

Additional Training Opportunities

Nonprofit Management Academy

Schedules for Omaha/Council Bluffs, Des Moines and the Quad Cities are available at: <http://www.extension.iastate.edu/communities/npmacatalog.html>. The new Johnson County schedule will be available soon.

Building Capacity & Sustainability for Nonprofit Organizations

Date: Tuesday, October 10, 2006

Time: 8:00 AM to 4:30 PM

Location: Junior Achievement of Central Iowa

6100 Grand Avenue, Des Moines, IA

The registration deadline is Monday, October 2, 2006.

Registration form available at: http://www.desmoinesfoundation.org/images/Registation_Form7.pdf.

Diversity Management in a Multi-Cultural Society Workshop

Workshop facilitator: Paul Retish

Date: 10/13/2006

Time: 9:00AM to 3:00PM

Location: Coralridge Mall

1451 Coralridge Ave

Coralville, IA 52241

Free: Free or \$10 for 0.6 ISU CEUs

Registration form available at <http://inrc.continuetolearn.uiowa.edu/updates/calendar/DiversityManagement.pdf>.

For more information, call 319.337.2145

Iowa Conference on Volunteer Service

Date: 10/31/2006 & 11/1/2006

Time: 9:00 AM to 4:00 PM

About Our Organization

The Larned A. Waterman Iowa Nonprofit Resource Center is a University of Iowa interdisciplinary collaboration created to make more accessible educational and service programs focused on strengthening the operational capacity of Iowa nonprofit organizations. The Center works collaboratively with government agencies, nonprofit organizations and educational institutions to impart new knowledge through activities and provide information and training

Location: Polk Co. Convention Complex 501 Grand Avenue

Des Moines, Iowa

For more information, contact Jody Benz at

1.800.308.5987 or Email

icvs@iowalifechanging.com.

Continuing Legal Education- Nonprofit & Government Entities

Date: Friday 11/3/06, 8:30AM-4:00pm

Registration Fee: \$180

Iowa Nonprofit & Government Entities

Date: Saturday, 11/4/06, 9:00AM to

11:00AM

Registration Fee: \$70

Location: The UI College of Law

Iowa City, Iowa 52242

To register, visit <http://www.law.uiowa.edu/alumni/cle/2006.php>.

2006 Independent Sector Annual Meeting - Many Voices, Shared Purpose: Working Together to Improve Lives

Date: 11/23/2006-11/24/2006

Location: Hyatt Regency Minneapolis

1300 Nicollet Mall

Minneapolis, Minnesota 55403

To register, go to <https://www.mra-services.com/indsectorreg/2006/AttRegFees.asp>. If you have questions about registration, call MRA Services at

425-636-1640 or send an email to:

info@mra-services.com

resources to help nonprofit organizations and interested persons throughout Iowa. We seek to build the capacity and develop the effectiveness of community-based organizations and enhance the overall effectiveness of local organizations in building communities. The Center also introduces students to the nonprofit sector and develops their sense of public and community service.

Visit the center's website at <http://inrc.continuetolearn.uiowa.edu>.



The Larned A. Waterman

Iowa Nonprofit Resource Center

helping strengthen community organizations

THE UNIVERSITY OF IOWA

e-Newsletter FOCUS ON VOLUNTEERS

Fall, 2006

Volume 2, Issue 4

- This issue features articles by Iowa volunteer leaders and information about various volunteer organizations that are enriching our community.

Iowa Principles and Practices for Nonprofit Excellence - The Volunteer Role - VII. C.

Principles

Volunteerism is the hallmark of charitable nonprofit organizations. Volunteers create, govern, fund and staff charitable organizations.

Practices

A charitable nonprofit should regularly perform the following functions:

1. A charitable nonprofit should regularly supervise and communicate with volunteers.
2. A charitable nonprofit should have liability coverage for insurance protection for volunteers.
3. Regular collection of information on volunteer numbers and hours should be maintained by a charitable nonprofit.

