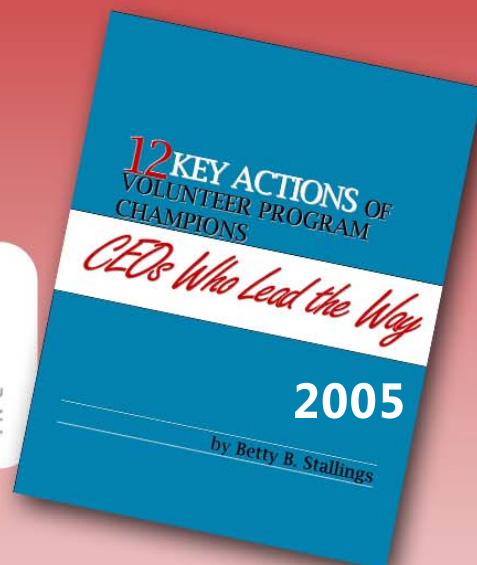


12 KEY ACTIONS OF VOLUNTEER PROGRAM CHAMPIONS

CEOs Who Lead the Way

PDF includes
2005 original from
ENERGIZE INC



by Betty B. Stallings

2014 Update: *12 Key Actions of Volunteer Program Champions, CEOs Who Lead the Way*

Foreword from the Original Author

Dear Service Colleague,

I was delighted when the staff of Reimagining Service decided to conduct an update on my original study: *12 Key Actions of Volunteer Program Champions: CEOs Who Lead the Way*, published by [Energize Inc.](#) in 2005.

For 10 years the original study has been downloaded thousands of times and has been used as a peer-focused study guide for executives, and a resource for managers of volunteer engagement to share with their executive staff. The intent was for it to serve as a contributing resource on the sparsely covered significance of executive impact on the success of volunteer engagement.

This new study has confirmed the themes of the original study while also contributing several new ways CEOs manifest their support of volunteer engagement. It has also identified some areas needing improvement.

1. Of particular note is the CEOs' focus on strategic planning and how volunteer involvement is essential to be included in that process. By indicating their support of strategic planning, executives are strengthening several themes:
 - demonstrating the **value** of volunteering to the mission of the organization,
 - involving the **board of directors** (because strategic planning includes both program and financial support),

- appreciating how volunteering is most impactful when integrated throughout the organization and
 - reinforcing the value of having the leader of volunteer engagement be a participant on the management &/or planning team.
2. The areas in this study that were identified as continuing to need additional support were:
 - clearly identifying the staff responsibilities in partnering with volunteers, including support, accountability and recognition given to staff who carry out this work with extraordinary commitment and competency.
 - challenges in raising funds to support volunteer engagement and
 - effectively and consistently capturing the **impact** that volunteers have on the mission of the organization.
 3. An encouraging note is the increased utilization of volunteers to support the position that executives/administrators hold. It would seem that the trend/emphasis on recruiting volunteers with high skill levels may have impacted this significant change.

I am thrilled and grateful to Reimagining Service for taking the time and resources to update this study. I continue to feel that the capacity to effectively engage volunteers will never rise to its potential unless there is support and resources coming from the executive/administrative and board levels of an organization. The road ahead is filled with challenge but also with amazing opportunities to positively impact the social, educational, environmental issues of the day. We need a proactive approach, and a collaborative effort in the ecosystem of funders, corporations (who send their staff to volunteer in organizations) and organizations/agencies that are open to new and exciting ways to engage volunteers.

Onward!
Betty B Stallings – December 2014
Reimagining Service Council Member

Introduction to the 2014 Update

Dear Reimagining Service Supporter,

A core belief of Reimagining Service is the importance of executive leadership in developing, sustaining, and growing volunteer engagement in their organizations. This belief is not ours alone; through the years, many volunteer engagement luminaries such as Betty Stallings and Susan Ellis have written extensively about the importance of executive leadership in supporting effective volunteer engagement.

Although much has been written on this subject and notable strides have been made in recent years in engaging executive leadership in volunteer engagement, there is still more to be done. We frequently see examples of executive leaders in all sectors who support the engagement of volunteers verbally, but do not make the investment financially or structurally to fully leverage the potential of volunteer engagement in their organizations.

Betty Stallings' 2005 work, *12 Key Actions of Volunteer Program Champions: CEOs Who Lead the Way*, outlined consistent themes amongst leaders who recognize the value and embrace volunteers as a critical strategy in meeting the mission of their organizations. At Reimagining Service, we recognize that volunteer engagement has evolved in many ways over the past 10 years, but wondered if these strategies or actions identified by Stallings have changed in the past decade. With Stallings' support, we used her work as a starting point, and surveyed leaders throughout the country to better understand their attitudes and approaches to volunteer engagement.

What we found was interesting and insightful. In many instances, the key actions ring just as true as they did 10 years ago. In some cases, changes in organizational practices (such as strategic planning) or other trends in the field have led to the evolution of understanding how the actions come to life in everyday settings. However, what remains consistent is the need for executive level buy-in and support of volunteer engagement. Further, it illustrates the need that all of us in the volunteer engagement community must continue to educate leaders regarding the value of volunteers. Not until we have effectively "made the case" for volunteers will we see a dramatic shift in the attitudes and practices of executive leaders in their approach to volunteerism.

Again, we thank Betty Stallings and the executive directors that participated in both the 2005 and 2014 study for their time and inspiration. We hope the revisiting of this work will spark further conversation regarding the valuable role of volunteers.

In service,
Kaira Esgate
Executive Director,
Reimagining Service

Methodology

In July 2014, Reimagining Service issued a call for nominations to identify chief executive officers (CEOs) and executive directors (EDs) who boldly support volunteerism. We received a total of 12 nominations, and additionally extended an invitation to 13 of the original interview subjects that were featured in the 2005 report: *12 Key Actions of Volunteer Program Champions: CEOs Who Lead the Way*, written by Reimagining Service Council Member Betty Stallings. In total, 25 CEOs and executive directors were asked to complete an extensive survey detailing their perspectives and actions in support of volunteer engagement. The new survey parallels the original survey in many ways; however, a few changes were made to reflect current thinking. You can access the survey [here](#). In total, we received 11 completed surveys, and the names of executive directors who contributed their perspectives are included at the end of the report.

The 11 respondents represented a diverse group of organizations from the number of volunteers who serve at their organizations on an annual basis (e.g., 145 to 900 volunteers), to the type of service area (e.g., hunger to senior care to disabilities to afterschool care), and budget (e.g., \$15,000 to \$60 million). All but one organization had at least a part-time staff member overseeing volunteer engagement.

Finally, it is worth noting that the introductory wording for each key action is taken from the original 2005 report.

“Investing a little time in figuring out how to fully incorporate your volunteers into your daily operations, only furthers your mission and frees up resources for other needs.” Damon Jiggetts, Executive Director, Peter Paul Development Center, Richmond, Virginia



Key Action
1

Volunteer Engagement Champions have extensive backgrounds **servicing as volunteers themselves** in causes that are important to them. Further, they **express a strong personal, positive philosophy of volunteer engagement**.

