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**How Do They Do It?: Looking at the Strengths and Challenges in the Running of a
Completely Voluntary Non-Profit Organization**

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SIT Graduate Institute

August 2020

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Student Name: Erin S. Guilliams

Date: July 13, 2020

Abstract

How Do They Do It explores a small non-profit organization which is run solely by volunteers, called Mentor A Mother that was founded by two pre-natal nurses. Mentor A Mother is a mentoring program for young mothers ages 13-20 in Lebanon County, Pennsylvania. This project demonstrates the need for a program such as this. This project looks at the organizational structure and culture of this unique organization and attempts to make comparisons to others like it. The main research question is based on what strengths and challenges are found in an all-volunteer run organization. I use real life experiences that I collected through my work as an intern with Mentor A Mother. In addition, I have conducted research to learn best practices in running an all voluntary non-profit organization, including board management, volunteer empowerment and leadership roles, in order to compare them to the experiences I had while working in the operation of such an organization.

Introduction and Statement of Research Question

When a young teenage girl becomes pregnant, her whole life is changed. It is astounding to see the statistics showing the profound impact on the lives of young women who have children when they are teenagers. Parenthood is the leading reason that teen girls drop out of school, more than 50 percent of teen mothers never graduate from high school. Additionally, it should not be surprising that less than 2 percent of teen mothers earn a college degree by the age of 30. These statistics make the fact that more than half of all mothers on welfare had their first child as a teenager and two-thirds of families that are begun by young unmarried mothers are considered poor, unsurprisingly. (Dosomething.org) These statistics are unsettling. This project shines a light on an organization that was founded in order to support young mothers who are part of these statistics.

In 2012, two pre-natal nurses living and working in Lebanon, Pennsylvania recognized a need in the community for a program that supports young mothers. They worked together to organize a non-profit mentoring program called Mentor A Mother. The young women that are served by this organization are either pregnant or mothering and are between the ages of 13-20. According to the Department of Health, in 2012 (the year the agency was founded) Lebanon County had 136 births that were attributed to the age group of 14-19. The birth rate statistics for Lebanon County during the years 2013-2017 for the ages of 15-19 is 21.6 (per 1,000 females) (PA Dept. of Health), this is higher than the national birth rate for the same age group which is 18.8 (per 1,000 females) in 2017 (Center for Disease Control).

These two pre-natal nurses initiated this program that catered to young mothers and provided them with mentors and began the process of creating a 501(c)3 in 2012.

The mission of Mentor a Mother is: “To provide support to young mothers between the ages of 13-20 years old. In a group mentoring setting, young mothers are connected with women who are dedicated to encouraging successes within their educational, social, and parental goals. Our philosophy is to increase quality of life, education, self-esteem and decision-making skills within the supportive community of the program.” and their vision is: “To live in a world that offers every mother, regardless of age, a chance to fulfill their potential as a contributing member of society, that every mother be given the access, opportunity and tools to ensure a successful life as well as a bright future for their children.” The program focuses on bimonthly mentoring meetings in which all the mentors and mentees meet together and have an educational experience as well as a supportive social one.

The education part of the program is a curriculum developed by the organization’s education committee and is revised and reviewed each year. There are often guest speakers that attend the meetings to help teach the mentees in specific subject areas such as child-rearing tactics, financial management, how to further education or how to prepare for and obtain employment. Mentor A Mother also provides the young mothers with support beyond the social and educational. They help the young women obtain housing, apply for government benefits, provide aid for some college expenses, such as books, hold mock job interviews and address the development of other skills. The organization provides clothing, diapers and food when necessary to the young families.

While it does a tremendous amount of good, in the broader community, most people in Lebanon County are not aware of Mentor A Mother. This reduces the amount of funding

and volunteer support the agency generates and the number of clients it serves. Based on the statistics alone, there should be many more young mothers who qualify to be a part of this program, but its lack of outreach in the community has prevented this. This will be a subject for exploration later in this project.

Since one of the co-founding nurses left the organization after the first two years, there has been one leader of the organization who serves as the Executive Director in a voluntary capacity. The responsibilities of running the program fall solely to the Executive Director. The rest of the volunteer organization is made up of the board of directors, the mentors and the mentees in addition to several other volunteers who help with fundraising events. There is now an Executive Committee, but it has dwindled down to just one board member and the Executive Director. This has created a dynamic of top-heavy leadership which has caused problems that will be discussed in this project.

There are many non-profit organizations who claim to be “volunteer led”, but have paid staff, including in leadership positions. Mentor A Mother has never had a paid staff member in its eight years of existence, so this is an example of an organization truly managed by all volunteers. During this project I will explore the strengths and challenges that are posed by an all voluntary run organization. Much of this information will come from my personal experiences working closely with the leadership of Mentor A Mother. I will compare my personal research with the theories that I have researched about how to create and keep a strong organizational structure, and culture. The research focuses on the role of the board of directors as well as other important volunteer roles, including that of the Executive Director.

Research Question: What are the major strengths and challenges in the running of an all voluntary, community-based non-profit organization?

Sub-Questions:

- How might the organizational structure be improved by developing a policy and procedure manual?
- What might a strategic plan look like for a small, all voluntary organization?
- How does having no paid staff members affect the day to day operations of the organization?
- What changes could be made to help the effectiveness of these types of organizations?
- What is the best approach to managing volunteers that are so vital to the organization?

Project Methodology

The capstone project used a Qualitative approach to research. Qualitative research is done by observing the outside world around you, doing rigorous research by interviewing people and participating as a “learner” while conducting research. I used this method of research because I knew I would rely heavily upon what I learned and observed during my time as an intern and I also knew I wanted to ask questions of the people I worked with in order to come to the answers I sought. I employed this Qualitative approach while I performed my internship with Mentor A

Mother, as I gathered information about the organization and observed the personalities of the people I worked with. As an intern I was privy to the inner-workings of the organization such as quarterly board meetings, many bi-monthly mentoring meetings and weekly meetings with the Executive Director and the small Executive Team. The research included learning how to create a policies and procedures manual to better define the organization and create metrics for how to evaluate the mentee's progress in the program.

The next portion of the research was done later when I distributed surveys to the board members, the Executive Director and the mentors to accumulate data related to Mentor A Mother. This research was also Qualitative, although, there were many "yes or no" answers and they have been tallied up to create a picture of where the organization is through the participants' eyes. Additionally, the surveys asked questions that needed to be answered in full sentences and helped reveal their view of the organization. Research was also conducted via the internet to obtain useful information regarding similar organizations (all volunteer) and scholarly articles regarding the running of a non-profit organization with an emphasis on the board of directors and other volunteer roles. Additional research was conducted to determine the need for an organization such as Mentor A Mother, using pregnancy and birth rate statistics.

