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Exploring the role of Continuity Operations Management
in University supported Volunteer Service Organizations

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William Brabazon, M.S., M.P.A.

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Exploring the role of Continuity Operations Management
in University supported Volunteer Service Organizations

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GRADUATE COLLEGE

APPROVED BY:

Chan M. Hellman, Ph.D., Chair

Trent E. Gabert, Ph.D.

Chad V. Johnson, Ph.D.

Brenda Lloyd-Jones, Ph.D.

Ricky T. Munoz, Ph.D.

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Abstract

THE ORGANIZATIONAL LIFE CYCLE CONTAINS BETWEEN THREE AND SEVEN PHASES. THE FINAL PHASE OF ALL MODELS HAS BEEN THE DEATH OF THE ORGANIZATION. THIS STUDY DETERMINED IF THERE COULD BE AN ALTERNATIVE TO THIS ORGANIZATIONAL DEATH. THERE IS EVIDENCE THAT AN ORGANIZATION CAN ENTER A PERIOD OF HIBERNATION, TO BE REJUVENATED LATER. THIS HIBERNATION ALLOWS THE ORGANIZATION TO RETAIN ASSETS THAT CAN BE USED IN THE FUTURE. THE ORGANIZATION IN HIBERNATION WOULD NEED SUPPORT TO MONITOR THIS HIBERNATION FOR THE ORGANIZATION REJUVENATION.

THIS STUDY USED INTERVIEWS OF UNIVERSITY ADMINISTRATORS WHO FOCUSED ON COLLEGE VOLUNTEER STUDENT ORGANIZATIONS (VSOS). USING VSOS AS THE SUBJECT TO DETERMINE THE VIABILITY OF HIBERNATION, THIS STUDY EXAMINED WHAT ROLES MEMBERS OF THAT VSO COULD PLAY TO MOVE THE VSO INTO HIBERNATION RATHER THAT ALLOW THE VSO TO DIE. CONCURRENTLY, THE STUDY EXAMINED ACTIONS COULD THE UNIVERSITY TAKE FACILITATE VSOS IN THE HIBERNATION PROCESS.

URBAN UNIVERSITIES HAVE MORE FLUCTUATION IN STUDENT INVOLVEMENT IN VSOS DUE TO OTHER ACTIVITIES SUCH AS ENTERTAINMENT, INTERNSHIPS, AND EMPLOYMENT. LARGE UNIVERSITIES OFFERED THE VSO A GREATER STUDENT POPULATION UPON WHICH TO ATTRACT MEMBERS. THESE TWO FACTORS, UNIVERSITY SIZE AND LOCATION, APPEAR TO SUPPORT A HIGHER RATE OF TURNOVER IN MEMBERSHIP IN INDIVIDUAL VSOS.

HIBERNATION IS DONE BY FRATERNITIES AND THE SAME PRINCIPLES OF HIBERNATION CAN BE TRANSFERRED TO VSOS. THIS OFFERS AN ALTERNATIVE TO THE DEATH OF THE ORGANIZATION. SUPPORT FROM UNIVERSITY ADMINISTRATORS TO DEVELOP A HIBERNATION OPTION WOULD STREAMLINE THE RETURN OF INACTIVE VSOS.

KEYWORDS: Organizational Life Cycle, University Clubs, Inactive Clubs, hibernate

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Chapter I

Introduction

The author has been involved in three Volunteer Service Organizations (VSO) that served youth. In each case the author was the last leader of the VSO before it ceased operations, became inactive and ceased to serve youth and the community. In each case, no one within the organization was able to take on the succession of leadership after the author departed. Other adults were willing to assist in partial tasks in maintaining the VSO. However, the time required to be the adult leader with overall responsibility for the entire VSO appeared too daunting.

In each case, the youth of the VSO desired to continue with the organization, the resources remained present, the need for the VSO continued, and the support structure remained viable until the last meeting. All the resources and permissions needed to operate remained. However, without an adult leader, the VSO was required to cease operations.

The Organizational Life Cycle provides a template to examine the phases an organization passes through over time including its ultimate demise. This model is based on examining the organization as if it were a biological entity. The five phases of this cycle begins as an idea (conception) through birth, youth, maturity, stagnation, and death.

This was the model of the three VSOs which culminated in each case with the demise of the VSO. Reflecting on this, it is possible that the biological foundation of the Organizational Life Cycle does not need to conclude with death. If there was no one willing to assume the role of leader of the VSO, perhaps in retrospect, an individual willing to serve as a Caretaker Manager while the organization went into hibernation could have been found. Later, when another individual willing to be the leader emerged, the rejuvenation of the VSO could have been

accomplished with greater ease, rather than beginning the cycle of birth again. That is, the history and maturity of the VSO could be preserved while the organization rests in hibernation.

The author's association with the Civil Air Patrol (CAP) in Stuttgart, Germany and the demise of the Stuttgart Flight is an example of how not to close a VSO. The CAP is the Auxiliary of the US Air Force and has three primary missions; Aerospace Education (of the public), Cadet Services (youth ages 11 – 21), and Emergency Services. (CAP Website, 2018). The Flight had 11 cadets. Parents and US Air Force personnel assisting the Flight had other commitments and without an adult leader, this VSO ceased to exist in Stuttgart. Should this VSO again be introduced in Stuttgart, future adult leaders will have to start from the inception phase of the Organizational Life Cycle.

In contrast to this, imagine a scenario had there been a Caretaker Manager (CTM) and the VSO went into hibernation.

A CTM is the individual willing to serve the VSO and the departing leaders from prior to hibernation, through hibernation, and to assist the VSO and the new leaders in returning the VSO to active status. During the hibernation period, the CTM is the Point Of Contact for all actions associated with the hibernating VSO. This CTM position requires no leadership skills or leadership responsibilities. Rather, the CTM is tasked to manage the affairs of the hibernating VSO until it becomes active again. The CTM has no role in selecting new leaders for the VSO, as the leaders emerge as part of the self-selection environment until permanent leaders are elected by the active VSO. The only position the CTM would select is a replacement CTM if needed. The current CTM would recruit a new CTM and turn responsibilities over to that person.

The CTM responsibilities include securing physical and financial assets of the VSO, maintaining correspondence with members of the community, renewing registrations and use of facilities permits, organizing recruitment efforts, serving as the focal point for all current and future members, and assisting the new leaders as they emerge to revive the VSO from hibernation to active status.

Had there been a CTM for the Stuttgart CAP, events would have unfolded differently. A CTM would be easier to recruit than an active adult leader of the unit. A new active CAP adult leader would have to continue the active program for the cadets. A CTM would have no responsibilities to continue programs that benefitted youth members or the community. The CTM would manage a hibernating VSO until a new adult leader emerged. Once identified, the departing CAP adult leader and the CTM would discuss what actions and items the CTM would be willing to perform for the hibernating VSO.

The departing CAP Adult leader and the CTM would schedule times to meet with key community leaders, such as the garrison administration, high school representatives, facility managers, and community groups that support the local CAP such as the Veterans of Foreign Wars (VFW), the Stuttgart Women's Club which financially supports VSOs, and the Air Force Sergeants Association which provides technical aviation training. Keeping the CAP in the minds of these groups would facilitate support once the CAP is active again.

A meeting with the Garrison Commander would be critical because there are documents that must be signed by the outgoing and incoming VSO leaders and witnessed by the Garrison Commander or that commander's representative. If this does not occur, then the VSO must in the future apply to regain garrison recognition. This is a time consuming task and could take several months for new VSO recognition. During these delays, prospective members could

become impatient with this slow process and move on to other active VSOs rather than wait for recognition.

The Building Manager where the CAP meets is another important meeting attended by the CAP outgoing adult leader and the CTM. Keeping adequate meeting space allows the rejuvenated CAP a ready venue for their meetings. Without this space, a rejuvenated CAP would have to meet in food courts and public pavilions as the new leaders attempt to return to the former space or, if that is now used for other activities, to begin a new search. This would further lose valuable meeting time. Part of the building space was a small lockable closet that contained a limited number of uniforms to provide to new members, CAP flags, recruitment material, training records and equipment, and historic photo albums.

There would be a trip by the CTM to the local bank where the CAP had a small checking account. This account allowed cadets to deposit annual dues and proceeds from any fundraising activity. When the unit needed to purchase material from CAP National Headquarters or to reimburse a parent for gas money after taking a group of cadets to an activity, this CAP checking account gave the unit flexibility. It is an easy matter to transfer custodianship from the outgoing adult leader to the CTM. And it would save the future incoming leader the multiple trips to the bank necessary to gather the garrison leadership signatures to restart this process as a new account.

To get the VSO back to active status, the CTM will need to be present at annual community recruitment drives. Should a CTM not be present, the VSO remains invisible to the community. Having a recruitment booth at such annual events, perhaps with current members of the hibernating VSO will provide the opportunity to find new members and, critically, new

leaders for the VSO. Because the CTM has conducted the tasks above during hibernation, new leaders will not face a period of getting the VSO back to the activities that serve the community.

Purpose of the Study

The purpose of the current study was to explore the perceived effectiveness and efficiency of a CTM during an interrupted Organizational Life Cycle. Specifically this study explored the utility of a CTM during a potential new phase of the Organizational Life Cycle referred to as 'Hibernation'. This is a Qualitative study because the current Organizational Life Cycle does not take into account how an organization could cease to operate for a finite period, and then be rejuvenated later to resume normal operations. The Qualitative method is used for the development of theory based on a systematic research.

Hibernation as an option

This study will examine the importance of components of Caretaker Manager (CTM) that volunteer Leaders must consider when suspending the activities of VSOs with the intent of rejuvenating these same VSOs at a later date. This study will be limited to the population of VSOs serving youth and operating in Florida. Youth-focused VSOs in Florida are likely to experience CTM due to adult leaders no longer having their own children in such VSOs. Without new capable and willing adults to serve in Leadership roles for these organizations, these VSOs may discontinuity operations. The challenge facing many of these volunteer organizations in Florida is the volunteer leaders are only in place for a short period, often less than three years for each volunteer leader. This is based on most adult leaders waiting a few years to determine if their children are committed to this organization and that some adults will

never become leaders due to other time commitments. There is little time to formulate a strategic plan for the volunteer organizations before a new group of volunteer leaders step forward.

With this leader volatility, it is imperative to find such volunteer leaders quickly and ensure they have the skills necessary to develop and implement strategic plans in a period of transition and downsizing as fewer such VSOs exist in Florida. The study explored the possibility of hibernation of the VSO and how specific actions taken by a VSO Cease Operations Manager and Caretaker Manager will create the rejuvenation of the VSO to service to the university and community. The study examined what are the advantages of planning the hibernation of a VSO that will assist in that same VSO to become active again at a later date.

According to Dr. Mike Severy of the University of South Florida's Center for Leadership & Civic Engagement, University Student VSOs suffer from a challenge of revolving leadership and membership. For many VSOs, student leadership is tied to leaders who are upper-class students at the university. University students serving as leaders in VSOs often become leaders in their sophomore year. By their senior year, their VSO leadership participation becomes secondary to their focus on after graduation. Service projects and VSOs may not offer the same opportunities as internships and research projects. (Interview with Dr. Mike Severy, USF administrator from his discussions with university student participants in a Leadership forum for student organizations.

As unfortunate as it is to lose effective leaders due to their other commitments, perhaps an even more unfortunate situation is when these leaders attempt to maintain their leadership roles in VSO while concurrently pursuing career-developing opportunities. The potential is for these leaders not to be able to devote the needed time to keep the VSO viable. This in turn could

result in disillusioned members leaving, which accelerates the necessity to Cease Operations. (Interview with Dr. Severy USF Director, 12 February 2019).

There is the same challenge for members of these VSOs. Members in VSOs must depart at after graduating or leaving the university. Depending on the type of VSOs, students may find other activities more attractive or need more time to study for their classes. Students in colleges are present for only a few years. Even the most motivated member during freshman year may find other activities, need more time to study, or simply lose interest given the wide range of groups and events occurring on campus. Like their student leaders, many will likely spend additional time during Spring Semester of their senior year preparing for their lives after graduation.

The number of students willing to join VSO remains consistent; however, the specific VSO may change for each student over the course of his or her university life (Dr. Severy, USF Director, 12 February 2019). Of course, some VSO chapters are thriving; however, those with fluctuations in interest by the student body are always in jeopardy of hibernation. Competing with these VSOs are student clubs centered on the enjoyment of the individual member. For example, those clubs that cater to playing computer games offer the individual student a ready cohort of like-minded players.

