



# Building the Dream Team

How Managers and Mid-Level career professionals can help each other

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# Welcome from Washington State University

## **College of Agricultural, Human & Natural Resource Sciences**

- 16 Academic Units
- 4 Research & Extension Centers
- 40 County and tribal Extension Offices
- Approximately 3,000 students
- 1250 Employees Full Time
  - 550 Faculty
  - 700 Staff

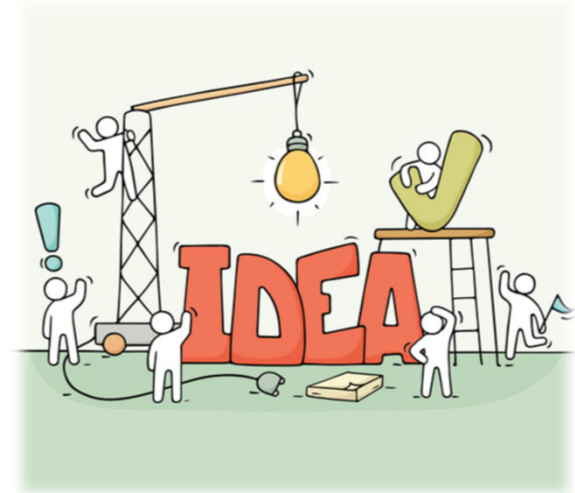
## Development Team

- Team of Five
  - Three Fundraisers
  - Two Operations/Stewardship
- Annual Goal of ~ \$35 Million



