we put our faith in the wrong kind of technology.

- **Sin #4.** We accept resistance to volunteers from paid helpers and from rigid organizational cultures rather than adopt effective strategies to overcome it.
- **Sin #5.** We do not invest in the organizational change and development required to create “Volunteer-Friendly Organizations.”
- **Sin #6.** National and local volunteer centers have been co-opted into these sins.

There have been any number of efforts in innumerable places over uncounted years among legions of smart people about how to break out of the self-reinforcing cycle of myth and sin – although probably very few of the participants really thought about it in the terms I am expressing it here.

One of those efforts, in the United States, was research designed to learn why some organizations are more effective than others at engaging volunteers - the “Changing the Paradigm” project of the Points of Light Foundation. There was a flurry of interest in the results and a serious effort to turn what we had learned into tools that would help organizations change. But the sad reality was that what we learned was complicated and putting it to work within organizations was hard.

We are not in a field in which things that are complicated and hard are easily accepted. That doesn't mean that what we learned wasn't valid - just that it was not easy to embrace and use.

Out of that research and the opportunity I have had to observe and work with volunteer-involving organizations around the world has grown the concept of “Volunteer-Friendly Organizations.”™

They are those organizations that:

- recognize that volunteers are an important asset in achieving their mission;
- identify and address barriers to effective volunteer involvement at all levels of the organization;
- empower their paid staff to work in partnership with volunteers; and
- understand that their volunteers have important observations, perspectives, and knowledge that can help the organization do its job better.

The four basic concepts of Volunteer-Friendly Organizations are that they:

- lay the foundation through mission and vision - that is, they are driven by their mission and by their vision of how the world will be different because of their work, and they enroll both paid staff and volunteers in working to achieve that vision.
- combine inspiring leadership with effective management - that is, people at all levels of the organization assume leadership responsibility for engaging volunteers effectively while, at the same time, responsibility for management of volunteers is decentralized.
- build understanding and collaboration - that is, they seek to build partnerships between paid staff and volunteers by defining their respective roles, helping them understand and appreciate one another, and keeping them focused on mission and vision.
- learn, grow, and change - that is, they are always seeking to learn from their volunteers in order to help the organization perform more effectively both in its core work and in the way it engages volunteers.

So now we have two dynamics that, it can be argued, can redefine volunteering. On one hand there is the notion of Volunteer-Friendly Organizations, creating organizational environments that engage volunteers effectively. On the other hand there is the notion that we can find ways to empower people not only to work as volunteers within organizations but to become leaders in their own right, creating new opportunities for people to contribute as volunteers.

It is possible to find examples of innovation that address both of these dynamics.

- In Taiwan, the hospital of the Tzu Chi Foundation for Buddhist Compassion Relief is a living example of the concepts of the Volunteer-Friendly Organization at work in a truly world-class volunteer program.
- In Brazil, the Portal do Voluntario and its adaptation that supports corporate volunteering, V2V or Volunteer-to-Volunteer, is using the power of the Internet to build communities of volunteers in which opportunities and leadership grow from the bottom up rather than the top down.
- In more and more corporations, we see that their employee volunteer efforts are being led by employees themselves - identifying priorities and building partnerships in the community, deciding how they can contribute, organizing and leading projects, and mobilizing and managing employee volunteers. One great example is Vale do Rio Doce, one of the largest companies in Brazil that is building a company-wide volunteer program primarily through a network of employee teams.
- International Youth Service Day and other days-of-service, programs that

mobilize large numbers of volunteers for one-day projects, are spreading throughout the world as highly visible examples of people being empowered to create and manage their own work and mobilize others to join them.

- The Internet is being used to mobilize people for political action and advocacy - as volunteers to support candidates for political office, influence policy-makers, and be new sources of information as alternatives to the media and government management of the news.
- There are examples of programs that are built around the belief that people usually defined as clients or recipients of services also can contribute as volunteers and that through their contribution they also will benefit. Here at this conference, we heard about the Volunteer Network of Service Users set up by the Eastern Planning & Coordinating Team, Western Wanchai, of the Social Welfare Department of Hong Kong SAR. It involves “deprived children, single parents, delinquent youth, ex-mental patients and probationers” as volunteers in their communities. Or we could have heard how injured workers volunteering helps them reintegrate into the community, a program of the Hong Kong Worker’s Health Centre.

