

"From emerging countries to small villages and neighborhoods, competent management of citizen involvement is necessary for strong community development."

"We build the capacity of organizations to attract and involve multiple resources from the community."



1999 YEAR IN REVIEW

MESSAGE FROM THE PRESIDENT

— SUE WOOD, CVA

It is truly a pleasure to present to you AVA's 1999 annual report. As you will see as you read through this summary of the year's activities, AVA has been engaged in both internal development and external outreach to meet effectively the needs and expectations of our members and the profession of volunteer resources management.



Most recently AVA has focused on increasing its capacity to fulfill its mission. These activities include: revising and updating the bylaws to a standard that will enhance the association's efficiency in today's world; establishing a reserve fund; developing new resources to support the services and products members want and expect; and increasing staffing to strengthen the role of the AVA office. Outreach efforts have increased the membership base around the world, both in numbers and diversity, toward the goal of supporting all individuals who work to engage citizens of their communities in societal action. Partnerships with both local networks and national/international level organizations have been explored and developed as opportunities for mutual support and strategic collaboration. AVA leaders know that the key to success is communicating with and carefully listening to members. Towards that end, a new multi-faceted web site was developed with several elements designed to link professional to professional.

As we celebrate AVA's 40th Anniversary in 2000, we can reflect on how far we have come — and on the challenges that remain. AVA recognizes that the expectations of members are increasing, the role of the volunteer resources manager is evolving and expanding, and the need for continued "professionalization" is evident. The board will strive to address these trends and meet the challenges, but it will take each and every one of us working together to succeed. I invite each of you, as members of this dynamic organization, to participate in AVA's future through committees and communication with the office and board members.

MESSAGE FROM THE EXECUTIVE DIRECTOR

— KATIE CAMPBELL, CVA

The solid foundation developed in 1998 made it possible for 1999 to be a year of expansion. The Internet has increased AVA's visibility immensely, bringing contact with colleagues around the globe. AVA's message and presence has been carried to more professional conferences and meetings. Researchers contacted us to explore collaboration, and relationships with local networks grew stronger and more varied. Furthermore, the new initiative focused on Positioning the Profession has galvanized an increased level of interest in and support for AVA's role as a collective voice for volunteer resource managers everywhere.



I remain grateful to the entire team of "doers" that enables AVA to accomplish so much: committed members who willingly add more tasks to their crowded plates; capable staff at AMC, the management firm with whom we contract for database and bookkeeping services; office volunteers ranging in age from six to 60; and a clerical assistant from the nearby high school. The arrival of a half-time Director of Member Services, Paige Tucker, has made a huge difference in AVA's day-to-day operations. She brings experience in volunteer administration, as well as writing, journalism and project management skills — a perfect combination for sup-

porting many of the current priorities of the association.

As we tackle the work plan that maps the third year headquartered in Richmond, Virginia, the AVA office remains committed to responding to requests from members and potential members, helping colleagues connect with each other and professional resources, staying focused on the association's strategic goals and objectives, and striving to provide the best service to you, the members of AVA.

Equipping, Supporting and Challenging Our Members

Web site: A greatly expanded and enhanced AVA web site was developed and launched in October, supported by grant funding from the St. Paul Companies. Contents include information about the association, the profession, a myriad of resources, a job bank, mentoring for inexperienced leaders and links to related organizations. The services of a highly skilled webmaster have been retained to provide ongoing maintenance and future enhancements, and a "Members Only" section is under development for launching in 2000.

Affiliated Networks: Support for these local groups of professionals was strengthened by adding more benefits, streamlining the paperwork, offering special resources, and increasing communication. A dialogue at the 1999 conference provided a valuable exchange of information and ideas. The number of AVA Affiliated Networks grew from five to 26.