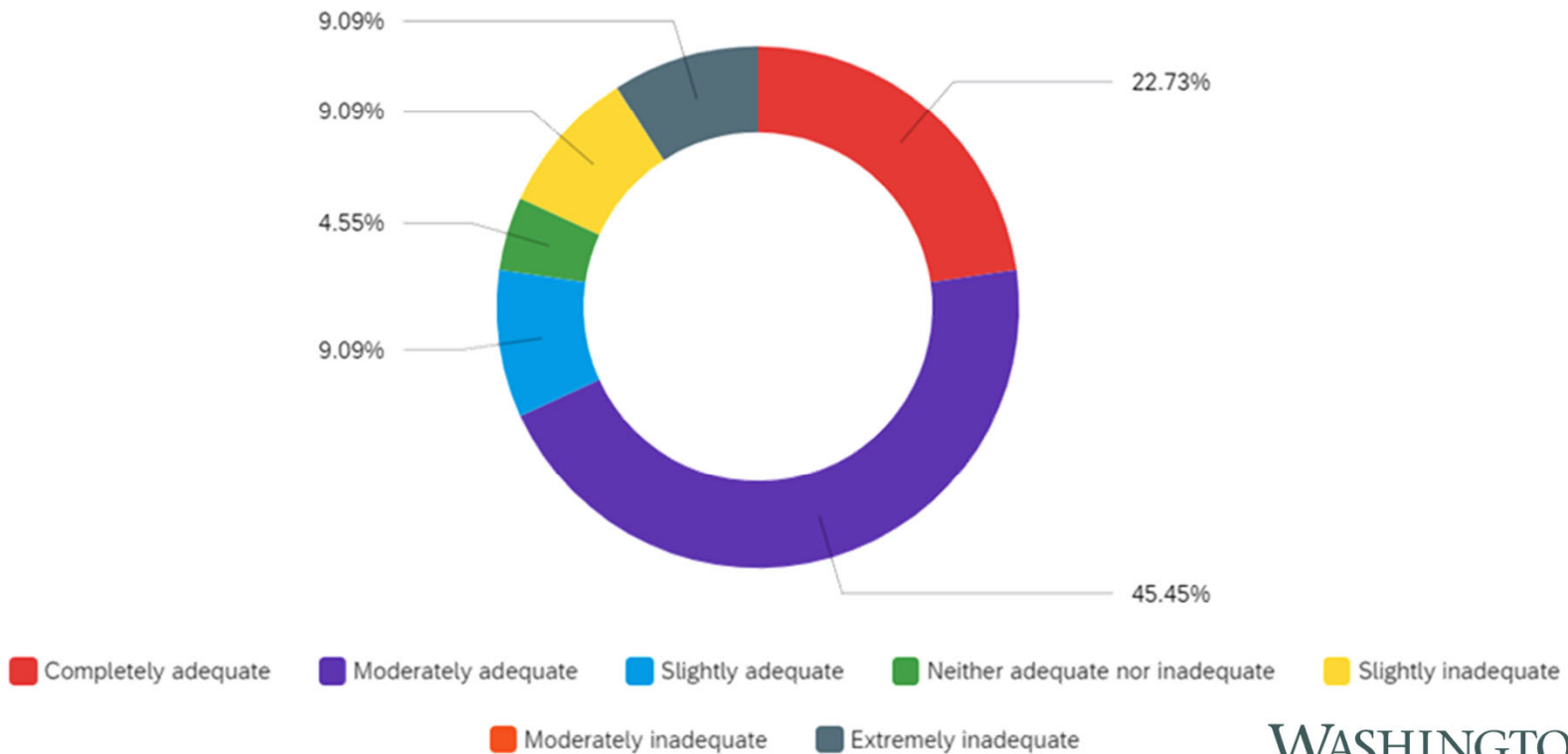
# Session Overview & Process

- Why?
- Survey Questions & Results
  - 20 Questions
    - 6 additional demographics/ DEI questions
  - Participation
    - 52% 10+ years
    - 28% 5-9 years
    - 20% between 6 months and 5 years
- How can we put this information to work/Key Take-Aways
- Questions





# Do you feel your job duties and compensation are adequately aligned?





Do you feel you have the resources and backing to successfully do your job?