There were some limitations to the research, both due to the design of the research but also due to the circumstances under which it was performed. The first design limitation was that, by design, the board members and mentors were asked to participate in the capstone project both as part of my research project but also as part of an effort to do strategic planning for Mentor A Mother, therefore the participants might have reserved their more honest points of view. This

information will be used to aid in strategic planning. Another design limitation is that I chose not to interview the mentees in the program because of their age and social status as young mothers, I considered them to be a protected class. Their input could have served to further expand our understanding of the impact of the program. Additionally, there was a limitation in the amount of information on the internet regarding truly volunteer-run organizations, so the ability to compare and contrast with other similar programs was limited. When I attempted to find similar organizations that are all voluntary, I was usually directed to large non-profits that boast being volunteer led, despite having plenty of paid staff, such as United Way or Red Cross. These kinds of results were not helpful to my research.

The other set of limitation existed because of conditions. The later surveying research was conducted during the COVID-19 outbreak which affected my ability to interview people individually or in a large group. Upon the outbreak of the virus, the bi-monthly mentoring meetings had to end and therefore made it much more difficult to reach the mentors in order for them to participate in my research. As a result, I only received replies for the survey from two out of the six mentors in the program. It was also difficult to retrieve answers from the board members because, suddenly, many things changed in their lives including working from home and educating their children from home. Due to the fact that this organization is for mothers, almost all of the participants on the board of directors are mothers, so they were also charged with becoming their children's teachers as well as their mothers. After much effort I was able to get answers from eight out of nine board members. The circumstances of the virus also made it difficult to secure one-on-one interviews because people were so busy with trying to balance their work and home lives, not to mention trying to stay safe and healthy during this time. Due

to these difficult circumstances, I opted to send out surveys customized to each group, the board members, the mentors and the Executive Director.

Literature Review

Smith, D. H. & Shen, C. (1996). Factors characterizing the most effective nonprofits managed by volunteers. *Nonprofit Management and Leadership*. 6. 271-289.

This article is about how best to manage non-profits that are run by volunteers, which is especially relevant to my Capstone project. It is an in-depth study of thirty-nine different non-profits that are managed by volunteers in the Boston area. It compares different approaches to managing these non-profits in order to arrive at a conclusion as to what characterizes an effectively run all-voluntary organization. It shows that in general, effectiveness relies upon good governance, organizational culture, and formalization. This article have proved very useful to me because it zeros in on the very specific types of organizations I have been researching for my Capstone project, and helps show how an organization like Mentor A Mother can improve based on the insights from this in-depth study.

Hager, M. A. & Brudney, J. L. (2004). Balancing act: The challenges and benefits of volunteers.

Retrieved from: <http://webarchive.urban.org/publications/411125.html>

This article is about how to achieve the best “net benefits” from non-profits who use volunteers. The main points in this article are derived from research into organizations who use volunteers and their conclusions are very interesting. This article has been very useful to me in that it outlines the best practices for managing volunteers, which is extremely important when dealing

with an entire organization being run by volunteers. This article suggests that investing into volunteer training is helpful to getting higher net-benefits, which is something I would like to suggest to Mentor A Mother in order to get more out of their volunteers. This article also says that organizations who use their volunteers wisely have higher net-benefits and that the size and type of organization is not relevant to achieving net-benefits if you can manage the volunteers well. This article shows how incredibly important not only volunteers are, but how they are trained and managed in order to get the most out of their time.

Bulman, K. (2018). Volunteer management: How to get it right. Retrieved from:

<https://blueavocado.org/volunteers/volunteer-management-how-to-get-it-right/>

This article is about volunteer management and the best approaches to helping volunteers do the best work they can in a non-profit organization. This article outlines various misconceptions about volunteerism and how it fits into an organizational structure, and it suggests remedies for these long-thought falsehoods. I think this article has been helpful in illuminating the pitfalls and mistakes that organizations can make concerning volunteers and has shed light on the best practices for avoiding such errors. This has helped me learn more about successful volunteer management that I have been able to compare with how things operate at Mentor A Mother in the hopes that positive changes can be made in the future.

Flynn, O. (2008, December 30). *Role in all volunteer organizations*. Nonprofit accounting basics.

<https://www.nonprofitaccountingbasics.org/organizational-structure/role-all-volunteer-organizations>

This article is about how a board of directors should participate when they are governing an all-volunteer non-profit organization. It is a short article, but it provides useful insight into the true role of how a board should support and guide an organization. This article goes into how board members must share different responsibilities because an all voluntary organization needs a board that works very hard to keep it afloat. This article has been useful to my research because it shows what a good working board should be like, which has given me the opportunity to compare it with the reality of the board of Mentor A Mother.

Bailey, R. (2017, March 3). *The unique work of the board of an all-volunteer organization*. Bailey Leadership Initiative. <https://baileyleadershipinitiative.com/the-unique-work-of-the-board-of-an-all-volunteer-organization/>

This article is about the way a board of directors should govern and manage a non-profit that is run by volunteers. It makes it clear that it should be a “working board”, which is there to both govern and manage, and they distinguish what these roles mean. This article highlights three different parts of being on such a specific kind of board. The first is the ability to “wear many hats”, meaning the ability to handle several different kinds of responsibilities as needed by the organization. The second is the ability to “create and follow the organization’s plan”, meaning it board members are expected to both help create the policies and plans of the organization but also be able to do their part in following through with such plans. The third item in the list is the “capability to volunteer for routine tasks”, which means that while serving on a board is rewarding, sometimes a board member has to do the little things to keep the organization going. This article is useful to my research because Mentor A Mother does not have the best working board and it has enlightened me on what could be improved.

Founder's syndrome. (2016, June 21). BoardSource.
<https://boardsource.org/resources/founders-syndrome/>

This is a short article that goes into the definition of something called Founder's Syndrome, which is something I am afraid is happening at Mentor A Mother. Founder's Syndrome is when someone who founded an organization has a very specific vision for it and becomes unwilling to let go of control of their organization. Sometimes people who have this syndrome cannot delegate very well or will not let decisions about the program be made without them. The problem with Founder's Syndrome is that it can make an organization stagnate and not grow the way it might if it were able to become free of the grip the founder has on it. It's a difficult problem to have and also to address, but this article has helped me see that Mentor A Mother must find a way to address the Founder's Syndrome that it has developed.

