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**Canadian Journal of Volunteer
Resources Management**

**Le journal canadien de gestion
des bénévoles**

1998

Volume 7.3












**VOLUNTEERING
IN THE ARTS**

**LE BÉNÉVOLAT DANS
LE DOMAINE DES ARTS**





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EDITORIAL

Volunteering in the area of arts and heritage includes many diverse organizations: museums, art galleries, festivals, historic sites and historic re-enactments. This issue examines volunteering in the arts, beginning with Georgette Dupuis' article on the Voyageur Festival in Manitoba. The Festival is successful in working with its partner groups, supporting its volunteers and establishing an effective evaluation process.

Valerie Cooper explains the challenges facing managers of museum volunteers from recruitment to recognition and Marjorie Driscoll reviews *A Handbook for Cultural Trustees* and evaluates its usefulness as a managerial tool. In her article, Jane Shakespeare Horner discusses the activities and the successes of an innovative 'Volunteers in Arts and Heritage' project.

This issue closes with the Peer Experts scenario - the need to recruit younger volunteers while maintaining the commitment of 'youthful' volunteers.

Enjoy your summer!

Carol Ann Spencer is the International Project Officer and a member of the Management of Volunteers Team for SOS Children's Villages Canada. She is also a member of the Editorial Team.

Correction:

In Volume 7.1 Boards and Committees, the Video Review by Wendy Macdonald was attributed to Hazel Sutherland. The Editorial Team apologizes for the error.

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FESTIVAL DU VOYAGEUR

by Georgette Dupuis

Founded in 1969, the Festival du Voyageur Inc. is a not-for-profit organization whose objectives are to enhance the public's awareness of the fur trade era, history of the voyageur and of the French-Canadian culture. Over the years the Festival has surrounded itself with over thirty organizations who share the Festival's vision. The involvement of these mostly French organizations provides the Festival with the partners and volunteers it needs to stage this fun-filled yet demanding 10-day event each February. The key to the Festival du Voyageur's success is partnership and it is as important today as it was 30 years ago when the Festival began.

Partner groups are involved in two ways:

- 1) Some organize and host activities such as trading posts (entertainment venues each with a different theme), contests, sport events or historical interpretive programs. With guidance from the Festival staff, these organizations do most of the leg-work needed to organize these activities such as booking halls, renting equipment, setting up kitchen facilities, recruiting and scheduling volunteers, purchasing necessary materials, planning budgets etc.
- 2) Other organizations are given a contract to provide various services during the Festival. Services which are "contracted out" include operating the canteens/kitchens in one of Voyageur Park's tents, providing bar services, on-site security, managing the park gate entrance, selling souvenirs, first aid services etc.

The partner groups are responsible for recruiting, scheduling, orientating their own volunteers. A great deal of time, planning and dedication on the part of each group is witnessed in the organization of their activities and for many... it is their biggest fundraiser of the year. Recently some highschool students who have gone through the French immersion program have been assisting with the children's programs. This exchange has been extremely valuable for both the Festival (provides the much needed people power) and the students (great experience).

Festival du Voyageur also recruits its own volunteers to perform a variety of other functions: chauffeuring out-of-town performers, welcoming guests at special receptions, delivering Festival programs guides, packaging souvenirs, providing interpretive skills for the historical program, sewing costumes, guiding tours (media and bus groups), doing market studies, inspecting sites to ensure quality standards are met, hosting representatives from other festivals and carnivals, ensuring crowd security at outdoor venues like the sled dog races as well as other various jobs that arise at the office.

The Festival's Official Voyageur (our ambassadors), members of L'Ordre des Voyageurs (past official Voyageur) as well as present and past members of the Board of Directors also volunteer many countless hours.

Although our 1500 volunteers donate their time for different reasons and offer different services, we have found that they share common needs:

- to feel a part the festivities; to be considered a member of the team;
- to know what needs to be done; what is expected of them;
- to be provided with information regarding Festival's activities and events in order to answer visitors' questions;
- to have their requests and questions answered efficiently and courteously;
- to be recognized for their time, effort and personal initiative
- to be asked how they felt things went; how things can be improved.

