

# Chapter 11

## VOLUNTEER LEADERSHIP AS A PROFESSION

Although leadership of volunteers has been present throughout history, the latter part of the twentieth century saw the emergence of volunteer administration as a professional field. Groups of volunteers have always looked to key individuals for direction in accomplishing goals, but the title “director of volunteer services” or “volunteer program manager” is relatively new, as is the concept of paying someone a salary to perform this role.

Competent leadership has always been necessary to effective volunteer effort. It is possible to trace the evolution of this leadership along three parallel paths that presently comprise the profession of volunteer administration. All three types of leaders can be found throughout the past and still serve today:

- Selected members of any all-volunteer group, often elected officers;
- Salaried staff who recruit and/or supervise volunteers as a secondary or part-time responsibility; and
- Staff paid for the primary purpose of mobilizing and coordinating volunteers.

In early America, the majority of volunteer efforts were self-led. Sometimes individuals developed a plan of action and rallied others around them, while in other cases a loosely organized group of concerned citizens would choose a few of their number to be in charge. The criteria for selection as leader varied from availability to status in the community to specific expertise. This selection process is evident in many of the volunteer activities described in this book: the heads of

the Committees of Correspondence and Safety; the organizers of subscription libraries; the leaders of the temperance and abolition movements; the women who started the Cooper Shop Union Refreshment Saloon; the organizers of the Underground Railroad; early labor leaders; the presidents of women's clubs; the founders of settlement houses; the organizers of community cultural activities; and the leaders of the conservation movement. Almost by definition, self-help organizations are run by the members themselves.

Today's volunteer leaders of volunteers are most often called "president" or "chairperson" and head such diverse groups as Alcoholics Anonymous, local Lions Clubs, hospital auxiliaries, many fire and rescue companies, school parent-teacher groups, and tenant councils. Boards of directors of nonprofit organizations are comprised of volunteers, and therefore their officers are leaders of volunteers as well as trustees of their agencies.

The second type of leadership is provided by individuals who hold well-defined, paid positions in fields to which volunteers are integral. Historically, for example, doctors directed citizens in the provision of community medical care. Epidemic control, free clinics and dispensaries, vaccination campaigns, care of wounded soldiers, community ambulance corps—all required the supervision of physicians. Although the doctors earned their livelihood by caring for patients, they also functioned as directors of volunteers when they became involved in such community projects. The nursing profession actually began with volunteers assigned to assist doctors in providing patient care. As time went on and nurses became salaried, they in turn accepted responsibility for the supervision of patient support services by volunteers.

By the very nature of their job, teachers were in a position to mobilize their students and often to influence the community at large. Therefore, there are countless examples of teachers who spearheaded community service projects as a way to teach active citizenship. Along with the contributions of creative individual teachers and their classes are the examples of volunteer efforts carried on by entire schools, sometimes nationwide: neighborhood beautification campaigns; safety patrols; packages for CARE; and innumerable war-support drives. The expanding number of student service-learning programs and curriculum modules about volunteering at all levels of education demonstrate the current role of teachers in supporting community service.

Ministers and other clergy were expected to recruit and direct the volunteer energies of their congregations. Since the church's influence

extended into most areas of early American life, the clergy's leadership was equally far-reaching. Charity was often left to the church, to be coordinated by the clergy. Later, institutions such as the Sunday school societies and the YMCA were developed with significant involvement of ministers and other clergy. The Christian Commission in the Civil War was the mechanism by which Northern church volunteers provided services to soldiers. During Reconstruction, parishes contributed money, supplies, and volunteers to provide education for freed slaves. Religious leaders also began the first fresh air funds, connecting rural congregations with needy urban children. In the twentieth century and still today, clergy have guided their faith community members to participate in foreign relief efforts, the civil rights movement, and other political advocacy for social issues.

