The Volunteer AUGUST 2022 · VOLUME 27, NO. 8 Management Report THE MONTHLY IDEA SOURCE FOR THOSE WHO MANAGE VOLUNTEERS

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CORPORATE VOLUNTEERING EVENTS

Launch Your Own Corporate Volunteer Challenge

By Kerry Nenn

Why host a corporate volunteer challenge? "Research shows that employer-supported volunteering can result in improved employee engagement, organizational commitment, job satisfaction and retention," says Jessica Dorsey, executive director of the Kansas Volunteer Commission (Topeka, KS). In short, employees benefit, the company benefits and the community benefits. It's a win-win-win.

"This structure allows any employer to see how volunteering can positively affect their employees and company. It doesn't matter how many employees they have every organization can participate." Jessica Dorsev

How can you get started? Dorsey describes their Give Back Kansas Challenge as a model.

The challenge is a partnership between the Kansas Volunteer Commission and Volunteer Kansas. It allows organizations of any size to compete for a \$1,000 grant from Volunteer Kansas. The grant is donated to the organization's charity of choice. There is no cost to participate, and all Kansas

employers are eligible (government, for profit, nonprofit).

Organizations register online to compete in the eight-week challenge. Participating employers are divided into three categories based on company size (large, medium and small). Winners are determined by averaging the number of volunteer hours completed per employer during the challenge. The highest average in each size

> category is awarded a grant. These three winners are invited to a check presentation ceremony.

Each organization designates a point of contact who reports volunteer hours through an online portal. During the challenge weeks, participants can visit the leaderboard to check their standings. The competitive nature of the event and public recognition of hours encourages employees to participate in community volunteering.

Dorsey adds, "This structure allows any employer to see how volunteering can positively affect their employees and company. It doesn't matter how many employees they have — every organization can participate." •

Source: Jessica Dorsey, Executive Director, Kansas Volunteer Commission, Topeka, KS. Phone (785) 296-3163. Email: jdorsey@ksde.org. Website: https://kanserve.org

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WAYS TO ILLUSTRATE YOUR IMPACT

Demonstrate Volunteer Impact Using Numbers

Demonstrating volunteer impact is a great way to get internal and external support for your volunteer program, recognize your volunteers and recruit new ones.

Volunteer Engagement/Workforce Development Specialist Nicole R. Smith says an effective way to demonstrate volunteer impact is through numbers. She does this by calculating total volunteer hours, equating that to what a volunteer hour is worth, and showing its value as an in-kind donation. "This is really great for numbers people," she says. "For example, we might say, 'The number of hours our volunteers have given is equivalent to five full-time staff or the serving of 50,000 meals.'" Because the numbers alone tend to be sterile, she says, translating that dollar amount into impact creates a better connection: "It's important to share those actual stories as opposed to just the numbers. Numbers mean different things to different people too, but experiences tend to land differently."

At staff meetings and annual volunteer appreciation dinners, she breaks down every volunteer position they have and uses numbers to tell a story about impact: "For example, we might say, 'Our volunteers gave 300 tours that hosted 400 people from 13 countries. Now many more people from that many more countries are fully aware of what we do here, and through that, X many donations were given by people who learned about us through the tour,' or 'Our audio describers described 14 different shows, which meant 3,000 people with disabilities were able to enjoy the theater who may not have been able to if we wouldn't have done that, and three of those became donors." She also shares these stories of impact in quarterly update emails to staff and in an annual report shared both internally and externally.

"Many times after these presentations, staff will ask, 'Oh my gosh, can we get a volunteer?'" she says. "Volunteers create more time and capacity for the staff to be able to do other things, which ends up serving our clients better."

A volunteer impact awareness campaign on social media that used a "did you know?" format to share the story of the lives that were touched by volunteers was one of the best ways they demonstrated volunteer impact, says Smith: "For example, we might say, 'Did you know that our volunteers fed 300 families last year to help fight food insecurity?' It resulted in lots of positive feedback. People would say, 'Oh my gosh, we had no idea volunteers did all of that,' or 'We had no idea that's what you did. How do we get involved?'" •

Source: Nicole R. Smith, CVA, Volunteer Engagement/Workforce Development Specialist. Phone (786) 548-1257. Email: askme@nicolersmith.net. Website: https://nicolersmith.net

