



ARNOVA VOLUNTEER SURVEY

July 1, 2008 – June 30, 2009

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Association for Research on Nonprofit Organizations and Voluntary Action

EXECUTIVE SUMMARY

ARNOVA SURVEY covering the period July 1, 2008 to June 30, 2009

A few years ago, the University of Toronto in association with ARNOVA conducted an online survey on the volunteer contributions of ARNOVA volunteers. This survey was undertaken in response to a motion passed at the 2004 ARNOVA membership meeting to account for the contribution of members' volunteer activities to ARNOVA's health and vitality.

At the 2008 ARNOVA conference in Philadelphia, there was a motion put forth and passed in the membership meeting to continue this process and recognize volunteer contributions in the annual report. To do this, an online survey will be conducted yearly, asking questions about volunteer activities with ARNOVA.

The 2009 survey was conducted by a team consisting of Laurie Mook, University of Toronto, Femida Handy of the University of Pennsylvania, and Thom Jeavons, Executive Director of ARNOVA.

Data were collected during the period July 9 to December 8, 2009, by an electronic survey administered through Survey Monkey to 1,228 ARNOVA members, with a response rate of 25% (n=310). Two surveys were unusable, resulting in a final total of 308.

The key results of the survey for the fiscal period July 1, 2008 to June 30, 2009 were:

- 146 respondents indicated they had volunteered for ARNOVA during the fiscal year. Hours were reported by 141 of them, totaling 7,063.5 hours. Volunteer hours for NVSQ activities were analyzed separately, resulting in an addition of 3,635 hours, for a grand total of 10,698.5. This is the equivalent of about 6 full-time equivalents.
- The volunteers in this study contributed \$19,647 in non-reimbursed out-of-pocket expenses and the equivalent of an estimated \$408,683 in hours volunteered, for a total of \$428,330¹.
- The volunteer contributions represent 63 percent of the total activity hours (paid and unpaid), and 41 percent of all incoming resources.
- When the audited financial statements only were considered, the value added generated by ARNOVA was \$349,288.
- Volunteers add \$408,683 more to the value added, creating a total of \$757,971.
- Including volunteer contributions increased the value added by the organization by 117 percent.

¹ All monetary figures are reported in USD.

ARNOVA SURVEY covering the period July 1, 2008 to June 30, 2009

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Respondent Characteristics

Data were collected during the period July 9 to December 8, 2009, by an electronic survey administered through Survey Monkey to 1,228 ARNOVA members, with a response rate of 25% (n=310). Two surveys were unusable, resulting in a final total of 308.

Of the 308 respondents, 125 (40%) indicated they had never volunteered for ARNOVA, 37 (12%) had volunteered for ARNOVA in the past but were not volunteering currently, and 146 (48%) had volunteered in the period covered by the survey (referred to as current volunteers).

The majority of respondents reside in the United States (80%), as do current volunteers (85%). Eight-two percent self-identified as White non-hispanic, as did 87% of current volunteers.

Institutionally, 63% of respondents are faculty or staff at an academic institution, while 17% are students; for current volunteers these percentages are 81% and 6% respectively.

By gender, respondents are 59% female and 41% male; those indicating that they currently volunteer for ARNOVA are 53% female and 47% male.

The average length of membership in ARNOVA for all respondents was 7.9 years. For current volunteers, this was 11.5 years; for non-volunteers, 4.6 years.

Findings: Hours reported on the survey

For the fiscal year ending June 30, 2009, the ARNOVA Website indicated the organization was assisted by the efforts of 116 core volunteers. These volunteers served as on the Board of Directors, on committees, and track chairs. From this group, 83 (72%) responded to the survey. These 83 respondents indicated that they contributed 5,867.5 hours of activity to ARNOVA, an average of 71 hours. Fifty-nine other members indicated that they contributed 1,196 hours to ARNOVA, an average of 20 hours. In total, 7,063.5 hours were reported by 141 respondents (Table 1).

Table 1: Breakdown of volunteer hours, July 1, 2008 to June 30, 2009

Category	Respondents	Hours	%
Hours: Board of Directors	19	2047	29.0
Hours: Committees	55	1217	17.2
Hours: Annual conference organizing	35	834.5	11.8
Hours: Other annual conference activities	44	669.5	9.5
Hours: NVSQ related activities	93	1060	15.0
Hours: Other publications-related activities	7	97	1.4
Hours: Special Interest Groups	30	722	10.2
Hours: Fundraising not included elsewhere	0	0	0.0
Hours: Membership recruitment	17	183.5	2.6
Hours: Other	10	233	3.3
TOTAL	141	7063.5	

In addition, hours are contributed to the association journal, Nonprofit and Voluntary Sector Quarterly (NVSQ). For this time period, NVSQ processed 313 submissions. For each submission, there are 3 reviewers, and on average a paper that is sent back for revisions is submitted 3 times before it is published. To estimate the number hours contributed to NVSQ, we estimated 15 hours for each paper, for a total of 4,695 hours. As 92 respondents to the survey already indicated contributions of 1,060 hours to NVSQ, we added an additional 3,635 hours to the hours from the survey. At this time, it is not possible to know how many of the over 900 reviews were done by ARNOVA members, and how many

from reviewers outside ARNOVA. The grand total of hours therefore was 7,063.5 plus 3,635, or 10,698.5.

To place a monetary value on volunteer hours, we used values from the National Compensation Survey of the U.S. Bureau of Labor Statistics for hourly rates based on occupation and skill (see Appendix A). The rate reported for the category that includes executives, administrators, and managers (all levels) for the year 2005 (the latest year available at the time) was \$38.20 per hour (U.S. Bureau of Labor Statistics, 2005). Applying this hourly rate to data from our ARNOVA survey, the comparative market value of the volunteer contributions of 10,698.5 hours for the year would be estimated as \$408,683².

