



CCIM Institute
Commercial Real Estate's
Global Standard for Professional Achievement

Volunteer Engagement of the Future

White Paper



Josh Hubka, CCIM	(Central Texas)
Harold Huggins, CCIM	(Mid-Atlantic)
Jason Holland, CCIM	(Georgia)
Leslie Biskner, CCIM	(Ohio)

JWL – Class of 2020/2021

Volunteer Engagement of the Future

Team Members:

Josh Hubka, CCIM	(Central Texas)
Harold Huggins, CCIM	(Mid-Atlantic)
Jason Holland, CCIM	(Georgia)
Leslie Biskner, CCIM	(Ohio)

Volunteer engagement has always been a challenge. No matter the industry, recruiting, training, and keeping volunteers active is a critical struggle of any organization. Volunteers are the lifeblood of many organizations and the ones that thrive have strong volunteer pipelines with clear and common goals. Those that struggle are challenged with filling gaps in their base each year.

The challenges that CCIM faces, both on a national level, and within local markets, is nothing new. The COVID-19 pandemic has added new obstacles to the process, as well as highlighted growing rifts in volunteer engagement as new generations become more tenured in our profession. CCIM recognized these challenges and tasked our group to explore Volunteer Engagement of the Future.

Why Now?

The current CCIM volunteer pool lacks diversity in many capacities, including age, race, and gender. Adapting to reflect the demographics of our society and industry is the only way forward.

The Committee model has struggled for years. We all recognize that a few at the top end up doing most of the work. Keeping a committee engaged throughout the year is a major challenge for any leader. Often those committees do not accomplish the goals set, which discourages the volunteers. Ultimately, we watch as these dedicated individuals burnout, and forces new recruitment year after year. While fresh views are helpful for generating new ideas, it takes time for new volunteers to train and get accustomed to their roles. A line of succession will serve the middle with fresh ideas building upon the foundation blocks of the past.

Every chapter has its strengths and weaknesses. Our goal in this white paper is to suggest volunteer engagement strategies you can use in your own community. By reading this white paper, you are already showing dedication to be the changing force for your organization. Our mission – as chapters, and as an Institute – is to prepare the leaders of tomorrow. “**Replacementism**”, or “replacing ourselves”, should be the goal within volunteer-based organizations, like CCIM. Once a chapter centers its focus around supporting, guiding, and mentoring the next generation, it will see a stronger volunteer base.

Research

To prepare for this presentation and white paper, our team had numerous discussions and had the advantage of seeing volunteerism from different lenses which spanned multiple generations. We read numerous articles on various topics, from general volunteerism topics to generational differences, to how to engage young professionals. We also interviewed our Executive Vice President and CEO of the Institute, Greg Fine.

We then created and sent a survey to approximately 450 members, including the Executive leadership of the Institute, past and present JWL classes, all Chairs and Co-Chairs of Institute committees, as well as leadership at the chapter levels. While most surveys are considered successful with a 5% response rate, we were excited to have 107 responses, which was nearly a 24% response rate! That shows the nature and dedication of our fellow CCIMs.

We followed up our survey with one-on-one phone interviews, where we called 25 people at various volunteer levels within CCIM and had detailed conversations about their experiences and opinions of the local chapters and Institute.

The full results of the survey are included as Addendum A.

The COVID Impact

While this paradigm shift began long before, there is no doubt that the catastrophic disruption of the COVID-19 pandemic has impacted our ability to recruit and engage our volunteers. With programs and education shifting virtual, our in-person networking opportunities have been nearly eliminated. Not surprisingly, the chapters with the resources and forethought to transition to virtual and keep their members engaged saw growth. Those that struggled to adapt, have had challenges maintaining their numbers.

The adaptations during the global pandemic have made it difficult to recruit volunteers in the traditional methods. Connecting individuals in a virtual world continues to be a struggle, a year after our world was flipped upside down. But as we have all witnessed, there have been interesting developments in our professional and personal lives that have been positively impacted by this disruption, however strange it is to admit. Commercial Real Estate has certainly seen its polarizing effects – some are busier than they have ever been, and others never experienced the 2020 summer rebound. But on the volunteering front, this new norm has created opportunities out of the many challenges.

The pandemic expedited the already present need for change to our volunteer engagement methods. As people have moved into a virtual setting while working from home, volunteerism has followed. We have learned that volunteering does not have to be 8am to 5pm. People can engage virtually, and many tasks do not have to be during business hours. People have become accustomed to task-oriented roles that allow them to be flexible. As we will discuss in the sections below, this encourages an increase in recruitment of short-term volunteers.

Volunteer Motivation

It is important to distinguish that motivations will fluctuate based on the type of organization you are volunteering for. Volunteering at your child's school or your church will certainly have different motivations when compared to a professional organization, such as CCIM. Based on survey results, volunteer motivation within CCIM falls in three primary categories:

- (1) Social
- (2) Altruism
- (3) Professional


Social: Our research overwhelmingly confirmed our expectation that most people initially volunteered because they were personally invited. 54% of respondents got involved in CCIM after receiving a personal invitation, compared to only 14% that sought it out themselves. The power of the invitation cannot go unnoticed.

We also recognized that people stayed engaged as volunteers because of the relationships and people they met within the organization. Networking and personal connections were a common theme in both the survey and our interviews. Surprisingly, the desire to gain business from the group was a distant last place on the list. Building the relationships may ultimately lead to increased success and transactions, but earning a deal was not a prerequisite for volunteering.

Altruism: The second most common reason for initially get involved with CCIM was altruism. 23% of our respondents said that they initially got involved to give back to the organization. There was also a strong desire by our respondents to leave the organization better than it is today.

Professional: The third highest vote tally was that people sought out the volunteer opportunity as a way to advance their career. By getting involved in a professional organization, it is certainly no surprise that we might view "giving back" as a way to advance our professional careers. Being a committee chair or chapter leader brings recognition as a young professional. Volunteer organizations allow people to serve in leadership roles at a younger age than is possible at many companies, which can be a way to differentiate themselves from their competition. The second most common reason why people stayed engaged as a volunteer was the networking it provided.

Just as important in knowing why some people volunteer, is knowing why others do NOT. There were the expected reasons of time conflicts and constraints made it difficult. Financial barriers will always exist. But most people who did not see the value in volunteering cited shortfalls that can be addressed: they were not personally invited; the chapter leadership was weak and not clear on their mission and objectives; they burned out after being asked to do too much; a lack of support by leaders. These are on us. We must create a culture that invites and fosters our volunteers and their growth within our organization. The lack of variety in volunteer roles, along with minimal advertisement of these roles, is one of the main reasons people do not volunteer. Developing a clear outline of positions and how to get involved should be immediately implemented in your organization.



While conducting interviews for this white paper, many people agreed that we, as an Institute and Chapters, are not always inclusive. As designees we work hard to earn this prestigious pin, and that often leads to an aura of elitism when viewed by non-members. We heard that people are unsure if they can attend CCIM chapter events because they do not know if you have to be a CCIM. It is our job to be welcoming and extend our reach into our communities. Designation, promotion, and chapter exposure, if done right, can increase membership. But if done poorly, can just as easily be the reason someone declines to engage.

Generational Differences

CCIM has a problem with generational diversity among its involved members. Most members are white men over 50 years old. We must understand the generational differences that exist to broaden our reach into tomorrow's talent pool.

In the past, it was normal to give a new volunteer a playbook and put them to work. But as younger generations get involved in our organizations, individuals want to be inspired and empowered to create their own path and solution. By giving your volunteers ownership of a task, you allow them to fully invest themselves in the role. As a part of our research, we recognized that there was a different set of goals and aspirations depending on the age/generation of the volunteer. By nature, our life experiences are drastically different and play a major role in our view on leadership and business.

