



SCHOOL OF  
PUBLIC POLICY

DO GOOD INSTITUTE

# THE STATE OF VOLUNTEER ENGAGEMENT: APPENDIX

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## METHODOLOGY

For both surveys conducted for this project, the goal was to generalize the results to the population of registered nonprofit organizations that filed some version of IRS Form 990 (the full Form 990, Form 990-EZ, Form 990-PF, or Form 990N, also known as the “e-postcard”). Restricting the eligible population to “990 filers” would allow us to define the population that we hoped to represent with our data, and to attach key descriptive variables to the survey responses so that we could weight the survey data to make the sample representative of the population of 990 filers.

To accomplish this, we worked with several organizational networks that provided names and contact information for potential respondents for both surveys. After collecting the data via Qualtrics, a web-based survey platform, we filtered out respondents that did not complete the required questions, added descriptive variables from Form 990 (using the IRS Exempt Organizations Master File from January 2022), and used the 990 variables to construct weights for the data.

### SURVEY OF NONPROFIT CEOs

We thank VolunteerMatch and the UJA Federation for providing lists of nonprofit organizations from their networks, with contact information for potential respondents and/or EINs (Employer Identification Numbers) for the organizations. We particularly want to thank Independent Sector for helping us develop an “opt-in” strategy that invited their organizations to supply their EINs and to agree to complete the survey. Organizations that opted in were offered the opportunity to win \$50 gift cards if they completed the survey. We augmented the sample by adding organizations that were suggested by the funding partners.

The Qualtrics survey consisted of 37 questions; the estimated average time to answer the questionnaire was 20 minutes. All told, 16,829 unique “990 filer” organizations, not counting those whose emails bounced or who opted out of the survey, received the nonprofit CEO survey. The analysis includes all 1,210 respondents who answered “yes” to the question about consent to have their responses

collected, and also answered question 4: “Does your organization involve volunteers in any of its activities?” All of these responses were considered complete, regardless of item nonresponse on the individual questions, and regardless of whether the survey was submitted in Qualtrics. The overall survey response rate (as calculated using American Association for Public Opinion Research’s RR2 formula, which does not distinguish partial and complete responses) was 6.8 percent.

As noted in the text of the report, almost all respondents (97.9 percent) reported that their organizations did involve volunteers in their activities. Because only 28 respondents reported that their organizations did not involve volunteers, the responses to the follow-up questions for those 28 respondents were not discussed in the report but have been included in this Appendix. The project partners, most of whom lead organizations that encourage volunteer involvement by nonprofits, provided lists of organizations that were certainly much more likely to involve volunteers than nonprofits do sector-wide. Apart from that, the respondents were similar in important ways to the population of 990 filers that we sought to represent. Tables A1 through A3 illustrate the differences between the sample and the target population in terms of size (annual revenue, as reported in the EO Master File), mission orientation (as characterized by the National Taxonomy of Exempt Entities, or NTEE, codes), and age (time since IRS recognition as a registered nonprofit). Data from IRS Forms 990 were available for 1,001 of the 1,210 organizations whose responses are included in the analysis.

## TABLES A1 THROUGH A3:

### SAMPLE-POPULATION COMPARISONS - SURVEY OF NONPROFIT CEOs

NTEE GROUPS Five categories	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Arts, culture and humanities	41,905	9.3%	96	9.6%
Education	54,850	12.2%	97	9.7%
Health	38,954	8.6%	115	11.5%
Human services	161,519	35.9%	387	38.7%
Other NTEE Groups	153,242	34.0%	306	30.6%
Total	450,470	100%	1,001	100%

SIZE Total revenues	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Missing or less than \$50,000	104,339	23.2%	283	28.3%
\$50,001 to \$100,000	81,103	18.0%	64	6.4%
\$100,001 to \$500,000	148,980	33.1%	200	20.0%
\$500,001 to \$1,000,000	38,561	8.6%	111	11.1%
Total	77,487	17.2%	343	34.3%
	450,470	100%	1,001	100%

<sup>1</sup>For details about the AAPOR response rate calculations, see the Standard Definitions document, available at [https://www-archive.aapor.org/AAPOR\\_Main/media/publications/Standard-Definitions20169theditionfinal.pdf](https://www-archive.aapor.org/AAPOR_Main/media/publications/Standard-Definitions20169theditionfinal.pdf).



ORGANIZATION AGE Five categories	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Missing or One year old or less	523	0.1%	41	4.1%
2 - 5 Years old	8,665	1.9%	98	9.8%
6 - 15 Years old	124,527	27.6%	248	24.8%
16 - 30 Years old	130,267	28.9%	251	25.1%
31 - 45 Years old	78,163	17.4%	193	19.3%
More than 45 years old	108,325	24.0%	170	17.0%
Total	450,470	100%	1,001	100%

Because of the discrepancies between the sample and target population, we constructed survey weights, giving more weight to organizations with underrepresented characteristics and less weight to organizations with overrepresented characteristics. The weighting procedure started by calculating inverse probability weights (the inverse of the probability that an organization responded to

the survey) based on the five size categories. We used the Stata command “`ipfraking`” to adjust these base weights so that the sample represented population totals for size, age, and NTEE category. Weights were imputed for the 209 organizations in the analytic sample with missing data from the 990s; this imputation did not change the substantive results presented in the report.

## SURVEY OF FUNDING ORGANIZATIONS

As with the survey of nonprofit CEOs, several organizational networks provided extremely helpful recommendations that helped us create our sample of potential respondents. We especially want to thank PACE (Philanthropy for Active Civic Engagement) for agreeing to share contact information for their members and to encourage response to our survey, and to Independent Sector for encouraging their organizations to “opt into” the sample. We also used the opt-in strategy to recruit organizations associated with Exponent Philanthropy, the Iowa Council of Nonprofits, and Philanthropy Colorado for our sample. In addition, we augmented the sample by adding organizations that were suggested by the funding partners.

The Qualtrics survey consisted of 22 questions; the estimated average time to answer the questionnaire was 15 minutes. All told, 2,043 unique “990 filer” organizations, not counting those whose emails bounced or who opted out of the survey, received the funder survey. The analysis includes all 103 respondents who answered “yes” to the question about consent to have their responses collected,

and answered question 7: “Does your organization provide funding to support the involvement of volunteers in nonprofits?” All of these responses were considered complete, regardless of item nonresponse on the individual questions, and regardless of whether the survey was submitted in Qualtrics. The overall survey response rate (using AAPOR’s RR2 formula) was 4.1 percent.

