

# **WILL VOLUNTEERING SURVIVE?**

**A Personal Guide to the Future  
for Individual Citizen Leaders,  
Volunteers and Volunteer Administrators**

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The National Forum on Volunteerism, sponsored by the Aid Association for Lutherans and VOLUNTEER: The National Center for Citizen Involvement, was the first organized effort to consider the future of America's volunteer community. **"Will Volunteering Survive?"** is one of several publications based on the two-year National Forum process. It is designed as a workbook to help all those concerned with volunteering to gain a better understanding of those factors in society likely to have an impact on the nature and scope of volunteering in the future.

**"Will Volunteering Survive?"** drew heavily on research and analysis originally developed for the National Forum by Gordon Manser, Harleigh Trecker, Jon Van Til and Ivan Scheier. Van Til's work was particularly useful in formulating the "alternative futures" in section 3 and Scheier's in understanding the potential implications of the factors on volunteering, also in section 3. We are indebted to them for their thoughtful and stimulating work and for their willingness to share it with others.

**"Will Volunteering Survive?"** and other follow-up work to the National Forum on Volunteerism has been funded by the Aid Association for Lutherans. We are grateful for their continuing support.

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# INTRODUCTION

Constantly changing attitudes and values . . . high inflation and rising energy prices . . . reduction in government programs . . . more women in the workforce . . . greater need for self-help and self-sufficiency . . . demands for empowerment and economic security . . . growing resistance of paid helping professionals . . . Can volunteering survive in the 1980s?

A fanciful question? Not at all. Every day the headlines scream at us the changes that are taking place in the world. Every day it seems there is a new shock to our society, to our sense of security, to our personal well-being. The "me decade" is giving way to the age of the survivalist and doomsday scenarios. Our certainty about the security of the present is shaken and our ability to plan effectively for the future is eroded. Forces larger than us or, it seems, our institutions, have taken control of the shape of our lives.

But people aren't giving up. Every day, in communities across America, millions of private citizens voluntarily engage in acts of helping, reaching out to one another to solve local problems and to make their corner of the world a little bit better place in which to live. Their confidence in the future may be shaken, but they have retained their belief that individual action can make a difference, both in their own lives and to their communities.

It was into this conflicting set of forces that VOLUNTEER: The National Center for Citizen Involvement and the Aid Association for Lutherans ventured in 1980 with the co-sponsorship of the National Forum on Volunteerism. The purpose of the National Forum was to identify and analyze those trends and forces in society which are most likely to have a significant impact on the nature and scope of volunteering in the 1980s.

From that beginning has grown a continuing process to stimulate those who volunteer and those who rely on volunteers to think about the future of volunteering in the context of our rapidly changing and increasingly complex world.

The first report of the National Forum, "The Shape of Things to Come," identified and analyzed the trends. "A Look at the Eighties" summarized the research and background thinking that went into the National Forum process. This workbook and its companion, "Shaping the Future," have been developed for volunteer leaders and administrators to assist in their personal and organizational development.

"Will Volunteering Survive?" is designed to help YOU prepare for the future. It focuses on your

role as a volunteer leader or administrator, on your community's efforts to come to grips with some of the pressing problems we face.

Why is this important? Quite simply, it is becoming increasingly clear that the survival of our society depends to a great extent on the ability and willingness of all of us to get involved in a responsible, constructive way in the life of our community.

We live in an increasingly interdependent world, where isolation from problems is a luxury few can afford. Many people believe that the complexity of our problems will lead to the ultimate decay and breakdown of our social structures. Certainly many of us believe that large institutions no longer offer the answer to our problems.

We have become consuming, dependent people, looking with greater and greater frequency outside ourselves to meet needs and solve problems. In a sense, we have disempowered ourselves, becoming less skilled, more passive, often withdrawn from others.

There are no easy answers to these problems. Certainly volunteering is not a panacea. But it is a place to begin. And those of us in leadership roles within the volunteer community must be prepared to lend our energies and skills to the struggle.

To be successful, we must be prepared, often in ways that we have not anticipated. Harleigh Trecker, Dean Emeritus of the University of Connecticut School of Social Work and one of the primary background authors for the National Forum, captured the essence of this need when he described what an individual volunteer leader must know and understand about the environment of the 1980s to function effectively. He wrote:

1. I must understand HOW MANY PEOPLE we will be serving.
2. I must understand what is happening in the places WHERE PEOPLE LIVE.
3. I must understand WHAT PEOPLE DO, how they earn their livings under great inflationary pressures, the stresses of the rapidly changing work force and shifting work patterns.
4. I must understand what is happening to the FEELINGS, ATTITUDES AND VALUES of many people as conservatism and tax-revolt forces gather momentum.
5. I must understand THE WAY WE GOVERN OURSELVES, and the changing roles and responsibilities of local, state, regional and federal levels of government.

6. I must understand what is happening in EDUCATION, for unless I know what and how people are learning, I am unable to grasp their conceptions of the community and their places in it.

7. I must understand the long neglected millions of MINORITY people in our country, the discouraging slowness of providing equal opportunities for all and the potential explosiveness of neglect.

8. I must understand the essential importance of VOLUNTEERISM in our society.

9. I must understand that many of the HUMAN AND SOCIAL PROBLEMS of today, and certainly of tomorrow, are new and much more complex.

10. I must understand the SOCIETAL, ORGANIZATIONAL AND TECHNOLOGICAL CHANGES that are taking place and will continue to take place even faster.

**"Will Volunteering Survive?"** is a workbook for individual citizen leaders, volunteers and volunteer administrators. It has three purposes:

- to assist in clarifying our individual values and perspectives about volunteering, its role in American society and our relationship to it;
- to stimulate creative thought about those trends in society that will have the greatest impact on volunteering and voluntary organizations in the next ten years and about their implications for us, our organizations and our community;
- to suggest ways in which each of us can better prepare ourselves for the future by making planning a part of our personal and organizational lives.

The four sections of the workbook grow directly from these purposes:

**"On Considering the Future"** introduces the concept of futuring, suggesting some of the hazards of trying to predict the future and some of the guidelines we will want to keep in mind throughout this exercise.

**"You and Volunteering"** is an opportunity to pause in our hectic schedules and to think about

what we are doing, why we do it and why it is important. What is your "volunteer community?" What is your place in it? What do you believe about volunteering? the future?

**"The Shape of Tomorrow's Volunteer Community"** focuses on those factors in society that are most likely to have an impact on volunteering in the future. You are invited to explore alternative futures, consider current trends and think about the implications of change in each area for you, your community and volunteering.

**"Preparing for Tomorrow"** introduces some ways in which this exercise can be extended to include others with whom you work. It is a summing up and, hopefully, a stimulus for future work.

Here are some thoughts about how **"Will Volunteering Survive?"** might be most effectively used:

First, remember that this workbook has been designed with the individual user in mind. Questions and exercises are intentionally designed to cause introspection and creative thought. The companion workbook, "Shaping the Future," will help you extend this work to small groups.

Second, try to devote blocks of time to this workbook. Begin by glancing through it quickly to get a feel of how it is organized. Then work through section by section. Four hours should be about right to do the whole thing. It is not as important to do it all in one sitting as it is to give it the time it deserves.

Third, think about your own goals and aspirations as a volunteer or volunteer leader. This workbook is designed to help you achieve those goals through creative thought about future potentials . . . the more work you do here, the greater the possible results.

Finally, remember that **"Will Volunteering Survive?"** is not a textbook, not a set of prescriptions for what will happen or even what is most likely to happen. It is a starting point for your own thinking. It is a workbook; write in it, tear it apart, underline it. But, most importantly, THINK about it.

We all share together a commitment to solving problems through citizen action. Let's take a journey into the future that will help us prepare to meet new challenges in new ways. Bon voyage!

## ON CONSIDERING THE FUTURE

"What do you want to be when you grow up?"