When we asked our set of executive directors about their past and current volunteer involvement, both original and new respondents had **plenty of meaningful volunteer experiences** to share with us. In addition to volunteering as part of their organization's programs, several recounted outside direct service experiences, like teaching dance classes for children, for instance. Some **serve as board members** for local organizations, contributing their vision and leadership to additional worthy causes. Others highlighted their commitment to mentoring the **next generation of nonprofit leaders**, one more way to volunteer outside of work, yet still drawing on their professional skills and acquired expertise.

Notable is the way executive directors weave their organization and their experience into a narrative about having greater purpose - a commitment to creating social impact. They tend to view their own professional and personal life's work within a comprehensive philosophy of serving others through volunteerism.

Examples of executive directors serving as volunteers:

- serving as a board member of a community organization,
- offering mentorship for young nonprofit leaders, and
- providing meaningful direct service outside of the organization.



Key Action
2

Volunteer Engagement Champions **act on the belief that the volunteer engagement strategy is essential to accomplishing the mission** of the organization and that their support is vital for the strategy's success.

Setting clear organizational mission is foundational to strong leadership, so contemporary executive directors take strategic planning very seriously. For the majority of our recent respondents, **clearly identifying vision and goals** for the volunteer engagement strategy constitutes a critical element within the organization's strategic plan.

Molding the form of an organization toward better function is another perennial leadership challenge. **Investing in volunteer engagement infrastructure** is one way by which leaders can match their organization's leadership chart with their vision of volunteerism as an essential effort. Having a **paid volunteer coordinator**

in an upper echelon position often leads to dynamic and impactful volunteer support to the organization.

“An institution is only as good as the quality, training and dedication of its staff, including volunteers.” Stuart D Strahl, Ph.D., President/CEO, Chicago Zoological Society/Brookfield Zoo, Illinois

Key Action
3

Volunteer Engagement Champions **hire and support a skilled volunteer manager** and understand that the role of this manager is to **empower the organization** to be successful in engaging volunteers.

Very few executive directors run organizations in which the majority of employees – at multiple levels – take on the core responsibility of engaging volunteers in addition to other duties. Other than these likely small team or locally focused direct service organizations, most nonprofits benefit from at least one employee specifically dedicated to running volunteer outreach and programming. Our respondents variously described the perfect volunteer manager as a **dedicated customer service expert**, a natural salesperson, or an experienced manager. Overall, executive directors highlighted that volunteer coordinators constantly use their **interpersonal skillsets** to empower the organization.

Skills executive directors look for in ideal candidates for volunteer manager:

- Communicates articulately,
- Interacts with personable manners,
- Stays organized,
- Maintains flexibility,
- Collaborates using diverse perspectives, and
- Handles difficult conversations with grace and skill.

Key Action
4

Volunteer Engagement Champions place the **Volunteer Manager** on their **Management Team** so that the volunteer engagement strategy can be **integrated** with all efforts to achieve the mission of the organization.

Although this action is an important strategy for ensuring a high degree of integration for volunteer engagement, the collective responses suggest that it is **not**

yet happening consistently at all of the respondents' organizations. Fifty-four percent of executive directors reported "yes" that managers are part of the organization's management team, and 37% executive directors indicated "no," and 9%, or one, executive director selected "not applicable" given the size of the organization.

Given the varied responses, what is the takeaway for this action?

We certainly recognize that placing volunteer managers on management teams is a **multi-faceted issue**. Some of the factors that influence this decision include: **the size** of the organization, **the placement** of volunteer engagement strategy within the organization (e.g., human resources department, program services department, development department), **the degree of integration** of volunteer engagement with other mission-oriented efforts, and plans for **organizational growth**. This action may be an example where executive directors see value in the concept but implementing it requires the right set of circumstances.

The [Community Food Bank](#), a nonprofit headquartered in Fresno, CA that focuses on ending hunger in California's Central Valley, illustrates how this action can unfold. The organization recently became a certified Service Enterprise¹, and the President and CEO, Andy Souza is **rethinking the staff classification** of the volunteer manager and where the positions sits within the organization in order to expand the volunteer engagement strategy and boost a return on investment.



Key Action
5

Volunteer Engagement Champions contribute to a **strong, positive written philosophy/value statement** on the organization's engagement of volunteers.

This action was reframed in the Reimagining Service survey to examine whether volunteer engagement was mentioned in the organization's strategic plan. In our view, by referencing volunteer engagement in an organizational-wide planning document, it **paints a picture** about the prioritization of volunteer engagement and **the alignment of this strategy with other key activities**.

Nearly all executive directors indicated that volunteer engagement is highlighted in the organization's strategic plan. In some cases, executive directors mentioned

¹ A Service Enterprise is an organization that fundamentally leverages volunteers and their skills to successfully deliver on its social mission.

that there is **greater impact** from volunteer engagement when there is **more infrastructure** in place, primarily having a paid volunteer coordinator.



Key Action
6

Volunteer Engagement Champions know that volunteer programs are not free and make certain that the costs associated with the strategy are reflected in a separate budget or specifically integrated with the overhead of running the organization.

This action remains relevant, although there was a **wide range of responses** of how financial support for volunteer engagement efforts was secured and structured. Ninety-one percent executive directors noted “yes” as to whether budget support for volunteer engagement efforts was included in the organizational budget and one said “no” due to the small size of the organization.

One practice that organizations may want to consider is to record **the time entailed for all staff members** who play a role with volunteer engagement beyond the volunteer manager, thus conveying the message that high-impact volunteer programs require a moderate level of involvement from several staff members. Collecting this comprehensive evidence serves two purposes: it counters the **falsehood that *volunteers are free*** and sets up the organization to conduct a **multi-layered calculation** on return on investment.



Key Action
7

Volunteer Engagement Champions give **clear expectations to staff** for partnering with volunteers and **provide support** for staff training, recognition, and evaluation of that work.

We looked at this action by asking two questions:

1. Is training for staff who supervise volunteers offered?; and
2. Are there clear expectations of staff for supervising volunteers as well as do staff receive appropriate recognition for excellence in this area?

Universally, this action **holds up strongly** and can be implemented with an array of approaches. Gabrielle Kurlander, President and CEO, All Stars Project, Inc., has a clear method for bringing this action to life, “The degree of how volunteers are developed is integral to our staff’s annual critical objectives, upon which they are evaluated at year-end.”

However, this action also carries some nuance to it. When we asked executive directors, if most of employee job descriptions listed *partnering effectively with*

volunteers as a responsibility, there was a mixture of responses, with 64% of executive directors saying “yes,” 27% reporting “no,” and 9% citing “not applicable.”

Clearly, organizations and leaders need to be thoughtful in incorporating these responsibilities into positions that make sense and then making sure that **staff are equipped for success in partnering with volunteers**. At the same time, one practice worth considering is having staff and volunteers work together, even if historically they haven't. **New partnerships** can yield some **important outcomes**.