Baby Boomers, ages 57 to 75, have a passion for work. For many, their job defines them. They have a sense of hierarchy and prefer the traditional face-to-face encounter. Their reasons for volunteering may include career promotion, but they also want to make a difference. Furthermore, they feel that volunteering is intellectually and financially rewarding.

Generation X, which includes those age 41 – 56, value a balance of work and home life. They began to question authority more than the Boomers did before them. That leads to a desire for getting feedback on their performance while not feeling like they are being supervised. The Gen Xers have become the largest cohort among volunteers. However, some studies have shown that, as their children age, they are more likely to volunteer their time with coaching, teaching, or in community-based opportunities than in professional organizations.

The **Gen-Y/Millennials**, ranging from 25 to 40 years old, seek a feeling of being accepted, both personally and professionally. They feel volunteering provides a high-level opportunity and differentiates them from their competition. For them, volunteering creates empowerment and a sense of belonging. They have high expectations of themselves and the organization. They are eager to please but are also less likely to pursue formal positions. Millennials, in particular, are more likely to seek short-term assignments that offer flexibility.

As these young professionals begin to get involved, our role as a chapter transitions into leadership development. It is our job to create a culture that cultivates tomorrow's leaders.

In the end, a multi-generational organization is where we should strive to be. Organizations need those new members that can be a force of change and growth, while maintaining those that can share past experiences. But having a multi-generational team can also be incredibly challenging. Communication is key and having a mutual understanding of each team member's strengths and areas for growth will help guide the group.

Types of Volunteer Opportunities


When we think of a volunteer, most of us think about a one-year commitment. We volunteer our time serving as a committee chair, on the Board of Directors, or in leadership positions which usually run for one year. This is called a "**Term Volunteer**". This is the most conventional arrangement that we see, but one that continues to have problems in recruiting. A year-long commitment can be viewed as overwhelming for some. Many young professionals do not plan year-to-year, like previous generations, they look ahead just a matter of months.

There can be other shortcomings for organizations that mainly institute Term Volunteers. For those of you that have an abundance of volunteers, there are naturally fewer opportunities. You may lose a prospective volunteer because you do not have a role for them. You also have a harder time replacing that role if a volunteer drops out unexpectedly during their term.

There are situations where we ask volunteers to serve in shorter roles, perhaps on a project for a specific event, or on a task that the organization needs completed. These "**Task Volunteers**" can give members an opportunity to use their skillset and expertise to accomplish these goals. It allows them to commit to a job without committing to a year-long role.

The third type of volunteerism offers an even shorter commitment. "**Micro Volunteers**" can often be overlooked as an actual volunteer as it is the opportunity to help for a few hours here or there. It could be as simple as asking for someone to volunteer at the golf tournament, or welcome people at the next core course. Allowing people to give on this micro-level can often be the hook that keeps them coming back for more and ultimately moving into a role as a Task or Term Volunteer.

In our discussion with Greg Fine, the CEO of the Institute, he shared an experience in membership recruitment for an organization. A common membership recruitment process would involve looking at the list of non-members and divide it amongst the committee members. Each member would then need to call 20-50+ people. That is a daunting task for anyone and finding the motivation and time to call that first one is difficult. Greg changed the story. He reached out to members and asked them to call "these two people and talk to them about the organization". It is a lot easier to find time in our busy schedules to call two people instead of 20. What he found



was that the volunteer would come back to him and report the positive experience and ask for 2 more, and then 2 more. And before long, that volunteer was calling the 20 people anyway, but on their terms. This is not always going to be the case, but it is a great example of how micro volunteer opportunities can lead to something better.

While we have discussed the advantages of Task and Micro Volunteers, Term Volunteers are critical in higher positions, such as Committee Chairs, on the Board of Directors, and in Leadership. But we encourage you to consider the other forms of volunteerism and how your chapter might engage a new set of volunteers based on these shorter methods.

Successful vs. Struggling Chapters

Not all chapters are equal. We have chapters that cross state lines, chapters that are more than 1,000 members, and others that struggle to reach the 25-member minimum threshold each year. Therefore, there is not one technique that will universally solve all our problems. When interviewing people for this project, we made it a point to talk to individuals from a wide range of chapters to hear the experiences of both strong and struggling chapters. We also included a survey question that gauged all 107 respondents' ideas of how their local chapter fared on the spectrum of struggling to strong chapters.

We are proud that 87% of respondents consider their chapter to have a moderate to strong line of succession. While "success" is not measured only on its volunteers, these successful chapters often enjoy a more collaborative region where there is a clear exchange of ideas among chapters. Thanks to a strong base, they are regularly able to host valuable networking events and programs, which in turn leads to strong sponsorship commitments and membership recruitment. This cycle of positive reactions helps keep those successful chapters strong.

It is critical to recognize that not all chapters experience the same ease. Struggling chapters are often forced to rely on the Institute too much and are not self-sufficient. They have trouble putting on worthwhile programs and events, which has the opposite effect from their stronger counterparts, and puts a large strain on their budgets. Each year they struggle to find new volunteers, which causes their current volunteers to reluctantly re-serve, ultimately resulting in volunteer burnout.

Survey & Interview Results

Key points:


- The **personal invitation** is the key to everything!
- People stay engaged for the networking and people. Getting business is a distant last place.
- People want to feel that their efforts are serving a purpose, that it is meaningful.
- Training is a luxury, but not critical to their experience.
- A clear time commitment expectation is important.
- People want the flexibility to bring their own style and creativity into the position.
- 87% of respondents consider their chapter to have a moderate to strong line of succession.
- 100% of respondents said they **would recommend volunteering with CCIM**.
- 71% said volunteering has had a positive impact on their income, with 67% saying they have done deals they would not have done if not for volunteering with CCIM.
- Volunteering can be a way to differentiate yourself at a young age.
- Chapter scholarships are a great source of future volunteers.
- The Pinning ceremony and dinner sealed the deal for many, as it established the connection to the chapter.

Recommendations

We began this project with the goal of understanding why people volunteer and to create a roadmap that Chapters and the Institute can follow to maintain a strong pipeline of volunteers for the future. Our research uncovered some very meaningful feedback that we hope provides some insights to both local Chapters and to the Institute. We strived to understand the main themes on why Designees chose to spend their time volunteering.

We discovered three primary themes: Volunteers who stay engaged were personally **invited** to get involved; when they arrived, they felt **welcomed**; and by being invited and welcomed, the new connection to the organization created a sense of feeling **known**.

I.W.K. – Invited, Welcomed, and Known. This simple concept is something that is innate to our daily lives, and yet so critical. Who doesn't want to feel more I.W.K.? Who has ever quit volunteering because they felt too invited, too welcomed, and too known by those around them? No one. By fostering this simple concept, you will not only keep your volunteers engaged, but recruit new volunteers that witness the successes that your team shares.



Our JWL team recommends that the Institute create a CCIM “Ambassador” program for the Spring/Fall conferences. Chapters should do the same and have the Ambassadors at luncheons and networking events.

Ambassador Program: An Ambassador program can be a fantastic way to connect with your members. This should be done at both the Institute and Chapter level.

- **Institute** – The Ambassadors should seek out first time attendees at the governance meetings, invite them to sit at their table, and introduce them to other members. Give the Ambassadors the names and info of the first-time attendees in advance and develop a system to connect with them. The institute does a good job of this at Chapter Officer Training with an introductory meeting, but it should be adapted to the Governance Meetings as well.
- **Chapter** – Chapter Ambassadors should have a mark on their nametags that identify them as an Ambassador – someone that you can approach if you have questions. When possible, give the Ambassadors the names of those attendees that are the “non-regulars”. After welcoming people and helping introduce people during the networking portion of the event, have the Ambassadors split up among the tables for the program to be available.

