

# CATHOLIC DEVELOPMENT + QUARTERLY +

An informational DIGEST to guide development personnel in the emerging field of development.

Volume XIII, Edition 1

## THE DEVELOPMENT SEARCH AND SEARCH COMMITTEES

Quality development personnel have always been difficult to come by even more difficult to retain. In an economy of nearly full employment, the same challenge may be even larger. However, our Catholic institutions have the benefit of attracting people of faith [RG1] who are also committed to the mission of the institution, thus expanding our pool of candidates. The **Search Process** for development candidates provides a wonderful opportunity to do a number of different evaluations, tasks, changes and analysis.

The **Search Process** provides a unique window and venue to do the following:

- evaluate the strengths and weaknesses of previous and current development endeavors.
- determine new directions and new priorities.
- involve major donors in the **Search Process** giving them ownership and responsibility for the development program.
- build on previous success and chart a new course.
- target new and important emphasis on planned giving.
- strategic development planning related to receiving "gifts of assets."

### INSTITUTIONAL AND LEADERSHIP UNDERSTANDING

The best way for an effective Development Search to take place is for administration and board/volunteer leadership to be committed to the development office and development officer that will be hired. The person hired will only be as successful as the support and participation of the administration and lay/volunteer leadership.

You cannot hire someone to raise money for you. Successful development officers are an expression of the institution's understanding and appreciation of the development concept. The **Search Process** is an opportunity to underscore, reinforce and evaluate that understanding and appreciation. The **Search Process** allows the goals of the development program to be articulated.

The development program should be consist and reflective of each in the following list:

- development goals.
- development function (duties and job description).
- development committee volunteer work.

The assumed **goals** of the development program represent the day to day **function** of the development staff as well as the activities of the **working committees and volunteers on your development council**.

Listed below are the three consistent components:

### **GOALS, FUNCTIONS, COMMITTEE WORK.**

- Annual Giving.
- Major Gifts (Campaign, Endowment, Gift Options, etc.)
- Planned Giving.
- PR and Donor Relations.

### **PRELIMINARY STEPS THE SEARCH PROCESS**

After carefully evaluating the previous staff work in the development position, draft a preliminary "function chart" for the new position. The function chart will serve as the touchstone document for the **Search Process**. The following steps should also be taken in preparation:

- refer to all legal policies in your school, community or diocesan personnel and hiring procedures.
- publish an applicant's information sheet which outlines the position, hiring schedule and particulars.
- create a description outlining the role of **Search Committee**.
- profile and recruit a **Search Committee**.
- develop a timeline from creation of the function chart to start date.
- prepare a salary range and a benefit range before the interview process begins.

### **THE SEARCH COMMITTEE**

Remember, whatever you do in development becomes a platform for the next phase of development. Use the **Search Process** as a recruiting and cultivation initiative as well as a task to engage a new development officer. Your **Search Committee** should consist largely of people that the new development officer will work with, ask for major gifts and make calls with.

Your **Search Committee** will certainly be comprised of administrators and some staff but should probably have as its dominant element donors, lay leaders and development committee prospects. Here is a profile of the volunteer (non staff) members of the **Search Committee**:

- previous donor.
- prospect for your development committee.
- previous campaign or annual fund chair/leader.

- planned giving committee members or planned giving donor.

Use the **Search Process** to give ownership and equity of the development director and development program to key lay leaders like those who will serve on the **Search Committee**. Make sure that you clearly define the role of the committee and the expectations. The committee will, of course, be an ad hoc committee with a short horizon and set of duties. Listed below are the role and activities of the **Search Committee**:

- reviews and endorses function chart/job description for the development director.
- seeks out potential candidates for the position.
- helps to build the timeline.
- reviews and approves ad copy for placement.
- assists in reviewing letters of application and resume.
- helps screen candidates.
- can assist in preliminary phone contact.
- serve on the interview committee (which will be a subcommittee of the **Search Committee**).
- through a consensus building process, makes hiring recommendations to the chief administrator.

## PROCESS

After the **Search Committee** has been recruited and oriented and the function chart adopted, the formal **Search** process can begin. Certain assumptions and cautions are offered at this point. After many years of professional searches and working with thousands of Catholic institutions, we offer these recommendations.

- hire for attitude and train for skill; sometimes "experience" is merely unconscious incompetence.
- consulting has a built in training benefit.
- the **Search** process has an uncanny knack of finding the right person for the wrong job; make sure you don't change the job to "fit the applicant."

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