So how do we take what are still isolated examples and bring them to scale? It needs to begin with a change in how we are thinking about these kinds of issues. We need:

- a paradigm shift - that is, we need to challenge the framework in which we think about volunteering and reconceptualize the way we

- understand it and the implications for how we promote and support it;
- a greater awareness of the systems in which volunteering happens - societal, community, organizational, personal - and the dynamic relationship between volunteering and each of those systems;
- a new style of leadership, one based on building mutually beneficial partnerships and learning that gives value to all experiences;
- a globalized response - volunteer service has become one of the great movements to help people maintain their sense of community and their connections with one another in an increasingly complex, globalized world - we now must think and act globally to continue its development and increase its impact.

In practical terms, that might translate to work like this:

- More research on effective engagement of volunteers
- More documentation of best practices
- More international, cross-cultural analysis and transfer of knowledge
- Conversion of data into knowledge and knowledge into tools

- Preparation of managers of volunteers to be agents of change
- Professional development for paid helpers
- Demonstration of effective people-based mobilization strategies
- Recognition of innovation in volunteer mobilization and engagement

One way that all of this might get done would be through a carefully conceived, well planned and appropriately resourced global initiative. It would need to:

- combine best practices and best thinking from throughout the world - full inclusiveness matters;
- build a global knowledge base;
- develop global tools that can be adapted to different realities; and
- secure funding from throughout the world to ensure a balanced, global approach.

Even considering such an ambitious undertaking will require new leadership to emerge. If, as many believe, this is to become the “Asian Century,” it would be most appropriate if that leadership could come from here.

About the Author

Dr. Kenn Allen is the founder and president of the Civil Society Consulting Group LLC, a global consulting firm based in Washington, D.C. that specializes in working with leaders of business, NGOs, and government to “unleash the power of people to change the world.” He served for five years as the elected volunteer World President of the International Association of Volunteer Effort (IAVE) and was a senior executive with the Points of Light Foundation for eleven years. Dr. Allen earned his doctorate in human resource development from George Washington University and has worked as a consultant and trainer in over 30 countries.

**Keynote Address to the 10th IAVE Asia-Pacific Regional Volunteer Conference
Volunteerism: The Unfinished Miracle**

George Weber, Secretary General Emeritus
International Federation of Red Cross and Red Crescent Societies

Abstract

In a keynote address to delegates to the 2005 Asia-Pacific Regional Volunteer Conference of IAVE, The International Association for Volunteer Efforts, in Hong Kong, the author advocates that volunteerism is an “unfinished miracle” embracing a social spirit “as old as human need and compassion” that is still “bringing new perspectives in community life and development worldwide.”

Key Words: challenges, United Nations, volunteerism

The views expressed are those of the author and do not necessarily reflect the opinions or official policies of the International Federation of Red Cross and Red Crescent Societies (IFRC).

Greetings and congratulations to the International Association for Volunteer Effort (IAVE); The Agency for Volunteer Service; The Hong Kong Council of Volunteering.

I am delighted to greet this Conference on behalf of my many friends around the world who are bringing the spirit of volunteering through many practical activities and programs worldwide to people in need.

I am delighted as well to be once again in Hong Kong, this beautiful gateway to Asia, after several years' absence.

I begin with a few words from Winston Churchill who said, “We make a living by what we get, but we make a life by what we give.”

To Churchill's observation I would add one from Jane Addams, a founder of social service work in the United States. Addams said, “The good we secure for ourselves is precarious and uncertain...until it is secured for all of us and incorporated into our common life.”

Volunteerism, the focus and driving force of this Conference, is in its organized forms quite new in the world. In its many forms and heritages, it is bringing new perspectives in community life and development worldwide. Its spirit, however, is as old as human need and compassion. What's new in volunteerism is not its expression and shape but its massive, organized growth. It is this extraordinary growth in volunteering virtually everywhere in the world that leads me to refer to it as a miracle. That so many people in so many programs of caring would out of simple personal goodness give themselves to helping others in their need is unprecedented in history. There is no exact word for it except miraculous.