Tables A4 through A6 illustrate the differences between the sample and the target population in terms of size (total assets, as reported in the EO Master File, rather than total revenues, to account for foundations with large asset bases but low income), mission orientation (as characterized by NTEE codes), and age (time since IRS recognition as a registered nonprofit). Because of sample size constraints, we divide the respondents into only two NTEE categories: those with codes beginning with T (Philanthropy, Voluntarism, and Grantmaking Foundations), and those with codes beginning with another letter.

## TABLES A4 THROUGH A6:

### SAMPLE-POPULATION COMPARISONS - SURVEY OF FUNDING ORGANIZATIONS

NTEE GROUPS T and all others	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Philanthropy, voluntarism, and grantmaking foundations	13,546	3.0%	60	58.3%
All Other NTEE Groups	445,359	97.0%	43	41.7%
Total	458,905	100%	103	100%

SIZE Total assets	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Missing or \$3,000,0000 or less	405,055	88.3%	32	31.1%
\$3,000,001 to \$50,000,000	47,105	10.3%	26	25.2%
\$50,000,001 to \$200,000,000	4,864	1.1%	20	19.4%
More than \$200,000,000	1,881	0.4%	25	24.3%
Total	458,905	100%	103	100%

ORGANIZATION AGE 5 Categories	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Missing or five years old or less	9,800	2.1%	17	16.5%
6 - 20 Years old	177,173	38.6%	18	17.5%
21 - 30 Years old	83,895	18.3%	25	24.3%
31 - 40 Years old	57,368	12.5%	18	17.5%
More than 45 years old	130,669	28.5%	25	24.3%
Total	458,905	100%	103	100%

Compared to the nonprofit CEO survey, the differences between the analytic sample of 103 respondents and the target population of 990 filers (which included private foundations as well as other registered nonprofits) were much larger. To control for these differences, we constructed survey weights, beginning with base weights (inverse probability weights) based on NTEE groupings (T = Philanthropy, Voluntarism, and

Grantmaking Foundations and all other categories). Because of the small size of the analytic sample, the Stata command “*ipfraking*” did not produce stable weights that brought the sample in line with population totals for size (total assets), NTEE category and age. Instead, age was omitted from the raking command, so that the sample aligned with target population totals for NTEE category and size.



# **NONPROFIT SURVEYS**

NTEE GROUPS Five categories	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Arts, Culture and Humanities	41,905	9.3%	96	9.6%
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31-45 years old	78,163	17.4%	193	19.3%
More than 45 years old	108,325	24.0%	170	17.0%
Total	450,470	100.0%	1,001	100.0%

Which of the following categories describes your organization's primary geographic focus?

Select all that apply

RESPONSE	PERCENTAGE
Local	70.3%
Regional	25.7%
State	15.5%
Multistate	5.3%
National	9.9%
International	8.4%
None	0.1%
Other	0.6%

In which areas does your organization focus its efforts?

Select all that apply

NUMBER	PERCENTAGE
Religion	9.7%
Education	37.3%
Human Services	43.7%
Democracy/Civic Engagement	5.9%
Capacity Building	6.0%
Public Society Benefit	18.2%
Health	23.7%
International Affairs	1.7%
Arts, Culture, and Humanities	16.6%
Environment/Animals	18.4%

Approximately how many paid staff members work for your organization? Please include all full and part time employees, and include consultants if they function as staff members. Also please include people such as organists, choir directors, janitors, and other similar workers.

NUMBER	PERCENTAGE
0	20.2%
1-5	37.3%
6-10	14.3%
11-20	8.3%
21-50	9.0%
51-150	5.6%
More than 150	5.4%

Does your organization involve volunteers in any of its activities? For the purposes of this survey, a volunteer is any person who works on a regular, short term, or occasional basis and who provides services to your organization or to the people your organization serves, but is not paid as a staff member or a consultant. Do not include members of your board of directors unless they provide volunteer services to the organization beyond their traditional governance duties. And do not include special events participants unless they are also volunteering to help with the event or provide other volunteer services to the organization.

NUMBER	PERCENTAGE
Yes	97.9%
No	1.8%
Don't know	0.2%

We realize that a large number of organizations do not involve volunteers. We would like to know why this is the case for your organization. Are each of the following a major reason, minor reason or not a reason at all that your organization does not involve volunteers?

	MAJOR REASON	MINOR REASON	NOT A REASON
Our organization doesn't do the sorts of activities that rely on volunteers	46.5%	23.7%	29.8%
Recruiting sufficient numbers of volunteers	16.3%	38.6%	45.1%
Recruiting volunteers with the right skills or expertise	56.1%	5.1%	38.8%
Recruiting volunteers available during the work day	28.6%	19.6%	51.9%
Indifference or resistance on the part of program staff toward volunteers	2.6%	24.1%	73.3%
Lack of paid staff time to properly train and supervise volunteers	13.8%	26.7%	59.4%
Lack of adequate funds for supporting volunteer involvement	23.4%	36.2%	40.3%
Regulatory constraints to working with volunteers, such as background checks	24.3%	29.4%	46.3%
Legal liabilities and associated costs, such as insurance	7.2%	36.3%	56.4%
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	14.2%	41.4%	44.4%

To what extent would each of the following factors increase the likelihood that your organization would begin involving volunteers in its operations in the next year?

	GREAT EXTENT	SOME EXTENT	NO EXTENT
Funding to cover expenses of volunteer involvement	46.4%	26.9%	26.7%
Training of professional development in how to work more effectively with volunteers	25.1%	48.0%	26.9%
Greater availability of volunteers with specialized skills, such as legal, financial, management, and computer expertise	44.7%	36.4%	18.9%
A one-year, full-time, volunteer with a living stipend, and with responsibility for volunteer recruitment and management	51.0%	7.8%	41.2%
Fewer regulatory, legal or liability constraints on volunteer involvement	5.0%	30.0%	65.0%
More information about people in the community who want to volunteer	30.4%	37.9%	31.7%

Does your organization have a paid staff person whose responsibilities include management of volunteers?

