

Winning the Talent War

Informed by Survey Results, Labor Market Data



2

Combined Approach Verifies Findings on Micro and Macro Levels

Proprietary Pulse Survey

Responses highlight higher ed. institutions' first-hand experiences



EAB Advancement Talent Pulse Survey

- Data: 10 questions on higher education advancement hiring and retention
- Deployed: June 2022
- Time period measured: June 1, 2021-May 31, 2022
- Participants: 122 institutions

Holistic View

Big Data Analytics

Top-of-class data set captures broad industry fundraising trends



Lightcast™ Data Set and Analysis

- Data: comprehensive labor market data set on education advancement job postings
- Time period measured: June 2017-June 2022
- Unique job postings: 28,661

The 'Great Resignation' Hits All Sectors

Hiring Challenges Characteristic of the Post-Vaccine Economy



You Quit. I Quit. We All Quit. And It's Not a Coincidence.



Better Pay and Career Paths Drive U.S. Workers' Decisions to Quit



Staffing Shortages in America Are a Glimpse Into Its Future



The 'Great Resignation' Goes Global



Americans Are Still Saying 'I Quit' in Near-Record Numbers



As The Pandemic Recedes, Millions of Workers Are Saying 'I Quit'

Source: Goldberg, Emma, "[You Quit. I Quit. We All Quit. And It's Not a Coincidence](#)," *The New York Times*, January 2022; "[Staffing Shortages in America Are a Glimpse Into Its Future](#)," *The Economist*, January 2022; Kaplan, Juliana and Madison Hoff, "[Americans Are Still Saying 'I Quit' in Near-Record Numbers](#)," *Business Insider*, June 2022; Chen, Te-Ping, "[Better Pay and Career Paths Drive U.S. Workers' Decisions to Quit](#)," *The Wall Street Journal*, March 2022; Tharoor, Ishaan, "[The 'Great Resignation' Goes Global](#)," *The Washington Post*, October 2021; "[As The Pandemic Recedes, Millions of Workers Are Saying 'I Quit'](#)," *National Public Radio*, June 2021; EAB interviews and analysis.

Pandemic Forces Give Higher Ed. Whiplash

Talent Shortages Force a Shift in Strategy

Labor as Our Biggest Cost Center

Focused on surviving early-pandemic revenue losses

"How can we encourage early retirement?"

"Where can we be more efficient?"

**2020:
Pandemic Scarcity**

-11%

Workers in Higher Ed¹

**2022:
The Great Resignation**

"How can we attract talent?"

"How do we retain our people?"

Labor as a Strategic Asset

Growing your institution in an era of labor shortage, inflation, and competition



1) Estimated loss of workers in the college and university industry from January 2020-January 2021 (lowest employment level during pandemic)

Zooming in on Advancement's Talent Crisis



Higher Ed. Fundraising Follows National Trend with Staff Departures

Higher Ed. Advancement Staff Departures

EAB Advancement Talent Pulse Survey, June 2022

85%

Of institutions had **+1 staff departure**

- 46% of small shops¹ had +3 departures
- 31% of large shops² had +20 departures

14%

Vacancy rate at the median institution

- Vacancy Rate +20%
- 31% of small shops
- 17% of large shops

40%

Of departures at the median institution were **fundraisers**

- 50% of departures at small shops were fundraisers
- 39% of departures at large shops were fundraisers

1) Small shops have 40 or fewer FTEs

2) Large shops have more than 40 FTEs

Salary Arms Race

Present Bias Obscures Savings Associated with Retention Raises

Advancement Leaders Highlight Top Drivers of Departures

EAB Advancement Talent Pulse Survey, June 2022

- 1 Leaving for **higher salary**
- 2 Leaving for fundraising position **outside higher education**
- 2 Leaving for **more flexible remote or hybrid work**
- 3 Leaving **advancement profession**

Attrition Costs Often Outweigh Salary Savings

Poachers on the Horizon

“I’m working hard to restructure compensation levels to attract and retain staff. In just one week, I had multiple mid-level MGOs **increase their compensation by \$40,000 by switching from higher ed. to healthcare.** We can’t afford to lose more staff.”