Military history also provides examples of volunteer leadership when career military officers directed civilian volunteers, especially in times of crisis. In every war, beginning with the Revolution, spy and smuggling networks consisting of loyal citizens required the sanction and expertise of the military commanders. During wars fought on American soil, civilian support efforts to provide food, clothing, nursing, and some comforts were often coordinated by military personnel. Civil defense, homeland security, and anti-terrorism programs are a more recent example of volunteer energies guided by the military. Each branch of the armed forces also has a program of community service wherever American men and women are stationed.

Today, as before, doctors, nurses, teachers, clergy, and military officers hold salaried positions with primary responsibilities largely unrelated to volunteers. However, their leadership is still critical to the success of related volunteer efforts, and they therefore assume the role of director of volunteers in addition to their primary job. There are other examples. Social workers today are in charge of a whole spectrum of supplementary client services performed by volunteers. Justice system staff also supervise diverse volunteer efforts, from probation and parole aides to prison tutors; this tradition goes all the way back to sheriffs organizing volunteer posses. Park and forest rangers provide necessary liaison and assistance to recreation, conservation, and ecology groups. For many paid staff in many fields, working with citizen advisory committees, commissions, student interns, and various advocacy groups puts them in the position of director of volunteers as part of their job.

The third type of leadership of volunteers, namely people paid specifically for this role, is actually not a totally modern phenomenon.

Though frequently volunteers themselves, there were militia captains who drew a salary solely to recruit and lead volunteer soldiers. The first paid fire chiefs were usually the only firefighters to receive a salary and were expected to keep the volunteer company organized. One role rarely thought of as directing volunteers is that of a wagon train's master. Yet such leaders were hired by groups of inexperienced but willing families who needed the wagon master's knowledge and ability to help the group work together during the hard journey ahead. The personnel of the Freedman's Bureau were paid specifically to coordinate public and private relief programs after the Civil War, especially those run by volunteers. It also should be noted that every political campaign manager is actually a salaried director of volunteers.

Since the 1960s, an increasing number of institutions and agencies have added a staff position for volunteer management to their organizational chart. Hospitals were among the first. Today, volunteer administrators work in courts, parks, counseling services, museums—anywhere a large corps of volunteers is needed. Even churches have begun to hire someone to coordinate their community service projects, though the position may carry a title such as “director of lay ministry.”

It is important to recognize that one can be a director of volunteer services regardless of whether the position is salaried or full-time. The position is defined instead by its function: managing volunteers. While salaries are increasingly being paid to directors of volunteers, this trend should not imply that paid directors are necessarily better or more qualified than unpaid directors. If the magnitude of the volunteer effort requires substantial, daily coordination, then a salary is legitimate compensation for the demands of the job. But volunteers who continue to provide leadership to other volunteers are managers in their own right and belong to the profession of volunteer administration as well.



There is an ever-growing body of knowledge and expertise about volunteer management that is being developed and transmitted by books, journals, university curricula, professional associations, and now the Internet. While people enter the field from many different academic backgrounds, there is more and more training available in the generic principles and practical skills of the field.

Research into the nature and scope of volunteering has become more sophisticated and continues to stimulate professional develop-

ment. While as recently as the 1970s there were only a handful of books on the subject of volunteerism, today there are shelves of them. Further, as the Internet makes resources from any country available around the world, American volunteer administrators now have access to writing from all English-speaking countries. The World Wide Web is perhaps the most important new resource to the field, with volunteer-related Web sites opening continuously. Archives of journals and private collections, long considered “dead,” are now being scanned and made available electronically, often for free. New research and practitioner advice is being produced and posted on Web sites sponsored by national resource organizations, consultants and publishers, and even interested individuals (volunteers!). There is no question that, in the future, no newcomer to the field will ever be able to complain that it is hard to find how-to information.

