Success Factors of Cross-Sector Volunteer Tourism Partnerships Involving U.S. Federal Land Agencies

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Dedication

I dedicate this work to:

My husband, Donnie, for providing a calm to my chaos and filling my life with so much to come home to.

My sister, Beth, from a tornado in South Dakota, through today, she has always led the way, always inspired me to learn more and most importantly, never once failed at the task of being my sister.

For both of them, I am grateful.

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If it is true that we are all products of our own environment, I am fortunate to have come from a family who valued education. I am grateful to my family for all of their help and support. In particular, I would like to express my gratitude to my mom and dad who instilled in me a passion for learning, volunteering, and teaching that would eventually become my own path. To my sister, for so many things, but especially for sharing my version of normal all these years. To Brandon, although you have likely been the biggest distraction to my finishing this document, I would not have traded one minute of that time. No matter what I achieve in life, knowing that I may have had even a small role in helping to raise you to become the kind, funny and caring individual that you are growing up to be will always be the achievement for which I am most proud.

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Abstract

Success Factors of Cross-Sector Volunteer Tourism Partnerships Involving Federal Land Agencies

Volunteer tourism is a relatively new but growing phenomenon within the U.S. and abroad as tourists increasingly seek to incorporate volunteer activities into their vacations. Within the volunteer tourism domain, a plethora of collaborative relationships exists between the organizations that organize the volunteers and those that host the volunteers or Volunteer Management Organizations. Unlike traditional tourism, public and private sector organizations all operate within the volunteer tourism domain. This represents a shift in the traditional tourism model. This research seeks to better understand the collaborative relationships that develop across two or more of the three institutional structures of society: civil society, government, and business.

Research has shown that collaboration between government, business, and civil society has expanded in focus and role in recent years (Googins & Rochlin, 2000). As the practice of "cross-sector partnership" has grown, so has the research attempting to explain these relationships (e.g. Butterfield, Reed, & Lemak, 2004; Gray, 1989, 2006; Huxham & Vangen, 2000; Klitgaard & Treverton, 2003; Lasker, Weiss, & Miller, 2001; Parker & Selsky, 2004).

Building upon this literature, the present study focuses specifically on cross-sector partnerships made up of governmental and non-governmental organizations involved with the management of volunteer tourism. The growing body of knowledge involving collaboration and cross-sector partnerships serves as a foundation for better understanding this emerging and rapidly growing area.

What determines the success of a partnership is the subject of significant research (Mohr & Spekman, 1994). Scholars have argued that aspects such as partner behavior, communication strategies, and conflict management techniques may have some bearing on the ultimate success of partnerships.

Within the tourism literature and specifically, volunteer tourism, the factors that contribute to partnership success have not been fully evaluated. Existing research suggests that intangible factors, such as the existence of trust, may be predictors of success.

This research takes a cross-disciplinary approach by exploring key factors of partnership success through the adaptation of factors previously identified within other relevant bodies of literature including social science and management literature. Partner behavioral attitudes, communication methods, and conflict resolution techniques were empirically tested to explore any relationship between these factors and the success of partnerships involving volunteer tourism management organizations.

The findings suggest that intangible aspects of partner behavior including trust, commitment, and management involvement may contribute to successful partnerships. Additionally, the research suggests that the quality of communication among partners and the willingness to share information among partners may lead to greater collaboration.

As volunteer tourism continues to grow, understanding the factors that contribute to partnership success will help managers and policy makers implement strategies and structures to support the evolution and growth of these partnerships.

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Chapter 1: Introduction

In the last thirty years, significant scholarly research has been devoted to the growing phenomenon of collaborative relationships. Academic literature in a variety of fields, including business, sociology, health care, economics, and public policy, have attempted to provide insight into relationships between organizations. Scholars have identified a myriad of reasons why organizations would choose to enter into a collaborative relationship. Collaboration may help achieve a competitive advantage, access additional resources or markets, attain cost savings and economies of scale, or advance an organization's mission (Das & Teng, 1998; Frazier, Spekman, & O'Neal, 1988; Gray, 2006; Tuten & Urban, 2001).

After several decades, scholars have studied many facets of collaboration between organizations or inter-organization collaboration. Two distinct focus areas have emerged: (1) collaboration involving business-to-business relationships, including strategic alliances and joint ventures; and (2) inter-organizational collaboration across sectors including government, business, and civil society[1] (Gray, 2006). Within business and management literature, concepts such as stakeholder management, strategic alliances, networks, and joint ventures have been introduced and discussed as means of understanding better collaborative business-to-business relationships. Collaboration involving different sectors, or cross-sector collaboration, is a younger, but still broadly researched concept, spanning several fields including business and society, public policy, and organizational studies.

[1] For the purpose of this research, the terms civil society, non-profit and not-for-profit organization are used interchangeably.

Research suggests that collaboration between government, business, and civil society, the three primary institutional structures of society, has expanded in focus and role in recent years (Googins & Rochlin, 2000). As the practice of "cross-sector partnerships" has grown, so has the research attempting to explain these relationships (e.g., Butterfield, et al., 2004; Crane, 2000; Foster & Meinhard, 2002; Gray, 1985, 1989, 2006; Gray & Wood, 1991; Hodge & Greve, 2007; Huxham & Vangen, 2000; Jamal & Getz, 1995; Klitgaard & Treverton, 2003; Lasker, et al., 2001; Parker & Selsky, 2004; Pasquero, 1991; Provan & Milward, 2001; Rondinelli & London, 2003; Wood & Gray, 1991).

Building upon this literature, the present study focuses specifically on cross-sector partnerships made up of governmental and non-governmental organizations involved with the management of volunteer tourism. The growing body of knowledge involving collaboration and cross-sector partnerships will serve as a foundation for better understanding this emerging and rapidly growing area.

Emergence of Volunteer Tourism

Within the tourism domain, inter-organizational relationships are an important component. Much of the previous research in this area has explored either business-to-business partnerships or the specific relationships that develop as part of a participatory planning process within a destination. Within the tourism literature, select studies evaluating the role of cross-sector relationships involving government, civil society, and business have also begun to emerge (Jamal & Getz, 1995; Selin & Chavez, 1995). The majority of the research to date has been anecdotal or case-based. Few studies have taken an empirical approach to analyzing these relationships (Augustyn & Knowles, 2000).

Of the existing tourism research related to collaboration, much attention has been devoted to the question of how and why cross-sector partnerships develop. Extant collaboration research within the tourism field is somewhat limited to several select topics, specifically, partnerships that revolve around a tourism development issue such as planning (Jamal & Getz, 1995), investment (Ashley & Jones, 2001), marketing, protected area management (Jamal & Stronza, 2009; Laing, Lee, Moore, Wegner, & Weiler, 2009) or natural/cultural resource management (Plummer, Kulczycki, & Stacey, 2006) .There is little existing research exploring how these relationships function.

The dynamics that influence cross-sector partnerships lack in-depth analysis. Although some research has delved into the issues that contribute to the often high rate of failure among select types of collaborative relationships, little is known about the characteristics of cross-sector partnerships and the factors that contribute to their success within tourism. Cross-sector collaboration, in general, has a role in much of the broader tourism industry. However, the emerging area of volunteer tourism has necessitated better understanding of how diverse sectors can work together to attain the sometimes "lofty" goals of the volunteer tourism experience (Coghlan, 2007; Ellis, 2003; Wearing, 2004).

Volunteer tourism maybe considered the nexus of tourism and volunteerism. As one of the first to research this topic, Wearing (2002), defines volunteer tourists as those who "volunteer in an organized way to undertake holidays that may involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environments or research into aspects of society or environment" (p. 240). This definition refers to holiday-makers or tourists who travel either independently or through some sort of organized format with a for-profit or non-profit organization.

The focus of the present study is the later form of organized volunteer tourism and the associated success factors of inter-organization relationships.

Volunteer tourism is an alternative form of tourism that relies heavily on cross-sector collaboration. Its activities often involve a myriad of players including government, the private sector and civil society. Volunteer Managing Organizations[2] (VMO) are those organizations that are involved in managing volunteer tourism activities, either as the organization sending the volunteers (Volunteer Sending Organization, VSO[3]) or the organization receiving the volunteers (Volunteer Receiving Organization, VRO[4]). All VMOs face significant challenges in managing the partner relationship. As Figure 1 indicates, VSOs and VROs must work together to provide a complete volunteer tourism experience.

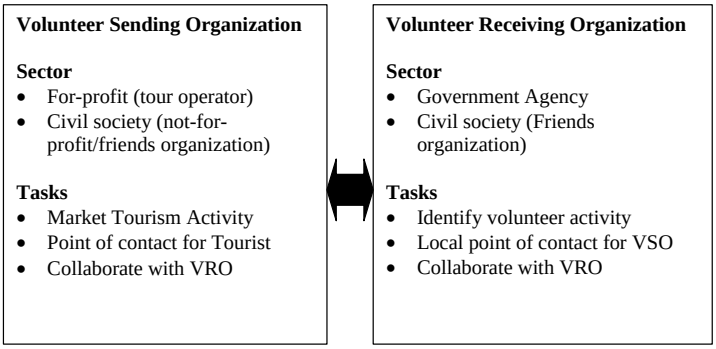

Figure 1. Volunteer Managing Organizations: Relationship between Sending and Receiving Organizations

[2] Volunteer Managing Organization (VMO) refers to any organization that is involved in either hosting or organizing groups to participate in volunteer tourism activities.
[3] Volunteer Sending Organization (VSO) refers to the organizations (non-profit, government, or for-profit) that are the first point of contact and that assist with travel arrangements for the volunteer.
[4] Volunteer Receiving Organization (VRO) refers to the organizations (non-profit, government, or for-profit) that receive the tourists and that assist in the organization and delivery of the volunteer services.

The private, non-profit, and public sectors involved in volunteer tourism increasingly blur the boundaries between traditional roles as more organizations from the tourism industry and from non-profit organizations that provide humanitarian and environmental assistance seek to serve the demand for volunteers. Accordingly, the number of organizations struggling to effectively provide quality, purposeful vacation experiences that are not intrusive, exploitative, or disruptive to local destinations has increased. The result is a need for partnerships that go beyond the traditional tourism supply chain. Private sector tour operators in search of meaningful volunteer experiences for their guests may partner with either a non-profit organization or a branch of local or national government. Non-profit organizations, in an effort to further their missions, may look for partnerships that allow them to generate resources that extend beyond their traditional fundraising models. Additionally, government agencies are under increased pressure to work with volunteers and incorporate the public into their activities. These challenges create the need for partnerships that are formed in a variety of ways. In some cases, the VSO has an existing relationship with a local organization, a government agency, or a combination of the two. In others, VROs reach out to non-traditional partners like tour operators or non-profit groups to facilitate volunteer tourism activities in areas under their mandate.

In a traditional tourism supply-chain relationship, a key focus is on profit. For example, a tour operator might purchase a series of services from individual entities and offer the services to clients as a package. The relationships developed may be long-term, but they are primarily transaction-based. However, the nature of volunteer tourism in many cases requires a different approach. Unlike traditional commercial tourism, volunteer tourism programs can be developed by government agencies, tourism businesses or non-profit organizations. The ultimate goal of the partnership

may not be profit, but rather, the accomplishment of some social or environmental good (Augustyn & Knowles, 2000; Coker, 1990; Wearing, 2001; Wearing, 2004). Often these ongoing relationships between VMOs go beyond the transactions associated with those for providing typical tourism services. While profit may not be a considerable factor, the financial sustainability of the activity may be a significant factor within many cross-sector relationships.

VSOs that package a tourism product such as a volunteer vacation and send volunteers can partner with local non-profit organizations, governmental agencies, or a combination of the two. These partnerships are formed in many different ways. In some cases, the VSO may have an existing relationship with a local organization or governmental agency willing to assist in providing volunteer experiences. In other cases, VSOs actively seek partnerships with local organizations in destinations that can provide volunteer opportunities. Regardless of the structural relationships of the sending and receiving organizations, the use of cross-sector partnerships within volunteer tourism is increasing.

As previously discussed, volunteer tourism is a relatively new field of study, and cross-sector partnerships are characteristic of volunteer tourism programs. However, little is known about how these relationships are managed. At the same time, from an anecdotal perspective, the benefit that managers and policy-makers gain from greater information regarding how to manage these partnerships is often discussed as a significant issue. Therefore, because volunteer tourism relies on the establishment of these partnerships, investigation of the critical factors that contribute to their success is essential.

Research Population

Volunteer tourism can occur almost anywhere that people travel. Much of the existing research has focused on travel to developing countries (Augustyn & Knowles, 2000; Campbell & Smith, 2006 ; Coghlan, 2007; Mustonen, 2006; Raymond, 2008; Ruhanen, Cooper, & Fayos-Sola, 2008; Simpson, 2004; Smale & Arai, 2002; Wearing, 2001; Wearing, 2004). However, a great deal of volunteer tourism occurs within the United States where major recipients are parks, protected areas, forests, monuments or similar areas that are managed by federal agencies . Many federal land programs depend on relationships with volunteers. For example, in 2005, the U.S. Fish and Wildlife Service reported that "38,000 volunteers donated more than 1.4 million hours" on their land (USFWS, 2005, p. 1). They valued this work at over $25 million. They also reported that in the same year, nine new "Friends" organizations (e.g., Friends of the National Zoo or Friends of Yellowstone) were created to support work in their refuges programs. In another example, the U.S. Bureau of Land Management (BLM) reported in its 2006 Volunteer Report that volunteers provided 1.3 million hours of time "equivalent to more than 70 full-time federal agency employees" (BLM, 2007, p. 1).

Given the importance of volunteer tourism within the U.S. federal land agencies, the present research has drawn its study population from the volunteer management organizations (both VSO and VRO) involved in managing volunteer tourism groups within federal lands.

The U.S. federal land agencies involved in this research include the U.S. National Parks (NPS), consisting of heritage areas and monuments, the U.S. Forest Service (USFS), and the Bureau of Land Management (BLM). The organizations that participate in cross-sector partnerships involving the management of volunteer

tourism activities involving these federal land agencies are the focus of this study. This population was selected for the following reasons:

- Volume: population includes a significant number of VSO and VRO partnerships.
- Experience: population has had significant experience dealing with volunteers for a number of years (BLM, 2007; USFWS, 2005).
- Generalizability: although the study focuses only on a U.S. population, which may limit the generalizability of the overall research, the significant amount of volunteer tourism that occurs within these land areas allows for a certain degree of generalizability within the federal lands system.
- Access: U.S.-based VMOS may be more accessible than VMOs.

Research Question

Significant research involving cross-sector partnerships exists within business, business and society, and public policy literature. The research presented here sought to build upon this foundation and add to the knowledge of cross-sector collaboration by examining one specific area of collaboration: cross-sector partnerships within volunteer tourism. The question this research seeks to answer is **what are the specific factors that contribute to successful cross-sector partnerships within volunteer tourism and specifically, are there factors that successful partnerships exhibit more prominently than non-successful partnerships?**

Limitations

It is the intent of this dissertation to contribute to the academic literature in the study of cross-sector partnerships; however, limitations may exist. The study will not

examine the greater phenomenon of volunteer tourism, beyond the relationships that exist between VMOs. It will not address the rapid growth of the sector, volunteer motivations, impacts of destinations that receive volunteers or any other aspect related to the individual volunteer tourist or the individuals hosting the volunteers. These are topics worthy of significant further research but are not addressed in this study.

Possible Contributions of this Research

This research seeks to contribute to several areas of the academic literature as well as to provide a practical application for tourism or volunteer organizations that create and manage cross-sector volunteer tourism partnerships.

First, this research seeks to enhance the study of tourism within the existing business and society literature. Tourism is a significant global industry, but it receives scant mention within many established strategy or business and society publications, such as the *Academy of Management Journal* or the *Business and Society Journal*. Additionally, this research attempts to build upon the emerging body of knowledge addressing inter-organizational collaboration that extends beyond the traditional business-to-business relationship.

Second, within the tourism literature, this research attempts to broaden the emerging emphasis on volunteer tourism investigations beyond the study of the volunteer traveler. From a business perspective, strategic cross-sector relationships develop, often in an ad hoc manner, and form the backbone of volunteer tourism in many cases, but little is known as to how they function. However, it would be incorrect to imply that no knowledge exists on this topic within related areas: a great body of knowledge relevant to business/society, strategy, and organization studies has been only minimally explored by tourism researchers exploring cross-sector

partnerships. This research was intended to further build that bridge between these disciplines.

Finally, from a practical perspective, volunteer tourism is an “up and coming” area. New relationships are being created every day, often with little strategic thinking or planning. Because of the proximity of volunteer tourists to the natural and cultural resources of a destination, it is critical that interested parties collaborate to create relationships that are financially viable and that serve to improve the environmental or cultural situation that is directly impacted by the volunteers. Additionally, it must be noted that volunteer tourism is both a business activity and a service. Tourist satisfaction often depends not only on the VSO or VRO, but also on a positive relationship between the partners. Attempting to understand better how these relationships function in a successful partnership may help guide future development in this area.

Specifically, the study of volunteer tourism seeks to contribute to the fields of business, society, and tourism through the testing of hypotheses that identify factors contributing to successful cross-sector partnerships and by providing guidelines for the following:

- practical implementation and management of these cross-sector partnerships, and
- policy interventions that foster volunteer tourism partnerships and maximize their benefits.

In addition, as the unit of analysis deals with volunteer tourism activities within U.S. federal lands, this research is expected to provide specific insight into the functioning of these partnerships.

Structure of Dissertation

This dissertation consists of five chapters. Chapter One, Introduction, has begun with a brief overview of the rationale for the proposed study of cross-sector partnerships related to volunteer tourism, followed by a discussion of the purpose of the research and a presentation of the research questions. Chapter One closes with a brief discussion of the limitations of this research and its expected contributions.

Chapter Two, Review of the Literature, addresses the existing literature of collaboration theory, cross-sector partnerships, tourism, and volunteer tourism research. Because this study focuses on cross-sector partnerships within volunteer tourism, this chapter explores extant research within strategy, business/society, and organizational literature that helps better understand the overarching issues related to cross-sector partnerships and volunteer tourism. Additionally, this chapter highlights the evolution of cross-sector partnerships including some of the seminal works of collaborative theory pioneers.

Chapter Three, Methods, presents the research methodology, including an outline of how the research questions were addressed and how the study attempted through empirical study to incorporate constructs derived from the literature review that might play a role in successful volunteer tourism partnerships. Following a discussion of the research instrument, this chapter describes the survey audience (government, civil society, and private sector organizations involved in the delivery and management of volunteer tourism programs sponsored by U.S. Federal Land Management Agencies), procedures for establishing the validity and reliability of the survey instrument, and the survey distribution method. The measurement of the factors tested is explained, including the statistical measures used.

Chapter Four, Findings, explains the statistical procedures used, data extracted, and final findings and presents diagnostic procedures and descriptive and inferential statistics.

Chapter Five, Conclusions, focuses on the researcher's interpretation of findings presented in Chapter Four. The focus of Chapter Five is to explain the results of the testing of the hypotheses and provide any interesting additional findings. The chapter also outlines limitations, recommendations for future research, and a final study conclusion.

Chapter 2: Review of the Literature

Collaboration is not new. Humankind has often depended upon collaborative relationships for basic survival. As the global system grows more complex, so does the way in which collaboration occurs. From basic interpersonal communications, society has moved to collaboration between similar organizations and further, to collaboration across sector boundaries. This trend has fueled a cadre of academic research. Scholars within management, business, health care, public administration, economics, and other fields have attempted to explain the "what, why, how, and how long" of inter-organizational collaboration (e.g., Das & Teng, 1998; Freeman, 1984; Gray, 1985, 1989; Gray & Wood, 1991; Mohr & Spekman, 1994; O'Regan & Oster, 2000; Roberts & Bradley, 1991; Selin, 1993).

This chapter is divided into several sections that explore existing literature pertinent to the study of cross-sector partnerships, especially in regard to volunteer tourism. It begins by reviewing the definition of collaboration and providing an overview of the current state of collaboration theory. Because collaboration is a broad topic, the next section narrows the discussion to cross-sector collaboration or partnerships, specifically those involving partnerships between government, business, and civil society. The concepts of tourism and responsible tourism are explained. This is followed by an introduction to the concepts of volunteerism and volunteer tourism with an overview of the field and the relevance of cross-sector partnerships. Finally, the factors related to successful partnerships are discussed along with a presentation of the conceptual framework and the research hypotheses to be addressed in this study.

