INSTITUTIONAL CULTURE:
A CASE STUDY OF STAN HYWET HALL AND GARDENS’
RELIANCE ON VOLUNTEERS

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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>II. HISTORY AND CONTEXT</td>
<td>5</td>
</tr>
<tr>
<td>III. RELIANCE ON VOLUNTEERS: AN ORGANIZATIONAL PERSPECTIVE</td>
<td>10</td>
</tr>
<tr>
<td>Organizational Structure, Then and Now</td>
<td>10</td>
</tr>
<tr>
<td>Mission, Then and Now</td>
<td>14</td>
</tr>
<tr>
<td>Current Operations</td>
<td>17</td>
</tr>
<tr>
<td>IV. RELIANCE ON VOLUNTEERS: A VOLUNTEER PERSPECTIVE</td>
<td>20</td>
</tr>
<tr>
<td>Volunteer Makeup</td>
<td>20</td>
</tr>
<tr>
<td>Volunteer Recruitment, Training and Maintenance</td>
<td>22</td>
</tr>
<tr>
<td>Labor</td>
<td>27</td>
</tr>
<tr>
<td>V. THE EFFECT: INSTITUTIONAL CULTURE</td>
<td>30</td>
</tr>
<tr>
<td>Social and Work Groups</td>
<td>32</td>
</tr>
<tr>
<td>Relationship Dynamics</td>
<td>38</td>
</tr>
<tr>
<td>Perceptions of Investment</td>
<td>44</td>
</tr>
<tr>
<td>V. IMPLICATIONS OF CONTINUED RELIANCE</td>
<td>47</td>
</tr>
<tr>
<td>VI. CONCLUSION</td>
<td>51</td>
</tr>
</tbody>
</table>
BIBLIOGRAPHY ........................................................................................................................................... 53

APPENDICES ............................................................................................................................................ 56

APPENDIX A: THE SIX SOCIAL/WORK GROUPS OF STAN HYWET HALL & GARDENS ........................................ 57

APPENDIX B: IRB APPROVAL LETTER ..................................................................................................... 58
CHAPTER I
INTRODUCTION

According to the Bureau of Labor Statistics, between September 2005 and September 2006, an estimated 61.2 million people in the United States volunteered their time and labor through or for an organization. The estimated dollar value of the uncompensated time and labor is more than 280 billion dollars (www.independentsector.org). Most nonprofit organizations, the majority (73%) of which operate on less than $500,000 a year, heavily rely on the free time and labor provided by volunteers (www.independentsector.org). Were nonprofits to lose their volunteer workforce, many of the social, religious, and educational services they provide would come to a sudden halt. Stan Hywet Hall & Gardens, one of the largest historic home museums in the United States, is no exception.

This nationally significant historic house, museum, and gardens would never have been able to open its doors to the public without the support and dedication of a volunteer workforce (Kase, Heppner 2008). Throughout its existence as a museum, Stan Hywet has been
seemingly blessed with a large and loyal group of volunteers. The size of Stan Hywet’s volunteer workforce is unique in the nonprofit world, and many organizations would be pleased to have a similar sized volunteer base. With a staff of fewer than 60, the 70 acre museum has, and continues to rely heavily upon its approximately 700 volunteers for operations and maintenance support.

While research and data on volunteers and volunteering has become plentiful, its focus is often restricted to volunteer motivation, demographics, recruitment, and maintenance. The quantitative aspects, such as size, demographics, and cost effectiveness, of Stan Hywet’s reliance on a large volunteer base have been well documented by the institution. However, the unique size of Stan Hywet’s volunteer base, the number of years it has relied upon that base, and the organization’s intentions to continue to rely on that base pose many questions for both volunteer and organization. A qualitative analysis of the impact the organization and volunteers have had, and may have, on one another has room for exploration.

This thesis focuses on the institutional culture and unique relationship dynamics that have arisen at Stan Hywet Hall & Gardens relative to the initial and continued reliance upon volunteers to preserve and operate the organization. The exploration begins with a brief history; and continues with an examination of the organization as
a professional nonprofit institution, and the volunteers as the main workforce of the institution. The evolution of the relationship dynamics between the various groups of people who operate Stan Hywet, and the current institutional culture that exists at the organization, as a result of its heavy reliance on volunteers, are presented and discussed. The short-term and long-term implications for Stan Hywet, of continued reliance on its large volunteer workforce, are then explored.

The bulk of the information contained in this thesis was gathered through interviews of current and former Stan Hywet staff members and volunteers, and visitors to Stan Hywet Hall & Gardens, and through publications, materials, and survey results supplied by Stan Hywet’s Volunteer Department. Additional research was gathered from various scholarly journals and books, and from the Stan Hywet official website, www.stanhywet.org.

In particular, much of the information included in this paper comes from interviews conducted with Mary Kase, former Volunteer Director at Stan Hywet Hall & Gardens; Benjamin Bisbee, former Volunteer Director of Stan Hywet; and Mark Heppner, Vice President of Museum Services Division. Ms. Kase holds a B.A. in Home Economics from The University of Akron and a certification in Volunteer Administration from Kent State University. Her work has been focused
primarily on volunteer management, and she has worked at various organizations in this capacity for the last seventeen years. Mr. Bisbee holds a degree in Advanced Volunteer Management from Kent State University. He has worked for several large Ohio-based nonprofits, including Hattie Larlham and United Way, in a volunteer management capacity. Mr. Heppner holds a B.A. in History from Miami University and an M.A. in American History from Cleveland State University. The majority of his studies and work experience have focused on public history and archive management. He has worked for several Ohio historical and museum organizations over the last fifteen years, including the Western Reserve Historical Society, Hale Farm and Village, and the Berea Area Historical Society and History Museum.
CHAPTER II
HISTORY AND CONTEXT

During the early 20th century, the wealth of industrialists such as John D. Rockefeller, Eleuthere Irénée du Pont, and George W. Vanderbilt allowed them to build sprawling country estates, similar to those of titled European families (Aslett p.4). This movement, sometimes referred to as the American Country Estate Movement, was embraced by many of the American nouveau riche, and large manor homes and gardens were built across the United States. A notable example of this movement is evident in Akron, Ohio, for many decades known as the “Rubber Capital of the World”.

This chapter will briefly explore the history of the F.A. Seiberling family and their country estate, Stan Hywet Hall & Gardens. The well-known history of the family and the home has been researched and documented by the museum and is summarized on the institution’s website, www.stanhywet.org. The history is presented to the reader as a context from which to base the further discussion of the many social and institutional changes that have occurred within the museum, in the following chapters.
In 1912, construction began on the Tudor Revival home of Mr. F. A. Seiberling, founder of The Goodyear Tire & Rubber Company. Mr. and Mrs. Seiberling had previously traveled throughout England with architect Charles S. Schneider, a prominent Cleveland-based architect, to visit several well-known Tudor homes for inspiration for a home they planned to build on a large parcel of land located to the west of Akron. The Seiberlings also enlisted Warren H. Manning, a landscape architect from Boston, and Hugo F. Huber, an interior decorator from New York, to round out the creative team charged with designing their home and gardens.

