

# Call for Papers for *International Journal of Educational Advancement* Special Issue on Human Capital Management

Submission Deadline: 14<sup>th</sup> December, 2009

Guest Editor:

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## Introduction

Turnover and retention are serious advancement professional issues that need to be addressed. Poor retention rates in advancement programs seem to be at an all time high in the profession. And at the same time, with the largest transfer of wealth in United States history taking place within the next fifty years, it also seems that open advancement positions are anywhere and everywhere in our country. And now abroad, as the European and Australian continents continue to become more sophisticated seekers of philanthropy, they are seeking American talent to help them along the way.

Focus on stellar human capital management in select advancement divisions around the country has gained traction over the last few years, but it is not yet widespread enough. Cultivating and stewarding our staffs the way we cultivate and steward our donors needs to be a paramount goal for advancement divisions. Many advancement leaders continue to fail to realize that taking care of their staffs may directly impact their overall success.

Most higher education advancement professionals leave their positions because of lack of growth opportunities. In a 1995 study on turnover in the higher education advancement profession, Edward G. Thomas discovered that 48 percent of advancement officers who left their positions that year did so to achieve higher rank, more opportunity for advancement, or better salary and benefits. Thomas found that more than half of the employees who left their advancement jobs in 1995 had been working in their department for more than one year, but less than five. Years later, we have seen no real evidence of positive changes in the profession. The 2005 CASE compensation survey discovered that 41% of advancement staff had less than five years of experience. The average length of employment was down to 2.5 years from 3 years in 2002. And, the average tenure for entry level advancement staff is 18 months.

Even more compelling is a 2007 Eduventures study where they interviewed over 600 advancement officers from approximately 30 different institutions of higher education. That study showed that 40% of advancement officers asked said that they would leave their current institution for greater career opportunities. What is even more staggering is that 49% of the highest performing group of advancement officers or nearly half of the high performing respondents said the same thing. Clearly, finding ways to be creative about career advancement opportunities for your top performers has to be a crucial component of your people strategy.

The *International Journal for Educational Advancement's* forthcoming special issue on human capital management aims to present the latest empirical research and ideas related to the diverse ideas and thought-leadership around human capital management in advancement programs across the country and the globe.

Potential topics covered may include (but are not limited to) the following:

- Competency-based performance metrics for fundraising staff
- Recruitment models for nontraditional hires
- Development of management training programs in the profession
- Retention strategies
- Recognition and reward motivators
- Comprehensive human capital management programs
- Building learning and development programs
- Building a workforce that is committed and loyal
- Communication effectiveness

Papers of either an empirical or conceptual nature are invited for submission to the *International Journal of Educational Advancement's* forthcoming special issue on Human Capital Management. Both academic and practitioner papers are equally welcome. Conceptual papers, case studies, empirical studies, and critical reviews of extant literature are encouraged for submission.

All papers should follow the format of the *International Journal of Educational Advancement*. Author guidelines are available at: <http://www.palgrave-journals.com/IJEA/>.

Papers should be emailed as Word files to one of the special issue Guest Editor:  
Jon Derek Croteau : Email : [jcroteau@wittkiever.com](mailto:jcroteau@wittkiever.com)