



# **Advancement Handbook for Volunteers**

AT THE OHIO STATE UNIVERSITY

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*College of Arts and Sciences Edition*



THE OHIO STATE  
UNIVERSITY

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This handbook is the result of an historic partnership between The Ohio State University Alumni Association and the College of Arts and Sciences Alumni Society board members **Julie Capozzi '93** and **Susan Munthe '74** who initiated and championed this project. Document edits by **Jen Farmer '10 MA '17** and design and layout by **Molly Kime '16**.

For the best practice, always use citations to acknowledge those authors who contributed to your learning and your work, especially when the content and concepts are mentioned outside of this document to include presentations and education materials.

# Advancement Handbook

## FOR VOLUNTEERS AT THE OHIO STATE UNIVERSITY

*Simplifying Awareness, Engagement and Advocacy for Ohio State Volunteers*

### STATEMENT OF INTEGRITY

The Ohio State University Office of Advancement and the Alumni Association support the following statement: At The Ohio State University, ensuring integrity and compliance across the university is essential to support our mission as the model 21st-century land grant research community-engaged institution.

As members of the Ohio State community of volunteers, we establish unwavering and absolute integrity in support of the highest standards of excellence for the University. As individuals, we uphold this standard of integrity by adhering to the university's comprehensive Code of Conduct (See Appendix B).

### WELCOME AND INTRODUCTION

The Ohio State University looks to our volunteer alumni and friends to help shape our university. Whether you are near or on the other side of the world, there are numerous ways to stay connected. It is because of individuals like you — who wish to give of your time, talent, and/or treasure that this handbook was created. The information in this handbook was compiled *by* volunteers *for* volunteers. We are extremely proud to have you as a member of our community and look forward to your partnership in an invaluable role serving the university. Whether your interests lean toward discovering volunteer opportunities both on and off campus, serving your community through Alumni Clubs or Societies, advocating for Ohio State with government leaders, mentoring fellow Buckeyes, and/or giving back financially to your alma mater, there are many opportunities for you to get involved.

We acknowledge and embrace our volunteers as vital stakeholders in the advancement of the university, and we continue to make every effort to develop innovative programming and opportunities that meet the needs of an ever-evolving Buckeye Nation. It is our primary objective that the volunteer network strengthens the bond between the university and its alumni and friends by increasing participation, involvement, and communication with fellow Buckeyes worldwide. Maintaining optimistic affiliations and enhancing services is a key motivation of The Ohio State University and an essential part of our alumni engagement efforts.

With your assistance and lifelong support, we know we will reach our goals, especially those that support the students who attend The Ohio State University, thus creating Buckeyes for Life. Without our participation in recruitment, scholarship initiatives, mentorship, and career support, students and the university cannot prosper. Whether you have volunteered in the past, are a current university volunteer who would like to continue your participation, or if you are just beginning to increase your volunteer involvement, we are looking for dedicated friends to advocate for Ohio State. The university appreciates your support and is committed to serving all our alumni and friends who put forth their time, talent, and treasure to elevate Ohio State to new heights. Together, we are beginning a new chapter of future successes and strong partnership with The Ohio State University Office of Advancement and The Ohio State University Alumni Association.



**“..whether or not  
you have time  
right now to be  
involved, know  
that the table’s big  
and there’s always  
a chair for you.”**

A message to Buckeye  
Alumni and Friends from  
Veronica Meinhard, First  
Lady and Wife of Ohio  
State’s 16th President,  
Kristina M. Johnson (*Alumni  
Magazine, Winter 2021*)

## THE VOLUNTEER

We believe alumni and friends represent the past, present and future of what The Ohio State University is all about. Our volunteers are the key to our future success through their investment of time, talent, and treasure. Volunteers are valuable assets and powerful advocates.

### RSVP— Answer the Call

An essential part of being a volunteer is finding ways to give back and support the University. Whether you — the volunteer — want to stay connected digitally or be in the middle of the action, there are many ways you can remain involved. Volunteering opportunities might be through mentoring students in your subject area or signing up to assist at an event. Volunteering is a great way to stay involved and remain connected. If your time is constrained, you might consider a donation in support of a personal passion. All contributions of time, talent, and treasure are appreciated and are considered opportunities for RSVP.

### What Does RSVP Stand For?

RSVP is an acronym for the sequence of terms used most often by the Arts and Sciences Alumni Society to elevate the standing of our volunteer leaders: **R**epresentation and respect, **S**ense of belonging, **V**alued and **P**artnership. RSVP is an Arts and Sciences Alumni Society term first introduced in the fall of 2021 by Julie Capozzi '93 and Susan Munthe '74.



REPRESENTATION AND RESPECT, **S**ENSE OF BELONGING, **V**ALUED AND **P**ARTNERSHIP

### Dual Purpose of RSVP

Volunteer participation is critical to (1) building and (2) maintaining a strong community within the University.

*The R in RSVP stands for 'Representation and Respect'*

- Volunteers want to give their time, talent and treasure to an obtainable objective. They want to build a pipeline of participation and giving — as volunteers; they recognize that representation and respect in matters that affect the general welfare of the University inspires others.
- Volunteers are motivated to remain active, when they are provided an opportunity to pay it forward.

*The S in RSVP stands for 'Sense of belonging'*

- Volunteers want a genuine sense of belonging. This occurs when a volunteer feels connected to the University.
- Volunteers are motivated to remain active when they have opportunities to grow their professional networks. Today networking has proven to be a valuable tool — where it's who you know and who knows you that matters. There are always ways to make connections with other alumni, friends, volunteers, University faculty, staff, and students.

*The V in RSVP stands for 'Valued and trusted'*

- Volunteers want to feel valued because knowing their involvement, service, and/or contribution is for paying it forward. Volunteer relationships are built on trust where providing understanding of the impact of the work is motivating and rewarding to all involved.
- Volunteers are motivated to remain active when they feel like their concerns are heard, and where trust is established. When inequality persists, their volunteerism may wane.

*The P in RSVP stands for 'Partnership'*

- Volunteers respectfully want an understanding between themselves and the university where they form a partnership noting the importance of paying it forward; volunteering is an expression of gratitude. Volunteers want their ideas to be heard, respected, and considered.
- Volunteers are motivated to remain active, while having the support of university staff and resources.