Manning worked with Schneider to position the home to dramatic advantage. It was sited on the highest part of the 500+ acre property (Heppner 2007). To the west, a large stone terrace overlooked sprawling wooded areas. To the north was a sandstone quarry, which later became the Japanese garden and Lagoon. Other gardens were strategically placed around the estate.

Major construction of Stan Hywet Hall was completed in 1915, and Mr. And Mrs. Seiberling, along with their six children, took up residence in December. The family lived in the home from 1915-1955. During this time, the socially prominent and public-spirited Seiberlings celebrated many family events and made the house and grounds available for community celebrations as well.
Several marriages took place at Stan Hywet Hall, including the 1923 marriage of Irene Henrietta Seiberling to Milton Whately Harrison (Kase). Many notable celebrities and political figures, such as Will Rogers and President William Howard Taft, were guests at the estate. An example of the family’s involvement and generosity in the Akron area was the 1928 celebration hosted at Stan Hywet Hall honoring those who had lived in the city at least fifty years.

In 1955, F.A. Seiberling passed away, leaving his six heirs with a substantial amount of property and a dilemma: what to do with it all? According to Mary Kase, former Volunteer Director at Stan Hywet, much of the property was run-down and in need of repair. Unfortunately, many of the Seiberlings’ children had moved away from the area and had no desire to take over the property (Kase). The maintenance and taxes on the property were a burden to the family and in order to maintain the core of the house and gardens and to earn income, the surrounding acreage was sold off (Heppner 2007).

It was not until two years later, in 1957, that Mr. Seiberling’s heirs pulled together enough civic support to open the remaining estate as a museum for the public. The support the heirs gathered was mostly that of local women who personally knew the Seiberling family (Kase, Heppner 2008). These women were Stan Hywet Hall & Garden’s first volunteers.
According to Mark Heppner, Vice President of Museum Services and Curator of Stan Hywet, the women volunteers were convinced that they could “save” Stan Hywet and make it lucrative despite “research and male professionals who said it was not feasible.” In 1957, the Seiberling family gifted the land and buildings to the Women’s Committee with the understanding that the committee would have ten years to get the organization on its feet and running (Heppner 2008). The volunteers were successful; and in 1967, the family turned over ownership of the remaining collections and artifacts to the newly incorporated Stan Hywet Foundation (Heppner 2008). Irene Seiberling Harrison, the eldest Seiberling daughter, continued to live in the Gate Lodge on the museum grounds until her death in January 1999. At that time, the ownership of the Gate Lodge property transferred to Stan Hywet Hall & Gardens (Heppner 2006).

The home and gardens are currently one of only sixty-seven National Historic Landmarks (NHL) and one of fewer than twenty *Save America’s Treasures* projects in the state of Ohio (http://www.cr.nps.gov/nhl/) (www.aam-us.org). Stan Hywet is the only NHL and *Save America’s Treasures* project in the city of Akron. The American Association of Museums (AAM), a national organization that represents the museum community and develops standards and best practices for all museums it accredits, currently accredits Stan
Hywet Hall & Gardens, certifying that the museum is in compliance with the AAM’s high expectations for museum ethics and operational and curatorial standards.
Organizational Structure, Then and Now

At the time the family turned over the estate to the volunteer Women’s Committee of Stan Hywet, the volunteers were the main source of administrative structure for the organization. Although, in the early years, there was an 80+ member board and a paid director in charge of managing and directing the business affairs of the organization, volunteers held high positions of authority and responsibility. The early board was fairly hands-on, however, it was the volunteers who were left with many of the daily maintenance and operational responsibilities. The volunteers developed a group of roughly thirteen committees to manage the operations of the organization and overcome its challenges. Some of these committees still exist at Stan Hywet, and are overseen by various individuals on the now forty-person board.
Although the family had, upon handing over ownership of the property, insisted that as soon as financially feasible, an experienced curator be hired to run the estate, it was not until 1977 that the first director with an educational background and professional experience in running a historical organization, Mr. John Kerwood, was hired (Heppner 2007). Immediately, Kerwood began to implement changes in the organization that would transform it from an almost completely volunteer-run organization, to an organization with a large, professional staff. His first step in this direction was the hiring of a curator of collections, Linn G. McGlade, who had experience in both art history and collections management, finally fulfilling the requests of the Seiberling family and ensuring that the collections and property would be cared for through tested practices and museum standards. This occurred in 1978 (Heppner 2007).

According to Mark Heppner, while the early, large board was very hands-on and took on many of the day-to-day responsibilities of running the organization, many of them did not have the education or experience to provide the level of professional work that was required by the museum. Kerwood desired to expand the professional staff further to include professional positions in Marketing, Development and other standard organizational departments. However, the economy during the early 1980s inhibited large growth.
Throughout the late 1980s and early 1990s, Stan Hywet slowly grew to sustain approximately twenty-five to thirty full-time staff members, including its first Volunteer Director, Development Director, and Director of Education and Public Programming. In 1995, Stan Hywet’s current CEO, Harry P. Lynch, a museum administrator with a strong educational background in horticulture, was hired. Staff hiring remained minimal until the late 1990s, at which time the organization reached a point of great financial stability and was able to expand to a staff of over 100 paid positions (Heppner 2006, Kase). This financial stability and desire to expand also led to an increase in salaries for many staff members, particularly senior staff and Vice Presidents, enabling the retention of key leadership (Heppner 2007).

Over the course of the late 1990s and into the new millennium, the administrative structure was frequently overhauled with the intention of finding an efficient and sturdy administrative structure. By the end of the major fiscal and organizational expansion, several more Vice President positions had been added to fill the titles of Chief Operating Officer, Vice President of Marketing, Vice President of Development, Vice President of Museum Services, and Vice President of Business Affairs. In addition, paid staff replaced several volunteer positions, in order to support the newly opened café and the visitor services areas. Unfortunately, after the attacks of September 11th,
2001, and the downturn of the economy, the organization could not maintain its growth and was forced to “down-size and re-organize” (Heppner 2008).

In early 2005, the organization underwent another staff restructuring process. The 2001 blow to the stock market had severely depleted the organization’s endowment and Stan Hywet could not maintain the staff size it had developed in the late 1990s. Twenty staff members were let go or left at that time, including the Volunteer Director, Mary Kase. Volunteers were asked back to refill several positions they had been previously let go from (Heppner 2007). The letting go of staff members, resignation of the long-time Volunteer Director, pay increases to senior employees, and the previous “letting go” and then “asking back” of volunteers created tension between some upper management and lower-level paid staff, and between upper management and long-time volunteers (Bisbee, Heppner 2007).

