

# Ross–CASE Survey 2009-10

## *Final Report*

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# 1 Executive summary

This report presents the results of the 2009-10 Ross–CASE Survey of Gifts and Costs of Voluntary Giving which evaluates the philanthropic health of universities in the UK and, to a more limited extent, a number of further education institutions. The survey is carried out every year and is commissioned on behalf of the Ross Group of Development Directors and the Council for Advancement and Support of Education (CASE) in Europe.

The Ross Group is a network of leading fundraising professionals from research intensive universities in the UK and Ireland. Members of the Group are Directors of Development or equivalent positions in their home universities. The Group began this survey in 2001-2 in order to ensure that there was a reliable source of data on the philanthropic health of universities in the UK.

This survey is one of the Ross Group's major projects. The Group's members have worked collaboratively to define common standards of philanthropic reporting, in terms of both income and costs, throughout the UK, and to engage the wider university sector in the need for participation in the survey. Until this survey began, there was no general sector-wide source for data on philanthropy in higher education in the UK.

CASE is the membership association that serves educational institutions around the world by enhancing the effectiveness of their fundraising, alumni relations, communications and marketing professionals – the group of related disciplines to which North Americans give the shorthand term “institutional advancement”. CASE is committed to being the primary resource for professional development and information and the leading advocate for professional standards and ethics.

CASE is a charitable trust, constituted as an unincorporated association, and is among the largest associations of educational institutions in the world. Its members include more than 3,400 universities, colleges and schools in 68 countries.

The National Centre for Social Research (NatCen), founded in 1969 as Social and Community Planning Research (SCPR), is now Britain's leading and largest independent social research institute. It is a non-profit research institute registered as a charitable trust. NatCen specialises in conducting high quality social research commissioned by government and other public bodies, as well as carrying out grant-funded studies. The 2009-10 survey was the fourth Ross–CASE survey NatCen has conducted; the first covered the 2006-7 academic year.

The survey was managed by an Editorial Board comprising members nominated by the Ross Group of Development Directors and CASE in Europe. NatCen was contracted by the Ross Group and CASE to carry out the survey on a professional basis. The study was funded by the Higher Education Funding Council for England (HEFCE), the Ross Group, and the Higher Education Funding Council for Wales (HEFCW).

As indicated in the report, commentary at the beginning of each chapter is provided by members of the Ross Group Editorial Board and aims to provide an interpretation of the findings. The remaining commentary and data analysis is provided by NatCen.

## 1.1 The context for the 2009-10 survey

The Ross–CASE survey asks institutions about their fundraising achievements in each of the three full academic years prior to the survey fieldwork. Inevitably there is a time lag between the close of

the financial year (31<sup>st</sup> July) and institutions being able to submit data (this year's deadline was 22<sup>nd</sup> November). There is then a further lag while the data is checked, analysed, and the report finalised, ideally, as this year, before the end of March of the following calendar year.

The reports of the 2006-7 and 2007-8 findings of the Ross–CASE surveys had shown that the higher education sector had been securing steady growth in philanthropic funds in recent years, across a broad range of measures. However, these surveys covered the period prior to the worst months of the recession in the UK. GDP started falling in the final quarter of the 2007-8 academic year (i.e. April – June 2008), but the worst four quarters of the deepest recession in the UK since the Second World War occurred over the 2008-9 academic year. The UK economy recovered slowly in 2009-10. This year's report is our first look at the higher and further education sector's ability to weather the recession and continue to raise philanthropic funds.

2009-10 was the second academic year after the launch of the UK government's £200 million three-year matched funding scheme in England, administered by HEFCE. The scheme was formally launched on 1st August 2008. The announcement of this scheme has given a strong impetus to additional fundraising efforts in English higher and further education institutions. To help ensure the estimates for eligible matched funding cash were as robust as possible, for applicants to the scheme participation in the survey was mandatory in 2007-8, 2008-9, and 2009-10<sup>1</sup>.

The Welsh Assembly Government has also implemented a matched funding scheme for Welsh universities<sup>2</sup> to increase and expand their fundraising capacity. This £10 million matched funding scheme is running for three years starting in the academic year 2009-10. To help ensure the estimates for eligible matched funding cash were as robust as possible, participation in the 2008-9 and 2009-10 Ross–CASE survey was mandatory for Welsh universities wishing to apply for this funding. Like last year, this report contains extra information on Welsh universities.

However, the Ross–CASE survey covers other UK institutions beyond England and Wales, and a much wider range of measures than cash income eligible for matched funding. Hence cash income which could be eligible for matched funding forms only a small part of this report. As in previous reports, the principal aim of this report is to paint as complete a picture as possible of philanthropy in higher education throughout the UK. Therefore participation from institutions not involved in the matched funding scheme and those outside England remains extremely important to the survey.

The figures presented in this report are based on all the responses received or on broad sub-groups among the survey population. In addition to the report, NatCen has provided a benchmarking service launched when the 2006-7 results were published. The service enables participating institutions to access one benchmarking report, comparing themselves against a minimum of six self-selected peer institutions (for financial data, a three-year average for the peer institutions is provided).

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<sup>1</sup> Please note that the actual amount individual institutions claim for matched funding is likely to differ from the figures reported in the survey. This is because institutions report all possible funds which are eligible for matching in the survey but, for a variety of reasons, may elect to report only a subset of these funds when making their claim to HEFCE – for instance if they are already near or in excess of their “cap”, or if they have made a policy decision only to match certain gift or donor types in practice.

<sup>2</sup>

[http://www.hefcw.ac.uk/documents/publications/circulars/circulars\\_2009/w09%2024he%20matched%20funding%20scheme%20for%20voluntary%20giving.pdf](http://www.hefcw.ac.uk/documents/publications/circulars/circulars_2009/w09%2024he%20matched%20funding%20scheme%20for%20voluntary%20giving.pdf).

However, an improved option was made available this year for the first time: institutions could elect to participate in a full confidential data-share with other like-minded institutions. At the time of writing, institutions were only beginning to return signed confidentiality agreements, and as such we cannot report the final level of up-take, but early indications suggest it will be strong.

## 1.2 Commentary by the Ross Group Editorial Board

The Ross Group Editorial Board is again providing a commentary to the Ross–CASE Survey Report. The Editorial Board brings to this task extensive practitioner experience in Development and Alumni Relations and a broad understanding of the Higher Education context. This commentary supplements the excellent report written by NatCen, which properly focuses on the statistical and factual, by providing a more interpretive analysis. In effect we are seeking to answer an unstated question “So what?”.

The Ross–CASE Survey Report for 2009-10 is a significant review of both the current status and the on-going progress of Development (fundraising) and Alumni Relations in UK Higher Education. It provides detailed analysis, of interest to professionals in the field, together with high level information for institutional heads, policy makers and governing bodies.

At **sector** level there are many significant indicators within the report. These include:

1. There are a number of positive findings in the report, which do not always attract the same attention as ‘headline’ figures of funds raised, but which continue to indicate that very important groundwork is underway. There is a growing confidence among the professionals who work in the area that significant steps are being taken that will have a long term impact. It appears that the incentive of the Government’s matched funding scheme for English universities continues to produce increased activity and results, a conclusion that has been reached in other research reports<sup>3</sup>.
2. Arguably the greatest success is the continued growth in the number of donors (both in total and alumni donors). In total 185,603 people and organisations chose to make a gift in support of higher education to those institutions included in the survey. This represents an increase in absolute numbers of 12.0 per cent (following last year’s increase of 11.9 per cent - page 47). Importantly alumni giving also continued to rise significantly (absolute numbers rising by 10.2 per cent, following 12.2 per cent the previous year). This is an important indicator especially as the most recent data from the influential US CAE (Council for Aid to Education) survey reports that the number of alumni giving to US institutions *declined*. We believe that rising absolute numbers of alumni donors in the UK represents one of the most significant positive effects of the Government’s matched funding scheme.
3. Cash income received, generally the most consistent and reliable indicator of fundraising success (especially in terms of comparisons between institutions as in this report and in respect of longer term financial impact), is for the second year running over £0.5 billion (page 21). Although the actual amount is a little down (3.8%), there is no suggestion that this represents anything more than normal year-to-year fluctuations. Most significantly, this sustained level of income represents the consolidation of the 30 per cent increase achieved between 2006-7 and

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<sup>3</sup> Breeze, B. (2010) *The Coutts Million Pound Donors Report 2010*. Coutts and Co, p2.  
<http://www.coutts.com/files/million-pound-donors-report-2010.pdf>

2008-9<sup>4</sup>. Fundraising is one of the few growing income streams available to HEIs, and the growing consistency and robustness of this income source is to be welcomed.

4. New funds secured, the second key measure of fundraising success (often used to report campaign progress and sometimes for internal reporting as it reflects activity achievements relating to a specific period), is up by circa 10 per cent at £600 million (page 16). This can be seen as a recovery from the reduction in new funds secured in 2008-09. Overall, it appears that new funds secured shows greater year-on-year variation (both up and down) and is more affected by the impact of a limited number of “exceptional gifts”<sup>5</sup>. The impact of these top-level gifts on cash income is moderated because the fulfilment of such gifts is often spread over several years.
5. Philanthropy continues to become more established as a significant and secure income stream for the sector as a whole. Overall this form of income provides funds *equivalent* to a mean of around 2 per cent of universities’ total institutional expenditure (we say ‘equivalent’ as not all funds affect the income and expenditure account, with significant amounts reflected instead in the balance sheet as capital assets or endowments). Distribution remains highly skewed and 48 per cent of cash income is received by Oxford and Cambridge, and a further 23 per cent by the remaining members of the Russell Group.

For *institutions* there are also important findings:

6. Analysis by Mission Groups is significant in the report. This analysis enables institutions to undertake rudimentary benchmarking by placing their own performance in context. Figure 1.2 (page 7) illustrates the range of performances very clearly. Our sense is that this data is beginning to reveal the different levels of programme maturity of different groups of institutions in relation to philanthropic support. For example, the Russell Group institutions can be seen as in a phase of consolidation, with growth in donor numbers the main area of current progress. 1994 Group institutions have seen much more significant progress in terms of gift income, albeit from a smaller base, with cash income up almost 50 per cent over 2 years (Figure 3.14, page 24). It is frustrating that we cannot divide further the ‘other HEIs’ which are extremely diverse: natural patterns seem to emerge, for instance specialist business schools and medical research institutes generally perform broadly in line with Russell Group universities, while arts colleges generally share performance characteristics. However there are notable exceptions to these generalisations, and in the absence of externally recognised mission groupings, we have not asked NatCen to make further distinctions.
7. Although at a different scale in absolute terms, Million plus and University Alliance institutions have also seen very marked growth in income; in the former case this may be down to an accelerated push in the first years of the matched funding scheme. This is common with new programmes, where approaches to those already close to the institution and most likely to provide meaningful support are prioritised, with progress beyond that dependent on a more sustained programme based on work to begin focused communications with a wider potential donor base. These general trends do of course vary by specific institution – reflecting a range of factors such as investment, changes or leadership at Development Office or Institutional level etc.

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<sup>4</sup> Gilby, N., Lloyd, C., and Shaw, A. (2010) *Ross-CASE Survey 2008-9 Final Report*. National Centre for Social Research, p22.

<sup>5</sup> For example the recent publicised donation of £75 million by Leonard Blavatnik, an American industrialist, to the University of Oxford’s School of Government.



8. An analysis by longevity of fundraising programme (page 23 for example) has also been provided. It is very clear from these results that university fundraising is a long-term business and sustained investment is key to long-term success. Established development programmes consistently produce the best results.
9. This report is not, in itself, a mechanism for the evaluation of a Development and Alumni Relations programme at institutional level. The wide range of results within otherwise quite similar groups highlights that there are many factors which will affect performance in any specific situation, and that KPIs should reflect local circumstances. Nonetheless, the report does provide a crucial contextual position for institutions considering their strategy in this area.

We are delighted to report a very significant breakthrough in respect of increasing the benefits of the survey through enhanced benchmarking. Previously provision has been made for institutions to request more detailed benchmarking against a 'basket' of other participants, whilst retaining confidentiality. This facility remains in place. Of much greater value is the very positive response to a simple 'opt-in' question, where institutions have expressed a willingness to allow full data disclosure on a confidential basis amongst the group who opt-in. At the time of writing, institutions were only beginning to return signed confidentiality agreements, but we hope for a strong response. This will provide the opportunity for greatly enhanced benchmarking, and we hope that other institutions will be encouraged to join in this process in future years.

## 1.3 Key data

The key data from the 2009-10 Ross–CASE survey are presented below (Figure 1.1). Data refer to the 153 participating higher education institutions, rather than the 172 participating higher and further education institutions, unless otherwise stated.

Please note that all data has been taken from the 2009-10 survey, which included *more participating institutions* than the 2007-8 and 2008-9 surveys; some institutions may also have changed their reporting of historical numbers as new information came to light over time.