4. A charitable nonprofit should practice recruiting methods that connect with diverse populations.

5. A charitable nonprofit should have screening procedures to identify suitable volunteers.

6. A charitable nonprofit should have written policies and job descriptions for volunteer involvement.

7. A charitable nonprofit should take annual measurement of the impacts of volunteers.

8. A charitable nonprofit should have training and professional development opportunities for volunteers.

(P & P Volunteer continued on page 7)

New Federal Nonprofit Law - Pension Protection Act of 2006

The Pension Protection Act of 2006, which was signed into law by the President on August 17, will impact both nonprofit organizations and charitable donors. The Act includes a number of tax incentives meant to induce charitable donations and outlines several new requirements specific to non-profit organizations and charitable donors. The key provisions of the Act are as follows:

- The Act requires all charitable organizations to file an annual notice with the IRS, regardless of the total annual receipts of the organization. Previously, only organizations with gross receipts of more than \$25,000 were required to file information returns. Charitable organizations must file an annual notice with the IRS containing basic contact and financial information. A charitable organization's tax exempt status will be revoked if it fails to file an information return with the IRS for three consecutive years. The provision is effective

for returns with respect to annual periods beginning after 2006.

- All charitable organizations that have filed returns for unrelated business taxable income must make these returns, along with any exemption application material, available for public inspection. As has been the case prior to the Pension Protection Act, charities must calculate their unrelated business taxable income (UBTI) on Form 990-T. In order to conform to the new disclosure requirement charities must make this form publicly available in the same manner required for organizations filing Form 990 or Form 990-EZ. Specifically, each charitable organization must make a copy of these returns available for public inspection during regular business hours at its principal office (and any regional or district offices having at least three paid employees). In addition, the IRS will make the 990-T Form

(Pension Protection Act continued on page 2)

The Larned A. Waterman Iowa Nonprofit Resource Center's online calendar will be updated as more nonprofit events become available. Be sure to visit: <http://inrc.continuetolearn.uiowa.edu/updates/calendar/calendarIndex.asp>



The Larned A. Waterman
Iowa Nonprofit Resource Center
130 Grand Avenue Court
Iowa City, Iowa 52242
toll free: 1.866.500.8980

Pension Protection Act of 2006 (continued from page 1)

available to the public. This provision is effective for any return filed after August 17, 2006.

- Monetary charitable contributions must be substantiated with either a bank record or some form of written communication from the donee indicating the name of the donee's organization, the date of the contribution, and the amount donated. A monetary contribution will not be deductible unless the donor can show a bank record or written communication from the charity indicating the details of the transaction. It should be noted that this provision is designed to apply to cash gifts made during the services of religious organizations. Typically, taxpayers would contribute cash at the time of the worship service and then claim the donation on their returns; however, under this provision a written check may be necessary in order to create a sufficient written record to provide for a charitable deduction for the donation. A taxpayer who makes charitable contributions online should print and retain a receipt of the transaction in addition to the credit card statement reflecting the transaction.
- Donations of used clothing or household items must be in "good used condition or better," in order for those donations to count towards a charitable deduction. Congress failed to provide a definition of "good" but it granted the IRS the authority to determine when a contribution has a minimal monetary value. A deduction may be allowed for a charitable gift of clothing or a household item that is not in good condition if the amount claimed is more than \$500, and if the taxpayer includes a qualified appraisal with the return. The defines "Household items" as including furniture, furnishings, electronics, appliances, linens, and similar

things. This provision does not include donations of food, paintings, antiques, and other objects of art, jewelry and gems, and collections. The provision fails to define "good." Consequently the effects of this act may change as the IRS defines this requirement more completely. This addition is effective for contributions made after August 17, 2006.

- The Act increases the charitable contribution deduction that can be made for the giving of food, books, and some types of conservation property. This section of the act represents an extension of the temporary charitable incentives created by the Katrina Emergency Tax Relief Act of 2005 (KETRA). Under this provision, any taxpayer engaged in a business is eligible to claim an enhanced deduction for donations of food inventory. For taxpayers other than C corporations, the total deduction for donations of food inventory in a taxable year may not exceed 10 percent of the taxpayer's net income from which the food contributions are made. The food donations must be intended for human consumption and meet all quality and labeling standards imposed by Federal, State, and local laws. The food need not be readily marketable and may have some flaw in appearance, age, freshness, grade, size, surplus, or other conditions. The Act also extends the charitable deduction created by KETRA related to the donation of school books. Under this provision, C corporations may receive the enhanced deduction for contribution of books to elementary or secondary schools. The school must certify that the books are suitable for their educational program. This deduction is equal to the lesser of two times basis or basis plus one-half of the fair market value of the donations in excess of basis.