In addition to reorganizing the staff, the 2005 restructuring affected many of the day-to-day operational aspects of Stan Hywet. For example, the organization had previously closed to the public during January each year for cleaning and restoration. It was now closed for an additional two months, leaving Stan Hywet operating from April through December. A substantial number of staff members, initially hired as salaried employees, became seasonal employees
substantially reducing the budget line for salaries and benefits. Other changes were implemented to serve visitors better, while at the same time reducing staff and volunteer involvement. An example of these changes included plans to initiate self-guided rather than docent-guided tours.

Today, the organization employs between forty and sixty staff members (Bisbee). This number fluctuates, and is based upon the seasonal operations of the museum. Volunteers carry out the majority of the day-to-day labor, operations, and maintenance, and, recently, a few volunteers have been specially trained to provide assistance in administrative activities.

Mission, Then and Now

The women and community volunteers who took over Stan Hywet initially envisioned the property as a place where the legacy of the Seiberling family could be preserved for the public. The official mission was and is as follows: "Stan Hywit Hall & Gardens is dedicated to preservation, restoration, and interpretation of the F.A. Seiberling family legacy." During the 1950s and 1960s, the volunteers took on the tasks of restoration and preservation of the home and gardens. The volunteers provided tours to the public, which focused
mainly on the lives of the well-known Seiberling family, and developed and held many community events on the grounds.

Throughout the 1960s, 1970s, and 1980s, the board and CEOs of Stan Hywet continued to focus on the restoration and maintenance of the museum. Many large-scale facilities and grounds projects, such as the restoration of the original landscape designs, the construction of a 7,200 square foot Greenhouse, and the renovation of the Carriage House’s auditorium, were initiated and completed. In addition, Stan Hywet’s public programming greatly expanded to include home tours, Akron Public School summer programming, arts and culture exhibits and performances, and special fundraising events, most notably the Father’s Day Antique and Classic Car Show.

Throughout its existence, the organization’s mission has proven to be open to broad interpretation by staff and board members and, for many years, its broadness was the cause of a lack of focus and direction (Bisbee). During the organizational restructuring that took place in 2005, a specially commissioned “branding exercise” was completed, which allowed Stan Hywet to better define its mission as a museum and institution (Bisbee). The branding exercise, in this case, followed a framework similar to a strategic planning initiative. Board members, executive staff, and selected community members gathered together several times over the course of a few months to discuss and
more clearly define various aspects of the institution, including the mission, direction and organizational structure, to explore ways to better present the organization’s uniqueness and promote it’s visibility to the public, to develop programming to serve all segments of the organization’s constituencies and investigate options in meeting the economic challenges it faces.

According to the Stan Hywet Hall and Garden’s Volunteer Handbook, the “four core competencies” that the organization is now focusing on are as follows: History (Industrial Age), Architecture, Restoration, and Horticulture. It is through these four areas that Stan Hywet is slowly attempting to assert itself as a premiere museum and historic estate.

Stan Hywet sees its responsibility, in regard to the history of the industrial age, as interpreting Stan Hywet Hall and the Seiberling family’s position and influence on local, regional, and national history. The home’s Tudor Revival structure is the premiere example of that architectural style in America, and the organization has committed itself to educating the public on the Tudor Revival style, as well as other forms of architecture. Naturally, the organization is highly committed to the restoration and preservation of the grounds and facilities. Finally, the landscape designs of Warren Manning are a showcase of the organization’s horticultural expertise, and Stan Hywet
includes the preservation and restoration of these gardens and landscapes in its mission.

Current Operations

At this time, Stan Hywet is struggling with some of the same external threats that affect many museums in the Northeast Ohio region, as well as across the country. The economy of Northeast Ohio is in a lull as it transitions from an industrial economy to a technology and biomedical economy. Many large, traditionally philanthropic corporations have moved out of the region; the role and value of arts and culture is being placed into question by the nation’s need to be competitive in a global economy; and Baby-Boomers, Stan Hywet’s most relied upon volunteer population, are beginning to age out of their ability to provide the kind of manual labor required to operate and maintain the museum. The organization’s response to these changes in the environment has been to institute cost-cutting and attendance-increasing initiatives, such as reducing the operating season, reducing salaried staff, and creating exciting and educational public programming.

Programmatically, Stan Hywet currently offers a variety of ways in which the public can become more involved with the institution and
more educated about the many aspects of the organization’s mission. Several different house tours are offered, including the newly created self-guided tours. Adult workshops and courses are offered in history, mathematics, arts and culture, horticulture, and biology, and how those areas of academia relate to the home and grounds. Youth courses and school outreach classes are offered through on-site workshops and seminars, and off-site through Stan Hywet’s *Traveling Trunk* series. In addition, various exhibitions, exhibits and theatrical/musical performances are held at the museum, and are open to all visitors.

Visitor attendance and membership is not only a factor in the organization’s ability to increase earned revenue; it also plays a major role in the museum’s ability to bring in contributed income from foundations and corporations. Foundations and corporations want to see that the organization is having a meaningful impact on the community. Attendance numbers and membership numbers are an indicator to funders that the public supports the museum and its mission and that the visitor programming Stan Hywet provides is meeting a need in the community.

While all of Stan Hywet’s current initiatives help to meet the economic challenges it faces, the use of volunteers as the main source of labor is and has been the greatest financial asset to the
organization. It is not financially feasible to operate the institution without volunteers. Although dependence on an extraordinarily large pool of volunteers has always been critical to the operation of Stan Hywet, the 2005 restructuring process has confirmed this fact. To hire the number of paid staff required to undertake all of the labor, maintenance, and service that is provided by the volunteers would bankrupt Stan Hywet and its foundation.

As a museum and a nonprofit, the immediate goal and challenge for Stan Hywet is to become the premier arts and culture institution in the Akron community (Bisbee). Currently, its main competitors for this position are the Akron Art Museum, E.J. Thomas Performing Arts Hall, the Akron Symphony, and the Akron Civic Theatre. It is hoped that the branding exercise and redefining of the mission that took place in 2005, in conjunction with the new cost-cutting and earned revenue initiatives, will better focus the organization and its resources and allow its presence to be more prominent within the Akron community, and eventually throughout the Northeast Ohio region and the nation.
As an organization that prides itself on being volunteer driven, at one point, Stan Hywet had the support of over 1200 volunteers, and currently averages a workforce of 700 volunteers throughout the operating season (Kase, Bisbee). The volunteers perform various tasks throughout the home and grounds, saving the organization from having to use paid staff, and dramatically cutting the cost of running the organization. In order to gain a better understanding of how the volunteers affect Stan Hywet and vice versa, an understanding of who they are and the training and jobs they must go through to become a volunteer is necessary.