RESPONSE	PERCENTAGE
Yes	62.7%
No	37.3%

What percentage of time on the job does this person devote to volunteer management? If your organization has more than one such person, please describe the person who is most closely identified with volunteer involvement, or is most senior in the role.

RESPONSE	PERCENTAGE
0-30%	36.3%
40-70%	33.6%
80-100%	30.2%

## Volunteer Engagement Specialists and Professionals: Time commitment

CATEGORY	2019	2022
Staff volunteer manager devoting at least half-time to volunteer administration	23.8%	35.1%
Staff volunteer manager devoting less than half-time to volunteer administration	41.4%	26.6%
Volunteer responsible for volunteer administration	13.6%	27.9%
No staff or volunteer as volunteer manager	21.3%	10.5%

Does this person have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer engagement?

RESPONSE	PERCENTAGE
No formal training	30.9%
A bit of training, and no certification	32.6%
Quite a lot of training, but no certification	31.3%
Certification from the Council for Certification in Volunteer Administration or a similar organization	5.2%

Who within the organization is the primary supervisor for this person? [the VEP]

RESPONSE	PERCENTAGE
The chief executive officer (me)	47.3%
Another "C suite" executive (the chief operating officer, chief financial officer, etc.)	28.0%
Another paid staff member who isn't part of organizational leadership	10.8%
A volunteer or board member	7.3%
Other	6.6%

**Does your organization have a volunteer who is responsible, or partially responsible, for the management of the other volunteers?**

RESPONSE	PERCENTAGE
Yes	49.0%
No	49.8%
Other	1.1%

**Does this person have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer engagement?**

RESPONSE	PERCENTAGE
No formal training	53.4%
A bit of training, and no certification	27.7%
Quite a lot of training, but no certification	18.0%
Certification from the Council for Certification in Volunteer Administration or a similar organization	0.9%

**Who within the organization is the primary supervisor for this person?**

RESPONSE	PERCENTAGE
The chief executive officer (me)	52.6%
Another "C suite" executive (the chief operating officer, chief financial officer, etc.)	15.1%
Another paid staff member who isn't part of organizational leadership	11.4%
Other	20.9%

### What is the current status of your organization at this time?

RESPONSE	PERCENTAGE
Operating with more funding and paid staff resources compared to pre-pandemic time (before March 2020)	28.2%
Operating with about the same funding and paid staff resources compared to pre-pandemic time (March 2020)	42.0%
Operating with reduced funding and paid staff resources compared to pre-pandemic time (before March 2020)	28.7%
Halting operations temporarily	1.0%
Halting operations permanently	0.1%

### How have your organization's operations changed in the past year?

RESPONSE	DECREASED	NO CHANGE	INCREASED
The demand for organizational services	9.0%	26.6%	64.4%
The delivery of organizational services	16.1%	32.7%	51.1%
The number of organizational staff	22.8%	43.6%	33.6%
The hours worked by organizational staff	9.8%	41.8%	48.5%
The amount of organizational funding	30.3%	35.0%	34.7%

### How, if at all, have the workload and responsibilities of the volunteer engagement professional and/or specialist changed since the start of the pandemic?

RESPONSE	PERCENTAGE
Their workload and responsibilities have not changed	42.0%
They are performing additional tasks while remaining in charge of volunteer operations	54.0%
They have been reassigned and are now performing other duties not related to volunteering	2.3%
They have been temporarily furloughed or laid off	1.3%
They have been permanently terminated or not brought back from furlough or layoff	0.4%

At this point in time, what level of disruption has COVID-19 had on the involvement of volunteers at your organization?

RESPONSE	PERCENTAGE
We are involving more volunteers than normal	13.0%
No disruption, volunteer operations are close to normal	18.2%
Minimal disruption, but manageable (i.e. a few less volunteers than normal)	34.9%
Significant disruption, utilizing very few volunteers	31.3%
Temporarily paused, our organization is not utilizing volunteers at this time	2.6%

During your tenure as the chief executive officer, has your organization requested funding for volunteer involvement from any of the following external sources? Select all that apply.

RESPONSE	PERCENTAGE
Private foundations	23.5%
Community foundations	23.3%
Family foundations	16.9%
Corporate foundations	18.7%
Other nonprofit organizations	16.5%
Government agencies (state, local, federal)	17.6%
Corporations or businesses	19.9%
Individual donors	33.6%
None of the above	35.0%
Other	1.7%

During your tenure as the chief executive officer, has your organization received funding for volunteer involvement from any of the following external sources? Select all that apply.

RESPONSE	PERCENTAGE	PERCENT OF REQUESTS FUNDED
Private foundations	14.4%	61.2%
Community foundations	15.0%	64.5%
Family foundations	10.6%	62.3%
Corporate foundations	12.5%	74.0%
Other nonprofit organizations	11.2%	67.8%
Government agencies (state, local, federal)	14.2%	80.7%
Corporations or businesses	13.8%	69.4%
Individual donors	25.0%	74.3%
None of the above	7.3%	
Other	0.8%	46.4%

Which of the following reasons have influenced your decision not to seek funding for volunteer involvement?

RESPONSE	PERCENTAGE
Our funders have discouraged us from asking for funding for volunteer involvement	2.2%
Our other organizational activities have a more urgent need for funding	39.8%
We are unsure about how to construct a funding request for volunteer involvement	35.1%
We can support our organization's volunteer involvement with other resources	21.8%
Volunteering doesn't seem like the type of activity our funders would support	28.0%
Other	8.9%

Which of the following activities related to volunteer involvement are supported in your organization's budget?

Select all that apply.

RESPONSE	PERCENTAGE
Compensation for the volunteer engagement professional	24.6%
Recruiting volunteers	34.9%
Virtual volunteering	13.7%
Technology	26.2%
Coaching or training for staff	25.5%
Time for all staff to engage volunteers as part of their role	22.2%
Consultation	6.4%
Recognition events or rewards for those who volunteer	46.4%
None of the above	15.0%

Nonprofit organizations can assess the overall impact of the contributions made by volunteers in a number of ways. Would you say that it is very important, somewhat important, or not very important for nonprofits to assess the contributions of volunteers in each of the following ways?