Collaboration and Cross-Sector Partnerships

Defining Collaboration and Collaboration Theory

As collaborative relationships between organizations have evolved, so has the study of these relationships. As a result, academic scholarship has focused on the evolving forms of inter-organizational collaboration and their implications (e.g., Foster & Meinhard, 2002; Gray, 1985, 1989; Gray & Wood, 1991; Huxham & Vangen, 2000; Jamal & Getz, 1995; Mohr & Spekman, 1994; Selin, 1999; Waddock, 1989). Much of the earlier research "broke new ground in the effort to conceptually define and understand the common characteristics of partnerships and collaboration" (Selin, 1999, p. 262). Since then, the study of collaboration and partnerships has expanded and diversified.

Within the business literature, the study of business-to-business partnerships in their diverse forms, including strategic alliances, joint ventures, networks, and stakeholder collaborations, receives significant attention (e.g., Agle, Mitchell, & Sonnenfeld, 1999; Anderson & Narus, 1990; Das & Teng, 1998; Donaldson & Preston, 1995; Freeman, 1984; Frooman, 1999; Mohr & Spekman, 1994).

In public policy, research shows that shrinking budgets and greater responsibilities have required governments to embrace alternative organization structures, such as public-private partnerships (e.g. Gray, 1985, 2006; Gray & Wood, 1991; Huxham & Vangen, 2000; Waddock, 1989).

At the same time, scholars within the applied social sciences, such as tourism or natural resource management, discuss collaboration as a means of addressing many of the issues that exist on the inter-organizational domain level or at a level beyond the capacity of any one organization to address such as environmental management,

poverty alleviation or education (e.g. Buckley, 2004; Jamal & Getz, 1995; Selin, 1999; Selin & Chavez, 1995).

As would be expected with any emerging theory, "collaboration" has no shortage of definitions. One oft-cited organizational theorist and author of several seminal pieces on collaboration theory, Gray (1985, 1989), defines collaboration as "a process of joint-decision making among key stakeholders of a problem domain about the future of that domain" (1989, p. 11). Domain is defined as a "set of actors (individuals, groups and/or organizations) that become joined by a common problem or interest" (Gray, 1985, p. 912). Gray (1985) argues that what is lacking in much of the research on collaboration is a focus beyond the individual organizational level of those involved in the partnership. Rather than individual entities, she suggests that the topic be explored at the "domain level," which addresses the dynamics between organizations that are created by the collaboration (Gray, 1985; Gray & Wood, 1991). Gray (1985) argues that this domain-level perspective differs from the organizational-set perspective, such as stakeholder theory (Freeman, 1984), because it focuses on the relationships that make up the system, rather than the organization itself . This supports the findings of Emery and Trist (1965) who suggest that where a partnership exists, particularly in a turbulent environment, organizations must shift away from individual goals, towards inter-organization goals that maximize the needs of all parties involve. In order to achieve this, Gray (1989) indentifies five key characteristics essential to inter-organizational collaboration, which are interdependence among stakeholders; constructive problem solving; existence of joint decision-making process; shared responsibility for collaborative direction-setting; and, an on-going, evolving collaborative environment.

From the public policy literature, Roberts and Bradley (1991) define collaboration as "a temporary social arrangement in which two or more social actors work together toward a single common end requiring transmutation of materials, ideas and/or social relationships to achieve that end" (p. 460). The definition, while building on that of Gray, incorporates the additional elements of time-frame (temporary) and the shared, transmutation responsibilities of the actors within the partnership. Pasquero (1991) also builds on Gray's definition but adds the element of conflict management by including the constructive management of differences in his perspective.

While theorists have not agreed on a single definition of collaboration that encompasses all facets of this theory, the exercise of definition-building helps advance the construct. In addition to defining collaboration, it is important to identify the etiology of collaboration theory. Scholars credit a number of theories as foundations for an emerging collaboration theory.

In 1991, Wood and Gray identified several contributing theories to the study of collaboration, including "resource dependence, corporate social performance, institutional economics, strategic management, social ecology, microeconomics, institutional/negotiated order and political theory" (p. 140). They note that not one of these existing theories is sufficient to fully explain collaboration in its entirety. They reiterate, as Gray (1985, 1989; Wood & Gray, 1991) suggests in previous literature, that much of the existing theory continues to focus on the organizational level. Wood (2000) also notes that although institutional economics theory and political theory are exceptions to this perspective, these theories are not widely used within the collaboration literature.

Other scholars credit additional theories as contributing to the body of knowledge on inter-organizational collaboration. Barringer and Harrison (2000) agree with Wood and Gray, arguing that resource dependence, institutional, and strategic management theories are widely used frameworks to explain collaboration. They also include transactional cost, learning, and social choice theories in their explanation.

While many theories have built upon the collaboration construct, two of these theories, resource dependence and transaction cost, are the most widely cited. Theorists claim that resource dependence theory helps explain an organization's need to maximize resources through the combination of efforts that a partnership allows (Dickerson & Weaver, 1997; Faulkner, 2006; Foster & Meinhard, 2002). Transaction cost theory, which focuses on how an organization should be organized to minimize product and transaction costs (Williamson, 1975; Williamson, 1985), receives much attention in the inter-organizational literature. Transaction cost theory provides a rationale for collaboration by arguing that partnerships help reduce market uncertainty while minimizing production and management costs (Mohr, Fisher, & Nevin, 1996).

After years of scholarly research, the collaboration construct still remains a "somewhat elusive concept and few guidelines exist for how to ascertain whether and when it has occurred and to what degree it has been successful" (Gray, 2006, p. 244). Absent a single definition, collaboration has been adopted by many fields in an attempt to better understand the ever-growing number of inter-organizational relationships or partnerships that have emerged in almost every facet of human society.

Cross-Sector Partnerships

As previously discussed, inter-organizational collaboration research has branched into two areas: (1) business-to-business relationships, including strategic

alliances and joint ventures, and (2) inter-organizational collaboration across multiple sectors, such as government, business, and civil society (Gray, 2006).

Many scholars in a variety of fields have contributed to the expanding body of knowledge regarding the diverse types of inter-organizational relationships (e.g., Austin, 2000; Butterfield, et al., 2004; Foster & Meinhard, 2002; Googins & Rochlin, 2000; Gray, 1985; Hodge & Greve, 2007; Huxham & Vangen, 2000; Jamal & Getz, 1995; Klitgaard & Treverton, 2003; Lasker, et al., 2001; Pasquero, 1991; Provan & Milward, 2001; Rondinelli & London, 2003; Shaw, 2003; Wymer & Samu, 2003).

The "cross-sector" collaboration branch is of significant interest in a multitude of academic fields. As the ultimate goal of the present study is to focus on cross-sector partnerships within volunteer tourism, it is important to first examine the current state of the cross-sector partnership literature.

Cross-sector partnerships are the "new vehicle to mediate the changing roles and perceived roles of what is commonly referred to as the three primary institutional sectors of society: government, business and civil society" (Googins & Rochlin, 2000, p. 127). Partnerships that involve two or more of the primary institutions of society are a "growing reality" (Klitgaard & Treverton, 2003, p. 4). Pew Partnership for Civic Change indicates that business leaders increasingly view partnerships between government, civil society, and business as an important means of addressing social issues or problems (Rondinelli & London, 2003). Googins and Rochlin claim that cross-sector partners are the only solution for addressing many of the major societal issues today (2000).

While the number and acceptance of cross-sector partnerships continues to grow, many of these relationships do not produce all positive results. In one analysis of six different types of inter-organizational relationships, disadvantages of each type

were found, including potentially minor issues, such as partner frustration, to larger issues, such as loss of business, distrust, and loss of proprietary information (Barringer & Harrison, 2000). In addition, other studies have shown various issues that emerge when different sectors attempt to work together. One of the leading issues is the lack of a common language or unifying mission. The fundamental reason for the existence of each of the sectors —business, government and civil society — is different (Googins & Rochlin, 2000; Wearing, 2001; Wearing, 2004). This presents a problem when cross-sector partnerships form without adequately identifying the role of each member in the relationship (Googins & Rochlin, 2000).

Cause-Based Partnerships. One type of cross-sector partnerships of particular interest within volunteer tourism is that of cause-based partnerships (CBP). CBPs are often cross-sector partnerships that address both business needs and the needs of civil society. Different terms are used to identify this type of relationship, including social partnerships (Waddock, 1989), green alliances (Hartman & Stafford, 1997), and issues management alliances. According to Parker and Selsky (2004), "CBPs develop to alleviate a social problem (e.g., environmental degradation or social injustices) or fulfill a social need (e.g., Special Olympics) for which management exceeds the scope of any single organization" (p. 459). Many volunteer tourism partnerships fall into this category of cause-based partnerships.

Tourism and Sustainable Tourism

Tourism is one of the largest industries and one of the most dynamic economic activities in existence (BLS, 2007; UNWTO, 2006) . According to the United Nations World Tourism Organization (UNWTO), a specialized U.N. agency and leading

international tourism organization, international tourism arrivals[5] hit an all-time record in 2008 despite the global economic downturn, reaching 924 million worldwide (UNWTO, 2009b). At the same time, the U.S. Travel Association (USTA) (formerly the Travel Industry Association of America) has indicated that total travel expenditures in the US, amongst domestic and international travelers, are estimated to have reached $772.9 billion in 2008 (USTA, 2009b) .

Most tourism development over the last 50 years has been dominated by mass tourism, such as the sun-and-sea vacation. However, in recent years, this type of tourism has come under increased scrutiny. Mass tourism has been widely criticized for failing to provide real economic benefits to the local population while exploiting the destination's cultural and natural environment (Boo, 1989; Ceballos-Lacurain, 1996; Hawkins & Lindberg, 1993; Wearing, 2004). Despite being embraced by investors, governments, and private enterprise, this type of tourism may actually increase the economic inequalities and environmental degradation within the destination (Hall & Brown, 2006). More extreme critics claim that tourism is just another form of neo-colonialism that further accelerates global economic inequalities (Hall, 2007; Higgins-Desbiolles, 2006).

In addition to mass tourism, more sustainable types of tourism began to emerge within the last three decades. Terms such as alternative or responsible tourism are employed as umbrella terms for many different forms of tourism that maybe seen as more desirable than conventional forms (Mustonen, 2006). A key element of

[5] The UNWTO most common unit of measure used to quantify the volume of international tourism for statistical purposes is the number of International Tourist Arrivals. For a proper understanding of this unit, two considerations should be taken into account: 1. Data refer exclusively to tourists (overnight visitors) as visitors who stay at least one night in a collective or private accommodation in the country visited. Same-day visitors are not included. 2. Data refer to the number of arrivals and not to the number of persons. The same person who makes several trips to a given country during a given period is counted as a new arrival each time, just as a person who travels through several countries on one trip.

sustainable tourism is that it should not negatively impact the local population or the natural and cultural resources of the destination (Wearing, 2001; Wearing, 2004).

UNWTO has contributed greatly to the promotion and development of responsible, sustainable tourism worldwide. In addition, the World Travel and Tourism Council, and many major tourism industry associations work to promote a more sustainable tourism industry. According to the UNWTO (2004), sustainable tourism should (p. 7):

> *1)* ***Make optimal use of environmental resources*** *that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.*
>
> *2)* ***Respect the socio-cultural authenticity of host communities****, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.*
>
> *3) Ensure viable, long-term economic operations,* ***providing socio-economic benefits to all stakeholders*** *that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.*

UNWTO has spearheaded several sustainable tourism initiatives including the Global Code of Tourism Ethics. This initiative was developed in an attempt to mitigate some of the negative aspects of tourism development, particularly on the natural and cultural environment of destinations while at the same time, maximizing the economic benefits derived from tourism by local populations (Edgell, DelMastro Allen, Smith, & Swanson, 2008; UNWTO, 2009a). The Code is intended to serve as guidance for the traveler, the tourism professional and tourism policy-makers.

In addition to the Code of Ethics, several other industry-wide initiatives attempt to foster a more sustainable tourism industry. The UNWTO has also adopted the United Nations Millennium Challenge Goals[6] as a means of providing a framework upon which to address issues of sustainability within tourism (Ruhanen, et al., 2008). The tourism industry has been indentified as one that has the ability to contribute to the achievement of this Millennium Challenge Goals.

In addition to the work of UNWTO, other United Nations agencies have contributed to increasing awareness of sustainability issues within the tourism domain. The United Nations Environmental Program, in collaboration with over twenty major private-sector tourism organizations, created the Tour Operators Initiative. The Tour Operators Initiative, which has spun-off as a non-profit member association, serves to promote corporate social responsibility within the tour operator sector (UNEP, 2009). In addition, the United Nations Foundation, in collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the on-line travel distributor, Expedia, founded the World Heritage Alliance (WHA). WHA has now evolved to become a tourism industry-led, membership organization that seeks to contribute directly to nature conservation, historic preservation, and poverty reduction through responsible tourism within and around World Heritage Sites (WHA, 2009).

As evidenced by the initiatives discussed above, from a global perspective, tourism is experiencing a shift towards greater sustainability. This is no different in the United States. As an example, the leading travel membership organization in the U.S., the USTA, in collaboration with the American Express Credit Card Company,

[6] In 2002, the United Nations announced the eight Millennium Development Goals (MDGs) – which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015, as a blueprint agreed to by all the world's countries and all the world's leading development institutions (UN, 2009).

recently launched a Travel Green portal, to serve as a clearinghouse of sustainability efforts within the travel community (USTA, 2009a).

Accompanying this heightened awareness of sustainability from within the tourism industry, consumer demand is also shifting (Ceballos-Lacurain, 1996; Edgell, et al., 2008; Higgins-Desbiolles, 2006). Under the umbrella of sustainable tourism, many types of alternative tourism have emerged. These types of tourism address market demand for greater diversification in tourism products. They also potentially serve as a means of minimizing possible negative aspects of tourism while affording greater benefits to the local destination and satisfying consumer demand (Higgins-Desbiolles, 2006). Although the traditional tourism model may be primarily profit-driven, many types of alternative tourism provide tourists with an enjoyable experience while enabling them to contribute time and expertise to a worthwhile cause (Coghlan, 2007).

Volunteerism and Volunteer Tourism

Volunteer service and tourism share a long history. Traveling for the purpose of volunteering probably began around 1915 (Wearing, 2004). Within the last 50 years, prompted by the creation of such organizations as the Peace Corps, as well as increased awareness of the global social and environmental situation, tourism activities that involve a volunteer component have increased tremendously (Brown, 2005; Hawkins, Lamoureux, & Clemmons, 2005; McCurley, 2007; Wearing, 2001, 2003; Wearing & Lyons, 2008a).

Volunteerism, either on its own or involving travel, contributes to overall development on a global level. The United Nations (2001) has stated that "volunteerism is an important component of any strategy aimed at poverty reduction, sustainable development and social integration" (p. 1).

Globally, the number of individuals participating in volunteerism continues to rise. In Britain, 73% of adults participated in at least one volunteer activity in 2007 (United Kingdom National Statistics Bureau, 2008). In Australia, 4.5 million individuals reported participating in a volunteer activity in 2006 (Australia Bureau of Statistics Website, 2007).

In the United States, volunteers provide free or inexpensive labor for more than 40,000 not-for-profit organizations (Kotler, 1982). According to the U.S. Bureau of Labor Statistics, 60.8 million people volunteered for or through an organization during fiscal year 2007 (BLM, 2007). National and local initiatives, such as the U.S. Freedom Corps, continue to grow in popularity. Promoting volunteerism has been a major agenda item for several U.S. Presidents including Presidents Bill Clinton, George W. Bush and Barack Obama. Recently, the U.S. Congress passed the Serve America Act, which amends the National and Community Service Act of 1990. This bill is expected to increase funding to Americorps and other volunteer programs within the United States (OpenCongress.com, 2009).

Although the definition of volunteerism varies, within the tourism literature, a volunteer has been defined as "someone who contributes services without financial gain to a functional sub-community of cause" (Henderson, 1985, p. 31). Within non-profit organizations, volunteers often form an essential part of an organization and in some cases, may equal or outnumber the paid staff in an organization (Volunteer Center, 2003).

One way that volunteers are used by non-profit organizations is to deliver services that they might not otherwise be able to deliver (Wisner, 2005). Such volunteers are often referred to as "service volunteers." While the motivation of volunteers may differ from that of regular employees, non-profit organizations often

depend upon these individuals as much as they do regular employees (Wisner, 2005). In the case of volunteer tourism, this is equally true; however, in some cases, volunteers also provide economic resources through trip fees or donations in addition to the voluntary labor they provide (Campbell & Smith, 2006 ; Cousins, 2006).

Volunteer tourism has emerged as an outgrowth of other forms of alternative tourism. As Figure 2, indicates, unlike some other alternative tourism themes, volunteer tourism can include culture, education, scientific, adventure, and agricultural tourism (Wearing, 2001).

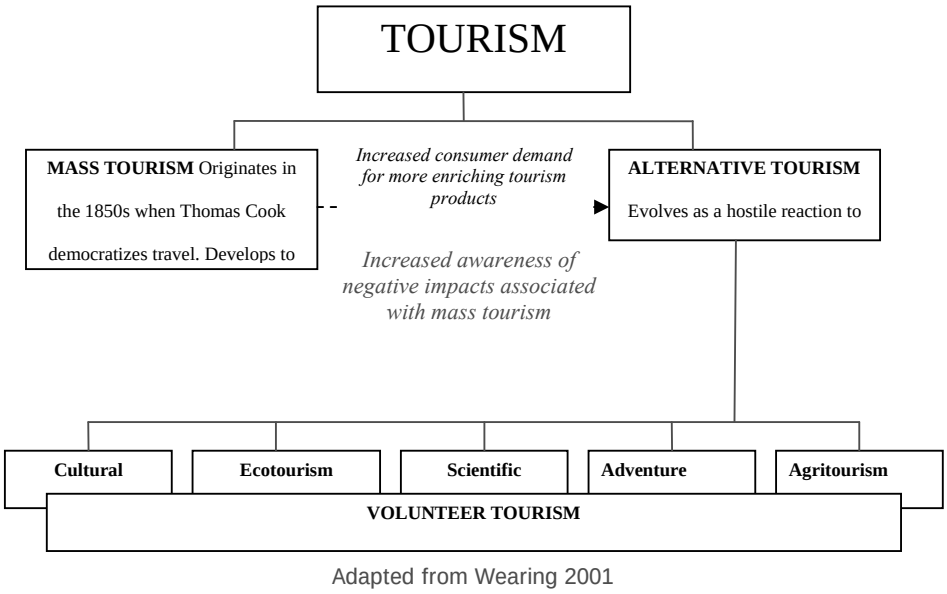

Figure 2. Volunteer Tourism as a Niche within the Larger Tourism Industry

Within the global tourism industry, volunteer tourism continues to gain substantial recognition (Cousins, 2006; Gray & Campbell, 2007). More and more, tourists look for a way to "give back" during their vacations. Several market studies point to growth in this niche area. In 2006, the USTA found that one-quarter of travelers said they were interested in taking a volunteer or service-based vacation (2006). In 2007, a Travelocity.com poll indicated that the number of people planning to do volunteer work while on vacation increased from 6 percent in 2006 to 11 percent in 2007 (2007). According to FutureBrand's *Country Brand Index* (2007), an annual study that looks at the way a country is branded and ranked as well as outlining key trends in the global travel and tourism industry, identified volunteer tourism as a growth area. According to the report (p. 14):

> *As a response to disaster aid, growing global village consciousness and a need to contribute to society in ways big and small, more travellers are planning their trips around humanitarian purposes. From building homes and teaching English to working at refugee camps and participating in animal conservation research, the menu of volunteer vacation options is growing*

While these are not academically rigorous studies, they do help understand the market size and the need for further research in this area.

Academic research on volunteer tourism has begun to emerge within the last decade. Individual articles regarding this topic have been published in various fields including tourism, and non-profit or volunteer management. In 2008, the first text made up entirely of academic research on this topic was published titled *Journeys of Discovery in Volunteer Tourism* (Wearing & Lyons, 2008b). This book features 16 studies conducted around the world involving some aspect of volunteering and tourism. In addition, a new academic journal titled *International Volunteer Tourism and Social Development* was announced in 2008, with the first edition expected to be published in 2009.