Among the signs that the leadership of volunteers is evolving into a recognized profession is that the title “director of volunteer services” (or some variation thereof) is being applied to those with primary responsibility for volunteer management, no matter what the setting. By the late 1970s, the *Dictionary of Occupational Titles* included “supervisor of volunteers,” “coordinator of volunteers,” and “director of volunteers” as a three-tier career ladder. By the late 1990’s, titles for this role also included “director of community resources,” “manager of volunteer resources,” and “community outreach coordinator,” in order to reflect the broader definitions and terminology of the nonprofit sector. The Association for Volunteer Administration is now using and advocating for including the term “volunteer resources” rather than simply “volunteers” in titles, as the Canadians have been doing for years, on the premise that this helps draw the connection to “human resources management” and so conveys a more valuable concept. On the other hand, in the United Kingdom, the title currently in favor is “volunteers manager.”

Regardless of their formal titles, leaders of volunteers have formed a variety of professional associations in recognition of their common purpose and needs. Such groups are either generic to the profession or specific to a type of setting, and they have been organized on the local, state, and national levels. Generic associations bring together directors of volunteers from a wide range of institutions, agencies, and programs. On the local level, these groups often call themselves “DOVIAs,” meaning “directors of volunteers in agencies.” These professional networks meet regularly to exchange information and share experiences. They may also sponsor community-wide projects such as

volunteer recognition events, recruitment fairs, and training workshops. In many states there are similar associations of volunteer administrators with a state-wide membership and scope.

The Association for Volunteer Administration (AVA) is the generic professional network of leaders of volunteers at the national level that holds an annual conference, publishes a journal, establishes the ethics for the profession and connects members with their counterparts across the country. (**Note: Web sites for all organizations mentioned here can be found at the end of this chapter.**) AVA has always had Canadian members, too, and is increasing its scope to be more international. AVA also sponsors a professional credentialing program, under which practitioners can earn the designation “CVA”—“certified in volunteer administration”—by sitting for an exam and submitting a portfolio of materials for peer review.

Professional associations that bring together directors of volunteers in the same field or setting are most numerous on the national level. Some examples are: American Society for Directors of Volunteer Services (ASDVS, formerly part of the American Hospital Association and now independent); National Association of Volunteer Programs in Local Government (NAVPLG), National Association of Partners in Education (NAPE); American Association for Museum Volunteers (AAMV). Several of these have state chapters or affiliate groups, which in turn may have local equivalents. The purpose of these groups is the same as for the all-inclusive associations mentioned above: to exchange information and provide mutual support in order to make the involvement of volunteers more effective. The special interest associations, however, are able to focus in more depth on issues unique to their area of work.

A similar professional network is the corporate volunteer council, whose members are employees of large corporations with the responsibility for developing and managing their company’s community service initiatives and employee volunteer projects. These councils tend to form in major metropolitan areas and are informally linked nationally through the National Council on Workplace Volunteerism (NCWV), under the Points of Light Foundation.

In addition to professional membership associations, there are a number of support organizations contributing to the growth of volunteering and to the profession of volunteer administration. On the local and regional level there are volunteer centers, previously known as voluntary action centers or volunteer bureaus. Volunteer centers can be independent nonprofit agencies, units of local government,

divisions of a local United Way, or projects of a community organization such as the Junior League. They act as clearinghouses of information about volunteer opportunities in their area, referring interested citizens to volunteer projects. Volunteer centers work to make volunteering more visible through annual awards programs, media campaigns, and training workshops.

Volunteer centers were connected for many years on the national level through an organization known as the Association of Volunteer Bureaus. In 1984, that association merged into what was then called VOLUNTEER: The National Center, but maintained an advisory council to represent the volunteer center perspective. The National Corporate Volunteer Council (later known as National Council on Workplace Volunteerism) became a division of VOLUNTEER in 1986. By 1988, the merged organization had changed its name to The National VOLUNTEER Center. In 1991, this entity in turn merged into the Points of Light Foundation, initiated during the first Bush Administration. In 2003, the importance of volunteer centers was made more visible by expanding the organization's name to the Points of Light Foundation & Volunteer Center National Network.

