

# NATIONAL VOLUNTEER STRATEGY PROGRESS REPORT APRIL 2026



## *Executive Summary*

Volunteering remains one of the most powerful forces in American civic life, connecting people to purpose, strengthening communities, and driving real change. But the systems meant to support it haven't kept pace with the way people live today. With participation at just 28%, we're leaving an enormous amount of that potential untapped.<sup>1</sup>

This moment calls for something different: a coordinated, modern approach that puts volunteering at the center of how we build a stronger, more connected society.

Reimagining Service 2035 is a national, cross-sector coalition led by Points of Light to strengthen the role of volunteering in American civic life over the next decade. Its first phase is the development of a National Volunteer Strategy – a shared framework to expand participation, strengthen organizations, and build the systems needed to support volunteer engagement at scale.



## *What We Did*

To ground this work in real experience and develop a practical and actionable roadmap, Points of Light conducted a listening effort that included:

- 23 roundtables engaging more than 270 leaders across corporate, faith, youth, government, volunteer engagement professionals, technology, academia, and culture
- National surveys of 1,207 individuals and 1,116 organizations
- A review of more than 130 sources of research and thought leadership, including insights from global volunteer strategies
- Ongoing engagement with a 40-member, cross-sector Advisory Council

Together, these inputs provide a comprehensive view of how volunteering is experienced today and where the system is falling short.

## *What We're Seeing*

There's a consistent story in the data. Interest in volunteering is strong. But participation depends on fit: how well opportunities work within people's lives, how well organizations are equipped to engage them, and whether the experiences offer a sense of purpose and impact.

*Several key dynamics stand out:*

- Volunteer participation is shaped by both individuals' ability to engage and nonprofits' capacity to support them
- Flexibility, continuity, and meaningful engagement are in tension
- Belonging and relationships are critical drivers of participation and retention
- Formal volunteer systems do not fully capture how people engage in service today
- The field lacks clear, consistent ways to assess and communicate the impact of volunteerism
- Volunteer engagement is not consistently co-created with communities, limiting alignment and trust
- Messaging about volunteering has not kept pace with how people engage today

## *What This Means*

These dynamics reveal a set of underlying tensions between flexibility and meaning, participation and capacity, and individual motivation and system design.

Addressing them requires more than expanding programs. It requires rethinking how volunteering is supported, experienced, and valued across the ecosystem.

## *What We're Doing*

*In response, we have identified 12 strategic areas organized across three interconnected levels:*

- 1. A Thriving Ecosystem:** Infrastructure, investment, and systems
- 2. Meaningful Engagement:** Experience, access, and relevance
- 3. Transformative Impact:** Value, narrative, and community outcomes

Together, these areas form a systems-level framework for expanding participation and unlocking the full potential of volunteerism.

## *What's Next*

Over the coming months, we will refine and test this framework through continued stakeholder engagement and public feedback.

The National Volunteer Strategy will be introduced in June 2026, alongside efforts to activate partners, test approaches, and scale what works.

As the United States approaches its 250th anniversary, this moment offers an opportunity to renew a core part of civic life. Meeting this moment will require bold coordination and sustained commitment to fully realize the promise of volunteerism.



## *The Case for Action: Why This Moment Matters*

Across the United States, the social and civic conditions that help communities thrive are under strain. Trust is declining, civic participation is uneven, and fewer people feel connected to the relationships and shared responsibilities that sustain community life. Today, just 44% of Americans say they trust their neighbors, reflecting a broader erosion of social connection at the local level.<sup>2</sup>

Volunteerism plays a critical role in rebuilding and strengthening the social and civic decline. Through volunteering, people contribute to local solutions, build relationships across difference, and develop a shared sense of responsibility for their communities.