## THE THREE CORNERSTONES OF COMBINED ADVANCEMENT EFFORTS

### **I. The Environmental Pillar: The Ohio State University**

#### *The Land Grant*

The Ohio State University was founded in 1870 following the Land-Grant College Act of 1862. Classes began in the fall of 1873 with 24 students. The first class of six men graduated in 1878, followed by the first women in 1879.

Today, Ohio State is among the largest and most respected public universities in the nation, with nearly 68,000 students on six campuses. The spring 2020 graduating class was the largest in university history with a record-breaking 12,967 degrees awarded. Ohio State is best known for its vibrant student experience, research excellence, athletic prowess, and highly engaged Buckeye family — but the true strength of Ohio State is its people. Buckeye Nation includes more than 45,000 faculty and staff as well as 600,000 alumni living and working in 170 countries across the globe.

#### *Board of Trustees*

In 1870, Governor Rutherford B. Hayes appointed one trustee from each of Ohio's 19 congressional districts. The first responsibility of the Board of Trustees was to plan the future of the university by electing its president, determining its location, and establishing the progression of its curriculum.

Today, Ohio State is governed by a board of 17 governor-appointed trustees who are responsible for oversight of academic programs, budgets, general administration, and employment of faculty and staff. The Governor of Ohio appoints 15 voting Ohio residents who serve nine-year terms and two voting student trustees who serve two-year terms. Additionally, the board selects up to three non-voting, non-Ohio residents to serve as charter trustees for three-year terms.

#### *The Ohio State University Foundation*

The Ohio State University Foundation is the university's primary fundraising and gift-receiving organization. It was founded in 1985 as a non-profit, tax-exempt organization that advances the mission of Ohio State by pursuing and securing private support to benefit Ohio State students, faculty, programs, and/or facilities. The Foundation is governed by a board of directors who are responsible for ensuring that all philanthropic support aligns with

the university's mission and vision. The members of the Foundation Board (also called Directors) are individuals with diverse backgrounds and talents — and have a unique and distinct role in providing leadership to strengthen philanthropy at Ohio State. Foundation Board members' active participation, commitment of their time, and expertise are vital to the success of the Foundation. Foundation Board members must meet or exceed the board's philanthropic expectations, which entail a \$1 million lifetime commitment, a \$25,000 commitment per fiscal year, a campaign commitment during campaign times, and consideration of a planned gift or bequest.

With a robust history of private support from its alumni and friends for the past three decades, the university has weathered the rising cost of academic excellence despite the decline in the state support of college and university budgets. The fundraising campaign efforts of recent years have proven that when our Buckeye community comes together, we can aspire to inspire success. The Foundation Board of Directors have been remarkable in their increasingly important role in shaping the future of the institution:

- *As advocates* — Directors assist in expanding and stewarding the university's network of alumni and friends, including the identification and cultivation of potential donors. In addition, directors increase the number of donors and private gift support through ambassadorship in the community and through their collective influence.
- *As advisors* — Directors provide valuable insight and experience to advancement and university leaders to support and enhance the fundraising mission of Ohio State. Furthermore, directors serve on a Foundation Board Committee, a college or a departmental advisory committee, or another university task force to provide individual expertise when requested.

## II. The Pecuniary Pillar: The Ohio State University Advancement

### The Office of Advancement

During the Great Depression (1929-1939), Ohio State was presented with several major challenges — the most constraining was the financial difficulties that led to a decline in the course offerings and a reduction in faculty wages. It was during these hard times that the university recognized an immediate need to raise funds privately to offset the reductions in state support. In response, the university opened a financial aid office to assist the students with tuition expenses; academic opportunities grew, enrollment increased, faculty funding improved, and the university successfully weathered the depression.

Today, Ohio State's Office of Advancement is designed to make progress in various avenues related to the university's strategic plan; this can include alumni relations, fundraising, recruitment, and contributing to marketing and communications. Accomplishing the highly motivated university plans to advance from where it is today to where it would like to be in the future requires intensive planning, along with thorough and measured communications and engagement efforts.

In 2007, the university embarked on a journey to unite alumni relations, marketing and communications, and development with the purpose of building a robust pipeline of awareness, engagement, and giving to the University. The strategic combination of The Ohio State University Alumni Association, The Ohio State University Foundation, and University Communications upheld our concept of One University, but also placed Ohio State among the premier academic and research institutions in the country. In the words of former President E. Gordon Gee, "[Advancement] will allow us to achieve our shared aspirations." (*The Ohio State University Advancement Strategic Plan 2013-2018*).

Ohio State's motto is "education for citizenship," and the Office of Advancement serves this belief by engaging our local and global community of volunteers every day. This requires dedication and coordination among the disciplines of development, alumni relations, and marketing and communications. To achieve success, an understanding of the importance of two-way communication between the university, its supporters, and volunteers is expected and relied on while building lifelong relationships. It is through involvement by alumni, friends, parents, corporations, and other benefactors and partners that we secure the future of Ohio State and continue its tradition of excellence.



OHIO STATE'S  
MOTTO IS

***Education for  
Citizenship***

The Office of Advancement offers guidance in matching alumni with their philanthropic passions and the multitude of engagement opportunities across the university. Whether you decide to support one of the university's myriad funds, create your own endowment, remember Ohio State in your estate, or have a particular project in mind, Advancement staff can assist with facilitating answers to these inquiries. The Office of Advancement can also provide insight into participating in an employer's matching gift program or finding creative ways that individuals, families, corporations, and foundations can make a meaningful investment into securing the future of Ohio State.

The Office of Advancement supports alumni with staying connected with their alma mater through ongoing communications, providing services, and hosting events on campus and around the globe. Ohio State created the Office of Marketing and Communications (OMC) in 2021 reporting directly to President Kristina M. Johnson. Advancement and OMC collaborates on a daily basis to elevate the university's brand, reputation, and fundraising, as well as alumni, donor, and community engagement.

### Advancement Core Competencies

The Office of Advancement Core Competencies represent knowledge and skills, motivations, and examples of behaviors all employees are expected to execute that, in combination with one's own performance objectives and responsibilities, will define the overall performance of the employee and contribute to the mission, strategic plan, and success of the Office of Advancement.

- *Leadership* — Demonstrates responsibility, reliability, and trustworthiness. Promotes an environment that supports colleagues while working toward a common goal.
- *Continuous Improvement* — Strives for efficiency, quality, and innovation and effectiveness. Identifies opportunities to improve individual or teamwork products and takes action to initiate them.
- *Teamwork and Collaboration* — Effectively cooperates with colleagues to achieve results aligned with our mission and strategic plan. Builds respectful relationships within teams, Advancement, and across the university.
- *Communication/Interpersonal Effectiveness* — Enhances productivity and builds respectful relationships by sharing and receiving information effectively. Thinks carefully about one's words, actions, appearance, and behavior and the likely impact on others.