Online Volunteering by Anick Jesdanun, AP Internet Writer

The AP has a story just out on the wires regarding online volunteering, and it's one of the better stories on the topic that I've seen. It's focused mostly on the international aspects of online volunteering (even though most online volunteers are around the corner,

rather than around the world, from an organization they support). Nice quotes from online volunteers.

The story is available at:

http://www.myhero.com/myhero/heroprint.asp?hero=online_charities_AP

Websites containing Federal Policy Alerts:

The National Council of Nonprofit Associations (NCNA): <http://www.ncna.org/>

OMB Watch: <http://www.ombwatch.org/npt/>

The Association of Fundraising Professionals (AFP): http://www.afpnet.org/public_policy/public_policy_updates

Yahoo members may rate this story by assigning stars at the bottom of the article. Readers are encouraged to visit: http://www.myhero.com/myhero/heroprint.asp?hero=online_charities_AP

P & P Volunteer (continued from page 1)

9. Training for a charitable nonprofit's paid staff working with volunteers should be conducted.

10. A charitable nonprofit should have an employee or volunteer responsible for recruitment of dedicated and committed volunteers.

11. Volunteer policies should cover: (a) Volunteer position description (b) Recruitment and placement procedures, including background checks where appropriate (c) Orientation (d) Training requirements (e) Time commitment (f) Evaluation procedure (g) Separation grounds and procedures

12. A charitable nonprofit should articulate the role of non-board volunteers in the operations of the organization. Charitable organizations should recognize the vital, albeit special, role of able and committed volunteers in carrying out the mission of the organization by affording them an opportunity to participate as partners rather than as adjuncts in charting and conducting the course of the organization.

13. A charitable nonprofit should provide individual praise for work well done by

volunteers and hold group recognition events, including participation in the Governor's Award for outstanding volunteers.

Policies

Nonprofit volunteer policies should cover:

1. a description of the volunteer position
2. recruitment and placement procedures, including background checks where appropriate
3. orientation
4. training requirements
5. the applicable time commitment
6. an evaluation procedure
7. separation grounds and procedures

The Iowa Principles and Practices for Charitable Nonprofit Excellence recognizes that volunteers operate and deliver the essential services of the charitable nonprofit organization. Thus, the quality of their work and their commitment to the organization's mission often determine the success of that organization. A complete copy of the Iowa Principles and Practices for Charitable Nonprofit Excellence may be viewed at: <http://inrc.continue.tolearn.uiowa.edu>.

National Volunteer Links• **Independent Sector Survey**

Independent Sector's *Giving and Volunteering in the United States* Signature Series survey provides a comprehensive picture of the giving and volunteering habits of Americans. Their mission is: "To advance the common good by leading, strengthening, and mobilizing the charitable community." The full text of the survey is available at: <http://www.independentsector.org/programs/research/gv01main.html>.

• **ServiceLeader.org**

ServiceLeader.org ServiceLeader.org, a project of the RGK Center for Philanthropy and Community Service at the Lyndon B. Johnson School of Public Affairs of the University of Texas at Austin, provides information on all aspects of volunteerism. This information includes: volunteer activities, volunteer management, a comprehensive

document library on volunteerism, and lists international volunteer opportunities. Please visit <http://www.serviceleader.org/> for more information.

• **National Volunteering Rates**

Bureau of Labor Statistics issues an annual study, based on data collected as a supplement to its Current Population Survey, on volunteer rates in the U.S. The report is available at <http://www.bls.gov/news.release/volun.nr0.htm>.

• **ARNOVA-L Listserv**

This list was established as an open international electronic forum for anyone engaged with or interested in nonprofit organizations, voluntary action, or philanthropy. To join this listserv, go to <http://www.arnova.org/listserv.php>.

A complete copy of the Principles and Practices for Charitable Nonprofit Excellence may be viewed and downloaded at: <http://inrc.continue.tolearn.uiowa.edu>.

Additional volunteer sites can be found at: <http://inrc.continue.tolearn.uiowa.edu/Directory/Volunteer.asp?type=Management>

Volunteerism in Iowa

Submitted by Jody Benz of the Iowa Commission on Volunteer Service

Did you know . . .

- Iowa is ranked in the top five states in the nation for the percentage of citizens age 16 and above who volunteer on a regular basis?¹
- The current value of a volunteer hour is \$18.04?²
- There is a state government agency dedicated to providing a variety of resources to help increase volunteers and volunteer opportunities?