With any nascent concept, the question of a definition is often a focus of preliminary research. Preliminary research contributes to the search for definition, as well as identification of possible best practices (Wearing, 2001; Wearing, 2004; Wearing & Lyons, 2008a); the social impacts of the sector (McGehee, 2002; McGehee & Santos, 2005); tourist motivation to partake in a volunteer experience (Brown, 2005; Brown & Morrison, 2003; Wearing, 2001; Wearing & Neil, 1997); and tourism companies and/or non-governmental organizations implementing volunteer tourism (Brown, 2005; Brown & Morrison, 2003; Cousins, 2006; Lyons, 2003; Raymond, 2008; Turner, Miller, & Gilbert, 2001; Wearing, 2001; Wearing, 2004). Some have even likened volunteer tourism to a modern manifestation of the traditional pilgrimage experience (Mustonen, 2006).

Volunteer tourism is a multi-faceted concept and as such, should be examined from many different angles. Although not the topic of the present study, one area of particular concern is the impact of the volunteer on the host community and the host-visitor interaction. Unlike many types of tourism that afford the host some distance between their daily life and their interaction with the visitor, volunteer tourism often leads to a much closer host-guest relationship (McGehee & Andereck, 2008; McIntosh & Zahra, 2008). Concern about issues such as privacy, cultural erosion and tourist overload have caused some to question the degree to which volunteer tourism is beneficial to the local population (Mustonen, 2007). For example, short-term trips are increasingly popular; however, questions arise as to how much an unskilled laborer can do in a short period of time and whether the activities they undertake as volunteers do not deprive the local population of job opportunities.

Some of the questions related to volunteer tourism involve the host community and the socio-cultural impact of guest-host interaction. However, this may

not be as great a concern in some areas of volunteer tourism where the guest is not directly interacting with a host community. One popular form of volunteer tourism activity involves working to conserve or protect some aspect of the destination's natural environment. This type of volunteer tourism, which is particularly relevant to this research, typically involves scientific research, environmental restoration, wildlife monitoring, conservation or protected area management activities (Campbell & Smith, 2006 ; Cousins, 2006; Ellis, 2003; McGehee, 2002). Volunteers seek opportunities to spend their vacations monitoring sea-turtle nests, conducting trail maintenance or participating in park cleanups.

Conservation-based volunteer tourism, which offers a blend of an ecotourism experience with the opportunity to volunteer (Cousins, 2006), is a popular short-term volunteer vacation activity. In a study of 688 volunteer case opportunities, Callahan and Thomas (2005) found that environmental regeneration work was the most popular among short-term travelers (less than 4 weeks). They suggest that these types of projects may be more popular short-term volunteer opportunities because of the limited expertise needed for many of these activities.

Research focusing on individual desires to participate in conservation or environmental volunteer tourism suggests that while different drivers that inspire individuals to want to volunteer, the ability to interact with wildlife is a major motivation (Campbell & Smith, 2006 ; Gray & Campbell, 2007).

It is not surprising that some of the most well-known VSOs specialize in some aspect of the environment or conservation. With the burgeoning demand for this type of tourism, many more organizations now offer opportunities to interact with local wildlife or participate in some conservation activity. Some organizations, such as Earthwatch, have been involved in volunteer conservation work for decades although

many are only recently adopting the term "tourism" into their repertoire. Earthwatch, the largest volunteer non-profit organization, specializes in short-term scientific field research volunteer programs. In its 38-year history, Earthwatch has involved more than 90,000 volunteers in scientific research projects in 120 countries and 35 states (Earthwatch, 2009). The mission of Earthwatch is to *" engage people worldwide in scientific field research and education in order to promote the understanding and action necessary for a sustainable environment"* (Earthwatch, 2009). Possibly due to its longevity, or its scientific mission, several studies examining the work of Earthwatch have been published (Foster-Smith & Evans, 2003; McGehee, 2002; Turner, et al., 2001; Weiler & Richins, 1995).

As suggested by the literature discussed, over the last ten years, the scholarly literature involving volunteer tourism has emerged and is expanding. However, while research has focused on the volunteer and the host, values, impacts, preferences, and related concepts, very little research has explored the inter-organizational collaboration that exists between the entities that send the volunteer tourism groups and those that host them. This next section will explore inter-organizational collaboration research, as it pertains to volunteer tourism.

Cross-Sector Partnerships within Volunteer Tourism

Research suggests that the number of cross-sector partnerships involving volunteer tourism is growing. According to Wearing (2004), a large number of tour operators, as well as environmental or humanitarian not-for-profit organizations and academic groups, are already offering opportunities for volunteer tourism related to environmental protection and conservation. The use of volunteer tourists by natural resource managers is also growing (Ellis, 2003). It is anticipated that this trend will

continue. Within the general tourism literature, few studies have taken a cross-sector empirical view of the effectiveness and functionality of collaborative relationships (Augustyn & Knowles, 2000).

In addition, much of the existing research regarding general tourism partnerships focuses on multi-sector relationships that exist to benefit the destination, such as stakeholder groups (Jamal & Getz, 1995). Although partnerships and collaboration are discussed within the tourism literature, few researchers draw upon the existing body of management and organizational literature for guidance. Jamal and Getz (1995) indicate that little effort has been made to "draw from inter-organizational studies on collaboration within the fields of organizational behavior, theory or development" for the purpose of better understanding collaboration within the tourism field.

The study of parks and protected areas and tourism does offer some insight into partnership arrangements. In their study of parks and protected areas, Jamal and Stronza (2009) suggest that for tourism activities to succeed, a stakeholder theory of collaboration in protected areas must include the unique relationships and dynamics between public and private sector institutions. Glover and Burton (1998) propose that most approaches at managing tourism activities within parks and protected areas involves some form of collaborative relationship. Specifically, they outline four likely forms of collaborative institutional arrangements involving tourism and protected areas: "cross-sector alliances involving a contractual relationship between a public agency and a for-profit or non-profit organization; governmental arrangements; regulated monopolies; or divesture" (Glover & Burton, 1998, p. 143). In an analysis of various management models involving tourism and protected areas, Eagles (2009) found that partnerships between non-profit and public sector were more closely

aligned to the "ideals of good governance" than those involving for-profit private sector involvement (p. 244). As previously discussed, research involving cross-sector partnerships within tourism is in a nascent but evolving stage.

Conceptual Framework

The proposed research is based upon two assumptions: that volunteer tourism partnerships typically involve a relationship between two volunteer management organizations, the VSO and the VRO and that it is likely that successful volunteer tourism partnerships exhibit a defined set of factors more prominently than non-successful partnerships.

Factors Contributing to Successful Partnerships

In general, the body of knowledge that focuses on inter-organizational collaboration is quite large and diverse. Research regarding how partnerships develop, both in the business sector and across sectors, is quite prevalent. However, much of the research assumes that partnerships will be successful (Gray, 1985, 1989). Little attention has been given to the inter-organizational dynamics that may or may not lead to a successful collaborative relationship (Augustyn & Knowles, 2000; Gray, 1985, 1989; Mohr & Spekman, 1994; Parker & Selsky, 2004).

Key questions must be addressed—for example what are the fundamental aspects or factors needed for a partnership to be successful? Are there specific factors that a partnership must have in order to exist and flourish?

Several scholars have attempted to address these questions within both the business-to-business collaboration literature (Anderson & Narus, 1990; Frazier, et al., 1988; Mohr & Spekman, 1994) and within cross-sector collaboration literature (Augustyn & Knowles, 2000; Gray, 1985, 1989; Parker & Selsky, 2004). A review of

a number of studies in both of these areas shows that several factors related to successful partnerships have been identified. Appendix A contains a matrix of factors that scholars have identified as critical to the success of a partnership. As the research outlined in the matrix suggests, many of these factors repeat across industry and sector boundaries; therefore, it may be reasonable to assume that these factors may also be relevant to the particular focus of this research, partnerships involving volunteer tourism.

The following sections of this chapter discuss the success factors derived from the literature. The conceptual model presented below is adapted and modified from the seminal study by Mohr and Spekman (1994), who tested the critical success factors of strategic alliances within business-to-business relationships. Their study, which to date has been cited over 1000 times, introduces a model for measuring partnership success. This model has been adapted to other studies within the business literature (Monczka, Petersen, Handfield, & Ragatz, 1998; Tuten & Urban, 2001). Many of the factors they identified as potentially critical to successful partnerships mirror those identified within other areas, particularly within the collaboration literature, as Appendix A demonstrates. These factors form the basis of the hypotheses to be tested in this study.

As previously indicated, factors are drawn from the study of business-to-business collaboration literature as well as cross-sector collaboration. It may not be appropriate to generalize from the business-to-business literature to cross-sector research; however, given the overlap pertaining to success factors within both areas, it may be appropriate to compare these two areas in order to develop and test a set of factors that may apply within volunteer tourism.

The conceptual model presented in Figure 3 suggests the critical success factors of cross-sector partnerships revealed through the literature review. These are the factors that this research intends to investigate.

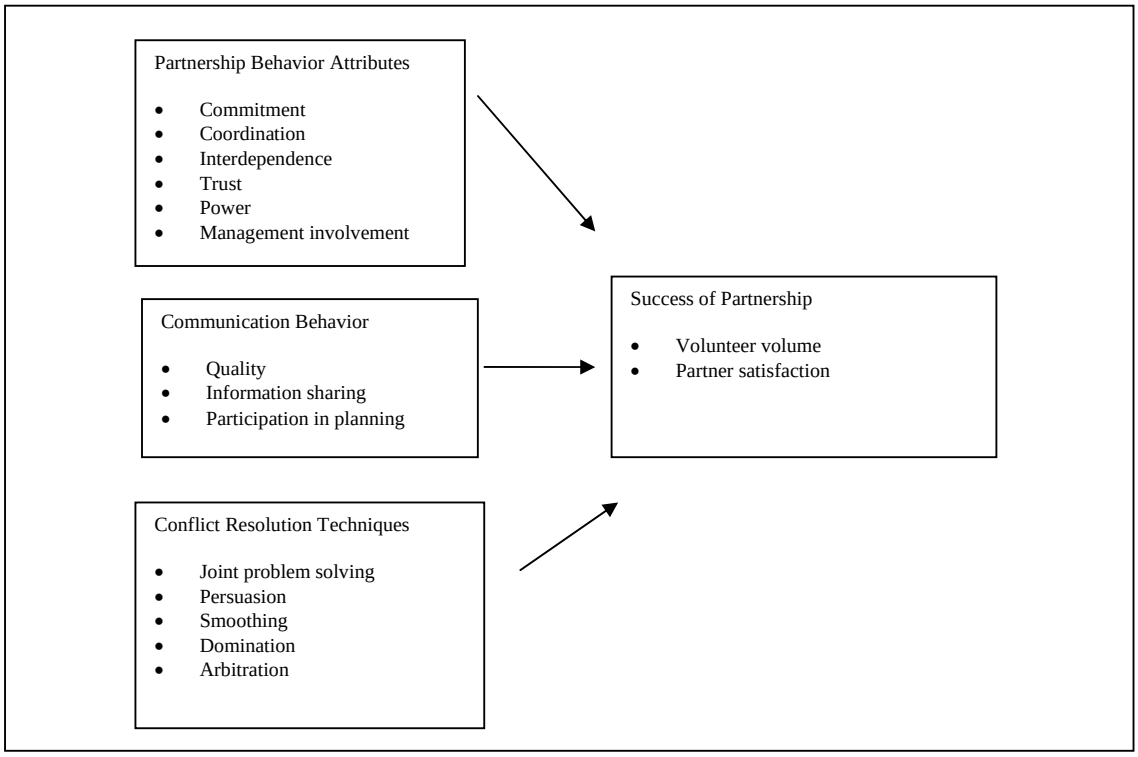

Figure 3. Conceptual Model - Factors Determining Cross Sector Partnerships Success
(adapted from Mohr and Spekman, 1994)

In the following sections, each factor is described and research hypotheses are stated.

Factor #1: Partnership Behavior Attributes

Mohr and Spekman (1994) suggest that certain process-related constructs "help guide the flow of information between partners, manage the depth and breadth of interaction and capture the complex and dynamic interchange between partners" (p. 137). They claim that the "existence of these attributes implies that both partners

acknowledge their mutual dependence and their willingness to work for the survival of the relationship" (p. 137). These attributes include commitment, coordination, interdependence, trust, power, and management involvement,[7] findings that mirror the findings of various other scholars. Each attribute is detailed below.

Commitment

The first attribute, "commitment" (Mohr & Spekman, 1994, p. 137), refers to the extent to which partners are willing to work or commit themselves for the sake of the partnership. As indicated in Appendix A, commitment and overall dedication to the partnership has been identified in various previous studies as being crucial to ensuring partnership success.

Austin (2000) indicates that within cross-sector partnerships, focused attention or commitment is an "alliance enabler" (p. 85) while in the same context, Waddock (1989) finds that committed partnerships result in better partnership performance. Echoing this, Shaw (2003) finds that relationships with a genuine commitment and shared mission will strengthen the likelihood that both partners will work together towards the end goal. Within the tourism literature, Watkins and Bell (2002) and Augustyn and Knowles (2000) find that commitment also contributes significantly to the success of tourism partnerships.

Coordination

Mohr and Spekman (1994) identify coordination as the next key success factor. This factor relates to the "set of tasks each party expects the other to perform"

[7] Power and Management Fit/Leadership were not originally identified as a behavioral attribute by Mohr and Spekman. This researcher has added these constructs due to the existing constructs as it is repeatedly referred to in the literature as an important attribute. It is possible that within the Mohr and Spekman model, power was not originally considered as a factor due to the business-to-business relationships studied. While it is unknown why this characteristic was not included, its existence in a significant number of studies on the topic warrant its inclusion in this model.

(p. 138). Inherent in any partnership is the identification of boundaries and the role that each member must play within those boundaries. As Appendix A indicates, several additional researchers were identified who suggested that coordination is an indicator of collaboration success (Das & Teng, 1998; Googins & Rochlin, 2000; Lasker, et al., 2001; Monczka, et al., 1998; Rondinelli & London, 2003; Shaw, 2003).

Augustyn and Knowles (2000) suggest that a partnership must have the "right underlying objectives," which are both long-term and based upon a mutually beneficial situation among all parties that does not infringe upon the individuality of each partner. The authors highlight the need for coordination so as to maximize the benefits of the partnerships. Das and Teng (1998) indicate that firms coordinate or adjust their own behavior to create a better fit within the partnership. Within government-civil society relationships, Lasker et al. (2001), find that strong relationships between the partners that allow partners to be influenced by each other result in stronger synergy .

Interdependence

Within the business-to-business literature, Mohr and Spekman (1994), as well as Anderson and Narus (1990), indicate that firms entering into a relationship must recognize that they depend upon each other for the success of that relationship. This realization usually results when both organizations recognize that they will benefit from the collaboration.

Within the collaboration literature, Gray (1989) also cites "interdependence" as a critical success factor (p.14). Similarly, Gray (1989) posits that "joint ownership of decisions and collective responsibility for future" (p.14) are also important for success. Augustyn & Knowles (2002) suggest that each partnership must depend upon

a developmental structure that is reciprocal, where each partner commits its organizational strengths to create an integrated pool of resources. Within the cross-sector literature, Googins and Rochlin (2000), Waddock (1989), and Austin (2000) all posit the need for organizational interdependence, with Austin indicating that this includes a balance of value with benefits flowing in both directions. Jamal and Getz (1995) highlight the need for interdependence within tourism partnerships as well.

Trust

Mohr and Spekman (1994) identify trust as a key determinate of partnership success, a sentiment echoed by numerous other scholars. Mutual respect and trust are often referenced as principal factors related to the functionality of a partnership (Anderson & Narus, 1990; Austin, 2000; Das & Teng, 1998; Frazier, et al., 1988; Huxham & Vangen, 2000; Monczka, et al., 1998; Shaw, 2003; Watkins & Bell, 2002). Partners must act in a way to maximize the partnerships, and not benefit at the expense of the other partner (Tuten & Urban, 2001). According to Faulkner (2006), trust can be analyzed into three forms: calculative trust (i.e., one partner calculates that the other can help); predictive trust (i.e., one partner comes to believe that the other is competent to behave as they say they will; and defective trust (i.e., the partners grow to like each other as people and trust becomes more personal. In collaborative relationships that have no hierarchy in which to control for power, trust is a necessary attribute in order to reduce the resources needed to monitor the collaborative activity (Selin, Schuette, & Carr, 2000). Pruitt (1981) argues that trust correlates to an organization's willingness to participate in collaborative relationships.

Additionally, Gray (2007) identified past history, distrust and identity issues as one of three factors that contribute to "collaborative inertia" (p. 32). The findings of Jamal and Stronza (2009) also suggest that distrust is a key challenge to managing a

relationship. Even in situations where a formal contract exists, Luo (2002) found that the existence of trust and cooperation strengthened the partnership.

Power

Power, an attribute not originally named in the Mohr and Spekman (1994) study, is continually mentioned within the context of cross-sector partnerships. It is possible that relationships that cross sectors, particularly government or business to civil society, require an understanding regarding power. Selin & Chavez (1995) indicate that power issues may be a result of tensions created by the blurring of sector lines caused by cross-sector partnerships. Several scholars include the need for equal sharing of power as a critical success factor for cross-sector relationships (Selin & Chavez, 1995; Shaw, 2003). Gray (1989) suggests that distribution of power among collaborators, although not necessarily equal distribution, is a necessary component of success. Issues around power and autonomy often occur within cross-sector relationships (Lister, 2000; Selin & Chavez, 1995; Shaw, 2003).

Management Involvement or Leadership

Like power, management involvement or leadership is not a construct originally named by Mohr and Spekman; however, as Appendix A indicates, it is an oft-cited criterion for partnership success (Anderson & Narus, 1990; Jamal & Getz, 1995; Lasker, et al., 2001; Lister, 2000; Plummer, et al., 2006; Selin & Chavez, 1995; Shaw, 2003). Gray (1985) indicates that without managerial level involvement or appropriate leadership, a partnership is unlikely to succeed. Austin (2000) also cites commitment from organizational leadership as a necessary component of partnership evolution.

Hypothesis #1

The literature referenced above suggests that successful partnerships will have higher levels of commitment, coordination, interdependence, trust, power equity, and managerial involvement than less successful partnerships, thus leading to the following hypothesis.

H1: More successful cross-sector partnerships, compared with less successful partnerships, exhibit higher levels of the following:

a. commitment
b. coordination
c. interdependence
d. trust
e. power
f. management involvement

Factor #2: Communication Behavior

Several scholars posit a need for appropriate communication if a partnership is to be successful. Mohr and Spekman (1994) indicate that partnerships must have effective communication, including "communication quality, information sharing and participation in goals and planning" (p. 138). Within tourism and protected area partnerships, Liang et al. (2008), also found that open communication, commitment and ability to manage conflict to be crucial to partnership success.

Quality

Communication quality refers to practical issues, such as accuracy of information, timeliness, adequacy of information, and credibility (which is also tied to trust, as previously discussed). Within the business-to-business research, this element is often cited as an important factor (Das & Teng, 1998; Lea, 1988; Monczka, et al., 1998; Tuten & Urban, 2001). In the cross-sector partnership literature, Austin (2000)

indicates that communication is also an "alliance enabler" (p.85). In the same field, Wymer and Samu (2003), Shaw (2003), Augustyn & Knowles (2000), and Butterfield et al. (2004) all tout the importance of quality communication. In tourism research, Laing et al. (2009) also suggest that transparency in communication promotes more favorable collaboration.

Information Sharing

Information sharing refers to the level of information (critical or not) that is shared between partners. More frequent communication or sharing of information may result in more effective partnerships. The need for openly sharing information is one of the most discussed factors within business-to-business literature (Bramwell & Sharman, 1999; Mohr & Spekman, 1994; Monczka, et al., 1998; Tuten & Urban, 2001) and cross-sector collaboration literature (Austin, 2000; Shaw, 2003; Williams & Ellefson, 1996). Openly shared communications is often cited as a crucial factor in any collaborative relationship.

Participation in Planning

Participation in planning refers to the ability of the partners to jointly develop goals. Tuten and Urban share many of the same findings: that improved communication, including frequency, accuracy, and willingness to share, were key factors leading to the success of a partnership (2001). Augustyn and Knowles (2000) also identify effective information sharing that allows for the "continued revision of partnerships goals and objectives." Gray (1989) indicates that joint decision making based on consensus is critical to partnership success. Other scholars have also found that communication is a relevant indicator of partnership success (Anderson & Narus, 1990; Austin, 2000; Butterfield, et al., 2004; Das & Teng, 1998; Monczka, et al., 1998; Shaw, 2003; Stegeman, Unknown).