How often has each of us been asked that question, sometimes even in jest after we've reached adulthood? In two important ways, it is the essence of "futuring."

First, it focuses on the future: what might happen, should happen, can happen, will happen; on tomorrow rather than today.

Second, it stimulates creative thought about alternatives. What we want to be when we grow up may be many things. None may really happen but it is in the creation of images that we begin to understand our aspirations, goals and values.

John Galsworthy once wrote, "If you do not think about the future, you cannot have one." He had grasped the secret that stimulated great thinkers like Plato, Leonardo da Vinci, Jules Verne and George Orwell to attempt to construct visions of what the future might be like.

In our increasingly complex world, thoughts about the future must be part of our daily lives and must command the attention of our leaders in both the public and the private sectors. That old bromide about the need for goal-setting—"If you don't know where you want to go, how will you know when you get there?"—may be modified to fit the complex world in which we now live: "If you don't know where you want to go, you may end up someplace you don't want to be." Considerations of the future help us to figure out both where we want to go and how we are going to get there.

What, then, is futuring? According to Edward Cornish, editor of *THE FUTURIST*, the term "may . . . be used to designate an attitude or movement that emphasizes the future." It is not the sorcerer's art of prediction, not the gypsy sport of crystal-ball gazing. Rather, it is the serious, often complex, often frustrating attempt to understand our world, to comprehend change and to envision plausible alternative futures for ourselves and our planet. It is a basic tool that can maximize our ability to shape what might happen.

How can we use futuring? Think of your own life and of the major decisions you have had to make. What role did futuring play then? Did you imagine possible outcomes of various actions? Did you envision what changes might occur in your life if you changed jobs, moved to a new community, got married, had children, etc.? If so, you were futuring.

Norman Henchy, writing in the *WORLD FUTURE SOCIETY BULLETIN*, has given us a useful framework for understanding how we can approach futuring. He has identified four basic kinds of futures and the ways in which we can approach them.

**Possible Futures:** what MAY be. This involves creating scenarios and describing alternatives, arising from the arts, history and anthropology.

**Preferable Futures:** what SHOULD be. This involves proposing images of humankind and the future, arising from philosophy, theology, social criticism and utopian literature.

**Probable Futures:** what WILL LIKELY be. This involves projecting trends and arises from our knowledge of history and the social sciences and our use of forecasting methods.

**Plausible Futures:** what COULD be. This involves producing policies and it arises from systems theory, planning activities and operations research.

Futuring is not an exact science. We can all think of examples of things that were predicted that have never happened—remember twenty years ago when we were told that by 1980 we'd all have our own portable jet helicopter to buzz around town? Or we can think of the things that have happened that weren't predicted—the Great Depression and World War II, for quick examples—or that were predicted and then repudiated by learned people—the atom bomb and manned flight to the moon, to name just two.

Why are futurists so often wrong? What can we learn from them that will guide our own beginning steps in thinking about the future?

Here are some of the reasons they are wrong.

- It's simply hard to know what is going to happen. No matter what mathematical, statistical or analytical tools are available, tomorrow is still tomorrow, not yesterday or today.
- Futurists too often tend to extrapolate from current trends; even though we all know that the future may be radically different from the present. To make things worse, they may also misread the current trends.
- Forecasters are human. They have values, biases and their own view of the world which may get in the way of their predicting.
- There is a confusion of futuring with advocacy. Herman Kahn, a noted futurist writes on this point: "Many prognostications . . . are statements of what the author WANTS to happen, not necessarily what he thinks WILL happen, and frequently they are a bald pitch for some express policy or program."

In an attempt to learn from experience, we've formulated a few guidelines that will help you avoid some of these pitfalls. Keep these in mind as you work through the next several sections:

- We must be willing to imagine a world that may be much different from the one we live in today. Events of the past ten years have demonstrated how quickly and unexpectedly change comes. Think about tomorrow somewhat apart from today's reality.
- We have to have a good sense of our own values and biases. Ultimately, we must make the choice between an optimistic and a pessimistic view of the future. The choice we make is as much governed by our values and outlook on life as it is by all of the trends, statistics and data we can consider.
- Don't forget, while none of us may be able to predict with any certainty what tomorrow holds, we can affect what the future will be like by our actions today. As we will point out later, our work in the volunteer community may be the most critical element in shaping the future of our society.

- Be creative and don't worry about being right. Alvin Toffler made this point very well in his introduction to *FUTURE SHOCK*: "In dealing with the future, at least for the purpose at hand, it is more important to be imaginative and insightful than to be one hundred per cent 'right.' Theories do not have to be 'right' to be enormously useful."

Thinking about the future can be fun, informative and useful. It's a little bit like eating peanuts: the more you do, the more you want. In the final section of the workbook, we've included a list of references that will tell you more about the study of the future. You may want to browse through some of them to hone your own futuring skills. But for the moment, let's plunge right in and begin by taking a look at **YOU AND VOLUNTEERING.**

Good luck!

# YOU AND VOLUNTEERING

This workbook experience is designed to focus on volunteering and the future. Why, then, a section on "you and volunteering?" There are three reasons.

First, as we noted in the last section, an important element of any future-oriented exercise is to understand ourselves, our feelings about volunteering, our role in the larger volunteer community. "You and Volunteering" is an opportunity to pause in our hectic task-oriented schedules, to reflect on what we are doing and why.

Second, quite apart from our futuring, there is a positive benefit to this kind of reflection. To be the most effective leader and manager of volunteers, and especially to be ready for a profoundly important future, we have to prepare ourselves. There's something in this section for you, both as an individual citizen and as volunteer leader.

Third, you are the vital link between the "now" and the future of volunteering. We are in the people business as well as the problem-solving business. We believe in the value of individual effort. We know that we can have an impact on the future. **"Will Volunteering Survive?"** is designed to help you do just that—to prepare yourself to have that impact.

So, we want to get started by inviting you to do some reflecting on your own role in the volunteer community, on how you feel about it, on your own future. We strongly suggest that you set aside undisturbed time—an hour would probably be about right—so that you can give this your full attention. We hope that the questions that follow will challenge and stimulate you. We've left plenty of space for your notes and thoughts—we encourage you to use it!

We begin with some questions about you . . .

**1.** We all became involved in volunteering in different ways; some by accident, some by invitation, others through deliberate plan or decision. How did YOU first get involved in volunteering?

**2.** You probably wear many hats as part of the volunteer community—volunteer, leader, paid staff—and you fill many roles in your work. The grid below provides a framework for identifying and clarifying all you do in volunteering. Down the left hand margin indicate the various jobs you do in relation to volunteering (for example: volunteer board or staff member). Then check off the various roles you play within those jobs.

	Program Planner	Project Director	Manager	Volunteer Recruiter	Fundraiser	Trainer	Provider of Direct Services	Advocate	Other: A.	B.	C.	D.	E.	F.
<b>Volunteer</b>														
a.														
b.														
c.														
<b>Board Member</b>														
a.														
b.														
c.														
<b>Staff Member</b>														
a.														
b.														
c.														

**3.** With all you have to do, you have undoubtedly found how easy it is to be so involved that you stop paying attention to you, to your own experiences and feelings. Think for a minute about the work you do. How do you REALLY feel when you volunteer or when you are involved with volunteers?

**4.** The motivations for our involvement in volunteering aren't simple—they may range from the totally selfish ("only doing this for what I can get out of it") to the wholly altruistic ("I don't really gain anything except the knowledge that I am helping others"). Use the following scale to help think about your motivations. Put an "O" on the scale to show why you originally got involved with volunteering.



On the same scale, put a "C" to show why you continue to be involved. What do you think accounts for the difference in location of the two letters?