*AVP, Alumni and Donor Relations
Canadian University*

\$163K **Direct and indirect costs** of backfilling fundraiser vacancies

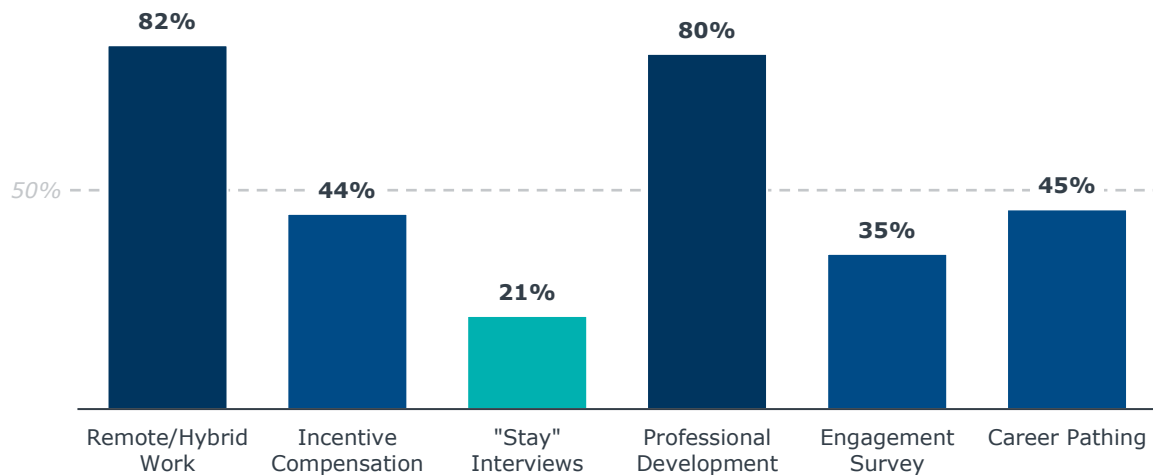
Retention Can No Longer Be an Afterthought



Advancement Leaders Will Need Increased Retention Efforts

Few Institutions Go Above and Beyond to Keep Their Staff

EAB Advancement Talent Pulse Survey, June 2022

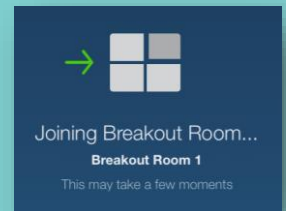


Brainstorming with Your Colleagues

Moving to Break-Outs

Momentarily, we will move into breakout rooms

You will see a message that looks like this →
Prompting you to join a virtual room with
a handful of other attendees.



 **15 Minutes**

- What have departures looked like in your shop?
- Which retention strategies have you tried to deploy?
- How would you like to improve your retention strategies in the future?

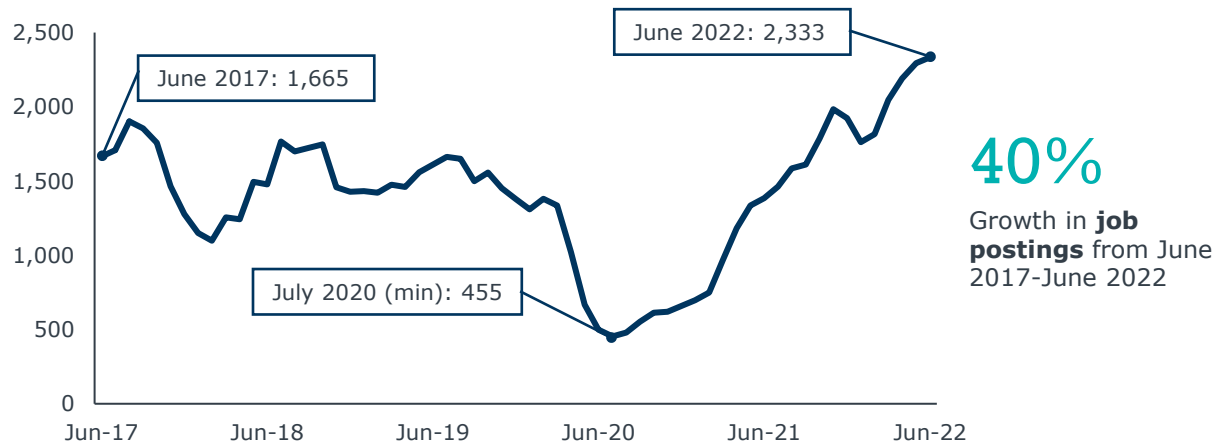
Hiring Competition Is at an All Time High



Steady Growth in Hiring Following Initial Pandemic Freezes

Fundraiser Talent Market Surpasses Pre-Pandemic High

*Unique Job Postings for Fundraising Positions in Education
Lightcast™, July 2017-June 2022*