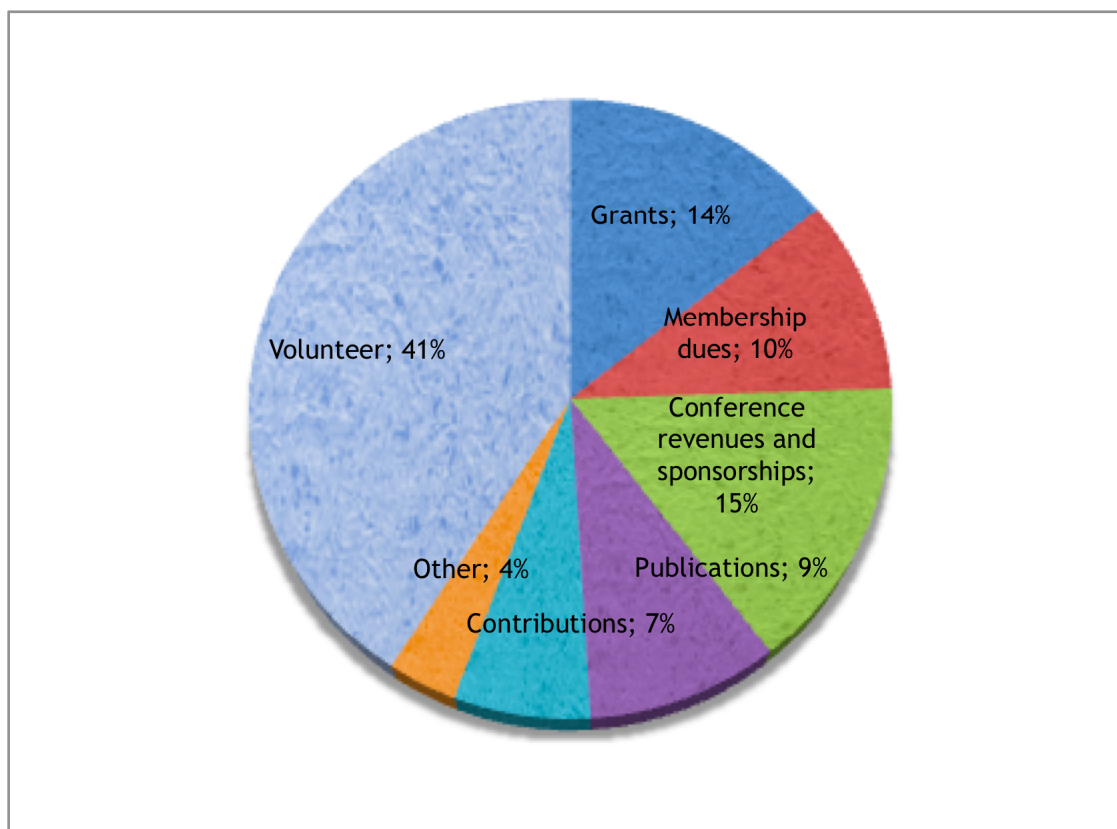
Findings: Out-of-pocket expenses

Many volunteers pay for expenses out of their own pocket without requesting reimbursement. This can be a significant contribution to the organization. ARNOVA volunteers were asked on the survey if they contributed out-of-pocket expenses and 45% indicated they had, in the total amount of \$19,647 (USD). Of Board members, 78% indicated they had unreimbursed out-of-pocket expenses, which averaged \$421; 45% of committee members not on the Board had expenses which averaged \$309 each, while 37% of volunteers outside of the Board and Committees had expenses which averaged \$208. In total, 46% of volunteers had expenses averaging \$298.

² All monetary figures are reported in USD.

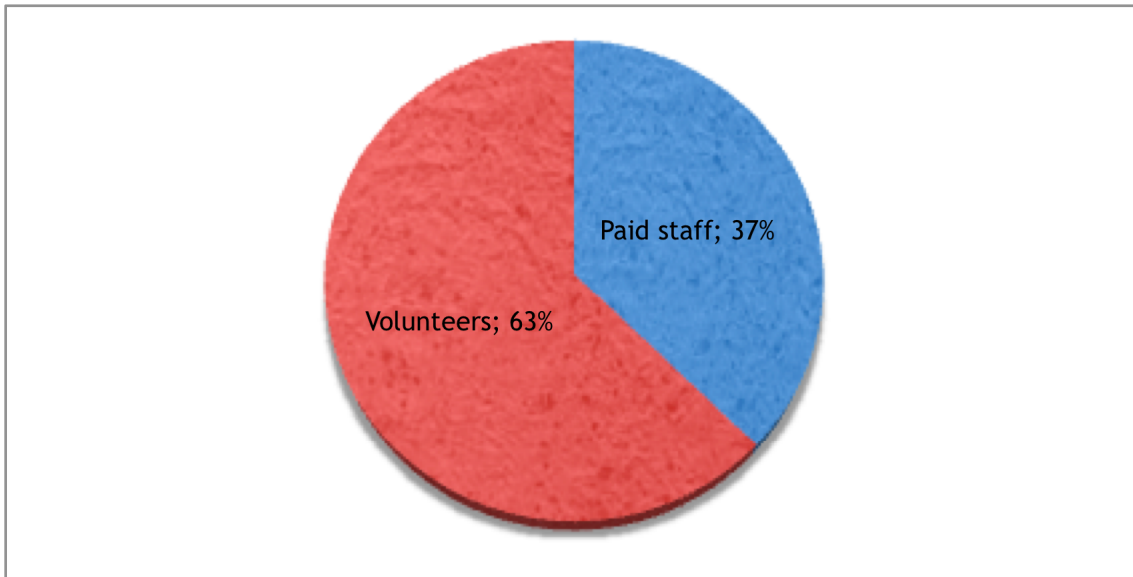
When considering the financial and in-kind resources of the organization, volunteer hours and out-of-pocket expenses together (\$408,683 + \$19,647 = \$428,330) account for 41 percent of the total (Figure 1). This figure shows that volunteer contributions, both monetary and non-monetary, provide the organization with significant resources that should be counted in its overall performance.

