



# **The 3 Rs – Recruit, Retrain and Retain: The Search Consultant and the Landscape for Advancement Professionals**

**AALS 2009 Annual Meeting**

**Section on Institutional Advancement January 7, 2009**

**Session III: 1:30 pm to 2:45 pm**

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# Setting the stage: current environment

“The top of the list – the most significant challenge – is the recruitment and retention of fund-raising staff.”

*-John Lippencott, President, CASE*

*Chronicle of Higher Education, October 28, 2005*



# What are the trends?

- High percentage of new staff
- “Revolving door” with constant turnover
- More jobs than candidates
- Rapid advancement and movement
- Good people are harder to find and keep



# Lots of competition

- Creation of more than 300,000 nonprofits in the last decade
- More jobs created, more aggressive hiring tactics
- Fundraisers average 3-5 calls/month from recruiters
- Less institutional loyalty, more focus on career advancement



# Highly competitive hiring climate

- Many more positions than qualified staff – inexperienced hires, job hopping, burnout
- Rapid growth in search industry, in-house recruiters and competitive hiring practices
- Escalation of salaries, bidding wars, and sign-on perks
- Rapid promotion to management without support and management training



# Lots of turnover; lots of new staff

- 41% of advancement staff have less than five years of experience
- 2.5 years is the average length of employment for fundraising staff, down from 3 years in 2002
- 18 months is the average length of service for entry level advancement staff



# Changing demographics

- 50% of the baby boomers eligible to retire in the next decade
- Replacements from next generation much smaller, thereby causing a shortage in skilled staff
- 56 million jobs will open up between 2002 and 2012, requiring millions of dollars and millions of hours interviewing, orienting, and training replacements



# Much harder to find good people *and it costs more*

- Calls to source staff jumped from average 100-500 to 1,200 calls
- Average search is 12-16 months, minimum cost is usually 1.5 x salary
- More recruiters, higher salaries, higher costs



# Challenges presented by these trends:

- Impact on relationships with constituents and organization
- Impact on bottom line costs
- Impact on morale and job performance of current staff



# Some important truths

Truth #1: To engage and keep good people is a perennial issue

Truth #2: To manage people effectively is key

Truth #3: To develop strategies that can **attract**, **engage** and **retain** your talent, is crucial



# Effective recruitment

- Search firms
- Position description
- Campus resources
- Marketing
- Interviewing
- Ownership
- Strategic outlook
- Build on success



## Gallup survey:

The most “engaged workplaces (those that involved people in doing quality work, in fulfilling their talent, in demonstrating compassion and commitment to employees’ growth) compared to least engaged, were 50 percent more likely to have lower turnover, 56 percent more likely to have higher-than-average productivity, and 27 percent more likely to report higher productivity.”

*Creating Leaderful Organizations: How to Bring Out Leadership in Everyone*, Joseph A. Raelin, 2003



# Kravetz & Associates

80 percent of the progressiveness factors involved no cost at all: rather, they just entailed a corporate focus on people-oriented leadership.



# Training and mentoring: survey results from 12 institutions

- Berea College
- Dartmouth College
- George Mason University
- Harvard Medical School
- Iowa State University
- Moravian College
- McGill University
- Quinsigamond Community College
- Smith College
- Stonehill College
- University of Illinois at Chicago
- University of Michigan



# Three best practices:

- Create a division-wide team for a comprehensive professional development
- Regularly scheduled meetings – division-wide, cross-division, and cross-department; include specific discussions on topics such as ethics, donor case studies, etc.
- Professional development funds for attendance at conferences, seminars, etc.