**5.** Think for a moment about the importance of volunteering not only to you personally but to the total community. What beliefs do you have about volunteering? Indicate your feelings about each of the following statements by marking

- 1 if you believe this very strongly
- 2 if you believe this is sometimes true
- 3 if you don't believe or disagree with this

**Volunteering is an important way to . . .**

- Express religious and moral commitments
- Care about people and their needs
- Solve problems
- Get better control of our lives
- Gain a sense of self-satisfaction
- Become involved with others
- Get what we want for ourselves
- Serve the interest of the community and nation through responsible citizenship
- Learn new skills
- Affect the future

Now, three questions that deal with particular experiences, situations or conditions related to your role as a volunteer or volunteer leader. . . .

**6.** What's the most significant thing you've done as part of the volunteer community?

**7.** What are your biggest frustrations as a volunteer? As a volunteer leader?

**8.** Recall one of your funniest or most amusing volunteer work experiences.

And now about your view of your role . . .

**9.** Many people quit volunteering or leave volunteer staff positions because of chronic frustration or fatigue—victims of the “burnout” syndrome. How do you maintain yourself and prevent burnout in your volunteer roles?

**10.** As you look back over your experiences in the volunteer community, how have you grown personally?

**11.** What do you regard as the most important things you have learned?

**12.** When you really consider it, what is the biggest reward in your involvement in volunteering?

**13.** Look ahead for a moment. In five years, what would you like to have accomplished in volunteering? What role would you like to be playing five years from now?

We now turn from the personal side of "you and volunteering" to a broader view, one that will help us to reflect on our understanding of volunteering and our relationships with others in the volunteer community . . .

**14.** How we define volunteering determines a lot of what we do and don't do as volunteer leaders. What is your own definition of volunteering?

Here is the definition, developed by Ivan Scheier, that the National Forum accepted:

Volunteering is any relatively uncoerced work intended to help and done without primary or immediate thought of financial gain.

And in the report of the National Forum, there was this statement about the scope of volunteering:

Volunteering . . . includes not only the involvement of citizens in the direct delivery of human and social services, but also citizen action groups, advocacy for causes, participation in the governance of both private and public agencies, self-help groups and a broad range of informal helping activities.

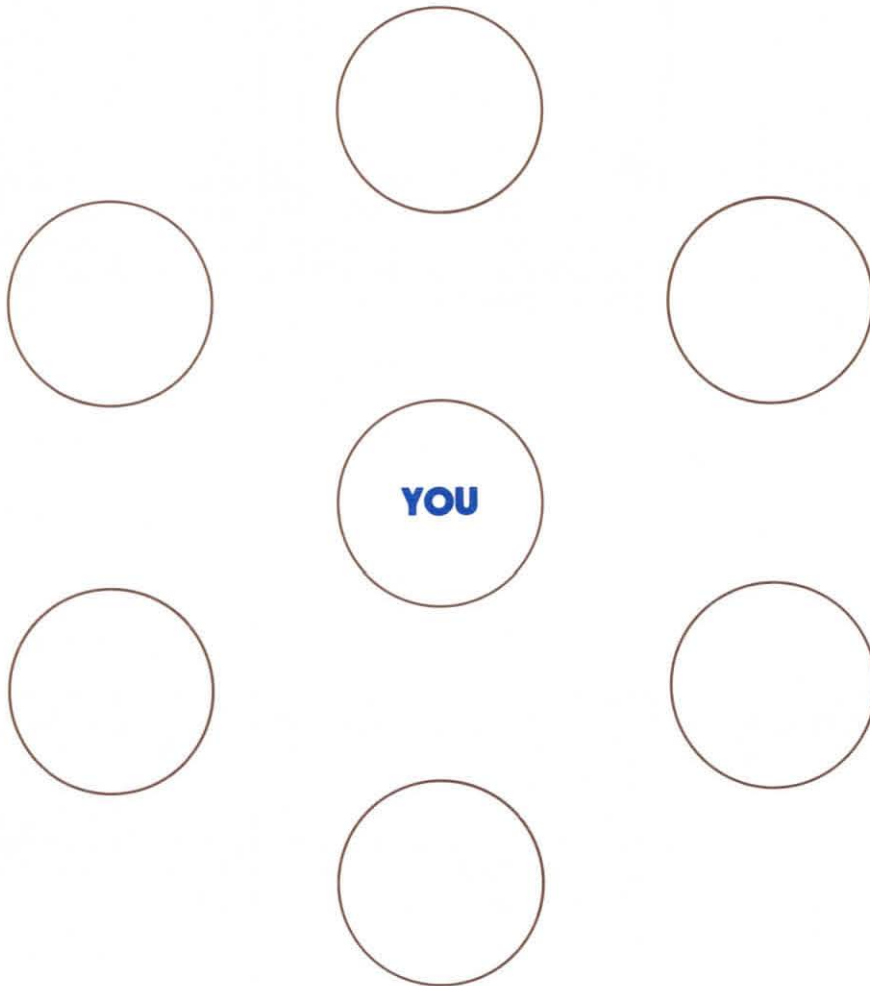
**15.** In recent years, we have begun to talk of the existence of a "volunteer community." Indeed, we have used that term several times already in this workbook. But our understanding of it undoubtedly varies as much as our definitions of volunteering. When you hear the term "volunteer community," what do you think it means?

Here is how it was defined for the National Forum:

Volunteers work in a variety of settings: schools, neighborhood associations, hospitals and the government, among many others. They volunteer through churches, civic clubs, voluntary action centers. Their work is supported by a growing group of volunteer leaders and administrators and by a variety of local, state and national resource organizations. Taken together, these citizens, institutions and organizations comprise America's volunteer community.




**16.** Your own volunteer community is the network of relationships and connections between you and various individuals (volunteers or volunteer leaders) and groups or organizations. On the worksheet, identify the individuals and groups that make up your volunteer community. Label the circles with the names of individuals and groups who make up your volunteer community (add more circles if needed).

### Worksheet: Your Volunteer Community



**17.** Look again at your chart. Have you included individuals, groups or organizations outside your locality, at the state, regional or national levels? Have you included "non-traditional" forms of volunteering (self-help, advocacy, etc.) or any groups that do volunteer work on an informal basis?

**18.** Let's look more closely at the relationships you have with the individuals and groups in your volunteer community. On the same worksheet, add these indicators:

-  a **SOLID** line between you and those individuals or groups where the connection is strong and supportive;
-  a **DOTTED** line where the connection is weak, questionable or tentative;
-  **ARROWS** at one or both ends of the lines you have drawn, to indicate the direction of the connection; that is, whether it is one-way (e.g. you to organization or organization to you) or a mutual, two-way connection.

As you look at the quality and direction of connections within your volunteer community, which ones need to be strengthened or made more mutual?

**19.** Thinking back to your answer to our question about what you want to accomplish in the next five years, are there organizations or individuals with whom you do not currently relate that will be important to achieving your goals and that you should draw into your volunteer community?

We've asked you in the past few minutes to take a long look at your own involvement in volunteering, at some of your beliefs and values, at the nature of your own volunteer community. Think for a moment now about your reactions to these questions.

Have you recognized some attitudes or values you didn't realize you held? Do your answers suggest issues you wish to think about further? What are the two or three most significant insights or awarenesses which have resulted from your reflections?

This workbook is about a two-way relationship: the possible impact of the future on volunteering and on you as a volunteer leader AND the potential impact we can have through the volunteer community on the future.

To be alert and effective in the future, we must be alert in our present, for it is the present that is the context and the springboard for our future endeavors. Thus, the personal reflections in this section of the workbook become the context for our exploration of the potential future shape of volunteering.

# THE SHAPE OF TOMORROW'S VOLUNTEER COMMUNITY

The purpose of the National Forum on Volunteerism was to identify and analyze those trends in society which are most likely to have a critical impact on the nature and scope of volunteering in the next decade. An important tool for accomplishing that were criteria to be used in selecting the trends. These five were used throughout the National Forum process:

1. There is a relatively high probability that the factor will be and will remain dominant in the 1980s.
2. The factor will have national scope, impact and concern.
3. The factor will be of continuing consequence and impact on the validity, continuity and force of the volunteer impulse.
4. The factor is understood to make a practical difference in enabling volunteers and in the quality of volunteers' experiences.
5. The factor has an impact on the range and accessibility of opportunities to volunteer.