Services provided by formal volunteers at Iowa charities were valued at \$698 million for 2005. However, volunteerism is not free. To effectively engage and utilize volunteers, communities and nonprofits must rely on a strong, well-organized infrastructure, which includes professional staff well-trained in the latest volunteer management techniques.

Those talented and dedicated volunteers do not cross your threshold to collect a paycheck. They have a strong belief in your mission and a powerful desire to make a difference by giving your organization their most precious possession: TIME. It's important to support your cadre of volunteers with skilled leaders to ensure each and every volunteer has a positive, fulfilling experience. A happy volunteer is your best recruitment tool!

The Iowa Commission on Volunteer Service (ICVS) operates many statewide programs and activities to further its mission "to improve lives, strengthen communities, and foster civic engagement through service and volunteering." From AmeriCorps*State and RSVP programs to the Iowa Conference on Volunteer Service and Volunteer Iowa! telethon to Iowa's Promise and the Iowa Mentoring Partnership to the Governor's Volunteer Awards and the Iowa Volunteer Hall of Fame, every ICVS initiative is designed as a resource to help build the critical infrastructure necessary to support

successful volunteer-based programs throughout Iowa.

We invite you to explore our website www.volunteeriowa.org to learn more about the services and resources available from the Iowa Commission on Volunteer Service. Readers may also contact us at icvs@iowalifechanging.com, or 1.800.308.5987.

In 2005 Governor Thomas J. Vilsack signed [House File 478](#) that officially established the Iowa Commission on Volunteer Service (ICVS) as a state agency "to serve as an administrative vehicle which conforms with federal guidelines detailed in the federal National and Community Service Trust Act of 1993." This legislation also charged the ICVS with administering the Retired and Senior Volunteer Program (RSVP) and enabled the commission to receive state, federal, and private funds and in-kind services.

If you are interested in serving on the Iowa Commission on Volunteer Service, please submit a Gubernatorial Appointment Application. New commissioner terms begin each year on July 1.

Here's how you can contact us: Iowa Commission on Volunteer Service
200 East Grand Avenue
Des Moines, IA 50309
1.800.308.5987
515.242.4945 in the Des Moines area
Fax: 515.242.4809
E-mail: icvs@iowalifechanging.com or use our online request form at http://www.governor.state.ia.us/bc_search.asp.

¹ *Volunteering in America: State Trends and Rankings*, Corporation for National and Community Service, www.nationalservice.gov/about/volunteering

² Independent Sector, www.independentsector.org/programs/research/volunteer_time.html

Here's how you can contact them:
Iowa Commission on Volunteer Service
200 East Grand Avenue
Des Moines, IA 50309
1.800.308.5987 (in the Des Moines area,
515.242.4945)
Fax: 515.242.4809
E-mail:
icvs@iowalifechanging.com

For more information, visit:
<http://www.volunteeriowa.org/history.html>
or
<http://www.volunteeriowa.org/commission/index.html>
Additional volunteer links can be found at: <http://inrc.continuetolearn.uiowa.edu/Directory/Volunteer.asp?type=Management>

New Quarterly, "The Investigator," Links Nonprofit Researchers and Practitioners

The RGK Center for Philanthropy and Community Service was established at The University of Texas LBJ School of Public Affairs in January of 2000 in order to support the substantial nonprofit-philanthropic sector that exists worldwide. The Center seeks to not only directly impact the sector by building an academic base for the study of its practices, but also to build greater awareness of this valuable sector within our nation's academic and professional communities. With its three-part mission of Education, Research, and Outreach, the RGK Center hopes to contribute to the construction of a more caring society. In order to reach these objectives, the RGK Center recently developed a quarterly series entitled "The Investigator."

The *Investigator* series hopes to open the door for beginning researchers or cross-discipline researchers to seriously consider volunteerism as a subject for in-depth analysis. The series also seeks to make the

Volunteer Iowa! Links Iowa Mentoring Partnership

The Iowa Mentoring Partnership (IMP) provides assistance to all mentoring programs, providers, and communities. The IMP seeks to create a network that allows the mentoring programs in Iowa to become aware of each other's programs, strengths, and resources. The IMP also serves as the monitoring organization for the use of effective mentoring practices within the state.