BRIEF

Icebreakers You Can Use

The Logo Icebreaker — Give persons blank name tags as they arrive. Explain how corporations are identified by their own distinctive logos — think Coca-Cola, McDonald's, IBM, Gap. Give each person a few minutes to design a personal logo on the blank name tag. Remind them that their personal logos should reflect their individual interests and/or abilities. Have everyone mingle to see one another's logo, then have them form small groups based on similar designs. ◆

COURT-ORDERED COMMUNITY SERVICE

Completed Form Helps Set the Stage For Court-Ordered Service

By Erin Sandage

Court-ordered volunteers are those who are ordered by a judge to perform volunteer service. But just because these volunteers are being ordered to help as part of their sentence or punishment doesn't mean the experience can't positively impact them and the organization.

Habitat for Humanity of Eastern Connecticut (New London, CT) welcomes those fulfilling court-ordered community service hours to volunteer on construction sites or in the organization's ReStore. Once these volunteers register on the website, they fill out a Court Ordered Community Service Notification Form the organization created to help place these volunteers.

"The purpose of this form is for court-ordered volunteers to fill out and give to the site supervisor or ReStore manager on their first day of volunteering," says Haley Wilding, community outreach and engagement. "It allows us to see the reason they were given community service, their offense and how many hours they need to complete. This allows us to place them in the right job so that they are able to fulfill their required hours."

Along with the reason for the volunteer needing to fulfill community service hours, the form also asks if they are on

probation, the parole or probation officer's name and contact information, along with general information about volunteering for the organization. Developed in-house using Microsoft Word, Wilding says the most important aspect of the form is the question that asks if there are any limitations based on the person's conviction.

"This helps us ensure the individual gets placed in the right job and ensure a safe and smooth workday," she says.

Wilding says it's the retention of these volunteers that has added to the success of the program.

"A lot of these volunteers return after their hours have been completed and become more involved with Habitat for Humanity," she says. "Many of them volunteer in our ReStores and later move over to construction. They are able to give back to their community in a meaningful way, and that tends to have a lasting impact on the individuals."

Source: Haley Wilding, Community Outreach and Engagement, Habitat for Humanity of Eastern Connecticut, New London, CT. Phone (860) 442-7890, ext. 215. Email: engage@habitatect.org. Website: https://www.habitatect.org

FAMILY VOLUNTEERING EVENTS

Annual Event Provides Family Volunteering Opportunities

Families that volunteer together become engaged in your organization together. Use an event to provide a volunteer opportunity that can easily be adapted to include families.

For the last two decades, the Iowa City Hospice (Iowa City, IA) has held its Walk of Dignity event. The family-friendly event is free and encourages donations. It also gives families an opportunity to volunteer together.

"The Iowa City Hospice Walk for Dignity is a special event where families and friends walk in remembrance of loved ones who have passed," says Volunteer Coordinator Sarah Valiga. "Our volunteers come from many different backgrounds, and several have had personal experience with a loved one on hospice services."

Typically, a hospice volunteer must be at least 18 years old to volunteer, but the Walk of Dignity event is the exception. Children of all ages are encouraged to join their parents or other adult caregivers for the event.

The volunteer opportunities at the event include anything a group would do. Volunteer families help with set-up and check-in, various booths during the event, water stations along the route and tear-down.

The families who volunteer provide an extra set of hands, and the organization gains an opportunity to share its mission with a younger generation.

Valiga says the volunteer families are recruited from their current set of volunteers, the hospice board, staff and community through social media posts and the website.

As an incentive, volunteers receive snacks, water and coupons for a local restaurant. Valiga says the items are provided by various donations. •

Source: Sarah Valiga, JD, Volunteer Coordinator, Iowa City Hospice, Visiting Nurse Association of Johnson County, Iowa City, IA. Phone (319) 351-5665. Email: sarah.valiga@iowacityhospice.org. Website: https://iowacityhospice.org

RECRUITMENT RESOURCES

Turn to VolunteerMatch for Recruitment Help

Volunteering looks different today than it did even two years ago. According to a recent survey by VolunteerMatch, 34 percent of respondents reported a decrease in in-person volunteering and 28 percent reported an increase in virtual volunteering. But one thing hasn't changed — the challenge of recruiting and engaging volunteers. Fifty-eight percent of respondents said recruiting volunteers was their biggest challenge in 2021; 46 percent said it was engaging volunteers. That's where VolunteerMatch's solutions can help.