RESPONSE	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	DONT KNOW
Hiring an external contractor to conduct a rigorous evaluation of how volunteer involvement helps the organization advance its mission	7.5%	16.5%	63.8%	12.3%
Performing an internal assessment of how volunteers contribute to the organization's mission and goals	44.4%	33.9%	18.1%	3.7%
Obtaining feedback from board members	43.5%	39.5%	14.9%	2.1%
Obtaining feedback from community members who receive services	64.5%	25.6%	6.9%	3.0%
Obtaining feedback from those who volunteer	85.3%	12.2%	1.3%	1.3%
Obtaining feedback from employees	59.8%	20.9%	7.3%	12.0%
Obtaining feedback from organizational partners	41.5%	34.9%	13.9%	9.7%
Counts of the number of people who volunteer	67.0%	24.0%	6.9%	2.1%
Counts of the hours served by volunteers	64.4%	25.6%	7.8%	2.3%
Increased reach (numbers of clients served or geographic reach) as a result of volunteer involvement	58.1%	26.3%	10.6%	5.0%
Increased quality of services provided	73.3%	19.3%	4.7%	2.7%
Staff are freed up to do work for which they are uniquely suited	53.9%	26.0%	9.2%	10.9%
Increased donations from those who volunteer	41.1%	35.0%	18.9%	5.1%
Retention of current volunteers	83.7%	12.2%	2.2%	1.9%
Continued or increasing financial support from funders for programming	71.0%	18.6%	6.9%	3.5%

Check all of the responsibilities that you believe apply to the primary volunteer engagement professional and/or specialist:

RESPONSE	PERCENTAGE
Providing day-to-day management for volunteers	51.3%
Developing workplans for volunteers	47.6%
Disciplining and conducting performance reviews	19.0%
Serving on the leadership/executive team	34.0%
Contributing to the organization's strategic planning process	40.5%
Performing community outreach	51.0%
Reporting on program progress and numbers to the board of directors	38.1%
Developing and maintaining budget	21.6%
Educating and providing resources to staff	29.4%
Advising staff in the development of new programs	26.7%
Developing risk management plan	63.0%
Establishing relationships with external groups and organizations	49.1%
Communicating outcomes data to appropriate staff for internal publications	38.7%

How often do you, the chief executive officer, interact with volunteers or encourage others to interact with volunteers in each of the following ways?

RESPONSE	ONCE A WEEK OR MORE OFTEN	AT LEAST ONCE A MONTH, BUT LESS THAN WEEKLY	A FEW TIMES A YEAR, BUT LESS OFTEN THAN ONCE A MONTH	ONCE A YEAR	NEVER
Attend meetings with volunteers	28.7%	30.8%	26.6%	7.3%	6.6%
Provide input into the workplan for volunteers	35.3%	28.9%	23.2%	4.7%	7.9%
Meet one-on-one with the volunteer engagement professional or specialist	36.5%	28.2%	15.3%	2.7%	17.3%
Work directly with a volunteer or engage a volunteer to support you in your work	42.3%	29.1%	19.2%	3.2%	6.1%
Encourage other organizational leaders to work directly with volunteers	31.6%	32.5%	22.3%	3.4%	10.1%
Organize meetings that are attended by both paid staff members and volunteers	14.4%	29.3%	26.5%	10.9%	18.8%
Organize project where volunteers work closely with paid staff members	24.7%	23.3%	25.6%	5.8%	20.5%
Receive input from volunteers about the organization's programs or operations	27.9%	32.1%	26.7%	8.5%	4.7%

### Which of the following activities do the organization's board members perform?

RESPONSE	PERCENTAGE
Board members meet with leadership about the organization's volunteer involvement strategy	29.5%
Board members receive reports about the impact of the organization's involvement with volunteers	47.4%
Board members provide pro bono professional services to the organization, in addition to serving on the board	34.8%
Board members are trained in volunteer involvement	10.0%
(Some) board members serve on a committee that is devoted to volunteer involvement	22.7%
None of the above	9.0%

### Which of the following statements are true for your organization's paid staff members?

RESPONSE	PERCENTAGE
Most or all of our paid staff members are trained in how to work with and supervise volunteers	24.9%
Our paid staff members, even the executives, are all expected to work closely with volunteers	37.8%
Our paid staff members provide input on where volunteer support is most needed	41.8%
Our paid staff members are evaluated, in part, based on how they help the organization engage with volunteers more effectively	21.6%
None of the above	19.5%

Please answer the following question about your approach to working with the volunteer engagement professional or specialist within your organization

Using a scale of 1 to 5, where:

RESPONSE	PERCENTAGE
1 I talk with the volunteer engagement specialist only when I become aware of problems with volunteers	3.5%
2	6.3%
3	16.8%
4	26.4%
5 I work closely with the volunteer engagement specialist to plan our organization's volunteer involvement strategy	47.1%

Please answer the following question about the relationship between paid staff members and volunteers within your organization

Using a scale of 1 to 5, where:

RESPONSE	PERCENTAGE
1 The role of volunteers is to assist staff and perform tasks assigned by staff	5.9%
2	10.8%
3	19.3%
4	22.3%
5 Volunteers lead critical programs and services for our organization	41.8%

We're interested in the kinds of benefits that you believe volunteers bring to your organization.  
**To what extent do your volunteers provide each benefit?**

RESPONSE	GREAT EXTENT	MODERATE EXTENT	NOT AT ALL
Provide cost-savings to the organization	73.9%	21.5%	4.5%
Extend the organization's budget	67.6%	24.6%	7.8%
Increase the organization's return on its resource investments	68.4%	22.7%	9.0%
Allow the organization to provide services or levels of services it otherwise could not provide	78.9%	16.7%	4.4%
Increase the quality of services or programs provided	72.2%	23.3%	4.5%
Extend the organization's reach	74.2%	21.2%	4.6%
Provide increased public support for programs, or improved community relations	62.2%	29.8%	8.0%
Provide more detailed attention to the people served	65.6%	26.5%	7.9%
Provide an enhanced organizational focus on mission	59.3%	31.6%	9.1%
Provide access to specialized legal, financial, management, or technology expertise	27.9%	38.1%	34.0%
Bring the organization into contact with potential donors	36.2%	45.9%	18.0%
Bring more authenticity to mission than staff alone are able to bring	62.6%	26.9%	10.5%
Bring more energy to mission than staff alone are able to bring	63.2%	28.2%	8.6%
Bring more passion to mission than staff alone are able to bring	62.1%	28.2%	9.7%

Some organizations encounter limitations when planning for volunteer involvement. For each issue below, would you say that it is a big problem, a small problem, or not a problem at all for your organization?