Affiliated Networks-1999

Anchorage Association for Volunteer Administration (Alaska)	Kentuckiana Association for Volunteer Administration
Association of Directors of Volunteer Resources (Calgary, Alberta)	Minnesota Association of Volunteer Directors
Association of Volunteer Administrators of Wichita (Kansas)	National Association of Volunteer Programs in Local Government (USA)
Cincinnati Association of Volunteer Administrators (Ohio)	New York Association for Volunteer Administration (New York City)
Council of Volunteer Administrators - Metro Atlanta (Georgia)	Northwest Oregon Volunteer Administrators Association
Dallas Association of Directors of Volunteers (Texas)	Rochester Area Administrators of Volunteer Services (New York)
DOVIA of Greater New Orleans (Louisiana)	Smith County DOVIA (Texas)
DOVIA of the Inland Northwest (Washington)	Southeastern Virginia Association for Volunteer Administration
East Central Indiana Association of Volunteer Administrators	South Shore Network of Volunteers and Agencies (Massachusetts)
Georgia Association for Volunteer Administration, Inc.	Tarrant County DOVIA (Texas)
Greater Richmond Association for Volunteer Administrators (Virginia)	Valley of the Sun DOVIA (Phoenix, Arizona)
Greater Williamsburg Association of Volunteer Administrators (Virginia)	West Virginia Association for Volunteer Administration
Henderson County Association of Volunteer Administrators (North Carolina)	York County DOVIA (Maine)

Positioning the Profession: This exciting new initiative began in 1998 with funding from the W.K. Kellogg Foundation and The Leighty Foundation. In February, AVA conducted a "think tank" focused on developing new messages about the importance of the profession in order to communicate more effectively with funders, nonprofit and government leaders, and the media. Phase I of this initiative culminated in the publication of *Positioning the Profession: The Power of Results for Volunteer Leadership Professionals*. This material, including a PowerPoint Presentation, was unveiled in Chicago at the conference, and the response has been extremely positive. Several workshops and presentations based on this material have been conducted, and 4,000 copies of the publication were distributed to AVA members, key national/international organizations, volunteer centers, and trainers during the last two months of 1999. Funding is now being sought to implement additional strategies aimed at changing attitudes toward volunteer resources management.

Comments about the new "Positioning the Profession" initiative:

"Fabulous! Thank you - this is what AVA should be doing!"

**"Excellent... I will use it to educate myself and colleagues,
re-think and re-write my job description."**

"This is material I can really use..."

"I will use it to advocate for our department."

"Thank you for offering such a valuable resource."

Survey on the Profession: This first-ever attempt to capture information about volunteer administration throughout the world was developed in partnership with Dr. Jeff Brudney at the University of Georgia. Over 5,000 copies of the survey were disseminated globally, with translations into French, Spanish, German, and Japanese and several months have been allowed for collection of responses. A report is anticipated toward the end of 2000, in conjunction with the launch of the International Year of Volunteers 2001.

Enhanced Communication with Members: A new "At Your Fingertips" menu of materials was developed and disseminated to members throughout the year, offering a range of basic resources upon request. Once again, a packet of materials was distributed to all members and attendees at the fall conference in order to increase communication about AVA's annual accomplishments, financial status and annual meeting activity. In addition, a master list of local, regional and national professional networks was updated, thus increasing AVA's ability to help members connect with local colleagues.

Voice of the Profession: Speaking out on behalf of its members, AVA responded in writing to an article about youth service in *The Washington Post Magazine* and responded to a request for input following the White House Conference on Philanthropy (US). Supporting an editorial about salary levels for volunteer administrators, AVA's letter to the editor appeared in the *Nonprofit Times*. AVA also provided revisions to the occupational brief for "Volunteer Services Coordinator" published by Chronicle Guidance Publications, an internationally recognized leader in career education. In addition, AVA's executive director participated in the development of International Volunteer Program Managers Appreciation Day (December 5) as a new annual opportunity for generating awareness for the profession. AVA assisted several individuals doing academic research in the field, providing referrals to resources and expertise from among the AVA membership. Staff and board members also participated in on-line chats and Internet discussions regarding volunteer administration issues. A graduate student intern was recruited to research and compile a guidebook focused on advocacy for adequate compensation in the field of volunteer administration. This project will be completed in 2000.

