

## Strategies to Improve the Effectiveness of Your Volunteer Program

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Please find a list below of additional resources from the “*Strategies to Improve the Effectiveness of Your Volunteer Program*” webcast. These resources were provided by Shannon Jaeger at Lehigh University after the webcast as follow-up. If you wish to print only certain resources, you may click their respective links to jump directly to them in the packet.

### Post-Webcast Resources

1. [Program File](#) – Page 2 – this document is used to code volunteers and guide their efforts and goals.
2. [Program Manager's Handbook](#) – Pages 3-13
3. [Activity Codes](#) – Pages 14-25 – from an Excel spreadsheet of acronyms for activity codes.

Some additional links:

1. This is a [recording of the orientation webinar](#) Shannon had with the Young Alumni Council. This gets at the question about orientation materials and the training video
2. The first step in selection for YAC members is a review of [nominations](#). Each nominee is asked to complete an [application](#). The Executive Committee (EC) then selects their top candidates after all information is compiled. The EC and I interview the top candidates via a conference call and we proceed with selections. Sample interview questions are included in the attached handbook.
3. This is Lehigh’s [webpage for awards](#), including their descriptions.

Program: \_\_\_\_\_

Date of Review: \_\_\_\_\_

Program Manager: \_\_\_\_\_

Proposed Schedule of Review: \_\_\_\_\_ (How often should we meet to discuss progress?  
Quarterly? Semiannually? Annually?)

Coding Schedule: \_\_\_\_\_ (Recommended: July 1 with a January 1 review)

How many volunteers do you partner with for this program?

Current Resources (What documents, training materials, are you currently using and in what capacity?):

Do you currently have an orientation program in place for volunteers? If so, what format do you employ (in-person, phone call, webinar)?

Communication with Volunteers (How do you currently interact with volunteers? Conference calls? Frequency?):

Goals (as they pertain to volunteers and in general):

Needs (The What. How can we help?):

Deliverables (The How. Due date and person responsible):

Microvolunteering Opportunities (Have you identified/can you identify any microvolunteering opportunities within your program?):

Recognition (How do you recognize volunteers?):

Challenges:

Successes:

Additional Comments:

# The Volunteer Program Manager's Handbook (a work in progress)

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Lehigh University, June 2015  
Last edit: 2017

## **Summary of Philosophy**

A quick Internet image search of “volunteer structures” will yield several hierarchical organizational charts and pyramid graphics. Volunteer Engagement professionals, myself included, are passionate about squares, circles, and dotted lines to organize our programs, committees, and vision. In reality, a futile attempt at over-prescribing a volunteer structure will often lead to the same conclusion: volunteerism is a fluid, dynamic, living organism that shifts, flows, and accommodates.

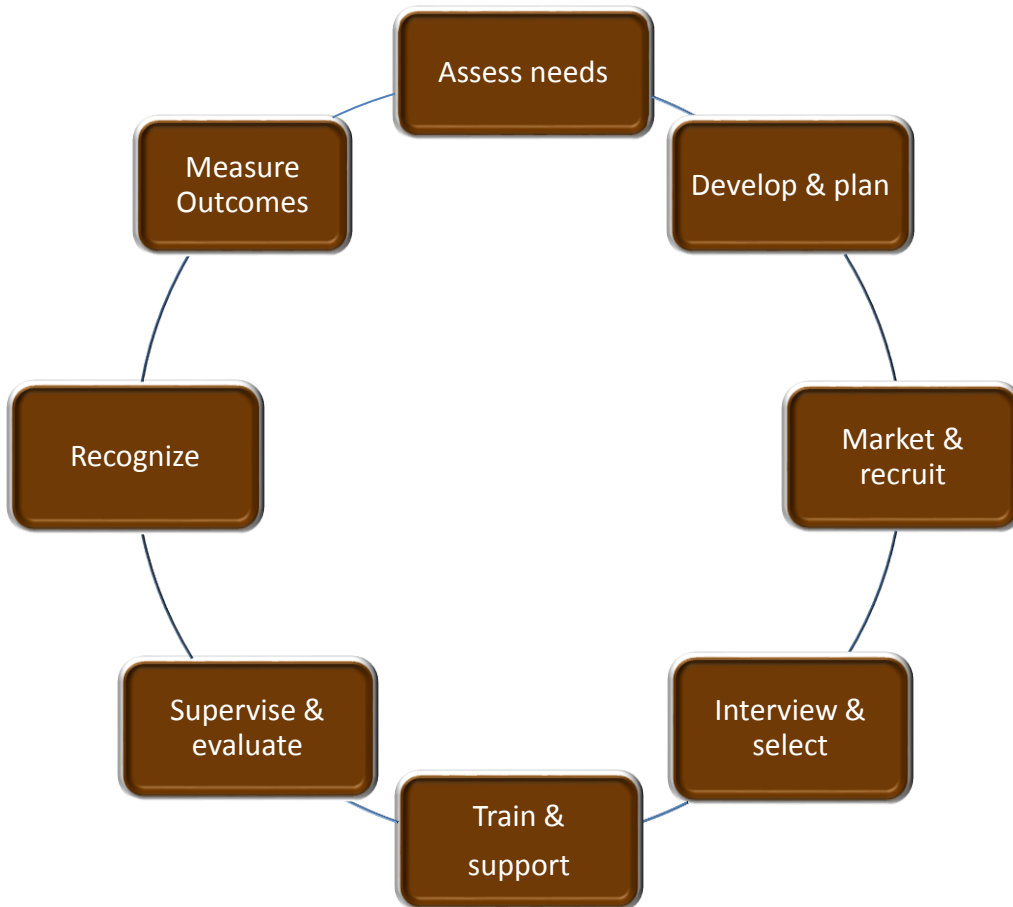
It is also a force that, when leveraged correctly, can break through some difficult barriers or carve a new path forward.