Festival has been proactive in trying to ensure that the needs of all volunteers are met regardless of whether they are with a partner group or directly involved with the Festival office. A tool that has been developed to meet some of the needs mentioned is an orientation manual which is distributed to the representatives of each partner organization/group. This manual has standard information regarding Festival policies and procedures, pre-printed forms to help the group in the organization of their activities/service, and other forms designed to aid them in volunteer management.

We are also developing tools and programs to help our employees work more effectively with our own volunteers and partner organizations. The Festival recognized the importance of involving the groups in our evaluation process and ensures their input by holding post-Festival meetings and inviting a representative from the partner groups to the annual board planning session. The groups' ideas and suggestions regarding services are given much consideration in order to improve the Festival's activities and events while increasing volunteer satisfaction. We have also set up an advisory volunteer committee to oversee volunteer policies and recognition programs. The search for ways to enhance our relationship with our volunteers and to meet their needs continues.....

VOLUNTEERS ARE TRULY INVALUABLE!

*Georgette Dupuis
Volunteer Coordinator
Festival du Voyageur*



FESTIVAL DU VOYAGEUR

by Georgette Dupuis

Fondé en 1969, le Festival du Voyageur enr. est un organisme à but non lucratif qui a pour but de valoriser l'époque de la traite de fourrures, l'histoire des voyageurs et la culture canadienne française. Depuis plusieurs années le Festival s'est entouré d'une trentaine d'organismes qui partagent cette même vision. Ces organismes, dont la majorité sont francophones, deviennent les partenaires et les bénévoles du Festival et rendent possible l'organisation de cet événement de 10 jours en février. La clé du succès au festival repose sur les partenariats et ceci est d'autant plus vrai aujourd'hui qu'il y a 30 ans quand la fête a commencé.

Les groupes partenaires sont impliqués de deux façons:

- 1) Certains groupes se chargent de l'organisation des relais (des salles de spectacles toutes ayant un thème différent), des concours,

des événements sportifs et des programmes d'interprétation historique. Avec l'appui du personnel du Festival, ces groupes font une grande partie du travail organisationnel de ces activités, tel que la réservation de salles, la location d'équipement, le recrutement des bénévoles, l'achat de matériel, la planification de budget etc.

- 2) D'autres organismes reçoivent des contrats durant le Festival pour la livraison de services. Voici une liste des services qui sont sous-traités: la gérance des cuisines/ cantines, les services de boissons, la sécurité des sites, la vente des souvenirs, l'administration des premiers soins etc...

Les groupes partenaires sont responsables du recrutement et de la formation de leurs propres bénévoles. Pour certains de ces organismes, l'événement au Festival représente la plus importante activité de collecte de fonds pendant l'année et donc, beaucoup de temps, de planification et de dévouement y sont consacrés.

Depuis quelques années, de plus en plus d'étudiants d'immersion secondaire viennent au Festival pour travailler en tant que moniteurs ou superviseurs. C'est un échange précieux, à la fois pour le Festival qui est toujours à la recherche de gens disponibles et qualifiés et pour les élèves au niveau de l'expérience de travail.

Le Festival du Voyageur s'occupe aussi du recrutement des bénévoles pour remplir une variété de tâches: le transport des artistes, l'accueil des dignitaires aux événements, la distribution des programmes souvenirs, la vente de souvenirs, l'interprétation historique, la couture de vêtements, l'inspection de sites pour assurer la qualité, la sécurité et d'autres tâches qui peuvent survenir au bureau du festival.

Les Voyageurs officiels du festival (les ambassadeurs), les membres de l'Ordre des Voyageurs (les voyageurs officiels du passé) et les membres du Conseil d'administration font également beaucoup d'heures de bénévolat.

Bien que nos 1 500 bénévoles offrent de leur temps pour des différentes raisons, nous trouvons qu'ils partagent des besoins en commun:

- d'être considéré membre de l'équipe
- savoir ce qu'il y a à faire; savoir à quoi on s'attend d'eux
- obtenir de l'information sur la programmation au Festival afin de pouvoir répondre aux questions des visiteurs
- obtenir des réponses à leurs demandes et leurs questions d'une manière qui est efficace et courtoise
- d'être reconnus pour leurs temps, leurs efforts et leurs initiatives personnelles
- recevoir leur «feedback» sur le déroulement de l'activité pour voir s'il y a des améliorations à porter

Le Festival agit d'une manière proactive afin de répondre aux besoins de tous leurs bénévoles. Un outil a été développé dans le but de répondre à ses besoins. Il s'agit d'un manuel d'orientation distribué à chaque organisme partenaire. L'information donnée dans ce manuel comprend les politiques et les procédures du Festival, des formulaires conçus pour faciliter la préparation d'événements ou de services et d'autres formulaires qui aident à mieux encadrer les bénévoles (horaire des bénévoles, descriptions de tâches etc.)