We recognize that getting new volunteers to be Ambassadors can be a daunting objective. The reality is that we are ALL Ambassadors. The committee can form and develop into a stand-alone committee, but the beauty of having many Ambassadors is that you can share the workload. This is a great way to also engage micro-volunteers. Have them work this one event and see how they enjoy it. It can be a great way to re-engage with Past Presidents. Perhaps invite your key sponsors to send representatives and have them be Ambassadors.

Additional Ideas

The most important takeaway from this white paper should be the need to make your members feel Invited, Welcome, and Known, but here are a few other ideas that could be beneficial to your chapter’s situation:

- **Recognition** - At a minimum, chapters should be publicly recognizing its volunteers at member luncheons. Consider giving awards or gifts at the end of the year.
- **Volunteer Spotlight** - Some chapters have made it a point to include recognition and publicity for its volunteers in the newsletters. This is not only a good way to promote your valued members but is also a volunteer recruitment strategy that can lead to others in the marketplace recognizing associates in leadership roles and wanting to follow suit.

- **Identify volunteer strengths** – Ask volunteers about their skills and interests and help them identify volunteer roles that capitalize on those. This encourages volunteer engagement, as well as helps the Chapter by placing volunteers where they will have the greatest impact.
- **Volunteer Recruitment** - Research confirms that lack of information about volunteer opportunities is the main reason why people do not volunteer. Think of various options and commitment levels that can appeal to different people.
- **Short-Term Assignments** - Committees can often be slow moving, which is not appealing to the younger generation. Consider having smaller subcommittees or task forces assigned to specific jobs. A team of one or two that feels empowered can often finish the assignment and do it better than a committee of 5.
- **Leadership Training** - There is a lack of true leadership training at the chapter level. It tends to fall into the “watch what I do” category during your year as Vice President. Consider creating an official role for a past president to be a mentor to the Vice President and Treasurer. Make sure your Operations Manual is up to date and relevant to the times.
- **Path to Leadership** - While not everyone in CRE desires to be in leadership roles, more do than we have in the pipeline. Transparency of the process from becoming a member to the Presidency could help motivate people that aspire to lead.
- **Mentorship Program** - This can lead to new recruitment of young professionals and tap into a new source of volunteers for your chapter. Consider looking into how the new Institute Mentorship Program can be adapted to the Chapter level.
- **Discount for young professionals on membership pricing** - The first 5 years in the business can be very thin on the income side. Consider a recruitment push to give a modest discounted membership to your young members in your markets.
- **Clear job descriptions** - Here are some examples of how you can better define your roles:
 - Duration of project: What are the start date and end date?
 - Time commitment: How many meetings? Travel? Time per week?
 - Membership on the committee: How many people will serve? What skills are required?
 - Resources available for the project: Are there funds available? Other volunteers? Staff?
 - Outcomes: What are the overall desired goals of the project?
 - Raise money? Increase attendance? More awareness?
 - How do you measure success?

Special Thanks

We would like to personally thank Jim Delizia for his guidance and leadership throughout our JWL journey; Gail Collins and Alex Hanba for being our staff leads, as well as all the CCIM staff, for facilitating the creation and distribution of the survey; Greg Fine, Eddie Blanton, CCIM, and Les Callahan, CCIM, for their time during our interviews; our JWL classmates for making themselves available for interviews and feedback; and to all of you for reading our findings and serving your chapters and the Institute.

References

As a part of our research for this project, our team used many resources. This list includes the majority of our focus:

- CCIM volunteer survey of CCIM leaders and high-level volunteers; 2021
- Engaging Young Association Members – Association laboratory, Inc.; 2015
- ASAE Manual – Volunteer Opportunities, Training and Focus
- The Mission Driven Volunteer by Peggy Hoffman, CAE and Elizabeth Weaver Engel, CEO & Chief Strategist, Spark Consulting, LLC
- The Future of Association Engagement – Association Laboratory – 2014
- The 2006 Cone Millennial Cause Study – The Millennial Generation: Pro-Social and Empowered to Change the World
- Age Differences in Organizational Leadership – Management Research Group
- Next Generation and Governance – Report and Findings – Board Source – Building Effective Nonprofit Boards



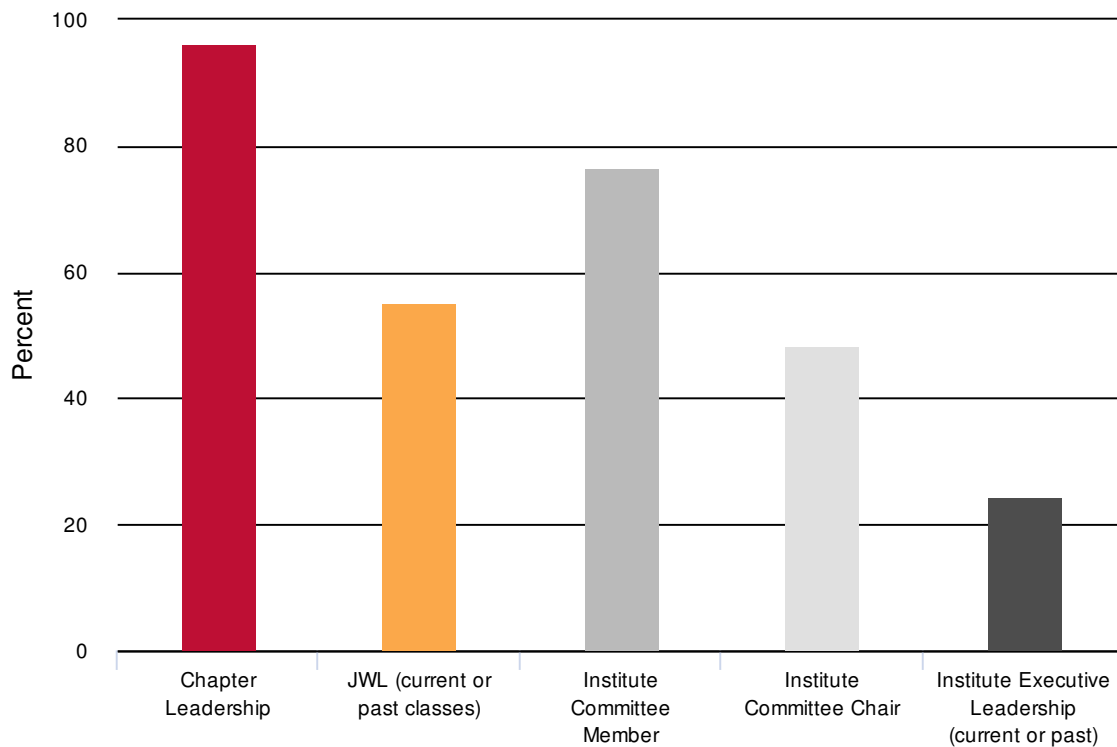
Report for Volunteer Survey - with Contact Info






