



# The Systems *of* Service

*A collaborative report based on ideas  
from the Service Jam, October 2010.*

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# A Commitment to Serve

On June 16, 2011, IBM will celebrate its 100<sup>th</sup> anniversary as a corporation.

As you would expect, this moment is significant for the women and men who call themselves “IBMers.” And we plan to mark our Centennial in many ways during 2011. This will not just be a look backward. Rather, it will be a powerful way to define our identity today and to engage the world in a meaningful conversation about tomorrow.

Of all the things we will do to mark this important turning point in our journey through corporate life, the fullest and most visible expression of our company will not be a video, a book, an exhibit or a seminar. Rather, it will be a global Celebration of Service, in which 407,000 IBMers, our retirees and their friends and families will be encouraged and supported to devote at least eight hours of service to our communities, applying their expertise to civic challenges and societal needs.

To lay the groundwork for this global effort, we conducted an online brainstorming event in October 2010. Service Jam drew thousands of experts from government, business and the service sector, from every region of the world. I was pleased to participate along with many others. This document reports on what was said, and what we all learned. Its insights will help us shape our service efforts in 2011—and they have already led us to commitments as an organization in each of the Jam’s main areas of focus: service learning, measuring the impact of service, volunteer management and the critical role of partnership and collaboration in the 21<sup>st</sup> century.

If you understand anything about IBM’s history, about our people or their values, our commitment to service will come as no surprise. Of all the dimensions of our company that we will show the world in 2011, service is the one closest to IBM’s essence. A commitment to serve is in our DNA.

I am not talking about philanthropy—though we have a long tradition of innovative and effective giving. I am speaking

about what we do as a business—the way we work with our clients, the kinds of challenges we undertake, the focus of our scientific and technological exploration, the very nature of the organization and the way we work together. And this extends to how our employees feel about their communities and what they do to strengthen them.

Of course, like every other dimension of our company, the meaning of service has evolved over the years, as the world has changed. Businesses now have a different relationship to society, in large part because “society” has come to mean something very different. The combination of globalization, digital technologies and the empowerment of citizens through access to more and better information is creating what we at IBM call a Smarter Planet.

This is a change in the way the world literally works—a function of the relationships among many interconnected global systems: political, economic, societal and natural. And it follows that government, business, academia and the not-for-profit nongovernmental sector—the modern world’s newest “estate”—must come together to ensure the health, wealth and sustainability of the whole.

The year promises to be exciting, dynamic—indeed, unforgettable. As I read through the ideas from Service Jam, and as I think about the impact that we can have together in 2011 and beyond, I could not be more encouraged. I hope you share our excitement, and that this report will stimulate your own ideas for ways to shape a more progressive future.



**Samuel J. Palmisano**  
Chairman, President and Chief Executive Officer

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# What Was Service Jam?

Service Jam was an online collaboration event that brought together a global audience of people representing nonprofit organizations, corporations, academic institutions, and government agencies across ideology and geography. More than 15,000 people from 119 countries registered to discuss challenges in service and to share and develop ideas for making the world better through service.

From October 10-12, 2010, round-the-clock, participants ranging from former U.S. presidents to German professors to South African tutors, worked together to polish ideas, craft strategies and define practices that elevate the effectiveness

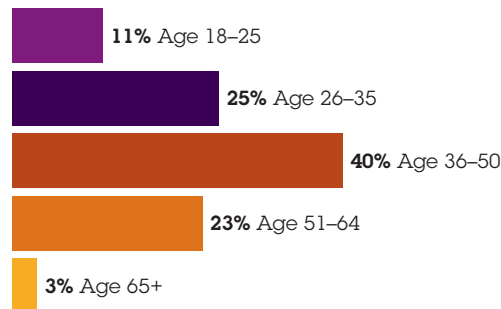
and impact of volunteering, public service, social entrepreneurship and other forms of service.

While the event was sponsored by IBM, it was owned in collaboration with more than 600 organizations from across the globe, and attracted a diverse mix of participants. Service Jam partners, Forum Hosts and Special Guests played a key role in both attracting and engaging participants in rich dialogue (See the full list of participants, page 33).

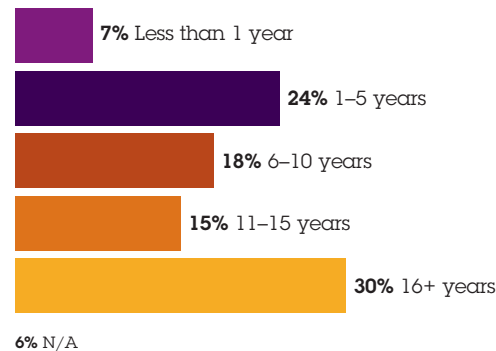
Using IBM's Jam technology, participants engaged in virtual text conversations and voted on quick poll surveys. There were eight different discussion categories, including

## Summary of Service Jam Participation

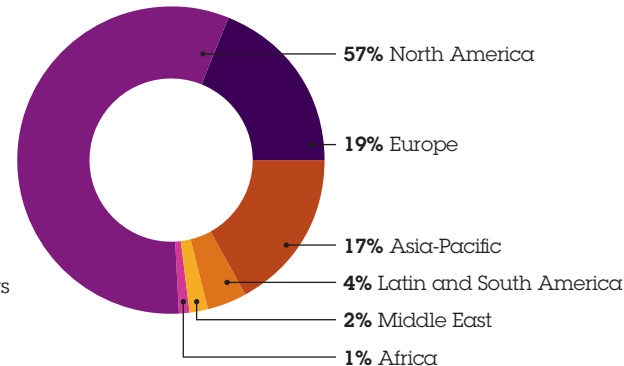
### Participation by Age



### Participation by Years of Service



### Participation by Geography



### Participant Countries

- Australia
- Brazil
- Canada
- France
- Germany
- India
- Italy
- Japan
- Malaysia
- Netherlands
- Philippines
- United Arab Emirates
- United Kingdom
- United States

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"I think the best way to get involved is to find a cause that moves you, that you care about, and then using your creativity and industry to find a way to do something about it. That could be joining a group that already exists, or starting your own effort, but whatever it is the important thing is to do something—getting started is half the battle."

**President George H.W. Bush**

Empowering Individuals, Global Challenges, Local Action, Increasing Value and Impact of Service, Progress Through Collaboration, Quantum Leaps in Service, The Digital Revolution in Service, Measuring Social Impact, and Scaling Impact.

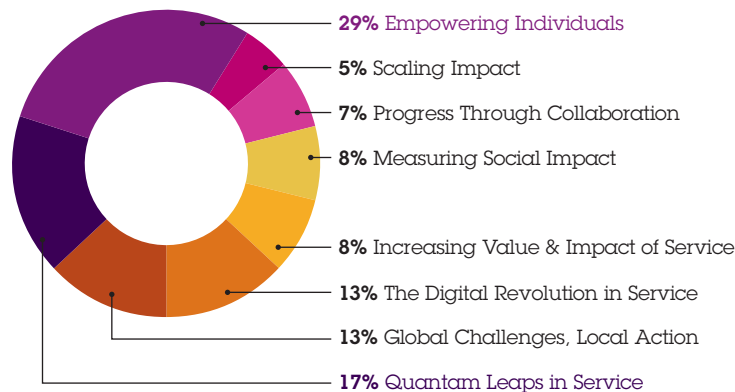
The intent behind the Jam was to begin a global conversation to identify the key issues, and begin to discuss how we can

collectively improve the delivery of service. For IBM, the Jam gave us an opportunity to listen to leaders in the service field and identify ways that we can contribute. For other participants, we hope it was an opportunity to engage each other in a unique and productive way. But the ultimate aim of the Jam was to outline the consensus and identify the specific actions needed to realize the common goals of its participants.

**Summary of Service Jam Participation**

Of the 5,860 posts, discussion forums *Empowering Individuals* and *Quantum Leaps* accounted for 46% of Jam posts

**Percentage of Posts by Forum**



**Most Active Jam-wide Discussion Threads Include:**

- Quantum leap in infrastructure
- Let's begin: what motivates you to serve?
- Long-term thinking
- Why is effective collaboration often difficult?
- Engaging young people globally
- Which services, need what technology?
- Without investment we take volunteers for granted
- Service as a tool to improve educational outcomes

# Why Service? Why now?

## Helping the service community help the world

Serving others has always been a fundamental human need. And the organizations that lend structure and support to this need—the nongovernmental and nonprofit organizations—have existed for thousands of years. They have fed countless meals to people in need. And they have provided relief services after natural disasters around the world.

But since World War I, the “service sector” has grown and globalized. In 1914 there were a little over 1,000 international nongovernmental organizations. Today there are more than 40,000, helping people that cannot help themselves. And the European Union has declared 2011 to be the European Year of Volunteering. (See a complete report on volunteering in the European Union here.)

With numbers like these, it might seem as if the world is awash in volunteers and service. But the truth is that volunteer work and service are still developing concepts in much of the world. And many, if not most, volunteer organizations struggle mightily to reach the people that need them, no matter what part of the world they’re in. They operate with shoestring budgets. They scramble to activate and deploy volunteers effectively.

And yet today, they are needed more than ever before. With government and private sector revenue declining in many economies, the world is looking to the service sector to help address some of the complex challenges of today, from illiteracy to poverty, from economic development to disaster relief. There is a realization that no one sector can solve these problems alone. The issues are too complex, and the resources too scarce. And we know that we must support committed,

purposeful community service—people helping people—if we are to address these critical problems and make progress.

IBM, like many other large businesses, has deep relationships with hundreds of nonprofit and service organizations around the world. And lately, among leaders in these organizations, there has been a growing concern about how they can possibly meet the growing needs of their communities. They are concerned about gaining access to the tools and technologies that will make community service more effective. They are impaired by inefficiency and duplication. And they acknowledge a lack of standards and definitions across the service community around what to do and how to do it.

All of which results in fewer people being served. For example, while a nonprofit in New Jersey might have the ability to quickly and easily purchase books from Australia—thanks to a well-established global system supporting commerce—it is not able to identify local residents who are interested and qualified to read those books to children.

Developing coherence across the vast and varied global service community is a complex and daunting challenge, to be sure. There are many divergent viewpoints, many competing interests. But the service sector has new tools and technology available to it today. It can instrument and measure its many systems. It can interconnect the disparate parts of the sector. And it can make the sector operate more efficiently, more intelligently. Because, as many Jam participants pointed out, complex systems like this have been coordinated before, from international transportation networks to the global retail industry.

"If we want to make quantum leaps in service, we need to make quantum leaps in our thinking. We need to adopt new attitudes as leaders and as participants of the broader, global society.

Put very simply, we need to practice long-term thinking. How you manage your service contributions, where you invest your time, and how you actually behave all proceed from there. The question I want to pose to all you jammers is: What types of things should organizations be doing to refocus beyond the present to a longer-term horizon?

**Samuel J. Palmisano**

Chairman and CEO, IBM

To do this, leaders in the service community—whether they are setting up disaster relief services in Haiti or dishing out meals at a local soup kitchen – are asking for a system of support to help them operate more effectively so they can help more people. They need help matching needs with resources. They need help developing skills and training for volunteer managers and service leaders. And they need help scaling and measuring the impact of the services they provide.

And so Service Jam served as an opportunity for key leaders across sectors to come together to reach consensus on what works, what doesn't, and how to begin building a better system of support. There were four key systems of service that participants felt presented the greatest challenges and held the most opportunity:

- 1) Service Learning
- 2) Volunteer Management
- 3) Partnership
- 4) Measuring Impact

The success of these systems does not always require oppressive structure or regulation. It does not even require that all of the constituents agree on the most important causes or the best approach. Instead, the key to success for these systems is defining and working toward a single design point, a common goal to which all decisions are mapped. And in the service community that goal is already defined and shared by all: provide better service to the people who need it.

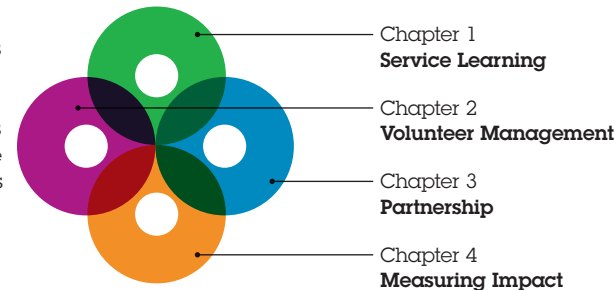
Throughout the report you will read many of the suggestions that Jam participants had for addressing each of these issues. These four major findings of the Service Jam represent important steps toward delivering more and better service around the world. But this is only the beginning of the conversation, of course. And as you read through the findings, and the many posts of Jam participants, we urge you to let us know what you agree with and what you don't, and think about your own role within this evolving community, and how you might help improve service delivery.

