

Augsburg University

Idun

Theses and Graduate Projects

2013

Leadership in VolunTourism

Heidi Jolivette Satre

Follow this and additional works at: <https://idun.augsburg.edu/etd>



Part of the [Leadership Studies Commons](#)

Leadership in VolunTourism

Heidi Jolivette Satre

Submitted in partial fulfillment of the
requirement for the degree of
Master of Arts in Leadership

AUGSBURG COLLEGE
MINNEAPOLIS, MINNESOTA

2013

Augsburg College
Lindell Library
Minneapolis, MN 55454

MAL
Thesis
Satre
2013

MASTER OF ARTS IN LEADERSHIP
AUGSBURG COLLEGE
MINNEAPOLIS, MN

CERTIFICATE OF APPROVAL

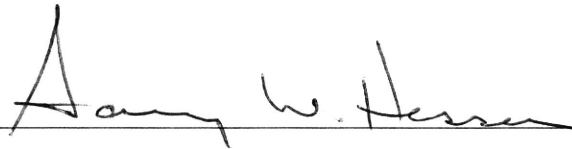
This is to certify that the Leadership Application Project of

Heidi Jolivette Satre

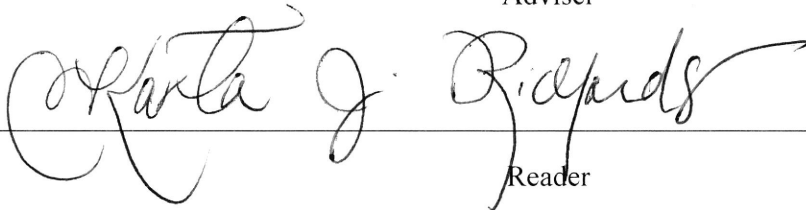
has been approved by the Review Committee for the Leadership Application Project requirement for the
Master of Arts in Leadership degree.

Date of Presentation: June 5, 2013

Committee:



Adviser



Reader

DEDICATION

I would like to dedicate this paper to my family – Eric, Claire & Abby – for their continued patience, love and support of my graduate studies.

ACKNOWLEDGEMENTS

A special thank you to Garry Hesser for taking me on as an advisee and for all of his wisdom and guidance. Good luck in “retirement.” I would also like to thank all of the participants who allowed me to interview them and for sharing such rich and wonderful information with me. Without their willingness to share their experiences, this paper would not have been possible.

ABSTRACT

Leadership in VolunTourism

Heidi Jolivette Satre

June 2013

Thesis

Leadership Application Project

Non-thesis (ML597) Project

This paper explores the opportunities for leadership development in the evolving field of VolunTourism. VolunTourism, a relatively new term within the tourism industry used to describe travelers paying to take a trip in which they spend their time volunteering, has been growing in popularity without any universally established guidelines or a program model for leaders to follow. Currently, there is a lack of research regarding the sustainability of projects and the impact of leadership styles on the success of VolunTourism programs. This paper also explores the opportunities for leadership development within the evolving field of VolunTourism, based on the experiences of participants and leaders. It will also recommend which leadership models, when applied, would create the most beneficial environment for all of the participants involved in the program in order to increase the success and longevity of the program and relationship.

TABLE OF CONTENTS

Title Page	i
Certificate of Approval	ii
Dedication	iii
Acknowledgements	iv
Abstract	v
Introduction	1
Survey of Literature	1
Research Design	15
Data Collection	15
Data Logistics	16
Research Findings	18
Summary of Research	23
Research Assessment	24
Application to Leadership	24
Leadership Summary	31
Conclusion	33
Works Cited	34
Appendix	42
Statement of Consent	45

Introduction

This paper explores the successes, shortcomings and opportunities for leadership development in the evolving field of VolunTourism. VolunTourism, a relatively new term developed within the last 12 years in the tourism industry (VolunTourism Resources, 2009), is defined as leisure travel paid for by the traveler that incorporates “some component of volunteer work” (Fritz, 2013) into the itinerary. It has been described by tourism agencies as combining “the best of travel and tourism – arts, culture, geography, heritage sites, the natural environment, and recreation – with the opportunity to serve and enhance the destination – its people, places, and things” (Visit Idaho, 2013). Similar to religious-based mission trips or educational Spring Break opportunities, VolunTourism programs involve coordination between the participants, community recipients and leaders of the agency conducting the program. Currently, the popularity of VolunTourism programs has increased as the variety and amount of opportunities offered have grown (TravelSense, 2012). With this increased interest and participation, more research is needed on the impact VolunTourism has on the communities it serves and participants involved in the programs. Such research would provide a basis for increasing the sustainability of current programs and evaluating which leadership styles and best practices contribute to program success. The focus of this paper will be to determine which models of leadership are best suited to apply to the field of VolunTourism in which all parties involved mutually benefit, therefore, increasing the likelihood of the program’s sustainability and success.

Survey of Literature

The first documented use of the word voluntourism (with a lower-case t) was in 1998 by the Nevada Board of Tourism to describe the individuals who volunteered their time and talents to support tourism within the state (VolunTourism Resources, 2009). Approximately two years later, it was re-introduced by the tourism community as VolunTourism (with a capital v and t) and used to describe the combination of tourism and voluntary service through travel vacations dubbed “VolunTours” (VolunTourism Resources, 2009). Over the next decade, both national and international VolunTourism

opportunities “increased exponentially” and the trend “shows no signs of slowing down” (Fox, 2010). Travel Industry America’s Voice of the Traveler survey results found that 24% of travelers were interested in taking either a volunteer or service-based trip in 2007 and anticipated the interest would grow in the future (2007 – A Look Ahead, 2007). A joint survey conducted by msnbc.com and Conde Nast Traveler in 2007 indicated that out of 1,600 respondents, 20% had taken at least one volunteer vacation and 55% expressed interest in participating in a volunteer vacation (Lovitt, 2008). In addition to individual participants, surveys conducted in 2008 by Orbitz, Travelocity and the Travel Industry Association show the amount of groups who participate in VolunTourism programs has doubled since 2005 (Litch, 2008). Fox calls it “one of the hottest trends in travel right now” (2010).

Participants

There are three primary participants in the VolunTourism relationship: the volunteer, the community and the travel agent or organization. In this paper, the volunteer is defined as the “travel consumer” who pays to go on a vacation where they “give something back to society and the communities they visit as part of their travel experience” (Visit Idaho, 2013). The organization, or travel agency, is being defined as either a for-profit or non-profit company coordinating the logistics of and selling the VolunTourism program to individual or group travel consumers (Clairvoyix.com, 2013). On average, for-profit travel agents receive a 10% to 15% commission from the hotels or lodging companies, transportation companies and attractions for selling their services and amenities (Clairvoyix.com, 2013). There are many different versions of the definition for community. However, for the purpose of this paper, community will be defined as “people with common interests living in a particular area” (Merriam-Webster.com, 2013). With three distinct participants represented in the VolunTourism relationship, balancing the “interests, concerns, and expectations” of each with “skills, knowledge, and assets to achieve mutually beneficial outcomes” (Mintz & Hesser, 1996, p.35) can be a challenge for leaders because “voluntourism is a highly personal experience, and everyone goes in with their own complicated set of expectations, needs and desires” (Denver Post, 2012).

Volunteers

Volunteers vary in age, financial status and capabilities. “The demographics of ‘voluntourists’ vary widely: young, old, singles, families, and even honeymooners” (Litch, 2008). Habitat for Humanity, an international agency with a mission to provide affordable housing, is popular with youth groups because it provides opportunities for ages 14 and up to participate in designated programs (Grayson, 2012). Other VolunTourism opportunities for youth and families include work on Native American Indian reservations through the Global Citizens Network, environmental clean-up projects through the American Hiking Society and specific international education programs through Global Volunteers (Grayson, 2012). Volunteers also come from a broad spectrum of financial situations. If they do not possess the personal finances to afford a VolunTourist trip, there are opportunities such as creating an on-line fundraising page (often through the agency or organization coordinating the trip), hosting a fundraising event, and applying for scholarships or grants (Grout, 2009). Several travel providers, such as Orbitz, have discounts available to travelers who incorporate volunteer service in their trips (Cohan, 2010). Some of the expenses associated with VolunTourist trips are also tax-deductible (Grout, 2009).

Since volunteers have invested their own time and money to participate in VolunTourist trips, they want to have input as to how the money is spent by organizations and many have “argued for greater transparency in costs and for the benefits of the project to local communities” (Benson & Henderson, 2011). Although the bargaining power of volunteers is relatively small, in general, the organizations coordinating VolunTourism trips are more interested in social responsibility rather than “profit maximization” as their purpose for offering these programs (Benson & Henderson, 2011). The variety of opportunities available for assistance or fundraising contributes to the diversity of the financial backgrounds of the volunteers. Regardless, though, if it was paid for out of their own pocket or the funds were raised for the trip, the organization’s financial responsibility is important to the volunteers.

In a study done by Virginia Tech and VolunTourism.org, the following four motivational themes emerged as reasons why volunteers choose to participate in a VolunTourist trip: cultural immersion opportunities, seeking camaraderie, giving back and education or personal growth (Cohan, 2010). Volunteers motivated by cultural immersion are most interested in “learning about foreign countries and people by working and living in (their) communities” (GlobeAware, 2010). Those volunteers seeking camaraderie in VolunTourism experiences may be motivated by social interactions rather than altruism (Allen, 2010). The motivation to give back to society and take responsibility has increased as social awareness has increased and many volunteers participate in order to feel good about their individual contribution to the world (Fox, 2010). Even if the volunteer’s acts of goodwill have “no visible impact on society,” these “individual actions do have a profound effect on the individual himself or herself” (Vela-McConnell, 1999). The personal effects of volunteerism have also been studied and there is evidence that volunteering “increases self-confidence, combats depression, and helps promote physical health” (Saisan et al., 2011), which can all be considered as motivation for those seeking personal growth and development experiences. Education, the last motivating factor from the study, can either be to gain educational experience for a resume or education regarding a particular social or political issue (Grout, 2009).

With a diverse demographic of volunteer participants, personal expectations of the experience can also vary greatly. The following expectations of program management commonly reoccur throughout the research done on the factors which contribute to a successful experience: a suitable task assignment (to skill level and physical capabilities), adequate training for task assigned, two-way communication, recognition, and equal treatment (Lipp, 2009). Another expectation, in addition to the expectations of program management, is that a “volunteer vacation is still a vacation, and many travelers will want to relax and sightsee apart from contributing” (Fox, 2010). Despite the variety of expectations, many volunteer participants tend to share similar personal characteristics such as they are “flexible, take direction well and have both a sense of adventure and humor” (TravelSense, 2012). A majority of

volunteer complaints “tend to revolve around mundane stuff: not having running water, or hot water, or not liking the food” (Budd, 2012, p. 395).