Response Counts



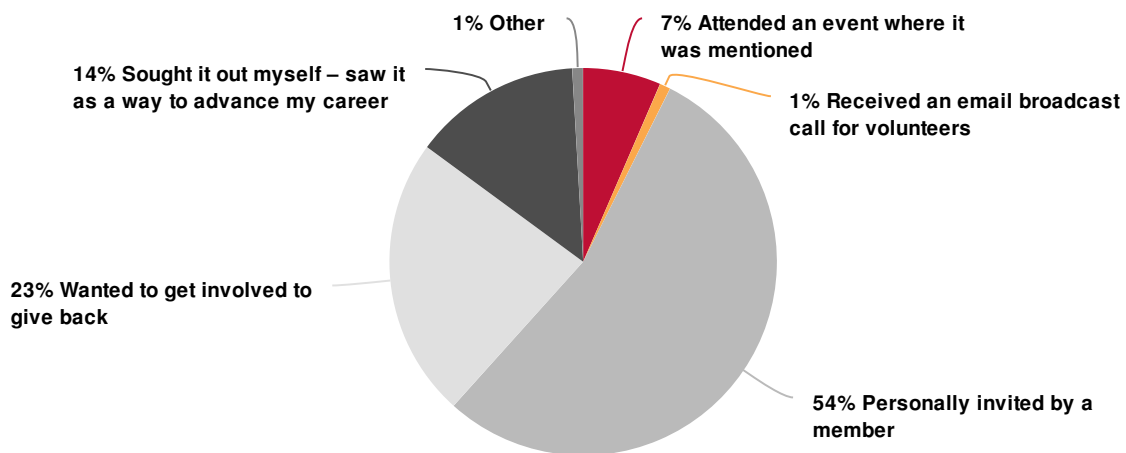
Totals: 107

1. At what level(s) within CCIM Institute have you volunteered? Check all that apply



Value		Percent	Responses
Chapter Leadership		96.3%	103
JWL (current or past classes)		55.1%	59
Institute Committee Member		76.6%	82
Institute Committee Chair		48.6%	52
Institute Executive Leadership (current or past)		24.3%	26

2. Why did you initially get involved as a volunteer?



Value		Percent	Responses
Attended an event where it was mentioned		6.5%	7
Received an email broadcast call for volunteers		0.9%	1
Personally invited by a member		54.2%	58
Wanted to get involved to give back		23.4%	25
Sought it out myself – saw it as a way to advance my career		14.0%	15
Other		0.9%	1

Totals: 107

3. Rank the factors that have kept you engaged to serve as a volunteer? 1 (top) being most important, and 4 (bottom) being least

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
I enjoy the people in the organization	1		298	92
Networking	2		290	101
I want to leave the organization better than it is today	3		250	92
I get business from the group	4		127	89

Lowest Rank Highest Rank

4. Rank the factors that have kept you engaged to serve as a volunteer? 1 (top) being most important, and 4 (bottom) being least - comments

ResponseID Response

Great Lasting Business Relationship

Learn from other experience and career path

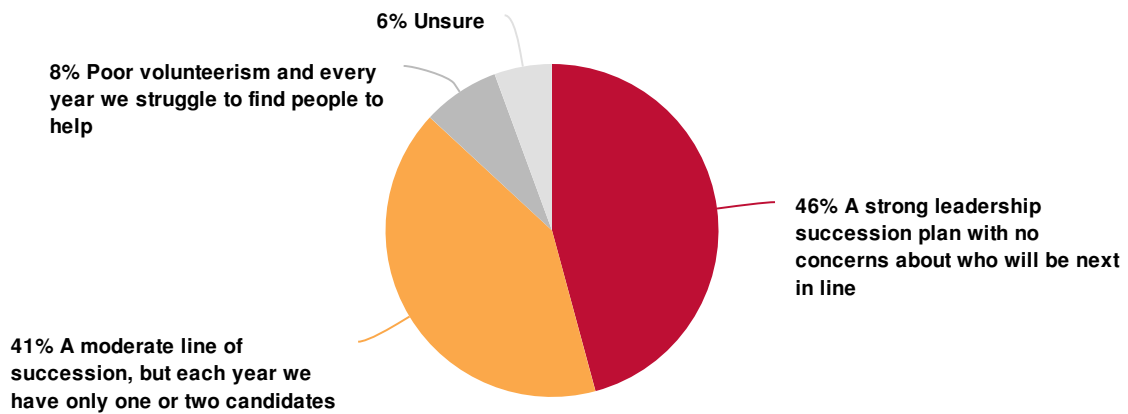
I enjoy helping designees along their CCIM journey

Professional relationships are of the highest standard with fellow CCIMs

In the spirit of advancing my career, my association with the organization lends me credibility, similarly to having the designation





Has helped me grow as a small business owner and be able to mentor others in our field.

5. I consider my chapter to have:



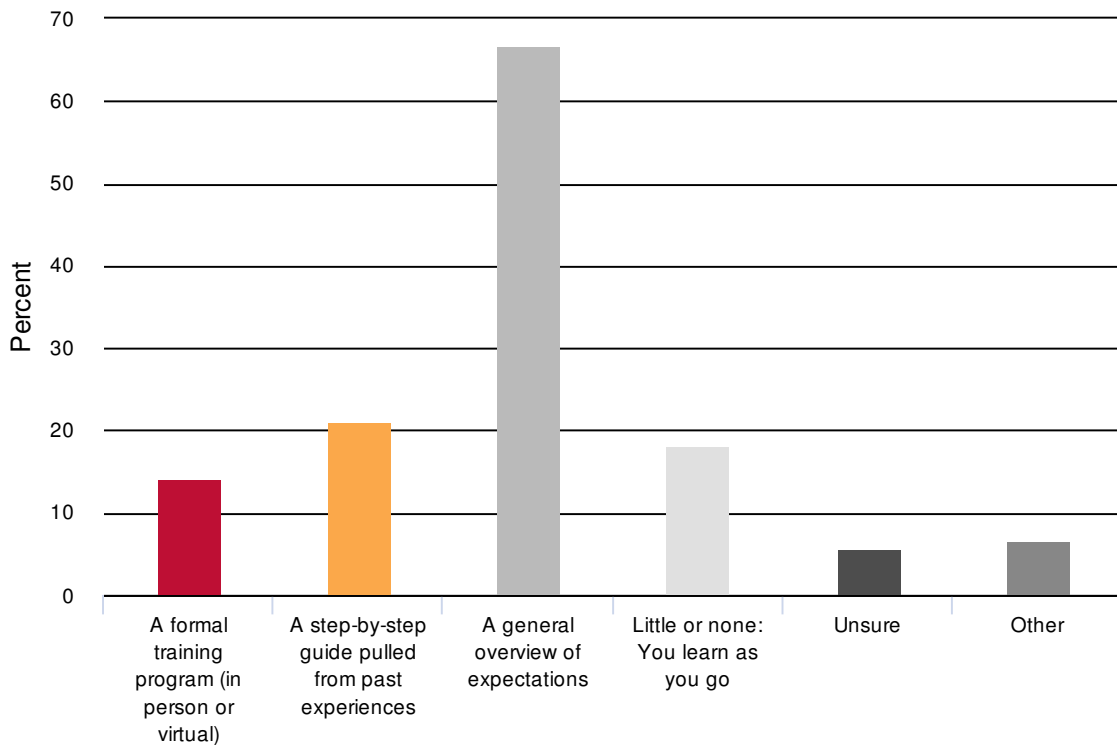
Value

Percent Responses

A strong leadership succession plan with no concerns about who will be next in line		45.8%	49
A moderate line of succession, but each year we have only one or two candidates		41.1%	44
Poor volunteerism and every year we struggle to find people to help		7.5%	8
Unsure		5.6%	6

