Shifting from Program to Strategy: Embracing Volunteer Engagement to Fulfill Mission

Volunteer Florida

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WELCOME
Engagement = Relationship + Action
Volunteer Engagement as a Strategy
All organizational capacities are significantly and markedly stronger for nonprofits with a strong volunteer management model.

When organizations engage and manage any number of volunteers well, they are significantly better led and managed.

Service Enterprises not only lead and manage better, they are significantly more adaptable, sustainable and capable of going to scale.

Operating as a Service Enterprise requires strong and well-developed human resources management practices.

Organizations that engage volunteers are equally as effective as their peers without volunteers, but at almost half the median budget.

Source: TCC Group’s CCAT Study for Reimagining Service, April 2009
Economics

Volunteering and Work
Volunteering and Giving

Volunteering in America 2016, Corporation for National & Community Service
Volunteering and Giving

Volunteers…

• Are nearly twice as likely to give financially as non-volunteers

High Net Worth Individuals…

• Are nearly twice as likely to volunteer as the general population
• Give financially to all, most, or some of the orgs where they volunteer
• Give a third more than non-volunteers

Volunteering in America 2016, Corporation for National & Community Service
www.USTrust.com/philanthropy
Volunteering and Resilience

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<tr>
<th>Volunteer Engagement</th>
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<tr>
<td>1. Builds community resilience</td>
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<td>2. Strengthens economic wellbeing</td>
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<td>3. Leads to better health</td>
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<td>4. Builds the capacity of city agencies</td>
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<td>5. Can help achieve diversity and inclusion objectives</td>
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Brings in diverse perspectives and skills

Provides a pathway for integration into the community

Makes more meaningful connections with residents and better serve community members

Increases performance
Diversity, Equity, and Inclusion

Diverse and inclusive companies outperform others

Management vs. Leadership

Management

- Processes to keep things running smoothly
- Involves planning, budgeting, organizing, controlling, problem solving

John Kotter, *Leading Change*
Leadership

• Processes to create or significantly adapt organizations
• Defines vision
• Aligns people with vision
• Inspires others to achieve the vision

John Kotter, *Leading Change*
Paths Forward

- Developing a Strategic Plan for Volunteer Engagement
- Becoming a Certified Service Enterprise
- Lead by Example
Poll

• Does your organization have… (select all that apply)
  • An overall strategic plan that mentions volunteer engagement
  • A volunteer engagement strategic plan
  • Neither of the above
  • I don’t know
Moving from Program to Strategy

- Launched an Organization-wide Strategic Plan
- Merged and Expanded
- Knew the Research
- Desired to Better Leverage Volunteer Talent
Developing a Plan

Volunteer Engagement Strategic Plan 2015-2017

Volunteer Engagement Strategic Plan 2015-2017

CREATION TEAM

Betty Steinhorn, President
Jennifer Bimba
Jennifer Carillo
Natalie Costi
Amelia Curto, CVA
Jenifer Day Lewis
Gaelen Founder
Judith Frankel, CVA
James García
Minh Pham
Morgan Riley
Melanie Jones
Julie McNamara
Lori McNamara
Leah Murphy
Jeremy &发布的The
Edith F. Soto, CVA
Michele Stidham
Sarah Trivino
Heike Tyler
Vivian Castle
Yvonne Wagner
Stacey Hallisey
Volunteer Engagement Vision

Impactful service for compassionate hearts
Islamic Relief USA

- Assessment
- Shifted language
- Enhanced tracking
- Title changes
City of Boulder
City of Boulder

- Getting the Right People on Board
- Organizing and Prioritizing the Work
- Embracing a Learning Culture
- Sustaining the Momentum
Getting the Right People on Board
• Dedicated Leader
• Volunteer Cooperative
• Guiding Coalition

Organizing and Prioritizing the Work
• Developing at Strategic Plan
• Seeking Service Enterprise Certification
• Infrastructure improvements

Embracing a Learning Culture
• Training for staff
• Spirit of innovation

Sustaining the Momentum
• Position Descriptions
• Work Plans
• Sharing Successes
It’s not about getting a seat at the leadership table, it’s about inviting leadership to your table.

Aimee Kane, City of Boulder
“Before we had Vigil Team Leaders, I was challenged by the prospect of scaling our volunteer program and the services we provide. Engaging Vigil Team Leaders has been a light at the end of the tunnel. If I didn’t have this option of leadership volunteers, then I would not have been able to do my job.”

Home Health and Hospice Care Volunteer Coordinator
Leading by Example

Grow Program

Engage skilled volunteers

Build momentum for Change
Leading by Example

Shorefront Jewish Community Council

Jewish Community Council of the Rockaway Peninsula

United Jewish Council of the East Side, Inc.
Responder: Food Pantry – Partnering in New Ways
Get leadership buy-in
Make it a priority
Position volunteer engagement staff as leaders
Measure and share results
How will you lead a culture shift?

Building Support

Influencing Peers

Leading by Example
Personal Action Plan

Culture of Engagement

Organizational Priorities

Paths Forward

Action Steps

Measures of Success
Are you positioned as a leader or as a manager?

To what extent do you need to make the case for engagement as a strategy?

With whom should you make the case?

Which path speaks to you?
VQ Resources

VQStrategies.com

- Downloadable tools and templates
- Books and tool kits
- Webinars
- VQ Blog
- VQ Impact e-Newsletter
Thank you.

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