

The Ideal Model for the  
Recruitment, Engagement, and Retention of Volunteers  
in All-Volunteer Organizations

By

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## Abstract

*Purpose:* The volunteer and nonprofit sector is a significant and important part of the United States economy and culture. While there can be many differences between nonprofit organizations, most rely heavily on the support of volunteers to help carry out the mission of the organization. Although there is significant research surrounding the recruitment, engagement, and retention of volunteers, there is limited research surrounding the ideal model for recruitment, engagement, and retention of volunteers in all-volunteer organizations, such as Junior Forum, Inc. and member chapters. This research is an attempt to fill this void. This research provides a strong foundation for understanding best practices in all-volunteer nonprofit organizations. First, a conceptual framework linking the ideal model was developed after a thorough review of the existing literature regarding the engagement, recruitment, and retention of volunteers in organizations with paid employees who help manage the volunteers. Next, through a survey and content analysis of websites, I identified which of the best practices are being implemented within Junior Forum, Inc. and provided recommendations for improving the recruitment, engagement, and retention of volunteers in all-volunteer organizations.

*Methodology:* The literature identified the components of the ideal model for the recruitment, engagement, and retention of volunteers in all-volunteer organizations. These components are used to construct a model assessment tool. This tool is used to assess the Junior Forum Inc. and member chapter's best practices in the areas of volunteer recruitment, engagement, and retention in conjunction with a survey and content analysis to form a case study.

*Findings:* JFI and member chapters are implementing many best practices for the recruitment, engagement, and retention of volunteers. Recommendations for strengthening the effectiveness of recruitment activities include sharing the strategic plan for recruiting with current members and engaging current members to attend recruitment events. Recommendations for strengthening the effectiveness of engagement activities include adding information to the public facing website regarding new member orientation and onboarding activities. Recommendations for strengthening the effectiveness of retention activities include finding more ways to share information and updates with members.

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## **About the Author**

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## **CHAPTER 1: INTRODUCTION**

The volunteer and nonprofit sector is a significant and important part of the United States economy. In 2010, nonprofit organizations accounted for more than an estimated 5.5% of Gross Domestic Product and 9% of the U.S. economy's wages (Roger, Blackwood, & Pettijohn, 2012, p. 37). In addition to providing economic benefits, nonprofit organizations "...encourage civic participation; allow for expression of religious, social, and artistic values; provide basic social services; and strengthen communities" (Roeger, Blackwood, & Pettijohn, 2012, p. 22). In the *Volunteering in America: 2007 City Trends and Rankings*, published by the Corporation for National and Community Service, Grimm et al. argue "...mobilizing people to serve others is key to promoting more effective communities", "(v)olunteering is an essential component of the attitude, spirit, and willingness of Americans to help others and a key indicator of what is called a community's *social capital*", and "(c)ommunities with high levels of neighbors working with and helping each other are more healthy and vibrant places to live and work" (Grimm et. al, 2007, p.3). Eisner, Grimm, Maynard, and Washburn (2009) identify additional benefits volunteers can bring to a nonprofit organization such as helping nonprofits save money "...by providing technology services, developing programs, training staff, and conducting strategic planning, all without being paid a salary" (2009, p. 34).

The nonprofit sector is large, diverse, and can be difficult to define as these organizations can "...span a tremendous range of organizational forms" (Frumpink, 2002, p. 11). Some nonprofit organizations are large, while others are small. There are nonprofit organizations that receive funding support from the federal and/or state

government such as The Ronald McDonald House Charities, and some that operate without government funding such as churches and private membership organizations. There are nonprofit organizations that are specific to a profession or trade, such as the Texas Association of School Administrators (TASA), and there are others that support larger, more broad ideas such as the American Cancer Society and the fight against cancer.

Even though the possible differences among nonprofit organizations seem large, they share numerous commonalities. One idea researchers agree upon is that the nonprofit sector is different and separate from government agencies and for profit businesses. As a result, the nonprofit sector is commonly referred to as the *third sector*. Ott and Dicke (2016, p. 2) observe that “...the essence of the nonprofit sector is a blend of personal passion and voluntary action for the public good...”. In *The Idea of a Nonprofit and Voluntary Sector*, Frumkin (2002, p. 12) identifies three common features that connect all nonprofit organizations: “1) they do not coerce participation. 2) they operate without distributing profits to stakeholders, and 3) they exist without simple and clear lines of ownership and accountability”. Nonprofit organizations do not have clear lines of ownership and accountability as they are accountable to many parties such as the local community, donors, volunteers, clients, and board members. However the third sector is defined and characterized, it is hard to ignore the value of these organizations and their impact on the communities they serve.

Nonprofit organizations rely heavily on the support of volunteers to help carry out the mission of the organization. Without the service of volunteers, it would be very difficult for nonprofit organizations to maintain adequate levels of service to the



community and be able to grow and adapt to the growing and changing needs of the population served. In 2013, 62.8 million (or 25.3%) of United States residents volunteered 7.9 billion hours of service, contributing to more than \$184 billion in services (Corporation for National and Community Service, 2014). In FY 2013-2014 Meals on Wheels of Central Texas (2014) relied on the help of more than 6,300 volunteers to drive 250 routes a day and deliver more than 863,100 meals to citizens who live in Central Texas. The Ronald McDonald House Charities (2014) reported more than 310,000 volunteers served 5.7 million children in 60 countries and regions in the same year.

In order for nonprofit organizations to thrive, they must pay attention to and put effort towards the retention of volunteers over time. High turnover in volunteers can be costly to an organization. When nonprofit organizations can retain volunteers year-over-year, it can save preparation time, training time, and reduce costs (Lin, 2015). High turnover also results in a loss of historical knowledge and experience within the organization (Grimm, 2007). In addition to cost savings, the retention of volunteers can make an organization and community stronger. Vecina et al. (2013, p. 299) argue, "...if nonprofit organizations wish their volunteers to remain, then there must be a focus on developing a feeling of commitment to organizations...".

While much of the research looks at volunteer recruitment, engagement, and retention separately, there are scholars who have argued for or created a model that represents how these components are not only related, but are important throughout the entire time a volunteer supports an organization. Garner and Garner (2011) argue that volunteer motivation should be considered not only in the beginning when recruiting

volunteers, but throughout the relationship to help support retention. They suggest that in addition to motivating volunteers to begin participating, nonprofits should continue to motivate volunteers over time by communicating the importance and value of volunteers' contributions. Tain Lin (2015) found that nonprofit organizations could thrive by paying attention to and putting effort towards the retention of volunteers over time.

There is limited literature surrounding the ideal model for recruitment, engagement, and retention in all-volunteer organizations. Nonprofit organizations that operate "all-volunteer", i.e. unpaid employees, face different challenges than those NPOs that have paid employees. For example, Meals on Wheels of Central Texas has paid employees to manage the recruitment and retention of volunteers and the finances of the organization. A nonprofit organization, such as the Austin Junior Forum, with no paid employees must find volunteers who have the time, energy, and skill set to engage volunteers, organize events, represent the organization within the community, fundraise, manage finances, capital assets, and more. When one considers that many volunteers have commitments other than those to the organization they volunteer for such as jobs and family, it is easy to understand the unique challenges all-volunteer organizations face and how important it is to recruit, engage, and retain volunteers.

The Junior Forum Inc. is an example of an all-volunteer nonprofit organization located in Texas. Junior Forum was founded in 1946 when a small group of women wanted to join together to serve their local community. Over the last 71 years the organization grew across the state to include member chapters in Austin, Baytown, Cypress-Woodlands, Dallas, Georgetown, Houston, Nacogdoches, Pasadena-Bay, and San Antonio. Each group is a private, non-profit service and welfare organization

composed of young women dedicated to serving the community. The mission of Junior Forum Inc. can be found on their website:

The mission of Junior Forum Inc. is to support member chapters in achieving their goals and promote the growth of the organization. Junior Forum Inc. is made up of nine member chapters from across the state of Texas. Although differences exist between chapters, the overall purpose of Junior Forum is to promote volunteerism among women by serving in our communities in areas related to children, families and senior adults. Each chapter organizes annual fundraisers to raise money and awareness of the needs in our local communities. Funds that are raised are distributed to local organizations that demonstrate need and fit with the mission and purpose of Junior Forum (Junior Forum Inc, 2017).

As a member of the Austin Chapter of Junior Forum Inc., I see an ongoing desire of member to find ways to support strong volunteer recruitment, ongoing engagement, and long-term retention. We would not survive without our volunteers!

### **Research Purpose**

While the research surrounding volunteer recruitment, engagement, and retention for organizations with paid employees can be valuable to all-volunteer organizations, there is a void in the research. This study proposes to fill that gap by addressing a three-fold research purpose. First, it describes the ideal components of a volunteer engagement model that supports recruitment, engagement, and retention of volunteers in nonprofit organizations based on the literature. Second, through a survey and website analysis, this study identifies which of the best practices are being implemented in Junior Forum Inc. and member chapters across Texas. Third, it provides recommendations for improving

recruitment, engagement, and retention of volunteers in all-volunteer organizations such as Junior Forum Inc. and member chapters.

## **CHAPTER 2: LITERATURE REVIEW**

The purpose of this chapter is to review the literature surrounding the recruitment, engagement, and retention of volunteers in nonprofit organizations. This chapter provides a background discussion of best practices found in a variety of nonprofit organizations (e.g. all-volunteer, organizations with paid employees, large, small, etc.). The conceptual framework for the ideal model to recruit, engage, and retain volunteers in an all-volunteer organization is presented at the end of the chapter after this review of the literature.

### **Volunteer Recruitment**

The literature suggests nonprofit organizations should prepare for volunteers prior to beginning formal recruitment activities (Allen & Bartle, 2014; Cuskelly, 2016; Eisner et al. 2009; Kang, 2014; Lin, 2015; Vecina et al., 2013). This includes identifying the volunteer needs of the organization, strategic planning of volunteer activities and task matching, and the development of a recruitment strategy. Scholars recommend starting by clearly identifying the volunteer needs of the organization and including what knowledge and skills they need volunteers to have (Gould, 2015; Thomas, 2016). This will help the organization focus recruiting strategies and activities to a pool of potential candidates who will be a good match for an organization.