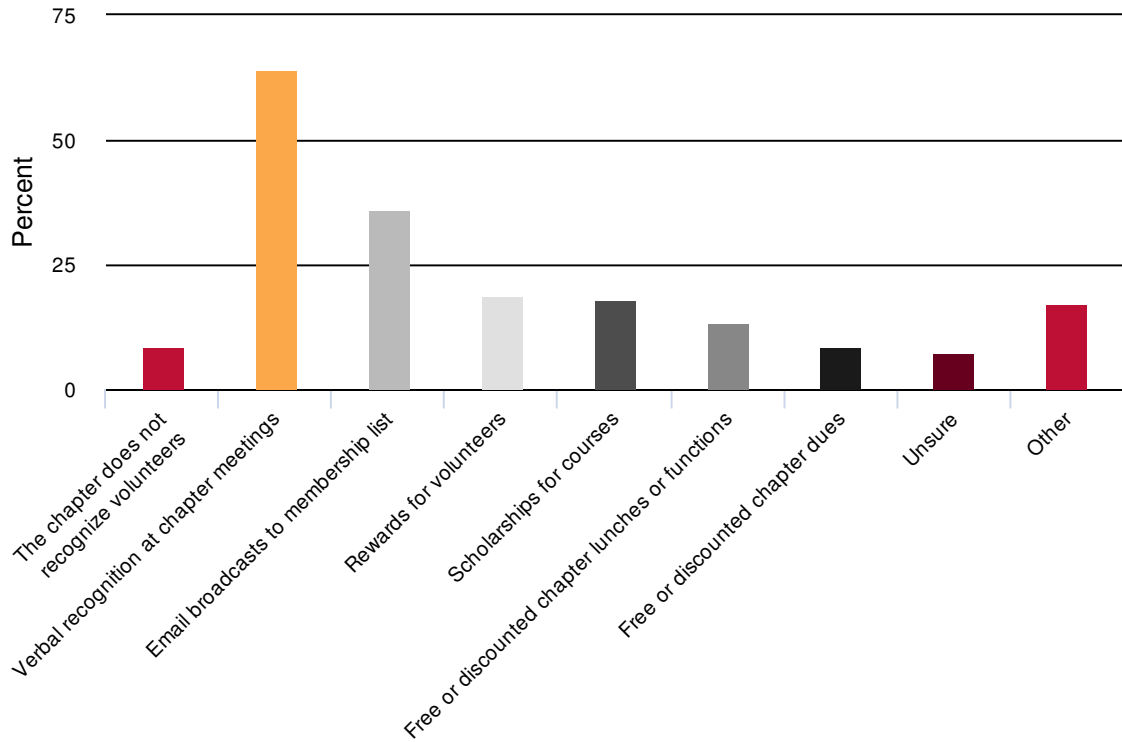
Totals: 107










6. What type of volunteer support does your chapter provide? Check all that apply



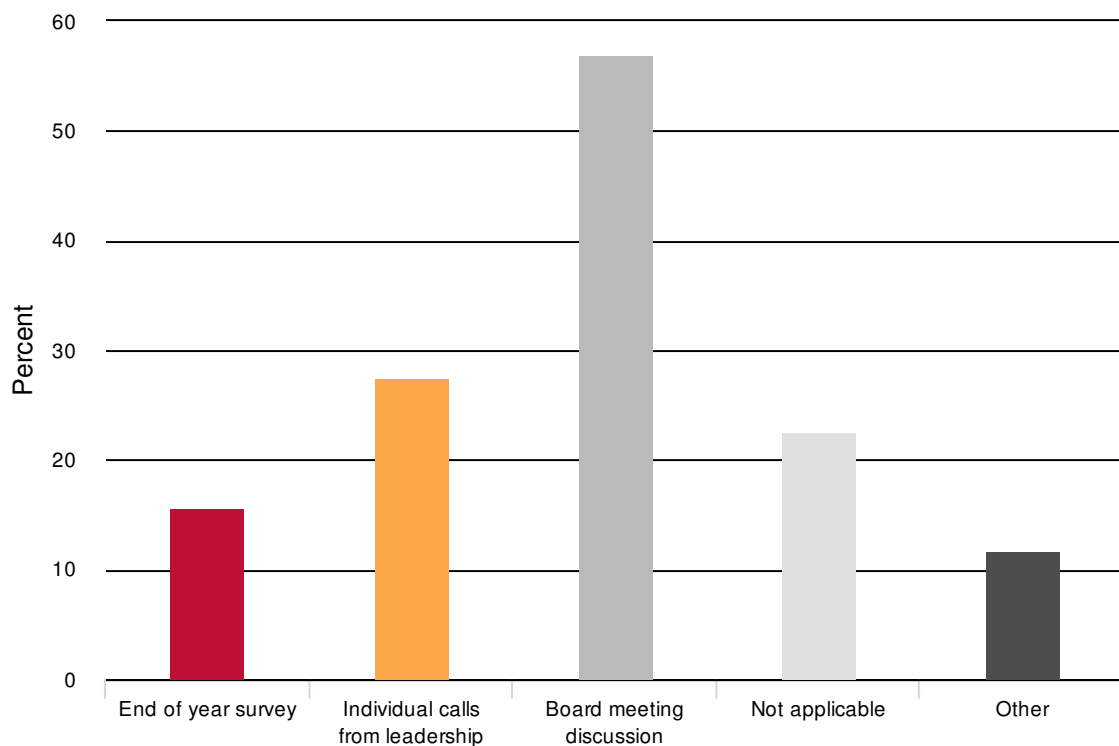
Value	Percent	Responses
A formal training program (in person or virtual)	14.3%	15
A step-by-step guide pulled from past experiences	21.0%	22
A general overview of expectations	66.7%	70
Little or none: You learn as you go	18.1%	19
Unsure	5.7%	6
Other	6.7%	7






7. How does your chapter recognize its volunteers? Check all that apply



Value		Percent	Responses
The chapter does not recognize volunteers		8.5%	9
Verbal recognition at chapter meetings		64.2%	68
Email broadcasts to membership list		35.8%	38
Rewards for volunteers		18.9%	20
Scholarships for courses		17.9%	19
Free or discounted chapter lunches or functions		13.2%	14
Free or discounted chapter dues		8.5%	9
Unsure		7.5%	8
Other		17.0%	18

8. How does your organization ask for feedback from its volunteers regarding their experiences during their term? Check all that apply

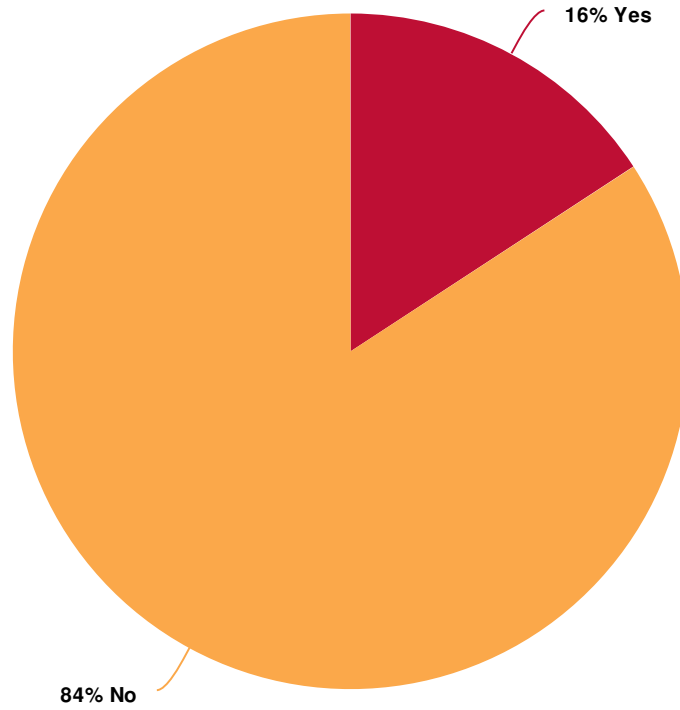


Value		Percent	Responses
End of year survey		15.7%	16
Individual calls from leadership		27.5%	28
Board meeting discussion		56.9%	58
Not applicable		22.5%	23
Other		11.8%	12

