



The Principal—Development Director Partnership

A Conversation for Principals

Part I

What is development? It is all about the Relationship.

- Identify
- Inform
- Invite
- Invest

You move away from transactional fundraising; the result is transformative.

What do you want in a development director? It is all about the Big Picture.

Vision, leadership, great communication skills, competence, humanity, whole-souled, not intimidated by wealth, someone for whom development is a lifestyle, genuine excitement about the work and the ability to excite others about it. Hire for these qualities because you cannot train for them.

The Principal's Role in Development

The Principal is responsible for

- building a culture of philanthropy
- publically supporting and endorsing the work of the development officer
- helping the DD know their place in the organization
- laying the foundation of relationships within all leadership groups in the organization
- Leads in internal engagement
- working collaboratively to set goals, determining calendar and communication
- give the DD the tools that they need
- meeting at least weekly with the DD
- taking / making calls, signing letters, writing notes, etc. as requested by the development officer
- Help them seek balance and avoid job creep

The Principal's role in the Board/DD relationship

- Shapes the expectations of the Board with regard to development
- Understands the DD as “chief demand officer” (building demand for the institution leads to a deep understanding of the institution)
- Understands DD will ask for the investment so should be at the table
- Understands DD hears the voice of the consumer before anyone else
- Understands DD represents the institution, first and foremost
- Promotes transparency / honesty in all directions

Part II

Some specifics about the job of the Development Director

From fundraising into advancement

How can you help support this change?

- Support the concept of centralizing responsibility for all fundraising
- Fight the culture of Fundraising with Apology
- Build a culture of gratitude
- Speak passionately about your school
- Invest in a development program

Marketing.

What is the principal's role?

- Learn some of the language of marketing
- Build a school that is worth the truth
- Support the work of marketing with your faculty and staff
- Be sure that people (even your faculty!) are invited into the conversation about the language that you use in marketing your school
- Who believes? Are they professing their belief?
- **Who doesn't believe? Who would like to see this venture fail? (again, who can most easily change the culture? Don't throw a DD to the wolves.)**
- And who is your partner in this challenge?

Alumni.

- Don't be confused by the issue of who is a donor and who is not.
- The development program is the conduit
- All about relationships.
- What do they want from you
- Remember the underlying responsibility you share with other leaders for the institution
- *Alumnus, alumna, alumni, alumnae*

Salary.

- Budget; then manage to your budget
- Protect from “job creep.”
- Don’t expect this person to raise the money to pay their salary.
- Don’t expect this person to turn things around in one year. Or three.
- Your budget is a moral document.

Supervision / Collegiality.

- A Plan.
- Clear expectations.
- Consideration of experience.
- The realization that you both continue to learn.
- The realization that more “opportunities” become available to both of you.
- The realization that more will be expected of both of you next year and the year after that.
- Consideration of the team around you.
- Rely on help.
- Learn how you can depend on this new asset in your community.

Two important things for the principal to keep in mind:

It is quite likely that you and your development director have different skills.

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.” *Charles Darwin*

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