Figure 1: ARNOVA Resources: July 1, 2008 to June 30, 2009



Another way of looking at the significance of volunteer contributions is to examine the proportion that volunteers contribute to the overall human resources of the organization. ARNOVA has a paid staff FTE of 3.5, including the executive director, associate director, meeting manager, technology coordinator and NVSQ managing editor. Based on the estimate of 10,698.5 volunteer hours and a workweek of 35 hours (1,820 per year), ARNOVA volunteers and NVSQ reviewers contributed just almost 6 full-time equivalent (FTE) positions to ARNOVA for the fiscal year ending June 30, 2009. This means that ARNOVA has the equivalent of a total workforce FTE of 9.5, not just the paid staff FTE of 3.5. Volunteer activities account for 63 percent of the ARNOVA's human resources (Figure 2).

Figure 2. ARNOVA Paid and Volunteer FTEs



Findings: Volunteers at ARNOVA

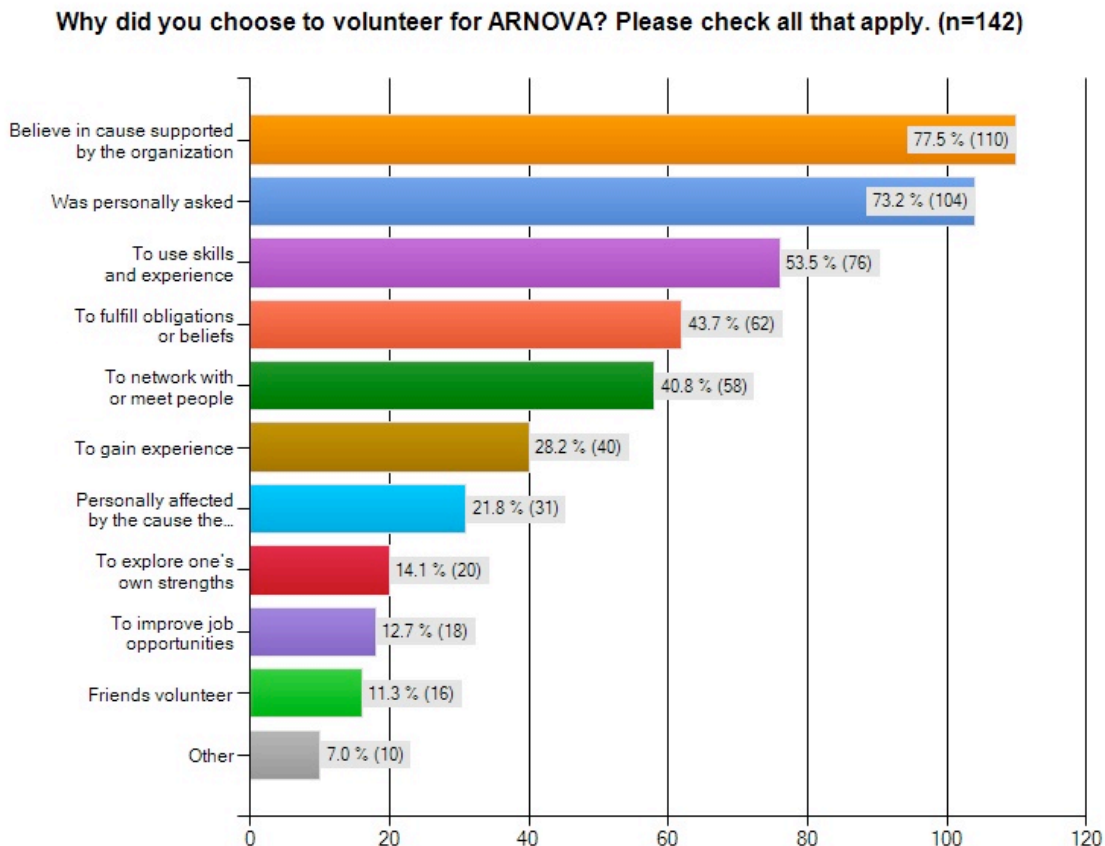
Reasons for volunteering

The results showed that of those who currently volunteer, there were two primary reasons for volunteering: *Believe in cause supported by the organization* (77.5%), and *Was personally asked* (73.2%). Other top answers were *To use skills and experience* (53.5%), *To fulfill obligations or beliefs* (43.7%), and *To network with or meet people* (40.8%) (Figure 3).

2005 results

The results showed that of those who currently volunteer, there were two primary reasons for volunteering: *Believe in cause supported by the organization* (77.0%), and *Was personally asked* (71.7%). Other top answers were *To use skills and experience* (48.7%) and *To fulfill obligations or beliefs* (46.1%).