9. How important to you is each of the following aspects of the Chapter volunteer experience?

	Not at all important	Slightly important	Very important	Extremely important
I'm doing meaningful work Count	2	10	54	34
My volunteer work contributes to an important goal or priority of the organization Count	0	13	51	35
The caliber of the other individuals I would be working with Count	0	14	53	33
That the tasks are clear and organized Count	2	15	54	29
Volunteering is good for making business connections Count	5	26	47	22
That I was asked because my skills, perspective, or experience were needed Count	1	27	53	19
That orientation or training is provided so I can be successful Count	10	38	38	13
That the time commitment is feasible Count	0	9	54	36
That the organization is flexible in how I complete the work and is open to ideas Count	0	19	50	31

10. Would your responses change to question #8 if considering your Institute volunteer roles (national/global-level)?



Value	Percent	Responses
Yes	15.8%	16
No	84.2%	85
Totals: 101		

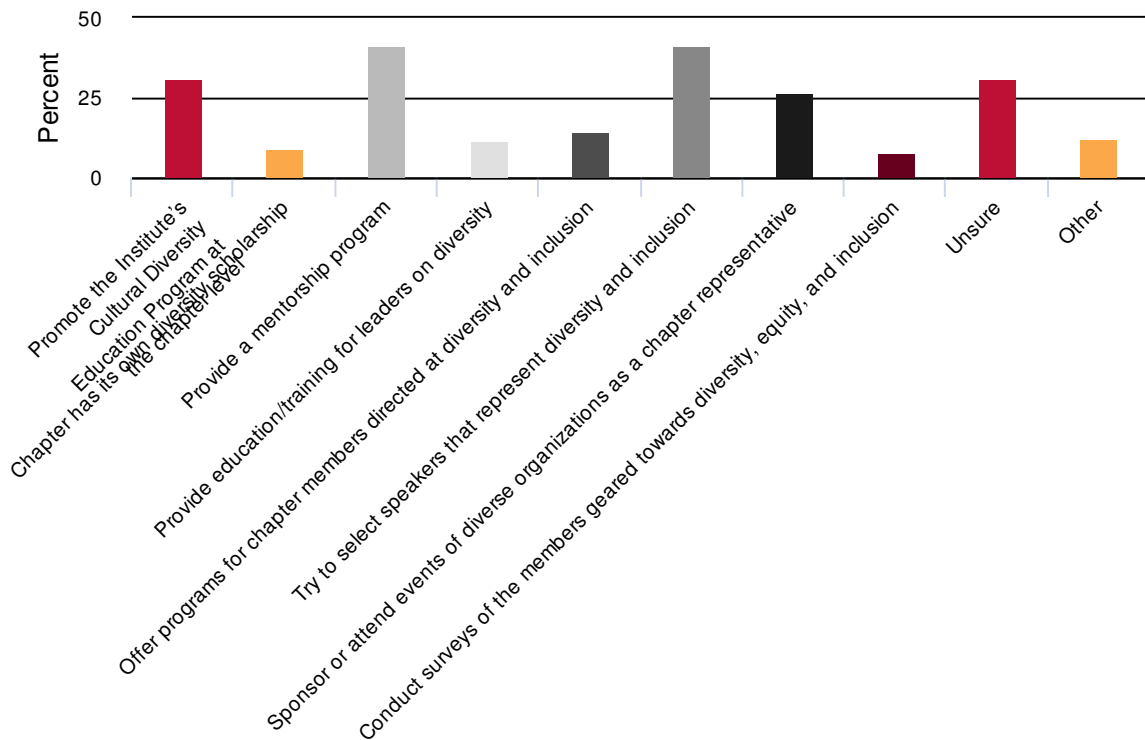
11. How important is each of the following aspects of the global/national Institute volunteer experience to you?











	Not at all important	Slightly important	Very important	Extremely important
I'm doing meaningful work Count	0	1	7	6
My volunteer work contributes to an important goal or priority of the organization Count	0	2	5	7
The caliber of the other individuals I would be working with Count	0	1	11	2
That the tasks are clear and organized Count	0	3	6	5
Volunteering is good for making business connections Count	1	4	7	2
That I was asked because my skills, perspective, or experience were needed Count	0	5	6	3
That orientation or training is provided so I can be successful Count	1	4	5	4
That the time commitment is feasible Count	0	3	5	6
That the organization is flexible in how I complete the work and is open to ideas Count	1	2	8	3

12. Rate the accuracy of each statement as it relates to YOUR experience as a volunteer at any level of the organization:

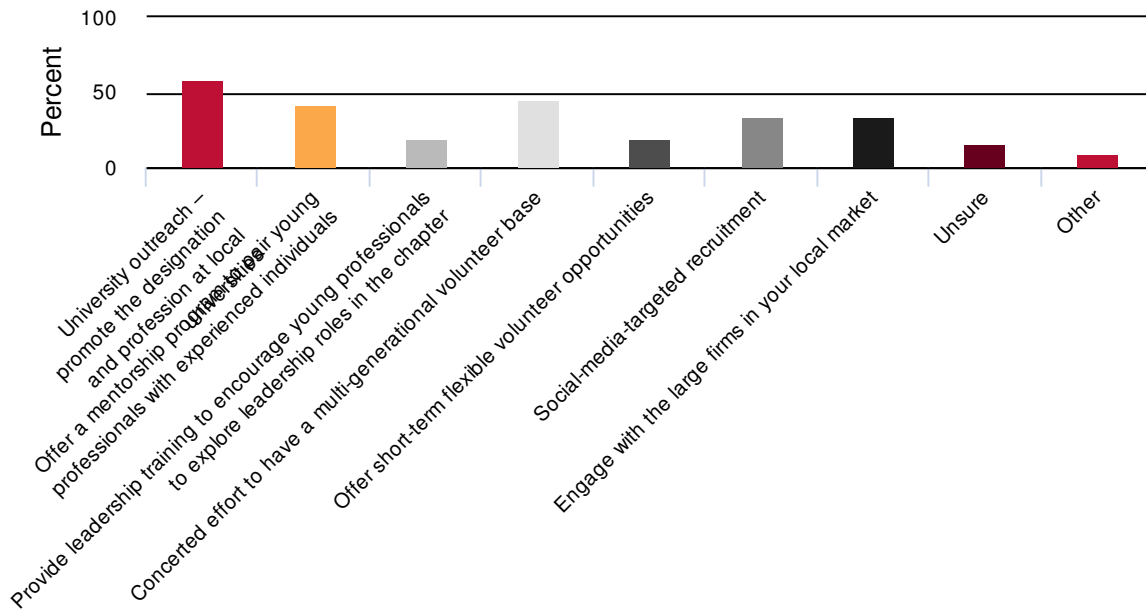
	Entirely False	Sometimes False	Sometimes True	Entirely True
Volunteering has allowed me to expand my business contact list Count	2	4	47	49
Volunteering has had a direct, positive impact on my income Count	9	21	43	29
I have done a deal(s) that I would not have if I were not a volunteer Count	12	23	31	36
I have enjoyed my time as a volunteer and would not change a thing if I could do it over Count	0	6	39	57
I would recommend that a friend/colleague volunteer for this organization Count	0	0	27	75