Iowa's Promise

The Iowa Collaboration for Youth Development (ICYD), the backbone of Iowa's Promise, has adopted the America's Promise framework to communicate a common and powerful message to Iowans about the importance and value of providing children and youth with the services, opportunities, and support they need to succeed. By mobilizing Iowans to provide the fundamental resources

area of volunteerism more attractive by collecting current information about volunteering, identifying research agendas, and providing direction for further inquiry. The *Investigator* series plans to transcend disciplines such as economics, sociology, and political science in order to attract researchers to the field. In time, the RGK Center hopes to cross international boundaries with information and data sets from other countries.

The *Investigator* website contains an archived list of the following issues:

- The Investigator #1: "Data Sets on Volunteerism: A Research Primer"
- The Investigator #2: "Volunteering by States"
- The Investigator #3: "Volunteering and Monetary Giving in Texas"
- The Investigator #4: "Placing a Value on Volunteer Time"
- The Investigator #5: "Volunteering by State: 2005 Update"

that create opportunities for success in life (caring adults, safe places, a healthy start, marketable skills, and opportunities to serve), ICYD believes that we can improve the lives of young people throughout the state. Communities of Promise are essential partners in these efforts and provide a mechanism to take our commitment to children and youth to scale.

RSVP (Retired and Senior Volunteer Program)

RSVP offers maximum flexibility and choice to its volunteers as it matches the personal interests and skills of older Americans with opportunities to serve their communities. RSVP volunteers choose how and where they want to serve—from a few hours to more than 4 hours a week. RSVP volunteers provide hundreds of community services.

Additional documentation for the Investigator series including downloadable pdf files can be found at: <http://rgkcenter.utexas.edu/investigator>

Iowa Mentoring Partnership: <http://www.iowamentoring.org>

Iowa's Promise: <http://www.iowaspromise.org>

RSVP (Retired and Senior Volunteer Program): <http://www.seniorcorps.gov/about/programs/rsvp.asp>

Additional volunteer links can be found at: <http://inrc.continuetolearn.uiowa.edu/Directory/Volunteer.asp?type=Management>

Nonprofit Management Certificate Program Debuts, Spring 2007

Submitted by Diane DeBok

The Center for Credit Programs and the Larned A. Waterman Iowa Nonprofit Resource Center at the University of Iowa have collaborated to offer a Certificate in Nonprofit Management. Courses leading to the certificate will begin in the Spring 2007 semester.

The certificate program requires completion of 18 semester hours of coursework. Courses will be offered primarily on the World Wide Web.

Persons who work for both large and small nonprofit organizations will gain leadership skills as well as a fundamental understanding of how nonprofits participate in building communities. Nonprofit organizations have unique management, funding, and finance issues that require specialized training. Courses cover a wide range of topics and issues such as community and government partnerships, website creation and maintenance, financial accountability, and grant writing.

Two courses scheduled for the Spring 2007 semester are Nonprofit Organizational Effectiveness II and Entrepreneurship and New Business Formation. Each offering awards three semester hours of credit.

Undergraduate tuition for the spring courses is \$213 per semester hour. The spring semester begins January 16 and concludes May 11, 2007.

“Pro Bono Honor Roll” Honors Iowa Volunteer Lawyers

The Iowa State Bar Association (“ISBA”) Service Project announced its “Pro Bono Honor Roll” in the April 2006 issue of “Iowa Lawyer.” The distinction recognizes Iowa attorneys who enable more Iowans to have access to justice often by providing hundreds of hours of legal services through various pro bono efforts.

In recognition of the fact that Pro bono service is the essential component in making legal services available to the indigent citizens

To download information on the Nonprofit Management Certificate Program, visit: <http://www.continuetolearn.uiowa.edu/ccp/de/deoppor.htm>

This site offers the following information:

- Enrollment Form for Distance Education Courses
- Online Registration Form*
- Distance Education courses and programs

*Once it becomes available, the Spring 07 Online Registration Form will be added to the website for enrollment.

Specific questions about the Nonprofit Management Certificate should be directed to Lon Moeller, program coordinator, at 800.272.6430 ext. 5-0924, or 319.335.0924, or via e-mail at lon-moeller@uiowa.edu. General questions may be directed to the Center for Credit Programs at 800.272.6430.