**LEADERSHIP,  
CONTINUOUS  
IMPROVEMENTS,  
TEAMWORK AND  
COLLABORATION,  
COMMUNICATION/  
INTERPERSONAL  
EFFECTIVENESS**

### Difference Between Advancement and Fundraising

Often, the concepts of advancement and fundraising are confused for one another. With advancement, the university is searching for a common cause. Once that cause is found, the next step is to build a community around it so that tangible advancements are made. Fundraising, on the other hand, is asking for monetary assistance and providing the specific purpose for why that money is needed. In layman's terms, fundraising is transactional while advancement is relational and aspirational.

### Fundraising

Every institution, small or large, needs strong fundraising to maintain academic excellence, complete projects, fund scholarships, and to create new programs. Over the years, volunteers have made financial gifts to help the university achieve its goals and foster advancement. Philanthropy at Ohio State comes in several different forms. Refer to Appendix A: Definitions at the back of this handbook for a better explanation of gifts to The Ohio State University.

The university has advancement professionals who work diligently to engage in building and maintaining positive relationships with more than just alumni. Their fundraising efforts also focus on securing gifts from corporations, foundations, faculty, students and parents, civic leaders, and other partnerships.

The beauty of fundraising at Ohio State is that the Office of Advancement staff work with colleges and units to determine what the greatest needs are, but also takes care in positioning gifts in alignment with the donors' directives. In addition, the fundraising department engages in continuous analysis of donor and giving trends.

#### History of fundraising at The Ohio State University

The first focused campaign at Ohio State raised approximately \$1 million to help build Ohio Stadium, which was dedicated in 1922. Fundraising was institutionalized 15 years later when the Board of Trustees created the Development Fund. In the fund's first full year, more than 3,300 donors gave the university almost \$82,000. In 1985, Ohio State announced its first major comprehensive campaign, with a goal of \$350 million. The campaign successfully closed in 1990 with gifts and pledges of more than \$460 million.

In 1995, the university publicly launched its second major fundraising campaign with a goal of raising \$850 million. Named *Affirm Thy Friendship* from a line in the alma mater, "Carmen Ohio," the campaign goal was later raised to \$1 billion. When the campaign ended in 2000, the university had raised \$1.23 billion, making Ohio State one of only five public universities at that time to have exceeded the billion-dollar mark. Total gift receipts raised during *Affirm Thy Friendship* exceeded all gifts received during the previous 123 years of the university's existence.

In 2012, the university launched the *But for Ohio State* campaign with a goal of \$2.5 billion. It resulted in a \$3 billion fundraising endeavor, the largest campaign in Ohio State's history. More than 750,000 alumni and friends contributed to the campaign which allowed Ohio State to implement visionary new ideas for the student experience and to use our breadth of disciplines to tackle complex global problems related to food production and security, health and wellness, and energy and the environment.

On October 3, 2019, The Ohio State University launched *Time and Change: The Ohio State Campaign* — the most ambitious, inclusive community-building and fundraising endeavor in the university's 150-year history. The campaign strives to engage 1 million unique supporters, an unprecedented level in higher education. *Time and Change* has a financial goal of \$4.5 billion — also the largest in Ohio State's history — with three core areas of focus: student success; discovery; and healthy, vibrant communities.

Despite government funds allocated towards higher education shrinking in recent years, federal and state policies for higher education are expanding. Increased political action and governmental regulations are impacting institutions of teaching, learning, research, and innovation such as Ohio State. Between 3-8% of the funding is provided by the State of Ohio. Financial support for higher education, health care, and research is likely to continue to shrink at both the federal and state levels. As a R1 research university with a leading-edge medical center, the university faces potential decline unless it can fundraise in ways that do not rely on previous sources of public dollars.



### III. The Community Pillar: The Ohio State University Alumni Association

According to The Ohio State University's award-winning student newspaper, *The Lantern*, "The Alumni Association started 1879 and has been going strong ever since." In 1973, when Dan Heinlen was elected to lead The Ohio State University Alumni Association (OSUAA), it was the second largest dues-paying association in the country with 123,000 alumni members, more than 200 Alumni Clubs, and 58 Alumni Societies around the world. Our alumni relations strategy has shifted over the years and will continue to change in order to prosper. Alumni professionals must continuously reassess not only what benefits the university offers, but how to improve access to these benefits. There is strength in the great diversity and size of Ohio State's alumni base, and Ohio State's future growth rests in the ability to recognize, incorporate, and enhance diversity through leadership, programs, services, employment, and publications.

Alumni have returned to Ohio State to serve, cheer, and support their alma mater since 1911. Although the Clubs and Societies have undergone restructuring in their guidelines, they remain committed to serving the university and its students. Both Clubs and Societies offer continued friendships, find service opportunities, and share in the Buckeye experience.

#### Clubs & Societies

- *Clubs* — Alumni Clubs are geographically based and offer service opportunities and gather around the shared Buckeye experience. Club members hold events, promote student scholarships, perform community service, greet prospective students, and generally celebrate being part of our ever-expanding family.
- *Societies* — Alumni Societies are based around academics and special interests, seeking volunteers who wish to serve the university based on individual affinities. Society activities and goals include reunions, service projects, student programming, alumni placement, professional development, social events, and scholarship fundraising.



**IT'S WHO YOU  
KNOW. IT'S  
ALSO WHO YOU  
USED TO KNOW.  
AND WHO YOU  
SHOULD GET TO  
KNOW.**

Today, OSUAA is one of the oldest in the nation, with more than 600,000 living alumni spread across the globe. It boasts more than 125 Alumni Clubs and more than 50 Alumni Societies. The Alumni Association remains committed to fostering a climate of inclusion, and in 2012, moved away from dues-based membership and instead adopted a model that categorized all Ohio State alumni as members of OSUAA. The core principles of the Alumni Association are as follows:

- *Vision* — To be the heart of the Buckeye alumni community, inspiring and cultivating engaged citizens.
- *Mission* — Through time and change, we enrich firm friendships among Buckeye alumni and The Ohio State University.
- *Tradition* — We believe in Ohio State. We cherish the university's rich and vibrant history and work to enhance its reputation.
- *Integrity* — We keep our promises. Our reputation rests on honesty, fairness, and treating everyone with respect.
- *Service* — We go the extra mile. We provide the highest levels of service to our members, growing alumni community, and the university.
- *Quality* — We expect to be held to standards of excellence in everything we do.
- *Diversity* — We value diversity. We embrace inclusion in all interactions.
- *Innovation* — Our success depends on continuous improvement, adaptation, and embracing change.