VolunteerMatch offers solutions to recruit and engage volunteers. It boasts the largest nonprofit network that nonprofit organizations can use to recruit both in-person and virtual volunteers.

"VolunteerMatch is an incredible resource for nonprofits looking to build their volunteer network," says Kevin Johnson, client relations manager. "When you join VolunteerMatch, you'll be able to tap into our pool of millions of volunteers, post opportunities, track interest, increase the visibility of your organization, automate repetitive tasks and more."

The engagement network is extensive. It serves more than 12,000 organizations, allowing nonprofit organizations from across the country to find skilled volunteers.

Johnson says signing up just takes a few steps from a volunteer manager:

- 1. Create his or her own user account.
- 2. Make an organization profile.
- 3. Add opportunities.

"Once registered as a member, volunteer managers have 12 months of the membership tools for free," says Johnson. Some of those membership tools include:

Matching volunteers to needed specific skills.

- □ Reposting opportunities with one click.
- ☐ Sending automated emails, questionnaires and documents.
- Managing photos.
- ☐ Embedding volunteer opportunities on your own site.
- Requesting donations.
- Exporting opportunity data.
- Streamlining your volunteer qualification process.

Will Ziegenhagen, senior director of volunteer engagement for the National MS Society, says VolunteerMatch has helped his organization reach new volunteers who can bring specific and needed skills to its mission.

"Whether we are looking for volunteers with unique physical abilities, professional experience or licensure, VolunteerMatch is often one of our most successful recruiting tools to help us reach and engage volunteers we weren't previously connected with," he says.

After the first year, nonprofit membership costs \$99 per year or \$9.95 a month. A basic nonprofit membership account is free. Another plus is volunteers themselves can use the database at no charge to find opportunities.

For VolunteerMatch's part, Johnson says the support team vets and approves organizations that qualify to recruit via VolunteerMatch.

"We're also available to provide top-notch support and assistance to our volunteer and nonprofit customers," he adds. ◆

Sources: Kevin Johnson, Client Relations Manager, VolunteerMatch, Castro Valley, CA. Email: news@volunteermatch.org.
Website: https://solutions.volunteermatch.org

Will Ziegenhagen, Senior Director, Volunteer Engagement, National MS Society. Phone (612) 335-7992, ext. 37992. Email: William.Ziegenhagen@nmss.org. Website: http://nationalMSsociety.org

HONORING DESERVING LEADERS

Recognize Your Outgoing Chairperson

It's not always easy to recruit and/or elect high performing chairpersons. That's why exemplary leaders deserve exemplary recognition when they complete their assignments or terms of office.

In addition to saying "thank you," the recognition you provide outgoing chairpersons also serves as a tool in motivating others to aspire to positions of leadership.

Here are three ideas you might want to adopt for recognizing your outgoing chairperson:

 Make it a big deal. Get your city's mayor to be on hand and/or sign a proclamation. Hold a reception following the chair's last meeting and invite others to attend as well.

- Make it heartwarming. Have those served by your organization (e.g., patients, students, youth, etc.) write individual letters of appreciation or sign a framed poster. Ask the chair's spouse or family to show up as a part of a surprise tribute.
- 3. Make it fun. Arrange to have a small instrumental ensemble or barbershop quartet show up and surprise your chair with a serenade at his or her last official meeting. Ask other board or committee members to come prepared to share one light-hearted memory about the chairperson or send one in writing if unable to attend. ◆

AUXILIARY PROGRAMMING

A Unique Concept For Engaging the Aging Volunteer

By Kim Pawlak

Maury Regional Medical Center's (Columbia, TN) SuperStars Program provides aging volunteers an opportunity to remain part of its volunteer program without actively serving. The program, which launched in 1994 with 13 volunteers, currently has more than 60 members. To be SuperStar eligible, volunteers must have at least one year of service and a minimum of 100 volunteer hours.

"In the past, if a volunteer was having health, mobility or memory issues and unable to perform their assigned task, there were only three options: reassign them to another area; place a younger, more capable volunteer with them; or ask them — or encourage them — to resign," says Cindy Short, director of volunteer services.



