

LEADERSHIP DEVELOPMENT COMMITTEE GUIDELINES

The Leadership Development Committee (LDC) serves the Oberlin Alumni Association by identifying and recruiting candidates for leadership roles within the Association.

VISION

The vision of the Leadership Development Committee is to facilitate identification and nomination of dedicated volunteers and leaders to the Alumni Leadership Council and Alumni Association committees from the ranks of our talented alumni, representative of the diversity of the alumni community.

OBJECTIVE

The objective of the Leadership Development Committee (LDC) is to prepare a slate of nominees, including alternate candidates, for the Alumni Leadership Council (ALC), including committee chairs, charter group representatives, at-large and student members, and other committees in compliance with Alumni Association Bylaws.¹ The LDC also provides ongoing support and serves as a resource to individuals nominated and serving on the ALC and its committees. The LDC shall:

- Build a comprehensive list of prospective volunteers and provide outreach opportunities
- Identify volunteers to fill vacancies as needed and assign an LDC liaison to each group
- Select candidates
- Present slate to the ALC for ratification
- Develop orientation and information sessions to prepare new and current volunteers and clarify service expectations
- Survey volunteers regarding their service experience

The LDC shall also perform any additional responsibilities as determined by the Executive Committee of the ALC (President, President-Elect or Past-President, Secretary, Executive Director of the Alumni Association, and Director of Alumni Relations).

LDC calls for officer nominations and discusses and makes recommendations of officer candidates to the Executive Committee for consideration along with the individuals identified by the Executive Committee. The Executive Committee will submit officer selections to the LDC for inclusion on the candidate slate that is submitted to the ALC for ratification.

¹ Some positions on the ALC, e.g., regional, class president and MALC representatives, are alumni elected/selected and will be presented by LDC to the ALC for ratification only.

CONFIDENTIALITY

All documents, data, discussions and deliberations about the nomination and selection process shall remain strictly confidential. Failure to adhere to this mandate shall be grounds for immediate removal from the LDC and ALC.

MEMBERSHIP

The Committee shall consist of seven (7) members, and the Chair of the Committee shall be either the President-elect or the Immediate-Past President of the Association. The members of the Committee shall be drawn from all members of the Alumni Leadership Council, with consideration given first to at-large members of the ALC but with the recognition and acknowledgement of the goal of achieving diversity in the membership of the committee. To accomplish that goal, members may be selected from among all members of the ALC.

Terms for LDC committee members are three years.

LDC chair and Alumni Office staff ensure that LDC members have access to different committee roles and operating details (e.g., meeting times).

Each LDC member will be assigned as a liaison to another committee during candidate selection to aid in the process. They will be responsible for helping to ascertain their liaison committee needs, to determine potential candidates, and once they are selected, to contact nominees for their liaison committee and to ascertain their willingness to serve. Each one who agrees to serve is reminded of the required financial commitment.

The work of the LDC with the Committees of the Association will provide members of the Committee with exposure to the workings of the Association and the broad range of activities of the alumni.

LDC members update LDC chair and the Alumni Office staff of the results of these contacts. The Alumni Office staff draws up final committee slates which the committee chair presents to the ALC for its approval prior to the ALC's fall meeting and includes in each Council member's folder the approved committee slates.

PROCEDURES

I. BUILD A COMPREHENSIVE LIST OF PROSPECTIVE VOLUNTEERS AND PROVIDE OUTREACH OPPORTUNITIES

The primary goal of the LDC is to identify and recruit future Alumni Association leadership. In order to do so effectively and to attract engaged leadership that is reflective of the talents, experience, interests, and diversity of the Oberlin Alumni Community, the LDC must regularly

review potential candidates from many avenues of alumni engagement.

The LDC should seek to identify committed volunteers to become further involved and who may be uniquely qualified to fill committee vacancies. The LDC shall encourage Admissions Recruiter Coordinators, Class Presidents, Class Agents and Regional Coordinators to submit names of exceptional volunteers who are not currently involved in the ALC or Association committees.

A. IDENTIFICATION OF CANDIDATES

To identify potential candidates for service on the Alumni Leadership Council, the LDC will regularly consider candidates from the following sources:

- The current membership of the ALC (i.e. active council members that are eligible for reappointment)
- Current and past committee membership as well as the recommendations of current committee chairs
- Recommendations from the College's Alumni Relations staff
- Recommendations from other Oberlin College faculty and staff
- Current Regional Steering Committee membership
- Current and past Class Presidents
- Current and past Class Agents
- Current and past Alumni Admissions Representatives
- Affiliate group membership
- Service on special task forces
- Current and past student leadership on campus
- Recommendations by those with knowledge of the members of the alumni community and their activities in support of Oberlin.
- Highly active members of the Oberlin Alumni online community
- Alumni with an established history of financial giving to Oberlin
- Self-identified candidates from volunteer interest forms
- Other sources, as determined