For our purposes, let’s envision engagement through volunteerism as a stream or a steady river. When volunteers enter the stream, they may enter at the very first trickle of water. They may dip their toe, or they may ride it all the way down the mountain. Think of other volunteers who may be most comfortable jumping into the calm depths of the stream or river, and those who enjoy the unpredictable nature of whitewater, or the intrigue of a delta.

Wherever they may enter, the stream must have the momentum to carry them to their next destination, which is often an equally personal decision.

If nothing else, this elaborate metaphor should guide our thinking as we develop roles and programs to inspire, engage, and motivate volunteers toward goals and strategy. Both organizational and personal.

## The Volunteer Framework:



## Assessing Needs

Prompting Questions:

1. Why do you need volunteers?
2. How does your program fit with the university's plan/mission?
3. What are your program goals?
4. How do you plan to meet/exceed goals?
5. What is keeping/will keep you from meeting your goals?
6. What is it that you need volunteers to do?
7. How would you outline roles that will address what you need from volunteers?
8. Why aren't full-time staff filling these roles?

Assessing the needs of your program involves identifying the roles and resources that will help you, Advancement, and Lehigh meet our goals. To help you begin assessing your needs, try completing the statement, "if we had more time or bandwidth, we would . . ." Develop a list of projects, items, ideas, that will contribute to the success and growth of your program. From there, you will need to determine which projects should be staff-driven and which may be a good project for a volunteer or volunteers to take on!

Potential projects/roles to contribute to the success of your program:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_

Another tactic that you may want to employ when assessing your program is speaking with volunteers who have or do volunteer within that program. Their insights regarding what they've found helpful, what they need, etc. can only help the program improve and subsequently, help meet goals.

## Developing & Planning

Now that you've assessed your volunteer program needs, you'll want to create a plan that will help you to implement the projects. Depending on how you like to organize your thoughts, you may want to try utilizing one or a few of the below planning resources. Help yourself stay organized with an outline that lists the mission and goals of your program, how you will achieve them, who will do it and when it will be done.

Goal/Need to be addressed

- ↳ Project
- ↳ Tactics
- ↳ Tactics timeline
- ↳ Point person
- ↳ Resources needed for completion
- ↳ Follow-up

Organize your plan in whatever way works for you. A table? A traditional outline? A list? Creative drawing? Interpretive dance? Okay, not that last one. Make sure your plan is easy to follow and makes room for collaboration and process improvement.

You'll be spending a good amount of time with your plan, so be sure it highlights the goals and objectives you are looking to accomplish. Setting milestones or benchmarks is a way to keep yourself on track and course correct, when needed.

## Marketing & Recruiting

To attract the skilled and passionate volunteers you are looking for, you need to be able to tell the story of impact. Our colleagues in Donor Relations/Stewardship do tremendous work around telling the story of a gift's impact. Rarely does a story begin with, "here's how you can make your gift." Volunteer program manager's need to develop those skills as well. Volunteers will respond best when they understand first the impact of the volunteer role or opportunity at hand, then the impact of the role on the organization/the impact of the organization itself. Once those concepts are grasped, they will need to know the tasks and expectations.

For marketing your program, try collaborating with other program managers to develop times you may be able to utilize communication pieces and events to encourage participation in your program. There are also a few resources you may want to leverage:

1. Social media – partner with the Communications team to schedule posts to social media that promote your program and ask for volunteers
2. Email – if you are sending an email, whether a mass communication piece or a personalized individual email, try including a recruitment message. You can do that in the body of the email or by getting creative with your signature. Remember to tell a story; don't just ask for people to raise their hands!
3. Other volunteers – work with current or newly-recruited volunteers to find out who they might know who would also be interested in volunteering. Ask for volunteers who may be interested in utilizing or honing recruitment or sales skills and provide them with goals they can aim for. This is advocacy marketing at its best!
4. Events – Take some time to review survey results for the events your department organizes. In the case of NPS surveys, reach out to promoters AND detractors to talk with them about the event and taking their involvement to the next step. Channel the passion of both the attendee who loved everything about the program and the attendee who had complaints!
5. National Volunteer Appreciation Week in April – use this time to recognize current volunteers with whom you work and creatively market your program and its impact.
6. Talking points for your program – anyone should be able to discuss your program, starting with you. Take some time to write down 3-5 talking points about your program. You should be able to explain the purpose and goals of the program, how the program meets those goals, and what kinds of skills are valued (and why) in the program.

Remember, when recruiting volunteers, you want to be prepared with specific roles and tasks to be performed (after the storytelling!). Also, it is important to ask for people with particular skill sets and interests. You wouldn't want to be vague, or make volunteers feel like you could have had "just anybody" do what they do. This helps to attract the right people and keep them motivated.

It is also important to think of all the reasons someone may *not* want to volunteer with your program. It may be helpful to make a list of those reasons and then how you would address those reasons.



## Interview & Select

It's vital to the success of your program and the volunteers to have volunteers who are right for the role for which you are recruiting. Remember, you'll want to have roles/tasks clearly outlined for a volunteer before you begin recruitment. Below are a few sample questions you may be able to use for conducting an interview with a potential volunteer. You will likely learn quite a bit about someone and if/where they will be a good fit with a 5-10 minute conversation.

- Tell me about your experience with your alma mater.
- Why do you want to volunteer with our organization?
- Can you talk about your previous volunteer experience? What did you find most rewarding? Most challenging?
- How much time do you want to dedicate to volunteering?
- What kind of environment do you thrive in/what is your preferred work style like?
- What elements are really important to you when volunteering? Working with students, talking about your career, working with data/analytics?
- What are your expectations for a volunteer position? For a staff liaison?
- What skills do you have that would help you in this role? What skills are you looking to cultivate?
- Have you ever felt undervalued in a volunteer role?
- What do you hope for your volunteer experience?