The Points of Light Foundation is a national organization promoting volunteerism, funded both by the federal government and by corporate and foundation grants. Its activities include sponsorship of National Volunteer Week each April (including the President's Volunteer Action Awards); publication of a magazine and several newsletters; sales of books and recognition items; and an annual national conference. In 1989, the "Daily Points of Light" Awards were started by the Bush White House, recognizing an individual or group of volunteers for their local service efforts; 1,020 designations were made by 1993. In 1998 the award was reinstated and administered by the Foundation and the Corporation for National and Community Service.<sup>1</sup>

Nationally, a number of private and government organizations consider volunteerism as one of their major emphases. INDEPENDENT SECTOR, the Corporation for National and Community Service, and the United Way of America all advocate the value of volunteering, work to stimulate the climate for citizen involvement, and attempt to remove barriers to participation. The Association for Research in Nonprofit Organizations and Voluntary Action (ARNOVA), formerly the Association of Voluntary Action Scholars, is composed of academics and researchers in the field.

Finally, in the 1970s ACTION provided funding for the creation of

state offices on volunteerism, frequently with a close link to their governor's office. Over the past thirty years, the number of state offices has fluctuated and support for their work has been dependent on the politics of the day in each state. State offices were mandated to promote and strengthen volunteerism, acting as clearinghouses of information on volunteer activities in their state and as a communication link among programs and practitioners, often brokering public/private collaborations. For a time, the state offices formed their own national umbrella organization called the Assembly of State Offices on Volunteerism.

When the Corporation for National and Community Service was initiated in 1993, every state wishing to obtain federal funding from the Corporation was required to form a state Commission on National Service. Every state except North and South Dakota did so. Over time, most states merged their existing state office of volunteerism into the new Commission. This combination tends to provide less attention to community volunteering while focusing on stipended, full-time service programs. There is now a national association of state commissions that meets periodically.

Figure 1 (pages 344-345) traces the evolution and various name changes and mergers of some of the largest organizations in the field of volunteer administration in the United States. This is offered in an attempt to preserve some of the historical benchmarks.

The development of the profession of volunteer administration has not taken place only in the United States. Similar evolution has occurred in other countries. For example, there are national volunteer centers throughout Europe, and in countries as diverse as Brazil, Japan, and Australia. In 1996, our Canadian neighbors formed the Canadian Association for Volunteer Resources to go along with thriving provincial associations of volunteer program managers, and by the turn of the century similar national professional groups were developing in the United Kingdom, Australia, Japan and Korea. Conferences to convene volunteer leaders with mutual concerns have taken place all over the world.

International exchanges of site visits, publications, and general information are steadily increasing, driven rapidly by the Internet and e-mail. The International Association for Volunteer Effort (IAVE) is one forum for such communication. Study trips are being sponsored by universities, federal and state governments, and larger nonprofit organizations. It is becoming increasingly clear that a global perspective contributes significantly to the profession of volunteer adminis-

tration. The field saw its biggest boost in 2001, which the United Nations declared the International Year of Volunteers (IYV). Although the relative lack of celebration was disappointing in the United States, other countries seized the opportunity of IYV to initiate research, hold conferences, and make volunteering visible. AVA used 2001 to focus on the value and role of competent leaders in volunteerism by convening an international working group with representatives from twelve countries. This led to AVA's development of a "Universal Declaration on the Profession of Leading and Managing Volunteers" as a first effort to identify common elements of this role as it appears throughout the world.