Once a nonprofit organization understands its needs, the research recommends developing a strategic plan for recruiting and engaging volunteers. There are a wide variety of recommendations to consider when developing the strategy to recruit volunteers for nonprofit organizations. Much of the literature suggests putting effort towards recruiting activities that are going to reach a target audience of volunteers

(Eisner et al., 2009; Gould, 2015; Hyde et al., 2016; Lee & Brudney, 2012, Thomas, 2016). Gould (2016) recommends deciding upon a recruitment strategy (i.e. targeted or broad based) after the planning that helps determine volunteer needs are fully outlined and met. *Targeted recruitment* is appropriate when the organization is working to find volunteers with a specific skill set. *Broad based recruitment* is appropriate when the project requires many volunteers and requires minimal training.

This plan should be designed in a way that increases the likelihood of engaging volunteers by understanding where they can find volunteers who are a good match for the organization. For example, an organization that needs volunteers during the day might focus their recruiting efforts toward individuals who are retired. Eisner et al. (2009, p.36) found “(t)he most promising place for nonprofits to recruit new volunteer talent are among retired baby boomers, young people (millennials), businesses, and religious organizations.

Thomas (2016, p. 17) recommends nonprofit organizations utilize a variety of “...recruitment strategies, including posting specific and detailed opportunities on volunteer recruitment websites and social media, tabling at collegiate internship fairs, (and) placing flyers in areas highly trafficked with the target population” as ways to increase volunteer recruitment. While many nonprofit organizations try to recruit online, Cho et al. (2014) caution nonprofits to be careful when using social media, as their research found that while social media can get information out, it did not increase volunteer engagement.

Many scholars have found additional best practices such as planning new volunteer orientation, ongoing training, support systems such as volunteer coaches and

mentors, and meaningful task assignments support increased engagement and retention in an organization (Grimm et al., 2016; Eisner et al., 2009; Newton et al., 2014; Millette & Gagne, 2008).

### **Volunteer Engagement**

There is ample research that investigates an individual's motivation for volunteering (Allen & Bartle, 2014; Clary & Snyder, 1999; Clary et al., 1998; Güntert et al., 2016; Kang, 2014; Lee & Brudney, 2009; Lin, 2015, Manetti et al., 2015; Penner, 2002; Stukas, 2015; Welty Peachey et al., 2013). This is in an effort to better understand volunteer engagement as there is a relationship between volunteer engagement and retention (Allen and Bartle, 2014; Devaney et. al, 2015; Eisner et al., 2009; Grimm et al, 2009; Millett & Gagne, 2008; Thomas 2016; & Vecina, Chacon, Marzana & Marta, 2013). Researchers have found that understanding a volunteer's motivation and designing job tasks around those motivations results in increased volunteer satisfaction and retention (Millete and Gagne, 2008; Allen and Bartle, 2014).

While there is evidence that volunteer engagement was related to individual motivation, management practices are also important. The literature on nonprofit volunteer engagement has identified many organizational and management strategies to support successful initial and ongoing engagement of volunteers (Allen & Bartle, 2014; Bortree & Waters, 2014; Penner, 2002; Studer, 2015; ). Staff support throughout the volunteer experience is shown to increase engagement. Eisner et al. (2009) recommend nonprofit organizations develop a strategic volunteer plan that includes ongoing support, supervision and management of volunteers. Thomas (2016) argues managing volunteers effectively can lead to an engaged and committed volunteer

base. For example, having an easy process for signing up and tracking volunteer hours supports ongoing engagement by avoiding frustration with unorganized scheduling and tracking.

As part of the strategic plan to engage volunteers, Thomas (2016) argues that it is important for nonprofit organizations to know how to effectively train volunteers for the purpose of retention. She recommends that the training includes “...in-depth information about the organization, its goals and missions, the tasks and duties they will be performing, and how these duties relate to the organization as a whole” (2016, p. 18). Garner and Garner (2016, p. 815) found “...nonprofit organizations may be able to increase their volunteers’ commitment by communicating the importance of the organization’s work and the volunteer’s contribution to that work...”. In addition to developing and delivering effective training to volunteers Gould argues it is also important to effectively train those who will be working with and supporting the volunteers to help increase volunteer engagement, such as organizational leaders and/or board members (2015).

The way volunteers’ tasks and duties are designed and assigned can influence engagement (Starnes & Wymer, 2001; Lee & Brudney, 2012). One of the main reasons volunteers do not return a second year is because the nonprofit is not matching the volunteers’ skills with assignments (Eisner et al., 2009). In addition to considering a volunteer’s skill set, the literature suggests nonprofit organizations should also match volunteers with work that they enjoy and consider meaningful (Eisner et al., 2009; Millette & Gagne, 2008). In addition to creating supports and ensuring that tasks are appropriately matched, scholars have found that incorporating ways for volunteers to



develop or build on current skills can help support retention over time (Ellis, 2012; Güntert, 2016).

### **Volunteer Retention**

While Meals on Wheels of Central Texas and the Ronald McDonald House Charities report an increase in volunteer participation and overall value of volunteer hours over the previous year, not all nonprofit organizations are having a similar experience with volunteer retention. National volunteer rates are declining and retaining volunteers year-over-year is a growing challenge. “Between 2005 and 2006, the percent of volunteers who did not do any volunteering the following year increased from 32 percent to 36 percent” (Eisner et al., 2009, p. 34). Eisner et al. (2009) found there are five main reasons why volunteers do not return: (1) Nonprofit organizations are not matching volunteers’ skills with tasks and roles that allow them to utilize their professional talents, (2) Nonprofits are failing to value and recognize the contributions made by volunteers, (3) Nonprofits are not measuring and reporting the value and impact of volunteers, (4) Nonprofits are not adequately training and investing in volunteers, and (5) Nonprofit leadership not taking the time to develop or support volunteer engagement and talent over time. In order for nonprofit organizations to thrive, they must pay attention to and put effort towards the retention of volunteers over time.

High turnover in volunteers can be costly to an organization. When nonprofit organizations can retain volunteers year-over-year, it can save preparation time, training time, and reduce costs (Lin, 2015). In addition to cost savings, the retention of volunteers can make an organization stronger. Bortree & Waters (2004, p. 222) argue, “...(r)etaining volunteers keeps knowledge and developed skills within a nonprofit, rather than requiring

the organization to recruit new volunteers who must be trained about the nonprofit's processes". Wymer and Starnes (2001) found high turnover rates can demoralize volunteers and work against keeping active volunteers.

Many of the previously discussed recommendations to support increased recruitment and engagement ultimately support retention. For example, there is substantial literature which argues that good planning and training can increase volunteer retention. Cuskelly (2016, p. 142) argues that organizations that "...reported more extensive use of planning practices and training and support practices were likely to report significantly fewer perceived problems in the overall retention of volunteers". Eisner et al. (2009) recommend strong training programs for volunteers, program staff, and program leadership to help support retention. In addition, working to ensure that volunteers are matched up with jobs or tasks that utilize their current skill set supports retention (Allen & Bartle, 2014; Eisner et al., 2009; Millette & Gagne, 2008). Grimm et al. (2007), argue that the right type of volunteer opportunities can support engagement and retention.

Another retention strategy recommended by the literature is to find ways to recognize and celebrate volunteers. Gould argues (2016, p. 2), "...it is important for organizations to develop a reward and recognition system to honor the volunteers once the project has been completed". She recommends organizations poll the volunteers to see what forms of recognition would be perceived as important. Organizations such as the Austin Junior Forum recognizes members in a variety of ways such as monthly recognition at meetings, highlighting members in the newsletter, and yearly awards. Additional strategies identified by Gould include offering complementary

benefits to volunteers, sending personal thank you notes from leaders of the organization, and recognizing volunteers on the organization’s website (2016).

### Summary of Conceptual Framework

Table 2.1 presents three practical ideal type categories for this research - volunteer recruitment, volunteer engagement, and volunteer retention. Each category was developed based on the literature and the natural progression of onboarding and retaining volunteers.

**Table 2.1: Conceptual Framework Linking Ideal Type Categories to the Literature**

<p><b>Title:</b> A model assessment tool for the recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations.</p> <p><b>Purpose:</b> The purpose of this applied research project is threefold. First, it describes the ideal components of a volunteer engagement model that supports recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations based on the literature. Second, through a survey, I will identify which of the best practices are being implemented in all-volunteer nonprofit organizations in Texas. Third, it provides recommendations for improving recruitment, engagement, and retention of volunteers in all-nonprofit organizations.</p>	
<b><u>Practical Ideal Type Categories</u></b>	<b><u>Literature</u></b>
<p><b>1. Volunteer Recruitment</b></p> <p>1.1 Market research and needs assessment activities</p> <p>1.2 Strategic planning of volunteer needs and activities</p> <p>1.3 Development of a recruitment strategy</p>	<p>Allen &amp; Bartle (2014), Clary &amp; Snyder (1999), Cho et al., (2013), Cuskelly et al. (2006), Eisner et al. (2009), Ellis (2012), Gould (2015), Grimm et al. (2007), Güntert et al. (2016), Hyde et al. (2016), Kang (2014), Newton et al. (2014), Eisner et al. (2009), Lee &amp; Brudney (2012), Lin (2015), Millette &amp; Gagne (2008), Thomas (2016), Vecina et al. (2013).</p>

<p><b>2. Volunteer Engagement</b></p> <p>2.1 Recruitment strategy</p> <p>2.2 Onboarding and training</p> <p>2.3 Initial engagement strategy</p> <p>2.4 Volunteer management and support</p>	<p>Allen &amp; Bartle (2014), Bortree &amp; Waters (2014), Clary &amp; Snyder (1999), Clary et al. (1998), Devaney et al. (2015), Eisner et al. (2009), Garner &amp; Garner (2016), Grimm et al. (2007), Gould (2015), Güntert et al. (2016), Lee &amp; Brudney (2009), Lee &amp; Brudney (2012), Kang (2014), Lin (2015), Manetti et al. (2015), Millette &amp; Gagne (2008), Penner (2002), Starnes &amp; Wymer (2001), Studer (2015), Stukas et al. (2016), Thomas (2016), Vecina et al. (2013), Welty Peachey et al. (2016).</p>
<p><b>3. Volunteer Retention</b></p> <p>3.1 Ongoing engagement strategy</p> <p>3.2 Volunteer management and support</p> <p>3.3 Task and role matching</p> <p>3.4 Volunteer recognition</p>	<p>Allen &amp; Bartle (2014), Bortree &amp; Waters (2014), Cuskelly et al. (2006), Devaney (2015), Eisner et al. (2009), Gould (2015), Grimm et al. (2007), Lin (2015), Millette &amp; Gagne (2008), Starnes &amp; Wymer (2001), Vecina et al. (2013), Wymer &amp; Starnes (2001).</p>

## **CHAPTER 3: METHODS**

### **Chapter Purpose**

The purpose of this chapter is to describe the method used to gauge the Junior Forum, Inc.'s practices for the recruitment, engagement, and retention of volunteers in the all-volunteer organization. In the previous chapter, a thorough literature review supported the development of the conceptual framework of best practices in volunteer organizations. This chapter will begin with a description of the research participants. The process of how the components of the conceptual framework were used to create the data collection tools (a survey and content analysis coding rubric) and help narrow the focus of the document review will be discussed, including the strengths and weaknesses of the selected data collection techniques. The chapter also includes a description of the research procedures and the methods for data collection.