RESPONSE	BIG PROBLEM	SMALL PROBLEM	NOT A PROBLEM AT ALL
Recruiting sufficient numbers of volunteers	46.8%	41.1%	12.1%
Recruiting volunteers available during the workday	38.4%	42.2%	19.4%
Recruiting volunteers with the right skills or expertise	35.4%	45.3%	19.3%
Having more volunteers than the organization can accommodate	6.5%	22.9%	70.6%
Lack of paid staff time to properly train and supervise volunteers	27.4%	34.4%	38.2%
Lack of adequate funds for supporting volunteer involvement	33.3%	36.5%	30.2%
Indifference or resistance on the part of program staff toward volunteers	6.2%	14.4%	79.3%
Indifference or resistance on the part of management or the board toward volunteers	4.1%	12.9%	83.0%
Regulatory constraints to working with volunteers, such as background checks	6.9%	29.2%	63.9%
Legal liabilities and associated costs, such as insurance	6.2%	31.1%	62.6%
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	15.2%	45.6%	39.2%
Unwillingness or disinterest of volunteers in following rules and procedures	5.8%	36.7%	57.5%
Difficulty of assessing the value of volunteer involvement to the organization	7.0%	25.2%	67.8%

We'd like to know what kinds of duties volunteers perform in your organization. Are volunteers involved in any of the following activities?

RESPONSE	PERCENTAGE
Delivery of services, such as tutoring, counseling, ushering, caring for others or other services	50.9%
Fundraising or selling items to raise money	36.5%
Providing general office services	39.6%
Professional assistance, such as legal, financial, management or computer expertise	31.0%
Management of other volunteers	24.8%
Advocacy, such as involvement in lobbying or other promotion of the organization's policy mission	21.1%
Other	13.5%

Since the pandemic began, over the last two years, how has the engagement of volunteers in each of the following activities changed?

RESPONSE	VOLUNTEERS ARE DOING MORE OF THIS	VOLUNTEERS ARE DOING THE SAME AMOUNT OF THIS	VOLUNTEERS ARE DOING LESS OF THIS
Delivery of services, such as tutoring, counseling, ushering, caring for others or other services	17.6%	45.4%	37.0%
Fundraising or selling items to raise money	10.1%	48.0%	42.0%
Providing general office services	9.3%	51.0%	39.7%
Professional assistance, such as legal, financial, management or computer expertise	8.0%	54.8%	37.2%
Management of other volunteers	8.6%	54.3%	37.1%
Advocacy, such as involvement in lobbying or other promotion of the organization's policy mission	8.2%	48.9%	42.9%

In the past year, what strategies or ideas have you used to make your organization's volunteer involvement as effective as possible (that may or may not have been in response to COVID)?

Select all that apply.

RESPONSE	PERCENTAGE
Invested more resources into volunteer engagement	21.6%
Involved volunteers in new roles and positions in the organization	33.0%
Involved volunteers in leadership positions or managing projects	22.7%
Incorporated volunteer engagement into all staff position descriptions	11.5%
Increased the flexibility of when volunteers can volunteer	35.2%
Added volunteer positions designed specifically for shorter term volunteers	23.9%
Created more remote and virtual volunteer opportunities	31.3%
Involved more student interns	22.3%
Increased staff time devoted to engaging volunteers	13.8%
Reached out to new groups or communities to involve as volunteers (communities of color, youth, etc.)	33.1%
Developed new ways to transition volunteers into new roles or out of volunteering when life or interest changes occur	12.2%
Streamlined practices for volunteer intake, screening, placement or training	23.4%
Developed new ways of recognizing the contributions of volunteers	21.3%
Used technology in new ways to communicate with and track volunteers (i.e. volunteer database, virtual newsletters)	29.9%
Used technology in new ways to support volunteers (i.e. online training, meetings)	28.9%
Increased use of social media (Facebook, Twitter, etc.) to promote volunteer opportunities	37.2%
Improved website to facilitate contact with volunteers (i.e., online application, sign up options)	29.2%
Set up a volunteer advisory committee or task force	5.1%
Helped staff understand that volunteers do not replace paid staff	6.9%
Trained staff on how to lead and support volunteers	11.5%
Increased internal advocacy for the volunteer program to build support from other staff administration and board members	6.6%
Evaluated the impact of the volunteers' work	18.9%

### Approximately how many volunteers served in your organization over the past 12 months?

NUMBER	PERCENTAGE
0-10	11.7%
11-20	10.0%
21-30	9.3%
31-50	14.1%
51-80	11.9%
81-100	7.9%
100+	35.2%
Total	100%

### Of the volunteers that worked with your organization in early 2019, approximately what percentage would you say were still involved as volunteers in early 2020, when the pandemic began?

NUMBER	PERCENTAGE
0-10%	10.7%
11-20%	5.9%
21-30%	7.1%
31-40%	7.5%
41-50%	10.2%
51-60%	9.0%
61-70%	10.4%
71-80%	14.2%
81-90%	13.0%
91-100%	2.0%
Total	100%

And of the volunteers that worked with your organization in early 2021, approximately what percentage would you say are still involved as volunteers today?

PERCENT OF 2021 VOLUNTEERS RETAINED	PERCENTAGE
0-10%	6.0%
11-20%	7.4%
21-30%	3.7%
31-40%	4.4%
41-50%	11.1%
51-60%	7.2%
61-70%	9.7%
71-80%	13.9%
81-90%	19.3%
91-100%	17.4%
Total	100%

Our final question asks about the value of an hour of time donated to your organization by one of your typical volunteers. On average, considering all of the volunteers who served during 2021, what is one hour of volunteer time worth to your organization?