**Importantly, all comparative figures given between 2007-8, 2008-9, and 2009-10 are compiled using the three-year self-reported returns submitted by each participant in this survey (with the exception of staff numbers).** Hence some figures for 2007-8 and 2008-9 may have changed since being set out in the report covering 2008-9.

Figure 1.1 Key data

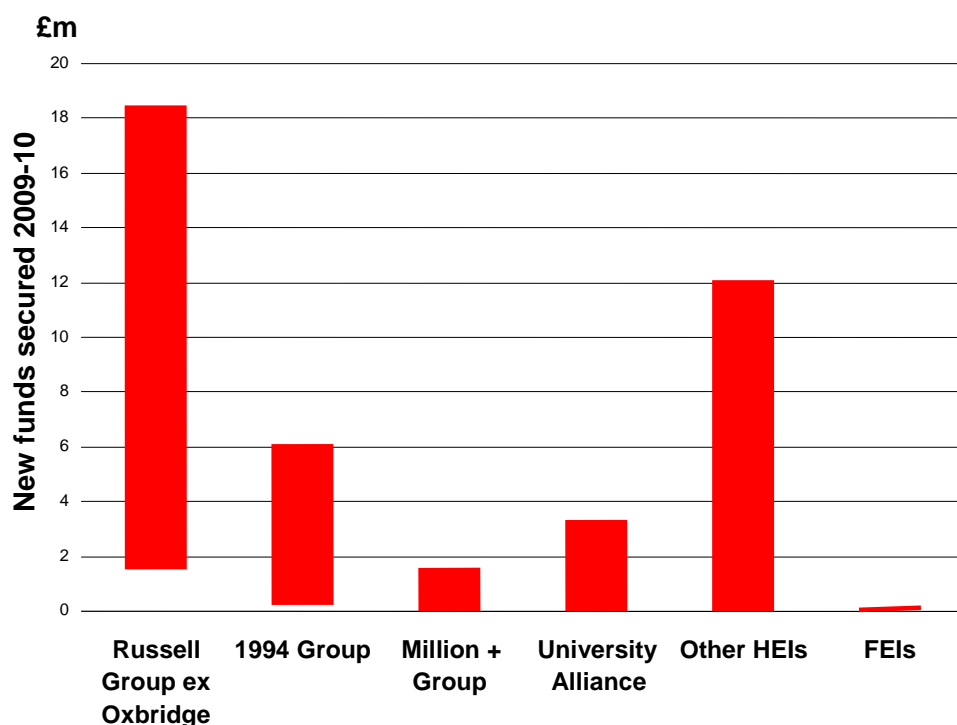
Ross-CASE Survey 2009-10

| £million  | 2007-8     | 2008-9     | 2009-10    |
|---|------------|------------|------------|
| <b>All HEIs</b>   |            |            |            |
| New funds secured   | 676        | 548        | 600        |
| Cash income received  | 444        | 526        | 506        |
| <b>Number</b>   |            |            |            |
| Addressable alumni  | 6,897,240  | 7,735,006  | 8,353,125  |
| Alumni making donations   | 118,893    | 133,371    | 147,012    |
| All donors  | 148,103    | 165,682    | 185,603    |
| <i>Number of UK higher education institutions</i>   | <i>149</i> | <i>151</i> | <i>153</i> |
| <b>£million</b>   |            |            |            |
| <u>English HEIs and FEIs only</u> (excluding Oxford and Cambridge)  |            |            |            |
| Cash which could be eligible for matched funding  | 129        | 146        | 156        |
| <i>Number of English higher education and further education institutions (excluding Oxford and Cambridge)</i>   | <i>139</i> | <i>143</i> | <i>144</i> |
| <u>For HEIs starting fundraising programmes pre-2006 only</u>   |            |            |            |
| Total fundraising spend   | 60         | 70         | 71         |
| Median cost per pound received  | £0.32      | £0.27      | £0.23      |
| <i>Number of higher education institutions starting fundraising programmes pre-2006</i>                         | <i>95</i>  | <i>95</i>  | <i>95</i>  |
| <b>Number</b>   |            |            |            |
| Fundraising staff   | 851        | 913        | 1,043      |
| <i>Number of higher education institutions starting fundraising programmes more than three years previously</i> | <i>67</i>  | <i>73</i>  | <i>95</i>  |

Participating institutions have been grouped according to their membership of one of six ‘mission groups’: the Russell Group, 1994 Group, Million+ Group, University Alliance Group, the HEIs not formally part of a mission group and all English FEIs. Each institution falls into one category of mission group only, and all institutions that are part of the Russell Group, 1994 Group, Million+ Group, and University Alliance Group are categorised as higher education institutions. A list of mission groups and the key characteristics for each group can be found at Appendix E. The key data from the 2009-10 Ross–CASE survey, broken down by mission group, are presented overleaf (Figure 1.2).

The bars below show the gap between the highest and lowest amounts of new funds secured within each mission group, excluding Oxford and Cambridge, in 2009-10.

**Figure 1.2 Range of new funds secured by mission group in 2009-10 (excluding Oxford and Cambridge)**



| Number of institutions in each mission group | Russell Group ex Oxbridge | 1994 Group | Million + Group | University Alliance | Other HEIs | FEIs |
|--|---------------------------|------------|-----------------|---------------------|------------|------|
|  | 18+2                      | 19         | 24              | 22                  | 68         | 19   |

**Key data by mission group (including Oxford and Cambridge) in 2009-10**

|  | Russell Group | 1994 Group | Million+ Group | University Alliance Group | Other HEIs | English FEIs |
|--|---------------|------------|----------------|---------------------------|------------|--------------|
| <b>£million</b>  |               |            |                |                           |            |              |
| <u>All HEIs</u>  |               |            |                |                           |            |              |
| New funds secured  | 437           | 43         | 8              | 16                        | 95         | 0            |
| Cash income received   | 360           | 44         | 11             | 12                        | 79         | 0            |
| <b>Number</b>  |               |            |                |                           |            |              |
| Addressable alumni   | 2,557,527     | 1,067,469  | 1,180,740      | 1,835,843                 | 1,711,546  | 63,139       |
| Alumni making donations  | 97,265        | 23,424     | 3,398          | 10,255                    | 12,670     | 56           |
| All donors   | 112,894       | 27,542     | 4,350          | 11,704                    | 29,113     | 111          |
| <b>£million</b>  |               |            |                |                           |            |              |
| <u>English HEIs and FEIs only (excluding Oxford and Cambridge)</u>   |               |            |                |                           |            |              |
| Cash which could be eligible for matched funding   | 60            | 30         | 9              | 10                        | 48         | 0            |
| <i>Number of English higher education institutions and further education institutions (excluding Oxford and Cambridge)</i> |               |            |                |                           |            |              |
|  | 14            | 18         | 23             | 17                        | 54         | 18           |
| <u>For institutions starting fundraising programmes pre-2006 only</u>  |               |            |                |                           |            |              |
| Total fundraising spend  | 43            | 8          | 2              | 3                         | 15         | *            |
| Median cost per pound received   | £0.14         | £0.23      | £0.35          | £0.61                     | £0.29      | *            |
| <b>Number</b>  |               |            |                |                           |            |              |
| Fundraising staff  | 605           | 134        | 38             | 56                        | 211        | *            |
| <i>Number of higher education institutions and further education institutions starting fundraising programmes pre-2006</i> |               |            |                |                           |            |              |
|  | 19            | 17         | 10             | 10                        | 39         | 1            |

Note: Some numbers are not shown for English FEIs due to low base sizes.

## 1.4 University fundraising performance in 2009-10

Income is usually reported in two ways:

- new gifts secured in year (cash and future commitments); and
  - cash received in year.
- 
- In total, UK universities secured £600 million in new philanthropic funds in 2009-10, an increase from the 2008-9 figure of £548 million. This figure is the sum of all pledges, new cash gifts and gifts-in-kind, and the most commonly used figure in counting campaign totals. Universities that participated in the 2008-9 Ross–CASE survey experienced a total increase of £45 million. The median new funds secured in total by UK universities showed an increase from £437,000 in 2008-9 to £705,000 in 2009-10.
  - UK universities received £506 million in philanthropic cash income in 2009-10, down from £526 million in 2008-9. Eleven per cent of the cash income received was from legacies (£57 million) in 2009-10. Of the decrease in cash income of £20 million since 2008-9, £8 million was accounted for by universities who had not participated in the 2008-9 Ross–CASE survey.
  - The total amount of new funds secured by UK universities has decreased by 11 per cent since 2007-8, and the cash income received increased by 14 per cent.
  - The 2008-9 academic year saw the introduction by HEFCE of the new Government matched funding scheme for voluntary giving over the period 2008-11. Funding is available to match eligible gifts received by English higher education institutions and directly funded further education colleges. The definition of matched funding-eligible cash income used for the survey reflects the final rules set by HEFCE. Not all cash income received is eligible for matched funding under the HEFCE rules. In 2009-10, the second academic year after the start of the English matched funding scheme, English higher and further education institutions (excluding Oxford and Cambridge) reported that they received £156 million that could be eligible for matched funding.
  - As in previous years, for most survey measures in 2009-10 there was a very large variation in fundraising between universities. Very high figures continued to be reported by the largest and most established universities. For example, Oxford and Cambridge accounted for 50 per cent of the new philanthropic funds secured by UK universities in the year, an increase from the share for 2008-9 (46%) reported in this year's survey returns. Over the three year period between 2007-8 and 2009-10, the 1994 Group gradually increased their share of new philanthropic funds secured by UK universities (5.7% in 2007-8 to 7.2% in 2009-10), while institutions not formally part of a mission group experienced a decrease in their share (18% in 2007-8 to 15.9% in 2009-10).
  - As a result of the large variation in fundraising between universities, the mean amounts of new funds secured were generally much higher than the median amounts. Therefore, median values are used as our preferred measure throughout the report, although some means are also provided.
  - In 2004 a £7 million matched funding scheme sponsored by Universities UK (UUK) was launched to support the building of fundraising capacity in English universities. The median value of new funds secured by those universities which took part in this scheme increased

from £824,000 in 2007-8 to £1.1 million in 2009-10. The median cash income received increased from £537,000 in 2007-8 to £1.3 million in 2009-10. This continues to suggest that investment in fundraising will generate an increase in new funds secured and cash income received. These figures are broadly in line with the sector as a whole, which showed strong increases in the medians for both new funds secured and cash income received.

## 1.5 University alumni fundraising in 2009-10

- In total, UK universities had just over 8.4 million addressable alumni in 2009-10, of whom 147,012 made a gift for any purpose. Typically, these gifts were made through the Annual Fund of individual institutions. The mean proportion of addressable alumni making a gift for any purpose in 2009-10 was 1.22 per cent. Nine universities had greater than 4 per cent of alumni making a gift.
- The mean amounts for each of these indicators were generally much higher than the median amounts, which reflect the very high numbers reported by the largest and most established universities that have strong and consistent Annual Fund operations.
- There has been significant growth in addressable alumni between 2007-8 and 2009-10. Alumni numbers grow in two distinct ways, through new graduates and through universities working to identify 'lost' alumni (i.e. those who are not in contact with the institution). Nevertheless, the proportion of alumni making a gift has increased slightly over the period (a mean proportion of 1.13% of alumni gave a donation in 2007-8, rising to 1.22% in 2009-10). Furthermore, there is anecdotal evidence that this small increase is misleading: there has been a strong increase in the percentage of older alumni who are giving, but this is 'hidden' behind growth in the absolute number of alumni (resulting from increases in the number of students graduating year on year).
- The total number of all donors who gave to universities was 185,603 in 2009-10, an increase of 12 per cent since 2008-9 and 25 per cent since 2007-8. The proportion of the total number of donations made by alumni has remained stable at around 80 per cent of all donors.

## 1.6 University fundraising costs in 2009-10

- The data for fundraising costs exclude universities that reported starting their development or fundraising programme less than three years ago, or who do not have a programme. The reason for this is that including such universities would give a misleading picture of the efficiency of universities' fundraising as there is a time lag between the start of a fundraising programme and when it starts to deliver significant benefits. Therefore, this section is based on the responses of 95 universities (compared to 73 in the 2008-9 survey report). However, it is important to note that these figures will still include a number of universities that have relatively young fundraising programmes.
- In total, these UK universities spent £71 million on fundraising in 2009-10. Seventy-one per cent (£51 million) was accounted for by staffing costs with the remainder spent on non-

staffing costs. UK universities spent £22 million on alumni relations (excluding the cost of the alumni magazine, on which a further £8 million was spent).

- The total fundraising costs incurred by UK universities have increased by 20 per cent between 2007-8 and 2009-10, while the median fundraising cost per pound received has decreased by 30 per cent over this period.
- The ratio of a university's development office expenditure to cash income received is an established measure of performance that allows for comparisons between universities. While the Ross Group acknowledges that not all related development expenditure and philanthropic gifts within a university are necessarily managed by the development office, this ratio is the stable and reliable basis for comparisons (for more details please see section 5.4).
- Overall, the median value of HEIs' fundraising expenditure per pound received in 2009-10 was 23p, lower than the median expenditure in 2008-9 (27p) and 2007-8 (32p).