Crutchfield, L. R., & Grant, H. M. (2012). *Forces for good: The six practices of high-impact nonprofits*. San Francisco, CA, CA: Jossey-Bass.

This book as a whole is an excellent resource when looking at non-profits. This book poses six practices that result in having a high-impact and well-functioning non-profit organization. Specifically, I used the section about shared leadership (pg. 175-201) to understand the value in shared leadership and how important it is in order to have an excellent non-profit. This information is useful in my project because shared leadership is greatly needed at Mentor A Mother. I also found useful information in this book regarding Founder's Syndrome and how to have an effective board of directors.

Halverson, C. B. (2009). *Effective Multicultural Teams theory and Practice*. New York, NY: Springer.

This book as a whole has been informative, especially because I was working in a multicultural team setting while I worked at Mentor A Mother. This book provides excellent insight into how to deal with multiculturalism in professional settings and sets very good examples for how to work in such settings. I tried my best to utilize the things I learned from this book and from Foundations class in order to not “storm” too much with my co-workers. Additionally, this book has been particularly useful in the section that discusses different types of leadership tactics (pg. 149-165). It also explores the concept of shared leadership and what that can look like, which as I mentioned above is very helpful information for me to have in regard to how I believe Mentor A Mother could improve.

Presentation and Discussion of Data

INTRODUCTION:

When I began my internship with Mentor A Mother, the program was struggling. The Executive Director shared with me that she was seriously considering closing the agency and ending the program because it had become too difficult for her to run by herself. I offered my services as an unpaid intern and promised to do my best to help her find ways duties could be shared within the organization so that everything did not fall solely on her shoulders. She is not only the founder and unpaid volunteer director of Mentor A Mother but is also a single mother of two young children and works fulltime as a Registered Nurse. The organization had two unpaid administrative volunteers, an all-volunteer board of directors, volunteer mentors for each of the clients and some one-time fundraising event volunteers. The Director had taken on a major role

that had become unsustainable. The question I asked myself as I began working with Mentor A Mother was, “How and why was one person running an entire organization? “. That question remained at the center of my work until my time working with the agency ended. Once my internship was over, and I had experienced the inner workings of the organization, I found myself asking an additional question, “How can this organization continue to thrive and grow as a completely volunteer effort?”.

STRUCTURE:

I spent a year working at Mentor A Mother with the goal of not only improving the program, but also finding a structure that would allow for redistribution of the work load so that all of the major responsibilities were not in the hands of one person at the top of the organization. Over several months I created a Policies & Procedures manual that included a layout of the entire organization with job titles and in-depth job descriptions for the various roles and responsibilities of all of the volunteers, i.e. administrative, program, mentors and board members. I decided to put together the Policies and Procedure manual because every organization needs to have one in place, and because I was hoping to create a more concrete structure for the organization. This was an also an effort to create a top tier of people that could lend their skills to specific volunteer jobs in order to alleviate the mounting pressure on the Executive Director. There were four main roles that were put into place: Program Coordinator, Mentor Coordinator, Mentee Coordinator, and Special Events and Meetings Coordinator (see Appendix I). This structure, the positions and job descriptions were developed through many discussions with the Executive Director and input from those directly involved in the work of the organization – the volunteers. These roles divided up the functions that the Executive Director was performing primarily on her own. I was

hopeful that this would be a way to free her from some duties. The result of creating these distinct jobs was the formation of a small Executive Team made up of three volunteers and the Executive Director. I will refer to these three different volunteers as Volunteer 1, Volunteer 2 and Volunteer 3. Volunteer 1 was the person designated as the Mentee Coordinator, Volunteer 2 was the Special Events and Meetings Coordinator, Volunteer 3 was the Mentor Coordinator while the Executive Director was also designated as the Program Director. Developing this second tier of volunteer staff would create the opportunity to elicit more input and new ideas for the program. It could also serve in freeing some of the time and energy of the Executive Director to focus more on sustainable income sources, greater community awareness and growth in the number of clients and the range of programming.

ISSUE: ALL VOLUNTEER vs. PAID STAFF

Through this process, I began seeing that these job descriptions reflected just that - jobs. However, none included compensation, though they required the commitment of a certain level of professionalism and many hours of work. While volunteering can and should be a rewarding experience, it usually cannot be an unpaid full or part-time job for most volunteers. Income producing employment and family and personal life will always take priority over volunteer activities, regardless of the level of a volunteer's commitment. Therefore, the time and energy that can be relied upon from a paid employee in an organization is much less reliable from an unpaid volunteer worker. Asking too much of a volunteer can often lead to volunteer burn-out and turnover. Having even one paid staff person working consistent hours who is committed to overseeing the work of an organization can make a significant difference in the effectiveness of an organization.

LEADERSHIP

ISSUE: CULTURE

Through early discussions with the Executive Director at the outset of my internship, she shared that she was experiencing professional “burn-out”. Burn-out happens when someone has worked so hard that they no longer get fulfillment or joy from their work, is extremely exhausted and overwhelmed. If the person experiencing burn-out is the leader of the organization, this can lead to a system collapse if there is no intervention. With the arrival of a new intern, Volunteer 2, and another committed woman, Volunteer 1, I saw the opportunity to start establishing shared leadership within Mentor A Mother. In Forces for Good (2012), shared leadership is one of the six practices listed in order to create and maintain a high-impact non-profit. Shared leadership can come in different forms, but what I was envisioning was a strong executive team and a good working board and a less stressed Executive Director. Without any paid staff, a shared leadership approach seemed to be the best model for a small volunteer organization like Mentor A Mother. My next step was to look at the existing structure, determine where help was needed and fill in where we could. Additionally, as previously mentioned, I began research to create a policies and procedures manual for Mentor A Mother that would define an effective leadership structure and roles and responsibilities. The goal was to build stronger volunteer roles while relieving the Executive Director of some of her responsibilities. As I elicited various volunteers’ input in the development of these policies, procedures, job descriptions, roles and responsibilities, I began having weekly meetings with volunteers, sometimes without the Executive Director. It was my belief that progress was being made and that we were taking over so many of the responsibilities, that she did not always need to be present. However, I began noticing that the team felt unable to make suggestions or share ideas without the Executive

Director's constant input and approval. This issue, and the demanding nature of their other volunteer responsibilities, led to the demise of the Executive Team within a matter of months. Although the Executive Director never expressly said that the Executive Team could not make independent decisions, it was the established culture of the organization that everyone deferred to the Executive Director in all decisions or plans during board meetings or committee meetings. They were always been expected to check with the Executive Director before taking action on anything. I observed that board members, volunteers, and mentors did not seem to have a sense of ownership of the organization, and often held back on even suggesting new initiatives, suggestions or projects. Over the eight years of Mentor A Mother's existence a culture had developed of having one leader that made all of the decisions and had the final say on all organizational events and projects. This was most acutely obvious in my interactions with the Board of Directors. For instance, there were times that the program was in a messy situation with mentors and mentees such as poor attendance, bad relationships, etc. and this was typically not something that was discussed at board meetings. The only person who had a full and complete view of the organization as a whole was and is the Executive Director.