Discussion Question



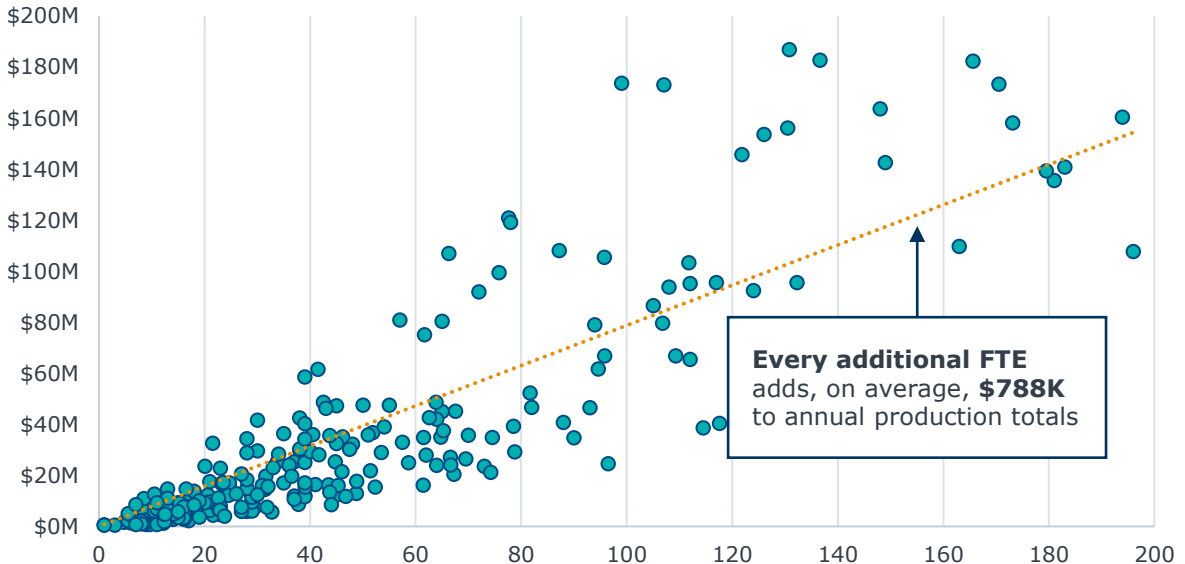
How is this hiring competition playing out at your institution and/or in your region?

The 3 Key P's: 'People Predict Production'

Advancement Staffing Drives Fundraising Outcomes

Advancement FTEs v. Fundraising Production (<200 FTEs, <\$200M Production)

Advancement Investment and Performance Initiative, FY2016-FY2020



Hiring Challenges Aren't Going to Disappear



Fundraiser Talent Crisis is Here to Stay—We Must Prepare

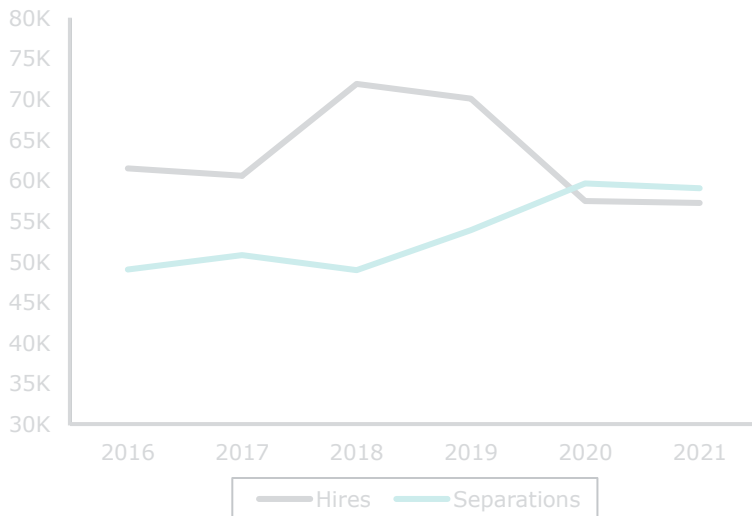
In 2019, Fundraisers Told Us They Were Leaving...

30%

Fundraisers planned to **leave the industry** by 2021

...Now, Departures Outpace Fundraising Hires

*Hires and Separations for All Fundraising Positions
Lightcast™, 2016-2021*



Hiring Challenges Aren't Going to Disappear



Fundraiser Talent Crisis is Here to Stay—We Must Prepare

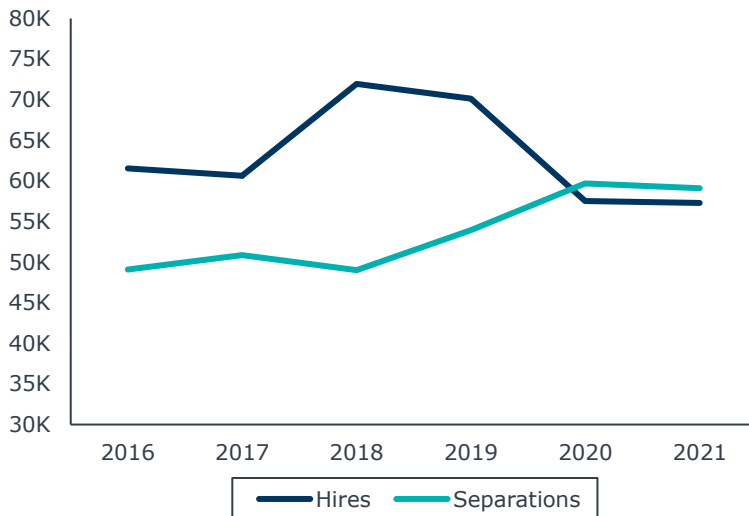
In 2019, Fundraisers Told Us They Were Leaving...