Figure 3: Reasons for volunteering



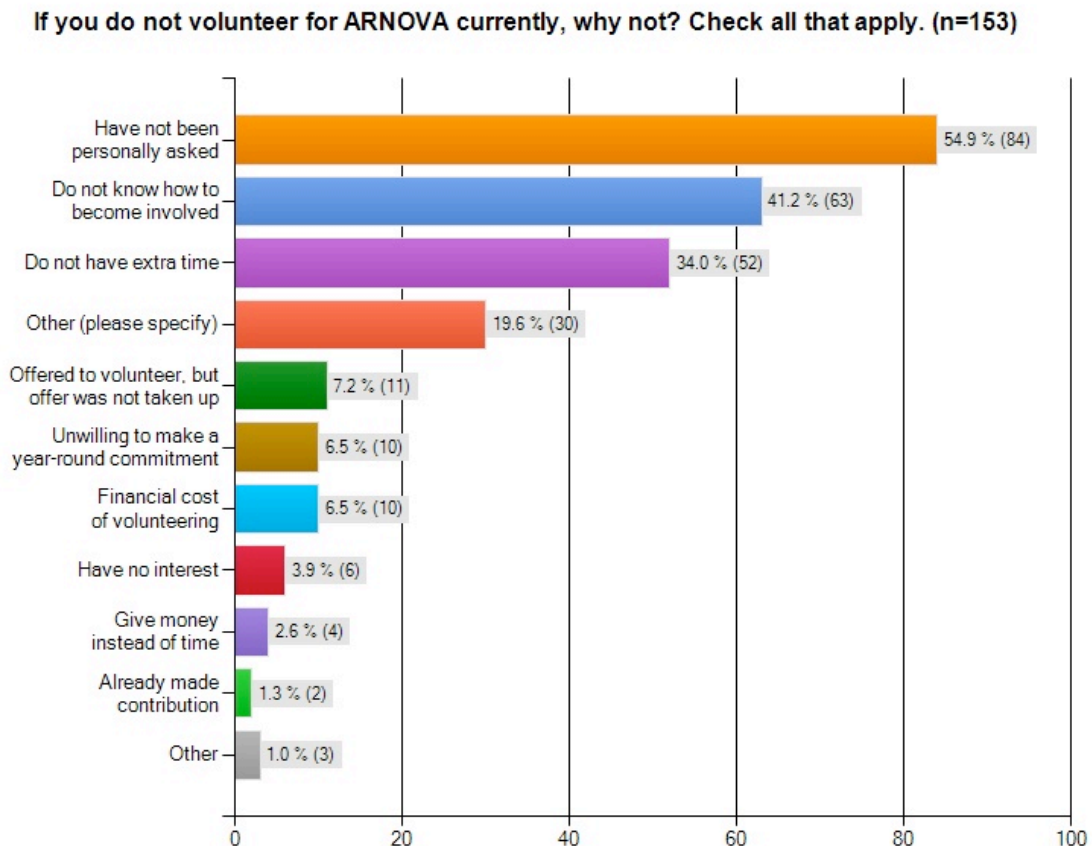
Reasons for not volunteering

Three major constraints were reported by respondents on why they did not volunteer currently for ARNOVA - *Have not been personally asked* (54.9%), *Do not know how to get involved* (41.2%), and *Do not have extra time* (34.0%) (Figure 4).

2005

Three major constraints were reported by respondents on why they did not volunteer for ARNOVA - *Have not been personally asked* (56.0%), *Do not know how to get involved* (51.3%), and *Do not have extra time* (41.2%). Members who had volunteered previously but do not currently volunteer for ARNOVA indicated similar responses: *Have not been personally asked* (55.4%), and *Do not have extra time* (41.5%).

Figure 4: Reasons for not volunteering for ARNOVA



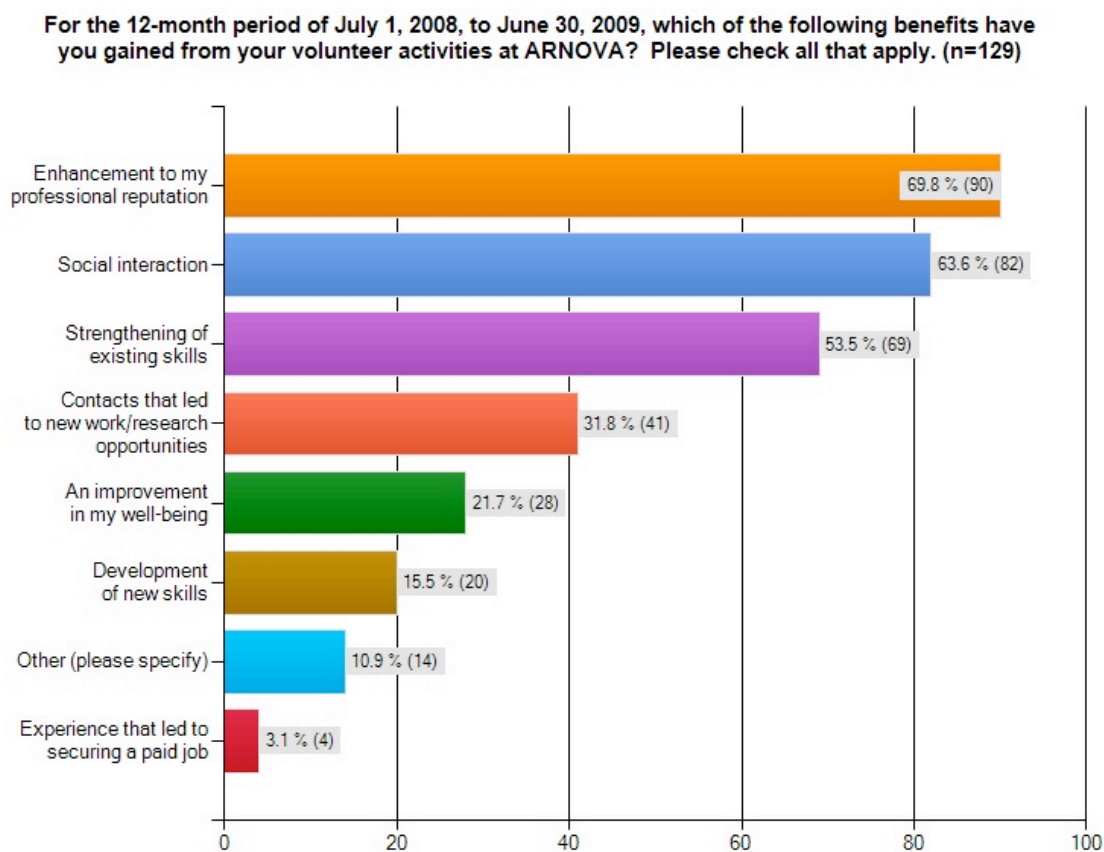
Benefits to Volunteers

The three main benefits current volunteers indicated they received from volunteering for ARNOVA were: *Enhancement to their professional reputation* (69.8%), *Social interaction* (63.6%), and *Strengthening of existing skills* (53.5%) (Figure 5).

2005

The three main benefits current volunteers indicated they received from volunteering for ARNOVA were: *Enhancement to their professional reputation* (61.0%), *Social interaction* (51.4%), and *Strengthening of existing skills* (50.3%).