In its modern times beginnings, volunteerism commonly brought a single, caring individual to the aid of another in need, sometimes alone, sometimes with assistants. Many countries have traditions of the single, caring leader - such as Henry Dunant, the Swiss founder of the international Red Cross and Red Crescent movement and also - less well known - the

founder of the YMCA movement. For such distinctions, Dunant shared in the award of the very first Nobel Peace Prize. Dunant also took action that is a precedent to today's volunteering: He organized the common people of a village to care for a battle's wounded and ill soldiers. Dunant thus joined the leaders throughout history who have made caring and charity a gift of all people, not just the privileged, to fellow beings suffering and in need. That same impulse nowadays joins hundreds and thousands and hundreds of thousands in caring for uncounted numbers who suffer from disaster, illness, and civil disruption.

To begin our celebration here of volunteerism in our present time, let's briefly refresh our memory of the United Nations International Year of Volunteers, just four years ago. I am delighted, by the way, to meet on this platform with Ad De Raad, the coordinator of United Nations volunteers, whose predecessor, Sharon Capeling, then coordinator of United Nations volunteers, I worked with during preparations for the Year of Volunteers.

In his summary report of the International Year, the United Nations Secretary General wrote:

(T)he year was successful by any account. One hundred and twenty-three National Committees and scores of local, regional and state committees were formed. The official web site received close to 9 million hits. A heightened recognition of volunteerism in development resulted from the plethora of activities, including efforts to measure the contributions of volunteers in every part of the world. There were marked improvements in legislative frameworks and national and local infrastructure for voluntary action, and networks were established among stakeholders from

(g)overnments, [regional organizations], the United Nations system, civil society, the private sector and elsewhere.

The International Year's first goal was "greater acknowledgment of the diversity, value and richness of traditional and modern forms of volunteerism and its contribution to society." Research, the Year's report said, was the key to enhancing recognition. It cited in that connection studies of volunteer activities in Cambodia, Sri Lanka, Mongolia, and Singapore in this part of the world as well as in a host of European, African, and North American nations, including my own native Canada.

Many of the countries named in the U.N. report have combined efforts for information exchange and to facilitate volunteerism development in their own and other countries. One country created a permanent national forum on volunteerism that is chaired by the deputy prime minister. The director of a key country's research institute on volunteerism is a speaker to this very conference. Permanent national commissions on volunteerism have been organized in some nations to advise policy-makers in national and regional governments.

All these activities and much else besides are reported and celebrated in a report that is now four years old. Particularly noteworthy in recent years has been the support and cooperation extended by the United Nations system and other international and intergovernmental bodies such as the European Union, the national Olympic committees, the World Youth Volunteer Summit in Tokyo, and the world's national Red Cross and Red Crescent societies, as whose international secretary general I had the honor to serve.

Earlier this year, the United Nations Secretary General in a report on follow-up to implementation of the International Year of Volunteers wrote as follows:

For the period since 2001, it is clear that the momentum built up over the course of the International Year has continued to provide the stimulation behind a vibrant volunteer movement. Most of the recommendations proposed by the General Assembly in its International Year follow-up resolution are being taken up by governments and the United Nations system, as well as by other stakeholders from civil society and the private sector.

“Volunteerism, when properly channeled,” the Secretary General continued, “is a powerful force for the achievement of the Millennium Development Goals.” He went on to comment:

The environment for an expansion of volunteerism worldwide is as favorable as it has ever been. The concept of a global society is emerging, with shifting relationships between the North and the South, most notably away from the giver and receiver model. Opportunities for citizens to be engaged through voluntary action at the local level.... are steadily expanding. Acceptance is spreading for the idea that all people have a right to development and that active participation through volunteerism is one important avenue for exercising that right. New communication technologies make it ever more possible to build contacts and support networks among individual volunteers and organizations that involve volunteers on a local, regional and global basis.

