



Elevating Inclusion

Building a Diverse Volunteer Community

Part II: Recalibrate Volunteer Outreach

Advancement Forum



Our Staff Doesn't Look Like Rising Donors

Significant Progress Elusive in Advancement

Industry Encouragement...

THE CHRONICLE OF PHILANTHROPY *Philanthropic Leadership Shouldn't Still Look Like the Country-Club Set*

NPO *Museums So White: Survey Reveals Deep Lack of Diversity*



...Has Not Moved the Dial

9%

Percentage of staff who work at educational institutions in advancement who are diverse

21%

Percent of CASE survey respondents who indicated they had no diverse talent working at their institution in advancement



Pale, Stale, and Male

"Our senior level staff and our senior level alumni volunteers have three things in common. They are all pale, stale, and almost always male. We need to do more work to engage the alumni leaders and donors of tomorrow and part of that means looking at our own organizations as well."

*Vice President for Advancement
Public Research University*

Failing to Engage Diverse Populations Now

Because Their Experiences Weren't the "Norm"

Status Quo Engagement Techniques

- ✘ Country club hosted gala dinner
- ✘ Campus-based alumni programming
- ✘ Reunion leadership giving volunteers
- ✘ Regional networking events



*"Why are all these events at the country club?
Nobody looks like me there."*

*"I don't want to return to campus. I don't have
great memories from my time there."*

*"Why are there no women on this
alumni panel?"*

*"I thought things had changed since the 1980s,
so why are there so few students of color in
these pictures?"*

Minority Volunteerism is Low Nationwide



It's Not for Me

Positions and advertisements do not speak to minorities' interests



Friend Had a Bad Experience

One bad experience snowballs into a chain of disengagement



Alone Again

Unwilling to be the only person from a given background



Doing a Favor

One-off events are considered "helping," not "volunteering"

Already Stretched Thin

Diverse Alumni Leaders Face Many Demands on Their Time

Revisiting the Same Diverse Faces



1.55 Average number of boards **African American** board members serve on

1.24 Average number of boards **Hispanic** board members serve on

1.18 Average number of boards **White** board members serve on

“

Searching for Unicorns

“I’m trying to build a pipeline of diverse alumni volunteers at all levels, not only because it is the right thing to do, but because it is the smart thing to do. **But I keep coming up empty or with the same short list of names.**”

*Vice President for Advancement
Public Research University*

”

What Happens If We Do Nothing?

“The cost of doing nothing here is too great. I suspect we will hold the current course and speed for another year or two, but beyond that, we are in trouble.”

*Vice President for Advancement
Public Research University*



Recalibrate Volunteer Outreach

Cultivating Diverse Volunteer Leadership

Diversifying the Pipeline

Proactively Cultivate and Path Diverse Volunteers



Maximize Today's Volunteers

Lower Resource Investment

Higher Resource Investment

Develop a Must-Engage Alumni List

Find and Fill Gaps in Board Diversity

Nominate the Right Volunteer



Recruit Tomorrow's Leaders

Lower Resource Investment

Higher Resource Investment

Commit to Marketing Diversity

Advertise Inclusive Positions

Leverage Faculty Connections

Connect Volunteers to Opportunities

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Tried and True Outreach Fails to Resonate

Existing Efforts Overlook Underrepresented Segments

Volunteer Engagement Strategies...



Generic Email Invitations

Invitations for alumni programming events sent via email



"The stories told in alumni emails don't resonate with my memories of campus."



Networking Events

Panel discussion for alumni based on career interests



"The people at networking events are nice, but they can't relate to the issues I face in my career."



'Bring A Friend' Campaign

Invitation to engaged alumni to bring alumni friends to events



"If events aren't sensitive to my experience, why would my friends come with me?"



Class Reunions

Invitation to participate in class reunion based on class year



"Does my alma mater host a black alumni weekend?"

...Accidentally Exclude Diverse Alumni

Mine Institutional Networks to Surface Leads

Building a Roster of High Potential Volunteers at McGill

“

I often find it tough to identify diverse alumni for volunteer positions. I am simply not aware of who our diverse alumni volunteers are, but I know that our faculty are.”

*Assistant Vice President for Alumni Relations
Public Research University*



Key Steps for Creating a Top 100 List

- 1 Identify criteria for adding individuals to the list, including desire to engage as future alumni leaders
- 2 Solicit nominations from faculty, staff, and volunteer leaders who are more likely to have personal connections to diverse alumni
- 3 Evaluate all names and cull the list to 100 alumni
- 4 Assign alumni to a “volunteer prospect manager” who crafts overall engagement plan

Purpose:

- To identify, track, and “career path” high-potential alumni to meaningful volunteer roles
- To offer a structured education in advocating for the institution

Creating a Qualified Volunteer Pipeline

Volunteer Management Plans Turn “Top 100” into Trusted Advocates

1



Advancement assigns Volunteer Prospect Manager (VPM) to develop volunteer engagement plans

2



VPM and alumni volunteers meet to discuss skill growth, experience, and giving capacity

3



VPM designs “career paths” that map to alumni skills and interests

4



Advancement places volunteers in targeted positions according to “career paths”

“Much like employee career development plans, Volunteer Management Plans provide for effective use of volunteers, ensuring that their particular talents are matched appropriately to openings as they arise.”