Le Festival reconnaît l'importance d'impliquer les groupes dans le processus d'évaluation en organisant des réunions après le Festival et en invitant un représentant des partenaires à la session de planification annuelle. Les idées et les suggestions qu'apportent les bénévoles sont toujours considérées. Le Festival a également monté un comité consultatif pour élaborer les politiques du système de bénévolat et qui cherche à développer des moyens de reconnaître les différents groupes de bénévoles. Nous cherchons continuellement à améliorer la relation qui existe entre le Festival du Voyageur et ses bénévoles.

Les bénévoles sont très précieux.

Georgette Dupuis

Coordonnatrice des bénévoles

Festival du Voyageur



VOLUNTEERS IN ARTS AND HERITAGE: CONNECTING WITH THE CULTURAL COMMUNITY

by Jane Shakespeare Horner

Volunteers in Arts and Heritage strengthens cultural organizations through the development of their boards and volunteer services. It provides training for board members and managers of volunteers as well as volunteer recruitment.

The year long project was developed by Jane Shakespeare Horner, an Ottawa consultant with extensive experience in management of volunteers in the social service sector. She conducted a survey in 1996 that showed that most arts and heritage organizations in Ottawa-Carleton were not recruiting or retaining the number of volunteers they required. As well, few of the groups were using the services of the Volunteer Centre of Ottawa-Carleton.

The project would identify the reasons behind the high turnover of volunteers and assist the organizations to involve board members and volunteers more effectively. It would also explore barriers that prevent cultural organizations from using the services of the Volunteer Centre.

The Council for the Arts in Ottawa, the Volunteer Centre of Ottawa-Carleton, the Council of Heritage Organizations of Ottawa and the City of Ottawa sponsored the initiative by providing expertise and in-kind services.

The project included:

- A series of five workshops on board development and management of volunteers tailored to cultural organizations. The topics were:
 1. How to recruit, retain and recognize a successful volunteer team and have fun doing it.
 2. Recruiting the right board and committee members for your cultural group.
 3. What do effective boards do and how do they do it?

4. Board, staff and volunteer: working as a team
5. Best practices in cultural organizations - a panel discussion featuring local arts and heritage groups.

Sixty individuals representing 45 groups participated in the workshops.

- Recruitment and referral of 900 volunteers to cultural groups by the Volunteer Centre.
- An increase in membership at the Volunteer Centre - at least 15 arts and heritage groups joined during the project.
- Surveys on board effectiveness, volunteer services structure and volunteer motivation. Respondents were asked to rate their boards and volunteer services. A profile of the cultural volunteer also emerged.
- An extensive list of resource materials on boards, volunteer management and fundraising for both not-for-profit and cultural organizations that participants found useful.

The project has had a lasting effect on local arts and heritage groups.

- It offers cultural organizations new tools for their boards and volunteer services.
- It has involved the local volunteer, arts and heritage sectors in new collaborations and networks.
- It has provided new research for cultural organizations on such aspects as board effectiveness and volunteer motivation.
- It has introduced new volunteers to the cultural sector.
- It has increased the visibility of the Volunteer Centre, the Council of Heritage Organizations of Ottawa and the Council for the Arts in Ottawa.

As a result of the project, arts and heritage groups have requested more training and other learning opportunities, more networking opportunities and a resource centre.

The next phase of Volunteers in Arts and Heritage could include:

- Production of a quick reference resource kit for both board members and managers of volunteers;
- More training workshops for board members and managers of volunteers;
- Facilitation of recruitment of board members for the cultural sector;
- Facilitation sessions for individual boards;
- Development of a model of volunteer management for organizations with little or no staff; and
- Development of similar initiatives in other communities.