ISSUE: BOARD EMPOWERMENT

When I began working with Mentor A Mother, the Executive Director informed me that she was struggling with her board of directors because she felt they did not do enough work for the Organization. Since Mentor A Mother's co-founding in 2012, the board of directors has seen a great deal of turnover, creating a sense of instability in the leadership of the organization. In Forces for Good (2012), Crutchfield and Grant explain the absolute importance of the board's role when they wrote, "Board members should be highly committed and should bring a diverse

range of skills, perspectives and social networks to help the organization and its cause.” (p. 201)

Unfortunately, this description simply did not apply to the Board of Directors at Mentor A Mother. The Executive Director told me that she had started to just do things herself instead of asking the board members to because of their unreliability. The problem with this way of functioning is that it can become a cycle. Evidence of this came from the poor attendance at board meetings, lack of board participation in fundraising events and board turnover. Since Mentor A Mother’s co-founding in 2012, the board of directors has seen a great deal of turnover, creating a sense of instability in the leadership of the organization. The Executive Director told me that she had started to just do things herself instead of asking the board members to because of their unreliability. The problem with this way of functioning is that it can become a cycle. Having attended board meetings, I observed first-hand an apparent lack of involvement of the board in the program. When the board members are not asked for input, or are consistently overruled by the Executive Director, it can lead to board apathy and lack of ownership. Additionally, if they are not expected to take on concrete responsibilities and held accountable for them, they can lose their sense of involvement. This leads to a lack of confidence in their own impact within the organization, therefore creating a *laisse faire* attitude toward their role. There has been some turnover among the volunteer mentors as well. A trend of asking volunteers to play a very limited role has continued throughout the organization. The less they are asked to do, the less they will do for the organization. In eliciting their input for the manual, I experienced the same apathy. However, I also encountered a resistance on the part of the Executive Director to change the culture or situation. As an example, there were several board members who had not attended board meetings for many months and had not engaged with the organization in any other way. The Executive Director agreed with my suggestion that these

non-participatory board members should be contacted by letter to determine their level of interest in staying on the board. If their response was no, or if there was no response, they could be thanked and released from the board by letter to make room for more active board members. With her approval and under her signature, I wrote letters to these board members, thanking them and releasing them from the board. I then gave them to the Executive Director to sign and mail. However, when I asked what sort of responses she had received from those board members, I was informed by the Executive Director that she had never actually mailed the letters. She seemed to think that it did not matter. It showed me that her investment in moving the organization forward was slipping. At that point, it seemed that she was only able to concentrate on what was absolutely necessary related to the mentoring program itself, and the restructuring or working toward a more effective organization was not a priority. While I understood that these tasks were important, they were also the ones I was encouraging her to hand off to other people.

Despite these challenges, the Executive Director continues to hold the organization together but there is an increasingly unsustainable workload for her. Mentor A Mother does important work, work that no other agency does in this area, so I felt it was important to do my best to help change the situation. The next steps seemed clear to me. These next steps were finding existing or new volunteers to help share responsibilities, making efforts to get the board more involved as well as strategic planning. This would open the organization up to self-evaluation, planning and vision for growth seemed essential, so I had to learn first-hand what kind of culture existed and how each set of volunteers experienced their roles with Mentor A Mother.

ISSUE: FOUNDER'S SYNDROME

In my research I began to realize that Executive Director of Mentor A Mother had what is referred to as Founder's Syndrome. Founder's Syndrome is a term often used to describe a founder's resistance to change and unwillingness to let go of their grip on the organization they have founded. Most founders have a specific vision and driving belief in the need for their organization. Initially this passion is a very good thing because it can be inspiring to like-minded individuals, garner financial support and boost recruitment of board members and other volunteers. However, the downside to this intense vision can be the inability to adapt when challenges occur such as board turnover, or when outside influences force the organization to evolve. It can also keep the leader from sharing ownership of the organization with the members of its board, creating a passive and less committed board. Founder's Syndrome can cause an organization to stagnate and resist growth for years. (BoardSource.com). There was a dwindling number of clients, despite the fact that the number of potential clients in the community was growing. This in addition to the lack of widespread public awareness of the organization and the work it does were both signs that Founder's Syndrome was having a negative effect on Mentor A Mother.

DATA

In order to obtain a broader perspective on the issues enumerated above, for the purpose of this study and for the organization's strategic planning, I chose to round out my research by surveying board members, mentors and the Executive Director. To look at the surveys in their entirety, refer to Appendices II-IV. As previously mentioned in the Project Methodology section, I conducted this research during the months of the intense outbreak of the COVID-19

virus, which had an effect on the methodologies of information gathering. I could not meet with anyone for face to face interviews, so I decided that written surveys would be the best solution. Additionally, after careful deliberation, I decided not to survey the young mothers who are in the program and referred to as mentees. This decision was based on the fact that several mentees are under the age of consent, 90% of them are minorities and considered them a protective class because of their vulnerability. Most of those surveyed had limited time to speak on the telephone, so surveys were mailed or emailed, based on the individual groups. Because of this, the response rate of certain groups was low, and the written responses were limited. The group I received the most responses from, after two email appeals, was the Board of Directors from whom I received 8 out of 9 members' responses. The mentors were more difficult to reach. They are typically mothers in the age range of 25 – 45 years old, and many are professionals as well. Because I was not allowed access to their email addresses, I attempted to get their responses via the regular mail, with stamped return envelopes. Of the surveys sent to mentors, I received 2 out of 6.

SURVEY RESULTS

VOLUNTEER COMMITMENT, ROLES & RESPONSIBILITIES:

Although I had emphasized to the board members specifically that the information was to be used as a starting point for strategic planning for the organization, to my dismay, their responses were somewhat noncommittal. I believe this is another indicator of the lack of commitment and ownership of the board's role in the organization. I see this as representative of the leadership of the organization.

Ken Williams writes in Effective Multicultural Teams (2009), “When team members believe they are full participants in a process, the work of the team can come alive as a personal reality, which can lead to commitment, and ownership of the work.” (p. 137)

It appeared to me that the issues previously referenced, i.e., Founder’s Syndrome and professional burn out, had created a stagnate and uninspired environment that led to a much less invigorated board.