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#### "System" Defined

## Systema ➔

From the Greek word, *systema*, a system is a set of interacting or interdependent entities forming an integrated whole. A system has an organized process for its component parts to work effectively toward a collective goal; routinely collects information on the functioning of all its component parts; makes adjustments across its components based on the overall state of the system and otherwise orchestrates the efforts of many components in a way that minimizes waste and maximizes impact.



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## CHAPTER 1

# Service Learning

Cultivating a culture of service through education

*Across generations, geography and ideology, the value of creating a culture of service is well understood. It is the notion that with the right combination of leadership and planning, a desire to serve can become part of the cultural fabric; a regional, or even national, characteristic. And while Service Jam participants had many ideas on how best to do this, by far the most commonly advocated strategy was to integrate service into school curricula and make it a central part of how children learn and teachers teach.*



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# Service Learning

*In theory, it is the simplest of solutions: make service and project-based learning part of the educational curriculum, from an early age, and schools will be more effective and a culture of service is bound to take root.*

In practice, however, building service into an educational environment is far more complicated.

“The challenging part is embedding service into the curriculum of a school,” said Susan Abravanel, vice president of education at Youth Service America, an organization committed to what is known as service learning, an education methodology that engages students in meaningful service to teach standards and academic content. “Service-learning is not an add-on to the classroom lesson, it *is* the classroom lesson.

It is a teaching and learning strategy. And it is closely tied to high academic standards and student achievement in math, science, language arts.”

To do this, many Jam participants recommended that nonprofits work in partnership with educators to tailor service activities around specific regional academic requirements. Most school systems do not have a service coordinator to seek out opportunities to engage students in service. So nonprofits must understand the academic standards, subject areas and curriculum for each age group, and build ready-made programs that are easy for teachers to integrate into their teaching.

“We need to assist teachers in finding projects that fit the curriculum,” said Gail Kenny, community work incentives coordinator at the New Horizons Independent Living Center in Arizona. “There is no lack of service learning projects:



## Bright Ideas

The private sector should develop service learning modules for schools

A website with service learning modules, organized by subject and grade level

Activate baby boomers to serve as service learning mentors

*“How do we institutionalize a culture of service so that it transcends calls to service, generations, countries, cultures and time. I often thought that if we could make service a true rite of passage in a person’s life—starting early in school, providing opportunities and inducements along the way, and igniting a passion to something beyond the pursuit of material goods, it would be a good start.”*

**John Bridgeland**

President and CEO of Civic Enterprises



“Our first focus is to offer as many opportunities as possible for people to get involved. Once they have lived it, once they have had that experience, we know that they will want to share it with others and encourage them to share it too.”

**Marc-Philippe Daubresse**

former French Minister for Youth and Active Solidarities

projects created by governmental agencies and nonprofits, not to mention corporations. If you want to teach seventh graders about blood and blood types, finish by putting together a blood drive among their parents. If you want to teach ninth graders biology, work with the local water conservation district in a local lake or pond. Our local service clubs can partner with schools to teach service. Young people have to see that they are part of a larger circle. Not only are students serving, but their school staff is serving, their parents are serving, and other adults in the community are serving.”

Other examples of successful service learning engagements from the Jam include a French class that worked with a Haitian high school to build their website, and a group of students that used geographical information systems to map out more efficient school bus routes in their community.

Of course, academic administrators are keenly interested in the impact of service learning on achievement, particularly as it relates to academic testing. Early indications are positive, at both the elementary and higher education levels. Service learning is about more than just creating a culture of service, but improving academic results as well.

### Service Learning Standard Practices

The difference between teaching service in schools and service learning is that service learning is integrated into the curriculum. As such, every service learning opportunity should be tailored to meet specific academic goals, and The National Youth Leadership Council suggests that successful engagements will incorporate the following eight elements:



#### Meaningful Service

Service learning actively engages participants in meaningful and personally relevant service activities.



#### Link to Curriculum

Service learning is intentionally used as an instructional strategy to meet learning goals and/or content standards.



#### Reflection

Service learning incorporates multiple challenging reflection activities that are ongoing and that prompt deep thinking and analysis about oneself and one's relationship to society.



#### Diversity

Service learning promotes understanding of diversity and mutual respect among all participants.



#### Youth Voice

Service learning provides youth with a strong voice in planning, implementing, and evaluating service learning experiences with guidance from adults.



#### Partnerships

Service learning partnerships are collaborative, mutually beneficial, and address community needs.



#### Progress Monitoring

Service learning engages participants in an ongoing process to assess the quality of implementation and progress toward meeting specified goals, and uses results for improvement and sustainability.



#### Duration and Intensity

Service learning has sufficient duration and intensity to address community needs and meet specified outcomes.

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### Online Resources

National Youth Leadership Council  
[www.nylc.org](http://www.nylc.org)

Youth Service America  
[www.ysa.org](http://www.ysa.org)

National Service-Learning Clearinghouse  
[www.servicelearning.org](http://www.servicelearning.org)

Corporation for National & Community Service  
[www.nationalservice.gov](http://www.nationalservice.gov)

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# Service University

*Over the course of the Service Jam, it became apparent that participants were not stringing together a series of unrelated thoughts on service.*

Rather they were collectively shaping a new science of service. They were defining a curriculum, piece by piece, for the conception, execution, and delivery of services. It is a notion that came to be known in the Jam as “Service University.” And though that term meant very different things to different people, it undoubtedly signaled a need to improve the education and training of those involved in service, including

how to train, deploy, document and connect service providers across issues and geography.

“Why not have a ‘college,’ sanctioned by educational entities internationally?” asked Melodie Palmer, an online marketing manager at SITA. “The curriculum would be open classrooms with guest speakers from public and private sectors, government, etc. It would be a place where people could have exposure to government and business officials, learn how to use technology, and learn how and where to obtain resources.”

It need not be a formal or degree-granting institution, but the idea clearly resonated across the Jam. To some it meant combining efforts and creating best practices and learning modules that could be offered online or in existing academic



**Bright Ideas**

Create a global inventory of existing knowledge base and best practices

Develop specific and standard curricula to be integrated across the existing university system, and sow the seeds for a new academic discipline to emerge

Design a virtual Service University to scale the concept globally

**Service Learning in Action**

Learn and Serve America makes grants to schools, colleges, and nonprofit groups in the United States to support efforts to engage students in community service, improving communities while preparing young people for a lifetime of responsible citizenship.

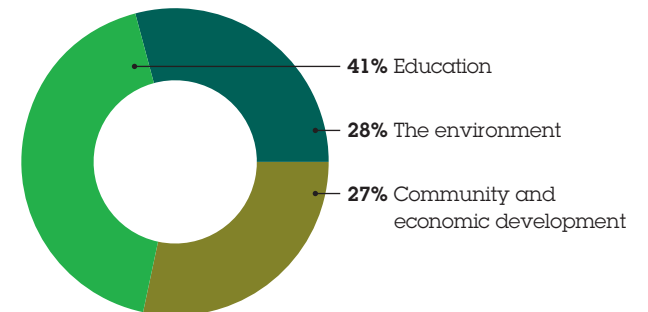
**24%**  
of America’s elementary and secondary schools have adopted service learning programs

**35**  
states have adopted some form of service learning policy—either a mandatory, statewide policy or one granting districts the freedom to create their own

**53%**  
of K-12 schools receiving Learn and Serve America funds are in low-income areas, defined as schools with 50 percent or more of students eligible for free or reduced price lunch

**6,469**  
service learning classes were created as a result of Learn and Serve America funds

**The most common service areas for Learn and Serve America programs**



Statistics represent numbers reported in Learn and Serve America’s 2009 for the 2008 fiscal year program activities. source: [www.learnandserve.gov](http://www.learnandserve.gov)

"I believe that the practical application of developing volunteer leaders can be a key to building our civic infrastructure. If we define the service leader as an individual who leads others in service, imagine what might happen if we activated hundreds of thousands of these leaders."

**Michelle Nunn**

CEO of Points of Light Institute and Co-Founder of HandsOn Network

institutions around the world. To others it meant creating an actual brick-and-mortar (or virtual) university dedicated to educating service professionals. And as it moved from forum to forum, participants built out the curriculum with courses, including Volunteer Management; Service Leadership; Measuring Impact; Technology of Service; Collaboration and Partnering; and so on.

"It is important to realize that smaller nonprofits have scant time or attention to give to learning," said Barbara Salop, an independent consultant. "A Service University would have to be just-in-time, available whenever the need for training arises."

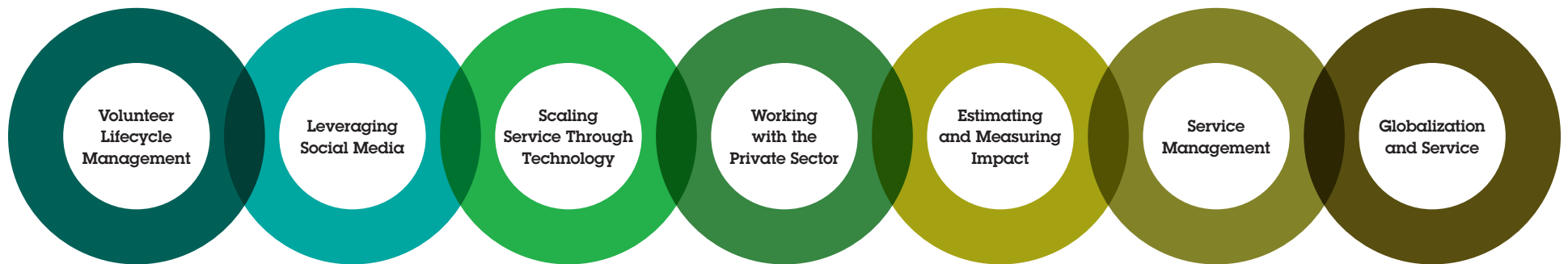
Perhaps more importantly, Jam participants saw Service University as an opportunity to eliminate training redundancy,

develop standards, and infuse more structure and rigor into the service community. And some IBMers in the Jam suggested an approach similar to the one the company took in developing a new academic discipline called SSMED (Service Science, Management, Engineering and Design), an interdisciplinary approach to the study, design, and implementation of service systems (meaning professional services, as opposed to volunteer services).

"Let's look for the experts in SSMED, with special attention to design, and ask them to help us find new and innovative ways to improve social services," said Fabio Gandour, chief scientist with IBM Brazil. "I am sure that the SSMED experts will be very responsive to our request."

#### A Course Curriculum

These were among the suggestions for classes to be held at the Service University:



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# The Service Professional

*Besides the standards, best practices, and rigor that could result from more formalized study of service in the 21<sup>st</sup> century, the most valuable product may be the service professional.*

Though there are many ways to acquire training in service leadership, the vast majority of service leaders still get trained on the job. There is no formal field of study. There is no graduate degree. There is no well-defined career path.

“Starting out my career working as a volunteer coordinator, I saw very little opportunity for advancement or professional

development and training,” said Nadine Vassallo, program coordinator at the Columbia University Institute for Research on Women and Gender. “I felt I was in a dead-end job.”

The results of this sentiment can be a dearth of quality leadership in critical service positions. Many Jam participants lamented a lack of leadership in addressing the challenges the service world is facing. But many of them were looking outside the field for those leaders; to government and the private sector, for example. But some pointed out that a more integrated, collaborative, and systemic approach is needed, with leaders with backgrounds in service going into the private sector, and



## Bright Ideas

Develop a common or standardized curriculum for preparing service leaders

Make service a requirement for certain leadership positions in government and private sector

Scale strong leaders through mentorship programs

## Tools and Technology

### Measure of Service Learning: Research Scales to Assess Student Experiences (Book)

Comprehensive guide for evaluators and researchers studying service learning

### Compendium of Assessment and Research Tools (CART)

Descriptions of research instruments, tools, rubrics, and guides, intended to assist those who have an interest in studying the effectiveness of service learning

### Teen Toolkit: Prepare Today, Lead Tomorrow

Support materials for teaching teens through service

### Cloud Computing

By combining best practices and learning modules that already exist, the service community could begin to build out a virtual Service University curriculum

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vice versa, developing a holistic understanding of the entire service ecosystem.

“The world needs more and better leaders,” explained Rosabeth Moss Kanter, the Ernest L. Arbuckle Professor at Harvard Business School, where she specializes in change management, strategy, innovation, and leadership for change. “Service projects are a significant way for people to develop leadership skills while tackling difficult unsolved problems that stretch their thinking, enhance their sense of obligation to clients, help them understand how the world

looks from the point of view of the unserved or underserved, and do good at the same time. Future leaders arise from service. Companies get their best payoff from service projects, not classrooms. Schools including higher education augment textbook theories with real-world struggles to understand problems (and use math, science, social science, humanistic awareness). Let’s put service at the heart of the requirements for leadership positions. Imagine what would happen if every banker, politician, and CEO was a veteran of service.”