At Court Appointed Special Advocates (CASA) in Colorado Springs, Executive Director Trudy Strewler Hodges, reflected on her role with staff and volunteers as the agency rolled out new volunteer positions called Peer Coordinators. “We created a new leadership role for experienced volunteers to mentor and coach all newly trained volunteer advocates, which allows us to exponentially grow our capacity to serve more children. Today, we have 22 Peer Coordinators mentoring and coaching 68 volunteer advocates which added significantly to our existing volunteer pool.

My role as the Executive Director was to bring this concept to staff and institute change management and transition techniques to engage staff in revising the model we had operated under for 23 years. I was a cheerleader, encourager and facilitator in gaining staff buy-in.”

“I was a cheerleader, encourager and facilitator in gaining staff buy-in.” Trudy Strewler Hodges, Executive Director, CASA, Colorado Springs, Colorado



Key Action
8

Volunteer Engagement Champions believe that volunteers should be involved **extensively and creatively** at all levels of the organization, and CEOs should model **good volunteer supervision** with their Boards and other volunteers.

In Betty Stallings' 2005 report, she noted that other than the board of directors, many CEOs didn't supervise other volunteers. This practice has had some **notable movement**, with 64% of executive directors indicating that volunteers who work on senior-level projects report directly to them, followed by 27% indicating “no,” and 9% responding “not applicable.” One CEO noted that volunteers report directly to

her when the projects call for **more executive-level input** and project approval, such as technology and fund development.

Another dimension to this action is assessing whether volunteers are **leveraged creatively** throughout the organization. The national Service Enterprise Initiative led by Points of Light works closely with “hubs,” typically volunteer centers, that offer extensive training and consulting to on-the-ground nonprofits that want to deepen their thinking and practices on volunteer engagement.

Through the work of the Service Enterprise Initiative, more and more nonprofits are shifting their viewpoints and practices to fully embrace a wide range of roles for volunteers. When asked how and why viewpoints about volunteers have changed, Deborah Martin, CEO/ED, ElderHelp of San Diego, shared: “The Service Enterprise experience has had the greatest impact. Through the certification process, we learned a lot about how to think about volunteers. We’ve become more creative in how we can utilize volunteers to increase our capacity and serve more seniors.”

Furthermore, when we asked executive directors to describe how volunteers are contributing to their organization, an impressive 73% indicated that volunteers were providing operational support such as technology support, communications, and strategic planning. These types of roles increase organizational effectiveness and are becoming more standard than in previous years. Additionally, 55% of executive directors mentioned that volunteers are serving in advocacy roles, certainly, a delicate role that can drive change in ways that are different than traditional program delivery roles.

In summation, all this information points to a consensus that volunteer roles have creatively broadened and are more connected to several operational functions for organizations when there is clear support from top leaders.

“The Service Enterprise experience has had the greatest impact. We’ve become more creative in how we can utilize volunteers to increase our capacity and serve more seniors.” Deborah Martin, Executive Director, ElderHelp of San Diego, California



Key Action
9

Volunteer Engagement Champions foster an **integrated approach to the volunteer strategy** and encourage team efforts between key sections of the organization such as development, community outreach, advocacy, and personnel – all of which interface with volunteers.

As a whole, this action holds up with enthusiasm and robustness as noted by the responses and comments of the executive directors. Nearly all executive directors felt that **volunteer engagement is connected with other key elements** of the organization. When we asked a series of questions to assess the level of integration of volunteer engagement as a mission-achieving strategy, the following practices were described as highly significant:

- recognition of volunteers,
- trainings for staff,
- identification of **organizational need**, and
- determination of what **roles volunteers can fill**.

However, there are some areas that could be **improved** including:

- identifying an **appropriate budget allocation** for volunteer engagement and the appropriate mechanism for funding,
- consistently and prominently highlighting the role volunteers are playing in the organization in **external efforts like grant proposals**.

While there is great promise in the data indicating integration, it still should be noted that there is a tendency for departments of an organization to stay in silos rather than collaborate. With volunteer engagement, there is still ongoing work to be done in this area, especially during staff turnover and budget constraints.



Key Action
10

Volunteer Engagement Champions involve their **Board of Directors** in key issues that impact the **organization's volunteer engagement strategy**.

This action holds up with an overwhelming majority of executive directors agreeing that they have a **responsibility in shaping the board of directors' understanding** about the volunteer engagement strategy and how it contributes to achieving short and long-term priorities.

Janet Kerr, the executive director of TESSA of Colorado Springs shared her expectation “that the entire staff and board of directors must have a stake in volunteer services – it’s up to all of us to make the program successful.” In some

cases, the board of directors may be involved with one dimension of volunteering such as advocacy efforts.



Key Action
11

Volunteer Engagement Champions see the value of the volunteer strategy as **extending services**, strengthening the funding base (volunteers = donors), etc., **not just as “saving money.”**

Lee Schulz, President/CEO of Independence First, reflectively sums up the sentiment of his peers on this action: “Our [return on investment] findings easily make the case that from a financial and organizational view that **volunteers are valuable** and **save resources**.” This sentiment expresses the view of all surveyed CEOs/executive directors – that a wide range of benefits result from volunteers.

One way to determine the value of volunteers is by **calculating a return on investment (ROI)** from volunteers. By examining the responses, it is clear that the understanding and methods for ROI calculations is taking hold. A few executive directors shared that they distribute this data to their staff members and board of directors. Deborah Martin, CEO of ElderHelp of San Diego, commented that her “board of directors found the ROI to be a powerful way to show the value of volunteer services at the organization.” Given that calculating ROI is an emerging and complex tool, we hope to see many other organizations adopt the practice in the near future.



Key Action
12

Volunteer Engagement Champions effectively **attract financial resources** to support the **volunteer engagement strategy**.

The **interpretation** of bringing this action to life **varies widely**; some comments centered more on lower-cost items such as obtaining food for trainings, while other comments focused more on securing support from corporate partners and other funders for the entire volunteer engagement strategy.

Specifically, we asked executive directors if volunteer engagement is **regularly integrated into funding proposals**, and the responses are mixed: 64% said “yes,” 27% reported “no,” and 9% indicated “not applicable.” The candor from Deborah Martin, CEO/ED, ElderHelp of San Diego shows that progress can be made in this area too, even if there is funding already earmarked for volunteer engagement: “We do this on a macro level and not a micro level. We plan to research this area more.”

Perhaps, there is the **opportunity to learn from other organizations** that have already wrestled with this challenge and developed a systematic approach. David Greenberg, executive director of Growing Gardens, shared “Volunteer resources are built into each program/project budget and are part of most grant proposals for funding. Managers consult with the volunteer coordinator when developing their annual budgets and collaborate around spending.”

Another encouraging story is from Gabrielle Kurlander, President and CEO, All Stars Project, Inc., who shared her organization’s approach: “Volunteering is **always a part of any donor conversation/engagement**. We have a strong history of volunteers becoming donors, and donors becoming volunteers.”