13. How does your chapter cultivate diversity, equity, and inclusion in volunteer opportunities and its leadership ranks? Check all that apply



Value		Percent	Responses
Promote the Institute's Cultural Diversity Education Program at the chapter level		30.9%	30
Chapter has its own diversity scholarship		9.3%	9
Provide a mentorship program		41.2%	40
Provide education/training for leaders on diversity		11.3%	11
Offer programs for chapter members directed at diversity and inclusion		14.4%	14
Try to select speakers that represent diversity and inclusion		41.2%	40
Sponsor or attend events of diverse organizations as a chapter representative		26.8%	26
Conduct surveys of the members geared towards diversity, equity, and inclusion		8.2%	8
Unsure		30.9%	30
Other		12.4%	12

14. How does your chapter recruit young professionals or people new to the profession? Check all that apply



Value	Percent	Responses
University outreach – promote the designation and profession at local universities	59.0%	59
Offer a mentorship program to pair young professionals with experienced individuals	42.0%	42
Provide leadership training to encourage young professionals to explore leadership roles in the chapter	20.0%	20
Concerted effort to have a multi-generational volunteer base	45.0%	45
Offer short-term flexible volunteer opportunities	20.0%	20
Social-media-targeted recruitment	34.0%	34
Engage with the large firms in your local market	34.0%	34
Unsure	15.0%	15
Other	9.0%	9

15. What is your chapter's most effective volunteer recruitment tool(s) or strategy?

ResponseID Response

1	The personal invitation. Checking in and making sure that volunteers feel engaged.
3	recruiting from their Foundations and CI 101 classes
4	Personal, one-on-one appeals; i.e., personal invitation is key
7	Word of mouth, usually contacts of other volunteers. Also, new Designees.
8	Our most effective strategy has been approaching our new designees right after pinning and getting them while they are excited and to a board meeting
11	University Outreach and Mentor Program. Also CCIM's that instruct at various Florida Associations around the state for various beginner courses in Commercial Real Estate.
14	Having a nomination committee and having board members give recommendations.
15	Scholarships - You must be active on a committee to receive one.
17	Diverse events, activities and promotion throughout the year
19	University Outreach - we have 3 major universities within 60 miles and the students are very active in our local chapter with very favorite costs for students.
20	Guilt them until they volunteer then use/abuse them until they quit or lead.
22	Chapter's standing in the community
23	Word of mouth, personal invitation, and twisting arms!
24	We beg. Well, ask. But unfortunately, we have to cycle through the same people year after year. Or go back and find people from years ago.
25	Personal Referral
30	Being asked by a current member
31	For clarity, I recently relocated and changed chapters. The answers above were from my previous chapter. Personal invitations were the most effective tool.
32	I've been Chair of Candidate Guidance for this small chapter since about 2007 -- ALL of the current Chapter Leadership were Candidates who I personally recommended for the CCIM Exam.
33	networking opportunities in person and working with local colleges
34	Succession planning and expanding committee roles for multiple layers of volunteers

ResponseID Response

39	Personal invitation
40	??
41	personal outreach
45	Word of mouth.
47	Reach out and touch someone!
49	Mentorship Program, Hosting networking, happy hours for candidates during classes.
50	Recruiting at the pinning ceremony. Leadership contact outreach. Volunteer recruiting virtual meetings.
51	The personal invitation of inviting others to get involved on the Chapter level.
52	The mentorship program and university outreach
53	Networking opportunities, Sense of inclusion that comes from volunteering
54	Enthusiastic and committed executive leadership
56	Mouth to mouth invitations and encouraging people to get involved during our Chapter meetings and functions. We also encourage those students taking the Institute's core courses here in Atlanta to get involved.
57	I dont know
60	Course sponsorship as a condition for volunteering
61	social media and being asked
63	Connections with chapter leadership and new designees
64	Person to person ask
66	Keep the events coming and take the time to get to know them and invite them to participate.
67	Member outreach
69	Relationships. Majority of the volunteers come from Board referrals and relationships.
70	New designees
71	The Pinning ceremony and The dinner the chapter pays for after the pinning ceremony

ResponseID Response

72	Personal invitation.
74	Just word of mouth and by asking people to volunteer.
76	Because our Chapter covers a wide geographic region, we have divided it into multiple districts with regional directors for those districts. Those regional directors then solicit volunteers for each district.
77	Free Beer
78	Not a member
79	Scholarship.
80	designation promotion of being among "the best"
81	Inviting potential members to our lunch meetings.
82	Personal ask
83	old school networking and inclusive opportunities
84	Educational Classes - ie when a Candidate takes CI 101, they see the value of the organization.
85	University partnership, engaging with candidates, partnering with professionals.
88	1) Making sure we have engagement in all markets within the chapter. 2) word of mouth from people who have been involved in leadership
92	Personal one-one engagement.
93	Unsure
95	Providing meaningful content/programs to engage our membership and strong networking activities. This creates opportunities for one-on-one conversations/relationship development leading eventually to volunteer involvement.
97	Comprehensive exam study groups Happy Hours during Chapter hosted CI courses. Social media
98	word of mouth
99	One on one discussions. Ask someone to participate.
100	Symposium

ResponseID Response

101	Networking Events
102	Word of mouth.
103	Personal invitation
104	In person Gatherings.
105	mentor/mentee program
107	Networking opportunities that could turn into business deals. Education.

16. Are there other volunteer-based organizations you have been involved with that have successful volunteer recruitment strategies that differ from what you have seen within CCIM Institute (global or chapter level)?

ResponseID Response

1	No
4	No; all have similar struggles
6	AREAA
11	WCR and my local association
15	no
17	Jewish community services at multiple levels.
19	Not really - they are mostly the same
23	n/a
25	Yes. Volunteer at the local hospital in Post Surgical.
30	IREM; BOMA These are property management oriented organizations and tend to have more volunteer help based on company buy-in to the education and experience.
33	icsc, uli, naiop, valley partnership, sior, gpec, tma and I am sure there are others.
39	Not worth mentioning
40	Not certain

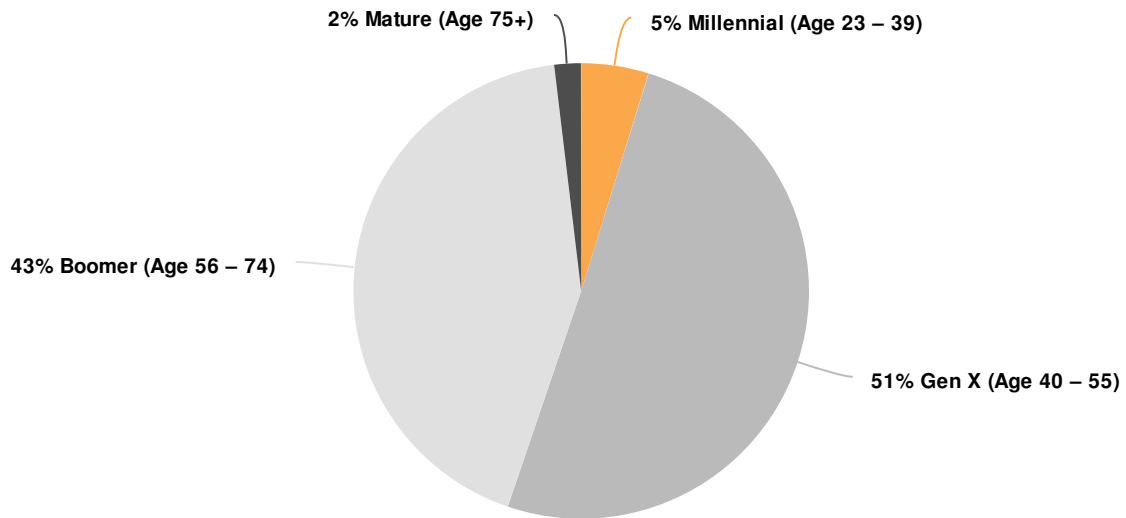
ResponseID Response

41	some have more formalized programs of outreach
47	NO
49	Urban Land Institutes new member introduction events
50	This is not CRE but US Figure Skating Association. The glue is the passion for the cause/sport.
51	Yes, that church that my wife and I were part of had a very strong volunteer recruitment strategy and it all centered around the power of invitation. The power of just inviting people to get involved and the church made sure that members that volunteered were involved in volunteering with ministries that the church members were interested in.
52	No
53	Yes, social gatherings, parties, annual BBQ/picnics were all great ways to introduce potential volunteers to the group
54	Crew
56	Not really. They have similar recruiting strategies.
57	No
60	Yes
63	No
64	N/A
66	No
67	ULI
70	SIOR Canadian Real Estate Association
71	No
72	American Heart Association Mosaic
74	Yes
76	No
78	No