*Royal A. Govain
Former Managing Director of
Volunteer Partnerships
McGill University*

“It’s one thing to recruit diverse alumni to boards, but if we don’t have the things for them to do, we waste valuable talent. Volunteers need meaningful tasks as they grow into their roles.”

*Fiona Newton
Director of Volunteer Engagement
Johns Hopkins University*

The Risks of Recruiting by Network

Homogenous Boards Tend to Self-Perpetuate

Status Quo Recruitment Efforts...



Board vacancies open as terms expire



Advancement leaders seek nominations from existing board members



Final list of nominees closely resembles demographics of existing board

...Limit Access to Diversity



75%

Percent of white Americans with no minority presence in personal networks



85%

Percent of nonprofit staff who rank networks among the most popular and effective recruitment channels

“The old model of board member nomination was essentially a 7th grade popularity contest. We cannot keep doing that. It perpetuates the problem.”

*Bill McCausland
Executive Director
University of South Florida Alumni Association*

Holistic Diversity Review

University of Rochester Digs Beneath Traditional Diversity Metrics

- 1 Capture diversity data from alumni database
- 2 Compare to demographic gaps in board composition
- 3 Prioritize nominations to address current gaps

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	
1	Alumni and Constituent Board Demographic Overview	Geographic Location							School / Unit					Volunteer Roles			Level of Engagement			Age			Gender Identity		Race/Ethnic Background								
2		Boston	Chicago	Metro NYC	Philadelphia	Rochester	Washington, DC	Other	Arts, Sciences & Engineering	Music	Medicine and Dentistry	Nursing	Oral Health	Business	Education	Committees	Activities	Event	High	Medium	Low	60 and over	45-59	30-44	29 and under	Female	Male	Asian/Pacific Islander	Black/African American	Hispanic/Latino	Native American	White/Caucasian	
3		Sample, Joe					X		X							2			X			X					X						X
4		Sample, Joanne							X		X							1			X				X	X			X				

UNIVERSITY OF ROCHESTER.



This is not a static document. It is a living document, **so when a vacancy hits we are ready to go.** It's an important tool in our alumni relations work."

Paul Lanzone
Assistant Vice President of Alumni Relations & Constituent Engagement
University of Rochester

Prioritizing Qualified, Diverse Volunteers

Marquette University's Board Readiness Matrix Quantifies Value of Diversity

Define Diversity Needs



Race

Board members disproportionately white



Gender Identity

No known LGBT board candidates

Scoring Strategy

+1

Point if alumni of color

+1

Point if LGBT

Board Readiness Matrix

Sample Candidate

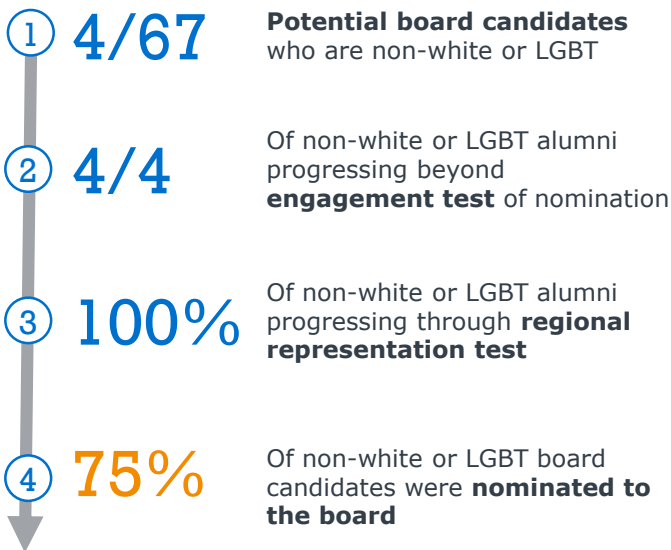
Qualification	Max Score	Candidate Score
Engagement Score	16	10
Prior Volunteer Experience	5	3
Connections	5	5
Endorsement of Board Members	5	3
Diversity	1	1
Total	32	22