Remember, volunteers shouldn't have to jump through hoops to work with you. Depending on the commitment required for your program, however, volunteers should be willing to demonstrate their passion for volunteering, passion for the program, and passion for the organization. Interviewing, and/or having volunteer leadership interview a prospective volunteer can help you assess a volunteer's interest and skill.

One last thing about selection, or matching volunteers to the program that best suits her or him. It is important to connect the volunteer to something that she or he will find interesting, fun, and impactful.

If Steven is volunteering to talk to students about career networking via Skype, it's important to know whether Steven feels connected to talking to students, career networking discussion, or volunteering virtually. Try to figure out the connections in the interview process.

## Train & Support

Orientation. Orientation. Orientation.

If you do nothing else with regard to training during the year, provide orientation. This will set the stage for the program, answer any questions upfront and – hopefully – mitigate challenges in the long run. Orientation should not be too long (a 45 minute webinar, as an example), should be very clear with regard to goals and objectives, should include tasks and expectations and outline the resources that are available to volunteers.

What you will want to include in an orientation:

- Goals and purpose of the program
- Review of the position description and any procedural documentation (confidentiality agreement, how-to for a tool that is used)
- Discussion about what resources are available and what the volunteer can expect throughout the year and from you as the program manager (to whom should they go with questions or challenges?)
- Overview of where their program fits with the rest of the department and institution. Providing them with the big organizational picture allows them to connect dots.

Continue to provide check-in opportunities and outline opportunities to review benchmarks. Be sure to be as transparent with volunteers when it comes to your role and goals. Also giving them a glimpse into the life and thoughts of senior leadership can keep them feeling informed.

Could a member of senior leadership across campus provide a video or webinar update to volunteers?

Providing volunteers with a checklist and an opportunity to assess whether or not he or she has the tools needed to execute in the role is crucial. After orientation, allow some time for volunteers to process the information. Below is a sample checklist for volunteers to ensure they have what they need to be successful in their role.

Have you:

- Signed and returned the volunteer confidentiality agreement?
- Reviewed the volunteer PD or role with a staff member?  
*Do you have any remaining questions?*
- Made a personally meaningful gift to the Lehigh Fund?  
*Would you like more information about the Lehigh Fund and philanthropy at Lehigh?*
- Developed your “why” – why are you volunteering with Lehigh? Why have you chosen this program?

## Supervise & Evaluate

Ensuring volunteers are getting the work done is paramount to your program. Doing it can be time-consuming. Establishing a process for volunteers to input success parameters is a start. After interviewing a volunteer, don't lose sight of their answers to your questions. Be sure to provide them with the tools to monitor their own progress to your mutually agreed upon goals.

Perhaps they can submit a form after orientation that outlines goals and even some metrics that you are able to review, adjust in partnership with the volunteer, then score at a benchmark in time.

Evaluating volunteers allows for the opportunity to improve upon the experience of the volunteer, as well as develop their skills, cultivate their contributions, and enhance your processes. Below are a few systems you may want to employ to track and record volunteer and program success prior to evaluation.

### Volunteer Score Card:

Name of Volunteer: Jane Smith '77, Reunion volunteer

Name of Program Manager: Dave Jones

Date of Evaluation: July 2017

Participation – Has this person attended meetings and conference calls? Is he or she following through on tasks or projects to which they agreed?

Alignment – Is this individual able to connect their interests and skillsets to the strategy and needs of the organization

Contribution – How has this person contributed?

Parameter	Score (0-5, when 5 is best)	Reason for score
Participation	4	Jane often led conference calls and attended 2 of the 3 in-person meetings
Alignment	3	Jane sometimes struggled to make the connection between her reunion events and university goals surrounding class affinity.
Contribution	4	While Jane didn't always get along with her fellow committee members, she was the driving force behind her class activity and managed to build attendance.

Was this volunteer recognized in a formal capacity? If yes, how? Yes, Jane was the Alumni Award winner for her class and was honored at the awards breakfast for her contribution to Reunion.

Would you recommend this volunteer for another program? Yes, I think she would be great as an Alumni Admissions Outreach volunteer.

Notes/additions: Needs more explanation of impact of Reunion on university goals/strategy.

## Recognize

Like with any relationship in life, showing appreciation and celebrating successes goes a long way to deepening connections and furthering the partnership. Recognition is not a once and done activity. Rather, it evolves with the volunteer's engagement experience and should exist at every turn.

Be sure to leverage already existing programs, events, and communication pieces to maximize recognition of a group or volunteer.

Notifying your department, the campus community when appropriate, the alumni community, and the volunteer group itself are all important audience members for recognition.

Remember that recognition cannot be sustained by awards alone. Providing incentives in recognition of great work can be a useful and efficient way to show appreciation.

Consider the following to recognize a successful volunteer or program:

- Provide a VIP experience at an event
- Organize an opportunity to meet with senior leadership
- Arrange for a discount at Reunion, or other costly event/activity
- Announce contributions and awards at events and programs throughout the year
- Have a student or colleague write a thank you note
- Feature the individual or group in newsletters and on social media

Impact reporting is another important feature in a recognition strategy. It is important to track activity and contributions and code it into the database.

When in doubt, consult with other program managers and stewardship professionals to gather ideas!

## **Measure Outcomes**

Measurement, tracking, data collection, evaluation. All of these concepts should be ever-present in the work you do with volunteers. If you are tracking and assessing progress toward goals throughout the framework, you will easily be able to demonstrate value, confirm or course-correct ideas, and provide volunteers with a positive experience. It is important for volunteers to understand the impact of their work.

An end-of-year assessment is an important step in the process of creating a sustainable program. Try revisiting the first step in the framework and work backwards on your needs assessment. What did you accomplish? What did you not accomplish? What have you changed your mind about? In what ways were volunteers helpful?

