



Improving the lives of older Americans

Volunteers as Leaders: New Models for Increasing Organizational Capacity

May 18, 2010

NCOA: a Trusted Leader in the Field of Aging

Translating Our Mission into Action



Enhancing
Economic
Security



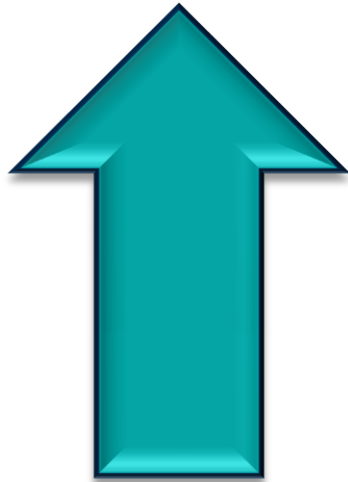
Improving
Health



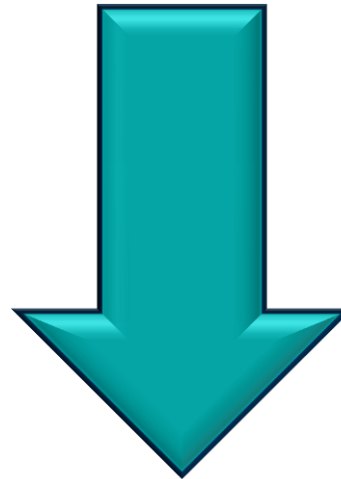
**Strengthening
Community
Organizations**