- Yes
- No



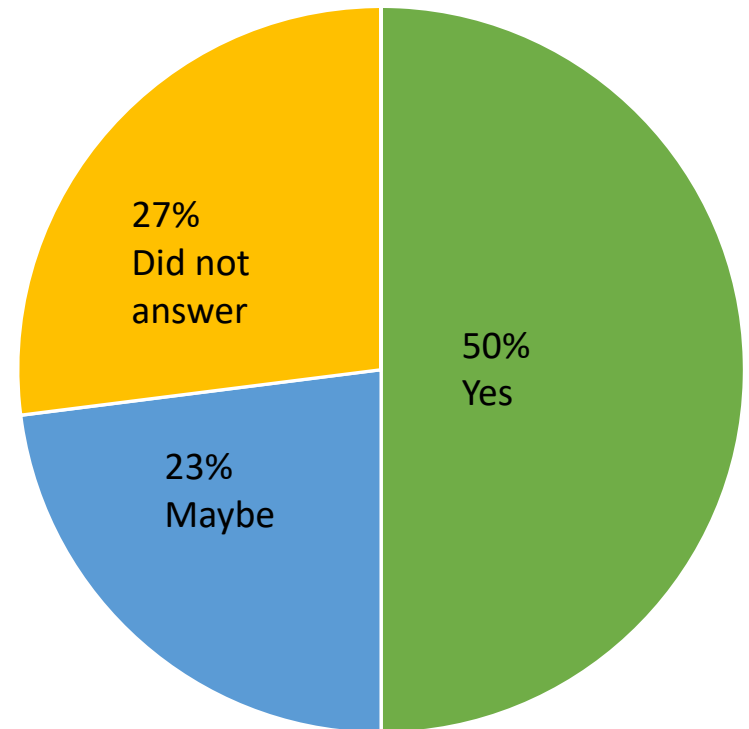


## Planning to stay in development?

- 50% Yes
- 23% Maybe
- 27% Did not answer

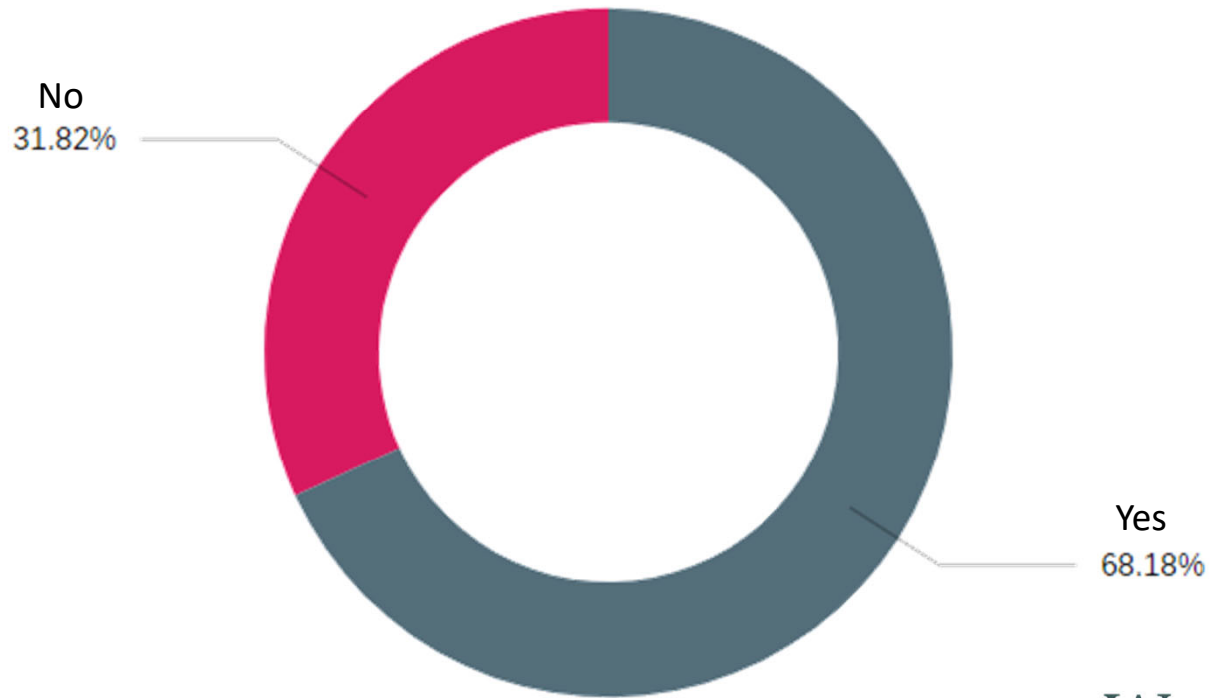
## Primary Driver for career change?

- Burn out
- Feeling unappreciated





Have you had a positive role model/mentor or mentee experience in your professional life?

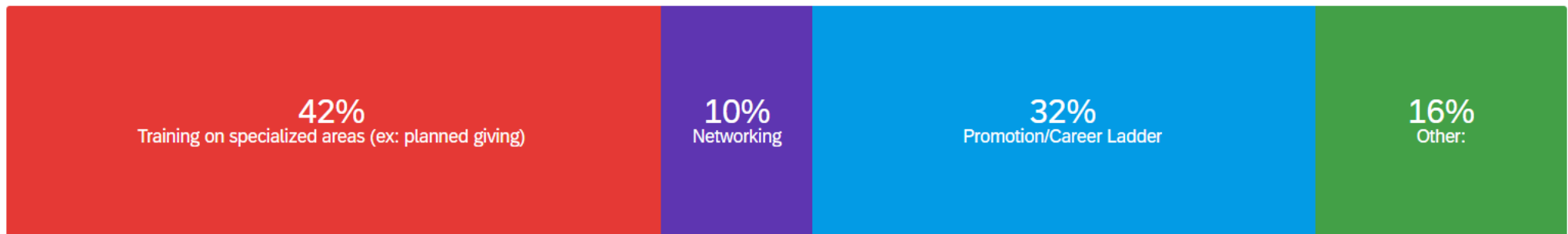


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What opportunities would you like to have made available to you for professional development and advancement within your organization?

- Training in specialized areas (ex: planned giving)
- Networking
- Promotion/Career Ladder
- Other answer(s)

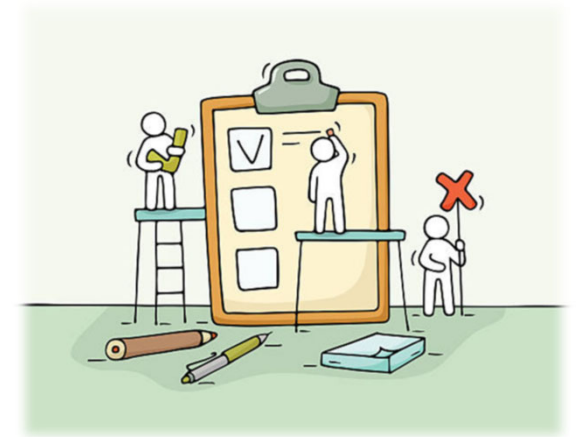






## Additional opportunities submitted:

- Interaction with senior leadership
- Participation in decision making
- Ag technology updates
- Best practices or new ideas from other institutions
- Equity training related to philanthropy