Volunteers are also essential to creating impact. Nonprofits depend on them to deliver services, extend their reach, and respond to growing needs. Yet nearly half of nonprofits report difficulty filling volunteer roles even as demand for services continues to rise, signaling a gap between community need and the systems in place to meet it.<sup>3</sup>

The challenge is not a lack of interest in volunteering. It is a mismatch between how people want to engage and the systems designed to support them. Participation depends on whether opportunities are meaningful and fit into people's lives and whether organizations have the capacity and infrastructure to engage volunteers effectively. Today, fragmented pathways into service, time and economic pressures, and under-resourced organizations limit participation on both sides.

As a result, the full potential of volunteering remains underutilized, both to address community needs and as a driver of connection, trust, and civic life. At the same time, donors and funders often lack clear, trusted pathways to understand and invest in this underlying civic infrastructure.

As the United States approaches its 250th anniversary, there is a timely opportunity to elevate volunteering as core civic infrastructure, essential to community strength, resilience, and collective action.

Realizing that potential will require a coordinated effort to strengthen and invest in the systems that support volunteering at every level.

Advancing this work will also require a backbone organization to coordinate across sectors and sustain progress over time. Points of Light is serving in this role, drawing on its experience mobilizing volunteers and convening partners across nonprofit, corporate, and public sectors.

A coordinated national approach is not only timely, it is necessary.

### *Our Process: How We Gathered and Analyzed Input*

Developing the National Volunteer Strategy began with global learning and systems-level thinking. We examined national volunteer strategies from Canada, Ireland, Scotland, Zimbabwe, Australia, and others to understand how different regions are strengthening participation, aligning stakeholders, and

sustaining impact. That research underscored the importance of cross-sector collaboration, community input, and long-term investment in volunteer infrastructure.

These insights informed an initial convening in June 2025, where leaders from across sectors helped refine the core principles guiding this work and reinforced the need for a strategy grounded in real-world conditions.

Points of Light then led a national listening effort centered on lived experience to understand what drives participation, what barriers persist, and what limits organizations' ability to engage volunteers effectively. This effort combined four inputs: cross-sector roundtables, national surveys, external research, and an Advisory Council of field leaders.

#### **Cross-Sector Roundtables**

We convened 23 roundtables across sectors shaping volunteerism including academia, technology, faith, youth engagement, government, corporate, nonprofit, and culture

and influence. In total, we engaged more than 270 leaders in deep-dive conversations. Tailored to each audience, these sessions built on existing research to surface shared challenges and emerging ideas across the field.

### **National Surveys**

We conducted two complementary national surveys, one focused on individuals and one on organizations, to better understand both sides of the volunteer ecosystem: participation and implementation. These surveys were administered online through the PublicInput platform and distributed through Points of Light and more than 50 partners. In total, 1,207 individuals and 1,116 organizations participated.

While the dataset is not statistically representative of the full U.S. population and reflects individuals more connected to volunteering, it provides valuable insight into patterns of experience. Where possible, findings are examined across demographic groups to better understand how experiences vary by life stage, income, and identity.

Our analysis combines quantitative and qualitative methods, drawing on both survey data and open-ended responses to identify recurring themes, patterns, and tensions. The survey was also intentionally designed to complement existing research by testing well-established findings while exploring new questions to identify emerging shifts.

### **External Research**

In parallel, we reviewed more than 130 sources of research and thought leadership from across the field to provide context and validation. This included national studies, academic research, and sector reports on participation trends, organizational capacity, civic engagement, and volunteer experience. This body of work helps situate our findings within broader, well-documented patterns and ensures the strategy is grounded in both current input and existing evidence.

### Advisory Council

In October 2025, Points of Light began convening a 40-member Advisory Council of leaders from nonprofit, corporate, government, academic, and community sectors to help shape the National Volunteer Strategy. Council members have played a central role throughout the process by engaging their networks to broaden input, reviewing stakeholder insights, and contributing expertise to inform priorities and direction. They have participated in working sessions and analysis groups to interpret findings, identify key themes, and test emerging ideas, and convened in person in March 2026 to review stakeholder input and begin shaping a working draft of the strategy.