Please enter a dollar amount

DOLLAR AMOUNT	PERCENTAGE
\$0-\$20.5	31.8%
\$21-\$40	50.3%
\$41-\$100	13.2%
\$101+	4.7%
Total	100%



# **FUNDER SURVEYS**

NTEE GROUPS T and all others	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Philanthropy, Voluntarism, and Grantmaking FoundationsAll Other NTEE	13,546	3.0%	60	58.3%
Groups	445,359	97.0%	43	41.7%
Total	458,905	100%	103	100%

SIZE Total assets	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Missing or \$3,000,000 or Less	405,055	88.3%	32	31.1%
\$3,000,001 to \$50,000,000	47,105	10.3%	26	25.2%
\$50,000,001 to \$200,000,000	4,864	1.1%	20	19.4%
More than \$200,000,000	1,881	0.4%	25	24.3%
Total	458,905	100%	103	100%

ORGANIZATION AGE Five categories	POPULATION		SAMPLE	
	NUMBER	PERCENT	NUMBER	PERCENT
Missing or five years old or less	9,800	2.1%	17	16.5%
6-20 years old	177,173	38.6%	18	17.5%
21-30 years old	83,895	18.3%	25	24.3%
31-40 years old	57,368	12.5%	18	17.5%
More than 40 years old	130,669	28.5%	25	24.3%
Total	458,905	100%	103	100%

### Which of the following best describes your organization?

RESPONSE	PERCENTAGE
Private Foundation	17.9%
Community Foundation	16.1%
Family Foundation	17.4%
Corporate Foundation	1.8%
Public Charity	14.8%
Other Grantmaking Nonprofit Organization	11.9%
Government agency (state, local, federal)	0.0%
Corporation or Business	3.9%
Other	16.2%

### Which of the following categories describes your organization's primary geographic focus?

Select all that apply.

RESPONSE	PERCENTAGE
Local	39.0%
Regional	30.5%
State	19.2%
Multistate	6.3%
National	25.7%
International	13.9%
None	0.0%
Other	0.1%

In which areas does your organization focus its efforts? Select all that apply.

RESPONSE	PERCENTAGE
Religion	9.3%
Education	52.9%
Human Services	41.2%
Democracy / Civic Engagement	33.8%
Capacity Building	53.0%
Public Society Benefit	26.8%
Health	34.4%
International Affairs	5.0%
Arts, Culture, and Humanities	39.0%
Environment/Animals	35.0%

When people volunteer their time with an organization, several potential benefits could result. In your opinion, using a scale of one through nine, how much does volunteering contribute to each of the following types of benefits? For the purposes of this survey, a volunteer is any person who works on a regular, short term, or occasional basis and who provides services to an organization or to the people an organization serves, but is not paid as a staff member or a consultant. Members of the board of directors are not included, unless they provide volunteer services to the organization beyond their traditional governance duties

RESPONSE	VOLUNTEERING INCREASES THE CAPACITY OF ORGANIZATIONS TO DELIVER PROGRAMS AND SERVICES	VOLUNTEERING ENHANCES THE WELL-BEING OF PEOPLE WHO VOLUNTEER AND BUILDS THEIR SOCIAL NETWORKS	VOLUNTEERING ENCOURAGES OTHER FORMS OF CIVIC ENGAGEMENT AND SOCIAL INTERACTION WITHIN COMMUNITIES
1 Does not provide these benefits at all	0.9%	0.0%	0.0%
2	0.9%	0.0%	0.0%
3	0.9%	0.9%	0.0%
4	4.4%	0.2%	0.9%
5	4.2%	1.2%	5.7%
6	10.1%	5.2%	13.2%
7	19.4%	38.3%	14.3%
8	23.6%	11.5%	27.3%
9 Provides these benefits to a great extent	35.6%	42.6%	38.5%

We're interested in the kinds of benefits that you believe volunteers bring to nonprofit organizations - including, but not limited to, the ones receiving support from your organization. In your view, to what extent do volunteers provide each benefit to nonprofits?

RESPONSE	GREAT EXTENT	MODERATE EXTENT	NOT AT ALL	DONT KNOW
Provide cost-savings to the organization	38.9%	56.1%	5.0%	0.0%
Extend the organization's budget	23.1%	71.8%	4.8%	0.3%
Increase the organization's return on its resource investments	27.3%	62.7%	1.1%	8.9%
Allow the organization to provide services or levels of services it otherwise could not provide	50.6%	40.4%	1.1%	7.9%
Increase the quality of services or programs provided	25.2%	57.7%	4.3%	12.8%
Extend the organization's reach	61.8%	33.4%	0.0%	4.8%
Provide increased public support for programs, or improved community relations	55.9%	40.1%	0.0%	4.0%
Provide more detailed attention to the people served	29.3%	57.4%	4.0%	9.3%
Provide an enhanced organizational focus on mission	17.2%	54.8%	10.8%	17.3%
Provide access to specialized legal, financial, management, or technology expertise	22.2%	53.1%	8.8%	15.9%
Bring the organization into contact with potential donors	37.0%	61.6%	1.1%	0.3%
Bring more authenticity to mission than staff alone are able to bring	14.1%	59.7%	21.5%	4.7%
Bring more energy to mission than staff alone are able to bring	28.2%	43.8%	18.4%	9.6%
Bring more passion to mission than staff alone are able to bring	26.1%	41.7%	18.3%	13.9%

Some nonprofit organizations encounter limitations when planning for volunteer involvement. For each issue below, would you say that it is a big problem, a small problem, or not a problem at all for nonprofits in general - including, but not limited to, those supported by your organization?

RESPONSE	GREAT EXTENT	MODERATE EXTENT	NOT AT ALL	DONT KNOW
Recruiting sufficient numbers of volunteers	18.2%	49.8%	15.7%	16.3%
Recruiting volunteers available during the workday	27.3%	39.0%	12.3%	21.4%
Recruiting volunteers with the right skills or expertise	37.0%	0.2%	13.5%	9.3%
Having more volunteers than the organization can accommodate	5.4%	45.4%	35.6%	13.6%
Lack of paid staff time to properly train and supervise volunteers	36.9%	37.0%	17.5%	8.6%
Lack of adequate funds for supporting volunteer involvement	43.4%	30.0%	17.6%	8.9%
Indifference or resistance on the part of program staff toward volunteers	5.1%	16.9%	53.9%	24.0%
Indifference or resistance on the part of management or the board toward volunteers	6.2%	15.9%	58.2%	19.7%
Regulatory constraints to working with volunteers, such as background checks	14.5%	32.3%	47.7%	5.5%
Legal liabilities and associated costs, such as insurance	9.6%	43.0%	33.8%	13.6%
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	10.4%	48.6%	27.0%	14.0%
Unwillingness or disinterest of volunteers in following rules and procedures	5.3%	26.2%	49.1%	19.4%
Difficulty of assessing the value of volunteer involvement to the organization	18.9%	30.5%	32.2%	18.4%

Does your organization provide funding to support the involvement of volunteers in nonprofits?