Seeing the Matrix in Action

Filling Open Board Seats with Qualified Diverse Alumni

Scoring Promotes Candidate's Diversity



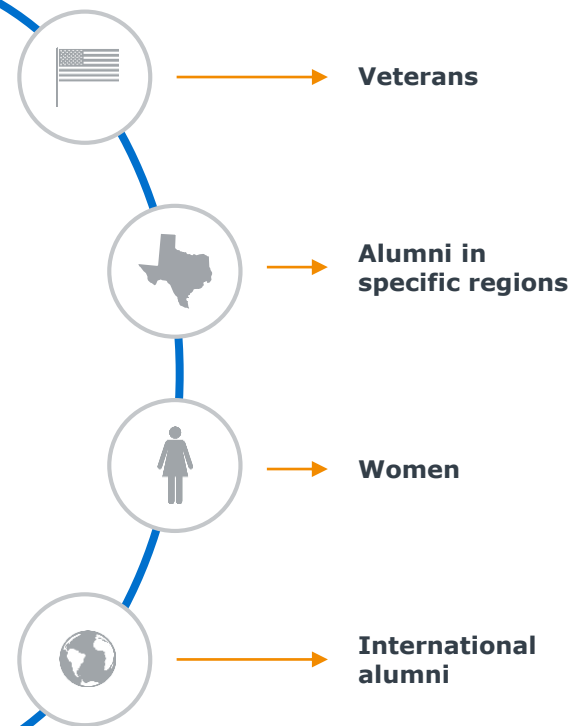
Covering for Blind Spots

“The Matrix scoring system helps us overcome the implicit bias we have toward alumni we and the current board already know. I doubt we would have achieved a broad representation without it. Our new members are qualified candidates. **We just needed a tool to push their abilities into consideration.**”

Holly Hamilton
 Director of Process Analytics
 Marquette University

Applying the Matrix to Your Boards

Customize Matrix by Changing Populations and Points



Key Considerations

- Which populations have inadequate representation on the board?
- How do we collect diversity data from candidates?
- How many points are types of diversity worth in our Matrix?
- How much preference should be given to diverse alumni relative to other qualifications?
- Should the Matrix be used to qualify a broad pool of volunteers or make distinctions among a final group of candidates?

Diversifying the Pipeline

Proactively Cultivate and Path Diverse Volunteers



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Spotlighting Diverse Alumni

“Our traditional channels for alumni volunteer recruitment haven’t appealed to diverse alumni. **Historically, [our diverse alumni] haven’t seen themselves in our publications,** and if we are being honest we haven’t done a great job of spotlighting them. We have a lot of work to do.”

*Director of Alumni Relations
Public Research University*

Showcasing a Range of Student Experiences

Making a Concerted Effort to Highlight Diverse Stories



Alumni Magazine Spotlight

What to Publish

1. Underrepresented alumni success stories

2. Affinity group profiles and activities

3. Academic and professional updates from popular underrepresented faculty and other diverse VIPs

4. Calls to action to support affinity groups through volunteering and giving



Life After LEAD

WHEN I GRADUATED FROM U-M IN 2015, I was unsure of my long-term professional goals, but knew I wanted to be in Detroit. I now work as a development associate at The Platform, a real estate development firm founded in February 2016 with the goal of rebuilding Detroit. I wake up every morning excited that I can help my favorite city grow while also learning a tremendous amount about real estate. For that, I have the Alumni Association's LEAD Scholars Program to thank.

LEAD's financial assistance allowed me to graduate debt-free from the LSA Honors Program. That, in turn, allowed me to venture into the world of Detroit real estate. I am currently in the process of purchasing a duplex on the west side of the city with another U-M alumna. Obtaining a mortgage in the city is challenging, but obtaining a loan while burdened with student debt is nearly impossible. Though the home-buying process has taken longer and been far more complicated than I ever anticipated, it has also provided me with an invaluable experience. My own path to purchasing will be useful as I aspire to be a socially just real estate developer for others.

UNIVERSITY OF MICHIGAN ALUMNI ASSOCIATION

Steps to continue the conversation:

Learn more about the LEAD Scholarship program

Other potential next steps:

- Call prospective students
- Mentor a current LEAD Scholar
- Offer career advice or internship

Telling the Story of Diversity On and Off Campus

University of Washington's *Viewpoint* on Diversity



Engagement Highlights

5

Calls to action embedded in Spring 2017 issue:

- Volunteer participation
- Support equity trainings
- Attend university diversity conference
- Support professional development series
- Attend annual diversity celebration

25,000

Copies distributed *twice* annually

18

Issues published since 2007

Recalling the “Picnic”

GWU’s Standard Volunteer Job Descriptions Reduce Misunderstanding

Job Descriptions Clarify Opportunity

Industry Leadership Council: Chairperson

Description

- Engage with Alumni Relations staff in the execution of industry-based programs
- Lead meetings among Council members

Required Skills and Competencies:

- *Leader* – Leads and supports a team to achieve results
- *Diversity-minded* – Values diversity and seeks to understand multiple perspectives

Time Commitment:

- Two-year term
- 10 hours per month

Standard Competencies Diminish Exclusionary Subtext



Diversity-minded – Values diversity and seeks to understand multiple perspectives



Influencer – Gains support and convinces others to advance the objectives of the organization



Initiator – Identifies and deals with issues proactively and persistently



“Standard descriptions and competencies help all alumni volunteers understand their scope, and engages a greater breadth of our alumni.”

