



# Recruiting Fundraising Talent at Community Colleges

Strategies to Source Major Gift Officers

# Community College Executive Forum

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# Supporting Members in Best Practice Implementation

## Resources Available Within Your Membership


This publication is only the beginning of our work to assist members in meeting their most pressing challenges. Recognizing that ideas seldom speak for themselves, our ambition is to work actively with members of the Community College Executive Forum to decide which practices are most relevant for your organization, to accelerate consensus among key constituencies, and to save implementation time.

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Throughout the publication, this symbol will alert you to any corresponding tools and templates available in the Toolkit at the back of this book. These tools are also available on our website at [eab.com](http://eab.com).



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# Executive Summary

## Building MGO Roles at Community Colleges

**The market for major gift officer talent is more competitive than ever before. Community and technical colleges must improve their recruiting efforts to successfully attract high-quality fundraisers.**

Demand for fundraisers has exceeded pre-recession levels. Higher education institutions are relying on major gifts to replace other sources of revenue that have been cut or reduced. Simultaneously, nonprofits and four-year institutions continue to expand their major gifts fundraising and place additional pressure on the community college advancement talent crunch. This environment has created a seller's market in which highly qualified gift officers can choose between an abundance of employment opportunities. Unfortunately, they often overlook community colleges.

1

**Consistently High Demand**

68%

Of fundraisers have never experienced any lag between jobs

1

Average number of months between jobs for fundraisers who experienced any lag

14%

Of fundraisers have sought work longer than three months at least once in their career

**Community and technical colleges typically prefer experienced fundraisers because they require less onboarding and skill development. Unfortunately, these individuals are the most difficult and expensive to recruit (and retain). Community colleges can side-step the “salary arms race” by proactively identifying strong candidates and highlighting the benefits of working at a community college.**

Salaries for experienced major gift officers have risen exponentially alongside demand, creating significant salary inflation that poses challenges for many community colleges. Fortunately, non-monetary factors like office culture and professional development opportunities play as significant a role in career decisions as financial compensation. Innovative community colleges recognize this difference and proactively seek candidates that are not in fundraising just for the competitive salary, but also for the mission of the organization and the benefits the position offers (e.g., professional development, state pensions, work-life balance). Community colleges can excel in this area and attract high-quality, mission-driven individuals to develop their major giving portfolios.

**“How important were the following factors in your decision to join your current institution?”**

*EAB 2014 MGO Survey  
n=1,217*

Ranking	Tuition Reimbursement	Financial Compensation	Professional Development	Office Culture
<b>Very Important</b>	7%	34%	36%	36%
<b>Important</b>	11%	43%	43%	37%
<b>Somewhat important</b>	19%	18%	14%	18%

# Executive Summary (cont.)

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## Building MGO Roles at Community Colleges

**Internal community college staff can be an excellent source of future major gift officers. However, they often encounter challenges to moving into development roles. Common difficulties include a lack of opportunities to express interest and few defined pathways for exploring the profession.**

Internal staff bring a range of strengths to fundraising positions, including knowledge of and contacts from other areas of the college. However, recruiting practices often cater to external candidates and unwittingly create a variety of barriers to internal candidates. To build a strong internal pipeline, advancement and community college leaders should both encourage interested staff to apply and proactively identify potential candidates.

### Common Challenges for Internal Talent



#### Lack of Structured Opportunities

- Managers rarely discuss professional development in a structured format
- Managers typically combine performance review appraisals and professional development conversations



#### Hesitant to Reach Out

- Employees worry that an informational interview may signal to their managers that they are unsatisfied in their current role
- Employees fear that professional development opportunities might hamper their current career trajectory



#### Unaware of Internal Opportunities

- Programs are not advertised in a systematic manner
- Staff members lack visibility into training offered by other departments and campus-wide opportunities

**Community college leaders often lack the financial resources to source most experienced major gift officer talent and do not have the bandwidth to train newcomers to the field. Community college leaders can focus on sourcing experienced talent who seek a change of pace from their current role and a more comprehensive benefits package.**

Most community college leaders do not have the financial resources to hire experienced MGO talent. At the same time, they did not have the bandwidth to hire junior level staff and provide them with adequate onboarding and professional development opportunities. Community college leaders should seek to attract experienced talent that seek a change of pace and the benefits of community college employment, support internal candidates who are interested in fundraising, and cultivate students to build a pipeline of future fundraisers (and donors).

# The Major Gift officer (MGO)

The major gift officer (MGO) fills one of the most mission-critical roles in today's advancement shop. Despite their importance, qualified candidates are scarce. This situation has led to intense competition between nonprofit institutions for quality fundraisers. Academic institutions, both two- and four- year, struggle to recruit and retain MGOs in the current market.

Advancement offices must learn to successfully compete for MGO talent if they are going to meet their fundraising goals. Community college leaders face a compounded problem in that they, historically, have not invested in MGO roles, and MGO talent has not considered community colleges as potential employers.

## An Overview of the Current Landscape



### The MGO in Brief

- Also called Directors of Development or Development Officers
- Fundraisers responsible for soliciting gift asks of ~\$25,000 at community colleges
- Key responsibilities include identifying, qualifying, cultivating, and soliciting prospective donors
- Chief advancement officers can serve as the principal MGO at a community college, though such a hybrid role is difficult



#### MGO Quick Facts

**Gender:** 71% female, 29% male

**Age:**

- Under 35 = 6%
- Aged 35-55 = 66%
- Aged 55 and over = 28%

**2 years**

Median tenure of MGOs at colleges and universities

Source: Burk P, Donor Centered Leadership, Chicago: Cygnus Applied Research, 2013; 2014 Compensation and Benefits Study, Arlington, Virginia: Association of Fundraising Professionals, 2014; 2014 EAB MGO Survey; EAB interviews and analysis.

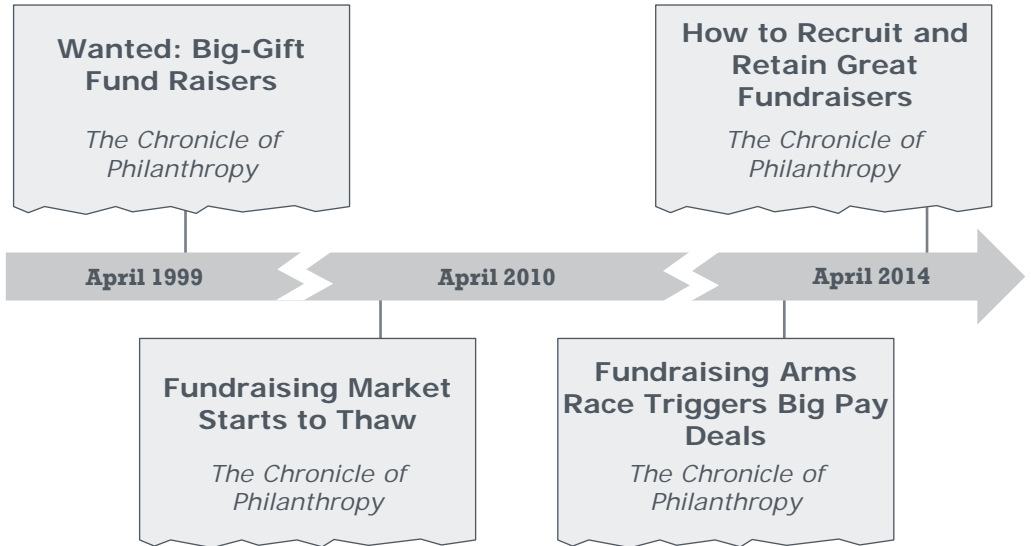
# Talent Shortage is an Evergreen Issue

Though it's received a lot of press recently, the MGO talent shortage is not a new issue for advancement leaders. Fundraisers have been in high demand for decades.

Demand only appears to have surged recently because the recession temporarily masked the imbalanced talent market. During the recent recession, demand for fundraisers briefly cooled off as organizations froze hiring and eliminated positions.

However, the market has rebounded strongly in the last few years. In fact, many advancement officers say it is even harder to hire a fundraiser today than it was 10 years ago. This problem is compounded for community colleges leaders who are often seeking to hire their first MGO and do not have the benefit of previous MGO hires.

## Fundraising Talent Market Reenergizes as Recession Ends



### MGO Demand Through the Roof

**1**

Average number of months between jobs for fundraisers who experienced any lag

**68%**

Of fundraisers have never experienced any lag between jobs

**14%**

Of fundraisers have sought work longer than three months at least once in their career

Source: Hall H, "Wanted: Big-Gift Fund Raisers," *Chronicle of Philanthropy*, April 1999; Hall H, "Fund-Raising Jobs Appear to Be Sprouting, but the Thaw May Not Last," *Chronicle of Philanthropy*, April 2010; Daniels A, et al., "Fundraising 'Arms Race' Triggers Big Pay Deals," *Chronicle of Philanthropy*, April 2014; Hall H, et al., "How to Recruit and Retain Great Fundraisers," *Chronicle of Philanthropy*, April 2014; Burk P, *Donor Centered Leadership*, Chicago: Cygnus Applied Research, 2013; EAB interviews and analysis.