Once you've been able to answer some of those questions, you'll be able to analyze the data that you have collected.

<b>Code</b>	<b>Description</b>	<b>Category</b>
50GAME	Attended 50 Leh/Laf Games	Alumni
AAA	LUAA Board President	Alumni
AAAWD1	Alumni Award	Alumni
AAAWD10	Undergrad Student Merit Award	Alumni
AAAWD11	John K. Conneen '30 Award	Alumni
AAAWD2	Deming Lewis Award	Alumni
AAAWD3	Friend of Lehigh Award	Alumni
AAAWD4	George F. A. Stutz '22 Award	Alumni
AAAWD5	Good Neighbor Award	Alumni
AAAWD6	Graduate Student Merit Award	Alumni
AAAWD7	Joseph R. Persa '48 Award	Alumni
AAAWD8	Paul J. Franz '44 Award	Alumni
AAAWD9	Robert A. Harrier Award	Alumni
AAB	LUAA Board Director	Alumni
AAC	LUAA Board Senior VP	Alumni
AAD	LUAA Board Trustee	Alumni
AAF	LUAA Board Treasurer	Alumni
AAG	LUAA Board Regional VP	Alumni
AAH	LUAA Board Dir. on Campus	Alumni
AAK	LUAA Alumni Relations Cmte	Alumni
AAL	LUAA Faculty/Alumni Speaker	Alumni
AAM	LUAA Alumni Band	Alumni
AAO	LUAA Alum Admissions Outreach	Alumni
AAP	Accounting Affinity Program	Alumni
AAPL	Acct Affinity Leadership	Alumni
AAS	LUAA General Reunion Committee	Alumni
AAV	LUAA Board Archivist	Alumni
AAW	LUAA Widow/Widower of Lehigh	Alumni
AAX	LUAA Board Ex-Officio	Alumni
AAY	LUAA Board YA Trustee	Alumni
AAZ	LUAA Awards Committee	Alumni
AAZL	LUAA Award Committe Leadership	Alumni
ABA	Volunteer Comm Chairman	Alumni
ABB	Volunteer Comm Member	Alumni
ABE	LUAA Freshman Sendoff Hosts	Alumni
ABF	LUAA Care Network	Alumni
ABG	LUBLAC Steering Committee	Alumni
ACA	LUAA Class President	Alumni
ACB	LUAA Class Vice President	Alumni
ACC	LUAA Class Secretary	Alumni
ACD	LUAA Class Treasurer	Alumni
ACF	LUAA Class Correspondent	Alumni
ACL	LUAA Former Class Officer	Alumni
ACN	LUAA Club President	Alumni
ACO	LUAA Club Vice President	Alumni
ACP	LUAA Club Secretary	Alumni

ACQ	LUAA Club Treasurer	Alumni
ACR	LUAA Club Board Member	Alumni
ACRC	LUAA Club Board Chair	Alumni
ACT	LUAA Club Volunteer	Alumni
ACW	LUAA Graduate Alumni Committee	Alumni
ACX	LUAA Asian Support Council	Alumni
ADA	LUAA Dinner Club Alumni	Alumni
ADS	LUAA Dinner Club Student	Alumni
ARNAIR	Arnold Air Society	Alumni
AWA	LUAA Award Recipients	Alumni
BAL	Balance	Alumni
BALM	Balance Mentor	Alumni
BDBIOE	ISE	Alumni
BDCAS	CAS Advisory Council	University
BDCBAC	CBE Acct Advisory Committee	University
BDCBE	CBE Advisory Council	University
BDCEAS	RCEAS Advisory Council	University
BDCEE	Civil & Envir Eng Adv Council	Alumni
BDCFS	CBE Center for Financial Servi	University
BDCHBE	Chem&Biomolecular Eng Adv Coun	University
BDCOE	COE Advisory Council	University
BDCSE	Computer Sci & Eng Adv Council	Alumni
BDCVE	Corp. Volunteer Advisory Coun	University
BDECE	Electrical & Comp Eng Adv Coun	Alumni
BDEMI	Engin. Minor Industrial Ad.Brd	University
BDGARS	Gov. Affairs/Research Adv. Bd.	University
BDISE	ISE Advisory Board	University
BDMAES	Energy Systems Eng Adv Council	Alumni
BDMAHSE	MA Healthcare Sys Eng Adv Coun	Alumni
BDMASE	MA Structural Eng Adv Council	Alumni
BDMATECH	MA Technical Entrep Adv Council	Alumni
BDMATSCI	Material Sci & Eng Adv Council	Alumni
BDMEM	Mech Eng & Mechanics Adv Council	Alumni
BDSIJ	BDSI Judges	Alumni
BLL	Balance Leadership	Alumni
BLLC	Balance Leadership Chair	Alumni
BLOGA	Blog Author	Alumni
BLOGC	Blog Contributor	Alumni
CAM	LUAA Career Mentor Pgm Vols	Alumni
CAN	LUAA Career Consulting Appt.	Alumni
CAR	Alumni Career Development	Alumni
CBEV	College of B/E Volunteers	Alumni
CEAC	Chemical Eng Advisory Council	University
CEDAC	CED Alumni Council	University
CEH	Career Externship Host	Alumni
CEO	Corporate Engagement Officer	Alumni
CHORAL	Choral Union	Alumni