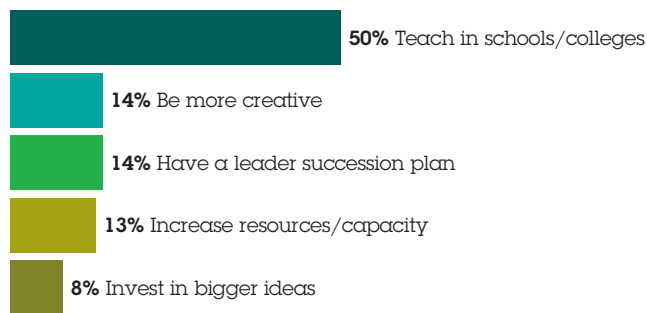
**Online Resources**

Volunteer Leader Toolkit from HandsOn Network  
[www.handsonnetwork.org/volunteers/become-a-leader](http://www.handsonnetwork.org/volunteers/become-a-leader)

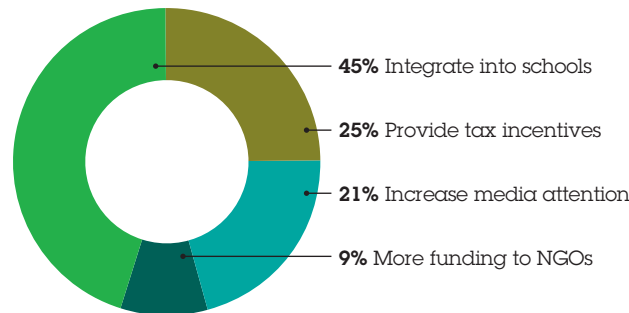
**Creating a Culture of Service**

The following are survey results from Quick Polls conducted during the Service Jam.

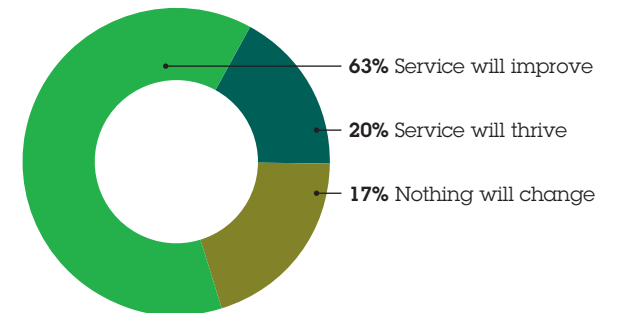
**For long-term service thinking, we should**



**Best way to increase community service volunteers**



**If all colleges taught nonprofit management**





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## CHAPTER 2

# Volunteer Management

Recruiting, developing and retaining service's most valuable resources

*Volunteers are not free. In fact, as many Jam participants pointed out, they can be quite costly when not managed properly. That's why so many contributions to the Jam called for a more thoughtful, structured approach to the recruitment, development, management and retention of volunteers around the world. They asked for a more disciplined process for matching supply and demand, professionalizing the role of the volunteer manager, and developing the right incentives and rewards. And most of this work gets done during program development, before the first volunteer is even engaged.*



# Supply and Demand

*One of the most consistent laments throughout the Service Jam was the lack of volunteer matching services, which would connect the supply of willing volunteers with the demand of nonprofits. Here are some examples:*

“I remember how discouraging it was when I attempted to search the Internet for volunteer opportunities in Hong Kong seven or eight years ago.”

“It would be great to have a tool or .com somewhere to help me match my skills, interests, location, time period, etc., to locate the needs out there looking for volunteer resources.”

“Today in Brazil, you are the one who has to find ways to align your talent or skills with people or organizations that will benefit from them.”

Comments like these had experts in the services field scratching their heads, however. Though there are some regions that lack these online matching services, much of the world is awash in websites that attempt to match supply and demand, from volunteermatch.org in the United States, to do-it.org in the U.K. So what’s the problem?



## Bright Ideas

Structure projects such that small tasks can be farmed out over the Web, also known as Micro-Volunteering, to give busy people a chance to contribute in small doses

Coordinate between competing recruiters in different regions

Create an international marketplace or clearing house, rather than just regional or national, to coordinate opportunities

Build more structured definitions of opportunities, with clear communication of potential impact, big-picture context, and realistic task descriptions and timelines

## Eight Volunteer Management Behaviors that Lead to Effective Volunteer Programs

According to the Department of Communities, Queensland, Australia’s lead government agency addressing issues in service and volunteerism, managing volunteers requires time and resources. All volunteers need a level of supervision, support, feedback, guidance and recognition.



### Recruitment

Word-of-mouth continues to be the primary gateway into service. Effective recruitment strategies offer variety, flexibility and meaningful experiences.



### Supervision

Volunteers who are supported, coordinated and well managed are likely to feel positive about their volunteer experience and stay.



### Role Clarification

Written position descriptions equip volunteers with the tools they need to deliver maximum impact and receive a sense of personal fulfillment.



### Development

Training and development is important to nourishing strong volunteer leadership and extending the volunteer life cycle.



### Resource Procurement

While volunteers are unpaid by definition, they are not cost free. Resources are needed to deliver effective volunteer management programs.



### Balancing Skilled & Unskilled

Volunteers bring a wide array of skill sets to the table. Assessing the required skills for specific tasks enables the best use of volunteer manpower and minimizes resource expenditure.



### Appreciation

While volunteers do not participate for the sole purpose of reward or recognition, it is important to acknowledge and thank volunteers to promote an ongoing culture of service.



### Retention

Engaging volunteers is only the first step. Incorporating the seven aforementioned volunteer management behaviors helps to avoid the costly cycle of recruiting and training new volunteers.

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“With so much buzz about social media and all that it entails, the real ROI has been elusive. Many service-based organizations are scrambling to ‘take advantage’ and leverage this medium but what does that really mean? Is having thousands of friends or followers creating real impact for your cause or is it simply a case of service-based orgs having to be there because everyone else is?”

**Matthew Salier**

National Engagement Manager, The Smith Family

“There are many tools out there, and many are filtering up opportunities,” said Diane Melley, director of On Demand Community, Corporate Citizenship and Corporate Affairs at IBM. “What we need now are more effective processes. We need to articulate the needs better, vet the opportunities properly, and improve the fulfillment process. It’s the behind-the-scenes work that must get done.”

Much of this behind-the-scenes work involves rigorous program management and a disciplined approach to accepting, and rejecting, volunteer offers, especially when nonprofits don’t have the capacity to take on new volunteers. This is the heavy lifting of volunteer management, and without it all the technology in the world will fall short of efficiently matching volunteer supply with demand.



#### **Online Resources**

VolunteerMatch  
[www.volunteermatch.org](http://www.volunteermatch.org)

Do-it  
[www.do-it.org](http://www.do-it.org)

United We Serve  
[www.serve.gov](http://www.serve.gov)

Idealist  
[www.idealist.org](http://www.idealist.org)



#### **The Promise of Social Networks**

Throughout the Jam, it was clear that social networks offer great potential for mobilizing volunteers and promoting positive causes. Less clear was exactly how to do that. Jam participants shared some isolated examples of success, but the scale that many are hoping comes from social networks has yet to materialize. To follow are a few posts that reflect the conversation about these still-evolving tools for service.

“It’s important to understand the nuances of these networks as nonprofits try to deploy smart strategies to leverage them.”

“Nonprofits are expected to do much with little. And now add creating and sustaining a vibrant social network presence. Most nonprofits are struggling to advance their immediate mission, with immediate impact, face to face. Turn off the social networking and turn on the personal, in-person, real-time volunteer time so desperately needed. Those most in need will most benefit from others getting their hands into it in real time.”

“While it’s more time-consuming, it really is essential to communicate properly on each medium, as it shows you are really engaged with your stakeholders.”

“We all agree there’s tons of potential for organizations to leverage social media. There’s also lots of potential for volunteers and other experts to serve by helping these organizations with social media. Perhaps a standard or credential for the public could qualify public experts willing to serve and assist organizations. Businesses can also help.”



# Volunteer Management

*The role of recruiting, motivating, and rewarding volunteers is not unlike what human resource professionals and line-of-business managers do every day.*

The only difference is that volunteer managers do this without the rather useful motivational carrot of monetary reward.

“Yes, volunteers are excellent value for money, enabling organisations to do things that no amount of money could buy,” explained Justin Davis Smith, chief executive, Volunteering England. “But to maximise the contribution that volunteers can make—and to enable volunteers themselves to reap the full benefits from their engagement—support and investment is required, particularly in the subtle art of volunteer management. Motivating, supporting and

empowering people who are giving up their time freely are hugely skillful tasks, yet as a profession, volunteer managers remain scandalously under-recognised and under-resourced.”

Jam participants felt strongly that the role of the volunteer manager should be better codified and professionalized, and an integral part of “Service University.” (See page 10.) There should be an associated academic discipline. And a more predictable career path established.

“Volunteering doesn’t just happen,” said Wendy Moore, a volunteer coordinator in Brisbane, Australia. “There is a direct correlation between the satisfaction level and retention of volunteers and a well-managed volunteer program. Yet what is being missed is how to empower volunteer managers. Any organization that values the contribution of their volunteers, will employ an experienced volunteer manager to run a professional volunteer program, which in turn effectively utilizes the talents of these volunteers.”



## Bright Ideas

Develop a new (or promote an existing) introductory and continuing education curriculum for volunteer managers

Create a viable and well-defined career path for volunteer managers

Build a reward and recognition program that ties the successes of volunteers to those of volunteer managers

## Why We Serve

# 87-year old

World War II veteran, Francis Miller, receives nutritious food and companionship thanks to the Meals on Wheels program in the United States. In order to ensure that this service endures, the Meals on Wheels Association of America is careful to manage volunteers properly, offering extensive training and certification on leadership, nutrition, communication, development, and, of course, volunteer management.

source: [www.mowaa.org/video](http://www.mowaa.org/video) and [www.mowaa.org/page.aspx?pic=433](http://www.mowaa.org/page.aspx?pic=433)

# Incentives, Rewards, and Recognition

*The motives of volunteers are complex and nuanced. In most cases there is, of course, a need to make a positive difference in the world.*

But there are many other drivers of service, including having a personal connection to a cause, actualizing a set of closely held values, applying skills in a productive manner, practicing a faith, and feeling appreciated. And, yes, money is a factor too.

“We have just passed a law in France called ‘service civique’ which allows young people under the age of 25 to

get involved in the work of an association for a period that can last from 6 months to 12 months,” said Marc-Philippe Daubresse, former French minister for Youth and Solidarity. “The young people are paid by the State (around 450 euros per month) and are completely protected in terms of social security of even retirement rights.”

Opinions about the right way to encourage volunteers abound in the Jam. Some feared that financial incentives, including tax credits, were unsustainable and sent the wrong message. Others argued that offering tax relief for cash donations but not volunteer time had the unintended negative consequence of discouraging volunteerism. Some were totally

## Location-Based Rewards

There were many ideas in the Jam on ways to use today’s technology to create innovative incentive systems. Some people suggested puzzles, gaming, and other intellectual challenges to engage and reward volunteers. Here’s a thoughtful addition that has some serious potential:

 **Jessica Kirkwood**  
Vice President for Social Media, HandsOn Network

“Ever since I heard about FourSquare and Gowalla [both location-based software applications], I’ve been wondering what it might mean to become ‘The Mayor’ of a service project. Some businesses offer special discounts or deals to the reigning Mayor [in FourSquare]. For example, The Mayor drinks free at a local watering hole. Users can unlock points, badges, pins and sometimes special, location-based rewards.

As I’ve been experimenting with geo-location applications, I keep thinking about what utility they might have for volunteer organizations. Again, what might it mean to become The Mayor of a service project? Could volunteers ‘unlock’ badges such as ‘Social Innovator’ or ‘Community Hero?’ Could volunteers earn rewards generated through cause marketing corporate partnerships? Volunteers who check in five times at the local foodbank earn a free latte? Could the growing FourSquare trend enhance volunteer recruitment?

Because I can easily add text to my check-ins and synchronize these posts with my Facebook and Twitter accounts, I wonder if adding ‘we still need five volunteers’ to my service project check-in message would draw more assistance in real time.

And what if FourSquare check-ins could be integrated with volunteer management databases? Could check-ins then serve as confirmation of volunteer attendance at a project? If so, could volunteer organizations more easily track participation and calculate overall impact with the assistance of this tool? Potentially, FourSquare could enhance volunteer recognition, volunteer recruitment, project management and evaluation.”