Figure 5: Benefits of volunteering



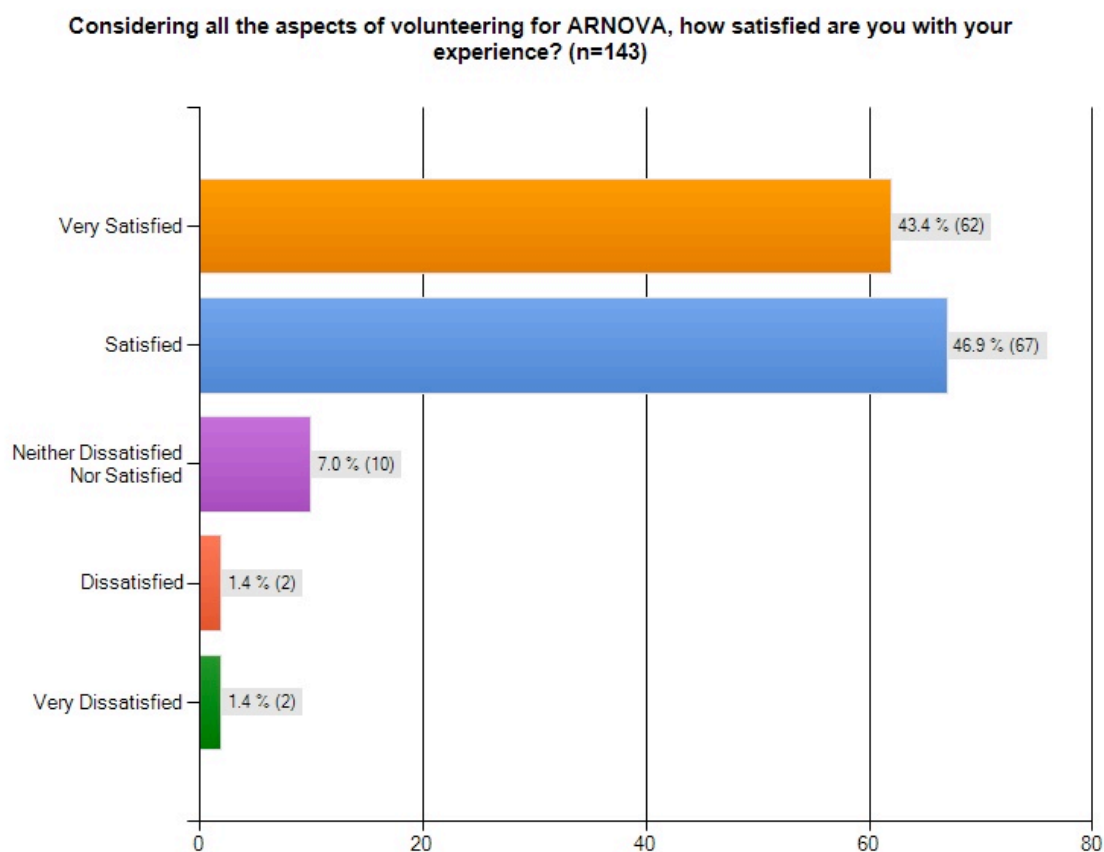
Satisfaction with volunteering for ARNOVA

Current ARNOVA volunteers who responded reported high levels of satisfaction. A total of 90.2% indicated that they were either *Satisfied* or *Very Satisfied* (Figure 6).

2005

Current ARNOVA volunteers who responded reported high levels of satisfaction. A total of 86.3% indicated that they were either *Satisfied* or *Very Satisfied*.

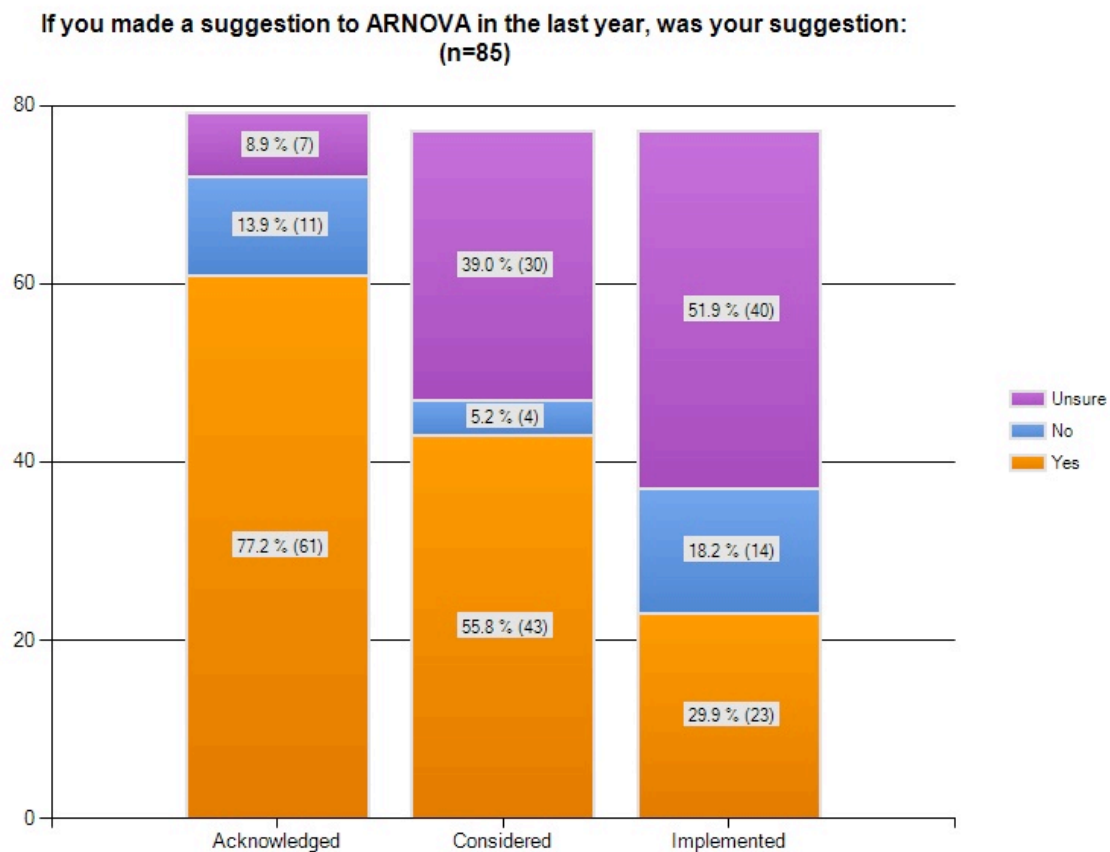
Figure 6: Satisfaction with volunteering for ARNOVA



Interactions with ARNOVA Staff and other Members

Twenty seven percent of respondents (n=82) made suggestions for improvement to ARNOVA to ARNOVA staff or board/committee members. Figure 7 shows if these suggestions were acknowledged, considered or implemented.

