Staffing and Justification Strategies: Identifying Opportunities for Growth

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Why Invest in Annual Giving Programs

• Broaden the platform for major gifts
  - big donors start early and develop over time
• Growth in participation and average gift brings increased revenue
Large Public Institutions

- Generally centralized
- Donor choice
- Generally tool and constituency based
- Typically 8-12 central staff members
- Fewer support staff
Large Public Institutions

- **Traditional**: phone, direct mail, gift clubs, matching gifts, parents, senior class gift
- **Becoming more common**: young alumni, special gifts/personal solicitation, student awareness, e-communications
Staffing and Justification Strategies

Small or Privates

• Often decentralized
• Central annual fund is unrestricted
• Constituency or program-based – often strong reunion programs
• Larger number of staff to focus on personal solicitation and volunteer management
Small or Privates

- Often 15-20 staff
- More support staff
Trends that Impact

- Campaign – imminent, concluding, ongoing
- Escalating costs & continually shrinking state funding
- Importance attached to rankings and benchmarking
- Generational workforce shifts from Baby Boomers to Generation X
Trends that Impact

- Less compartmentalization
- More organizational functions become automated
- Need to provide staffing where new skills are needed
Respond and Prepare

- Embrace change and be willing to adapt
- Strengthen core programs and shed less relevant ones
- Take risks to implement new ideas
- Support and administrative functions need to become more efficient
In Campaign Mode

- Be sure Annual Giving has a role
  - Typically participation and income goals
- Use the campaign to leverage investing in Annual Giving programs
  - Assess current programs and identify areas for growth
Be a Part of the Strategic Plan

- An institution’s strategic plan sets priorities and allocation of resources
- Determine how Annual Giving fits in
  - be sure to be included
- Objectives must be clear, measurable, achievable, time-specific, and results oriented
Growth Areas to Explore

• Faculty and staff campaigns
• Continuous giving clubs
• Giving societies
• Corporate matching gifts
• Young alumni
• Student programs
Growth Areas to Explore

• New graduate programs
• Patients
• Community
Goal: *More donors*

- Add or enhance new alumni programs
- Create continuous giving societies
- Develop and implement student programs
- Expand phone program
- Send more mail
- Test e-mail
- Utilize the web
Staffing and Justification Strategies

Goal: More dollars

- Add or increase levels of gift clubs
- Add special gifts/personal solicitation
- Add a faculty and staff campaign
- Solicit parents
- Enhance corporate matching gifts efforts
- Involve the community
Options to Fund Growth

- Reallocate resources
- Use intern/student workers
- Outsource
- Review processes and procedures
- Upgrade technology
Options to Fund Growth

- Request additional budget
  - Not what you need, but what difference it will make – return on investment
  - Educate decision makers and provide projections to illustrate benefits
### Justification Example

<table>
<thead>
<tr>
<th>Fund Year</th>
<th>Income to Unit</th>
<th>Cost</th>
<th>Net</th>
<th>New from xx plan income</th>
<th>Cost to unit per $ raised</th>
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<tbody>
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<td>2000-01</td>
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<td>$100</td>
<td>$900</td>
<td></td>
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<td>$1,200</td>
<td>$8,800</td>
<td>$2,500</td>
<td>12¢</td>
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</tbody>
</table>

Overall additional cost: $1,500  
Expected new income: $7,000  

**More than 466% return on investment**

*Staffing and Justification Strategies*
New programs require a multi-year investment – cannot be measured on a single year’s performance.
Today’s Workforce

- Generational diversity
- Revolving door
- Continuous learning
- Continuing to reinvent themselves
- Comfortable switching between roles
- Responsible for their career
- Balance between work and personal life
- Less loyal to organization

Staffing and Justification Strategies
Hiring and Keeping the Best

- **Hire the right person**
  - Determine the kind of people to have in place to accomplish goals of next 3-5 years
  - Skills can be taught, attitude is permanent

- **Promote from within**
  - Experience
  - Professional training
Hiring and Keeping the Best

- Grow your own
  - Interns
  - Student supervisors, callers
- Advertising
Today’s Leader

- Leadership was once good management (controlling, planning, and predictability)
- Leadership today is setting direction, motivating, inspiring, empowering to produce change
And now . . .

- Define your opportunities
- Develop structure and staffing to achieve goals