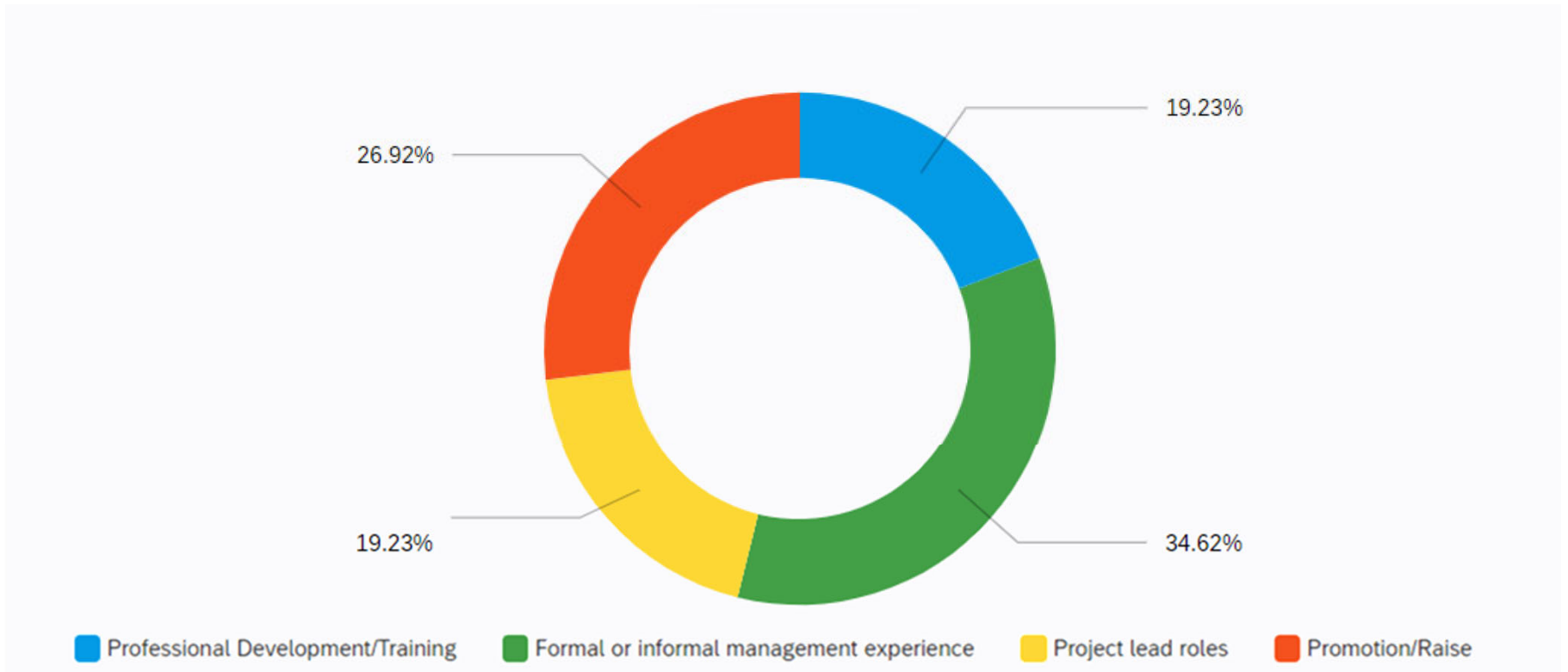
## As a Development Officer what attributes/habits do you focus on to be successful?

- Existing Donor Outreach → 80% ranked as #1
- Solicitations → 59% ranked as #2/#3
- Stewardship Outreach → 73% ranked as #3/#4
- Internal Coordination → 40% ranked #4
- Assessment Outreach → 60% ranked as #5
- Contact Report Completion → 60% ranked as #6
- Others: Developing Relationships, Education on ways to give