One of the most interesting statistics revealed in these surveys was that only 38% of board respondents said they agreed that having full or part-time staff would help Mentor A Mother grow. The remaining 62% answered that they were “not sure”. However, when I posed the same question to the Executive Director, her answer was unequivocally, “Yes” and she said a “paid staff person could manage mentor and mentee match coordination and management.”

Another interesting point I observed when analyzing this data was that both the mentors and the Executive Director mentioned their desire for a higher level of commitment on the part of the clients (mentees) to working on the program. They referenced infrequent communication and poor attendance. However, not one board member mentioned this. In fact, the board members mentioned very little about the mentors, mentees, or meetings. These responses show how fragmented the organization is, especially considering how small it is. The entire Mentor A Mother program is focused on bimonthly mentoring meetings that happen from September to May. The board does not appear connected at all with these meetings, which effectively means they are not very connected to the core function of the organization. Surprisingly, when asked if

they had ever attended a bimonthly mentoring meeting, 88% of respondents said yes, with only one board member, the Board President, answering that she had never attended a mentee meeting. However, when I asked them how familiar they felt they were with the structure and content of the bimonthly meetings, only 75% answered that they were “very familiar”, with the remaining 25% answering with “generally familiar”.

I found the board members’ answers particularly interesting to the survey question, “How essential do you consider your role to the impact of Mentor A Mother?” I supplied them with three options, “Very”, “Moderately” and “Not Essential”. The responses were that 38% felt they were “very” essential while 50% said they were “moderately” essential and 12% said they were “not essential”. This was troublesome because, in such a small organization, this small board should be working hard and feeling very essential to the impact of the organization.

As Regenia Bailey says in *The Unique Work of the Board of an All-volunteer Organization*, “Boards for these types of organizations [all volunteer] exemplify the term ‘working board’ because they are responsible for both the governance and the management duties within the organization.” (p. 1)

This Mentor A Mother Board of Directors could become a working board, but it seems a difficult task given the Executive Director’s reluctance to share more of her responsibilities.

When asked the same question, out of the two mentors that responded, one said, “very “essential and one said “moderately” essential. This response was surprising and concerning, since in a mentoring program, every mentor should see themselves as very essential.

The following question I posed to the board members was an open ended one. I asked them what they felt their responsibilities were as volunteers and board members. I wanted to see how their definitions of their role compared to the description of what a working board should be, as defined by the literature in my research. Their responses to this question were varied but several included such general duties as, “Support the leadership”, “Promote the program”, “Serve on a committee”, “Support the young ladies we serve.” These responses did not offer much detail about how those concepts translate into actions. There were some board members whose responses revealed that they know what a board should be doing. These answers included things such as, “Be an advocate for Mentor A Mother”, “Provide guidance for the program”, “Vote on the budget, policies and procedures”, “Ensure Mentor A Mother is upholding its mission and vision”, “Act as a checks and balances system”, “Assist in evaluating the program” and “Provide financial support”. These answers showed me that there are several members on this board that know what a working board looks like and should be doing, so are they just not being given enough responsibility to make the board more effective?

I asked each board member if they served of a committee, which is a requirement of every board member, based on the new Policies and Procedures manual we developed. Only 62% of respondents said that they serve on a committee as well as on the board. This led to my next question asking how many hours each board member dedicates to the organization. Only 25% answered 1-4 hours per week, while 50% of the board members said they worked around 1-4 hours per month and another 25%, including the Board President, said that they only attended the one-hour quarterly board meetings which amounts to four hours per year. The question

becomes, are they choosing not to do what they should be doing for the organization, or are they not being asked to do enough? This is a persistent question. Whereas, both the mentors surveyed shared that they spend at least 1-4 hours per week working on Mentor A Mother planning and activities.

ORGANIZATIONAL STRUCTURE

I did a great deal of research and work on helping to improve the organizational structure at Mentor A Mother. I tried to achieve this primarily by creating a Policies and Procedures manual that outlined the organizational structure and created clear roles for the top tier of volunteers that would be known as the Executive Team. Part of that was creating job descriptions with defined responsibilities. In the survey, when the Board of Directors was asked if the Policies and Procedures manual more clearly defined the organization's structure, 88% said yes, and 12% answered that they were unsure, which indicates that it is a useful tool. As mentioned before, the Executive Team I formed was not sustainable, Volunteer 3 left after only a few months of meetings and Volunteer 2 continued until it became too difficult for her as well. The one person who remains is Volunteer 1 whose role is similar to an Administrative Assistant to the Executive Director. While it has been very positive that Volunteer 1 has been able to take some work off of the Executive Director's plate, it still is not the model of shared leadership I had hoped to achieve during my tenure there.

Since the organization's structure seemed to need improvement, I naturally sought out the perspective of the Board of Directors, the mentors and the Executive Director on what was working and what was not. I also was trying to gauge the level of knowledge each of these

individuals had of the inner workings of Mentor A Mother. When asked “Do you think the structure of the organization is effective, i.e. board and committee structure, program structure, volunteer governance and implementation?”, the board members gave me a surprising answer. Out of the respondents on the board, 88% said that yes, it was effective, and 12% said that they were “not sure”. This is quite a revelation considering the challenges in mobilizing the board and finalizing decisions, I had been privy to, I assumed there would be many more suggestions but instead I received answers of contentment. When I asked the same question of the mentors, one said plainly “yes”, while the other provided feedback saying “I would like mentors to be involved in board meetings and for board members to attend meetings periodically in order to understand what is and is not working with the program”. This was an excellent suggestion, and one I had made several times. I can only hope it is heeded in the future. However, the most telling answer of all came from the Executive Director. When asked that same question, her answer was,

“Unfortunately, no. I think we have struggled to have a fully functioning board and committees. Program structure is also something that we have been working hard to achieve success with. We tweak year after year, but at times I feel we are going against the grain.”

This is an honest and somewhat troubling response from the leader of the organization, especially because change in an organization begins with the leader and the leader must own the situation.

The next question I posed was if there were elements that they would like to see changed or added in the organizational structure. The board members’ responses were varied with only 12% saying “yes”, 50% responding “no” and 38% answering “not sure”. The one board member who said yes referenced one specific change, which was a personnel change that did happen without

intentional steps, so it seems less than a vote calling for overall change. The mentors had more input about what they would like to see changed. When asked the same question, one mentor said she “would like to see what the girls would like to focus on learning “. The other mentor had the idea that instead of the girls staying in the program until they age out at 21, she would like to see Mentor A Mother provide “a specific path ensuring the girls visit topics for every stage and exit the program when they’ve completed the course rather than age out.” This is an idea I had actually proposed and supported, but because of the inflexibility in altering the program, and the top down management of the program, new ideas and suggestions rarely came to fruition.