For purposes of this workbook, we've grouped the factors that emerged from the process this way:

- The ATTITUDES and VALUES of citizens toward helping and volunteering.
- Demands for EMPOWERMENT by citizens, the powerless and volunteers.
- INFLATION and ENERGY.
- The role of GOVERNMENT in meeting human needs.
- POPULATION and demographic changes.
- The WORKPLACE, the nature of the work experience and the role of corporations and unions.
- The availability of FUNDING and LEADERSHIP RESOURCES.
- The nature and functioning of the VOLUNTEER COMMUNITY and the resistance of paid helping professionals to volunteers.

To begin to understand clearly how these factors can affect volunteering, let's look at three fictional scenarios describing local volunteer experiences.

## Scene One

Lisabeth Becker is a volunteer coordinator in a large metropolitan hospital in the Northeast. The mother of two children, she returned to the workforce after her divorce. Her hospital has traditionally relied on both youth and elder volunteers, many of whom come into the hospital from their suburban homes. In the past several months, Lisabeth has noticed that there seems to be a drop-off in the number of volunteers and that she is unable to recruit enough new ones to meet the hospital's growing needs. She is growing increasingly discouraged, especially since a recent meeting with the director of the hospital when he told her that although the hospital will be adding a new wing for residential care of the elderly (which will require almost 50 volunteers a day to supplement the small paid staff), it is impossible to appropriate more money for her department and that, in fact, her salary increase may be only about 3 percent.

Which of the critical factors is present in the situation in which Lisabeth Becker finds herself? Mark as many as seem appropriate:

- |   |   |
|---|---|
| <input type="checkbox"/> Attitudes and Values | <input type="checkbox"/> Population                       |
| <input type="checkbox"/> Empowerment          | <input type="checkbox"/> The Workplace                    |
| <input type="checkbox"/> Inflation and Energy | <input type="checkbox"/> Funding and Leadership Resources |
| <input type="checkbox"/> Government           | <input type="checkbox"/> The Volunteer Community          |

## Scene Two

Raul Sanchez is a community activist in a community in the Southwest. Over the past five years he has been moderately successful in organizing Hispanics to seek greater involvement in community decision-making that affects their lives. Now he is facing what he believes to be his largest challenge. A major oil company has announced plans to build a large synthetic fuels plant some fifty miles from the community. He is determined to pressure the company to implement an aggressive affirmative action plan to hire Hispanics. But the issue seems to be caught up in a variety of forces. There is great opposition within the community to the construction, particularly from the large number of new arrivals, many of whom are retired on fixed incomes and fear the inflationary impact of the new industry. At the same time, he is confronting growing demands from his own constituents for a greater voice in local government and they wish to focus their energies on the upcoming municipal elections.

Again, mark the factors present in this situation:

- |   |   |
|---|---|
| <input type="checkbox"/> Attitudes and Values | <input type="checkbox"/> Population                       |
| <input type="checkbox"/> Empowerment          | <input type="checkbox"/> The Workplace                    |
| <input type="checkbox"/> Inflation and Energy | <input type="checkbox"/> Funding and Leadership Resources |
| <input type="checkbox"/> Government           | <input type="checkbox"/> The Volunteer Community          |

## Scene Three

Dorothy and Bob McKnight are the owners of a successful hardware store in a midwestern community. Or at least the store was successful before the influx of large discount stores owned (and they suspect, subsidized) by several multinational conglomerates. The changes in their business lives have forced them to reconsider their retirement plans. Active as volunteers in the community for years, they are particularly known for the leadership role they have played in creating programs to involve youth in service projects. Their dream was to make that their full-time job after retirement. Not only has their business soured, they've also been disappointed in the lower response they seem to be getting from young people. This feeling was reinforced in a conversation Bob had with their priest who was complaining that young people "aren't interested in the good things anymore. All they want is money and stereos and to be left alone with their drugs and sex."

Which of the factors are present here?

- |   |   |
|---|---|
| <input type="checkbox"/> Attitudes and Values | <input type="checkbox"/> Population                       |
| <input type="checkbox"/> Empowerment          | <input type="checkbox"/> The Workplace                    |
| <input type="checkbox"/> Inflation and Energy | <input type="checkbox"/> Funding and Leadership Resources |
| <input type="checkbox"/> Government           | <input type="checkbox"/> The Volunteer Community          |

Now, let's try to apply the work of the National Forum to our own lives and to our organizations and communities. Think back on the work you did in "You and Volunteering." Based on the conclusions you reached there, which three of the factors do you believe will be most important in shaping your personal life in the next ten years?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Which three factors do you think will have the greatest impact on your work within the volunteer community?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Which three will have the greatest impact on the organization or volunteer group with which you are most closely affiliated?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Which will impact most on the quality of life in your community?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

With this as background, then, let's move on to examine each of the factors and to consider the implications of them for volunteering. Each factor is described through a four-part format:

**Statement of Factor**—The factor is described in one or two sentences to make sure it is clearly understood.

**Key Elements**—This is a summary of relevant data, trends and future projections about the factor. It is designed to help you begin thinking about how the factor may affect volunteering.

**Alternative Futures**—As a further stimulus to your thinking, we've outlined three possible futures that relate this factor to volunteering. The alternatives by necessity represent a range of possibilities.

**Your Response**—The worksheet is designed to facilitate your consideration of how this factor relates to the volunteer community.

You may want to begin with those factors that you identified above as being most critical to you. But we urge you to make time to work through all of the factors so that you gain a full understanding of the complexity of the challenges confronting volunteering. Again, try to do this at a time when you will be undisturbed and can focus all your energies on this exercise.



## Attitudes, Values and Lifestyles

### The Factor

Our attitudes and values shape our entire lives and, most particularly, those things that we undertake to do voluntarily. The way we feel about ourselves, our work, our community, our relationships contributes to our willingness to help others to share our success with those in need. The constantly changing balance between altruism and selfishness in our society defines the nature and scope of volunteering.

### The Key Elements

Alternative lifestyles have become the norm rather than the exception. Those seeking "survival" lifestyles will steadily increase. By the year 2000, the common conception of the family—mother, father and children in the same household—will hold true for less than 10% of American homes. Perhaps 50% of all babies born in 1980 will spend part of their youth in a single parent home.

Volunteering has become a self-help activity as well as a means of serving others. Volunteers will increasingly seek involvement as a means of advocating their own personal interests and advancing their own positions as well as a method of meeting social needs.

Yankelovich, Skelly and White tell us there is an increase in the percentage of Americans looking for a sense of community identification to combat alienation, rising from 32% in 1973 to 47% in 1980. A 1978 Gallup Poll reveals that 69% of those in urban areas express a willingness to volunteer if asked. Another Gallup Poll found that over 77% of all citizens favor a system of voluntary national service for youth.

A 1979 Gallup Poll reveals that 69% of the public is dissatisfied with the way things are going in the nation, and 55% think the future will be worse. At the same time, 77% are satisfied with developments in their own lives.

### Alternative Futures

I. Growth of self-awareness, concern over economic disruptions and growth of survivalist mentality leads to a new era of selfishness . . . leisure time activities are framed in context of personal growth or recreation, not service to others . . . religion becomes more introspective, an extension of self-awareness movement and ceases to encourage service to the community.

II. Volunteering remains an important part of society but in a new way, with greater emphasis on self-help and advocacy activities, attempts to build self-sufficient communities and intensive personal service . . . it is increasingly difficult to recruit leaders for voluntary organizations or even for neighborhood work.

