



Cornell University

Lead by Example, Lead a Community, Lead Others

CALC 2017



Cornell University

Cornell Alumni Advisory Board CAAB

What's that?



Cornell University

When you assumed your first volunteer leadership role at Cornell, did you receive adequate preparation and/or training?

Show of hands, any comments...



We asked this same question via a survey in May 2016 which we went to volunteers, CALC attendees and other leaders, and....

only 7% said they had received an adequate preparation!



Cornell University

While not a surprising a number, a sobering confirmation of what we knew.

So this begs the question, so what?



Of course our focus quickly became how can we better prepare our volunteers and leaders?

But then the question of the *what?*

***What* does a volunteer need to know and understand to be successful?**

So we asked other universities what they do.



And we asked the successful volunteer leaders.....

- CAAAN
- Association of Class Officers
- Comm. on Alumni Trustee Nominations
- Varsity Club
- Council
- Fraternity & Sorority Advisory Council
- Mosaic
- President's Council of Cornell Women



We heard that volunteers need to....

Have organizational knowledge

Take action and embrace risk

Be adaptable/flexible

Take responsibility

Follow through on promises

Be worthy of trust

Embrace other's ideas

Be creative

Did we miss anything?



We heard that volunteer leaders need to....

Empower individuals and teams

Develop others

Build and maintain relationships/coalitions

Negotiate/Influence

Be problem solvers

Have effective oral and written communication skills

Be effective listener

Receive and provide feedback

Recognize team members

Advocate for your team and your team members

Did we miss anything?



Cornell University

We found incredible consistency in what good looks like, (also what not so good looks like!) and with this knowledge we have drafted Volunteer Leader Core Competency Model....

Today we share the draft!



DRAFT: Volunteer Core Competencies

LEADING BY EXAMPLE

INSPIRE

- Have organizational knowledge
- Take action/embrace risk
- Be adaptable/flexible

Act with INTEGRITY

- Take responsibility
- Follow through on promises
- Be worthy of trust

INNOVATE

- Embrace other's ideas
- Be creative



LEADING OTHERS

COACH

- Empower individuals and teams
- Develop others

COLLABORATE

- Build and maintain relationships/coalitions
- Negotiate/Influence
- Problem-solve

COMMUNICATE

- Be an effective communicator (oral and written communications)
- Demonstrate effective listening
- Receive and provide feedback

CHAMPION

- Recognize team members
- Advocate for your team and its team members



LEADING A COMMUNITY

IMAGINE

- Envision/Strategize

BUILD

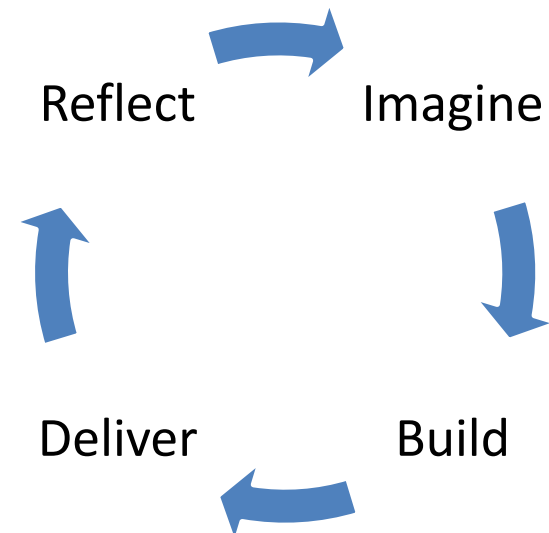
- Build a talented, diverse team
- Build a strong, impactful team experience

DELIVER

- Be decisive
- Be fiscally responsible
- Manage projects

REFLECT

- What has the community learned?
- What do you want to share?





Where do we go from here?

1. Refine our model based on your input.
2. Integrate the core competencies into the position descriptions of all volunteers.
3. Create an advisory board for Volunteer Leadership and Development.
4. Implement a common onboarding process for all Cornell volunteers.
5. Construct an array of trainings that would provide opportunities for Cornell volunteers to learn about, develop, and master core competencies.
6. Develop new tools and technologies.
7. Launch an alumni-to-alumni mentoring initiative to provide support and guidance for volunteers new in their roles.



Cornell University

**Lead by Example,
Lead a Community,
Lead Others**

Thank You!

CALC 2017