The nature of the urban Florida universities in Tampa and Orlando and the many attractions and diversions in these cities is another factor competing with the VSO for members and leaders (Interview with Mr. Jose Arce, USF administrator, 13 February 2019, USF).

Cease Operations Manager / Caretaker Manager

Finding an individual to serve as a Cease Operations Manager and then transition to a Caretaker Manager (CTM) is critical. If advertised as a form of 'leadership' this may frighten away potential candidates. The Caretaker manager does not have a leadership function. This individual will maintain websites, financial records, keep correspondence, answer inquiries that could lead to a potential rejuvenation of the organization, and store the organizational records and property of the organization.

Statement of the Problem

There is a growing body of knowledge of leadership in volunteer organizations. Scholarly journals across a wide range of disciplines now devote valuable space to studies of leadership in volunteer organizations. However, there is a gap in scholarly knowledge of the volunteer organizations associated with University VSOs which must, for a time, cease their operations. During this period of "Hibernation", new student leaders on campus who are willing to dedicate themselves to the cause of the now defunct VSO emerge. If there were no preparation for this period of "Hibernation" these new leaders will expend time and effort in restarting the VSO without any of the resources and goodwill of the same VSO that ceased operations previously. By offering the option of "Hibernation" in a revised Organizational Life Cycle, the VSO is provided a path to maintain some of the resources and goodwill for a future rejuvenation of the VSO.

Significance of the Problem:

Understanding how to prepare these volunteer leaders to quickly assume Cease Operations responsibilities in this environment is important as this will facilitate the VSO effectively if it is rejuvenated at a later date. Both the University of South Florida and the University of Central Florida indicated there were approximately 5% to 10% of VSOs that were

active the previous school year that did not renew their active status at the start of the new school year.

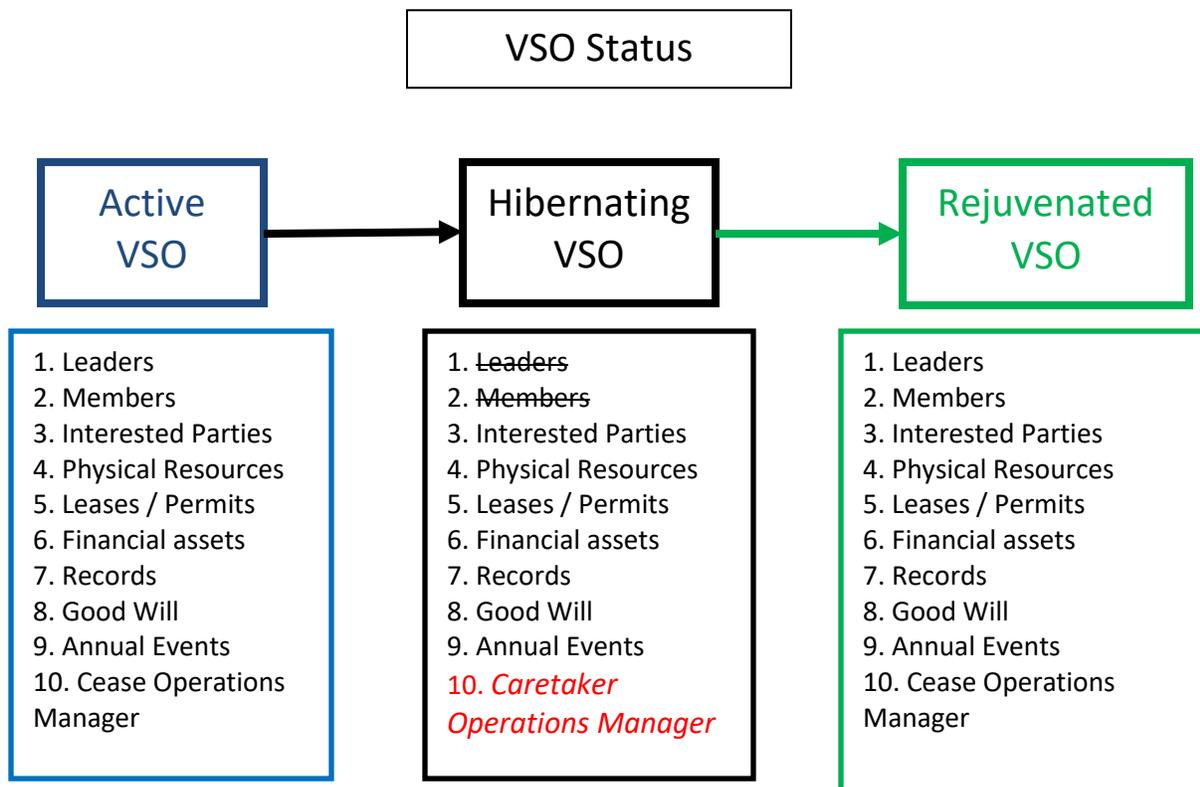
Purpose of the Study

This study considered the feasibility of hibernation as an option for a VSO that is facing ceasing operations and examined the relationship between the variable of preparing a Cease Operations Management structure that supports the effective leadership of a VSO to transition to hibernation during which the VSO will undergo a period of inactivity, and the outcome variables of achieving successful and efficient rejuvenation as a viable VSO after that period of hibernation. This study examined the components of Caretaker Manager (CTM) that volunteer Leaders must consider when suspending the activities of Volunteer Service Organizations (VSO) with the intent of rejuvenating these same VSOs at a later date. The challenge facing many of these volunteer organizations in Florida is that the volunteer leaders are only in place for a short period, often less than three years for each volunteer leader. This is based on most student leaders waiting a few years to determine if they are committed to this organization and that some other students will never become leaders due to other time commitments. There is little time to formulate a strategic plan for the volunteer organizations before a new group of volunteer leaders step forward. With this leader volatility, it is imperative to find such volunteer leaders quickly and ensure they have the skills necessary to develop and implement strategic plans in a period of transition and downsizing as a VSO faces hibernation. (Dr. Severy, USF Director, 12 February 2019)

Theoretical Framework

This research determined what organizational factors are lost when a VSO ceases operations and which of these factors can be kept in hibernation until the same VSO is revived at

a later date. The existent literature has identified the stages that organizations experience, during the Organizational Life Cycle. The final stage is Decline or Demise. However, what has not been examined is a third, potential option for the final stage, specifically tailored for VSOs. What mechanisms or steps could be taken to revive the VSO at a later date will help determine how future VSO cease operations events could be managed to ensure a swift return to full operations in the future. A cohesive theoretical framework will assist university student leaders in this swift return.



Research Questions

This generic inductive theory research study asked what are the key factors that are necessary for Hibernation of the VSO to facilitate the effectiveness of the Rejuvenated VSO. To

prepare for and monitor the Hibernation, what would be the role of the Caretaker Manager and how does this position assist in the Rejuvenation process?

The findings of the research and interviews determined to what extent the Organizational Life Cycle could be improved by offering an alternative to the Demise of the organization. The Hibernation alternative that leads to Rejuvenation of the VSO may necessitate a modification of the Organizational Life Cycle.

This generic inductive research study identified factors of Hibernation that practitioners who work with university VSOs articulated would result in an environment that facilitates the Rejuvenated VSO.

Definition of Terms

This study will use several key terms that are not of common usage and require a precise definition for this analysis.

Continuity Operations. The term ‘Continuity’ refers to the uninterrupted connection between two states of existence. Continuity Operations is to ensure the connection between as many of a VSO’s resources while the VSO begins a state of hibernation to come to a state of temporary inactivity with the eventual goal of rejuvenation at a future date.

<https://www.merriam-webster.com/dictionary/continuity>

Continuity Operations Manager (COM). An individual selected by the VSO to prepare for the cessation of current operations, hibernation, and rejuvenation of the VSO.

Caretaker Manager (CTM). The individual selected by the VSO to serve as the manager while the VSO is in hibernation. This individual is the Point Of Contact for all inquiries regarding the VSO, maintains the roster of existing members and adds names of those

expressing interest in rejuvenating the VSO. This person retains all the historic records, bank accounts, physical resources, and contacts with those interested in the work of the VSO.

Rejuvenation. The VSO begins operations again with new leaders and new members, but with the same charter.

Hibernation. The period of time from ceasing operations until the VSO again begins operations.

Hiatus. The anticipated gap in operations when the organization does not meet. The organization intends to return to operations after this gap. For most college VSOs, this gap is the period of time just before Spring semester finals and the time students return for the Fall semester.

Volunteer Service Organization (VSO). A university group with the charter to provide benefit to the community, state, nation, or world. This includes all university groups that have a component of service. University groups or clubs that exist solely for the benefit of the club's own members will not be included as a VSO. For example, a University Chess Club that includes an annual skill development session with local elementary school students or hosts a High School regional chess tournament is a VSO. A university Chess Club that develops members' chess skills and competes in collegiate tournaments is not a VSO for purposes of this study.

Chapter II

Review of Literature

The current study and research question requires a review of the literature regarding the Organizational Life Cycle, Volunteerism, University student organizations and Volunteer

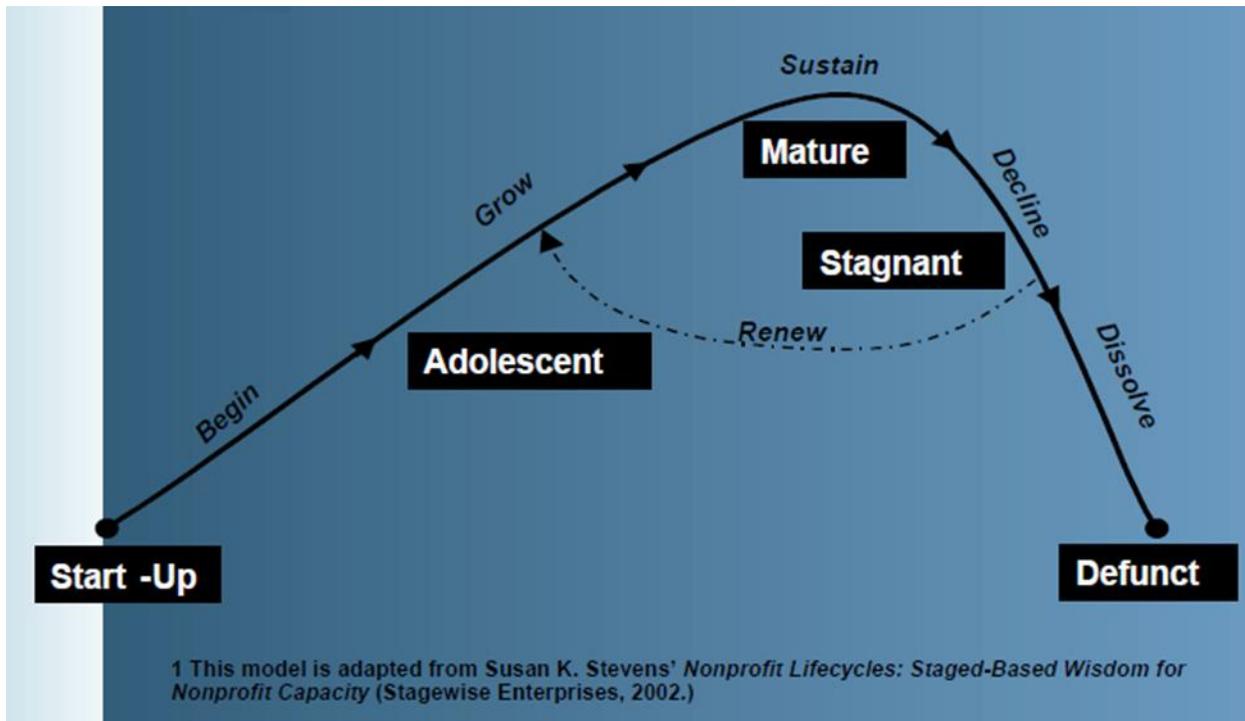
Leadership. The literature review did not find any instances of ‘hibernation’ or any other alternatives to the death of the organization. There is literature regarding how to dispose of tangible and intangible resources after the death of the organization and how to store such resources for reuse at a later date. However, this was in the context of the organization awaiting resource use in the future within the same organization functioning in active status until that next use. Examples of this is the American Red Cross awaiting the next disaster or a sports club awaiting the next season.

Organizational Life Cycle Model

The concept that organizations followed the same patterns of birth, growth, maturation, and death as biological entities was established in 1952. (Penrose, 1952) The first Organizational Life Cycle (OLC) outlined five distinct phases an organization experienced from creation to demise. (Haire, 1959) Since that time, other scholars have expanded on specific phases of the OLC, without changing the overall premise of the model. (Lester, 2003; Matinez-Blanco, 2015; Andersson, 2016). Some researchers have contracted the model to three stages while others have expanded the stages to seven to ten. In doing so, these models combine stages or attempt to provide additional definition to warrant additional stages.