Developing and Promoting Standards of Excellence and Competence

Professional Ethics: Following a survey of members, the fifth edition of the *AVA Statement of Professional Ethics* was published with slight changes to its content and format. This document continues to provide excellent practical guidance for decision-making, and the number of requests for AVA workshops on the topic of ethics is on the rise. To help meet this demand, a special session was offered at the 1999 conference for those interested in being trainers, including AVA board members. Ethics Committee Chair, Keith Seel, continues to represent AVA on a multi-national task force focused on generating a universally-accepted code of ethics for the profession. The AVA ethics statement was also translated into Korean for use by professional colleagues in that country.

Credentiailling: Following a survey of the members, a task force revised and updated the core competencies of the profession. These will be incorporated into the

larger revision and expansion of AVA's credentialling program. A funding proposal was developed to support this effort, and grant support is being pursued. Several certification workshops were conducted during the year, candidates were matched with mentors, and the office responded to many requests for information about the AVA credentialling program from around the globe.

Individuals Certified in Volunteer Administration in 1999:

Janet Duvall, CVA
Lisa Hanson-Braun, CVA
Dorothy Nolan, CVA
Gretchen Richardson, CVA
Carol Weinstein, CVA

Educational Endorsement: For the first time AVA granted endorsement to an educational event outside North America. The application came from the Federation of Voluntary Efforts in Korea that has developed a new academy for volunteer administration. The academy graduated 90 students in its first class, and has generated enthusiasm for starting an association of volunteer administrators in that country. This relationship with Korean leaders has also yielded discussions about the potential of a regional conference in Asia focused on the profession of volunteer administration.



First Korean Academy for Volunteer Administration

Actively Seeking Inclusivity

Affinity Groups: Gatherings of special interest groups continue to increase in number and are now a consistent part of the annual AVA conference. Each year new sessions are added, planned entirely by members from within those constituencies. The 1999 conference offered 10 such pre-conference meetings, including new opportunities for those in religious/faith-based organizations and those working in the areas of natural resources and historic preservation.

New Partnership: Consistent with its desire to support leaders of volunteers in all types of settings, AVA proudly signed a partnership agreement with the United States' Federal Interagency Team on Volunteerism (FITV) at the conference in Chicago. FITV is a coalition of national-level volunteer program managers in agencies of the US government which manage natural and cultural resources. Under the agreement, AVA will provide consultation and training, promote the successes of FITV's agency members and facilitate connections with other resources. Working with FITV, the federal agencies will sponsor an annual pre-conference workshop in conjunction with AVA's conference.

Professional Portrait: Thanks to the hard work of AVA member, Jeanne Bradner, an updated edition of *Portrait of a Profession* was produced this year. It includes current information about the role of volunteer administration, job titles, skills required, core beliefs about volunteerism and an expanded history of the association. This publication continues to serve as a unique tool for educating those who are unfamiliar with the role of volunteer resources managers.

Special Journal Issue: In celebration of the turn of the millenium and AVA's 40th anniversary, a special double issue of *The Journal of Volunteer Administration* was produced (Summer/Fall 1999). Drawing on past articles, AVA archives, current submissions and the work of several futurists, this issue addressed the development of volunteer administration, cutting-edge issues and ideas relevant today, and future trends which will impact the work of volunteer administrators in the years to come. For the first time this publication was edited and assembled almost exclusively via e-mail and teleconferencing — connecting staff, co-editors and authors across vast distances.



Leaders of FITV and AVA celebrate new partnership

Conference Scholarships: Supported by funding from the St. Paul Companies, AVA provided 24 partial scholarships to the 1999 conference. These made the conference accessible to individuals who would not otherwise have been able to attend. Scholarship recipients came from Azerbaijan, Togo and Germany, and from organizations typically under-represented at ICVA. The AVA office also worked with several individuals

from Europe and Asia who attempted to obtain visas to attend the conference.

Global Connections: AVA's Executive Director was invited to conduct training in Scotland, sponsored by the Scottish Association of Volunteers Managers. While in Britain she met with Volunteer Development Scotland and the National Centre for Volunteering

(UK) in London to discuss areas of common interest. Communication was also initiated with a number of organizations throughout the world with an interest in volunteer administration and professional development including Lebanon, Malaysia, Korea, Sierra Leone, China, Japan, Sri Lanka, Bangladesh, Switzerland and the Philippines.

