



ONE HUNDRED



Changing Our World, Inc.

REDEFINING VOLUNTEERS

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Volunteers have long been important to successful fundraising.

Indirectly, volunteering within an organization increases the propensity to donate to it; it is also a factor in defining the lifetime value of a donor, which includes giving, yes, but also volunteerism, advocacy, influence and engagement. While personal giving is admittedly the greatest driver in this equation, volunteering is a vehicle for bringing tremendous value to an organization; value that specifically pertains to revenue and should be a point on the donor journey for many. Therefore, the health of an organization's volunteering roots could be one way to measure the success of its fundraising.

Directly, volunteer leadership is at the core of the organization and implementation of many fundraising initiatives, including campaigns. Without volunteers, access to donors and peer influence in giving withers.

How might the changing nature of volunteering, and the changing expectations of volunteers in their overall cause relationships, affect the link between volunteers and successful fundraising?

THE NUMBERS AT A GLANCE

In 2017, more than 77 million American adults volunteered, representing over 30% of the adult population. ¹ That is more than a 20% increase over 2015. ² The number of volunteers in the nonprofit sector is over five times the size of the nonprofit full-time paid workforce. ³ U.S. volunteers are in good company. Almost one billion people worldwide reported volunteering their time to a service organization; although, outside the U.S., people are less likely to give of their time than they are to give their money. ⁴

In 2017, U.S. volunteering totaled 6.9 billion hours, worth an estimated \$167 billion in economic value. ⁵ Individual charitable giving was worth \$280 billion. The dollar value of volunteering increases the value of individual engagement by about 60%.

Mirroring the diversity of donations across nonprofits, nearly half of volunteers are involved with three or more organizations, while only 17% concentrated their volunteer time in just one organization. ⁶

CHANGES IN BEHAVIOR AND CHARACTERISTICS

Volunteering may be growing, but it is also changing.

Just as with giving, where donor retention is fragile, volunteers are not forever. As many as 30% of volunteers in any one year will not volunteer in the same organization the following year.⁷ The expectation is more than just hours of service; it is about meaningful engagement. A perception of being undervalued – of being treated as an appendage rather than as an asset – erodes engagement.

Younger volunteers are not looking to spend time and effort. They want to make a difference. Indeed, they see and use volunteering as a pathway to create the kind of change they want without relying on institutions. They want engagement, not busy work.⁸

Volunteers, in general, come from all walks of life in America. Volunteer leadership, however, increasingly diverges from the demographic profile of the nation. Board composition is 4.2% Latino American compared to 17.8% in the national population. Asians and Latin Americans are also under-represented. Women make up 58% of the population, but their representation on boards also lags their demographic position. This is especially true in faith-based organizations where women make up only 27.9% of board members.

Boards are also aging. Over 83% of board members are over 40, while citizens over 40 make up only 61% of the overall population.⁹ Attracting younger board members is a challenge for nearly all organizations, but the benefits would almost certainly be worth the effort. As we saw in researching the joint Changing Our World and ONE HUNDRED Next Gen Report, which will be released later this month, young people are becoming more involved with charities than previous generations did at their age and wealthy millennials are receiving inheritances and accumulating more wealth on their own, and even the less wealthy are engaging with and volunteering for organizations that they will give to in the future.¹⁰ They want to be their nonprofit's partner and offering donors in their 20s to 40s opportunities to sit on a board—and to have a voice in innovation and problem-solving—can make a nonprofit much more attractive to this demographic.

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IMPLICATIONS FOR CAMPAIGNS

With volunteering linked to giving, and volunteer leadership so critical to campaign success, what do these trends mean for campaign strategy?

First, and most fundamentally, campaign strategy has to be co-terminus with volunteer strategy. Volunteer considerations need to be at the heart of campaign decisions; they cannot come after they are made. Changes in expectations and demands, changes in preferred methods of engagement, and changes in demographics and the holders of wealth (women, minorities, immigrants) mean that volunteer strategy and campaign strategy must be joined at the hip.

Second, volunteer loyalty is fragile. Contemporary volunteers want to see and know their impact. They want to know what the difference is that they are making. Crafting material roles for volunteers, roles that clearly relate to outcomes, will be increasingly important as wealth changes hands. Simply coming to meetings and making phone calls may not be enough. A contemporary campaign that, as we have argued, is deeply embedded in programmatic impact may be more credible to campaign volunteers if they are themselves involved in that impact. Linking strategy for campaign volunteers with intersecting strategy for their programmatic exposure through volunteering provides volunteers not just with a sense of ownership of the campaign's financial goals, but with a sense of ownership of the programs that are embedded in the case for support. This dual loyalty – to the programs and to the campaign – is an important element of success in the future.

Third, leadership strategy needs to change. Campaign leadership is often thought of as a matter of mobilizing the longest-term or largest donors on record. Changes in wealth and demographics mean that leadership needs to reflect the reality going forward, not looking back. Leadership strategy must be rooted in deep analysis of that future. What will the school's alumni look like 15 years from now? Where is wealth headed in the community? Who are the up and coming entrepreneurs who may not be economic pillars now, but will be a decade from now?

A campaign should be more than a fundraising tool. It should be a strategic leadership tool benefitting the entire organization for the long term. It provides a mechanism for getting to know and engaging demographic and wealth change in a specific activity. That specific engagement, if part of a larger leadership strategy, should be used to bring new potential leaders closer, to educate, inform, and inspire. In turn, it will open doors to new groups of individuals – people the organization does NOT already know and would not know simply by relying on

people the organization DOES know.

This is a critical point. By engaging leaders that are already known, in a campaign, an organization is reaching ONLY known cohorts of people. This is not a growth strategy. The goal needs to be to know the people an organization does NOT know. That is building for the future. Using campaign volunteer positions to reach out to new individuals from target demographics or economic sectors creates an entry point for a larger growth strategy.

A campaign is not just a financing mechanism. It is a tool for long-term leadership strategy.

¹ Volunteering in America, Corporation for National and Community Service, November 2018

² Bureau of Labor Statistics

³ Volunteering Reinvented: Human Capital Solutions for the Nonprofit Sector. Corporation for National and Community Service, 2007

⁴ The 2018 World's Most Generous Countries Report. Gallup Advanced Analytics

⁵ Volunteering in America, op cit

⁶ Time and Money: The Role of Volunteering in Philanthropy. Fidelity Charitable 2015

⁷ D. Eisner et al. The New Volunteer Workforce. Stanford Social Innovation Review, 2009

⁸ The 2016 Millennial Impact Report. The Case Foundation

⁹ Ibid

¹⁰ Gen Z and Millennial Donation Habits. Changing Our World, Inc. and Ketchum Analytics



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