This model has endured because it allows researchers to structure how organizations are expected to behave over time and what factors impact the organization as it moves in a linear fashion from Existence or Creation to the final stage of Decline and Death. There is a path that does not end in Death, the Renew option. (Stevens, 2002) However, this option occurs while the organization is still active. Renew is often initiated because the organization recognizes it is in decline and must make adjustments. This Renew path is not an option available after the organization dies.

Stages of Nonprofit Organizational Lifecycle



<http://www.nhnonprofits.org/content/organizational-life-cycle-stages>

Stage One, the Existence (or Beginning or Birth) stage, is when the organization comes together to meet a perceived need and creates its own environment. (Bedeian, 1990). This is the stage of fewest procedural constraints and any procedures set down at this time will tend to become the organization's doctrine during subsequent stages.

Stage Two is the Survival (or growth or adolescent) stage. During this stage, the organization develops their core competencies. (Miller and Friesen, 1984). As the name of this stage suggests, the organization finds a market that fits their goals and continues to the next stage, or it fails and dies.

When an organization enters Stage Three – Success (or sustainment or maturity), it has institutionalized its’ practices and found an acceptable environment to satisfy the needs of members, customers, and an equilibrium with other organizations. No longer threatened that its’ survival is in question, it settles into a comfortable rhythm of activity. (Miller and Friesen, 1984). The organization may thrive in this stage for years if well lead.

In Stage Four, the organization is in Decline (or Stagnation or senior) and may attempt to renew itself. Returning to core competencies and the organization’s members and leadership strive to return to the success the organization had enjoyed. This stage may be the result of external forces or of a change in internal leadership. To the casual outside observer, the organization may exhibit few signs of attempting this renewal. However, those inside the organization sense that a new effort is needed to return to the successes the organization had achieved. (Miller and Friesen, 1984). In the case of the Australian Meals on Wheels organization, the program attracted new, younger volunteers through a campaign of ‘Meals on Two Wheels’ to encourage a new generation of volunteers to join and return the organization to the success they have had for so long. (Oppenheimer, Warburton, and Cary, 2015).

Should the renewal effort not be enough to return the organization to success, then the organization would enter Stage 5 Decline (or demise or death). This decline could be a rapid event, or it could occur slowly. Once the organization recognizes it is in this stage, an organization with significant tangible resources may experience a slow demise, while those with fewer resources would close quicker. The longer this period is, the greater the ability for the organization to prepare for the demise. During the Decline or Demise stage, there appears to be no scholarly works directly addressing the topic of ceasing operations of a VSO with the intent to rejuvenate it after a period of hibernation.

Volunteer groups in the US may not exist for long if the structure to support them does not exist. A study of this is found in “Survival in Local Voluntary Associations” by Dag Wollebaek. (Wollebaek, 2009, p. 268) This study observed Norwegian associations, however many of the findings appear to have value relevance to US volunteer associations in Florida. Wollebaek found that a factor such as the longevity of the association was a factor in predicting the continuation of the group. The longer an organization has been in existence, the less likely it will die. Also of value was that if the local group was strongly affiliated with a larger national structure, that during ‘hard times’ the national structure could carry the local association with increase support. This could not be done indefinitely, however in extreme cases, the national group could put the local chapter ‘on hold’, effectively suspending operations, until a new volunteer leadership group could be formed at that local level.

The Organizational Life Cycle is a model to understand the phases that an organization passes through over time. “At least nine different models of organizational life cycles have been proposed” (Quinn, 1983, p.34). The first model proposed was the Organizational Life Cycle in 1959, which had five stages, from Birth to Death. (Haire, 1959). Subsequent models have had as few as three cycles (Birth, Maturity, and Death) to nine stages (from Conception to Death).

Haire’s Model

The Organizational Life Cycle model was introduced in 1959. (Haire, 1959). He outlined five stages of an organization; (Coming into) Existence (or birth), Survival, Maturity, Renewal (to encourage innovation), and Decline (leading to the death of the organization). Some variations over the decades varied the number of stages from three to seven, however, all models conclude with Decline (death of the organization).

Life Cycles of Organizations are analogous to biological structures of organisms. (Arnold, 1971, p 307). The Organizational Life Cycle has been a model used by observers of organizations to describe the stages an organization passes through during its existence. Organizational behavioral scientists are candid that this model is adopted from the biological science model, in which life forms do pass through these stages. As such, the final stage had to be the death of the organism. However, when one uses this biologically-based model and considers that organizations are not biological entities; there is another path a VSO can take at the last stage.

Organizational decline can be precipitated by four sources of decline; Organizational atrophy, Vulnerability, Loss of legitimacy, and Environmental entropy. (Whetten, 1979). An organization can become enamored with the success they have in maintaining a large membership base, positive media reviews of their work or any other metric of success. In this event, the leadership of the organization does not put in the required effort to maintain this success. Leaders may realize too late that the organization is in decline and are unable to stop the demise of the organization.

Vulnerability is at the other end of the spectrum and holds that a new or newly rejuvenated organization is in the most precarious state just as it is attempting to establish itself. It fails to take hold in the community and is forced to cease operations. Loss of legitimacy occurs when the organization loses sight of the original charter and or attempts to alter the goals of the organization. Finally, during environmental entropy, competing organizations do the task better, or the original organization cannot be differentiated from similar organizations.

The Organizational Life Cycle does not take into account that there may be an alternative to the demise of the VSO. If the VSO does not have a leader or if there are other factors that

cause the VSO to cease operations, a Caretaker Manager could step in to keep the VSO in a hibernated state until a new environment emerges to make the VSO viable again. For the CAP in Stuttgart, a Caretaker Manager could have maintained the records of volunteers, been a point of contact if other newly arrived volunteers or leaders appeared, kept the VSO in the public eye, ensure accountability for physical resources, and maintained access to meeting space.

Incorporating a new path of hibernation in the Organizational Life Cycle will provide an alternative to the demise of the VSO and the potentially long process to resurrect the VSO should new leaders emerge. The Caretaker Manager can be the force that allows for hibernation and a resource for rejuvenation.

Organizations that come back from demise, close but not hibernation.

In *‘Turning Around Failing Schools (Leadership Lessons from the Organizational Sciences)’*, authors Joseph Murphy and Coby V. Myers analyze closing public elementary and secondary schools that fail to meet state standards in teaching students. These institutions are reopened with new leadership in an effort to improve instruction for these students. This is not an example of ‘hibernation’ of the organization within the context of this research. In the *‘Turning Around Failing Schools’* research, the understanding that the school will be opened again is not in question. This is an example of ‘Renewal’, which is one of the options of the Organizational Life Cycle. (Murphy, 2007). Mark Hagler wrote an extensive article *‘Tales from the Grave: Organizations’ account of their own demises’*. The many examples he provides are of how organizations reach the point of demise. There are no examples of organizations that experience demise but prepare the organization to hibernate for a period of time to be rejuvenated at a later date. (Hagler, 1996).

University Volunteer Student Organizations (VSOs)

University students transiting from high school, especially those living away from home for the first time, can experience stress in self-confidence, (struggling with) coping, and display distress patterns. (Lopez & Gormley 2002). One method to respond to these symptoms, encouraged by university staff, is to become involved in campus activities that will result in the development of support groups.

While most universities offer a number of college student organizations, Bentley University's Associate Director of Graduate Students and Academic Services puts forward 12 reasons a student should join a student organization. (www.bentley.edu/prepared) His list of 12 provides a range of reasons that individual students can appreciate;

1. Learn more about yourself
2. Develop soft skills (People skills)
3. Learn to work together as a team
4. Develop networking opportunities
5. Gain practical experience in a safe environment (mistakes are tolerated)
6. Use the skills you learned in class
7. Engage with diverse groups of people
8. Gain leadership skills
9. Get a break from your studies
10. Expand your resume
11. Give back to the community
12. Have fun (meet new people, make new friends)

This list provides most students with one or more reasons that resonate personally with joining a student organization. A common attribute for the Volunteer Student Organization

experience for university students is that they have a positive effect on the well-being and the social development of the student (Johnstone, Swingler and Reid, 2017).

There remain valid reasons that prevent or discourage students from joining a college club. Some students are compelled to work to meet their financial obligations. Other students focus on internships to prepare for specific professional positions. And other students commuting to campus may find it difficult to wait for meetings of student organizations before or after their classes.

Volunteer Service Organizations (VSO)

Definition.

An organization comprised of non-paid members, not affiliated with any governmental organization providing services to the community, designed to provide benefit to or service for non-members, in a not-for-profit orientation. (www.businessdictionary.com, 2018).

Purpose of a VSO.

A VSO seeks to provide volunteer assistance to other a community or selected members within a community for the common good. This study did not include student organizations that do not have a volunteer component. However, it did include organizations that as part of their charter do include a volunteer service component, even if that is not the core activity of the student organization. There are other organizations that seek to provide service to others as part of their charter, not as the core purpose of their existence. For example, an Equestrian Club may exist for the benefit of their members, yet contain an ancillary role in providing free horseback riding lessons to disadvantaged youth. A Gun Club at a local range may have as part of their charter the operation of a youth shooting team and the character development of youth along with rifle safety skills. Colleges and Universities often offer a range of VSOs where young

adults learn teamwork skills along with helping the community. The importance of volunteers in service organizations to both the recipients and the providers has been well documented (McCabe, 2007).

While recognizing the need for unstructured time to relax or explore areas of personal enrichment, the value of participation in VSOs to college students is equally valuable in developing traits of teamwork, compromise, servant leadership, and other positive attributes. (Baggetta, 2009). Too much time invested in administrative matters, including the reestablishment of the VSO without the benefit of a rejuvenation structure, rather than actual service, presents a hindrance to VSOs. Extended meetings sap the interest of VSO members and consume time needed by VSO leaders to organize the more relevant service activities.

Historically, VSOs have been considered to be subject to the same Organizational Life Cycle pressures as any other organization. (Lester, 2003, p. 340) This Organizational Life Cycle most commonly contains five stages; Existence, Survival, Success, Renewal or Sustainment, and finally Decline or Demise. This has been a standard model since 1974 (Tolbert, 1974). This has served the business community well as a guide to where each business is in this cycle in a moment of time.

The most common source of VSO decline is vulnerability through the loss of VSO leaders or members. These losses are most likely to coincide with the end of a school year. There may be an expectation that the same student leaders and members return in the fall; however, during the summer months these students may develop other interests and not return to the same VSOs. Another possible need to cease operations occurs should leaders or members of the VSO become involved in an incident in which the VSO does not take the appropriate actions, resulting in the loss of their charter of recognition by the parent organization or violation of

university standards. The suspension of the VSO could include a stipulation that no current leaders or members of the organization can return to the VSO.

Volunteer Leadership

Volunteer Leadership requires a unique individual. Unlike leaders in business, the government, or the military, Volunteer Leaders have no ability to provide monetary incentives to other volunteers within the organization, they lack most forms of coercion for individual volunteer compliance or non-performance (beyond removal from the group), and they must compete with other VSOs for members and resources. The Volunteer Leader does not have the time to focus all his or her efforts on the VSO because leaders must pursue their vocations, either as a paid member of an organization that maintains their livelihood, or as a student who needs to devote time for classes and study. The same call to service appeals to both the leader and member of the VSO, and both are subject to their outside, paid positions. However, the VSO cannot afford to lose too many volunteer leaders before the VSO must cease operations.

University VSOs have an additional challenge due to the transitory nature of the student leaders and members. While the University will require a faculty member to serve as the advisor to the VSO, the leaders and members are University students. If most VSO leaders in these settings are Upperclassmen, then their tenure as VSO leaders will usually be two years or less. Many second semester Seniors will begin transitioning to post graduation and be preoccupied with finding employment or graduate programs and will be relinquishing leadership roles. If suitable new VSO leaders do not emerge, the VSO may cease operations.