Together, these inputs form a comprehensive foundation for the work ahead, ensuring the strategy is informed by lived experience, grounded in data, and shaped in collaboration with leaders across the ecosystem.



## *What We Heard: Key Findings from the Field*

The insights that follow draw from multiple sources, including national surveys and cross-sector roundtables. Each offers a different lens. Surveys provide structured data at scale; roundtables surface lived experience and nuance.

Collectively, they paint a clear picture of how volunteering is experienced today and where the system needs to change.

### **What the Data Shows (Surveys)**

Across both surveys, a consistent pattern emerged: interest in volunteering remains strong, but participation depends on how well opportunities fit into people's lives, how effectively organizations are equipped to support them, and whether volunteers experience a clear sense of purpose and impact.

### *Individual Perspective*

#### **How Participation Is Accessed**

Barriers to participation remain widespread. Nearly seven in ten respondents (69%) cite lack of time, 65% point to unpredictable schedules,

and 56% report stress or burnout. These barriers are not uniform. Younger adults are more likely to report stress and burnout, with 47% of those ages 18–24 identifying burnout as a major constraint. Individuals in midlife are more likely to face caregiving and family-related challenges, while lower-income respondents are significantly more likely to cite cost, transportation, and health barriers. Participation is shaped not by a single obstacle, but by how volunteering intersects with different life circumstances.

At the same time, participation is highly relational. People most often get involved through interpersonal connections, including friends (82%), other volunteers (81%), and organization staff (79%). Pathways into volunteering are not one-size-fits-all. While relationships consistently matter, the specific people who influence participation vary across groups. Workplace leaders are more influential among younger adults, while mentors and community leaders play a larger role for others. Expanding participation will require meeting people where they are socially and culturally,

rather than relying on a single model of engagement.

### **How Participation Is Experienced**

Once engaged, the types of roles available shape how people participate. Individuals overwhelmingly prefer flexibility, with 66% favoring self-scheduled opportunities and 47% preferring one-time or drop-in options. At the same time, organizations rely heavily on ongoing roles—88% offer recurring opportunities, yet 53% report these roles are the hardest to fill. This highlights a structural tension between how people want to engage and how opportunities are designed, particularly as meaningful experiences are often tied to continuity, connection, and visible impact.

These dynamics are closely tied to how volunteering is experienced. Respondents consistently emphasize the importance of meaning and belonging. When asked what makes volunteering most meaningful, 76% point to helping someone or making a difference, and 61% say trust depends on knowing their time will

have real impact. At the same time, a substantial share of respondents report choosing not to participate, or discontinuing involvement, due to uncertainty about whether they would feel welcomed or included. Specifically, 44% say they did not sign up to volunteer due to uncertainty about belonging, and 43% say they stopped volunteering when they did not feel they belonged. These patterns are not evenly distributed, with adults ages 35–44 reporting the highest levels of disengagement due to concerns about belonging, and Black respondents more likely to cite safety concerns.

### **How Participation Is Defined and Extended**

Respondents also define volunteering more broadly than formal systems often capture. More than half (54%) include mutual aid or helping neighbors, and nearly half include advocacy or civic action. This suggests that current definitions of volunteering may not fully reflect how people are already engaging in their communities.

Finally, volunteering appears to be connected to broader civic and community behaviors. While this research does not establish causality, respondents consistently report that volunteering is associated with how they engage in their communities. For example, 77% say volunteering has played a role in their raising awareness about issues they care about, 71–76% say it has influenced charitable giving, and 65% say it has helped them connect across differences. More than half (54%) also report a connection to voting or electoral participation.

These findings point to a nuanced conclusion. Participation is shaped not only by individual interest, but by how well opportunities are accessible, relational, and designed to create meaningful experiences. Where these elements align, participation grows; where they do not, key gaps emerge.

### ***Organizational Perspective***

Organizations report a parallel set of constraints that shape how participation plays out in practice.

