

# Determining the next hire for your development team

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Hillary Frances, Founder and Principal





# Warm Up:

1. Review the glossary of development team members.
2. Which position is currently carrying the most weight on your team.
3. Which position do you wish you could hire next?



# Agenda:

1. Clarify how fundraising strategies determine your hiring needs.
2. Clarify how your cost to raise a dollar determines if you're ready to hire.
3. Review scenarios.
4. Workshop a partner's scenario.

# Major Gifts

## Early Stage

Executive Director  
Working Board

## Mid Sized

Executive Director  
Development Manager

## Scaled

Executive Director  
Development Director  
Major Gift Officer  
Development Associate

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### Portfolio Size:

10-30 donors

### Portfolio Size:

50-75 donors

### Portfolio Size:

150-250 donors

# Major Gifts: Next Hire

## Options:

- A. Someone to help make the Executive Director more effective with their donor relationships.  
**Portfolio Specialist- Generalist**
  
- A. Someone to manage a portfolio of their own.  
**Development  
Manager/Director/Major Gift  
Officer- Specialist**

# Annual Giving

## Early Stage

Executive Director

Coms person

## Mid Sized

Executive Director

Development Manager

## Scaled

Executive Director

Development Director

Coms Specialist

Development Associate

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## Appeal

Calendar: End of  
year giving

## Appeal

Calendar: 2-3 per  
year

## Appeal

Calendar: 5-7 per  
year

Welcome sequence

# Annual Giving: Next Hire

## Options:

- A. Someone to manage the communications calendar  
**Development Manager-Generalist**
- A. Someone to scale the donor base  
**Communications Manager-Specialist**



# Events

## Early Stage

Executive Director  
Working Board

## Mid Sized

Executive Director  
Development Manager

## Scaled

Executive Director  
Development Director  
Coms Specialist  
Development Associate  
Event Contractor

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### Event Calendar:

1-2 per year

### Event Calendar:

2-3 per year

### Event Calendar:

5-7 per year  
Multiple national locations

# Events: Next Hire

## Options:

- A. Project Manager  
**Development Manager-  
Generalist**
  
- A. Increased capacity for more  
events  
**Event Specialist**

# Corporate Sponsorship

## Early Stage

Executive Director  
Working Board

## Mid Sized

Executive Director  
Development Manager

## Scaled

Executive Director  
Development Director  
Fulfillment Specialist  
Development Associate

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### Portfolio Size:

10-20 sponsors

### Portfolio Size:

30-50 sponsors

### Portfolio Size:

75-150 sponsors

# Corporate Sponsorship: Next Hire

## Options:

- A. Someone to help make the Executive Director more effective with their donor relationships.  
**Portfolio Specialist- Generalist**
  
- A. Someone to manage a portfolio of their own.  
**Development  
Manager/Director/Sponsorship  
Manager- Specialist**
  
- A. Someone to support fulfillment of sponsor benefits.  
**Fulfillment Coordinator**



# Grants

## Early Stage

Executive Director  
Working Board

## Mid Sized

Executive Director  
Contracted Grant Writer

## Scaled

Executive Director  
Development Director  
Grant Writer

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### Portfolio Size:

10-20 grants  
submitted per year

### Portfolio Size:

50-100 grants  
submitted per year

### Portfolio Size:

100-150 grants  
submitted per year

# Grants: Next Hire

## Options:

- A. Outsourced grant writer- just writes what you tell them
- A. Outsourced grant manager- writes and manages portfolio growth
- A. In-house grant writer with other duties
- A. In-house grant writer dedicated to grants

# Cost to Raise \$1

Your cost to raise a dollar from contributed revenue should be between **\$0.20- \$0.30**. This represents a fundraising operation built to scale.

# Scenario: Mid-stage ESE with well- connected board

A mid-stage ESE is trying to increase revenue from major donors.

## Key Notes:

- They have an ED who holds a few major donor relationships.
- They have a well-connected board who are disengaged in fundraising.
- They have a Director of Development who is largely managing grants and events.

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**Key Notes:**

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- They have a Director of Development who is largely managing grants and events.

**Would you:**

- A. Hire a grant writer to free up the Development Director?
- B. Hire a Major Gift Officer?
- C. Not hire anyone, get rid of events so that the Development Director has time for major gift work instead?

# Scenario: Mature ESE wanting to scale their Corporate Sponsorships

A national mature ESE has already developed major gifts, grants, and annual giving. Now they wish to operationalize corporate sponsorships.

## Key Notes:

- They have a Development Director, Major Gift Officer, Communications Manager, and Grant Writer.
- These folks are struggling with systems and processes and dislike their database.
- They are worried that they will overwhelm the program team because corporate sponsorship requires employee engagement opportunities.

A national mature ESE has already developed major gifts, grants, and annual giving. Now they wish to operationalize corporate sponsorships.

**Key Notes:**

- They have a Development Director, Major Gift Officer, Communications Manager, and Grant Writer.
- These folks are struggling with systems and processes and dislike their database.
- They are worried that they will overwhelm the program team because corporate sponsorship requires employee engagement opportunities.

**Would you:**

- A. Hire a Development Operations Specialist who will get everyone organized and project manage corporate sponsorship?
- B. Hire a Corporate Sponsorship Manager?
- C. Hire an Annual Giving Manager so that the current Communications Manager can run corporate sponsorship?

# Scenario: Start up ESE with no development team

The Executive Director of an ESE no longer has capacity to manage fundraising on their own.

## Key Notes:

- They are in San Francisco with access to their partners in the tech industry.
- They have had some success with grants, but the management of those grants is complex.
- They have a board with no fundraising experience or interest.

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**Key Notes:**

- They are in San Francisco with access to their partners in the tech industry.
- They have had some success with grants, but the management of those grants is complex.
- They have a board with no fundraising experience or interest.

**Would you:**

- A. Hire a grant writer?
- B. Hire an entry-level Development Manager, a generalist?
- C. Hire a Development Director to set the strategy and execute at a high level?

# Your turn.

Consider the hiring question you're facing presently or might in the future.

- Discuss with a partner.
- Determine if it's a division of labor challenge or if hiring is necessary.

# Summary.

- Your fundraising strategies should guide your hiring decision.
- If your cost to raise \$1 is less than \$0.20, you are under resourced.
- Sometimes clarifying a division of labor with existing staff solves your capacity problem.
- Early stage organizations often begin by hiring a generalist rather than a specialist.
- Mature organizations often need a specialist next.

# Podcast

Ideas Fueling Nonprofit Innovators  
and Social Entrepreneurs.

Episode 6: How to know  
when you're ready for your  
next fundraising strategy