*Bonnie Graham
Director of Alumni Volunteer Programs
George Washington University*

It Takes a Village

Scaling Volunteer Recruitment Efforts Beyond Advancement



Establish Job Descriptions

Provide clear expectations for volunteer managers, faculty, and alumni



Draft Faculty Outreach Template

Write an editable template for faculty to lead recruitment for specific volunteer roles



Encourage Faculty to Send Nudge Emails

Ask faculty to send emails to their network of diverse alumni



Connect Alumni with Volunteer Manager

Help faculty connect alumni who raise their hands to appropriate staff member



“Our faculty are our greatest tool in recruiting diverse alumni volunteers and leaders. They love keeping in touch with their favorite graduates, but we in Alumni Relations need to make it easy, or else making appeals for us can seem like just another task added to their list.”


*Director of Alumni Relations
Private Baccalaureate Institution*


Proactively Pushing Our Volunteer Roles

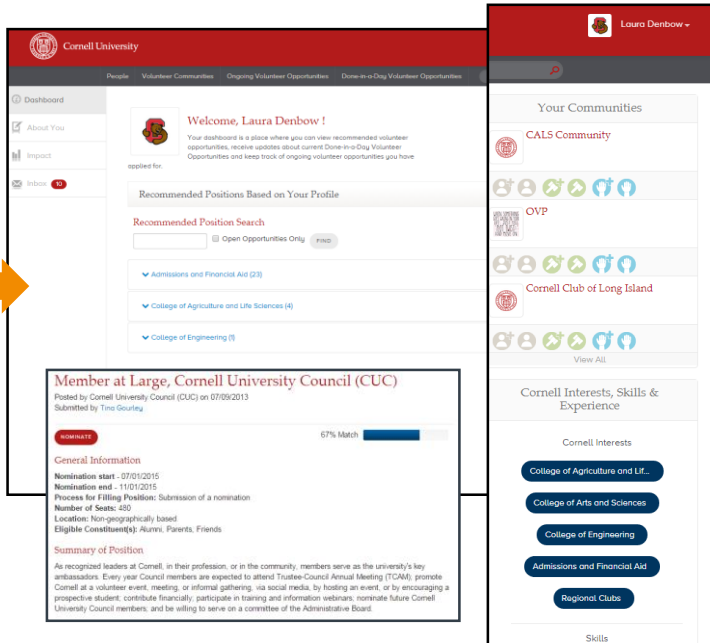
"CUVolunteer" Makes It Easy to Find Compelling Opportunities

Where are you most experienced?

Select up to five... just click on the picture.







Member at Large, Cornell University Council (CUC)
 Posted by Cornell University Council (CUC) on 07/09/2013
 Submitted by Tina Gouling

67% Match

General Information
 Nomination start - 07/01/2015
 Nomination end - 11/01/2015
 Process for Filling Position: Submission of a nomination
 Number of Seats: 402
 Location: Non-geographically based
 Eligible Constituent(s): Alumni, Parents, Friends

Summary of Position
 As recognized leaders at Cornell, in their profession, or in the community, members serve as the university's key ambassadors. Every year Council members are expected to attend Trustee-Council Annual Meeting (TCAM); promote Cornell at a volunteer event, meeting, or informal gathering; via social media; by hosting an event; or by encouraging a prospective student; contribute financially; participate in training and information webinars; nominate future Cornell University Council members; and be willing to serve on a committee of the Administrative Board.

Brokering Smarter Matches

Demographic Data Maps Cornell Alumni to Relevant Opportunities

Alumni Personas



Maria

- Female
- Hispanic



Oliver

- Gay Male
- Lives in London



Melanie

- Asian
- Law Graduate



Matching Alumni Organizations

- Member, President's Council of Cornell Women
- External Relations Chair, Cornell Latino Alumni Association

Hispanic

Women

- Volunteer, Cornell Alumni Admissions Ambassador
- Chapter Organizer, Gay and Lesbian Alumni Association

International

LGBT

- Mentor, Cornell Alumni Network of Asian Lawyers
- Treasurer, Cornell Asian Alumni Association

Lawyer

Asian

Over 40



Each volunteer opportunity suggests a "percent match" based on alumni interests



Major gift officers receive notification when assigned prospects register interest