# Most valuable lesson learned:

- Having a seat at the table where organizational strategies, challenges, opportunities and goals are discussed and decided
- One size does not fit all; general sessions along with customized and tailored sessions for staff
- Using your own staff expertise in seminars and workshops sets a valuable tone



# What would be done differently:

- Staff assigned to this area of responsibility
- Budget for staff development
- All staff participate in a consistent manner including those “in the field”



# Tips for getting started:

- Buy-in, direction, and financial support from senior leadership, along with all levels of the organization
- Start small and build upon success
- Consult with peers/aspirants as well as other non-profits and businesses and then develop to fit your organization
- Involve and engage own staff in the overall development of the program



# Retention: *we can do more*

- In advancement, 2/3 people leave for reasons we control:
  - lack of appreciation
  - insufficient staffing
  - work load
  - lack of career path



# Retention facts:

- Replacing key talent will cost twice their annual salary
- Replacing “platinum” staff with specialized talent will cost four to five times their salary



# Compensating and retaining

Survey of 15,000 (August 2004) on “why stayed in organization for awhile,” 91% listed at least one of the first two items among the top few reasons to stay and all listed at least one of the first three:

1. Exciting work and challenge
2. Career growth, learning and development
3. Working with great people
4. Fair pay
5. Supportive management/good boss

*Love'Em or Lose'Em*, Kaye Beverly & Sharon Jordan-Evans, 2005



# Buck stops with you!

- In one study, 50% of work satisfaction comes from relationship with immediate boss
- 25-year long Gallup Organization study with 12 million workers at 7,000 companies found the relationship with supervisor and employee largely determines length of stay
- Research from Corporate Leadership Council found a high quality manager is “standout importance” in attracting and retaining key talent



# Role of the boss:

“Today, your most critical assets are people, not property. Outstanding people give you and your organization a competitive advantage.”

*-Beverly Kaye & Sharon Jordan-Evans*

*Love'Em or Lose'Em, Beverly Kaye & Sharon Jordan-Evans, 2005*



# How can we manage this wild world of staff partnerships?

- Partner with staff for a comprehensive program
- Identify and attract the best talent – and keep them
- Invest in human capital, learning and professional development



# Continued...

- Manage performance and succession, create community
- Provide monetary and non-monetary rewards
- Focus on quality of life and career advancement



# BC Law Staff Survey Questions

- How long have you been in your current position?
- What factors were important in your decision to come to BC Law?
- Are you an attorney?



# BC Law Staff Survey Questions cont'd

- If yes, how do your legal credentials help you achieve your day to day goals?
- What are your 3, 5 and 10 year goals?
- Which factors currently exist within the office to assist you in the achievement of those goals and which factors would you like to see added?
- What 3 work environmental factors are most important in the current workplace?



# How Legal Background Supports Work

- Practical understanding of donors' work
- Credibility
- Strong research & writing skills
- Critical thinking skills
- Ability to relate to constituents
- Organizational skills
- Time management
- Strategic outlook



# Factors that Contribute to Success

- Small, nimble, harmonious team
- Day to day interaction with all staff
- Excellent access to University resources
- Access to Dean & high level University leadership
- Good amount of autonomy
- High level of contact with constituents
- Experienced colleagues
- Sufficient funding
- Collegiality



# Overview of Career Goals

- Help Capital Campaign stay on pace toward goal
- Significantly increase dollars and donors
- Develop skills and knowledge
- Campaign management
- Major gift work, Planned Giving
- Attain senior management position
- Expand professional network
- Bridge development and Alumni Relations programs
- Upward mobility



# What else do you need to achieve goals?

- More qualified capital gift prospects
- Quality feedback from manager & colleagues
- More support in form of graduate assistant
- Clear vision of career track for promotion



# Three Most Important Factors to Success

- Collegial harmony
- Strong support staff
- Good prospect research
- Great co-workers and work environment
- Salary & benefits
- Potential for growth and development
- Professional development programs
- Quality of leadership
- Work space



# Recommended resources:

- *Love 'Em or Lose 'Em: Getting Good People to Stay*, Beverly Kaye & Sharon Jordan-Evans, 2005
- *Hiring the Best, A Manager's Guide to Effective Interviewing*, Martin Yate, fourth edition, 1994
- *Harvard Business Review*, [www.hbr.org](http://www.hbr.org)
- *Creating Leaderful Organizations: How to Bring Out Leadership In Everyone*, Joseph Raelin, 2003



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