Communities

The communities in which VolunTourism programs take place are motivated to participate in the relationship in order to benefit or better some aspect of their community. Some of the benefits for participation have included “fresh approaches to solving problems, access to resources, and opportunities” to participate and develop leadership skills (Council for the Advancement of Standards in Higher Education, 2013). After his sixth VolunTourism trip, Ken Budd described two main benefits for the community:

First, you get to know people from different cultures, and they get to know you. That benefits everyone: it smashes stereotypes and broadens our view of the world. And second, volunteers provide free, enthusiastic, temporary labor of minor but necessary jobs (2012, p. 421).

A beneficial byproduct of VolunTourism programs is a boost in the local economy as volunteers spend money on food, necessities and entertainment (Copeland, 2007). An example is during the recovery efforts in the Gulf Coast region after Hurricane Katrina’s destruction, volunteers “helped keep the local economy afloat in the weeks and months after the storm” as they revived the region’s “vital tourism industry” (Copeland, 2007) by patronizing local restaurants and businesses.

To receive the maximum benefit of VolunTourism programs, it is important communities are involved in the development of a program and remain engaged in service and leadership throughout the course of it (Philbrook, 2006; Wilson, 1976). Some of the expectations of communities include assigning a local person as the project leader, equal contribution in labor hours, and an honest and open relationship (Gran, 2013; Philbrook, 2006). In turn, the communities should expect the projects will meet their real needs as determined by them (Howard, 2001) and they will be treated as partners or colleagues, as opposed to servers and clients (Mintz & Hesser, 1996, p. 36). This reciprocal relationship “eschews the

concept of service that is based on the idea that a more competent person comes to the aid of a less competent person” (Council for the Advancement of Standards in Higher Education, 2013).

Some of the concerns about VolunTourism programs’ effects on communities include imposed development ideas, non-reciprocal relationships, out-of-touch volunteers and the potential to hinder self-development (Christy J., 2011; Hardy & Cull, 1973; Mintz & Hesser, 1996; Philbrook, 2006). According to Philbrook, co-founder of Global Volunteers, “A development strategy, which is based upon outside government agencies, religious organizations, or non-profits doing the job for or attempting to impose solutions on local people, is doomed to failure” (2006). It is often an assumption that “other communities need us to donate our time and appreciate the work we do, but that is not always the case” (Michelle, 2012). If the appropriate measures to learn about and attempt to understand the “historical, sociological, cultural, economic, and political contexts of the needs or issues being addressed” (Council for the Advancement of Standards in Higher Education, 2013) are not taken, then reciprocity suffers. Without reciprocal relationships, “there is a real risk of exploiting” the community (Mintz & Hesser, 1996, p. 36).

The organizing of individual groups for effective social service and reform is a major problem in that individuals who wish to be involved in volunteer work are often out of touch with the people who have need for their services (Hardy & Cull, 1973).

For communities dealing with out-of-touch volunteers participating in VolunTourism programs, “often a monetary donation to an existing organization may be much more beneficial and wanted than a voluntourist” (Michelle, 2012).

Travel Agencies/Organizations

Travel agencies or organizations selling VolunTourist trips are filling the need of “travelers who are motivated to have more meaningful travel experiences, but who also value safety, comfort and other leisure aspects of family vacation time” (Cohan, 2010). The result is creating, packaging and selling VolunTourist trips “designed to connect tourists with the communities they visit” (Villano, 2009). The attractiveness of pre-packaged VolunTourist trips to volunteers is the organizations that coordinate and

sell them “make volunteering and other forms of participation and activism readily available and convenient” (Vela-McConnell, 1999).

Since VolunTourism trips include components of both volunteer activity and travel, volunteers have a diverse list of expectations for the travel agencies or organizations that coordinate these programs. Some of the expectations of travel agencies include accurate promotional information, confidentiality, communication, hospitality and financial responsibility (Clemmons, 2008; Council for the Advancement of Standards in Higher Education, 2013; Dalton, 2008). Consumers expect integrity out of the organization that is connecting them to a volunteer experience and want to trust that their program’s descriptive information is “free of deception” (Council for the Advancement of Standards in Higher Education, 2013). They also expect the company will protect personal data and not exploit them or members of the communities they work in (Council for the Advancement of Standards in Higher Education, 2013). In addition to the travel agency or organization being trustworthy and honest, as with any tourist trip, volunteers also expect they will be treated with a high level of customer service during their experience (Clemmons, 2008). Finally, volunteers expect a majority of their program fee is going toward the needs of the program instead of creating a significant profit for the travel agency.

“Voluntourism isn’t free – someone does have to pick up the costs of meals, housing and other expenses. But in many cases, reputable organizations will do all they can to mitigate your financial costs” (Dalton, 2008).

There are several concerns that some travel agencies and organizations offering VolunTourism trips have created unwanted projects in popular tourist destinations, have joined the travel fad without taking the time to research and develop a sustainable project or are primarily focused on business motives instead of community partnerships (Dalton 2008; Michelle, 2012). “Most voluntourist programs are noble and altruistic, but as with any travel trend, plenty of opportunists have jumped on this bandwagon” (Dalton, 2008). Whether or not travel agencies are organizing VolunTourism programs because it is a trend, some have chosen to offer their trips in “popular vacation destinations” which some volunteers

have found out the hard way can create “unwanted projects that leave the volunteers unsatisfied, as they often realize what they are doing is not needed” because the travel agency chose the destination over the true need of the community (Michelle, 2012). Another concern is that “long-term project goals for the community sometimes get lost in the noise of selling the program and telling potential volunteers how it will help them instead of the local community” (Feedback from the Voluntourism Industry, 2012).

Industry Diversity

There is some dissension within the industry on the definition and validity of VolunTourism. For example, not all travel experts agree on the use of the term VolunTourism. Global Volunteers, a Minnesota-based travel agency founded by husband and wife Bud Philbrook and Michele Gran, prefers to label its trips as volunteer vacations instead of using the word VolunTourism (Philbrook, 2006). In a letter to the editor, Philbrook describes the difference between volunteer vacations and VolunTourism as non-profit organizations engaged in “long-term, community-driven development projects” in which short-term volunteers work full-time on the projects versus for-profit tour agencies adding a volunteer component to an already existing trip, which may “focus more on satisfying the desires of the volunteer than assisting local beneficiaries” (2006). In GeckoGo.com’s Volunteer Travel Insight Survey conducted in 2009, the following four different terms were used by organizations to define this industry niche: volunteer vacation (14%); VolunTourism (24%); volunteer travel (29%) and volunteer abroad (33%). “For those organizations that did not identify with ‘voluntourism’ there seemed to be a complete rejection of the term” (Lasso Communications, 2009). Some alternative write-in terms used by resistant organizations participating in the survey included: humanitourism, international voluntary service and service learning (Lasso Communications, 2009).

In addition to terminology preference used to describe VolunTourism programs, there are also different focus areas of volunteer service within VolunTourism such as environmental stewardship, disaster recovery, and social service projects which includes working with children, teaching and

construction projects, all of which contribute to the addition of another layer of complexity when narrowing down the definition of VolunTourism (Copeland, 2007; Lovitt, 2008; The VolunTourist, 2009). Environmental stewardship projects, sometimes referred to as ecotourism, have been created in the United States by several different state tourism councils, including Idaho and North Dakota, to increase visitors to their areas and work on preserving natural habitats (North Dakota Legendary, 2012; Visit Idaho, 2013). North Dakota's tourism division, as well as their Department of Commerce, partnered together in 2012 to solicit VolunTourism project ideas from communities around the state to expand on the opportunities available to tourists (North Dakota Legendary, 2012).

On a national level, "VolunTourism may well become a strategic approach by which the U.S. National Parks engage visitors in stewardship of these historic and national treasures" (The VolunTourist, 2009). In Minnesota, the Gunflint Trail Association organizes an annual restoration event titled the Gunflint Green Up (Gunflint Trail Association, 2012). Originally a response to the devastation caused by the Ham Lake Wildfire in 2007, the event became so popular that now in addition to re-planting the forest, volunteers have also begun working on clearing away undergrowth to improve the success of seedling growth (Gunflint Trail Association, 2012). VolunTourism programs report an increased amount of inquiries from new participants, "particularly after a round of natural disasters and global events that have inspired travelers to want to help out during their vacations" (Banjo, 2010). According to Bruce Beckham, Executive Director of Tourism Cares for America, since experiencing our own disaster in the attacks of September 11, 2001, many Americans "have felt compelled to 'go beyond their vacation' by volunteering" to assist others with their disaster recovery (Copeland, 2007). Grout also refers to this desire to assist with disaster recovery as the "Katrina Effect" (2009), referencing the aid and organized volunteer efforts to clean-up after many Americans in the Gulf Coast region experienced destruction by Hurricane Katrina. Social service programs cover a broad range of services including addressing poverty issues, education reform and refugee resettlement (Alternative Spring Break, 2013). These are just a few of the examples of VolunTourism subcategories. New focus areas are being identified continuously.

Controversy

One of the subcategories of service work within VolunTourism which has become a controversial topic is working internationally with orphanages (Rosas, 2012). Some of the criticism includes Western involvement creating a “cultural oasis that is separate from the child’s birth culture” (Rosas, 2012), creating situations of constantly revolving relationships between volunteers and children as volunteers come and go which can “develop long-term, problematic attachment patterns” (Rosas, 2012) and the lack of accreditation of volunteers sent to work with an underage, vulnerable community (Birrell, 2010). “What would we say if unchecked foreigners went into our children’s homes to cuddle and care for the kids? We would be shocked, so why should standards be lowered in the developing world?” (Birrell, 2010). There is also skepticism that the communities involved in the volunteer project are using orphanage volunteer opportunities to their advantage to attract foreign aid when in reality, it “supports a misguided industry aimed at collecting children from families to either make a profit or to provide them with ‘a better life’, without the understanding that the most important thing a child needs is parental love” (Rosas, 2012).