# Opportunities desired during Mid-Career?

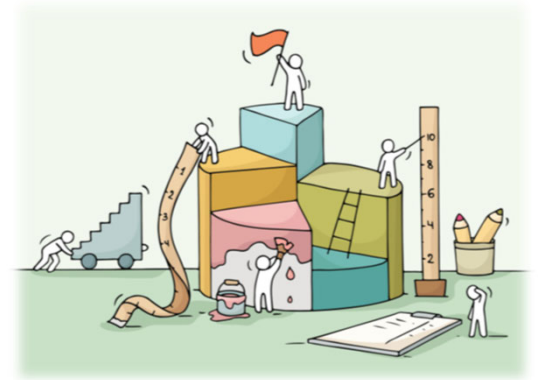




# Attributes and habits of successful early and mid-career development professionals

## Communication & Organization

- Develop deep connections with top donors
- Visits! Stay focused on goals
- Excellent follow up, do CRS/TY's
- Learning and implementing donor best practices
- Have a plan, work it





# Attributes and habits of successful early and mid-career development professionals

## **Continuous Learning, Listening & Seeking Advice**

- Ability to manage multiple projects and gift conversations
- Active Listening
- Tenacity & Patience
- Play the long game



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# Advice for Early to Mid-Career Professionals

- Every experience is a learning opportunity. You will never know everything. Pace yourself.
- Plan weeks in advance for trips, don't waste time on the road
- Get to know faculty.
- Learn to ask the questions that get people to talk about what is important to them.
- Reach out to other DOs. You can be more successful in a team environment than alone.



# Advice for Early to Mid-Career Professionals

- Keep focused on your base, build your pipeline.
- Be patient, promotions will come. Don't feel the need to jump ship.
- Major gifts isn't necessarily the apex of one's development career
- Advancement in title often results in less time with donors. If you enjoy working with donors don't sacrifice the rewards of the work for a better title.



# What tools do you wish you had to be more effective in your job?

- Greater access to strategy and coaching
- Access to leadership
- More access and communication with faculty partners
- More focused time to work with donors





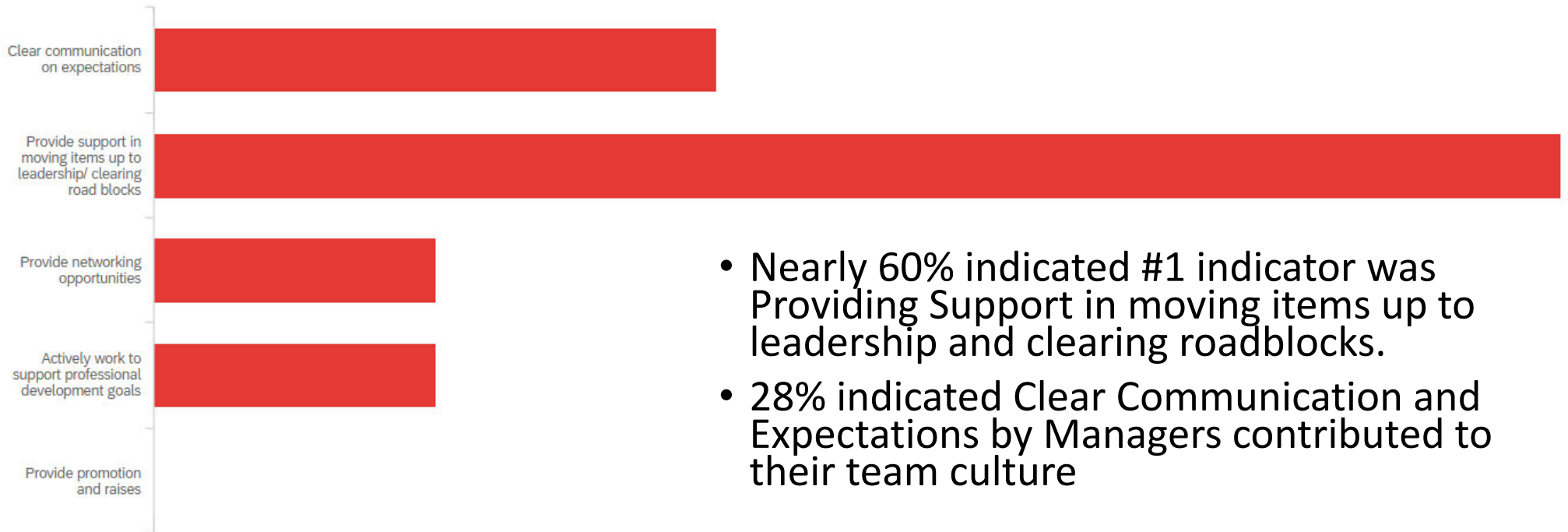


# What would you want your manager to know that you can't tell them directly?

- More time with dean/leadership, more access to dean for donor visits
- More administrative support
- Be a better listener, be more attuned to team dynamics
- Explain how metrics/goals impact career path/salary
- We can't do it all