ResponseID Response

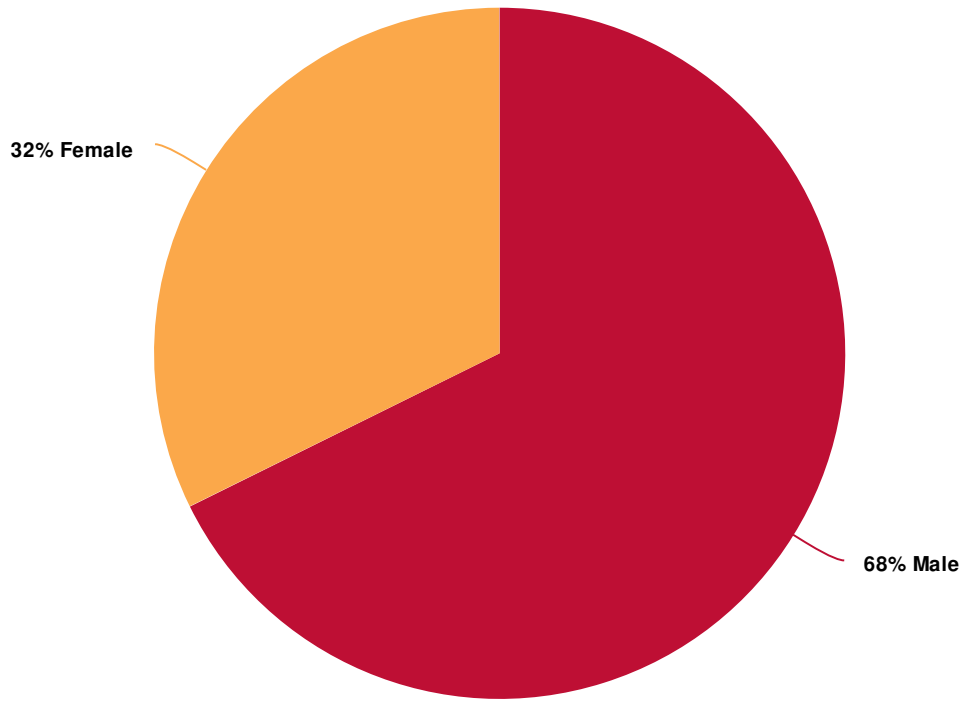
81	BNI does a great job of inner-referral business that I think CCIM could learn from.
82	No but sure they are out there
83	No. ICSC is my comparison and they are very disfunctional.
84	N/A
85	No, successful organization have great executive directors, engaged, active members and no drama!
88	No
92	Yes.
93	National Association of Realtors, Georgia Association of Realtors and DeKalb Association of Realtors have their own Leadership Academy
97	The Board of Realtors does a broad outreach to its members to find volunteers
98	Yes. I believe there should be more interaction from national, to regional, that carries down to State as it pertains to more consistent, and promoted programs to Chapters (leadership expectation standards, recruitment, programs, etc.)
99	SIOR, our local Realtor Association
102	Yes, the International Association of Assessing Officers.
103	Not really...personal invitation plus educating the membership of the opportunities and and benefits of involvement
104	Make more phone calls. More personal
105	Realtors Association of Indian River County Main Street Vero Beach Va Tech Alumni Assoc Old Guard
107	NAHREP is growing pretty quickly. I also volunteer for an invitation-only philanthropic organization that is so exclusive and hard to get into that once you get an invitation few people decline.

17. Age / Generation



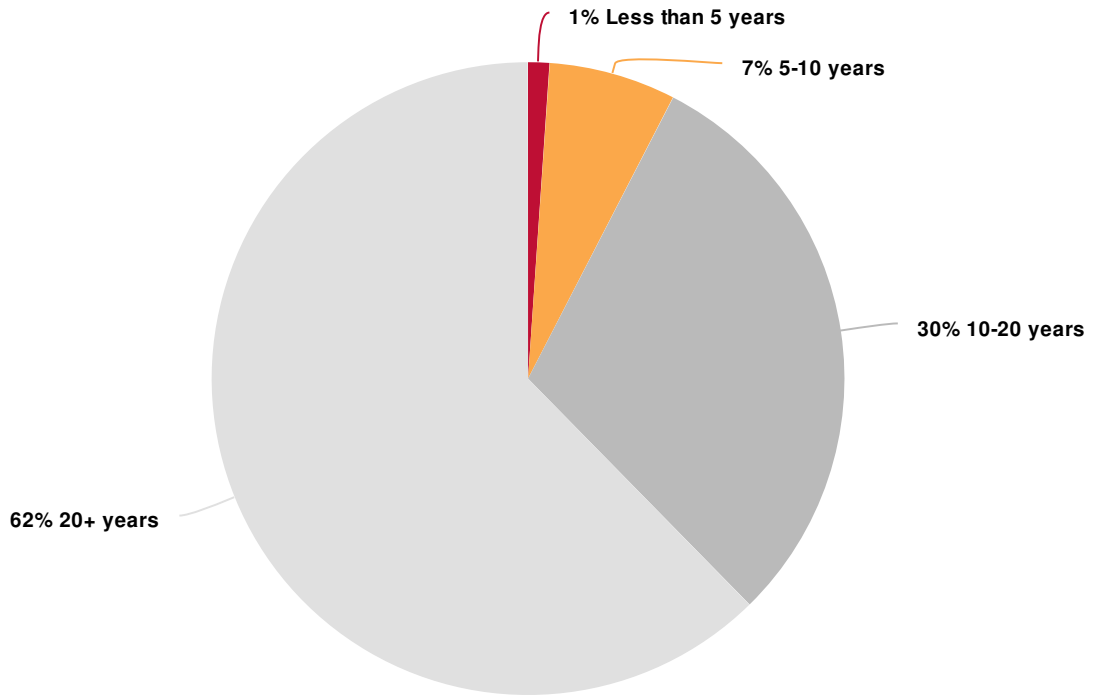
Value	Percent	Responses
Millennial (Age 23 – 39)	4.8%	5
Gen X (Age 40 – 55)	50.5%	53
Boomer (Age 56 – 74)	42.9%	45
Mature (Age 75+)	1.9%	2
Totals: 105		

18. Gender



Value	Percent	Responses
Male	67.7%	63
Female	32.3%	30
		Totals: 93

19. Years of Experience in CRE



Value	Percent	Responses
Less than 5 years	1.1%	1
5-10 years	6.5%	6
10-20 years	30.1%	28
20+ years	62.4%	58

Totals: 93