

Fostering Social Entrepreneurship Through a Unique Engagement Model

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Executive Summary

Meal Exchange is a student-run registered Canadian charity that seeks to educate students about hunger issues through unique and innovative campaigns. This research is the second phase of a larger research project concerning the effectiveness of Meal Exchange in fostering awareness of hunger issues in Canada and its impact upon social entrepreneurship among students. This phase of the research uses quantitative data to expand upon and validate earlier findings in the qualitative stage of the research. The key research question is: Is the Meal Exchange engagement model successful in helping students to develop skills and provide opportunities to become social entrepreneurs?

Surveys were conducted with 63 Meal Exchange volunteers at schools across Canada. In order to reveal the unique experience provided to Meal Exchange volunteers, a second survey was developed for a control group of 59 students across Canada who do not volunteer with Meal Exchange.

The findings of the research indicate that Meal Exchange volunteers have stronger social entrepreneurial skills such as networking, interpersonal skills and business skills than do non-Meal Exchange volunteers or non-volunteers. They are also more likely to see the value of volunteering, have a positive view of their impact on creating social change, see themselves as leaders, and choose to continue their activism through further volunteering or a career in the non-profit sector. They are more aware of hunger issues in Canada and consider them of greater importance than does the control group.

Results also indicate that Meal Exchange provides an ideal model for a group that students would choose to volunteer with, through its unique engagement model, fun campaigns, and community involvement. These qualities are those listed by the control group as being the most important considerations in choosing a volunteer organization, and were also chosen by Meal Exchange volunteers as being the top qualities the group offers.

Within the Meal Exchange volunteer group, most volunteers felt that their involvement with the group had helped them to develop and use social entrepreneurial skills. They also felt that their involvement with Meal Exchange had a significant impact on their plans for the future.

Key recommendations include emphasizing the unique experience offered by Meal Exchange - its engagement model, campaign style, and community involvement - in recruiting new members, as the group seems to offer exactly the experience that many students who do not currently volunteer are looking for.

We also recommend that Meal Exchange continue to foster social entrepreneurship by ensuring that students are aware of opportunities to create unique campaigns whatever their level of engagement. Students should also be informed if their chapter is involved in unique campaigns.

Considering the importance of business skills in social entrepreneurship, we encourage the organization to ensure that all types of volunteers have an opportunity to be involved in the business aspects of the group such as budgeting and networking in order to develop and practice these skills.

Due to the significant impact of Meal Exchange on volunteers' career choices and further civic engagement, we recommend that the group provide current information to students about volunteer opportunities and jobs openings in the non-profit sector through their newsletter.

In conclusion, Meal Exchange provides a unique experience for students to develop and use social entrepreneurial skills, and feel validated in their volunteer work. The unique combination of increasing awareness about hunger issues, involving students in their communities, developing and utilizing skills leads to further interest in volunteering and work in the non-profit sector for many Meal Exchange volunteers. Therefore the answer to our research question is that the unique engagement model developed by Meal Exchange provides opportunities for the development and utilization of social entrepreneurial skills.

Introduction

Meal Exchange is a national, student-run registered charity working to educate students about food insecurity among Canadians through innovative and fun programs. Meal Exchange events are currently hosted at over 40 universities, colleges and high schools across Canada. These events are designed not only to address the needs of local communities by generating food donations, but also work to engage students on the issue of hunger and encourage civic engagement. Through innovative campaigns such as Trick or Eat, Skip a Meal and Clear the Shelves, Meal Exchange hopes to generate enthusiasm, awareness and social entrepreneurial skills among volunteers and harness this energy to do further work in tackling social issues. This continued volunteerism may happen on many different levels, from remaining involved with Meal Exchange programs, discussing issues of hunger with family and friends, writing essays about hunger in Canada and even creating innovative programs of their own to address hunger and other non-hunger-related social problems.

Mandy approached Meal Exchange in fall 2004 about conducting a community-based education project for them. At this time, they determined that they wanted to know whether or not their campaigns work to increase awareness of Canadian hunger issues and whether or not Meal Exchange volunteers are developing social entrepreneurial skills that can be used to address various social problems. Because of the size of these questions, it was determined that this research should be conducted in two parts.

This current phase of research is a follow-up to qualitative research that was conducted last year. In the initial stage of research, qualitative interviews were conducted with Meal Exchange volunteers at Trent University and the University of Guelph to determine whether or not their involvement with Meal Exchange had impacted their understanding of hunger in Canada and if their involvement with Meal Exchange would encourage future involvement in community organizations. This current stage of research consists of quantitative data to build on the information collected last year. Through surveys conducted with current Meal Exchange volunteers across Canada we hope to

provide a more representative overview of the impacts of involvement with Meal Exchange.

Past research

This research is being conducted in order to determine whether or not Meal Exchange campaigns increase awareness of Canadian hunger and encourage further civic engagement among volunteers. Since this is a large research goal, this research is taking place in two parts – qualitative interviews and quantitative surveys. The preliminary qualitative stage of this research was completed in April 2005.

Qualitative Interviews

In the first phase of the research, interviews were conducted with Meal Exchange volunteers from Trent University and the University of Guelph who have participated in Meal Exchange through different levels of involvement; from coordinating chapters to participating in one-time events such as Skip a Meal and Trick or Eat. Although in this phase it was determined that chapter coordinators tend to gain a better understanding of hunger in Canada and were more likely to become further involved in hunger-related volunteerism, Meal Exchange volunteers at all levels have become involved in Meal Exchange because it is a fun and unique organization that is meeting and exceeding their expectations for community interaction, generating donations and learning about hunger. As well, most respondents stated that Meal Exchange has worked to increase their understanding of Canadian hunger issues and thus encouraged their interest in becoming involved in other community organizations working toward addressing hunger issues and community development.

Quantitative Research

Because the information found in the first phases of research came from a small sample of respondents, it was determined that the second phase, the quantitative research, should encompass information from a broader range of Meal Exchange volunteers in order to be more representative of the opinions of Meal Exchange volunteers. The quantitative research is meant to build on several of

the findings from the initial stage, specifically: hunger awareness, community involvement, distinctions between casual volunteers and coordinators and reasons why students volunteer. However, because the initial stage did not look extensively at skill development among volunteers, this is the major focus of the quantitative research.

Background Information

Meal Exchange

A student at Wilfrid Laurier University started Meal Exchange in 1993 as an attempt to allow students to donate their surplus meal plan points to social service agencies in their community. This program became very successful and resulted in an expansion to other schools and the creation of new programs for hunger relief and awareness. Meal Exchange is currently active on 40 campuses across Canada and hopes to expand to the United States and high schools in the near future. Since its creation in 1993, 50,000 students have been involved and the equivalent of 300,000 meals has been donated throughout Canada (Meal Exchange, 2004).

Meal Exchange is working to address hunger by educating volunteers about Canadian poverty statistics and providing opportunities for discussions of possible solutions. Meal Exchange has the goal of assisting community agencies in providing emergency food to meet the basic needs of people who are food insecure; however, it also hopes to encourage Meal Exchange volunteers develop the skills necessary to effectively address various social issues in the future.

Meal Exchange has the mandate to:

- Actively involve students in the creation, planning, and execution of all programs;
- Provide opportunities for students to show leadership at all levels of the organization;
- Build awareness among students about hunger in their community;
- Encourage innovation in programs;
- Promote inclusiveness in all Meal Exchange activities (Meal Exchange, 2004).

Meal Exchange campaigns include:

- *Trick or Eat* - On Halloween Meal Exchange volunteers go around their community collecting non-perishable food items rather than candy. This is a fun evening for supporting local food banks and letting the community to know about the hunger problem in Canada.

- *Skip a Meal* - This is a way for students on the meal plan to donate their extra meal plan points to food banks. Coordinators choose the social service agencies they want to support and determine which food items they most need. This food is then ordered through the school's food provider and purchased at wholesale prices.

- *Delivery Day* - This happens after Skip a Meal. The food that was purchased through Skip a Meal is delivered to the social service agencies. This gives volunteers the opportunity to see the agencies they are assisting and interact with clients of such agencies.

- *Clear the Shelves* – An event that happens at the end of each semester providing students with an opportunity to donate furniture, clothing and non-perishable food to local shelters and food banks.

- *Conference* - Meal Exchange organizes an annual conference for their coordinators. This conference gives coordinators the opportunity to interact and share ideas with coordinators from all over Canada. Throughout the conference, various community development projects are highlighted and experiential learning experiences are provided (Meal Exchange, 2004).

Engagement Model

Meal Exchange is the only national, youth-led organization with a focus on local hunger issues. As a result, Meal Exchange is in the unique position of providing many students with their first opportunity to learn about and address Canadian hunger issues. Because Meal Exchange was created by a student for students, the organization works to validate the actions of youth while at the same time recognizing the various time constraints placed on students. For this reason, Meal Exchange volunteers have several ways in which they can become involved in meaningful ways of addressing

local hunger issues. From participating in one-time events to administering campus chapters, Meal Exchange provides a variety of ways for students to gain an understanding of local food security issues while at the same time working to enhance the social entrepreneurial characteristics held by its volunteers (Engagement Model, 2004).