### **How Organizations Are Resourced**

Volunteer engagement remains under-resourced, even as it is central to how organizations operate. While the survey sample includes a higher proportion of larger organizations, many respondents still report that resources are only moderately sufficient, suggesting that capacity constraints persist even among more resourced organizations. In addition, more than half (52%) report that volunteers are necessary to achieving their mission, with an additional 26% describing them as playing a major role. At the same time, organizations consistently point to staffing, funding, and infrastructure as primary limitations. When asked what would most enable them to increase participation, 42% identified staff capacity as the top need.

Further constraints emerge in technology and measurement. Technology is widely used but often fragmented, with organizations relying on a mix of email, spreadsheets, and volunteer platforms. Common challenges include lack of integration, cost, and missing functionality. Measurement shows a similar pattern. While 85%

of organizations track volunteer hours, only 31% track community outcomes, and more than half report needing support in understanding and communicating impact.

### **How Organizations Design Experience**

Within these constraints, how volunteer roles are designed plays a critical role. Roles are most often shaped by internal factors such as staff capacity (63%) and program delivery needs (62%). While some roles require consistency to effectively serve communities, these decisions are less frequently informed by external input. Only 32% report incorporating perspectives from the people they serve, and just 19% incorporate lived experience. Organizations continue to rely heavily on ongoing roles, even as those roles are the most difficult to fill.

These design choices directly shape the volunteer experience. Organizations identify staffing capacity, opportunities for connection, and recognition as key drivers of retention. These findings align closely with what volunteers report—namely, that clear expectations,

welcoming environments, and a sense of connection are essential to feeling like they belong.

Organizations also express strong interest in more community-centered approaches, but face constraints in putting them into practice. Only a minority report incorporating community input into volunteer role design, and many cite lack of staff capacity as the primary barrier.

These insights underscore a core challenge for the field. Volunteer engagement depends not only on organizational intent, but on whether systems, resources, and design choices enable meaningful and sustained participation. When these conditions are in place, organizations can translate interest into consistent, high-impact engagement. When they are not, participation remains limited regardless of need or demand. Strengthening these systems is essential to unlocking the full potential of volunteerism at scale.

### What Stakeholders Said (Roundtables)

While the survey findings provide a data-driven view of participation and organizational capacity, cross-sector roundtables help explain how and why these patterns show up in practice. Across conversations, stakeholders consistently reinforced what the data suggest, while also surfacing deeper system-level challenges that shape how volunteer engagement functions today.

A central theme across discussions was that volunteering is both critically important and chronically under-resourced. Participants described a system where expectations for volunteer engagement continue to grow, but the funding, staffing, and infrastructure required to support that engagement have not kept pace. Many noted that volunteer engagement is still often treated as supplemental rather than essential, limiting both investment and long-term impact.

Relatedly, stakeholders emphasized that organizational capacity, not volunteer interest, is the primary constraint on participation. Organizations frequently lack the staff time, systems, and expertise needed to recruit, onboard, and retain volunteers effectively. Volunteer managers are often overstretched, undervalued, and operating without clear professional pathways, which further limits the field's ability to scale.

At the same time, participants described a growing misalignment between how volunteer opportunities are structured and how people want to engage. Traditional models often rely on rigid schedules and roles that do not fit into modern life. While there is increasing demand for flexible opportunities, stakeholders noted that flexibility can sometimes come at the expense of meaningful engagement and community need, making it more difficult to build connection, continuity, and impact.

This tension is compounded by the fact that the formal volunteer system does not fully reflect

how people are already engaging in service. Many participants pointed to the importance of informal volunteering, mutual aid, and community-based support, noting that these forms of participation are often overlooked or undervalued within formal systems. As a result, the field may be undercounting and underserving a significant portion of civic engagement.

Stakeholders also highlighted persistent friction in how people access and navigate volunteer opportunities. Fragmented systems, unclear entry points, and inconsistent communication make it difficult for individuals to get involved, even when they are motivated to do so. These challenges are mirrored on the organizational side, where disconnected tools and processes create inefficiencies and limit coordination.