## Goals

- *Engage* alumni throughout their lifelong relationships with each other and the university.
- *Enrich* alumni lives, and the university.
- *Empower* alumni to make a difference in their communities, careers, and at the university.
- *Evolve* to continuously add value to alumni and the university.

## Strategies

- *Engage* an increasing number of alumni in mutually beneficial, personal relationships with the university and each other.
- *Communicate* with alumni innovatively and effectively to enhance alumni engagement and connection with the university.
- *Enhance* career and leadership development services so Buckeyes can be the best that they can be at whatever they do.
- *Cultivate* a culture of philanthropy that connects the passions of alumni and friends with Ohio State's efforts to educate students, solve problems, and transform the world.
- *Partner* with colleges, units, and regional campuses to enhance student and alumni development, engagement, and connection with the university.
- *Strengthen* the Association's commitment to its culture, volunteers, and staff, through initiatives focused on diversity, and leadership development.
- *Manage* all Association resources thoughtfully, intentionally, and inventively to increase operational efficiency and effectiveness across the organization.

The Alumni Association offers pathways to share the legacy, spirit, and pride of Ohio State worldwide. The alumni network and volunteers permit OSUAA to leverage our outreach to alumni all over the globe and expand our reach through events, alumni career support, and student recruitment initiatives.



THE OFFICE OF ADVANCEMENT BOASTS AN IMPRESSIVE TEAM OF LEADERS ALL **WITH A PASSION FOR OHIO STATE AND MAKING A POSITIVE IMPACT ON ITS COMMUNITY.**

## A COMPREHENSIVE HISTORY AND OVERVIEW OF THE UNIVERSITY AND ADVANCEMENT

### **History and Tradition of Shared Aspirations**

#### Overview

A close collaboration has always existed between the Alumni Association and Advancement since the office was opened in 1938. Advancement and the Alumni Association collaborate as one to connect, engage, and involve alumni and friends with Ohio State, our communities, and with one another in support of the university's mission, vision, values, and goals.

## Mission, Vision, Values & Goals of The Ohio State University

### *University Mission*

- Creating and discovering knowledge to improve the well-being of our state, regional, national, and global communities.
- Educating students through a comprehensive array of distinguished academic programs.
- Preparing a diverse student body to be leaders and engaged citizens.
- Fostering a culture of engagement and service. We understand that diversity and inclusion are essential components of our excellence.

### *University Vision*

- The Ohio State University is the model 21st century public, land-grant, research, urban, community engagement institution.

### *University Values*

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency and trust

### *University Core Goals*

Ohio State maintains four institution-wide goals which are fundamental to the university's vision, mission, and future success.

- *Teaching and Learning* — To provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.
- *Research and Innovation* — To create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.
- *Outreach and Engagement* — To establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.
- *Resource Stewardship* — To become the model for an affordable public university, recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

### Volunteering with The Ohio State University

Community members, fans, and friends, as well as alumni, retirees, faculty and staff are welcome and encouraged to get involved with Ohio State. Visit [volunteer.osu.edu](http://volunteer.osu.edu), to find a wide variety of opportunities searchable by keyword, location or Ohio State department. Some opportunities are ongoing, and others are one-time commitments. No matter the engagement, volunteers serve as champions.

## BUCKEYE SUCCESS INITIATIVE: A COMBINED EFFORT FOR MAINTAINING VOLUNTEER PARTICIPATION (MVP)

### Positioning MVP as a Purpose-Driven Priority

MVP is an acronym for “maintaining volunteer participation” and a term first introduced in summer of 2021 by Julie Capozzi and Susan Munthe. “MVP” was designed to present pertinent university, Advancement, and volunteer collaboration knowledge in a simple, visual way.

MVP is not just about economic exchanges. It reflects something more aspirational. It explains how our Buckeye family of volunteers can make a difference, gain a sense of meaning, and draw their support to celebrate Buckeye pride and traditions.



POSITIONING  
MVP AS A  
**PURPOSE-  
DRIVEN  
PRIORITY**

### Engaging Volunteer Alumni and Friends

Building relationship rapport with our alumni and friends is key. Our volunteers are an important part of the university’s mission and family, having at some point in their life been called to do amazing work that will change the world for the better. Our volunteers are comprised of future students, students, early career, mid-career, late career, retired persons, and non-graduates — all of whom serve to benefit the mission of the university.

Relationships are the very core of what the Alumni Association stewards. Clubs and Societies are critical to OSUAA’s commitment of enriching lifelong relationships among our alumni.

In February 2010, our Buckeye family expanded and opened a Gateway office location in Shanghai, China. This knowledge-based collaboration encouraged additional locations, in Mumbai, India (March 2012) and São Paulo, Brazil (September 2014), for the Gateways to capitalize on the strengths of Ohio State’s connections across the globe and to provide the university with a myriad of opportunities, including;

- Operational support for faculty research and teaching and international partnerships
- A portal for education abroad
- A location for international student recruitment
- A center for academic programming as well as executive and corporate training
- A location for alumni gatherings
- A new way to partner with Ohio-based companies operating in global markets.

### What is the Difference between a Volunteer/Donor and Stewardship?

Each of us have a unique set of gifts — a way to give back which is all our own. Tremendous good has been done throughout the Buckeye community by this desire to be volunteers and stewards. We are all beneficiaries of those volunteers who have gone before us and it is our responsibility to pay forward. When actively involved, volunteers will maximize their effort to spread the work and their impact while being guided by university staff to meet the university’s vision and evolving needs. A volunteer is engaged because they desire that connection — with no obligations attached.

When a commitment of time, talent, and treasure turns to a larger Buckeye community — a volunteer’s engagement will appear on a deeper level, one that shares the spirit of a steward. As volunteers become engaged stewards of the university, they reciprocate, creating the space for staff to experience freedom in order to modify their role and responsibilities to better support the volunteers. Offering one’s time, talent, and treasure is a gift to our Buckeye community — no matter if it comes through volunteerism or stewardship, and is meant to be cultivated, shared, and appreciated.