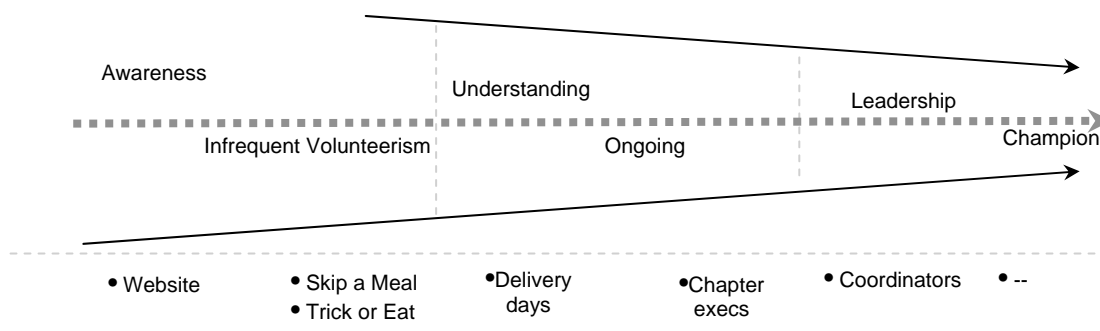


Figure 1. Meal Exchange Engagement Model (Engagement Model, 2004)

Meal Exchange chapters consist of different actors including: casual volunteers, volunteers, chapter executives and chapter coordinators.

Casual volunteers participate in one-time events such as Trick or Eat, Skip a Meal and Clear the Shelves. In many cases, involvement as a casual volunteer with Meal Exchange is the participant’s first time learning about the extent of the problem of hunger in Canada. Through such involvement, it is hoped that volunteers will gain awareness of local hunger issues and take action on such issues by discussing hunger in Canada with family and friends and possibly becoming further involved with Meal Exchange.

Meal Exchange volunteers gain an understanding of hunger in Canada through involvement in more direct campaigns such as Delivery Day – a campaign providing students with an opportunity to tour the agencies that receive donations from Meal Exchange events. Through Delivery Day, volunteers are able to meet other volunteers and people experiencing food insecurity. This event creates dialogue between students and community members and it is hoped that through such dialogue, students will gain a better understanding of the issues surrounding hunger in Canada and as a result take on further hunger-related volunteerism.

Chapter executives have an opportunity to participate in ongoing volunteerism through the creation and organization of traditional or original Meal Exchange campaigns. Chapter executives work to promote Meal Exchange on their campuses and as a result become immersed in local hunger issues. At the same time, it is hoped that chapter executives will develop important social entrepreneurial skills such as leadership, problem-solving and organizational skills.

Chapter coordinators have an opportunity to learn about local hunger issues through the connections they make with local hunger organizations, people experiencing hunger and the student volunteers they work with. Chapter coordinators develop and enhance social entrepreneurial skills they possess such as leadership, organizational skills, creativity and networking abilities. Such skills are used to develop unique campaigns and work to ensure the success of their chapter. It is hoped that through this skill development and the awareness created through their involvement with Meal Exchange, that coordinators will use their skills in the future in creating new social ventures.

Social Entrepreneurship

Social Entrepreneurship is a relatively new phenomenon within the non-profit sector. As government funding for non-profit organizations decreases, new and more sustainable solutions are needed to maintain and enhance the work being done by non-profit organizations. Social entrepreneurs work to do just that by “forming linkages between business, government, education and community...changing society and generating resources to do so” (Johnson, 2003). In other words, social entrepreneurs use economic goals to cover the cost of administration of non-profits as well as generating revenue to support the social goals of non-profits. At the same time, social entrepreneurs create unique solutions to social problems while applying methods typically used in business to support their social goals – generating unique and sustainable organizations (Ashoka, 2006).

Social entrepreneurship is a relatively new practice and the majority of social entrepreneurs are between the ages of 18 and 30 (Johnson, 2003). Social entrepreneurs are typically extremely

motivated toward their goal of remedying a social problem and create unique alternatives to do so (Ashoka, 2006). While many people become daunted by various social problems, social entrepreneurs use their energy and creative ideas for social change to overcome these obstacles (Johnson, 2003). A social entrepreneur has a vision and persists until this vision is realized (Canadian Centre for Social Entrepreneurship, 2005). This persistence requires various skills including the ability to articulate an idea to various audiences and gain support from volunteers as well as funders. At the same time, a social entrepreneur must build networks of support and collaborate with various people in order to successfully address a social issue (Johnson, 2003).

Because social entrepreneurs create original programs, they must have the ability to tolerate uncertainty and unpredictability, while at the same time experimenting with various ideas (Canadian Centre for Social Entrepreneurship, 2005). Much of this uncertainty is overcome by the ability to communicate the goals of a program, thus inspiring and empowering others to become involved in making a vision a reality (Ashoka, 2006). Social entrepreneurs have the ability to multi-task and have various talents needed to initiate, coordinate and replicate a new program. Most social entrepreneurs have skills that are essential in business, but also the desire for social change (Seelos & Mair, 2005).

Research Question

Meal Exchange states that civic engagement and skill development are critical outcomes of their work (Engagement Model, 2004). In addition to providing students with an opportunity to combat hunger in Canada, Meal Exchange seeks to aid youth who express interest in social issues unrelated to hunger. This allows Meal Exchange to identify students with innovative ideas and solutions for addressing social problems---in other words, in identifying social entrepreneurs. The key research question to be addressed in this study is therefore: is the Meal Exchange engagement model successful in helping students to develop skills and provide opportunities to become social entrepreneurs?

Methodology

As mentioned previously, this research includes both quantitative interviews and qualitative questionnaires. Denizen points out the benefits of using multiple sources of data collection in order to increase the validity of evaluation findings (Silverman 1993). While the qualitative research gathered case studies of Meal Exchange volunteers and provided many valuable insights, the quantitative part of the study is intended to both test the data collected in the qualitative stage through triangulation, as well as collect information about the new research question described above. As Patton states, quantitative research allows the measurement of many people's responses to a limited set of questions in order to provide a generalizable set of findings (Patton 1990). In cases where the two types of research had similar questions, the qualitative research was used to expand upon responses in the quantitative research and look at certain issues in greater depth, while the quantitative research was used to validate the findings of case studies as holding across the larger group.

In order to determine whether or not Meal Exchange has a positive effect on encouraging and developing social entrepreneurship in their volunteers, we created surveys to determine if those who volunteer with Meal Exchange are more likely to become socially engaged and become leaders in pressing for social change. In order to do so, we have asked questions relating to:

- how often students volunteer, with or outside of Meal Exchange
- what qualities they feel are important in a volunteer organization
- whether they feel that Meal Exchange has qualities that they feel are important
- what personal qualities and skills they feel that they have
- whether they feel that Meal Exchange has been instrumental in helping them to develop these skills
- whether Meal Exchange has had an effect on influencing their further involvement in volunteering

- what career they will chose and if their choice has been influenced by their involvement with Meal Exchange

In order to validate these results, especially in terms of comparing the success of the Meal Exchange engagement model versus that of other volunteer organizations, we felt it was necessary to compare these results with those of a control group. Therefore we developed a survey asking students who do not volunteer with Meal Exchange about:

- whether they do or do not volunteer and why or why not
- how often they volunteer
- their feelings on the importance or unimportance of volunteering
- what qualities they would look for in a volunteer organization
- what skills and qualities they feel they possess
- what their career plans are

Please note that response charts can be found in the Appendix.

As suggested by Patton, the surveys were designed to begin with noncontroversial questions about the behavior of respondents in terms of their volunteerism (i.e. Whether they volunteer and how much time is spent volunteering). Next, questions were asked about their feelings on volunteering (such as how important they think it is, and why they do not volunteer or why they think their peers do not). Demographic questions were kept to a minimum keeping in mind Patton's warning that such questions are boring to respondents, and were only asked in order to provide necessary information about the reach of Meal Exchange nationally and whether most demographic areas were represented in the respondents. Patton also recommends first asking questions about present behavior and leaving questions about the future for the end in order to allow the respondents to use their present behavior as a baseline to speculate about future behavior (Patton 1982).

The surveys were conducted online as it was felt that this was a preferred method for students

and did not involve the costs associated with mailing out paper surveys. For the Meal Exchange group, surveys were sent out to the organization's entire mailing list, consisting of approximately 900 individuals at high schools, colleges and universities across Canada. Our total response group was 63 individuals. Of these, fifteen were campus coordinators, four were chapter executives, eight were "Meal Exchange volunteers" who had participated in more than three events with the group and 36 were "casual volunteers" who had participated in 1-2 events with Meal Exchange.

The control group survey was sent to Meal Exchange campus coordinators who were asked to have a group of students who do *not* volunteer with Meal Exchange fill out the survey. As well, Meal Exchange members were encouraged in the Meal Exchange newsletter sent to them to have their friends and housemates fill out the control group survey. A total of 70 individuals completed the control group survey. However 11 of the 70 respondents *had* volunteered with Meal Exchange, and so these responses were left out for relevant questions where it was felt they would skew the data. Unfortunately it was not possible to add results for these 11 respondents to the results for the Meal Exchange group due to differences in the survey questions.