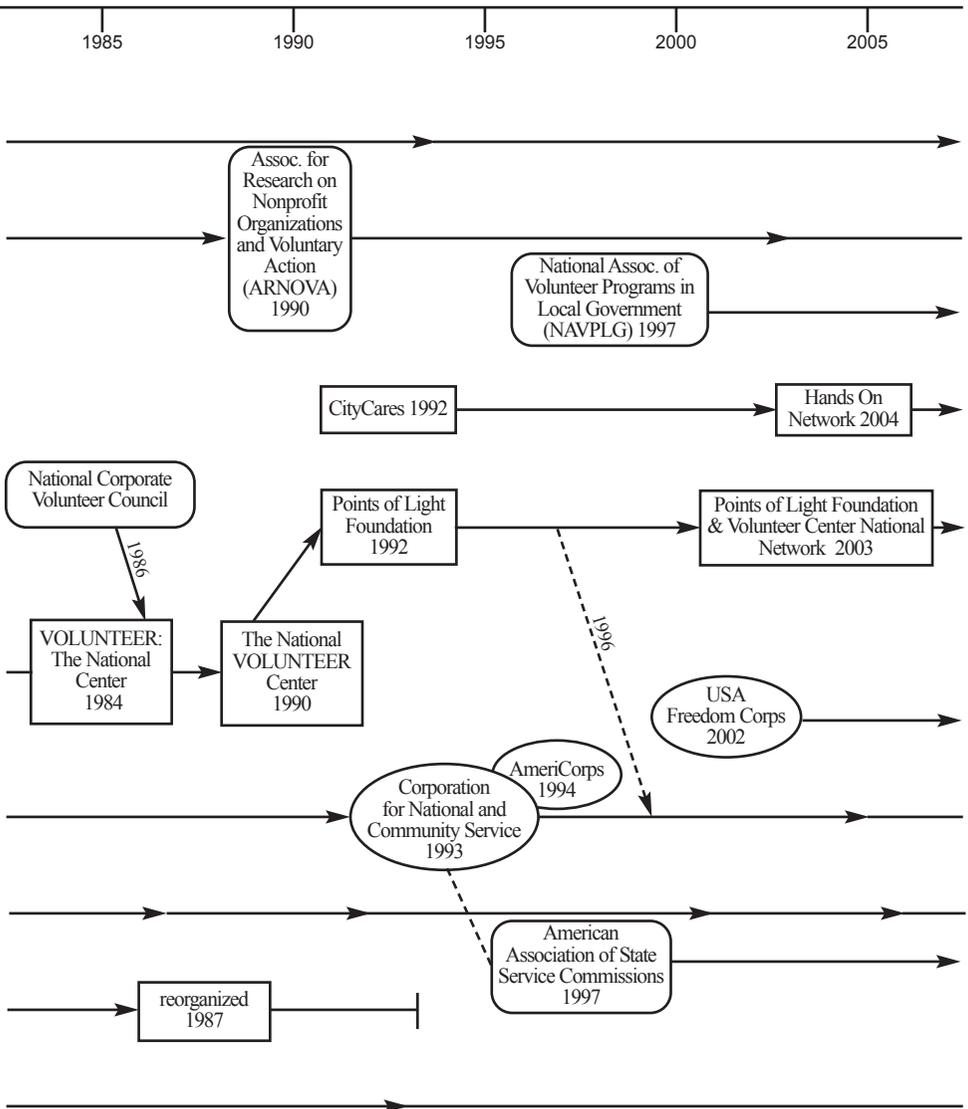
Uncertainty continues over the kind of educational preparation appropriate for those in the position of directing volunteers and over the issues of salary and career ladders. There is agreement that a core of general knowledge and skills is necessary to being effective as a leader of volunteers and that these should be based on a philosophy that affirms the importance of volunteering. However, there is currently no academic degree program in volunteer administration, nor is there much interest in creating this option. There are some schools that allow specialization in volunteer management within traditional majors. A few universities have developed certificate programs, some of which offer academic credit; others are offered on a noncredit, continuing education basis. Thanks to the Internet, such courses are beginning to be available online as distance learning, making them accessible to many more people. Therefore, people continue to enter the field of volunteer administration with a wide array of credentials and educational backgrounds.