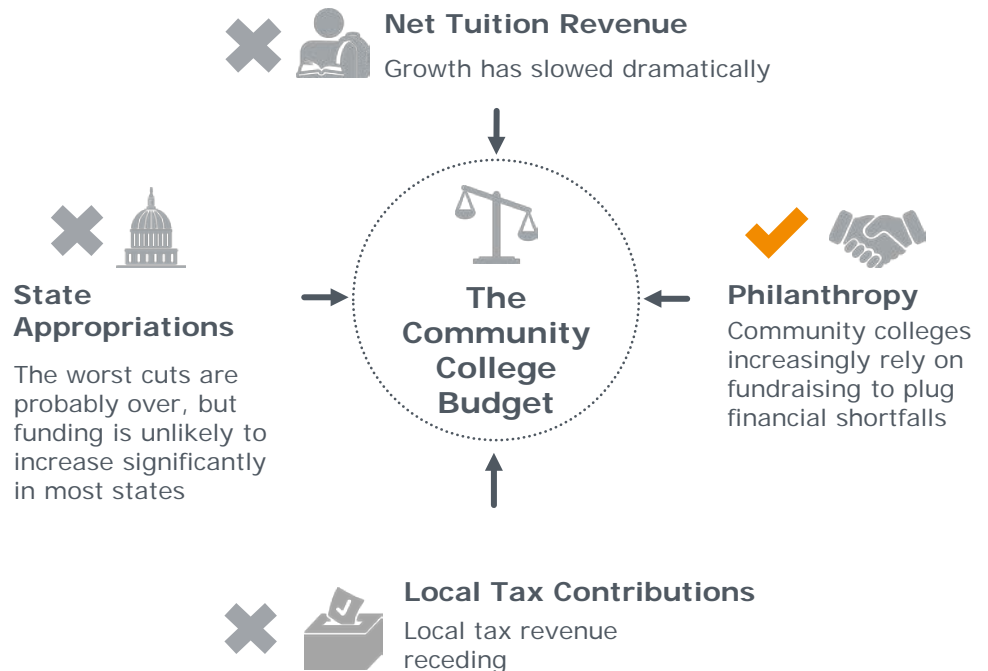
# Philanthropic Gifts Help Fill Budget Gaps

Traditional sources of revenue such as tuition, state appropriations, and local tax contributions are levelling off or declining. Many community colleges struggle to gain stable footing in this rapidly shifting landscape paired with large enrollment declines.

Increasingly, community college leaders look to philanthropy as a viable source of funding. Colleges are launching campaigns not only to support student scholarship access, but also to offset operating expenditures.

As a result, community colleges require MGOs in order to meet their campaign goals and objectives.

## Community Colleges Expand Major Giving to Meet Immediate Funding Needs



### Adapt or Perish

“There are two kinds of community college advancement shops out there. Those that see the writing on the wall and work to adopt a fundraising model similar to a four-year university and those that do not. I do not want to be the latter.”

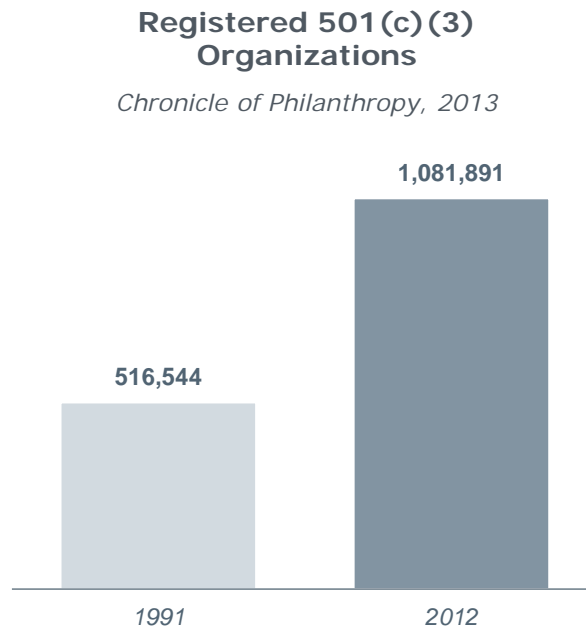
*President  
Rural Community College, Mountain-west*

# Explosive Growth in Nonprofit Sector...

Unfortunately, as colleges and universities rely more on MGOs for revenue, the MGOs themselves rely less on colleges and universities for employment. Their job prospects have never been brighter. The number of nonprofit organizations in the United States has nearly doubled in the last 20 years, creating endless opportunities for frontline fundraisers.

These organizations all compete with college and university advancement shops to hire fundraisers, create relationships with donors, and build a fundraising base.

...Intensifies Competition for MGOs



## More and More Non-Profits

"All I see is more and more non-profits popping up? How can I compete when pie keeps getting smaller and smaller?"

*Judy Eurich  
ED of Institutional Advancement  
Craven Community College*

Source: Frostensen S, "Number of Charities and Foundations Rose Slightly in 2012," *Chronicle of Philanthropy*, April 4, 2013, <http://philanthropy.com/article/Number-of-Charities-and/138277/>; Harrison, B, "The Seductive Lure of Creative Compensation," [http://www.cdsfunds.com/the\\_seductive\\_lure\\_of\\_creative\\_compensation.html](http://www.cdsfunds.com/the_seductive_lure_of_creative_compensation.html); EAB interviews and analysis.

# Charting a Path to Stronger Fundraising

Even with the explosive growth in fundraising at non-profits and four-year institutions, community colleges can compete for major gifts.

Historically community colleges have been humble in their ask for donations, but as state appropriations and enrollment revenues decline, many are beginning to assert their might. The reality is that community colleges are agents for social innovation and workforce development in their service areas-and donors can understand that mission.

Community colleges need to define their value proposition if they are going to attract not only major gifts from donors, but also fundraising talent who will view their institution as an employer of choice.

## Major Giving at Community Colleges

### Community College Major Giving in the Headlines:

**THE CHRONICLE**  
of Higher Education  
*Community Colleges Struggle When It Comes To Soliciting Private Donations*

**The New York Times**  
*How Can Community Colleges Get a Piece of the Billions That Donors Give to Higher Education?*

### What Are Community Colleges to Do?



1

*Inform the community about the role community colleges play*

#### Inform Donors

“Community colleges need to raise their profile and make people aware of what they are doing.”

*Brenda Babitz  
President, B Smart LLC Consulting*

2

*Develop a major giving function within advancement*

#### Infrastructure is Key

“You have to have the infrastructure and staff, because otherwise you will drop the ball on stewardship, thank you notes, and prospect research.”

*Deidre Mercer Martin  
Director of Development  
Abraham Baldwin Agricultural College*

Source: EAB Interviews and Analysis.

# Measuring MGO Compensation

Not all institutions feel the effects of the bidding war equally. Average compensation for MGOs varies by region, country, and experience level. For example, the average salary in the South-Central U.S. is about 14% lower than the average salary in the Northwest. Experienced fundraisers, who are in greater demand, command salaries about 33% higher on average than their less experienced counterparts.

The challenge many community colleges face in relation to overall compensation is cost. Salaries of \$100K are uncommon at community colleges, and competing for talent at a lower price point can be daunting.

## Examining Pay Differences Across North American Fundraisers

### Range of MGO Salaries Across U.S. Regions

*Association of Fundraising Professionals, USD*




**\$70,115**

The average salary for fundraisers in the South Central region of the US



**\$81,747**

The average salary for fundraisers in the Northwest region of the US



**Experience at A Premium**

**\$117K-130K**

Compensation range for fundraisers with more than 25 years of experience

Source: 2014 Compensation and Benefits Study, Arlington, Virginia: Association of Fundraising Professionals, 2014; EAB interviews and analysis.

# How Can A Community College Compete?

While community colleges might not always be able to compete on MGO salary, they often provide more comprehensive benefits packages and foster better work-life balance. The comprehensive mission of community colleges can also attract talented staff who want to advance that mission.

The challenge for advancement offices at community colleges is to market these benefits to the right talent at the right time in order to recruit the individuals to their institutions.

## Talent You Can Afford

### Sourcing “Good-fit” Talent



Interest in benefits and work-life balance above pay



History of supporting mission-focused organizations



Experienced fundraisers seeking slower pace (i.e., near retirement)



#### Time vs. Money

“To train somebody from scratch takes so much time. I am running a foundation, doing major gifts, managing a board, and so on. For me to take on another thing, hiring an untrained person is an enormous task. I would prefer to pay somebody who knows what they are doing.”

*Lisa Brooks  
Executive Director  
Glendale Community College Foundation*

# Compensation Is Just One of Many Factors

To compete effectively in this shallow talent pool, advancement leaders must cater to the needs and wants of job candidates. Increasingly, these include not just a compelling salary, but also opportunities for professional growth and a positive institutional culture.

Even without enhancing salary offers, community colleges can strengthen their recruiting efforts by highlighting the career paths, unique professional development opportunities, and organizational culture their college provides.

## Community College Advancement Drives Professional Development and Culture

### What Fundraisers Look for in a New Position

#### Compensation and Benefits

**47%**

Of fundraisers left their last position for a higher salary

#### Opportunity for Career Advancement

**37%**

Of fundraisers departed for a more senior role or more growth opportunities

#### Compatible Culture

**36%**

Of fundraisers left to escape a negative work environment

Most community colleges offer strong office culture and benefits; identifying the right-fit candidate can be the challenge.

### “How important were the following factors in your decision to join your current institution?”

EAB 2014 MGO Survey n=1,217

Ranking	Financial Compensation	Professional Development	Office Culture
Very Important	34%	36%	36%
Important	43%	43%	37%
Somewhat important	18%	14%	18%

Source: EAB Interviews and Analysis.