The last question I asked that pertained to the organizational structure was “How well is this organization prepared to grow and expand in response to the needs of its clients and the community?” They clearly do not agree on this answer. The board members were split on this answer, with 38% of respondents saying, “very prepared”, 50% percent answering, “somewhat prepared” and 12% saying, “not very well prepared”. This response did not surprise me because I do not believe the board is involved enough in the running of this program to fully understand whether it is ready for growth and expansion. They should be familiar with the content and effectiveness of the current program with the current number of participants to determine where it could be expanded. Key to expansion is to determine how Mentor A Mother is now meeting the client’s needs and how able is it to do more in depth education or activities, and /or have more participants in the program. The Executive Director had a definite response to this same question, saying, “At this time I don’t believe we are able to grow and expand, but that depends on what “growing and expanding looks like.” However, she answered in another question that

“there are always women in need of support and help.” These two statements underline my concern that there is, at best, a conflicted and at worst, an apathetic, attitude toward the idea of growing and expanding Mentor A Mother on the part of the Executive Director.

COMMUNITY CONNECTIONS

Due to the fact that this organization is community-based, in that it only serves those young mothers who live in Lebanon County, Pennsylvania, I wanted to gauge what my research participants thought of the work Mentor A Mother is doing within the Lebanon community. The need for an organization such as Mentor A Mother is evident in the fact that there were 90 births from mothers aged 14-19 in Lebanon County in 2018. (PA Dept. of Health). Despite the fact that this number is lower than it was in 2012, the year of its founding, it is still very relevant to this community. First, I asked, “How well known is Mentor A Mother in the community?”. For the only time in all survey questions, every board member came back with the same answer. 100% said that it was “known somewhat” (as opposed to “very well known” and “not widely known”). This is one answer where I believe the board hit the nail on the head. It has been my observation through unscientific polling and general discourse throughout the community, that most people who are not involved in this program or know someone who is, do not know about this organization. I was honestly surprised no one chose “not widely known” because I believe that is what my answer would have been. Even for those polled who know the name, Mentor A Mother, many could not describe what the agency does or whom it serves. The two mentors who responded agreed with the board and chose “known somewhat”. This is one of the problems with this organization. There is a need for broad community understanding and support that would illicit more funding streams, enable program expansion and reach more young mothers.

However, even in this area of community and public relations, the Executive Director has expressed ambivalence. She stated that if more people were to know about this small organization, that could increase their demand and that is not something she is looking for right now. When discussing possible grant applications and developing a larger donor base through awareness activities, she has also expressed that they do not need any more money right now, since they have enough for the program they offer for the 7-8 women they serve.

The next question I asked about the community was whether the organization is effective in connecting with the community. When posed with this question, the board was split with 62% responding “yes” and 38% responding “no”. This underscores some lack of awareness the board has of the organization in the broader arena of the community. They cannot even agree if they are able to connect well with the community or not. Out of the two mentors that responded to my survey, one said “no” and one said “yes”. This again shows that there is not a strong connection to the community, since almost half of its volunteers do not believe it effectively communicates with the community.

The last question I asked to gauge their general experience as volunteers with Mentor A Mother was whether they would “suggest Mentor A Mother to a friend as a rewarding volunteer opportunity.” The board members who responded to my survey said “yes” with a resounding 88%. 12 percent said they were “not sure”. Both of the mentors that responded to my survey also answered “yes” to that question, which I found encouraging. This is a positive sign to me, one that gives me hope that the organization will begin to thrive again due to the commitment and passion of its volunteers.

RESEARCH QUESTIONS

Research Question: What are the major strengths and challenges in the running of an all voluntary, community-based non-profit organization?

I believe I demonstrated the strengths and weaknesses of an all-voluntary organization throughout this Capstone project using my personal experiences, research and surveys.

The strengths of this organization are that it is cost effective and it can attract a set of very skilled and committed volunteers. People who volunteer their time in order to help others seek out small community-based organizations like Mentor A Mother. This organization has a very specific mission and it tends to attract volunteers who are very passionate about the work and generally want to help improve the lives of the young women the organization serves. They can also be great at raising funds and spreading the word about a small non-profit that needs more dedicated volunteers. The existing and past clients also work to inspire others to join the cause.

The weaknesses of having an all voluntary non-profit are that it is time consuming to train volunteers. Despite great commitment, their reliability or dependability can be in flux when they are not being paid, since their personal lives will take precedence over the organization, and they can stop at any time. The other downfall of an organization like this one is the risk of developing bad habits such as Founder's Syndrome and creating situations where people are experiencing professional burn out. Running organizations such as Mentor A Mother have both positive and negative aspects, but they are an important facet of the non-profit world.

Sub-Questions:

How might the organizational structure be improved by developing a policy and procedure manual?

This was actually something I accomplished. By creating a policy and procedure manual, it creates both rules to follow but also distinct roles for volunteers. This manual includes information that can be passed on to new volunteers and acts as a roadmap for sustainability of the program. In a sense, this manual serves as a succession plan because it can be handed over and all of the program's main job descriptions, functions, policies and procedures are outlined in detail.

What might a strategic plan look like for a small, all voluntary organization?

A strategic plan for this organization would use a great deal of what I have researched in this paper to begin the process. It would assess the organization from the inside and the outside, including a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). It would ideally include some of the recommendations I have mentioned in this project, i.e., building a more empowered board, creating a stronger and more independent executive team, helping the Executive Director delegate and finding an antidote for Founder's Syndrome. The executive team would be key part of this suggestion, because as Crutchfield and Grant state, "The best non-profit leaders build their bench strength by creating strong executive teams and giving these top managers real authority and accountability for the organization's success." (p. 201). Once the Executive Director can rely upon a full "bench" of support and dependable volunteers to manage parts of Mentor A Mother, it will be able to run so much more smoothly and effectively.

How does having no paid staff members affect the day to day operations of the organization?

Things have to wait when no one is being paid to get them done. Administrative work often gets postponed when there is no paid staff member. Having a paid staff member would also ensure that there is always someone available to attend to issues or answer people's inquiries about to organization. There are many things that a paid staff member could do, from answering phones and creating advertising materials to helping with the bi-monthly meetings, sending out mailings, keeping records, follow-up on fundraising and representing the organization in the community.