The many distinguished programs through which volunteers are working today will hopefully form the basis for an international

gathering or event at which programs and achievements in volunteering since the International Year will be celebrated. What should be the goal and content of that celebration is something we all need to be thinking about so we can urge our views as the U.N. Secretary General and General Assembly act on a preliminary resolution on follow-up to the International Year. We should think deeply about what we want to see happen during the 10th anniversary of the Volunteer Year in 2011. Only if we begin now to lay careful plans and promote our vision of volunteer accomplishment at local, community, regional, national, and international levels will we be able to offer the world a genuine accounting of the many ways in which volunteerism has become a significant and vibrant part of life and caring in all countries and communities.

More or less simultaneously with the U. N. Year preparations and observance, The Johns Hopkins University in the United States began a comparative study of the fast-growing nonprofit sector that includes the voluntary service organizations. The university’s initial study, reported in the late 1990s, probed 22 nations. A continuation since of the study covered 37 of the 40 nations known to have voluntary service delivery organizations whose work is ongoing.

The nonprofit sector, a significant and growing economic force worldwide today, employs millions of full-time workers and enrolls in its panorama of service organizations hundreds of millions of volunteers. Governments often consider the nonprofit service organizations their first line of coping with social welfare needs and emergency events.

The Johns Hopkins studies have found that “while the nonprofit sector with its broad volunteer components has become a full-

fledged and valuable partner with government and the business sector in many countries, it often remains a highly fragile organism whose future is insecure.” The 2005 report of the study in my own country notes that government funding to service organizations “has become more short-term, more competitive and less predictable with support being targeted to programs and projects with little funding available to support overall organizational capacity.” As a result, the study says, “organizations and the people who work and volunteer with them are under considerable strain. (T)he ability of organizations to identify and respond to needs earlier, more quickly, and often more innovatively than government appears to be eroding....”

What challenges lie ahead? There are more challenges to volunteerism than you might suspect on a quiet morning at your well-ordered desk.

1. Do voluntary organizations do real things for real people? Are they seriously effective in dealing with social needs and problems, or do they simply go on forever treating the same symptoms and conditions? Do they deliver services uniformly and cost-effectively? What is a voluntary organization’s bottom line? These so-called legitimacy questions can have many answers. Some voluntary organizations are solidly established with their communities and constituencies; others for any number of leadership, participation, or funding reasons may not be solidly situated. The Johns Hopkins studies, for example, discovered that while charities in my native Canada “enjoy a high level of public trust and credibility, the number of volunteers appears to be declining and the number of [regular] donors is not growing.” In some countries, voluntary service organizations are emerging from political and organizational contexts that may affect their public acceptance or slow it substantially.
2. Building a voluntary organization’s capacity and accomplishment always requires time, diligence, good leadership, and broad support and participation. Anyone in this hall who has sought to build an effective voluntary program knows the world is full of things to trip over, slip on, and go wrong.
3. A sustainable financial base is essential to an organization’s survival and progress. Whatever may be a nation’s economic system, a volunteer organization must find its fiscal and expense underpinning in its country’s system of cost and planning for growth and public service. Mechanisms that nurture and support volunteerism activities, whether expressed in yuan, pound, dollar, ruble, franc, euro or any other currency system, must be carefully established, grown, and accounted for.
4. Voluntary organizations must be alert to social change in every sense of their being. Trends of change will alter community expectations, the content and methods of programs, and sometimes even the goals of the organization.
5. Like nations, voluntary organizations must find ways to work together. Even the treasured distinction between volunteers and paid staff must be narrowed in favor of these two groups of workers serving as partners at all levels of the organization.
6. No voluntary organization can endure for long without making change within

itself. Goals and policies must adapt to changing community interests and expectations. Programs must adapt to understandings and practices. The most successful volunteer organizations strive to maintain up-to-date awareness of events and trends in the community and work to keep ahead of service-related developments among the population they serve.

Those of you who have long memories might consider how much your personal life has changed in the decades of your lifetime, then *think* how much change is shaping time ahead, how much change is likely to take over the lives of your children and young organization members. All of us now accept that learning is a lifetime endeavor. So, accordingly, in voluntary response and achievement we must be ever alert to change in all we do.

But while we have many successes to be proud of, we must also face up to remaining challenges. We have much work to do in the creation and management of volunteer opportunities and service. Much remains to be done in attracting people into committed volunteer service. There is much to do in translating our enthusiasm for volunteer service into achievement for the people in every country who desperately need our care and help. And there is much to do in building and maintaining public support and

partnership at the community, regional, national, and international levels.