# Identifying Good-fit Candidates

Sourcing Potential Candidates

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SECTION

- Tactic #1: Star File
- Tactic #2: Social Media Recruiting Campaign
- Tactic #3: LinkedIn Passive Candidate Identification

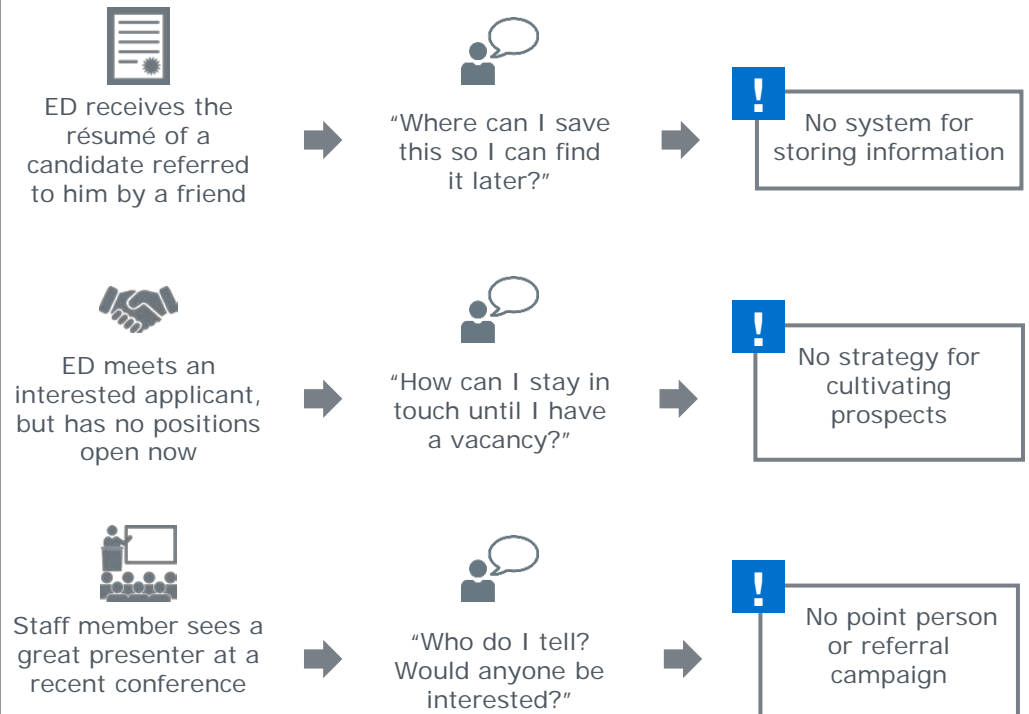
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# Challenges of an Informal “Star File”

To identify prospective MGO candidates, many advancement leaders keep a mental, paper, or digital version of a “star file” document. This document lists a few potential recruits that advancement leaders would like to turn to either when launching a major gifts program or in the event of a vacancy.

Ideally, advancement leaders will keep in touch with these individuals through the occasional meet-up and email. However, these efforts tend to be one-off, haphazard, and inconsistent. More often than not, they fail to connect the individual strongly enough to the institution to convince them to come onboard when an MGO position opens. Advancement leaders at community colleges are often juggling many tasks and this systematic and intentional outreach fails to occur in any meaningful way.

## Poor Organization Results in Lost Leads





# Identifying MGO Candidates

For a star file to contribute to recruiting efforts, advancement leaders need to approach them more systematically.

Successful star file systems share a few key elements. They feature mechanisms for identifying prospective candidates. Candidate information is kept in an accessible database. Administrators who work with these star files strengthen candidate relationships through regular contact. Finally, advancement leaders regularly update the file to ensure it's always ready when they need it.

A robust star file brings with it numerous benefits, including reduced time to hire and increased candidate quality. It also extends the advancement office's recruiting reach, as it helps administrators tap into a prospective candidate's networks for even more leads.

## Finding Your First (or Next) MGO

### Comprehensive Star File

*Key Elements*

**1**

#### Cast a Wide Net

Tap into the largest possible talent pool through targeted outreach

**2**

#### Create a Central Repository

Establish a known central location for résumé storage and updates

**3**

#### Cultivate Relationships

Develop engagement plans for candidate updates and communications

**4**

#### Systemize Updates

Ensure division staff regularly maintain and monitor "star file" contents

# Casting a Wide Net

The first key to a successful star file is casting a wide net when looking for prospective candidates. Advancement leaders should turn to a range of sources to surface high-potential individuals. Successful strategies include asking MGOs to refer former colleagues, hosting networking events, and convening post-conference debrief sessions to gather names.

## Generating Leads to Fill the Pipeline

### Potential Referral Sources

- Current advancement staff
- Senior leaders' personal networks
- Former employees
- College administrators and deans

### Collection Methods



Networking events



Online research



Informational interviews



Post-conference debrief sessions



Quarterly emails



#### Talent Spotters

“Our staff source the best leads for talent in the fundraising space. Not only do they get the content area of the work, but they also get the culture we have here and the realities we work within. They know who is a good fit. ”

*Foundation, Executive Director  
Rural Community College*

# Develop a Central Repository

Advancement leaders should also create a central repository for all referrals and leads. Having a reliable location in which to store this information helps ensure that prospective candidates eventually become new hires.

Institutions that do not have the resources to dedicate to a star file CRM can implement a lower-cost solution using readily available software, such as Microsoft Excel. Key fields to track include name, contact information, current employer, title, and referral source. Other optional items to track include best-fit role, current salary, competencies, and contact readiness.

## Collect and Store Information in an Accessible Place

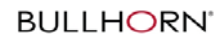
### Sample Star File

	A	B	C	D	E	F
1	Name	Phone	Email	Current Employer	Current Title	Source
2	Josephine Diaz	617-897-5320	josephinediaz@gmail.com	Fair Lakes Health Cent	Associate Director of Develop	Referral
3	Cassandra Lucas	775-415-9543	clucas@gth.org	Georgetown Hospital	Development Associate	Referral
4	Anthony Pierce	852-603-1598	pieranth@abp.com	Alvarez Brigham Pierc	Director of Development	LinkedIn Search
5	Emmanuel Silver	352-486-8522	emmanuelsilver@nmu.edu	Northern Metro Univ	Associate Director of Develop	Conference
6	Aubrey Logan	906-754-8523	aubrey.logan@spc.edu	Southern Pacific Colle	Director of Development	Referral
7	Alex Amador	985-424-6689	aamador@hazelu.edu	Hazel University	Development Associate	LinkedIn Search

### Additional Fields to Track

- Best-fit positions
- Résumé link
- Contact history
- Comments and notes

### Potential Platforms



# Cultivating Relationships

Once the file is populated with prospects, the next step is to cultivate relationships with those individuals by implementing a carefully designed communication strategy. This strategy can include a range of tactics, such as email announcements or newsletters, periodic coffee meetings, and open invitations to campus.

## Treat Prospective Applicants Like Prospective Donors

### A Variety of Engagement Tactics



#### Milestone Announcements

Email prospects when the office achieves a goal or welcomes new leaders



#### Careers Newsletter

Circulate regular emails highlighting open positions and new-hire testimonials



#### Open Invitation to Campus

Invite prospective candidates to visit campus any time they are in the area



#### Six-Month Check-ins

Arrange casual meet-ups or talk via phone to discuss timelines and priorities

# Systematizing Updates

Finally, advancement leaders must ensure that the star file is up to date and ready when a vacancy appears. A plan for auditing and updating the star file regularly can help guide staff members' efforts to maintain the resource. It also creates an opportunity for administrators to review the type of information tracked in the database and decide whether some fields should be added or removed.

## Ensure Your Star File Is Ready to Use When a Vacancy Hits

### Ensuring Accurate and Useful Data

1



#### Designate a Database Manager

*Potential Managers:*

- VP of Development
- Director of Development
- Administrative Assistant

2



#### Create a Timeline for Updates

*Possible Schedules:*

- Quarterly
- Every six months
- Yearly

3



#### Assess and Revise Information Needs

*Suggested Fields:*

- LinkedIn profile address
- Conference presentations
- Relevant skills
- Future networking contacts

# Breaking the “Post and Pray” Habit

When hiring an MGO, advancement leaders tend to “post and pray.” After uploading a position description to a digital job board, they will wait passively for candidates to come to them. Often, their wait is in vain. Few candidates respond to the posting, and those who do are unqualified to fill the role.

The most successful recruiters refuse to wait for divine intervention to place the perfect candidate in their applicant pool. Instead, they employ a variety of proactive strategies to connect with candidates and take more control over the recruiting pipeline.

## Divine Intervention Is an Unsustainable Recruiting Strategy



### How “Post and Pray” Is Costing You

- ✘ Misses candidates who aren’t on the right platform at the right time
- ✘ Misses the half of candidates who aren’t actively seeking a new job
- ✘ Generates a high volume of low-quality, poorly matched applicants
- ✘ Leads to extended or failed searches, wasting time and resources
- ✘ Only captures candidates who seek to work at a community college

Source: EAB Interviews and Analysis.

# Extend Your Reach with Social Media

Social media presents a great opportunity for advancement leaders to expand their recruiting reach. Although many organizations have social media accounts these days, few incorporate those accounts into their broader recruiting strategy. When they do, it's in a haphazard fashion, with lengthy job postings cut directly from HR websites failing to capture candidates' attention.

## Social Media Proliferation a Powerful Recruiting Tool



### Status Quo LinkedIn Post Fails to Engage

**JUNIATA COLLEGE**

**Assistant/Associate Director of Major Gifts**  
Juniata College - State College, Pennsylvania Area  
Posted 11 days ago

[Apply on company website](#) [Save](#)

**Other Details**

**About this job**

**Job description**

Juniata College in Huntingdon, PA is accepting applications for the position of Assistant or Associate Director of Major Gifts. The hiring level for the position will be determined by the successful candidate's combination of experience and demonstrated accomplishments in fundraising activity. The College recently concluded an extensive, inclusive process that resulted in the approval of new strategic plan – The Courage to Act – which will guide the institution until 2020.

Juniata has undertaken a number of capital and endowment fundraising initiatives in recent years, reached record totals in 50th year reunion class giving and annual scholarship contributions in 2014-15, initiated a more intensive stewardship and donor relations program and completed an intensive study to determine key markers for the College's next comprehensive fundraising campaign, which will complement Juniata's new strategic plan.