Besides specific controversy surrounding an area of service, there are also criticisms about the general concept of VolunTourism. Some say VolunTourism programs are “more about the self-fulfillment of westerners than the needs of developing nations” (Birrell, 2010). It has been said that “volunteering is motivated by two main attitudes: altruism and self-interestedness” (Stebbins, 2009). Participants have identified multiple personal benefits such as cultural immersion, educational opportunities, development of new skills, creating friendships, interacting with locals & exploring places outside the normal vacation destination as motivating factors in participating in a VolunTourism program (Cohan, 2010; GlobeAware, 2010; Saisan, Smith & Kemp, 2011). After his sixth VolunTour trip, author Ken Budd doubted his contributions in the six countries he visited compared to the personal growth he experienced. “At every stop on this journey, I’ve wondered if I’m actually helping. A common criticism of voluntourists is that we benefit more than those we’re supposed to help” (Budd, p. 420). The increased popularity and growth

of the VolunTourism industry has been compared to “the rapid growth of the aid industry: salving our own conscience without fully examining the consequences for the people we seek to help” (Birrell, 2010). According to Christy J., it is up to the volunteer participants themselves to enter into the experience with appropriate intentions in order to get the most out of it (2011). Christy J. says:

You will not be able to give fully if you have self-interest as a priority. Keep in mind that the place you would be going to is where real people with real needs and real emotions live. Your services are going to impact not only their present, but possibly even their future (2011).

Credentials

Some argue it is the responsibility of the tour agency or organization to create lasting, meaningful partnerships with communities in order to enhance the effectiveness and sustainability of the industry (Christy J., 2011; Gran, 2013; Papi, 2012). Advice given to consumers choosing a VolunTourism program includes doing research on the ethical legitimacy of the project, the local involvement, how materials and skills are sourced, and the impact the project has on the local community (Christy J., 2011). Sometimes finding this information can be difficult. “With so many volunteer opportunities and organizations and no ranking system or review site like those that exist for hotels, tour operators or other stakeholders in the travel sector, it can be extremely difficult to locate reputable programs” (HuffPost, 2012).

Papi suggests seeking out responsible VolunTourism providers by exploring the relationship between the travel agency and the local community, with a focus on how organizations are selected by the travel agency to discern whether projects are genuinely helpful to the community or just located in an attractive destination to sell well (2012). Other potential mistakes tour agencies make which can affect their credibility include giving items away to local communities and a lack of follow-up with existing projects (Papi, 2012). Although travel agencies may give items away to the local communities they visit with good intentions, it can “destroy local markets, create community jealousy and create a culture of dependency” (Papi, 2012). Instead, Papi suggests working through local power structures to give items away so the giving is prioritized appropriately or filtered through existing programs in the community

(2012). “Making the overall impact of socially focused travel more positive will take a movement of travelers demanding responsible practices from their operators” (Papi, 2012).

The question of how to decipher which operators or organizations are providing the level of quality a volunteer is looking for brings up the topic of certification or the use of a set of guidelines for travel agencies or organizations providing VolunTourism opportunities. The purpose of certification or instating a set of principles to adhere by could “ensure that communities’ needs are being met, that financial leakage is kept to a minimum, that skills transfer is sustainable and that the rights of vulnerable groups are protected” (Fair Trade in Tourism South Africa, 2013). One collaborative organization, the International Volunteer Programs Association, has been developed with the goal of creating an industry standard of best practices for organizations and travel agencies for the purpose of identifying program integrity, encouraging appropriate behavior and developing a platform for which prospective volunteers can measure programs before choosing which one to participate in (IVPA Principles and Practices, 2013). Finding agreement on the same set of principles may be challenging not only because of the diversity of the types of VolunTourist activities and projects but also due to the amount of organizations using different terminology for similar programs. “Without being able to define the scope and extent of the market, it is difficult to determine the best approach for regulation and auditing” (Volunteer Tourism Views, 2013).

Popularity

Despite the criticism of VolunTourism programs, industry experts say there is a “market demand for the experience” (Hartman, 2011) and it is currently in a “product life-cycle stage where it can transition from a marginal offering to a mainstream travel market alternative,” (Cohan, 2010). The results from a study by Johns Hopkins University’s Center for Civil Society Studies show that “the value of volunteer work in countries throughout the world is roughly double the value of contributions of cash or other valuables by individuals, corporations, and foundations put together,” (Ilsen, 2011). With

VolunTourism increasing in popularity, it is in everyone's best interest to have a better understanding of the impacts of VolunTourism and also to "accept international volunteering and advance it in the context of established best practices," (Hartman, 2011). Industry leaders can either choose to be "careful and conscientious community organizers and development professionals or wily business people," (Hartman, 2011). As one blogger put it, VolunTourism at its core is "not necessarily a bad thing," it's just such a "relatively new concept that still has some kinks to work out" (Michelle, 2012).

Benefits

Whether the popularity of VolunTourism has grown because of an increased social awareness, sense of social responsibility or simply because travelers are looking for an opportunity to feel good by serving others (Fox, 2010, p. 32), the collective amount of current opportunities and projects around the world have the power to make an impact on global issues. Individually, the programs benefit the community and volunteers as progress is made on projects and volunteers become familiar with the destination's culture and are exposed to deeper, global issues.

Ultimately, voluntourism is not only soul-enriching but also one of the best ways of experiencing a destination. By interacting with the locals, visitors can get a true insider's scoop on the area, and a better sense of what else they should see and do there (Fox, 2010, p. 34).

Literature Summary

With the increase in popularity and relative newness of VolunTourism programs, additional research is needed to identify what elements contribute to the success of a VolunTourism program in which the needs of the community, volunteers and organizing agency are met and to discover which types of leadership models are best suited to lead these programs. Currently, there is a lack of information available regarding which leadership style or qualities of a leader create the most successful and sustainable VolunTourism programs and partnerships.

The most important thing to remember is that in order for it to be impactful, both for the communities being helped and the volunteers, we must understand and successfully overcome the

challenges at hand and develop more effective programs that will serve humanity in the most positive way possible (HuffPost, 2012).

It is my hypothesis that in order for a program to be successful and sustainable, it must be mutually beneficial for all of the participants involved. The leadership of VolunTourism programs can contribute to the level of success of the program. Therefore, it is also important to explore the qualities of the leaders of successful VolunTourism programs and use these qualities or leadership styles as models for leadership development in the field of VolunTourism.

What is the benefit of exploring the leadership of VolunTourism programs? Hartmann says, “international volunteerism grows and nurtures the development of a global civil society” (2011). In other words, creating a mutually beneficial VolunTourism program can create an environment of “peace and justice” where there is “mutual international understanding and friendship” (Philbrook, p. 2, 2006). Leaders of VolunTourism programs have the ability to create “opportunities for ordinary people to share meaningful experiences with ordinary people from across the globe” (Philbrook, p. 2, 2006). Mintz & Hesser describe a mutually beneficial partnership as being collaborative, diverse and having reciprocity between its participants (1996, p. 34) If leaders foster a mutually successful environment in which collaboration, reciprocity and diversity are valued (Mintz & Hesser, 1996, p. 34), can VolunTourism programs “build capacity for all involved” (Hartman, 2011)? In order to answer this question, research should first be done on the factors which contribute to mutually successful programs. Based on the expectations of each of the participants listed above – the volunteer, the community and the organization or travel agency – there may be many complex and diverse answers to this question. Once this information is gathered, analyzed and categorized into themes, then leadership qualities can be evaluated to explore which are the most compatible for managing and developing VolunTourism programs. The primary question that I will explore in this paper is: What factors contribute to a mutually successful VolunTourism program and how can this information be translated into leadership in order to maximize the impact of and increase the success and sustainability of VolunTourism programs?

Research Design

To explore which leadership models and best leadership practices might contribute to the success of a VolunTourism program, a combination of exploratory research and personal interviews of persons involved in various forms of VolunTourism will be used to identify what factors emerge that would make a program beneficial for all of its participants. The personal interviews of program participants and leaders will be analyzed and after evaluating this information along with all of the current literature about VolunTourism, recommendations of leadership models and ideal practices will be given.

Data Collection

To expand upon what I learned from the literature on VolunTourism that I have summarized above, I designed an exploratory study to go into greater depth, based on the first-hand experiences of participants in this newly emerging field. A sample of six individual representatives from the participant groups were interviewed. Personal interviews were used to collect data in this exploratory research project. The reason personal interviews were the selected method for data collection is because it is important to let the participants use their own words and descriptions to uncover trends and areas of focus for leadership since there is a lack of current research available regarding the recommended leadership of VolunTourism programs.

The purpose of these interviews was to find out more information about the positive and negative experiences of the participants and decipher if there are any trends in the experiences which can be translated to leadership development of VolunTourism programs to contribute to the success of a mutually beneficial program. It is hoped that the combination of the literature review, these exploratory and informational interviews, along with my own observations and experiences would provide me with a sense of critical issues that are emerging in this new field. My conclusion will then seek to identify further possible research were I, or someone else, to pursue additional research on VolunTourism.

Data Logistics

Five of the six individuals were interviewed face-to-face to obtain more insight into their experiences. Interviews were conducted over the interviewee's lunch hour or break period. Interviews took place in a public restaurant or public business facility. Data was collected by the same interviewer for consistency. Interviews were recorded. The interviews all lasted approximately one hour. Participation was voluntary and participants were informed of their rights not to answer a question. It was agreed between the interviewer and interviewee that pseudonyms would be used in all references to the interviewees. However, due to the small sample size, interviewees were informed that complete anonymity may not be possible. No monetary compensation was offered to interviewees in exchange for their participation, however, the interviewer did offer to purchase a meal up to \$20 in value for the interviewees as compensation for meeting over their break period.

The five individuals interviewed were chosen because they all have experience in either the leadership of or participation in VolunTourist-type programs. The first interviewee, Ryan, works for an international non-profit organization coordinating their youth volunteer programs in the Minneapolis metropolitan area. The second interviewee, Alaina, works for a for-profit medical device company with a non-profit foundation. Her responsibilities include coordinating and facilitating international medical mission trips for the foundation. The third interviewee, Connie, works for a government agency with a focus on tourism. The fourth interviewee, Jane, participated in an international volunteer vacation to Haiti where she worked at an orphanage and adult care center. The fifth interviewee, Anne, has been on four international volunteer vacations with two different organizations in the past decade. She has worked on home builds in Guatemala twice, collected environmental information and assisted with loggerhead sea turtles in Costa Rica and worked on a conservation project for cheetahs in Namibia.