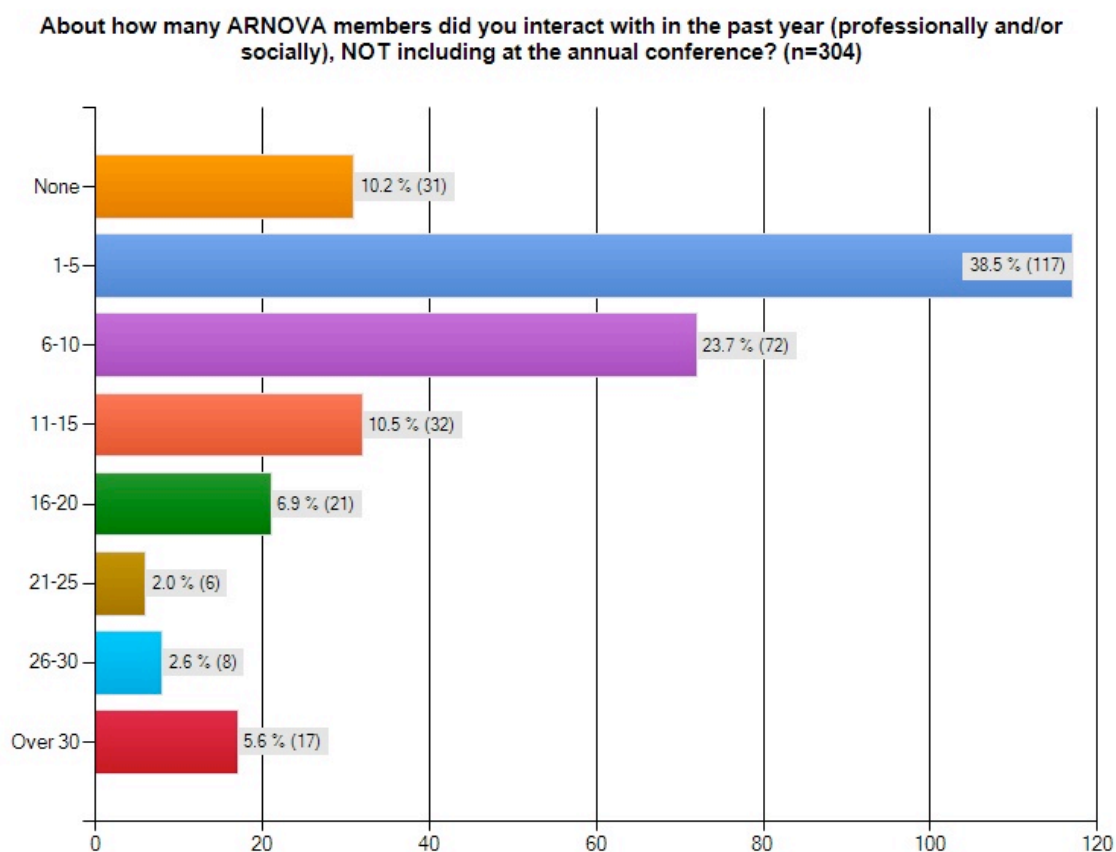
Figure 7: Suggestions to ARNOVA



Interactions with other ARNOVA members

Throughout the year, 90% of ARNOVA survey respondents interact with each other. Over 50% interact with 6 or more members (Figure 8).

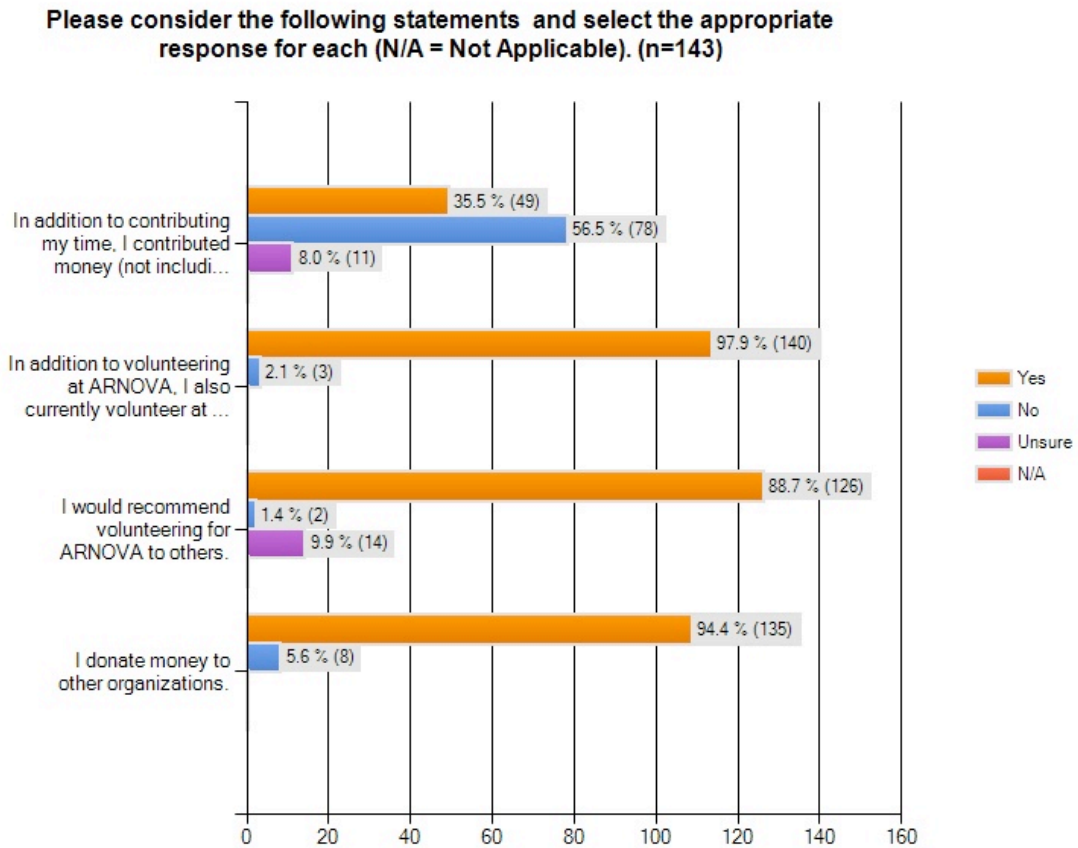
Figure 8: Interactions with other members