This could include project support, program support or general operating support.

RESPONSE	PERCENTAGE
Yes	52.5%
No	47.5%

### [NON-FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

According to your best estimate, what percentage of the organizations who approach you with funding requests ask for funding explicitly to support volunteer involvement?

RESPONSE	PERCENTAGE
We do not consider unsolicited requests for funding	27.4%
None (0%)	35.2%
Less than 25%	35.5%
I don't know	1.9%

### [NON-FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

In your opinion, how much value does philanthropic funding for volunteer involvement add to nonprofit capacity in each of the following areas?

RESPONSE	CAPACITY TO DELIVER GOODS AND SERVICES	CAPACITY TO DELIVER GOODS AND SERVICES	CAPACITY TO FORM OR STRENGTHEN CONNECTIONS WITH OTHER PEOPLE OR ORGANIZATIONS IN THE COMMUNITY	CAPACITY TO GROW ITS DONOR BASE
1 Does not provide these benefits at all	0.0%	0.0%	0.0%	0.0%
2	2.0%	2.0%	2.0%	18.4%
3	0.0%	18.1%	9.0%	0.0%
4	20.0%	9.0%	0.4%	0.0%
5	9.2%	20.3%	0.2%	14.4%
6	36.6%	0.0%	18.2%	25.2%
7	20.6%	38.1%	29.5%	16.5%
8	9.2%	11.5%	38.3%	25.0%
9 Provides these benefits to a great extent	2.4%	0.9%	2.5%	0.5%

### [NON-FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

What are the primary reasons why your organization does not fund volunteer involvement or expenses related to this activity?

Select all that apply.

RESPONSE	PERCENTAGE
We fund specific causes/issues/community needs, and do not consider volunteerism as falling into these categories	4.1%
We fund systems/structures/policy, and volunteerism is not a lever or strategy within our theory of change	10.6%
Volunteers are part of the infrastructure of an organization, and we do not fund infrastructure or organizational capacity	0.0%
We prioritize other organizational capacity needs but not explicitly volunteerism	10.8%
Our priority is to fund our own internal employee volunteerism; we do not fund volunteer involvement for nonprofits	0.0%
The organizations that approach us for funding generally support their volunteer involvement with other resources	35.0%
We provide general operating support; organizations can use it for volunteer involvement, but we do not direct or restrict it for that purpose	27.0%
Grantees do not request funding for volunteer involvement	59.0%
I'm not sure how our organization can effectively fund volunteer involvement	8.3%
I'm not sure how our organization should measure the effectiveness of funding for volunteer involvement	16.6%
Other	19.2%

### [NON-FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

From the list of options below, please select the ones that would be most likely to convince you and your organization to support volunteer involvement:

RESPONSE	PERCENTAGE
The organization asked us for support of volunteer involvement	11.1%
The organization presented convincing evidence that volunteer involvement had helped them improve the scope and impact of their programs	29.0%
The organization presented a persuasive plan describing how increased volunteer involvement would expand their programs and impact	36.6%
The organization presented convincing evidence showing that they could improve their financial sustainability by encouraging volunteers to become donors	0.1%
The organization presented convincing evidence about how volunteering helps community members break down societal barriers and promote inclusion by working together in groups	2.1%
It is unlikely an organization we support would convince us; this would have to be a strategic decision made by our leadership and/or based on other internal priorities	0.6%
Other	20.4%

### [FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

According to your best estimate, what percentage of the organizations who approach you with funding requests ask for funding explicitly to support volunteer involvement?

RESPONSE	PERCENTAGE
We do not consider unsolicited requests for funding	17.2%
None (0%)	18.9%
Less than 25%	33.4%
25-49%	11.2%
50-74%	2.0%
75% or more	1.7%
I don't know	15.5%

### [FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

In your opinion, how much value does philanthropic funding for volunteer involvement add to nonprofit capacity in each of the following areas?

RESPONSE	CAPACITY TO DELIVER GOODS AND SERVICES	ABILITY TO LEVERAGE PAID STAFF MORE EFFECTIVELY	CAPACITY TO FORM OR STRENGTHEN CONNECTIONS WITH OTHER PEOPLE OR ORGANIZATIONS IN THE COMMUNITY	CAPACITY TO GROW ITS DONOR BASE
1 Does not provide these benefits at all	0.0%	0.0%	0.0%	0.0%
2	0.0%	0.0%	0.0%	0.1%
3	2.9%	2.9%	0.5%	2.2%
4	0.2%	0.3%	15.7%	15.8%
5	11.6%	41.0%	11.1%	23.3%
6	41.4%	9.8%	17.3%	9.7%
7	33.9%	27.0%	9.8%	17.5%
8	1.3%	18.1%	21.3%	21.0%
9 Provides these benefits to a great extent	8.7%	1.0%	24.3%	10.5%

### [FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

What are the primary reasons why your organization funds volunteer involvement or expenses related to this activity?

Select all that apply.

RESPONSE	PERCENTAGE
Our grantees ask us for funds to support volunteer involvement	50.6%
We work collaboratively with our grantees to see if they would benefit from more funding to support volunteer involvement	27.0%
Organizations are better able to meet their missions when they involve volunteers strategically	56.3%
More funding for volunteer involvement would help organizations improve the amount and quality of the services they deliver	49.8%
With more funding for volunteer involvement, organizations could provide services in a more cost-efficient manner	32.5%
More funding for volunteer involvement would enable organizations to cultivate more donors	33.5%
We have seen convincing evidence that volunteer involvement is associated with important organizational outcomes like improved programmatic capacity, financial stability, etc.	50.5%
More funding for volunteer involvement would enable more community members to have a satisfying volunteer experience	37.6%
More funding for volunteer involvement would allow organizations to enhance their stature and visibility within the community	35.9%
More funding for volunteer involvement would allow the organization to strengthen social ties among community members by providing opportunities for them to work together on community problems	63.7%
Other	8.6%

## [FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

How does your organization currently support volunteer involvement?