Hypothesis #2

The three aspects of communication behavior originally identified by Mohr and Spekman (1994) and as corroborated by several other scholars, as Appendix A indicates, are closely inter-related. Communication quality, information sharing, and participation in planning all reflect the need to go beyond the individual organization's boundaries to actively engage the partner in the collaborative process. Therefore, more successful partnerships should exhibit higher levels of communication quality, more information sharing, and more participation in goal setting, thus leading to the following hypothesis.

H2: More successful cross-sector partnerships, compared with less successful partnerships, will exhibit higher levels of the following:

a. communication quality
b. information sharing
c. participation in planning

Factor #3: Conflict Management Techniques

Conflict resolution techniques have been identified by several researchers as a necessary component of successful partnerships (Anderson & Narus, 1990; Butterfield, et al., 2004; Gray, 1989; Lasker, et al., 2001; Mohr & Spekman, 1994; Monczka, et al., 1998). The nature of inter-organizational collaboration creates the opportunity for conflict. Failure to recognize the existence of conflict and address it through some form of conflict resolution process could "mean the difference between successful partnerships and those that succumb to collaborative inertia" (Gray, 2007, p. 40). The way in which conflicts are resolved, through joint problem-solving, persuasion, smoothing, domination, harsh words, or arbitration**,** directly affects the success of the relationship. Monczka et al. (1998) have found that the use of joint problem-solving creates a "win-win" solution. Unsurprisingly, they also find that use

of negative tactics, such as name-calling and arbitration can be detrimental to the partnership (p. 567).

Hypothesis #3

As indicated in Appendix A, various other scholars have indicated that how organizations address the inevitable problems that occur, will dictate the relationship. According to Lasker, Wiess, and Miller (2001), conflict can be helpful in fostering partnership synergy if it is managed in order to foster new ideas. Partners who engage in a process that results in a mutually satisfactory solution will likely enhance the partnership, according to Mohr and Spekman (1994). Negative techniques such as the use of harsh words or domination will negatively impact the relationship, possibly causing long-term damage. Smoothing over or ignoring problems may also be an indicator of a less successful relationship since these attributes do not fit the objectives of collaboration, according to Mohr and Spekman (1994), thus leading to the following hypothesis.

H3: More successful partnerships compared with less successful partnerships, will exhibit the following:

a. higher use of constructive resolution techniques including joint problem solving and persuasion
b. lower use of destructive conflict resolution techniques including domination
c. lower use of conflict resolutions techniques including outside arbitration, smoothing/avoiding issues

Summary

The literature review in this chapter has provided the theoretical foundation for this study. The constructs drawn from extant research on collaboration and cross-sector partnerships provide the foundation for this research, which is intended to determine the critical success factors of a partnership involving volunteer tourism.

Three hypotheses were developed and presented here. The next chapter will discuss the methodology to be employed for this study.

Chapter 3: Methods

This study seeks to address the research question, *"What are the factors explaining successful cross-sector partnerships within volunteer tourism*?" The methods used to address this question are outlined in this chapter.

Research Questions and Hypothesis

The research questions outlined below helped frame the development of the conceptual model, repeated in Figure 4. Subsequent hypotheses, as presented at the end of Chapter Two, are outlined again in Table 1.

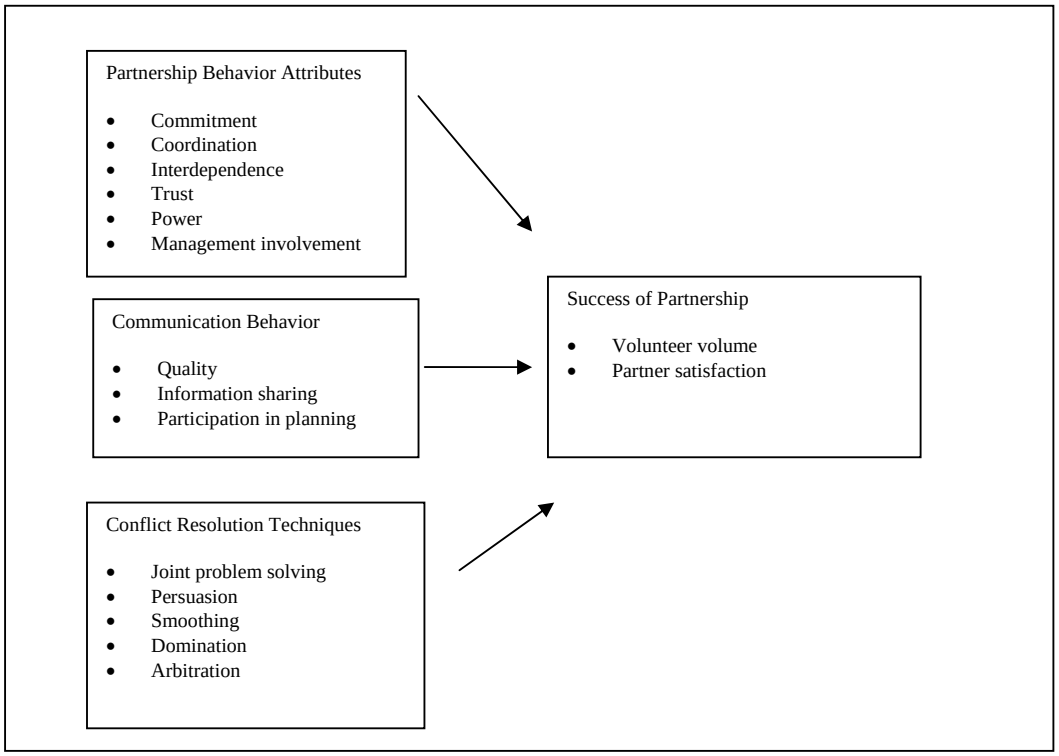

Figure 4. Factors Determining Cross-Sector Partnership Success (Adapted from Mohr & Spekman, 1994)

Table 1. Outline of Research Questions and Hypotheses

RESEARCH QUESTION	HYPOTHESIS
Does the existence of certain attributes within a partnership contribute to the success of the partnership?	H1: More successful cross-sector partnerships, compared with less successful partnerships, exhibit higher levels of the following: a. commitment b. coordination c. interdependence d. trust e. power f. management involvement
Does the way in which organizations communicate with partners (communication behavior) contribute to the success of the partnership?	H2: More successful partnerships, compared with less successful partnerships, will exhibit higher levels of the following: a. communication quality; b. information sharing c. participation in planning
Does the manner in which conflict is addressed in a partnership contribute to the success of the partnership?	H3: More successful partnerships compared with less successful partnerships, will exhibit the following: a. higher use of constructive resolution techniques including joint problem solving and persuasion; b. lower use of destructive conflict resolution techniques including domination; c. lower use of conflict resolutions techniques including outside arbitration, smoothing/avoiding issues.

Survey Instrument Development

The survey instrument was developed through an extensive review of the available literature related to partnerships and alliances as well as volunteer and cross-sector relationships. The survey instrument and introduction letter sent to participants can be found in Appendix B. All but two measures (power and management involvement) were built upon previous research conducted by Mohr and Spekman

(1994). To ensure validity in the context, all measures were examined by a panel of industry professionals and subject-area experts with direct experience in volunteer tourism partnerships. Their feedback was used to make minor modifications such as formatting and question order, as needed. Additionally, the survey instrument was pre-pilot tested with a representative group of VMOs. Minor modifications to the survey instrument were made based on their feedback.

The survey consisted of open-ended and scaled questions, totaling 68 individual items. The first section focused on organizational background information, including type of organization, organizational partnership experience in terms of time, and number of partners. The survey also asked whether partnerships helped the organization achieve its mission.

The second section of the survey asked participants to provide the names of organizations with which they had partnerships. Respondents were then asked to respond to the remaining questions based on experiences with their most recent partner. Asking for responses based on the most recent partner, as opposed to the most successful partner, was intended to reduce any bias of self-selecting the most successful partnership upon which to base answers.

Development of the individual measures that made up the dependent and independent variables, as well as the covariate variable, is discussed in the next section.

Dependent Variables

Success of the Partnerships

Two objective measures of volunteer volume were collected. Both measures were based on volunteer volume. The first measure asked the following:

- What is your approximate volume of volunteers that you receive from or provide to this organization on a yearly basis?

The second measure was computed based on the response to two questions. The responses were multiplied together as an indirect measure of the number of VMO yearly volunteer participants. The second measure asked the following:

- What are the total overall yearly volunteers received or sent from your organization?

- Of the total volunteers you received or sent from your organization, what percent come from or is received by this organization?

For the second measure, the items were multiplied together to show an indirect measure of yearly volunteer volume. The work of Mohr and Spekman (1994) suggested that by assessing volume in two different ways, the study would get a more accurate assessment of the volume variable. It was also necessary to adjust for size of the organization. The two volunteer volume measures were combined and summed to form one measure (volunteer volume).

Anderson and Narus (1990) suggest that satisfaction with aspects of the working relationship between partners can serve as a proxy for partnership success. Satisfaction/dissatisfaction is identified as a "cognitive state which can be used to examine the adequacy of the rewards received through the relationship" (Waddock, 1989). Thus, as for Mohr and Spekman (1994), an additional indicator was included. Given that partnership satisfaction may represent interests beyond profit, additional indicators were included to attempt to capture alternate satisfaction measures that might be more important for some groups than for others (i.e., civil society organizations might value "relevance to their mission" over "profits." Therefore, partner satisfaction with each other was tested through the following questions:

- Satisfaction: How satisfied are you with the following aspects of the relationship with this organization:
    - Personal dealings with the organization's staff
    - Assistance in managing volunteer programs
    - Profit on sales of volunteer programs

    - Degree to which this organization helps your organization achieve its mission
    - Likelihood of continuing this partnership in the future (highly unlikely/highly likely)
- How does the organization compare to other organizations offering the same activities? (very unfavorable/very favorable)

The satisfaction items were examined and tested to determine the number of factors resulting from this measure.

Independent Variables

Partnership Behavior Attributes

Commitment, coordination, trust, and power were each measured using a 3-item scale. Interdependence and Management Involvement were measured using a 2-item scale.

Commitment: (strongly disagree/strongly agree)
- We'd like to discontinue receiving or sending volunteers to/from this organization (reverse scored).
- We are very committed to receiving/sending this organization's volunteers.
- We have a minimal commitment to this organization (reverse scored).

Coordination: (strongly disagree/strongly agree)
- Programs at the local level are well coordinated with the organization's national programs.
- We feel like we never know what we are supposed to be doing or when we are supposed to be doing it for this organization's volunteers/programs (reverse scored).
- Our activities with the organization are well coordinated.

Trust: (strongly disagree/strongly agree)
- We trust that the organization's decisions will be beneficial to our organization.
- We feel that we do not get a fair deal from this organization.
- This relationship is marked by a high degree of harmony.

Interdependence: (strongly disagree/strongly agree)
- If we wanted to, we could switch to another organization quite easily (reverse scored).
- If the organization wanted to, they could easily switch to another organization (reverse-scored).

Power: (strongly disagree/strongly agree)

- Your organization has more say as to how the partnership is managed.
- The partner organization has greater say into how the partnership is managed.
- Does the success of the partnership rely more on one organization than another?

Management Involvement (strongly disagree/strongly agree)

- The management of my organization is committed to this partnership.
- The management of the partner organization is committed to this partnership.

Aspects of Communication Behavior

Communication quality was assessed with a 5-item scale; participation was measured with a 4-item scale. Information sharing was measured on an 8-item scale.

Quality: To what extent do you feel that your communication with this organization is:

- Timely/untimely
- Accurate/inaccurate
- Adequate/inadequate
- Complete/incomplete
- Credible/not credible

Participation: (strongly disagree/strongly agree)

- Our advice and counsel is sought by this organization.
- We participate in goal setting and forecasting with this organization.
- We help the organization in its planning activities.
- Suggestions by us are encouraged by this organization.

Information sharing (strongly disagree/strongly agree)

- We share proprietary information with this organization.
- We inform the organization in advance of changing needs.
- In this relationship, it is expected that any information which might help the other party will be provided.
- The parties are expected to keep each other informed about events or changes that may affect the other party.
- It is expected that the parties will only provide information according to pre specified agreements (reverse scored).
- We do not volunteer much information regarding our organization to the organization (reverse scored).
- This organization keeps us fully informed about issues that affect our business.
- This organizations shares proprietary information with us (e.g., about programs in development, etc.).

Conflict Resolution

Conflict resolution was measured by testing five modes by which conflict can be resolved. Mohr and Spekman (1994) argue that because this type of measurement resembles a composite scale, traditional reliability analysis is not appropriate. Assuming that some conflict exists over program and policy issues and how you implement the organization's programs, how frequently are the following methods used to resolve such conflict? (very infrequently/very frequently)

- Smooth over the problem
- Persuasive attempts by either party
- Joint problem solving
- Outside arbitration
- Partner-imposed domination

Covariate Variable

Given the nature of partnerships, it was important to determine if causal factors other than the constructs being tested here drive success. It was also important to determine that the constructs identified here were predictors of partnership success rather than just a condition of partnerships. An additional 4-item scale was added to control for this possibility by measuring the degree of closeness in the relationship. This action allowed for mediating the effects of partnership before testing the hypothesis for predictors of partnership success. As Mohr and Spekman (1994) indicate, this measure closely matches work previously conducted on joint programs by Heide and John (1990) and MacNeil (1981).

Study Population

This study focused on factors that contribute to a successful partnership involving the management of volunteer tourism groups. For the purpose of this study, both VSOs and VROs were combined into one group referred to as VMOs. Within

the population study, VROs represented either a government agency or a civil society organization while the VSO represented either a business or a civil society organization.

The context for this study was group volunteer tourism activities within a public land area such as that of a U.S. National Park Service or U.S. Forest Service land. VSOs offering volunteer programs involving public land must work in partnership with a VRO, which may either be the land agency itself or a civil society organization that has been empowered by the government to manage public land or some aspects of the area. VROs depend upon VSOs to market, manage, and provide volunteers. VSOs depend upon the VRO to identify volunteer tourism programs or projects under federal lands management.

The sample for this study was drawn in two phases. First, USNPS, USFWS, BLM and USFS were contacted. The NPS, BLM, and USFS agreed to assist in distributing the survey instrument to their employees that work with volunteer tourism groups within the federal sites. Their resources were compiled into one list. Surveys were sent to the complete list population.

Since it was also important to contact the VMOs that send volunteers to the federal lands, it was necessary to also contact representatives from these organizations. Because no list of all the partner organizations that manage volunteer groups coming into the federal land agencies exists, it was not possible to use one source to access the entire population. Therefore, the survey population was compiled through the "snowball" method, which is a suggested method of list development when a population is rare or difficult to access (Christopoulos, 2009; Frank & Snijders, 1994). Survey participants were asked to name five organizations with which they had a volunteer partnership. The researcher then contacted each of these

organizations named as a VMO in the survey responses and obtained the name of the correct contact person. The survey was then sent to the entire sample.

Survey Pilot Testing

The survey instrument was subjected to three levels of reviews and pilot tests. First, the original survey was reviewed by a panel of experts each of whom had at least 10 years experience in tourism, volunteer management, or federal land management. Each reviewer was provided with the introductory letter and survey instrument and was asked to complete the survey and provide any written comments they might have for each question. The researcher then communicated with the panel individually to ensure that all issues had been addressed. Other than minor changes to the survey design and question order, one substantive change that occurred involved the way in which volunteer tourism was described. Adaptations were made in both the introductory letter and the survey instrument based on feedback from the expert panel.

Following the expert review, the survey instrument was shared with members of the U.S. Federal Interagency Committee on Volunteerism during one of their regular meetings. This group is an interagency working group made up of representatives that coordinate volunteer efforts at the national level for eight U.S. federal agencies: the Bureau of Land Management, the U.S. Forest Service, the U.S. Fish and Wildlife Service, U.S. Army Corps of Engineers, the U.S. National Park Service (current chair), the U.S. Geological Survey, the U.S. Department of Agriculture, and the U.S. Bureau of Reclamation. Representatives were asked to complete the survey and provide feedback, either within the survey instrument or directly.

Finally, the entire survey was conducted through a purposeful sample of representatives from within the federal agencies, the tourism industry, and volunteer and non-profit managers. The instrument was distributed using a Web survey method. Minor technical issues involving distribution of a Web survey were corrected. As a result of the pilot test, the researcher made minor changes to formatting, question flow, and overall survey design.

Data Collection Procedures

The survey instrument was administered through the Internet-based survey authoring tool, Surveymonkey.com. Participants were provided a link to an introductory webpage that explained the survey based on the requirements of the George Washington University Office of Human Subjects. Participants were prompted to click on a link within the page to access the survey instrument. A copy of this e-mail communication can be found in Appendix B.

On-line survey delivery was used due to the ease of survey distribution, the availability of e-mail addresses, anticipated Web access among survey respondents, and convenience of instant data availability and date transfer. According to Dillman (2000), the Internet-based survey distribution method offers "much potential for so little cost," in comparison with other survey distribution methods (p. 400). The researcher hoped to send a mail survey as well, but many of the federal agencies did not have the authority to provide physical addresses of their representatives. The survey instrument can be found in Appendix C.

Surveys were distributed in multiple phases. Initially the survey was sent via e-mail with an introductory letter indicating the importance of the study, the time that the study would take, and the option to participate in a raffle for one of eleven prizes for respondents who completed the survey. Shortly after completion of the first round

of surveys, a second list was compiled of the results of the initial survey responses. Individual organizations were contacted by telephone and asked if they were willing to participate in the survey and who in their organization would be the appropriate person to participate. That individual's e-mail address was obtained and added to the distribution list. This list was updated daily and surveys distributed accordingly. Reminder e-mails were sent one week after the initial distribution. A final e-mail was sent two weeks after the initial distribution.

Response Rate

The survey was sent to 566 VROs and 155 VSOs for a total of 721 surveys. Of that total, 306 respondents began the survey, but only 222 completed it. Of these, 183 resulted in useable surveys, 2 of which were later eliminated due to outlier issues. The final count was 181 surveys, representing a response rate of 25%.

Data Analysis

The data, imported into SPSS 16 for analysis, were checked for missing values and outliers. All surveys were visually inspected. All non-complete surveys were eliminated. A total of 181 useable surveys were received.

Statistical Analysis

Analyses of survey data included descriptive, frequency analysis, factor analysis, and multiple regression analysis using SPSS 16. Descriptive statistics were displayed to illustrate the demographics of the organization partners. Exploratory factor analysis with varimax rotation was then used to determine the critical factors of cross-section partnerships in volunteer tourism. Finally, multiple regression analysis was used to test the hypotheses to identify the impact of the extracted factors that influence partnership success. A separate model was run for each dependent variable: satisfaction with partnership and volunteer volume,

Summary

This chapter has described the methodological considerations for this study. The hypotheses, data collection methods, development of measurement constructs, and statistical analysis overview were also discussed.

Chapter 4: Findings

Introduction

This chapter outlines the findings of the research. The first section examines descriptive statistics of the respondent population, followed by a report of scale reliability tests and factor analysis of each composite variable. The chapter concludes with an analysis of each of the three hypotheses, the statistical methods of testing, and a description of the findings.

Description of Study Population

The VMO respondents of this survey were drawn from VSO and VRO organizations. As Table 2 indicates, the majority of survey respondents represented federal land agencies with 72% of the population, followed by 23% representing non-profit organizations, only 4% representing friends' organizations, and 1%, for-profit business. Significant efforts were made to increase the response rate among non-profit and for-profit respondents. But given the limited number of each of these types of organizations working in partnerships involving volunteer tourism within Federal Lands, it is reasonable to expect a significantly smaller number than those individual representatives from the various federal agencies.

Table 2. Response Frequencies Categorized by Organization Types

Organization Type	***Number of Respondents***	***Percent***
Federal Agency	**130**	**72**
Non-profit Organization	**42**	**23**
Friends Organizations	**7**	**4**
For-profit Business	**2**	**1**
Total	**181**	**100**

The respondents were asked how many partnerships their organization had and how long they had had partner arrangements. As Table 3 suggests, most respondents represented organizations that had 20 or more years experience working with partnerships involving volunteers. This is not surprising as many federal lands have counted on volunteers since their inception.