## Bright Ideas

Closely align incentives with service work

Carefully consider the intent of incentives (i.e., increasing volunteerism versus retaining existing volunteers)

Provide consistent learning opportunities for volunteers

Match volunteer’s goals with service needs

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"I think there are appropriate opportunities to harness incentives, and there are models being explored from tax rebates, to the use of vouchers, and the use of underutilised public and private assets as rewards (e.g. one hour served can be swapped with one hour use of the municipal swimming pool during off-peak times). The key to avoid it conflicting with existing volunteering is to focus these activities where they add value and extend participation, rather than just displacing existing activity."

**Lord Nat Wei**

advisor to the U.K. government on Big Society

against financial compensation of any kind. And some felt that volunteering should never be compulsory in any way (while others disagreed and noted many locations that encourage it).

But many felt that whatever motivational incentives are used, they should be tailored specifically to communities and aligned with the goals of the work being done. "In the U.K. we have seen examples of community work being rewarded with discounts at local shops or tickets to shows within the

region," said John Knight, policy manager for Volunteering at the Office for Civil Society in the U.K. "It aligns incentives with the service work by completing a beneficial cycle of community improvement. But you always have to be careful that you're not just incentivizing people who would do service work anyway. That's not necessarily a bad thing, but if your goal is to increase the volume of volunteers, you have to consider incentive structures very carefully."



#### **Online Resources**

The President's Volunteer Service Award Program  
[www.presidentialserviceawards.gov](http://www.presidentialserviceawards.gov)

#### **Tools and Technology**

##### **CRM/HR Software**

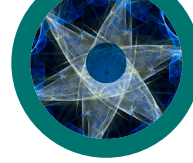
There are many parallels between managing a volunteer and managing a customer or employee. With some tailoring, these existing, mature technologies could be used to track volunteers throughout their lifecycle, maximizing the return to both the nonprofit and the volunteer.

##### **Social Media**

Twitter, Facebook, and other social media sites are important tools in organizing and incentivizing volunteers.

##### **Cloud Computing**

By combining all existing volunteer-matching websites in the cloud, the service community could develop a single, global source for matching volunteer supply with demand.



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## CHAPTER 3

# Partnership

Building the foundations of successful collaboration

*Though the concept is nothing new, the urgency for effective collaboration across sectors and borders is building behind a weak global economy and scarce resources for businesses, governments, and nonprofits alike. The result has been a rash of mergers between NGOs, and some hastily arranged partnerships designed to share resources and reduce costs. But as always, successful partnerships require careful planning, common goals, and rigorous management. And Jam participants had plenty of advice for each major constituent of the services sector.*



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# Nonprofits

*The economic stress of recent years has forced nonprofits to reconsider the way they engage the private sector, government, and each other.*

It has activated certain survival instincts. And it has led some nonprofits to make bad partnering decisions, or fail to complete the necessary foundational work to ensure collaborative success.

“Too many collaborations operate at the least common denominator—we’ll put several logos on the materials, we’ll cross endorse on our websites,” said Robin Willner, vice president of Global Community Initiatives at IBM. “But the

hard work is to identify the common interests, grapple with those important areas of debate or even disagreement, and find meaningful roles and contributions for each party. In a real collaboration, the partners have created an innovation that was not possible before. That’s the power of collaboration—new ideas, new capacity, new results.”

Indeed many Jam participants agreed that successful collaboration requires hard work, much of which is completed before any papers are signed between partners. The process of vetting potential partnerships, aligning goals, defining responsibilities, and managing relationships has not traditionally been one of strength for nonprofits. And a number of Jam participants called for more structure and discipline in those



## **Bright Ideas**

Assign an engagement manager, with formalized responsibilities around managing scope, assigning roles, and documenting progress

Stop investing in organizations, and start investing in solutions, to foster more organic collaborations

Embrace competitive differences and resolve them to spur innovation

“We live at a time when resources are limited and needs are great.

Now more than ever it’s important for nonprofits and the people who work with them, both as professionals and as volunteers, to know and to have thoughtful means to demonstrate that their work is making a positive difference.”

**Diana Aviv**

President and CEO of Independent Sector

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“While Greater Philadelphia corporations have long been committed to giving back, there is no formal, collective process through which they can increase their service impact on the city. In partnership with the United Way of Southeastern Pennsylvania, we are supporting the development of a Greater Philadelphia Corporate Volunteer Council.

This new council will increase networking and sharing of best volunteer engagement practices, promote better matching of corporate expertise with community needs and ultimately support a shared approach to addressing some of our city’s most pressing challenges.”

**Philadelphia Mayor Michael A. Nutter**

areas, including hiring a paid staff member with expertise in collaborative processes.

Merging, or resource pooling, was also seen as a viable option to relieve the financial pressure. One Jam participant, who had recently merged his nonprofit with two others in adjacent fields, had this to say: “Grants have been easier to come by because government agencies see the benefits of consolidated expenses.”

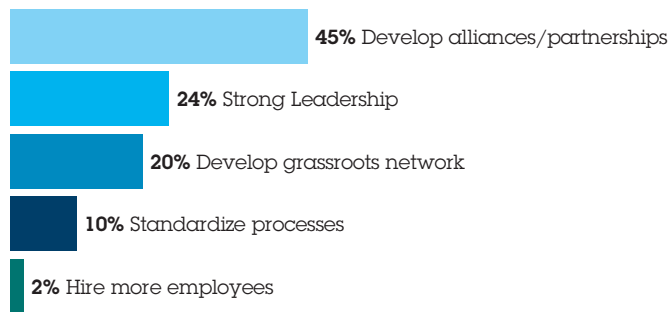
Regardless of the strategy, however, without an honest and direct approach to the relationship, collaborations will

not succeed. “Competing interests have to be acknowledged and addressed head-on, and then leveraged for the innovative solutions their resolution brings,” said Barbara Salop, an independent consultant. “Nonprofits have a common goal: to seek funding. This sometimes puts NFPs that would like to collaborate into competition, especially if they are addressing similar causes. Making nice, and pretending the conflict will go away just based on good intentions, will not make conflict go away. But this creative tension is an opportunity to make something new and compelling.”

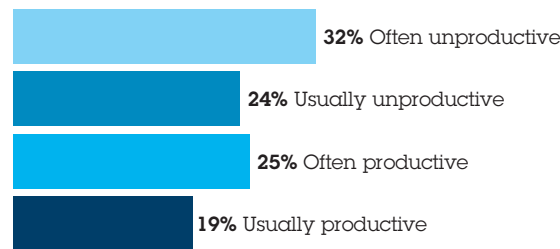
**Partnership and Collaboration**

The following are survey results from Quick Polls conducted during the Service Jam.

**The most important factors in scaling social innovation**



**The extent to which competition is unproductive in partnerships**



**56%**  
of Jam Participants view competition among partners as unproductive

# Private Sector

*Just as nonprofits need to conduct the hard work of vetting and structuring successful partnerships, so too must the private sector do its part.*

Nonprofits often complain of publicity-driven participation from the private sector or misdirected donations of time and money. Often these well-intentioned offers end up compromising or distracting from a nonprofit's strategic mission. Many Jam participants blamed these misalignments on poor understanding of the mutual benefits of these associations.

“Businesses tend to think that they have more to teach to nonprofits than vice versa, but that is not true,” said Patricia Menezes, an executive in IBM Corporate Citizenship & Corporate Affairs in Latin America. “Nonprofit institutions have interesting ways to solve problems. Some partnerships help global companies to think about local problems that really matter and impact their operations, even if they are not aware of the impact or future impact.

One example of this is a program run by the 4-H organization in the United States. Partnering with the Toyota USA Foundation and the Coca-Cola Foundation, 4-H launched a

program called 4-H<sub>2</sub>O, a national science experiment designed to raise awareness of water quality and environmental issues. The sponsorship of these companies is allowing 4-H to expand the program into more states, helping local communities implement water-related projects, such as beach cleaning or water-quality testing. It is also motivating young people to find innovative ways to conserve water. All of which, as one Jam participant pointed out, contributes to meeting the water-neutral goals of their corporate partners.

Successful collaborations like this require mutually reinforcing goals. And program proposals that align strategically. “It is very important to clearly define the benefit to the corporation when seeking a partnership,” said Kenya Burks, chief of staff for the City of Vicksburg, Cities of Service. “As we analyze many of the goals of successful service initiatives, we find that they are all tied to business principles in some way or another. Now, the ultimate challenge is articulating these service goals into goals that are easily digestible by the business community. For this, I think it's very important to have a trained staffer who understands both sides (corporate and nonprofit). Second, I think it very important to quantitatively demonstrate how service will ultimately affect everyone, including the business community.”



### Bright Ideas

Agree upon an action plan together and document it throughout the length of the relationship

Lead and inspire collaboration by example

Structure and sustain communications throughout the life of a collaboration

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# Government

*With tax revenue declining in many parts of the world, governments are increasingly turning to volunteers and nonprofits to support, and in some cases provide, the local services they can no longer afford.*

In the United States, the effort is called United We Serve. In the U.K. it's called Big Society. But regardless of what these programs are called, or how they are positioned, it is undeniable that effective collaboration will play a huge role if they are to succeed.

“We believe that solutions to some of our greatest challenges exist in communities across the country and the world,” said Sonal Shah, director of the Office of Social Innovation and Civic Participation, a new department within the White House, and a key part of President Obama’s administration. “We also believe that given the nature of these problems, government alone cannot solve all of them. Government can get the policies right, but it requires an ‘all hands on deck’ mentality if we want to make a quantum leap in solving some of our toughest challenges. And this requires collaboration between government, nonprofits, citizens, and corporations/businesses.”

## Tools and Technology

### Collaboration Software

These very mature application suites facilitate collaboration through ease of communications, including secure community websites where documents can be shared and edited, instant messaging technology, and virtual meeting spaces.

### Dashboards and Business Intelligence

Though more widely employed in the private sector, these software applications are effective at tracking progress toward a common goal.

### Matching Sites

Websites such as GuideStar.org and FoundationCenter.org offer services that guide the private sector toward nonprofits that match their interests and strategies.



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“Cities and local governments haven’t always had a clear role in the service movement, and it is exciting to see mayors make commitments and leverage the convening power, resources, and agenda-setting power of their offices to promote service as a strategy to address pressing community challenges.”

**James Anderson**  
Cities of Service

Sounds reasonable enough. But attempts to implement programs like the ones mentioned above have met with some cynicism and resistance. That’s why many Jam participants felt that governments need to reposition themselves within the service ecosystem, moving away from direct funding of certain programs, and into brokering collaborations between foundations, nonprofits, and the private sector. “There’s a great role for government—local government, especially—to coordinate, resource, and advocate around service and to

generate public-private partnerships,” James Anderson, with Cities of Service.

Whatever role it takes, it was clear throughout the Jam that government is critical when it comes to scaling service initiatives. “It is impossible to get scale if you have no access to the government,” said Bruno Andreoni, at the Associação Cidade Escola Aprendiz in Brazil. “I am not talking about receiving money from them, but making them a partner. As much as we tried to scale by ourselves, we could never get it done.”

**Why We Serve**

**189**

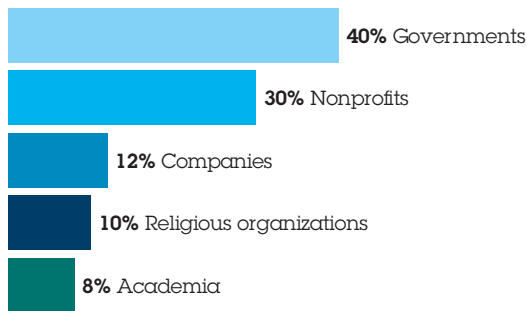
heads of state adopted the 2000 U.N. Millennium Declaration, a global partnership that has contributed to a 50% reduction in Latin America’s child mortality rate. This means that, compared to just ten years ago, a young mother in Bolivia is now twice as likely to celebrate her child’s fifth birthday.

*source: [www.nokia.com/corporate-responsibility/society/nokia-data-gathering/english/health](http://www.nokia.com/corporate-responsibility/society/nokia-data-gathering/english/health)*

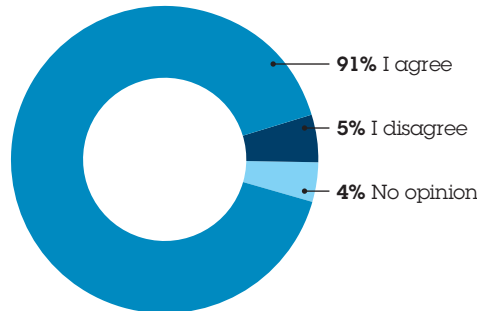
**The role of Government in Promoting a Culture of Service**

The following are survey results from Quick Polls conducted during the Service Jam.