BENEFITS PROVIDED TO SUPERSTARS

- · Free flu shots annually
- Discount on meals in Hospital Cafeteria and Java Junction Coffee Shop
- Discount in Gift Shop
- · Discount in Pharmacy
- Hospital monthly newsletter and Volunteer monthly newsletter
- · Invitations to all Auxiliary special functions, banquets, fundraisers
- Special Christmas party
- Birthdays are acknowledged each June with a \$5 gift
- · Invitations to any trips coordinated for the volunteers

In addition to providing an alternative to active volunteer service and retaining volunteers for as long as possible regardless of age, health or physical challenges, the program's goals are to promote goodwill within the auxiliary, the hospital and the community and to recognize volunteer dedication and service to the hospital, she says.

SuperStars meet monthly at the medical center for lunch

and a short program, which has included musical entertainment, sing-alongs, bingo and other games; flower arranging; community storytellers; trivia; photography sessions; and more. Members are required to attend at least two meetings each year. Members' birthdays are celebrated in June, and each receive a gift valued at \$5. They also receive a yearly Christmas gift. All costs are covered by the auxiliary.

"We try to make these events fun, fun, fun," says Short.
"The key to a successful program is providing those fun activities that allow them the opportunity to socialize."

During COVID, when the SuperStars were not able to meet in person, the auxiliary mailed members a questionnaire that asked about their volunteer service and included questions like, "If you were stuck in an elevator, what song would you want playing?" That information, along with members' phone numbers, were bound into a directory and mailed to all members.

SuperStar status benefits include free annual flu shots, discounts in the gift shop and on meals in the hospital cafeteria and coffee shop, hospital and volunteer monthly newsletters and invitations to all auxiliary events and the annual Christmas party.

The SuperStar volunteer co-chairpeople are responsible for planning monthly speakers and entertainment and the monthly menu; introducing speakers and new members at the luncheons; purchasing birthday and Christmas gifts; decorating for the luncheons; and sending birthday, get-well and other cards to volunteer members.

"Our SuperStars become our ambassadors of goodwill in our community, showing that we are a caring facility meeting the challenge of an aging auxiliary," says Short. "They support our auxiliary fundraising efforts, spread the word about our services and are filled with wonderful ideas and suggestions when we take the time to listen." •

Source: Cindy Short, Director of Volunteer Services, Maury Regional Medical Center, Columbia, TN. Phone (931) 380-4047. Email: cshort@mauryregional.com. Website: https://www.mauryregional.com

BRIEFS

Job Search Skills

To avoid being eliminated from the initial résumé review, read position advertisements carefully to supply exactly what is requested (e.g., cover letter, qualifications, specific number of reference letters, etc.). ◆

Tip for Avoiding Burnout

Shake up your routine. Avoid following the same schedule each day. Take a day away from your office to reflect on what you do and decide if there are "smarter" ways to get the job done.

DIGITAL VOLUNTEER PROGRAMS

Smithsonian Transcription Center Links 'Volunpeers' With the Past

By Megan Venzin

At the Smithsonian Transcription Center, digitizing text from archived diaries, letters and even 3D objects is a group effort. Since 2013, a group of more than 66,000 "volunpeers" have transcribed 1,050,604 pages, field notes, ledgers and other sources, as well as 450 hours of audio recordings, thus preserving important narratives from the world's history.

"We even transcribed James Brown's guitar a few years back, which was covered in the signatures of other musicians," says Program Manager Caitlin Haynes. Anyone can transcribe anonymously by visiting the center's website. Those who are 14 years or older and who would like to track the progress of their contributions to such projects as those mentioned can create a login and password for the Smithsonian's largest digital volunteering and crowdsourcing platform.

"Whether you're transcribing with a group or by yourself, in your office or on your couch at 2 in the morning, you're having this personal experience with somebody from the past," Haynes explains. "You're reading their diary. You're reading their love letters. You're becoming part of their life, and meanwhile realizing the huge differences and diversity in our history and shared heritage but also the similarities."

Prior to March 2020, the center had around 11,000 volunpeers — a title given to the volunteer transcribers on social media because of the collaborative nature of their tasks. In the months following the lockdown, participation grew exponentially as students, retirees, library professionals and thousands of others pursued new ways to give back in a

digital format. "Whether someone transcribes two letters or a thousand pages, their efforts are really significant," Haynes explains. "It makes our content keyword searchable across all of our online databases and other major search engines. The work our collection staff does in digitizing, processing and cataloging our historical collections is incredible, but it can only go so far because there's only so many of us. By transcribing these archives, our digital volunteers really help us to unlock these stories on a deeper, intimate level." The transcriptions also make content more accessible to those with visual and hearing impairments.