III. The pendulum swings away from the "me decade" to a greater awareness of the need for cooperation and service . . . there is increased recognition that helping is a two-way process and that those who receive help are also able to help others . . . there is a resurgence of moral and ethical values, particularly those that emphasize helping others.



# Empowerment

## The Factor

Empowerment means achieving the power to participate fully and effectively in making decisions which affect one's own life and one's family, neighborhood and community. Typically we think of the powerless as including minorities, the extremely low income, the handicapped, elders and women. But all citizens have to be concerned with empowerment, particularly in a time when many feel alienated from institutions such as the church, business and government.

## The Key Elements

Minorities will assume a growing importance in American society. Racial minorities accounted for over 13.5% of the nation's population in 1978; by 1990 it is projected that they will grow to almost 15%. Within this decade, Hispanics may become our largest minority and Asians will double their portion of the population to 2.7% by 1990. Continued immigration will not only add to the minority population but may bring growing numbers of people who require extensive support and human services.

The disenfranchised will be forced to compete among themselves for a larger slice of the pie. In a time of shrinking resources, economic gains for one group may come at the expense of another as policy-makers are forced to balance the often conflicting demands of different groups.

Demands for empowerment will also be heard among those in the various majorities as people seek greater involvement in decision-making in all aspects of their lives. Workers increasingly will seek greater control over all aspects of their jobs. Volunteers already have growing expectations of the roles they should play in planning, decision-making and resource allocation.

Substantial disparities will continue between "have's" and "have-not's." During the 1970's, median income for blacks fell from 61% to 59% of that of whites. Blacks may hold 12% of the jobs in 1985 but only 5.5% of those at the upper levels. In 1977 the mean earnings of fully employed white males were about three times as high as those for the rest of the labor force.

## Alternative Futures

**I.** A worsening economy and cutbacks in human services increase feelings of powerlessness and disparity . . . women, minorities, elders and other powerless groups confront one another for scarce jobs and resources . . . race relations deteriorate into violence . . . demands increase on the "have's" for a radical redistribution of wealth.

**II.** Slow progress is made in narrowing the economic gaps in society . . . perceptions by the powerless of a turning away from their problems on the part of government create an undercurrent of political tension . . . new coalitions emerge of those individuals and organizations determined to focus high priority on domestic social problems.

**III.** A resurgence in the economy is spread more or less equitably among all groups, easing immediate survival concerns . . . demands for empowerment are met with positive action . . . there is a general acceptance throughout society of a priority in achieving full empowerment and economic security for all citizens.

## What Do You Think?

**1.** What do you expect to happen to the economic and power gaps between the “have’s” and “have-not’s” in your community in the next 5-10 years? Will the gaps continue to widen or begin to close? What leads you to that conclusion?

**2.** To what extent will the continuing demands for empowerment on the part of minorities lead to greater tensions or more difficult value decisions for volunteer leaders in your community?

**3.** What effect will the “have/have-not” gap and demands for empowerment have on you personally and on your role as volunteer or volunteer leader?

**4.** How can the judgments, decisions and plans of voluntary organizations and volunteer programs have a positive impact on issues related to empowerment in your community?

## Inflation and Energy

### The Factor

Debates over the cause of and possible solutions for inflation increasingly are buried in the fear of many citizens that inflation is simply becoming a fact of life, uncontrollable and unsolvable. Inflation penalizes the thrifty, rewards those who spend, feeds on itself and on our seemingly insatiable appetite for more of everything—more products, more wages, more government, more services, more leisure. Energy has become the most visible and frightening reminder of potential economic peril as prices rise and supplies fluctuate.

### The Key Elements

If you are now able to live at a \$25,000 annual lifestyle, here is what inflation will do to you (or to your organization's budget):

If inflation is	6%	9%	12%
you will need in			
<b>5 years</b>	31,562	35,290	39,338
<b>10 years</b>	42,237	54,814	69,327
<b>20 years</b>	80,178	140,110	241,157

Perhaps more frightening is the psychological impact of inflation. It may well be that inflation adds to a growing sense of inwardness and self-concern on the part of Americans and to a decrease in the willingness to spend time helping others. Citizens may not actually be working harder for less return, but the perception that they are may damage their instincts toward becoming involved.

Both because of increasing costs and potentially decreasing availability, energy will have an impact on voluntary organizations. The energy problem will also offer volunteers new opportunities and challenges in such areas as public education, the search for alternative sources and conservation.

### Alternative Futures

**I.** Inflation runs rampant . . . voluntary organizations begin to collapse as funders are unable to keep pace with rising costs . . . volunteers are no longer able to afford service in formal, structured programs and turn more and more to small, relatively close-by agencies . . . serious unemployment strains the ability of government to respond and more reliance has to be placed on local self-help.

**II.** Although inflation continues, its pace slows substantially and citizens can look forward to greater increases in real purchasing power . . . voluntary organizations must continue to reduce costs and look increasingly to volunteers for assistance . . . energy shortages periodically interrupt the ability of volunteers to provide their own transportation or to drive other volunteers or consumers.

**III.** Major economic improvements . . . corporations, foundations and individual givers respond generously to new, increased needs, helping voluntary organizations to remain viable . . . organizations increasingly seek to become self-sufficient through sale of services, fees, etc. . . . volunteers respond positively to new opportunities in energy arena.

## What Do You Think?

**1.** Which trends regarding inflation and energy will be most apparent in your community in the future? Why?

**2.** If, by 1990, less energy is available and goods and services cost 2½ times what they do today, what will that mean for volunteering?

**3.** What adjustments will you have to make personally to cope with the energy and inflation future you described in the first question?

**4.** How can voluntary organizations and volunteers have a positive impact on these problems? How can we hope to influence trends in energy and inflation rather than waiting for them to damage our work?

# Government

## The Factor

Government at all levels has grown steadily in the 20th century, largely in response to demands by citizens and institutions for increased services and for intervention in crisis situations. Now, through its policies, regulations and programs, government shapes much of our life. Changes in the role of government in the future, whatever direction they take, will have a powerful influence on the nature and scope of volunteering and on the role played by voluntary organizations.

## The Key Elements

There are over 80,000 different units of government in this country. Between 1930 and 1974, the U.S. population grew by 74%; the government bureaucracies, by 462%. About 130,000 laws are passed each year, with each law generating 10 regulations and each regulation requiring 20 rulings or decisions. The average citizen works 124 days of each year to pay taxes.

Confidence in government has eroded. Between the mid-'60s and the late-'70s, the number of people who showed dissatisfaction with the government almost doubled, from 31% in 1964 to 60% in 1976. Less than 25% of those polled in 1979 had "great confidence" in their elected representatives.

About half of the funding for volunteer service organizations comes from government sources. Individual volunteers are denied tax benefits available to paid workers for child care and use of their automobile. Unresolved legal liability questions increasingly cast a shadow over both members of boards and service volunteer.

Over 3 million volunteers serve in federal programs. Some estimates indicate that fully 50% of all service volunteers are involved through some type of public agency. Over half of the states have created offices with the primary purpose of encouraging greater volunteer involvement.

## Alternative Futures

**I.** A massive reduction in federal programs, particularly those to meet domestic needs . . . responsibility for human services devolves to the state or local government and to non-governmental organizations, both profit and non-profit . . . a political coalition is created that maintains this shift in emphasis throughout the 1980s.

**II.** Current efforts to reduce government and to shift responsibility prove to be transitory . . . voters rebel against budget reductions that harm their special interests . . . there is a return to political candidates who believe in activist government . . . public agencies remain the primary source of human and social services.

**III.** Citizens voluntarily choose reductions in some services as a way of avoiding continued tax increases . . . neighborhood self-help replaces a reasonable share of existing human service agencies . . . high priority for government action is given to those whose needs are the greatest . . . government becomes a service agent of the last resort . . . no one's quality of life suffers because of these shifts.