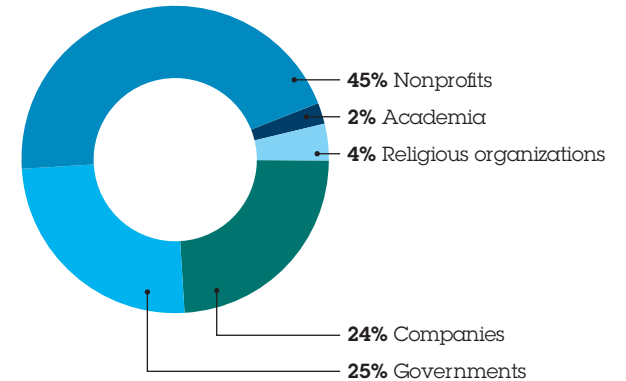
**Who should lead in solving societal issues?**



**Governments should promote service.**



**Who is best at solving global problems?**



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## CHAPTER 4

# Measuring Impact

The elusive science of evaluating social return

*Perhaps no subject in the Jam was more contentious than that of measuring the impact of service. There were dozens of different suggestions, mathematical formulas, case studies and more. And there were more than a few Jam participants who felt measuring impact was a costly distraction from delivering quality services. Ultimately, however, the back-and-forth discussions did offer a rich source of content for a more systematic, comprehensive, and cost-effective approach to measuring impact.*



# Standards and Definitions

*Complicating the task of measuring services is the fact that there is no single, agreed-upon standard by which to measure success.*

Each project has multiple, diverse stakeholders—from funders to recipient communities to volunteers to nonprofits—each with very different definitions of success. Adding to the complexity is the diffuse nature of service impact, which can have widespread positive (or negative) effects across broad ecosystems.

“Social indicators are important, but I’ve been trying to understand the technique called ‘Social Return on Investment,’ said Mike Allen, chief officer, Stafford District Voluntary Services. “It’s either beyond me, or designed to bamboozle. I want an easy-to-use method that can be employed by volunteers, employees, users, funders and donors if appropriate, showing the impact, the change, my organisation’s work has made.”

This lament was common throughout the Jam. The complex nature of service engagements naturally leads a variety of approaches to measurement, and to robust debate on everything from tracking quantity versus quality to the very definitions of good service.

“What constitutes good service?” asked Ian Boyd Livingston, director and trustee at Social Performance Analysis, Audit & Advisory. “I work with a charity that uses donor funds to pay

the salaries of local staff in Africa; local staff who are essential in helping the poor to feed themselves. I think they do very good, even great, service. And you might too. However many donors object to money being used to pay salaries, which they certainly do not consider to be “good service.” This presents an ongoing challenge for the charity.”

To help mitigate these ambiguities, many Jam participants called for common definitions and standards for measuring impact within the service field. There is very little agreement on what those standards should be, but there was agreement that they should take a comprehensive systems-view of service impact.

“Wouldn’t it be great to have a global language for us to provide meaningful measurement of what our volunteers do?” said Sophia Cole, director of Volunteer Services at Mater Health Services in Brisbane. “You will find everyone is reporting on different things. While some individual reporting is necessary, without a common language, reporting has less of an impact as a sector. I would love to have a common language to measure the less tangible impacts of volunteering. Not just who and how many people our volunteers help, but the effects on the community, the impact on social connection, and the effect on other broader social issues.”

Many Jam participants suggested forming a working group of service leaders, and advisory group, to set the criteria of measurement. Others suggested that this group could work with a third party to construct and implement these common



## Bright Ideas

Build measurement in at the conceptual stage of any program, and allocate sufficient funding

Employ Web-based business intelligence tools for real-time data tracking

Create a Service Impact Index that measures the effectiveness of various organizations in both the public and private sector

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“Our dialogue with the American people has confirmed something we already knew: While Congress has expanded our mandate and given us more resources to do our work, the American people now expect us to use this opportunity to take service to the next level. That means more of a focus on measuring outcomes to ensure that our efforts are making a measurable difference. For too long, too many of us have been satisfied with knowing that we tried. In these tough times, it is not enough to try, we must succeed. In fulfilling the promise of the Serve America Act, we must demonstrate that service is a real solution to our national challenges.”

**Patrick Corvington**  
 Chief Executive Officer of the Corporation for National and Community Service

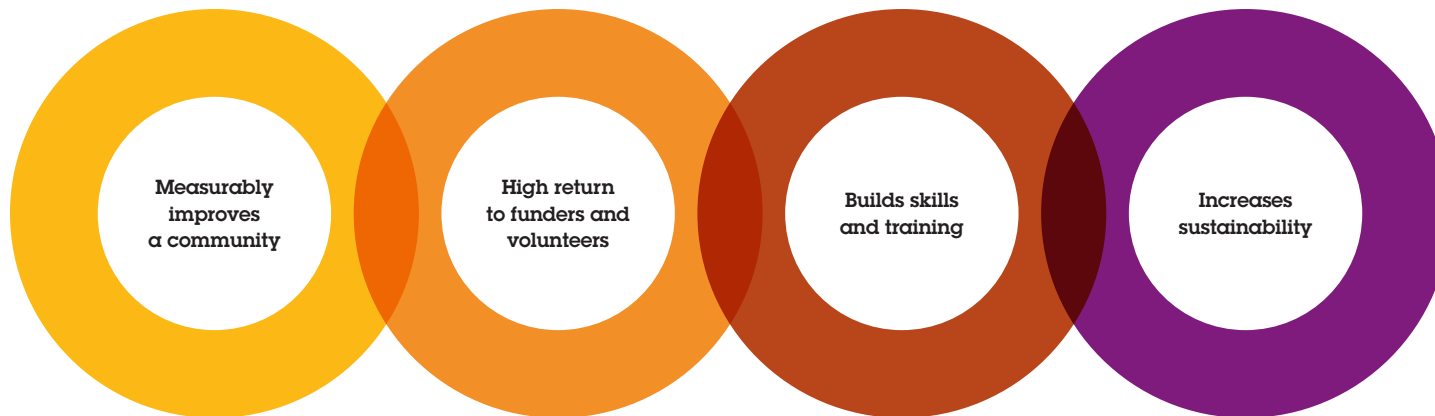
standards. Objectivity being one reason for this approach. The other being cost savings.

“It would be nice if service organizations did not have to invest too many resources in measurement,” said Laura Norvig, technical services librarian at ETR Associates. “Measures could be more objective, more standardized across the nation and more professionally collected, presented, and leveraged if some foundations or other funders would step up and fund third-party organizations to be experts in measurement. For example, you could have an organization that is an expert

in measuring outcomes of teen pregnancy prevention; a different organization that was an expert in measuring outcomes of dropout prevention; etc. These measurement experts could partner with university researchers or even university service learning students. The data would be made easily available to all on the Web. It’s understood that measurement is always a sensitive topic because hard numbers don’t always tell the whole story—but in this scenario, organizations could spend more time on storytelling and less time crunching numbers.”

**Defining Service**

Jam participants spent time debating what constitutes a valuable service. These were among the common elements:



**Online Resources**  
 Wikiprogress is a global platform for sharing information on evaluating societal progress  
[www.wikiprogress.org](http://www.wikiprogress.org)  
 Points of Light Institute’s HandsOn Network tool for measuring volunteer programs  
[www.trueimpact.com/measuring-volunteerism](http://www.trueimpact.com/measuring-volunteerism)

# The Right Metrics

*Part of the reason agreeing on a standard set of metrics is so difficult is because choosing the right metrics is so vitally important.*

In the private sector, businesses spend significant time and money ensuring that the key performance indicators they use to measure their success align with the strategic goals of

the corporation. These metrics serve as the guideposts for entire organizations. And the same holds true for nonprofits. That's why many Jam participants pointed out that the majority of the investment in impact measurement must come before a single data point is collected. It must come in defining the right measures for success.

“I wonder if the social sector might make more progress if, whenever they reported a metric (either internally or externally), they included a notation of how that metric helps

## Tools and Technology

### Dashboards, Scorecards, and BI

Businesses spend months developing proper metrics and track them using business intelligence software and dashboards. Nonprofits can do the same and ensure they are working toward meaningful goals.

### Mobile Devices

Collecting success metrics from the field using mobile devices would allow for mid-project course corrections.

### Why We Serve

# 3,522

cases of Dengue fever were registered in the Brazilian city Manaus during 2008. The following year, health workers began to record Dengue fever outbreaks in real time using Nokia mobile phones, increasing the effectiveness of treatment and contributing to a 93% decrease in the number of cases in 2009.

source: [www.nokia.com/corporate-responsibility/society/nokia-data-gathering/english/health](http://www.nokia.com/corporate-responsibility/society/nokia-data-gathering/english/health)

“To address and help solve our global problems we need a quantum leap in full-time international service. To that end, President Obama has called for a doubling of the Peace Corps, and says he will encourage other countries to send their own volunteers to work side-by-side with Americans overseas. It’s time for all nations to work together to develop effective programs through which dedicated full-time volunteers can make a difference.”

**Senator Harris L. Wofford**

them to better manage toward their Big Goal,” said Farron Levy, president, True Impact. “I suspect that—if implemented—a lot of what’s currently being measured would either be:  
 a) adjusted to better capture practical and useful performance information (when the current metrics are discovered to not really convey anything useful), or b) incorporated into managerial decision-making processes (when current metrics

are discovered to have useful information that are never actually considered and acted upon).”

Also of concern to Jam participants was which stakeholder gets to define the metrics of success for a particular project. For example, many complained that funders of projects often get to decide the metrics they would like to capture. But often those metrics do not align with the needs of the community

### Real-Time Metrics

Being able to change course in the midst of a service project is a luxury that not many nonprofits enjoy. To do this properly requires a constant stream of feedback from the field, allowing managers to measure progress against specific goals in real time.

Many participants saw the potential of mobile devices to aid in this real-time data collection. “There are so many ways to collect quantitative data, between iPads, smartphone surveys, and other digital tools,” said one Jam participant. “They can help the volunteer keep on track, provide input for the organization being served, and allow for midstream changes.”

To do it right, however, takes planning and strong leadership, as this Jam participant notes:



**Karen Wan**

Director at Sustaining Stories

“When I created a successful green business program called the Waste to Profit Network for the City of Chicago, one of the keys to our success was our ability to collect results while the program was underway. I worked at an NGO at the time, and performance measurement is an area that NGOs tend to avoid. We found that collecting measurements was helpful in grant development, encouraging companies to participate in the program, and as a way to fine tune the program. By having a measurement collection/validation approach from the beginning, we could grow the program from 20,000 tons of waste diverted in the first year to over 100,000 tons diverted within three years. To be fair though, measurement collection was time consuming and often times questioned by our staff. Leaders of social projects have to lead the way for their staff.”

or the nonprofit. (See Money Talks below.) More complicated than this, however, is reconciling the respective measures of success of a nonprofit and the community it serves.

“Local cultures may have their own perception of what they need, and we need to understand that so that we can select the kind of services that they would most appreciate,” said Dennis Resurreccion, a procurement professional at IBM. “But it does not mean that just because a certain community does

not value educational services, for example, it is not needed. It may simply be that the community does not realize yet that it will help them get something else that they really want.”

The implication here is that metrics of success are not just important for nonprofits and their funders, but also to the communities they serve. If the recipients of these services can’t see their value in practical terms, they may be less willing to accept them.

### Money Talks

When various stakeholders come to a project with different goals, establishing success metrics that satisfy all involved can be challenging. Here is one Jam participant’s take on the problem, and his suggestions for improvement:



“I think most service organizations (private or public) are realizing that we live in an age of measurement. It has been pointed out that a key challenge many organizations face when measuring their success is input/output vs. outcome. Most of the responsibility for doing this measurement is placed on the service-providing organization (which is appropriate).

However, now that I’ve moved from being the funded to being the funder, I think we often underplay the role that the funder should play. I’ve seen situations where the funder imposes measures on the funded organization. “Congratulations on receiving your grant; we need you to track these three measures.” This may be so that the funder can more easily ‘roll up’ their impact across multiple projects, because they want to make sure the funded organization knows someone is watching, or because they genuinely believe their measures are the best. However, these imposed measures are not always applicable, and sometimes not even measures of outcome.

In these unfortunate situations, the funder is potentially pushing the funded organization off-track and focusing them on artificial goals instead of true impact. I personally feel that more funders should devote resources toward working with the funded organizations to determine appropriate, specific measures. This type of “technical assistance” is rarely offered. In addition, more funders should provide an additional set-aside of money to the funded organizations specifically for the purpose of evaluation and tracking. Funded organizations often don’t have the resources to do a meaningful analysis, which is why so many get stuck measuring the easily obtained inputs and outputs. From government to businesses to foundations, funders have a lot of influence and need to ensure they are using that influence responsibly to promote appropriate measurement of outcomes.”