## 1.7 University fundraising staffing in 2009-10

- As with the data on fundraising costs, the data on fundraising staff also exclude universities that reported starting their development or fundraising programme less than three years ago (in 2006 or later) or who do not have a programme.
- In total, those UK universities that had fundraising programmes employed 1,043 full-time equivalent (FTE) staff who worked mainly on fundraising in 2009-10; and an additional 467 staff who worked mainly on alumni relations.
- These UK universities employed a median of 6 FTE staff on fundraising and a median of 2.5 FTE staff on alumni relations.

## 2 Introduction

### 2.1 Survey management

#### Survey methodology

The methodology of the 2009-10 survey was very similar to that of its predecessors. The main features are summarised below.

- The questionnaire for the 2009-10 survey was almost identical to that used for the 2006-7, 2007-8 and 2008-9 surveys. Once again, institutions were asked to provide full numbers in answer to every question demanding a numerical answer, a change that had been introduced for the 2008-9 survey. One new question was introduced this year asking respondents whether they would be willing to join a group of institutions that shared their questionnaire returns on a confidential basis.
- The Reporting Rules for the survey (Appendix A) were unchanged from those used in the 2008-9 survey. The Rules relating to the inclusion or exclusion of corporate gifts and sponsorship can be found in Appendix B.
- Similar to last year's survey, detailed question-by-question guidance was provided by the Ross Group and was available for respondents.
- HEFCE and HEFCW provided NatCen with a list of institutions from across the UK that should be approached for the study. We approached 131 English higher education institutions, 30 other UK higher education institutions and 124 English further education institutions. The list was very similar in size to that used for the 2008-9 survey.
- Institutions on the list were sent an advance letter signed by Professor Eric Thomas, the Chair of CASE Europe, inviting them to participate. Those individuals who had responded on behalf of their institution for the 2008-9 survey were also emailed directly by NatCen to draw their attention to the survey. Both the letter and the emails provided the address of the Ross–CASE Survey website ([www.rosscasesurvey.org.uk](http://www.rosscasesurvey.org.uk)) from which the questionnaire could be downloaded. The website also included background information about the survey, Reporting Rules for questionnaire completion, question-by-question guidance notes and a Data Release Protocol.
- The questionnaire was in an Excel format. Completed questionnaires were returned to NatCen by email. Reminder calls and emails were used to encourage participation. Fieldwork took place between October 2010 and January 2011.
- A total of 172 questionnaires were returned in time to be included in the analysis (seven more than for the 2008-9 survey). A list of participating institutions can be found in Appendix C.
- Data processing was carried out by NatCen. Editing was carried out to distinguish between zero returns and missing data, to check outliers and to resolve observable errors such as data being entered in thousands where figures as whole numbers were requested. An additional stage of checking was performed as agreed with the Ross Group (see Appendix D). Where

possible, missing or inconsistent data were queried with the institutions to check that they were correct before analysis was performed.

- Analysis was carried out by NatCen using PASW for Windows (formerly known as SPSS for Windows).

## Data quality

We acknowledge that some universities and further education institutions who have completed the survey, particularly for the first time, may have struggled to collect the appropriate data for filing or may have misinterpreted some of the guidelines for completion. Therefore, in the last four years of the survey, NatCen made calls to institutions whose data raised some issues and in many cases the data were improved.

For the 2009-10 survey, the systematic checking process agreed with the Ross Group for the 2007-8 and 2008-9 surveys was used. The checks used are detailed in Appendix D. It is important to note that all comparative figures between 2007-8, 2008-9 and 2009-10 presented in this report were compiled using the three-year returns submitted by each participant in this recent survey (with the exception of staff numbers) – making the year-on-year comparisons consistent in standard for each participating institution.

## Who responded to the survey?

The response rate to the Ross–CASE survey among English higher education institutions remained static at 98 per cent in 2009-10 compared with 2008-9. This in part reflects the mandatory requirement to complete the survey for those participating in the matched funding scheme in England. Similar to last year, all Welsh universities engaged with the survey in 2009-10, no doubt reflecting the mandatory requirement to complete the survey for those wishing to participate in the matched funding scheme in Wales. The response rate among Scottish and Irish institutions increased this year to 68 per cent, compared with 42 per cent in 2008-9 and 58 per cent in 2007-8. However, this was still lower than in 2006-7 when the response rate was 78 per cent<sup>6</sup>.

Overall we continue to believe that the total proportion of philanthropic giving to higher education institutions covered by the Ross–CASE survey is very near 100 per cent.

The response rate among English further education institutions has remained at a relatively low level of 15 per cent. This is similar to last year's response rate of 13 per cent, but lower than the response rate recorded in 2007-8 of 23 per cent. However, many of the further education institutions that do respond give "nil" returns and complete the survey because they wish to participate in the matched funding scheme. Hence we believe that the total proportion of philanthropic giving to further education institutions covered by the Ross–CASE survey is also very near 100 per cent.

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<sup>6</sup> Gilby N., Lloyd C., and Shaw, A. (2010) *Ross-CASE Survey 2008-9 Final Report*. National Centre for Social Research.



**Figure 2.1 Response rates by institution type for 2007-8 to 2009-10***Ross-CASE Survey 2009-10*

| Number  | 2007-8 | 2008-9 | 2009-10 |
|---|--------|--------|---------|
| <u>English higher education institutions</u>            |        |        |         |
| Invited to participate                                  | 134    | 132    | 131     |
| Number participating                                    | 129    | 130    | 129     |
| Response rate   | 96%    | 98%    | 98%     |
| <u>Welsh higher education institutions</u>              |        |        |         |
| Invited to participate                                  | 12     | 11     | 11      |
| Number participating                                    | 4      | 11     | 11      |
| Response rate   | 33%    | 100%   | 100%    |
| <u>Scottish and Irish higher education institutions</u> |        |        |         |
| Invited to participate                                  | 19     | 19     | 19      |
| Number participating                                    | 11     | 8      | 13      |
| Response rate   | 58%    | 42%    | 68%     |
| <u>Further education institutions</u>                   |        |        |         |
| Invited to participate                                  | 124    | 125    | 124     |
| Number participating                                    | 28     | 16     | 19      |
| Response rate   | 23%    | 13%    | 15%     |

Information about the number of institutions participating by mission group is provided in Appendix E.

## 2.2 Conventions

In this report where reference is made to *universities*, this term is used to describe higher education institutions (HEIs) only. Where reference is made to *institutions*, this term is used to describe both HEIs and further education institutions (FEIs).

Where we refer to universities or institutions we mean those UK universities and/or institutions which participated in the 2009-10 survey.

Many figures are broken down by the length of fundraising programme. Where this occurs, programmes described as “established” began before 1999, those described as “developing” were established between 1999 and 2005, and those described as “newer” were established in 2006 or later.

Where figures from previous years are used, these are derived from the returns to the 2009-10 Ross-CASE survey only (the 2009-10 survey asked respondents for information relating to the 2009-10 and two previous financial years). On occasion these figures are slightly different to those published in our previous reports on the 2007-8 and 2008-9 surveys. Some institutions have made improvements to their record keeping since the survey began, and have supplied us with corrections to returns from previous years. Hence we believe the historical data supplied in the 2009-10 survey is more accurate than that supplied in previous years. Another reason for changes to the data is that the list of responding institutions has changed since the 2007-8 and 2008-9 surveys.

Where trend data are presented, often reference is made to a percentage change between two figures. These percentage changes have been calculated on the precise figures, rather than the rounded figures used in the report. Hence they may vary slightly from calculations completed using rounded figures.

We acknowledge the possibility that the change in the mix of institutions responding could have affected our total estimates. Therefore, we have analysed the totals for all the key measures over the three years both by all those responding, and also by excluding those who did not participate in the Ross–CASE survey in 2008-9. For most measures the change in the mix of survey respondents has not had any substantial impact on the estimates, or on the interpretation of the results.

For a small number of questions the results are presented as the proportion of all respondents giving a certain answer. Where this occurs a zero indicates at least one respondent but less than half of one per cent of all respondents gave an answer. A hyphen indicates no respondents giving that answer.

NatCen place great importance on protecting the confidentiality of responses from individual institutions. Hence aggregate figures have not been presented where the group being analysed comprises of fewer than six institutions. This is in line with our confidentiality standard for benchmarking. Where data are suppressed to protect the confidentiality of responses, an asterisk (\*) is used.

## 2.3 Acknowledgements

First and foremost we would like to thank the university and further education institution staff who gave up their time to provide information about the philanthropic income of their institution.

We are grateful to HEFCE, HEFCW and the Ross Group for funding this study.

For the report of the findings of the 2009-10 survey, the Ross Group appointed a dedicated Editorial Board. The Editorial Board has worked with NatCen on subsequent reports of the Ross–CASE survey. Members of the Board currently are: Ross Group members Peter Agar, Christopher Cox, Tania Jane Rawlinson, CASE member Kate Hunter and former Ross Group members Mary Blair and Jon Walker. We are very grateful to them all for their guidance and support.

In addition, Sophie Melton-Bradley and Fiona MacMillan at HEFCE, and Celia Hunt and Dr Ewen Brierley at HEFCW, provided valuable input, particularly in helping us ensure all the institutions participating in the matched funding schemes had been given adequate opportunity to respond. We are also grateful to CASE for their involvement in the survey.

Within NatCen, Catherine O'Donnell once again provided valuable administrative support. We are also grateful to our telephone interviewers who assisted us in maximising the number of questionnaires returned.

## 3 Total funds

This chapter focuses on new philanthropic funds secured, cash income received and cash income received that could be eligible for matched funding under the HEFCE scheme.

### 3.1 Commentary by the Ross Group Editorial Board

1. The report contains details of two key measures used to assess fundraising success. These are 'new funds secured' which may include pledges for up to five years, and 'cash income received' which is restricted to actual cash receipts in the year. There is, of course, a relationship between the two figures and rising new funds will lead to rising cash income in subsequent years. There is not an exact correlation as some items will never appear in cash income (for example a small number of gifts in kind or those few pledges that are not fulfilled). New funds secured is generally used for counting progress towards campaign targets (though notably, many public fundraising campaigns also include support which is extant to this survey), whilst cash income raised tends to be a more stable figure as payment of particularly large gifts is often phased over several years.
2. Overall the sector experienced some growth in new funds raised (9%), alongside a modest (3.8%) decline in cash income secured. We think that several factors are at work here including:
  - Some reversal of last year's trend away from large pledges (this might represent some upturn in economic confidence);
  - The impact of higher pledges from previous years working through into current cash income, as seen in the consolidation of cash income levels above £0.5 billion for consecutive years.
  - The continued impact of a single gift-in-kind in 2007-08 that was substantial enough to distort figures on its own;
  - Continuing growth in cash income that is eligible for the match funding scheme. This upward trend may reflect institutions focusing more on developing the pipeline of individual donors and lower- to mid-level donors across the board, rather than relying on sporadic 'mega gifts' from major national and global Foundations, many of which are excluded from the matching programme. This would be an important trend for the long term sustainability of programmes.
3. The greater success of established fundraising activities is apparent. Figure 3.13 (page 23) illustrates this starkly, with universities having a track record of more than 10 years have median cash income of £3.3 million compared to those in the 4 years to 10 years range with £1.1 million and those newer to fundraising (last 3 years) at just £0.1 million. More detailed analysis of gift trends is given in the next chapter, where our commentary will highlight continuing excellent progress in developing donor numbers and other measures which illustrate the benefits enjoyed by more established programmes.

## 3.2 New funds secured

In 2009-10, the higher education sector saw a rebound in terms of new philanthropic funds secured, compared with 2008-9. In comparison to the 19 per cent drop in funds secured in 2008-9 compared with 2007-8, there was a nine per cent increase in 2009-10 compared with the previous year.

All those responding to the survey were asked to report new funds secured in 2009-10 and the two preceding years. For the purposes of the survey this is defined as new cash (including legacy cash and gifts-in-kind) and confirmed non-legacy payments raised in the year, excluding pledged payments from previous years. Only documented pledges up to the first five years' duration of the pledges are counted.

Part of the academic year in 2009-10 spanned the deepest recession experienced in the UK since the Second World War. In spite of this, the higher education sector reported raising £600 million in new funds in 2009-10 (Figure 3.1). This was an increase from the £548 million raised in the preceding year, but the sector still has significant progress to make before reaching pre-recession levels of new funds secured.

A small number of large pledges or gifts can result in large fluctuations to the total figures for new funds secured and/or cash income received. Encouragingly, the median new funds secured by universities increased by over 50 per cent in 2009-10. The median new funds secured increased from £445,000 in 2007-8 and £437,000 in 2008-9 to £705,000 in 2009-10. What this suggests is that success in increasing new funds secured is being shared more widely among universities.