Volunteer Makeup

The traditional picture drawn of a typical nonprofit volunteer is of a person who is middle-aged, educated, Caucasian, married, and/or from a middle or upper-income household. (Brown, p.9) This
description seems to be similar to the picture drawn by both Bisbee and Kase of the volunteers of Stan Hywet. Both former Volunteer Directors, as well as Vice President, Mark Heppner describe the early volunteers of Stan Hywet as the typical nonprofit volunteer. A survey conducted by Stan Hywet’s Volunteer Department and completed by its volunteers in 2006 presents a general picture of the current make up of Stan Hywet’s volunteer workforce.

The survey indicates that close to 70% of the volunteers at Stan Hywet are aged 66 and older. Caucasians make up approximately 90% of the volunteer workforce. The vast majority (80%) of the volunteers are female, and at the time of the survey, over half of the volunteers had been working at Stan Hywet for three or more years.

The volunteers, in general, come from middle and upper class social and financial backgrounds, many of them retiring from white-collar careers and transitioning to a non-working lifestyle by volunteering at Stan Hywet (Bisbee, Volunteer 2). Many of these retiree volunteers bring along their spouses to volunteer with them, and for many of them, Stan Hywet is only one of the several places at which they volunteer (Bisbee, Volunteer 1).

There are very few youth (in this case, persons of high school age) who volunteer at the organization. However, often, especially in the spring, Stan Hywet receives many phone calls about volunteering
from individuals who are required to participate in service hours (Kase). These calls are mainly from high school seniors looking to fulfill their required service hours before graduation (Kase).

Volunteer Recruitment, Training, and Maintenance

Prior to the staff restructuring that took place in 2005, the recruitment, training and maintenance of volunteers was not a high priority for the Volunteer Director of Stan Hywet (Kase). In a 2005 interview with the former Volunteer Director, Mary Kase, she expressed the opinion that Stan Hywet’s “beauty speaks for itself,” with regard to the recruitment and maintenance of volunteers. In general, her feeling was that there was no need for Stan Hywet to actively recruit volunteers, because at that time the organization had close to 1200 volunteers.

Kase explained that after an initial interview, the volunteers underwent an optional orientation session, which was held three times per year. Volunteers that signed up to become House Interpreters received some additional training; however, most of their historical information was picked up on the job (Volunteer 1). The maintenance of volunteers, which traditionally includes, acknowledgments, banquets, and continuing education, was based on the same events
that had taken place for the previous twenty years; and anything that surrounding organizations were doing to maintain volunteers (Kase).

In late 2005, Kase, in response to the letting go of several of her co-workers, resigned as Director of Volunteers, a move that prompted a flight of volunteers who were “fed up” with many of the changes that had taken place within the last two years (Bisbee, Volunteer 3). Kase’s resignation left Stan Hywet with a shortage of volunteers, a lack of trust by some volunteers who still remained, and a critical and time sensitive position to be filled (Bisbee, Volunteer 1, Volunteer 2, Volunteer 3, Volunteer 4, Volunteer 6).

In March 2006, Benjamin Bisbee was hired as the new Volunteer Director of Stan Hywet Hall & Gardens. Prior to working at Stan Hywet, Bisbee had worked for several large nonprofits in a volunteer management capacity. The changes he made to the Volunteer Department and the volunteering process are reflective of his background in a corporate volunteer environment.

Before starting, Bisbee claims to have received little background information or training pertaining to the Stan Hywet Volunteer Director position. Soon after Bisbee started, he explained that it became apparent to the Volunteer Department that many of the files on Stan Hywet volunteers were non-existent or incomplete, which posed several serious legal issues for the organization. Under Bisbee, all
current volunteers were asked to re-apply for their volunteer positions, at which time, they were also asked to participate in the aforementioned survey. Volunteers were also asked to complete emergency medical forms, photo consent forms, and sign a volunteer agreement which clearly outlined their responsibilities and rights as a volunteer and what Stan Hywet can and will expect from them.

The application process and training for prospective volunteers has become much more involved, as well. Prospective volunteers may still apply online or in person, and all prospective volunteers are interviewed. However, all new volunteers are required to attend a New Volunteer Orientation which is now offered monthly, and complete the required amount of training for the area in which they are placed. This additional training can last anywhere from three days to one month, depending upon the position in which the volunteer has been placed.

Recruitment is now actively pursued by the Volunteer Department, due to Stan Hywet’s now dramatically reduced volunteer turnout. As previously mentioned, Stan Hywet’s volunteer workforce once bordered on 1200 volunteers, but now the labor rests on the efforts of close to 700 volunteers. The Volunteer Department actively pursues corporations to provide corporate volunteers, schools to gain youth volunteers, and universities to gain interns and experienced volunteers.
Maintenance of the volunteers has also become a chief priority for the Volunteer Department. The volunteers of Stan Hywet have proven to be loyal and generous with their time and money. A few of the current volunteers have been with the organization since its opening in 1957, and while others may not have been there for as many years, many of them have put in an equal, if not greater, number of volunteer hours (Kase). In fact, Kase and Bisbee boasted during their interviews that, since the organization opened to the public, there have been three, “15,000+ hours” awards (equal to approximately eight years of full-time service) presented to individual volunteers at Stan Hywet.

Both former Volunteer Directors believe that the number of years served and hours put in is really dependant upon the volunteers’ ability to find their niches soon after joining the organization. Providing proper training and allowing volunteers to meet and work with staff and other volunteers allows them personal growth and the opportunity to connect with other individuals with similar interests, key motivations for volunteer involvement (artsresourcenetwork.org). Many of Stan Hywet’s volunteers network with one another and form into social groups that come together outside of their time at the museum. These social groups that are formed also serve as a motivation for many of
the volunteers to stay active in the organization, and act as an incentive to draw new volunteers to the institution.

Communication is a key volunteer maintenance and motivation tool. Since the 2005 restructuring and branding exercise, Stan Hywet has chosen to transfer its volunteer newsletter, the key source of communication between staff and volunteers, to an e-mail and voicemail format. This move to a paperless system was intended as a way to cut costs, and to go in the direction that other nonprofits have gone, in the way of inter-organization communications.

Initially, many of the staff and volunteers were hesitant to make the transition, worrying that it would exclude those who did not have access to the Internet or an e-mail address. This worry was compounded by the fact that many of the volunteers are retiree age or older, and generally speaking this age range is less familiar with the technology that Stan Hywet was looking to use. In order to provide an additional, low-cost communication tool, Bisbee created a phone-in voicemail system for the volunteers who were not comfortable using computers and e-mail.