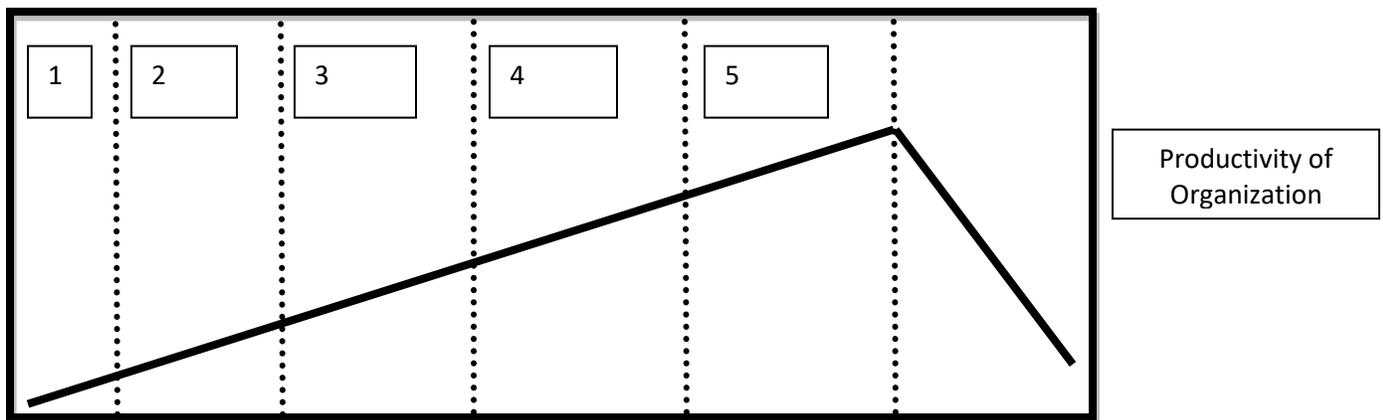
Non-Profit Organizations

This option does not appear viable for a For-Profit organization. Businesses at the end stage of the cycle are presented with one of two unattractive alternatives. If other businesses see

a financial opportunity, they may choose to buy the struggling business. This is still the demise of the struggling business; however, the acquiring company which usually receives all the tangible and intangible assets of the struggling company may choose to revive it at a later date. For businesses, when the activity becomes unprofitable, the business is shut down. Assets are sold, employees are let go, creditors are paid, attorneys are retained to ensure all legal requirements are met, and shareholders or owners receive remaining funds.

A Non-Profit Organization at the end of the Organizational Life Cycle faces similar challenges. In addition to letting go of staff and donating assets, each state outlines specific actions the Non-Profit must follow. Like the For-Profit business, there is no expectation that the organization will be rejuvenated at a later date.

Gainer's Model of Organizational Growth identifies five stages an organization moves through from inception to maturity. These five stages are marked by how the organization addresses issues. The stages are: 1 - creativity, 2 - direction, 3 - delegation, 4 - coordination, and 5 - collaboration. After reaching collaboration in stage 5, the organization will decline if faced with an issue that collaboration cannot resolve. This highlights the common perception that organizations thrive over time until an event or events cause the demise of the organization. There is no alternative articulated for the ultimate demise of the organization.



Age of Organization

It may be that volunteer organizations, such as VSOs, can access an additional stage in the Organizational Life Cycle, in the final state of the cycle.

Volunteerism

When one thinks of volunteering to help others, often the shared perception is that this benefits the community. In addition to this community benefit, volunteering provides a positive impact on the volunteer. Post describes that “helping others in meaningful ways generally results in a happier, healthier, resilient, and even longer life for the giver”. (Post, 2015, p. 164) This work identifies volunteer organizations that have a broad scope of extroverted activities as being more resilient and survivable than those without these types of activities. Extroverted activities are those activities that focus outside the group. These extroverted activities benefit the community at large. A simple example is a Chess Club that plants trees in a public park. There are some internal challenges to persuade members of the value of something not directly tied to the purpose of the group. However, this would be an opportunity for internal leadership. External / extroverted activities help build support networks for the organization. A component of this extroverted activity is to ensure the larger public is aware of the group’s activities through publicity and media coverage. Another example of the need for volunteer leadership, as some members may not understand of the need for this type of external activity.

These examples in this study are helpful in understanding how volunteer organizations need to conduct both internal and external activities to survive. The level of volunteer leadership is evident in this study. However, it does not address the environment of the volunteer communities in Florida. In fact, the study, based on the volunteer activities in a community in

Norway, is of a very stable environment in terms of the community members. So stable that the study was conducted using population and volunteer group data based on Norwegian national census data over a thirty year period. Unfortunately, this is not the case for most University VSOs in Florida.

The study by Mark Hager and Jeffery Brudney, “Problems recruiting volunteers: Nature or Nurture” is valuable in recognizing those factors are in the control of volunteer organizations such as training, recognitions like rewards, and expanded duties of the volunteer. Factors which the organization has little or no control which include shifting demographics such as the distance between home and work. More time spent commuting translates directly into less time for volunteer work. Added work responsibilities and the need to be productive at work due to competition caused by a shrinking economy also inhibit volunteer activities.

This study also addresses the skills and knowledge needed by some volunteers in addition to simply having volunteer positions that fit into a schedule that works for the volunteer. This aspect of the study most closely aligns with the challenged faced by US volunteer groups in Florida. It is not the finding of volunteers for VSOs in Florida. There may be an adequate number of volunteers willing to help with routine tasks and relatively simple assignments. This study is helpful in addressing the methods that the volunteer leadership can attract and maintain new volunteer members. Where it is wanting is in finding the volunteer leadership as found in Florida.

Volunteer Leaders

In “Growing leaders in a professional membership organization”, Maureen Shekleton identifies a way forward in bring volunteer leadership into key positions through a strengthening of two skill sets. One is ‘Managerial’ skills such as developing a budget, preparing meeting

agendas and chairing different types of meetings and committees. The other skill set is ‘Leadership’ and includes motivating others, resolving conflict, and strategic thinking. She goes on to describe a ‘Leadership Boot camp’ for new volunteer leaders. This is an excellent way forward for new volunteer leaders, but may be difficult in Florida for US volunteer organizations due to commuting and commitments to other organizations. There are aspects of training that are needed, but it centers on those leadership and management skills working with youth and not found in other military, public, or private organizations. In such organizations, three factors come into play. One is the complete lack of coercive power that is available to VSO leaders in these organizations. In many cases, adults may be most familiar in business organizations in Florida where the individuals have developed a strong sense of leading in their respective environments. This study highlights for a very goal oriented group (nurses) how they must function in a volunteer environment where there are no (or few) coercive tools.

The second factor is that, on occasion, a new volunteer is of higher social or financial position than the volunteer leader in this environment. This is not true of a professional organization made up of nurses. However, this appears to be the case for within some VSOs in Florida.

The third factor is the transitory nature of VSO student leaders in the Florida university environment. In “The Impact of Leadership Longevity on Innovation in a Religious organization” by David A. Fritz and Nabil A. Ibrahim, they examined the relationship between the tenure of senior religious leadership in a religious organization and the degree of innovation that organization achieved. Their premise is that in a changing environment that organizations, religious or secular, need to innovate to respond to those changes. Although they did not call

this out in their study, the impact of the internet has resulted in innovative daily messages from some churches, while others do not even have web pages.

The results of this study found that leaders who were in their positions longer generated more innovation. The authors identified leaders in positions of leadership under five years as 'low', those in their positions over 15 years as 'high' and those in between 5 -15 as 'medium'. The authors identified several factors that contribute to low levels of innovation among leaders new to their positions. They show that leaders with low tenure may lack the knowledge of the organization and environment to bring about innovation. The factor which inhibits 'low' leaders the most was the strong institutional habits and entrenched resistance to change within the organization.

This may be the most relevant for the study of US volunteer organizations in Florida University VSOs. The probability of a student leader remaining for 15 years is of course negligible. It may be that the number of years could be adjusted for volunteer leadership in Florida. The transitory nature of the VSO student leader population in Florida may result in less strongly held habits. This would need to be explored in a different study. However, the hypothesis that longer time in a volunteer leadership position is positively collated with greater innovation appears to be of value to the study of VSO student leaders in Florida University VSOs.

Leadership and Management

“Managers are people who do things right, and leaders do the right thing.” (Bennis, 1985, p. 21)

In this study, the term ‘Manager’ was selected for both the Cease Operations and CareTaker roles. The term ‘Leader’ indicates that there is someone to be lead, and that this subordinate accepts that leadership. (Bass, 1990). John Kotter, in ‘What Leaders do’ stated “Leadership and management are two distinctive and complementary systems of action... Management is about coping with complexity...Leadership is about coping with change.” (2007, p. 1-2) Some positions in the business or volunteer communities are titled ‘manager’, yet these positions have no subordinates. In these cases, the ‘manager’ is responsible for a project or an account (such as a Financial Accounts Manager).

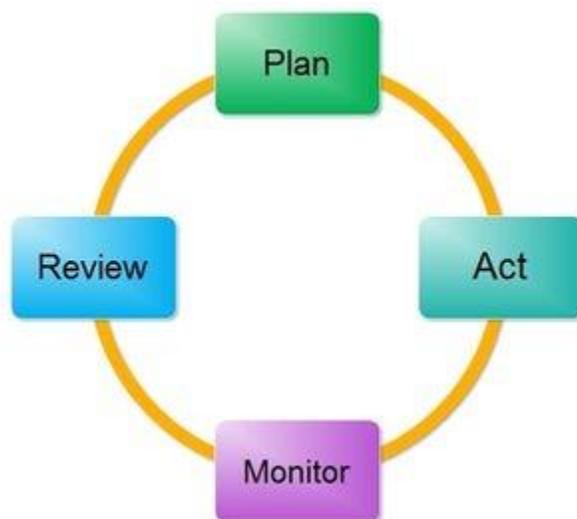


Figure 3. The Management Cycle

The Cease Operations Manager will perform the actions in Figure 3 by Planning the cessation of the VSO, Acting to consolidate VSO tangible and intangible resources, Monitoring to ensure the VSO entered hibernation and Reviewing if there were actions that still needed to be addressed.

The CareTaker Manager would Monitor the VSO in hibernation and Review the status of

the VSO and determine if there were any signs that the VSO would be rejuvenated. If so, the CareTaker Manager would work with new VSO leaders to Plan for the rejuvenation.

Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. (Yukl, 2010, p.8)

Leaders accomplish tasks with other people. The hibernating VSO will need new leaders, rather than managers, to rejuvenate the VSO.

Chapter III Methods

Participants

The researcher met with the staff and administrators supporting Student Affairs from two universities. The University of South Florida (USF) in Tampa, Florida is home to 50,500 students and offers over 800 clubs and organizations sanctioned by the school. Not all of these clubs are active, however if a group of students finds an academic advisor and petitions to the Student Affairs Office of USF, then upon receiving approval can use USF meeting facilities and can be listed as an active organization which raises their profile in attracting new members.

The University of Central Florida (UCF) is located in Orlando, Florida and has 64,800 students. Like USF, UCF offers students a wide range of approximately 600 clubs and

organizations. Not all the clubs are active at any given semester, but can be returned to active status with petitions to the UCF student Affairs Office.

Prior to applying for approval from the University of Oklahoma Institutional Review Board (IRB), the researcher visited both campuses and discussed in general terms the nature of the research into how VSOs became inactive, what became of the organizational resources, to examine if there was interest by university administrators to be interviewed. Both universities expressed strong interest.

After the IRB approved the research project, the researcher scheduled interviews with university administrators at both the University of South Florida (USF) (Tampa) and the University of Central Florida (UCF) (Orlando). Four of the senior administrators at USF were scheduled immediately for interviews. At UCF, administrators were unavailable and the researcher was referred to one staff member.

University of Central Florida

This UCF coordinator was knowledgeable regarding policy concerning student organizations and has been involved in the UCF Office of Student Involvement for several years. This person had been recently promoted to the position of Coordinator and had responsibility for a team of part-time students organized to assist new students with VSOs that corresponded with the student's interests. These paid students were part of an organization called Knights of the Round Table (KoRT). The mascot of UCF are the Black Knights. This coordinator was the only individual who participated in this research. Although the deputy director and several other key university staff expressed interest prior to the IRB approval, when invitations by the researcher

to come to UCF were given, all the senior respondents referred the researcher to this single coordinator.

During the course of two sessions, one lasting 55 minutes and one session weeks later, the interviews did not get to the Hibernation discussion. The UCF Coordinator repeatedly returned to the position that UCF clubs must have a minimum of two VSO leaders and 10 members, in addition to the faculty or staff advisor. When asked, the coordinator denied hibernation would be possible at UCF because it was not school policy for a club to be in hibernation; only active or inactive.

University of South Florida

The research consisted of qualitative interview sessions with university staff responsible for monitoring the activities of the student VSOs. Each interview session lasted approximately one hour, unless the participant choose to continue the time spent with the researcher. This limited time helped to ensure participants were not distracted by other organizational requirements and allowed focus on this interview.