The Assistant or Associate Director of Major Gifts will be primarily responsible for cultivating and maintaining relationships that lead to significant philanthropic engagement and charitable contributions by alumni, parents and friends and provide appropriate stewardship of gifts from individuals and corporate entities.

The ideal candidate will possess a bachelor's degree (advanced degree or CFRE desirable) with two to five years or more of direct non-profit fundraising experience, preferably in major and/or planned giving in a higher education advancement setting. Candidates with experience in annual giving and/or sales will also be considered.

IMAGE CREDIT: LINKEDIN.COM

### Missed Opportunities Abound

- Difficult to capture job seeker mindshare due to activity and noise
- Fails to reach candidates who are semi-interested or passive candidates
- Challenging to penetrate diverse talent pools

Source: Bennett, S. *Company Use of Social Media for Recruitment*. 2013. [http://www.mediabistro.com/alltwitter/social-media-recruiting\\_b50575](http://www.mediabistro.com/alltwitter/social-media-recruiting_b50575). EAB interviews and analysis.

# Social Media Recruiting Growth





Social media is a powerful way to capture passive candidates, identify experienced candidates, and build a talent pipeline.

Currently, half of non-profits nation-wide use LinkedIn to source talent for their vacancies. Compared with 94 percent of all organizations, this proportion is likely to grow. Community colleges can use social media platforms to extend their reach and source fundraising talent that would not otherwise have considered community college employment.

## Social Media Attracts Larger Talent Pool in Nonprofit Sector

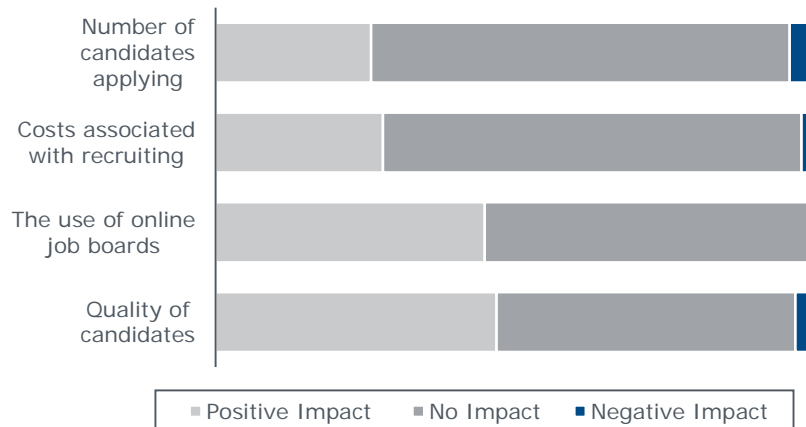


### Social Media Referral Benefits

-  Cost-effective way to source candidates
-  Extended reach
-  Target candidates with a specific skillset
-  Increased knowledge about the candidate

### Impact from Using Social Networking Sites on Recruitment Strategies

*Nonprofit HR: Nonprofit Employment Practices Survey, 2014*



Source: EAB Interviews and Analysis. AND Nonprofit HR, 2014, Nonprofit Employment Practices Survey, found at [http://www.nonprofithr.com/wp-content/uploads/2013/07/Whitepaper-Recruiting-and-Social-Networking\\_final.pdf](http://www.nonprofithr.com/wp-content/uploads/2013/07/Whitepaper-Recruiting-and-Social-Networking_final.pdf)



# Tapping into Personal Networks

An employee social media recruiting campaign can bring coordination to these scattershot efforts. National Public Radio (NPR) recently launched one of these campaigns on Twitter and Instagram.

They encouraged all employees to tweet job posts (limited to 140 characters) to their personal and professional networks. Staff members were also asked to share pictures of life at NPR on Instagram to give candidates insight into the company, its employees, and the organizational culture.

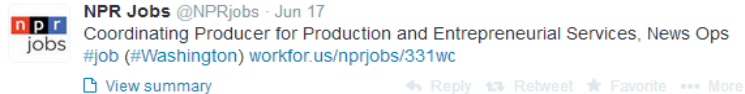
NPR dedicated hashtags and Twitter handles specifically to this initiative. Their efforts paid off. Not only did NPR get a tremendous amount of support from staff, but they also saw significant savings on marketing costs—around \$100,000 per year.

## Developing an Employee Social Media Recruiting Campaign



### Program Highlights

- NPR employees encouraged to tweet job posts to their personal and professional networks
- New hashtags and hiring-specific handles developed for the initiative
- NPR staff leveraged as brand ambassadors to help attract new talent to the organization



### Results

- 10,000 tweets and 2,500 Instagram posts from current NPR staff members
- Twitter handle @NPRjobs became one of their top sources of hiring
- Decreased marketing expenditures, including \$100,000 a year savings in job board postings

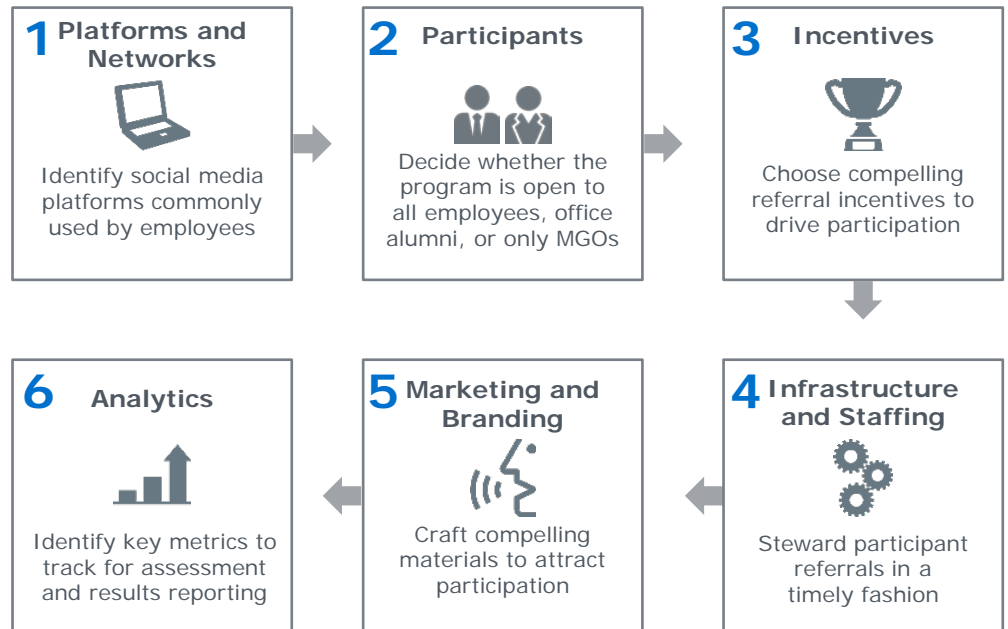
# Navigating to Success

While the scale of NPR's efforts might not be achieved at many community college advancement shops, the practices yield key recommendations.

Institutions interested in trying social media sourcing should consider a few key questions first. Who will be eligible to participate? How will you incentivize participants? Who will be responsible for referral follow-up and communication?

## Implementing Social Media Referrals at Your College

### Key Steps for Social Media Referral Campaigns



Source: EAB Interviews and Analysis.

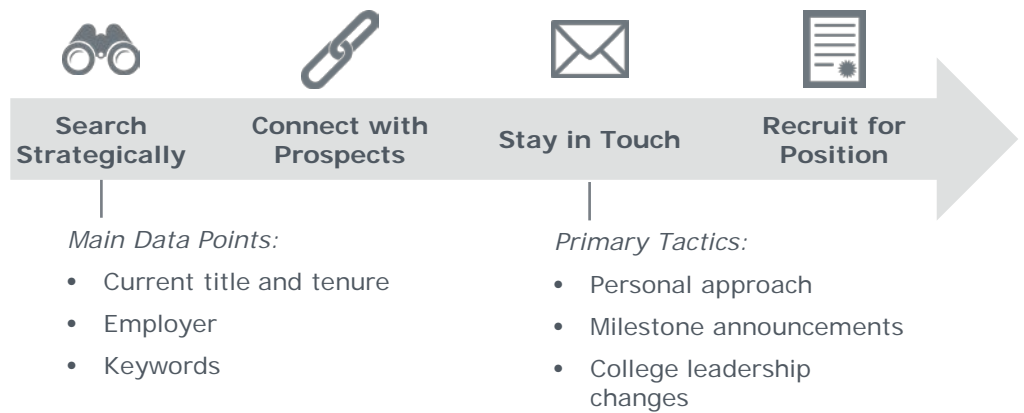
# Uncovering Hidden Talent

Social media can also be a great way to cultivate relationships with passive candidates who are not currently seeking a new position.

Using a premium LinkedIn account, advancement leaders can conduct targeted searches for specific key words, titles, employers, and lengths of tenure. Outreach should not be aimed at recruiting candidates immediately, but should focus on “getting to know you” conversations.

Non-profit organizations use social media in their referral and hiring processes; community colleges must also adopt these practices if they are going to compete for the same talent pool.

## Using LinkedIn to Cultivate Passive Candidates



### Power Of Social Media


“Thoughtful and consistent use of social media – particularly by community college leaders – will enhance institutional image and reputation, recruiting, on-campus and community relations, and alumni engagement. With social media being increasingly influential in fundraising, that presence will help identify and attract savvy fundraisers who are increasingly vital to the institution’s success.”

*Paul Heaton  
Director, Center for Community College Advancement  
Council for the Advancement and Support of Education (CASE)*

## Interested in LinkedIn Premium?

Institutions interested in trying this approach will need an upgraded account on LinkedIn. The website offers several account types that feature various benefits and costs.

