

Volunteers, Engagement, and Governance

Andy Shaindlin
Caltech Alumni Association
&
Alumni Futures

Defining Engagement (1)

- Different meanings in different contexts
 - Range from intuitive to analytical
- One researcher's definition:
 - “Engagement is a **psychological construct** that relates to or determines the **observed variability** [in] the **likert-type behavior statements** that are used to evaluate alumni attitudes when survey methods are employed. We use **factor analytic procedures** to analyze this **covariance**, and usually **derive a three-factor solution** that adequately explains this variability.”

Defining Engagement (2)

- Engaged alumni
 - say and do good things for the school
 - open and respond to communication pieces
 - recommend the school to others
 - are satisfied with the education they received
 - recall their time on campus with fondness
 - attend alumni events and volunteer for alma mater
 - make financial gifts to the school

Defining Engagement (3)

- Disengaged alumni
 - do not open mail
 - do not attend events
 - do not make donations
- Alumni engagement is generally measured with **likert-type** survey items
 - “On a scale from 1 to 5....”

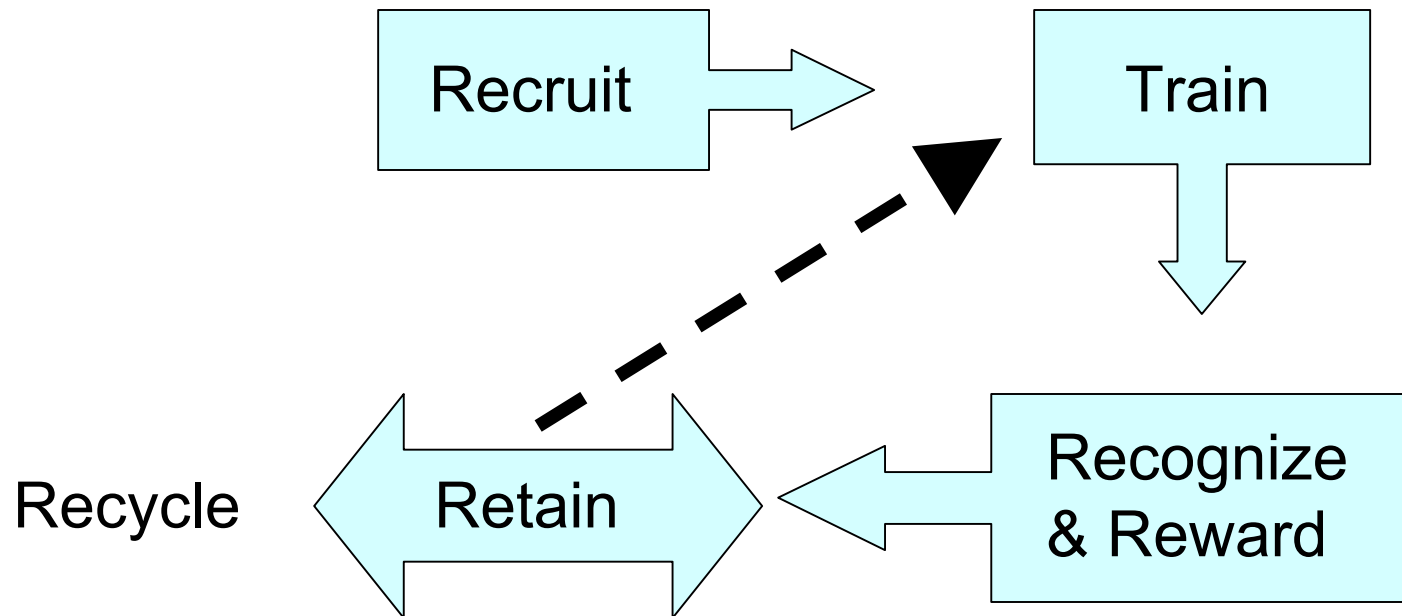
Levels of Engagement

- List examples, low to high
 - Disengaged
 - Ignores communication; neutral or negative feelings
 - Passive
 - Reads magazine; receives e-newsletter
 - Intermediate
 - Sends class note; makes donation
 - Active
 - Attends events; invites others to do so
 - Super-engaged
 - Volunteers; seeks interaction with institution

Value of Engaged Alumni

- Alumni who are engaged:
 - Support and advocate for the institution;
 - Conserve and perpetuate traditions;
 - *Provide leadership and governance*
- Where do we find leadership volunteers?
 - They come up through the ranks

The Cycle of Volunteering



Communication drives engagement and volunteerism

Leadership Volunteers

- Alumni placed in charge of an alumni activity
 - Individual, e.g. event organizer
 - Group, e.g. alumni board
- Must they be engaged broadly?
 - Not necessarily: more important to involve them in area of interest or expertise
- Must they be engaged deeply?
 - Ideally, yes: but any engagement is better than none at all

Definition of Governance (1)

- Per the Oxford White Paper* ('06), “Governance” ...
 - refers to “processes of decision-making within an institution.”
 - “enables an institution to set its policies and objectives...and to monitor its progress towards their achievement.”
 - “refers to the mechanisms whereby those [responsible] to pursue those policies and objectives are held to account.”