Limitations to the Data

We are somewhat concerned that the results of this survey may not be fully representative, as we feel that those volunteers who are more likely to fill out a survey are also those who would be more likely to have greater involvement in Meal Exchange and have the skills and qualities associated with social entrepreneurs. We considered offering a chance to win a prize in order to encourage responses to the survey, however had we done this we could not have ensured confidentiality which we felt was important ethically.

Another ethical concern that needs to be addressed in this research is Mandy's role as the coordinator of Trent Meal Exchange. This may be of concern because Mandy's role as coordinator may lead to certain biases and opinions about Meal Exchange. Just as with the previous phase of

research, personal biases have been put aside as much as possible and the focus of these findings is on the information collected from the surveys. At the same time, as someone who has not been actively involved with Meal Exchange, Jenny has been able to provide an unbiased view of the information collected from the surveys.

Research Findings

Meal Exchange Volunteers

63 respondents from 24 high schools, colleges and universities across Canada completed this survey. This seems to indicate the wide reach of Meal Exchange across Canada.

Figure 2. (MX Survey) How many hours per week do you volunteer?

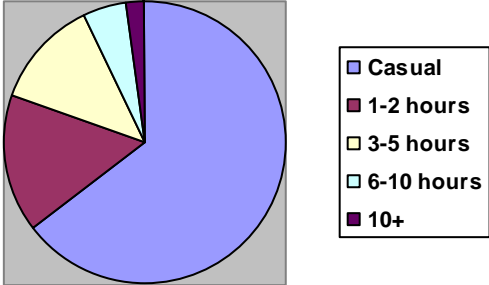
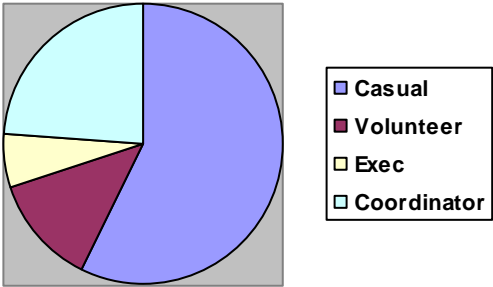


Figure 3. What is your role with Meal Exchange?



65% of those surveyed are casual volunteers who participate in one-time activities such as Clear the Shelves. Of all Meal Exchange volunteers, 16% volunteer 1-2 hours a week with the organization, 13% volunteer 3-5 hours, 5% volunteer 6-10 hours, and 2% volunteer 10 or more hours

per week. This suggests a variety of levels of engagement in those surveyed.

When asked which Meal Exchange activities they had participated in as well as how many times they had been involved in each activity:

- 88% had participated at least once in Trick Or Eat.
- 36% of respondents had participated at least once in Skip A Meal.
- 23% had participated in “Other” activities (i.e., unique events designed by volunteers).
- 20% had participated in Clear the Shelves.
- 15% had participated in Delivery Day.
- 12% had been to a Meal Exchange conference.

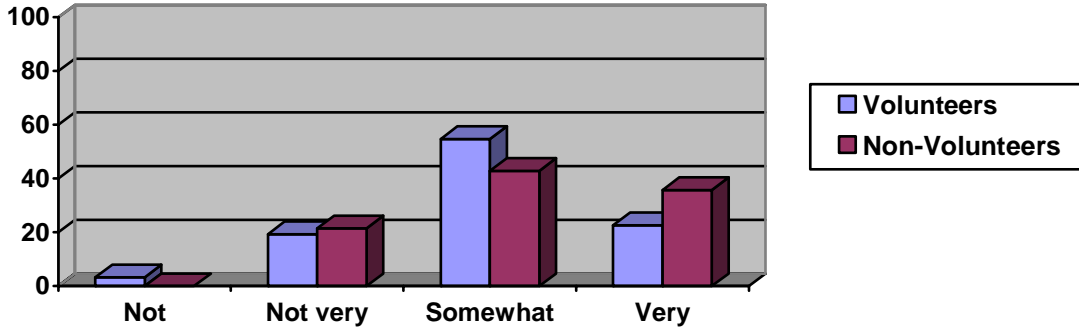
Non-Meal Exchange Volunteers

This group was comprised of 59 respondents from 13 colleges and universities across Canada. Students from Bishop’s University, Carlton University, Dalhousie University, University of Guelph, McMaster University, Mohawk College, University of Ottawa, Queen’s University, St. Francis Xavier University, Trent University, University of Waterloo, University of Western Ontario, and Wilfrid Laurier University responded in this survey. 52.5% are currently volunteers with organizations relating to youth, sports, international issues, animal issues, human rights, religious/faith-based, culture, health, poverty, hunger, environment and special needs. The remaining 47.5% do not currently volunteer. This group is therefore quite diverse in location and volunteer experience and would seem to represent a good sample of students across Canada.

Comparing responses within the control group

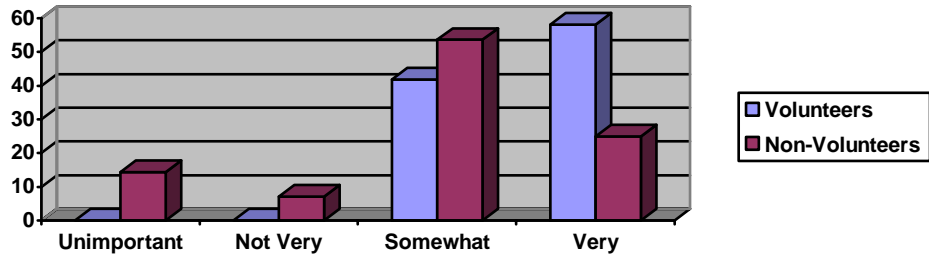
When responses from volunteers outside of Meal Exchange were compared with responses from non-volunteers, there was not a significant difference in terms of their level of hunger awareness.

Figure 4. How Serious an issue is hunger in Canada?



The majority of both groups felt hunger in Canada was a “somewhat serious” issue, but a larger percentage of non-volunteers felt it was a very serious issue. As will be seen, this seems to indicate that Meal Exchange is unique in raising awareness about hunger in Canada.

Figure 5. How important do you think it is to volunteer?



When asked how important they felt it was to volunteer, 58% of the volunteers felt it was very important. Only 25% of the non-volunteer group felt this way. This may indicate that those who do not volunteer are less aware than volunteers about how volunteering can make a difference within their communities.

Figure 6. Do you agree that youth can bring positive change to their communities?

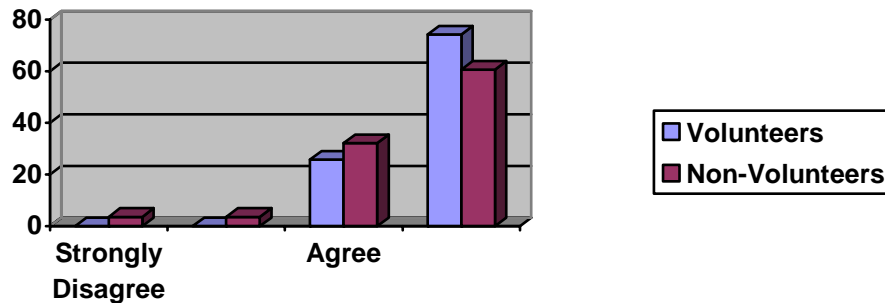
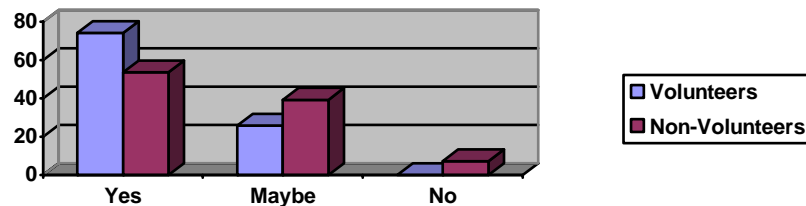


Figure 7. Do you feel that you personally create positive change in your community?



The majority of both groups (71% of volunteers and 61% of non-volunteers) strongly agreed with the statement “youth can make a positive change in their communities.” However, 6% of the non-volunteer group disagreed or strongly disagreed with the statement versus 0% for the volunteer group. 74% of the volunteer group felt that they personally helped create positive change, while only 54% of the non-volunteer group felt this way. This seems to indicate the importance of volunteering in validating youth in their contributions to society.

When asked about the personal qualities they feel that they possess, the majority (61%) of volunteers chose intelligence, followed by good interpersonal skills at 42% and optimism at 36%. In comparison, the top qualities chosen by non-volunteers were creativity and problem-solving abilities (43% each) followed by good interpersonal skills (36%). 77% of volunteers felt that they had effective leadership skills versus 64% of non-volunteers. Concerning business skills, there were not significant differences between the two groups. This seems to indicate that volunteer experience is not

significantly correlated with the development of business skills in many volunteer organizations.