### Assistance with Purpose Discovery

Ohio State is committed to expanding opportunities for alumni growth, leadership, and volunteerism through its collaboration with Advancement and the Alumni Association. Collectively the three pillars emphasize the higher purpose of connecting alumni and friends to their volunteer purpose while recognizing them on the impact of their work.

As alumni and friends, volunteers are introduced and encouraged to develop relationships with fellow volunteers and university staff. These social interactions will solidify Ohio State's commitment to enhancing its network that generate a commitment level relevant to consistent alumni volunteerism.

The Advancement staff who work with volunteers and donors understand how indispensable alumni participation is in the process. Knowing why volunteers choose to contribute their time, energy, and services to the university can be particularly useful information. Increasing the number of engaged alumni not only benefits Ohio State, but research has shown that engaged alumni and friends are more generous.

Alumni remain involved by donating their time, talent, and treasure to university projects, applying their skills and expertise to further the university's goals, and utilizing their personal and professional connection for recruitment and Advancement purposes. As recognition of their importance, university and alumni volunteers often ask outstanding volunteers to serve on advisory boards and committees. Although the composition of the advisory board will depend on the organization's goals and priorities, the collective volunteer influence remains critical.



## **MVP Momentum**

### *Stimulate Individual Learning*

Advancement helps our volunteers understand the relationship between the purpose and the learning process to evoke a sense of confidence, promoting a deeper connectedness to the university, and empowering change among students, fellow alumni and others.

### *Recruiting*

Advancement efforts begin during the admissions process which includes recruitment and enrollment. It's during this course that the university introduces a culture of philanthropy among the students and their parents. This is about building relationships that inspire investments in the university. It also means cultivating relationships and educating current and prospective donors – about the value of supporting Ohio State.

### *Development*

While Advancement is the strategic activity by which the university propels its mission, fundraising is a facet of that process. Development puts emphasis on connecting donors' philanthropic passions with Ohio State priorities. Development officers are the university's frontline fundraisers. They work on behalf of the university to secure private financial support to advance the institution.



THE BELLS  
SERENADE **ALL**  
**THAT'S GOOD**  
**AT OHIO**  
**STATE.**

## MVP Affiliations

### *Connect the Volunteers to the Purpose, Vision and Goals*

The Ohio State University works to incorporate alumni and volunteers into the purpose, vision and institutional goals of the university. Once a volunteer has embraced the university's purpose, vision and institutional goals — it is necessary that the new volunteer receive or have access to training and ongoing support. This process is more likely to permeate the culture and shape the volunteers' actions and volunteerism; helping them to grow as productive volunteers. They do more — and they do it better.

### *Alumni Relations and Engagement*

With the input of volunteers, alumni relations professionals often plan and execute special events — including Homecoming and reunions, football tailgates, speakers, lectures or discussion groups, book clubs, and more. These events offer a break from work and a chance to reconnect with other volunteers, while making social connections leading to lasting friendships.

The COVID-19 pandemic brought about challenges and change, and while classes and programming followed the safety guidelines of the State of Ohio, utilizing hybrid models, there was an essential decrease in the density of on-campus population — thus an overwhelming increase in remote modality. This unforeseen event opened the gates for a record breaking attendance in campus remote programming participation by alumni and friends. Thousands of new alumni event attendees tuned in and reconnected with Ohio State without the limitations of geography.

Ohio State is laden with opportunities for expanding a volunteer's professional network. The ability to network via regular in-person events or online platforms makes it easier to form and maintain these valuable connections. And the rise of social media has made that even easier. We now tap into the numerous Buckeye social media groups and channels to keep the lines of communication open. Social media provides a fast and easy way to get in touch with anyone associated with the university. Volunteers should follow university and unit-specific social media channels and verify that their address and emails are correct in our database.

### *Alumni Relations Communications*

Two-way communication between the university and volunteers is essential. Personalized communication is the foundation to developing a unique experience that keeps volunteers engaged and successful across their entire volunteer lifecycle. Transparency and understanding in communication between the institution and volunteers

“

**“As alumni, you are incredible Buckeye Ambassadors because you represent what is possible with an Ohio State education.”**

President  
Kristina M. Johnson



builds trust. Success in this area has been made possible through Advancement staff listening to the alumni and volunteers and evidencing that their suggestions are valuable. When a Buckeye alumni or volunteer sees that their feedback matters, they take more pride in the university. In addition, volunteers seek more ways to contribute their time, talent, and treasure through fostering a lifelong partnership with the university. This model partnership creates an infinite number of opportunities to advance university goals.

According to The Council for Advancement and Support of Education (CASE), the global non-profit association dedicated to educational advancement, alumni relations is “a critical discipline within Advancement.” There are guidelines Advancement must adhere to when engaging with volunteers that must follow ethical principles, such as honesty and social responsibility, along with functioning principles, such as conveying volunteer interests to leadership as part of a strategic interaction.

#### *Essential Role in Advancement: Effective Communications*

Today, marketing and communications play an essential role in Advancement. The responsibility to effectively communicate the university’s mission so that alumni, all donors, and prospective donors feel connected to the university is of extreme importance. Marketing and communications delineates the marketing strategy and establishes the ideal audience profile. Next, they produce campaigns around Advancement missions to deliver results based on perceptive analysis. Success is defined by the ability of marketing and communications to effectively inform the target audience while maintaining their engagement.

As an accessible resource, the Office of Marketing Communications partners with Advancement to serve as the primary points of contact for nearly all external communications, such as emails, newsletters, social media, print and online publications, traditional advertising, the *Ohio State Alumni Magazine*, and more.

## LEVERAGING SOFTWARE TO IMPROVE ALUMNI ENGAGEMENT

### **Alignment with University Guidance and Directives**

Social media and networking tools have expanded the ways in which alumni engage with Ohio State; as a result, university administrators have a greater variety of alumni information at their disposal.

#### *Report on Data*

OSUAA emphasizes that the primary objective of their office is to encourage alumni to participate in alumni events and pay it forward to the university. Therefore, OSUAA’s reports highlight connections between a single metric and both long-term alumni engagement and gifts to the university. Administrators analyze the overall level of alumni engagement by the following metrics:

- Correct connect information and location of alumni
- Number of donors and donations
- Number of participants in alumni events
- Number of members in online community
- Number of alumni volunteers and mentors
- Majors and graduation year of alumni
- Participation in student activities (generally or sometimes in specific activities)

#### *Track Data*

OSUAA has been extremely open about the significant costs associated with tracking alumni data due to staff required to collect, manage and analyze information for such a large university.