The final individual, Michele Gran, invited the interviewer to an in-class lecture during Professor Lapako's Communications Class, entitled "Encountering Cross-Cultural Misperceptions as a Volunteer," on March 7, 2013. Since this lecture was conducted in an educational forum, anonymity was not requested by the interviewee. Gran was selected for inclusion in this research because of her expertise in

the field of VolunTourism as one of the co-founders of Global Volunteers, a non-profit travel agency in Minnesota started in 1984 by her and her husband that coordinates international volunteer vacations.

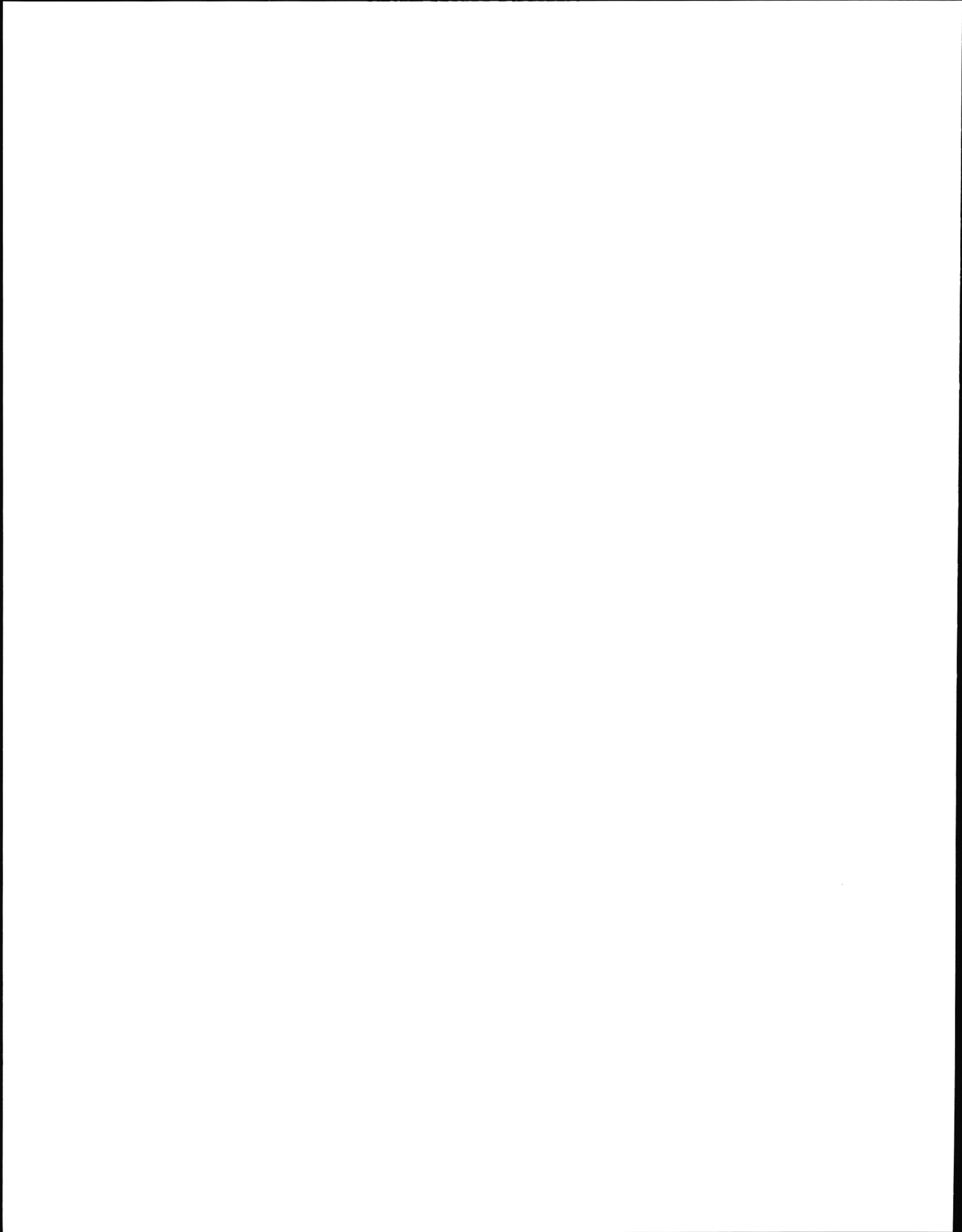
Questions for the interviews were determined based upon analysis of the current trends and criticisms in the field of VolunTourism as well as to use as exploratory research regarding the impact of leadership on the success of a VolunTourism program as there is a lack of research available in this area. Question topics of the interviewee's experiences included: motivation for participation, program design, relationships, and leadership qualities. A list of sample questions can be found in the Appendix. The transcription and analysis of the recorded interviews were conducted by the interviewer.

Limitations

A limitation to the research conducted is the small sample size. This research can be categorized as exploratory with the recommendation of more research needing to be done with a larger and more diverse sample size. It should also be noted interviews were conducted over the span of several months' time and some follow-up questions were conducted electronically to supplement or add to initial information collected.

Overview of Research Findings

After transcribing all of the recorded interview responses, themes began to emerge regarding the contributing factors to a positive or negative VolunTourism experience. Several components that were identified multiple times as contributing to the success of a VolunTourism experience included the program design and execution, the depth of relationship between the travel agency and local community and the preferred leadership qualities. Each interviewee holds a slightly different perspective and has their own set of expectations and interpretation of their experience or experiences. Combined, they represent a small sampling of the different participants involved in a VolunTourism program. A more in-depth research study would be recommended in which the sampling size and variety of interviewees were both greater to produce more comprehensive results.



Research Findings

Program Design and Execution

Communication

A consistent theme throughout the interviews was the impact communication had on a program. If the communication was good between the organization, volunteer and community, interviewees referred to the experience as being organized. If communication was poor between one or more of the participants, the interviewees listed frustrations and suggestions for improvement.

Some of the frustrations cited by interviewees resulting from a lack of communication include: making sure planning and directions were clear to participants (Jane), consistency (Anne & Alaina) and technology limitations (Alaina). What is ironic is none of the interviewees mentioned specific examples of good communication, only poor communication. When asked about their experiences, though, four of the six mentioned communication had a negative impact on their experience.

Logistics & Training

Interviewees emphasized the organization of logistics as being an important factor to contributing to the success of their experience as well. Jane felt frustrated that the necessary tools were not available to perform the tasks they had pre-determined to do. She stated she was frustrated because the purpose of her trip was to assist the orphanage in constructing a chicken coop and planting a garden and the necessary tools to complete these tasks had either not yet arrived or were feared to have been stolen in transit, so instead she did a minimal amount of work on these projects and instead spent her time interacting with the individuals in the orphanage and care center. Anne participated in two VolunTourism trips with the same organization and one she felt was very well organized and the other was not as logistically efficient. She felt with the less organized trip that the organization was trying to get involved in too many different projects that it could not effectively focus on one before moving to another. Since the less organized trip

was her second trip with the same organization, she felt that a significant amount of time was wasted compared to her previous experience.

In each of Anne, Jane, Alaina and Ryan's experiences, the bulk of their orientation and training was conducted on-site during their VolunTourism program. Trainers included volunteer or hired local leaders, organization leaders and hired professionals to teach skill-based tasks. None of their experiences included a comprehensive advance orientation. Ryan's organization does conduct optional educational forums to discuss the broad social issue behind his organization's purpose so participants can learn more about it before they volunteer, but does not provide an advance orientation or training class. Both Jane and Anne attended brief informational and promotional presentations about the programs they participated in prior to making the decision to sign-up.

Follow-up

Although it could be considered a subcategory of communication, interviewees were asked specifically about how follow-up was incorporated into their experience. The answers to this question varied greatly in both design and philosophy. On one end of the spectrum, Ryan's organization has designed a very comprehensive strategy in which they try to incorporate educational components about the larger social issue they address by conducting mini workshops in classrooms with youth to raise awareness, conducting program orientation with volunteers prior to each program, offering presentations about the social issue on a global level during program lunch breaks and administering surveys to previous volunteers to use as benchmarks on the success of their strategy. On the other end of the spectrum, Jane said she wished there would have been a more structured follow-up or channel for her to communicate her frustrations after her experience being a volunteer but there was no formal process in place. She also said that besides seeing some of her fellow participants around the community, she has not maintained contact with the organization with whom she volunteered. In between these two extremes,

several of the other interviewees stated their experiences with follow-up were satisfactory but that it was an area they saw potential for improvement in.

Partnership

Expectations

When discussing the partnership between the organization, volunteer and community during the interviews, all of the interviewees provided examples of what participants in the programs expect from each other in order to contribute to the success of the relationship in which all participants benefit. During her home build project, Anne credited some of the success of the program to the fact that community members who wanted to be considered for a home were required to work a certain number of hours for the non-profit organization first, which led to their support of the non-profit organization and their own personal investment in changing their community. Similarly, Ryan's organization requires community members where projects are being facilitated to contribute 300-500 "sweat equity hours." He says one of the best things to come out of this requirement is the relationships that form between volunteers and community members as they work side-by-side doing physical labor. For the global medical missions that Alaina helps coordinate, there are many expectations of the host community in order to make an event successful. For starters, the community is expected to do any preliminary work such as obtaining documentation from governing agencies, arranging the logistics for the event such as securing a location, providing 30-40 volunteers for day-of services and following up with the organization on an on-going basis after the event to ensure their needs are being met. In turn, the organization makes a commitment to come back on an annual basis to the community as part of the follow-up process and make any adjustments to their medical devices, provide another year's worth of batteries and continue to work with the community to educate on this particular medical condition.

Not all of the expectations brought up by interviewees were as specific as Alaina's. Gran said the most important expectation is for each participant involved in a program is to be open and honest about

the relationship. Which, she expanded on, could be difficult for some cultures as it means community members, volunteers and organizations need to speak up for themselves when they feel the relationship is no longer fitting their specific needs, and in some cultures this could be taken as an insult. Jane was more practical and her biggest expectation was to have the necessary tools available for the project. Finally, Connie thought the key to having a mutually beneficial program for the travel agency, organization and volunteer was to make sure it was “authentic” and align all expectations with this strategy.