### An Overview of Accounts, Resources, and Costs

 Standard LinkedIn	Talent Basic	Recruiter Lite	Recruiter Corporate	
<b>Annual Cost</b>	Free	\$576	\$1,200	\$8,640
<b>Who's Viewed Your Profile</b>	Limited	✓	✓	✓
<b>Full Network Visibility</b>			✓	✓
<b>In Mail messages per Month</b>	0	10	25	50
<b>Premium Search Features</b>		✓	✓	✓
<b>Mobile Access</b>			✓	✓
<b>Pipeline Access</b>			✓	✓
<b>Team Collaboration</b>				✓

Source: EAB Interviews and Analysis.



# Expanding the Talent Pool

Widening the Pipeline of Candidates

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SECTION

- Tactic 4: Fundraising Focused Job Descriptions
- Tactic 5: Remote MGOs

2

# Securing the Right Talent

Community college fundraising is about more than just dollars raised. It is also about mission.

Despite this comprehensive and inclusive mission, community college leaders often share their frustrations and challenges in sourcing top fundraising talent. In order to secure top candidates for community college fundraising jobs, community college leaders must not only identify candidates who are motivated by the community college mission, but also expand the talent pipeline in meaningful ways.

To do this, community colleges must often times battle inherited stereotypes of community college fundraising that do not reflect the nuances of present-day community college fundraising.

## Community Colleges Must Adapt to Gain Strong Talent

### Community Colleges Adapt to Secure Experienced Fundraising Talent



#### *Develop Fundraising Specific Job Postings*

- 1 • Sources experienced fundraising talent
- Supports and encourages professionalization of community college fundraising

#### *Develop Remote MGO Positions*

- 2 • Widens talent pool
- Increases application volume
- Sources additional qualified talent



#### **It's About Passion**

You have to have a passion for the community college and who we serve. I have turned down positions at four-year institutions. This is where my passion is.

*David Jones, VP for Advancement  
Allegany College of Maryland*

Source: EAB Interviews and Analysis.

# Nomenclature Matters

While many community colleges ask their major gift officers to complete related tasks (e.g., galas and golf tournaments), some community colleges focus too much on these aspects in the job description.

Community colleges can refocus the major gift officer job description to focus less on ad-hoc aspects of the role (e.g., managing high profile events) and focus more on the fundraising aspect of the role. By titling an open position as a “director of development” or a “principal gift director,” community colleges will likely source more experienced applicants for available positions who are interested in “making their mark.”

## How to Capture the Best Talent Pool

### Job Description Branding Impacts Talent Pool



### What the Candidate Thinks:



“I am a fundraiser, not an events manager. Let me keep looking.”



“Now this looks like a step in the right direction for my career trajectory.”



### What the Community College Receives



Underprepared candidates that have little fundraising experience and other interests



Candidates who have experience and seek fundraising career development opportunities

## Rebranding Yields High-quality Candidates

Montgomery College in Maryland is located just outside Washington, D.C., one of the most active fundraising hubs in the U.S. As a result, donor dollars and fundraising talent are in high demand.

Montgomery College advertised their major gift officer position as a “Director of Development” to compete with other mission-driven organizations in the area. By including the word “director” in the title, the college was able to source talent seeking upward career trajectory. By avoiding words such as “event manager” or “fundraising associate,” the college was able to limit the receipt of subpar applicants.

### Simple Title Changes Source Top Talent



#### **Benefits of Montgomery College's MGO Title:**

- Directly competes with and for nearby Washington, D.C. talent
- Attracts candidates focused on and dedicated to fundraising
- Appeals to experienced candidates
- Sources candidates that seek upward career momentum



#### **It's About Getting the Right Talent**

“You need to make sure that you have the best talent possible. For us that is challenged by the fact we are in such a competitive market where there is so much wealth and fundraising talent—we need to make sure that we continue to source and support top candidates who want to work at Montgomery College.”

*David Sears, Senior Vice President  
Montgomery College*



# Combating the Geographical Disadvantage

Many Foundation Executive Directors find that the location of their institution plays a huge role in recruiting experienced fundraisers, often limiting their candidate pools. At Missouri University of Science and Technology (Missouri S&T), recent searches for a campus-based MGO position resulted in low-quality candidate pools—including applications from morticians, a night manager from the Holiday Inn, and a veterinarian.

Missouri S&T tackled this challenge by developing remote MGO roles. When the office reposted the role as a remote position, the overall size and quality of the candidate pool improved dramatically.

Missouri S&T currently has multiple remote MGO positions, all of which are located within four hours of campus. Rather than working out of a satellite office, these individuals work from their homes, have the same goals as on-campus officers, and are required to visit campus once a month.

Research contacts at Missouri S&T cited numerous benefits of this strategy, including an expanded applicant pool and the ability to offer more donor events in urban areas.

## Creating Remote MGO Positions

### Recruiting Struggles for Rural Campuses



“People know and like our college, but it’s really hard for families to move here.”



“Even with a salary bump, qualified MGOs don’t want to move to our small town.”



“I can’t meet the philanthropic goals of the college if I require everyone to be on campus.”



### Missouri University of Science and Technology Pilots Remote MGO Positions



Four current remote positions



Work from home



One required visit to campus per month



Same goals as on-campus officers

# Expanding the Pool of Qualified Applicants

Remote MGOs are not unique to four year institutions. Advancement leadership at Northampton Community College in west-central Pennsylvania allows their MGO the ability to reside primarily at their remote campus, located in another county, to attract MGOs from that county and surrounding areas.

Remote positions can also be used as a way to retain talented MGOs who are interested in moving away from the institution.

## Meeting Your Top Candidates Where They Are

### Community College Spotlight: Northampton Community College



Located in west-central Pennsylvania



One main and one satellite campus; time can be spent on either (or remote)



Remote MGO position has been established for the last 10 years to increase talent pool



Advertising for the remote position gathers more experienced talent who understand fundraising



### Remote MGO Position Benefits

- Increased institutional reach with select donor bases
- Ability to offer more donor events in a great geographic area
- Reduced travel necessary for on-campus staff



#### Getting the Job Done

"I can be as flexible as I have to be, so long as the work gets done."

*Sharon Beales  
Executive Director of the Foundation  
Northampton Community College*



# Leveraging Internal Talent to Boost Pipeline

Looking Inside Your Institution For Fundraising Talent

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SECTION

- Tactic 6: Internal Posting Checklist
- Tactic 7: Student Worker

3

# Community College MGOs Rarely Wear Single Hat

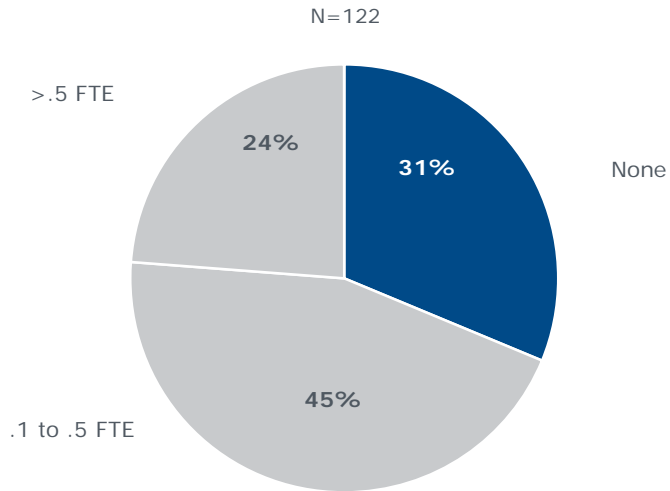
Community colleges face an added challenge in recruiting MGO talent that four-year institutions do not. Often community colleges cannot afford to dedicate an entire FTE to major giving.

In fact, only 24 percent of CASE survey respondents, indicated that their community college dedicates more than .5 FTE to the major giving portfolio. While this number is likely to grow, the current reality necessitates sourcing talent that is comfortable with wearing multiple hats.

Internal staff are strong candidates for this hybrid role as they already understand institutional culture and contacts. Community college leaders can brand this exposure as professional development and stretch roles to encourage and retain high performing existing staff.

## Community Colleges Expand Major Giving to Meet Immediate Funding Needs

**FTE Dedicated to Major Gifts**  
2014 CASE Survey of Community College Foundations



Most community colleges surveyed by CASE indicated that part of a FTE was dedicated to the major gift space

### Benefits of Hybrid Role

- Often cheaper than dedicated MGO role
- Build institutional knowledge through other work streams
- Flexible work and project streams (attractive to some job seekers)

### Challenges of Hybrid Role

- Less time dedicated to prospect research and outreach
- Loss of MGO role for “all hands on deck” events
- Dedicated donor POC torn in different directions

Source: Paradise, Andrew (ed), *Results from the 2014 CASE Survey of Community College Foundations*, CASE Whitepaper. February 2015. Available at: [http://www.case.org/Documents/WhitePapers/CCF\\_Survey2014.pdf](http://www.case.org/Documents/WhitePapers/CCF_Survey2014.pdf) AND EAB interviews and analysis.

# Is Your Next (or First) MGO Already at the College?

Individuals from many campus units develop skills that translate seamlessly to major gift fundraising. For example, admissions staff members have experience analyzing data, addressing large audiences, negotiating with prospects, and articulating the special strengths of the institution.

Candidates from outside the advancement division also bring terrain knowledge and contacts from other departments. This knowledge can enhance donor interactions. For example, a career services staff member's employer contacts might end up on his or her donor prospect list.

Advancement leaders must do more to raise awareness among internal staff of the possibilities open to them in development.