#### *Analyze Data*

Once data is collected, it must go through several layers of analysis to both ensure accuracy and establish future engagement for alumni, friends and constituents to ensure long-term university growth and success.

## A GLIMPSE INTO ASPIRATIONS

### **Volunteering with The Ohio State University**

Volunteering with Ohio State provides opportunities for meaningful engagement for personal and professional development. There is a volunteer role for everyone: supporting students, building community with volunteers, or sharing the impact of philanthropy.

#### Supporting Students through Connection

Volunteers can share their industry knowledge, mentor students, and provide guidance to help other Buckeyes navigate the professional landscape.

#### Career Placement

Alumni and friends can help support future Buckeyes through participation in campus programs through Career Centers. This office(s) provides a variety of services to help students (and often alumni) meet their goals including help with career decision making, resume and cover letter writing, job interview preparation, recruiting, networking, and internships. Some other systems that can assist with this task: AlumniFire, maintained by the Bill and Susan Lhota Office of Alumni Career Management, and VolunteerMatch, maintained by the Alumni Association. The newest volunteer platform at Ohio State is called Handshake, becoming available through the Office of Student Life in January 2019.



#### *AlumniFire*

In June 2016, The Ohio State University launched AlumniFire — a grassroots networking community for our professional Buckeye network. AlumniFire is also a mentoring tool for Ohio State volunteers, students and staff to exchange industry expertise and career advice, find a mentor, be a mentor, hire a Buckeye, help fellow alumni and students, and find jobs at companies where our alumni work. It is free to our Buckeye community and it's easy to sign up at [osu.alumnifire.com](http://osu.alumnifire.com).



#### *VolunteerMatch*

The Alumni Association utilizes a platform called VolunteerMatch to match alumni and friends with volunteer opportunities on campus, in Ohio and across the country.



#### *Handshake*

Volunteers are encouraged to sign up on Handshake. Handshake provides an increased exposure for not only the volunteer, but also their company — while assisting with locating the top Ohio State talent to welcome to their team. This is also a great platform where students can search and apply for part-time jobs, internships, co-ops, and full-time career opportunities. Thousands of jobs, internships and career opportunities are posted in Handshake as well as information on upcoming career fairs and on-campus recruiting events.

#### Building Community with Buckeye Volunteers

Volunteers can get involved in a variety of ways — on campus and off, in person, and virtually. Join one of the more than 124 plus Alumni Clubs geographically based throughout the country and around the world, or one of the more than 50 Alumni Societies established around academics and special interests. Additionally, volunteer opportunities throughout the university are available on advisory groups, special project committees, and more. Through outreach and connection, volunteers working together can make a difference. The Ohio State University Alumni Association manages day-to-day alumni programming and communications and represents alumni as part of the university's decision-making processes. It is the role of the Alumni Association to provide guidance and input with respect to how alumni involvement may be increased, and their collective talents and resources leveraged.

NOTES



## APPENDICES

### **Appendix A: Definitions**

The Office of Advancement and the Alumni Society have developed specific definitions of key terms related to this handbook, as follows:

#### Advancement

Institutional advancement is responsible for all of Ohio State's relationships with individuals external to the institution. Includes development (fundraising and donor experience), engagement (alumni and volunteer relations), and marketing.

#### Alumni Advisory Council (OSUAA)

The Alumni Advisory Council represents the academic and administrative breadth of Ohio State and is advisory to the president of the university and to the association Board of Directors, promoting the general welfare and interests of the university. Current chair: Keith Key

#### Alumni Clubs

Geographically based alumni clubs offer service opportunities and gather around the shared Buckeye experience. Club members hold events, promote student scholarships, perform community service, greet prospective students, and generally celebrate being part of our ever-expanding family. There are currently more than 124 alumni clubs that foster service and friendship all over the world.



**SAY IT LIKE A  
BUCKEYE &  
SAY IT WITH  
PURPOSE**

### Alumni Societies

Academics and special interest Societies welcome those who want to serve the university based on individual affinities. Society activities and goals include reunions, service projects, student programming, alumni placement, professional development, social events, and scholarship fundraising. There are currently more than 50 Alumni Societies that allow members to serve the university based on their interests and experiences.

### Annual Gifts

A contribution made to Ohio State, provided on any given annual basis (daily, weekly, monthly, etc.) with unrestricted purposes. In short, these gifts are contributions raised on an ongoing basis for a variety of uses.

### Board of Directors (OSUAA)

The Board of Directors has oversight of the executive, financial, and administrative affairs of the Ohio State University Alumni Association. The board consists of 17 directors — three are elected each year for a five-year term, and two are university representatives appointed by the board of trustees. Additionally, the chair of the Alumni Advisory Council and the president of the Student-Alumni Council serve as ex officio members. Current chair: Catherine Baumgardner

### Board of Trustees (University)

The Ohio State University Board of Trustees provide oversight of academic programs, budgets and general administration, and employment of faculty and staff. The group is comprised of seventeen trustees, including two student trustees, who are appointed by the governor. Current chair: Gary Heminger

### College of Arts and Sciences

The College of Arts and Sciences is Ohio State's laboratory for discovery and creativity. By bringing together ideas and disciplines to create bold, new connections, we empower people and their potential, envision the unimagined, advance innovations, and solve unrelenting problems at a scale few others can match.

### Corporate Relations

Serves a central resource supporting units across Ohio State's campus in the pursuit of charitable corporate gifts and creates a bridge for corporate partnerships with the university. Inclusive of research grants, departmental student support, or funding for outreach initiatives. This office partners with the Office of Research when private funders choose to limit the number of accepted proposals from the university.

### Dean's Advisory Committee (Arts and Sciences)

The Dean's Advisory Committee (DAC) of the College of Arts and Sciences is a committee that serves the Executive Dean. Its mission is to enhance the image, reputation, and overall operation and performance of the college by actively advising, advocating, and serving as ambassadors and philanthropic supporters. Current chair: Erwin Raphael

### Development

The process of creating and enhancing relationships with potential donors to ensure current and future funding for Ohio State.

### Development Officer

A development officer works for Ohio State in a frontline fundraising and donor relations role. Responsibilities revolve around building revenue for the organization by securing major gifts, or donations such as gifts up to and beyond \$100,000.

### Donor

An individual, household, group, or organization that contributes monies or gifts in kind to support the mission of Ohio State and/or the Wexner Medical Center (see Types of Gifts for more information).