Table 3. Organizations Years of Experience Working with Volunteer Partnerships

Years of Experience with Volunteers	***1-5***	***6-10***	***11-15***	***16-20***	***20+***	***Unanswered***
Number	31	36	24	29	54	7
Percent	17	20	13	16	30	4

The number of partnerships that each organization claimed to have is reported in Table 4. Most responding organizations claimed to have a relatively low number of partnerships, with 52% claiming only up to five partner organizations and another 23% claiming no more than 10 partners.

Table 4. Number of Partnerships Organizations Claim to Have

Number of Partnerships	***0-5***	***6-10***	***11-15***	***16-20***	***20+***	***Unanswered***
Number	95	41	13	8	20	4
Percent	52	23	7	4	11	2

As Table 5 suggest, the majority of respondents held the role of volunteer coordinator as just part of their daily duties (33%) while only 18% occupied full-time volunteer coordinator roles.

Table 5. Respondents Role within the Organization

Role within Organization	*Part-time Vol. Coordinator*	*Full-time Vol. Coordinator*	*Vol. Coor. with other Duties*	*Other*	*Unanswered*
Frequency	25	32	60	62	2
Percent	14	18	33	34	1

Additionally, of the 181 respondents included in the study, 176 indicated that volunteer partnerships contributed to their organization achieving its mission.

The final question of the survey instrument invited participants to provide any further comments. Out of the 181 respondents, 44 provided comments. Appendix D provides a comprehensive list of all comments provided by respondents. Here, common themes and key concerns are highlighted.

First, the most oft-repeated comment (seven times) was an expression of gratitude for the opportunity to participate in the survey or share past experiences. This indicates a desire among the volunteer tourism community to join in discussions and provide input into activities and/or studies affecting their industry.

Second, several respondents indicated that a significant number of their volunteers are not sent by "partnership organizations," but are recruited on an individual basis by the host site. Furthermore, two respondents mentioned that they both receive and send volunteers, but the first question, which sought to distinguish between VSOs and VROs, only permitted the selection of one choice, thus preventing respondents from accurately indicating the full scope of their activities pertinent to volunteer tourism.

Third, more than five respondents indicated that access to the means, both in human and financial resources, to prepare for, manage and supervise volunteers, is a pivotal element in success of volunteer tourism partnerships.

Fourth, one respondent suggested that capturing the number of volunteer hours on an annual basis, rather than the number of volunteers, would be preferable. The same respondent suggested gauging the level of skills of volunteer participants as well as the final results at the end of a program, would be useful for organizations involved in volunteer partnerships. This relates to the previous point of ensuring that volunteer output is cost-effective, and not costing organizations more in preparation and management.

Fifth, there appeared to be two issues with terminology. Firstly, five respondents indicated uncertainty as to the meaning of "site," one initially believing the term referred to websites and others claiming they did not own any "sites" and were therefore unsure if this made their responses invalid. Secondly, two respondents contested the use of "Volunteer Tourism," to describe their activities. According to them, their volunteers did not engage in activities other than volunteering while participating in the programs.

Finally, two comments are worth highlighting for the unique concerns they raise.

> A: "*Much of my career experience has been with individuals or couples volunteering in recreation sites. I have experience with Volunteer Tourism but have found that many of the volunteers could not do the activities that they signed up for. It is very hard even for some college kids to hike or construct trails let alone senior citizens. Finally, some organizations seeking a volunteer project at times may bring hidden agenda items and possible quid pro quo issues. "Look at the work I have done for your organization why won't you agree with my ideas or wants in regards to managing the public's land." Communicating up front, establishing side boards, and cooperatively developing the project goals and objectives can deal with this effectively."*

This respondent called attention to the possibility that volunteers may sign up for tasks that they are not qualified to do, thus increasing the burden on organizations involved in the program, which again relates to the cost involved in preparing for and

managing volunteers. This comment also suggests possible "hidden agendas" and the expectations that something should be given in exchange for volunteer time. This expectation may place an additional strain on organizers. The respondent concludes by emphasizing the importance of good communication.

> B*: "Just a couple of notes to share, we have faced concerns about division of revenue, marketing etc that may be happening in other jurisdictions as well. The challenge is not unusual in that it reflects the differences in how TOs (Tour Operators) and NPOs (on-profit Organizations) approach business, their philosophies etc. However, it has been interesting to note that the NPO representative was more concerned with revenue and marketing ownership than the profitable parties."*

The second comment suggests that in some cases, non-profit organizations are more concerned about profits than their for-profit partners. This comment may imply that partnership organization need to clearly specify how revenue and marketing responsibilities will be divided.

Diagnostic Procedures

Outlier Analysis

Descriptive statistical analysis of the dependent and independent variables were conducted to visually check for any out-of-range values, skewed means and standard deviations, and univariate outliers. Outliers can skew the results of a regression; therefore, it is necessary to test the data for outliers. Additionally, a standard score analysis was conducted of all variables. Two outliers were identified and eliminated from the study.

Descriptive statistics are provided in Table 6. All measures, except volunteer volume, were measured using a five point Likert scale ranging from one (most negative) to five (most positive). The means reported in Table 6 indicate that the

independent variables range from 1.83 as the lowest (arbitration) to 4.13 as the highest (joint problem solving).

A correlation matrix is provided in Table 7. Multicollinearity can impact results when there are high correlations among independent variables. The simplest means of indentifying collinearity is through an analysis of the correlation matrix of independent variables. High correlation between independent variables is an indication that collinearity exists. Correlations of 0.90 and higher are generally considered high and could indicate the presence of collinearity (Hair, Black, Babin, Anderson, & Tatham, 2006). As Table 7 demonstrates, no correlation was higher than 0.90. However, it is still possible that collinearity existed; therefore, the literature recommends an additional analysis to express the degree to which each independent variable is explained by the remaining independent variables. An oft-cited measure to test for collinearity is Tolerance, defined as "amount of variability of the selected independent variable not explained by the other independent variables" (Hair, et al., 2006, p. 227). Tolerance is found by conducting a series of regression analyses of each variable at the DV and all the others as the independent variables. According to Hair *et al*, (2006), tolerance of less than 0.20 indicates potential multicollinearity. As Table 8 indicates, multicollinearity does not appear to be an issue.

Table 6. Descriptive Statistics: Independent and Dependent Variables

	DEPENDENT VARIABLES		PARTNERSHIP BEHAVIOR ATTRIBUTES				COMMUNICATION BEHAVIOR			CONFLICT RESOLUTION TECHNIQUES					COVARIATE
	Volunteer Volume (DV)	Partner Satisfaction (DV)	Commitment (IV)	Coordination (IV)	Trust (IV)	Mgt. Involvement (IV)	Communication Quality (IV)	Participation (Iv)	Info Sharing (IV)	Smooth (IV)	Persuade (IV)	Joint Problem Solving (IV)	Arbitrate (IV)	Dominate (IV)	Closeness
N Valid	181	155	164	160	175	179	180	172	153	166	165	173	124	155	169
Missing	0	26	17	21	6	2	1	9	28	15	16	8	57	25	12
Range	6.50	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Minimum	1.10	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	7.60	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Mean (Std. Error)	3.52	4.23	4.18	3.90	4.03	4.13	4.09	3.75	3.81	3.38	3.10	4.15	1.85	2.23	4.01
	.094	.087	.084	.079	.083	.083	.071	.076	.071	.096	.090	.075	.095	.083	.085
Std. Deviation	1.267	1.083	1.08	.996	1.096	1.10	.95	1.00	.88	1.24	1.16	.989	1.056	1.037	1.10
Variance	1.61	1.17	1.16	.99	1.20	1.22	.90	1.00	.78	1.54	1.35	.978	1.117	1.076	1.212
Std. Error of Skewness	.181	.195	.19	.19	.18	.18	.18	.185	.196	.188	.189	.185	.217	.195	.371

Table 7. Descriptive Statistics – Correlation Table

			1	2	3	4	5	6	7	8	9	10	11	12	13
1.	Commitment	Pearson Correlation	1												
		Sig. (2-tailed)													
		N	164												
2.	Coordination	Pearson Correlation	.699**	1											
		Sig. (2-tailed)	.000												
		N	147	160											
3.	Trust	Pearson Correlation	.741**	.764**	1										
		Sig. (2-tailed)	.000	.000											
		N	160	158	175										
4.	Mgt. Involvement	Pearson Correlation	.648**	.655**	.672**	1									
		Sig. (2-tailed)	.000	.000	.000										
		N	164	159	174	179									
5.	Com. Quality	Pearson Correlation	.621**	.724**	.725**	.724**	1								
		Sig. (2-tailed)	.000	.000	.000	.000									
		N	164	160	175	179	180								
6.	Com. Participation	Pearson Correlation	.504**	.616**	.649**	.498**	.646**	1							
		Sig. (2-tailed)	.000	.000	.000	.000	.000								
		N	156	154	167	171	172	172							
7.	Com. Info Sharing	Pearson Correlation	.597**	.678**	.722**	.530**	.636**	.800**	1						
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000							
		N	138	138	151	152	153	152	153						
8.	Smooth	Pearson Correlation	.382**	.306**	.417**	.218**	.287**	.272**	.282**	1					
		Sig. (2-tailed)	.000	.000	.000	.005	.000	.000	.001						
		N	152	146	162	165	166	161	144	166					
9.	Persuade	Pearson Correlation	-.394**	-.322**	-.424**	-.199*	-.291**	-.261**	-.349**	.052	1				
		Sig. (2-tailed)	.000	.000	.000	.011	.000	.001	.000	.514					
		N	150	147	161	164	165	161	144	163	165				
10.	Joint-Problem	Pearson Correlation	.275**	.365**	.381**	.315**	.363**	.413**	.502**	.298**	-.150	1			
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.055				
		N	157	153	168	172	173	167	148	165	164	173			
11.	Arbitrate	Pearson Correlation	.168	.180	.058	.098	.162	.032	.093	.069	.009	-.011	1		
		Sig. (2-tailed)	.074	.057	.525	.279	.071	.731	.335	.446	.920	.907			
		N	113	112	121	124	124	121	109	123	124	124	124		
12.	Dominate	Pearson Correlation	.009	-.005	-.055	.065	-.037	-.018	-.055	.012	.199*	-.121	.330**	1	
		Sig. (2-tailed)	.915	.955	.499	.421	.644	.828	.521	.883	.013	.134	.000		
		N	141	140	151	155	155	151	137	152	153	154	124	155	
13.	Covariate	Pearson Correlation	.684**	.643**	.711**	.756**	.755**	.589**	.616**	.308**	-.335**	.436**	.127	.021	1
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.170	.801	
		N	153	151	165	168	169	164	145	158	157	164	118	146	169

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 8. Multicollinearity Diagnostics

Independent Variable	R^2	Tolerance = 1 - R^2
Commitment	0.625	0.375
Coordination	0.641	0.359
Mgt. Involvement	0.536	0.464
Trust	0.696	0.304
Communication Quality	0.463	0.537
Communication Participation	0.676	0.324
Information Sharing	0.661	0.339
Smooth	0.009	0.991
Persuade	0.047	0.953
Arbitrate	0.129	0.871
Joint Problem Solving	0.103	0.897
Dominate	0.143	0.857

Scale Reliability Tests

Independent and dependent variables that comprised multi-item scales were subjected to a scale reliability test. Each multi-item scale was tested for internal reliability to ensure a Cronbach's alpha exceeding .6, which, as per the literature, is an acceptable result (Mohr & Spekman, 1994).

The Cronbach's alpha of each composite variable is shown in Table 9. As indicated in the previous section, for the first dependent variable, Volunteer Volume, two measures of volunteer volume were taken: one a direct measure and one an indirect measure commuted from two other items. The first measure asked what the approximate number of volunteers was that came from or was sent from the indicated site to the destination each year. The second measure was computed based on two items that asked the total annual volunteers coming to the site and what percent come from the VMO indicated. For the second measure, the two items were multiplied together as an indirect measure of the VMO annual volunteer volume. As the literature indicates, by assessing dyadic volunteer volume in two different ways, one

can get a more accurate assessment of this variable (Mohr & Spekman, 1994). The volunteer volume measures were adjusted for size (in terms of number of volunteers). The two volunteer volume measures were transformed using a logarithmic transformation to account for the increasing size of the categories and summed to form one measure, volunteer volume. This adjustment was necessary to remove VMO size as an alternative explanation for greater volunteer volume, and therefore, more successful partnerships.

The second dependent variable was developed as an alternative indicator of partnership success. As indicated in the previous section, satisfaction with aspects of the working relationship between partners can serve as a proxy for partnership success. This variable was originally measured using a five-item scale. Although the composite of all five items demonstrated a strong Cronbach's alpha, only four of the items had a strong item-to-total correlation. One of the original items, which was designed to measure the satisfaction of the respondents with profits, was dropped from the study. A large number of the respondents chose the option "not applicable" as the answer for this question. Given that this does not carry a weight, the number of respondents was too small to allow for predictable tests. The item that measured profit was therefore dropped from the variable.

The first set of independent variables was designed to measure the Attributes of a Partnership Behavior. This set was made up of six potential variables. The variables intended for measurement were commitment, coordination, trust, interdependence, power, and management involvement. Although all of these items were supported by the literature, interdependence and power produced low Cronbach's alpha scores. It is possible that this occurred because some of these attributes of partnership success might not apply to cross-sector partnerships such as

these. These items were not used in the multiple regression equations involving attributes of partnership behavior. Commitment, coordination, trust, and management involvement did demonstrate sufficient Cronbach's alpha to be included in the subsequent statistical analysis.

The second set of independent variables was designed to measure Communication Behavior. The first construct, Communication Quality, is made up of a five-item scale. The second construct, Participation, is made up of a four-item scale. The third construct, Information Sharing, is made up of an eight-item scale. All three sets of items demonstrated sufficient Cronbach's alphas to be included in the subsequent analysis, as indicated in Table 9.

The third set of independent variables was designed to measure Conflict Resolution Techniques within the partnership. This measure included five modes by which conflict can be resolved. These items were designed to cover a spectrum of conflict resolution modes as described in the methodology section. Reliability analysis was not appropriate in this case as these items demonstrated a composite scale that addressed different dimensions of the construct (Mohr & Spekman, 1994).

In addition to the independent variables, it was important to account for any alternative explanations for the findings. In the case of partnerships, it is possible that the closeness of the relationship may have had an impact on the success of the partnership. Therefore, the covariate variable was developed using a four-item scale meant to control for the closeness of the partner relationship. According to Mohr and Spekman (1994), this analysis allows for controlling for the effects of partnerships in general before testing the hypothesis for predictors of partnership success. The four-item composite loaded on one factor and had a Cronbach's alpha of .942.

Table 9. Summary of Reliability Statistics for Measures

VARIABLE	COEFFICIENT ALPHA
Dependent Variables:	
Volunteer Volume	0.810*
Partnership Satisfaction	0.942
Independent Variables:	
H1: Attributes of Partnership Behavior	
Commitment	0.616
Coordination	0.727
Interdependence	0.365*
Trust	0.873
Power	0.105
Management	0.775*
H2: Communication Behavior	
Communication quality	0.934
Participation	0.87
Information Sharing	0.79
Info Sharing w/o IS5, IS6	0.864
H3: Conflict Resolution	
Joint Problem Solving	NA
Persuasion	NA
Smoothing	NA
Arbitration	NA
Domination	NA
Covariate	
Closeness	0.942
* Correlations coefficient, rather than coefficient alpha, is reported for a 2-item scale	
NA - Because Conflict Resolution Techniques were measured using composite indicators, which are comprised of single items, no reliability analysis is conducted	

Factor Analysis

Each of the multi-item measures was assessed for cohesiveness. As Table 10 indicates, all measures loaded cleanly on one factor with the exception of two (power and information sharing). For the Power measure, the correlation coefficient was extremely low, thus demonstrating insufficient strength to be included in this analysis. For the Information Sharing measure, the items loaded on two factors; two items (items IS5 and IS6 in Table 10) did not load cleanly on the Information Sharing measure, nor did they load together on the second factor. Given the low item-to-measure result, those two measures were eliminated from the Information Sharing measure altogether. This also resulted in a higher Cronbach's Alpha score, as indicated in Table 9.

Table 10. Factor Loadings

CONSTRUCT	FACTOR LOADING		CONSTRUCT	FACTOR LOADING		CONSTRUCT	FACTOR LOADING
Commitment			**Man. Involvement**			**Dy. Volume**	
CM1	.688		MI1	.94		DV1	.954
CM2	.750		MI2	.94		DV2	.954
CM3	.828		**Com. Quality**				
			CQ1	.898		**Sat. Partner**	
Coordination			CQ2	.931		SP1	.952
CO1	.772		CQ3	.922		SP2	.903
CO2	.799		CQ4	.897		SP3	.942
CO3	.864		CQ5	.819		SP4	.934
						SP5	.864
Trust			**Participation**				
T1	.894		PT1	.877		**Covariate**	
T2	.867		PT2	.833		**Closeness**	
T3	.919		PT3	.824		CO1	.938
			PT4	.879		CO2	.920
Interdependence						CO3	.903
IN1	.86		**Information Share**[1]			CO4	.940
IN2	.86		IS1	.729	.017		
			IS2	.865	-.013		
Power[2]			IS3	.872	-.100		
PW1	.303	.858	IS4	.712	-.119		
PW2	-.648	.611	IS5	-.197	-.849		
PW3	0857	.158	IS6	-424	.605		
			IS7	.754	.041		
			IS8	.734	.068		

[1] Items loaded on two distinct factors.
[2] Items loaded on two distinct factors.

Hypothesis Testing

Through this study, three multiple regression models were developed to examine various interactive effects among the independent variables and the resulting impacts on the predictability of the dependent variables.

Hypothesis 1

The first hypothesis suggested that the attributes of a partnership behavior, including commitment, coordination, trust, and management involvement, help predict the success the partnership will enjoy. As a result of reliability testing, power and interdependence were removed from this hypothesis.

> H1: More successful cross-sector partnerships, compared with less successful partnerships, exhibit higher levels of:
>
> a. commitment
> b. coordination
> c. trust
> d. management involvement

This hypothesis was tested by performing a linear regression analysis against both dependent variables. For the first dependent variable, Partnership Satisfaction, the global F test was 78.656, (5,123), $p<.001$, indicating that the predictors were significant. As Table 11 suggests, commitment, trust, and management involvement were positively associated with satisfaction. Coordination was not significantly related to this dependent variable.

Table 11. Regression Output for Hypothesis 1: Partnerships Attributes (PS)

(DV: Partner Satisfaction)

Ind. Variables	*Mean*	*Beta*	*S.E.*	*t score*	*Sig*	*95% CI for β*	
						Lower	Upper
(Constant)			.219	.622	.535	-.297	.569
Covariate	4.0016	.267	.072	3.682	.000	.123	.410
Commitment	4.1705	.306	.074	4.134	.000	.159	.452
Coordination	3.9603	.102	.088	1.165	.246	-.071	.276
Trust	4.0252	.161	.082	1.955	.053	-.002	.323
Mgt. Involvement	4.1253	.166	.074	2.231	.027	.019	.313

Next, the hypothesis was tested by performing a linear regression analysis against the second dependent variable, volunteer volume. The global F test was 1.787, (5,131), indicating that that the predictors were not significant. The adjusted R-square was low at .064. As Table 12 indicates, only management involvement was positively associated with satisfaction. Coordination, commitment, and trust were not significantly related to this dependent variable.

Table 12. Multiple Regression Output for Hypothesis 1: Partnerships Attributes (VV)

DV: Volunteer Volume

Ind. Variables	*Mean*	*Beta*	*S.E.*	*t*	*Sig*	*95% CI for β*	
						Lower	Upper
(Constant)			.502	5.181	.000	1.607	3.592
Covariate	4.0201	-.109	.167	-.779	.438	-.460	.200
Commitment	4.1849	-.124	.169	-.896	.372	-.486	.183
Coordination	3.9432	.162	.186	1.165	.246	-.151	.585
Trust	4.0432	-.038	.189	-.250	.803	-.421	.327
Mgt. Involve	4.1471	.292	.173	1.972	.051	-.001	.684

Hypothesis 2

The second hypothesis suggested that communication behavior helps to predict the success the partnership will enjoy.

H2: More successful cross-sector partnerships, compared with less successful partnerships, will exhibit higher levels of:

a) communication quality;\
b) information sharing
c) participation in planning.