Interviewee Characteristics

Age, Race/Ethnicity and Gender of Interviewees:

Age was not identified as a discriminating factor in respondents. Three of the interviewees were over the age of 40; one was under the age of 30. The interviewees over 40 were in positions of Directors and Associate Directors within student services. The single USF administrator under 30 was transferring to another institution to a position of greater

responsibility. Two of the respondents were white, one was African-American, and one was white/Hispanic. Three respondents were male and one was female.

Positions of respondent

Two of the respondents were directors of departments that supported VSOs. One was the Director of the Center For Leadership & Civic Engagement and one was the Director of Student Involvement. Two were Associate Directors. Each respondent manages university staff and ensure VSOs are operating within university policy and offer training for VSO leaders and are focal points for university students wishing to join VSOs.

This study used the generic inductive approach.

“The intended outcome of the process is to create a small number of summary categories (e.g., between three and eight categories) that in the evaluator’s view capture the key aspects of the themes identified in the raw data and assessed to be the most important themes given the evaluation objectives.”

(Thomas, D.R., 2006, p.242)

There were five steps in this methodology. The first step was to review the information from the interviewees. Each individual had their own style and responded to the interviewer in the manner that fit that style. Time was spent with all participants explaining the Organizational Life Cycle. Common questions were how the Organizational Life Cycle dealt with VSOs that suspended their activities over the summer and how this is different from the ‘death’ of the organization. One respondent offered that humanitarian organizations such as the American Red Cross (ARC) comes into a community impacted by a natural disaster. After the crisis is

contained, the ARC departs and would not return to that community unless another natural disaster occurred.

Both examples were addressed by the researcher. In the instance of the suspension of the VSO over the summer, the intent of the VSO is not to cease operations, but to return in the fall to a more robust activity calendar. All the VSO's tangible and intangible assets are expected to be available at the end of summer. Unfortunately, some of the VSOs that suspend activities over the summer expecting to resume activities in the fall, find that leaders or members do not return as expected, and the VSO 'dies'. This phenomenon will be addressed later.

For the ARC, their deployment into a community and subsequent withdrawal did not constitute the demise of the organization. Although the ARC discontinued providing support after the crisis was addressed, the ARC had no intention of discontinuing all their operations; only to store physical assets for the next time these assets would be needed. The ARC continued investing in training for their professional and volunteer members to ensure they are ready for the next crisis.

After addressing these examples, the discussion focused on three major segments.

1. The first segment were the factors would lead a university VSO to pursue Cease Operations.
2. The second segment were factors that the university could take to encourage hibernation.
3. The third segment was the individual member and what characteristics that person needed to accomplish the tasks of the Cease Operations Manager and the CareTaker Manager.

With the three general segments of questions, the data was labeled into categories and categories that were redundant or overlapping were reduced.

Label and consolidation of the categories

1. VSO – Why the VSO will go into hibernation

Membership diminished

Leaders leave or graduate

Resources no longer available

Purpose of the VSO is accomplished

Sanctioned by university to terminate operations

Paths to Cease Operations

Deliberate. The VSO recognizes it will cease operations and has time to plan for hibernation

Hasty. The VSO experiences a loss of members and leaders participating in events and must rapidly hibernate or die.

2. University is informed by VSO leaders or members that the VSO is ceasing operations.

Informing VSOs of the option of Cease Operations

University policy modification (allow hibernation (dimmer switch))

How the University assists in Hibernation

How the University assists in return to active status

3. Individual member is selected by VSO as Cease Operations Manager or CareTaker Manager in a Deliberate Hibernation, or individually elects to assist the VSO in

hibernation during a Hasty Hibernation.

Characteristics of Cease Operations Manager

Characteristics of CareTaker Manager

Benefits to the Individual

Performs actions to hibernate VSO

Develops key personal skills that can be used in career

Model of Organizational Life Cycle Hibernation for VSOs, University/Other Support, Individual effort, other factors, and how this impacts the Organizational Life Cycle.

Actions by the VSO. Actions the VSO may take to create a successful hibernation. Selection of the Cease Operations Manager, CareTaker Manager, how to account for and store resources, instructions to the Managers.

Actions by the University. Actions the University may take to create an environment where hibernation is an option, provide information to VSOs of the hibernation option, training for VSO Cease Operations Managers and CareTaker Managers, a support mechanism while the VSO is hibernated, and advisement to the VSO emerging from hibernation.

Actions by the Individual (Cease Operations Manager / CareTaker Manager).

Actions the individual member may take to fulfill the role of the Cease Operations Manager or the CareTaker Manager.

Other factors contributing to a Successful Hibernation – Key outside support (National Fraternity, Local College, National org (USCF-chess, NCWA-

Wrestling). Finding outside support from larger organizations that may share some or all of the VSO's interest in continuing the goals of the VSO.

The 'underground' VSO as a hibernation option. Individuals committed to the goals of the VSO may continue to act in ways that support these goals in the absence of the VSO. These individuals may be inclined to be a Cease Operations Manager or Care Taker Manager if they knew such a possibility existed.

Using this methodology, it is possible to find evidence that the Organizational Life Cycle may be amended to include an alternative to the death of the organization and what groups may support this alternative. Such an amendment would offer VSOs a method to retain some of their resources should the VSO be rejuvenated in the future.

Background to Methods

The main feature of a generic inductive approach is methodological flexibility. A generic inductive approach is not guided by any established qualitative methodologies, such as the grounded theory, phenomenology, ethnography, narrative research, or case study...It mainly aims to build up clear connections between research objectives and research findings.

(Liu, 2016, p. 129 - 130).

The research examined the present lack of preparation of VSOs for ceasing operations, and the potential impact on the rejuvenation of that same VSO when it has a hibernation plan executed and maintained by a Care Taker Manager. The study was qualitative data collected using interviews of university administrators managing VSO student groups and student VSO

leaders as the participants of this research. Before the data was collected, approval was obtained from the University of Oklahoma Institutional Review Board (IRB). All participants were adults and no interactions occurred with individuals under age 18. A one-page informational paper was provided prior to the interview and a summary of the intent of the interview and definition of terms was to ensure participants were familiar with the concepts that were discussed.

Participants were advised they could terminate the interview at any time or choose not to answer any specific question. No compensation was provided to the interview subjects.

Data Collection.

Data was collected through in-depth interviews using a semi-structured, open-ended interview technique that elicited participant responses to determine the extent of their involvement or awareness of a VSO that ended the Organizational Life Cycle by Demise.

For data collection, the criterion of generic inductive approach is to collect rich data for interpretation until added data yield little new information. This suggests that data gathering should create abundant information and only end when no extra information could be added to form new insight. (Liu, 2016, p.132)

Participants not having this experience theorized how such a Demise would be executed in the VSO. The discussion included if the participant knew of a VSO in a position where Demise was considered and if there were any thought to a future time the VSO would be rejuvenated. They were asked if they knew of students considered leaving the VSO if membership decreased or if the purpose of the VSO became unclear. University Administrators were asked about situations they observed as VSOs moved to Demise. What steps did the VSO take to avert Demise?

During university training of VSO student leaders, was the topic of Demise discussed? If Demise became inevitable, what steps are required by university policy?

Procedure

Approval was obtained by the Institutional Review Board to conduct the research, after which the researcher met with the Directors of Student Organizations for both the University of South Florida and the University of Central Florida. The researcher formally discussed the purpose of the study and gained approval to interview selected university administrators of Volunteer Service Organizations on the campuses.

Measures

Data was measured by the recorded types of responses provided by key university staff members during the interview process. The responses were coded to determine recurring themes. Questions posed to participants were open-ended to allow the participants to expand on areas of cease operations and hibernation they believe are most valuable.

Data Focus:

This research studied University of South Florida and University of Central Florida student lead Volunteer Service Organizations; these Universities have large student bodies with a wide range and diversity of student interests. Locating, interviewing, and conducting interviews of VSO university administrators who have been involved in rejuvenated VSOs provided key data needed for this research. This, along with responses that address potential or hypothetical Demise was of value. An unstructured interview with the university administrators of these VSOs identified common concerns these administrators have observed.

In Team Leadership theory, the leader observes the team and conducts analysis of the internal and external situations to best achieve team goals. The leader then selects the best leader behavior to maximize group effectiveness. A key factor is that the best solution varies and may change over time (Yukl, p. 343).

The first decision the leader makes is whether to take some form of action to move the group along or to continue monitoring. While this is acceptable and logical in theory, it takes a leader who is very confident of their worth as a leader to simply appear to group members as doing nothing. If there is a need for action, the leader moves on to decision two.

The second key decision for the leader is whether to deal with any relationship issues by members of the group or if there is a need to deal with any task issues that develop. In case, relationship, or task, the leader must proceed to decision three.

The third decision the leader makes is to take action internally or externally to the group. The leader could choose to address the issue internal to the group, through adjusting internal task structure or developing the group relationship dynamic. Or the leader could work to solve the problem externally, having the task of the group redefined by the top management of the organization. Relationship dynamics could be impacted externally by removing or adding personnel to the group to remove an impediment or bolster an area in which the group is weak.

The accuracy of this theory will be tested in a volunteer organization. Such organizations must rely on maintaining a higher standard of group member satisfaction. If an individual member becomes disenchanted with the group or with organizational goals, the member will simply quit. There are no monetary incentives in such volunteer organizations.

This theory was tested in two large Florida universities, the University of South Florida (USF) in Tampa and the University of Central Florida (UCF) in Orlando. These two universities

are both part of the Florida public university system. Both schools offer an aggressive program to get students involved in on-campus clubs and organizations. Both operate in large urban settings where other activities compete for the student's interest.

Each school has personnel in the duty position to supervise the administration of the clubs on campus. While it is not possible to replicate two schools exactly, they are structured to support clubs such as VSOs, have the similar missions, and are staffed with a combination of professional administrators, students on work-study, and volunteer students. Each school shares a structure which is led by one professional University Staff member. These are senior staff positions which results in these professionals tending to stay for relatively long periods helping the student organizations.

The interviews for university administrators contained similar questions, focused on the perspective of the interviewee. The first part of each discussion was general questions about the respondent. The administrator was asked to describe the VSO student leaders, and their motivation to volunteer into the organization and what keeps the volunteer participating. There was some demographic data collected in this portion as well. In the case of university administrators this focused on what aspects of rejuvenation may be the most challenging for VSOs.

The second section of the survey explored the effectiveness of the rejuvenation and perceived challenges. Areas that would have assisted the VSO in attaining the highest level of rejuvenation effectiveness were recorded.

The third section determined the role of the university in serving as the Caretaker for the hibernating VSO. How the University administrator approached the VSO by monitoring events,

or was the decision to hibernate made by the VSO student leaders, if at all. How often did the VSO simply disband and then placed in the inactive list by the university.

The interview included discussion regarding the role of University Administrators to hibernate the VSO. This was compared with the role of the university if the VSO committed a violation of university policies. The interview included the topic of University administrator and time spend with the VSO student leaders looking at the larger university organizational environment, the extent of the focus on internal VSO activities during the period up to cease operations, and what was the nature of that form of interaction. The role of the University administrator's to resolve VSO issues and how much to develop or maintain leadership skills within the VSO student structure was explored.

The two universities were compared using the interview data. The interviews highlighted differences internally in the university structure and how those above and below perceive the university VSO support structure. The comparative criteria of Retention within the VSOs, the Recruitment of new VSO members, and the level of fundraising and service projects were examined as related to cease operations.

This analysis addresses the growing reliance on volunteers in organizations. Volunteers have always been valuable to tap into the larger public environment, serving as liaisons to the broader community. Now, in a period of fiscal constraints, many duties previously the prevue of professionals will now be accomplished by volunteers. Although this study focused on the VSOs in the University of South Florida and the University of Central Florida, it has broader implications in the future of Team Leadership across a broad spectrum of volunteer organizations.

Data Analysis

Data was analyzed by identifying a patterned meaning across a data set. Patterns were identified through a process of data familiarization, data coding, and theme development and revision. This study identified the core themes during qualitative data analysis and used to develop selected patterns. The patterns came from the most common responses provided by respondents.

Trustworthiness

Trustworthiness must meet four criteria according to Andrew Shenton:

“In addressing credibility, investigators attempt to demonstrate that a true picture of the phenomenon under scrutiny is being presented. To allow transferability, they provide sufficient detail of the context of the fieldwork for a reader to be able to decide whether the prevailing environment is similar to another situation with which he or she is familiar and whether the findings can justifiably be applied to the other setting. The meeting of the dependability criterion is difficult in qualitative work, although researchers should at least strive to enable a future investigator to repeat the study. Finally, to achieve confirmability, researchers must take steps to demonstrate that the findings emerge from the data and not their own predispositions.” (Shenton, 2004, p. 66)

Stance of the researcher

The researcher has been involved with youth VSOs for 16 years. The researcher values the life skills and sense of responsibility these organizations represent. University VSOs are the training grounds for college students interested in serving their communities as volunteers. (DV Day, 2004) The researcher believes as student leaders depart the VSO without a clear future leader, they will take steps to ensure the viability of the VSO if these leaders know such a process exists.