The continuation of the volunteer awards and banquets was also a choice made by Bisbee, due to the overwhelming and vocal support of these events by the volunteer workforce (Bisbee). There are three main events held annually just for the volunteers of Stan Hywet Hall &
Gardens. They are: an annual awards banquet, recognition during National Volunteer Week, and an annual holiday reception (www.stanhywet.org). These events are held in recognition of the service provided by the volunteers of the hall and gardens, and seek to encourage interest and participation in the institution’s many operations.

Labor

During the time Ms. Kase was serving as Volunteer Director, the system for organizing volunteers to complete tasks was a team-based system which included a team leader and an informal team voting method. After becoming the new Volunteer Director, Benjamin Bisbee, in his own words, “bureaucratized” the structure of volunteer work groups. Groups are now headed by a “manager” (a paid staff member in most cases) who delegates the necessary tasks in a particular area to each volunteer in their group, and volunteers are required to complete paperwork regarding their number of hours worked and in what area of the museum they completed these hours (Bisbee). Furthermore, this paperwork now must be officially signed-off on by the staff “manager” and entered into a digital format that is sent to the Volunteer Department for tracking (Bisbee).
Prior to Bisbee’s hiring, volunteers were often able to volunteer in whatever area of the museum they desired, aside from House Interpreting, on any given day (Kase, Bisbee). After Bisbee’s arrival, the system was changed so that volunteers are now scheduled for specific hours in areas that they must have trained in prior to starting their work (Bisbee). The schedule is based on the need for workers in each area, and not necessarily on a volunteer’s desire to work in that particular area (Bisbee). Volunteers perform tasks in various areas of the museum, including House Interpretation (guided home tours), Gardening, Flower Arranging, Needlepoint, fundraising through the Women’s Auxiliary Board, and providing visitor services in the Carriage House and Café.

On average, Stan Hywet volunteers annually provide over 65,000 hours of financially uncompensated service and labor. Taking into account the current dollar value assigned to volunteer labor ($18.77/hour) as calculated by IndependantSector.org and based on information provided by the Bureau of Labor Statistics, Stan Hywet saves roughly $1,220,000 annually by enlisting the services and labor of volunteers. Dedicated volunteers also serve as a source of individual contributed income for the organization. Heppner points out that many volunteers not only offer their time and effort, but also annual financial contributions. In addition, the volunteered time and work is an
incentive for foundations and corporations to provide funding to Stan Hywet Hall & Gardens, because funders see that the organization has a large base of public support and that the organization is actively trying to save money.

Stan Hywet’s volunteers serve as the backbone of the organization. Without them, the organization literally would not be able to open its doors to the public. They provide a valuable financial asset to the organization, as well as serve as the basis for the institution’s current culture and public image.
The heavy reliance on volunteers by Stan Hywet Hall & Gardens has affected many of the aspects of the organization’s growth and management. However, no aspect of the museum has been affected as greatly as Stan Hywet’s overall institutional culture. Institutional culture, which can also be known as organizational culture, is, very simply, the personality of the organization (www.managementhelp.org). In institutional culture, the personality is made up of the various individuals or groups of the institution and their values, social norms, and assumptions regarding things like money, time, spaces, and people.

According to Carter McNamara, PhD., an expert in nonprofit capacity building, institutional culture becomes even more important when organization-wide changes are being made (www.authenticityconsulting.com). McNamara points out that organizational change must include changing the culture, as well as the structures and processes of an institution. He suggests that if organizational changes are strategically planned to include the values
of the organization and its members, in addition to placing an emphasis on mission and vision, the changes are far more likely to be met with acceptance and success.

In the case of Stan Hywet, the reliance on volunteers and the issues related to it have become the institutional culture. The organization cannot operate without volunteers, but at the same time, it seeks to operate independent of their influence. This balancing act has been the culture of Stan Hywet for many years now, and has been brought to the forefront due to Stan Hywet’s 2005 re-examination of itself as an institution.

In order to better understand how the institutional culture of Stan Hywet has evolved to this point, this chapter delineates and describes the various work/social groups that exist at the museum. It also examines how the institutional changes and challenges discussed in the previous chapters have affected the way in which those groups interact with one another, thereby creating and influencing the institutional culture of the museum. Much of the following information can be attributed to the author’s observations of the museum’s operations during numerous site visits, interviews with several volunteers and staff members, as well as informal conversations with regular Stan Hywet visitors.
Social and Work Groups

Stan Hywet’s workforce is composed of a variety of work groups that interact with one another through an assortment of programmatic, administrative, operational and maintenance tasks. Within the organization, these groups can be broken down into three categories, Volunteers, Staff, and Board. However, the social dynamics that are found within Stan Hywet’s workforce further divide those categories into roughly six distinguishable groups (Appendix A).

The first group is one of three in the Volunteer category, and has been described by some newer volunteers as the “Old Guard”. This group is mainly composed of volunteers who have been with Stan Hywet since the museum became open to the public. Many of them belonged to the first groups of House Interpreters and Gardeners for the museum.

The early volunteers were mainly wealthy, educated, society women who were members of the Women’s Committee, many of whom were close friends of the Seiberling family (Heppner 2005, Kase). Although traditional motivations for volunteering, such as the need for achievement and civic pride, were surely part of these women’s decision to save Stan Hywet and volunteer there, it has been suggested by several Stan Hywet volunteers and staff members that...
one of the main reasons for this group’s early involvement with the organization came from a need to be associated with the Seiberling family and legacy.

Becoming a Stan Hywet volunteer was, at that time, an elite endeavor (Bisbee). A person did not simply apply to become a volunteer. Rather, new volunteers were invited by the current volunteers to join in (Kase, Bisbee, Volunteer 3). This group, the “Old Guard”, is the set of volunteers that reflect and operate the way in which the organization was first run. Although this group is the smallest Volunteer sub-group, it tends to be the most resistant and vocal with regard to changes in the organization (Bisbee).

The “Old Guard” has a strong sense of entitlement to recognition for services rendered (Bisbee, Volunteer 2, Volunteer 6, Volunteer 7). Although volunteer positions at Stan Hywet are financially uncompensated, throughout the year there are various events at which volunteers are recognized for their work and receive awards for their effort. For example, at the annual volunteer awards, volunteers who have dedicated at least 1,000 hours of service receive the coveted “Horse Brass” award, a decorative brass plate with the museum’s motto “Non Nobis Solum” (Not For Us Alone) inscribed on it.

Shortly after Bisbee’s arrival, he suggested that, as a cost cutting measure, Stan Hywet change the number of hours required to
obtain such awards, or reduce the number of awards given. This particular sub-group was the most vocal in decrying that change, and has made it clear to Stan Hywet’s staff that they will not tolerate any deviation from the traditional awards given or a change to the number of hours required to receive an award (Bisbee, Volunteer 2, Volunteer 7). The awards are viewed by the “Old Guard” as a tradition at Stan Hywet, and a costly one at that, with some gifts ranging between $100 and $150 each.