Maintaining Operational Effectiveness

Growth in Membership: For the second year in a row AVA's membership increased. While the year-end number fell just short of the goal of "2000 members by Year 2000," it nevertheless represents significant progress. In an effort to increase the member retention rate, the N.O.S.E.Y. (Non-renewing Support Efforts for You!) Committee was formed. This dedicated group of members gave their time to contact members who had not renewed to determine exactly why. Often the reason was a change of job duties, however many members re-joined as a result of this personalized follow-up. The process also yields helpful information about AVA's membership as a whole.

1997 Membership = 1300

1998 Membership = 1622

1999 Membership = 1990

Nations represented by AVA Members: 1998 = 11 1999 = 16

Journal Subscribers: 1998 = 1,365 1999 = 1,355

Continued Grant Support: A second year of grant funding was obtained from two foundations. The Leighty Foundation provided \$5,500 to support the production of the new *Positioning the Profession* publication. The St. Paul Companies contributed \$33,000 for several projects: the global survey of the profession; resources to strengthen local networks of professionals; expansion of the scope and diversity of articles appearing in *The Journal of Volunteer Administration*; conference scholarships; and further development of the AVA web site. AVA is grateful to these two foundations for their continued commitment to strengthening the organizational and community infrastructures which support volunteerism.

Technology Enhancement: In the fall of 1999, AVA purchased and installed new association management software to improve office record-keeping capability.

Specifically, this software makes possible: consolidation of all information related to membership, certification, and subscriptions; historical records of member involvement on committees and in leadership roles; reduction of duplication of effort in office functions; and the interface of membership data with the AVA web site. Conversion of data to the new system was accomplished with a minimal amount of disruption, and staff continues to learn additional functions of the software. Priority during the coming months will be placed on entering historical records related to certification, leadership positions, and profiles of current members - completing the transition from file cabinets to computer files!

Contemporary Bylaws: In response to previous direction from the membership, a new set of association bylaws was developed and approved at the 1999 Annual Meeting. This action equips AVA to remain flexible in its governance structure and process, adapting to changing goals and environmental conditions without having to revise the bylaws on an annual basis.

Journal Production: Based on recommendations from the 1998 task force, a search for an external publisher of *The Journal of Volunteer Administration* was conducted. The goal was to delegate much of the production and logistical work to an outside entity, while AVA retained editorial control over content. However, during conversations with several potential publishers, it became clear that the number of institutional subscribers needs to be increased before this can be a viable option. This will be a marketing priority during 2000. A second task force recommendation was implemented by restructuring the editorial role. The workload previously borne by a single editor-in-chief was divided into three positions in order to make the

work more manageable. Additional attention was given to manuscript development and citations. The search for a new editorial team began in November 1999, with interest from a number of candidates. Note: The new editors were selected in March 2000 and began work immediately.

Financial Stability: Now that AVA has a significant reserve fund, the board began discussion of policies regarding the use of that reserve and potential future investments. The association's level of financial risk was also reduced by the purchase of event cancellation insurance to safeguard against losses related to the annual conference.

Recognizing Excellence

AVA once again honored leadership and professionalism in volunteer administration through its 1999 awards program. Congratulations to the following award recipients:

Harriet Naylor Distinguished Member Service Award

Presented to an active AVA member who has made an outstanding contribution to the association.

Betty Stallings, MSW, is an international trainer, keynote speaker and consultant specializing in volunteer management, fundraising and board development. Betty's informal counsel and creative ideas have influenced AVA over the years. Her insights were particularly valuable during AVA's recent initiative on positioning the profession. In addition, Betty's speeches and presentations have always emphasized the value of professionalism in our field and the merits of belonging to a professional organization. A lifelong volunteer, founder and executive director of a volunteer center, and successful fundraiser, Betty is known for her vitality, inspiring message, engaging humor, practical presentations and valuable resources. She is an instructor at the University of Colorado, is a popular trainer for regional, national and international conferences and consults with many non-profit organizations in the U.S. and Canada. She has written a number of publications including her newest book, *How to Produce Fabulous Fundraising Events*, which devotes special attention to the role of volunteers in resource development.