The Reality All Community NPOs Face

Reconciling



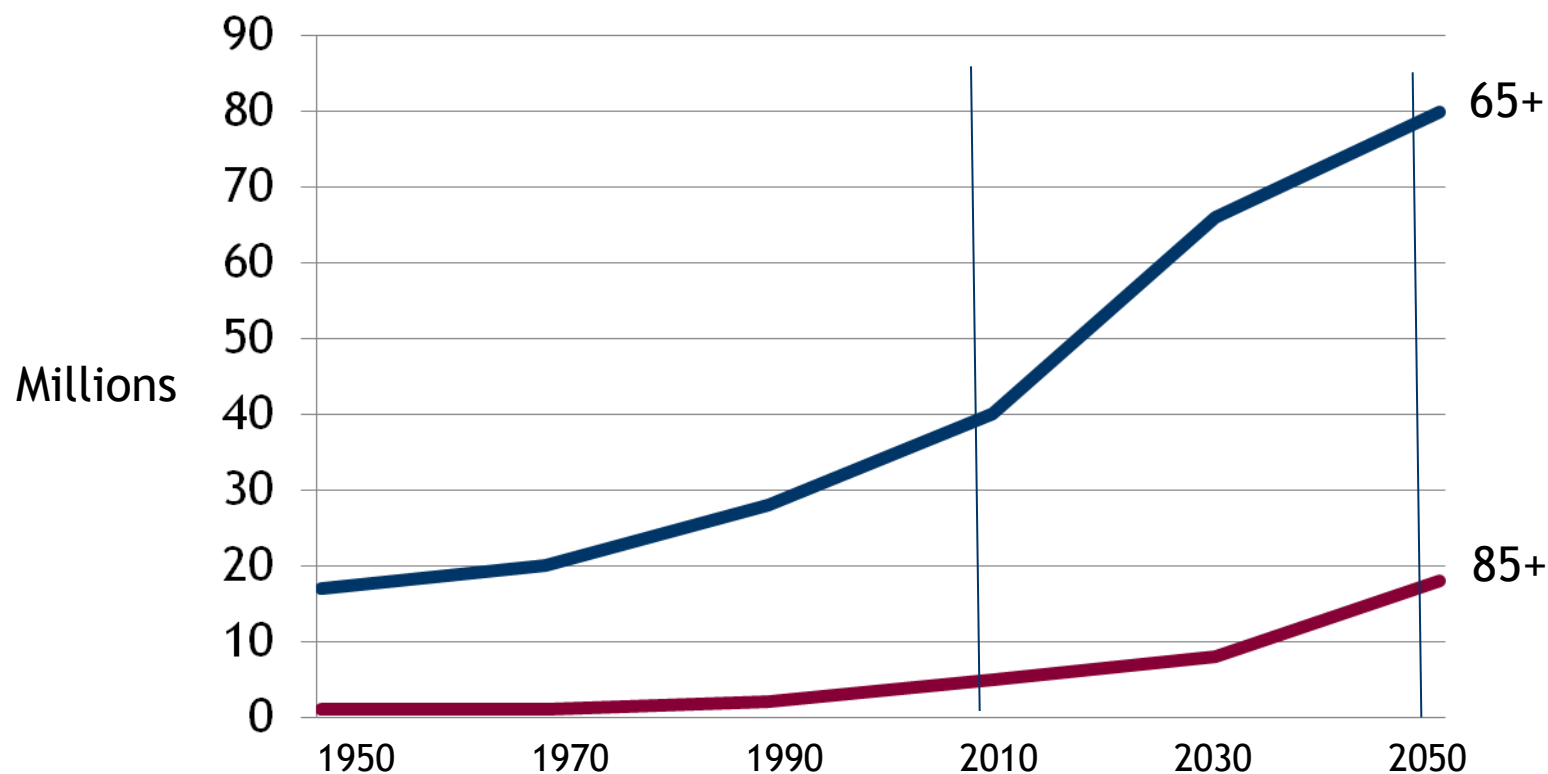
**Demand
for Services**



**Available
Resources**

The Only Growing Resource: Asset of Aging

Projected Growth in the Older Population: 1950-2050



Seizing the Opportunity

NCOA's Models of Significant Service (MSS) Initiative

- Helping community-based nonprofits build capacity
- Tapping the leadership potential of older volunteers
- Developing new models for leveraging this resource
- Building the business case for greater use of older volunteers in professional and leadership roles

and talks
for the
leadership

Will NPOs See a Return on Their Investment?

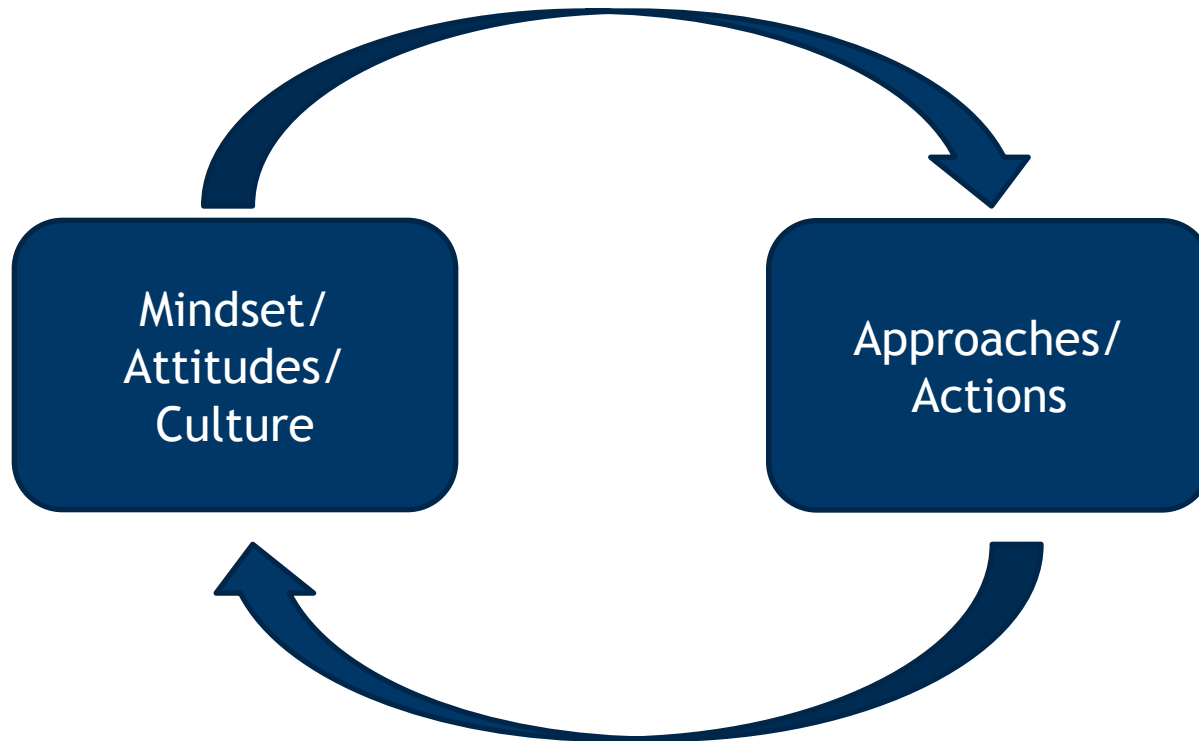
Investing in effectively engaging higher-level older-adult volunteers to build organizational capacity really pays off!