B. RECRUITING NEW CANDIDATES AND OUTREACH

In the interest of preventing stagnation within the alumni leadership, it is also the role of the LDC to actively identify and recruit alumni who are not currently actively engaged with the association but who may have unique talents, skills, or perspectives that might be called on in service to Oberlin. To that end, the LDC shall:

- Regularly solicit volunteer interest forms from alumni
 - Announcements regarding the ability of alumni to self-nominate through the volunteer interest forms should be regularly [at least 2x per year] communicated to alumni via multiple sources, to include, but not be limited to: the *Oberlin Alumni Magazine*, *Around the Square* e-newsletter, dedicated e-mail from the Alumni Association Office, posting to the Alumni Association website and

Facebook page, Regional Steering Committee updates, and Class Agent and Class President letters.

- LDC membership attendance at and engagement with alumni at local, regional events (both college sponsored and alumni organized). [e.g., Business scholars receptions, summer picnics, other alumni outings)
- Review of alumni who have a history of financial giving, but have otherwise been inactive

II. IDENTIFY VOLUNTEERS TO FILL VACANCIES AS NEEDED

- Annually consult roster of ALC and Alumni Association committee membership to identify impending vacancies
- Notify groups with potential representation on the ALC and Committee Chairs of relevant vacancies through appropriate Alumni Relations staff member or LDC liaison
- Review LDC roster of potential new volunteers
- Key considerations may include:
 - committee balance that represents Oberlin's diverse community, including those defined by the Alumni Association Bylaws;
 - professional expertise/skills;
 - ALC committee experience;
 - ALC Committee Chair recommendation (for committee and chair nominations)
 - active participation in alumni relations;
 - staff recommendations;
 - new volunteers;
 - team player; and
 - preceding record of giving.

The following definitions and processes are used by the LDC for selecting slates of Charter Group representatives, ALC members and committee members, and for interim appointments [committee] members.

Charter Group Representatives

When there is a Charter Group vacancy, the Chair of the LDC/Executive Director advises eligible groups about the vacancy and invites them to submit a timely application for a seat on the ALC. The ALC reviews applications and selects the Group to have the vacant seat on the ALC. The LDC selects one of the two leaders the Charter Group submitted as its representative on the ALC based on criteria listed above and the Alumni Association Bylaws.

Committee Chairs

In selecting a committee chair, preference is given to current members who have served at least two years on the committee. Outgoing chair's preference shall be taken into consideration, but is not binding. Chairs begin their three-year term at the fall meeting of the ALC. If the chair vacated a committee membership term early, that vacancy must be

filled with another candidate for the remainder of the vacated term. In appointing committee chairs and setting their terms, LDC shall try to avoid turnover of more than one-third of ALC in any one academic year.

If a chair position is vacated, a replacement will be named for the remainder of the term of the prior chair, except that whenever practicable, persons appointed for one-year terms are eligible for reappointment to a full term. All appointments under these guidelines must conform to the six-year limitation on committee service, as set in the Alumni Association Bylaws.

Interim Appointments

In order to ensure that each committee of the Alumni Leadership Council operates with a full complement of members for all of its meetings, the President of the Alumni Association and the committee chair with the Executive Director of the Alumni Association will fill committee vacancies occurring between ALC meetings in consultation with and with the approval of the LDC. When such a committee is scheduled to meet before the next meeting of the ALC, such appointments are subject to confirmation by the ALC at its next meeting.

III. SELECT CANDIDATES

- Any LDC member who is a candidate, or whose family member is a candidate, shall recuse themselves from meeting where their candidacy is considered
- Assess compiled information and selection criteria
- LDC identifies at least one candidate for each ALC non-officer position and Alumni Association committee position that will become vacant prior to the next annual Fall ALC meeting.
- Determine whether selected candidates are willing to serve.
 - Each committee liaison should be certain to receive information from the committee chair about the workload, including conference calls, between meetings of the committee. For some, this is minimal and for others, it is a lot.
 - LDC committee liaison connects with each candidate via email with request for a phone call.
 - Advise candidate that their name has risen to the top of our list for “X” position, and congratulate them.
 - Provide link to ALC or current committee membership and pertinent documentation.²
 - Advise candidate of terms of service (years), volunteer reimbursement policy, and two key requirements – mandatory attendance at meetings and annual financial

² Both can be found on the Alumni Association website by clicking “Alumni Leadership Council” and then “committees” where they can then search for their new committee. Reappointment is straightforward because they know the work of the committee and they know the expectations.

contribution to Oberlin.³ Failure to adhere to these requirements shall be considered grounds for removal from the ALC or Alumni Association committee. Notify candidate how many meetings they are required to attend as well as when scheduled and where held.