This hypothesis was tested by performing a linear regression analysis against both dependent variables. For the first dependent variable, Partnership Satisfaction, the global F test was 73.206, (4,118), p<.001, and the adjusted R-square was sufficient at .713 to indicate that the predictors are significant. The regression was significant (p<.001). As Table 13 suggests, communication quality and information sharing were positively associated with satisfaction. Participation in Planning was not significantly related to this dependent variable.

Table 13. Regression Output for Hypothesis 2: Communication Behavior (PS) (DV: Partner Satisfaction)

Ind. Variables	*Mean*	*Beta*	*S.E.*	*t*	*Sig*	*95% CI for β*	
						Lower	Upper
(Constant)			.276	.036	.971	-.537	.557
Covariate	3.9715	.438	.074	5.928	.000	.291	.583
Quality	4.0711	.393	.095	4.983	.000	.284	.658
Participation	3.7360	-.126	.095	-1.557	.122	-.335	.040
Info Sharing	3.8238	.213	.110	2.541	.012	.062	.499

Next, the hypothesis was tested by performing a linear regression analysis against the second dependent variable, volunteer volume. The global F test was 1.350, (4,140) and the adjusted R-square was low at .010, indicating that the predictors were not significant. As Table 14 suggests, none of the measures proved to be significant against this dependent variable.

Table 14. Regression Output for Hypothesis 2: Communication Behavior (VV)

(DV: Volunteer Volume)

Ind. Variables	*Mean*	*Beta*	*S.E.*	*t*	*Sig*	*95% CI for β*	
						Lower	Upper
(Constant)			.516	4.853	.000	1.483	3.522
Covariate	3.9431	-.114	.145	-.876	.383	-.415	.160
Quality	4.0314	.097	.183	.693	.489	-.235	.489
Participation	3.7243	-.038	.184	-.265	.791	-.412	.315
Info Sharing	3.8203	.214	.213	1.503	.135	-.101	.741

Hypothesis 3

The third hypothesis suggested that the way in which conflict is addressed helps to predict the success the partnership will enjoy.

H3: More successful partnerships compared with less successful partnerships, will exhibit:

a. higher use of constructive resolution techniques including joint problem solving and persuasion
b. lower use of destructive conflict resolution techniques including domination
c. lower use of conflict resolutions techniques including outside arbitration, smoothing/avoiding issues

This hypothesis was tested by performing a linear regression analysis against both dependent variables. For the first dependent variable, Partnership Satisfaction, the global F test was 33.791, (6,95), $p<.001$, indicating that the predictors were significant. The adjusted R-square was adequate at 0.662. The regression was significant ($p<.001$). As Table 15 indicates, Hypothesis 3a was not supported. Hypotheses 3b and 3c, which should have resulted in a negative correlation, were also not supported.

Table 15. Regression Output for Hypothesis 3: Conflict Resolution (PS)

(DV: Partner Satisfaction)

Ind. Variables	*Mean*	*Beta*	*S.E.*	*t*	*Sig*	*95% CI for β*	
						Lower	Upper
(Constant)			.423	2.920	.004	.396	2.076
Covariate	3.9289	.646	.071	9.186	.000	.511	.793
Smoothing	3.2466	.176	.058	2.761	.007	.045	.277
Persuade	3.1275	-.205	.061	-3.17	.002	-.316	-.073
Joint Prob. Solv.	4.1569	.074	.080	1.136	.259	-.068	.248
Arbitration	1.9118	.026	.071	.408	.684	-.113	.171
Domination	2.1471	-.009	.076	-.132	.896	-.160	.140

Next, the hypothesis was tested by performing a linear regression analysis against the second dependent variable, Volunteer Volume. The global F test was 1.130, (6,110), indicating that the predictors were not significant. The adjusted R-square was also low at .007. The regression was not significant As Table 16 indicates, only arbitration was significant and in a negative direction, which aligns with hypothesis 3c, which indicated that successful partnerships would use arbitration less.

Table 16. Regression Output for Hypothesis 3: Conflict Resolution (VV)

(DV: Volunteer Volume)

Ind. Variables	*Mean*	*Beta*	*S.E.*	*t*	*Sig*	*95% CI for β*	
						Lower	Upper
(Constant)			.696	4.917	.000	2.043	4.802
Covariate	3.8825	.144	.115	1.250	.214	-.084	.372
Smoothing	3.2492	.023	.096	.230	.819	-.169	.213
Persuade	3.1026	.127	.100	1.239	.218	-.075	.323
Joint Prob.	4.1624	-.108	.134	-1.01	.313	-.400	.129
Arbitration	1.8889	-.205	.114	-.2.069	.041	-.463	-.010
Domination	2.1795	.021	.121	.210	.834	-.215	.256

Summary

The purpose of this chapter was to present the findings of the statistical analysis portion of this study. This included a review of the research question and hypotheses as well as the results of the statistical analysis. Three hypothesis sets were tested: H1, Attributes of a Partnership Behavior; H2 Communication Quality, and H3 Conflict Resolution Techniques. The next chapter provides a discussion of the findings, limitations, and recommendations for future research.

Chapter 5: Discussion and Conclusions

The purpose of this study was to explore factors that contribute to successful partnerships involving volunteer managing organizations. Three sets of predictors were proposed based on existing theory including the study of collaboration, alliances, and joint partnerships, as well as tourism research. This chapter discusses the results outlined in the previous chapter. It concludes with limitations, implications of the research, and recommendations for future research.

Discussion of Findings

Building upon previous research, this study proposed two constructs upon which to test the proposed dependent variables: (1) volunteer volume, which was based on numbers of volunteers either sent or received from the VMO as a portion of the overall volunteer volume; (2) partner satisfaction. Previous literature suggests that satisfaction with aspects of the working relationship between partners might serve as a proxy for success (Anderson & Narus, 1990; Mohr & Spekman, 1994). This indicator included personal dealings with the partner, cooperation in managing volunteer programs, organizational support of the partner's mission, likelihood of continuing the partnership, and comparison of the partner to similar organizations.

In the case of volunteer volume, none of the predictors appeared to be a strong indicator of partnership success. The non-significance of the various predictors against volunteer volume is an interesting finding in itself. When all of the predictors were tested against volunteer volume, none of the hypotheses resulted in a significant overall relationship, and consequently, only one of the individual predictors (management involvement) resulted in a significant relationship.

Previous research, primarily within the strategic alliance, merger, and acquisition research, posited that the greater the number of sales partners shared, the more successful the partnership would be. However, when this factor was transitioned into the cross-sector partnership arena, this research suggested that "sales volume" did not translate into volunteer volume as an indicator of success. The number of volunteers that a volunteer managing organization either sent or received did not appear to have an impact on the partnership success. Greater factors may exist in terms of how well a partnership functions. In the case of some federal lands, the number of visitors, including volunteer visitors, is restricted through some management system, such as quotas, licenses, or lottery. Therefore, regardless of the relationship that exists, the number of volunteers that might be sent or received from any one organization may be limited by these factors. In the case of volunteer managing organizations working within federal lands, gauging a partnership merely on the numbers of volunteers involved may be insufficient. It may be argued that for-profit organizations may view the issue of volume differently than their federal counterparts, however, given that the location where the volunteering occurs is on federal lands, there are still many mitigating factors including quotas and license issues as well as consumer demand and availability of projects.

The second indicator of success, partner satisfaction, may be a better indicator of partnership success. As the previous research has suggested, this composite of partnership qualities successfully paired with several of the proposed predictor variables.

Hypothesis 1

The first hypothesis sought to test several attributes of a partnership as being predictors of success in the partnership. The variables tested were coordination,

commitment, trust, and management involvement, against the partnership satisfaction indicator. Interdependence and power were removed from the model prior to testing as a result of the preliminary analysis.

The results suggested that commitment, trust, and management involvement may be predictors of partnership success. The degree of coordination that partners exhibited did not appear to be a significant predictor of success in this case.

Commitment and trust may be corollary attributes as the existence of trust may lead to greater commitment or vice-versa. The findings suggest that the ability to convey commitment to the partner organization may be a key indicator of success. Partnerships that are not disposable—that is, where parties seek to continue the relationship and indicate that there is a value in this relationship—appear to be committed to one another.

Of the three predictors tested in this hypothesis, trust is an often studied constructor. Previous literature in both the business and public-private partnership literature suggests that the existence of trust and the degree to which partners are committed to the relationship are important factors in successful partnerships (e.g. Gray, 1989; Huxham & Vangen, 2000; Krishnan, Martin, & Noorderhaven, 2006; Mohr & Spekman, 1994; Monczka, et al., 1998). The findings of this research support this previous research.

An important aspect of the VMO partnerships involving federal lands is the existence of a formal contract. Different from many informal partnerships, most VMO relationships require a formal contract given the liabilities related to volunteers on public lands. Previous research on the topic of trust where a formal contract exists is conflicting. Some researchers argue that the presence of a formal contract may encourage distrust or even encourage misconduct in a relationship (Fehr & Gachter,

2000; Ghoshal & Horan, 1996; Macaulay, 1963). However, other relatively recent studies indicate that the existence of a formal contract and a high degree of trust may complement each other (Luo, 2002; Poppo & Zenger, 2002). The findings of the present study support the above-mentioned findings, suggesting that the existence of trust within VMO relationships may be a contributing factor in the success of the partnership.

Management involvement or the degree to which the leaders of the organization support the partnership was an addition to the original model proposed by Mohr and Spekman (1994). Prior research indicates that support from organizational leadership may impact the degree to which the partnership is embraced within the organization (Anderson & Narus, 1990; Jamal & Getz, 1995; Lasker, et al., 2001; Lister, 2000; Plummer, et al., 2006; Selin & Chavez, 1995; Shaw, 2003). VMO relationships often stem from a high-level agreement, such as a memorandum of understanding between a federal agency and a partner organization. The present study suggests that management involvement is a predictor of partnership success which reflects the importance of high-level encouragement of the relationship. It is possible that management involvement leads to a greater allocation of resources, time, and staff, which may ultimately contribute to overall success.

Coordination or the willingness of partners to coordinate activities was not found to be a significant predictor of partnerships success in this instance. Although previous literature indicated that partners benefit from feeling that they are involved or at least aware of their partners activities, this was not supported in this research. It is possible that within the VMO environment, as suggested in some of the anecdotal comments provided by respondents (Appendix D), scarce resources such as time and human capacity prohibit a high level of coordination among organizations.

Hypothesis 2

The second hypothesis sought to test communication behavior as predictors of partnership success. As it pertains to the indicator, partnership success, the findings suggest that communication quality and information sharing were positively associated with satisfaction. This finding supports previous research indicating that good communication between partners is a critical element of relationship development (Austin, 2000; Bramwell & Sharman, 1999; Das & Teng, 1998; Lea, 1988; Monczka, et al., 1998; Tuten & Urban, 2001). Quality communication and sharing of information may manifest the existence of trust and cooperation (Anderson & Narus, 1990; Bramwell & Sharman, 1999; Mohr & Spekman, 1994).

Contrary to previous research, this research suggests that participation in the planning of activities does not appear to be a reliable predicator of partnership success. It is possible that government representatives were not in the position to actively participate in the planning of partner activities given their role as public servants or a lack of sufficient resources to do so. However, given that the partnerships in question involved the management of volunteer groups within the federal lands, this finding might be an indication of a deeper flaw in the nature of these relationships. Anecdotally, as can be seen in Appendix D, several of the comments made by respondents indicated that they wished they had more resources to properly manage volunteer activities. Additionally, as suggested by at least one respondent, the nature of volunteering may contribute to this problem since volunteers may be of the mentality that federal agencies should accept whatever volunteer support that is given without question or if this poses more a challenge than simply doing without the volunteers.

Hypothesis 3

This portion of the model sought to test the level to which conflict management techniques contribute to partnership success. The test of this hypothesis was significant, but none of the individual qualities were found to be significant, indicating that is construct is not a reliable predictor of partnership success in this study. While conflict management techniques were likely a major factor within business relationships, this research indicates that conflict management is not a major factor within the relationship between volunteer managing organizations. This contradicts previous work that found that how a conflict was resolved had direct impact on the success of the partnership (Bramwell & Sharman, 1999; Laing , et al., 2008; Mohr & Spekman, 1994; Monczka, et al., 1998). Because VMO relationships involving federal lands are typically governed by a contractual relationship that includes arbitration guidelines, conflict management may not be something for the partners to determine.

In conclusion, this research suggests that the success of a partnership may be predicted to some degree by the level of trust, commitment, and management involvement that exists, as well as communication quality and information sharing. The sheer numbers of volunteers received or sent by a VMO did not appear to be a good indicator of the relationship between the parties in this study.

Implications for Policy Development

Partnerships are driven by the policies that govern them. Whether a relationship exists between two small volunteer management organizations or between larger organizations such as the USFS, there is a need for well-planned, thoughtful policy development.

In the case of partnerships involving volunteer tourism, this research suggests that intangible factors such as trust, commitment, quality communication, open sharing of information and managerial involvement are essential for partnerships to succeed. Understandably, it is not possible to design an individual policy that demands that parties trust or commit to each other. However, policies may provide the tools from which organizations can build these intangible aspects.

Policies implemented without appropriate support may fail, therefore, the allocation of resources to support collaborative relationships is a factor for success. The findings of this research suggest that for partnerships to succeed, individuals managing these partnerships may benefit from (1) allocation of appropriate resources including time to address the needs of collaborative relationships (2) appropriate measurement tools and reward structure and (3) flexibility to manage a partnership based on its unique needs.

Appropriate Resources

As Gray (1989) and others indicated, collaboration should consider not the individual organization but rather the larger goals of the partnership. For those goals to be met, policies should support the allocation of resources to allow individuals "on the ground" the ability to manage these relationships. Trust, commitment, communication, and the perception of managerial support are not likely to occur at the onset of a partnership but rather through an evolving process. These intangible items are the result of time and energy spent on the relationship. The findings of this study suggest that policy-makers need to consider resources including human capacity, timeframe, and ancillary support required to support any new partnership, prior to initiating the relationship.

Policies that recognize the amount of time and energy required to build quality, long-term relationships that go beyond simply counting the numbers of volunteers exchanged will contribute to the ability of individual employees to manage the relationship. Although resources are often scarce, quality partnerships can contribute significantly to an organization's mission, while the failure of a partnership may result in additional costs, such as extra staff to do the tasks that volunteer groups might have done.

Additionally, as the findings suggest, communication and information sharing are key aspects of partnership success, but an organization's ability to communicate is often a direct result of the allocation of resources and governing policies. For example, an individual park may have five partnership arrangements involving volunteer groups. If the individual tasked with managing these does not have the appropriate time or support, adequate communication regarding where the park would benefit most from the volunteer's work, may not happen. This might result in volunteers participating in activities that are less important and neglect other activities that the park might greatly need. From this type of scenario, the notion that "it's easier to do it myself than take the time to explain to the volunteers what needs to be done," represents a potential failure in partnership relations for all involved. Policies that support quality communication and the open sharing of information may help alleviate this potential problem.

Respectively, an organization that affords its employees the ability to work with the partners appears to result in a volunteer experience that benefits all involved. This type of relationship, promoted by open communication and information sharing, may build the other intangible aspects such as trust and commitment. As these grow, the level to which partners need be involved in the minutia of the relationship

decreases, allowing partners to focus on further areas for collaboration and more meaningful experiences for the guest.

Appropriate Measurement Tools and Reward Structure

Many partnership arrangements measure performance in a numerical fashion. How many volunteers traveled or how many volunteer hours were performed? However, this research suggests that merely measuring the quantitative aspect of a partnership may not adequately measure the success of a partnership. For example, in the case of the American Hiking Society, this organization partners with several federal agencies on an annual basis. However, how many volunteers they bring to a specific site is not governed purely by the degree to which an individual partnership is successful but rather, by a number of factors including availability of space (quotas), demand (where the tourists want to travel), and availability of meaningful projects that can be done in their timeframe. Therefore, in this case, measurement of the success of their partnerships cannot be adequately measured by sheer numbers.

Alternative policies need to be developed to measure the performance of the individual organization managing the volunteers beyond asking how many volunteers are managed. Organization policies that do not recognize alternative measurement techniques that lack appropriate reward structures may lead to individuals choosing to not commitment to fostering the evolution of the partnership arrangement.

Flexibility in the Management of the Partnership

Inflexible organizational policies may present difficulties in partnership management. Requirements that are overly burdensome, and that do not allow individuals tasked with working with partners the ability to make appropriate decisions may lead to frustration and distrust within the partnership. Policies that

streamline bureaucracy, and promote collaboration in managing these relationships, paired with appropriate training and support, may foster partnership development.

Additionally, partnerships involve communication and the sharing of information. It is suggested that policies be established that foster participatory planning among partners so as to ensure an open area for discussion. Unilateral decision-making and non-transparent communication may truncate the development of such critical aspects as trust and communication.

Implications for Volunteer Management Organizations

For partnerships involving VMO within federal lands to be successful, this research suggests the need to emphasize the growing of the intangible factors of the relationship, such as trust, commitment and the perception of institutional leader involvement, as well as meaningful communication and open sharing of information between institutions. The tone and manner in which partnerships are created in the future are necessary considerations. The findings of this research have managerial implications at the (1) organization level as well as the (2) individual employee level.

At the organizational level, how partnerships are supported at the highest levels is a critical aspect of success. Relationships between VMOs may start at the national level but they take place “on the ground,” in parks, historic sites, protected areas, etc., with scarce resources that depend upon volunteers to achieve their mandate. For example, when a memorandum of understanding is signed between a non-profit organization and a federal agency, the leadership at the highest levels of both organizations must ensure that the purpose and expectations of the partnership are clearly understood by those at the local levels who are responsible for its implementation. Failure from the management level to demonstrate commitment to the partnership, through the allocation of appropriate resources and the creation of

supporting policies, may lead to distrust, lack of coordination, and a flawed sense of commitment among the partners.

In addition to managerial support for the partnership, partners may need to adjust their policies involving outside organizations. Partnerships, by their very nature, require that the parties involved relinquish some aspect of control over the activities involved. For some, this represents taking a risk that the partner organization will fulfill its duties to the standard anticipated. Management structures that allow individual representatives to take the necessary risks so that the partnership might develop may be a critical factor in partnership development. Without affording this opportunity, tension may result between the partners. Such tension is counter-productive to the establishment of trust, sense of commitment, quality and open communication that, as this research suggests, may help foster stronger partnerships.

Communication flow is another organizational level issue that this research suggests merits attention. Partnerships involve the cooperation of at least two unique management structures. At times, sharing information between organizations can be difficult for many reasons including differing policies, procedures, organization culture, among others. Management strategies that promote communication across organizations and encourage employees to share information and ideas may help foster collaborative relationships.

At the individual level, strategies that reward individuals for their active commitment to partnership may be an essential element of success. In an environment of scarce resources, allocating the resources to the development of any one partnership that will encourage the development of trust and commitment may be difficult. Some federal employees, as well as their for-profit and non-profit counterparts, are often measured by their results; therefore, organizations involved in

partnerships may seek to adopt performance measures and reward structures that value the efforts made to positively contribute to a partnership.

Volunteer management organizations differ tremendously in size and scope. Strategies and structures that will support partnership collaboration will also differ between organizations. Before the partnership exists, it is difficult to know whether differences in culture, policies, and practices will impact the relationship. Management structures and strategies must be employed that support the growth and evolution of the relationship.

Limitations

It is the intent of this dissertation to contribute to the academic literature in the study of cross-sector partnerships. However, as with all research, there are limitations. First, the study focuses on a sub-sector (volunteer tourism) of a single industry (tourism). The number and structure of partnerships within the volunteer tourism sector may be inherently different than in other areas of the tourism industry. Because volunteer tourism combines aspects of volunteerism and tourism, it is necessarily different from the traditional profit-driven tourism supply chain model. Although volunteer tourism may share some similarities with other niche tourism activities, such as ecotourism or cultural heritage tourism, these activities are outside the realm of this research.

Second, the unit of analysis is limited. Surveying entities involved in volunteer activities within U.S. federal lands limit the general application of the findings to the management of other public lands. It is possible that special conditions surrounding partnerships within this arena may not apply elsewhere, such as to governmental regulations, natural resource management issues, and liability concerns, among others.

Third, the sample population was not equally spread among all types of volunteer management organizations. Government agencies made up the majority of responders, followed by non-profit organizations. Despite significant effort to gain a higher response, only 1% of the respondents represented for-profit organizations.