Finally, participants pointed to broader structural challenges that shape the ecosystem as a whole. Barriers such as transportation, economic constraints, and geographic disparities continue to limit participation, particularly for youth and underrepresented

communities. At the same time, many noted the absence of a clear and compelling narrative about the value of volunteering, as well as limited ability to assess and communicate its impact—both of which constrain investment and long-term support.

Across these conversations, a clear picture emerges of how these challenges are experienced in practice. Stakeholders consistently describe a system that is asking more of volunteer engagement than it is resourced or designed to support. The interest exists, but translating that interest into meaningful, sustained participation remains difficult.

These perspectives underscore not only the complexity of the challenge, but the opportunity to rethink how volunteerism is structured, supported, and experienced across the ecosystem.

## *Evidence from the Field: What Research Confirms and Deepens*

To place these findings in broader context, we examined research from across the field. The strategic areas reflect widely documented patterns in volunteerism, civic engagement, and systems change. This body of work reinforces what we heard through surveys and stakeholder engagement, while adding context and scale to clarify where challenges are systemic and where coordinated action can drive meaningful change.

### **Volunteer engagement is underfunded, undervalued, and difficult to measure.**

Volunteerism is widely relied upon but significantly underfunded. Just 0.19% of foundation giving is directed to volunteer engagement,<sup>4</sup> despite strong evidence of its contribution to service delivery. This gap is reinforced by misalignment across sectors, with 72.2% of nonprofits reporting improved service quality from volunteers compared to 25.2% of funders.<sup>4</sup> Most organizations still rely on output-based metrics, limiting their ability to demonstrate outcomes and secure sustained investment.<sup>5</sup>

### **Capacity constraints limit the ability to engage volunteers effectively.**

Organizational capacity, not volunteer interest, is the primary constraint on participation. Nearly half of volunteer managers report not having enough time to manage engagement effectively,<sup>6</sup> and many organizations lack the staffing and systems needed to implement practices that improve retention and impact.<sup>7</sup> Strengthening capacity, including professionalizing volunteer engagement roles, is essential to translating interest into sustained participation.

### **Participation is shaped by structural barriers, life stage, and place.**

Structural barriers, more than lack of interest, limit participation. Even among those interested, 44% do not know how to get involved and another 44% cannot find opportunities nearby.<sup>8</sup> Participation varies across life stages and economic conditions and is consistently lower in under-resourced and rural communities with limited infrastructure.<sup>9</sup> Expanding access requires reducing these barriers and strengthening local systems.

**Experience design drives participation, retention, and community outcomes.**

How volunteering is designed directly shapes whether people participate and stay engaged. Individuals are more likely to engage when opportunities are meaningful, flexible, and aligned with their interests, particularly among younger generations.<sup>10</sup> While poorly designed roles limit retention and long-term impact, well-designed experiences can build social cohesion, with 78% of participants reporting trust across differences,<sup>11</sup> highlighting the opportunity to strengthen connection and community through more intentional design.

**Workplace and institutional pathways are underleveraged and misaligned.**

Workplace volunteering is expanding, but participation remains constrained and increasingly episodic.<sup>12</sup> Nonprofits report persistent misalignment between corporate programs and community needs, with only about 20% indicating meaningful contributions to

long-term capacity.<sup>12</sup> Aligning corporate engagement with community priorities is critical to increasing sustained impact.

**Technology is both an enabler and a barrier.**

Technology has the potential to enable participation but often introduces barriers. More than half of individuals say a single, easy-to-use platform would increase their likelihood of volunteering,<sup>13</sup> yet 60% of nonprofits report that their systems do not integrate well.<sup>14</sup> While digital volunteering is expanding access, gaps in broadband and digital tools continue to shape who can participate, pointing to a clear opportunity to expand access more equitably.<sup>15 16</sup>

**Policy, coordination, and system fragmentation limit impact.**

Fragmented policy frameworks constrain participation and system-wide impact. Research points to a lack of cohesive national strategies and consistent standards,<sup>17</sup> while existing policies often lag behind informal, episodic, and digital forms of volunteering. Administrative complexity further creates friction for both individuals and

organizations.<sup>17</sup> At the same time, more than 80% of stakeholders globally believe governments should play a leading role in supporting volunteering, underscoring the opportunity for stronger alignment and investment.