### **Research Setting and Research Participants**

The Junior Forum Inc., an all-female, all-volunteer organization, has chapters across Texas in Austin, Baytown, Cypress-Woodlands, Dallas, Georgetown, Houston, Nacogdoches, Pasadena Bay Area, and San Antonio. The JFI Board meets twice a year. There is an annual meeting of all member chapters and each chapter holds monthly member meetings and committee meetings as needed. Various chapters have different requirements to join the organization and different member requirements, but in general, “(t)he overall purpose of Junior Forum is to promote volunteerism among women by serving in our communities in areas related to children, families and senior adults” (Austin Junior Forum, n.d.). In addition, to their volunteer duties, many of the members

have other responsibilities such as having a family, working, and going to school.

The chapters of Junior Forum serve various nonprofit organizations in their respective communities, organize fundraising events, and partner with other groups to support their causes. Some chapters also own and operate capital assets. For example, the Austin Junior Forum owns and cares for the Historic Daniel H. Caswell House and the Houston Junior Forum owns and operates a resale shop. These activities and responsibilities require volunteers who are not only dedicated to serving the community, but who are also dedicated to maintaining the ongoing operations of the organization. For example, since none of the chapters have paid employees, volunteers are responsible for maintaining the finances, designing websites, and managing volunteers. This requires the organization to recruit potential members who have the skill set to help the organization thrive. This study is an effort to understand which best practices can help support success.

### **Operationalization of the Conceptual Framework**

The research method for this study is a case study. A case study is “(a) type of study in which the researcher will select one or more subjects or sites in order to make an in-depth analysis of a process organization, or other event. It can include both quantitative and qualitative data collection and analysis.”(Johnson, 2014 p. 248) Since this research looks at volunteer retention methods in a single organization, the case study approach was deemed appropriate. A case study design is appropriate when there is a desire to understand social phenomena and when it is necessary to use multiple research methods (Yin, 2007). A case study design will support a greater understanding of the relationship

and connection between recruitment, engagement, and retention, along with how close the practices and policies of the organization are to an “ideal” model. The two methods of data collection used in this study is a survey and content analysis of the JFI and each member chapter’s website.

The conceptual framework helps to organize the research by identifying ideal type categories. Using the methods of Shields and Rangarajan (2013), the conceptual framework was operationalized to ensure the survey and document analysis directly align with the research. Operationalization of the conceptual framework is when the practical ideal type criteria are used to find evidence that the “ideal” process is in place (Shields & Rangarajan, 2013). Descriptions of how the framework was operationalized for the survey and content analysis coding rubric follows. Tables 3.1 and 3.2 summarize the connection between the framework, data collection methods, and expected evidence.

### **Survey Research**

Surveys are common in social science research. In survey research, the researcher selects a sample of respondents and administers a standardized questionnaire. The questions are often, “very specific and provide the respondents with a limited set of possible answers...” (Johnson, 2014 p. 90). The survey can be a written document that is completed by the person being surveyed, an online questionnaire (or web-survey), a face-to-face interview or a telephone interview.

In this study, the survey was designed to collect data surrounding the ideal type categories identified in the conceptual framework. The survey instrument was developed by designing questionnaire items based on the categories and subcategories of the

conceptual framework. Each survey question addressed a specific element within the three categories. For example, the category “volunteer recruitment” has three subcategories: 1) market research and needs assessment, 2) strategic planning of volunteer recruitment activities and needs, and 3) recruitment activities. Questions were developed for each subcategory. Questions were designed to collect data using a response scale, selecting “yes” or “no”, responding to open-ended questions, and/or selecting one or more options from a checklist. Additional questionnaire items were included to provide respondent information such as the chapter they are a member of, length of service, and if they serve a leadership role.

Survey data in this study was collected using a web-survey that was created using *Qualtrics* ([www.qualtrics.com](http://www.qualtrics.com)). As illustrated in Table 3.1, respondents were presented with 39 questions regarding the recruitment, engagement, and retention of volunteers. There are many advantages of using a web-survey. Web-surveys are typically inexpensive, convenient for responders, easy to administer, and responders may be more willing to share information without an interviewer present (Barribeau, 2012). Johnson (2014) identifies additional benefits of web-surveys such as the way close-ended questions in a survey make it easy for researchers as there is a smaller chance of data being lost because of poor handwriting and/or spelling. Johnson also points out the ease of recording data as many survey websites will automatically create a database of responses.

While there are many advantages of using a survey, it is important to point out the disadvantages of this research method. Johnson (2014) discusses the challenge of writing a survey that has necessary and clear questions and appropriate response categories.



Another challenge is ensuring an appropriate number of respondents will participate. Challenges specific to web-surveys include incorrect email addresses or the invitation to participate going to one's junk mail. In addition, Johnson (2014, p. 90) argues that since surveys are often "...short and easy for people to complete; it is therefore limited in its ability to explore complex issues, situations in which there are many possible answers, or issue that cannot be reduced to a meaningful check-a-box format".

**Table 3.1: Operationalization of the Conceptual Framework for the Survey**

<p><b>Title:</b> A model assessment tool for the recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations.</p> <p><b>Purpose:</b> The purpose of this applied research project is threefold. First, it describes the ideal components of a volunteer engagement model that supports recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations based on the literature. Second, through a survey, I will identify which of the best practices are being implemented in an all-volunteer nonprofit organizations in Texas. Third, it provides recommendations for improving recruitment, engagement, and retention of volunteers in all-nonprofit organizations.</p>	
Ideal Type Category	Questionnaire Items
<b>1. Volunteer Recruitment</b>	
1.1 Market research and needs assessment activities	<ul style="list-style-type: none"> <li>• My chapter of Junior Forum Inc. has a committee dedicated to the recruitment of new members.(Yes/No)</li> <li>• My chapter of JFI considers the needs of the organization when developing recruitment activities.*</li> <li>• My chapter of JFI considers past recruitment techniques and evaluates their effectiveness when developing a plan.*</li> </ul>
1.2 Strategic planning of volunteer recruitment activities and needs	<ul style="list-style-type: none"> <li>• My chapter of JFI develops a strategic plan for recruiting new members.*</li> <li>• My chapter of JFI shares a recruitment plan with the current and sustaining members.*</li> <li>• My chapter of JFI has a process (or various methods) to pass down historical information to members who are new to supporting recruitment.*</li> <li>• My chapter of JFI collects ideas from all members when creating a strategic plan for recruiting.*</li> </ul>
1.3 Recruitment Activities	<ul style="list-style-type: none"> <li>• My chapter of JFI implements a variety of strategies to recruit new members.*</li> <li>• My chapter of JFI uses social media and volunteer websites to recruit new members.*</li> <li>• My chapter of JFI goes out into the community to recruit new members.*</li> <li>• Current and sustaining members who are not part of a recruitment committee are invited to participate in recruitment events.*</li> <li>• Current and sustaining members attend recruitment events.*</li> <li>• Women who are considering becoming a member of JFI have multiple opportunities to learn about the organization</li> </ul>

	in advance.*
<b>2. Volunteer Engagement</b>	
2.2 Onboarding and training	<ul style="list-style-type: none"> <li>• My chapter of JFI has orientation session(s) for new members. (Y/N)</li> <li>• My chapter of JFI makes information about the organization available to new members (e.g. bi-laws, processes and procedures, member requirements, etc.).*</li> <li>• How does the organization make information related to onboarding and training available to new members? (open ended)</li> </ul>
2.3 Initial engagement strategy	<ul style="list-style-type: none"> <li>• My chapter of JFI gathers information about new members to understand their motivation for volunteering.*</li> <li>• My chapter of JFI gathers information about new members to understand their skills that could contribute to the organization.*</li> <li>• My chapter of JFI makes intentional efforts to include new members in volunteer and social events.*</li> </ul>
2.4 Volunteer management and support	<ul style="list-style-type: none"> <li>• My chapter of JFI has a committee or group dedicated to supporting new members throughout their first year.*</li> <li>• My chapter of JFI has a mentor program for new members.*</li> <li>• My chapter of JFI has activities scheduled throughout the year to support new member engagement.*</li> <li>• What are some of those activities? (open ended)</li> </ul>
<b>3. Volunteer Retention</b>	
3.1 Ongoing engagement strategy	<ul style="list-style-type: none"> <li>• My chapter of JFI has opportunities and/or activities scheduled throughout the year to support all members ongoing understanding of the organization (e.g. bi-laws, processes and procedures, member requirements).*</li> <li>• I have had the opportunity to try new things I am interested in through my membership in JFI.*</li> <li>• My chapter of JFI motivates me to do more in my community.*</li> </ul>
3.2 Volunteer management and support	<ul style="list-style-type: none"> <li>• My chapter of JFI has ongoing social events for all members throughout the year.*</li> <li>• My chapter of JFI does a good job of keeping me informed of new programs, updates, special projects, etc.*</li> </ul>

	<ul style="list-style-type: none"> <li>• My chapter of JFI makes it easy to find activities and sign up for them.*</li> <li>• My chapter of JFI has an easy and efficient way for me to track my hours and participation*</li> </ul>
3.3 Task and role matching	<ul style="list-style-type: none"> <li>• I feel I am asked to join committees and take on tasks that match my interests.*</li> <li>• I feel I am asked to join committees and take on tasks that match my skill set.*</li> <li>• I have developed skills that help me in my career through my membership in JFI.*</li> </ul>
3.4 Volunteer recognition	<ul style="list-style-type: none"> <li>• My chapter of JFI regularly reports the value of the contributions made by volunteers (e.g. dollars raised, volunteer hours, etc.)*</li> <li>• My chapter of JFI recognizes the contributions made by volunteers.*</li> <li>• What are some of the ways JFI recognizes the contributions made by members? (open ended)</li> </ul>

\*Response scale: (1) Strongly Disagree (2) Slightly Disagree (3) Neither Agree or Disagree (4) Slightly Agree (5) Strongly Agree (6) No Opinion

### **Survey Distribution Procedure**

The first step to distributing the survey was to understand the process for getting Junior Forum Inc. and area chapters to agree to participate in the survey. Initial contact was made with the President of the Junior Forum Inc. via email. She, in turn, spoke with others on the JFI Board and they decided to allow for me to request the support of each chapter at the Annual Junior Forum Inc. annual retreat. During the Board meeting of the retreat, a cover letter was distributed to each JFI Chapter representative that explained the purpose of the research study, why the study focuses on all-volunteer organizations, and the contact information of the researcher. In addition to the cover letter, the Board members received a template they could use to help encourage participation once the

survey went out and a copy of the flyer that was made available at the retreat to attendees. If the person representing a chapter was interested in participating, they provided their contact information on a sign-up sheet. During the convention, flyers encouraging participation were distributed to members and an announcement was made during the opening remarks of the annual member meeting. All chapters were willing to send out an email with the link.

