

CAPITA



Pay Benchmarking Report for ECC Members

Alumni Development/Fundraising Roles

September 2017

About this Report

This report is provided as part of the Pay and Labour Market Data Service provided to ECC Members.

Capita previously surveyed ECC members to collect pay information for selected roles using guideline job descriptions and then compared the HEI data with salaries in other sectors using salary surveys and other sources of pay benchmark data.

This report provides benchmark pay data on a range of fundraising roles within charities and the not for profit sector. We have also included the job descriptions previously developed to survey ECC members for reference.

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Alumni Development/Fundraising Roles

Recent Trends and Developments

The latest Ross-CASE Survey of Charitable Giving to Universities in UK 2015-16¹, published in May 2017, confirms the growing importance of alumni development and fundraising activities. It says the total amount of philanthropic income secured in new funds increased by 23% since 2014-15 to reach £1.06 billion in 2015-16.

Higher education institutions received £839 million in cash income and the total number of donors was 229,060, with 97% being individuals and 3% organisations.

The report found institutions spent 16% more on fundraising costs and 10% more on alumni relations costs, when compared to 2014-15. Some 68% of total fundraising costs were spent on staff, and this was slightly more than the 65% of alumni relations costs spent on staff in 2015-16.

The data for 110 participating institutions showed them employing a total of 1,464 fundraising staff and 715 alumni relations staff in 2015-16.

The average number of fundraising staff employed was 13, although the median number of staff was lower at six staff.

The average number of alumni relations staff employed was six, although the median was lower at three staff.

The Ross-CASE report compared the total number of full-time equivalent fundraising staff (not just fundraisers but all staff involved in fundraising) to total cash income received, total fundraising costs and total numbers. It calculates that, on average, institutions invested £49,660 per FTE staff in fundraising costs, received £407,594 per FTE in cash income and had 173 donors per FTE staff.

Recruitment and Retention in Higher Education

The latest Higher Education Workforce Survey², published by UCEA in July 2017, found 27% of HEIs experienced difficulties³ recruiting marketing, PR, fundraising and related staff (up from 20% in 2015 and 15% in 2013). Some 16% of HEIs reported difficulties retaining these staff.

Comments from HEIs suggest that lack of applicants and uncompetitive salary levels are factors in contributing to recruitment difficulties. The reasons given for retention issues were similar to those cited for recruitment problems, with pay for specialist staff commonly mentioned, and also career progression is a contributory factor.

Charity Fundraising

There has been significant change within the charitable fundraising sector with the creation of the Fundraising Regulator to strengthen the system of charity regulation and restore public trust in fundraising in England, Wales and Northern Ireland.

The Harris Hill 2017 survey reports modest increases in salaries, with the most notable increases reported in major donor and events fundraising, as charities aim to expand activities with the greatest growth potential.

The Kage Partnership reports strong demand for skilled fundraisers and says that for categories such as individual giving, major donor and trusts there is such a paucity of candidates that positions can take some time to fill.

¹ http://www.case.org/Documents/Research/Ross-CASE/Ross_CASE_UK_2017_v5.pdf

² <http://www.ucea.ac.uk/en/publications/index.cfm/hews2017>

³ Recruitment difficulty is defined as having to re-advertise for a vacancy or positions that are left unfilled for six months or longer.

Benchmark Pay Data for Alumni Development/Fundraising Roles

Harris Hill Salary Survey

The 2017 Salary Survey covering the charity and not-for-profit sectors includes the following salary details for fundraising roles in larger charities (employing over 50 people):