# Next Steps

## From Ideas to Action

As contributors to the Service Jam, we at IBM are thrilled with the level of participation, the quality of insights, and the passion with which the process was conducted. We are thankful that so many smart, accomplished, and driven people trusted the process, and shared freely with the service community. And we think we have generated an important piece of thought leadership as a result.

But we also hope that leaders within the service community, the private sector, and government listen to and understand what Jam participants had to say. And we hope that understanding leads to action.

For its part, IBM will be committing to a number of initiatives over the course of 2011, each of which arose directly from the insights gleaned through the Service Jam process. We hope to work closely with our many government, private sector, and nonprofit partners to make these efforts as relevant and effective as possible:

### *Service Learning*

IBM will convene a group of leaders from the private sector, government and nonprofits to work with Achieve, Inc.—an independent, bipartisan, nonprofit education reform organization based in Washington, D.C. that has been contracted to work with states to adopt Common Core Standards—to help make service learning an integral part of evolving national academic standards in the United States.

### *Measuring Impact*

IBM will donate technology and resources to the collaborative development of a Web-based social return on investment (SROI) measurement tool that defines service indicators and helps nonprofits measure success.

### *Volunteer Management*

IBM will create and package solutions that leverage the company's project management methodologies to help nonprofits prepare to receive volunteers, and corporations to offer them. The solution will be offered by IBMers around the world.

Like the Service Jam itself, each of these efforts will be conducted in the spirit of open collaboration. And each will be designed to deliver on the promise of the Jam; to provide better service to the people who need it.



# Premier Partners

IBM is pleased to acknowledge the following Service Jam Premier Partners:



Campus Compact



Croce Rossa Italiana



02	A Commitment to Serve
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## Premier Partners *(continued)*



### Additional Premier Partners include:

American Red Cross  
Australian Social Innovation Exchange  
CDI Foundation  
Corporation for National & Community Service (CNS)  
EABIS  
Give To Colombia Foundation  
Junior Achievement Worldwide  
National Council of Voluntary Organisations  
UFB (United Fund for Belgium)  
USAID

America's Promise  
Boston College–Centre for Corporate Citizenship  
CEV–The European Volunteer Centre  
Council of Foundations Corporate Committee  
Fundraising Verband Austria  
Independent Sector  
PTT Exploration and Production Public  
The Body Shop  
UFRJ–Universidade Federal do Rio de Janeiro

# Hosts

IBM thanks the 22 discussion forum hosts who fostered meaningful dialogue about service across the eight issue areas summarized in the Service Jam report.

## Quantum Leaps in Service



**John Bridgeland**  
 President & CEO  
 Civic Enterprises

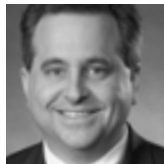


**Steve Gunderson**  
 President & CEO  
 Council on  
 Foundations



**Stan S. Litow**  
 Vice President,  
 Corporate Citizenship  
 & Corporate  
 Affairs IBM

## The Digital Revolution in Service



**Michael Brown**  
 CEO & Co-Founder  
 City Year



**Bruno Di Leo**  
 General Manager  
 IBM Growth Markets



**Matthew Salier**  
 National Engagement  
 Manager  
 The Smith Family,  
 Australia

## Empowering the Individual



**Alvaro Henzler**  
 Executive President  
 Enseña Perú



**Michelle Nunn**  
 CEO, Points of Light  
 Institute  
 Co-Founder,  
 HandsOn Network



**Gloria Rubio-Cortes**  
 President  
 National Civic  
 League

## Progress through Collaboration



**Sidney E. Goodfriend**  
 Vice President  
 Digital Opportunity  
 Trust, Turkey

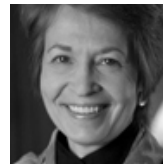


**Jane Jamieson**  
 Chairman and  
 Founder  
 American Corporate  
 Partners



**Sonal Shah**  
 Deputy Assistant to the  
 President & Director  
 White House Office of  
 Social Innovation and  
 Civic Participation

## Increasing Value & Impact of Service



**Diana Aviv**  
 President & CEO  
 Independent Sector



**Jonathan Reckford**  
 CEO  
 Habitat For Humanity  
 International



**Deirdre White**  
 President & CEO  
 CDC Development  
 Solutions

## Global Challenges, Local Action



**James Anderson**  
 Cities of Service



**Brian A. Gallagher**  
 President & CEO  
 United Way  
 Worldwide



**Ariel Kestens**  
 Head of Support  
 Services International  
 Federation of Red  
 Cross and Red Crescent  
 Societies, Americas

## Scaling Impact



**Marcia Ito**  
 M.D., PhD, State  
 Technology  
 Education Center  
 Paula Souza, Brazil



**Alan Khazei**  
 CEO & Founder  
 Be the Change

## Measuring Social Impact



**Patrick Corvington**  
 CEO  
 Corporation for  
 National &  
 Community Service



**Rosabeth M. Kanter**  
 Ernest L. Arbuckle  
 Professor of Business  
 Administration  
 Harvard Business  
 School

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## Special Guests

Service Jam is grateful to the following distinguished guests for jamming with us



**C. B. Bhattacharya**  
Full Professor and E.ON Chair in  
Corporate Responsibility  
European School of Management  
and Technology



**Dr. Michael Bürsch**  
Former Member of the Bundestag  
and Founder CCCD Centrum für  
Corporate Citizenship Deutschland,  
Germany



**George H. W. Bush**  
41<sup>st</sup> President of the United States



**Neil Bush**  
Chairman & CEO  
Nexus Energy



**Jean Case**  
CEO  
The Case Foundation



**Dottor Ugo Castellano**  
Chief Operating Officer  
Sodalitas Foundation, Italy



**Ray Chambers**  
U.N. Secretary-General's Special  
Envoy for Malaria



**João Falcão e Cunha**  
Professor (Ph.D.)  
University of Porto, Portugal



**Kevin Curley**  
CEO  
National Association for Voluntary  
and Community Action, U.K.



**Marc-Philippe Daubresse**  
former Minister for  
Youth and Solidarity, France



**Justin Davis-Smith**  
CEO  
Volunteering England, U.K.



**Christine Fang**  
CEO  
Hong Kong Council of Social Service  
(HKCSS)



**Marina Gerini**  
Director-General for Volunteering  
Ministry of Labour, Italy



**John Gomperts**  
Director  
AmeriCorps



**Eva Hambach**  
President  
European Volunteer Centre

## Special Guests *(continued)*



**Paul Henderson**  
 Executive Director, Engagement  
 The Smith Family, Australia



**Ben Kernighan**  
 Deputy CEO  
 National Council for Voluntary  
 Organisations, U.K.



**Randy MacDonald**  
 Senior VP  
 IBM



**Momo Mahadav**  
 President & CEO  
 Maala Business for  
 Social Responsibility, Israel



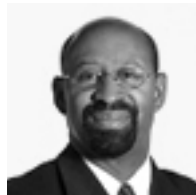
**Prof. Dr. Lucas Meijs**  
 Professor of Strategic Philanthropy  
 & Volunteering  
 Erasmus Centre for Strategic  
 Philanthropy, Erasmus University



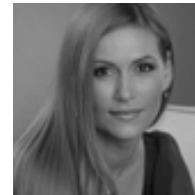
**Øistein Mjærum**  
 Head of Industry Relations  
 Red Cross Norway



**Geoff Mulgan**  
 Director  
 Young Foundation



**Michael Nutter**  
 Mayor, City of Philadelphia



**Luminita Oprea**  
 Founder  
 Saga Business & Community,  
 Romania



**Sam Palmisano**  
 CEO  
 IBM



**Ginni Rometty**  
 Sr. Vice President, Sales,  
 Marketing and Strategy  
 IBM



**Elena Topoleva**  
 Founder and Director  
 Agency of Social Information,  
 Russia



**Czeslaw Walek**  
 Director of the Governmental Office  
 for Human Rights, Czech Republic



**Lord Nat Wei**  
 Special Advisor to the Prime Minister  
 The Big Society, U.K.



**Harris Wofford**  
 Former U.S. Senator, 1991-95,  
 Pennsylvania

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# General Partners

## Individual Partners

### North America

Bill Basil  
 Rebecca Berne and Geri Mannon  
 Elizabeth Blake  
 Siko Bouterse  
 Dr. Robert Bruininks  
 Marsha Bullard  
 Kara I. Carlisle  
 Marilee Chinnici-Zuecher  
 Cheryl Dorsey  
 Bill Drayton  
 Abby Falk  
 Don Floyd  
 John Gomperts  
 Jonathan Greenblat  
 Bill Hodgeterp  
 Steve Hollingworth  
 Hon. Kathleen Kennedy Townsend  
 Katherine Lauderdale  
 Scott Lorenz  
 Nancy Lubin  
 Brady Lum  
 Michael Lynch  
 Aaron Marquez  
 Rosa Moreno-Mahoney  
 Gail Nayowith  
 Phil Noble  
 Khuloud Odeh  
 Barbara Quintance  
 Victoria Reggie Kennedy  
 Dr. Judith Smith  
 Alan Solomont  
 Susanne Spero  
 Silda Wall Spitzer  
 Lester Strong  
 Amity Tripp  
 Kelly Ward  
 Steve Waldman

### Asia Pacific

Dr. Jane Ching-Kwan  
 Patrick Coleman  
 Rajeev Gowda  
 Damith Hettihewa  
 Dharshana Jayasuriya  
 Guo Liping  
 RK Misra  
 Leigh Purnell  
 Rachael Simmelmann  
 Feng Xiaoxia  
 Wang Yan

### Europe/Middle East/Africa

João Alves  
 Maria Barroso  
 M de Caulle  
 Maria Cavaco Silva  
 Dame Julia Cleverdon  
 Anna Coliva  
 Luca De Biase  
 David Douillet  
 Sergio Escobar  
 Catarina Furtado  
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 Anna Lo Bianco  
 President Mary McAlesse  
 Niall Mellon  
 Alun Michael MP  
 Muriel Marland-Millitello  
 João Reis  
 Maria José Ritta  
 Angela Smith MP  
 Rt. Hon. Stephen Timms MP  
 Eleni Vassilika  
 Annalisa Zanni

## Organization Partners

### North America

3M  
 A.J. Whittenberg Elementary School  
 Accenture  
 Albuquerque Public Schools  
 Alliance  
 America Forward Coalition  
 American Cancer Society  
 Applied Materials  
 The ARC  
 Ashoka  
 Aspirations  
 Association of Baltimore Grantmakers  
 Atlanta Community Food Bank  
 Atlanta Urban League  
 Babson Social Innovation Lab  
 Bank of America  
 Bergen County Volunteers  
 Big Brothers Big Sisters—Georgia  
 Boca Raton Chamber  
 Bolder Giving  
 Boston Cares  
 Boston College for Corporate Citizenship  
 Boys and Girls Clubs of America  
 Boys and Girls Clubs of Metro Atlanta  
 Brown Swearer Center for Public Service  
 Business Volunteers United  
 The Calgary Foundation  
 California MESA  
 Carter Center  
 CDC Development Solutions  
 Center for American Progress  
 Center for Civic Diplomacy  
 Center for Civil and Human Rights  
 Center for Employment Training  
 Center for Puppetry Arts  
 Center for Youth Development,  
 University of Minnesota

CentrePoint  
 Charleston Country School District  
 Charleston Museum  
 Charlotte Arts and Science Council  
 Charlotte Mecklenburg Schools  
 Child Care Council  
 Children's Museum of Atlanta:  
 ImagineIt!  
 Chittenden Community Television  
 Chittenden County United Way  
 City of Baltimore  
 City of Charleston  
 City of Columbia  
 City of Greenville  
 City of Newark  
 Civic Enterprises  
 Civic Ventures  
 Coastal Community Foundation of  
 South Carolina  
 Code for America  
 Columbia Business School  
 Columbia Museum of Art  
 Common Impact  
 Communities in Schools  
 Communities in Schools—Atlanta  
 Communities in Schools—Georgia  
 Community Foundation of  
 Greater Atlanta  
 Community Matters Group  
 Computer History Museum  
 Computers for Youth—Atlanta  
 Covenant House  
 Corporate Volunteer Council  
 of Atlanta  
 Corporation for National Service  
 Coyote Communications  
 Craigslist Foundation  
 Creative Arts Agency  
 Dallas Regional Chamber