CLA	Crowdfunding Leader - Alumnus	Alumni
CLCC	Class Committee Chair	Alumni
CLCCF	Class Comm Chair-Fundraising	Alumni
CLCCP	Class Comm Chair-Planning	Alumni
CLCM	Class Committee Member	Alumni
CLCMF	Class Comm Member-Fundraising	Alumni
CLCMP	Class Comm Member-Planning	Alumni
CLS	Crowdfunding Leader - Student	Alumni
CNR	Career Networking Reception	Alumni
CSE	Career Services Employer	Alumni
CSG	Career Services Greeter	Alumni
CSR	Career Fair Recruiter	Alumni
DAA	Special Scholarship Correspond	Alumni
DAC	Chairman of Athl Partnership	Alumni
DAD	Athl Partnership Advisory Brd	Alumni
DAE	Athl Partnership Sport Liaison	Alumni
DAV	Athletic Volunteer	Alumni
DCB	Brown & White:Coppee Hall Camp	Alumni
DCE	Epitome:Coppee Hall Campaign	Alumni
DCW	President's Council for Women	Alumni
DDA	Development Campaign Committee	Alumni
DDAC	Dev. Campaign Comm Chair	Alumni
DDB	National Leadership Committee	Alumni
DDC	Leadership Agent	Alumni
DDCC	Leadership Agent Chair	Alumni
DDD	MBA Committee	Alumni
DDG	PTV Volunteers	Alumni
DDS	Sayre Club Committee	Alumni
DEAN	Council of Deans	University
DED	College of Ed Alumni Day	Alumni
DENAW	Dr. Costel Denson '56 Award	Alumni
DGC	Alum Mem Class Gift Committee	Alumni
DGD	Alum Mem Class Gift Past	Alumni
DGE	Planned Giving Class Chairman	Alumni
DGF	Planned Giving Committee	Alumni
DGG	Capital Campgn Vol-Current	Alumni
DGH	Capital Campgn Vol-Past	Alumni
DGI	Nation Ann Fund Vol-Current	Alumni
DGIC	Nation Ann Fund Vol Chair	Alumni
DGJ	Nation Ann Fund Vol-Past	Alumni
DGK	National Campaign Comm	Alumni
DGL	Parents Council	Alumni
DGLC	Parents Council Chair	Alumni
DGM	Parents Comm-Past	Alumni
DGS	LF Class Agent	Alumni
DGU	Geology Interest - PQ	Alumni
DGY	Senior Class Gift Committee	Student



DGYC	Senior Class Gift Comm Chair	Alumni
DHA	Real Estate Studies Advisors	Alumni
DHC	College of Art&Science Adv Cou	Alumni
DIA	International Alumni	Alumni
DIB	Global Advancement Council	Alumni
DJA	Jewish Interest	Alumni
DJM	Journalism McFadden	Alumni
DJP	Journalism PR Minors	Alumni
DLA	Latin American Constituents	Alumni
DMA	1 Million to 5 Million	Alumni
DMB	Over 5 Million	Alumni
DMC	Medical College of PA	Alumni
DMS	Martindale Fellows	Alumni
DNB	Fritz Engineering Research Soc	Alumni
DPP	Mechanical Engineering Society	Alumni
DSC	Student Phonathon Callers	Student
DSF	Florida Swing	Alumni
DSR	Deans Scholar	Student
DVC	Corporate Outreach Volunteer	Alumni
DVG	Greek Outreach Volunteer	Alumni
DVZ	ZAC/Cultural Affairs Volunteer	Alumni
DXM	Fall Solicitation Maybe	Alumni
DXR	Fall Solicitation Refusal	Alumni
DXS	Fall Solicitation Sorry Missed	Alumni
DZF	Refusal Spring 1	Alumni
DZM	Spring Solicitation Maybe	Alumni
DZR	Spring Solicitation Refusal	Alumni
DZS	Sprg Solicitation Sorry Missed	Alumni
ENTL	Lehigh Innovator Leadership	Alumni
ENTR	Lehigh Innovator Membership	Alumni
FACULTY	FACULTY	University
FAST	Fastbreak Club-Bsktbl Booster	Alumni
FLAG	First Year Rally Flag Bearers	Alumni
FLB	Friends of the Library Board	Alumni
FSLC	Financial Services Lab Comm.	University
FTF	Fraternity Task Force	University
GAA	Greek Alumni Advisor	Alumni
GAC	Greek Alumni Council	Alumni
GACE	GAC Ex-Officio	Alumni
GACP	GAC President	Alumni
GACS	GAC Secetary	Alumni
GACVP	GAC Vice President	Alumni
GFL	Group Funding Leader	Alumni
GFS	Greek Faculty/Staff Supporters	Alumni
GKI	Greek Key Influence	Alumni
GLC	Global Council	Alumni
GLV	Global Village	University

GRACAW	Eugene G. Grace Award	Alumni
GSCL	Group Scholarship Leaders	Alumni
GSL	Group Scholarship Leader	Alumni
HERS	Hershey Mill Lunch	Alumni
HOST	Volunteer Event Host	Alumni
IAP	Iacocca Professors	University
IHV	Iacocca Hall Volunteers	Alumni
IM4	IM 4 on 4 Flag Football	Student
IMB	IM Basketball	Student
IMD	IM Dodgeball	Student
IMF	IM Flag Football	Student
IMI	IM Indoor Soccer	Student
IMS	IM Soccer	Student
IMT	Intramural Turkey Trot	Student
IMV	Intramural Volleyball	Student
IMW	IM whiffle Ball	Student
INSUR	Insurance Purchaser	Alumni
IOS	Outsource Inactive Record	Alumni
ISEAW	ISE Award Winner	Alumni
ISEL	ISE Affinity Group Leadership	Alumni
ISEM	ISE Affinity Group Membership	Alumni
ISV	Ignite Std Volun	Alumni
LAL	Lehigh Alumni Trustee	University
LAP	Lehigh Appointed Trustee	University
LAS	Lehigh Assistant Secretary	University
LAT	Lehigh Assistant Treasurer	University
LBCDDJ	Launch Bay Demo Day Judges	Alumni
LCE	Lehigh Corporate Emeriti	University
LCH	Lehigh Chairman of the Board	University
LCHA	lehigh Christian Alumni	Alumni
LCM	Lehigh Corporate Trustee	University
LCOMP	Compensation Subcommittee	University
LCST	Capital Structure Subcommittee	University
LDIV	Subcommittee on Diversity	University
LDST	Lamberton Diner Student Comm.	Student
LEO	Lehigh Trustee Ex Officio	University
LGAA	Subcommittee on Governance	University
LGAS	Global Affairs Subcommittee	University
LHO	Lehigh Honorary Trustee	University
LIL	L-in-Life Award	Alumni
LINV	Investment Subcommittee	University
LLA	Lehigh Lawyers Association	Alumni
LLC	Lehigh Leadership Council	University
LLCC	Lehigh Leader Council Chair	University
LLG	Lehigh Legacy Participants	Alumni
LLL	Lehigh Lawyers Leadership	Alumni
LLT	Lehigh Lafayette Telecast Vol.	Alumni