For further information or to obtain a copy of a bilingual report on the Volunteers in Arts and Heritage project, please contact:

Jane Shakespeare Horner
Volunteers in Arts and Heritage
Volunteer Centre of Ottawa-Carleton
256 King Edward Avenue
Ottawa, Ontario K1N 7M1
Tel: (613) 789-4876 Fax: 789-3691
or see it on the Website: www.arts-ottawa.on.ca

Tell us what themes you would like us to feature in an upcoming issue of the journal.

CELEBRATING THE JOYS OF LIFE: VOLUNTEERING IN THE ARTS

by Valene Cooper

There is an ancient Chinese blessing that starts "may you live in interesting times". Even the most casual of societal observers would have to agree that these are most definitely interesting times. Some may even say that this blessing might be more of a curse.

Chaos seems the order of the day. We live in a time that is seeing massive shifts in political ideologies, ecological disasters, violent cultural clashes and economic upheaval. As individuals we are often reeling from the effects of so much change, so rapid and with so much fallout, the ripple effect.

And while all of this at times seems very stressful and quite troubling, there is so much to celebrate and be hopeful for. Voluntarism has been and continues to be a source of solutions and positive action by individuals who care enough to get involved.

What I am seeing as Manager, Volunteer Resources at Glenbow Museum and Art Gallery in Calgary, Alberta, are people who are turning to voluntarism and the arts to fulfil their longing for meaning, satisfaction and enjoyment of life. In my role as Chairperson of the Canadian Museums Association Special Interest Group in Volunteer Resources, I keep hearing arts groups despairing over the economy and noting that these trying times are making it difficult to engage people in the arts.

I truly believe that there has never been a better time! After a day filled with craziness, what are people looking for...? Things that give them comfort, joy, inner peace. They turn to things that nurture their soul- music, art, books and culturally based activities.

A recent study conducted by the Department of Canadian Heritage indicates that more than 60,000 volunteers serve Canada's museums. The Canadian Federation of Friends of Museums has a membership of 160 museums and galleries. Volunteers make an essential and widely recognized contribution to a museum's public dimension. They are a link between museums and their communities, bring the voice of the community into the museum and represent the museum among its audiences. They help to generate significant financial support. Volunteers work as a team with paid staff and they help to create programming that would not otherwise exist.

Many arts organizations owe their existence to groups of interested volunteers who formed the first board of trustees and then administered the museum's operation until a paid staff person was hired. Many museums in Canada are run wholly by volunteers. Volunteers serve on the governing body, administer day to day operations, create and design exhibitions, conduct tours for visitors, produce publications, care for the collections and maintain the building and grounds.

In larger museums, a major activity of museum volunteers is the interpretation of collections and exhibitions for individual visitors or groups. Volunteers are involved in public programs including: interpretative programs, school programs, programs for non-traditional audiences and other public programs. Volunteers are also involved in:

- visitor services,
- informational services,
- museums' gallery stores,
- collection management,
- exhibition preparation,
- library and archives research,
- administrative offices,
- executive management,
- fundraising events and
- community relations.

A successful museum volunteer program which is viable is a volunteer program that is focused in serving the museum's audience.

What are some of the challenges facing those who lead or manage volunteers involved in the arts?

Recruitment/Motivation- It is very important to fully understand the motivations of the cultural volunteer. Cultural environments often attract volunteers who are well educated, highly skilled, often professionals, individuals who have an incredible thirst for information and education and many are often well travelled, including students. The challenge is to recruit a diverse volunteer workforce representative of the community the museum serves.

Training/Curriculum - In this environment, volunteer training offered by the institution is a key component and a requirement for volunteers to be qualified to perform their duties i.e. handling and care of artifacts. Those

leading and managing volunteers in cultural institutions must realize and appreciate the benefits as well as the necessity of the training as it relates to quality service and position satisfaction for the volunteers and staff.

- Recognition/Special Benefits for Volunteers - Recognition of voluntary effort in the arts is often most rewarding when it is directly tied to the "product" of the cultural institution and as it relates to the arts. Examples are:
- free exhibition catalogues and information,
 - special exhibition previews,
 - discounts or free museum memberships and discount purchases at the museum shop,
 - privileges such as use of museum library, special visits to other museums,
 - free or discounted admission to lectures, concerts, films and other public events,
 - special courses and lectures for volunteers only and
 - social events for volunteers.

Again learning that celebration and culture are tied together!