Impact on Participants

Their experiences with VolunTourism each had a slightly different impact on the interviewees. Ryan said the impact he sees on the youth volunteers he organizes is its ability to change their perspective on the social issue the project focuses on and he sees how it can become an eye-opening experience for the volunteers that they wouldn't have had otherwise. He also went on to say the timing of the experience can have a significant impact in their lives, since most are adolescents, and he recognizes it has the potential to shape how they view this issue going forward. For him personally, the impact it has on him as an organizer is it gives him hope for a better future when he sees so many youth get involved in a social issue. For Jane, she saw how her service benefitted others on a personal level and stated that the experience had an impact on her as well because it got her out of her comfort zone and made her more aware of the plight of a different community. From her four experiences, the lasting impression for Anne is one of gratefulness for the conveniences and amenities she feels many in the United States take for granted.

Every day we were out among the people, seeing how they live and it really had an impact on how nice we have it. The lasting impression that I take is we should be so grateful to live in the country we live with our sanitation, health care and even the poorest people here are richer than some of the people I saw in other countries. What it did is it gave me a great appreciation for my life. It really did (Anne, 2013).

Community Initiated

One of components to a successful partnership that emerged in the interviews was two of the organizational leaders interviewed stated that they have only solicited a few invitations from communities to engage in VolunTourism programs. The majority of the communities they currently work with have contacted the organization and extended an invitation for them to bring volunteers in to work on a project. For close to 15 years, Alaina's organization has travelled to over 100 countries on their medical mission trips and only recently have they begun to work through partnerships, such as the Clinton Global Initiative, to establish relationships with new countries to try to solicit invitations to work with them. Otherwise, it has been through word of mouth, the internet and media attention that communities throughout the world have heard about this organization and reached out to them for partnership opportunities. Similarly, in close to 30 years, Gran said Global Volunteers has only solicited invitations from Poland and Vietnam. The rest of the 16 or so communities they serve locally and internationally have all reached out to Global Volunteers for partnership.

Leadership Qualities

Of all the topics addressed in the interviews, the question about which leadership qualities were most important to the success of a VolunTourism program received the most diversity in responses. Interviewees listed many great leadership qualities, however, some of the qualities expressed by multiple interviewees as being the most important to the success of a VolunTourism experience included: leaders having a passion for what they are doing and being engaged in the process, being organized, having good communication skills, being patient, and also being flexible. The reasons why passion was listed by the interviewees as being a good quality is because they felt a passionate leader was able to engage and connect with volunteers and community members and make them feel valued. The reasons why patience and flexibility were mentioned included working with cultural differences and the different participant groups. Being organized and having good communication skills seemed to go hand-in-hand in the interviewees' answers. Several of the interviewees equated being organized with having good communication skills. Jane elaborated on her definition of good communication skills as being able to

“communicate at all skill levels. Not just with people who are bringing the funds in or helping organize volunteers, but also being able to communicate with the locals in a compassionate, understanding way”.

Certification

When asked if they thought a professional certification in VolunTourism management was important for travel agencies or organizations to have, three out of the five interviewees did not believe certification was needed. Jane did state that although she didn't believe certification necessary, it could be beneficial for travel agencies or organizations to create their own information-sharing network to promote best practices between organizations. The remaining two interviewees did not answer this question. The sixth individual, Gran, was the only one who felt strongly that certification would be beneficial for the organizations leading volunteer vacations, although she also recognized it would be difficult to enforce.

I absolutely believe that the 'volunteer vacation' field needs a code of ethics and could benefit from a certification process. But, I don't believe that will ever happen. There are too many hit and run volunteer-type efforts out there that, in my opinion, are exploitive of the local people they claim to serve (Gran, 2013).

Summary of Research

After analyzing the data collected from the interviews, several of the emerging themes which supported the current literature included the emphasis on the personal impact the experience had on volunteers, the diversity within the program design of current VolunTourism opportunities offered and the lack of an established set of best practices or guidelines and how this affects the success and sustainability of a program. Several new themes were also identified such as community involvement, program initiation, orientation, and continuing education on the social issues supported by VolunTourism projects. Out of the interviews, topics such as communication and follow-up, are broad enough that most leadership models or training would address ways to improve these experience components. However, some of the themes such as partnership and participant expectations, are more specific to the VolunTourism experience and there are several leadership models and philosophies which I feel would

address these areas best because they focus on the leader's own set of internal principles and ability to express their compassion for participants through a focus on serving.

Research Assessment

Although only one of the interviewees felt strongly about it, after analyzing the research and literature about VolunTourism, I believe there should be some sort of professional educational certification or training program for leaders of VolunTourism programs. The reason I would recommend a training program is because VolunTourism is an emerging field with lots of subcategories and branches of service and it has the ability to directly affect people's lives, whether they are volunteers or local community members. Therefore, it should not be a field in which leaders are left without guidance as the risk of them intentionally or unintentionally creating harm is high. A training program with a professional certification designation could be implemented to distinguish which programs are adhering to practices in which participants will benefit and not worry about exploitation or misuse of resources and people. Several leadership models and philosophies come to mind when thinking of what types of educational or training programs would be effective in aiding leaders with the appropriate tools to lead mutually-beneficial VolunTourism programs.

Application to Leadership

U Theory

One of the leadership models I would recommend leaders use to create a mutually-beneficial VolunTourism program that aligns with the research is the U-Theory developed by Betty Sue Flowers, Joseph Jaworski, C. Otto Scharmer and Peter Senge. This theory, outlined in their collaborative book, *Presence*, states that if leaders focus on three stages – sensing, presencing and realizing – as they are developing an idea, a natural solution or course of action will appear and the leaders will “see” the course they should take (p. 87, 2004). The first stage, sensing, is described as observing the world around so much that the observer lets go of all pre-existing knowledge and becomes one with the surrounding reality

(Senge, p. 88, 2004). “The problem-solving mind-set can be adequate for technical problems. But it can be woefully inadequate for complex human systems, where problems often arise from unquestioned assumptions and deeply habitual ways of acting” (Senge, p. 51, 2004). The second stage, presencing, is described as “retreating and reflecting” to “allow inner knowledge to appear” (Senge, p. 88, 2004). It is important to note, in order for this reflection to be complete, there is no time limit on this stage. The third stage, realizing, will occur naturally, once the inner knowledge of the presencing stage as emerged through us and usually leads to a course of action (Senge, p. 91, 2004). When applied to the development of a VolunTourism program, community leadership and the leaders of the organization or travel agency should spend a significant amount of time in dialogue with each other to understand each participant’s reality and leaders of travel agencies or organizations should immerse themselves into the community in which they intend to work in order to determine the best courses of action and guidelines to make the work of volunteers and the partnership between the participants mutually beneficial and successful. “Learning to see begins when we stop projecting out habitual assumptions and start to see reality freshly” (Senge, p. 41, 2004).

Once a shared vision and course of action is identified through the three-step process, and agreed upon by both participant groups, leaders can bring volunteers into the equation and incorporate them into the program to provide the manpower behind the project and include them in the vision. “Only when people begin to see from within the forces that shape their reality and to see their part in how those forces might evolve does vision become powerful” (Senge, p. 132, 2004). If leaders use the three phases in the U-Theory when developing, designing or improving their VolunTourism programs, I would anticipate the results would include deepening their relationship with the community and creating an opportunity in which all participants have a positive experience through the thoughtfulness and natural flow of the leader’s direction.

Chaos Theory

Margaret Wheatley's Chaos Theory, as outlined in her book, *Leadership and the New Science: Discovering Order in a Chaotic World*, would be another good model for leaders of VolunTourism programs to use as a training tool to increase their understanding of cross-cultural work and their comfort level with disorganization. According to Wheatley,

Dissipative structures demonstrate that disorder can be a source of new order, and that growth appears from disequilibrium, not balance. The things we fear most in organizations – disruptions, confusion, chaos – need not be interpreted as signs that we are about to be destroyed. Instead, these conditions are necessary to awaken creativity (2006, p. 21).

Based on the interviewees' responses to the questions, many of them were frustrated with perceived disorganization in their experience. If we apply Wheatley's Chaos Theory to the leadership training for VolunTourism programs, there would be emphasis on embracing chaos and encouraging participants to be comfortable with a certain level of disorganization.

A specific example of how Wheatley's Chaos Theory could be utilized is in regards to VolunTourism programs focused on disaster recovery.

In a disaster, where quick response is demanded, formal organizations are incapacitated by the very means they normally use to get things done – chains of command, designed leaders, policies, procedures, plans, regulations, and laws. We can rely on human compassion, but we need to develop the means for capacity of people that always emerges in a disaster (2006, p. 177).

She goes on to elaborate that "supporting initiatives where local people do the work sustains local cultures, recreates community cohesion, and is accomplished at amazing speed" (Wheatley, 2006, p. 178).

Since disaster recovery is one of the growing areas of VolunTourism, one can see how this theory could be applied to teach volunteers and leaders how to work with chaotic situations in a way in which the results are the most beneficial for everyone involved.

Servant-Leadership Model

A model of leadership which I would recommend that leaders of VolunTourism programs incorporate into their own personal leadership philosophy is Robert Greenleaf's Servant-Leadership model. In it, Greenleaf states that "the natural servant, the person who is servant-first, is more likely to

persevere and refine a particular hypothesis on what serves another's highest priority needs" (1977, p. 28). If leaders do not inherently have this natural sense of service within themselves, it would be important for them to learn ways in which they can incorporate it into their program design and therefore include elements of it into a standard training program. "A particular set of skills needs to be learned to enhance the environment for servant-leadership. These include communication skills and empathetic listening, conflict-resolution, problem solving, consensus decision making and community building" (Bottum & Lenz, 1998, p. 164). Enhancing the environment of VolunTourism programs by incorporating Servant-Leadership into the program design is one approach to use within the training program. Another approach would be to help leaders build their own capacity for modeling servant-leader behavior.

In Larry Spears' interpretation of Greenleaf's Servant-Leadership Theory, he identifies the following ten characteristics as being critical to the development of servant-leaders: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community (Spears, 1996, p. 3-6). By focusing on the development of some of these leadership skills, leaders could move toward a personal philosophy of leading by serving. It would also, in my opinion, make them better prepared to effectively manage VolunTourism programs and participant relationships because the focus would be on the best interests of others and it would be less likely for them to inadvertently exploit or harm participants.