LNLC	Linderman Library Committee	University
LOLL	Legacy of Leadership Leaders	Alumni
LOLM	Legacy of Leadership Members	Alumni
LREL	LU Real Estate Prof. Leader	Alumni
LREP	LU Real Estate Prof. Member	Alumni
LSR	Liner Spring Refusal	Alumni
LST	Lehigh Board Secretary/Treas	University
LSV	Lehigh Silicon Valley Speakers	Alumni
LSW	Liner Spring Will Consider	Alumni
LTE	Lehigh Trustee Emeritus	University
LUAG	Lehigh University Arts Gallery	University
LUCAN	LUCAN Volunteer	Alumni
LUGALA	Lehigh Alumni Pride Assoc	Alumni
LUGALL	Lehigh Alumni Pride Leadership	Alumni
LUHL	LU Healthcare Network Leaders	Alumni
LUHM	LU Healthcare Network Members	Alumni
LUMECA	LU Media & Communication Alums	Alumni
LVC	Lehigh Board Vice Chairman	University
MARL	Marching '97 Leaders	Undergraduate
MARM	Marching '97 Members	Undergraduate
MARTIN	Martindale Advisory Committee	Alumni
MATSCI	Materials Science Society	Alumni
MBA	Baseball	Undergraduate
MBAA	MBA Association	Alumni
MBAAA	Baseball Alum Ambassador	Alumni
MBACN	Baseball Career Network	Alumni
MBACO	Baseball Communication	Alumni
MBAER	Baseball Era Rep	Alumni
MBAEV	Baseball Events	Alumni
MBAPS	Baseball Prog Support	Alumni
MBB	Basketball Men's	Undergraduate
MBBAA	Men Basketball Alum Ambassador	Alumni
MBBCN	Men Basketball Career Network	Alumni
MBBCO	Men's Basketball Communication	Alumni
MBBER	Men's Basketball Era Rep	Alumni
MBBEV	Men's Basketball Events	Alumni
MBBPS	Men's Basketball Prog Support	Alumni
MCC	Cross Country Men's	Undergraduate
MCFS	Martindale Faculty & Staff	Alumni
MCR	Crew Men's	Undergraduate
MCSX	Martindale MCS-Did Not Finish	Alumni
MECC	LUMECA Leadership	Alumni
MERCH	LUA Merchandise Purchase	Alumni
META	Metallurgical Society	Alumni
MFAC	Martindale Affiliated Faculty	Alumni
MFB	Football	Undergraduate
MFBA	Football Alum Ambassador	Alumni

MFBCN	Football Career Network	Alumni
MFBCO	Football Communication	Alumni
MFBER	Football Era Rep	Alumni
MFBEV	Football Events	Alumni
MFBPS	Football Prog Support	Alumni
MFE	Fencing Men's	Undergraduate
MFRD	Martindale "Friends"	Alumni
MGCM	Mulvihill Golf Center Member	Alumni
MGO	Golf Men's	Undergraduate
MGOAA	Men's Golf Alum Ambassador	Alumni
MGOCN	Men's Golf Career Network	Alumni
MGOCO	Men's Golf Communication	Alumni
MGOER	Men's Golf Era Rep	Alumni
MGOEV	Men's Golf Events	Alumni
MGOPS	Men's Golf Prog Support	Alumni
MHONF	Martindale Honorary Fellow	Alumni
MIH	Ice Hockey Men's	Undergraduate
MLA	Lacrosse Men's	Undergraduate
MLAAA	Men's Lacrosse Alum Ambassador	Alumni
MLACN	Men's Lacrosse Career Network	Alumni
MLACO	Men's Lacrosse Communication	Alumni
MLAER	Men's Lacrosse Era Rep	Alumni
MLAEV	Men's Lacrosse Events	Alumni
MLAPS	Men's Lacrosse Prog Support	Alumni
MOS	Other Men's	Undergraduate
MRI	Rifle Men's	Undergraduate
MSK	Skiing Men's	Undergraduate
MSO	Soccer Men's	Undergraduate
MSOAA	Men's Soccer Alum Ambassador	Alumni
MSOCN	Men's Soccer Career Network	Alumni
MSOCO	Men's Soccer Communication	Alumni
MSOER	Men's Soccer Era Rep	Alumni
MSOEV	Men's Soccer Events	Alumni
MSOPS	Men's Soccer Prog Support	Alumni
MSQ	Men's Squash	Undergraduate
MSW	Swimming Men's	Undergraduate
MTE	Tennis Men's	Undergraduate
MTENAA	Men's Tennis Alum Ambassador	Alumni
MTENCN	Men's Tennis Career Network	Alumni
MTENCO	Men's Tennis Communication	Alumni
MTENER	Men's Tennis Era Rep	Alumni
MTENEV	Men's Tennis Events	Alumni
MTENPS	Men's Tennis Prog Support	Alumni
MTI	Track/Indoor Men's	Undergraduate
MTO	Track/Outdoor Men's	Undergraduate
MVB	Volleyball Men's	Undergraduate
MWP	Water Polo Men's	Undergraduate