**Figure 3.1** New funds secured and cash income received in last three years for HEIs

*Ross-CASE Survey 2009-10*

| £million                    | 2007-8     | 2008-9     | 2009-10    |
|-----------------------------|------------|------------|------------|
| New funds secured           | 676        | 548        | 600        |
| Median new funds secured    | 0.445      | 0.437      | 0.705      |
| Cash income received        | 444        | 526        | 506        |
| Median cash income received | 0.280      | 0.425      | 0.512      |
| <i>Number of HEIs</i>       | <i>149</i> | <i>151</i> | <i>151</i> |

Scottish, Welsh and Northern Irish universities secured just over £64 million in new funds in 2009-10 (Figure 3.2). This represents around 11 per cent of the new funds secured by UK universities in 2009-10. This figure is slightly lower than their share of new funds in 2008-9 (12%), but higher than their share of new funds in 2007-8 (8%).

English HEIs secured a mean of just over £4.2 million in new funds and a median of £677,000. The large discrepancy between the mean and median is due to the skewed nature of the distribution of funds secured across the higher education sector. The larger and more established institutions reported very high figures that had a strong effect on the mean.

English FEIs secured a total of £258,000 in new funds in 2009-10, with a mean of £14,000.

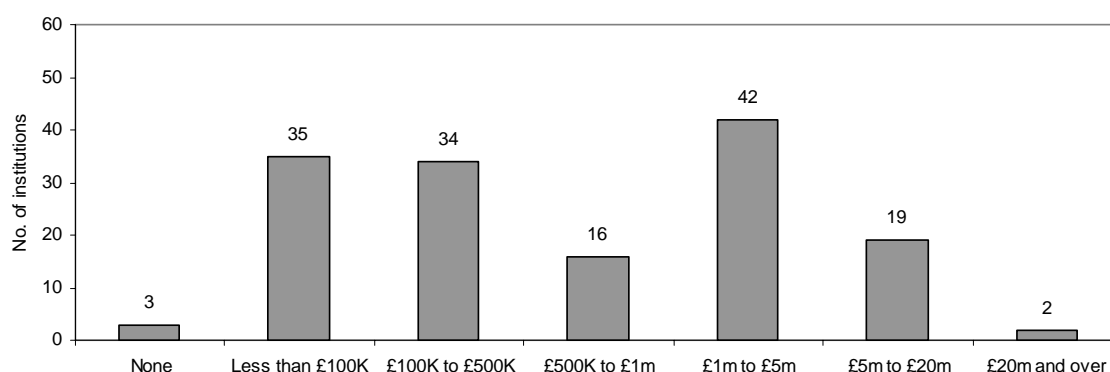
**Figure 3.2 New funds secured in 2009-10, by type of institution**

*Ross-CASE Survey 2009-10*

| £000s                         | HEIs       |           |            | FEIs            |
|-------------------------------|------------|-----------|------------|-----------------|
|                               | English    | Other UK  | Total      | Total (English) |
| Mean                          | 4,214      | 2,686     | 3,550      | 14              |
| Median                        | 677        | 837       | 423        | 0               |
| Total                         | 535,144    | 64,463    | 599,866    | 258             |
| <i>Number of institutions</i> | <i>127</i> | <i>24</i> | <i>169</i> | <i>18</i>       |

Similar to previous years, in 2009-10 there was a wide distribution in the value of new funds secured amongst HEIs. At the top end of the distribution two HEIs reported funds secured of £20 million or more, with 19 having secured between £5 million and £20 million. At the lower end of the distribution, three HEIs reported securing no new funds while 35 secured less than £100,000 in new funds (Figure 3.3).

**Figure 3.3 – New funds secured in 2009-10 for HEIs**



*Number of HEIs: 151*

The breakdown of the distribution of the value of new funds secured by mission group shows a lot of variation between mission groups (Figure 3.4). All of the Russell Group universities secured new funds in 2009-10 worth at least £1 million, with most securing £5 million or more. The majority of 1994 Group members also secured new funds worth £1 million or more, but only one secured £5 million or more, and none more than £20 million. Six universities not formally part of a mission group secured between £5 million and £20 million. The majority of the universities in the Million+ Group, University Alliance Group, and universities not formally part of a mission group secured less than £1 million in new funds.

**Figure 3.4 New funds secured (banded) in 2009-10, by mission group**

*Ross-CASE Survey 2009-10*

| Number                    | None     | Less than £100k | £100k to £500k | £500k to £1m | £1m to £5m | £5m to £20m | £20m and over |
|---------------------------|----------|-----------------|----------------|--------------|------------|-------------|---------------|
| Russell Group             | 0        | 0               | 0              | 0            | 6          | 12          | 2             |
| 1994 Group                | 0        | 0               | 2              | 4            | 12         | 1           | 0             |
| Million+ Group            | 1        | 7               | 9              | 4            | 2          | 0           | 0             |
| University Alliance Group | 0        | 4               | 8              | 4            | 6          | 0           | 0             |
| Other HEIs                | 2        | 24              | 15             | 4            | 16         | 6           | 0             |
| <i>Number of HEIs</i>     | <i>3</i> | <i>35</i>       | <i>34</i>      | <i>16</i>    | <i>42</i>  | <i>19</i>   | <i>2</i>      |

Looking at the new funds secured by HEIs in 2009-10 by the year of establishment of fundraising programmes, the median value of new funds secured increases with length of fundraising programme (Figure 3.5). HEIs with established fundraising programmes, that is those which were established before 1999, secured a median of £3.8 million in 2008-9, compared to a median of £1 million amongst those with developing programmes (i.e. established between 1999 and 2005).

HEIs in the Russell Group reported securing a median of £8 million in new funds, much higher than the average for universities in all other mission groups. Members of the 1994 Group secured a median of £1.8 million, and those in the Million+ and University Alliance Groups secured a median of £225,726 and £453,451 respectively.

**Figure 3.5 New funds secured in 2009-10, by length of fundraising programme and mission group for HEIs**

*Ross-CASE Survey 2009-10*

| £million              | Establishment of fundraising |                         |                      |                | Russell Group | Mission groups |                |                           |            |
|-----------------------|------------------------------|-------------------------|----------------------|----------------|---------------|----------------|----------------|---------------------------|------------|
|                       | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/not given |               | 1994 Group     | Million+ Group | University Alliance Group | Other HEIs |
| Mean                  | 11.5                         | 2.0                     | 0.4                  | 0.1            | 21.8          | 2.3            | 0.4            | 0.7                       | 1.4        |
| Median                | 3.8                          | 1.0                     | 0.1                  | 0.0            | 8.0           | 1.8            | 0.2            | 0.5                       | 0.3        |
| Total                 | 470                          | 109                     | 19                   | 1              | 437           | 43             | 8              | 16                        | 95         |
| <i>Number of HEIs</i> | <i>41</i>                    | <i>54</i>               | <i>48</i>            | <i>8</i>       | <i>20</i>     | <i>19</i>      | <i>23</i>      | <i>22</i>                 | <i>67</i>  |

Over the three years covered by the survey, there was a lot of variation in funds secured between one year and the next, and between mission groups. However, most of the mission groups experienced an increase in new funds secured in 2009-10 from 2008-9, with only the Million+ Group experiencing a decline (Figure 3.6).

Universities in the Russell Group secured a total of £437 million in new funds in 2009-10, up from £390 million in 2008-9, but down from the £489 million secured in 2007-8. This represents an increase in new funds secured since last year of 12 per cent for this group, but an 11 per cent drop over the three year time period.

Larger increases were reported between 2008-9 and 2009-10 by universities in the 1994 Group (16%), University Alliance Group (68%), and English FEIs (32%). In 2009-10 the 1994 Group raised £43.4 million, up from £37.3 million in 2008-9, while those in the University Alliance reported raising £16.2 million in 2009-10, up from £9.6 million in 2008-9. English FEIs secured new funds worth £258,000 in 2009-10, up from £195,000 in 2008-9.

The Million+ Group was the only mission group that reported securing less new funds in 2009-10 than they had in the preceding year (although several mission groups reported securing less new funds compared with 2007-8). In 2009-10, the Million+ Group of universities reported securing new funds worth £8.2 million, down from £17.8 million in 2008-9 and £13.5 million in 2007-8.

**Figure 3.6** New funds secured in last three years, by mission group

*Ross-CASE Survey 2009-10*

| £million                          | Russell Group | 1994 Group | Million+ Group | University Alliance Group | Other HEIs | English FEIs |
|-----------------------------------|---------------|------------|----------------|---------------------------|------------|--------------|
| 2007-8                            | 489.2         | 38.7       | 13.5           | 13.3                      | 121.4      | 0.3          |
| 2008-9                            | 390.1         | 37.3       | 17.8           | 9.6                       | 92.8       | 0.2          |
| 2009-10                           | 436.8         | 43.4       | 8.2            | 16.2                      | 95.1       | 0.3          |
|                                   | %             | %          | %              | %                         | %          | %            |
| Growth between 2007-8 and 2009-10 | -11           | 12         | -39            | 22                        | -22        | -14          |
| Growth between 2008-9 and 2009-10 | 12            | 16         | -54            | 68                        | 2          | 32           |
| <i>Number of institutions</i>     | <i>20</i>     | <i>19</i>  | <i>23</i>      | <i>22</i>                 | <i>67</i>  | <i>18</i>    |

Compared to 2007-8 and 2008-9, the distribution of new funds secured within the sector has altered very little (Figure 3.7). Oxford and Cambridge continue to dominate, with these two universities securing half of the sector's philanthropic new funds in 2009-10. The remaining Russell Group universities secured nearly a quarter (22 per cent) of the sector's new funds in 2009-10. The three other mission groups – the 1994 Group, Million+ Group, and University Alliance Group – secured 11 per cent of new funds, with HEIs not formally part of a mission group securing 16 per cent. FEIs secured less than one per cent of the sector's new philanthropic funds.

**Figure 3.7** Distribution of new funds secured in last three years, by mission group

*Ross-CASE Survey 2009-10*

| Percentage                                     | 2007-8     | 2008-9     | 2009-10    |
|--|------------|------------|------------|
| Oxford and Cambridge                           | 48         | 46         | 50         |
| Russell Group (excluding Oxford and Cambridge) | 25         | 25         | 22         |
| 1994 Group                                     | 6          | 7          | 7          |
| Million+ Group                                 | 2          | 3          | 1          |
| University Alliance Group                      | 2          | 2          | 3          |
| Other HEIs                                     | 18         | 17         | 16         |
| English FEIs                                   | 0          | 0          | 0          |
| <i>Number of institutions</i>                  | <i>165</i> | <i>168</i> | <i>169</i> |

### 3.3 Changes in new funds secured

Although the new funds secured by the higher education sector as a whole increased over the last year, there was a wide range in the trends for individual universities. Some substantial decreases as well as increases were reported.

However, it is important to note that the new funds secured for individual universities can vary considerably from year-to-year. Even experienced fundraisers, who consistently raise significant sums every year can have their figures distorted by a particularly large pledge in one year.

It is important to note that large increases in new funds secured in one year are often followed by a fall in the value of new funds secured the following year as it is difficult to sustain increases of 20 per cent or more each year. Sustaining increases of 20 per cent or more each year is particularly difficult for institutions that have well established fundraising programmes and typically raise a large amount of philanthropic funds, as the actual amount of new funds required in a year to experience this level of growth would be very large.



Figure 3.8 shows the breakdown of increases and decreases by mission group. In general within each mission group there was considerable variation in performance. The Russell Group was evenly split, with just over half reporting an increase in new funds secured in 2009-10, and just under half reporting a decrease. A majority of institutions from the 1994 Group (63%) and the University Alliance (86%) also reported an increase in new funds. Amongst several mission groups, sizeable numbers reported an increase in new funds secured of 50 per cent or more relative to 2008-9. While the largest percentage of institutions reporting such an increase were from the University Alliance (50%), sizeable proportions of the 1994 Group (53%), Million+ Group (22%) and institutions not formally part of a mission group (31%) also reported such results.

**Figure 3.8** New funds secured (banded) in 2009-10, by mission group

*Ross-CASE Survey 2009-10*

| Number                    | -50% or more | -50% to 20% | -20% to 0% | 0% to 20% | 20% to 50% | 50% or more |
|---------------------------|--------------|-------------|------------|-----------|------------|-------------|
| Russell Group             | 2            | 6           | 1          | 2         | 4          | 5           |
| 1994 Group                | 3            | 2           | 2          | 1         | 1          | 10          |
| Million+ Group            | 8            | 4           | 1          | 3         | 2          | 5           |
| University Alliance Group | 1            | 2           | 0          | 4         | 4          | 11          |
| Other HEIs                | 14           | 7           | 11         | 5         | 5          | 19          |
| <i>Number of HEIs</i>     | <i>28</i>    | <i>21</i>   | <i>15</i>  | <i>15</i> | <i>16</i>  | <i>50</i>   |

### 3.4 Cash income received

Over the three years covered by the 2009-10 survey, the level of philanthropic cash income received increased by 14 per cent, from £444 million in 2007-8 to £506 million in 2009-10 (Figure 3.9). However, in 2009-10 the cash income received decreased by four per cent (from £526 million in 2008-9).