| | Low | Average | High |
|--|---------|---------|---------|
| General Fundraising | | | |
| Assistant | £20,000 | £22,500 | £25,000 |
| Officer/Exec | £27,000 | £31,000 | £35,000 |
| Manager | £37,000 | £45,000 | £53,000 |
| Head/Director | £46,000 | £58,000 | £70,000 |
| Corporate Fundraising | | | |
| Assistant | £23,000 | £25,500 | £28,000 |
| Officer/Exec | £29,000 | £32,500 | £36,000 |
| Manager | £34,000 | £40,000 | £46,000 |
| Head/Director | £45,000 | £50,000 | £55,000 |
| Trust and Statutory Fundraising | | | |
| Assistant | £21,000 | £24,000 | £27,000 |
| Officer/Exec | £27,000 | £30,000 | £33,000 |
| Manager | £33,000 | £38,000 | £43,000 |
| Head | £42,000 | £46,000 | £50,000 |
| Major Donor Fundraising | | | |
| Officer/Exec | £28,000 | £31,500 | £35,000 |
| Manager | £37,000 | £41,000 | £45,000 |
| Head | £48,000 | £54,000 | £60,000 |
| Events | | | |
| Assistant | £21,000 | £23,500 | £26,000 |
| Officer/Exec | £28,000 | £31,500 | £35,000 |
| Manager | £34,000 | £38,000 | £42,000 |
| Head | £43,000 | £49,000 | £55,000 |
| Direct Marketing | | | |
| Assistant | £21,000 | £24,500 | £28,000 |
| Officer/Exec | £27,000 | £32,000 | £37,000 |
| Manager | £39,000 | £42,000 | £45,000 |
| Head | £47,000 | £51,000 | £55,000 |
| Community Fundraising | | | |
| Assistant | £20,000 | £22,500 | £25,000 |
| Officer/Exec | £24,000 | £28,000 | £32,000 |
| Manager | £33,000 | £37,500 | £42,000 |
| Head | £40,000 | £44,000 | £48,000 |
| Legacy Fundraising | | | |
| Assistant | £26,000 | £26,000 | £28,000 |
| Officer/Exec | £28,000 | £30,500 | £33,000 |
| Manager | £38,000 | £41,000 | £44,000 |
| Head | £50,000 | £60,000 | £70,000 |

Kage Partnership Fundraising Salary Report

The Kage Partnership Fundraising Salary Report 2017 shows the following salary data for fundraising posts. The survey has been compiled from data on over 370 fundraising vacancies, with 148 charities. The figures are based on advertised salaries collected over the 12 months to December 2016 for jobs based in the London area and include weighting.

| Job Type | Salary Range £pa | Average Salary £pa |
|--|------------------|--------------------|
| Junior | | |
| Fundraising Assistant | 21,000 – 24,500 | 22,500 |
| Officer/Executive/Senior Executive | | |
| Corporate Fundraiser | 26,500 – 34,000 | 30,000 |
| Trust Fundraiser | 23,500 – 34,500 | 29,500 |
| Major Donor Fundraiser | 25,500 – 34,000 | 30,000 |
| Events Fundraiser | 23,500 – 30,500 | 27,000 |
| Community/Regional Fundraiser | 24,500 – 31,500 | 28,000 |
| Direct Marketing Executive | 26,000 – 35,000 | 29,000 |
| Manager | | |
| Corporate Fundraising Manager | 30,000 – 54,500 | 39,000 |
| Trust Fundraising Manager | 31,000 – 55,000 | 38,000 |
| Major Donor Fundraising Manager | 30,000 – 59,000 | 39,500 |
| Events Fundraising Manager | 32,000 – 57,500 | 39,000 |
| Community/Regional Fundraising Manager | 30,000 – 57,500 | 40,500 |
| Direct Marketing Manager | 30,000 – 48,000 | 39,000 |
| Senior | | |
| Director/Head of Fundraising (organisations with income of less than £5m) | 47,500 – 65,000 | 56,500 |

TPP Not for Profit Fundraising Salary Survey

The 2016 Salary Survey shows the following average salaries for fundraising roles in the charity sector:

| Fundraising Role | Average Salary £pa | Average Salary (Education) £pa |
|---------------------------------|--------------------|--------------------------------|
| Assistant/Coordinator | 23,059 | 23,500 |
| Executive/Officer | 27,505 | 26,543 |
| Senior Executive/Senior Officer | 33,004 | 39,057 |
| Manager/Lead | 34,319 | 36,957 |
| Head | 46,862 | 52,528 |
| Director | 59,765 | 59,722 |

The survey also includes the following geographical area salary data:

| £pa | Assistant/ Coordinator | Executive/Officer | Senior Executive/ Senior Officer | Manager/Lead | Head | Director |
|------------------------|-----------------------------------|--------------------------|---|---------------------|-------------|-----------------|
| London/Greater London | £24,859 | £28,624 | £34,613 | £36,234 | £47,744 | £65,375 |
| Midlands | £17,500 | £24,845 | £29,750 | £32,209 | £39,313 | £49,250 |
| North East & Yorkshire | Na | £26,625 | £27,569 | £28,171 | £55,000 | Na |
| North West | Na | £21,341 | Na | £28,264 | £41,355 | £43,000 |
| Scotland | Na | £24,823 | £26,000 | £29,125 | £52,000 | £42,000 |
| South East | £20,000 | £26,075 | £31,725 | £33,245 | £46,903 | £55,453 |
| South West & Wales | £18,500 | £24,030 | £39,276 | £32,261 | £43,133 | £55,250 |

The survey data shows legacy and major donor/trust fundraising are the best-paid areas of expertise, and the highest salaries tend to be offered by charities dealing with education, homelessness and older people. Larger organisations also tend to pay more, and fundraisers in London and the South East command the highest salaries.