Deloitte  
 Donor's Forum  
 Donors Choose  
 ECHO Lake Aquarium &  
 Science Center  
 EnCorps  
 Espanola Public School District  
 The Extraordinaries  
 Fairleigh Dickinson University  
 Feeding America  
 Fletcher Allen Community  
 Health Foundation  
 Florida Chamber Foundation  
 Foothills United Way  
 Forum of Regional Grantmakers  
 Foundation for the Carolinas  
 Foundations for Education  
 Excellence  
 Ft. Worth Chamber  
 Full Circle Fund  
 Furman University  
 Gap  
 The Gates Foundation  
 General Electric  
 General Mills  
 The Georgia Center for Nonprofits  
 Georgia Partnership for  
 Excellence in Education  
 Girl Scout Council of Minnesota  
 and Wisconsin River Valleys  
 GlaxoSmithKline  
 Goldman Sachs  
 Grantmakers for Education  
 Greater DC Cares  
 Greater Philadelphia Cares  
 The Greensboro Partnership  
 Greenville Family Partnership  
 Greenville Technical College  
 Habitat for Humanity—Atlanta

## General Partners *(continued)*

Hands on Atlanta	National Black Arts Festival	Sahana	United Way of the	Vermont Commission on National
Hands on Greenville	National Museum of African	San Francisco Education Fund	Greater Capital Region	& Community Service
Harvard Business School and	American History and Culture	San Francisco Planning	United Way of Greater Cleveland	Vermont Community Foundation
Kennedy School of Public Policy	National Service Coalition	and Urban Research	United Way of Greater	Voices for Georgia's Children
Hazen Foundation	National Summer Learning Association	SC Johnson	Richmond & Petersburg	Volunteer Center of North Texas
Hispanic Foundation Silicon Valley	National Youth Leadership Council	Schnectady Science Museum	United Way of Greater Rochester	Volunteer Center of United Way
Historic Columbia Foundation	The Nature Conservancy	SER—Jobs for Progress National	United Way of Greensboro	Volunteer USA
The Howard Gilman Foundation	New Jersey Cares	Silicon Valley Leadership Group	United Way of Greenville County	VolunteerMatch
Industry Initiatives for Science and	New Jersey Chamber of Commerce	Sky's The Limit	United Way of Larimer County	Walmart
Math Education	New Mexico Commission for	Society of Hispanic	United Way of Long Island	Waterlution
INSEAD—France/Singapore	Community Volunteerism	Professional Engineers	United Way of Massachusetts Bay	Westchester Community College
Institute for Competitive Workforce	New Mexico Highlands University	South Carolina Historical Society	and Merrimack Valley	The White House—Social
Intel Corporation	New Mexico State University	South Carolina State Museum	United Way of Mercer County	Innovation, Domestic Policy
International Health Fellows	New York Cares	Southeastern Council of Foundations	United Way of	Women's Enterprise
Jane Addams Hull House	North Charleston Government	St. Vrain Valley School District	Metropolitan Atlanta	Development Center
JFK Library & Museum	NYC Service	Stanford Business School—Center of	United Way of Miami Dade	Woodruff Arts Center
JPMorgan Chase	NYU—Stern School of Business,	Social Innovation	United Way of Middle Tennessee	World Vision
Junior Achievement of Canada	Wagner School of Public Service	StartingBloc	United Way of New York State	World Vision Canada
Junior Achievement of Georgia	Oasis Haven for Women & Children	TAARII	United Way of NYC	Yale School of Management
KPMG	Office of U.S. Senator Robert Menendez	Target	United Way of Ottawa	Year Up Atlanta
Leadership Academy	Said Business School,	The 519	United Way of Palm Beach	Yellow Brick House
Literacy Volunteers of Union County	University of Oxford	Timberland	United Way of Tarrant	YMCA Greater Toronto
Los Alamos National Laboratory	PACE—Philanthropy for	Toronto Community Foundation	United Way of the Central Carolinas	Yonkers Partners in Education
Foundation	Active Civic Engagement	Trident United Way	United Way of the Midlands	York Region Catholic School Board
Maryland Business Roundtable	PACER Center	Triple Pundit	United Way of Toronto	York University
for Education	Pathways to Education	UC Berkeley—Haas School	United Way of Union County	
Mayor's Mentoring Alliance	PepsiCo Refresh Project	of Business	United Way of Weld County	
Medtronic	Pfizer	Union County College	United Way of Westchester & Putnam	<b>Latin America</b>
Meedan	Philadelphia Academies	United Way for Southeastern Michigan	United Way of York Region	Accion RSE
Metropolitan Community Church	Philadelphia Education Fund	United Way of Bergen County	United Way SEPA	AFP Integra/Grupo ING
of Toronto	Pikes Peak United Way	United Way of Burlington County	United Way Silicon Valley	Agência Envolverde
Microskills	Posse Atlanta	United Way of Canada	University of Memphis	Agencia Nacional de
Microsoft	Public Broadcasting Atlanta	United Way of Central Alabama	University of Pennsylvania—Wharton	Investigación e Innovación
Mile High United Way	Red Cross of Metro Atlanta	United Way of Central Jersey	UPS	AGESIC
Minerva Foundation	Regional Development Corporation	United Way of Central Maryland	Urban League	Alcoa
Minnesota 4-H, University of Minnesota	ReServe	United Way of Central West Virginia	U.S. Chamber Business Civic	Aliadas en Cadena A.C.
MIT Sloan	Richland One	United Way of Dallas	Leadership Center	Alianza Social de Venamcham
Morgan Stanley	Robert Lee YMCA	United Way of Essex &	Ushahidi	AmCham
MTV Staff	Rockefeller Foundation	West Hudson Counties	Valley of the Sun United Way	AmCham Peru
				American Institutes for Research

## General Partners *(continued)*

Aprenda Grupo ACP	Comunidad Mujer	Fundación BBVA Bancomer, A.C.	Inabif	Movimento Nossa São Paulo E
ARCOR	Comunitas	Fundación Belcorp	Instituto Nacional de Educação	Instituto São Paulo Sustentável
Associação Casa Hope	Conexion Colombia	Fundación Chedraui	de Surdos	Movimento Todos Pela Educação
Associação Cidade	Consejo Empresario para el	Fundación Chile	Info Exame	Municipalidad De Peñalolen
Escola Aprendiz	Desarrollo Sostenible	Fundación del Empresariado	Information Week	Museo Centro Semilla
Associação Congregação	Consejo Nacional de	en México, A.C.	Instituto Akatu	Museo Interactivo Infantil, A.C.
Santa Catarina	Fomento Educativo	Fundación del Viso	Instituto Algar	NATURA
Associação Fluminense de	Convergência Digital	Fundación Desarrollo Integral de	Instituto Apoyo	Ocean Futures Society
Reabilitação	Corfo	Nuevo Pachacútec	Instituto Ayrton Senna	Odebrecht
Associação Telecentros de	Cruz Roja	Fundación Empresarios	Instituto Bosch	Oi Futuro
Informação e Negócios	Decision Report	por la Educación	Instituto Brilho Brasileiro	Open Door
Atletas Pela Cidadania	DERES	Fundación Esquel	Instituto Crescer	Organización Cisneros
Avanti	DESEM—Junior Achievement	Fundación Global AC&T	Instituto Da Criança	Organization of Women in
Avape	Dialeto	Fundación Mario Santo Domingo	Instituto de Servicios Educativos y	International Trade
AXA	DIGETE	Fundación País Digital	Pedagógicos	The Nature Conservancy
Banco de Crédito del Perú	Dividendo por Colombia/United Way	Fundación Para El Desarrollo	Instituto Empreender	Palas Athena
Banco Real	Eletrocooperativa	Solidario—Fundades	Instituto Ethos	Perfil Empresario
BBVA Bancomer	Empresarios por la Educación	Fundación SES	Instituto JBS	Persona de Impacto Social
Bradesco	Enlaces	Fundación Telefónica	Instituto Mara Gabrilli	Petrópolis—Tecnópolis
Brasscom	ESPN	Fundación Todo Chile Enter	Instituto Sangari	Pizzolante Strategic Communicator
Cadena Capriles	Esso	FUNDALEU—Fundacion para	Instituto Sergio Magnani	Poder Ciudadano
Cámara Comercio de Santiago	Estação Ciência	Combatar la Leucemia	Instituto Sou Da Paz	Prefeitura de Hortolândia—
Cámara de Comercio de Bogotá	Experto en Educación	Fundep	Instituto Tecnologico Y De Estudios	Secretaria de Cultura
CBI Perú	Facultad de Ingeniería de	Gas Natural Ban S.A.	Superiores De Monterrey	Pró-Saber Rio de Janeiro
CCR NovaDutra	Sistemas, Universidad de Lima	GE	Instituto Unibanco	Prodam
CDI	Fiat Group	Gerdau	Instituto Walmart	Rede Cidadã
CEADS	Fondo Unido, A.C.	GIFE	Integrare Chile	Revista Ideia Sócio Ambiental
CEFET RJ	Fundação Bradesco	Gobierno de la Ciudad de	Intel	Revista Página 22
Centro Cultural Banco do Brasil	Fundação Certi	Buenos Aires	I Razão Social	Revista Plurade
Centro Cultural São Paulo	Fundação Dom Cabral	Gobierno del Distrito Federal/	Javeriana University	Red de Información para el
Centro da Cultura Judaica	Fundação Gol de Letra	Secretaría de Salud	J.LEIVA	Tercer Sector
Cepes	Fundação Odebrecht	Grupo Mais Unidos/	Kimberly-Clark Argentina S.A.	Banco Santander
Christel House de México, A.C.	Fundação Osesp	Embaixada Americana	La Burbuja Museo Del Niño, A.C.	SAP
Cidade do Conhecimento	Fundação Padre Anchieta	Happy Hearts Foundation	La Usina	Scotiabank
CIDATT	Fundação Roberto Marinho	Hospital Pequeno Principe	Laboratorio Tecnológico del	Secretaria de Ciência e Tecnologia
CIELO	Fundação Telefonica	IARSE	Uruguay	do RJ
Compañía Minera Antamina	Fundação Universitaria Jose Bonifacio	Instituto de Estudios para la	Ministerio De Educación	Secretaria de Educação de
Computer World	Fundação Volkswagen	Sustentabilidad Corporativa	Ministério Do Esporte	Indiatubta
ComunicaRSE	Fundación Aliarse	IMAN Anima Mundi	Minkando	Secretaria de Educação de São Paulo



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## General Partners *(continued)*

Serasa	Visão Mundial	British American Tobacco Malaysia	Gawad Kalinga	Multicultural Learning and Support Services
Servicios Educativos del Estado de Sonora	Vivo	BSR	GMR Varadaxmi Foundation	MV Foundation
SIMG Center	<b>Asia Pacific</b>	Business Council for Sustainable Development in Malaysia	Hanoi Teacher Training College	Myrada
Sistema para el Desarrollo Integral de la Familia de Chihuahua	ABS-CBN Foundation	CCCC	Hear for You	Nanyang Technological University
Sociedad Instrucción Primaria Sofófa	Adult Multicultural Educational Services	Central Board of Secondary Education	Heinz	NASSCOM Foundation
Sordociegos de Venezuela A.C.	Akshara Foundation	CFCFSR	Hitotsubashi University	National Australia Bank
Southern Peru Copper Corporation	Alpha Company	Chaitanya	HSBC Bank Malaysia Berhad	National Chengchi University
Stakeholders Magazine	Amcham China	Charity Platform, JustGiving	ICTA	National Council of Social Welfare & Social Development Malaysia
Suzano	American Chamber Foundation	Japan Foundation	IJM Corporation Berhad	National Foods Limited
Techsoup Brasil	American Chamber of Commerce	Chengdu Municipal Official	Industrial Technology Research Institute	National Heritage Board
Telecom	Andhra Pradesh Residential Educational Institutions Society	Chennai Municipal Corporation	INSEAD—France/Singapore	National Library Board
Telefe-Television Federal S.A.	Angeles University Foundation	Cheung Kong Graduate School of Business	Institute of Corporate Responsibility Malaysia	National Taiwan University
LS84 TV Canal 11	ANZ	China Merchants Bank	Institute of Information Technology	National University of Singapore
Telefónica	The APC Center	China Scholarship Council	Institute of Strategic and International Studies, Malaysia	National Volunteer & Philanthropy Centre
Telmex Perú	ASEEMA Foundation	Cisco	Institute of Technical Education	Nestle Malaysia Berhad
TI Inside	Asia Pacific College	City of Manukau Education Trust	International Rice Research Institute	New Concept Information Systems Pvt. Ltd.
Trompo Mágico Museo Interactivo	Asia Pacific Institute of Information Technology	Commission on Information & Communications Technology	International Youth Foundation	Nokia
Universidad Católica de Córdoba	Asian Institute of Management	Connecting Up	Junior Achievement of Korea	Northport Malaysia Berhad
UNESCO	ASTRO	Connex Melbourne	Janaagraha	NTUC First Campus Co-operative Ltd.
UNICEF	ATRIEV	Credit Information Bureau of Sri Lanka	Janani Foods Pvt Ltd.	NZ Kindergartens
United Way Venezuela	Australia Post	CSL Limited	KAO	Optus
Universia—Grupo Santander	Australian Business Arts Foundation	CSR Asia	KEMAS	Origin Energy
Universidad Anáhuac	Australian Business Volunteers	DHL Corporate, Singapore	Kiddy Junction Pte Ltd	Oxfam
Universidad Argentina de la Empresa	Avert Society	DiGi	Kindergartens Parents Victoria	Pacific Hydro
Universidad Católica	AWAKE	DOT China	La Trobe University	PAP South West Community Development Council
Universidad de Chile	AWWA	Dr. Reddy's Laboratory	Landcare Australia	Paperlinx
Universidad de San Andrés	AXA	Entrepreneurs School of Asia	Leadership NZ	Patrikrama
Universidad Nacional Autónoma de México	Ayala Foundation	Executive Yuan	Malaysian Council for Child Welfare	Perdana Leadership Foundation
Universidad Nacional de Ingeniería	Baidu	E Exxon Mobil	Malaysian Institute of Economic Research	Philanthropy NZ
Universidad San Ignacio De Loyola	Beacon Foundation	EZ Vidya	Maxis Berhad	Philippine Business for Social Progress
Universidad Tecnológica Del Perú	BHP Billiton	Family Health International	Middletons	Philippine Red Cross
Universidade Metodista	Bombay Chamber of Commerce and Industry	Force of Nature Aid Foundation	Migi's Corner	Ping An of China
United Way Brasil	BP	Ford	MISC Berhad	Plan Australia
USAID	BP Malaysia	Foster's Group	MITRA	
Vale		Foundation for Young Australians		