Community-Based Research Best Practices

Although not necessarily a leadership model, there are many parallels between the leadership of a VolunTourism program and Community-Based Research. I would recommend leaders of VolunTourism programs utilize many of the best practices identified to create successful Community-Based Research programs. Like VolunTourism, Community-Based Research is "collaborative" and engages three different participating groups (faculty members, students, and community members) in projects "that address a community-identified need" (Strand et al., 2003, p.5). With this in mind, it is important that both

Community-Based Research partnerships and VolunTourism program partnerships “think about and plan for sustainability from (their) inception” (Developing and Sustaining Community-Based Participatory Research Partnerships, 2013). The following ten principles to use when developing a Community-Based Research partnership in order to ensure it is successful and mutually beneficial outlined are: share a worldview; agree about goals/strategies, mutual trust & mutual respect, share power; communicate clearly & listen carefully, empathize with each other; remain flexible; meet the primary needs of each partner; enhance organizational capacities and make sure each partner adopts shared, long-range social change perspectives (Strand et al., 2003, p.8-9). Another best practice Community-Based Research has defined but VolunTourism has not yet is when it is appropriate to dissolve a partnership. Besides “natural conclusions such as a completed projects or fulfilled purpose – some examples of when it is appropriate to terminate a relationship include: dishonesty or abuse; violation of a partner’s principles; and inadequate resources to support the partnership” (Developing and Sustaining Community-Based Participatory Research Partnerships, 2013). Incorporating modified versions of these best practices into the management of VolunTourism programs would give leaders a platform in which they could evaluate their program design and execution as well as give them a point of reference when framing discussions about how to maintain mutually-beneficial programs.

Servant Learner Model

The best-suited model, in my opinion, for leaders of a VolunTourism program to utilize is the Servant Learner philosophy developed by Global Volunteers. This philosophy combines the ideals of Greenleaf with practical application best practices similar to those outlined in Community-Based Research along with some of the elements of the U-Theory and Chaos Theory. It states that the “key to the success” of their programs is for “volunteers to become ‘servant’ to the host community” (Philbrook, 2006, p. 3). Although the word servant is in its title, it is intended to be a mutually beneficial approach to partnerships between the volunteer participant, community and travel agency.

It is through the process of serving others that we exhibit the best of our humanity,
and the more we demonstrate our goodness, the more we are able to develop that part

of ourselves. By serving others, we honor the human dignity of those we serve while acknowledging our own dignity in the process (Philbrook, 2006, p. 3).

It also incorporates Wheatley's acceptance of chaos to create change and emphasizes the importance of communities investing time and talent to the success of the outcome in its three required principles. The three principles within the Servant Learner model include: the local community is in charge, so therefore volunteers do what they are asked; the volunteer servant cannot solve the community's problems and the community must provide an equal amount of volunteers to work alongside the program participants.

These three basic principles have shaped the policies and programs in which Global Volunteers has been successful in creating lasting relationships with communities throughout the world for the past 30 years.

When the local community is in charge, Philbrook finds volunteers make more of a "positive contribution" to the project when they take on the role of a servant (Philbrook, 2006, p. 8). "As servants, volunteers agree to do whatever they are asked to do within their limitations – within the parameters of their ability" (Philbrook, p. 8, 2006). The reference to being a servant learner is because Philbrook hopes that in becoming like a servant and taking direction from the community on their programs, volunteers will also become learners who through their service "open themselves to the new, hopefully to learn much like a child learns, with a fresh perspective" (2006, p. 8).

In order for program development to be effective, Philbrook also cautions against volunteers or organizations attempting to solve any community's problems. He says it is extremely difficult for outsiders who are not from the community to understand the complexity of the problems and reminds the volunteers that the problems are not theirs – they are "the responsibility of the local people, and they can and must solve their own problems" (Philbrook, 2006, p. 9). This can sometimes be frustrating for volunteers, especially those with a desire to volunteer because they have been "trained as problem-solvers" (Philbrook, 2006, p. 9). However, if volunteers and organizations or travel agencies can refrain from imposing outside views on the community, leaders of the community begin to realize their own capacity.

The last principle of the Servant Learner is that volunteers from the travel agency or organization work alongside volunteers from the community in equal numbers. Philbrook explains the reasoning behind this principle is to ensure that work is done on “community priorities” while also providing the “occasion for the volunteers and the local people to learn from and about each other and to establish meaningful friendships. In fact, it is in working together – toiling, sweating, laughing and sharing – that mutual understanding is rooted” (p. 10, 2006). Global Volunteers will not work on a project if the community does not supply the appropriate amount of volunteers to engage in the project. This commitment from the community helps to create a relationship in which each participant group is invested in the outcome.

Two best practices are also outlined in the Servant Learner model. They are the emphasis on two-way communication between the community and travel agency or organization and engaging the community by designating a local person to be the project leader in each community. Communication has been mentioned several times throughout the research findings on successful VolunTourism programs. In this case, the communication is required of both community members and organizations supplying volunteers. The community is expected to communicate “what needs to be done and how they (the volunteers or organization) can be supportive” (Philbrook, p. 11, 2006). The organization is expected to communicate the “skills and capabilities of the volunteers” to the community (Philbrook, p. 11, 2006). It is then the community’s responsibility, usually through the leadership of one of their own members, to determine how to use the skills of the volunteers to accomplish the goals of their project. This is where the local community project leader is important. It is their job to “furnish written requests and explain how the tools, materials, or funding are directly related to the community projects on which the volunteers will be engaged” (Philbrook, p. 11, 2006). The practice of two-way communication between the organization and the community and the leadership of the community help to ensure the program remains mutually beneficial to all involved.

Leadership Summary

Each of the five models of leadership – U-Theory, Chaos Theory, Servant-Leadership, Community-Based Research’s guiding principles and Servant Learner – focus on a unique component of leadership. Senge’s U-Theory focuses on leaders immersing themselves in a problem to discover the answer. Wheatley’s Chaos Theory puts definition to otherwise unexplainable chaotic situations and gives leaders permission to be comfortable with chaos. Greenleaf’s Servant-Leadership Theory focuses in on the personality characteristics of leaders in order to enhance their relationships with others. Community Based-Research provides a format for dialogue within partnerships as well as a template for leaders to use during the program planning process. Finally, Philbrook’s Servant Learner model focuses on the community’s role in the relationship and how leaders should focus on learning what will best serve the community. Alone, any of these models could benefit the development of leaders of VolunTourism programs. However, combined, they form a comprehensive super-model that would provide the basis for a well-rounded leader with a broad understanding of themselves, the community they serve and the factors contributing to the success or failure of their program.

If a standard training program was established in which the Servant Learner philosophy was used as a basis for developing leaders of VolunTourism programs, and components of the U-Theory, Chaos Theory, and Servant-Leadership Theory were incorporated into the core beliefs of the training program, as well as it was structured similarly to the guiding principles of Community-Based Research, I believe it would increase the amount of experiences in which the needs of all three participant groups – the organization or travel agency, the volunteer and the community – would be met simultaneously and a mutually beneficial partnership would be created. The reason I feel a training program would create more sustainable and mutually beneficial programs is because I do not think the majority of travel agencies or organizations are purposefully designing programs to exploit or harm communities, but rather those are byproducts of good intentions without an educational basis. Many of the comments from the persons interviewed pointed to the feeling of frustration and discouragement because expectations were not met and communication could be improved. “If the voluntourism organizers don’t truly understand the

complexity of making this sort of experience successful for everyone, it can be more harmful than good” (Ellis, 2007). None of the interviewees felt that their experience was intended to be harmful, just perhaps misguided or frustrating at times with areas of opportunity for improvement. A standard training program would provide the education needed to leaders of VolunTourism programs to give them the tools to communicate effectively and give them a basis for understanding and meeting the expectations and needs of all program participants.

There are several logistics which would need to be worked out if a standard training program was adopted by the industry. First, it would be important to develop a set of best practices, similar to those in Community-Based Research programs, and ask participants to use them as their guiding principles in all program development, execution and follow-up. The agreed-upon best practices, based on the issues identified through the research of this paper, would need to be broad enough to address the different cultural needs and expectations throughout the world since VolunTourism is not exclusive to any one geographic area. Examples of some of the areas in which best practices could be established would be: programs involving work with youth, recommended communication and follow-up practices for organizations, criteria for partnerships, and accepted formats for review and evaluation of participant expectations.

Second, to ensure adherence to best practices, it would also be beneficial to have a governing board or council which would oversee and review the guiding principles and monitor organizations which have completed the standard training program to make sure they are continuing to use them appropriately. This may be similar to what the International Volunteer Programs Association is trying to accomplish, however, to date they only have a handful of members and I would recommend positioning this training program as being a recognized industry standard.

Finally, there should be some sort of a communication tool (and possibly marketing campaign) to communicate to consumers which organizations are compliant to these standards so they can make

decisions about which programs to participate in and hopefully utilize those programs which are practicing principles that create mutually beneficial programs. Given this information, volunteers as consumers would have the knowledge available to them to financially support responsible programs. This information could also contribute to the reduction of unethical and irresponsible programs that give VolunTourism a bad name.

Conclusion

In conclusion, I would recommend additional research be done on the impact VolunTourism programs have on volunteers and communities and of those experiences, what type of leadership styles or models are being used by the organization that might affect the outcome of the experience. Since VolunTourism is an evolving field with many different areas of focus, I would be curious to know if the challenges are the same between the different subcategories. It would also be interesting to explore if there are any unique challenges for a specific geographic area. All of this information would be beneficial if a standard training program were adopted in the field of VolunTourism. The desire to participate in VolunTourism programs is increasing and if VolunTourism programs can be structured in a way to use short-term volunteers effectively and responsibly to produce long-term project success within communities, the results could have a significant global impact on important social issues.

When it's well-organized and thoughtfully planned, the traveler can indeed use vacation time to great advantage, helping the host country and gaining many personal benefits. Positive experiences as a voluntourist can lead to more sustained service, either in return trips to the same country or to more informed and deliberate forms of volunteering back home for internationals or development causes (Ellis, 2007).

WORKS CITED

2007 – A Look Ahead. (2007, January 2). National Tourism Association. Retrieved from <http://www.Ntaonline.com/articles/index.cfm?action=view&articleID=503§ionID=32>

Lists survey results regarding the forecasted future trend in VolunTourism.

Allen, Brad. (2010, March 31). What Motivates Busy Business People to Volunteer in the Community? *MinnPost*. Retrieved from <http://www.minnpost.com/business/2010/03/what-motivates-busy-business-people-volunteer-community>

There are both national statistics and local research in this article. It highlights some of the local programs that engage leaders in community programs.

Alternative Spring Break. (2013, January 31). James Madison University. Retrieved from http://info.jmu.edu/csl/abp/alternative_spring_break.php

This site explains the alternative spring break options for students at James Madison University which involves volunteer activities in a variety of locations.