**no mention of alumni*

Definition of Governance (2)

- **Governance** *(continued)* . . .
 - allows leaders to “...assess and manage institutional risk, and to set up sound systems of financial control.”
 - “will serve all members of the institution;” and
 - “will also serve the public by virtue of what it does to render an institution accountable to the outside world.”

Effective Governance: Features

- **Accountability**
 - Financial, democratic
- **Transparency**
 - Ensure organization's best interests are represented
- **Effectiveness**
 - Right structures and processes for the job
- **Efficiency**
 - Decisions are deliberate but timely
- **Expertise**
 - Requisite knowledge to understand one's business

Alumni Association Boards

Three general types:

1. Governance Board

- Provides organizational oversight; compliance with governance processes

2. Working Board

- Hands-on, tactical involvement

3. Advisory Board

- Strategic direction and guidance

Role of Staff (1)

- Institutional leaders
 - Chancellor; Vice Chancellor; President; Board of Overseers; Trustees; Governors
- Alumni & Fundraising staff
 - Chief fundraising (development) officer; Chief Alumni Relations officer

Role of Staff (2)

- Balancing act
 - Represent best interests of the institution
 - Representing constituents' best interests
 - Alumni, students, donors, faculty, staff
 - Requires “letting the other person have things your way”
 - Can sometimes require you to manage *co-opetition* (cooperation + competition)

Role of Staff (3)

- Set expectations on both sides
- Manage the Cycle of Volunteering
- Provide alternatives for volunteers
 - Prevent burnout
- Avoid the two self-fulfilling prophecies
 - “You have to do everything yourself.”
 - “You have to sign up for a long term.”

The Volunteer's Most Critical Responsibility

- Finding his or her own replacement
 - This should be their first responsibility
 - This should begin as soon as they start their volunteer role

Effective Governance: Review

- **Accountability**
 - Find successor; engages with finances; reaches out to constituencies
- **Transparency**
 - Acts on knowledge of whole institution, not on personal preferences
- **Effectiveness**
 - Bylaws, processes, structures are in place and followed
- **Efficiency**
 - Structures reflects needs; can change over time
- **Expertise**
 - Volunteers have diverse experience and knowledge

Resources: Volunteers' Web Pages

- Secured by log-in
- Budget
- Finances
 - Policies, procedures
- Bylaws
- Activity summaries
- Roster
- Meeting minutes
- Travel policies, forms
- Meetings schedule
- Lodging

Resources: Volunteer Training

- Workshops and conferences
- Web pages
 - Toolkits (forms, checklists, idea lists)
- Webcasts
 - interactive
 - Archivable
- Surveys
 - to find out what they need

Additional Resources

- *Managing Good Governance in Education*, by Michael Shattock (2006)
- <http://alumni.caltech.edu/volunteering/>
– Volunteer Toolkits
- <http://www.umclubs.com/clubleaders>
- <http://www.alumnifutures.com/governance/>
- <http://www.alumnifutures.com/missions.html>

The KAVLI NANOSCIENCE INSTITUTE [KNI] at Caltech

- History & Background
- Research
- Colloquia
- Facilities
- Articles
- Faculty
- Contact

symposium

The Next Generation of Medical Diagnostics: Applications of Nanotechnology

March 4, 2008

California Institute of Technology

Millikan Boardroom

Pasadena, California

Advances in nanotechnology have the potential to revolutionize medical diagnosis and therapy. Nanotechnology-based platforms for the high-throughput, multiplexed detection of proteins and nucleic acids promise to bring substantial advances in molecular medicine. Such platforms will greatly enhance the speed, accuracy, capabilities and cost-effectiveness of in vitro diagnostic testing, providing real time results for early detection without invasive testing.

This Symposium will present cutting edge medical diagnostic research advances from Caltech labs; provide insights into future medical devices from an industry perspective; and share a new vision for patient care.

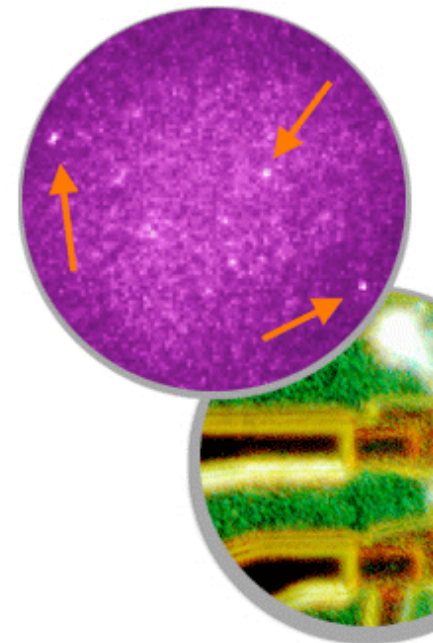
Attendance at this Symposium is by invitation only. If you would like to be added to the invitation list, please contact **Mary Sikora** (626 395 3914). Lunch will be served at the midday break.

- **Flyer-announcement, available for posting** (pdf).
- On-line registration (all participants): please email **Mary Sikora** to determine if room is available.

Speakers Include:

From Caltech

- **David Baltimore**, Millikan Professor of Biology; Nobel Laureate; **The New Age of Nanoscale Diagnostics**



Treat volunteers as insiders; invite them 'behind the scenes'