- Educate candidate about process including that ALC ratification is required. Answer candidate's questions and offer to put them in touch with Chair of Alumni Association committee they are being invited to join. Offer time for reflection and consideration of the commitment.
 - Once they accept the nomination, request that they submit a bio (see below) to Office of Alumni Relations. Their name will then be submitted to the ALC for ratification and, if ratified, they are expected to attend the next scheduled meeting.
 - Send candidate email thanking them for call and, if not already done, introduce them to committee chair. Copy chair, provide contact for both, and encourage them to schedule call soon.
 - Alternates shall not be contacted until first choice candidates have clearly declined invitation to serve.⁴
- Terms of service typically last three years and end and begin at the end of the Fall meeting of the ALC or committee. Incoming and outgoing members are both expected to attend the Fall meeting; the incumbent remains the voting member until the conclusion of that meeting. Depending on the appointment, there may be additional onboarding efforts.
 - As soon as candidate states that they are willing to serve, liaison shall advise LDC Chair or Alumni Association Executive Director, one of whom will send a note of thanks and congratulations to the candidate.

IV. PRESENT SLATE TO ALC FOR RATIFICATION

- LDC Chair presents slate of new appointments with bios to ALC for ratification at July meeting or by email as necessary. The slate is voted upon, not individual nominees for positions.
- If entire slate is not ratified, LDC shall reassess and re-present to the ALC for approval.
- After ALC ratification of slate, candidates' photograph and bio shall be posted on the ALC website. The bio, which is limited to 150 words, shall include career or volunteer highlights, Oberlin service and any personal details candidates want to share.
- LDC Chair and/or Alumni Association Executive Director notifies all candidates to inform them of the result of the ALC vote and welcome them to the ALC or Association committee.

³ The annual financial contribution requirement can be fulfilled by a donation of expenses incurred during on campus meetings.

⁴ There is no reason to ever let an alternate know they were an alternate.

V. DEVELOP ORIENTATION AND INFORMATION SESSION TO PREPARE NEW AND CURRENT VOLUNTEERS FOR SERVICE AND CLARIFY EXPECTATIONS

- Prepare orientation materials, including ALC flowchart, in consultation with Executive Director of the Alumni Association and the Director of Alumni Relations;
- Organize and host meeting no later than the Fall to welcome new members and introduce them to key staff, leaders and ALC members, and to review orientation materials.

VI. SURVEY VOLUNTEERS REGARDING THEIR SERVICE – EXIT SURVEYS

Regular feedback is a necessary component of improving the process for recruiting and meaningfully engaging future alumni leadership. To that end, the LDC will conduct surveys of all outgoing members of the ALC and Association committees and regularly review their input on their experience.

Process

Upon the end of each volunteer's term of service on the ALC (unless that volunteer is re-appointed), the LDC shall solicit an exit survey from that volunteer. Exit surveys shall regularly be solicited from departing volunteers at the fall transitional meeting of the council. If a council member should withdraw prior to the end of a term of service, an exit survey should be solicited from that volunteer along with acknowledgement of their decision to step down.

A copy of the recommended Exit Survey is included herein as Appendix A.

Approved by the Alumni Leadership Council 07/15/16

Appendix A: Exit Survey

[Add a header with space for name, date, alumni association role, term of /length of service]

1. What did you *like* about your experience as an ALC volunteer?

Please list all the good things you experienced as a council member.
List as many as you can.

◇	◇
◇	◇
◇	◇
◇	◇
◇	◇

Review your list. If you think of additional things you liked, add them above.

Now, from your list above, select the 3 or 4 good things that were most significant for you. List them below.
Feel free to rephrase or elaborate on them.

◇	◇
◇	◇

2. What did you *dislike* about your experience as an ALC volunteer?

Please list all the not-so-good things you experienced as a council member.
List as many as you can.

◇	◇
◇	◇
◇	◇
◇	◇
◇	◇

Review your list. If you think of additional things you disliked, add them above.

Now, from your list above, select the 3 or 4 not-so-good things that were most significant for you. List them below.
Feel free to rephrase or elaborate on them.

◇	◇
◇	◇

3. How might you enhance what was positive?

Review your 3 or 4 most significant *good things* and suggest all the ways they might be made better.
For example, if you liked how productive the meetings were, what might you suggest to make them more productive?

◇

- ◇
- ◇
- ◇

4. How might you remediate what was negative?

Review your 3 or 4 most significant *not-so-good things* and suggest all the ways they might be made better. For example, if you thought the meetings were boring, what might you suggest to make them less boring (or perhaps even fun)?

- ◇
- ◇
- ◇
- ◇

5. What else would you like to tell us about your ALC experience?

Please list any additional observations and comments below. List as many as you can.

- ◇
- ◇
- ◇
- ◇

6. Would you recommend the experience?

Would you recommend serving on the ALC to a friend?

yes no

Please tell us why or why not.