As research in volunteerism continues and further codification of the knowledge base for volunteer administration occurs, indications are that educational institutions will keep pace with the field. There will undoubtedly be variations as to which academic departments will house volunteer management courses. Some possibilities include public administration, social work, business administration (as part of the trend to offer business degrees in nonprofit management), adult education, and community development. Because volunteer administration cuts across all disciplines, a valid case can be made for each of these options.

Another educational dilemma is that directors of volunteers must be doubly skilled to do their jobs: they must know the general tech-



Figure 1. Time Line of National Organizations (cont.'d)



**Key (cont.'d):**

- > Continued operation or merger into an existing or new organization.
- - - - - Formal relationship or affiliation between organizations, but remaining independent.

niques of working with volunteers, and they must have expertise in the specific discipline for which they coordinate volunteers. So the challenge of coursework in volunteerism is to reflect its interdisciplinary nature to some degree. For example, a director of volunteer services in a hospital should be able to take both general volunteer management courses and courses pertaining to the health field. Likewise, a director of volunteers for the National Park Service may need to take courses in forestry or recreation to supplement a generic volunteerism program. Such mixing and matching poses difficulty for many university systems.

Conversely, it is increasingly evident that courses in volunteer management are valuable to students majoring in a number of disciplines. Problems of staff resistance to volunteers and lack of commitment to training and supervision responsibilities could be prevented at the source if nursing students, recreation majors, prospective social workers, seminarians, and others learned the value of volunteer participation to their fields as part of their early professional training.



The responsibilities of the role of director of volunteers have expanded as volunteerism itself has evolved. While a large number of organizations still expect the leader of volunteers simply to “find ‘em and use ‘em,” the more forward-looking ones have a broader vision. The most advanced view of the director of volunteers is as a community resource developer—the person who finds a variety of ways to meet needs. This might include (in addition to the most traditional type of volunteer) barter, in-kind donations, court-ordered community service workers, and other resources.

Along with this expanded role have come a number of operational issues affecting how volunteers are managed in an agency setting. As society demands better screening of employees for such things as a past history of abusing children or a criminal record, the screening of prospective volunteers has followed suit. This is particularly true in settings serving children or providing services to clients in their own homes. In fact, most states have passed laws requiring police checks for any worker, paid or volunteer, who will be assigned to work with vulnerable populations.

The concern for screening has been fueled by the fears of legal liability. Directors of volunteers are expected to practice risk management, and screening is one element of a risk management strategy. The challenge has become how to manage risk, not avoid it altogether. The unavailability of insurance for certain types of services is a

problem equal to the rising costs of coverage.

There is a new questioning of the traditional separation of *financial* resource development and *human* resource development. Money has been more highly valued than people, and donors have been more respected than volunteers. (Not surprisingly, fundraising has been dominated by men, volunteer administration by women.) But studies show that people who give their time also give their money. Much fundraising activity relies heavily on volunteer staffing. Therefore these two types of resource development are actually intertwined. In an age of competition for philanthropic support, those organizations that understand this interrelationship and avoid stereotypical hierarchies will have the greatest success in obtaining the most resources. Development officers need to be concerned about volunteers, and directors of volunteers need to be concerned about fundraising.

Extended applications of the Fair Labor Standards Act have posed new dilemmas for some volunteer programs, specifically when employees of an organization also want to volunteer in the same setting. Examples would be the kitchen staff of a mental health institution who volunteer to play basketball with young patients who rarely have visitors, or the clerical pool that offers to run the arts and crafts booth at the annual fundraising bazaar. The narrowest legal interpretation of the Fair Labor Standards Act would stipulate that no employee could do such volunteer work because any time given to an employer over forty hours a week should be compensated with overtime pay. However, the intent of the Act was not to prevent genuine volunteer service; it was meant to avoid abuse and coercion by employers. It is up to the director of volunteers to make sure that interested employees are made official participants in the volunteer program and are assigned to roles substantially different from those they are paid to do.