What changes could be made to help the effectiveness of these types of organizations?

A strong working board is essential to the effectiveness of all volunteer organizations. They are needed to both govern and manage an organization. Dedicated volunteers are also essential to the effectiveness of these kinds of organizations. Additionally, a paid staff member could go make a significant difference in helping them achieve their mission and vision more effectively.

What is the best approach to managing volunteers that are so vital to the organization?

It is important to empower volunteers so that they feel ownership over their roles and responsibilities. The way to do this is to trust them with their own projects and provide them with the support they need to develop a strong sense of passion about the cause they are involved with. When someone is made to feel that their opinion and work matters and makes a difference, they will continue to strive to make things better for the organization they have grown to care so much about. As Crutchfield and Grant say, "Give volunteers meaningful experiences that align with the mission of your organization. Involve them in more than just volunteering or writing a

check.” (p. 123). When a volunteer can see how their actions align with the mission, vision and values of an organization they will be loyal and work hard for this cause.

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Appendix I – Excerpts from Policies and Procedures manual

Mentor A Mother Program**Program Coordinator
Job Description**

The mission of Mentor A Mother, a nonprofit IRS 501(c)3 agency located in Lebanon County, PA, is to provide support to young mothers between the ages of 13-20 years old. In a group mentoring setting, young mothers are connected with women who are dedicated to encouraging successes within their educational, social, and parental goals. Our philosophy is to increase quality of life, education, self-esteem and decision-making skills within the supportive community of the program.

The Program Coordinator oversees the development and implementation of the mentoring program, which matches adult volunteer mentors with young mothers in a one-to-one relationship. The Program Coordinator ensures program quality and performance related to recruiting, screening, matching, monitoring, and closing the relationship with the mentor and mentee, and communicates with the mentor and mentee throughout the relationship.

This position may be a shared position, as needed. Reporting to the executive director, the Program Coordinator is responsible for overseeing all aspects of the mentoring program, and will carry out the responsibilities of the position as defined below:

Duties:

- Create and oversee implementation of an ongoing mentor recruitment plan, including development of an annual recruitment and quarterly activity plans, development and distribution of program marketing materials, presentations to targeted organizations, and ensuring a presence at key community events, etc.
- Perform and oversee participant screening, training, matching, support and supervision, recognition, and closure activities
- Develop and manage relationships with schools, training centers, and community-based organizations
- Build a strong working relationship with our mentoring program advisory board
- Oversee inquiry and orientation process to ensure excellent public relations and customer service

- Manage the planning and implementation of mentor/mentee group events (e.g., bowling trips, pizza parties, end-of-year events)
- Plan and implement recognition activities for program participants
- Maintain and update the program's policy and procedure manual as needed
- Oversee program evaluation activities
- Attend regional/national conferences to increase knowledge of mentoring program and best practices
- Complete other duties and activities as needed

Qualifications:

- Bachelor's degree preferred with emphasis in social work, psychology, nursing, volunteer management, and/or education
- Two or more years experience in mentoring and youth development, working within community organizations and/or schools preferred
- Have expert knowledge of mentoring program policies and procedures
- Extremely strong organizational, writing, verbal, and interpersonal skills
- Creativity and flexibility are essential in assuming significant responsibility
- Experience working in racially, ethnically, and socioeconomically diverse urban communities preferred
- Passion for helping young mothers and those in need
- Spanish speaking/writing strongly preferred

Compensation:

At this time, it is a voluntary position.

Mentor A Mother Program

Mentee Coordinator Job Description

The Mentee Coordinator oversees the development and implementation of all things pertaining to the mentee portion of the program. The Mentee Coordinator ensures program quality and performance related to outreach, mentee referrals, mentee applications, evaluating mentee performance, and performing intakes and interviews with all prospective and current mentees.

Reporting to the Program Coordinator, the Mentee Coordinator is responsible for overseeing all aspects of the mentee aspect of the program, and will carry out the responsibilities of the position as defined below:

Duties:

- Develop and implement an Outreach Plan to be in contact with the appropriate individuals in the community such as the schools and other various county organizations
- Assume shared responsibility for matching mentors and mentees, evaluating the match relationship, re-matching and match closure with the Mentor Coordinator
- Receive and process all incoming mentee applications
- Serve as the outreach individual for all mentee referrals, including contacting the prospective mentee and arranging and overseeing the next steps in the application process
- Arrange and be present for intake sessions for all mentee applicants
- Develop and implement a training program for mentees
- Perform intake interviews with mentees upon entrance into the program and half-way through the mentoring year
- Perform evaluations of the mentee's progress half way through the year
- Perform exit interviews with all mentees upon their exit of the program

Mentor A Mother Program

Mentor Coordinator Job Description

The Mentor Coordinator oversees the development and implementation of all things pertaining to the mentor portion of the program. The Mentor Coordinator ensures program quality and performance related to mentor recruitment, screening and clearances, mentor applications, evaluating mentor performance, and performing intakes and interviews with all prospective and current mentors.

Reporting to the Program Coordinator, the Mentor Coordinator is responsible for overseeing all aspects of the mentor aspect of the program, and will carry out the responsibilities of the position as defined below:

Duties:

- Recruitment of new mentors in accordance with the Mentor Recruitment Policy
- Receive and process all incoming mentor applications
- Respond in a timely manner to all new mentor applications
- Perform screening process and interview with mentor applicants
- Assume shared responsibility for matching mentors and mentees, evaluating the match relationship, re-matching and match closure with the Mentee Coordinator
- Ensure the retrieval of all the appropriate clearances and background checks in accordance with our Mentor Eligibility Policy.
- Be responsible for checking each prospective mentor's references
- Provide all intake paperwork for incoming mentors
- Develop and implement all mentor training sessions
- Perform evaluations to ensure quality of mentor's performance half way through the year
- Perform exit interviews with each mentor as they exit the program

Mentor A Mother Program

Group Meeting & Special Events Coordinator Job Description

The Group Meeting & Special Events Coordinator oversees the development and implementation of all things pertaining to the regular bimonthly group mentoring meetings and their special events. The Group Meeting & Special Events Coordinator ensures program quality and performance related to planning group meetings, organizing special events for mentees and mentors, communicating with the mentees and mentors, providing all materials for each meeting, and evaluating mentee goals.