The survey link was distributed by email to the JFI chapter representative with an introduction, purpose of the research, IRB approval information, and the link to the survey. Each chapter representative then sent the information to the members of their chapter. All emails and follow up communication that went to members included the link to the survey. When the response rate was low a week after the initial email was sent, the researcher sent follow up emails to the JFI chapter representative and the President of each chapter. One challenge with this data collection method was relying on one person within each member chapter to send out the information. The researcher recommends gathering the lists of each chapter's members and email addresses to send the survey directly to all members.

Copies of correspondences can be found in Appendix A: Communication and Messaging. Copies of documents provided at the JFI Board Meeting and Retreat can be found in Appendix B: Materials to Support JFI Member Participation.

### **Content Analysis**

Neuendorf defines content analysis as, "...the systematic, objective, quantitative analysis of message characteristics", and argues, "...(it) is perhaps the fastest-growing

technique in quantitative research (2002, p. 9). Busch et al. (2012) define content analysis as a research tool used to determine the presence of certain words or concepts within texts or sets of texts by quantifying and analyzing the presence, meanings and relationships of such words and concepts, then making inferences about the content of the text(s). Texts can include books, chapters, essays, recorded interviews, articles, documents, websites, meeting minutes, and more. In today's world, websites can be a tool for nonprofit organizations to use as they support the recruitment, engagement, and retention of volunteers. In this study, the content being analyzed was the public-facing website of Junior Forum Inc. and each member chapter. Johnson (2014, P.86) argues content analysis is "...a very useful research approach when the intention is to systematically measure the number and/or the message of the communications".

The website content analysis data collection method was designed to collect data surrounding the three ideal type categories identified in the conceptual framework. Content analysis was used to confirm if JFI and member chapters use the technology available to them to support the recruitment, engagement, and retention of volunteers. Units of data collection and coding schemes were developed for each subcategory. In this study, the category "volunteer retention" has four subcategories: 1) ongoing engagement strategy, 2) volunteer management and support, 3) task and role matching, and 4) volunteer recognition. For the subcategory volunteer recognition, the researcher looked for evidence the organization posts information about awards recognizing the organization and/or its members (e.g. item #26 on the coding rubric: "Is there evidence of annual awards and recognitions?"). As illustrated in Table 3.2, the content analysis included a review each Junior Forum Inc. chapter's public-facing website.

There are many advantages of this method of research. Content analysis allows for the review of content in a wide range of settings and can provide valuable historical and/or cultural insights over time. While content analysis is regularly used qualitatively to identify common themes, Johnson (2014, p. 86) points out “(in) the strictest sense, content analysis converts the qualitative data into quantitative analysis”, allowing for both quantitative and qualitative operations. Another advantage of content analysis is the way it can support the interpretation of texts for purposes such as the development of expert systems (Busch et al., 2012). In this study, the content analysis of public facing websites gave the researcher easy, unlimited access to the content.

There are also disadvantages of content analysis. It can be time consuming to review large amounts of texts. For example, in this study, there was a review of nine chapter websites that were not organized in the same way. Another disadvantage identified by Busch et al. (2012) is that the context that produced a text can be disregarded. In addition, content analysis does not provide insight into any of the decisions or discussions that led to the final content of the website. Some of the JFI member chapter website’s have information that is updated regularly, while others have a website that doesn’t require regular updates. Johnson (2014) found coding the material can lead to issues with reliability and recommends the definitions and rules for coding are clear and detailed.

This content analysis rubric contains three coding options: 1) yes, 2), no and 3) not applicable. This ended up presenting a challenge because a “yes” could mean different things. For the subcategory “strategic planning of volunteer recruitment activities and needs” within the “volunteer recruitment” category, one criteria item is “Is

there information about the history of the organization?”. While some chapters had very detailed historical information about the organization and others had just a few sentences, they both received a “yes”. Therefore results from this phase of research have to be interpreted with caution.

**Table 3.2: Operationalization of the Conceptual Framework for the Content Analysis Coding Rubric**

<p><b>Title:</b> A model assessment tool for the recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations.</p> <p><b>Purpose:</b> The purpose of this applied research project is threefold. First, it describes the ideal components of a volunteer engagement model that supports recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations based on the literature. Second, through a survey, I will identify which of the best practices are being implemented in an all-volunteer nonprofit organizations in Texas. Third, it provides recommendations for improving recruitment, engagement, and retention of volunteers in all-nonprofit organizations.</p>			
<p><b>JFI Chapter:</b>  <b>JFI Contact for the Chapter:</b>  <b>Website Link:</b></p>			
<p><b>Coding Key:</b> 1= Yes/ 2= No/ 3= Not Applicable</p>			
Content	Question #	Criteria to be Assessed	Code
<b>Volunteer Recruitment</b>			
<p><b>1.1 Market research and needs assessment activities</b>  Website content is aimed to support recruitment of potential new members who would be a good match for the organization.</p>	1	Are there pictures and graphic content that illustrate the mission of the organization?	
	2	Do the pictures and graphic content help illustrate the makeup of the organization?	
	3	Are pictures and graphic content are consistent between chapters (e.g. branding)?	
<p><b>1.2 Strategic planning of volunteer recruitment activities and needs.</b>  Consistency of information available on each chapter’s website.</p>	4	Is there information about the requirements to join the organization (e.g. gender and age requirements)?	
	5	Is there information about the history of the organization?	
	6	Is there information about the chapter’s link to Junior Forum Inc.?	
<p><b>1.3 Recruitment Activities</b></p>	7	Is there a timeline for recruitment activities?	



Information about recruitment activities for new members.	8	Is there information about recruitment and informational events for potential members?	
	9	Are there opportunities for potential members to meet current members?	
	10	Is there a way for potential members to request additional information?	
<b>2. Volunteer Engagement</b>			
<b>2.1 Onboarding and Training</b> Information about joining the organization and training.	11	Is there information about new member orientation and training?	
	12	Are new member requirements posted for potential members to see?	
<b>2.2 Initial Engagement Strategy</b> Information about volunteer activities and membership events.	11	Is there information about volunteer activities?	
	12	Is there information about social events?	
<b>2.3 Volunteer Management and Support</b> Information about volunteer requirements.	13	Is there information surrounding volunteer requirements?	
	14	Is there a process for signing up to volunteer?	
	15	Is there a process for recording/reporting volunteer hours?	
<b>3. Volunteer Retention</b>			
<b>3.1 Ongoing Engagement Strategy</b> Evidence of current member engagement with the organization and community.	16	Are there pictures of members engaging with the organization and the community?	
	17	Is there information available about ongoing events?	
	18	Is there information available regarding the organizations' contributions to the community (e.g. dollar value of hours volunteered, etc.)	
	19	Is there information that shares what awards/honors the organization has achieved?	
<b>3.2 Volunteer Management and Support</b> Description of information about various volunteer activities and events	20	Is there information available regarding the volunteer activity? (e.g. start/end time, physical requirements, contact info. for day of, etc.)	
	21	Is there information surrounding who members call with questions about volunteering?	
	22	Is there evidence there is at least one (or	

		more) volunteers responsible for leading volunteer opportunities?	
<b>3.3 Task and Role Matching</b> Evidence the organization is strategic around volunteer task and role matching	23	Is there evidence the organization collects information about volunteers' skills?	
	24	Is there evidence the organization collects information about volunteers' preferences?	
	25	Is there evidence of consideration around the needs of the organization when assigning tasks and roles?	
<b>3.4 Volunteer Recognition</b> Evidence the organization recognizes and celebrates members.	26	Is there evidence of annual awards and recognitions?	
	27	Is there a location where awards and recognitions are shared with other members?	
	28	Is there recognition of "stand-out" members throughout the year?	
	29	Is there evidence of member accomplishments and efforts being highlighted for others to see?	

### Content Analysis Procedure

Similar to the procedure for distributing the survey, information about the content analysis was presented to the JFI Board. The researcher initially requested access to the bylaws, standing policies, strategic plans, charter, and any similar documents, but those documents were not made available by enough chapters to conduct a full analysis. For example, since I am a member of Austin Junior Forum, I was able to see our social calendar after logging into the "members only" section of the website. However, since I didn't have access to the "members only" section of all websites, it was difficult to find evidence of some items. This resulted in limitations of the content analysis. Each Chapter's has a public website, so special permission and access was not necessary to review the content of each public site.

The websites for each Chapter were reviewed by a single researcher using a coding rubric that was designed using the Conceptual Framework. This helped to support consistency of the analysis. When analyzing the content, the researcher was not concerned with where the evidence was located within the website. For example, some chapters had information about the requirements of members in one location while other chapters included the same information in multiple locations.

### **Human Subject Protection**

This applied research project was submitted to the Texas State Institutional Review Board (IRB) for review. The IRB reviewed and approved the project (IRB Project #2017547). Survey participants were all volunteers who are member of Junior Forum Inc. or a regional chapter. Interviewees were informed of their human subjects protection prior to starting the survey. They were all made aware their participation was voluntary and they were not required to answer any questions they did not want to answer. All participants voluntarily consented when they started the survey after they read the survey consent information that was attached to any electronic communication shared and when it was presented in the beginning of the survey. There was no compensation given to participants. There was not personally identifiable information collected as part of the survey and content analysis, allowing all participants to remain anonymous. The overall purpose of the research did not post risk of harm to any participants. The research project was approved March 20, 2017. A copy of the exemption request approval can be found in Appendix C: IRB Approval Documentation.