The median cash income received also grew sharply over the three years. The median cash income received by universities was £512,000 in 2009-10, up from £425,000 in 2008-9 (growth of 20 per cent over the year) and £280,000 in 2007-8 (growth of 83 per cent over the two year period).

**Figure 3.9** New funds secured and cash income received in last three years for HEIs

*Ross-CASE Survey 2009-10*

| £million                    | 2007-8     | 2008-9     | 2009-10    |
|-----------------------------|------------|------------|------------|
| New funds secured           | 676        | 548        | 600        |
| Median new funds secured    | 0.445      | 0.437      | 0.705      |
| Cash income received        | 444        | 526        | 506        |
| Median cash income received | 0.280      | 0.425      | 0.512      |
| <i>Number of HEIs</i>       | <i>149</i> | <i>151</i> | <i>151</i> |

Scottish, Welsh and Northern Irish universities received £40 million out of the £506 million UK universities received in cash income in 2009-10 (Figure 3.10).

The median cash income received by English HEIs in 2009-10 was £549,000 while this was £320,000 for other UK universities. English FEIs received a total of £420,000 in cash income. The median value was zero for English FEIs as only seven of the 19 FEIs that responded to the question reported receiving any philanthropic cash income.

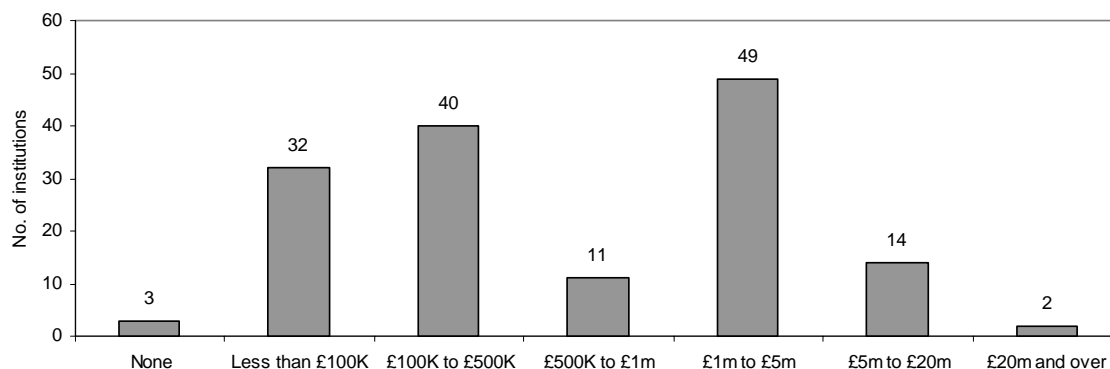
**Figure 3.10 Cash income received in 2009-10, by type of institution**

*Ross-CASE Survey 2009-10*

| £000s                         | HEIs       |           |            | FEIs            |
|-------------------------------|------------|-----------|------------|-----------------|
|                               | English    | Other UK  | Total      | Total (English) |
| Mean                          | 3,665      | 1,682     | 2,996      | 23              |
| Median                        | 549        | 320       | 349        | 0               |
| Total                         | 465,455    | 40,370    | 506,244    | 420             |
| <i>Number of institutions</i> | <i>127</i> | <i>24</i> | <i>169</i> | <i>18</i>       |

As with new funds secured, there was considerable variation in the cash income received by individual universities (Figure 3.11). Thirty-five HEIs received less than £100,000 in cash income in 2009-10 with three reporting receiving no cash income. Forty-nine HEIs received cash income of between £1 million and £5 million while 16 reported receiving £5 million or more.

**Figure 3.11 – Cash income received in 2009-10 for HEIs**



*Number of HEIs: 151*

As with new funds secured, the breakdown of the distribution of philanthropic cash income received by mission group shows a lot of variation within and between groups (Figure 3.12). All of the Russell Group universities received at least £1 million in cash income in 2009-10, with most securing £5 million or more. The majority of 1994 Group members received £1 million and £5 million in cash income. Among universities not formally part of a mission group, four received £5 million or more in cash income in 2009-10. The majority of the Million+ Group and University Alliance Group members received less than £1 million in cash income.

**Figure 3.12 Cash income received (banded) in 2009-10, by mission group**

*Ross-CASE Survey 2009-10*

| Number                    | None     | Less than £100k | £100k to £500k | £500k to £1m | £1m to £5m | £5m to £20m | £20m and over |
|---------------------------|----------|-----------------|----------------|--------------|------------|-------------|---------------|
| Russell Group             | 0        | 0               | 0              | 0            | 8          | 10          | 2             |
| 1994 Group                | 0        | 0               | 1              | 4            | 14         | 0           | 0             |
| Million+ Group            | 1        | 6               | 10             | 2            | 4          | 0           | 0             |
| University Alliance Group | 0        | 4               | 13             | 2            | 3          | 0           | 0             |
| Other HEIs                | 2        | 22              | 16             | 3            | 20         | 4           | 0             |
| <i>Number of HEIs</i>     | <i>3</i> | <i>32</i>       | <i>40</i>      | <i>11</i>    | <i>49</i>  | <i>14</i>   | <i>2</i>      |

The median amount of cash income received by HEIs increased with the length of fundraising programmes (Figure 3.13). HEIs with established fundraising programmes received a median cash income of £3.3 million in 2009-10, compared to a median of around £1.1 million amongst those who have developing fundraising programmes and around £110,000 for those with newer programmes (established in 2006 or more recently). As with new funds secured, the mission groups where member universities often have more established programmes tended to receive higher values of cash income. For example, members of the Russell Group received a median of £6.4 million in cash income in 2009-10 while those in the Million+ Group received a median of around £208,000.

**Figure 3.13 Cash income received in 2009-10, by length of fundraising programme and mission group for HEIs**

*Ross-CASE Survey 2009-10*

| £million              | Establishment of fundraising |                         |                      |                | Mission groups |            |                |                           |            |
|-----------------------|------------------------------|-------------------------|----------------------|----------------|----------------|------------|----------------|---------------------------|------------|
|                       | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/not given | Russell Group  | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
| Mean                  | 9.7                          | 1.8                     | 0.3                  | 0.1            | 18.0           | 2.3        | 0.5            | 0.5                       | 1.2        |
| Median                | 3.3                          | 1.1                     | 0.1                  | 0.0            | 6.4            | 2.2        | 0.2            | 0.3                       | 0.3        |
| Total                 | 396                          | 95                      | 14                   | 1              | 360            | 44         | 11             | 12                        | 79         |
| <i>Number of HEIs</i> | <i>41</i>                    | <i>54</i>               | <i>48</i>            | <i>8</i>       | <i>20</i>      | <i>19</i>  | <i>23</i>      | <i>22</i>                 | <i>67</i>  |

The cash income received over the last three years has grown for all mission groups. Members of the University Alliance and English FEIs in particular have shown significant increases overall (171% and 109% respectively) (Figure 3.14). For the University Alliance Group, cash income received has increased from £4.3 million in 2007-8 to £11.6 million in 2009-10; for English FEIs the increase was from £201,000 to £420,000. However, overall the majority of cash income received across all three years was received by members of the Russell Group who received £359.7 million in 2009-10.

The total cash income received by the Russell Group and the Million+ Group has fluctuated over the three years, although in both cases cash income received in 2009-10 was still higher than in 2007-8.

**Figure 3.14 Cash income received in last three years, by mission group**

*Ross-CASE Survey 2009-10*

| £million                          | Russell Group | 1994 Group | Million+ Group | University Alliance Group | Other HEIs | English FEIs |
|-----------------------------------|---------------|------------|----------------|---------------------------|------------|--------------|
| 2007-8                            | 335.1         | 29.6       | 10.5           | 4.3                       | 64.1       | 0.2          |
| 2008-9                            | 387.4         | 35.1       | 7.9            | 9.8                       | 85.9       | 0.3          |
| 2009-10                           | 359.7         | 44.1       | 11.1           | 11.6                      | 79.4       | 0.4          |
|                                   | %             | %          | %              | %                         | %          | %            |
| Growth between 2007-8 and 2009-10 | 7             | 49         | 5              | 171                       | 24         | 109          |
| <i>Number of institutions</i>     | <i>20</i>     | <i>19</i>  | <i>23</i>      | <i>22</i>                 | <i>67</i>  | <i>18</i>    |

As with new funds secured, the distribution of cash income received across the mission groups has not changed greatly over the three years (Figure 3.15). Oxford and Cambridge continue to receive around half of the philanthropic cash income for the higher education sector. The proportion of cash income received by the remaining Russell Group members is largely unchanged from 2008-9. The shares received by other mission groups and FEIs are also largely unchanged.

**Figure 3.15 Distribution of cash income received in last three years, by mission group**

*Ross-CASE Survey 2009-10*

| Percentage                                     | 2007-8     | 2008-9     | 2009-10    |
|--|------------|------------|------------|
| Oxford and Cambridge                           | 47         | 49         | 48         |
| Russell Group (excluding Oxford and Cambridge) | 28         | 24         | 23         |
| 1994 Group                                     | 7          | 7          | 9          |
| Million+ Group                                 | 2          | 1          | 2          |
| University Alliance Group                      | 1          | 2          | 2          |
| Other HEIs                                     | 14         | 16         | 16         |
| English FEIs                                   | 0          | 0          | 0          |
| <i>Number of institutions</i>                  | <i>165</i> | <i>168</i> | <i>169</i> |

### 3.5 Changes in cash income received

As with the new funds secured, there was a wide range in the trend for cash income received for individual universities. Figure 3.16 shows the breakdown of increases and decreases by mission group.

In general within each mission group there was considerable variation in performance. The Russell Group was evenly split, with half reporting an increase in cash income received in 2009-10, and half reporting a decrease. A majority of institutions from the 1994 Group (74%) and the University Alliance (68%) also reported an increase in cash income received. Amongst several mission groups, sizeable numbers reported an increase in cash income received of 50 per cent or more relative to 2008-9. While the largest percentage of institutions reporting such an increase were from the 1994 Group (37%), sizeable proportions of the institutions not formally part of a mission group, from the University Alliance (36% for both) and from the Million+ Group (30%) also reported such results.

**Figure 3.16 Growth of cash income received over one year (between 2008-9 and 2009-10) for HEIs**

*Ross-CASE Survey 2009-10*

| Number                    | -50% or more | -50% to 20% | -20% to 0% | 0% to 20% | 20% to 50% | 50% or more |
|---------------------------|--------------|-------------|------------|-----------|------------|-------------|
| Russell Group             | 0            | 9           | 1          | 5         | 3          | 2           |
| 1994 Group                | 1            | 3           | 1          | 3         | 4          | 7           |
| Million+ Group            | 3            | 4           | 2          | 7         | 0          | 7           |
| University Alliance Group | 2            | 4           | 1          | 5         | 2          | 8           |
| Other HEIs                | 13           | 11          | 4          | 5         | 6          | 22          |
| <i>Number of HEIs</i>     | <i>19</i>    | <i>31</i>   | <i>9</i>   | <i>25</i> | <i>15</i>  | <i>46</i>   |

### 3.6 Cash income received by English institutions which could be eligible for matched funding<sup>7</sup>

The Government matched funding scheme for voluntary giving over the period 2008-11, managed by HEFCE, started on 1st August 2008. Under this scheme funding is available to match eligible gifts secured by English HEIs and directly funded FEIs. The scheme aims to achieve a step change in voluntary giving, both in numbers of donors and in cash received. The definition of cash income eligible for matched funding was set out in sections 6.5 to 6.7 of the Reporting Rules (see Appendix A) and reflects the final rules set by HEFCE for the scheme. The returns to the Ross-CASE survey this year therefore cover the amounts received in the second year of the scheme.

On 1st March 2010 HEFCE announced that they had now made the first year payments as a proportion of the approved claims for the first year of the matched funding scheme<sup>8</sup>. The aggregate levels of matched funding over the three years of the scheme are as follows:

- Tier 1 institutions received £1 for every £1 of cash income eligible up to a cap of £200,000 per institution.
- Tier 2 institutions received £1 for every £2 of cash income eligible up to a cap of £1.35 million per institution.
- Tier 3 institutions received £1 for every £3 of cash income eligible up to a cap of £2.75 million per institution.

The matched funding scheme currently operates only in England, and hence the figures produced in this section of the report analyse English HEIs and FEIs only (a separate matched funding scheme exists in Wales and this is looked at in Chapter 6). Please note that not all cash that institutions report as cash income eligible for matched funding necessarily ends up being matched. The actual funds matched by HEFCE depend on the funding tier of individual institutions and the amount submitted on claim forms – which may not necessarily tally with the funds eligible for matching reported in this survey. Unlike the Ross-CASE survey, claims made to the matched funding scheme may be audited. The Ross-CASE survey does not track the claims or payments for individual institutions but it does provide the big picture of the progress and success of the scheme in engaging more donors, and in encouraging greater university investment and participation in fundraising.

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<sup>7</sup> Data for Wales can be found in Chapter 6.

<sup>8</sup> <http://www.hefce.ac.uk/finance/fundinghe/vol/claimpay>.