After nearly a decade in existence, the Smithsonian Transcription Center has changed the way the organization builds relationships with different kinds of volunteers. "There's a lot of people around the world and here in the DC area that want to engage with the Smithsonian but don't have the time for long-term volunteer commitments," Haynes says. "Others may be uncomfortable engaging in-person or in a social setting and don't have the capability to do that physically or mentally, and so we wanted to offer an opportunity for those individuals." And now, thanks to them, people from all around the world can learn more about the people, events and items that have shaped the world into what it is today. •

Source: Caitlin Haynes, Program Manager, Smithsonian Transcription Center, Smithsonian Institution, OCIO, Washington, DC. Phone (202) 633-2252. Email: transcribe@si.edu. Website: https://transcription.si.edu

CELEBRATE DAILY

Make Your Volunteers Feel Special

Don't take your important volunteers for granted. Let them know — often and in myriad ways — how special they are. Here are some ideas for doing so:

- ☐ Call them by name when you see them.
- ☐ Stop by to say "hello" as they work.
- □ Select a volunteer of the week, month and year.
- □ Provide volunteers with a suggestion box and listen to what they suggest.

- Give them a discount on merchandise.
- ☐ Provide them with a free meal or gourmet coffee drink.
- ☐ When a celebrity or someone of note visits, bring him or her to meet your volunteers.
- ☐ Devote a bulletin board or other space to volunteer news.
- □ Get a business to sponsor the cost of several volunteer recognition perks — meals out, movie tickets, theater tickets and more. ◆

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COLLEGE-AGED VOLUNTEERING

Provide Students With 'Alternative Breaks'

They could spend a typical spring break at the beach, or they could experience a life-altering alternative break. "This program equips students to work in their communities in unique ways," explains Hannah Wilks, volunteer resource center director at University of Colorado (CU; Boulder, CO). "They come back changed and are then able to make change."

The CU Alternative Breaks program has been in place since 2003. Students are given the opportunity to spend their breaks exploring the United States, creating long-lasting connections and making a difference through service. Each trip is focused on social or environmental issues and is open to 10 participants and 2 leaders.

Recent trips have included a venture to New Orleans, where students helped rebuild hurricane-damaged areas, and a trip to Catalina Island, where they worked with the island conservatory to protect areas from invasive plant and animal species. Other students worked at a YMCA camp in the Redwoods, serving as counselors for fifth-graders who were there to learn about nature.

These locations have been longstanding partners for Alternative Breaks. "This past year, we offered these three trips," notes Wilks, "but we've previously offered up to 16 trips annually. The opportunities include Spring Break Trips, Weekend Trips and First-Year Service Experience. Weekend Trips are usually locally based, taking a deep dive into an issue in the Denver metro area. Most trips are open to all students, but the First-Year Service Experience is limited to students who are new to the university. They get to move in early and spend four days working around a social or environmental issue in Colorado."

Staff intentionally limit the trips to 10 participants. This keeps the experience more intimate for students and is not overwhelming for the organization hosting the group. "We also prefer to rent 12-passenger vans for these trips," says Wilks. "It gives the students opportunities to build relationships with each other on the road. It's also more affordable than flying. And larger vehicles come with a significant difference in driver training and requirements."

"But what makes our program particularly unique," adds

Wilks, "is that we've always kept it student-led." No staff or faculty accompany the students. Two site leaders are trained for six months prior to their trip. Any student can apply to be a leader. They undergo an application process and interview with staff. Once selected, they are trained in every component they'll need to plan an effective trip. "The experience gives them something they don't get in a classroom setting," Wilks says. "They are practicing leadership in an applied way. Plus, these students go on to start volunteer initiatives and create cultures of volunteerism at their future workplaces."

Costs for the trips average \$300 to \$500 per student. The leaders for each trip create their own budget, which includes all known and potential costs. Staff then add all trip totals and average it out to determine a single equal fee for all trips.

Any participant can apply for a partial or full scholarship to cover costs. Scholarship funds of \$23,000 annually are provided by student activity fees and an endowment fund. If any funds remain after all applicants have received a scholarship, staff use the remainder to offset costs for the rest of the participants.