Average ROI of NCOA's pilot participants:

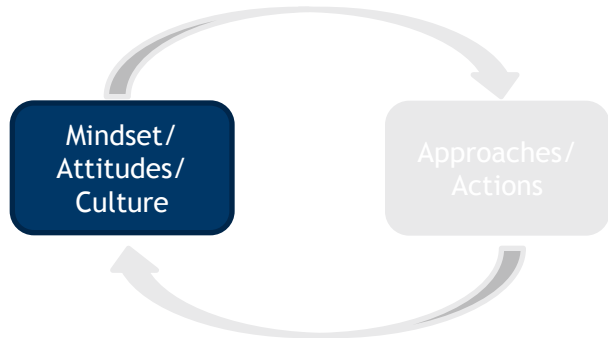
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But Not Every Organization is Ready

What does it take? A new paradigm very different from the way most traditional volunteer programs are run.



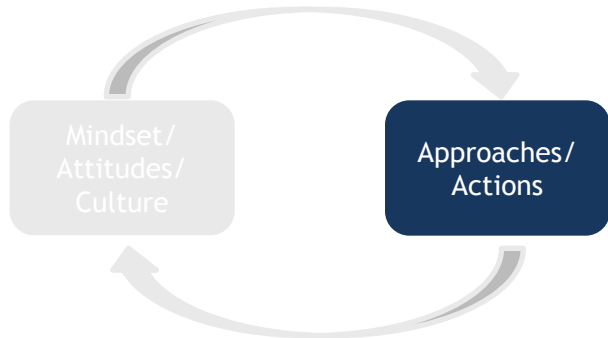
Drilling Down: What It Takes



Organizations that succeed in engaging older leadership volunteers: new thinking...

- Age as a strategic asset, not simply a collection of needs
- “Readiness” is a change process
- Open communication
- Learning environment
- Collaborative—internally and externally
- A new staff-volunteer relationship
- The power of teams
- Volunteers: autonomy with accountability

Drilling Down: What It Takes



Organizations that succeed in engaging older leadership volunteers: new actions...

- Readiness assessment
- Strategy for culture change
- Buy-in at every level
- New recruiting and messaging
- Volunteer roles that build capacity
- New management processes
- Training to optimize knowledge, expertise sharing
- Community partnerships to expand impact

What Else the Data are Telling Us

SMART

NCOA's SMART System (Strategic Metrics and Results Tracking)—an online return-on-investment calculator and benchmarking tool—suggests other factors that produce higher ROIs...