“The attitude of the CEO and upper management need to reflect the importance of volunteer engagement. It needs to be a part of meeting agendas, budgeting, and fundraising efforts as well as communicated to other stakeholders.” Deborah Martin, Executive Director, ElderHelp of San Diego, California

Other Observations

As part of updating this report, we wanted to find out how to successfully “make the case” to executive directors that volunteer engagement is a **strategic and cost-effective** way to achieve organizational priorities and community outcomes. We raised this question: “In recent years a variety of models, best practices, research and other resources, have become available to help executives in supporting volunteerism in their organizations. Which tools have been most helpful to you as you support volunteerism within your organization? “

Resources	# of Votes (each respondent could pick his/her top three)
Information from local, state or national organizations/associations	8
Peer to peer messaging	6
Information from cross-sector partners (fundors, companies)	5

Sample job description of a manager of volunteers	4
Research/case studies/books	4
Staff Training Materials	3
Example of Strategic Plans	3

Two out of the top three resources underscore the important role external organizations and partners can play in fostering engagement from organizational leaders. Additionally, peer to peer communication can clearly influence perspectives and support new learnings.

We hope to see networks – either on a peer-to-peer level, national or regional organizations, or associations – spark a conversation and inspire action that moves volunteerism to a core part of organizational operations. We know from countless stories from the field, as well as our own research and case studies, that volunteering is a valuable asset that can be further maximized if strong and supportive leadership is in place.

Acknowledgements

We are grateful for the time these 11 executive directors spent in completing the survey and providing thoughtful commentary on this vital topic.

- Denise Baker, Vantage Point, Vancouver BC, Canada
- David Greenberg, Growing Gardens, Portland, Oregon
- Ann Heilman, Learning Lab, Garden City, Idaho
- Suzanne Jackett, Calgary Alberta, Canada
- Damon Jiggetts, Peter Paul Development Center, Richmond, Virginia
- Beryl Katz, Senior Adults for Greater Education, Newtown, Pennsylvania
- Gabrielle Kurlander, All Stars Project, Inc., New York, New York
- Deborah Martin, ElderHelp of San Diego, San Diego, California
- Hillary Roberts, Blankie Depot, Keyport, New Jersey
- Lee Schulz, IndependenceFirst, Milwaukee, Wisconsin
- Stuart D Strahl, Ph.D., Chicago Zoological Society/Brookfield Zoo, Brookfield, Illinois

Additionally, grantees from the Leighty Foundation shared their perspectives on this topic, and we appreciate their contributions. Finally, we would like to thank Jayati Sethi, a Bank of America Fellow, for her significant role in updating the survey and outreaching to all of the respondents.

2005

ENERGIZE INC
Especially for leaders of volunteers

12 KEY ACTIONS OF VOLUNTEER PROGRAM CHAMPIONS

CEOs Who Lead the Way

by Betty B. Stallings

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Who Are Volunteer Program Champions?

- V**olunteer Program Champions are CEOs or Executive Directors who:
- Understand the value that volunteers bring to an organization and take visible and tangible action to support the engagement of volunteers in their organizations.
 - Believe that involving community volunteers is essential to achieving their mission and are committed to supporting them, even when budgets are tight.
 - Recognize that having a volunteer program manager on staff does not relieve top management of the responsibility for planning, budgeting, and laying the foundation for successful volunteer involvement.
 - Appreciate that volunteer programs require the commitment and involvement of all staff and therefore foster a team approach to maximize the investment of volunteer engagement.
 - Engage themselves in providing essential key leadership for the program.

There are not enough Volunteer Program Champion CEOs. Are you one? Do you work for one? Read on!

Why this Focus on CEO Leadership for Volunteer Programs?

In my career spanning 35 years in the nonprofit world, I have done many things, including founding and serving as Executive Director of a Volunteer Center for 14 years and being a consultant/trainer in the fields of volunteer management, fundraising and board development. During this time I have witnessed stunning and exciting changes in the ways people want to donate time to human service, environmental, educational, religious and other organizational and grassroots initiatives focused on “creating a better world.” However, many organizations have not kept up with these changes and often do not welcome, support or empower these citizens to be effective advocates and contributors of time and money.

Somehow the raising of money and the engagement of volunteers have become separate issues and departments in most organizations. Since it has been demonstrated that funds and people are tremendously interrelated it is obvious that they need to be discussed, not as separate topics, but comprehensively as total resource generation for an organization. Volunteers give incredible hours of time to organizations to expand the services provided.

But few organizations have factored in the impact that satisfaction as a volunteer has on that individual's financial donations to the cause or connections to other donors. CEOs lose sleep over reaching the **Mission** and raising the **Money** to make it happen. The answer to the question, "What do volunteers have to do with these two key issues?" is obvious. But the question is not asked often enough.

What I have come to believe is that citizen engagement will never reach its potential until there is sufficient credence and support given to the development of the unacknowledged donor base with a financial value that far exceeds the total of cash contributions: **VOLUNTEERS**. Philanthropy comes both in gifts of time and money, and *together* they have tremendous impact on the potential to reach our missions. It is time to recognize the missed opportunities when volunteer contributions are not effectively integrated into the work of an organization.

To see and maximize the opportunities necessitates the active leadership of executives who are Volunteer Program Champions. We need a widespread campaign to inform and support CEOs to take on this vital role. We can start by recognizing those CEOs who are, in fact, already doing an extraordinary job of supporting volunteers. There are many more out there than I have had the privilege to meet. Second, I want to share practical tools and resources with executives to enable them to provide this vital leadership - with minimal effort repaid by the enormous benefits that a successful volunteer program brings.

It Takes a Team to Support Volunteers

Together, the CEO and the staff member designated to manage the volunteer program are the key people in an organization who must provide leadership and support to volunteer involvement. But in the real world, overworked and overwhelmed CEOs are frequently delighted to delegate not only the daily tasks of coordinating volunteers but also all planning and decision-making completely to the Volunteer Program Manager. Nothing can be more lethal to a volunteer program.

The Volunteer Program Manager can inspire and empower both employees and volunteers to partner effectively to impact the organization's mission. But this staff member cannot accomplish this alone. It requires significant management team support to integrate volunteer engagement with financial development, public relations, program development and all other key aspects of the organization, all requiring coordination at the highest levels. It is also vital that top leadership express their vision of the potential power of volunteerism, and then take action to assure that the vision can be realized.

For years, the profession of volunteer management has focused total attention primarily on the volunteer program manager, thinking, incorrectly, that a corps of well-trained managers is the key to promoting effective volunteer programs. This has proven shortsighted. We have learned that, to be successful, volunteer programs must also have the commitment and competency of all paid staff who partner with volunteers daily. And such commitment and competency starts at the executive levels of the organization.