## **Chapter Summary**

This chapter has reviewed the case study approach used by the researcher to collect data through a survey and content analysis of the various JFI Chapters' websites and documents. Operationalizing the Conceptual Framework presented in Chapter 2 helped with the development of the survey and content analysis coding rubric. The next chapter presents the results of the case study used to develop the ideal model for the recruitment, engagement, and retention of volunteers in all-volunteer nonprofit organizations.

## **CHAPTER 4: RESULTS**

### **Chapter Purpose**

The purpose of this research is to describe the ideal components of a volunteer engagement model that supports recruitment, engagement, and retention of volunteers in Junior Forum Inc. and the member chapters. The purpose of this chapter is to present and summarize the results from the survey and the content analysis to identify which of the best practices are being implemented. The use of multiple research methods gave the researcher the ability to survey the perceptions and attitudes of the members, and to find evidences of best practices.

The three components of the ideal model include volunteer recruitment, volunteer engagement, and volunteer retention. Assessment results indicate that while there are many examples of best practices in place, there are many opportunities for chapters to increase the quality and quantity of best practices that support recruitment, engagement, and retention of volunteers. The results will be presented in a written and tabular format and will support the final conclusions and recommendations discussed in Chapter 5.

### **Survey Sample Characteristics**

The web survey method was designed to collect data surrounding the three ideal type categories identified in the conceptual framework. Members of JFI chapters were asked to respond to an online survey that was made available from March 22 - April 12. Some chapters did not forward the survey, so the survey ended up going out to 250 members, resulting in a 14.8% response rate. Four member chapters did not have any participants. 86% of respondents came from two member chapters. The women who did

respond to the survey completed the survey in it's entirety. No one stopped the survey midway through. Table 4.1 is a breakdown of the respondents by chapter.

**Table 4.1: Breakdown of Survey Respondents by Chapter**

<b>Chapter</b>	<b>Number of Respondents from the Chapter</b>	<b>Percent of Total Respondents</b>
<b>Austin</b>	17	46.0%
<b>Baytown</b>	2	5.4%
<b>Cypress-Woodlands</b>	15	40.6%
<b>Dallas</b>	0	0.0%
<b>Georgetown</b>	2	5.4%
<b>Houston</b>	0	0.0%
<b>Nacodoches</b>	0	0.0%
<b>Pasadena-Bay</b>	1	2.7%
<b>San Antonio</b>	0	0.0%

As expected, 100% of respondents were women. Table 4.2, represents the breakdown of survey respondents by membership status. 92% are current, active members. Table 4.3 is the breakdown of respondents by years of service. 22% of respondents have been a member for less than three years, 24% have been a member for three to five years, 24% have been a member for five to seven years, 22% have been a member for seven to ten years, and 8% have been members for ten or more years. Table

4.4 is a breakdown of respondents by leadership position within the organization. 62% of respondents are current leaders within JFI and/or their member chapters.

**Table 4.2: Breakdown of Survey Respondents by Membership Status**

<b>Member Title</b>	<b>Number of Respondents</b>	<b>Percent Total</b>
New Member	1	2.7%
Active Member	34	91.9%
Sustaining	2	5.4%

**Table 4.3: Breakdown of Survey Respondents by Years of Service**

<b>Years of Service</b>	<b>Number of Respondents</b>	<b>Percent Total</b>
Less than 3	0	0
1 -3 years	8	21.6%
3 -5 years	9	5.0%
5 -7 years	9	24.3%
7-10 years	8	21.6%
10+ years	3	8.1%

**Table 4.4: Breakdown of Survey Respondents by Leadership Position**

<b>Organizational Leader</b>	<b>Number of Respondents</b>	<b>Percent Total</b>
Yes	23	62.2%
No	14	37.8%

## Content Analysis Sample Characteristics

The website content analysis data collection method was designed to collect data surrounding the three ideal type categories identified in the conceptual framework. Junior Forum Inc. and all member chapters maintain independent public websites that share information about the organization. A list of each chapter's website can be found in Table 4.5. All websites were functioning when accessed by the researcher, so all were analyzed with the content analysis coding rubric.

**Table 4.5: Websites Accessed for the Content Analysis Data Collection**

Organization	Website
Junior Forum Inc.	<a href="https://juniorforuminc.com">https://juniorforuminc.com</a>
Austin Junior Forum	<a href="https://www.austinjuniorforum.org">https://www.austinjuniorforum.org</a>
Baytown Junior Forum	<a href="https://www.baytownjuniorforum.org">https://www.baytownjuniorforum.org</a>
Cypress-Woodlands Junior Forum	<a href="https://www.cwjuniorforum.org">https://www.cwjuniorforum.org</a>
Dallas Junior Forum	<a href="https://www.dallasjuniorforum.org">https://www.dallasjuniorforum.org</a>
Georgetown Junior Forum	<a href="https://www.gajf.org">https://www.gajf.org</a>
Houston Junior Forum	<a href="http://houstonjuniorforum.org">http://houstonjuniorforum.org</a>
Nacogdoches Junior Forum	<a href="https://www.nacjrforum.org">https://www.nacjrforum.org</a>
Pasadena Junior Forum	<a href="https://www.pbajf.org">https://www.pbajf.org</a>
San Antonio Junior Forum	<a href="https://www.sajuniorforum.org">https://www.sajuniorforum.org</a>

## Volunteer Recruitment - Survey Results

Volunteer recruitment is the first component of the ideal model for the recruitment, engagement, and retention of volunteers in all-volunteer organizations. The literature suggests nonprofit organizations should prepare for volunteers prior to beginning formal recruitment activities (Allen & Bartle, 2014; Cuskelly, 2016; Eisner et al. 2009; Kang, 2014; Lin, 2015; Vecina et al., 2013). This includes identifying the volunteer needs of the organization, strategic planning of volunteer activities and task matching, and the development of a recruitment strategy and plan.



In general, the data shows the organization implements many of the best practices when planning volunteer recruitment activities. It is, however, important to recall a majority of respondents came from two chapters (e.g. Austin Junior Forum and Cypress-Woodlands Junior Forum) and multiple chapters did not have any respondents. 81.1% of respondents agreed their chapter of JFI considers the needs of the organization when developing recruitment activities. 62% of respondents agreed their chapter of JFI develops a strategic plan for recruiting new members. 84% agreed their chapter considers past recruitment activities when developing a recruitment plan and 62% of respondents agreed a recruitment plan is shared with all members. Table 4.6 summarizes the survey responses for questions surrounding volunteer recruitment.

**Table 4.6: Volunteer Recruitment Survey Results**

<b>Item Number</b>	<b>Survey Question</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>No Opinion/ Don't Know</b>
<b>2</b>	My chapter of JFI considers the needs of the organization when developing recruitment activities.	8.1%	5.4%	81.1%	5.4%
<b>3</b>	My chapter of JFI considers past recruitment techniques and evaluates their effectiveness when developing a plan.	8.1%	0%	83.7%	8.1%
<b>4</b>	My chapter of JFI develops a strategic plan for recruiting new members.	24.3%	8.1%	62.1%	5.4%
<b>5</b>	My chapter of JFI shares a recruitment plan with the current and sustaining members.	25%	11.1%	61.1%	2.8%
<b>6</b>	My chapter of JFI has a process	10.8%	5.4%	78.3%	5.4%

	(or various methods) to pass down historical information to members who are new to supporting recruitment.				
<b>7</b>	My chapter of JFI collects ideas from all members when creating a strategic plan for recruiting.	8.3%	19.4%	63.9%	8.3%
<b>8</b>	My chapter of JFI implements a variety of strategies to recruit new members.	13.5%	2.7%	75.7%	8.1%
<b>9</b>	My chapter of JFI uses social media and volunteer websites to recruit new members.	10.8%	8.1%	78.4%	2.7%
<b>10</b>	My chapter of JFI goes out into the community to recruit new members.	13.5%	2.7%	78.3%	5.4%
<b>11</b>	Current and sustaining members who are not part of a recruitment committee are invited to participate in recruitment events.	5.8%	17.1%	74.3%	2.9%
<b>12</b>	Current and sustaining members attend recruitment events.	10.8%	16.2%	64.8%	8.1%
<b>13</b>	Women who are considering becoming a member of JFI have multiple opportunities to learn about the organization in advance.	8.1	8.1	78.4%	5.4%

When developing the strategic plan, the literature suggests that organizations should use a variety of strategies for outreach to potential new members. For example, in 2016, the members of Austin Junior Forum hosted a booth at the Texas Conference for Women in an attempt to support recruitment of members. 76% of respondents agreed

that their chapter of JFI implements a variety of strategies to recruit new members. 78% of respondents agreed their chapter of JFI goes out into the community and uses social media and websites to recruit new members.

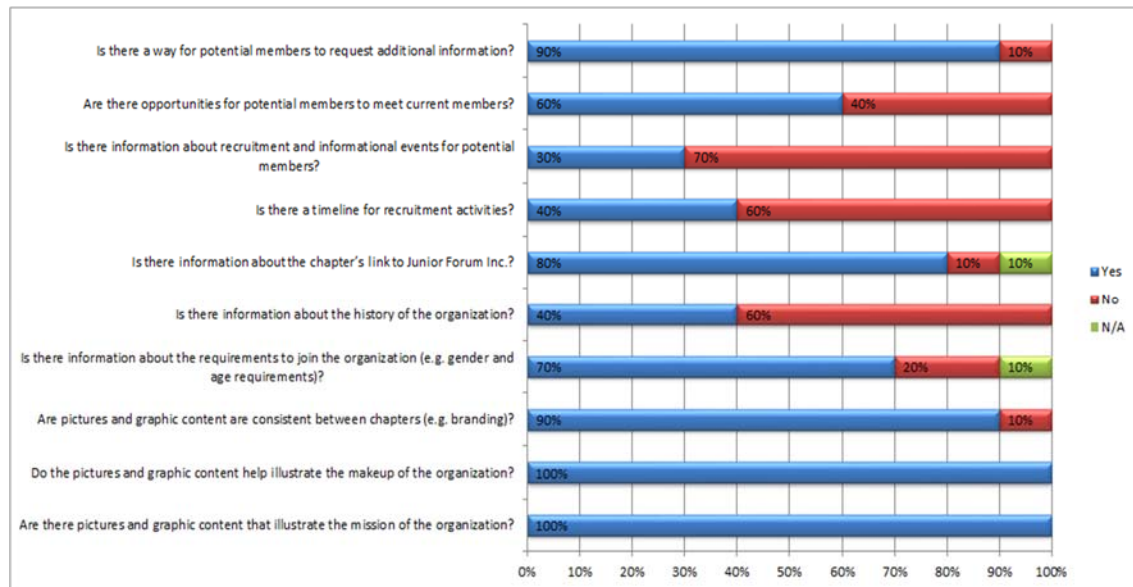
Another best practice for the recruitment of new members is giving potential members multiple opportunities to learn about the organization in advance and meet current members. 78% of respondents agreed that women who are considering membership have opportunities to learn about the organization in advance and 65% reported that current and sustaining members attend recruitment events.