In determining future careers, both groups said that how much they enjoy their work is the most important consideration. However, how much they are helping their community was the 2nd most important consideration for volunteers while salary was the 2nd most important for non-volunteers. This result suggests a correlation between volunteering as a youth and having a socially responsible career in the future.

The lack of significant response differences for non-Meal exchange volunteers and non-volunteers may indicate that Meal Exchange is a unique organization in fostering awareness, skill development, and social entrepreneurship. As will be seen, the differences between those who do volunteer with Meal Exchange and those who do not (regardless of whether they volunteer elsewhere) were more significant than the differences between the control group and non-Meal Exchange volunteers.

Engagement of coordinators compared to casual volunteers

Through these surveys we were able to compare and contrast the responses of coordinators to the responses of casual volunteers – those who participate in one-time events such as Trick or Eat, Skip a Meal and Clear the Shelves. Through the Meal Exchange engagement model, it is assumed that coordinators, because they organize events and make stronger connections with community organizations, will be more actively involved in issues of food security in the future (Engagement Model, 2004).

This information was confirmed in the previous phase of research, as coordinators were more likely to express a broader understanding of hunger in Canada than casual volunteers. As well, in the initial phase, coordinators were more likely to both hear about and volunteer with organizations they had come into contact with as a result of involvement with Meal Exchange. However, through the current phase of research, we have been able to expand on the distinctions between coordinators and

casual volunteers.

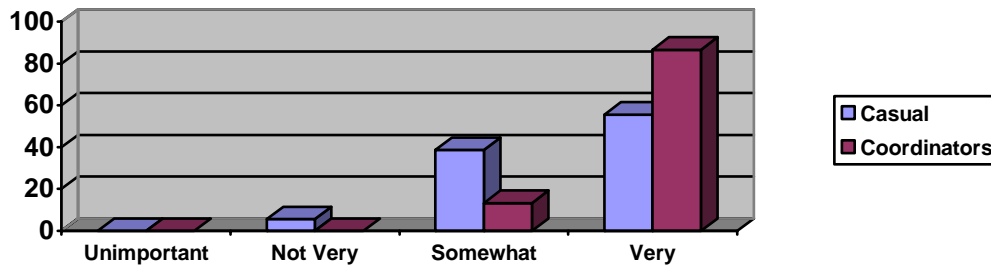
In the survey of Meal Exchange volunteers we received responses from 15 campus coordinators and 36 casual volunteers. While the majority of coordinators participate in Meal Exchange organizing and activities for approximately 3-5 hours each week, the majority of casual volunteers participate in Meal Exchange once or twice a year in events such as Trick or Eat, Skip a Meal and Clear the Shelves.

When asked if they volunteer outside of Meal Exchange, 93% of coordinators and 73% of casual volunteers state that they do volunteer outside of Meal Exchange.

In regard to creating unique Meal Exchange campaigns, 7 coordinators state that they have developed unique campaigns while no casual volunteers have created their own campaigns for Meal Exchange. This may indicate that coordinators are more aware of the unique needs of their communities, coordinators are more aware of the support Meal Exchange will provide students who create their own campaigns, or that coordinators have the unique skills of social entrepreneurs. At the same time, when asked why Meal Exchange is unique, coordinators stated that this is because Meal Exchange campaigns are creative.

Casual volunteers state that Meal Exchange is unique because as an organization, it provides students with an opportunity to become involved in the community. While 69% of casual volunteers stated that they have been able to meet people in the community through involvement with Meal Exchange, all coordinators say they have been able to meet community members through Meal Exchange. In cases where respondents state they have met community members, respondents from both groups say that the majority of new people they have met are other volunteers and other students.

Figure 8. Response of Casual MX volunteers and MX coordinators to the question "How important do you think it is to volunteer?"



When asked about the importance of volunteering, coordinators were much more likely than casual volunteers to respond that volunteering is very important. Through their involvement with Meal Exchange, members of both groups of volunteers have become involved with additional community organizations as a result of involvement with Meal Exchange. However, a much higher percentage of coordinators, 27% more, have become involved with additional organizations, mostly relating to hunger and poverty.

While coordinators describe themselves more frequently as having the active skills of social entrepreneurs – leadership abilities and good interpersonal skills, casual volunteers are more likely to describe themselves with more personal characteristics including being very committed and having a positive attitude. In regard to the skills that have been developed through Meal Exchange, all coordinators and the majority of casual volunteers have been able to use and further develop interpersonal skills through Meal Exchange.

Volunteers from both groups state that youth create positive change in their communities. At the same time, all coordinators and 83% of casual volunteers state that they themselves make positive changes in the world.

Due to Meal Exchange, 53% of coordinators, compared to 14% of casual volunteers believe that their involvement with Meal Exchange has influenced their career plans. When asked about awareness of hunger, coordinators were much more likely than casual volunteers to say that hunger is a

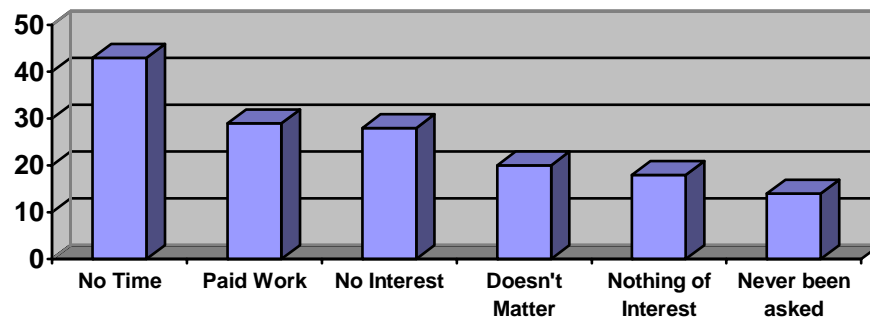
very serious problem in Canada, although both groups acknowledge that hunger is a serious problem in Canada. 93% of coordinators, compared to 56% of casual volunteers, stated that they have gained increased knowledge of hunger in Canada as a result of their involvement with Meal Exchange.

Through these comparisons it is suggested that the majority of Meal Exchange volunteers are learning more about hunger issues as a result of their involvement in Meal Exchange, regardless of their role within Meal Exchange. As well, members of both groups of volunteers have become further involved in community organizations as a result of involvement with Meal Exchange and members of both groups have stated that their career plans have been influenced as a result of involvement with Meal Exchange. However, as the engagement model states, coordinators are more involved than casual volunteers in issues of hunger outside of Meal Exchange, and coordinators have stated that they are more likely to remain involved in community organizations, even taking on careers in the third sector. As well, the leadership and interpersonal skills held by coordinators and the prevalence of unique campaigns created specifically by coordinators, may indicate the prevalence and development of social entrepreneurial skills among Meal Exchange coordinators.

Does Meal Exchange provide opportunities that non-Meal Exchange volunteers are looking for?

Meal Exchange volunteers have stated that Meal Exchange is unique for many reasons. In the first phase of research, respondents stated that unlike other organizations Meal Exchange provides a fun volunteer experience with proven results (Ashton, 2005). The responses in this phase confirm this information, to the extent that generalizations can be made concerning the small sample size. Of the 63 Meal Exchange volunteers who filled out these surveys, 57% are casual volunteers. Students have stated that the time commitment involved in volunteering is a major concern, however through one-time events such as Trick or Eat, Skip a Meal and Clear the Shelves, students can participate for short periods of time, while still learning about hunger and becoming involved in the community.

Figure 9. If you do not volunteer, why not?



Similarly, according to the responses of those who are not currently volunteers, students often feel that they are too busy with schoolwork, social activities and paid work to volunteer. 43% of these respondents stated that time constraints were the top reason for not volunteering. 29% stated that paid work was their priority, 28% had no interest in volunteering, and 20% felt that volunteering their time would not make a difference.

Within the control group, 51% of respondents stated that they are looking for volunteer organizations that provide “programs that fit into my schedule.” These reasons may indicate that organizations such as Meal Exchange where there are one-time events rather than regular meetings would be appropriate for youth. Meal Exchange also seems to be successful at providing a fun experience which can encourage interest in volunteering. As is shown in this research, it seems that Meal Exchange volunteers do feel that their involvement makes a difference, and therefore, this type of organization addresses many of the reasons why youth do not volunteer by providing students who may not regularly volunteer with an opportunity to get involved.

62% of Meal Exchange respondents stated that the community involvement provided through Meal Exchange is what makes Meal Exchange unique. While other campus groups focus on the university community, Meal Exchange provides students with an opportunity to meaningfully contribute to the town or city in which they attend school. 57% of the control group selected community involvement as an essential quality they look for in a potential volunteer opportunity.

At the same time, through Meal Exchange, even with one-time events such as Trick or Eat, Skip a Meal and Clear the Shelves, students are given an opportunity to develop skills, most notably communication and interpersonal skills (56% and 54% respectively). Through Meal Exchange events, students are given an opportunity to meet peers who have similar interests, meet volunteers and meet community members, and through these exchanges it seems that students are able to develop important skills that can be used in the future.