**Volunteerism is evolving, but narratives are not keeping pace.**

Outdated narratives continue to shape how volunteering is understood and valued. Trust and connection remain limited, with just 44% of Americans reporting trust in their neighbors,<sup>2</sup> and language around volunteering does not always reflect how people engage today.<sup>18</sup> Framing volunteering as optional or purely altruistic can limit participation and contribute to burnout, while positioning it as essential civic infrastructure strengthens relevance and investment.<sup>19</sup>

This body of research, representing a subset of the overall literature, reinforces a central conclusion: the challenges facing volunteerism are systemic and persistent. At the same time, it

highlights a clear opportunity. By addressing these challenges in a coordinated and intentional way, it is possible to expand participation, strengthen organizations, and unlock the full potential of volunteerism as a driver of community impact.

*From Insight to Strategy: Shaping the National Volunteer Framework*

Building on these insights, we synthesized challenges and opportunities from surveys, roundtables, and broader research into a set of strategic areas to guide the National Volunteer Strategy. These initial themes were refined into 12 core areas that capture the most consistent, actionable patterns across inputs. We focused not on simplifying the field's complexity, but on identifying where alignment is strongest and where targeted action can drive meaningful change. Each area is grounded in lived experience, reinforced by data, and supported by prior research.

The 12 strategic areas are organized across three interconnected levels. Together, they reflect the conditions required to enable participation, the experiences that sustain it, and the outcomes it is designed to achieve.



These strategic areas represent a working framework and will be refined through continued testing and stakeholder input.

## *A Thriving Ecosystem*

### *What makes participation possible*

These areas focus on the systems, infrastructure, and conditions required to support volunteer engagement at scale.

#### **INVESTMENT: Fund What It Takes for Volunteering to Succeed**

Fully fund and support the true cost of volunteer engagement, positioning volunteerism as essential infrastructure for organizations and communities.

#### **CAPACITY: Strengthen Organizations and Their People to Engage Volunteers Well**

Ensure organizations and their people have the resources, skills, and recognition needed to effectively engage volunteers as partners.

#### **WORKPLACE: Realize the Potential of Workplace Volunteering for Communities and Business**

Shift workplace volunteering toward models that align with community needs while expanding meaningful employee participation.

**TECHNOLOGY: Advance Technology to Support Modern Volunteering**

Move from fragmented tools to integrated, accessible systems that reduce friction and expand participation.

**ACCESS: Remove Barriers So Everyone Can Volunteer**

Address systemic, logistical, and structural barriers so volunteering is within reach for all, not just those with time and resources.

**POLICY: Advocate for Policy That Amplifies Volunteering**

Align policies, laws, and incentives to remove barriers and enable volunteerism to grow and adapt across communities.

*Meaningful Engagement*

*What participation looks like*

These areas focus on how volunteering is designed and experienced, ensuring it is relevant, accessible, and meaningful.

**EXPERIENCE: Design Volunteering That Matters to People**

Create volunteer experiences that are purposeful, relational, and responsive to people's lives and community needs.

**LIFECYCLE: Support a Lifetime of Participation**

Build pathways that support engagement across life stages, adapting to changing needs while enabling sustained participation.

*Transformative Impact*

*Why it matters*

These areas focus on how volunteerism creates broader value by strengthening communities, shifting narratives, and demonstrating impact.

**MEASUREMENT: Assess and Show the Difference**

**Volunteering Makes**

Move beyond basic metrics to capture meaningful outcomes and demonstrate the full value of volunteerism for individuals, communities, and broader society.