### **Volunteer Recruitment - Content Analysis Results**

The public-facing websites for each JFI and each member chapter were reviewed by a single researcher using a coding rubric that was designed using the Conceptual Framework. This helped to support consistency of the analysis. Unlike the survey results, which had limited participation from all chapters, the researcher was able to access each chapter's website. As previously mentioned, the literature suggests nonprofit organizations can develop their websites to include information that support volunteer recruitment efforts. 100% of the websites analyzed had pictures and graphic content that illustrate the mission and makeup of the organization. 40% of websites had information about the history of the organization and 80% had information about their member chapter's link to Junior Forum, Inc. 70% of the websites had information about the requirements to join, and 30% of websites has information about recruitment and informational events for new members.. The content analysis revealed 90% of member chapter websites have a way for potential members to request additional information about the organization. In all cases, an email address was provided for anyone requesting

additional information. Table 4.7 illustrates the findings of the volunteer recruitment portion of the content analysis.

**Table 4.7: Volunteer Recruitment Content Analysis Results**



### Volunteer Engagement - Survey Results

Volunteer engagement is the second component of the ideal model for the recruitment, engagement, and retention of volunteers in all-volunteer organizations. While the data shows that the organization implements many best practices when developing strategies to engage member engagement once they join the organization, it is important to remember a majority of respondents came from two chapters. The literature suggests that volunteer engagement is enhanced when organizations understand the volunteers' motivations for joining (Millete and Gagne, 2008; Allen and Bartle, 2014). 56.8% of respondents agreed the organization gathers information about volunteer motivation. Taking the time to gather information about

new members to understand how their skills that could contribute to the organization also supports new member engagement (Starnes & Wymer, 2001; Lee & Brudney, 2012). 72.9% of respondents agreed their member chapter does collect this type of data.

The literature finds supporting volunteers throughout the volunteer experience can support engagement. Eisner et al. (2009) recommend that nonprofit organizations develop a strategic volunteer plan that includes ongoing support, supervision, and management of volunteers. Thomas (2016) argues managing volunteers effectively can lead to an engaged and committed volunteer base, and 83.8% of respondents agreed there is a mentor program available to new members. 83.8% agreed there are activities scheduled throughout the year to support new member engagement. 91.9% agreed their chapter has a committee dedicated to supporting new members, and 89.2% agreed their chapter of JFI makes intentional efforts to include new members in volunteer and social events. 83.8% of respondents agreed their organization provides opportunities and/or activities scheduled throughout the year to support all members ongoing understanding of the organization. Table 4.8 summarizes the survey responses for questions surrounding employee engagement.

**Table 4.8: Volunteer Engagement Survey Results**

<b>Item Number</b>	<b>Survey Question</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>No Opinion/ Don't Know</b>
<b>15</b>	My chapter of JFI has opportunities and/or activities scheduled throughout the year to support all members ongoing understanding of the organization (e.g. bi-laws,	13.1%	2.7%	83.8%	0%

	processes and procedures, member requirements).				
<b>17</b>	My chapter of JFI gathers information about new members to understand their motivation for volunteering.	18.9%	18.9%	56.8%	5.4%
<b>18</b>	My chapter of JFI gathers information about new members to understand their skills that could contribute to the organization	16.2%	5.4%	72.9%	5.4%
<b>19</b>	My chapter of JFI makes intentional efforts to include new members in volunteer and social events.	5.4%	2.7%	89.2%	2.7%
<b>20</b>	My chapter of JFI has a committee or group dedicated to supporting new members throughout their first year.	5.4%	2.7%	91.9%	0%
<b>21</b>	My chapter of JFI has a mentor program for new members.	10.8%	2.7%	83.8%	2.7%
<b>22</b>	My chapter of JFI has activities scheduled throughout the year to support new member engagement.	13.5%	2.7%	83.8%	0%

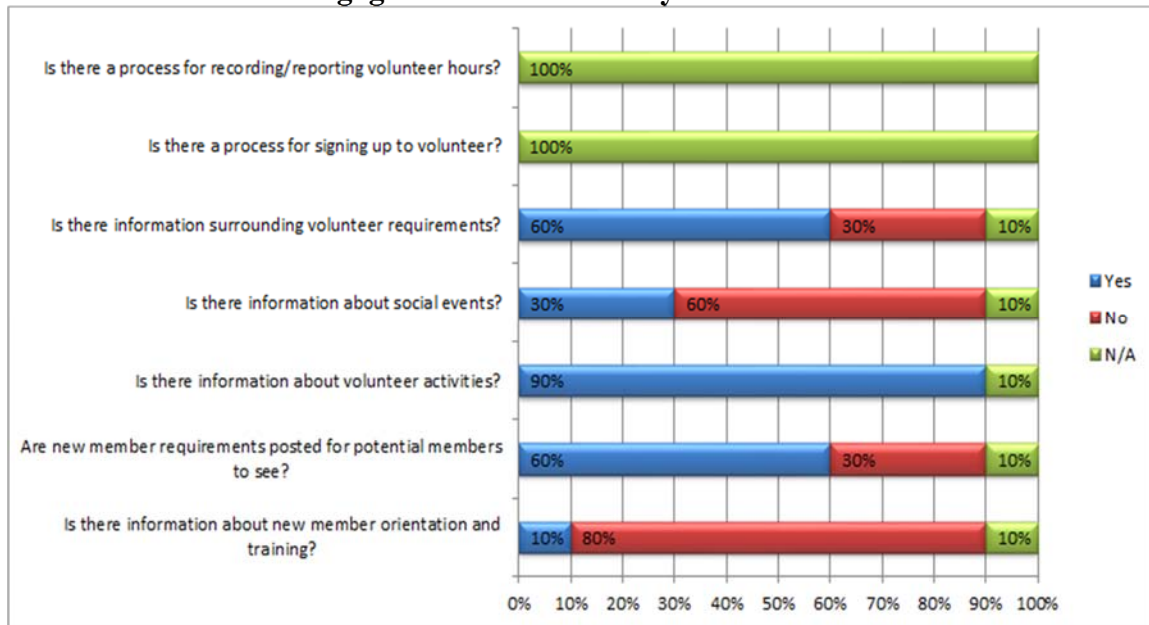
### **Volunteer Engagement - Content Analysis Results**

The researcher accessed the public-facing websites of JFI and member chapters to find evidence of best practices that support volunteer engagement. The literature supports the best practice of using websites and technology to support volunteer engagement. There were some items within the volunteer engagement content analysis the chapters keep in password protected section of their website, resulting in the inability

to analyze those documents. For example, the researcher was not able to analyze the way volunteer hours are tracked or the process for signing up for volunteer activities.

90% of all websites had information about the various volunteer activities and service projects. 60% of websites had information surrounding volunteer requirements. 60% of websites has information specific to new member requirements, and 10% had information about new member orientation and training. 30% of websites had information about member social events. Table 4.9 illustrates the findings of the volunteer engagement portion of the content analysis.

**Table 4.9: Volunteer Engagement Content Analysis Results**



### Volunteer Retention - Survey Results

Volunteer retention is the third component of the ideal model for the recruitment, engagement, and retention of volunteers in all-volunteer organizations. In order for nonprofit organizations to thrive, they must pay attention to and put effort towards the retention of volunteers over time, not just when they first join the organization. Effective

organizational management supports retention (Cuskelly, 2016). When responding to survey questions surrounding volunteer retention, 72.9% of respondents agree their chapter organizes activities throughout the year to support all members ongoing understanding of the organization and 72.9% agree does a good job of keeping me informed of new programs, updates, special projects, etc. 91.9% of respondents agreed their chapter of JFI makes it easy to find activities and sign up, and 83.8% of respondents agreed their chapter has an easy and efficient way to track volunteer hours and participation.

The literature also suggests nonprofit organizations should work to ensure that volunteers are matched up with jobs or tasks that utilize their current interests, knowledge and skill set (Allen & Bartle, 2014; Eisner et al., 2009, Millette & Gagne, 2008). 91.9% of those surveyed agree they were asked to join committees and take on tasks that match their interests, and 56.7% agree they are asked to join committee and take on tasks that match their skill set. 89% of respondents agree they have been able to try new things they are interested through their membership, and 86.5% agree they are motivated to do more in their community as a result of being a member.

Another retention strategy supported by the literature is to find ways to recognize and celebrate volunteers and their accomplishments. Gould (2016, p.2) argues that, "...it is important for organizations to develop a reward and recognitions system to honor volunteers...". 89.2% of respondents agreed their chapter regularly reports the value of the contributions made by volunteers. 100% agreed their contributions made by the volunteers is recognized. Table 4.10 illustrates the survey responses for all questions surrounding volunteer retention.