Another management issue is staff relations. Labor unions in some fields have taken strong stands against what they view as volunteer encroachment on their territory. Some unions fear that volunteers can be used as strikebreakers, thereby undermining the workers' bargaining clout. They believe volunteers often handle jobs that someone could be paid to do, thus contributing to unemployment. Further, if volunteers, perceived as amateurs, can perform tasks also done by an employee, then many paid workers feel they cannot demand skilled wages. Because unions view volunteering as a middle- and upper-class phenomenon, the natural assumption is that those who volunteer are basically anti-working class.

The historical section of this book has already recounted the vol-

unteer beginnings of organized labor—beginnings that are all too often forgotten by the salaried union officials of today. Because of closed-shop practices, it is sometimes hard to distinguish whether union membership is still voluntary or is coerced. But unions continue to rely on volunteer shop stewards and committee members to accomplish their goals. Also, unions endorse their own brand of volunteering in the form of mutual aid and selected community service projects.

The unions are correct in pointing out that volunteers are recruited by some agencies to fill personnel gaps resulting from inadequate budgets. This is as much exploitation of the volunteer as it is unfair to the unemployed worker. But the fact that this occurs occasionally is insufficient cause to denounce all volunteers. One important factor in the relationship between unions and volunteers is the quality of the management of the organization in which they both meet. Arrangements can be made in advance to prevent the misuse of volunteers in times of strikes and other work actions, thereby eliminating the allegations that volunteers interfere with the rights of labor. The director of volunteers has an important role in this process.

The relationship between volunteers and “professionals” can also be problematic, especially when such “professionals” place their contributions as employed specialists above those of unpaid workers. Employees may expect volunteers to be undependable, overcritical, naive, or uncontrollable. Objections to volunteer participation are therefore raised on such grounds as safety, insurance, and confidentiality. The challenge to the director of volunteers is to differentiate between legitimate issues (the amount of time it takes to train and supervise volunteers) and underlying sources of resistance such as the professionals’ unwillingness to share work, spend time training volunteers, or recognize the value of services that only members of the community can provide.

This problem of nonacceptance by professionals is especially common in agency-related volunteer programs. This has led to some volunteers having a sense of inferiority and to their reluctance to identify themselves with the label volunteer (“I am just a volunteer”). Others defend their value to the organization and take pride in their cost-effective approach to problem solving.

Most organizations in which volunteers participate have never considered their budgets adequate to meet the needs they address. As government funding priorities shift and philanthropic giving fluctuates, organizational budgets also expand and contract. Volunteers

become a factor when agency administrators consider them free labor to fill funding gaps. Directors of volunteers are in a position to define the most appropriate roles for volunteers in such a way as to avoid any exploitation.

After all, volunteers are not just stopgaps to hold together services in times of a budget crunch. There are types of volunteering for which no money can compensate and whose effectiveness would be undermined by a salary: board members must be free from financial ties in order to make policy objectively; the friendship offered by a Big Sister on call twenty-four hours a day not only could never be adequately reimbursed but also is of value to her Little Sister because it is freely offered. Inherent in all types of volunteer work is the potential for effecting change for the very reason that the volunteer is not compromised by a salary—if the volunteer makes the most of the opportunity.

In the last analysis, volunteering does involve cost. To volunteers, expenses can range from transportation to day care to the actual value of their time contributed. For the organization, volunteers need coordination, training, recognition—all the types of support any other personnel would require. In the simplest of terms, volunteers are a resource to be managed and applied to help the organization achieve its mission.