## Internal Candidates Bring Institutional Fit and Knowledge

### Advantages of Internal Candidates

- ✓ Strengths and background are verified
- ✓ Good cultural fit
- ✓ Longer retention

✓ Bring alternate terrain knowledge and contacts



### Campus Units That Develop Relevant Skill Sets



Athletics



External Relations



Recruitment



Student Affairs



Student Success



Career Services



#### The Best Future Talent is Your Current Talent

"We always say 'the best future donor is a current donor.' We should applying that thinking to our staff and look at our current staff."

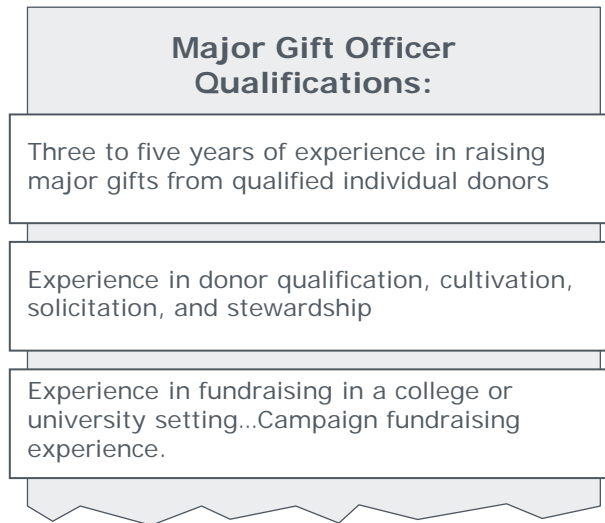
*AVP, Advancement  
Rural Community College, Mountain-West*

## Barriers to Entry for Internal Staff

Internal staff can be a source of strong MGO candidates. They know the institution, its students, and its culture, which increases the likelihood of success in the MGO role.

Despite their strengths, interested employees face an uphill battle just to enter the candidate pool. Most MGO job postings require years of experience raising major gifts from qualified individual donors. On top of that, job descriptions often ask for experience with grant writing, staff development, and campaign planning. Most internal candidates lack this experience.

### Minimum Requirements on MGO Postings Typically Exclude Internal Staff



#### Excluding Internal Talent

**80%**

Of MGO job postings list "fundraising" as a required skill

**42%**

Of MGO job postings list "grant writing" as a required skill

**29%**

Of MGO job postings list "staff development" as a required skill

Source: Burning Glass Labor/Insight, <http://www.burning-glass.com/products/laborinsight-market-analysis>; HigherEdJobs job listings, <http://www.higheredjobs.com/default.cfm>; EAB interviews and analysis.

# Outward Focus for Typical Postings

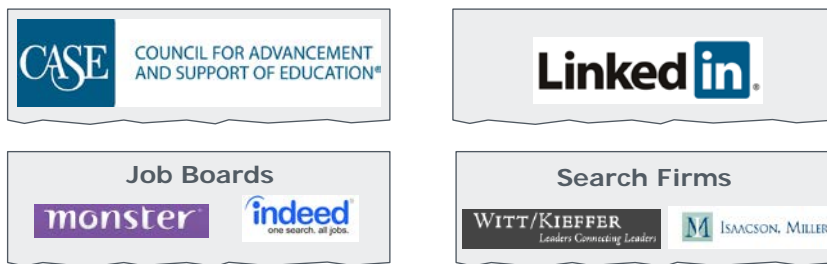
In addition, internal candidates often aren't even aware of MGO openings. Institutions focus the majority of their advertising and marketing efforts externally due to their preference for experienced candidates.

Internal candidates are expected to find out about open positions through the college's HR website. However, these portals are often far from user friendly. They are confusing to navigate, difficult to search, and full of vague job titles that reveal nothing about the position.

Beyond posting the opening on the HR website, efforts to raise awareness about MGO roles internally are one-off and inconsistent. Sometimes an email about the position goes out to the whole division. Other times, the role is described in passing at staff meetings. In some cases, hiring managers contact a few of their colleagues for leads. As a result, interested individuals within the institution often miss the opportunity to apply.

## Traditional Recruiting Efforts Prioritize External Channels

### Typical Posting Channels



### Community College HR Website

Log in to access your profile and jobseeker tools. First time visitors, [click here to create a new account](#).

E-mail address

Password

[Forgot your username?](#)

[Forgot your password?](#)

**Log in**

➔

**Search Jobs**

Keyword or ReqID

**Job Title** ▾

- Captionist - HR0233 (Part-Time) - ( req863 )
- Custodian - SE0007 - ( req1779 )
- Dean, Science OSC - SE1152 - ( req1665 )
- Functional IS Support Specialist (Grant Position) - SE1218 - ( req1702 )
- Functional IS Support Specialist (Grant Position) - SE1220 - ( req1701 )
- Functional IS Support Specialist SE0573 - ( req1785 )
- Instructional Assistant, Sr (Film/Video Production) - ( req1544 )
- Instructional Assistant, Sr. HR0265 Part time - ( req1774 )
- Interpreter - HR0236 (Part-Time) - ( req864 )
- IT Manager, Technical Support Services - SE0559 - ( req1822 )

Often requires candidates to create log-ins

Requires viewers to search through unwieldy lists to identify potential positions

Source: EAB Interviews and Analysis.

# Raising Internal Awareness of Openings

To raise awareness of openings, the University of Waterloo created a standard internal posting checklist. They use the checklist when publicizing all open positions in the advancement division. It features five key steps for distributing the job posting internally. After completing the items on the checklist, advancement staff wait seven days before posting the opening externally.

Overall, Waterloo's checklist ensures that interested individuals within the department are aware of the opening and have ample opportunity to apply for it.

## Creating a Job-posting Checklist



### Ensuring a Consistent Process

"If we do not look at our own internal staff first, we risk sending them the message that they are not good enough."

*Foundation Director,  
Urban Northeastern Community College*



### Posting Checklist

1. All open positions announced at advancement team meetings
2. Email about job posting sent to all advancement staff
3. Open role is posted on Advancement (Alumni) LinkedIn circle
4. Advancement staff members are asked to re-post ad on their LinkedIn profiles
5. Role is posted to Alumni website



# Educating Staff About MGO Work

Even staff members who are aware of open MGO positions may not realize that they are a good fit for the job if they have no familiarity with what an MGO does. To overcome this problem, advancement leaders should consider ways to educate internal staff about MGO work.

There is no single best way to do this; a variety of methods can be effective. The goal is to provide an opportunity for college staff to learn more about the position, its responsibilities, and the relevant skills they could bring to the job.

## Institutions Use a Variety of Approaches

### Common Strategies



*MGO Chats*



*Informational Interviews*



*Divisional Open House*



### Nurture Internal Talent

“We don’t have a ton of vacancies, sure– but the applicant pool isn’t that strong. We have exhausted our local market for fundraisers, so I’ve been looking to grow our own talent. It’s a real win-win. Our staff have opportunities for upward mobility, and I save time and money.

*Foundation Director,  
Urban Northeastern Community College*

# Planting the Seeds Now...for Future Fundraisers

When thinking about internal candidates, advancement leaders should consider also reaching out to current students.

The payoff for cultivating students as MGO candidates will not come immediately. Few, if any, will start working as MGOs. Nevertheless, they represent a pool of talented future candidates that are worth considering.

Innovative institutions have taken steps to plant the seeds with students for a fundraising career. For example, at some colleges, a senior advancement leader promotes careers in philanthropy during the orientation program for all student workers in their office, including tour guides, student callers, and co-op staff.

Advancement student workers represent a captive audience who maintain both institutional knowledge and affinity.

## Support Students Interested in Fundraising as a Career

### Igniting Student Interest in Fundraising Careers



#### Student Worker Orientation Pitch

Outline for student workers the various career paths in the division



#### Student Caller Mentors

Suggest stretch roles and long-term opportunities to high performers



#### Lunch and Learn Session

Provide casual settings for curious students to learn about development



#### In-Class Appeal

Make short presentations to nonprofit management, communications, or business classes



#### Shadow Opportunities

Give students a glimpse into the life of a fundraiser



#### Campus Career Fair Booth

Improve your visibility among the broader student body



### Leveraging Student Employees

"We have a few student workers in the office, and they are a great asset to the team- they really help us understand the student experience and help out on our all hands on deck events. As a team we are purposeful in what we expose them too, we would love for them to think about a career in development or alumni relations work."

*Foundation Director  
Large Urban Community College, Pacific North-west*



# Resources

Implementation Worksheets and Tools

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TOOLKIT

4

# Sample MGO Job Description

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## Instructions

This resource provides a sample job description for a MGO at a community college.

## Job Summary

Under the Foundation Executive Director, the Major Gift Officer leads the identification, cultivation, solicitation and stewardship of individuals at major donor giving levels. Portfolio constituents will include alumni, faculty/staff and retirees, community friends, and Foundation volunteer leadership, among others. This is a pivotal development position on the Foundation team, working collaboratively with all Foundation staff in growing major gifts and moving identified supporters from annual giving circles up to endowment level gifts (\$25,000 and above). Gifts can focus on a range of fundraising priorities, from greatest need and scholarships to targeted support for innovative student success and program initiatives.