Identifying Existing Volunteer Program Champions

In talking with Executive Directors and CEOs of many different nonprofit organizations, I have realized that often these executives simply have never thought about what critical role they play in supporting a volunteer program. My discussions were not met with resistance, but rather with surprise: “Gee, I never really thought about that.” I also found that CEOs, in general, were receptive to specific ideas and tools to help them enhance their organization’s volunteer program.

Rather than criticize and cajole CEOs into what might appear to be even more work in their over-scheduled lives, I decided to contact those CEOs who are already Volunteer Program Champions and discover what they have in common. My hope is that their experiences will be useful for CEOs who want to learn how they can contribute to the success of volunteer involvement in their setting.

My quest started by contacting various networks of volunteer program managers for nominations of supportive CEOs. My search was publicized to hundreds of colleagues and the nomination process identified 50 executives who were considered to be exceptionally supportive of their volunteer programs and of the managers of those programs. These 50 CEOs then received an invitation to complete an extensive written survey to uncover and assess their actions regarding volunteers (the questionnaire/survey can be found at www.bettystallings.com/newbook). Twenty-eight executives completed the questionnaire. From the information garnered, I was able to surface 12 key actions taken by all these Champion CEOs. I also uncovered the challenges faced by them as they tried to provide leadership and support to their volunteer programs.

A Preliminary Report

The survey of CEOs has provided the basis for new resources to be directed at top decision makers. They are being written primarily for and to CEOs and discuss why investing in volunteer programs brings huge dividends to an organization. They will also describe the key actions that need to be taken by CEOs to increase the effectiveness of volunteer engagement and numerous ways to diminish identified barriers.

I wanted to share some of the findings from my survey as soon as possible so I’ve developed this brief, free summary. It is a “teaser” for the full resources, but I hope that it will prove to be a useful discussion starter on its own.

On the next few pages you will see 12 key actions that I discovered as common denominators among the Volunteer Program Champions surveyed. I have also included the frequently-mentioned challenges faced by these CEOs and their organizations in carrying out an effective volunteer program as well as a brief outline of the content to be included in the new resources.

I recommend that CEOs and Managers of Volunteer Programs look at the preliminary information in this brief report together as a team. For each of the identified 12 actions, consider:

- Have you or your CEO acted in this way? To what degree? If not, what is the present attitude or behavior?
- What resources do you or your CEO need in order to take this step?
- What challenges do you or your CEO face in taking this action? What plans can you develop to diminish these challenges?

Key Action 1

Volunteer Program Champions have extensive backgrounds **servicing as volunteers themselves** in causes that are important to them. Further, they **express a strong personal, positive philosophy of volunteer engagement.**

Regardless of the size or nature of the organization (from highly bureaucratic to small grassroots) the positive beliefs about the power of volunteerism by CEOs in the study were nearly identical. With no exceptions, all CEOs who were Volunteer Program Champions had extensive backgrounds in volunteering themselves. Is there a connection? My strong suspicion is YES!

Tina Mackenzie, CEO, Six Rivers Planned Parenthood Eureka, California

"I believe that volunteerism is the cornerstone upon which we live our mission. [Volunteers] are our most effective ambassadors in the community. They help keep us relevant to the needs of our community. I believe that I influence the culture of our agency by believing and supporting the time and energy it takes to recruit, train and appreciate volunteers."

Tina is an active volunteer in nonprofit organizations, political activities and grassroots efforts. She acts on her volunteer beliefs by placing the volunteer program manager in her agency onto the top management team to integrate volunteerism throughout the organization. There is budget support, staff and volunteer training, and an evaluation of the program. As CEO, she nominated her affiliate agency for an excellence in volunteering award - and the national office selected them as the WINNER!

CEO Champion Tip

As a CEO, if you are not currently volunteering somewhere, seek out a volunteer opportunity that will give you the experience of how another organization supports and appreciates volunteer contributions. This new first-hand knowledge will invariably make you more effective in supporting your board members and the needs of your volunteer program.

Think about your personal philosophy of volunteer engagement. What has influenced this philosophy? Your past experiences as a volunteer? Positive or negative situations with volunteers working in your organization? If much of your experience has been negative, spend time imagining an excellent volunteer program and envisioning its value. Then, revise your philosophy based on the potential impact of a highly effective volunteer program supporting your organization.



Key Action 2

Volunteer Program Champions **act on the belief that the volunteer program is essential to accomplishing the mission** of the organization and that their support is vital for the program's success.

The evidence that volunteer engagement is perceived as *essential* in an organization can be found by:

- Looking at the job description of the volunteer program manager and the placement of this position in the organizational structure.
- Evaluating the management and staff team support for volunteers.
- Observing the nature and scope of volunteer positions in the organization.
- Discovering what happens to the volunteer program and its manager during tight fiscal times.

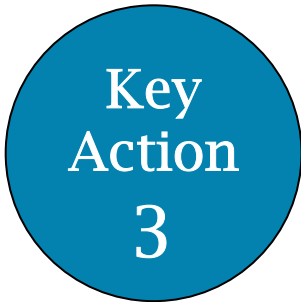
Dave Poulton, Executive Director, Canadian Parks and Wilderness Society, Calgary/Banff Chapter, Calgary, Alberta, Canada

“My belief is that the volunteer program is truly an integral, essential and vital part of our organization and that we need to do everything we reasonably can to support it. The CEO sets the overall tone for the acceptance of volunteers throughout the entire organization.”

From this belief flows budget support, training, inclusion of the volunteer program manager in decision-making meetings, recognition and a written philosophy statement to encourage the use of volunteers and assure that they have a fulfilling experience. Dave is determined to keep the program funded because of the value it brings to the organization, despite facing tough financial times. Increasingly he sees the organization as “belonging” to volunteers rather than volunteers serving it. The Society’s mission has now been adopted by a whole range of new people who can promote it in their own ways.

CEO Champion Tips

- Actively set the tone for volunteer engagement in your organization.
- Are your volunteers truly essential to your mission/program? Consider what you think constitutes “essential” and then answer the question again.
- If necessary, determine what actions are needed to transform the words “volunteers are essential to achieve our mission” into daily practice.



Key
Action
3

Volunteer Program Champions **hire and support a skilled manager of volunteer programs** and understand that the role of this manager is to **empower the organization** to be successful in engaging volunteers.

A key role of executives is to design the position of manager of volunteer programs as the person who empowers the organization to have a successful volunteer program. If staff believe it is essentially the volunteer program manager's role to carry out the program, there will be little buy-in or commitment from staff to do their part. In the survey, essentially all CEO Champions carefully considered the skills and experience needed to direct the volunteer program and gave a great deal of credit for the program's success to having hired the *right* person.

**Jay Spradling, Assistant Chief of Police, Tempe Police Department
Tempe, Arizona**

“Hire the best Volunteer Manager you can find. This single factor has a HUGE impact as to whether your program will succeed or fail. Be prepared to provide a competitive salary and benefits, treat her or him as a manager, and make the investment of your time to keep your Volunteer Manager position from being a ‘revolving door’ or ‘training’ position.”