In 2004, our field saw the publication of a remarkable new study conducted by the Urban Institute under funding from the UPS Foundation, the Corporation for National and Community Service, and the USA Freedom Corps. Titled *Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report*,<sup>2</sup> the document confirmed the very things practitioners already knew. But now the facts were stated with the authority of research and by people with influence. Here are a few of the major findings:

***The greatest challenges that charities and congregations face is an inability to dedicate staff resources to and adopt best practices in volunteer management. (p. 2)***

***Three out of five charities and only one out of three congregations with social service outreach activities reported having a paid staff person who worked on volunteer coordination. However, among these paid volunteer coordinators, one in three have not received any training in volunteer management, and half spend less than 30 percent of their time on volunteer coordination. (p. 3)***

***Less than half of charities and congregations that manage volunteers have adopted most volunteer management practices advocated by the field. (p. 3)***

***Of charities with a paid staff volunteer manager, only one in eight have someone who devotes 100 percent of his or her time to volunteer management. Only one congregation in our study said it has a full-time volunteer coordinator . . . (p. 8)***

***Taken together, the findings regarding paid staff support for management of volunteers point to low professionalization and capitalization of volunteer administration in the United States. The fact that many coordinators are getting some training suggests that many are interested in learning about how to manage volunteers. However, the small amount of time spent on volunteer administration suggests that charities and congregations do not have the resources to allocate to volunteer management or that they devote their organizational resources primarily to other efforts. (p. 10)***

Following the initial briefing report, a Web site was established to permit input from the field. In June 2004 a set of eight proposed national strategies was introduced, incorporating many of the suggestions received. Among the strategies are plans to expand opportunities to receive formal training in volunteer management, establish a research agenda, and advocate for greater support from the executives of organizations. This is a potentially exciting development that will be closely watched. A key statement in the ***Briefing Report*** affirms the importance of strong volunteer leadership:

***We conclude that the belief that volunteers are beneficial leads charities to invest in their management of volunteers, and that investing in the management of volunteers leads them to value the benefits of their volunteers more. (p. 20)***



Many refer to volunteer administration as an emerging profession because it is still evolving. The position of director of volunteer resources is more visible today than ever before and has taken on added dimension. The enlarged responsibilities of leading volunteers

reflect the diversity and complexity of modern society. The final chapter of this book describes some of the trends and issues facing volunteerism—and the director of volunteers—as the new century begins.

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ENDNOTES FOR CHAPTER 11

1. "Awards," Points of Light Foundation, <http://pointsoflight.org/awards/> (accessed August 2005).

2. Urban Institute, ***Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report*** (Washington, DC: 2004), [http://www.urban.org/UploadedPDF/410963\\_VolunteerManagement.pdf](http://www.urban.org/UploadedPDF/410963_VolunteerManagement.pdf) (accessed August 2005).

WEB SITES OF ORGANIZATIONS  
MENTIONED IN CHAPTER 11

**American Association for Museum Volunteers (AAMV)**

[www.aamv.org](http://www.aamv.org)

**American Society for Directors of Volunteer Services (ASDVS)**

[www.asdvs.org](http://www.asdvs.org)

**Association for Research in Nonprofit Organizations and Voluntary  
Action (ARNOVA)**

[www.arnova.org](http://www.arnova.org)

**Association for Volunteer Administration (AVA)**

[www.avaintl.org](http://www.avaintl.org)

**Canadian Association for Volunteer Resources (CAVR)**

[www.cavr.org](http://www.cavr.org)

**Corporation for National and Community Service**

[www.nationalservice.gov](http://www.nationalservice.gov)

**Independent Sector (IS)**

[www.independentsector.org](http://www.independentsector.org)

**International Association for Volunteer Effort (IAVE)**

[www.iave.org](http://www.iave.org)

**National Association of Partners in Education (NAPE)**

[www.napehq.org](http://www.napehq.org)

**National Association of Volunteer Programs in Local Government  
(NAVPLG)**

[www.navplg.org](http://www.navplg.org)

**National Council on Workplace Volunteerism (NCWV)**

[www.pointsoflight.org/networks/business/ncwv/](http://www.pointsoflight.org/networks/business/ncwv/)

**Points of Light Foundation & Volunteer Center National Network**

[www.pointsoflight.org](http://www.pointsoflight.org)

**United Way of America (UWA)**

[national.unitedway.or](http://national.unitedway.or)