Banjo, Shelly. (2010, June 27). Help Wanted: ‘Voluntour’ at Home and Abroad. *Wall Street Journal*. Retrieved from <http://online.wsj.com/article/SB127758287077410981.html>

This is an overview of what VolunTourism is, how to get involved, examples of programs, and factors to consider when choosing a program including cost and risk management.

Benson, Angela M., & Steven Henderson (2011, February). A Strategic Analysis of Volunteer Tourism Organisations. *The Service Industries Journal*. Vol. 31, No. 3, pp. 405-424.

This is a published research paper by two University of Brighton students in the United Kingdom. It focuses on VolunTourism as an industry and the current trends and competition between programs and organizations. The research conducted is broad and focuses more on how organizations can capitalize on VolunTourism. There is also a lot of attention given to finances. There were many additional sources found within their bibliography.

Birrell, Ian. (2010, November 13). Before you pay to volunteer abroad, think of the harm you might do. *The Observer*. Retrieved from <http://www.guardian.co.uk/commentisfree/2010/nov/14/orphans-cambodia-aids-holidays-madonna>

The opposite on to the VolunTourism industry is explained in this article. The author gives a lot of opinions and seems to focus solely on the negative minority.

Bottum, Bill & Dorothy Lenz. (1998). Within Our Reach: Servant-Leadership for the Twenty-First Century. In Larry C. Spears, *Insights on Leadership: Service, Stewardship, Spirit and Servant Leadership* (pp.157-169). The Greenleaf Center: John Wiley & Sons, Inc.

This educational theory book is produced by The Greenleaf Center, which focuses on the application and study of Robert Greenleaf’s Servant Leadership theory. This particular chapter is specific to leaders of the Twenty-First Century.

Although it was written specifically for corporate leaders, it translates well into other leadership categories as well.

Budd, Ken. (2012). *The Voluntourist: A Six-Country Tale of Love, Loss, Fatherhood, Fate, and Singing Bon Jovi in Bethlehem*. New York: Harper Collins Publishers.

This book recaps the personal experiences of Ken Budd as he experienced multiple volunteer trips throughout the world.

Clemmons, David. (2008). VolunTourism Case Study: Two Sides, One Story. *The VolunTourist*. Vol. 3; Issue 4. Retrieved from <http://www.voluntourism.org/news-feature234.htm>

This article featured correspondence between VolunTourism program participants and travel agent representatives. The participants expressed concern with their experiences and the travel agent responded. The viewpoints from each of what happened were very different.

Overall, the travel agent did a nice job of leaving the communication open so the participants could give additional suggestions and feedback.

Cohan, Andrew. (2010, June). Voluntourism: The Human Side of Sustainable Tourism. *HVS Global Hospitality Services*. Retrieved from <http://www.hvs.com>

Written by one of the consultants from a global hospitality consulting firm, this article provides statistics, trends and prediction for the future of VolunTourism.

Community. Retrieved from <http://www.merriam-webster.com> on April 22, 2013.

Definition of the term community.

Copeland, Larry. (2007, February 19). Katrina 'voluntourists' make labor a vacation. *USA Today*. Retrieved from http://usatoday30.usatoday.com/travel/destinations/2007-02-18-Voluntourists-cover_x.htm

Disaster response and VolunTourism trends after disasters are the focus of this article.

Council for the Advancement of Standards in Higher Education. (2013, January 10). Retrieved from <http://www.cas.edu/getpdf.cfm?PDF=E86EC8E7-9B94-5F5C-9AD22B4FEF375B64>

This is the guidebook, including the contextual statement, mission, standards and accepted guidelines for academic service-learning programs.

It is very comprehensive.

There are so many parallels between the concepts of VolunTourism and service-learning.

Developing and Sustaining Community-Based Participatory Research Partnerships. (2013, February 4). University of Washington. Retrieved from <http://depts.washington.edu/ccph/cbpr/index.php>

This is a step-by-step guide of instructions and recommendations for leaders of community-based research programs.

Developing Standards and Certification for Voluntourism Experiences in South Africa. (2013, May 6).

Fair Trade in Tourism South Africa. Retrieved from http://fairtourismsa.org/za/projects_Voluntourism.html

This web site is dedicated to fair tourism practices in South Africa – both from the travel agencies and organizations leading them as well as the non-profits and communities receiving the services.

Ellis, Susan J. (2007, February). *Voluntourism – Pros, Cons, and Possibilities*. *Energize Inc*. Retrieved from <http://www.energizeinc.com/hot/2007/07feb.html>

This article gives the author's definition of a volunteer vacation as well as lists some of the pros and cons associated with VolunTourism opportunities. It concludes with a focus on creating more local VolunTourism opportunities instead of relying on international opportunities.

It is a helpful article because it references other web sites, sources and industry vocabulary for further exploration.

I found the article helpful in my research because it gave me additional sources and it clearly listed some of the benefits and challenges with VolunTourism.

Feedback from the Voluntourism Industry. (2012, December 5). *GoOverseas.com*. Retrieved from <http://www.gooverseas.com/articles/international-voluntourism-guidelines-feedback-industry>

This section of the GoOverseas website is dedicated to sharing best practices in VolunTourism and providing constructive criticism for the benefit of all programs.

Fox, Jena Tesse. (2010, February 1). *Selling Voluntourism*. *TravelAgent*. P. 32-34.

An overview of VolunTourism industry and trends is given in this article. It is written for professionals within the tourism industry and its angle is geared toward encouraging the promotion of volunteer vacations.

Fritz, Joanne. *How to Travel for Good Causes: Voluntourism vs. Philanthropic Travel*. *About.com*. Retrieved from <http://nonprofit.about.com/od/volunteers/1t/voluntourism.htm?p=1> (more?)

The difference between VolunTourism and philanthropic travel is defined in this article.

Glossary of Tour Types. (2013, February 4). *National Tourism Association*. Retrieved from <http://www.ntaonline.com/live-life-travel/package-types/>

Tourism industry definitions – including VolunTourism.

Grayson, Lee. (2012, July). *Volunteer Vacations with Children*. *USA Today*. Retrieved from <http://traveltips.usatoday.com/volunteer-vacations-children-15473.html>

A list of volunteer vacation programs that are family-friendly and allow children to participate.

Greenleaf, Robert K. (1977). *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press.

This book outlines a model of leadership in which leaders take on the role of servant to those they manage.

Grout, Pam. (2009). *The 100 Best Volunteer Vacations to Enrich Your Life*. Washington, DC: National Geographic Society.

There are 100 examples of volunteer vacation opportunities in this book. It also provides quotes from VolunTourism participants. There was also information about financial options when considering a volunteer vacation.

This book provided a great overview of the multitude of opportunities and gave great testimonials to provide insight into individual volunteer motivation.

Gunflint Green Up. (2012, April 19). *Gunflint Trail Association*. Retrieved from <http://www.gunflint-trail.com/blog/2012/04/19/gunflint-green-up-3/>

This blog provides answers to frequently asked questions about the annual Gunflint Green Up project.

Hardy, Richard E & John G Cull. (1973). *Applied Volunteerism in Community Development*. Springfield, IL: Charles C Thomas.

This article expands on the interests of the individual who volunteers.

Hartman, Eric. (2011, July 25). VolunTourism IS the Best Option. *Good Intentions Are Not Enough*. Retrieved from <http://goodintentions.org/volunteering-overseas/volunTourism-best-option>

The author provides his opinion on the four most important reasons why VolunTourism is worthwhile and why it is important to establish best practices that are accepted within the industry.

Hosting a VolunTourist Lessons Learned. (2013, April 22). *Volunteering in America*. Retrieved from <http://www.nationalservicesresources.org/files/volunTourism-lessons.pdf>

This summarizes the management of volunteers, instructions and guidelines for housing volunteers during service projects and insights on project management. This article is in collaboration with the Hands On Network – specifically the New Orleans office.

Howard, Jeffrey. (Summer 2001). Principles of Good Practice For Service-Learning Pedagogy. *Michigan Journal of Community Service Learning: Service-Learning Course Design Workbook*, University of Michigan: OCSL Press, pp. 16-19.

This highlights ten best practices faculty should incorporate into service-learning. Although the focus is for academic use, several of the practices could be applied to VolunTourism.

Ilsen, Shari. (2011, April 25). How to Measure the Value of Your Volunteers. [VolunteerMatch Blog for Social Change Organizations]. Retrieved from <http://blogs.volunteermatch.org/engagingvolunteers/2011/04/25/how-to-measure-the-value-of-your-volunteers.htm>

This blog provides information regarding how the impact of volunteer work is currently assessed as well as provides definitions of the items being measured.

IVPA Principles and Practices. (2013, May 5). *International Volunteer Programs Association*. Retrieved from <http://www.volunteerinternational.org/principles.html>

This member organization's web site shares its guiding principles for membership in order to promote a certain standard of international volunteering.

J, Christy. (2011, December 19). Pros and Cons of Voluntourism. *Buzzle.com*. Retrieved from <http://www.buzzle.com/articles/pros-and-cons-of-voluntourism.html>

This post offers advice to individuals in choosing a VolunTourism program by listing the positive and negative benefits different programs have on the individual as well as the community.

Lipp, John L. (2009). *The Complete Idiot's Guide to Recruiting and Managing Volunteers*. New York: Alpha.

This book focuses on how to manage volunteers within an organization or non-profit agency. The information I took away from this book was the list of what is expected from a volunteer.

Litch, Christine. (2008, March). Voluntourism: Making It Work for Your Organization. *GuideStar*. Retrieved from <http://www.guidestar.org/rxa/news/articles/2008/voluntourism-making-it-work-for-your-organization.html>

This web site provided statistical information regarding the demographics of VolunTourism participants.

Lovitt, Rob. (2008, February 21). The value of voluntourism. *NBCNews.com*. Retrieved from <http://www.msnbc.msn.com/id/23262573/from/ET/print1/displaymode/1098/>

Results from a joint msnbc.com and Conde Nast Traveler survey.

Michelle. (2012, May 17). The Pitfalls of Voluntourism. *Not Enough Good*. Retrieved from <http://notenoughgood.com/2012/05/pitfalls-of-voluntourism/>

A blog written by a college student, this posting focuses on the questions participants should ask themselves before engaging in a VolunTourism trip. It highlights the fact that not all VolunTourism providers are honest in their business practices and suggests participants should do their own research.

Mintz, Suzanne D., & Garry W. Hesser. (1996). Principles of Good Practice in Service-Learning. *Service Learning in Higher Education: Concepts & Practices* (pp. 26-52). San Francisco: Jossey-Bass Publishers.