## What Do You Think?

**1.** Think about these potential futures. What do you believe is the most likely future role of government? How will this differ at the local, state and national levels?

**2.** If government funding of human and social services is substantially reduced in your area, what new or increased demands will be made on voluntary organizations and volunteers?

**3.** How will the future role of government, as you see it, make it easier, harder or more complicated for you to work as a volunteer or volunteer leader?

**4.** Whether the role of government grows or shrinks in your community, the change will be felt. How can volunteers help deal positively with that impact?



# Population

## The Factor

We are a nation of facts and statistics: how many of us there are, who we are, where we live, how we earn a living, how old we are. Changes in demographic characteristics have an impact on community needs and resources, individual lifestyles and patterns of volunteering.

## The Key Elements

Our overall national population will grow by over 21 million people over the next decade—the equivalent of creating 210 new cities of 100,000 people each!

The Southern and Western states will grow twice as fast as the Northeast and North Central states, with some states experiencing a 20% growth in population in the next ten years. The population will continue to shift from the cities to the suburbs and rural areas. Of 153 cities with a 1970 population over 100,000, 94 have lost people over the past ten years.

Over the next ten years, the population over age 65 will increase by 20%; by the year 2000, one in eight Americans will be over age 65. In contrast, the youth population will decrease by 2%. By the year 2000 there will be 150 women for every 100 men, with 6 times as many widows as widowers.

The average size of the American household will decrease from 2.7 to 2.5 people by 1990. The number of people living alone will increase to more than 25 million by 1990. Part of this will be due to a steadily rising divorce rate that may approach 50 percent.

## Alternative Futures

**I.** Massive and painful shifts in society . . . elders are alienated and isolated in retirement communities . . . fixed incomes are eroded by inflation as taxpayers refuse to pay increasing benefits . . . unemployed from Northern states will lead an exodus to the Sun Belt . . . continued high mobility destroys most people's sense of community.

**II.** Current trends remain stable . . . shifts are gradual and dealt with positively . . . increased human and financial resources are committed to the needs of elders . . . economic improvements hold workers in the North . . . citizens continue to search for community identity, even in the largest cities.

**III.** Demographic changes and problems are viewed as opportunities for needed change in institutions and lifestyles . . . elders are more highly valued and encouraged to use their talents both in the paid and volunteer workforce . . . workers in "sunset" industries shift to new, emerging industries . . . neighborhood and other community-based organizations become the mechanisms through which community identity is based . . . mutual helping activities grow in importance and number at the grass-roots level.

## What Do You Think?

**1.** Based on current projections, how do you expect the population of your community to look in 1990? What are some specific changes that might occur?

**2.** Given that projection, what sort of future demands will take place on voluntary organizations and volunteers?

**3.** You may be part of one of the shifting population groups yourself. How do you think that will affect your personal life and volunteer roles?

**4.** How can volunteering help your community deal most positively with the population changes you expect?

## The Workplace

### The Factor

The workplace has become an increasingly central focus of American life in recent years. Experience on the job helps to shape our attitudes and values and, in many ways, defines much of our life. Likewise, corporations and unions have become dominant forces, controlling vast human and financial resources and influencing individual and community decisions. In recent years, the public has demanded that corporations act in a socially responsible way, assisting in the solution of societal problems.

### The Key Elements

Large corporations control a major portion of our economy. Their impact on our social and physical environment is likely to increase, with potential for both great good and great harm to result.

Almost 60% of current American workers have indicated that they would prefer different jobs. By 1990 almost half of the workforce will be between the ages of 25 and 44, leading to fierce competition for advancement and increasing dissatisfaction for those who do not succeed. Interests outside the job will assume increasing importance to workers as a means of achieving personal fulfillment.

The nature of work will change as we enter a fully post-industrial society. Automation, computerization and technological changes will create the need for a highly skilled and educated workforce. Union demands may emphasize improvements in working conditions: more leisure time, flexible work hours, workplace safety, etc.

Corporations and unions will be viewed as important resources for volunteer groups, capable of providing funds, skilled human resources and donated materials. In turn, employee volunteering may become a means of self-expression, a way to perform a meaningful activity or a path to new skills and increased responsibilities.

### Alternative Futures

**I.** The idea that the only work worth doing is work one gets paid to do dominates society . . . those choosing not to work or unable to work are seen as second-class citizens . . . economic necessity forces elders, mothers and others who might leave the workforce to remain on the job . . . corporations drop social responsibility activities in favor of emphasis on reindustrialization and profit.

**II.** Automation and technology change the nature of work . . . there is more leisure time . . . unemployment falls substantially below current levels . . . workers exert greater control over their work environment . . . corporations and unions continue to support employee involvement in volunteering.

**III.** Paid and unpaid work are equally valued . . . individuals move in and out of the workforce as their needs and interests change . . . volunteering is seen as a natural form of work, one that helps prepare individuals for the paid workforce and assists them through difficult transitions in life . . . corporations actively encourage employee volunteering as a benefit to company, community and workers.

## What Do You Think?

**1.** What changes do you think will occur in the influence of corporations and unions in your community in the next ten years? How will work itself be different? Will these changes be positive in terms of the needs of people?

**2.** If corporations and unions are more influential, if they are an increasingly important source of volunteers and funds, if people are more dissatisfied with their jobs—then what are the potential implications for volunteering?

**3.** How do you think your own job or profession, your own attitudes toward work will be affected by such a future?

**4.** What can volunteers and their leaders do to have a beneficial impact on corporations and unions as they become bigger parts of our lives?

## Funding and Leadership Resources

### The Factor

As the number of voluntary organizations grows and as inflation forces existing organizations to raise more funds, competition for both dollars and leaders is likely to increase. It may be difficult for new, emerging, innovative organizations—particularly those serving low-income, minority and powerless constituencies—to obtain the support they need to have a fair chance for survival.

### The Key Elements

The American voluntary sector has a combined budget of over \$100 billion annually. That money comes from a variety of sources: \$40 billion from individual charitable contributions, \$2.3 billion from corporations, \$2.2 billion from foundations and the remainder from government and sales of services.

Corporations donate an average of 1.7% of their pre-tax net income, rather than the 5% that is allowed by current tax law. Foundations are faced with declining real worth due to investment setbacks and inflation. Neither charitable contributions nor government support have kept pace with inflation.

The next decade will witness increased competition for funds, exacerbated by a decline in available resources, a growth in the number of needy organizations and continued inflation. Conflicts between traditional and non-traditional groups will develop over access to funding sources and particularly to fund-raising in the workplace.

A critical need will develop for finding, training and effectively involving volunteers with the creativity and commitment to deal as board members with the complex problems of funding, legal liability and crisis management that beset the modern voluntary organization.

### Alternative Futures

**I.** Traditional charities dominate funding sources to the detriment of local, new organizations . . . corporations focus on profit rather than social responsibility and do not increase contributions . . . erosion of foundation assets causes a major cutback in grant-making . . . many voluntary organizations go out of business because of lack of funds . . . individual volunteers turn away from board of directors in favor of other activities.

**II.** Improvement in the economy and an easing of inflation relieves immediate funding crises . . . pressure increases on United Way and other federated drives to open the doors to new organizations . . . changes are made in tax laws to protect foundation assets as much as possible . . . increased competition occurs for funds but does not destroy potential relations between traditional and non-traditional organizations . . . staff dominance of boards of directors becomes the accepted norm.

**III.** Things get substantially better . . . cutbacks in government funding stimulate greater corporate and individual giving . . . monopoly over workplace fund-raising is ended . . . instead of cutthroat competition, organizations begin collaborations which lead to mergers and improvements in services . . . leadership development programs become a standard part of voluntary organizations with volunteers advancing through the ranks to boards of directors.