Current volunteers: Involvement outside of ARNOVA

Current ARNOVA volunteers who responded to the survey volunteer and donate money to other organizations. Ninety eight percent indicated they volunteer, almost 95% donate money. Thirty five percent also donated money to ARNOVA (Figure 9).

Figure 9: Current volunteers



ARNOVA: Expanded Value Added Statement (EVAS)

Social goods and services, ones that are not given a monetary value, are often a large part of a non-profit organization's operations. Without taking these goods and services into account, there is neither a clear picture of a non-profit's performance nor the contributions made by its volunteers. The Expanded Value Added Statement expands the process of accounting to include social variables. In the case of ARNOVA, the EVAS tells a different story than the financial statements alone. The EVAS helps various stakeholders, particularly members, to see what value they have added to ARNOVA and what value they have received.

Table 2 presents the value added by ARNOVA. Table 2 is presented in three columns that refer to different types of value added:

- Financial, which represents information from audited financial statements only;
- Social, which represents information about non-monetized contributions for which a market comparison is estimated;
- Combined, which represents the total of Financial and Social value added.

The Expanded Value Added Statement (Table 2) indicates that \$757,971 of value was added and distributed in the same year. If only the audited financial accounts were considered, ARNOVA appeared to create value added of \$349,288 for the year ending June 30, 2009. The EVAS shows that the financial information without the social value added does not tell the organization's whole performance story. Including volunteer contributions in the calculation of value added led to an increase of almost 117 percent.

Table 2: Expanded Value Added Statement

ARNOVA

Expanded Value Added Statement
(Partial)*

July 1, 2008 to June 30, 2009

	Financial	Social	Combined
Outputs	\$668,379	\$428,330	\$1,096,709
Ext G&S	\$319,091	\$19,647	\$338,738
VA	\$349,288	\$408,683	\$757,971
Employees	\$345,175		\$345,175
Society/Members		\$408,683	\$408,683
Depreciation	\$4,113		\$4,113
	\$349,288	\$408,683	\$757,971

* The Expanded Value Added Statement shown here is partial in that it focuses only on the value added from volunteer contributions of hours, not the value of all impacts of the organization.

In order to calculate the amount of value added, the first step is to assess the total Outputs of the organization and assign a comparative market value to them. Because conducting a market comparison of all the organization's outputs is beyond the scope of this study, the amount that the organization spends on providing these services is taken as a measure of their value. The value of volunteer contributions is added to the amount that the organization spends on its services in order to arrive at a closer approximation of the total cost, as if the goods or services had been offered through the market.³ The Outputs are subdivided into Primary and Secondary items reflecting how directly they are connected to the provision of the organization's services. This subdivision highlights secondary goods and services produced by the organization, which are not normally accounted for but are still important outputs of the organization.

Therefore, to calculate the value of the organization's Outputs, the expenditures (\$668,379) are added to the social contributions (\$428,330) to arrive at a total of \$1,096,709.

For the Primary Outputs in the Social Column, two components related to the Volunteer Contributions are added: the market comparison leading to the dollar value of the hours contributed by volunteers (\$408,683) and the non-reimbursed out-of-pocket expenses of volunteers (\$19,647). These add \$428,330 to the value of Outputs (column labeled Social).

Then, in order to measure the value added by the organization, the goods and services that are purchased externally, \$319,091 by the organization and \$19,647 by volunteers are subtracted from the Total Outputs of \$1,096,709 (as per the definition of value added on page 4), leading to a total of value added of \$757,971 (column labelled Combined).

Distribution of Value Added

The value added by the organization is distributed to the stakeholders in its entirety. For a Value Added Statement, the stakeholders suggested by accounting regulatory bodies normally are: Employees, Government, Investors, and the Organization itself. For purposes of the Expanded Value Added Statement of ARNOVA Government and Investors are not included but an additional stakeholder was identified: Society/Members. Therefore, the 3 stakeholders were: Employees, Society/Members and the Organization.

Table 2 presents the Distribution of Value Added for these three stakeholders and also lists the items associated with each stakeholder. The value added distributed to Employees represents their wages and benefits of \$345,175.

³ In the market, the value of a good or service can be calculated either as the revenues received, or as the total of expenditures plus profit. In the non-profit sector, to get at the same value, you can take the expenditures and add any items which normally would have been an expense in the private sector, but were received "free" (for example, volunteer contributions). The remaining value of profit foregone is still missing, but if it was able to be calculated it would be added as well to arrive at the same value as in the private sector.

The stakeholder referred to as Society/Members receives value added from the \$408,683. Value added distributed to the stakeholder Organization was for \$4,113 for the Amortization of Capital Assets. In total, the value added distributed corresponds to the value added created. Where the items are limited to those on audited financial statements, that amount is \$349,288; where the items are expanded to include non-monetized social contributions, the amount is \$757,971.