The second sub-group of volunteers can be described as the “Social Volunteers”, the largest of the three sub-groups. This group is generally of retirement age, and often uses the opportunity of volunteering at Stan Hywet for social networking. While very supportive of the museum’s mission and invested in the organization, they approach their opportunities to volunteer as a way to transition from full-time work to the life of a retiree, a common behavior among persons entering that stage of life (Rosenkoetter, et al., Volunteer 1, Volunteer 3, Volunteer 8, Volunteer 9). They generally work a set number of hours per week, and do no more or less than asked of them. The “Social Volunteers” often volunteer for more than one institution at a time and develop strong social relationships with their fellow volunteers (Kase, Bisbee, Volunteer 1, Volunteer 3). This group tends to be less affected by changes made by Stan Hywet leadership,
and will usually “go with the flow”, unless it affects their ability to socialize with other volunteers (Bisbee, Volunteer 1).

The third, and final, sub-group of volunteers is the self-described “Professional Volunteers”. This group generally appears to be the youngest segment of the Stan Hywet volunteer population. They tend to be highly educated, usually holding at least one or more college degrees (Volunteer 2, Volunteer 5, Volunteer 6, Volunteer 7). As observed in interviews with several “Professional Volunteers”, they appear to be very energetic, idealistic, and eager to do their part in the organization.

“Professional Volunteers” are the group of individuals who have made a conscious decision to make volunteer service a constant aspect of their life. “Professional Volunteers” are not to be confused with volunteer professionals—those who have an established professional career and donate or contribute their specialized skills or services to an organization, often called “pro bono” work. However, the two categories are not mutually exclusive.

Recognition and awards, while appreciated, are not a key factor in motivating “Professional Volunteers” to participate. As one “Professional Volunteer” stated, “I have been given so many opportunities and experiences in my life that it would be wrong not to give back whenever I can (Volunteer 2).” The “Professional
Volunteers” appear to accept changes within the organization, more readily than the “Old Guard”, and can sometimes act as catalysts for change within the organization, as they often bring new sets of ideas and experiences to Stan Hywet.

The first sub-group in the Staff category can be referred to as “Early Staff”. This group represents the paid staff that has worked at Stan Hywet for at least twenty years. These staff members were initially hired to fulfill the professional expansion needs of the organization during the 1970s and 1980s. Members of this group likely hold college degrees in professional fields such as Marketing, Communications, or Business Administration. The “Early Staff” is used to relying heavily upon volunteers to accomplish the work of operating and maintaining the institution; and it is the feeling of several volunteers that the sub-group generally is not concerned about the longterm implications of continued reliance on a volunteer workforce.

“Newer Staff” is the term that represents Stan Hywet staff members that have been with the organization for less than twenty years. Curator and Vice President of Museum Services, Mark Heppner, falls within this category, as do former Volunteer Directors, Mary Kase and Benjamin Bisbee. This sub-group includes individuals who usually have at least one or more advanced degrees, prior experience working within a not-for-profit organization, and a marked interest in and
appreciation of culture and the arts. Being the sub-group of “Newer Staff” naturally predisposes this sub-group to include a larger proportion of younger staff than the “Early Staff” sub-group, and therefore a larger proportion of workers in the low-level or middle-management staff positions. They are similar to the “Professional Volunteer” sub-group, in that they, too, often serve as a catalyst for change within the organization.

The final social/work group at Stan Hywet is the Board. The current fifty-member Board is organizationally broken down into the Operating Board, led by Cathy Godshall, and the Foundation Board, led by Richard Buffet. The Operating Board generally helps to carry out the operations of the museum, whereas the Foundation Board is the governing body of the Stan Hywet Foundation, which exists to provide financial support to the institution.

Although the Board is organizationally divided into two groups, they are heavily influenced and supported by one another. The overall Board works as most other non-profit boards do, in that it is the main governing body of the institution. Although the current Board plays a very “hands-off” role in the day-to-day operations of the museum, its members do support the museum in other ways (Heppner 2006). Many Board members are asked to join because of their connections...
with the community, their potential to support the museum financially, and/or because of their dedication to Stan Hywet (Heppner 2007).

Throughout the museum’s existence, these groups have had to work together for the common good of the organization; and, at various points, have struggled with one another when presented with internal and external changes and challenges. The struggles between the various groups are particularly evident with regard to recent changes, including the 2005 restructuring process, that have occurred within the institution. Although the organization’s structure represents three different work groups, social differences such as generation, education, values, and experience have emerged over time to further divide the Volunteers and Staff, adding to the tension in the balancing act that defines the organization’s culture.

Relationship Dynamics

The early years of the organization were very challenging for the volunteers (Heppner). The building and grounds required much restoration and maintenance, and the volunteers depended upon individual support, as well as the support of civic groups such as the Akron Garden Club, to get the work done. Unfortunately, during this time in the organization’s history, the volunteers, board, and director
had little, if any, education or experience in managing a historical agency. This lack of experience, education, and strong organizational structure, was the cause of a lack of direction and mission focus for many years. It often led to inaccuracies in the information volunteers provided to the public about the Seiberling family, the buildings, and the grounds. In a few instances, it led to the damage and/or destruction of Stan Hywet artifacts and facilities (Pope, Heppner).

In the late 1970s, the establishment of a paid, professional staff and standards was not an easy change for some of the volunteers of Stan Hywet. According to Heppner, Kase, and Bisbee, there was often tension between the long-time volunteers and the newly established paid staff. Mr. Heppner explains that there were two different types of tension that emerged between the staff and volunteers, and that both types of tension were healthy and necessary for the organization’s growth.

Heppner describes the first as being the volunteers’ concern for the welfare of the organization. The volunteers were naturally very passionate about and invested in their work. Many of them felt that they had been adequately running the organization without the professionals: “so why do we need them?” The second type of tension that occurred between “Early Staff” and “Old Guard” volunteers was a
simple lack of understanding about each other’s role within the organization.

According to Heppner, many of the newly appointed, and at that time young, professional staff did not understand the volunteers, their history, or reasons for being involved with the organization. It appears that the “Early Staff” felt as though they had all of the administrative answers and had a tendency to alienate and micromanage the volunteers. Eventually, however, “Newer Staff” members began to recognize and appreciate the work of the volunteers and this recognition and respect helped the organization to transform more smoothly.

Throughout the 1980s and 1990s, Stan Hywet’s volunteer workforce remained plentiful and strong, receiving the service of close to 1000 volunteers annually (Kase). Between 2000 and 2005, a small, but steady, increase of volunteers occurred, peaking at 1200 volunteers (Kase, Bisbee). However, since 2005, there has been a dramatic decrease in the number of volunteers providing service to Stan Hywet: a decrease of close to 40%.