A world without culture would be a desolate and lonely place - music, art, history, dance, nature and culture are the things that speak to the deepest emotional and spiritual parts in all of us. It is the truest expression of our creativity and passion.

Voluntarism is the ultimate expression of generosity and "humanness" in all of us. What is more wonderful or rewarding than bringing the two together?

Valerie Cooper is a manager for Volunteer Resources at the Glenbow Museum and Art Gallery.



BOOK REVIEW

by Marjorie Driscoll

A Handbook for Cultural Trustees

By *Marion A. Paquet with Rory Ralston and Donna Cardinal*

Not-for-profit boards can be well meaning but mysterious environments where people participate in the board process and often do not understand or grasp their purpose or function. What compounds the

mystery is the well-kept secret that others on the board are also equally confused and lack understanding. *A Handbook for Cultural Trustees* by Marion A. Paquet with Rory Ralston and Donna Cardinal attempts to shine light on the road to effective board governance.

This handbook is designed in a text book style to help facilitate instruction and provide practical application of the subject matter. Readers can use the handbook as a self-help tool or as a guide to facilitate their own board development. The three ring binder that houses the handbook encourages you to use it as a board book, bring it to every board meeting and add acquired resource materials. The reader should begin by reading the "How to Use this Handbook" information. It provides the rationale for the handbook's presentation and sets the standard of performance for the reader "Be prepared to learn". Although this handbook was last published in 1989, the information provided is pertinent and basic. The handbook begins by addressing board language, defining common terms and identifying what boards do. Each chapter presents information in manageable segments, ending with review questions that identify key points. Some of the gems of the handbook are the excellent assessment and planning tools which are designed to assist the reader. These tools can be used to help trustees examine the board process and identify areas of competency and areas needing improvement.

A Handbook for Cultural Trustees is a good book for the library of a board or board trustee. It is appropriate for persons interested in learning more about not-for-profit boards or for board members wanting to manage their board development. The subject matter is very dry and the authors attempt to maintain interest by providing case studies but this is not light reading. This book is well worth your attention as it provides useful information and is a worthy tool to help you along your journey as board member or trustee.

Marjorie Driscoll, Executive Director, Nanaimo Volunteer and Information Centre Society. Ms. Driscoll has worked for five years as a facilitator/trainer of board development. She has ten years experience as a board member.



FEEDBACK

Our Readers Tell Us

"A very informative journal. Keep up the good work."

"These journals are very helpful - I always look forward to reading them and sharing info with staff."

"I really like the Ask the Experts column."

"It's a great resource and always keeps you updated on the events of the field."

"Can you try to have more articles or longer ones included in the Journal?"

Editor's Note: The editorial team of the Journal always strives to include as many articles as possible. The Journal regularly requests its readers to submit articles and points of information. This is your Journal, please participate and encourage others to do so.

Thank you for the feedback.



ITEMS OF INTEREST

Campion Devney, Darcy, *Organizing Special Events and Conferences*, Sarasota, Florida: Pineapple Press, 1990.

Ellis, Susan, *The Volunteer Recruitment Book and Membership Development*, Philadelphia, Pennsylvania: Energize Inc., 1996.

Graham, Christine, *Keep the Money Coming, A Step-by-Step Guide to Annual Fund Raising*, Sarasota, Florida: Pineapple Press, 1992.

Hoare, Anthea, *So You Have Been Asked to "Do a Newsletter"*, Aurora, Ontario: Johnstone Training and Consultation, 1990.

Johnstone, Ginette, ed. *Management of Volunteer Services in Canada: The Text*, Carp, Ontario: Johnstone Training and Consultation (JTC) Inc., 1997.

Shakespeare Horner, Jane, *Volunteers in Arts and Heritage, Building Effective Boards and Volunteer Programs in Cultural Organizations in Ottawa Carleton*, Ottawa, Ontario: Volunteer Centre of Ottawa-Carleton, 1998.

PEER EXPERTS COLUMN

Scenario:

I am a member of the Board of Directors of an arts institute. In an attempt to involve consumers, and in light of our goal to reach a young audience, our board has invited young artists to join. Some of the more senior members of the board are finding it difficult to adopt the more modern, fast-paced approach to marketing and fund raising that these new members have suggested. How can we work together to make the changes that are essential for our institution's survival.