The inherent bias of the researcher is acknowledged. The researcher values the VSOs as entities that enhance the student's development and commitment to the community. While this bias is recognized, it was this same desire to assist university VSOs that was the driving force behind this research.

The researcher was involved in several VSOs that ceased operations, the death of the organization in the Organizational Life Cycle. In each case, the VSO ceased operations because leaders were not found at that time to keep the organization running. The mission and objectives of these organizations were still viable and there were adequate numbers of members, however there was no one willing to devote the time to be the group's leader. So in each case, the VSO ceased operations. The researcher's preconceived idea was that there must be some better alternative to letting the VSO die.

Researching literature proved of no help in finding a solution. There were methods to turn around a dying VSO, however the assumptions appeared to be that the 'fix' would be a change in leadership, adding more members, new missions or product lines, or searching for new customers. These were methods to pull back from the final phase of death, however nothing discussed how. 'if' the organization died, what could be done to bring it back; beyond how to act as if the organization was starting anew.

The researcher applied the qualitative method of allowing the interviewee to use their own words and concepts in discussing the topic. (Strauss, 1998, p.69) Using this method, the terms were later grouped during the data analysis phase of the research.

Accuracy in Data Analysis

Data was collected, coded, and analyzed by the researcher. Then coding was used on the findings. Interpretations and synthesis of the results were presented to the Doctorial Committee. The researcher was willing to meet with selected participants if further refinement was necessary. Participants were asked for their feedback to ensure the data has been accurately collected, coded, and analyzed.

Chapter IV

Results

This study considers the feasibility of hibernation as an option for a Volunteer Student Organization (VSO) that is facing a cessation of operations. In doing so, it examines the relationship between the variable of preparing a Cease Operations Management structure that supports the effective leadership of a VSO in the transition to hibernation, during which the VSO will undergo a period of inactivity, and the outcome variable of achieving successful and efficient rejuvenation as a viable VSO after that period of hibernation.

The study focuses on university administrators who work with university Volunteer Student Organizations. The two universities that were used as case studies were both large, public Florida universities with over 30,000 students each. The University of South Florida in

Tampa has about 430 active clubs and approximately 30 fraternities and sororities. The University of Central Florida in Orlando has over 550 active clubs as well as approximately 30 fraternities and sororities.

The University of South Florida (USF) participants were the four most influential staff members in managing VSOs for the university. Three of the four had over 10 years of experience each in the field of student organizations; the fourth had four years' experience and was moving at the end of the school year to take a position in the University of Miami in its VSO Development Department. The four managed the establishment and disestablishment of VSOs. They arranged training for new VSO leaders and adjudicated infractions of university rules regarding VSOs as needed. They directed university personnel to engage with VSO student leaders to assist them with issues that the VSO student leaders identified during the school year. The USF administrators were in the position to bring recommendations to the Dean to improve the regulations involving university VSOs.

The sole University of Central Florida (UCF) administrator who participated in this study was a VSO coordinator. The Director and Associate Director of the Office of Student Involvement repeatedly referred requests for interviews to the same Coordinator. The Coordinator had been recently promoted to that position and had worked in the office for three years. She was well-informed regarding the guidelines and procedures of UCF student organizations. While she could make recommendations to change policy, she was not in a position to direct the initiation of that new policy, as her recommendations would have to pass through two levels before they could reach the Dean for implementation.

The Path to Demise

Given the large number of student organizations for both institutions, the most reliable indicator of how many VSOs become inactive in an academic year is during the renewal process. The VSOs that do not turn in a renewal form are assumed to have deactivated. There is no follow-up for these VSOs at either UCF or USF, given the large number of active VSOs that must be assisted.

Both USF and UCF do not have procedures in place to assist a VSO facing deactivation. There is no mention of this in the student leadership orientation seminars provided at the beginning of the school year. Should a VSO disband during the school year, there is no mechanism to signal this to the university administrators. At the close of the school year, the defunct VSO has no responsibility to inform the university that it will no longer be active. One USF administrator stated that some VSOs on the verge of inactive status at the end of the school year would attempt to participate in recruitment in the fall with the hope of gaining new members. If that was unsuccessful, the VSO would not renew its active status with the university.

The exception to the lack of policy for deactivating VSOs relates to fraternities and sororities. As such, the USF Memorandum Of Understanding (MOU) that provides guidelines to return the local chapter to active status could serve as a roadmap to hibernation for all VSOs.

Past Experiences with Successful Hibernation

One respondent (the USF Director of Student Involvement) described successful experiences with VSO hibernation. She works with and monitors fraternities and sororities. Should a fraternity or sorority become inactive, her department would be responsible for ensuring that university policy is followed in deactivating the fraternity or sorority. While the cause of each inactive event may vary from violating university rules to simply not having

enough active members to continue, the results are the same: the ceasing of operations for each organization.

Her experience was that these inactive student organizations had strong support from their national headquarters. Their chapter records, historical photos, charters, financial records, lists of active members at the time of becoming inactive (hibernating), and lists of nearby alumni were all maintained at the national organization.

If the fraternity/sorority was deactivated for university policy violations, a Memorandum Of Understanding (MOU) was created. The MOU stated the cause of the inactivity, the duration that the local chapter must be inactive, and the conditions that needed to be met in order for the chapter to be admitted back to the university. Part of the MOU was crafted to exclude the students involved in the original infraction. Most often, the MOU denied the deactivated VSO the ability to return to active status for several years, thereby ensuring that the offending students would have graduated from or left the university. Provisions were made that, if a particular student's part in the infraction was minor, that student would be eligible to return as an alumnus after undergoing training to address the nature of the infraction.

If the fraternity/sorority became inactive because of lack of membership, then students would be able to immediately return to the active organization, provided it obtains the requisite number of members. Other events beyond the control of the student organization would result in an easier process of returning to active status.

Results Regarding the Research Objective

The objective of the research was to determine the value of 'hibernating' a VSO during periods of reduced membership or interest with the intent of rejuvenating the VSO back to active status at a later date. The Cease Operations Manager and the Continuity Operations Manager

would be the key personnel to accomplish this objective. This was not a universal goal among the two schools. USF embraced hibernation as an objective to assist struggling VSOs. The response from UCF was to allow the VSO to terminate; should there be a future interest, new students would need to organize to re-establish the VSO without any resources from the terminated predecessor. According to the UCF respondent, this negative reaction to 'hibernation' was based on UCF policy. The researcher made several attempts to sway the UCF respondent to consider that UCF policy could be adjusted to include hibernation, but these failed. The researcher's attempts to gain access to other UCF administrators were unsuccessful, despite gaining positive encouragement from these UCF administrators prior to the study's University of Oklahoma Institutional Review Board approval.

Cease Operations Manager

The review of the most frequently coded values for attributes of a Cease Operations Manager (COM) identified three coded expressions as having the greatest frequency. This individual is responsible for taking the VSO from active to hibernating status. The duration of this position is limited. From the time it is apparent to VSO leaders (or VSO members in the absence of leaders) that the VSO will cease operations, the tasks listed in Appendix B could be accomplished within 6 to 8 weeks.

Should be Comfortable with Ambiguity. Such a manager must have the ability to plan and organize resources without the knowledge that the goal will ever be met. All the USF participants named this as a desirable trait of the COM. One respondent stated that any organization deals with ambiguity; it is a function of the organization's leaders to address situations in an ambiguous environment. However, in an active organization, the situation and environment become less ambiguous over time as events unfold. The COM position is faced

with greater ambiguity because, once the VSO goes into hibernation, there is no assurance it will return to an active status at a later date. Therefore, there is no assurance that any particular action of the COM is valuable to the outcome.

Should be Future-Oriented. Such a manager may not be present when the goal is reached. Half of the USF participants named this as a desirable trait of the COM. A future-oriented perspective differs from ambiguity tolerance in that ambiguity deals with an unclear environment, but the ambiguity will fade as events unfold. According to one respondent, being future-oriented means recognizing that whatever actions are taken will not impact the present event of deactivation, but will set up the VSO for a potential future reactivation.

Should derive satisfaction internally. Given that the VSO will be moving into hibernation, the COM will probably not receive any positive feedback for actions that lead to hibernation. 75% of the USF respondents named this as a desirable trait. One of the respondents opined that these traits would be extremely valuable after graduation in many organizations outside of the university setting. He commented that the college COM position could be part of a resume via discussing how this experience sharpens the ability to carry out complex tasks independently in an uncertain environment.

Requires short bursts of energy. According to one USF administrator, the CMO requires a 'short burst of energy' in completing any given task. There would be a limited number of tasks that would need to be addressed quickly. This USF administrator estimated that these tasks would each need to be accomplished within 30 days or fewer. He offered that this type of individual may not have the same attributes as the CareTaker Manager, a proposed position described below.

CareTaker Manager

One USF administrator described the role of the CareTaker Manager as "keeping the pilot light burning." The level of energy needed for this role would be different from that of the Cease Operations Manager. This administrator envisioned an individual who would be available should a new group of VSO members emerge. Such a manager could perhaps post a small item each month on social media, an activity taking no more than five minutes to accomplish that would help maintain visibility for the VSO. The manager could reach out to old members once per semester to maintain contact as well as establish a recruitment booth along with any former members of the VSO. The other small burst of energy for the CareTaker Manager would occur when the VSO transitioned back to active status after hibernation.

The USF administrator in question offered that the VSO would attempt to remain active going into the summer months, with the hope of gaining new members and leaders during the fall. As a part of this process, simply identifying a Cease Operations Manager just before the end of the school year might encourage existing members to energize to return in the Fall semester with a renewed sense of purpose.

The CareTaker Manager's Authority

One USF administrator observed that the activities of the Cease Operations Manager would be well-regulated because the VSO would still be active while it began the hibernation process. The members of the VSO would still control the actions of this officer of the VSO. The same administrator stated that the actions of the CareTaker Manager would not be governed by the wishes of the members, unless the CareTaker Manager is given specific instructions at a final meeting the VSO. The administrator believed that it may be best for the CareTaker Manager to have as much latitude as possible during the hibernation period. This would provide

the CareTaker Manager with the flexibility to use the hibernated VSO's resources for reactivation of the VSO or provide those resources to a similar VSO.

Strength of Individual Coded Values

The strongest negative code value was that a Cease Operations Manager was not necessary because the hibernation of a VSO was not needed. This UCF respondent appeared unconcerned that the VSO would be deactivated. She stated that any physical or intangible asset of the defunct VSO could be stored in the office of that VSO's former faculty advisor. When asked, she responded that this was not a policy, but a hypothetical scenario of resource disposal. She did not think it necessary to keep a record of members and stated that there was no mechanism to retain such a record.

She offered that VSOs experiencing deactivation could affiliate with another VSO, perhaps as a sub-committee of the other VSO. She did not know if this had ever happened, and there is no policy in place at UCF to encourage such an action.

Toward Raising Awareness of 'Hibernation'

One factor mentioned by 75% of the USF respondents was the perceived ease of implementing a segment in the Student New Leader Seminar to cover the hibernation process. If the VSO must use the hibernation process later in the year, the VSO leaders could return to the university VSO offices to refresh their understanding of how to implement the process. One respondent estimated that it would take just 10 minutes to present this information at the seminar for new leaders conducted at the beginning of the school year. This would raise the awareness that the leaders could at some point later in the school year return to the university administrators, who would then provide additional guidance. The same administrator speculated that if enough VSOs were hibernating, they could pool their resources and offer their combined

hibernated resources, with the approval of their CareTaker Manager, to a new or rejuvenated VSO that could benefit from the additional support.

The USF administrator for fraternity and sorority affairs stated that information regarding making chapters inactive (hibernated) rests at the national level for fraternities and sororities. She stated that each fraternity and sorority has its own process to inactivate a chapter at the national level. She did not know if this were true in every case; however, her experience was that fraternities and sororities kept chapter-specific resources at the national level to be returned should the chapter be reactivated after hibernation. Common items to be retained for the chapter included charters, photos, records, and even large physical items such as unique Greek letters or furniture. Other items that may be distributed to other active chapters if feasible include flags, banners, and recruiting material.