MWR	Wrestling	Undergraduate
MWRAA	Wrestling Alum Ambassador	Alumni
MWRAB	Advisory Board Member	Alumni
MWRCN	Wrestling Career Network	Alumni
MWRCO	Wrestling Communication	Alumni
MWRER	Wrestling Era Rep	Alumni
MWREV	Wrestling Events	Alumni
MWRPM	Prog Support Comm. Member	Alumni
MWRPS	Wrestling Prog Support	Alumni
NAA	Natl Assn of Accountants	Alumni
NB85	1985 Basketball Team Reunion	Alumni
NB88	1988 Basketball Team Reunion	Alumni
NF50	1950 Football Team Reunion	Alumni
NF57	1957 Football Team Reunion	Alumni
NF61	1961 Football Team Reunion	Alumni
NF73	1973 Football Team Reunion	Alumni
NF75	1975 Football Team Reunion	Alumni
NF77	1977 Football Team Reunion	Alumni
NF79	1979 Football Team Reunion	Alumni
NF80	1980 Football Team Reunion	Alumni
NF93	1993 Football Team Reunion	Alumni
NF95	1995 Football Reunion	Alumni
NF98	1998 Football Team Reunion	Alumni
NL59	1959 Lacrosse Team Reunion	Alumni
OVA	Affinity Outreach Volunteer	Alumni
OVC	Class Outreach Volunteer	Alumni
PACKAW	James Ward Packard Award	Alumni
PANE	Professional Alumni Network	Alumni
PRES	President's Leadership Council	University
PROV	Provost's Council	University
PRSR	Pre-Reunion Survey Results	Alumni
PRST	President's Staff	University
PSR	President's Scholar Receptient	Student
REALC	ire@I Executive Committee	Alumni
ROB	Serving as Class Officer	Alumni
ROWAA	Rowing Alum Ambassador	Alumni
ROWCN	Rowing Career Network	Alumni
ROWCO	Rowing Communication	Alumni
ROWER	Rowing Era Rep	Alumni
ROWEV	Rowing Events	Alumni
ROWPS	Rowing Prog Support	Alumni
RPN	Reunion - Planning to Attend	Alumni
SABC	Sr Alumni Bcard Volunteer	Alumni
SAGL	Sustainability Affn Leadship	Alumni
SAGM	Sustainability Affn Membership	Alumni
SAME	Society of Military Engineers	Alumni
SAO	Student Admissions Outreach	Student

SAY	Cheerleading	Student
SAZ	Intramurals	Student
SBM	L U Wrestling Club	Alumni
SBN	Wrestling Schol Campaign Comm	Alumni
SBS	Quarterback Club	Alumni
SENIOR	Senior Class Member	Alumni
SIP	Special Interest Parent	Alumni
SPEAK	Volunteer Speaker	Alumni
SRW	Student Reunion Workers	Student
STAFF	STAFF	University
SWDAA	Swim/Diving Alum Ambassador	Alumni
SWDAR	Alum Assoc. Rep	Alumni
SWDCC	Career Committee Chair	Alumni
SWDCN	Swim/Diving Career Network	Alumni
SWDCO	Swim/Diving Communication	Alumni
SWDCR	Communic Committee Co-Chair	Alumni
SWDEC	Events Committee Chair	Alumni
SWDER	Swim/Diving Era Rep	Alumni
SWDEV	Swim/Diving Events	Alumni
SWDEVC	Events Committee Vice Chair	Alumni
SWDFA	Fundraising Commit. Asst VC	Alumni
SWDFC	Fundraising Committee Co-Chair	Alumni
SWDFV	Fundraising Committee V-Chair	Alumni
SWDGC	Golf Outing Co-Chair	Alumni
SWDHA	Honorary Ambassador	Alumni
SWDPS	Swim/Diving Prog Support	Alumni
SWDVC	Career Committee Vice Chair	Alumni
TAA	Academic Affairs Committee	University
TAAC	Academic Affairs Comm Chair	University
TAC	Audit Committee	University
TCA	Cultural Affairs Committee	University
TDO	Advancement Committee	University
TEC	Executive Committee	University
TENAA	Tennis Alum Ambassador	Alumni
TENCN	Tennis Career Network	Alumni
TENCO	Tennis Communication	Alumni
TENER	Tennis Era Rep	Alumni
TENEV	Tennis Events	Alumni
TENPS	Tennis Prog Support	Alumni
TFC	Finance Committee	University
TFCC	Finance Committee Chair	University
TNC	Nominating Committee	University
TOC	Oversight Committee	University
TPA	Public Affairs	University
TPP	Campus Planning and Operations	University
TPPC	Physical Planning Plant Chair	University
TSA	Student Affairs Committee	University