Response from Colin G. Thacker, North Bay Psychiatric Hospital

There is obviously a generation gap problem existing between the younger members of the board and the more senior directors. A more immediate problem however may exist if there is a lack of guiding principles to assist board members in making decisions on marketing and fund raising activities.

The first thing that should be done is to set up an ad hoc committee made up equally of new and senior members of the board. The ad hoc committee task should be to establish terms of reference for all fund raising activities. The terms of reference must incorporate a purpose for all fund raising projects; activities that will be tolerated and those fund raising measures that are unacceptable. The terms and approaches to all fund raising projects should be in compliance with the mission statement of the institute and its philosophy. This latter point is important for the mission statement and philosophy of the institute is binding upon all board members.

Once terms of reference have been developed by the ad hoc committee it is back to the board for final approval. The terms of reference will serve to guide both new and senior members of the board in an objective fashion in making decisions on marketing and fund raising activities approaches. This new development will surely close the gap between the younger and older members of the board.



JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Fall '98</i>	articles due on the 24th of August	The Merging Organizations
<i>Winter '99</i>	articles due on the 24th of October	Education and Training
<i>Spring '99</i>	articles due on the 24th of February	Stress and Time Management
<i>Summer '99</i>	articles due on the 24th of May	International Volunteering



**For CAVR Membership
contact
Dawne MacPherson at (506) 857-5433**

Objective The Journal of Volunteer Resources Management is intended:

1. to serve as a credible source of information on the management of volunteers in Canada;
2. to provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
3. to provide a professional development tool for managers of volunteers;
4. to recognize and encourage Canadian talent in the field of management of volunteers;
5. to include in each issue at least two articles that will consider different views of a specific and predetermined theme.

Target Audience
The Journal's intended audience includes managers of volunteers, educators, media and funders of not-for-profit organizations across the country.

Submissions
All manuscripts will be accepted either on diskette or on typed, double spaced pages. Submissions should be written according to "The Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press. External reviewers may be engaged to review content if deemed advisable by the committee. The revised draft is edited for clarity and consistency by the Editorial Team. The edited version is returned to the author for acceptance along with an approval form for signature.

The signed form is to be returned to the Editorial Team within a week along with any suggestions for final revisions.

Format and Style
Authors are asked to respect the following word counts:

	<u>Words</u>	<u>Pages</u>
Lead Article	2000	5-6
Secondary Article	700-800	2-3
Book Review	150	1

The lead article will look at the topic in some depth and will normally require the author to conduct research into current trends and perspectives on the subject.

The secondary article will adopt a more practical approach, including personal experiences and opinions.

Advertising

Limited advertising will be allowed in the Journal, for materials of direct relevance to managers of volunteer service, and as long as it conforms to the guidelines set out by the Editorial Team. All ads are subject to the approval of the Editorial Team.

Suggested Guidelines:

1. Only 1/4 page and 1/2 page ads will be accepted.
2. Ads must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Job ads are not recommended.
5. Cost is to be determined by the Editorial Team.

LOOKING AHEAD

August 23-27, 1998

15th Biennial World Volunteer Conference

“A Global Quest for Volunteer Effort “

International Association of Volunteer Effort (IAVE)

Edmonton, Alberta

To register, contact the Wild Rose Foundation

Phone: (403) 422-9305

Fax: (403) 427-4155

Email: L.Kolada@med.gov.ab.ca

August 26, 1998

The Canadian Administrators of Volunteer Resources

(CAVR): will be holding their **Annual General Meeting** on

August 26th, 1998 at 6:00 PM at the INN ON 7TH Hotel,

Edmonton, Alberta. This is being held in conjunction with the

15th Biennial World Volunteer Conference.

Contact: Dawne MacPherson (506) 857-5433

September 17-20, 1998

Volonteuropo

7th European Workshop on Volunteer Action

University of Westminster, Harrow, U.K.

Phone contact: 44 171 278 6601

October 21-24, 1998

The 1998 International Conference on Volunteer

Administration (ICVA)

Dallas, Texas

Phone: (804) 346-2266

Fax: (804) 346-3318

Email: AVA@freedomnet.com

National Volunteer Week Dates 1999-2000

April 18 - 24, 1999

April 9 - 15, 2000