The distinction of where the responsibility for the VSO rests was highlighted by a comment from a USF administrator. He stated that, for every VSO, the title of the club conformed to the following naming convention. His example was that if a group of USF students were interested in forming a Chocolate Club, the group would be the Chocolate Club of USF and not the USF Chocolate Club. He emphasized this point to highlight that the students are responsible for the conduct of the VSO, while the University's role is to provide support in the form of training, space to hold meetings and functions, authorization to operate on campus, and administrative monitoring. He used this in the context of explaining hibernating the VSO as the responsibility of the students with support from the university.

Outside Support of the Hibernating VSO

The hibernation process can be facilitated by support, encouragement, or sponsorship from an outside actor affiliated with the VSO. On the college webpage of the US Chess

Federation (USCF), there is a section that gives individual college teams the opportunity to list their local chess teams along with a paragraph, discussing their meeting location, dates, and times for meetings, participation in local, regional, and national chess events, service to the community in the form of chess lessons and tournaments, and contact information for officers of the club.

A CareTaker Manager of a college chess club could contact the USCF and request that a paragraph be included to allow students who are new to the university to make contact with the CareTaker Manager of the hibernating club. Should USCF choose, they could support inactive college clubs by providing a location to digitally store club information during hibernation.

Student Experience and Resume Enhancement as a Result of Being a COM or CTM

This study focused on the advantages to the VSO in hibernating as opposed to closing operations without the intent to reopen. A valuable additional result would be the experience gained by student COMs and CTMs. These CMOs and CTOs will be able to highlight the types of knowledge, skills, and abilities valued by employers in their resumes.

The Case against Hibernation

The University of Central Florida did not appear interested in the hibernation process, Cease Operations Managers, or CareTaker Managers. As an alternative, the respondent offered the current UCF policy of recognizing a VSO if it had at least 12 members, at least two of which were officers of the VSO. The VSO also needed to have an employee of the university as an advisor, called the Institutional Advisor.

The UCF Administrator stated, "The Institutional Advisor is the only one possible to be a CareTaker [Manager]; even then, there would be no VSO to caretake." If the Institutional

Advisor was willing, the physical assets of the VSO could be kept in that Advisor's office on campus, if the Advisor had an office.

The UCF Administrator stressed the large number of VSOs on campus. With over 550 active clubs and an unknown number of inactive ones, there may be a perceived that adding the third category of hibernating clubs may be overtaxing to the UCF Office of Student Involvement.

Chapter V

Discussion

The study was conducted at two similar public universities in Florida. Prior to the approval from the University of Oklahoma Institutional Review Board (IRB), both Florida universities expressed a willingness for their staff to be interviewed. After approval from the IRB, the University of Central Florida (UCF) in Orlando provided only one administrator from their Office of Student Involvement. Repeated attempts to gain interviews with additional UCF staff were unsuccessful. The UCF administrator was not interested in considering the Cease Operations Manager, the Care Taker Manager or the Hibernation process. For her, a VSO could be active or inactive, and once inactive there was no mechanism to support returning it to active status. This was in sharp contrast to the reception of University of South Florida (USF) administrators. The group of interviewees was small, however the participants were department leaders in student involvement. These individuals could most readily implement a hibernation policy, with the Dean's concurrence. Every administrator at USF expressed strong support for the Care Taker Manager, Cease Operations Manager, and Hibernation.

Hibernation is possible

The paradigm of the Organizational Life Cycle does not have any alternative to the death of the organization in the Literature Review. This study examined if Hibernation could be an alternative to death in the Organizational Life Cycle. It was determined that Hibernation is already taking place at university VVSOs, however the process is not named as such and is not in the Literature Review. The common example of successful college hibernation is the local chapter of a fraternity or sorority that becomes inactive.

The national organization as a facilitator of hibernation

One example of this Hibernation is being accomplished is by social Fraternities and Sororities that became inactive. The resources that college Fraternity National Headquarters are able to focus on the chapter ensures a robust support program is available to return the chapter to active status. USF Fraternities and Sororities were sponsored and supported by their National Headquarters. "National", upon determining that the chapter would become inactive due to violating university policy or by internal issues such as lack of members or operating funds, would in a majority of such an events, would send a National officer to the university and local chapter according to the USF Director of Student Involvement, who oversees fraternity activities at USF. The USF Director offered an ongoing example. A fraternity was expelled from USF 6 years ago for violating university policy. Next year, 2020, the chapter will be allowed back if it meets the Memorandum Of Understanding (MOU) which was prepared by the university and a copy given to the National Headquarters when the chapter was deactivated.

Now, the National Headquarters has sent senior officials to the university. The MOU required all new members to undergo training on USF fraternity policy. Members who were part

of the chapter 6 years ago may return as alumni if they also complete USF training. The National headquarters will assign a member of the national staff to live in Tampa for the first year of reactivation. All the physical assets of the chapter including photos, banners and financial accounts will be returned. The new chapter (technical term will be a 'colony' for one year) will have access to all alumni records including their USF alumni, and their alumni from other institutions living in the Tampa area. The national Headquarters has maintained a Social media presence and the control of this will eventually be returned to the chapter after the National Representative returns from this temporary one-year duty. All of these factors indicate that hibernation is possible and has been accomplished by VSOs. These fraternity hibernations have lasted up to 6 years. Although most university VSOs could not sustain such a long period of hibernation due to limited resources, a Cease Operations Manager and CareTaker Manager could accomplish the same hibernation for a shorter duration. One factor discussed during the interview sessions was if the VSO had a connection to a national structure.

Even if such a national group could not provide as much support as a Fraternity / Sorority National Headquarters, a VSO linked to a national organization would be able to draw upon national recognition and inquiries to the national organization could be directed to the CareTaker Manager during hibernation. A notation on the national's webpage could easily list a VSO chapter that is inactive along with the contact information for the CareTaker Manager. If contacted, the CareTaker Manager would add that name to the list of potential members.

The national association as a facilitator of hibernation (hypothetical example 1)

The National Collegiate Wrestling Association (NCWA) does not have a policy to support inactive college wrestling clubs. If they were to adjust their policy to support hibernation of clubs, it is likely such clubs could return to active status quicker.

One example of inactivation without a hibernation plan or national association support is the Wrestling Club of USF. The group called themselves a 'Team' although their official status was 'Club', because they received no athletic support from the university. The Team/Club was active for several years until the Fall of 2018. The student who was the President and Team Captain graduated in the Spring of 2018. Although a new president was selected, this new individual did not have the same level of commitment and no practices were scheduled. The former president had been proactive in scheduling a space for practices that easily fit with the most team members.

Because many students commute from home, practices were schedule for late afternoons. Previously the team had conducted one practice session a month to visit local high schools and work out with area wrestlers, gaining goodwill and interest from high school wrestlers who might later enroll at USF. The Team had a budget, financial records, and a checking account. They had trophies, photos, and team uniforms. They were affiliated with the National Collegiate Wrestling Association (NCWA). This affiliation cost the club \$200 per year.

The Wrestling Club of USF is now inactive. The new president failed to reserve a space to conduct workouts and the team could only get the space after 9 pm. The club failed to submit their renewal forms in time to the university so they were no longer recognized. The social media presence has not been updated since April 2018. There was no contact with local high school wrestling coaches since April 2018 as well. The Club did not renew their membership for

2019. In a phone conversation with the NCWA Director Jim Giunta in 2015, he stated the NCWA was staffed entirely by volunteers and there was no program to assist inactive programs.

However, this was prior to this study. Perhaps with the information of what would be required to serve as a national conduit for hibernation for inactive wrestling clubs, and the modest effort to maintain that hibernation, national level associations such as NCWA, could support a 'hibernation' category for clubs. While not every university VSO has a national affiliation, those that do could be supported in hibernation. The role of the Cease Operations Manager was strongly supported by USF administrators. The role would be accomplished quickly, usually at the end of the school year or the beginning of the new school year.

The national association as a facilitator of hibernation (hypothetical example 2)

The US Chess Federation (USCF) has a college section. On the USCF college webpage, there is a tab that allows individual college teams an opportunity to list their local chess team along with a paragraph discussing their meeting location, dates and times for meetings, participation in local, regional and national chess events, service to the community in the form of chess lessons and tournaments, and contact information for officers of the club.

A CareTaker Manager of a college chess club could contact the USCF and request that a paragraph be included to allow students new to the local university an opportunity to make contact with the Care Taker Manager of the hibernating chess club. The USCF will accept the information provided by the college chess club. At this point, there is no requirement to validate that the club is active or inactive. Should USCF choose, they could support inactive college clubs by providing a location to digitally store club information during hibernation.

Selection of the Cease Operations Manager and the CareTaker Manager

Both positions according to respondents required thoughtful individuals who could handle the challenges of working alone, handle the ambiguity of being unsure if the VSO would ever return to active status. Respondents believed that an individual that thought of themselves as leaders may not operate well in this hibernation environment.

Future Study

This study provided insights from key administrators at the university level concerning the concept of Hibernation as an alternative to the death of the VSO in the Organizational Life Cycle. Administrators also reflected on the role of the Cease Operations Manager and Care Taker Manager for the hibernating VSO. Research at other universities with administrators would further expand the breath of perceptions from other institutions regarding the Organizational Life Cycle with a Hibernation option, and how to search for Cease Operations Managers and Care Taker Managers.

A key factor in hibernation not addressed in this research is ‘How long can a VSO be in hibernation status before the VSO loses rejuvenation advantages? For a VSO that has national support such as local fraternity chapters receive from their national headquarters, that answer has been shown to be 6 years. For a VSO with modest or no national support, that period of hibernation would be less.

Implementation of the Hibernation option at universities

Implementing Hibernation would first require a modification to the policy at the university describing the status of the VSO. There would need to be three categories of activity status; active, Inactive, and Hibernating. The limits of the duration of Hibernation would be set.

The roles of the Cease Operations Manager and CareTaker Manager would be defined. Hibernation would be explained to all VSO leaders so if later the VSO was in need of Hibernation, the VSO leaders could approach the university for support in the process. Training would need to be offered to Cease Operations Managers and CareTaker Managers. The university office working with VSOs would need to offer support during the hibernation process and be prepared to direct new interested students to the hibernating VSO CareTaker Manager. To disseminate the Hibernation concept, a short (2 page) article could be published in a professional journal for college administrators.

Limitations of this study

This study was limited to university administrators responding to researcher's questions and was subject to the interpretations the respondents had to these questions on a given day. On a different day, with different pressures on the same respondent, a slightly different response could be provided, focusing on a different interpretation of the question. The small number of respondents were a limitation and future research must expand the number of respondents. This limitation was reduced somewhat given the answers provided by the respondents were consistent in their understanding of the issue and shared vision of the way forward.

A limitation was that the original proposal called for respondents from two large, public universities in urban settings. Although one university, the University of Central Florida (UCF), initially offered access to their administrators while the study was being developed, when the time came to schedule interviews after the approved University of Oklahoma Institutional Review Board process, UCF administrators were not available and the researcher was consistently directed to a specific UCF Student Involvement Coordinator. This provided limited data collection from this school. Fortunately, the other university, the University of South

Florida (USF) were very supportive by providing the time of senior staff administrators for this study.

The selection of two large, public, urban universities were chosen to standardize the environment of the VSOs operating within the universities and this impacted the end of the Organizational Life Cycle. This was a limitation of this study. One respondent commented his experience with a large, public university in a rural setting slowed the demise of some VSOs and therefore gave them more time while they were in the decline stage to renew and avert their demise. This respondent observed that while he was employed at the University of Florida (UF) in Gainesville, Florida, an institution in a rural setting, students did not have as many alternatives available in a large city in the form of employment, internships, and amusements so these UF students tended to affiliate with their VSOs for a longer period, giving these VSOs greater stability over time.