**Table 4.10: Volunteer Retention Survey Results**

<b>Item Number</b>	<b>Survey Question</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>No Opinion/ Don't Know</b>
<b>24</b>	My chapter of JFI has opportunities and/or activities scheduled throughout the year to support all members ongoing understanding of the organization (e.g. bi-laws, processes and procedures, member requirements).	16.2%	5.4%	72.9%	5.4%
<b>25</b>	I have had the opportunity to try new things I am interested in through my membership in JFI.	10.8%	10.8%	89.2%	0%
<b>26</b>	My chapter of JFI motivates me to do more in my community.	5.4%	8.1%	86.5%	0%
<b>27</b>	My chapter of JFI has ongoing social events for all members throughout the year.	5.4%	2.7%	89.2%	2.7%
<b>28</b>	My chapter of JFI does a good job of keeping me informed of new programs, updates, special projects, etc.	16.2%	5.4%	72.9%	5.4%
<b>29</b>	My chapter of JFI makes it easy to find activities and sign up for them	2.7%	5.4%	91.9%	0%
<b>30</b>	My chapter of JFI has an easy and efficient way for me to track my hours and participation	13.5%	2.7%	83.8%	0%
<b>31</b>	I feel I am asked to join committees and take on tasks that match my interests	5.4%	2.7%	91.9%	0%
<b>32</b>	I feel I am asked to join committees and take on tasks that match my skill set.	21.6%	21.6%	56.7%	0%

33	I have developed skills that help me in my career through my membership in JFI.	29.7%	27%	32.4%	10.8%
34	My chapter of JFI regularly reports the value of the contributions made by volunteers (e.g. dollars raised, volunteer hours, etc.)	5.4%	2.7%	89.2%	2.7%
35	My chapter of JFI recognizes the contributions made by volunteers	0%	0%	100%	0%

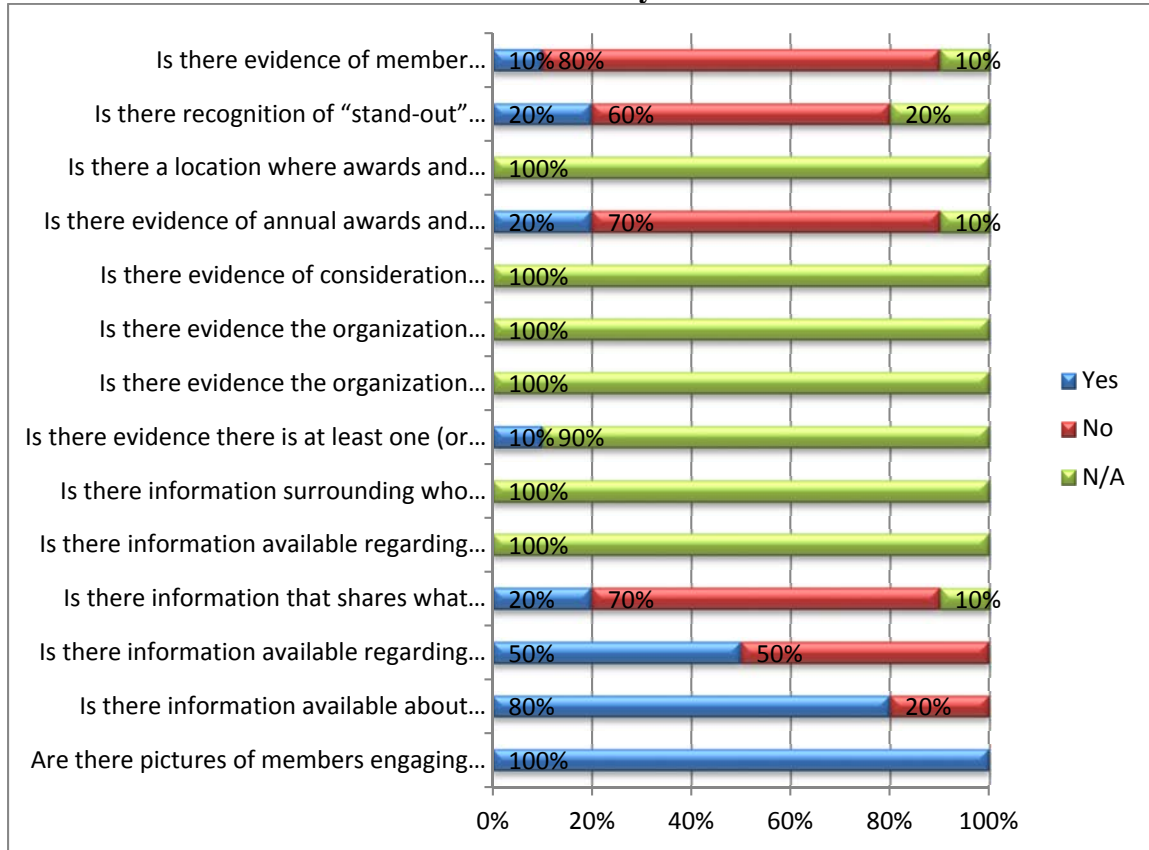
### **Volunteer Retention - Content Analysis Results**

The researcher accessed the public-facing websites of JFI and member chapters to find evidence of best practices that support volunteer retention. The literature supports the best practice of using websites and technology to support volunteer retention. There were some items within the volunteer engagement content analysis the chapters keep in password protected section of their website, resulting in the inability to analyze those documents. For example, the researcher was not able to look for evidence regarding the specific start and end times of volunteer events, and if there are ways rewards and recognitions are shared with members in ways other than the main website.

Much of what the researcher looked for in the content analysis was evidence for the organization's efforts in highlighting achievements of the group and individuals. 100% of the websites had pictures of members engaging with organization and the community, and 50% of websites had information recognizing the organization's contributions to society. 10% of websites highlighted information about members accomplishments and efforts, 20% of websites recognized "stand out" members, and 20%

of websites have information about annual awards and recognition. Table 4.11 illustrates the findings of the volunteer retention portion of the content analysis.

**Table 4.11: Volunteer Retention Content Analysis Results**



### Chapter Summary

This chapter presented results from a survey and content analysis of each of the three practical ideal type categories developed from the literature. Chapter 5 will offer conclusions recommendations for the model assessment tool for the recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations.

## **CHAPTER 5: CONCLUSION**

### **Chapter Purpose**

The purpose of this applied research project is threefold. First, it describes the ideal components of a volunteer engagement model that supports recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations based on the literature. Second, through a survey and content analysis, I identified which of the best practices are being implemented in Junior Forum Inc. and member chapters. Third, it provides recommendations for improving recruitment, engagement, and retention of volunteers in all-volunteer nonprofit organizations.

### **Recommendations**

The model assessment tool for this case study consists of three ideal components for the recruitment, engagement, and retention of volunteers. These concepts are developed through the literature and presented in the conceptual framework. Table 5.1 identifies the three major components, summarizes the results, and provides recommendations.

**Table 5.1: Summary of Findings and Recommendations**

<b>1. Volunteer Recruitment</b>		
<b>Ideal Type Category</b>	<b>Evidence</b>	<b>Recommendations</b>
1.1 Market research and needs assessment activities	Strong Evidence	Continue pre-recruitment needs assessment and planning.
1.2 Strategic planning of volunteer recruitment activities and needs	Strong Evidence	Engage the entire organization to support the development of a recruitment strategy and increase member awareness of the recruitment strategy.

1.3 Recruitment Activities	Adequate Evidence	Increase opportunities to go out into the community to find potential members. Encourage current members to attend recruiting events. Add more information about recruitment events to the website.
<b>2. Volunteer Engagement</b>		
2.1 Onboarding and training	Strong Evidence	Continue onboarding and orientation practices. Add a schedule of onboarding events to the website.
2.2 Initial engagement strategy	Adequate Evidence	Continue encouraging new members to engage with the organization. Collect information about new members motivation for volunteering, interests, and skill set.
2.3 Volunteer management and support	Adequate Evidence	Continue new member management and support practices. Implement practices to keep current members aware of new information. Begin or reevaluate mentor programs to ensure the program supports member engagement and retention.
<b>3. Volunteer Retention</b>		
3.1 Ongoing engagement strategy	Strong Evidence	Continue offering a variety of volunteer activities and posting information about volunteer activities online.
3.2 Volunteer management and support	Adequate Evidence	Develop multiple avenues for sharing information about events and updates to the organization.
3.3 Task and role matching	Limited Evidence	Collect information regarding members' motivation, skills, and interests when creating committees and/or assigning tasks.
3.4 Volunteer recognition	Adequate Evidence	Continue recognizing member contributions and accomplishments internally. Find ways to recognize member contributions and accomplishments publicly.

## **Volunteer Recruitment**

The literature suggests nonprofit organizations should prepare for volunteers prior to beginning formal recruitment activities. This includes identifying the volunteer needs of the organization, strategic planning of volunteer activities and task matching, and the development of a recruitment strategy. Based on the data collect through the survey and the content analysis, JFI and member chapters are implementing many best practices for the recruitment of volunteers. Recommendations for strengthening the effectiveness of recruitment activities include sharing the strategic plan for recruiting with current members and engaging current members to attend recruitment events. It is helpful to have current members at recruiting events to show the organization's interest in adding members and to share personal stories. It is also recommended the chapters add more detailed information for potential members to the website such as member requirements and a timeline of recruitment and informational events. This allows potential members to plan in advance and not miss an opportunity to participate.

## **Volunteer Engagement**

Successfully engaging new members into an organization is an important step in supporting the overall retention of volunteers. When working to support engagement, organizations must consider the volunteer's motivation for volunteering, onboarding of new members, organizational management of new and current volunteers, and new member support systems. Based on the data collect through the survey and the content analysis, JFI and member chapters are implementing many best practices for the engagement of volunteers. Recommendations for strengthening the effectiveness of engagement activities include adding information to the public facing website regarding

new member orientation and onboarding activities. This allows potential members to plan ahead, and provides evidence of support for new members. It is also recommended the member chapters collect information from new members regarding their motivation for joining the organization, interests, and skills. This will help the organization to match volunteers with activities and tasks they enjoy. A third recommendation for the engagement of new members is to begin or reevaluate mentor programs to ensure the program supports member engagement and retention.

### **Volunteer Retention**

The overall goal of strategic planning of recruitment and engagement activities is to encourage volunteer retention. High retention rates within an organization can save preparation time, training time, and make the organization stronger. Based on the data collect through the survey and the content analysis, JFI and member chapters are implementing some practices for the retention of volunteers, but there is room to grow. Recommendations for strengthening the effectiveness of retention activities include finding more ways to share information and updates with members. For example, survey respondents reported they share information on social media, but not all members are on social media. Another recommendation is to find ways celebrate organizational awards/honors and member accomplishments publicly. While survey respondents agreed awards and accomplishments are shared, it appears most of the information sharing is internal as evidence was lacking when analyzing the content of the websites.

### **Conclusion**

The volunteer and nonprofit sector is a significant and important part of the United States economy and culture. Although there can be many differences between nonprofit organizations, most rely heavily on the support of volunteers to help carry out the mission of the organization. While there is significant research surrounding the recruitment, engagement, and retention of volunteers, there is limited research surrounding the ideal model for recruitment, engagement, and retention of volunteers in all-volunteer organizations, such as Junior Forum, Inc. and member chapters. This research is an attempt to fill this void. This research provides a strong foundation for understanding best practices in all-volunteer nonprofit organizations. First, a conceptual framework linking the ideal model was developed after a thorough review of the existing literature regarding the engagement, recruitment, and retention of volunteers in organizations with paid employees who help manage the volunteers. Next, through a survey and content analysis of websites, I identified which of the best practices are being implemented within Junior Forum, Inc. and member chapters. Finally, results and recommendations were presented.