Our volunteerism miracle is far from built out. Perhaps it never will be completely. But so long as volunteerism is made of people like all of you here, we will always be building to success.

An American actor, Edward Olmos, once said, "What volunteers bring is the human touch, the individual, caring approach that no government program, however well-meaning and well-executed, can deliver." Let us keep that knowledge ever before us.

I conclude with some thoughts dispatched to us across a valley of 2,500 years by the Chinese philosopher Lao Tzu:

Cultivate Virtue in your own person
And it will become a genuine part of you.

Cultivate it in the family
And it will abide.

Cultivate it in the community,
And it will live and grow.

Cultivate it in the state,
And it will flourish abundantly.

Cultivate it in the world,
And it will become universal.*

*Translation from Lao Tzu's *Tao Teh Ching* by John C.H. Wu.

About the Author

Dr. George Weber is Chief Executive Officer of the Canadian Dental Association (CDA) and CEO of Continovation Services Inc., a high-tech for-profit subsidiary of CDA. Dr. Weber provides senior level leadership to large Canadian and global organizations. He is Secretary General Emeritus of the International Federation of Red Cross and Red Crescent Societies, a global federal body based in Geneva, Switzerland, that directs, coordinates, and links the activities of the 180-plus national Red Cross/Red Crescent Societies, a distinction he received following seven years as its Chief Executive Officer. Dr. Weber attended McGill University in Canada and the Graduate School of Business Administration at Harvard University in the USA.

GUIDELINES FOR SUBMITTING MANUSCRIPTS

Content

The International Journal Of Volunteer Administration (IJOVA or The Journal) seeks to publish original manuscripts that provide for an exchange of ideas and a sharing of knowledge and insights about volunteerism and volunteer management and administration. Manuscripts may focus on volunteering in any setting, in North America and internationally. *The Journal* is a Web-based, refereed publication of the Department of 4-H Youth Development and Family and Consumer Sciences at North Carolina State University (NC State University) to which it was legally transferred on April 18, 2006, by The International Association for Volunteer Administration (AVA.)

The Journal expands and updates the research and knowledge base for professional volunteer administrators and other not-for-profit managers to improve their effectiveness. In addition, *The Journal* serves as a forum for emerging and contemporary issues affecting volunteerism and volunteer administration. *The Journal* is written, peer-reviewed, edited, and published by professional volunteer administrators, researchers, and consultants, sharing with their colleagues successful applications, original and applied research findings, scholarly opinions, educational resources, and challenges on issues of critical importance to volunteerism and the field of volunteer administration.

Manuscripts may be submitted at any time during the year. *The Journal* is published quarterly in July, October, January, and April. Authors submitting manuscripts to *The Journal* must follow the guidelines in this document.

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Manuscripts must be submitted for one of five focus areas. The author(s) should identify to which focus area the manuscript is being submitted.

Feature Article (reviewed by three reviewers): Discusses applied concepts and research findings of particular interest and significance to volunteerism and volunteer administration both in North America and worldwide. Connects theory to practice and emphasizes implications for the profession. (Maximum length: 2,000-3,500 words, not including abstract, tables, and graphics.)

Research in Brief (reviewed by three reviewers): Summarizes basic and applied original research results of importance to volunteer administrators. (Maximum length: 1,000-2,000 words, not including abstract, tables, and graphics.)

Ideas That Work (reviewed by one reviewer): Describes novel ideas, training formats, innovative programs, and new methods of interest to volunteer administrators. (Maximum length: 1,500 words, not including abstract, tables, and graphics.)

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Commentary (reviewed by the Editor): Offers a challenge or presents a thought-provoking opinion on an issue of concern to volunteer administrators. Initiates discussion or debate by responding to a previously published *IJOVA* article. (Maximum length: 1,500 words, not including abstract.)

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15. Please use the terms “volunteer administrator” or “manager of volunteers” but NOT “volunteer manager.” The profession is moving away from the term “volunteer manager” as it is easily confused with an unpaid (volunteer) managers of volunteers.

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