Through these unique campaigns, 70% of respondents state that they have learned about food insecurity among Canadians. Much of this awareness has come because Meal Exchange provides a fun way to address local hunger issues (57%) and is youth-led and youth-centered (52%). Similarly, 54% of non-Meal Exchange volunteers stated that they want to be involved in volunteerism that provides a fun experience. Because Meal Exchange is catering to the needs of students, providing a fun volunteer experience is a major goal. When volunteers have a fun volunteer experience they will be more likely to want to remain involved in an organization. As well, by providing a fun way to address a serious problem such as hunger, students become less daunted by the issue and will be more likely to remain involved in the issue in the future. At the same time, because Meal Exchange programs have been designed, developed and implemented by youth for youth, volunteers are more likely to see that they themselves can work to address a serious social problem. The data seems to support this assumption, as 87% of Meal Exchange respondents stated that they as individuals make positive change in the world, compared to 64% of non-Meal Exchange volunteers.

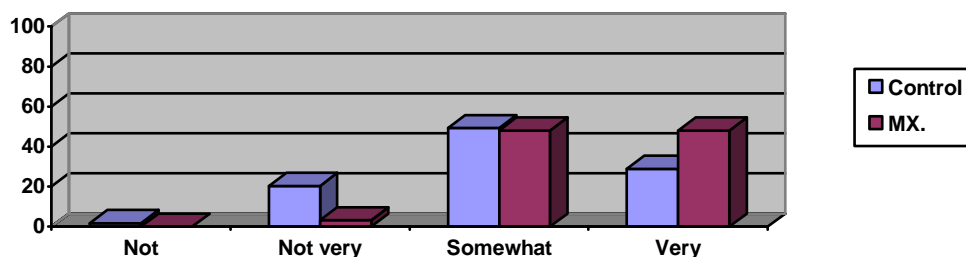
Generating Hunger Awareness

Since Meal Exchange is the only national student organization focused specifically on national hunger, Meal Exchange provides one of the only opportunities for students on campuses across Canada to gain a better understanding of local hunger through involvement in campus-run groups, as well as to become better informed on issues of national hunger. In the previous phase of research, the majority of volunteers had not participated in hunger-alleviation campaigns and had very little knowledge of

Canadian hunger issues. However, all respondents in the first phase of research stated that Meal Exchange is portraying the significance of the problem of hidden hunger and is working to generate hunger awareness among volunteers through innovative and fun campaigns.

This current research seems to confirm past assumptions that Meal Exchange volunteers are learning about hunger issues; the majority of Meal Exchange volunteer respondents feel they have a better understanding of local hunger issues as a result of their involvement with Meal Exchange. 70% of Meal Exchange respondents stated that they feel more knowledgeable about hunger since volunteering with Meal Exchange.

Figure 10. How serious an issue is hunger in Canada?



When asked about the seriousness of hunger in Canada, 78% of non-Meal Exchange volunteers stated that they feel hunger is a serious or very serious problem in Canada while 95% of Meal Exchange volunteers stated that hunger is a serious or very serious problem.

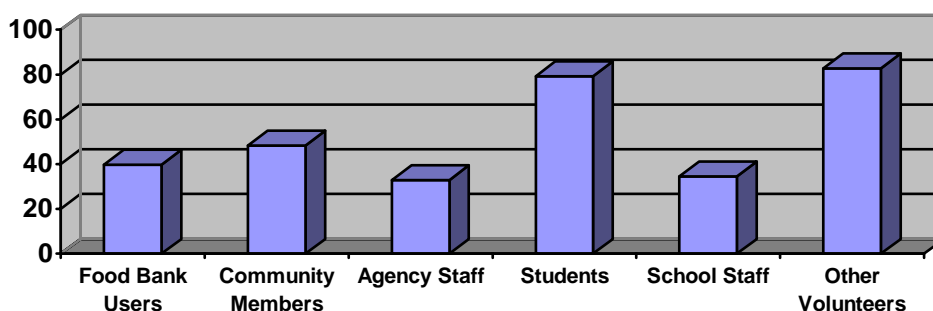
Another finding in this research that is significant is that Meal Exchange volunteers seem to be seeking out volunteer opportunities in organizations focusing on hunger as a result of their involvement with Meal Exchange. When asked whether or not Meal Exchange volunteers have volunteered with other organizations as a result of their involvement with Meal Exchange, of the respondents who answered yes, 64% are working with organizations dealing with hunger and 56% are working with organizations dealing with poverty issues.

Community involvement

Meal Exchange hopes to provide students with a way to meaningfully contribute to the broader

community. As was determined in the previous stage of research, community involvement has been a major reason why students become involved in Meal Exchange and volunteering in general. This information has been supported by the qualitative data since, among non-Meal Exchange volunteers, 49% stated that community involvement is one of the top qualities they look for in volunteer organizations. It seems that this is a quality provided by Meal Exchange, as 81% of Meal Exchange volunteers say that Meal Exchange has provided them with an opportunity to meet people in the broader community, 53% say Meal Exchange has helped them feel connected to their community and 20% feel more connected to their school community.

Figure 11. Who have you had a chance to meet through your involvement with Meal Exchange?



Through involvement with Meal Exchange, 82% have made connections with other volunteers, 79% with other students, 48% with community members and 40% with food bank users.

In the initial stage of research, respondents stated that through community involvement, they can help to address the needs of the community, while at the same time form new relationships with various members of the community. Through such interactions, students are able to discuss issues of hunger with various members of society – getting a deeper understanding of the issue while at the same time making a stronger connection to the issue (Ashton, 2005). As a result of these interactions and of forming networks to address the issue of hunger, volunteers are more likely to remain involved in the issue of hunger and learn about other societal issues. By providing volunteers with a meaningful and fun way to enhance their civic engagement, Meal Exchange hopes to foster a desire to remain

actively involved in social issues in the future.

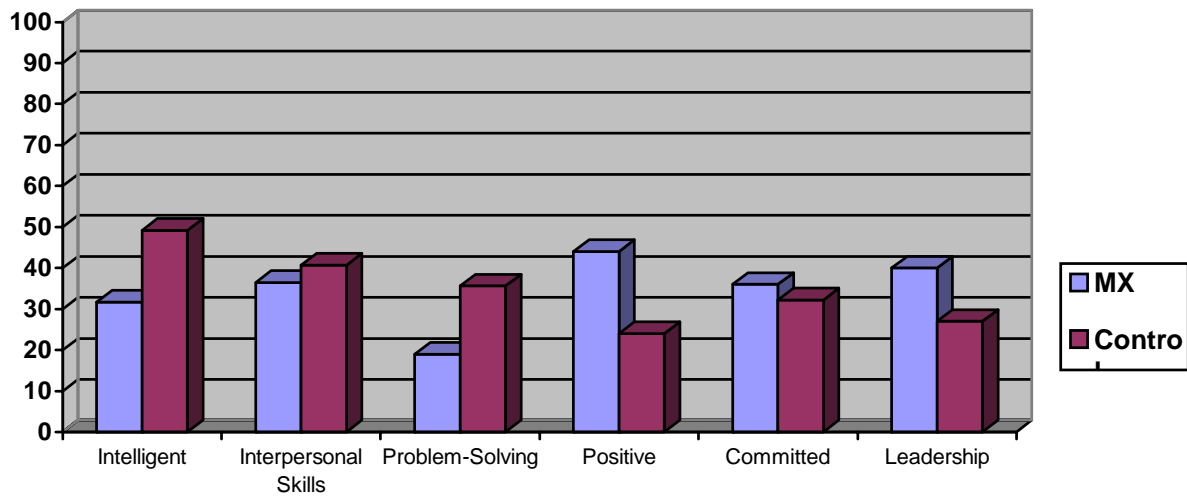
When asked if involvement with Meal Exchange has influenced the respondents' plans for the future, 72% of the 25 respondents who answered stated that they will now be more likely to make volunteering a regular part of their lives in the future. This seems significant, since a major goal of Meal Exchange is to foster a desire to remain involved in volunteerism.

As a result of increased community interaction, dialogue is created with community members providing volunteers with important communication skills such as networking that can be used in the future as well as in finding lasting solutions to these problems. Through Meal Exchange, volunteers feel that they have been able to use and develop such skills. This is discussed below.

Social Entrepreneurial Skill Development

Meal Exchange seeks to help students develop skills while addressing hunger issues, skills that can be applied to other social ventures in the future. The Meal Exchange engagement model states that "youth are given an opportunity to practice leadership and teamwork [and] develop skills as social entrepreneurs" (Engagement Model, 2004). In the survey results, this claim was supported. Meal Exchange volunteers selected interpersonal skills, communication skills, and organizational skills as those which they have both been able to use most frequently through Meal Exchange and develop and refine through their involvement.

Figure 12. Which of the following qualities/skills describe you?



Students were asked in the survey to select the top three qualities which they feel that they possess. This was done in order to determine whether Meal Exchange volunteers are more likely to ascribe qualities of social entrepreneurship to themselves than are students who do not volunteer with Meal Exchange. The data suggests that they are. The most commonly chosen quality of the control group (49%) was intelligence, which is not necessarily a quality directly associated with social entrepreneurship.