This chapter elaborates on the relationship balance between the persons or groups involved in service-learning programs.

More Travelers Enjoying Voluntourism. (2012, April 5). *Travel Sense*. Retrieved from <http://www.travelsense.org/tips/voluntourism.cfm>

This short article offers a definition of VolunTourism and provides insight as to why it is increasing in popularity.

Papi, Daniela. (2012, May 17). Voluntourism: What Could Go Wrong When Trying To Do Right? *Huffington Post*. Retrieved from http://www.huffingtonpost.com/daniela-papi/Voluntourism_b_1525532.html

These are excerpts from Daniela Papi's Good Intentions Are Not Enough blog. Daniela lists some pros and cons and advice based on personal experiences in choosing the right VolunTourism opportunity for you.

Philbrook, Burnham J. (2006). Strategy for Development: A Philosophy of Service. *Global Volunteers*. Retrieved from <http://www.globalvolunteers.org/organization/servantlearner.asp>

This is a summary of Global Volunteers' philosophy and mission. It is written by one of the organization's co-founders and president. Also referred to as "servant learner" style on their web site, this philosophy merges some of the ideals from Robert Greenleaf's Servant Leader theory with some of the best practices outlined in Community Based Research program models.

Saisan, Joanna; Melinda Smith & Gina Kemp. (2011, August). Volunteering and its Surprising Benefits: Helping Yourself While Helping Others. *HelpGuide*. Retrieved from http://helpguide.org/life/volunteer_opportunities_benefits_volunteering.htm

The individual benefits of volunteering are outlined in this article.

Rosas, Susan. (2012, May 24). Voluntourism: 'A misguided industry'. *Al Jazeera*. Retrieved from <http://www.aljazeera.com/programmes/peopleandpower/2012/05/201252183744156840.html>

The focus of this article is on volunteering in orphanages and the potential psychological stress it can cause on the children as they continuously form and sever personal attachments.

Senge, Peter; C. Otto Scharmer, Joseph Jaworski & Betty Sue Flowers. (2004). *Presence: An Exploration of Profound Change in People, Organizations, and Society*. New York: DoubleDay.

This book follows the conversations of four organizational learning experts in their development of a new leadership model – the U Theory.

Spears, Larry C. (1998). Tracing the Growing Impact of Servant-Leadership. *Insights on Leadership: Service, Stewardship, Spirit and Servant Leadership* (pp.1-13). The Greenleaf Center: John Wiley & Sons, Inc.

An expert on Robert Greenleaf's Servant-Leadership Theory, Spears focuses on the impact it is currently having on organizations and how it has grown in popularity and practice.

State of the Volunteer Travel Industry. (2009). *Lasso Communications*. Retrieved from

<http://voluntourismgal.files.wordpress.com/2009/05/state-of-the-volunteer-travel-industry-20093.pdf>

Statistics and forecasts for the tourism industry as it relates to VolunTourism practices.

Stebbins, Robert A. (2009, January 31). Would You Volunteer? *Springer Science + Business Media, LLC*.

This article focuses on the motivation behind volunteering.

Strand, Kerry; Sam Marullo, Nick Cutforth, Randy Stoecker & Patrick Donohue. Principles of Best Practice for Community-Based Research. *Michigan Journal of Community Service Learning*. Vol 9, No. 3, Summer 2003. OSCL Press. Ann Arbor, Michigan. Pp. 5-15.

This chapter provides a definition and description of Community-Based Research and also gives ten principles to develop a successful partnership that is mutually beneficial.

Terminology. (2013, April 22). *Clairvoyix.com*. Retrieved from http://www.clairvoyix.com/files_doc/Terminology2.pdf

Definitions of the tourism industry.

Vela-McConnell, James A. (1999). *Who Is My Neighbor? Social Affinity in a Modern World*. Albany: State University of New York.

This book primarily focuses on the author's definition and application of social affinity, however, there are areas in which it crosses over with volunteerism. Most of the information extracted from this book was about motivation for volunteers.

Villano, Matt. (2009, November 16). Silver-Spoon Voluntourism. *Time*. Vol. 174; Issue 19. P. 53.

This article focuses on how luxury hotels are organizing charitable excursions for their guests as an added amenity. Although the author attempts to make a case for both the pros and cons of these programs, he comes across very cynical. An interesting point he brings into this article is how, by connecting financially well-off guests with, the hotels are actually providing potential donors to the community programs they call partners.

Volunteer Tourism Views. (2013, May 5). Retrieved from <http://volunteertourismviews.wordpress.com/2013/3/25/what-is-the-size-of-the-voluntourism-market/>

This post provided some statistics on the financial success of the VolunTourism market and some estimated numbers for future growth. It also discussed the limitations in being able to measure data.

Voluntour Info. (2012, April 5). *The Denver Post*. Retrieved from http://www.denverpost.com/search/ci_13570572

This article gives many examples of VolunTourism opportunities.

Voluntourism. (2011, December 12). *University of Minnesota Tourism Center*. Retrieved from <http://www.tourism.umn.edu/ResearchReports/MarketSegments/Voluntourism/index.htm>

This web site provided statistical information regarding travel industry surveys.

Voluntourism: A win-win for all. (2012, February). *North Dakota Legendary*. Retrieved from <http://www.NDtourism.com>

VolunTourism And The U.S. National Parks. (2009, July 1). *The VolunTourist*. Retrieved from <http://blog.voluntourism.org/?p=143>

This blog focuses on how VolunTourism is currently being used by national parks in the United States as a marketing strategy to increase visitorship and the preservation of natural resources.

Voluntourism Facts. (2013, February 26). *Visit Idaho*. Retrieved from <http://www.visitidaho.org/Voluntourism/facts/>

Information about both the history of VolunTourism and opportunities in Idaho are listed on this state tourism web site.

VolunTourism Resources. (2009). *VolunTourism International*. Retrieved from <http://www.voluntourism.org/resources.html>

Historical information and statistics are provided on this web site's resource page.

Voluntourism: Travel with a Purpose. (2010). *GlobeAware*. Retrieved from <http://www.globeaware.org/voluntourism-travel-purpose>

This web page is part marketing for GlobeAware and part statistics about VolunTourism. It provides a nice list of advantages for the individual volunteer to participate and also provides insight on group voluntourist activities.

Wheatley, Margaret J. (2006). *Leadership and the New Science: Discovering Order in a Chaotic World*. San Francisco: Berrett-Koehler Publishers, Inc.

Science and technology are applied to showcase how order emerges out of chaos. This book provides a very understandable and basic application of high-level scientific theories to everyday life.

Wilson, Marlene. (1976). *The Effective Management of Volunteer Programs*. Boulder, CO: Johnson Publishing Company.

This book was written as a practical guide for persons becoming involved in the then-emerging field of volunteer management. Its concepts are broad and overarching to all programs that include volunteers.

APPENDIX

Leadership in VolunTourism

Sample Interview Questions

Topic: General Experience

1. Can you describe your experience(s)?
2. What do you tell others about your experience?

Topic: Motivation

1. What do you think motivates participants to volunteer? / What was your motivation to participate?

Topic: Organization / Program Design

2. If you could improve anything about the program or experience, what would you change?
3. What are some of the challenges or frustrations you had with your experience?
4. What was / is the follow-up for the program?

Topic: Partnerships

1. How do you see the community benefitting from this partnership?
2. How did you benefit from this experience? What was the lasting impression it left on you?

Topic: Leadership

1. What qualities make a good leader of a VolunTourism program?
2. Do you think there should be any guiding principles or certifications for leaders of VolunTourism programs? If so, what should they be?

LEADERSHIP IN VOLUNTOURISM STUDY

You are invited to participate in a research study on VolunTourism. You were selected as a possible subject because you are involved in the field of VolunTourism, a similar field to VolunTourism or have participated in a volunteer vacation. Please read this form and ask questions you may have before agreeing to participate in the study.

This study is being conducted by Heidi Jolivette Satre as part of the degree requirements for obtaining a Masters Degree in Leadership at Augsburg College. My advisor is Garry Hesser.

PROCEDURES

If you agree to be in this study, I will ask you to participate in an interview. The interview is a one-hour, one-on-one interview with me. If granted permission, I will record an audiotape of the interview.

MONETARY COMPENSATION

Subjects will receive no monetary compensation for participating in this study.

RISKS AND BENEFITS OF PARTICIPATING IN THIS STUDY

The risks to participate in this interview are as follows: probing for personal or emotional information. There are no direct benefits for participating in this study. The indirect benefits are: improved VolunTourism management practices and a better understanding of the field of VolunTourism and a free lunch of up to \$20 in value.

CONFIDENTIALITY

The records of this study will be kept confidential, unless required by law. The results will be disseminated in a final paper and presented to the faculty in the Master of Arts in Leadership department at Augsburg College. The paper will be placed in the Lindell Library. The results may also be published in a professional journal or at a local, regional, national, or

international conference via a poster or oral presentation. I will use a pseudonym instead of your name in all references in my paper, however, I cannot guarantee anonymity because of the small sample size of my study. In any publication or conference presentation, I may include information that will make it possible to identify you. Direct quotes may be used with your permission. I will be transcribing the audio recordings. Transcriptions and audio recordings will be kept in a password protected electronic file and only my advisor and I will have access to them. The audio recordings will be erased immediately after they are transcribed and the transcriptions will be destroyed within one year after our interview date.

VOLUNTARY NATURE OF THE STUDY

Your decision about whether or not to participate in this study will not affect your current or future relations with Augsburg College or the researcher. If you decide to participate, you are free to skip questions in the interview or withdraw at any time without affecting those relationships.

CONTACTS AND QUESTIONS

You may ask any questions you have now. If you have questions later, you may contact me, Heidi Jolivette Satre, at 612-236-7297 or hsatre@augsborg.edu. You may also contact my advisor, Garry Hesser, at 612-330-1664. If you have questions about your rights as a research subject or want to discuss problems/complaints about the research study, send an email to IRB@augsborg.edu.

You will be given a copy of this form to keep for your records.

STATEMENT OF CONSENT

I have read the above information or have had it read to me. I have received answers to questions asked. I consent to participate in the study.

Subject Printed Name: _____

Subject Signature: _____ Date: _____

Investigator Printed Name: _____

Investigator Signature: _____ Date: _____

I consent to be audio-taped.

Subject Signature: _____ Date: _____

I consent to allow use of my direct quotations.

Subject Signature: _____ Date: _____