### Engagement

The mission of engagement is to connect passionate alumni, family, and friends with Ohio State by deepening existing relationships and cultivating new ones. Engagement officers help to align passions with causes you can support will always be a meaningful way to give back through time, talent, and treasure.

### Foundation

The Ohio State University Foundation is the university's primary fundraising and gift-receiving organization. It was founded in 1985 as a non-profit, tax exempt organization that advances the mission of Ohio State by pursuing and securing private support to benefit students, faculty, programs, and/or facilities.

### Major Gifts

Any gift made to Ohio State at or above \$100,000 in valuation. A gift valued at more than \$5 million is considered a principal gift (see Principal Gifts).

### The Neil Legacy Society

Legacy gifts are part of a deeply rooted tradition at The Ohio State University. Those who establish a planned gift of any size play a key role in securing the university's future and are recognized by the Neil Legacy Society. These donors have remembered Ohio State with a lifetime income gift or as a beneficiary of a will, trust, retirement plan, or life insurance policy. Members receive invitations to special events and updates on university giving news.

The Neil Legacy Society recognizes alumni, faculty, staff, retirees, and other friends who have named the university a beneficiary of a planned gift. Named in honor of the Neil family, who made 361 acres of farmland available for what is now known as The Ohio State University, the Neil Legacy Society honors those who have invested in Ohio State's tradition of excellence long into the future.

### Outreach

Outreach is about designing strategies and aligning resources in order to reach people outside of or unknown to Ohio State and connecting them back to the institution.

### Oval Society

The Oval Society recognizes Ohio State's most generous philanthropists who have given \$1 million in lifetime gifts to the university or Wexner Medical Center. It includes individuals and households but not corporations or organizations. Once donors reach this level of giving, they are Oval Society members for life. Oval Society members are invited to participate in exclusive opportunities to connect with Ohio State's traditions, leaders, world-class faculty, and fellow members.

### Parents Advancement Council

A community of dedicated parents who are actively engaged in their students' college experience. They understand the vital need for a successful ongoing program of parent giving. As members of the council, parents: lead the gift-giving effort by example through contributions to the Parents Support Fund with an annual commitment of \$5,000 or more; actively assist in identifying, engaging, and attracting support from prospective parent donors, including coordination with senior university leadership, development staff, and volunteers; and inform and participate in planning, coordinating, and implementing various fundraising activities aimed at prospective donors.

### President's Club

President's Club members are individuals who give \$3,000 or more annually to the non-athletic fund of their choice.

### Principal Gifts

Any gift to Ohio State valued at \$5 million or more. There is an Office of Principal Gifts dedicated to working with these donors.

### Stewardship

Stewardship is the comprehensive effort to ensure donors experience high-quality interactions with Ohio State that reinforce the impact of their generosity and foster long-term engagement and ongoing investment.

### Strategic Pillars

A framework in which The Ohio State University will fulfill its purpose.

### The Ohio State University Alumni Association (OSUAA)

The Alumni Association is the entity design to keep graduates connected to Ohio State and fellow Buckeyes. It is the heart of the Buckeye alumni community, inspiring and cultivating engaged citizens. Current count of living Ohio State alumni: 600,000+

### Types of Gifts

- *Pledges* — Pledges enable a donor to plan a personal giving program that is both convenient and tax-wise. A pledge may enable a donor to consider a more significant gift than would have otherwise been possible. Terms for payment on pledges are flexible and at the option of the donor.
- *Matching Gifts* — Many employers sponsor matching gift programs and will match any charitable contributions made by their employees up to a certain amount.
- *Endowment* — Once established, an endowed fund is a dependable and perpetual source of support, since the principal is invested and only a portion of the earnings is spent annually. A minimum gift of \$100,000 is needed for a restricted endowment.
- *Estate and Gift Planning* — In certain instances, it may be preferable from an estate, financial, and tax planning perspective to consider long-term gift planning as the best way to make a gift. This can be accomplished through various gift instruments, such as charitable remainder trusts, gift annuities, charitable lead trusts, and wills or trusts.
- *Gifts in Kind* — Alternatives to monetary gifts such as equipment or books or collections.
- *Securities* — Securities may be made as outright gifts or as a payment on a pledge. Stock certificates may be reassigned directly to The Ohio State University Foundation or may be transferred through the donor's broker. The mean market value on the date of the transfer will determine the value of the gift for tax purposes.
- *Volunteer* — Any individual who gives of their time or expertise to the university; can take the form of sitting on a board or committee, mentoring students, advising faculty, or helping to advocate for the university.

## Appendix B: Code of Conduct

The Code of Conduct applies to the following members of The Ohio State University community:

- Members of the Board of Trustees;
- Faculty, staff and administration;
- Any individual employed by the university, using university resources or facilities, or receiving funds administered by the university; and
- Volunteers and other representatives when speaking or acting on behalf of the university.



HOW TO  
REPRESENT  
AS A  
BUCKEYE

## INTRODUCTION

The Ohio State University Alumni Association, Inc. (“Association”) has adopted this Code of Conduct (“Code”), applicable to the members (“Directors”) of the Alumni Association Board of Directors (“Board”) of the organization. The Code reflects the Association’s commitment to uphold the highest standards of ethical conduct.

The Association’s vision, mission, and values guide us in our everyday actions.

### Vision

To be the heart of the Buckeye alumni community, inspiring, and cultivating engaged citizens.

### Mission

Through time and change, we enrich firm friendships among Buckeye alumni and The Ohio State University.

### Values

- *Tradition:* We believe in Ohio State. We cherish the University’s rich and vibrant history and work to enhance its reputation.
- *Integrity:* We keep our promises. Our reputation rests on honesty, fairness, and treating everyone with respect.
- *Service:* We go the extra mile. We provide the highest levels of service to our members, growing alumni community, and the University.
- *Quality:* We expect to be held to standards of excellence in everything we do.
- *Diversity:* We value diversity. We embrace inclusion in all interactions.
- *Innovation:* Our success depends on continuous improvement, adaptation, and embracing change.

This Code serves as a basis for ethical behavior and decision-making in the conduct of Association work.

## CODE PROVISIONS

### **A. Role of the Board**

Per Article IV, Section of the Association’s Constitution, “The Board of Directors shall have oversight of the executive, financial and administrative affairs of the Association. Except as otherwise provided in the Association’s Articles of Incorporation and this Constitution and its Bylaws, the Board of Directors shall have all rights and privileges of a sole member under Ohio nonprofit corporation law.