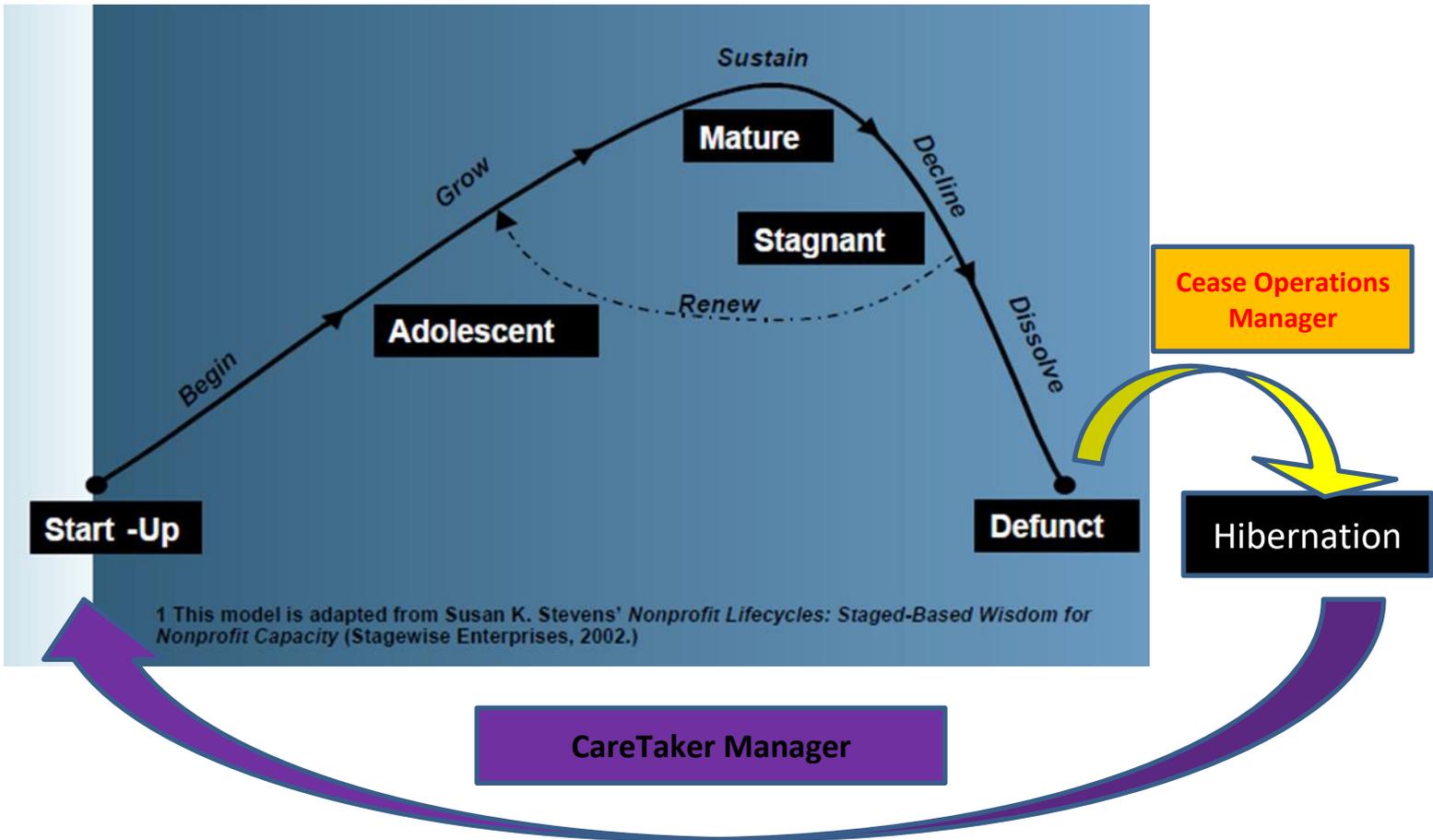
A limitation of all qualitative research is that different conclusions can be derived based on the same information provided by a respondent depending on the personal characteristics of the researcher (Maxwell, 2005). This limitation is difficult to recognize by the researcher, but can be addressed by another researcher doing a similar study and comparing that person's results.

The definitions used by the researcher was an additional limiting factor. There are no terms in the Organizational Life Cycle for anything past the Death of the organization. The researcher developed the terms 'hibernation', 'Cease Operations Manager', and 'CareTaker Manager'. While they appeared to be satisfactory terms to frame the stage after Death, given the respondents' answers, there may be better terminology to be used for this post-death stage.

A Modified Organizational Life Cycle

Using Susan Stevens' model of the Organizational Life Cycle, the hibernation and rejuvenation stages are added to indicate the VSO transitioning from defunct, or death with the assistance of the Cease Operations Manager. The hibernation stage is monitored by the CareTaker Manager until the rejuvenation of the VSO at a later date.

Modified Organizational Life Cycle



Chapter VI

Summary

Hibernation is Occurring Currently for VSOs

The purpose of this study is to determine whether hibernation is possible for university VSOs. If it is, this would indicate that the organizational life cycle, which has always ended with

the organization's death, could be amended; death is not the only option.

In the interview process, one USF director described a group of VSOs that successfully underwent hibernation and later were rejuvenated. These were fraternities at the university that were chapters of large national organizations. When they were required to discontinue their operations as active VSOs on campus, the national organization stepped in as both cease operations managers and caretaker managers. While most other university VSOs do not have access to the same level of outside support, the same cease operations and hibernation steps can be obtained at a modest level to get the same results, if for a shorter hibernation period.

Informal Hibernation is Occurring Currently with some Inactive VSOs

A USF administrator acknowledged that informal hibernation was occurring with some inactive VSOs—fraternities that had been inactivated by the university and their charters revoked by the national fraternity. She reported that former and current members were still meeting and conducting activities. She noted that this posed a problem for the university, in that the actions of these members were no longer under the scrutiny of the university or the national fraternity, and said that these groups were one that local fraternity chapters, when found to have violated university policies, were required to be hibernated for six years: this was to ensure that former members would have graduated and be unable to influence the newly rejuvenated chapter.

From 2017 through 2018, the wrestling club at USF competed throughout Florida. Then its captain and president graduated, and a new leader was selected. He was not less organized, and the VSO became inactive at the start of the fall 2018 semester. Several members have stayed in contact and continued to practice on an irregular basis. This informal group could consider a hibernating VSO. However, potential new members would have no idea that the group exists.

This makes a return to active status more difficult, as the informal group does not know of the old VSO's resources, and potential new members do not know there is a group that they can approach.

A Hibernation Option for Non-Fraternity VSOs at Universities Could Be Created Now

The university could establish hibernation as an option by adjusting the policy that allows fraternities to return to campus at a point in the future. As discussed above, the university enters into a memorandum of understanding with fraternities that wish to return to active status. A similar memorandum could be prepared for hibernating VSOs, outlining the responsibilities of both the university and the VSO to facilitate the return to active status through a change in policy to accommodate the status of hibernation. The university could also put a link on the website of the center that works with VSOs.

These actions would not be a financial burden on the university departments. The concept could be explained to VSO leaders at the beginning and end of each semester through social media. University departments could maintain liaisons with the caretaker manager through those same social media.

Should the hibernating VSO be rejuvenated, the effort needed by the university department would be less than what is exerted now for a new VSO, because the leaders of the revived VSO would be assisted by the caretaker manager. With a brief description of hibernation and a list of hibernating VSOs, new students and potential members could contact the caretaker manager and consider rejuvenation.

The rejuvenation process would allow students to be more quickly involved in a VSO that meets their need for service, their need for belonging, and their need to make an impact.

Rather than being requiring students to be engaged in the bureaucratic process to re-start a VSO, the rejuvenation process would return the tangible and intangible assets of the original VSO. Members of the old VSO would set the rejuvenated VSO up for success.

Policy Opportunities

There is an opportunity for university Volunteer Student Organizations (VSO) faced with ceasing operations an alternative to the ‘death’ of the VSO in the Organizational Life Cycle. The VSO can choose to prepare the VSO for a period of ‘hibernation’ so that VSO may renew at a future date their service to the students, university, and community.

The university would be required to adjust their policy for student VSOs from a status of ‘active’ or ‘inactive’, to include a new status of ‘hibernated’. There would need to be a short training section for new student VSO leaders regarding the concept of hibernation. Both USF and UCF offer half-day orientation sessions to new student VSO leaders. Exposing them to the concept of hibernation would take 10 minutes. The details would not need to be absorbed by these students. However this exposure would allow these leaders to return to the topic with university staff later in the school year if needed.

Each student VSO could establish their own policy to select a Cease Operations Manager (COM) should the need arise. One option would be to assign that duty to the VSO secretary if the need ever arose. The club secretary would have the group’s correspondence and be most prepared to fulfill that role. Another option is if the time comes, the VSO could vote for a COM and at the same time vote for a CareTaker Manager (CTM). The challenge with this option is that if the VSO stops having meetings, there may be no opportunity to reconvene to have a vote.

Need for further research

Additional further is needed to refine the best practices encourage universities to offer a hibernation option for VSOs. Although two senior respondents articulated an opportunity to present the cease operations, caretaker operations, and hibernation to new VSO student leaders, there is no research on how this would most effectively be presented.

Once a university opted into the hibernation option there would be fertile ground for research of how often VSOs were rejuvenated, how COMs and CTOs were selected, and what benefits did the CMOs and CTOs derive from this experience.

Research could also be done on how to broaden the awareness of the VSO hibernation process to more universities. Presentations at conferences held for university administrators could spread the awareness as well as articles in professional journals

Once hibernation of VSOs becomes more common, research could determine how to make this process more well-known among academics and practitioners as part of the Organizational Life Cycle. University career counselors could help students highlight their COM and CTO experiences in resumes and Human Resource managers could put in context how that experience can be of value to their companies.

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Institutional Review Board for the Protection of Human Subjects
Approval of Initial Submission – Exempt from IRB Review – AP01

Date: November 12, 2018

IRB#: 9947

Principal Investigator: William H Brabazon

Approval Date: 11/12/2018

Exempt Category: 1

Study Title: Exploring the role of Continuity Operations Management in University supported Volunteer Student Organizations.

On behalf of the Institutional Review Board (IRB), I have reviewed the above-referenced research study and determined that it meets the criteria for exemption from IRB review. To view the documents approved for this submission, open this study from the *My Studies* option, go to *Submission History*, go to *Completed Submissions* tab and then click the *Details* icon.

As principal investigator of this research study, you are responsible to:

- Conduct the research study in a manner consistent with the requirements of the IRB and federal regulations 45 CFR 46.
- Request approval from the IRB prior to implementing any/all modifications as changes could affect the exempt status determination.
- Maintain accurate and complete study records for evaluation by the HRPP Quality Improvement Program and, if applicable, inspection by regulatory agencies and/or the study sponsor.
- Notify the IRB at the completion of the project.

If you have questions about this notification or using iRIS, contact the IRB @ 405-325-8110 or irb@ou.edu.

Cordially,

A handwritten signature in black ink that reads 'Aimee Franklin'.

Aimee Franklin, Ph.D.
Chair, Institutional Review Board

Appendix B
Sample
COM Checklist

1. Search for Future leaders
2. Maintain list of current and potential members
3. Identify local support groups for the VSO
4. Maintain contact with national support group (if available)
5. Track location of Physical Resources
6. Identify and keep current leases, permits, and charters
7. Maintain financial records and bank accounts
8. Maintain historical records and memorabilia
9. Identify and maintain liaison with Good Will of VSOs
10. Maintain list of anniversaries and annual events of the VSO
11. Maintain Social Media presence.
12. Hold Farewell & Rejuvenation Party
13. Keep VSO customers informed (those the VSO provides services and support)
14. As needed, recruit new COM

Appendix C

Interview Guide

Objective: University administrator perceptions of hibernating a VSO

Overview: Discuss the Organizational Life Cycle, the concepts of Hibernation, how the Cease Operations Manager could prepare the VSO for hibernation, how the Care Taker Manager could keep the VSO in hibernation, and what actions would be necessary to return the VSO to active status.

1. What have you experienced in terms of observing VSOs that become inactive?
 - a. What causes most VSOs to cease operations?
 - b. How quickly can a new VSO be chartered by the university?
 - c. Is it common for an inactive VSO to return to active status?
 - d. Is it common for former members to contact the university to determine if the VSO has returned to active status?
 - e. Is it common for former leaders to contact the university in an attempt to revive interest in their inactive VSO?
 - f. What university assets exist to assist a struggling VSO?

2. What advantages or disadvantages do you foresee in hibernating VSOs?
 - a. Are there any advantages that an inactive VSO has over a new VSO in becoming active?
 - b. Are any tangible or intangible assets available to a hibernating or inactive VSO to assist in reactivation?

3. What characteristics would you look for in a Cease Operations Manager (COM) or Care Taker Manager (CTM)?
 - a. At what point should the VSO internally discuss having a COM or CTM?
 - b. Should the VSO place conditions on CTM concerning what occurs during hibernation?
 - c. How long should the CTM continue to monitor the VSO in hibernation?
 - d. Should the CTM be allowed to select a replacement CTM during hibernation?

4. What requirements would your office need for a hibernation process to be considered?
 - a. What university policies would need to be adjusted to allow for hibernation?
 - b. What training would university staff need to support hibernation?
 - c. How would the university explain the hibernation process to VSOs?
 - d. What support could the university offer during hibernation?