Salary data is collated using information from 468 respondents in May- June 2016 and existing data for 124 data records during 2015-16.

ECC Survey Job Descriptions for Alumni Development/Fundraising Roles

The following job descriptions were used to survey ECC members and to identify benchmark pay data.

| | |
|-----------------------|---|
| Job Title | Alumni Development/Fundraising Officer |
| Level | Reports to Alumni Development/Fundraising Manager. |
| Experience | <ul style="list-style-type: none"> • Experience of working in customer service environment or events management and using/designing databases. • Experience of fundraising/volunteer management/direct marketing. • Experience of working with senior school managers, alumni volunteers, academic staff and others desirable. |
| Qualifications | <ul style="list-style-type: none"> • Degree or equivalent. • IT skills especially database management. |
| Role | <ul style="list-style-type: none"> • Builds and maintains databases of alumni, volunteers, prospects and donors and co-ordinate mailings and recruitment of new members. • Works with Development and Alumni Manager to research prospects by monitoring print and electronic media and prepared prospect briefs. • Assists with organisation of events e.g. responsible for invitations to events and liaison on arrangements. • First point of contact for non-routine campaign, fundraising and alumni enquiries. • Maintains diary of fund raising, campaign and alumni events. • Services committee meetings including preparation of agendas, minute taking. • Contributes content and assists with production of alumni and fundraising newsletters and promotional material. • Supervises updating and maintenance of alumni website. |

| | |
|-----------------------|--|
| Job Title | Alumni Development/Fundraising Manager |
| Level | Reports to Director of Development/Communications/External Relations etc. |
| Experience | <ul style="list-style-type: none"> • Experience of working at a senior level in alumni relations or working in a fund raising and/or direct marketing role within customer focused environment; supervising and motivating team of staff; database management; and writing for publication and/or fundraising promotions. |
| Qualifications | <ul style="list-style-type: none"> • Educated to degree level or equivalent. • IT skills especially database management. • Marketing qualification desirable. |
| Role | <p>Responsible for day to day planning, management, monitoring and evaluation of alumni relations, fund raising and income generation programmes.</p> <ul style="list-style-type: none"> • Organises marketing campaigns. • Carries out market research to identify potential donors. • Plans and runs a wide range of alumni and fundraising events – to be held at the University and elsewhere (including overseas). • Develops databases of alumni, donors, volunteers and prospects. • Edits and provides content for alumni newsletter, website and other promotional material. • Develops and manages alumni benefits programme and alumni merchandising. • Develops and manages team of alumni relations staff and alumni volunteers. Responsible for the recruitment, selection, supervising and appraising these staff and ensuring that their training needs are properly met. • Day to day management of financial budgets. • Attends and convenes meetings within University on alumni and fundraising issues. |

| | |
|-----------------------|--|
| Job Title | Head of Alumni Development/Fundraising |
| Level | Reports to Director of Development and Alumni Relations |
| Experience | <ul style="list-style-type: none"> • Experience of developing and managing an alumni relations programme at a senior level. • Experience of working at a senior level with senior school managers, senior alumni volunteers, academic staff and others. |
| Qualifications | Educated to degree level or equivalent, and with a marketing qualification. |
| Role | <p>Develops and executes an alumni relations strategy which advances the institutional objectives in terms of marketing, public relations, responsiveness to alumni concerns and potential income generation.</p> <ul style="list-style-type: none"> • Builds and maintains a strategy to manage the relationship between the organisation and the key volunteers including the leaders of the overseas, UK volunteer groups and donors. • Identifies and engages alumni and other donors who can be of high value through goodwill, experience, influence, advocacy and financial support. Facilitates opportunities for alumni to offer service, in conjunction with the development staff. • Facilitates opportunities for alumni and others to offer service, in conjunction with the development staff. • Plans a range of activities and services for alumni in the UK and overseas. • Oversees and manages an effective range of university based and overseas events and reunions. • Manages and develops the alumni relations staff. • Produces and manages effective budgets. |