TSAC	Student Affairs Comm Chair	University
TSI	Investment	University
TSR	Graduate Studies & Research	University
UCBS	Univ Center Bldg Supervisors	Alumni
V92	Volunteer Day 92	Alumni
VAWSS	Varsity Athl Wrk Study Student	Student
VCI	Invitation to Volunteer	Alumni
VCM	Visiting Committee	Alumni
VCN	Visitors Desk Volunteers	Alumni
VDI	Volunteer Day Invitation	Alumni
VFH	Fall Home Team Volunteer	Alumni
VFP	Fall Phonathon Volunteer	Alumni
VPG	VP Giving	Alumni
VPH	Future Home Team Volunteer	Alumni
VPM	VP Marketing	Alumni
VPP	Future Phonathon Volunteer	Alumni
VPR	Volunteer Phonathon Refusal	Alumni
VPRE	Vice Presidents	University
VPU	VP Unity	Alumni
VSH	Sping Home Team Volunteers	Alumni
VSP	Spring Phonathon Volunteer	Alumni
VZP	Previous Volunteer 1991 & back	Alumni
WAR	Archery Women's	Undergraduate
WBB	Basketball Women's	Undergraduate
WBBAA	Women's B'ball Ambassador	Alumni
WBBCC	Women's B'ball Career Chair	Alumni
WBBCH	Women's B'ball Commun. Chair	Alumni
WBBCN	Women's B'ball Career Network	Alumni
WBBCO	Women's B'ball Communication	Alumni
WBBEC	Women's B'ball Event Chair	Alumni
WBBER	Women's B'ball Era Rep	Alumni
WBBEV	Women's B'ball Events	Alumni
WBBFB	Facebook Page	Alumni
WBBN	Networking	Alumni
WBBNC	Networking Chair	Alumni
WBBPS	Women's B'ball Prog Support	Alumni
WBBTL	B'ball Team Liaison	Alumni
WBM	Badminton Women's	Undergraduate
WBO	Bowling Women's	Undergraduate
WCC	Cross Country Women's	Undergraduate
WCR	Crew Women's	Undergraduate
WFE	Fencing Women's	Undergraduate
WFH	Field Hockey Women's	Undergraduate
WFHAA	Field Hockey Alum Ambassador	Alumni
WFHCN	Field Hockey Career Network	Alumni
WFHCO	Field Hockey Communication	Alumni
WFHER	Field Hockey Era Rep	Alumni

WFHEV	Field Hockey Events	Alumni
WFHPS	Field Hockey Prog Support	Alumni
WGO	Golf Women's	Undergraduate
WGOAA	Women's Golf Alum Ambassador	Alumni
WGOCN	Women's Golf Career Network	Alumni
WGOCO	Women's Golf Communication	Alumni
WGOER	Women's Golf Era Rep	Alumni
WGOEV	Women's Golf Events	Alumni
WGOPS	Women's Golf Prog Support	Alumni
WGY	Gymnastics Women's	Undergraduate
WIH	Ice Hockey Women's	Undergraduate
WIL	Women's in Leadership	Alumni
WILM	Williams Prize	Alumni
WISE	Women's Involved Student Ed	Alumni
WLA	Lacrosse Women's	Undergraduate
WLAAA	Women Lacrosse Alum Ambassador	Alumni
WLACN	Women Lacrosse Career Network	Alumni
WLACO	Women's Lacrosse Communication	Alumni
WLAER	Women's Lacrosse Era Rep	Alumni
WLAEV	Women's Lacrosse Events	Alumni
WLAPS	Women's Lacrosse Prog Support	Alumni
WLATL	Team Liaison	Alumni
WOS	Other Women's	Undergraduate
WSAB	Women's Studies Advisory Board	Alumni
WSB	Softball Women's	Undergraduate
WSBAA	Softball Alum Ambassador	Alumni
WSBCC	Softball Communication Chair	Alumni
WSBCN	Softball Career Network	Alumni
WSBCO	Softball Communication	Alumni
WSBEC	Softball Era Rep Chair	Alumni
WSBER	Softball Era Rep	Alumni
WSBEV	Softball Events	Alumni
WSBFB	Facebook Page	Alumni
WSBPC	Softball Prog Support Chair	Alumni
WSBPS	Softball Prog Support	Alumni
WSBTL	Softball Team Liaison	Alumni
WSC	Wall Street Council	University
WSK	Skiing Women's	Undergraduate
WSL	Wall Street Council Leadership	University
WSO	Soccer Women's	Undergraduate
WSOAA	Women's Soccer Alum Ambassador	Alumni
WSOCN	Women's Soccer Career Network	Alumni
WSOCO	Women's Soccer Communication	Alumni
WSOER	Women's Soccer Era Rep	Alumni
WSOEV	Women's Soccer Events	Alumni
WSOPS	Women's Soccer Prog Support	Alumni
WSQ	Squash Women's	Undergraduate



WSS	Synchro Swimming Women's	Undergraduate
WSW	Swimming Women's	Undergraduate
WTE	Tennis Women's	Undergraduate
WTENAA	Women's Tennis Alum Ambassador	Alumni
WTENCN	Women's Tennis Career Network	Alumni
WTENCO	Women's Tennis Communication	Alumni
WTENER	Women's Tennis Era Rep	Alumni
WTENEV	Women's Tennis Events	Alumni
WTENPS	Women's Tennis Prog Support	Alumni
WTH	Handball Women's	Undergraduate
WTI	Track Indoor Women's	Undergraduate
WTO	Track Outdoor Women's	Undergraduate
WVB	Volleyball Women's	Undergraduate
WVBAA	Volleyball Alum Ambassador	Alumni
WVBCC	Volleyball Chair	Alumni
WVBCN	Volleyball Career Network	Alumni
WVBCO	Volleyball Communication	Alumni
WVBER	Volleyball Era Rep	Alumni
WVBEV	Volleyball Events	Alumni
WVBPS	Volleyball Prog Support	Alumni
WWP	Water Polo Women's	Undergraduate
XCTAA	CC/Track/Field Alum Ambassador	Alumni
XCTCN	CC/Track/Field Career Network	Alumni
XCTCO	CC/Track/Field Communication	Alumni
XCTER	CC/Track/Field Era Rep	Alumni
XCTEV	CC/Track/Field Events	Alumni
XCTPS	CC/Track/Field Prog Support	Alumni
YAC	LUAA Young Alumni Council	Alumni
YACC	LUAA Young Alum Council Chair	Alumni
YACP	YAC President	Alumni
YACS	YAC Secretary	Alumni
YACVP	YAC Vice President	Alumni
YADT	Young Alumni Development Team	Alumni
ZAV	Zoellner Arts Center Volunteer	Alumni
ZGC	Zoellner Gala Committee	Arts
ZSUB	ZAC Subscribers	Arts