Select all that apply.

RESPONSE	PERCENTAGE
We give funding preference to organizations that engage volunteers effectively	29.5%
We ask organizations to report on the number of volunteers they have and the hours they served	28.5%
We ask organizations to report on the ways in which volunteers improved the performance or impact of programs	25.3%
We specifically ask our grantees to report back to us about how they engage volunteers	34.1%
We encourage organizations to specifically request funding for volunteer involvement	39.5%
We fund, or provide, training for staff and/or volunteer leaders in volunteer involvement	32.9%
We allow volunteer contributions to be leveraged as an organizational “match” to funding we provide	16.0%
We encourage our grantees to partner with local institutions that can serve as sources of volunteers (e.g., businesses, religious institutions, schools, community organizations)	30.1%
We provide paid time off for our own staff to volunteer their skills to perform business functions of organizations (technology, finances, etc.)	30.4%
We provide in-kind contributions of professional services to organizations (pro bono legal, accounting, etc.)	28.1%
Other	9.8%

### [FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

Nonprofit organizations can assess the overall impact of the contributions made by volunteers in a number of ways. Would you say that it is very important, somewhat important, or not very important for nonprofits to assess the contributions of volunteers in each of the following ways?

RESPONSE	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	DONT KNOW
Hiring an external contractor to conduct a rigorous evaluation of how volunteer involvement helps the organization advance its mission	4.2%	34.6%	60.7%	0.5%
Performing an internal assessment of how volunteers contribute to the organization's mission and goals	42.8%	39.5%	17.5%	0.2%
Obtaining feedback from board members	41.5%	23.6%	34.6%	0.2%
Obtaining feedback from community members who receive services	83.5%	16.1%	0.4%	0.1%
Obtaining feedback from those who volunteer	98.5%	1.3%	0.1%	0.1%
Obtaining feedback from employees	96.4%	3.0%	0.5%	0.1%
Obtaining feedback from organizational partners	53.8%	30.4%	15.7%	0.2%
Counts of the number of people who volunteer	43.6%	38.2%	10.4%	7.7%
Counts of the hours served by volunteers	51.3%	38.2%	10.4%	0.1%
Increased reach (numbers of clients served or geographic reach) as a result of volunteer involvement	57.3%	27.6%	7.5%	7.6%
Increased quality of services provided	53.9%	37.9%	0.0%	8.2%
Staff are freed up to do work for which they are uniquely suited	64.4%	28.0%	0.0%	7.6%
Increased donations from those who volunteer	25.1%	55.1%	19.6%	0.2%
Retention of current volunteers	57.3%	42.6%	0.1%	0.1%
Continued or increasing financial support from funders for programming	44.0%	46.9%	0.7%	8.4%

### [FUNDERS OF VOLUNTEER INVOLVEMENT ONLY]

How does your own organization communicate its support for volunteering in general, and for organizations that involve volunteers in their programs and operations?

Select all that apply.

RESPONSE	PERCENTAGE
We have a page or section on our website about organizations we support that do an effective job of involving volunteers	18.5%
We encourage our employees to perform their own volunteer work or to take on "pro bono" assignments	31.2%
We have a published statement about the importance of volunteer involvement to our organization	33.5%
We specifically mention our support for volunteer involvement in our published funding priorities	20.5%
We publicly recognize the volunteer contributions of our organization's own employees	43.7%
We explicitly name volunteerism as a core organizational value and/or lever within our theory of change and mission	18.5%
None of the above	30.0%
Other	8.0%

### [ALL RESPONDENTS]

Over the past two years, since the start of the COVID-19 pandemic, have your funding priorities related to volunteer involvement changed?

RESPONSE	PERCENTAGE
Yes	12.8%
No	87.2%

### Compared to the period before the pandemic, how have your funding priorities changed?

RESPONSE	PERCENTAGE
We are funding volunteer involvement in a larger number of organizations	0.5%
We are funding volunteer involvement in a smaller number of organizations	47.2%
We have not changed the number of organizations whose volunteer involvement we fund	2.5%
We do not fund volunteer involvement for organizations	0.5%
Our funding priorities have changed in some other way	49.3%

### Compared to the period before the pandemic, how has the number of organizations that request funding for volunteer involvement changed?

RESPONSE	PERCENTAGE
We have noticed an increase in the number of organizations that request funding for volunteer involvement	0.7%
We have noticed a decrease in the number of organizations that request funding for volunteer involvement	0.0%
About the same number of organizations have requested funding for volunteer involvement	26.4%
Generally, organizations do not request funding from us for volunteer involvement	72.9%

In your opinion, which of the following practices do you think would be especially effective in helping organizations involve volunteers to further their missions?

Select all that apply.

RESPONSE	PERCENTAGE
Investing more resources into volunteer engagement	56.7%
Involving volunteers in new roles and positions in the organization	44.3%
Involving volunteers in leadership positions or managing projects	20.5%
Incorporating volunteer engagement into all staff position descriptions	6.1%
Increasing the flexibility of when volunteers can volunteer	33.3%
Adding volunteer positions designed specifically for shorter term volunteers	44.1%
Creating more remote and virtual volunteer opportunities	38.0%
Involving more student interns	32.3%
Increasing staff time devoted to engaging volunteers	26.6%
Reaching out to new groups or communities to involve as volunteers (communities of color, youth, etc.)	45.2%
Developing new ways to transition volunteers into new roles or out of volunteering when life or interest changes occur	19.6%
Streamlining practices for volunteer intake, screening, placement or training	23.5%
Developing new ways of recognizing the contributions of volunteers	14.0%
Using technology in new ways to communicate with and track volunteers (i.e. volunteer database, virtual newsletters)	45.0%
Using technology in new ways to support volunteers (i.e. online training, meetings)	53.0%
Increasing the use of social media (Facebook, Twitter, etc.) to promote volunteer opportunities	37.2%
Improving the organization's website to facilitate contact with volunteers (i.e., online application, sign up options)	31.7%
Setting up a volunteer advisory committee or task force	13.3%
Helping staff understand that volunteers do not replace paid staff	19.9%
Training staff on how to lead and support volunteers	52.7%
Increasing internal advocacy for the volunteer program to build support from other staff administration and board members	10.5%
Evaluating the impact of the volunteers' work	49.3%



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