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Planters Development Bank—SME Solutions	Team Energy Foundation	AESE	BI Norwegian School of Management	CMI
Port of Melbourne	Technical Aid to Disabled	Agency for Social Information	Big Change Foundation	CNP
The Pratham Education Initiative	Telstra	Air France	Bilanciarsi-Centro studi sulla sostenibilità d'impresa	Coach2B
Pratham InfoTech Foundation	Tenaga Nasional Berhad	Airbus	Biodiversity Conservation Center	Coca-Cola HBC Italia
PricewaterhouseCoopers Malaysia	Toyota	Alcatel Lucent	BMW	Community Service Volunteers
The Promise Foundation	Transfield Services	Alcoa	Bonduelle	Comunità di Sant'Egidio
RACV	Transurban	Alstom	Bouygues Telecom	Consejería de Familia y Asuntos Sociales
Raffles Campus Pte Ltd	Tribal Development Department of Government of Gujarat	Altis/Università Cattolica	Bracco SpA	Conselho Nacional para a Promoção do Voluntariado
Ranhill Berhad	Tzu Chi Foundation	Altran	Braun and Partners Romania	Coordinadora de ONGs para el Desarrollo-España
Resources for the Blind	United Nations Development Programme	Amgen Dompe	BUND e.V.	Corporate Citizenship Company
Ricoh	University of Melbourne	Andalucía	Business In the Community	Cranfield
The Royal Commonwealth Society (Malaysian Branch)	University of Moratuwa	Anima	Business Leaders Forum	Credit Agricole
The Rural Edge	Victoria University	Anvie	Cabinet Office-Office of the Third Sector	Credit Foncier
Sarvodaya Movement	VIP Packaging	AOK Rheinland	Caisse des Dépôts	CRNet OY
Save the Children Foundation	V-Line	AP-HP	Canarias	Croix Rouge
Self Employed Women's Association	Volunteer Auckland	APDETIC	Cantabria	CSR Association Turkey
Sensis	Volunteering NZ	Aragón	CARI	Czech Environmental Partnership Foundation
Shell	Volunteer Wellington	ARD Hauptstadtstudio	Caritas Salzburg: Salzburg/Tirol Unterland	Darussafaka Foundation
Shell Malaysia	Wellaging Center	Areva	Caritas Socialis	Dassault
Sime Darby	World Toilet Organization	Artsana Group	Carrefour	David Douillet
Singapore Chinese Chamber of Commerce and Industry	World Vision	Ashridge	CEED Romania	Demos Helsinki
Singapore Environment Council	World Youth International	ASN Bank	The Center of Talented Arab Youth	DePaul Slovakia
Singapore Management Univeristy	World Wildlife Fund	Asociación Semilla	Centro Pueblos Unidos	Der Tagesspiegel
The Smith Family	Xi'an Jiao Tong University	Association of Chief Executives of Voluntary Organisations	Centrum für bürgerschaftliches Engagement e.V.	Deutscher Bundestag
Software Institute for Rural Development	Young Global Leaders—WEF	Assolombarda	CerPhi	Deutscher Kulturrat e.V.
SP AusNet	Yuva India	Asturias	Consejo estatal RSE	Dexia
Sri Lanka Anti Narcotics Association	<b>Europe/Middle East/Africa</b>	Auchan	Christian-Albrechts-Universität zu Kiel	Deutscher Gewerkschaftsbund
St. Anthony Canossian Primary School	ABB Italia	AWO Bundesverband	Cisco Systems	Direcção Geral de Inovação e Desenvolvimento Curricular
State Trustees	Abbey	Axa	CITE	Diageo
STI College	Abgeordnetenbüro Sigmar Gabriel	Baleares	Citi	Diakonie Českobratrské církve evangelické
Taiwan Fund for Children and Families	Achmea	Baltic Sea Action Group	Citizenship Foundation	Diözese Innsbruck
Target	Acquisti & Sostenibilità	BAM	Cittadinanza Attiva Onlus	Disney
Tata Institute of Social Sciences	Acreditar	Banco Alimentar Contra a Fome	City University Trencin	Do It.Org
Teach for India	ActionAid International	Banco Alimentare	Člověk v Tísni	
	ADEMA	BBE	CMA-CGM	
	ADIE	BEL		
		Bertelsmann Stiftung		

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Donors Forum	Fondazione Gran Teatro La Fenice	Heureka	Koc University	Nature et Decouvertes
Dublin City University	Fondazione Guglielmo Marconi	Hilfsgemeinschaft der Blinden und Sehgeschwachen Österreichs	Konecranes	Navarra
Dynasty Foundation	Fondazione I-CSR	Holon Institute of Technology	Körber Stiftung	Nestlé
EADS	Fondazione Idis Città della Scienza	HNE/SWeka	KPMG	NEXUS
Ecureuil	Fondazione Johnson & Johnson	Hnuti	Kraft	Nicolat Hulot
Edenred	Forética	Hnuti Brontosaurus	Kronenbourg	The Norwegian Association of the Blind and Partially Sighted
Edison	Fortis	Hnuti Duha	Kuratorium Wiener Pensionisten—Wohnhäuser	The Norwegian Defence
Eiffage	France Active	Hochschule Darmstadt	L'Ausilioteca di Bologna	The Norwegian Labour and Welfare Administration
El Casal dels Infants del Raval	France TV	Hochschule für Soziale Arbeit	L'Occitane	Norwegian Red Cross
Elle	Frankfurter Rundschau	Hochschule für Verwaltungswissenschaften	L'Oréal	Norwegian University of Science and Technology
ENEL Cuore Onlus	Free	Speyer	La Merced Migraciones	Nottingham University
Enel SpA	Friedrich-Ebert-Stiftung	ICT Office	La Mondiale	Novartis
Erg SpA	Fundação EDP	Idealistas.org	La Poste	New World Resources
Ernst Young	Fundação Infantil Ronald McDonald	IESE business School	Le Résecau	Obra Social Caja Madrid
ESADE Business School	Fundação PT	IKEA	Leaders Romania	Observa
Escola Superior de Educação e Ciências Sociais	Fundação Vodafone	Immaginario Scientifico	LUKOIL	Orange – France Telecom
Eurocom	Fundación Chandra	INEX Sdružení Dobrovolnických Aktivit	Lyon 1 Fondation	Otevřená Společnost O.P.S.
Europa Akademie für Frauen in Politik & Wirtschaft	Fundación Germán Sánchez Ruipérez	Innovation Norway	MACSF	Oxford-Saïd Business School
Ev. Fachhochschule Freiburg	Fundación La Caixa	Institute for Volunteer Research	The Mannerheim League for Child Welfare	País Vasco
Zentrum für zivilgesellschaftliche Entwicklung	Fundación Lealtad	Intel	Martin Hirsch Organization	Pentapolis
Explora	Fundar	International Service Ireland	MdB a.D.	Petzl
Extremadura	Galicia	Irish Kidney Association	MdB, Bündnis 90/Grüne	Pfizer
Ferrovie dello Stato	Gas Natural Italia	Irish Life & Permanent	MdB, SPD	Philanthropy Institute
Friedrich-Ebert-Stiftung	GEA	ISCTE - Instituto Universitário de Lisboa	Mersin Chamber of Trade and Industry	Plataforma de Voluntariado de España
Festival della scienza di Genova	GRACE	ISLA Lisboa	Mersin Technoscope	PP Centrum Wolontariatu
FHTW	Gruppo Boehringer Ingelheim Italia	Istituto per i valori d'impresa	Ministerio de Trabajo e Inmigración	PPR
Finnish Business & Society	Gruppo2003	IT4Communities	Mittenmang Schleswig-Holstein e.V.	Pro Mente Wien
Financial Corporation URALSIB	Habitat for Humanity Romania	IUVENTA-Youth Institute, Ministry of Education	Moscow School of Management	Procter & Gamble
Finansbank	Habitat for Humanity Ireland	Jahoda	Motivations Romania	Rabobank
Foundation Abbe Pierre	Hamburgische Bürgerschaft	Johannes Gutenberg Universität Mainz	Mustela	Radboud University
Fondation De France	Handelsblatt	Junior Achievement Romania	MVO Nederland	Rama Yade organization
Fondazione Benetton	Handicapés et Informatique	Kanchi	NAKOS	RATP
Fondazione Don Carlo Gnocchi Onlus	Hansstadt Lübeck	Kesko	National College of Ireland	RBS
Fondazione Edison	Hart voor Amsterdam	KFH für Sozialwesen	National University of Ireland, Galway	Reach Volunteering
Fondazione Eni Enrico Mattei	Helsinki School of Economics	Koc Foundation	Nationale Anti Doping Agentur	Red Cross Romania
Fondazione Falcone	Hermes			Renault
	Hestia			

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The Research Council of Norway	T-Mobile	VHW e.V.
Rioja	Technoda	VINCI
Robert Bosch Stiftung	Telecom Italia	Vita Comunicazione
Romani CRISS Foundation	Telethon	Vodafone
Rotes Kreuz Wien: Wien	Terna	Voluntariado.net
RTÉ	Tetra Pak	Voluntary Service Overseas
Sabancı University	Teva	VSG—Innovative Sozialprojekte Linz
Sacem	Thales	The Wheel
Sanofi-Aventis	Time Bank	Wiener Tafel
Sapienza—Università di Roma	Total	WIND
Save the Children Romania	Treffpunkt Hilfsbereitschaft	Wissenschaftszentrum Berlin für Sozialforschung
Schneider Electric	Trinity College Dublin	WirtschaftsWoche
School Governors One Stop Shop	Triodos Bank	World Wildlife Fund
Groupe SEB	Trochu Jinak	Yorkshire Water
Secours Catholique—Caritas	TU Berlin	Yves Rocher
Secretaria de Estado da Juventude e Desportos—Voluntariado Jovem	UBS	
Senatskanzlei	U.K. Youth	
Seniorenbüro Hamburg e.V.	Unicités	
SFR	Unilever Italia	
Siberian Coal Energy Company	United Nations Development Program	
Siemens S.p.A	Univé	
SNCF	Università Milano Bicocca	
Sociedad San Vicente de Paul	Università Roma Sapineza	
Solidarios para el Desarrollo	Universität GH Essen	
Somfy	Universität Gießen	
ST Microelectronics	Universität Göttingen	
Staatskanzlei Rheinland-Pfalz	Universität Hannover	
Staatssekretärin A.D.	University College Dublin	
Stadt Bonn	University of Amsterdam	
Statoil	University of Bergen	
STEG Kommunikation	University of Oslo	
STEMNET—Science & Engineering Ambassadors	University of Tromsø	
Stiftung Mitarbeit	Unuversità di Sassari	
Stiftung Neue Verantwortung	UPM	
Student Volunteering U.K.	U.S. Fulbright Commission in Romania	
Süddeutsche Zeitung	Vinspired	
SWR Landessender Mainz	Valencia	
	VCA	
	Veolia	



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