Oxford and Cambridge have different arrangements to other universities for cash eligible for matched funding. Hence we have excluded them so we are able to look at the underlying overall trend over recent years for cash income eligible for matched funding (Figure 3.17). By this measure there was an increase from the £129 million received in 2007-8 and £146 million received in 2008-9 to £156 million in 2009-10.

**Figure 3.17 Cash income which could be eligible for matched funding in last three years**

*Ross-CASE Survey 2009-10*

| £million   | 2007-8     | 2008-9     | 2009-10    |
|--|------------|------------|------------|
| Total  | 129        | 146        | 156        |
| <i>Number of English institutions (excluding Oxford and Cambridge)</i> | <i>139</i> | <i>143</i> | <i>144</i> |

Almost all the cash income which could be eligible for matched funding in 2009-10 was received by English HEIs. The median cash income which could be eligible for matched funding received by English HEIs in 2008-9 was £472,000 (Figure 3.18). In total, FEIs secured £413,000 in cash income which could be eligible for matched funding; while the median value secured for these institutions was zero (only eight of the 19 FEIs responding had any eligible cash income), the mean was £23,000.

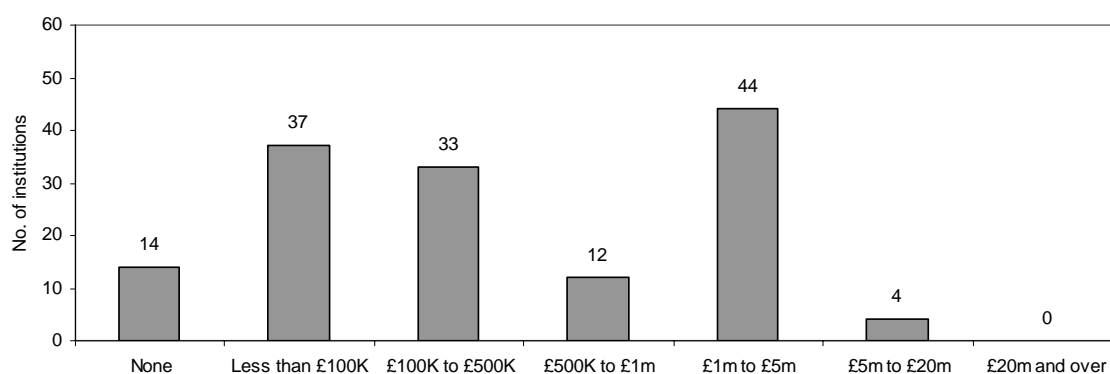
**Figure 3.18 Cash income which could be eligible for matched funding in 2009-10, by type of institution**

*Ross-CASE Survey 2009-10*

| £000s  | English HEIs | English FEIs |
|--|--------------|--------------|
| Mean   | 1,238        | 23           |
| Median   | 472          | 0            |
| Total  | 155,947      | 413          |
| <i>Number of English institutions (excluding Oxford and Cambridge)</i> | <i>126</i>   | <i>18</i>    |

As may be expected due to the wide range in cash income received by individual institutions, there is also a large range in the cash income which could be eligible for matched funding across English institutions. Fourteen institutions received no cash income which could be eligible for matched funding in 2009-10 while just over a quarter of all institutions (37 institutions) received under £100,000 in eligible cash (Figure 3.19). Four institutions received between £5 million and £20 million, while a further 44 received between £1 million and £5 million in cash income which could be eligible for matched funding. In total 33 per cent of institutions (48 institutions) reported receiving £1 million or more in cash income which could be eligible for matched funding.

**Figure 3.19 – Cash income which could be eligible for matched funding in 2009-10**



*Number of English institutions (excluding Oxford and Cambridge): 144*

Looking at the distribution by mission group, the pattern for cash eligible for matched funding is similar to that for total cash income received (Figure 3.20). The Russell Group, 1994 Group and HEIs which are not formally part of a mission group made up the bulk of institutions receiving £1 million or more in cash which could be eligible for matched funding in 2009-10. The majority of universities in the Million+ Group, University Alliance Group and HEIs which are not formally part of a mission group received less than £500,000 in cash which could be eligible for matched funding.

**Figure 3.20 Cash income which could be eligible for matched funding (banded) in 2009-10 by mission group**

*Ross-CASE Survey 2009-10*

| Number   | None      | Less than £100k | £100k to £500k | £500k to £1m | £1m to £5m | £5m to £20m | £20m and over |
|--|-----------|-----------------|----------------|--------------|------------|-------------|---------------|
| Russell Group  | 0         | 0               | 0              | 0            | 10         | 4           | 0             |
| 1994 Group   | 0         | 0               | 3              | 4            | 11         | 0           | 0             |
| Million+ Group   | 2         | 8               | 9              | 2            | 2          | 0           | 0             |
| University Alliance Group  | 0         | 3               | 10             | 1            | 3          | 0           | 0             |
| Other HEIs   | 2         | 20              | 9              | 5            | 18         | 0           | 0             |
| English FEIs   | 10        | 6               | 2              | 0            | 0          | 0           | 0             |
| <i>Number of English institutions (excluding Oxford and Cambridge)</i> | <i>14</i> | <i>37</i>       | <i>33</i>      | <i>12</i>    | <i>44</i>  | <i>4</i>    | <i>0</i>      |



As with new funds secured and cash income received, the median amount of cash income which could be eligible for matched funding received by institutions increased with the length of fundraising programme (Figure 3.21). Institutions with established fundraising programmes received a median income of £2.3 million in 2009-10, compared to a median of around £860,000 amongst those who have developing fundraising programmes and around £62,000 for those with newer programmes (established in 2006 or more recently).

As with new funds secured and cash income received, the mission groups where member universities often have more established programmes tended to receive higher values of cash income which could be eligible for matched funding. For example, members of the Russell Group received a median of £3.3 million in cash income in 2009-10 while those in the 1994 Group received a median of £1.5 million.

**Figure 3.21 Cash income which could be eligible for matched funding in 2009-10, by length of fundraising programme and mission group**

Ross-CASE Survey 2009-10

| £million   | Establishment of fundraising |                         |                      |                  | Russell Group | 1994 Group | Mission groups |                           |            |              |
|--|------------------------------|-------------------------|----------------------|------------------|---------------|------------|----------------|---------------------------|------------|--------------|
|  | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None / not given |               |            | Million+ Group | University Alliance Group | Other HEIs | English FEIs |
| Mean   | 2.7                          | 1.3                     | 0.2                  | 0.0              | 4.3           | 1.7        | 0.4            | 0.6                       | 0.9        | 0.0          |
| Median   | 2.3                          | 0.9                     | 0.1                  | 0.0              | 3.3           | 1.5        | 0.1            | 0.3                       | 0.3        | 0.0          |
| Total  | 83                           | 63                      | 10                   | 1                | 60            | 30         | 9              | 10                        | 48         | 0            |
| <i>Number of English institutions (excluding Oxford and Cambridge)</i> | <i>31</i>                    | <i>48</i>               | <i>46</i>            | <i>19</i>        | <i>14</i>     | <i>18</i>  | <i>23</i>      | <i>17</i>                 | <i>54</i>  | <i>18</i>    |

### 3.7 Summary of total funds trends

After a sharp fall in new funds secured in 2008-9, the sector has consolidated in 2009-10 and new funds secured have recovered significantly from last year. Cash income received slipped back slightly in 2009-10 from 2008-9. However, cash income which could be eligible for matched funding continued the strong growth in previous years. As has been the case for many years, on every measure the headline figures disguise a considerable variation in outcomes reported. Generally, universities with longer running fundraising programmes reported raising more funds in 2009-10, compared with less well established programmes.

## 4 Analysis of gifts

This chapter presents an analysis of gifts, firstly looking at legacy income, followed by the equivalent cash value of gifts-in-kind and capital campaigns. It then focuses on largest pledges and cash gifts, Annual Fund income, and donors.

Figure 4.1 breaks down some of these measures by mission group for 2009-10.

Gifts-in-kind made up a small proportion of new funds secured in 2009-10 for all mission groups. However, they made up around four per cent of new funds secured in 2009-10 for the University Alliance Group and six per cent for universities which did not formally belong to any mission group. For the Russell Group, 1994 Group and Million+ Group gifts-in-kind made up around one to two per cent of new funds secured in 2009-10.

The significance of legacy income as a proportion of total cash income received in 2009-10 varied by mission group. In HEIs not formally part of any mission group, legacy income made up 20 per cent of cash income received. In the Russell Group, 1994 Group and English FEIs, 10 per cent of cash income received came from legacies. In comparison, no cash income received by universities in the Million+ Group, and two per cent of cash income received by those in the University Alliance Group, came from legacies received.

**Figure 4.1 Gifts by mission group, 2009-10**

Ross-CASE Survey 2009-10

| £million and percentage       | Russell Group |     | 1994 Group |     | Million+ Group |     | University Alliance Group |     | Other HEIs |     | English FEIs |     |
|-------------------------------|---------------|-----|------------|-----|----------------|-----|---------------------------|-----|------------|-----|--------------|-----|
|                               | £m            | %   | £m         | %   | £m             | %   | £m                        | %   | £m         | %   | £m           | %   |
| New funds secured             | 437           | 100 | 43         | 100 | 8              | 100 | 16                        | 100 | 95         | 100 | 0            | 100 |
| <i>Including:</i>             |               |     |            |     |                |     |                           |     |            |     |              |     |
| Gifts-in-kind                 | 5             | 1   | 1          | 2   | 0              | 1   | 1                         | 4   | 5          | 6   | 0            | 0   |
| Cash income received          | 360           | 82  | 44         | 102 | 11             | 136 | 12                        | 72  | 79         | 83  | 0            | 162 |
| <i>Including:</i>             |               |     |            |     |                |     |                           |     |            |     |              |     |
| Legacy income received        | 36            | 10  | 4          | 10  | 0              | 0   | 0                         | 2   | 16         | 20  | 0            | 10  |
| <i>Number of institutions</i> | 20            |     | 19         |     | 23             |     | 22                        |     | 67         |     | 18           |     |

### 4.1 Commentary by the Ross Group Editorial Board

1. The measurable success or otherwise of a university fund-raising programme comes down ultimately to two crucial indicators – the number of gifts received and the value of those gifts. Although an obvious statement, it is important to focus on this most basic ‘transactional’ data which underpins the success shown in this report. On the numbers side of things, there is very significant progress to report. Through the efforts and energy of academic leaders, volunteers and specialist professional staff across the sector, presenting the case for giving to higher education, more than 185,000 people and organisations (the vast majority being individual private donors) chose to make a gift. This figure is 19,900 more than 2008-09, and 37,500 more than in the 2007-08 – representing a 25 per cent increase within two years. It is impossible to overstate the long-term significance of this growing donor base.

2. We consider that this represents a particular success for the matched funding scheme, which appears to have had a significant impact in changing donor behaviour (a conclusion that has been reached in other research reports<sup>9</sup>), and also in making institutions more willing to ‘ask’ than before. It also reflects the impact of increased investment in the process of asking for support.
  
3. This year’s results confirm the conclusion that established fundraising programmes are most successful *on every measure*. It is possible to characterise the features of a successful or high quality HE Development Programme as follows:
  - It will have large numbers of donors (page 48);
  - A large proportion of donors will be alumni – often around 80 per cent by *number*, although the figures by *value* may differ;
  - Established programmes will have large numbers of alumni donors (certainly thousands) and participation (the percentage of alumni giving) will ideally be rising;
  - These qualities allow the programme to have a strong ‘pipeline’ to build on;
  - One effect of this will be revealed in increased legacy giving which, although always difficult to predict due to the more private nature of the commitment, can be nurtured and developed to reduce year-on-year variability (page 32);
  - There will be a lower dependence on one (or a few) large gifts and the largest gift will form a lower proportion of total income (page 37);
  - It will have multiple large gifts, meaning that performance is less affected by the success or otherwise of one or two key solicitations – (even if the success of the top handful will always be vital) - creating a more robust and steady income stream;
  - It will have a successful Annual Fund programme (page 45), usually supported by effective alumni relations activity;
  - Typically about 70 per cent of staff resource in the Development and Alumni Relations office will be directed to fundraising and about 30 per cent to alumni relations.
  
4. Institutions newer to fundraising may ask if there can be a different model – for example one focused exclusively on major gifts. Whilst ensuring that there is sufficient emphasis on securing significant gifts is important (and making sure that this activity is not overwhelmed by the sheer volume of many small transactions) there is no evidence in this report that suggests such ‘short cuts’ can produce sustained success. The appropriate breadth of programme will be for each institution to decide, but all of the longer-term data confirm that ‘pipeline’ is the crucial phrase to keep front-of-mind.

The data in this report underlines that ‘established’ and substantive programmes produce the best results in terms of funds raised and the return on investment. Institutions wishing to develop philanthropy as an important source of future funding should place a priority on developing the characteristics of established programmes noted above.