# What do your manager(s) do to motivate and create a positive environment?



- Nearly 60% indicated #1 indicator was Providing Support in moving items up to leadership and clearing roadblocks.
- 28% indicated Clear Communication and Expectations by Managers contributed to their team culture



# Managers: What tools desired for employee development and retention?

Funds for professional development opportunities

More dedicated time for mentoring conversations

Raise Title flexibility

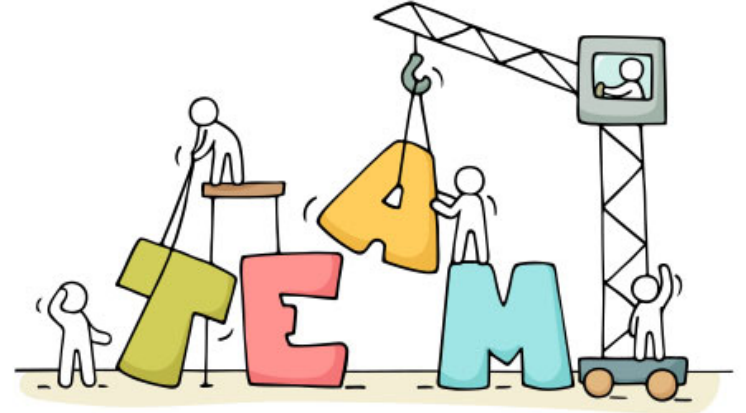
## **Results:**

- 70% responded they wanted Raise/Title flexibility
- 50% desire for more dedicated time for mentoring conversations
- 20% responded with a desire for additional funds for PD



# What do you do to motivate or create a positive work environment for your team?

- Convey Appreciation
- Communication & Transparency
  - Clear, timely, constructive
- Staying positive
  - Celebrate successes
  - Stay solution focused





## Institutional Trends/Demographics

- Gender breakdown: 65% Female/35% Male
- BIPOC data: One respondent indicated a BIPOC team member
- LGBTQA+ data: One respondent indicated a LGBTQA+ team member
- Team Leader: 60% Female/40% Male
- College Dean/Chancellor: 25% Female/75% Male
- Advancement/Foundation CEO: 40% Female/60% Male



# Thank you

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## Survey Questions – Job Duties/Mentorship

- Do you feel your job duties and compensation are adequately aligned?
- What opportunities would you like to have made available to you for professional development and advancement within your organization?
- Do you feel your institution provides you clear expectations for your current role and a clear professional growth plan?
- Do you feel you have the resources and backing to successfully do your job?
- Have you had a positive role model/mentor or mentee experience in your professional life?
  - What was that mentor's job title/role?



## Survey Questions - Managers

- What do you do to motivate and create a positive work environment for your team?
- What are the attributes and habits you see your successful early and mid-career development officers focusing on?
- What advice would you give mid-career DO's that you wish you would have been told during your mid-career experience?
- What opportunities do you wish you would have been given during your mid career experience?
- How many hours per week do you solely focus on developing your team?
  - In that time, what specifically do you do to mentor your development officers?
- As a manager what tools do you wish you had at your disposal for employee development and retention? (ie. Professional development funds, time for mentoring conversations, raise/title flexibility, etc.)





## Survey Questions – Development Officers

- As a Development Officer what attributes and habits do you think you should be focusing on to be successful?
- As a DO what tools do you wish you had at your disposal to be more effective in your job?
- With this being anonymous, what would you want your manager to know that you can't tell them directly.
- How long have you been a development officer?
  - Are you planning to stay in Development? YES/NO/MAYBE
    - Why?



# Institutional Trends – Diversity

- Diversity:
  - What is your team's demographic profile?
    - Total Number of Team Members:
    - Team Members Numbers: Male/Female
    - Team Senior Leader is: Male/Female
  - What is your Management Structure profile?
    - College leadership
    - Advancement/Development leadership team
      - CEO
  - What is your Institution's Leadership Demographic Profile?
    - University Foundation President/Chancellor
  - Are their members of your immediate team who identify as a person of color/non-white?
  - Are their members of your immediate team who identify as a member of the LGBTQA+ community?

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