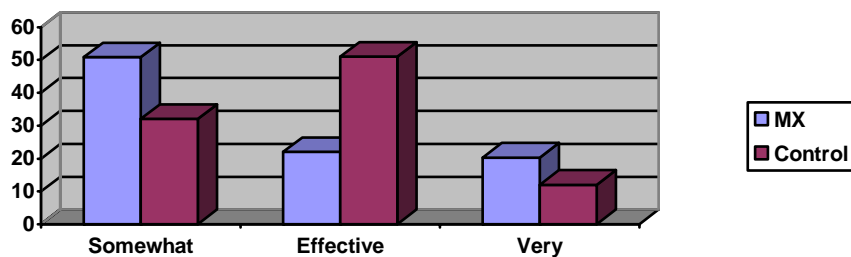
In comparison, optimism was the most common quality (44%) chosen by Meal Exchange volunteers. A positive attitude is an important quality for social entrepreneurship as it is necessary to believe that positive change can happen in order to choose to work for such change. The second quality chosen most frequently by the control group (41%) was good interpersonal skills. For the Meal Exchange group, the second most commonly selected quality was leadership abilities (40%).

While both are important qualities for social entrepreneurs, leadership is more directly related to civic engagement than are interpersonal skills. However, interpersonal skills along with commitment were the third most common qualities chosen by Meal Exchange volunteers (36% each) while leadership was not in the top three chosen by the control group, who chose problem-solving abilities (36%). We feel that this data may indicate a trend of Meal Exchange volunteers being more likely to have qualities associated with social entrepreneurship than are those who do not volunteer

with the organization.

In addition, 40% of Meal Exchange volunteers described themselves as having leadership qualities. This is compared to only 27% for the control group. Therefore it seems that Meal Exchange helps youth develop leadership skills. This would support the organization’s mandate to “provide opportunity for students to show leadership at all levels of the organization” (Engagement Model, 2004).

Figure 13. How effective are your business skills?



Another important skill held by social entrepreneurs is the ability to combine business sense and skills with activism. 63% of Meal Exchange volunteers felt that they have effective or very effective business skills versus 42% of the control group. 22% of Meal Exchange volunteers felt that the organization had helped them to develop their business skills. Networking, management and problem-solving were found to be some of the skills that were fostered through students’ involvement with Meal Exchange.

Meal Exchange volunteers & unique campaigns

An important characteristic of a social entrepreneur is the ability to recognize a social problem and find a unique way to address it. Social entrepreneurs tend to recognize that some social problems such as hunger have existed for a long time, and new solutions need to be found to address these problems. As a result, social entrepreneurs use innovation, creativity and determination to think of and facilitate new ways of addressing social issues.

As is seen in the Meal Exchange mandate, Meal Exchange attempts to provide support for

students who want to develop and initiate new solutions to old problems (Meal Exchange, 2004). Meal Exchange encourages students to look at the needs of the communities in which they attend school and try to develop campaigns that will address local hunger.

30% of respondents say that their chapter participates in campus-specific activities. When asked whether or not respondents have developed their own unique campaigns for their Meal Exchange chapters, 14% stated they have – this represents 9 respondents. Among the various campaigns developed by these students, the following were highlighted:

- Hunger awareness week
- Food and clothing exchanges
- Unique 30 hour famine style fundraisers
- Theatre involving hunger
- Baby food collection
- Various unique food drives to address student hunger
- Street walks

As well, as a result of Meal Exchange, several volunteers stated that they have taken on additional volunteer work and have modified Meal Exchange campaigns such as Skip a Meal to address various issues including a Tsunami relief campaign.

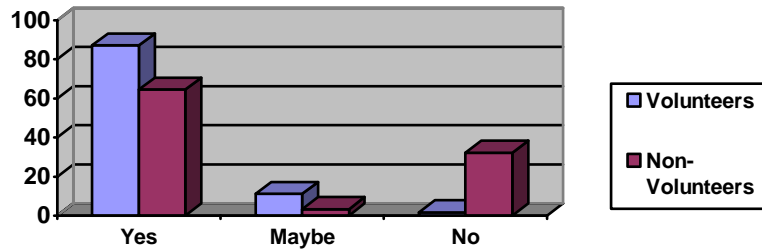
These campaigns have been developed by volunteers to address the unique needs of their communities. As well, these unique campaigns have been used as new ways to bring attention to the issue of local hunger and poverty and encourage even more students to become involved in addressing local hunger issues. At the same time, these campaigns work to build community through open discussion of societal problems.

Importance of Volunteering and Future Volunteerism

As an organization created by a social entrepreneur, Meal Exchange has distinct goals. Meal

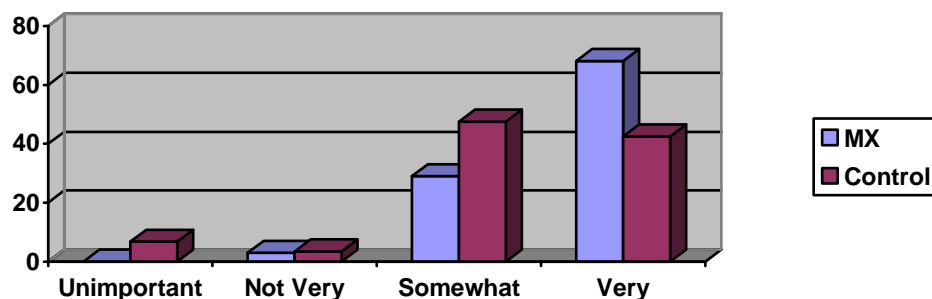
Exchange hopes to encourage students who in the past have not been actively involved in hunger alleviation to actively engage in issues of local hunger and through this involvement encourage further volunteerism. “Founder Raj identifies one of his organizational goals as increasing the size of the ‘volunteer market’ rather than ‘stealing market share’ in this area.” (Johnson, 2003).

Figure 14. Do you feel that you create positive change in your community?



While both the control group and Meal Exchange volunteers felt that youth have the ability to create positive change in their community and the world, 87% of Meal Exchange volunteers felt that they *personally* make positive changes in the world. This is compared to only 64% for the control group. This suggests that Meal Exchange has been successful in their mandate to “validate student contributions...and foster a belief in their capacity to create social change” (Engagement Model, 2004). The results for this question correspond with results from the first stage of this research, where all respondents interviewed stated that volunteering and personal action help to create a “snowball effect” for social change (Ashton 2005).

Figure 15. How important do you think it is to volunteer?



It is important for students to feel that their volunteer efforts are creating tangible differences in society in order to encourage further social action. As stated in the engagement model, “Meal Exchange encourages and validates youth contributions, believing in their capacity to create social change and hoping to inspire their further action” (Engagement Model, 2004). 68% of Meal Exchange volunteers felt that it was “very important” to volunteer. This can be compared to only 42% for the control group. It is also important to note that none of the Meal Exchange respondents stated that volunteering is unimportant, while 7% of non-Meal Exchange volunteers stated that volunteering is unimportant. We feel that this difference may be accounted for by the unique way in which Meal Exchange seems to foster students’ sense of how their efforts directly create social change.

Meal Exchange appears to be successful in inspiring students to take further action in the area of social change. 72% of Meal Exchange volunteers stated that they would volunteer in the future as a result of their involvement with Meal Exchange, and 14% are currently volunteering outside of Meal Exchange because of their involvement with the group. The majority volunteer with other hunger and poverty-related organizations but also with organizations dealing with youth, culture, animal issues, disaster relief, human rights, international issues, special needs and sports.

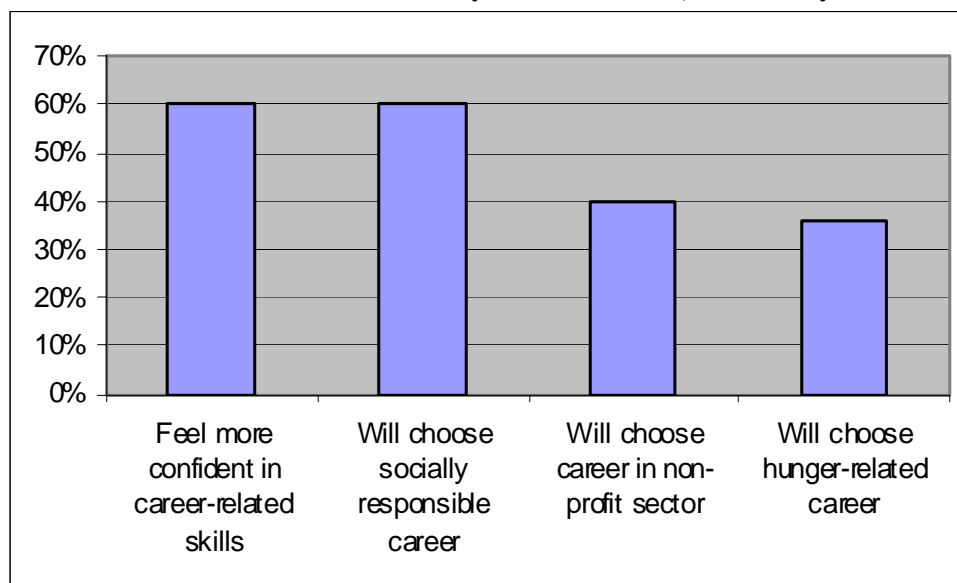
Career choices

All respondents, both Meal Exchange volunteers and the control group, have very broad career interests. In both groups, many respondents are aspiring to careers in various fields including doctors, lawyers, teachers, public service employees, business owners and veterinarians to name just a few. When asked about their specific career plans, 24% of Meal Exchange volunteers stated that they will choose a career in a socially responsible area such as working for an NGO, overseas, international development, the environment, public health, hunger, or poverty. This is compared to only 8% of the control group. This seems to indicate a positive correlation between involvement in Meal Exchange and social entrepreneurship in students.