The reason for the sudden and significant decrease in volunteers, according to Bisbee, is the 2005 staff overhaul and recent bout of staff turnover at the institution. In the 2005 overhaul, there was much contention between the Board, “Early Staff”, “Newer Staff”
and the “Old Guard” volunteers, regarding the letting go of and resignation of certain staff members, including the Volunteer Director, Mary Kase. Mark Heppner addresses the decrease in volunteers by suggesting that a changing American society has come to require that both partners in a household have full-time careers, which lessens the amount of free time available for volunteering. Heppner also cites increased competition from other free time activities as another reason for the volunteer decrease.

Kase and other members of the staff were perceived, by the “Old Guard” volunteers to be their personal advocates within the administrative structure (Bisbee, Volunteer 1, Volunteer 2, Volunteer 8). When the Board and some upper-management staff, including many of the “Early Staff” members, sought to address the economic challenges of the organization by downsizing and reducing benefits and salaried positions, volunteers, particularly the “Old Guard”, were surprised and outraged by what appeared to them to be a direct affront to their investment in and value within the organization.

While “Old Guard” volunteers felt insulted by the way in which the economic challenges were approached, it was mainly members of the “Newer Staff” who felt the brunt of the change. Their positions, being found to be structurally unnecessary or lower level, were the first to be cut or reduced from a salaried position to a seasonal one.
This, in addition to the “Early Staff’s” hands-off versus the “Newer Staff’s” hands-on approach to the operations of the museum, has caused a noticeable amount of tension to emerge between the two sub-groups (Bisbee, Volunteer 2).

Many of the volunteers interviewed perceive the “Early Staff” sub-group as essentially being at the same level of organizational hierarchy as the Board. The “Early Staff” have been described by volunteers as being “uninvolved” (Volunteer 1, Volunteer 2, Volunteer 4, Volunteer 5, Volunteer 9). During interviews, some volunteers accused them of “not knowing what’s happening on the ground”, and a few new volunteers and “Newer Staff” have described the “Early Staff” as often having a “business as usual” attitude toward the operations of the organization (Bisbee, Volunteer 2, Volunteer 7).

These descriptions of the “Early Staff” differ greatly from the descriptions given of the “Newer Staff”. While, the “Newer Staff” is perceived by the general volunteer workforce to be rather inexperienced, they are also viewed, mainly because of their hands-on work interactions with volunteers, to be much more involved and dedicated to the organization (Volunteer 1, Volunteer 2, Volunteer 6). It appears that because they directly contribute to the organization through manual or on-site labor, they are perceived by the main,
volunteer workforce of Stan Hywet, as being more devoted to and invested in the organization (Volunteer 1, Volunteer 3).

A disconnect between the three sub-groups of volunteers has also emerged in recent years. The “Old Guard” sees the young, “Professional Volunteers” as being too eager, inexperienced, and in some cases, “know it all” (Volunteer 2, Volunteer 8). While on the other hand, the younger “Professional Volunteers” often view the “Old Guard” as elitist, exclusive, and “stuck in the past” (Volunteer 2, Volunteer 5, Volunteer 6). And, the “Social Volunteers” appear to be stuck somewhere in between, being viewed by the “Old Guard” as just as inexperienced and uncommitted as the “Professional Volunteers,” and perceived by the “Professional Volunteers” to be just a “Stuck in the past” as the “Old Guard” (Bisbee, Volunteer 2).

Out of the relationship dynamics discussed, emerge two key concepts that appear to be at the center of some of the most recent clashes between the various social/work groups: investment and ownership. In this instance, these two concepts are based, not on legal ownership or material investment, but in individuals’ perceptions of themselves and their connection to the organization.
Perceptions of Investment and Ownership

All of the social/work groups are invested in Stan Hywet, to some degree. In the general sense of the term, to invest means to give or devote for the purpose of return or achievement. For Stan Hywet’s Staff, Volunteers, and Board, it might appear that they have given, sometimes materially, to the institution, but with no expectation of material return or achievement of power/status. Board members provide the organization with their money, networking capabilities and leadership, Staff members provide Stan Hywet with their experience and professional skills, Volunteers provide the museum with their manual labor and their community connections, and financial support. All of the groups provide the institution with copious amounts of time.

Where is the return? Board members hold unpaid positions. Staff salaries at Stan Hywet are befitting of a nonprofit, generally low; and, as previously discussed, many staff members do not receive benefits anymore. This is in addition to the fact that many often work beyond their weekly full-time hours. Volunteers, the most altruistic-seeming of the groups are unpaid, perform large amounts of manual labor, and donate more than 1250 combined hours a week to Stan Hywet.

The return lies in the perception of their ownership of the institution. Individuals and groups invest themselves in the
organization, not expecting any sort of material compensation, but realizing that other groups within the organization rely upon their investment. This imbues the investing group with a level of power over the other groups. The power brings with it control and a sense of ownership and entitlement.

This situation is clearly evident in the organization’s reliance on the volunteers. The volunteers have given their time and effort, their investment has come to be relied upon by staff and board members; and, although the volunteers do not directly vocalize their awareness of the power they hold or their feelings of entitlement, they do become vocal when that power or entitlement is threatened. The previously discussed outrage over the proposed change to the volunteer awards, and the departure of several volunteers in response to the resignation of Mary Kase, are testimony to the perceived ownership and entitlement of the group. The resignation of Kase can also be applied to the Staff’s perceived ownership of the institution. The resignation was in response to changes that had come down from the Board and upper-level management. Resigning was a way for staff members to wield what power they had in response to a perceived infringement on their ownership.

Members of each group discussed have invested themselves to a certain degree in the organization’s growth and development; and,
depending upon the depth of their investment, they perceive that they, in some way, have ownership of the institution. This perception of ownership, in turn, causes each group to react, usually in very different ways, to any change or challenge that may threaten the perceived status quo of the organization and its operations. The sense of ownership directly contributes to the tension between the groups and therefore, directly contributes to the formation of the institution’s culture.
CHAPTER VI

IMPLICATIONS OF CONTINUED RELIANCE

The current institutional culture, which is defined by the tension that exists between the various groups within Stan Hywet’s workforce, presents many implications for the organization with regard to its operations, economic stability, and public image. As Stan Hywet seeks to become the premier cultural attraction of the Akron area, it will continue, no doubt, to require the labor and skills of a large group of committed volunteers. However, it is the continued heavy reliance on those volunteers that could bring about serious consequences for the organization.