## What Do You Think?

1. What do you believe is the most likely future in your community? Will funding and leadership resources be more or less available?
2. Assuming a major reduction in government support, what will be the biggest consequence for volunteering? for your organization or agency? With whom may you be competing or collaborating for resources?
3. How do you think the future of funding and leadership resources will affect what you do as a volunteer leader? How will you deal with changes in this factor—with frustration or burn-out or as a new challenge and opportunity?
4. As the environment in which volunteering occurs becomes more complex, more demanding, more competitive, what can voluntary organizations do to develop more effective leadership?

## The Volunteer Community

### The Factor

The volunteer community itself—the way it works, its makeup, the relations among its members—is a factor for the future of volunteering. With increased emphasis on the importance of volunteering and the emergence of national, state and local support structures, the volunteer community has taken on a vital life of its own.

### The Key Elements

There are an estimated six million voluntary organizations in this country, ranging from civic and social clubs to political parties to service groups. The Internal Revenue Service recognizes over 800,000 tax-exempt non-profit organizations—universities, hospitals, museums, neighborhood block groups, community service agencies. Perhaps 50 million Americans contribute their time as volunteers within these organizations, as board members, advocates and direct service providers.

Resistance of paid helping professionals to volunteers is likely to increase as budgets are cut back and job security is threatened. Concerns with potential over-professionalization of human services may lead to conflict between paid and volunteer workers, especially in areas with active self-help groups. Volunteer involvement during strikes will become an area of special tension.

“Non-traditional” organizations are the fastest growing part of the volunteer community—groups working in minority rights, self-help, the neighborhoods, advocacy for a single issue. An estimated 500,000 mutual aid groups exist in this country, involving 15 million people. There are over 10,000 block associations in New York City alone. Over 4500 consumer cooperatives are in operation. The growth of such groups are a unique challenge to the more established organizations, offering the opportunity for collaboration and outreach or the potential of competition and fragmentation.

All volunteer-involving organizations and agencies must confront practical obstacles to involvement: insurance and legal problems, competition for funding, demands by volunteers for enabling funds, volunteer and staff burn-out, etc.

### Alternative Futures

**I.** Volunteering ceases to be an important part of our society as professionals take over more and more service . . . support structures like Voluntary Action Centers and Volunteer Bureaus are unable to compete successfully for funds and cease operations . . . non-traditional and grass-roots efforts proliferate, particularly around issues . . . organized labor forces volunteers out of roles that potentially could threaten paid workers.

**II.** Although volunteering remains important, less attention is given to formal volunteer structures and support organizations with much more emphasis on non-traditional efforts, particularly self-help and neighborhood mutual aid . . . paid helpers and volunteers remain in an uneasy relationship with circumstances varying tremendously from one community to another . . . competition between traditional and non-traditional organizations increases and the volunteer community is fragmented and unable to participate effectively in public policy debates.

**III.** Volunteering is seen as part of the mainstream of problem-solving . . . concentrated efforts are made by government and private philanthropy to build and maintain an adequate national, state and local support structure . . . volunteers come together around issues of common concern, with reference to their particular immediate agendas . . . positive steps are taken to ease the tension between paid staff and volunteers and to engender the active support of organized labor for volunteering.

## What Do You Think?

**1.** What will YOUR volunteer community look like ten years from now? Will it be more cooperative, closer-knit, a positive force? Or will it be more competitive, fragmented, negative? Why do you think so?

**2.** What is the nature of the relationship between traditional and non-traditional volunteer efforts in your community? What forces in your community are likely to bring change to that relationship? Will that change be positive or negative?

**3.** What does all of this mean for your own role as volunteer or volunteer leader in terms of the kinds of judgments or decisions you will need to make?

**4.** How can collaboration among voluntary organizations, both the traditional and non-traditional, help communities deal more effectively with funding and leadership, inflation, the impact of government and the other key factors we've discussed?



## PREPARING FOR THE FUTURE

One of the most enticing aspects of studying the future is that it allows an opportunity for escape from daily routine. It is the route to dreams, aspirations and goals. But to be more than a stimulating but not very useful exercise, futuring must be tied to reality. Its results must be applied to doing a better job TODAY and to making real preparations for TOMORROW. That is why, throughout this workbook, we've kept focusing on implications of future developments and on strategies for coping with them.

Indeed, the latter point has been a recurring theme throughout the workbook: the volunteer community CAN have an impact on the future. We need not be passive, dependent recipients of what the world hands out. We are a community committed to involvement, action and problem-solving. To a great extent, we can shape the future environment in which we exist and work.

So far we've done three things:

- We've taken a look at "futuring," the attempt to understand and predict what may happen in the future.
- We've asked you to give some thought to your work in and relationship to the volunteer community, to your view of the future of volunteering and to your own personal and programmatic goals.
- We've examined those factors in society which seem most likely to shape the nature and scope of volunteering in the future. In the process, we've asked you to think about implications for volunteering for you and to begin to identify how the volunteer community can be an active participant in shaping the future.

In this last section of the workbook, we want to focus on where we go from here: on how you can best use the work you've done, how you and your colleagues can work together to better prepare for the future.

Let's start by looking again at the work you have done. Think first about your answers to the questions in "You and Volunteering" and particularly to the insights you gained from that exercise. Then, take a few minutes to flip through your responses to those questions which focused on the implications of the factors. As you do, try to assess whether they are negative or positive, whether they are obstacles to be overcome or forces which will strengthen volunteering. Some, but not all, of the implications are negatives. Some may appear at first to be obstacles but may prove to be opportunities for us to expand the scope of volunteering. On the whole, do the factors we examined bode well or ill for volunteering in your community? for you as a volunteer or volunteer leader?

An exciting aspect of futuring is that it stimulates our thinking and challenges our assumptions about the world. What impact has this exercise had on your feelings about volunteering? Think about these questions:

How do your feelings about the NEED for an active, effective volunteer community compare with how you felt about that before?

What is your level of optimism about the future of volunteering?

How do you feel about the work that lies ahead for those of us concerned with volunteering—depressed, scared, challenged, invigorated, or . . . ?

How do you feel about your own role in that community? What changes lie ahead in that role?

How well prepared are you to cope with the future? How well prepared are your co-volunteers, colleagues, agency, organization?

If you answered that last question the way most of us would—that is, “not very well”—it may be helpful to think for a few minutes about how we can improve that preparation.

First, here are some guidelines for your personal and professional development:

- If you're interested in learning more about futures planning, you may want to take a look at some of the books in the field, seek out local futurists or even join the World Future Society.
- To keep up to date with developments in the volunteer community, become an Associate of VOLUNTEER: The National Center for Citizen Involvement. For further information, check the box on the enclosed response card.
- Spend some time thinking about your personal and professional development. Do you have a clear sense of your personal goals and how you can achieve them? What are your learning needs? How do you plan to meet them? There are a number of excellent books available on personal planning. A few of them are listed in “For Further Study.”
- Think about your responses to the questions in this workbook. What are the 5 most important ideas that occur to you as you read? List them here:

- 1.
- 2.
- 3.
- 4.
- 5.

What specific steps can you take to use these ideas in your work? List them here:

- 1.
- 2.
- 3.
- 4.
- 5.

Another valuable way to use this workbook is to share it with others. Here are some possibilities:

- Give a copy of the workbook to the one or two co-workers or co-volunteers you think will benefit most from it. Additional copies are available from VOLUNTEER READERSHIP, P.O. Box 1807, Boulder, Colorado 80306.
- Arrange a meeting of your paid staff and volunteers to discuss the areas we have outlined. Solicit their ideas on the needs and potentials of volunteer programs in your community.
- If you're within a larger agency, send this workbook on to your boss with a memo outlining some of your thoughts about the problems and possibilities in further utilizing volunteers. Suggest that this area be integrated into the overall agency planning process.