Currently rebuilding after COVID, CU offered just three trips last year. However, it was able to cover 100 percent of costs for all participants. For the 30 spots, they had 100 applicants. Wilks notes, "Every year, we've had a wait list. We hope to offer more trips again in the future. And next year we hope to return to our previous practice of elective course credits to the student leaders in order to grow the program."

To get started with alternative breaks, Wilks recommends partnering with Breakaway. This national nonprofit is the founder of the movement. "Every year, they come out and help deliver the training for our site leaders," says Wilks. "We affiliate with them and utilize some of their organizing principles, such as the Eight Components of a Quality Alternative Break. They're a great resource and the best place to start if you want to launch one of these programs." •

Source: Hannah Wilks, Director, Volunteer Resource Center, University of Colorado Boulder, Boulder, CO. Phone (303) 735-4600. Email: hannah.wilks@colorado.edu. Website: https://www.colorado.edu/volunteer

BRIEFS

Ask Volunteers to Critique Your Cause

Are you encouraging volunteers to provide feedback following completed projects? One Texas group recently added a volunteer feedback section to their website.

Following each volunteer-driven project, the volunteer director sent a thank-you to each volunteer participant and invited them to go to the website and complete an evaluation.

The feedback led to some constructive changes in their events. $\ \ \, \bullet$

Help Stop Volunteer Tardiness

Here's a way an Ohio nonprofit helped eliminate tardiness and absenteeism among their volunteers: Staff and volunteer leadership agreed that latecomers should pay one dollar for each minute they were late for meetings and made it \$10 for unexcused absences.

The "late charges" were earmarked for a special project that benefited their charity, and tardiness slowed remarkably. ◆

The Volunteer Insider

THE MONTHLY IDEA SOURCE FOR VOLUNTEERS LEADING THE WAY . AUGUST 2022

CELEBRATE YOUR ORGANIZATION'S PURPOSE

It's All About Mission — So Make Sure You Know Yours Well

Are you familiar with the mission statement of the organization for which you volunteer your time? That statement describes the primary reason for the nonprofit's existence. It lays out the organization's purpose.

It's important that you review that statement from time to time. Get to know it. Think about what it says. Why? Because keeping the mission statement foremost in your mind will:

- ☐ Inspire you to keep giving of your time even when there's no more time to give.
- ☐ Provide a link between what you do as a volunteer and why it's important that you keep doing it.
- ☐ Keep you focused on the work and activities that matter most.
- ☐ Help you remember why you decided to help this organization in the first place.
- ☐ Enable you, your volunteer colleagues and staff to collectively move in the same direction.

Keep a copy of the mission statement with you. Review it from time to time. Memorize it. Your work is all about mission. ◆

EVENT-PLANNING ROLES

Tips for Planning Special Events

Planning a special event? Whether it's your first or an annual event, here are some tips to help make it even more special:

- 1. To help pre-sell tickets and recognize past attendees, give the previous year's participants a chance to buy tickets before a specified date.
- Make planning your special event fun for committee members. Incorporate portions of your event into the planning process. If, for instance, you plan to have a silent auction as part of your event, conduct a silent auction for one or two items at a planning meeting.
- Develop strategies to sell 75 percent of the event's tickets prior to sending invitations.
- 4. Select an event that appeals to your constituency and is consistent with their pocketbooks. ◆

BRIEFS

Board Chairs Possess Great Potential

Whether you presently occupy the position of chairperson for your board or are considering it at some future date, it's important to recognize that the person in the chairperson's position has a tremendous opportunity to inspire all other board members. And whatever the board is inspired to do collectively influences an organization's entire constituency.

You can raise your organization to an undreamed of level of accomplishment by first recognizing the potential of your position. Reach within yourself. Dream of what could be. Then begin to make it a reality and witness how others will follow.

Be a Person of Your Word

There's only one thing worse than someone who refuses to help or be involved:

Someone who says he or she will help but then doesn't. If you agree to do something, stick by your commitment. You may decide you can't say, "Yes," again, but if you said it the first time, honor your pledge.

If you have said, "You can count on me," to any of these or other requests, be true to the organization, those it serves and yourself by following through in a timely matter:

- ☐ Will you serve as chairperson?
- ☐ Can I count on you to make five calls?
- ☐ Will you be there to help?
- ☐ Can you serve a three-year term?
- ☐ Will you see that this gets delivered?
- ☐ Can you assist with orientation?
- ☐ Will you find three others to serve on this committee?
- Will you cover this part of our event? ◆