There are three major implications of Stan Hywet’s current use of volunteers that are visible now, and will become even more evident within the next three to five years. Continuing to rely on the same volunteers and using them in the same capacity as has always been done will lead the organization to a severely diminished volunteer workforce, to a major reduction in the value of one of its main economic assets, and to a loss in community connection and visibility. Its current volunteer workforce is elderly and aging out of the ability to
provide manual labor, the organization’s volunteer recruitment and retention rates are low and do not appear to be improving significantly, and the museum is, like most other arts and culture institutions in the region, facing stiff economic challenges.

The already low volunteer recruitment rate, coupled with the fact that the majority of current Stan Hywet volunteers are aged sixty-five or older, poses the biggest challenge to the organization’s ability to operate effectively. As previously discussed, volunteers carry out the majority of the physical operations and maintenance of the facilities and grounds. As their numbers begin to decline due to age and physical limitations, the museum’s ability to operate successfully will begin to be reduced significantly.

Volunteers play a large role in the economic stability of the organization. They provide free labor to the organization, dramatically reducing its operating costs, while at the same time they are an incentive for funders to provide the museum with contributed income. They also have the potential of becoming significant financial contributors. As their numbers decrease, so do the number of unpaid labor hours they provide, which in turn greatly diminishes the value of the unpaid workforce as a financial asset. The reduced volunteer workforce also reduces the incentive for funders to give. Why should
they support an organization that cannot even retain its own volunteer labor?

Further decline of the volunteer population may also contribute to a decreased public awareness and community connection. The volunteers serve as a vital link to the Akron community. Their great numbers is a unique and well-known aspect of the organization’s image. Without the volunteers, fewer people on the “outside” will be made aware of Stan Hywet’s existence; and fewer people, either volunteers and/or friends and families of volunteers, will be personally connected to the organization.

If the issues previously discussed are not addressed within the next three to five years, they pose more dire consequences for the organization ten to fifteen years from now. The organization currently subsists on a budget of approximately 4.5 million dollars (Stan Hywet Volunteer Weekly News, September 2007). With the current value of Stan Hywet’s volunteer labor at over 1.2 million dollars, nearly a quarter of the organization’s budget would be required to replace the volunteer workforce. Granted, the volunteer numbers will not disappear overnight, but the long-term affects of approaching volunteer reliance, maintenance, and recruitment in the same way it has always been approached would leave the organization bankrupt and unable to operate.
A reevaluation of the organization’s approach to volunteer recruitment and maintenance would appear to be a wise step. However, it is the way in which this change will be planned and carried out that will decide whether or not volunteers and staff will accept it and make it successful. As previously mentioned, it is vital to take into consideration the values and culture of the various members of an institution if a significant organization-wide change is to be successfully made. A major shift in the way on which volunteers are relied, maintained, and recruited would require a thorough understanding of the precarious institutional culture that exists at Stan Hywet. However, it is up to board members and upper-management staff to be aware of the institution’s current culture and ensure that it is incorporated into any strategic plans that may be laid, in order for the change to effectively occur.
CHAPTER VII
CONCLUSION

Almost all non-profits are facing the challenges that the current state of volunteerism presents. This includes those organizations that have largely been built on volunteer efforts and have what seem to be highly successful volunteer programs. However, no organization should become complacent in the recruitment, training, and maintenance of this important resource.

Volunteers require the same strategic management that every other resource demands. It is the responsibility of nonprofit boards of directors and staff to recognize this, and to make it a priority in their organization’s general strategic planning process and implementation. Furthermore, volunteers should be included in the planning, implementation, and maintenance of any volunteer management strategy, as this will only help to encourage volunteer participation and by-in, foster personal investment in the organization, and secure successful implementation of the strategy.

Organizations that do not recognize the fact that volunteers must be strategically managed and included in the management
process will be faced with increasing economic demands in an already challenging environment. Many organizations that do not regularly work with volunteers may be able to budget around the challenges for a time. However, those that heavily rely upon volunteers to operate, potentially run the risk of being forced to close their doors.
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APPENDICES
The Six Social / Work Groups of Stan Hywet Hall & Gardens.
Appendix A

Volunteers

Old Guard

Social Volunteers

Professional Volunteers

Staff

Early Staff

Newer Staff

Board

Board
Appendix B
IRB Approval Letter

A. Registration Form

Please complete this form if you propose to conduct a project that involves interaction or the collection of information about human individuals that meets one or more of the criteria below.

IRB review is not required because:

[ ] The project does not meet the Common Rule definition of research.
[ ] All data/specimens are about/from deceased individuals.
[ ] Results will be shared only with the client or stakeholder(s) for private use for evaluation of an established program or for other non-research purposes.
[ ] The project utilizes only data from secondary sources that are not individually identifiable.
[ ] The project is an internal evaluation intended for quality control of ongoing program only.
[ ] The project involves only oral history activities, such as open ended interviews, that ONLY document a specific event or the experiences of individuals without intent to draw conclusions, generalize findings, or influence policy or practice.

Project Title: Reliance on Volunteers: A Case Study of Stan Hywet Hall and Gardens

Principal Investigator (PI): Kristian A. Oelbracht
PI Department: School of Dance, Theatre, and Arts Administration
PI Phone & email: 330.972.7895 kao@uakron.edu
Co-Investigators (list all co-investigators):
Faculty Advisor (if PI is a student): Mr. Durand L. Pope

Provide a brief description of the purpose of this study and the type and source of the information on individuals that you will use. (The space will expand as you type.)

The heavy reliance on volunteers by Stan Hywet Hall and Gardens has had positive and negative affects on both the volunteers and the organization. The size of Stan Hywet’s volunteer workforce is unique to most nonprofits, and while many organizations would be pleased to have such a large and loyal volunteer base, it stands to reason that a heavy reliance upon unpaid, and sometimes under-trained, volunteers can occasionally have a negative impact on both the volunteer and the organization.

While research on volunteers is plentiful, it often focuses on why people volunteer, who volunteers, and/or how to recruit and maintain volunteers. Although the quantitative aspects (such as size, demographics, and cost effectiveness) of Stan Hywet’s reliance on a large volunteer base have been well-documented, a detailed qualitative analysis of the impact the two parties have had, and may have, on one another has room for exploration.

This project will include interviews of Stan Hywet staff and volunteers. Open-ended interviews of randomly sampled volunteers will be completed anonymously.

Investigator’s Assurance

I certify that the information provided in this Registration Form is complete and accurate. I understand that as Principal Investigator, I have ultimate responsibility for the ethical conduct of this project.

Principal Investigator: ___________________________ Date: 03/05/07

Faculty Advisor’s Assurance

I certify that the student is knowledgeable about the regulations and policies governing the research and has sufficient training and experience to conduct this particular study.

Faculty Advisor: ___________________________ Date: 03/05/07

Please submit this form to the IRB, c/o ORSSP, 284 Polsky, 44325-2102

Excluded from IRB review: ___________________________ Date: 3/7/07

IRB Chair/Designee