## Responsibilities/Duties

- Manages a portfolio of prospective and current major donors with measurable outcomes for activities. This includes meeting metrics for qualifying, cultivating and soliciting significant contributions in support of the College's and Foundation's mission and vision.
- Sets up, facilitates, devises strategies for and holds face-to-face meetings with major donors in promoting the college and identifying donor philanthropic interests, sharing giving opportunities, and closing of gifts. Works closely with the Operations Team in particular database services and annual giving in advancing major donor relationships, driving new/renewed giving, coordinating gift arrangements and documentation, and overseeing stewardship of assigned donors.
- Advises and provides advance preparation for college leadership (e.g. College President, Associate VP of College Advancement, Campus Presidents), volunteers (Foundation Board or committee members), Development Director, and faculty/staff for donor meetings in which they participate. As such, talented communication skills (written, verbal, and presentation) and relationship building abilities are essential. The Major Gift Officer will also prepare donor and event briefings, talking points, proposals, and correspondence.
- Develops ideas and implements stewardship steps to creatively recognize individual major donors in ways that reflect the Foundation brand, mission, and vision.
- Maintains accurate and timely records/contact reports of all interactions with donors utilizing fund raising database and other tracking sheets. Analyzes donor data and giving trends as needed to grow contributions.
- Inspires and maintains positive relationships and communications with Foundation and Advancement colleagues to strengthen donor relationships and philanthropic giving to the college. Functions as a resource and supporting team member on Foundation and Advancement events.
- Perform other duties as assigned.

# Sample MGO Job Description (cont.)

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## Minimum Qualifications

Bachelor's degree in business, non-profit management, marketing, social sciences or related field( Relevant experience may substitute for the degree requirement on a year-for-year basis). Five years of professional level fundraising experience in a higher education institution or non-profit setting.

## Knowledge, Skills, and Abilities

- Knowledge of effective major donor fundraising techniques and practices.
- Knowledge and skills in organizing successful fundraising and major donor cultivation events.
- Knowledge of volunteer management techniques.
- Knowledge of Association of Fundraising Professionals code of ethical conduct.
- Strong interpersonal skills for building lasting donor relationships.
- Excellent verbal and written communications skills.
- Strong computer proficiency in using standard software programs and fundraising databases and utilizing database reports for donor analysis.
- Positive attitude and collaborative style that fosters workplace excellence and collegial staff support.
- Ability to work with an ethnically and culturally diverse population.
- Ability to prioritize and manage multiple donor meetings and relationships at varying stages, always driving to deepen donors' connection to the institution via philanthropy and other engagement with the College.

## Work Environment

Standard office environment. Recurring early/late hours (weekend/early morning/evening meetings). Minimal physical exertion required.

## Preferred Qualifications

- Five or more years of experience in major gift work-ideally with individuals with high giving capacity-in a higher education setting or in a large nonprofit organization.
- Demonstrated basic knowledge of planned giving.
- Experience with a capital campaign is desirable.
- Expertise in raising funds for a diversity of opportunities, including, but not limited to, scholarships, greatest need, academic or career technical programs, and special initiatives.
- Demonstrated ability to manage a prospect portfolio, meeting determined metrics for donor contacts, face-to-face meetings, and proposals submitted and funded.
- Versatile verbal, presentation, and written communications skills, to be regularly utilized for proposals, reports, and correspondence.
- Experienced in using Raiser's Edge (or another platform the College uses).
- Preference for CFRE (Certified Fundraising Executive Certification)

# Sample MGO-Events Manager Job Description

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## Job Summary

Under the Foundation Executive Director, the Major Gift and Events Officer leads the identification, cultivation, solicitation and stewardship of individuals at major donor giving levels and maintains responsibility to plan and execute major events on campus. Fundraising portfolio constituents will include alumni, faculty/staff and retirees, community friends, and Foundation volunteer leadership, among others. This is a pivotal development position on the Foundation team, working collaboratively with all Foundation staff in growing major gifts and moving identified supporters from annual giving circles up to endowment level gifts (\$25,000 and above). Gifts can focus on a range of fundraising priorities, from greatest need and scholarships to targeted support for innovative student success and program initiatives. The other half of the role is dedicated to the support of high-quality events on and off campus. This role requires coordination between office staff, internal stakeholders, external vendors, and event attendees. The role maintains one administrative support officer, a fundraising and events coordinator who will support this position.

## Responsibilities/Duties

- Manages a portfolio of prospective and current major donors with measurable outcomes for activities. This includes meeting metrics for qualifying, cultivating and soliciting significant contributions in support of the College's and Foundation's mission and vision.
- Sets up, facilitates, devises strategies for and holds face-to-face meetings with major donors in promoting the college and identifying donor philanthropic interests, sharing giving opportunities, and closing of gifts. Works closely with the Operations Team in particular database services and annual giving in advancing major donor relationships, driving new/renewed giving, coordinating gift arrangements and documentation, and overseeing stewardship of assigned donors.
- Advises and provides advance preparation for college leadership (e.g. College President, Associate VP of College Advancement, Campus Presidents), volunteers (Foundation Board or committee members), Development Director, and faculty/staff for donor meetings in which they participate. As such, talented communication skills (written, verbal, and presentation) and relationship building abilities are essential. The Major Gift Officer will also prepare donor and event briefings, talking points, proposals, and correspondence.
- Maintains accurate and timely records/contact reports of all interactions with donors utilizing fund raising database and other tracking sheets. Analyzes donor data and giving trends as needed to grow contributions.
- Maintains advancement master calendar to coordinate all major event planning. The successful candidate will also manage the Events and Fundraising Coordinator.
- Prepares all logistical aspects of the annual gold outing and donor appreciation dinner.
- Perform other duties as assigned.

## Minimum Qualifications

Bachelor's degree in business, non-profit management, marketing, social sciences or related field( Relevant experience may substitute for the degree requirement on a year-for-year basis). Experience in a higher education fundraising setting preferred; candidates with events management experience preferred.

## Knowledge, Skills, Abilities

Event management, fundraising, communications, prospect research, time management, social media.

# Sample MGO-Annual Fund Director Job Description

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## Job Summary

Under the Foundation Executive Director, the Major Gift and Annual Fund Officer leads the identification, cultivation, solicitation and stewardship of individuals at major donor giving levels and also successfully manages the Annual Fund Program and staff. Portfolio constituents will include alumni, faculty/staff and retirees, community friends, and Foundation volunteer leadership, among others. This is a pivotal development position on the Foundation team, working collaboratively with all Foundation staff in growing major gifts and moving identified supporters from annual giving circles up to endowment level gifts (\$25,000 and above). Gifts can focus on a range of fundraising priorities, from greatest need and scholarships to targeted support for innovative student success and program initiatives. The Annual Fund aspect of the role is secondary, but no less important.

## Responsibilities/Duties

- Manages a portfolio of prospective and current major donors with measurable outcomes for activities. This includes meeting metrics for qualifying, cultivating and soliciting significant contributions in support of the College's and Foundation's mission and vision.
- Sets up, facilitates, devises strategies for and holds face-to-face meetings with major donors in promoting the college and identifying donor philanthropic interests, sharing giving opportunities, and closing of gifts. Works closely with the Operations Team in particular database services and annual giving in advancing major donor relationships, driving new/renewed giving, coordinating gift arrangements and documentation, and overseeing stewardship of assigned donors.
- Advises and provides advance preparation for college leadership (e.g. College President, Associate VP of College Advancement, Campus Presidents), volunteers (Foundation Board or committee members), Development Director, and faculty/staff for donor meetings in which they participate. As such, talented communication skills (written, verbal, and presentation) and relationship building abilities are essential. The Major Gift Officer will also prepare donor and event briefings, talking points, proposals, and correspondence.
- Develops ideas and implements stewardship steps to creatively recognize individual major donors in ways that reflect the Foundation brand, mission, and vision.
- Maintains accurate and timely records/contact reports of all interactions with donors utilizing fund raising database and other tracking sheets. Analyzes donor data and giving trends as needed to grow contributions.
- Establish and support an annual fund team largely staffed by student employees. Successfully deliver Annual Fund goals each quarter to the College Foundation.
- Perform other duties as assigned.

## Minimum Qualifications

Bachelor's degree in business, non-profit management, marketing, social sciences or related field (Relevant experience may substitute for the degree requirement on a year-for-year basis). Experience in higher education fundraising preferred.

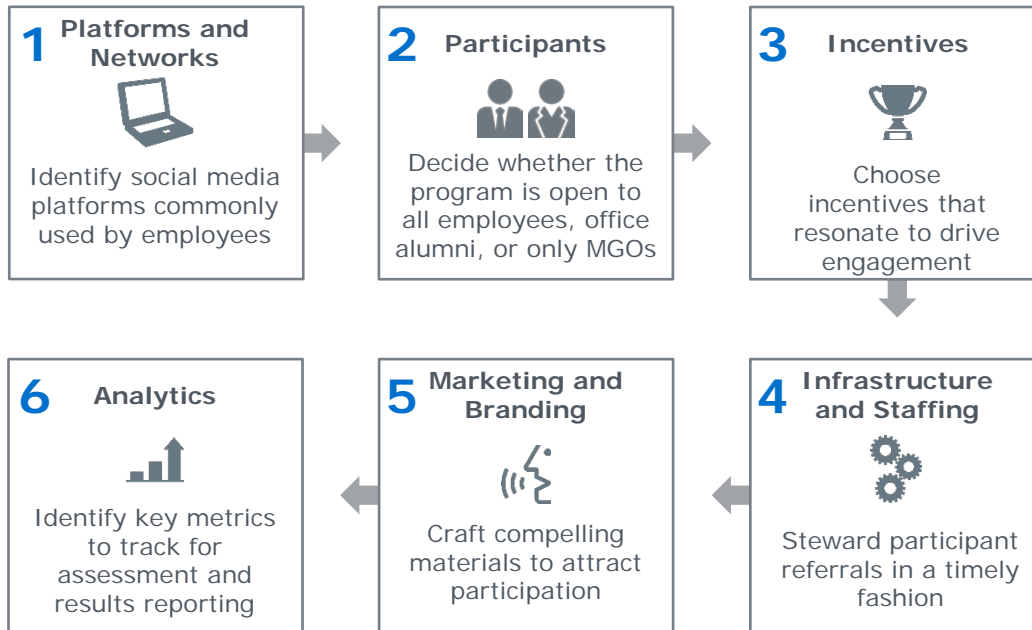
## Knowledge, Skills, Abilities

Fundraising, annual giving, communications, direct mail solicitations, social media.

