

Volunteer Structure Survey	48 Staff members responded	259 Volunteers responded
More than 50% was less than "satisfied" in the following areas:	Sending recruitment/screening/orientations, supporting returnees, recruiting host families, assigning/training liasons, raising funds, scheduling social events, nurturing relationships with schools/community organizations/local media, recruiting/integrating/training/ new volunteers, volunteer communications, volunteer recognition, addressing vol behavior/performance issues	Sending recruitment, supporting returnees, raising funds, scheduling social events, nurturing relationships with schools/community organizations/local media, recruiting new volunteers
More than 50% was more than "satisfied" in the following areas:	Supporting hosted students/host families, orienting hosted students/host families, screening host families,	30% of volunteers believe AT Chartering criteria should remain unchanged. 53% of volunteers believe Chapter Chartering criteria should remain unchanged. 60% of volunteers believe an increase in the number of local chapters is important to their area.
The top three chartering criteria to be revised:	1- Participant numbers requirements 2- Have a minimum of an AT Chair, Chair-Elect and Treasurer, none of whom are from the same family or live in the same household 3- Have a minimum of 2 chartered chapters	1- Participant numbers requirements 2- Have a minimum of an AT Chair, Chair-Elect and Treasurer, none of whom are from the same family or live in the same household
AT and Chapter Relationships	67% of Staff thinks the connections are not strong	53% of volunteers think the connections are not strong
Volunteer Empowerment	82% of Staff has observed greater sense of volunteer empowerment	44% of volunteers have observed greater sense of volunteer empowerment
Top three areas for Training	1- Global Link 2- Chapter Development 3- AT Operations	1- Global Link 2- Chapter Development 3- Chapter Operations

HIGHLY REPEATED VOLUNTEER RESPONSES TO THE VOLUNTEER STRUCTURE SURVEY – NOVEMBER 2010, 259 VOLUNTEERS RESPONDED

Volunteer Structure	Chartering Process	Unaffiliated Chapters
Volunteer units need the structure and support of a nearby geographic unit to help them grow and work within the system.	Better to let volunteers decide how they will operate.	It enables the greatest participation in AFS - for students, families and volunteers. There are grey areas and the unaffiliated chapter helps us work with these grey areas
Volunteer units need the structure and support of a nearby geographic unit to help them grow and work within the system.	We can not depend on each year having the same volunteers to do the necessary functions to support a student, so we have to have a flexible structure...the ... structure is flexible enough for now.	... there are areas of the U.S. where Unaffiliated Chapters seem to be an excellent alternative to Area Teams and where they could extend AFS-USA's coverage. Unfortunately, in encouraging the establishment of Unaffiliated Chapters, AFS-USA created benefits for them that appear to make it better for Area Teams to dissolve and form unaffiliated chapters. In our area, that would result in a LOT fewer students being hosted. I doubt seriously if that was AFS-USA's intent.
It allows areas in transition or new areas to develop and have hosted and sent students until such time they are large enough to be considered an Area Team	A recognition of the fact that the AT concept did not really work to grow our volunteer base but in some ways may have shrunk it in a valiant effort to streamline how staff works with volunteers...	I think the ability to have an UA chapter is responsible for the collapse of a number of area teams and for the pull-back of coverage over areas that might not have had a lot of activity, but are almost guaranteed to have no activity now.
To be a volunteer-based organization all geographies in the US should be covered by an Area Team, within the area teams Chapters should be created. If there is no Chapter the Area Team volunteers support the "unaffiliated" geography.	AFS is important for this world let's make it less stressful for us volunteers to support.	In we do not meet the 40 minimum. If we were forced to break a part into 5 unaffiliated chapters it would be the death of AFS in ... We all support each other but don't have the depth of volunteers in each chapter to be self-sufficient. Thus it is important we keep the area team with the 5 affiliated chapters in tact.
We need as many chapters as we can get, whether affiliated or unaffiliated. The loss of chapters around the country has made many things harder, like recruiting AA's and host families. Local people have more contacts and relevant information to make those jobs easier.	I am sad that many ATs are falling apart because ATs can combine needed functions to be the most efficient. Just continue to make it Volunteer friendly.... You have to remember we are volunteers and excessive paperwork does not make for a happy volunteer.	The "Unaffiliated Chapter" is NOT a new type of Chapter! It is how AFS started! The positive is that where the Area Team concept is not working, it allows Chapters to continue to thrive autonomously and with less chaos.
Everything that an AT can be allowed to decide for themselves, the AT should be allowed to decide for themselves. The National Council shouldn't be making decisions that local units can make. The NVA shouldn't be making decisions that local units can make.	We are all struggling with the additional requirements placed on our organization by the State Department...this is an organization that is run by volunteers....none of us are paid, and some of the new requirements of the application process are time-consuming and actually a little ridiculous.	It gives our volunteers more time to support students and host families rather than on organization. I see Unaffiliated Chapters as growth potential for area team formation.
I'm encouraged that we are moving in the right direction...more empowerment and training for our volunteers and a professional staff who will support volunteer development in every aspect needed.	As a lawyer, I fear that AFS-USA and the National Council are running a risk of allowing the AFS reputation to be tarnished, as well as incurring legal liabilities, if they do not keep their fingers on the pulse of each area team to know exactly what is truly occurring within the team.	Well on the whole I see the need for structure and compliance, but sometime volunteers don't always work together well and have a hard time listening to the other. Therefore maybe making the split a needed change. In the long run the unaffiliated chapter will grow big enough to support itself in a year or two.