While the data collected and analyzed is useful in contributing to the literature surrounding nonprofit, more specifically all-volunteer, organizations, and the response rate was low and did not include responses for all member chapters. This limits the ability to generalize results across the organization. For future research, it is recommended the researcher collect the contact information for members versus relying on a few individuals to help distribute the survey. This is important because we do not know if the low response rate is because members are not engaged or if it is because the survey did not go out.



Another recommendation for future research is to develop coding for the content analysis that is more specific and precise. As previously mentioned there were three coding options: 1) yes, 2) no and 3) not applicable. This ended up presenting a challenge because a “yes” could mean different things. For the subcategory “recruitment activities” within the “volunteer recruitment” category, one criteria item is “Is there a way for potential members to request additional information?”. Even though some chapters had very detailed information about ways a person can get more information and others had a single line with an email address, they both received a “yes”. Changing the coding options to include counts of incidents or length of content could provide more specific and usable results.

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**Appendix A: Communication and Messaging**  
**Outreach Letter to JFI Board Members and Chapter Representatives**

February 24, 2017

Greetings,

My name is Lana Sveda and I have been a member of Austin Junior Forum since 2014. In addition to being part of a great organization, I work full time with the College Board, a nonprofit education organization, and I am working towards a Master's Degree in Public Administration at Texas State University.

As part of the requirements to graduate, I must complete an Applied Research Project (ARP). The ARP is similar to a thesis as I am required to conduct research, gather and interpret data, and develop conclusions that contribute to the current knowledge of a topic. My ARP was originally going to focus on recruitment, engagement, and retention of volunteers in all-volunteer organizations. After digging into the project over the last 6 months, I would like to narrow the scope of the research and focus on all-female volunteer organizations.

I am writing today to request (beg and plead for) your JFI Chapter's support with this project. I have created a survey and would like to send it out to members of each chapter to gather data. In addition, I am willing to complete a content analysis of each chapter's documents such as the website, bylaws, standing policies, strategic plans, etc.

To show my appreciation of the organization's willingness to participate, I will share the final research paper and a summary of best practices with each JFI chapter. I am also willing to present my results at the JFI convention in the spring of 2018.

Included in this packet is a copy of the announcement that will be made to the conference attendees, a template your chapter can use to encourage participation once the survey goes out, and a copy of the flyer that will be made available to attendees.

Thank you for considering this request. Please allow me to apologize for not attending the retreat this year. I have a work conference I must attend this week. I look forward to hearing back and learning if this is a project your JFI Chapter wants to support. Please don't hesitate to reach out to me with any questions.

Sincerely,

Lana M. Sveda



**Appendix A: Communication and Messaging**  
**Outreach Email to JFI Chapter Representatives After Signing Up at the Retreat**

Hello,

My name is Lana Sveda and I have been a member of Austin Junior Forum since 2014. In addition to being part of such a great organization, I work full time with the College Board, a nonprofit education organization, and I am working towards a Master's Degree in Public Administration.

As part of the requirements to graduate, I am required to complete an Applied Research Project (ARP). The ARP is similar to a thesis as I am required to conduct research, gather and interpret data, and develop conclusions that contribute to the current knowledge of a topic. My ARP focuses on the recruitment, engagement, and retention of volunteers in all-volunteer organizations, specifically Junior Forum Inc., and each member chapter.

At the recent JFI retreat, information was shared about this research project along with an invitation for Junior Forum Inc. and member chapters to participate in a survey. After the retreat, Austin Junior Forum JFI Representative, Amy Rodriguez, sent me your contact information and let me know you were interested in learning more.

I am writing to understand what the best process is for sending the brief survey (no more than 20 minutes) to members. I can send the email with the survey directly to you for distribution, or you can send me a list of member email addresses and I can send it out. Please let me know what will work best for you.

Thank you for considering this request. I look forward to hearing back and learning if this is a project Baytown Junior Forum wants to support. Have a wonderful day!

Thank you,

Lana M. Sveda

**Appendix A: Communication and Messaging**  
**Email with Survey Link**

**Subject:**

**An Invitation to Participate in a Survey:  
Recruitment, Engagement, and Retention of Volunteers in Junior Forum Inc. and regional chapters.**

Lana M. Sveda, a graduate student at Texas State University, is conducting a research study to develop the ideal model for improving recruitment, engagement, and retention of volunteers in all-volunteer nonprofit organizations. You are being asked to complete this survey because you are a member of a Junior Forum Inc. chapter.

Participation is voluntary. The survey will take approximately 30 minutes or less to complete. You must be at least 18 years old to take this survey.

This study involves no foreseeable serious risks. We ask that you try to answer all questions; however, if there are any items that make you uncomfortable or that you would prefer to skip, please leave the answer blank. Your responses are anonymous.

If you have any questions or concerns feel free to contact Lana M. Sveda or her faculty advisor:

**Lana M. Sveda, graduate student**  
**Department of Political Science**  
**512-799-0505**  
**Lms103@txstate.edu**

**Dr. Nandhini Ranjaragan, Associate Professor**  
**Department of Political Science**  
**512-245-3285**  
**Nr11@txstate.edu**

This project 2017547 was approved by the Texas State IRB on March 20, 2017. Pertinent questions or concerns about the research, research participants' rights, and/or research-related injuries to participants should be directed to the IRB chair, Dr. Jon Lasser 512-245-3413 – ([lasser@txstate.edu](mailto:lasser@txstate.edu)) or to Monica Gonzales, IRB Regulatory Manager 512-245-2334 - ([meg201@txstate.edu](mailto:meg201@txstate.edu)).

If you would prefer not to participate, please do not fill out a survey. If you consent to participate, please complete the survey.

You can click on the following link to access the survey: [https://txstate.co1.qualtrics.com/jfe/form/SV\\_ba6Pyih7SaDBOnz](https://txstate.co1.qualtrics.com/jfe/form/SV_ba6Pyih7SaDBOnz)

Thank you,  
Lana M. Sveda

**Appendix B: Materials to support JFI Member Participation  
Flyer that was handed out during JFI Retreat (front)**

# **A Research Study: Volunteer Recruitment, Engagement, and Retention**

**There is limited research on the retention of volunteers in all-volunteer nonprofit organizations. Lana M. Sveda, an Austin Junior Forum member and Texas State University graduate student, is conducting a research study to develop an ideal model for retaining volunteers.**



Please consider participating in a brief survey. Your response to the survey will help Lana to evaluate the current practices of the various chapters to develop an ideal model of best practices for recruiting, engaging, and retaining volunteers.

Soon an email will go out with a link to the survey. You can access the survey through a link that will be in an email that will go out in the next two weeks.

Your participation in the survey is completely voluntary and all of your responses will be kept confidential. No personally identifiable information will be associated with your responses to any reports of these data.

**Appendix B: Materials to support JFI Member Participation  
Flyer that was handed out during JFI Retreat (back)**



Lana M. Sveda, a graduate student at Texas State University, is conducting a research study to develop the ideal model for improving recruitment, engagement, and retention of volunteers in all-volunteer nonprofit organizations. You are being asked to complete this survey because you are a member of a Junior Forum Inc. chapter.

Participation is voluntary. The survey will take approximately 30 minutes or less to complete. You must be at least 18 years old to take this survey.

This study involves no foreseeable serious risks. We ask that you try to answer all questions; however, if there are any items that make you uncomfortable or that you would prefer to skip, please leave the answer blank. Your responses are anonymous.

If you have any questions or concerns feel free to contact **Lana M. Sveda** or her faculty advisor:

**Lana M. Sveda, graduate student**  
**Department of Political Science**  
**512-799-0505**  
**Lms103@txstate.edu**

**Dr. Nandhini Ranjaragan, Associate Professor**  
**Department of Political Science**  
**512-245-3285**  
**nr11@txstate.edu**

This project [insert IRB Reference Number or Exemption Number] was approved by the Texas State IRB on [insert IRB approval date or date of Exemption]. Pertinent questions or concerns about the research, research participants' rights, and/or research-related injuries to participants should be directed to the IRB chair, Dr. Jon Lasser 512-245-3413 – (lasser@txstate.edu) or to Monica Gonzales, IRB Regulatory Manager 512-245-2334 - ([meg201@txstate.edu](mailto:meg201@txstate.edu)).

If you would prefer not to participate, please do not fill out a survey.

If you consent to participate, please complete the survey.

## Appendix C: IRB Approval Documentation



In future correspondence please refer to 2017547

March 20, 2017

Lana Sveda  
Texas State University  
601 University Drive.  
San Marcos, TX 78666

Dear Ms. Sveda:

Your IRB application 2017547 titled "A model assessment tool for the recruitment, engagement and retention of volunteers in all-volunteer nonprofit organizations." was reviewed and approved by the Texas State University IRB. It has been determined that risks to subjects are: (1) minimized and reasonable; and that (2) research procedures are consistent with a sound research design and do not expose the subjects to unnecessary risk. Reviewers determined that: (1) benefits to subjects are considered along with the importance of the topic and that outcomes are reasonable; (2) selection of subjects is equitable; and (3) the purposes of the research and the research setting is amenable to subjects' welfare and producing desired outcomes; that indications of coercion or prejudice are absent, and that participation is clearly voluntary.

1. In addition, the IRB found that you need to orient participants as follows: (1) signed informed consent is not required as participation will imply consent; (2) Provision is made for collecting, using and storing data in a manner that protects the safety and privacy of the subjects and the confidentiality of the data; (3) Appropriate safeguards are included to protect the rights and welfare of the subjects.

### **This project is therefore approved at the Exempt Review Level**

2. Please note that the institution is not responsible for any actions regarding this protocol before approval. If you expand the project at a later date to use other instruments please re-apply. Copies of your request for human subjects review, your application, and this approval, are maintained in the Office of Research Integrity and Compliance. Please report any changes to this approved protocol to this office.

Sincerely,

A handwritten signature in cursive script that reads "Monica Gonzales".

Monica Gonzales  
IRB Regulatory Manager  
Office of Research Integrity and Compliance

CC: Dr. Nandhini Rangarajan