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<sup>9</sup> Breeze, B. (2010) *The Coutts Million Pound Donors Report 2010*. Coutts and Co, p2.  
<http://www.coutts.com/files/million-pound-donors-report-2010.pdf>

## 4.2 Legacy income received

Legacy cash income is counted in the survey as both new funds secured and cash income received. The total value of legacy cash income has increased over the last three years (Figure 4.2). Legacy cash income received in 2009-10 was £57 million, up from £54 million in 2008-9 and £48 million in 2007-8.

**Figure 4.2 Legacy cash income received in last three years for HEIs**

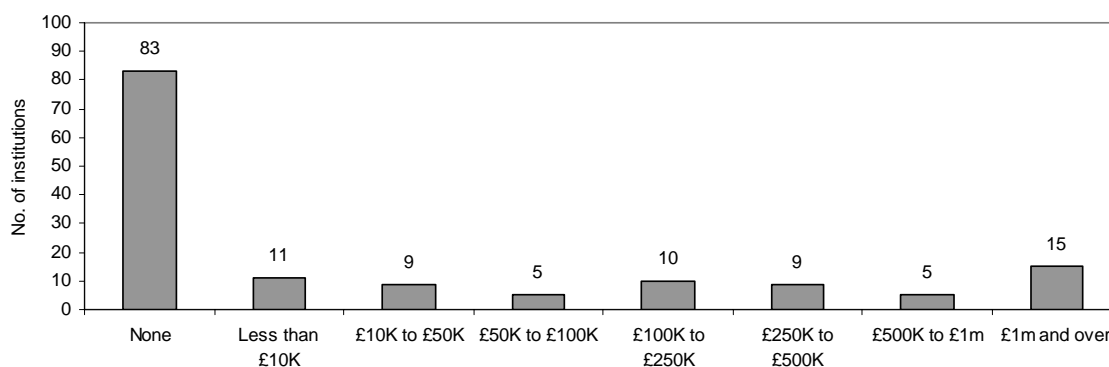
*Ross-CASE Survey 2009-10*

| £million                    | 2007-8     | 2008-9     | 2009-10    |
|-----------------------------|------------|------------|------------|
| Legacy cash income received | 48         | 54         | 57         |
| <i>Number of HEIs</i>       | <i>143</i> | <i>143</i> | <i>147</i> |

The significance of legacy cash income for UK universities was the same in 2009-10 as it was in 2007-8. In both years legacy cash income received made up 11 per cent of universities' philanthropic cash income, compared with 10 per cent in 2008-9.

Most (56%) universities received no legacy cash income in 2009-10, while the levels of legacy cash income received by the other universities varied considerably (Figure 4.3). Fifteen universities (10%) received £1 million or more in legacy cash income in 2009-10, while twenty-five (17%) received more than zero but less than £100,000.

**Figure 4.3 – Legacy cash income received over one year (2009-10) for HEIs**



*Number of HEIs: 147*

High levels of legacy cash income were received by over half of the Russell Group in 2009-10 (Figure 4.4). Thirteen Russell Group universities (65% of the Russell Group) received £250,000 or more in legacy cash income in 2009-10. Among all other mission groups sixteen universities received £250,000 or more in legacy cash income. No Million+ Group university and only five University Alliance Group universities received any legacy cash income at all. Of the universities not formally part of a mission group, ten (15%) received legacy cash income of £250,000 or more, but just under 40 per cent received none.

**Figure 4.4 Legacy cash income received (banded) in 2009-10, by mission group**

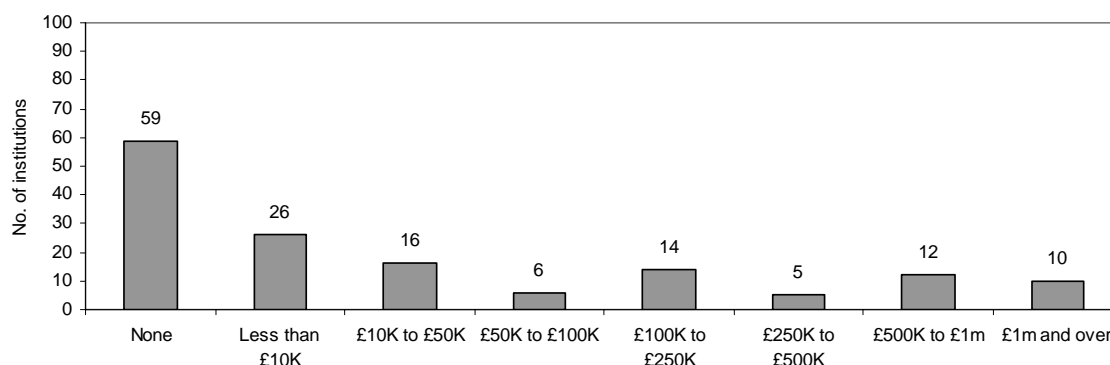
*Ross-CASE Survey 2009-10*

| Number                    | None      | Less than £10k | £10k to £50k | £50k to £100k | £100k to £250k | £250k to £500k | £500k to £1m | £1m and over |
|---------------------------|-----------|----------------|--------------|---------------|----------------|----------------|--------------|--------------|
| Russell Group             | 0         | 2              | 2            | 3             | 0              | 2              | 3            | 8            |
| 1994 Group                | 7         | 0              | 2            | 2             | 3              | 2              | 1            | 2            |
| Million+ Group            | 21        | 0              | 0            | 0             | 0              | 0              | 0            | 0            |
| University Alliance Group | 16        | 4              | 0            | 0             | 0              | 1              | 0            | 0            |
| Other HEIs                | 39        | 5              | 5            | 0             | 7              | 4              | 1            | 5            |
| <i>Number of HEIs</i>     | <i>83</i> | <i>11</i>      | <i>9</i>     | <i>5</i>      | <i>10</i>      | <i>9</i>       | <i>5</i>     | <i>15</i>    |

Legacy cash income is, however, inherently unpredictable. Although most universities did not receive any legacy cash income in 2009-10, most had received some over the last three years. While 44 per cent had received legacy cash income in 2009-10, the proportion who had received some legacy cash income over the three year period was 60 per cent.

The distribution of legacy cash income in 2009-10 (Figure 4.3) is largely the same as in the last three years (Figure 4.5).

**Figure 4.5 – Legacy cash income received in year for HEIs (average of three years)**



*Number of HEIs: 148*

Looking at the legacy cash income received in 2009-10 by length of fundraising programme and mission group shows that legacy cash income is concentrated amongst universities with a longstanding fundraising programme who are typically Russell Group universities (Figure 4.6). HEIs with established fundraising programmes received a median of £243,000 in legacy cash income, a much greater amount than those with developing or newer (zero for both) programmes. Similarly, the Russell Group universities received a much larger legacy cash income (a median of £829,000) than other mission groups.

**Figure 4.6 Legacy cash income received in 2009-10, by length of fundraising programme and mission group for HEIs**

*Ross-CASE Survey 2009-10*

| £000s                 | Establishment of fundraising |                         |                      |                 | Russell Group | Mission groups |                |                           |            |
|-----------------------|------------------------------|-------------------------|----------------------|-----------------|---------------|----------------|----------------|---------------------------|------------|
|                       | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/ not given |               | 1994 Group     | Million+ Group | University Alliance Group | Other HEIs |
| Mean                  | 1,018                        | 235                     | 43                   | 63              | 1,798         | 231            | 0              | 14                        | 242        |
| Median                | 243                          | 0                       | 0                    | 0               | 829           | 90             | 0              | 0                         | 0          |
| Total                 | 41,720                       | 12,464                  | 1,942                | 502             | 35,966        | 4,380          | 0              | 287                       | 15,994     |
| <i>Number of HEIs</i> | <i>41</i>                    | <i>53</i>               | <i>45</i>            | <i>8</i>        | <i>20</i>     | <i>19</i>      | <i>21</i>      | <i>21</i>                 | <i>66</i>  |

### 4.3 Gifts-in-kind

The equivalent cash value of gifts-in-kind received by the higher education sector was £12 million in 2009-10, an increase from £10 million in 2008-9 (Figure 4.7). The 2007-8 figure of £55 million is an outlier, largely accounted for by one gift-in-kind reported by one university in that year of around £40 million.

**Figure 4.7 Total equivalent cash value of gifts-in-kind received in last three years for HEIs**

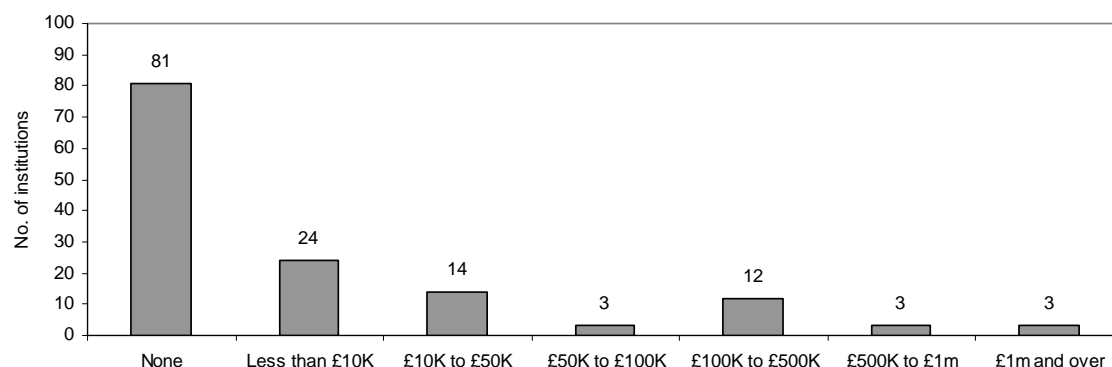
*Ross-CASE Survey 2009-10*

| £million                       | 2007-8     | 2008-9     | 2009-10    |
|--------------------------------|------------|------------|------------|
| Equivalent cash value of gifts | 55         | 10         | 12         |
| <i>Number of HEIs</i>          | <i>139</i> | <i>140</i> | <i>140</i> |

The pattern for the equivalent cash value of gifts-in-kind is similar to that for legacies. Most universities did not receive any gifts-in-kind in 2009-10 (Figure 4.8). Of those that did there was a large variation in the cash value of those gifts.

Eighty-one universities (58%) did not receive any gifts-in-kind in 2009-10. While six universities (4%) received gifts-in-kind worth £500,000 or more in 2009-10, thirty-eight universities (27%) received gifts-in-kind worth £50,000 or less.

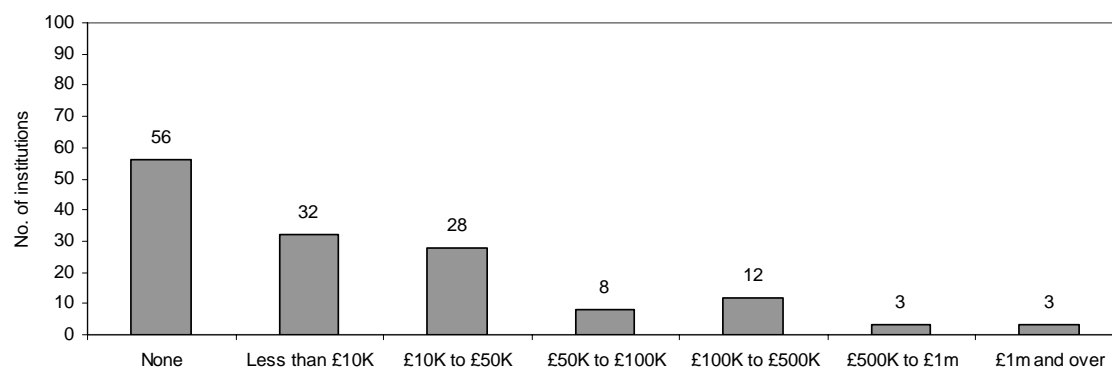
**Figure 4.8 – Total equivalent cash value of gifts-in-kind over one year (2009-10) for HEIs**



Number of HEIs: 140

Looking at gifts-in-kind over a three year period, a similar pattern to that for legacy income is evident (Figure 4.9). While only a minority (42%) of universities received gifts-in-kind in 2009-10, most (61%) received at least one over the three year period.

**Figure 4.9 – Total equivalent cash value of gifts-in-kind in year for HEIs (average of three years)**



Number of HEIs: 142

## 4.4 Campaigns

Twenty-four per cent of universities reported being in a capital campaign in 2009-10. Universities with longer established fundraising programmes were more likely to report being in one. Thirty-seven per cent of universities with programmes established before 1999 were in a campaign, with a smaller proportion (28%) of those with programmes established between 1999 and 2005 in one, falling to 12 per cent of those with programmes beginning in 2006 or more recently.

The 36 universities in a capital campaign in 2009-10 aimed to raise £4,222 million between them. Importantly, many universities choose to “count” their capital campaigns using different criteria; thus the £4,222 million includes significant gifts from sources which do not count for the purposes of Ross-CASE reporting.

The public phases of the campaigns were expected to last a mean of just over three and a half years. The mean proportion of the capital campaign target the universities expected to achieve before the campaign went public was 41 per cent, with a median of 40 per cent.