HIGHLY REPEATED STAFF RESPONSES TO THE VOLUNTEER STRUCTURE SURVEY – NOVEMBER 2010, 48 STAFF MEMBERS RESPONDED

Volunteer Structure	Chartering Process	Unaffiliated Chapters
Number of volunteer units and points of contact are too many to keep track of [for Staff].	I wish that we could focus our efforts on recruiting and integrating volunteers to do specific tasks instead of just making sure everything is official on paper. In my opinion it seems like there has been a lot of effort to get chapters chartered in the past two years with very little results. And yet we still need as always do help in integrating volunteers.	UCs are more autonomous and in-touch with their volunteers than are ATs with their Chapters.
My view would not be so negative if I felt there were a staff infrastructure in place that could effectively monitor and support the unaffiliated chapters.	We need to visit requirements that impact volunteer behavior [preferences/motivations]	UCs are not well connected to the whole structure and have poorer relationships with most departments other than Hosting Staff.
I think the ATs have become more conscientious of their chapters. By choosing to stay together rather than separate into unaffiliated chapters, they are being more cooperative and interdependent.	[We] need more than just 2 volunteers - and that we need a hosting person and a sending person in order to function effectively.	Working better for smaller chapters. Some are too large to be a chapter. Significant amount of territory is left unsupportable.
Seems that chapters and volunteers want to do things at more of a local level rather than widespread (AT) level.	I think the number of affiliated chapters has drastically decreased since we made chartering annual. I think some chapters are connected to the AT, but it seems like a lot of volunteers associate themselves with the AT more than a chapter.	It seems to have created a means for vols to work as AT's but not be held to the same criteria as AT's.
I am not aware of any stronger connections being established between AT's and Af Chapters. It appears that much of the staff time has been spent on chartering unaffiliated chapters. These chapters tend to create WEAKER connections between volunteers who would otherwise have worked together.	I'm not sure we know enough from this 2 year period to make a decision on whether or not it's working.	Seems to be less disagreements between ATs, helps accountability, and development. It gives greater opportunity to volunteers in geographically remote areas
I have seen an improvement since I started in the end of 2004. I think the new structure has helped. I think we need to continue to work on fostering good communication and provide ongoing training for the volunteers as changes occur.	At times I feel like the requirements we are placing on volunteer teams distracts our volunteers from actually fulfilling the AFS mission. I think we are starting to alienate the most local volunteers while empowering the national ones.	An Unaffiliated chapter cannot adequately provide the AFS experience that vols, fams, and staff sign up for.
I think we are making progress, but there is still a long way to go in improving communication between [ATs and Chapters]	The new structure has had a very negative impact on hosting capacity and the organization's ability to meet its short term hosting goals. ...This should be a major concern in terms of what this will mean for the future of AFS over the next several years.	In few [years] we would have more unaffiliated chapters and less area teams. Which would require very different staff structure and management hosting sending matrix and hosting distribution.