Jay hired a superb volunteer program manager who has been with the organization for 13 years and is a leader in profession. The Manager of Volunteer Programs has supported and empowered the development of volunteers in every area of the Police Department.

CEO Champion Tips

- Clearly determine the role of the Manager of Volunteer Programs and share that information with all staff.
- Then clarify what everyone else on staff needs to do to support volunteer engagement in the organization.
- Make certain that the manager of volunteer programs has access to provide training and consultation to all staff and leadership volunteers.
- Review the skills and experience needed to be successful in leading a volunteer program. Provide opportunities for your manager of volunteer programs to gain these skills or keep them updated. Keep the volunteer management library resources up to date and join organizations such as AVA (Association for Volunteer Administration) for professional support to your manager of volunteer resources.



Key
Action
4

Volunteer Program Champions **place the Manager of Volunteer Programs on their Management Team** so that the volunteer program can be integrated with all efforts to carry out the mission of the organization.

The volunteer program must be integrated with significant areas of the organization such as development, public relations, personnel, programs, etc. Placing the manager of volunteer programs on the Management Team is the way to demonstrate organizational support and allows the manager to interact on an equal footing with the other key leaders in the organization.

**M. Christie Smith, Executive Director, Potter League for Animals
Newport, Rhode Island**

“Our Volunteer Coordinator serves on our management team and needs to be actively involved and knowledgeable about organizational issues. The Volunteer Coordinator annually manages more people than any other person on the staff and needs the best information possible to direct programs and respond to volunteer issues/concerns.”

Christie promotes an open channel of communication between departments and sees this as critical for a well-integrated volunteer program. During staff meetings, they recognize excellence in staff who effectively supervise volunteers.

CEO Champion Tips

- Either place the manager of volunteer programs on the organization’s Management Team or create an effective and direct communication link to that team.
- If the manager of volunteer programs is not on that team, invite participation at team meetings when issues impacting volunteer engagement will be discussed.
- Consider changing the title of the person leading the volunteer component of your organization from Coordinator to Manager, if she or he is performing a management function.



Key
Action
5

Volunteer Program Champions **contribute to a strong, positive *written* philosophy/value statement** on the organization's engagement of volunteers.

Few organizations take the time to think through the value they place on engaging volunteers in achieving their mission. Taking the time to articulate a written statement of philosophy is the primary way an organization establishes uniform standards for volunteer engagement that sets out a core set of values/beliefs for executive leadership and staff - and which then do not change with new leadership. An established organizational statement about the value and role of volunteers also deters the otherwise uneven support of volunteer engagement, depending on the often-differing personal philosophies of every department manager.

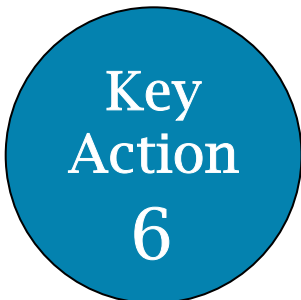
**Sandi Yoder, President and CEO, Living History Farms
Urbandale, Iowa**

"The philosophy of the volunteer program states that volunteers complement, assist and partner with the paid staff in virtually every facet of the museum. We value this contribution and hope to offer each volunteer a satisfying, productive and rewarding experience."

The Living History Farm's laudable volunteer engagement is clearly a result of being guided by a very positive philosophy statement which emphasizes the value of partnering with volunteers throughout program. Staff are significantly invested, there is a budget, and a strong manager of volunteer programs assures that all of the key aspects of a superlative program are in place.

CEO Champion Tips

- Seriously explore your organization's values and philosophy for utilizing volunteers. Involve a variety of managers, frontline staff, board members and other volunteers in this deliberation.
- Write it down.
- Make it visible in the organization - a plaque hanging in the office, not merely a file on your computer or in the file cabinet!
- Circulate it throughout the organization and use it in orienting new paid staff and volunteers.
- Issue the philosophy/value statement on volunteer engagement by the CEO and/or Board to give it strength.



Key
Action
6

Volunteer Program Champions **know that volunteer programs are not free** and make certain that the costs associated with the program are reflected in a separate budget or specifically integrated with the overhead of running the organization.

If volunteer programs have no budget or are not integrated into the organization's budget, the program leader will be in the position to “beg” for support and the program will always be vulnerable and tenuous. Too often there is a perception that the volunteer program is/should be free. All experience and research demonstrates that in programs where a manager of volunteer resources is hired, there is considerably higher volunteer satisfaction and more extensive volunteer engagement. There are costs associated with effective volunteer programs but the impact of extending services and community involvement far outweigh these costs.

Dianna L. Kunz, President and CEO, Volunteers of America Colorado Branch

“It is important for the ED and the Management Team to fully support the volunteer program, work to incorporate the programs and staff under their direction wholeheartedly into the effort, and protect the resources when budgets get tight - as they invariably will be.”

This volunteer program is supported by a budget which includes a full-time Volunteer Manager, volunteer recognition and support, and resources for other staff with volunteer supervision responsibilities. To meet the challenge of adhering to a budget for the program despite difficulty in obtaining direct funds, Volunteers of America uses undesignated revenue to support the volunteer program.

CEO Champion Tips

- Analyze the costs associated with delivering a volunteer program and develop a realistic budget to cover these.
- Determine if the budget will be more secure as a separate or integrated budget.
- Begin to include expenses related to support of the volunteer program in all funding appeals.
- The major cost of a volunteer program is the salary of the person leading the program. Set a competitive salary for this position. This will ultimately save you time and money and you will experience major volunteer program enhancement with the right person in the position.



Key
Action
7

Volunteer Program Champions **give clear expectations to staff for partnering with volunteers** and **provide support** for staff training, recognition, and evaluation of that work.

Since the Manager of Volunteer Programs must influence, yet does not have authority over, everyone on staff who supervises volunteers, it is critical that very clear expectations be communicated to all staff. And, this must come from the highest level executive possible. If there are expectations that staff effectively partner with volunteers, there must also be training and support offered to staff so that the experience will be successful.

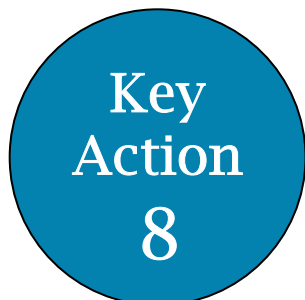
**Genie Zakrzewski, President and CEO, Leroy Springs and Co., Inc.
Fort Mill, South Carolina**

“We hold staff accountable for effective supervision of volunteers during the performance appraisal process. We also honor our volunteers along with staff during recognition ceremonies. Staff are encouraged to attend training opportunities for volunteer programs and development.”

At all department-wide meetings, staff are encouraged to share volunteer success stories. Paid staff and volunteers are honored together at recognition events.

CEO Champion Tips

- Hire staff with previous positive experience working with volunteers.
- Put expectations of staff supervision of volunteers into staff job descriptions.
- Provide resources and time for staff to receive training in volunteer supervision.
- Hold staff accountable for these expectations through the performance appraisal process.
- Acknowledge and/or reward staff who perform volunteer supervision effectively.
- During recognition events, acknowledge both staff and volunteers as partners in accomplishing your mission.