Reporting to the Program Coordinator, the Group Meeting & Special Events Coordinator is responsible for overseeing all aspects of the group mentoring meetings and special events of the program, and will carry out the responsibilities of the position as defined below:

Duties:

- Organize and plan and lead all bi-monthly mentoring group meetings
- Organize and plan all special events related to the mentoring program specifically, such as arranging events for Fall, Winter and Spring, as well as Mother's Day and the end of year banquet
- Be responsible for distributing incentives and all the handouts for each meeting
- Communicate with all mentors and mentees regularly, including reminders regarding upcoming meetings and events
- Prepare the Mentor A Mother calendar of events for the upcoming year
- Perform periodic goal evaluations with the mentees as they work their way through the program to ensure optimal results for both mentee and mentor

Appendix II – Survey for Board Members

MENTOR A MOTHER SURVEY – Board Members

- How long have you been a volunteer board member with Mentor A Mother?

- Why did you choose to get involved with this organization?

- Do you serve on any volunteer Mentor A Mother committees?
Yes _____ If yes, which ones? _____ No _____
- On average, how much time do you give to Mentor A Mother?
1-4 hours per week _____ 1-4 hours per month _____ Other _____
- What do you feel your responsibilities are as a volunteer for this organization?

- Are you regularly updated on the organization’s activities, fiscal condition and progress of the programs and its clients?
Regularly _____ Sometimes _____ Intermittently _____ Rarely _____
- How essential do you consider your role to be to the impact of Mentor A Mother?
Very _____ Moderately _____ Not essential _____
- How well do you know the structure and content of the bi-monthly mentoring meetings?
Very familiar _____ Generally familiar _____ Not very familiar _____ Not at all _____
- Have you attended a bi-monthly mentoring meeting?
Yes _____ No _____

- Do you think the structure of the organization is effective, i.e., board and committee structure, program structure, volunteer governance and implementation?

Yes _____ No _____

If yes or no, please describe what areas are more or less effective:

- Are there elements you would like to see added or changed in the organizational structure?

Yes _____ No _____ Not sure _____ If yes, please describe what:

- Do you think the new Policy & Procedures manual helps more clearly define the organization's structure?

Yes _____ No _____ Not sure _____

- How well-known is Mentor a Mother in the community?

Very well-known _____ Known somewhat _____ Not widely Known _____

- Do you think this organization is effective in connecting with the community?

Yes _____ No _____ If yes or no, please describe why:

- In what way, if any, would you like to see Mentor A Mother expand its impact?

- How well is this organization prepared to grow and expand in response to the needs of its clients and the community?

Very _____ Somewhat _____ Not very well _____

- If not, describe what you think prevents or challenges Mentor A Mother's growth?

- Do you think having full or part-time paid staff would help the organization grow?

Yes ____ No ____ Not sure ____

- Would you like to be more involved in Mentor A Mother than you currently are?

Yes ____ No ____ Not sure ____

- Would you suggest Mentor A Mother to a friend as a rewarding volunteer opportunity?

Yes ____ No ____ Not sure ____

Thank you for your commitment to Mentor A Mother and your donation of time and ideas to this survey.

Appendix III – Survey for Mentors

MENTOR A MOTHER SURVEY – Mentors

- How long have you been a volunteer mentor with Mentor A Mother?

- Why did you choose to get involved with this organization?

- On average, how much time do you give to Mentor A Mother?
 1-4 hours per week _____ 2-5 hours per month _____ Other _____

- How would you rate your relationship with your mentee?
 Excellent _____ Very good _____ Good _____ Not very good _____
 What do you feel is good or not as good in your relationship with your mentee?

- Do you think you received enough appropriate orientation for your mentor role?
 Yes _____ Somewhat _____ No _____ If no, what was lacking?

- Do you feel you have support of your mentor/mentee relationship from the organization?
 Yes _____ Somewhat _____ No _____ If not, what would you like to have?

- Does the organization update you on its activities and the progress of the programs and its clients?
 Regularly _____ Sometimes _____ Intermittently _____ Rarely _____

- How essential do you consider your role to be on the impact of the Mentor A Mother program?
 Very _____ Moderately _____ Not essential _____

- How regularly do you attend the bi-monthly mentoring meetings?

Always _____ Usually _____ Sometimes _____

- How effective are the structure and content of the bi-monthly mentoring meetings?

Very _____ Somewhat _____ Not very _____ Not at all _____

- Are there other topics or activities that you would like to see in these meetings?

Yes _____ No _____ If yes, please list them:

- Do you think the structure of the organization is effective, i.e., board and committee structure, program structure, volunteer governance and implementation? If yes or no, please describe what areas are more or less effective?

- Are there elements you would like to see added or changed in the organizational structure?

Yes _____ No _____ Not sure _____ If yes, please describe what:

- How well-known is Mentor a Mother in the community?

Very well-known _____ Somewhat known _____ Not widely known _____

- Do you think this organization is effective in connecting with the community?

Yes _____ No _____ If yes or no, please describe why:

- In what way, if any, would you like to see Mentor A Mother expand its impact?

- How well is this organization prepared to grow and expand in response to the needs of its clients and the community?

Very _____ Somewhat _____ Not very well _____

- If not, describe what you think prevents or challenges Mentor A Mother's growth?

- Do you think having full or part-time paid staff would help the organization grow?

Yes ____ No ____ Not sure ____

- Would you recommend becoming a mentor with Mentor A Mother to a friend as a rewarding volunteer opportunity?

Yes ____ No ____ Not sure ____

Thank you for your commitment to Mentor A Mother and your commitment of time and ideas to this survey.

Appendix IV- Survey for Executive Director

MENTOR A MOTHER SURVEY – Founder & Executive Director

- Why did you choose to found this organization?
- Were there specific situations or observations that helped you see the need for this?
- Please describe your current role and responsibilities in this organization.
- On average, how much time per week or month do you give to Mentor A Mother?
- Do you think the structure of the organization is effective, i.e., board and committee structure, program structure, volunteer governance and implementation?
- If yes or no, please describe what areas are more or less effective.
- What responsibilities does your board of directors have in the organization?
- What expectations/responsibilities do you require of the mentors and mentees in the program?
- What roles and responsibilities do other volunteers (not board, mentors or mentees) in the organization have?
- Do you think that there are needs in the community that Mentor A Mother could effectively meet if it expanded its program to include more clients?
- How well is this organization prepared to grow and expand in response to the needs of its clients and the community?
- What is your vision for the future of this organization?
- Do you think it would benefit the organization to have one or more paid staff persons (possibly including yourself)?

- Looking to the future, are there roles and responsibilities you would like to shift to the board, paid staff or volunteers?

- In what way, if any, would you like to see Mentor A Mother expand its impact?

Thank you for your commitment to Mentor A Mother and your commitment of time and ideas to this survey.