## **B. Responsibility of Directors**

As volunteers and ambassadors for Ohio State, Directors shall conduct themselves in ways that reflect positively upon the Association and the University, and should embody the defined vision, mission, and values of the Association. This shall include social media or external statements. If a board member receives an inquiry on an Ohio State or Association matter and does not know the appropriate response, the board member should reach out to the President/CEO or Senior Administrator for guidance. If a board member is contacted by the media in regards to an Ohio State or Alumni Association matter, the board member should direct them to the President/CEO or Senior Administrator director.

Director, as volunteers for an affiliated entity of the University, are expected to be familiar with and adhere to the following university policies.

- Self-Disclosure of Criminal Convictions Policy 4.17
- Affirmative Action, Equal Employment Opportunity & Non-Discrimination/Harassment, 1.10. The Ohio State University and Alumni Association are committed to building and maintaining a community to reflect human diversity and to improve opportunities for all. The Board of Directors shall not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy, race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its education program or activity.

The Alumni Association and Board of Directors uses OnBoard to share information and materials. Board members are expected to regularly log into OnBoard to review information and respond accordingly.

### *Fiduciary Duty*

Likewise, Directors must keep in mind and uphold their primary fiduciary duty to the Association and its members. In discharging their fiduciary duty, Directors are entitled to rely in good faith on the work and integrity of the Association's senior executives, the University's advisors, and the Association's outside advisors, auditors, and Board committees.

In fulfilling their fiduciary duty, Directors have two primary obligations:

- *A Duty of Care* – Directors shall perform their services with the care that an ordinary prudent person in a like position would use under similar circumstances;
- *A Duty of Loyalty* – Directors shall perform their services in good faith, in a manner the Director reasonably believes to be in, or not opposed to, the best of the Association.

If a Director is concerned about particular conduct or fiscal deed that may cause harm to the Association, or if a Director is in, or aware of, any violation of this Code or the University policies mentioned above, the Director shall disclose it to the Board Chair. The Board Chair will discuss the issue with the Senior Administration Director to determine next steps.

## **C. Conflicts of Interest for Directors**

A "conflict of interest" exists when a Director's private interest interferes in any way with the interests of the Association. A conflict situation can arise when a Director takes actions or has interests that may make it difficult to perform Association work objectively and effectively. A

Director shall not use the Director's position to secure anything of value or accept anything of value for the Director or others that may impair the objectivity and independence of the Director's judgment in carrying out the Director's duties.

It is the responsibility of each Director to advise the Board Chair of any affiliation with public or privately held enterprises, including for-profit and not-for-profit entities, which may create a potential conflict of interest or embarrassment to the Association.

Any Director having a conflict of interest shall not vote or use the Director's personal influence to address the matter, and the Director shall not be counted in determining the quorum for the vote.

Any Director conflicts will be a matter of record in the appropriate meeting minutes, which shall also note that the Board member with a conflict abstained from the vote [and was not present for any discussion, as applicable] and was not included in the count for the quorum for that vote.

For example, if a Director is invited to participate in an expense-paid conference or program sponsored by a current or prospective Association vendor or service provider, the Director shall present the details of the invitation to the Board Chair. The Board Chair shall discuss the request with the Senior Administration Director and a determination will be made whether to accept or decline the request or present a recommendation to the Association's President/CEO which may include the condition that the Association covers all or part of the cost for the Director to participate in said event.

This conflict of interest statement or condition shall also apply to any Director's immediate family or any person acting on the Director's behalf. Directors are responsible for disclosing family relationships that could pose a conflict of interest.

#### **D. Confidential Information**

Directors are reminded that confidential financial, personal, and other matters concerning the Association or University donors, staff, or affiliates may be included in Board materials or discussed from time to time. Directors should not disclose such confidential information to anyone or use such information for business or personal purposes.

#### **E. Reporting a Code Violation**

Directors shall promptly report any violation or potential violation (inadvertent or otherwise) of his Code to the Board Chair; this includes self-disclosure. The Board Chair will discuss the violation with the Senior Administration Director to determine next steps.

Failure to disclose a violation or potential violation may result in the Board Chair's recommendation of an appropriate action to be voted on by the voting members of the Board, removing the Director in question from the vote as needed.

#### **F. Implementation**

The Board Chair will actively enforce and administer this Code for all Directors. Training will be provided periodically for all Directors. All new Directors, as part of the Board orientation process, will receive training on this Code and shall sign a statement attesting that they have read and are in compliance with the Code. Every year, all Directors shall sign a statement attesting that they have read and are in compliance with the Code.

#### **G. Culture at the Alumni Association**

This Code serves as a basis for ethical behavior and decision-making in the conduct of Association work. The Board of Directors has a responsibility to co-create the culture at the Alumni Association,

using the Code as a baseline for success. The following statements shall define behaviors of Directors.

- We will thrive and achieve. Pause, listen, remain curious, and respectfully welcome different perspectives. Respectfully bridge gaps.
- We will be intentional and get broad input.
- We will not let opposing views divide, but rather respond with one Buckeye voice.
- We will be cognizant of the culture we live in today.
- We will act as a collective instead of as individuals to best serve the community, fostering a culture that is diverse, equitable and inclusive. Strive toward excellence.
- We will consider power differential (staff and alumni/friends) and listen.
- We will seek, develop and grow leaders who embody the OSUAA values: tradition, integrity, service, quality, diversity, and innovation.

## H. Review

This Code will be reviewed at least annually by the Board, which will approve all changes.

I, \_\_\_\_\_, recognize the important responsibility I am undertaking in serving as a member of the Board of Directors of The Ohio State University Alumni Association, hereby pledge to carry out in a trustworthy and diligent manner the duties and obligations associated with my role as a Director and will abide by this Code of Conduct to the best of my ability. I understand that failure to abide by this Code of Conduct may result in the Association's governing documents.

Signature \_\_\_\_\_

Date \_\_\_\_\_

(UPDATED MAY 2021)



**TAKE A SELF-PACED PATH** TO FURTHER LEARNING TO DEEPEN UNDERSTANDING AND GAIN NEW INSIGHTS!

## OSUAA Alumni Groups Handbook Link

[go.osu.edu/osuaa-handbook](https://go.osu.edu/osuaa-handbook)

## The Learning Paths

MVP Modules

Volunteering

Philanthropy

Future modules

Goals

Networking

Event Planning



THE OHIO STATE  
UNIVERSITY

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