# Social Media Referral Campaign Strategy Guide

## Instructions

This resource outlines **six steps** to establish a social media referral campaign. These campaigns surface top talent in your employee networks and help fill staff vacancies. While often centered around a specific skill, competency, or position (e.g., MGO), the practices outlined below can be applied to many subunits within your division.



## Step One: Platforms and Networks

Correspond with your hiring team to identify what social media platforms will gain the most traction at your organization. While some campaigns span multiple platforms, others concentrate their efforts on a single platform. Options to consider include:

- LinkedIn
- Facebook
- Twitter

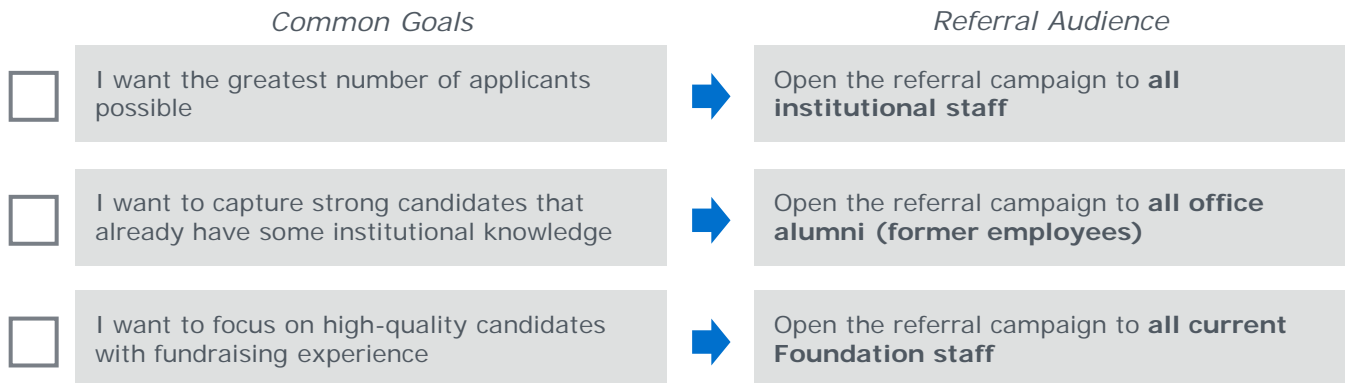
In order to execute on the campaign it will be important for your division to partner with central HR or marketing and communications to ensure you meet all internal social media branding requirements and build on their established expertise.



# Social Media Referral Campaign Strategy Guide (cont.)

## Step Two: Participants

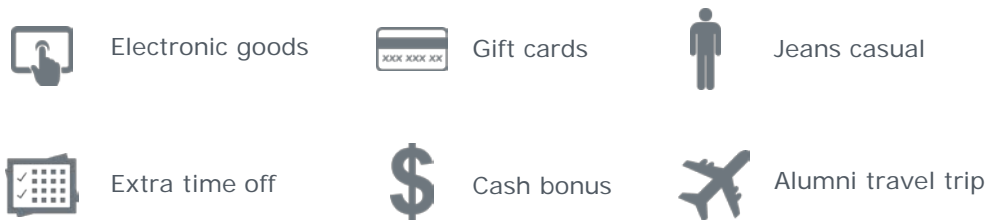
The next step in launching a successful campaign is to identify which staff you want to engage in conducting outreach. Key questions to consider:



## Step Three: Incentives

To incentivize employee participation in the referral campaign, you and your team should consider offering participating employee incentive awards. Awards could be given for the entire unit or just to an individual. They might include “soft incentives” (e.g., jeans casual days or additional time off), a monetary reward, or commercial goods (e.g., an iPad).

### Potential Incentive Offerings



Source: EAB Interviews and Analysis.

# Social Media Referral Campaign Strategy Guide (cont.)

## Step Four: Staffing

It is important to identify a staff member in the advancement division to serve as the campaign coordinator to ensure a successful social media referral campaign. We suggest a staff member in strategic talent management, a hiring manager, or a volunteer. The individual should be well versed in college HR policies, detailed-oriented, and able to manage high email volume. Of course, social media experience is also highly desirable.

Potential Manager Name	Relevant Skills

## Step Five: Branding and Communication

The staff member who has been identified in step four is responsible for marketing the program to the referral campaign audience in a way that encourages participation. The campaign coordinator should send an email to inform employees of the campaign and list appropriate resources. An example email template is included below.

Dear Employee,

It is with great enthusiasm that the VP for Advancement announces the launch of INSTITUTION's first-ever employee referral campaign. As you know, we are about to launch a new campaign and need to staff up. To do that, we need your help. Please reach out to people in your network with **fundraising, communications, and leadership skills**, and invite them to consider applying for a position at INSTITUTION.

To promote all relevant jobs we suggest that you use the hashtag **#institutionjobs** on Twitter or post the following link ([www.advancementjobs.institution.edu](http://www.advancementjobs.institution.edu)) on relevant LinkedIn pages to encourage people in your networks to send their résumé.

Referred individuals will be asked to provide the name of the person they know in the office. The staff member who passes the most leads will receive a free trip through our alumni travel program. Additionally, the team that refers the most candidates will receive half-day Fridays across the months of July and August.

We will update you in two weeks to announce the leading units and individuals!

If you have any questions, please do not hesitate to contact us at [referrals@institution.edu](mailto:referrals@institution.edu)

Sincerely,

*VP Advancement or ED Foundation*

# MGO Competency Definitions

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## Instructions

This list of competencies has been compiled and defined through a series of research interviews with two-year and four-year foundation directors and institutional leaders (e.g., President). It aims to provide a set of behavioral skills that an individual fundraiser might exhibit in his or her daily work. These competencies may explain high performance in fundraising.

## List of Competencies

- **Adaptability-** Changes behavioral style or method of approach when necessary to achieve a goal; adjusts style as appropriate to the needs of the situation. Responds to change with a positive attitude.
- **Collaboration-** Develops cooperation and teamwork while participating in a group (e.g.: other MGOs, service line leaders, physicians, donors, board members and volunteers, etc.), working toward solutions which generally benefit all involved parties.
- **Continuous Learning-** Demonstrates eagerness to acquire necessary technical knowledge, skills, and judgment to accomplish a result and to perform job more effectively.
- **Drive for Results-** Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence, and is motivated by the achievement of quantifiable results. Shows a passion for improving the delivery of services with a commitment to continuous improvement.
- **Effective Communication-** Creates an atmosphere in which timely and high-quality information flows smoothly up and down, inside and outside of the organization; encourages open expression of ideas and opinions. Effectively transfers thoughts and expresses ideas orally, verbally in individual or group situations.
- **Emotional Intelligence-** The ability to perceive, understand and manage emotion to successfully build and maintain relationships. Promotes and establishes trust by using tact and demonstrating genuine interest in others.
- **Influence/Persuasion-** Asserts own ideas and persuades others, gaining support and commitment from others; mobilizes people to take action, using creative approaches to motivate others to meet organization goals.
- **Innovation/Entrepreneurial Spirit-** Applies original thinking in approach to job responsibilities and to improve processes, methods, systems, or services.
- **Integrity/Credibility-** Demonstrates a high level of dependability and trustworthiness in all aspects of the job.
- **Mission-Driven-** Demonstrates responsibility for the image and effectiveness of the organization. Demonstrates strong commitment to meeting the needs of co-workers, staff, patients, donors managers, or community members, striving to ensure their full satisfaction.
- **Organizational Understanding-** Understands agendas and perspectives of others, recognizing and effectively balancing the interests and needs of one's own group with those of the broader organization.
- **Persistence-** Capacity to deal with unexpected challenges and changes in one's environment, and to successfully rise to the challenge, demonstrating discipline and resiliency.
- **Problem Solving-** Builds a logical approach to address problems or opportunities or manage the situation at hand by drawing on one's knowledge and experience base, and calling on other references and resources as necessary.

Source: Syracuse University Performance Partnership  
Process: Competency Library. Found at  
[http://humanresources.syr.edu/staff/nbu\\_staff/comp\\_library.html](http://humanresources.syr.edu/staff/nbu_staff/comp_library.html); UF Health, Gainesville, FL; Philanthropy  
Leadership Council interviews and analysis.

# Candidate Competency Definitions (cont.)

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## List of Competencies (Cont.)

- **Professionalism-** Thinks carefully about the likely effects on others of one's words, actions, appearance, and mode of behavior. Selects the words or actions most likely to have the desired effect on the individual or group in question.
- **Stakeholder Focus-** Centralizes all efforts and tasks around meeting the needs of donors and prospects, alumni, faculty, volunteers, and friends of the institution.
- **Strategic Thinking/Execution-** Ability to develop donor strategies and plans that integrate into the organization's mission, priorities, and goals. Makes decisions authoritatively and wisely, after adequately contemplating various available courses of action.
- **Time Management-** Establishes a systematic course of action for self or others to ensure accomplishment of a specific objective. Sets priorities, goals, and timetables to achieve maximum productivity

Source: Syracuse University Performance Partnership Process: Competency Library. Found at [http://humanresources.syr.edu/staff/nbu\\_staff/comp\\_library.html](http://humanresources.syr.edu/staff/nbu_staff/comp_library.html); UF Health, Gainesville, FL; Philanthropy Leadership Council interviews and analysis.



# Advisors to Our Work

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SECTION 4

4

# Advisors to Our Work

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The Community College Executive Forum is grateful to the individuals and organizations that shared their insights, analysis, and time with us. We would especially like to recognize the following individuals for being particularly generous with their time and expertise.

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