Volunteer Administrator of the Year Award

Recognizes a colleague for excellence in the field of volunteer administration.

ACTIVE is not only the acronym for the program developed and managed by this year's Volunteer Administrator of the Year, but it is the word that describes the person. **Joyce Conner**, director of the award winning City of Kettering, Ohio's volunteer program is the embodiment of the ethics and spirit of volunteerism. Initiated by Joyce in 1979, ACTIVE (Active Citizens Together in Volunteer Endeavors) puts citizens to work side by side with city staff. Volunteering as researchers, couriers, drafters, artists, playground assistants and coaches, citizens have helped stretch the city's budget while learning more about their city. A longtime member of AVA, Joyce is committed to developing a climate conducive to respect and pride for volunteerism. She initiated the Ohio Association for Municipal Volunteers, is active in her local association and has served as the president of VOLUNTEER Ohio. A certified volunteer manager, Joyce is the first graduate of the Volunteer Management Program at Sinclair College. Joyce also hosts "Community Connection," a public access cable TV show. "Easy to work with, professional, passionate, willing to serve, gracious, and leader" are words used to describe Joyce Conner, an inspiring example of professional excellence.

Additional Staff: A new position, Director of Member Services, was created in the spring of 1999 to provide much needed office resources. Paige Tucker was initially hired at 10 hours per week and then increased to half-time by late summer. Her priorities have been membership recruitment, external marketing, and support for a number of writing projects. This addition to AVA's staff has enabled the executive director to spend more time out of the office to increase AVA's visibility and participation at meetings related to the profession.

"Thank you so much for the information! In this day, you do not always get good customer service. It is nice to know that there are organizations out there who really do a great job!"

Jamie Hutchison, Crisis Line, Great Falls, Montana

Organizational Award

Presented to one or more unique organizations or corporations that promote volunteerism, provide service through a unique model and have made a substantial impact in their community.

Army Family Team Building is an example of one of the U.S. Army's most successful volunteer programs. It is an educational program requested, designed, written, and instructed by volunteer family members for family members. AFTB teaches family members the Army's culture and the life skills needed for independence and self-sufficiency. For most, coming into the Army is a culture shock. In 1994 AFTB was created as a solution to help Army spouses cope with the rigors of successfully maneuvering through the myriad of Army systems. The learning is progressive, starting with basic knowledge about the Army and moving to building leadership skills. Since the first AFTB class, more than 250,000 soldiers, family members and Department of the Army civilians have attended classes taught by more than 3,500 volunteer trainers worldwide. AFTB is at every Army installation throughout the world. The program has been translated into German, Korean, and Spanish, to reach out to spouses who do not speak English. AFTB reaches out to the U.S. Army Reserve, the U.S. National Guard and to local schools and churches. They partner with the United Way, YMCA/YWCA, local colleges and universities and the American Red Cross to teach Army families about the resources beyond the installation gates.

Community Service Volunteers is the United Kingdom's leading volunteering agency. Its mission and philosophy is to involve citizens of all backgrounds in strengthening and enriching their communities. Thanks to a pilot project initiated by CSV, the UK government funded "Millennium Volunteers" which offers young people the opportunity to perform one year of full-time service. CSV involves over 90,000 volunteers each year in seven nationwide programs and has formal partnerships with agencies in more than 20 countries worldwide. CSV launched a professional development and networking program for volunteer administrators in 1998. CSV's Institute for Advanced Studies in Volunteer Management is designed to provide training, intensive networking, private and peer consultations and problem-solving teamwork. CSV is said to be "an inspiring example of what can be accomplished through experience, commitment and a strong belief in the power of people." Elisabeth Hoodless, CSV's executive director, is a longtime, active AVA member, sharing global perspectives on volunteer administration.

1999 CONTRIBUTORS

Individuals:

Denny Barnett
Jeanne Bradner
Mary Ann Lawson
Nancy Macduff
Michael Newman
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American Airlines
Chicagoland Employee Volunteer Council
Kentuckiana AVA
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The Leighty Foundation
The Wild Rose Foundation

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Jeanne Bradner, writing
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