

Higher Education Summit – November 20, 2016

***Recruitment, retention and raising revenues***

*Looking at recruitment challenges in the non-profit sector and providing tips on how to attract fundraising staff.*

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**Introduction**

After over a decade of colleges raising funds through Advancement activities, where do things stand?

- Positive – There has been significant growth in fundraising, including large major gifts to colleges
- Challenge – not attracting the right quality of Advancement applicants and experiencing high staff turnover

Attracting and retaining staff is not just an “Advancement” challenge, and solutions are not just “Advancement” solutions.

**What Factors Influence Attracting & Retaining Staff?**

**Labour market/Supply & Demand**

- The talent pool for successful, experienced fundraisers is not deep and good candidates can often be in the position of having multiple offers at a time.

**Image & Goodwill of the Institution**

- Candidates will do their research online and through their networks to find out what brand you are trying to project and if it matches the reputation you have in the marketplace. Strong brands attract strong candidates. They will ask what the culture of philanthropy is internally as this will affect their ability to fundraise.

**Leadership**

- They will also ask questions about institutional leaders and their direct managers and want to know their management style. It is often said that people don’t leave jobs, they leave managers.

**Competitors**

- Savvy candidates ask a lot of questions about leadership, strategic plans, annual operating plans, marketing plans, staff support, alumni relations and the list goes on. All of these factors go into their decision-making process and they will make comparisons to your competitors.

**Remuneration & Overall Package**

- Candidates will look at whether the remuneration offered is competitive, but it is not the only factor. They will also take into consideration things like benefits, perks and location (length of commute).

### **Growth Opportunities**

- In addition to financial compensation, candidates will look at opportunities for career development and career advancement once they are in the position. Investments in professional development have been shown to lead to higher fundraising revenues. It is a reality that career advancement can be difficult to offer in small shops.

### **Questions to Ask Yourself About Recruitment**

- What are you doing to position your institution as an employer to attract the best Advancement candidates?
- What are you doing to build your employment pipeline for the future? Are your actions proactive or passive? Are you actively networking to find potential candidates?
- How is your institution talking to your students and alumni? How are you positioning your college/university as a destination of choice for Advancement employment?
- Is the overall package you are offering to Advancement candidates competitive?

### **Questions to Ask Yourself About Retention**

- Is Advancement respected and seen as important in your institution?
- What is the culture of philanthropy at your institution at the Board and leadership level? Faculty and staff level?
- What are you doing to create or grow a culture of philanthropy?
- How much time do you dedicate to Advancement? Are there other internal champions for Advancement? Do you include Advancement in your Board/Governor training?
- What is the perception of your alumni towards your college being a place to give back or invest?
- What is your brand? What about your reputation in the market? What steps are you taking to change or improve it?
- What resources are being allocated to Advancement?
- Do you understand your Advancement staff career goals?
- Do you offer stretch projects, professional development opportunities, mentors or other opportunities for growth?
- If any of these areas are lacking, what steps are you taking to change them?