- Encourage your Board of Directors to focus on the need for planning. Organize a Futures Planning Committee of the Board and take them through this process.
- Organize a meeting of the agencies working in your community. Discuss the common difficulties that agencies will face and possible collaborative solutions. You can undertake this process either by subject area (crime, children's services, etc.) or by position (volunteer coordinators, social workers, etc.)
- Pressure your state or national organization to include deliberation of the future at their next meeting. Make it a focal point of your next conference or a source of discussion in your newsletter or magazine.
- Convene representatives from the entire community in a town meeting to discuss volunteering and its importance. Invite volunteers, board members, staff, clients, funders, and everyone else to discuss the area.

To help you extend this futuring process to others, we've developed a second workbook, "Shaping the Future." As a companion to this workbook, it includes guidelines for planning and leading a group futuring exercise and the resources you'll need to get started. Copies of "Shaping the Future" are available from:

VOLUNTEER READERSHIP  
P.O. Box 1807  
Boulder, CO 80306

How do you think this process might be most effectively used in YOUR community or organization? What is the first thing you should do to begin this work? Write it here:

Well, that's it! We've futured . . . and survived! But before you breathe a deep sigh of relief, take just one minute more and fill out the response card that's attached. It's purpose is to help us assess the value of this workbook and the importance of continuing our work on the future of volunteering. Give us your opinion!

## FOR FURTHER STUDY

The following guide is not intended to be comprehensive. Rather, it is to provide you with beginning references to start your own exploration of the future of your community. The information in the sources listed below should merely arouse and not shape your conclusions about the probable path of the future. You may well discover that you can develop better information about your own community through your own initiative—through a community needs assessment, through examining studies done by local government and community groups, and through similar local investigations.

The references below are divided into four categories: works specifically related to volunteering; works on future trends in our key factor areas; works on personal development; and a guide to some resource organizations.

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1. Richard Bolles, *The Three Boxes of Life and How to Get Out of Them*, (Ten Speed Press) 1978.
2. Richard Bolles, *What Color is Your Parachute?*, (Ten Speed Press) 1979.
3. Herbert Freudenberger, *Burn Out*, (Anchor Press) 1980.
4. John Gardner, *Morale*, (W.W. Norton) 1978.
5. Ivan Illich, *Toward a History of Needs*, (Bantam) 1980.
6. Alan Lakein, *How to Get Control of Your Time and Your Life*, (McKay) 1973.

## Resource Organizations

1. Congressional Clearinghouse on the Future, House Annex #2, Washington, D.C. 20515, (202) 225-3153.
2. Institute for Alternative Futures, 1624 Crescent Place NW, Washington, D.C. 20009, (202) 265-0346.
3. Institute for the Future, 2740 Sand Hill Road, Menlo Park, CA, (415) 854-6322.
4. World Future Society, 4916 Elmo Avenue, Bethesda, MD, 20014 (301) 656-8274.

# APPENDIX

## MEETING WITH OTHERS

### Introduction

Having now developed your own ideas about the future of volunteering in your community, you may wish to consider meeting with others in a joint planning session. The suggestions below are designed to assist you in holding a small discussion group for 12-20 people in your community, perhaps members of your board of directors or others involved in managing volunteer organizations.

The type of meeting which is described is only a beginning stage in exploring the future of volunteering in your community. It is designed for a session of approximately three hours in length in which participants begin to determine what factors will be crucial to the success of local volunteer efforts. More than anything, it is designed to educate participants about the importance of futures planning, and to encourage a more in-depth and sustained planning and implementation process. It assumes that participants will share a common overall goal and that they are willing to work together, whether they be board members concerned with the future of a single organization or volunteer leaders from many groups who share an interest in promoting volunteering.

If you are interested in conducting a meeting with a larger audience, such as a community-wide session, you may wish to contact VOLUNTEER for assistance. For further information, contact Steve McCurley at VOLUNTEER, Suite 500, 1111 North 19th Street, Arlington, VA 22209, or call (703) 276-0542.

### Holding the Meeting

The steps below do not constitute a complete guide to having a meeting; rather, they emphasize the procedures that are especially important for this particular discussion process. Your own knowledge of meetings which you have attended should guide you through the basics of arrangements and procedures.

#### Step One:

Distribute copies of **"Will Volunteering Survive?"** to each participant, for them to work through prior to attending the meeting. This will give participants the opportunity to explore their own feelings about what is important for the community. Do this at least two weeks prior to the meeting. Remind participants that the success of the group meeting is directly dependent on their work prior to the meeting—their part of your "contract" is to work through **"Will Volunteering Survive?"** in advance.

#### Step Two:

Arrange for a comfortable meeting site. Seating arrangements should facilitate discussion—round tables are ideal. Newsprint and markers should be provided for recording ideas. For larger groups you will want to divide participants into units of 5-7 people. Reproduce the worksheet which accompanies this section—two for each participant.

#### Step Three:

Open the meeting by explaining the purpose for this session. Acquaint participants with the facilities in which they will be meeting, and the length of the meeting. Keep open the possibility of continued discussions at a later date. Stress the importance of free and open participation by each person present. Encourage the expression of all ideas—some of the most perceptive comments about the future have been those that at first seemed most unlikely.

#### Step Four:

Begin by asking participants to introduce themselves. Suggest that in addition to their

names and affiliation, they also give the answers to the following items:

1. How they first became involved in volunteering—through accident, invitation, or design? In what role?
2. Why they continue to be involved in volunteering—what are the rewards, both personal and to the community, to their volunteer activity?

For larger groups, these introductions and the remainder of the meeting, should be conducted within sub-groupings of 5-7 participants to allow adequate time for all to speak. Allow about three minutes per participant.

### **Step Five:**

After each participant has been introduced, begin consideration of the factors influencing volunteering in your community. Instruct each participant to think back to the work he or she has individually done in reading **“Will Volunteering Survive?”** Based on that work, ask each work group to reach a consensus on the **two** factors they believe will have the greatest impact on volunteering in your community.

Allow 30 minutes for this discussion.

### **Step Six:**

Have participants list one factor at the top of each worksheet. Then instruct each work group to complete one worksheet for each of the factors. Allow 45 minutes to complete each worksheet.

### **Step Seven:**

If participants have met in several work groups, reconvene the entire group to share the results of their sessions. If work groups chose the same factors, they may wish at this point to compare their strategies and develop a consensus approach.

### **Step Eight:**

Invite participants to schedule a follow-up meeting. The follow up could involve continued discussion of progress on the strategies they developed at this meeting as well as development of new strategies on other factors. Ask participants if they know of other persons from the community who should be invited to future sessions. Ask what other suggestions they would make for ensuring continuation of these discussions.

### **Step Nine:**

Summarize the work that has been done. Remind participants of the importance of planning to your organization and community. Reinforce the role they have played and tell of the specific ways in which their work will be used.

Thank everyone for coming and close the meeting.



# Worksheet

**FACTOR:** \_\_\_\_\_

## INSTRUCTIONS:

Review the strategies and actions which participants have individually developed for working with this factor. **Acting as a group**, select a strategy which is:

1. most likely to have a positive impact on the factor;
2. realistic in terms of human, financial, and organizational resources available to the community; and
3. personally supported by members of the group.

## LIST SELECTED STRATEGY:

## DEVELOPING AN ACTION PLAN:

Acting as a group, develop a plan for implementing your strategy. Include in your plan all the items below:

**What** Specific steps to be taken for implementation, including all key activities:

- 1.
- 2.
- 3.
- 4.

**When** Timetable of projected dates by which each action will be taken:

- 1.
- 2.
- 3.
- 4.

**How** Steps required to achieve each key action:

- 1.
- 2.
- 3.
- 4.

**Who** Persons responsible for each step:

- 1.
- 2.
- 3.
- 4.

**Information and Resources** What additional research or materials will be necessary to achieve your strategy:

- 1.
- 2.
- 3.
- 4.

**Support and Follow-up** What are the plans for reporting back on progress and what assistance can be provided to those responsible:

- 1.
- 2.
- 3.