**CULTURE: Change How We Talk About and Value Volunteering**

Shift narratives to position volunteering as relevant, inclusive, and essential to civic life.

**PARTNERSHIP: Center Communities in How Solutions Are Built**

Design volunteer efforts with communities, not for them, ensuring shared power and alignment with lived experience.

**PLACE: Invest in Rural and Place-Based Volunteerism**

Strengthen local infrastructure and support place-based approaches to ensure all communities can participate and benefit.

Together, these 12 areas reflect a systems-level approach to volunteering. Strengthening the ecosystem enables more meaningful participation, which in turn drives greater impact for individuals, communities, and society.





## *Next Steps*

As we move from insight to action, the coming months will focus on refining the National Volunteer Strategy, testing its relevance across the field, and preparing for a public launch in June 2026.

From mid-April through early May, we will invite additional input through targeted stakeholder engagement and a broader public feedback opportunity. The Advisory Council will also convene to review progress and provide ongoing guidance.

The launch of this strategy is just the beginning. Real progress will require partners willing to invest in the infrastructure, capacity, and innovation needed to make volunteering more accessible, meaningful, and effective. It will require organizations to rethink how volunteer engagement is designed and supported, and cross-sector leadership to help scale what works.

Our vision is not only to increase volunteer participation, but to help create a stronger civic future: one in which nonprofits have the capacity to engage volunteers well, communities have greater voice in shaping solutions, and volunteering is recognized as essential infrastructure for connection, belonging, and community impact.

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———— The ————  
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————



**Southwest** 

The Southwest logo, featuring the word "Southwest" in a bold, blue, sans-serif font. To the right of the text is a circular icon divided into four quadrants of different colors: red, yellow, blue, and white. A registered trademark symbol (®) is located at the top right of the icon.

## *Appendix*

<sup>1</sup>AmeriCorps and U.S. Census Bureau, *Current Population Survey Civic Engagement and Volunteering Supplement (2023; released 2024)*

<sup>2</sup>Pew Research Center, *Trust and Distrust in America (July 2024)*

<sup>3</sup>Do Good Institute, *Volunteer Management Progress Report (2024)*

<sup>4</sup>Dietz and Grimm, *"The State of Volunteer Engagement" (2023)*

<sup>5</sup>Minnesota Alliance for Volunteer Advancement, *"Promoting Job Equity for Volunteer Engagement Professionals (VEPs)" (2018)*

<sup>6</sup>Tobi Johnson, *2025 Volunteer Management Progress Report (2025)*

<sup>7</sup>Arnon et al., *"Volunteer Engageability: A Conceptual Framework" (2022)*

<sup>8</sup>Points of Light, *Engaging Americans in Civic Life (2020)*

<sup>9</sup>Nesbit, Paarlberg, and Jo, *"The Decline of Volunteering in the United States" (2024)*

<sup>10</sup>DoSomething Strategic, *What Gen Z Wants: The Future of Volunteerism (2024)*

<sup>11</sup>NYC Service, *The Power of Volunteering (2025)*

<sup>12</sup>Benevity, *The State of Corporate Volunteering (2026)*

<sup>13</sup>Points of Light, *Civic Engagement Research Topline Report (2020)*

<sup>14</sup>Salesforce, *Nonprofit Trends Report (2023)*

<sup>15</sup>AmeriCorps, *CEV 2023 Spotlight: Virtual Volunteering (2024)*

<sup>16</sup>Pew Research Center, *"Internet/Broadband Fact Sheet" (2021–2023)*

<sup>17</sup>UNV, *State of the World's Volunteerism Report (2026)*

<sup>18</sup>IAVE, *Call to Action for the Future of Volunteering (2025)*

<sup>19</sup>Bridgespan Group, *"Sounding the Alarm" (2024)*; Koolen–Maas et al., *"Rethinking Volunteering as a Natural Resource" (2022)*

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