Other courses to be offered in the certificate program will be:

- Organizational Leadership
- Human Services Administration
- Web-Based ePortfolios
- Grant Writing

The Center for Credit Programs is part of The University of Iowa Division of Continuing Education.

of Iowa, The Honor Roll lists hundreds of Iowa attorneys in approximately 90 counties that have either closed one or more Volunteer Lawyer Project (“VLP”) cases or provided 20 or more hours of VLP services during 2005. In addition to taking cases, many attorneys provide valuable assistance by talking with clients at clinics, assisting with funding efforts, providing training and research or board leadership, and by serving as mediators or as support to the court.

To download your copy of the Center for Credit Programs Distance Education Catalog, visit: <http://www.continuetolearn.uiowa.edu/ccp/>

The Iowa Lawyer publication can be found at: <http://www.iowabar.org/> under “Publications”

Volunteerism - A State Priority

Submitted by Joan McCulloch, Executive Director, Voluntary Action Center of the Iowa Great Lakes, Inc., Spirit Lake, Iowa

“Volunteers are making a difference every time they give their time and talent. I believe that it is the goodness of volunteers that sets Iowa apart, and helps make this state a special place to live, work and raise a family.”

-Lt. Gov. Sally Pederson

There are many contributing factors to the rich heritage of volunteerism in Iowa. One important aspect is the effective volunteer resource management that not only enables organizations to recruit and retain more volunteers to address pressing needs, but focuses volunteer efforts to enhance community impact.

Six communities in Iowa currently strengthen their volunteer involvement in meeting the needs of their community through the work of a Volunteer Center. Ames, Council Bluffs, Des Moines, Muscatine, Spirit Lake, and Waterloo serve their counties and in many cases, their surrounding counties.

Volunteer Management - Building Inclusive Programs

Submitted by Monique DiCarlo, Coordinator, Women's Resource & Action Center

Working effectively with volunteers requires an organizational commitment to cultural competence. This commitment must be reflected in your recruitment process, training workshops, materials, and in the way you provide support and recognition to your volunteers. Whether they are stuffing envelopes, answering a crisis line, or planning a fundraiser; tell your volunteers how cultural competency skills relate to your mission and, more specifically, to the work they are being asked to complete.

Sometimes, volunteer managers believe they should be knowledgeable of all cultures before they can include a cultural competency component in their volunteer programs. This is not the case. Instead, volunteer managers must demonstrate their commitment to learning, modeling respect, and accessing culturally specific resources. Prepare your volunteer program for engaging in cultural competency work by implementing the following three steps:

First, build program support by including a written statement in both staff and volunteer manuals explaining why the organization values

Volunteer Centers mobilize people and resources to deliver creative solutions to community problems. A Volunteer Center is a convener for the community, a catalyst for social action, and a key resource for volunteer involvement. Volunteer Centers look different in different communities, but have key elements in common. Their role in the community is centered on the ability to: connect people with the opportunity to serve, build the capacity for effective local volunteering, promote volunteering, and participate in strategic initiatives that mobilize volunteers. Their core identity is centered around bringing people and community needs together through a range of programs and services. The goal is not to replace other agencies or organizations within the community, but rather to bridge the gap in services provided by agencies.

cultural competency. Building program support also requires budgeting for ongoing training of staff and volunteers. Spending lots of money on fancy training conferences is not necessary. Instead, utilize volunteers, staff, and community members as cultural guides. Facilitate low-cost field trips to local museums, cultural centers, and community activities that inform about cultural perspectives.

Second, managers should include discussion topics such as culture, discrimination and diversity in regular supervision and volunteer staff meetings. Again, if a manager is not prepared to lead a discussion, consider inviting staff or volunteers from other organizations to assist. Libraries often provide free access to videos and books that can serve as excellent training material.

Third, the organization must evaluate its volunteer program by asking participants for feedback. Also, be sure to assess whether volunteer participation is representational of the community. Only through evaluation can you determine if your goal of being welcoming and inclusive is realized.

The Volunteer Centers in Iowa are part of the Volunteer Center National Network and work closely with the Points of Light Foundation, www.PointsofLight.org, and the Iowa Commission on Volunteer Service, www.volunteeriowa.org.

Tips for building inclusive volunteer programs:

- Use culturally specific newspapers, newsletters, list serves, web sites and organizations to recruit volunteers.
- Reflect diverse identities in your printed material, web site, building artwork and waiting room reading material.
- Avoid holding volunteer training or recognition on religious holidays.
- Include material about diversity and discrimination in your training process.
- Utilize community members and organizations to serve as cultural guides.