Finally, due to the desire to research inter-organizational partnerships, volunteers providing services of their own accord with no organizing body or formal sponsor were not included in this research. As a result, issues addressing the needs of these individual volunteers—issues that arise with public land agency staff related civil society and in some cases business entities—were not considered in this study.

Recommendations for Future Research

Several recommendations for future research have emerged through this process. First, this research involved theory development from business as well as from the social science and tourism industries. Future research should continue to build the bridge between business collaboration research, which has a long history, social science research, and the relatively newer area of tourism collaboration theory. Interestingly, a recent *Journal of Sustainable Tourism* (March 2009) Special Edition was dedicated solely to the topic of collaboration and management of tourism activities within parks and protected areas, indicating the awareness and increased interest in research into this important topic.

Second, this research was limited to partnerships involving the U.S. federal lands; however, the vast majority of volunteer tourism operations occur outside of the U.S. federal lands (both in the U.S. and in other countries). Replicating this research to VMOs outside the framework of federal lands—that is, in the broader volunteer tourism industry—would afford greater insight into these relationships. Volunteer tourism is a budding research area. New initiatives, such as the Building Bridges

Coalition founded this year by the Brookings Institute, as well as a plethora of industry blogs, newsletters, and new books on the topic, are sure to drive volunteer tourism demand. Much more research is needed to provide these emerging partnerships with the tools needed to create successful relationships.

Conclusion

Cross-disciplinary research is a much desired but rarely acted upon activity. This research seeks to create a connection between the existing partnership literature and practical applications for volunteer tourism management. It is hoped that it provides one step toward contributing to the growing body of knowledge involving tourism, specifically, volunteer tourism partnerships. Existing volunteer tourism literature focuses on the volunteer activity or host relationship. By looking deeper and empirically testing the inter-organizational relationships that dominate much of the volunteer tourism domain has in this research sought to achieve a more complete understanding of how to improve these relationships.

The findings of this research echo similar findings within other disciplines involving the need for organizations to commit to work together, build trust, and communicate and share information in order to produce something beyond their own organizational needs. To that end, partnerships may act as a catalyst to volunteer tourism development. Partnerships seek to achieve greater results than either organization could achieve of its own accord. Volunteer tourism also seeks to provide something more than just a vacation experience. In each case, if managed well, the parties involved seek to add more to a situation by working together rather than they could by working alone.

In conclusion, as Gray indicated, collaborative relationships provide for a flexible and dynamic process that evolves with time and experience (1989). This

process is supported by providing of knowledge and information. Partnerships flourish when information exists to guide them. Partnerships involving volunteer tourism continue to increase, evolve and adapt. It is hoped that the findings of this research may contribute in meaningful way to this process.

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Appendices

Appendix A: Success Factors Identified in Review of Related Literature

Behavior Attributes			
Factor Identified in Research	**Author(s)**	**Sector/Context**	**Notes**
Commitment	(Austin, 2000)	Cross-sector partnerships	"focused attention'
Commitment	(Waddock, 1989)	Cross-sector partnerships	Significant benefit will result from partnership
Commitment	(Williams & Ellefson, 1996)	Cross-sector partnerships	Recognition of common goals
Commitment	(Tuten & Urban, 2001)	Business to Business (strategic alliances)	
Commitment	(Shaw, 2003)	Cross-sector partnerships	
Commitment	(Butterfield, et al., 2004)	Cross-sector collaboration	
Commitment	(Watkins & Bell, 2002)	Tourism	
Commitment	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	
Commitment	(Augustyn & Knowles, 2000)	Tourism	
Coordination	(Das & Teng, 1998)	Business to Business (Strategic Alliances)	Inter-firm adaptation is the adjustment of firm behavior to create better fit within partnership
Coordination	(Lasker, et al., 2001)	Government/Civil Society partnerships	Referring to governance and decision making within the partnership
Coordination	(Monczka, et al., 1998)	Business to Business (Strategic Alliances)	
Coordination	(Shaw, 2003)	Cross-sector partnerships	Partners want to accomplish same goal
Coordination	(Rondinelli & London, 2003)	Cross-sector collaboration	
Coordination	(Googins & Rochlin, 2000)	Cross-sector collaboration	"Developmental Value creation"
Coordination	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	
Interdependence	(Augustyn & Knowles, 2000)	Tourism	
Interdependence	(Monczka, et al., 1998)	Business to Business (Strategic Alliances)	
Interdependence	(Austin, 2000)	Cross-sector partnerships	Discussed as 'value balance" or benefits flow both ways in collaboration
Interdependence	(Austin, 2000)	Cross-sector partnerships	
Interdependence	(Waddock, 1989)	Cross-sector partnerships	
Interdependence	(Jamal & Getz, 1995)	Tourism	
Interdependence	(Googins & Rochlin, 2000)	Cross-sector collaboration	"Symbiotic value creation"
Interdependence	(Anderson & Narus, 1990)	Business to Business (strategic alliances)	
Interdependence	(Gray, 1985)	Cross-sector collaboration	
Interdependence	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	

Trust	(Frazier, et al., 1988)	Marketing Relationships	
Trust	(Lasker, et al., 2001)	Government/Civil Society partnerships	
Trust	(Das & Teng, 1998)		
Trust	(Monczka, et al., 1998)	Business to Business (Strategic Alliances)	
Trust	(Anderson & Narus, 1990)	Business to Business (Strategic Alliances)	
Trust	(Faulkner, 2006)	Business to Business (various types of collaboration)	
Trust	(Austin, 2000)	Cross-sector partnerships	
Trust	(Tuten & Urban, 2001)	Business to Business (strategic alliances)	
Trust	(Shaw, 2003)	Cross-sector partnerships	
Trust	(Watkins & Bell, 2002)	Tourism	
Trust	(Parker & Selsky, 2004)	Cross-sector collaboration	
Trust	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	
Trust	(Pruitt, 1981)	Business to Business	
Trust	(Huxham & Vangen, 2000)	Cross-sector partnership	
Power	(Lasker, et al., 2001)	Government/Civil Society partnerships	
Power			
Power	(Jamal & Getz, 1995)	Tourism	Issue of power and ability for partnership to influence change
Power	(Williams & Ellefson, 1996)	Cross-sector partnerships	Open structure
Power	(Tuten & Urban, 2001)	Business to Business (strategic alliances)	
Power	(Shaw, 2003)	Cross-sector partnerships	Partners must have equal power
Power	(Lister, 2000)	NGO partnerships	
Power	(Plummer, et al., 2006)	Tourism	
Power	(Parker & Selsky, 2004)	Cross-sector collaboration	
Power	(Anderson & Narus, 1990)	Business to Business (strategic alliances)	Influence over partner firm
Power	(Selin & Chavez, 1995)	Tourism	
Power	(Gray, 1985)	Cross-sector collaboration	
Management Fit	(Austin, 2000)	Non-profit/business partnerships	
Management Fit	(Sagawa & Segal, 2000)	Non-profit/business partnerships	
Management Fit/Leadership	(Lasker, et al., 2001)	Government/Civil Society partnerships	
Management Fit/Leadership	(Stegeman, Unknown)	Tourism	
Management Fit/Leadership	(Austin, 2000)	Cross-sector partnerships	Argues that not only top leadership is important for

			partnerships
Management Fit/Leadership	(Selin, et al., 2000)	Cross-sector partnerships	
Management Fit/Leadership	(Gray, 1985)	Cross-sector partnerships	
Management Fit/Leadership	(Huxham & Vangen, 2000)	Cross-sector partnership	

Communication Behavior

Factor Identified in Research	**Author(s)**	**Sector/Context**	**Notes**
Communication Quality	(Wymer & Samu, 2003)	Non-profit/business partnerships	
Communication Quality	(Laing , et al., 2008)	Protected Areas and Tourism Partnerships	
Communication Quality	(Das & Teng, 1998)	Business to Business (Strategic Alliances)	Communication also aides trust in partnership
Communication Quality	(Stegeman, Unknown)	Tourism	
Communication Quality	(Shaw, 2003)	Cross-sector partnerships	
Communication Quality	(Monczka, et al., 1998)	Business to Business (Strategic Alliances)	
Communication Quality	(Austin, 2000)	Cross-sector partnerships	
Communication Quality	(Tuten & Urban, 2001)	Business to Business (strategic alliances)	"improved communication"
Communication Quality	(Butterfield, et al., 2004)	Cross-sector collaboration	
Communication Quality	(Anderson & Narus, 1990)	Business to Business (strategic alliances)	
Communication Quality	(Augustyn & Knowles, 2000)	Tourism	
Communication Quality	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	
Information Sharing	(Monczka, et al., 1998)	Business to Business (Strategic Alliances)	
Information Sharing	(Austin, 2000)	Cross-sector partnerships	
Information Sharing	(Williams & Ellefson, 1996)	Cross-sector Partnerships	
Information Sharing	(Tuten & Urban, 2001)	Business to Business (strategic alliances)	
Information Sharing	(Shaw, 2003)	Cross-sector partnerships	
Information Sharing	(Butterfield, et al., 2004)	Cross-sector collaboration	
Information Sharing	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	
Participation in Planning	(Butterfield, et al., 2004)	Cross-sector collaboration	
Participation in Planning	(Watkins & Bell, 2002)	Tourism	Shared decision making
Participation in Planning	(Monczka, et al., 1998)	Business to Business (Strategic Alliances)	
Participation in	(Austin, 2000)	Cross-sector partnerships	

Participation in planning	(Selin, et al., 2000)	Cross-sector partnerships	
Participation in Planning	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	

Conflict Resolution Techniques			
Factor Identified in Research	**Author(s)**	**Sector/Context**	**Notes**
Conflict Resolution	(Butterfield, et al., 2004)	Cross-sector Collaboration	
Conflict Resolution	(Lasker, et al., 2001)	Government/Civil Society partnerships	
Conflict Resolution	(Monczka, et al., 1998)	Business to Business (Strategic Alliances)	
Conflict Resolution	(Anderson & Narus, 1990)	Business to Business (strategic alliances)	Refers to "functionality of conflict"
Conflict Resolution	(Gray, 1989)	Cross-sector collaboration	
Conflict Resolution	(Mohr & Spekman, 1994)	Business to Business (strategic alliances)	

Appendix B: Introduction Letter

Greetings,

Do you organize, manage or receive groups that travel to US Public Lands to do volunteer work? If so, we need your input! Help us understand what goes into a successful partnership and what are the challenges you face.

George Washington University would like to ask for your help in conducting important research to better understand how non-profit, for-profit and government agencies work together to manage volunteer tourism activities within Federal or State Lands.

You are being asked to participate in this study as you have been identified as someone who is involved with the management of volunteer groups on Federal or State Lands. Your input is very important. Please follow the link below to a survey that should take you no more then 15 minutes to complete.

As a thank you for answering our survey, participants may elect to participate in a drawing at the end of the survey for a chance to win one of 10 $25 Starbucks gift certificates or a beautiful Eagle Creek Rolling Travel Trunk (approximate retail value: $250). If you choose to enter the voluntary raffle at the end of the survey, your personal information will be stored separately from the survey data.

To Access the Survey, please go to:
https://www.surveymonkey.com/s.aspx?sm=Kysgva7ETB_2frBaUBs71Ujw_3d_3d

Please feel free to share this invitation with any colleagues that you feel might wish to share their experiences working with partnerships involving volunteer groups on Public Lands.

We recognize that your time is very valuable and greatly appreciate your support.

If you have any questions regarding this research or the survey, please contact Kristin Lamoureux at klam@gwu.edu or 202-994-8197.

Thank you,
Kristin M. Lamoureux, Director
International Institute of Tourism Studies, George Washington University

Research Notes:

This research study is under the direction of Dr. Donald Hawkins and Kristin Lamoureux of the International Institute of Tourism Studies at the George Washington University (GWU). You will not benefit directly from your participation in the study although it is our hope that the findings of this research will help organizations involved with the management of volunteer groups.

Individual survey responses will be kept confidential. You are not required to enter your name at any time during this student. If results of this research study are reported in journals or at scientific meetings, the people who participated in this study will not be named or identified. Every effort will be made to keep your information confidential, however, this can not be guaranteed. There will be no link maintained electronically or by the researcher between subject identity and survey responses. Participating in this study poses no risks that are not ordinarily encountered in daily life. You may refuse to answer any of the questions and you may stop your participation in this study at any time. Taking part in this research is entirely voluntary and your employment status will in no way be affected by your decision to participate or not. Your willingness to participate in this research study is implied if you proceed with completing the survey.

The Office of Human Research of George Washington University, at telephone number (202) 994-2715, can provide further information about your rights as a research participant. Further information regarding this study may be obtained by contacting Kristin Lamoureux, researcher responsible for this study at klam@gwu.edu or 202-994-8197.

To access this survey, please go to:
https://www.surveymonkey.com/s.aspx?sm=Kysgva7ETB_2frBaUBs71Ujw_3d_3d

Appendix C: Survey Instrument

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Introduction

George Washington University would like to ask for your help in conducting important research to better understand how non-profit, for-profit and government agencies work together to manage volunteer tourism activities within Federal or State Lands.

You have been identified as someone involved with the management of volunteer tourism groups at a Federal or State Site. This survey should take no more than 15 minutes.

As a thank you for answering our survey, participants may elect to participate in a drawing at the end of the survey for a chance to win 1 of 10 $25 Starbucks gift certificates or a beautiful Rolling Travel Trunk by Eagle Creek Luggage (estimated retail value $250). If you choose to enter the raffle at the end of the survey, your personal information will be stored separately from the rest of your survey responses.

If you have any questions regarding this survey or if you would like a hard copy of this survey, please contact Kristin Lamoureux at klam@gwu.edu or 202-994-8197.

Thank you very much for your input!

Further information regarding this survey can be found at www.gwutourism.org/volunteersurvey

Basic Information

*** This study will focus on partnerships between National or State Government Agencies that manage natural or cultural sites and their counterparts in non-profit or for-profit organizations that organize volunteers to work at these sites.**

Does the organization or site you work for organize or host groups involved with volunteering at a Federal or State site such as a park, historical area or other site?

◯ Yes

◯ No

If you said no, would you consider participating in a volunteer tourism program in the future?

Approximately how many individual volunteers does your organization or site manage each year?

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

* **Partnerships involving volunteer groups require an organization to organize the volunteers and a site that hosts or receives the volunteers.**

Does the organization you represent receive volunteers (e.g. National or State Park, Forest, Historic site) or does your organization work with sites to send groups (e.g. Boy Scouts of American, tour operator, hiking club)?

- ◯ We host volunteer groups (Ex. National Park, State Park, Heritage Site)
- ◯ We send or organize volunteer groups (Ex. Boy Scouts, Hiking Society, ABC Tours)

Organizational Information

* **Volunteer tourism differs from traditional volunteering in that participants might volunteer as well as engage in a recrational activity like hiking, camping, listening to a ranger presentation, viewing historic sites or museums, etc.**

This study will focus on volunteer tourism partnerships between Federal or State Land Sites (e.g. National Park, Forest, Historic Corridor, Monument) and outside organizations (e.g. Boy Scouts, Trail Clubs, tour operators) that manage or organize volunteer tourism groups in Federal or State Sites.

Is your organization involved in organizing any volunteer tourism activities? (select one)

- ◯ Yes
- ◯ No

Do partnerships involving volunteer groups (voluneer tourists or local volunteers) contribute to helping your organization acheive its mission? (select one)

- ◯ Yes
- ◯ No

How many years has your organization worked with volunteer partnerships?

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

What is your role within the organization you work with? (select one)

- ◯ Part-time volunteer Coordinator
- ◯ Full-time volunteer coordinator
- ◯ Volunteer coordinator with other duties
- ◯ Other

Other (please specify)

*** Please select the type of organization you represent (select one).**

- ◯ Governmental organization
- ◯ Concession Services
- ◯ Not-for-profit organization (Excluding "Friends") organizations
- ◯ "Friends of" Organization (eg. Friends of the National Zoo)
- ◯ For-profit business

Other (please specify)

If you work for a governmental agency, please select which one:

- ◯ US National Park Service
- ◯ US National Forest Service
- ◯ US Fish and Wildlife Service
- ◯ US Bureau of Land Management
- ◯ US Army Corps of Engineers
- ◯ State government representative

Other (please specify)

Please indicate which state your organization is located in.

Volunteer Volume

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

* **Approximately how many sites does your organization have partnerships with involving volunteer tourism groups?**

Please list five sites that currently receive volunteer tourism groups from your organization.

If you cannot list five, please list as many as you can.

1.
2.
3.
4.
5.

* **Of the Federal or State Land Sites that you listed above, please SELECT THE ONE you have worked with MOST RECENTLY and respond to the remainder of the survey based on your relationship with this site.**

Is this a Federal or State Land Site (e.g. National Park, State Forest, etc)?

- ◯ Federal
- ◯ State

* **In general, how would you rate the relationship your organization has with this site?**

- ◯ 1 Highly Successful
- ◯ 2 Successful
- ◯ 3 Not successful or unsuccessful
- ◯ 4 Unsuccessful
- ◯ 5 Highly Unsuccessful

* **What is the approximate number of volunteers you send to this site on an annual basis?**

* **What is the total number of volunteers that your organization sends overall each year?**

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

*** Of the total number of volunteers sent out annually from your organization, what percent go to this site?**

Volunteer Tourism Partnerships

Please continue to respond based on your relationship with the ONE SITE you worked with most RECENTLY.

Please indicate your level of satisfaction with the following aspects of the volunteer tourism relationship with this partner.

	Highly Satisfied	Somewhat Satisfied	Neither Satisfied or Unsatisfied	Somewhat Unsatisfied	Highly Unsatisfied	N/A
Personal dealings with the site's staff.	◯	◯	◯	◯	◯	◯
Assistance in managing volunteer programs.	◯	◯	◯	◯	◯	◯
Profit on sales of volunteer programs.	◯	◯	◯	◯	◯	◯
Degree to which this site helps your organization achieve its mission.	◯	◯	◯	◯	◯	◯
Likelihood of continuing this partnership in the future (highly unlikely/highly likely).	◯	◯	◯	◯	◯	◯

How does this site compare to other sites offering the same activities?

- ◯ Highly favorable
- ◯ Somewhat favorable
- ◯ Neither unfavorable or favorable
- ◯ Somewhat unfavorable
- ◯ Highly unfavorable
- ◯ Unknown

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Please indicate your level of agreement with the following statements.

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
We'd like to discontinue sending volunteers to this site	○	○	○	○	○	○
We are very committed to sending volunteers to this site	○	○	○	○	○	○
We have a minimal commitment to this site	○	○	○	○	○	○
Programs at the local level are well coordinated with our national programs	○	○	○	○	○	○
We feel like we never know what we are supposed to be doing or when we are supposed to be doing it with this site's programs	○	○	○	○	○	○
Our activities with the site are well coordinated	○	○	○	○	○	○

Communication

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Please indicate your level of agreement with the following statements.

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
We trust that the site's decisions will be beneficial to our organization	○	○	○	○	○	○
We feel that we do not get a fair deal from this site	○	○	○	○	○	○
This relationship is marked by a high degree of harmony	○	○	○	○	○	○
If we wanted to, we could switch to another site quite easily	○	○	○	○	○	○
If the site wanted to, they could easily switch to another organization	○	○	○	○	○	○
The success of the partnership relies more on one organization than another	○	○	○	○	○	○
My organization has more say as to how the partnership is managed	○	○	○	○	○	○
The partner organization has greater say into how the partnership is managed	○	○	○	○	○	○

Please indicate your level of agreement with the following statements:

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
The management of my organization is committed to this partnership.	○	○	○	○	○	○
The management of the partner site is committed to this partnership.	○	○	○	○	○	○

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Please indicate your level of agreement with the following statements.