Appendix A: Article in ARNOVA newsletter

ARNOVA Newsletter Spring 2009 38 (1)

http://www.arnova.org/pdf/news_letter_final.pdf#navpanes=0&scrollbar=0

Recognizing the Contributions of ARNOVA Volunteers!

Volunteers are the heart of many nonprofit organizations. Their contributions are welcomed and acknowledged, but their value is seldom included in the accounting statement as an important resource that creates considerable value added.

A few years ago, you may have participated in an online survey conducted by the University of Toronto in association with ARNOVA on the volunteer contributions of ARNOVA volunteers. This survey was undertaken in response to a motion passed at the 2004 ARNOVA membership meeting to account for the contribution of members' volunteer activities to ARNOVA's health and vitality. Data were collected during the period July 10 to September 23, 2005, by an electronic survey administered through Survey Monkey to 1,021 ARNOVA members.

In that study, we found that for the fiscal period July 1, 2004, to June 30, 2005, 194 volunteers reported contributing an estimated 7,211 hours, or the equivalent of 4 full-time staff equivalents. This was estimated to have a replacement cost value of \$214,239. Respondents also reported contributing \$26,056 in unreimbursed out-of-pocket expenses.

The top three reasons volunteers reported they were motivated to volunteer for ARNOVA were: to help a cause (77%), they were personally asked (71%); and to use their skills and experiences (48%). The top three benefits reported as received by these volunteers were: enhancement to personal reputation (61%), social interaction (51%), and strengthening of existing skills (50%).

Those that had not volunteered (yet!) reported that they had not done so because they had not been personally asked (56%), did not know how to become involved (51%), or did not have extra time (41%). Emerging leaders and practitioners wanted to know how to get involved, and some were interested in virtual volunteer opportunities.

These results were presented at the 2005 ARNOVA conference in Washington, D.C., and published in *Nonprofit and Voluntary Sector Quarterly*:

The Value of Volunteering for a Nonprofit Membership Organization: The Case of ARNOVA. Mook, Laurie, Femida Handy, Jorge Ginieniewicz & Jack Quarter (2007). *Nonprofit and Voluntary Sector Quarterly* 36(3), 504-520).

At the last ARNOVA conference in Philadelphia, there was a motion put forth and passed in the membership meeting to continue this process, and recognize volunteer contributions in the annual report. In order to do this, we will initiate an online survey yearly, asking you questions about your volunteer activities with ARNOVA. This online survey will take about 15 minutes of your time. We would

also like members who are not currently volunteering to complete the survey, as this provides us with valuable information for best supporting our volunteer program.

The coordinating team for the Volunteer Value Added Project consists of Laurie Mook (University of Toronto), Femida Handy (University of Pennsylvania), and Thom Jeavons (ARNOVA). If you have any questions, please do not hesitate to contact Thom Jeavons, at ARNOVA, or Laurie Mook, OISE/University of Toronto at lmook@oise.utoronto.ca. We thank you in advance for your time and valuable contributions to ARNOVA.

Appendix B: Valuation of Volunteer Hours

Once the number of hours contributed by volunteers for the fiscal period of an organization's financial statements is determined, a comparative market value can be assigned to them. Three methods are presented here: 1) an hourly rate based on occupation and skill; 2) an hourly rate based on NAICS; and 3) an hourly rate based on survey responses.

VALUATION BASED ON OCCUPATIONS AND SKILL

For an hourly rate based on occupation and skill, we used values from the National Compensation Survey of the U.S. Bureau of Labor Statistics. The rate reported for the category that includes executives, administrators, and managers (all levels) for the year 2005 (the latest year available at the time) was \$38.20 per hour (U.S. Bureau of Labor Statistics, 2005). Applying this hourly rate to data from our ARNOVA survey, the comparative market value of the volunteer contributions of 10,698.5 hours for the year would be estimated as **\$408,683**.

VALUATION BASED ON NAICS

For an hourly rate based on the NAICS,⁴ the category applicable to ARNOVA is the *professional organizations* subsector. This category comprises organizations primarily engaged in advancing the professional interests of their members and the profession as a whole. The activities listed in this subsector fit well with the administrative volunteer activities contributed by ARNOVA volunteers but may underestimate the value for activities requiring professional expertise, such as reviewing articles for academic journals. The hourly rate for those involved in this category for the period July 1, 2008, to June 30, 2009 was \$26.02 per hour (U.S. Bureau of Labor Statistics, 2009). Using this hourly rate, the comparative market value of volunteer contributions for the year would be estimated as **\$278,375**. We expect this valuation represents a lower bound for valuing volunteer contributions.

VALUATION BASED ON OPPORTUNITY COSTS

Opportunity costs are the wages volunteers would earn if they chose to remain in the labor market instead of volunteering. Because of difficulties of empirically calculating the opportunity costs facing members, we follow Handy and Srinivasan (2004) and use modified opportunity cost values based on survey responses to the following question:

To estimate a value of your efforts, imagine you were to be paid for your volunteering time with ARNOVA. What would you consider as a reasonable COMPENSATION PER HOUR? If you do more than one task, then take an average. Please choose your currency and insert the estimated amount in the space beside it.

For those responding, the median reported was \$50.00 per hour. This is not a typical survey question, and individuals are not often asked to value their volunteer time. Furthermore, as there is no upper boundary to how much they are willing to accept for the hours donated, this response may be biased upward, as is the case in many willingness-to-accept compensation responses (Coursey, Hovis, & Schulze, 1987). We choose the median response to exclude some inflated responses and those who responded zero. Using this rate, the comparative market value of volunteer contributions for the year would be estimated as **\$534,925**.

Given the possible upward and downward biases in the three methods presented, we would ideally choose the average of the three methods to value volunteer hours: \$38.07. However, as it may be difficult for organizations to replicate these methods in arriving at the value of the volunteer hour, we suggest using the valuation based on occupations and skill that is \$38.20 which is sufficiently close to the value arrived on averaging.