A correlation was also found between volunteering with Meal Exchange and long-term

community involvement. When specifically asked whether or not involvement with Meal Exchange has influenced their career plans, 24% of Meal Exchange volunteers said that their participation with the organization has affected their career choice.

Figure 16. If involvement in MX has affected your career choice, in what way has it affected it?



Within these respondents, 60% felt that Meal Exchange affected their career choice by making them feel more confident in career-related skills. 60% said that because of Meal Exchange they will choose a socially responsible career. Another 40% said they will choose a career in the non-profit sector because of the influence Meal Exchange has had on them. 36% will choose a career directly related to hunger. This means that 14% of the total number of Meal Exchange volunteers surveyed intend to go into a hunger-related career.

This number seems quite significant and speaks of the ability of Meal Exchange to fulfill their vision to “help eliminate the causes of hunger in Canada by engaging tomorrow’s leaders, today” (Engagement Model, 2004). If this 14% held true for Meal Exchange’s 50,000 students involved nationally, this would mean that they could produce 7,000 students who would work in the area of hunger alleviation.

Recommendations

Non-volunteers have highlighted several important aspects that they look for in an organization they would volunteer with. These aspects, including having a fun volunteer experience, meeting new people, community involvement and providing one-time volunteer opportunities, are significant because they are the same qualities that Meal Exchange volunteers have highlighted as being unique to Meal Exchange.

- For future volunteer recruitment, Meal Exchange should focus on these aspects in order to encourage more involvement from students who have not previously been involved in Meal Exchange, as this is clearly an area where the group provides a unique volunteer experience for students.

In the comparison between Meal Exchange coordinators and casual volunteers, it was clear that coordinators were more likely to create unique campaigns than are casual volunteers. This could be for several reasons, but because of the close relationships formed between Meal Exchange coordinators and Meal Exchange staff it is likely that coordinators are more aware of the support Meal Exchange will provide to students who create their own campaigns. At the same time, when asked if their campuses participate in Meal Exchange campaigns that are specific to their campus, 51% of Meal Exchange volunteers did not know.

- In order to ensure that the full social entrepreneurial potential of casual volunteers is being realized, casual volunteers need to be informed of the support given to volunteers who create innovative and effective programs to address local issues. As a way of making this support more widely known, casual volunteers participating in one-time events should be encouraged to design and implement their own unique campaigns.
- At the same time, on campuses where unique campaigns have been created and implemented, students should be informed that these campaigns are specific to their campuses.

A significant number of volunteers did not feel that they had good business skills or that Meal Exchange helped them to improve these skills.

- In order to help foster social entrepreneurship skills, Meal Exchange should encourage volunteers to engage in the business side of the organization. Including volunteers in activities such as budgeting, advertising, organizing meetings, contacting businesses etc. will encourage the

development of students who can combine these skills with passion and commitment to hunger issues in Canada.

It is clear that Meal Exchange is very successful in fostering a commitment to continued volunteer and social justice work.

- With such a large proportion of volunteers being influenced in their career plans by the group, we feel it might be useful for Meal Exchange to provide volunteers with information about possible careers in the non-profit sector through a section in the newsletter of job openings or something of that nature.
- As well, more locally, a volunteer page could be created for each campus' website. This volunteer page could include links to local organizations affiliated with Meal Exchange as well as a listing of organizations in need of volunteers.

Conclusion

As these findings have detailed, Meal Exchange volunteers tend to show more social entrepreneurial skills than do non-Meal Exchange volunteers or non-volunteers, they are more likely to consider volunteering important, and are more likely to go into a socially responsible career and continue volunteering in the future. Meal exchange volunteers also volunteer more hours per week than non-Meal Exchange volunteers, indicating a higher level of commitment. They are more likely to consider themselves leaders and recognize that they bring change in their communities. Therefore, it seems that Meal Exchange has succeeded in its goal of fostering social entrepreneurship among Canadian students.

In comparing the responses of Meal Exchange volunteers with those of the control group, we have shown that the engagement model used by Meal Exchange is very important in encouraging involvement, because it offers many levels of engagement which appeals to busy students. As well, through this model, opportunities to become more involved are made available to students who are interested. The style of Meal Exchange campaigns offer a unique, fun experience that allows students to become involved in creating positive change in their community while meeting other students and

community members. Meal Exchange allows space for the creation of innovative ideas from volunteers who can design and carry out their own hunger-related campaigns.

Within the Meal Exchange organization, campus coordinators are often more engaged in issues of hunger and in developing the skills of social entrepreneurs, than are casual volunteers. However, when compared to non-Meal Exchange volunteers, Meal Exchange volunteers, regardless of their level of involvement are gaining a deeper understanding of hunger in Canada and are more likely to become further involved in these issues.

Overall, we conclude that through its unique engagement model and campaign style, Meal Exchange is more successful in fostering social entrepreneurship and engagement in social issues, such as hunger, than are many other organizations in the non-profit sector.

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Appendix 1 – Control Group Responses

What school do you attend?	Gueph	Western	Trent	Ottawa	McMast er	Waterloo	Carleton	Wilfrid Laurier
	1	3	3	1	10	1	2	15
	Queen's	Mohawk College	Bishop's	St. Francis Xavier	Dalhousie	Helsinki		
	1	1	2	7	8	1		
What are you studying ?	Biology	Physiology	Economics	English	Theatre & Film	Commerce	Engineering	Arts
	International Relations							
Are you currently a volunteer?								
Yes	52.50%							
No	47.50%							
whether or not you do volunteer, how important do you feel it is to volunteer your time?								
Unimportant	6.80%							
Not very important	3.40%							
Somewhat important	47.50%							
Very important	42.40%							
If you DO NOT volunteer, please rank the following from 1, the choice that BEST DESCRIBES you to 5, the choice which LEAST describes you								
	100.00%	2	3	4	5			
I don't have time to volunteer	47%	23%	20%	10%	0%			
I don't have any interest in volunteering	30%	0%	7%	26%	37%			
No one has ever asked me to volunteer	17%	10%	23%	17%	33%			
I haven't	20%	20%	23%	17%	20%			

found a volunteer opportunity that is of interest to me								
I don't think that volunteering my time will make a difference	22%	0%	4%	15%	59%			
Paid work is my priority	30%	13%	23%	20%	13%			
If you DO volunteer, what type of group/organization do you work with?								
Animal Issues	18.20%							
Cultural	15.20%							
Disaster Relief	0%							
Youth	45.50%							
Health	12.20%							
Environmental	12.10%							
Faith-Based	21.20%							
Human Rights	21.20%							
Hunger	15.20%							
International	24.20%							
Poverty	12.10%							
Special Needs	9.10%							
Sports	30.30%							
Other	15.20%							
If you DO volunteer, please enter the number of hours per week, on average, that you volunteer								
1-2 hours	58.10%							
3-5 hours	32.30%							
6-10 hours	9.70%							
10+ hours	0%							

From what you have seen, hear and read, how serious an issue do you think hunger is among Canadians today?

Not a serious issue at all	1.70%							
Not a very serious issue	20.30%							
Somewhat serious	49.20%							
Very serious	28.80%							

What do you think are the most important qualities of an organization you might volunteer with?
Please select your TOP THREE CHOICES

Creativity of campaigns	10.20%							
Programs that easily fit into my schedule	52.50%							
Opportunities to meet other people with my interests	39%							
Community involvement	49.20%							
Programs that are youth-centred and youth-led	23.70%							
Having a fun volunteer experience	54.20%							
Ability to improve my leadership skills	16.90%							

The organization's reputation in the community	23.70%							
The fact that it looks good on my resume	18.60%							
Success of campaigns	20.30%							
Do youth (age 16-29) have the ability to bring positive change to communities?								
Strongly disagree	1.70%							
Disagree	1.70%							
Agree	28.80%							
Strongly agree	67.80%							
Please choose THREE of the following qualities that best describe you. CHOOSE ONLY THREE.								
Idealistic	16.90%							
Intelligent	49.20%							
Creative	28.80%							
Good interpersonal skills	40.70%							
Motivated	18.60%							
Determined	23.70%							
Positive	25.40%							
Visionary	5.10%							
Committed	32.20%							
Leadership abilities	22%							
Good head for business	8.50%							
Ability to solve problems	35.60%							
Do you feel you have effective leadership skills?								