Key
Action
8

Volunteer Program Champions **believe that volunteers should be involved extensively and creatively** at all levels of the organization, and CEOs should **model good volunteer supervision** with their Boards and other volunteers.

Many CEOs responded with enthusiasm that volunteers should be incorporated at all levels of the organization but often, other than the involvement with their Board of Directors, they never directly supervised other volunteers. Having been a CEO for 14 years, I gradually increased my direct involvement with volunteers who supported executive functions. It gave me enormous insight into what was needed to design volunteer positions and effectively supervise volunteers in those positions, and was an amazing resource to accomplish my huge job.

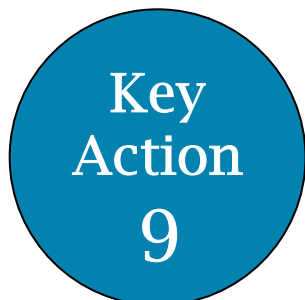
Suzanne Jackett, Executive Director
Between Friends Club for youth with disabilities
Calgary, Alberta, Canada

“The role of the volunteer is integral to our organization and I definitely make that known to the team. Leadership comes from the top and when the leaders act as a positive role model in working with volunteers, the team will follow. One must walk the talk.”

Suzanne herself works directly with volunteers on projects such as information technology and capital improvements. The Volunteer Program Manager collaborates with program, fund development, and communications staff to develop a variety of volunteer positions.

CEO Champion Tips

- As a CEO, look over your enormous job description and highlight where you could use assistance in carrying out *your* responsibilities.
- Design a volunteer position or internship on issues of executive concern and supervise the person selected to carry out that function as a volunteer. Examples of roles might be: research or surveys of any sort, consultation on technical matters, personnel and benefits advice, etc.
- If appropriate, encourage other executives/managers to supervise volunteers themselves, not only support others to do it.



Key
Action
9

Volunteer Program Champions **foster an integrated approach** to the volunteer program and **encourage team efforts** between key components of the organization such as development, community outreach, advocacy, and personnel – all of which interface with volunteers.

Without a *team* approach, volunteer programs can never reach their potential. Further, the organization misses many opportunities for more consistent and effective community outreach and resource development.

**David Greenberg, Ph.D., President and CEO
Planned Parenthood of the Columbia/Willamette
Portland, Oregon**

“The volunteer program is fully integrated into the life of the agency. The Coordinator works collaboratively with other managers/programs to strengthen fund development, public affairs, education and other service areas. Managers now see the Coordinator and the volunteers as essential resources who help them accomplish their goals more effectively. A major challenge was breaking down the silos of work.”

David indicated that he has helped the volunteer manager break down department silos so that volunteers are now working in education, public affairs, development, and marketing. He also demonstrates his commitment to the team concept by connecting the Volunteer Program Manager to members of the board, thereby giving her access to the full compliment of volunteers serving the organization. The Volunteer Manager supports the Board Development Committee in their efforts to recruit new members.

CEO Champion Tips

- Hold periodic strategic planning meetings with interrelated department heads, including the volunteer program manager, sharing such information as upcoming publications, planned speaking venues, fundraising, and other activities that might be coordinated and not duplicated.
- Create a Volunteer Involvement Task Force with representatives of various departments (paid and volunteer) to identify and advise on ways to support and integrate the volunteer program within the organization.
- *Example of a volunteer program/development team effort.* Arrange to have “at home” volunteers call new donors within five days of receiving the donation. They can express their appreciation to the donor, share some highlights of the organization’s programs and activities, and learn more about donor interests.

Key Action 10

Volunteer Program Champions **involve their Board of Directors** in key issues that impact the organization's volunteer program.

Often boards of directors do not see themselves as part of the volunteer support of the organization - nor do they perceive themselves as "volunteers," although they are! Also boards infrequently discuss the over-all effectiveness of the volunteer program. In most cases, they should provide/oversee a strong positive volunteer philosophy statement on the organization's volunteer engagement, receive regular reports on volunteer accomplishments, and be involved with major policy issues related to the volunteer program.

Julie Packard, Executive Director, Monterey Bay Aquarium, Monterey, California

"I provide visibility for the volunteer program to the board so that they will understand its importance and support directing resources to it."

Julie makes the annual commitment of resources to maintain a high level of staff for volunteer supervision, training, enrichment and recognition events. The volunteer program is considered as an essential staff function of the Aquarium and as such it is considered an operating expense and funded with general operating funds.

CEO Champion Tips

- Have the board provide leadership/input into the creation of a written philosophy statement.
- Develop a regular communication link between the Manager of Volunteer Programs and the board, either through periodic reports or presentations at meetings.
- Seek input and advice from the board on significant issues facing the organization's volunteer program.
- Share volunteer program evaluations with the board. Highlight areas for board attention.
- Ask board members to participate in the annual volunteer recognition event (where they should be thanked, too) and use that opportunity to get direct feedback from volunteers about the program.
- Consider involving a board member to act as a representative/liaison to a Volunteer Advisory Task Force.

Key Action 11

Volunteer Program Champions **see the value of the volunteer program as extending services, strengthening the funding base** (volunteers = donors), etc., not just as “saving money.”

Executives who see volunteer program value exclusively in terms of money saved generally do not have the same expansive vision of the potential of volunteer involvement as those who talk in terms of value added and extension of service. One point to consider: If volunteer programs are purely money savers, does this mean that, if the organization had more money, they would not utilize volunteers?

**Roger Bailey, Ph.D., President/CEO
Meals-on-Wheels Greater San Diego
California**

“As an organization, we are committed to utilizing volunteers instead of paid drivers to deliver the meals to our clients. This is [equivalent to almost] \$1,000,000 per year in service. More important, however, there is a quality of service that cannot be measured. The number one comment by our clients is not about the food we deliver, but about the positive impact of the volunteers who deliver the meals. Also notable is that many of our volunteers also become our donors!”

Roger leads one of the few major city Meals-on-Wheels programs that still utilize volunteers to deliver meals. He believes that the agency’s position in the community is strengthened by the extensive engagement of volunteers.

CEO Champion Tips

- Define the value of your volunteer program in terms of service extension and not money saved.
- Determine the amount of money/in-kind resources donated by volunteers in the program during the year. Add that amount to the monetary value of their time. The traditional check representing the value of volunteers in the organization given to the CEO or board chairperson at the annual recognition event (with cameras flashing) will be considerably more impressive!
- Begin the discussion on your organization’s philosophy/value of volunteer engagement with the key question, “If we had all the money we wanted, would we continue to engage volunteers?” This discussion will get to the heart of volunteer value.

Key Action 12

Volunteer Program Champions **effectively attract financial resources** to support the volunteer program.

