

## Sample Job Plan: Director of Development

As Director of Development, I am accountable for ensuring that our organization has the financial resources and stewardship necessary to achieve our strategic, Board-approved outcomes and to maintain the highest ethical standards for our organization and my profession.

### What success looks like:

*Twelve months from now:*

- \* Revenues from annual and major giving will have grown by \_\_\_% in the first year
- \* Special events will be producing revenues of a minimum ratio of \$3 for every \$1 spent
- \* A bequest society will be launched
- \* The department development infrastructure, including fund raising software, donor information, communications, staff training, and volunteer leadership, will be upgraded to support future growth goals.

*Three years from now:*

- \* Revenues from annual and major giving have increased by at least \$\_\_\_ million
- \* Revenues from grants will have significantly increased, while at the same time decreasing to 50% of expanded organization revenues.
- \* Our planned giving program is securing significant commitments
- \* New income streams (e.g cause-marketing, volunteer-led events, etc) are contributing from 5-10% of revenues
- \* Volunteers and technology have become critical, cost effective and innovative components of the Development Department
- \* Development infrastructure will be in place to launch a major capital campaign

### Ongoing responsibilities

I am responsible for all planning, execution, control and evaluation of philanthropic revenue programs for this organization. This includes, but is not limited to:

- Securing operational and program income through annual and major giving, grants, planned giving, special events and other sources of income
- Hiring, training and supervising a high quality department staff
- Assuring the responsible stewardship of donors and funds received
- Recruitment, training and management an enthusiastic and talented corps of fund development volunteers engaged at all levels in the development effort
- Managing and improving department technology and communications
- Assuring sound short and long-term budgets and financial management
- Recommending necessary Board policies for the success and responsible stewardship of our philanthropic efforts
- Assuring communications and integration throughout the organization
- Developing annual and long-range plans to meet organizational needs

## Key Relationships

- \* Donors: My primary relationship is with our donors. It is my responsibility to engage them and build their awareness of the many ways that our organization can help fulfill their dreams, to operate ethically and in their best interests, and to ensure the wise stewardship of donors and their generous contributions.
- \* Executive Director: My success in this position depends on a strong partnership with the Executive Director to develop short and long-term growth and stewardship strategies for the organization, cultivate and solicit prospects, report on results, and provide timely and adequate information to the Board of Directors. The Executive Director is my supervisor and I am directly accountable to his/her for these approved outcomes.
- \* Development Department Staff: Highly qualified and motivated staff who achieve personal growth, work as a team and enjoy their jobs is critical to my personal success. My role is to empower my staff with the training, feedback, timely information, resources and technical knowledge necessary to achieve department results. I will hold staff to the highest standards while treating them with respect, fairness and dignity.
- \* Board of Directors: A critical element in fundraising is having an organization that is worthy and trustworthy of support. This is the primary role of the Board of Directors and I will do all that is necessary to assist the Board in creating such an organization. I will work collegially with the Board to develop short and long-term plans to meet Board approved objectives and to develop policies to guide our fundraising programs.
- \* Leadership Volunteers (including Board members): Engaging leadership volunteers in our fundraising efforts is critical to our fundraising success. The conditions that make for successful relationships with the development department staff are the same conditions that will lead to success with volunteers.
- \* Other staff: Fundraising is most successful when all parts of the organization understand their interrelationships. I will work collegially with my program and administrative colleagues to build an integrated effort that will fulfill our organizational objectives. My colleagues will understand their role in and desire to contribute to my success and vice versa.

## Personal development plan:

- Over the course of the next year, I will engage in professional development to secure the technical expertise needed to build a strong planned giving program.
- I will also gain expertise around local and national issues and trends relating to our mission
- I will secure my CFRE within three years.

## Support plan:

- There are currently five people in the Development Department for a total personnel cost of \$\_\_\_\_\_. I have full authority within my budget limits to retain or reconfigure the department as needed to meet my annual and long-term results.
- My operating budget for the coming year is \$\_\_\_\_\_. Within that budget is funding to upgrade both the hardware and software for a donor management system and to upgrade the professional skills of myself and staff.

**Allocation of Time to Priorities (first year):**

- Donor and prospect cultivation, solicitation and stewardship 45%
- Developing outstanding volunteers and staff 20%
- Upgrading department management and administrative functions 10%
- Board activities (not included elsewhere) 7%
- Research, planning and development 10%
- Service to management team 8%