Yes	71.20%							
Not Sure	18.60%							
No	10.20%							
How effective do you think your business skills are (ie budgeting, organization)?								
Very Effective	20.30%							
Effective	22%							
Somewhat effective	50.80%							
Not effective	6.80%							
What are your career plans?								
How important are the following considerations in determining your future career? Please rank from 1, MOST important, to 4, LEAST important.								
	1	2	3	4				
How much I enjoy it	71%	12%	5%	12%				
How much money I make	9%	34%	41%	16%				
How much I feel I am helping my community/the world	22%	39%	22%	17%				
Other	8%	8%	15%	69%				
Do you believe you can make positive changes in the world?								
Yes	64.40%							
Maybe	32.20%							
No	3.40%							

Appendix 2 – Meal Exchange Volunteer Responses

1. Which school do you attend?								
Trent, McMaster, Kwalikum Secondary School, SFU, Carleton, Memorial, Ottawa U, Dal, Queen Elizabeth HS, UBC, Uof T, Malaspina University, St. Thoms, McGill, Western, UTM, Concordia, Simon Fraser, Wilfred Laurier, Guelph, St. FX, Lethbridge Community College, U of Winnipeg and U of Saskatchewan								
2. What are you studying?								
Most fields of study								
3. What is your role with mx?								
Casual Volunteer	57.1%							
Volunteer	12.7%							
Exec	6.3%							
Coordinator	23.8%							
4. Please check the amount of hours per week, on average, you volunteer with Meal Exchange.								
One-time events	65.1%							
1-2 hours	15.9%							
3-5 hours	12.7%							
6-10 hours	4.8%							
10+ hours	1.6%							
5. Please specify the amount of hours per week, on average, you volunteer with other organizations.								
n/a	19.0%							
1-2 hours	34.9%							
3-5 hours	28.6%							
6-10 hours	12.7%							
10+ hours	4.8%							
6. Which Meal Exchange programs have you participated in? Check all that apply and please specify how many times.								
60 of 63								
	1 time	2 times	3 times	4+ times				
Trick or Eat	26	20	4	3				
Skip a Meal	7	4	4	7				
Clear the Shelves	6	2	2	2				
Delivery Day	3	1	2	3				
Conference	3	5	0	0				
Other?	7	3	0	4				
7. Does your chapter participate in unique Meal Exchange sponsored events/activities that are specific to your campus?								
Yes	30.2%							
No	19.0%							
I don't know	50.8%							
8. Have you developed unique activities for your chapter?								
Yes	85.7%							
No	14.3%							

9. Has your involvement with Meal Exchange provided an opportunity to meet people in the community?								
Yes	81.0%							
No	19.0%							
10. If yes, has Meal Exchange made you feel more connected to your community?								
59 of 63								
Yes, Meal Exchange has made me feel more connected	52.5%							
I feel equally connected to the community	27.1%							
No, Meal Exchange has not made me feel more connected	5.1%							
I feel more connected to my campus community than the greater community	20.3%							
11. Specifically, what groups have you had an opportunity to connect with? Check all that apply.								
58 of 63								
Food bank users	39.7%							
Community members	48.3%							
community agency staff	32.8%							
other students	79.3%							
uni/college staff	34.5%							
other volunteers	82.8%							
12. How important do you feel it is to volunteer your time?								
Unimportant	0.0%							
Not very important	3.2%							
Somewhat important	28.6%							
Very important	68.3%							
13. If it is important for you to volunteer your time, why do you feel that way? Please rank the following with 1 being the most important and 5 being the least important.								
62 of 63								
	1	2	3	4	5			
An opportunity to make a positive change in the community as a whole	29	12	3	5	4			
An opportunity to connect with those in need and make a difference for individuals	14	19	9	4	7			
An opportunity to develop myself both personally and professionally	5	11	21	12	7			

An opportunity to connect with other students and be part of my campus community	4	5	13	18	10			
An opportunity to have fun while volunteering	6	8	8	12	24			
14. Why do you think that your peers do not volunteer? Please rank the following with 1 being the most relevant to your peers and 6 being the least relevant to your peers.								
	1	2	3	4	5	6		
They haven't found an opportunity that is of interest to them	6	14	18	12	6	7		
They don't think that their volunteer time will make a difference	9	10	8	14	11	11		
Paid work is their priority	12	15	12	5	10	9		
No one has ever asked them to volunteer	10	4	6	14	15	14		
They don't have any interest in volunteering	10	9	9	10	13	12		
They don't have time	16	11	10	8	8	10		
15. Have you done volunteer work with organizations in your community as a result of your involvement with Meal Exchange?								
Yes	14.3%							
No	85.7%							
16. If yes, what type of group/organization do you work with? Check all that apply.								
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Animal issues	1							
Cultural	1							
Disaster relief	2							
Environmental	0							
Health	0							
Youth	5							
Religious	0							
Human Rights	3							
Hunger	7							
International	3							
Poverty	6							
Special Needs	1							
Sports	1							
Other	2							
17. Please select three qualities that best describe you. CHOOSE ONLY THREE								
Committed	36.5%							
Leadership Skills	39.7%							
Good head for business	6.3%							
Ability to solve problems	19.0%							

Motivated	31.7%							
Determined	22.2%							
Positive	44.4%							
Visionary	9.5%							
Idealistic	15.9%							
Intelligent	31.7%							
Creative	22.2%							
Good interpersonal skills	36.5%							
18. As a Meal Exchange volunteer, what skills have you been able to use? Check all that apply.								
Interpersonal skills	81.0%							
Problem-solving	33.3%							
Networking	34.9%							
Leadership Abilities	49.2%							
Organizational	57.1%							
Communication	76.2%							
Creativity	46.0%							
Management Skills	33.3%							
19. What skills have you had the opportunity to DEVELOP or REFINE, as a direct result of volunteering with Meal Exchange. Check all that apply.								
Interpersonal skills	54.0%							
Problem-solving	22.2%							
Networking	23.8%							
Leadership Abilities	34.9%							
Organizational	38.1%							
Communication	55.6%							
Creativity	23.8%							
Management Skills	28.6%							
20. In what ways do you think Meal Exchange offers unique volunteer experiences to youth? Please select your TOP THREE CHOICES.								
Having a fun volunteer experience	57.1%							
Ability to help you improve your leadership skills	14.3%							
The organization's reputation in the community	6.3%							
Looks good on my resume	15.9%							
Success of campaigns	20.6%							
Creativity of campaigns	42.9%							
Programs easily fit into my schedule	36.5%							
Opportunities to meet other people with your interests	19.0%							
Community involvement	61.9%							

Programs that are youth-centred and youth-led	52.4%							
21. Do you feel youth (16-29) have the ability to bring positive change to your communities?								
Strongly disagree	3.2%							
Disagree	0.0%							
Agree	23.8%							
Strongly agree	73.0%							
22. How effective do you think your business skills are? (budgeting, organization, etc).								
Very Effective	12.7%							
Effective	50.8%							
Somewhat Effective	31.7%							
Not Effective	4.8%							
23. Do you feel that Meal Exchange has helped you develop effective business skills (i.e., organization, budgeting)?								
Yes	22.2%							
Maybe	38.1%							
No	39.7%							
24. What are your career plans?								
Wide range of career plans								
25. Do you feel your experience with Meal Exchange has influenced your career plans?								
Yes	23.8%							
Maybe	19.0%							
No	57.1%							
26. If yes, how has it influenced you? Please check all that apply.								
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I feel more confident with my applicable skills and abilities as a result of volunteering (i.e., communication skills, organizational, etc)	60.0%							
I am more likely to choose a career in the non-profit sector	40.0%							
I am more likely to choose a career specifically in the food security/hunger sector	36.0%							
I am more likely to choose a career that has an emphasis on social responsibility (i.e., in the for-profit industry, but with a company that I know is engaged in corporate responsibility activities)	60.0%							

I am more likely to make volunteering part of life to supplement my career choice	72.0%							
27. How important are the following considerations for you in determining your future career? Please rank from 1 being the most important to 4 being the least important.								
	1	2	3					
How much I enjoy it	62.0%	24.0%	14.0%					
How much money I make	10.0%	32.0%	59.0%					
How much I feel I'm helping my community/the world	29.0%	44.0%	27.0%					
28. From what you have seen, heard, read and through your experiences with Meal Exchange, how serious a problem is hunger among Canadians today?								
Not really a serious problem	1.6%							
Not too serious	3.2%							
Somewhat serious	47.6%							
Very serious	47.6%							
29. How has Meal Exchange changed your knowledge of hunger?								
I am more knowledgeable about hunger in Canada than before I started volunteering with Meal Exchange	69.8%							
I know about the same about hunger in Canada as I did before I started volunteering	30.2%							
30. Has Meal Exchange met your expectations?								
Exceeded expectations	33.3%							
Met expectations	60.8%							
Below expectations	1.6%							
Expand on this	4.8%							
31. Do you believe you can make positive changes in the world?								
Yes	87.3%							
Maybe	11.1%							
No	1.6%							