30%

Fundraisers planned to **leave the industry** by 2021

...Now, Departures Outpace Fundraising Hires

Hires and Separations for All Fundraising Positions
Lightcast™, 2016-2021



A Losing Battle for Hiring Time

Vacancies Remain Open for 2-3 Months in Higher Ed. Advancement

Small Shops Outpace Large Shops, But Both Are Behind National Averages

EAB Advancement Talent Pulse Survey, June 2022



Discussion Question



How has your team reduced its time to hire or what strategies are you trying?

1) Small shops have 40 or fewer FTEs
2) Large shops have greater than 40 FTEs
©2022 by EAB. All Rights Reserved. eab.com

Source: EAB Advancement Talent Pulse Survey, 2022; EAB interviews and analysis.

Taking Advantage of Career Changers



Transferable Skills Candidates (TSC) Provide a Great Opportunity

Many Americans Decide It's Time for a Career Change

53%

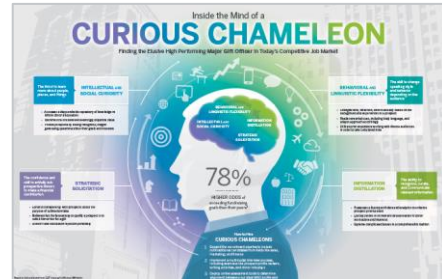
Of employees who quit their job in 2021 changed their occupation or field of work

Advancement Must Consider Transferable Skills Candidates

- ✓ Has relevant skills and abilities to be a successful fundraiser
- ✓ Has behavioral characteristics to be a successful fundraiser
- ✗ Lacks direct fundraising experience

Forbes *The Great Resignation Becomes the Great Reshuffle*

Bloomberg *People Keep Quitting Their Jobs Even as Recession Fears Mount*



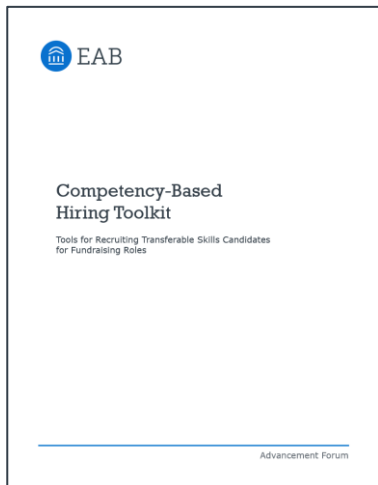
Sources: Meister, Jeanne, "The Great Resignation Becomes the Great Reshuffle," *Forbes*, April 19, 2022; Wells, Charlie and Claire Ballentine, "People Keep Quitting Their Jobs Even as Recession Fears Mount," *Bloomberg*, June 6, 2022; Fox, Michelle, "Half of Americans Who Quit Their Jobs Last Year Made a Career Change," *CNBC*, March 9, 2022; EAB interviews and analysis.

A Road Map for Looking Out of Industry



EAB Resources for Transferrable Skills Recruiting

Tools for Recruiting Transferrable Skills Candidates for Fundraising Roles



- 1 Map Competencies to Open Positions
- 2 Identify Best-Fit Professions to Prospect From
- 3 Proactively Cultivate Silent Candidates
- 4 Perfect the “Sell” on a New Industry
- 5 Accelerate Time to Productivity



The Professional Development Playbook

A toolkit to target skill building and maximize staff performance



Resource Center for Managers in Advancement

A resource hub for managers to use with their direct reports



Retaining BIPOC Staff Members

A toolkit to create an inclusive environment for all staff



To Retain Top Talent, Managers Matter

5 imperatives to help guide managers to success

Future EAB Research



- How do you think the talent landscape will change in the next year?
- What other aspects of talent are critical for success with a significant portion of new hires?
- How is your team planning to transform its talent management division in the future?

The Advancement Forum Team



Ann Forman Lippens
Managing Director

Alippens@eab.com



Jeff Martin
Senior Director

Jmartin@eab.com



Fleming Puckett, Ph.D
Senior Director

Fpuckett@eab.com



Jenna Dell, Ed.D
Director

Jdell@eab.com



Maria Morrison
Associate Director

Mmorrison@eab.com



Rachel Venator
Analyst

Rvenator@eab.com



Eddie Issertell
Analyst

Eissertell@eab.com

Winning the Talent War