The Right Roles

Tapping the capacity-building potential of leadership volunteers means creating the right roles—ones that make a difference—for the organization *and* the individual. For example, roles that appeared most often in top quartile ROI organizations include:

- Senior executives
- Volunteer coordinators
- Project leaders/managers
- Accounting/finance professionals
- Marketing professionals

The Power of Teams

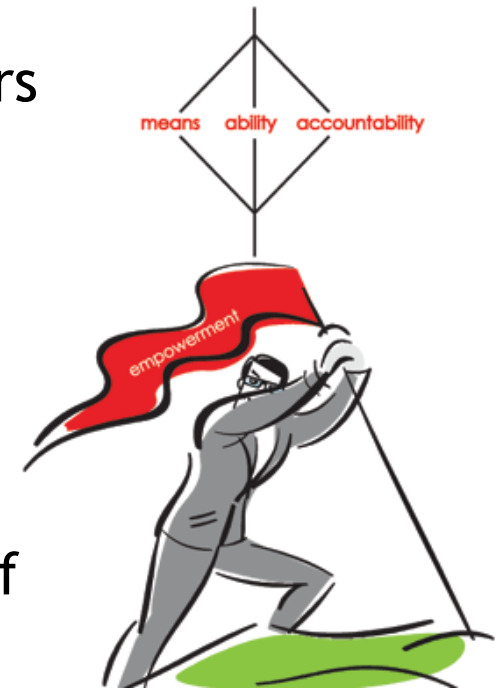
- Nearly 70% of pilot organizations organized their leadership volunteers in teams
- Organizations using self-directed teams achieved the highest ROI



Importance of Empowerment

Leadership volunteers want greater autonomy and accountability. Higher ROI organizations:

- Used volunteers to train and coach others
- Trained volunteers to be advocates and ambassadors in the community and to other organizations
- Let volunteers develop own work plans
- Got volunteer input in program development
- Tapped volunteer talent to enhance staff skills
- Managed volunteer performance as if they were staff



Additional Factors that Made a Difference

- Targeted recruiting
- Number of leadership volunteers engaged
- Monitoring and fulfilling expectations
- Volunteer recognition
- To stipend or not?





Improving the lives of older Americans

Other ways NCOA supports civic engagement,
is changing the landscape of aging, and
strengthens community services.

Leading by Example



Learn more about civic engagement with this blog dedicated to helping

- **Nonprofits** *join with*
- **Adults aged 50+ to**
- *Improve their* **communities**

Recent posts:

- Becoming a Boomer-Friendly Organization
- Training Leadership Volunteers Aged 50+
- Best Practices for Your Volunteer Program

VolunteerLeaders.org

The Exchange



Make your voice heard!

What do *you* think should be in
the Older Americans Act to encourage civic engagement?
(It's up for reauthorization next year.)

Share your idea!

Engaging Older Adults as the Solution
Volunteering and Service

AgingExchange.org

Age4Action



- Join the **only national network of civic engagement organizations** working to mobilize the human assets of people 50+ for the common good.
 - **Connect with your Peers** - and organizations focused on workforce, civic engagement, lifelong learning and advocacy
 - **Take Action** - on public policy and in your community
 - **Find Resources**
- **NCOA** supports A4A through its collaborative leadership competency by serving as the network's administering partner.
- Age4Action is a **partner of The Exchange**; help us generate civic engagement solutions for the next Older Americans Act

www.Age4Action.org

Senior Centers

Gain opportunities to

- **Trade Practical Tips with Colleagues Nationwide**

On NCOA's Crossroads online community, share nuts-and-bolts ideas that make your center run better.



www.NCOACrossroads.org

- **Mobilize to Revitalize Senior Centers**
Generate ideas on Older Americans Act reauthorization

AgingExchange.org

Community Health Education

Reach out to seniors in the community with NCOA programs like these:



- Straight Talk for Seniors on **Health Care Reform**
- Connect the Dots: **Diabetes and Your Heart**
- **Diabetes Screening: Medicare Benefits** for Better Health
- Pack Your Bag: **Medication Management Program**
- Patchwork of Hope Network: **Shingles and After-Shingles Pain**

Q&A