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
We trust that the site's decisions will be beneficial to our organization.	○	○	○	○	○	○
We feel that we do not get a fair deal from this site	○	○	○	○	○	○
This relationship is marked by a high degree of harmony	○	○	○	○	○	○
If we wanted to, we could switch to another site quite easily	○	○	○	○	○	○
If the site wanted to, they could easily switch to another organization	○	○	○	○	○	○
The success of the partnership relies more on one organization than another	○	○	○	○	○	○
My organization has more say as to how the partnership is managed	○	○	○	○	○	○
The partner organization has greater say into how the partnership is managed.	○	○	○	○	○	○

Please indicate your level of agreement with the following statements:

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
The management of my organization is committed to this partnership.	○	○	○	○	○	○
The management of the partner site is committed to this partnership.	○	○	○	○	○	○

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

One a scale of 1-5 (where 1=very positive and 5=very negative), to what extent do you feel that your communication with this site is:

	1	2	3	4	5	N/A
Timely	○	○	○	○	○	○
Accurate	○	○	○	○	○	○
Adequate	○	○	○	○	○	○
Complete	○	○	○	○	○	○
Credible	○	○	○	○	○	○

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Please indicate your level of agreement with the following statements:

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
Our advice and counsel is sought by this site.	◯	◯	◯	◯	◯	◯
We participate in goal setting and forecasting with this site.	◯	◯	◯	◯	◯	◯
We help the site in planning activities.	◯	◯	◯	◯	◯	◯
Suggestions by us are encouraged by this site.	◯	◯	◯	◯	◯	◯
We share proprietary information with this site.	◯	◯	◯	◯	◯	◯
We inform the site in advance of changing needs.	◯	◯	◯	◯	◯	◯
In this relationship, it is expected that any information which might help the other party will be provided.	◯	◯	◯	◯	◯	◯
The parties are expected to keep each other informed about events or changes that may affect the other party.	◯	◯	◯	◯	◯	◯
It is expected that the parties will only provide information according to pre specified agreements.	◯	◯	◯	◯	◯	◯
We do not volunteer much information regarding our organization to the site.	◯	◯	◯	◯	◯	◯
This site keeps us fully informed about issues that affect our business.	◯	◯	◯	◯	◯	◯
This site shares proprietary information with us (e.g., about programs in development).	◯	◯	◯	◯	◯	◯

Relationships

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Assuming that some conflict exists over program and policy issues and how you implement the site's programs, how frequently are the following methods used to resolve such conflict? (Very infrequently/very frequently)

	Very Frequently	Somewhat Frequently	Neither Infrequently or Frequently	Somewhat Infrequently	Very Infrequently	N/A
Parties attempt to smooth over the problem	○	○	○	○	○	○
One party attemps to persuade the other	○	○	○	○	○	○
Parties work together to jointly solve the problem	○	○	○	○	○	○
Parties seek the help of outside arbitration	○	○	○	○	○	○
One party dominates the solution finding process	○	○	○	○	○	○

Please indicate your level of agreement with the following statements:

	Highly Agree	Somewhat Agree	Neither Agree nor disagree	Somewhat Disagree	Highly Disagree	N/A
In this relationship, the parties work together to solve problems.	○	○	○	○	○	○
The site is flexible in response to requests we make.	○	○	○	○	○	○
The site makes an effort to help us during emergencies.	○	○	○	○	○	○
When an agreement is made, we can always rely on the site to fulfill all the requirements.	○	○	○	○	○	○

Site: Organizational Information

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

*** Volunteer tourism differs from traditional volunteering in that participants might volunteer as well as engage in a recrational activity like hiking, camping, listening to a ranger presentation, viewing historic sites or museums, etc.**

This study will focus on volunteer tourism partnerships between Federal or State Land Sites (e.g. National Park, Forest, Historic Corridor, Monument) and outside organizations (e.g. Boy Scouts, Trail Clubs, tour operators) that manage or organize volunteer tourism groups in Federal or State Sites.

Is your organization involved in organizing any volunteer tourism activities? (select one)

- ◯ Yes
- ◯ No

Do partnerships involving volunteer groups (voluneer tourists or local volunteers) contribute to helping your organization acheive its mission? (select one)

- ◯ Yes
- ◯ No

How many years has your site worked with volunteer partnerships?

What is your role within the site you work for? (select one)

- ◯ Part-time Volunteer Coordinator
- ◯ Full-time volunteer coordinator
- ◯ Volunteer coordinator with other duties
- ◯ Other

Other (please specify)

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

*** Please select the type of organization you represent (select one).**

- ◯ Governmental organization
- ◯ Concession Services
- ◯ Not-for-profit organization (Excluding "Friends") organizations
- ◯ "Friends of" Organization (eg. Friends of the National Zoo)
- ◯ For-profit business

Other (please specify)

If you work for a governmental agency, please select which one:

- ◯ US National Park Service
- ◯ US National Forest Service
- ◯ US Fish and Wildlife Service
- ◯ US Bureau of Land Management
- ◯ US Army Corps of Engineers
- ◯ State government representative

Other (please specify)

Please indicate which state your site is located in.

Site: Volunteer Volume

*** Approximately how many organizations does your site have partnerships with involving volunteer groups?**

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Please list five organizations that currently send volunteer tourism groups to your site.

If you cannot list five, please list as many as you can.

1.
2.
3.
4.
5.

Of the organizations that you listed above, please SELECT THE ONE you have worked with MOST RECENTLY and respond to the remainder of the survey based on your relationship with this organization.

Did this partnership involve a volunteer group working on a Federal or State site?

- ◯ Federal
- ◯ State

*** Continuing to think of the organization you worked with MOST RECENTLY:**

In general, how would you rate the relationship your site has with this organization?

- ◯ 1 Highly Successful
- ◯ 2 Successful
- ◯ 3 Not successful or unsuccessful
- ◯ 4 Unsuccessful
- ◯ 5 Highly Unsuccessful

*** What is the approximate number of volunteers you receive from this organization on an annual basis?**

*** What is the total number of volunteers that your site receives overall each year?**

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

*** Of the total number of volunteers received annually from your site, what percent come from this organization?**

Site: Volunteer Tourism Partnerships

Please continue to respond based on your relationship with the organization you worked with most recently.

Please indicate your level of satisfaction with the following aspects of the volunteer tourism relationship with this partner.

	Highly Satisfied	Somewhat Satisfied	Neither Satisfied or Unsatisfied	Somewhat Unsatisfied	Highly Unsatisfied	N/A
Personal dealings with the organization's staff.	◯	◯	◯	◯	◯	◯
Assistance in managing volunteer programs.	◯	◯	◯	◯	◯	◯
Profit on sales of volunteer programs.	◯	◯	◯	◯	◯	◯
Degree to which this organization helps your site achieve its mission.	◯	◯	◯	◯	◯	◯
Likelihood of continuing this partnership in the future (highly unlikely/highly likely)	◯	◯	◯	◯	◯	◯

How does this organization compare to other organizations offering the same activities?

- ◯ Highly Favorable
- ◯ Somewhat Favorable
- ◯ Neither Unfavorable or Favorable
- ◯ Somewhat Unfavorable
- ◯ Highly Unfavorable
- ◯ Unknown

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Please indicate your level of agreement with the following statements.

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
We'd like to discontinue receiving volunteers from this organization	○	○	○	○	○	○
We are very committed to receiving volunteers from this organization	○	○	○	○	○	○
We have a minimal commitment to this organization	○	○	○	○	○	○
Programs at the local level are well coordinated with our national programs	○	○	○	○	○	○
We feel like we never know what we are supposed to be doing, or when we are supposed to be doing it, with this organization's programs	○	○	○	○	○	○
Our activities with the organization are well coordinated	○	○	○	○	○	○

Site: Communication

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Please indicate your level of agreement with the following statements.

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
We trust that the organization's decisions will be beneficial to our site	○	○	○	○	○	○
We feel that we do not get a fair deal from this organization	○	○	○	○	○	○
This relationship is marked by a high degree of harmony	○	○	○	○	○	○
If we wanted to, we could switch to another organization quite easily	○	○	○	○	○	○
If the organization wanted to, they could easily switch to another site	○	○	○	○	○	○
The success of the partnership relies more on one organization than another	○	○	○	○	○	○
My site has more say as to how the partnership is managed	○	○	○	○	○	○
The partner organization has greater say into how the partnership is managed	○	○	○	○	○	○

Please indicate your level of agreement with the following statements:

	Highly Agree	Somewhat Agree	Neither Agree nor disagree	Somewhat Disagree	Highly Disagree	N/A
The management of my site is committed to this partnership.	○	○	○	○	○	○
The management of the partner organization is committed to this partnership.	○	○	○	○	○	○

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

One a scale of 1-5 (where 1=very positive and 5=very negative), to what extent do you feel that your communication with this organization is:

	1	2	3	4	5	N/A
Timely	○	○	○	○	○	○
Accurate	○	○	○	○	○	○
Adequate	○	○	○	○	○	○
Complete	○	○	○	○	○	○
Credible	○	○	○	○	○	○

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Please indicate your level of agreement with the following statements:

	Highly Agree	Somewhat Agree	Neither Disagree or Agree	Somewhat Disagree	Highly Disagree	N/A
Our advice and counsel is sought by this organization.	○	○	○	○	○	○
We participate in goal setting and forecasting with this organization.	○	○	○	○	○	○
We help the organization in planning activities.	○	○	○	○	○	○
Suggestions by us are encouraged by this organization.	○	○	○	○	○	○
We share proprietary information with this organization.	○	○	○	○	○	○
We inform the organization in advance of changing needs.	○	○	○	○	○	○
In this relationship, it is expected that any information which might help the other party will be provided.	○	○	○	○	○	○
The parties are expected to keep each other informed about events or changes that may affect the other party.	○	○	○	○	○	○
It is expected that the parties will only provide information according to pre-specified agreements.	○	○	○	○	○	○
We do not volunteer much information regarding our site to this organization.	○	○	○	○	○	○
This organization keeps us fully informed about issues that affect our site.	○	○	○	○	○	○
This organization shares proprietary information with us (e.g., about programs in development).	○	○	○	○	○	○

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

Assuming that some conflict exists over program and policy issues and how you implement the organization's programs, how frequently are the following methods used to resolve such conflict? (Very infrequently/very frequently)

	Very Frequently	Somewhat Frequently	Neither Infrequently or Frequently	Somewhat Infrequently	Very Infrequently	N/A
Parties attempt to smooth over the problem	○	○	○	○	○	○
One party attemps to persuade the other	○	○	○	○	○	○
Parties work together to jointly solve the problem	○	○	○	○	○	○
Parties seek the help of outside arbitration	○	○	○	○	○	○
One party dominates the solution finding process	○	○	○	○	○	○

Please indicate your level of agreement with the following statements:

	Highly Agree	Somewhat Agree	Neither Agree nor disagree	Somewhat Disagree	Highly Disagree	N/A
In this relationship, the parties work together to solve problems.	○	○	○	○	○	○
The organization is flexible in response to requests we make.	○	○	○	○	○	○
The organization makes an effort to help us during emergencies.	○	○	○	○	○	○
When an agreement is made, we can always rely on the organization to fulfill all the requirements.	○	○	○	○	○	○

Comments

Please provide us with any comments or issues related to this survey. Thank you.

Contest

Volunteer Tourism Partnerships on Federal or State Lands - VSO/

As a thank you for your participation, your name will be entered into a drawing for a chance to win one of ten $25 Starbucks Gift Certificates or one beautiful Eagle Creek Take 2 Wheeled Trunk.

If you would like to enter the drawing, please indicate below. (your personal information will be stored seperately from your survey responses)

- ◯ Yes, I would like to enter.
- ◯ No, thank you.

Drawing

If you would like to enter the raffle, please provide your information below:

Name:

Email Address:

Thank you!

Thank you!

Appendix D: Individual Respondent Comments

This table lists all the comments provided by respondents when asked to if they had any further comments at the end of the survey instrument.

1.	Many volunteers we have are not provided by any one organization. We have a 20+ year volunteer program that we organize and recruit for. The 25+ volunteers help us manage our recreation sites and in return they get to camp all summer long on the Forest free of charge in areas we designate for them. Most of these volunteers are retirees from warmer climates (Texas) and they come up to Colorado to escape the heat, enjoy the scenery, visit with long-time friends, and help out the Forest Service.
2.	My experience with volunteers that pay to work for us, have been nothing but good. The folks are full of try and the managers are well versed in there roles.
3.	We don't work with volunteer tourism groups. We work with trail groups as well as volunteers who come seasonally to work in developed recreation sites. These maybe the tourism folks but they work for the *(name omitted)*.
4.	My organization's biggest hurdle in working with volunteer tourism groups involves lack of identified, suitable volunteer projects, and lack of adequate staff to supervise volunteer groups. I feel that many groups are interested in coming here, but we cannot always accommodate them.
5.	Thanks for asking my opinion!
6.	Most of the time the comments are very good but it all depends on the leaders who are voted into the office for that year.
7.	I am new to this position and these partner relationships. My responses are based upon limited first hand experience.
8.	I hope I have additional opportunity to help with this research.
9.	As volunteer activities increase in the National Parks there will need to be a corresponding increase in funded NPS staff time to address the increased logistical, organizational and leadership work required to expand a volunteer program.
10.	I used *(name omitted)* as our main volunteer program. Our federal agency and the university work very well together and have for many years. We have student volunteers who work with us. Often these students become employees. It works well as they know our program.
11.	On your "partnership" question, the option was to select one of two answers and not both. However, in my organization we both "host" and "send/organize" groups.
12.	The kind of questions asked at the end of the survey don't relate to the nature of the partnership or the way typical volunteer partnerships work. In general as a non-profit provider we are looking for volunteer opportunities-the agencies are looking for work to be accomplished or capacity.
13.	The hardest part of managing volunteers and partnership organizations is having a volunteer coordinator position on the forest to oversee the entire volunteer program. thks
14.	Will you share the results with respondents?
15.	Volunteer Tourism as to meet the needs and goals of Volunteer Tourism in our Country with respect of what we can do for the end result as not what the

	country can do for us. Builds a strong working relationship and a good feeling of accomplishment.
16.	Great survey - thank you for allowing us to participate.
17.	It is difficult to accurately determine the impact of volunteer coordination overall and most efforts and activities are not easily categorized. Volunteer groups do a lot of vital work on the forest, however a significant amount of time is needed to plan and lead events, which must come out of limited time available for crucial work. The work accomplished is often negligible compared to the cost and time consumed preparing for the event.
18.	I have only worked with one organization on an annual basis. The Forest works with many organizations but our volunteer coordinator or others work with most of the groups.
19.	The survey ask for numbers of Volunteers, what is more relevant is the number of Volunteer hours. Next is the level of skills and amount of labor achieved by the Volunteers. Accounting for Volunteers by agencies is a moving target; the numbers are usually embellished one way or another.
20.	I've worked with volunteers for nearly 35 years and they tend to be the best people to spend time with!
21.	The language was confusing; I was not sure what "my site" referred to. We are a non-profit that coordinates and leads groups of volunteers at federal, state, city and regional parks, therefore we do not own any sites. Your questions asked about decision making between us and the volunteer groups, which is minimal. There is definitely collaboration between our non-profit and the land owning agencies we serve.
22.	The Forest Service's mission to Care for the Land and Serve the People would not be possible without the help and mission assistance that we receive through our volunteer programs. From trail reconstruction to riparian resource protection projects, the *(name omitted)* program continues to provide "hands-on" recreational and outdoor working experiences to groups/organizations that look to federal resource agencies for these services. I am proud to say that, despite strapped budgets and shifting priorities, the PSICC National Forest unit continues to provide outside groups and volunteer organizations a wide range of projects and opportunities on National Forest System lands.
23.	Much of my career experience has been with individuals or couples volunteering in recreation sites. I have experience with Volunteer Tourism but have found that many of the volunteers could not do the activities that they signed up for. It is very hard even for some college kids to hike or construct trails let alone senior citizens. Finally, some organizations seeking a volunteer project at times may bring hidden agenda items and possible quid pro quo issues. "Look at the work I have done for your organization why won't you agree with my ideas or wants in regards to managing the public's land." Communicating up front, establishing side boards, and cooperatively developing the project goals and objectives can deal with this effectively.
24.	Thanks for keeping it short. Recreation managers on National Forest units (i.e. Ranger Districts) rely quite a bit on partnerships with volunteer organizations to achieve agency missions. Appropriated dollars from Congress are not adequate to get the job done these days.
25.	Well, we really don't have Volunteer "Tourism", if by that you mean groups like American Hiking Society volunteer vacation type activities. We have local groups that volunteer their time to help us complete our mission, and that is the

	way I answered the questions. The group I used to answer the questions is *(name omitted).* They are our largest single volunteer group. So I am not sure if you will want to count my answers.
26.	Very rewarding relationship with this organization.
27.	From a federal agency standpoint it is not clear what you mean when you ask questions about a site. I work for the forest service and I don't know if you want answers at the district level forest level regional level or nation wide so I answered unknown to several of the quantity questions because I only know the amounts for my ranger district and it is unclear whether you are looking for that number or a smaller or larger scale.
28.	Thank you for the opportunity to complete this survey.
29.	We have nurtured this relationship/organization to help support our work on the ground, to the point of passing of volunteers that we recruited to this organization two years ago. The management and day to day supervision of these volunteers still falls to us. We expect that it will be another 3-5 years before this organization is able to stand on it's own.
30.	I thought you were interested in our volunteer program. It seems as though your interest lies only in organizations. We bring on volunteers on an individual basis. They are not associated with any volunteer organization. Most of this survey did not apply to our program.
31.	We have volunteer groups user groups representing different approaches to volunteer recreation and needs. This survey was difficult to differentiate between those issues.
32.	The organization we partner with, (name omitted), is a loosely organized group of volunteers who all participate in the USFS Passport in Time program. They come from all over the country and provide us with invaluable assistance in carrying out historic preservation and archeological research projects. Our relationship is formalized via a Memorandum of Understanding.
33.	We host AND organize volunteer groups- from question #2 or #3 or #4- the question only allowed one answer.
34.	We are very fortunate in having so many wonderful partners (volunteer organizations) to work with in the Flagstaff area. It has proven very beneficial for both entities, and has provided a greater ownership or sense of stewardship amongst the volunteers... ultimately a community working together for the greater good.
35.	Having the means to organize volunteer activities and events is key to our success.
36.	Hi - I'm sorry I could not adequately fill in this survey and I could not back out once started. Your definition of Volunteer Tourism is not clear enough. We use many volunteers who winter in Arizona, volunteer for us, and participate in many cultural, historical and recreational activities throughout their stay, but are not part of a "paid trip" - I only realized that you were focused on this aspect too late. We do not currently work with tourism operators. We have had some discussions with them, but end up with the difficulty of are they a vendor, or are they a supplier of volunteers? If we supply services (such as campfire talks for the volunteers) - do we request a portion of the fees they are charging the participants? If we provide this service for one group, don't we have to provide this for all operators? Then our procurement officers said that we essentially had to "go out to bid," and could not exclusively work with only one or two operators. But we do not have the staffing, nor the core volunteer group to approach this on

	a large scale. So we have only stayed with non-profit, service, or corporate group support that do not have the complications of paid tour operators. I would love to be able to pursue projects with operators, but we would really have to re-think how to approach it. At this time, our budget cuts are so deep, we are closing parks and laying off staff. The need for more volunteers arises, but the staff to adequately support this type of approach dwindles.
37.	In the #4 Partner section, the question references "sites". Concerning land management, this often refers to camp sites, work sites or other geographical sites. I was confused as what the question was looking for. I assumed websites of partner groups? I originally filled out the questions with wilderness areas in which we work as "sites", I went back to change my answers once I finished this section to correct.
38.	Just a couple of notes to share, we have faced concerns about division of revenue, marketing etc that may be happening in other jurisdictions as well. The challenge is not unusual in that it reflects the differences in how TOs and NPOs approach business, their philosophies etc. However, it has been interesting to note that the NPO representative was more concerned with revenue and marketing ownership than the profitable parties
39.	Working with the Federal Agencies is sometimes a challenge due to their lack of staff to do pre-project planning and overseeing a volunteer project. We are taking on more responsibility as a non-profit to help the agencies as much as we can with our limited resources.
40.	The partner I commented on is our best working relationship. If I would not have had to pick one, my answers would have been very different.
41.	It is difficult to translate the volunteer generation we do, to volunteer tourism. Our focus is on recruiting and managing local volunteers for day-long projects at nearby county, state and federal lands sites. The one partner I identified, BMWF, does recruit volunteer tourist groups, and we work with them on one project in particular every year (Ntl. Trails Day). That project goes very well, and generally speaking, the land management agencies are thrilled that we (Non-profits like MCC and the BMWF) are willing/able to recruit volunteers, send out press releases, and coordinate the activities of each work day because they simply don't have the time/person-power to do those things effectively...at least where we are.
42.	I am president of a cycling club. Our volunteers are trained by the IMBA (International Mountain Bike Association) Trail Care Crews that visit occasionally. We try to work with the BLM to promote responsible trail construction and maintenance.
43.	The partnership deals with other federal, state and local government agencies and several non government organizations.
44.	Thank you for the opportunity to participate.