Gaining funds for volunteer programs has been a major challenge for organizations. An encouraging sign is that – simultaneous to this outreach to CEOs – a similar outreach to private funders is underway to educate them on the importance of evaluating an organization's effectiveness in engaging volunteers. There are many ways to attract money to support volunteer programs, all of which start with a commitment to find a way to cover the necessary budget. For example, talk to prospective donors about your plan to address a significant issue through effective volunteer engagement, and explain how this greatly expands the value of their gift.

Gabrielle L. Kurlander, President, All Stars Project, Inc.
New York, New York

“The most significant thing that I do to contribute to the effectiveness of the volunteer program is to highlight its importance to our funders. Our All Stars Project gets 80% of its funding from individuals. They are not only funders, but are often also involved as volunteers in our program. Over the past decade in raising over \$25 million dollars for this program, I’ve told business leaders that we are a community of volunteers – young and old – and that it’s people’s voluntary activities that are going to successfully transform problems such as the achievement gap and under-development among poor youth. I tell them we need money for supporting and cultivating this kind of volunteerism and community building.”

Gabrielle has very successfully talked to funders about the full engagement of volunteers at the heart of their program. She shares the “big bang for your buck” that funders get when they contribute to this very successful organization.

CEO Champion Tips

- Regularly integrate costs related to managing a volunteer program into funding proposals addressing community issues/your mission.
- Read *A Guide to Investing in Volunteer Resources Management: Improve Your Philanthropic Portfolio*^{*} and begin to educate your funders on how to assess the effectiveness and importance of volunteer programs.
- Emphasize the leveraging asset of volunteers who extend the organization’s capacity to carry out functions to reach the mission.

^{*} <http://www.community.ups.com/downloads/pdfs/guide.pdf>

10 Key Challenges

Being a champion of volunteers is not always easy and the obstacles deserve recognition, too. The following 10 challenges in supporting a volunteer program were listed repeatedly by CEOs participating in the Volunteer Program Champion study:

1. Finding funding for volunteer programs.
2. Expanding ways to utilize today's volunteers.
3. Training staff to partner effectively with volunteers.
4. Doing a volunteer program impact analysis: "What Is the Return on Our Investment?"
5. Getting the organization to work as a TEAM and get out of the silo mentality.
6. Engaging the Board of Directors in relevant issues related to volunteer engagement.
7. Receiving more support/training from their national organizations.
8. Developing written philosophy/value statements that guide their organization on volunteer involvement.
9. Knowing how to hire the right manager of volunteers.
10. Locating Internet and other resources especially helpful for the CEO's role in supporting volunteer programs.

To Come ...

It is these challenges, along with the positive examples of the CEO Volunteer Program Champions, that my new electronic resources will address. It will provide CEOs with specific tools and resources to help them give leadership and support to their volunteer programs. Some of the topics to be covered will be:

- Volunteer Programs: Essential to our Mission or Lip Service?
- Money and Mission: What's Volunteering Got to Do with It?
- Will the Returns Be Worth My Investment?
- Results of Current Research on the Impact of Volunteer Programs
- The 12 Key Ways Top Executives Impact the Success of their Volunteer Programs

- Getting Out of Our Silos: The Management TEAM approach to Enhancing OUR Volunteer Program
- How to Get the Board Involved in Issues Related to Volunteerism
- Funding a Volunteer Program – Advice from Funders
- Just a Click Away: The Best Resources for Busy Executives to Discover More about Effective Volunteer Programming
- Modeling the Culture of Strong Citizen Engagement
- How to Hire and Support the Right Person to Provide Leadership of the Volunteer Program

Also included will be many tools or links to tools such as:

- Sample Volunteer Program Manager Job Descriptions
- Checklists for the role of Executive Directors and Board members in supporting a volunteer program
- Examples of successful funding proposals that received funding for a volunteer program
- Philosophy statement examples
- Staff training templates
- Key questions to ask when hiring a manager of volunteer programs

About the Author



Betty B. Stallings

Betty is an international trainer, keynote speaker, consultant and author of numerous books and resources on volunteer management, fundraising, and board development. She founded and was the 14-year Executive Director of a Volunteer Center and for 15+ years has been President of Building Better Skills. Contact information is www.bettystallings.com and bettystall@aol.com.

A Word of Thanks

With great appreciation to these Volunteer Program Champion CEOs/Executive Directors/ Presidents who completed the Questionnaire on the Executive's Roles in Supporting Volunteer Programs. Your words have inspired me to share your challenges and insights with others who share your desire to make a difference in this world.

Roger Bailey, Ph.D. - President/CEO, Meals-on-Wheels Greater San Diego, Inc., California

Wanda Vevia Bailey - Executive Director, Volunteer San Diego, California

Roberta Downey - Executive Director, Eastern Agency on Aging, Bangor, Maine

Patrick Flaherty - Executive Director, Project Angel Heart, Denver, Colorado

David Greenberg, Ph.D. - President/CEO, Planned Parenthood of Columbia/Willamette, Oregon

Bryan S. Howard - President/CEO, Planned Parenthood of Central and Northern Arizona, Phoenix, Arizona

Suzanne Jackett - Executive Director, Between Friends Club for youth with disabilities, Calgary, Canada

Stacy C. James - CEO, InterMountain Planned Parenthood, Billings, Montana

Beryl Katz - Director/CEO, SAGE (Senior Adults for Greater Education) Richboro, Pennsylvania

June Keogel - President/CEO, Volunteers of America Northern New England, Maine

Dianna L. Kunz - President/CEO, Volunteers of America, Colorado Branch

Gabrielle L. Kurlander - President, All Stars Project, Inc - New York

Tina Mackenzie – CEO, Six Rivers Planned Parenthood, Eureka, California

Bob Norbie - President/CEO, Special Olympics Montana

Julie Packard - Executive Director, Monterey Bay Aquarium, Monterey, California

David Poulton - Executive Director, Canadian Parks and Wilderness Society
Calgary/Banff Chapter, Calgary, Canada

Nancy T. Ragland - Executive Director, Olbrich Botanical Garden, Madison,
Wisconsin

Maureen Reeder - President, National Multiple Sclerosis Society, Minnesota Chapter

Hillary Roberts - President, Project Linus NJ, Inc., Keyport, New Jersey

Kay Scott - President/CEO, Planned Parenthood of Georgia, Atlanta, Georgia

M. Christie Smith - Executive Director, Potter League for Animals, Newport, Rhode
Island

Jay Spradling - Assistant Chief of Police, Tempe, Arizona Police Department

Arlyn A. White - President/CEO, National Multiple Sclerosis Society Central New
England Chapter, Waltham, Massachusetts

Darryl White - Executive Director, Crisis Pregnancy Services Midland, Michigan

Sandi Yoder - President/CEO, Living History Farms, Urbandale, Iowa

Genie Zakrzewski - President/CEO, Leroy Springs and Co., Fort Mill, South Carolina

Janet L. Zander - Director, Department of Aging, Portage County Department on
Aging & Disability Resource Center, Stevens Point, Wisconsin