Most of the total (£2,250 million) was accounted for by Oxford and Cambridge. The remaining 34 universities with capital campaigns are aiming to raise £1,972 million, of which other Russell Group member universities are aiming to raise £1,510 million.

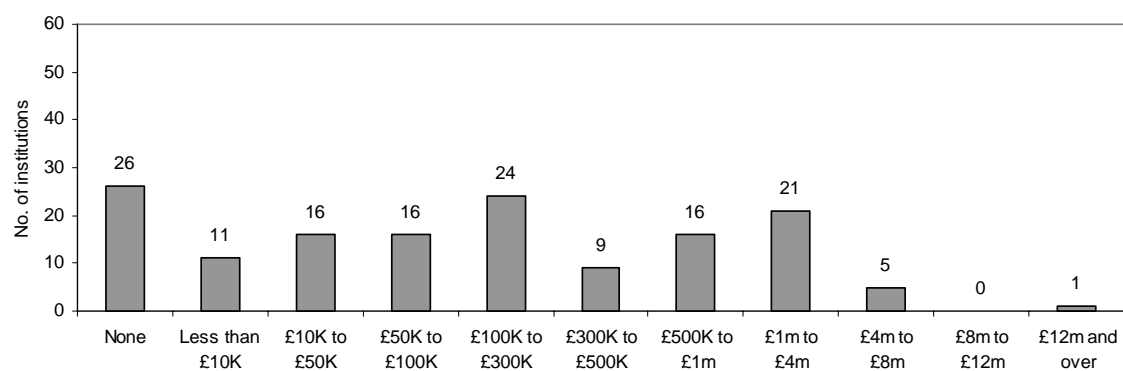
## 4.5 Largest pledges

The total value of the largest non-legacy confirmed pledges raised by the higher education sector increased in 2009-10 to £121 million from £110 million in the previous year. This rate of increase was in line with the rise in the total value of new funds secured by universities, but still leaves the total below the £129 million seen before the recession. The proportion that the largest pledges contributed to the total new funds secured was 20 per cent in 2009-10, which is the same proportion recorded last year.

The number of gifts of £500,000 or more received by universities has fluctuated over the last three years. In 2007-8 the higher education sector as a whole received 151 gifts of £500,000 or more, falling to 141 in 2008-9. In 2009-10 however, the sector received 166 such gifts, with Scottish, Northern Irish and Welsh universities accounting for 23.

As with new funds secured and cash income received, the distribution of the value of the largest non-legacy confirmed pledges is very wide (Figure 4.10). Twenty-six (18%) universities had no pledges in 2009-10 and a further forty-three (30%) had no pledge over £100,000. However, twenty-seven universities (19%) had largest pledges worth £1 million or more, with six universities having a largest pledge worth £4 million or more.

**Figure 4.10 – Largest non-legacy confirmed pledge over one year (2009-10) for HEIs**



Number of HEIs: 145



Most (55%) of the Russell Group universities received £1 million or more as their largest non-legacy confirmed pledge in 2009-10 (Figure 4.11). Six universities in other mission groups received £1 million or more as their largest pledges, but most did not. The Million+ Group did not receive a largest pledge worth over £1 million. There was more variation among the universities not formally part of a mission group, with ten receiving £1 million or more as their largest pledge, and six receiving less than £10,000 (sixteen received nothing).

**Figure 4.11 Largest non-legacy confirmed pledge (banded) in 2009-10, by mission group**

*Ross-CASE Survey 2009-10*

|                           | None      | Less than £10k | £10k to £50k | £50k to £100k | £100k to £300k | £300k to £500k | £500k to £1m | £1m to £4m | £4m to £8m | £8m to £12m | £12m and over |
|---------------------------|-----------|----------------|--------------|---------------|----------------|----------------|--------------|------------|------------|-------------|---------------|
| Number                    |           |                |              |               |                |                |              |            |            |             |               |
| Russell Group             | 0         | 0              | 0            | 0             | 5              | 1              | 3            | 8          | 2          | 0           | 1             |
| 1994 Group                | 1         | 1              | 0            | 5             | 3              | 1              | 3            | 5          | 0          | 0           | 0             |
| Million+ Group            | 5         | 3              | 2            | 4             | 5              | 0              | 2            | 0          | 0          | 0           | 0             |
| University Alliance Group | 4         | 1              | 1            | 3             | 5              | 3              | 3            | 1          | 0          | 0           | 0             |
| Other HEIs                | 16        | 6              | 13           | 4             | 6              | 4              | 5            | 7          | 3          | 0           | 0             |
| <i>Number of HEIs</i>     | <i>26</i> | <i>11</i>      | <i>16</i>    | <i>16</i>     | <i>24</i>      | <i>9</i>       | <i>16</i>    | <i>21</i>  | <i>5</i>   | <i>0</i>    | <i>1</i>      |

There was no clear pattern in the median contribution the largest pledge made to the total funds secured at individual universities by the length of the fundraising programmes (Figure 4.12). For example, the median percentage for institutions with established programmes was 15 per cent, compared to 26 per cent for those with developing programmes and 13 per cent for newer programmes. The mean percentages for the established (21%) and newer (22%) programmes were relatively similar, with a higher mean percentage found for developing programmes (35%).

The largest non-legacy confirmed pledge received by Russell Group universities accounted for a median of thirteen per cent of these universities' total funds secured. The largest non-legacy confirmed pledges tended to contribute more to the new funds secured of universities in the University Alliance Group (35%).

**Figure 4.12 Largest non-legacy confirmed pledge as percentage of funds secured in 2009-10, by length of fundraising programme and mission group for HEIs**

*Ross-CASE Survey 2009-10*

| Percentage            | Establishment of fundraising |                         |                      |                | Mission groups |            |                |                           |            |
|-----------------------|------------------------------|-------------------------|----------------------|----------------|----------------|------------|----------------|---------------------------|------------|
|                       | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/not given | Russell Group  | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
| Mean                  | 21.4                         | 34.6                    | 21.8                 | 46.2           | 15.8           | 22.1       | 26.2           | 35.9                      | 31.0       |
| Median                | 15.3                         | 25.8                    | 12.8                 | 53.7           | 13.4           | 16.3       | 20.5           | 34.5                      | 14.0       |
| <i>Number of HEIs</i> | <i>40</i>                    | <i>52</i>               | <i>42</i>            | <i>8</i>       | <i>20</i>      | <i>19</i>  | <i>20</i>      | <i>21</i>                 | <i>62</i>  |

In 2009-10, half of the largest non-legacy confirmed pledges received by universities came from trusts and foundations (Figure 4.13). In comparison to 2007-8, the proportion receiving their largest non-legacy pledge from trusts and foundations had decreased by six percentage points, while the proportion receiving their largest non-legacy pledge from a living individual had increased by thirteen percentage points.

There has been a gradual decrease in the proportion of largest pledges which come from the corporate sector over the last three years. From a high of 15 per cent in 2007-8, this decreased to ten per cent in 2008-9, and nine per cent in 2009-10. Trusts and foundations, living individuals and corporate donations together account for the largest source of all the largest non-legacy confirmed pledges received. These three sources accounted for 94 per cent of the largest pledges in 2007-8, 97 per cent in 2008-9, and 95 per cent in 2009-10.

**Figure 4.13 Source of largest non-legacy confirmed pledges in last three years for HEIs**

*Ross-CASE Survey 2009-10*

| Percentage                         | 2007-8     | 2008-9     | 2009-10    |
|------------------------------------|------------|------------|------------|
| Trusts and foundations             | 56         | 60         | 50         |
| Individual in lifetime             | 23         | 27         | 36         |
| Corporate                          | 15         | 10         | 9          |
| Lottery                            | 1          | -          | 1          |
| Other                              | 6          | 3          | 4          |
| <i>Number of HEIs with pledges</i> | <i>109</i> | <i>115</i> | <i>119</i> |

The sources of the largest non-legacy pledge in 2009-10 differed by length of fundraising programme and mission group (Figure 4.14).

Established and developing fundraising programmes received a larger proportion of their largest non-legacy pledges in 2009-10 from trusts and foundations (57% and 54% respectively) compared with newer programmes (36%). Newer programmes received nearly half (46%) of their largest non-legacy pledges from living individuals, compared to about a third of established (32%) and developing (33%) programmes.

The majority of largest non-legacy pledges received by the Russell Group (65%) were from trusts and foundations. For the 1994 Group the proportion was 50 per cent, and for universities who are not formally part of a mission group it was 58 per cent. Living individuals were the main source of largest non-legacy pledges for 56 per cent of members of the Million+ Group and 41 per cent of members of the University Alliance Group.

**Figure 4.14 Source of largest non-legacy confirmed pledges in 2009-10, by length of fundraising programme and mission group for HEIs**

Ross-CASE Survey 2009-10

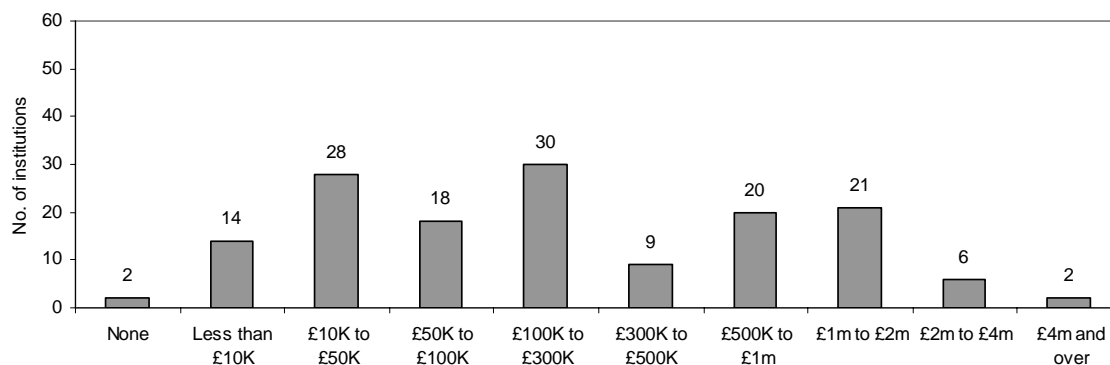
| Percentage             | Establishment of fundraising |                         |                      |                 | Russell Group | Mission groups |                |                           |            |
|------------------------|------------------------------|-------------------------|----------------------|-----------------|---------------|----------------|----------------|---------------------------|------------|
|                        | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/ not given |               | 1994 Group     | Million+ Group | University Alliance Group | Other HEIs |
| Trusts and foundations | 57                           | 54                      | 36                   | 33              | 65            | 50             | 31             | 24                        | 58         |
| Individual in lifetime | 32                           | 33                      | 46                   | 33              | 20            | 39             | 56             | 41                        | 33         |
| Corporate              | 8                            | 6                       | 11                   | 33              | 15            | 11             | 6              | 24                        | 2          |
| Lottery                | 0                            | 2                       | 0                    | 0               | 0             | 0              | 0              | 6                         | 0          |
| Other                  | 3                            | 4                       | 7                    | 0               | 0             | 0              | 6              | 6                         | 6          |
| <i>Number of HEIs</i>  | <i>37</i>                    | <i>48</i>               | <i>28</i>            | <i>6</i>        | <i>20</i>     | <i>18</i>      | <i>16</i>      | <i>17</i>                 | <i>48</i>  |

## 4.6 Largest cash gifts

The number of philanthropic cash gifts received by the higher education sector worth £500,000 or more has increased, from 146 in 2007-8 to 156 in 2009-10. However, their contribution to the cash income received over the three years covered by the survey has declined. The mean contribution of largest cash gifts to total cash income received was 38 per cent in 2009-10, lower than 2008-9 (69%) and 2007-8 (44%). Given the rise in donor numbers across the sector (see section 4.9) this is perhaps not surprising.

As with non-legacy confirmed pledges, the distribution of the value of the largest cash gifts is very wide (Figure 4.15). One hundred and forty-eight (99%) universities received a cash gift in 2009-10, but for forty-two (28%) the largest such gift was worth less than £50,000. Twenty-nine universities had a largest cash gift of £1 million or more, with two universities having a largest cash gift of £4 million or more.

**Figure 4.15 – Largest cash gift over one year (2009-10) for HEIs**



Number of HEIs: 150

The largest cash gifts received by HEIs with established fundraising programmes contributed a median of 18 per cent to their total cash income while the corresponding figure for developing programmes was 25 per cent (Figure 4.16).

The largest cash gifts received by HEIs with newer programmes and those without a programme tended to contribute much more to their total cash income (medians of 52% and 58% respectively) than older programmes. The largest cash gifts contributed least to the total cash income of the Russell Group and 1994 Group which are the mission groups with the longest established programmes.

**Figure 4.16 Largest cash gift as percentage of cash income received in 2009-10, by length of fundraising programme and mission group for HEIs**

Ross-CASE Survey 2009-10

| Percentage     | Establishment of fundraising |                         |                      |                 | Russell Group | Mission groups |          |                     |            |
|----------------|------------------------------|-------------------------|----------------------|-----------------|---------------|----------------|----------|---------------------|------------|
|                | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/ not given |               | 1994           | Million+ | University Alliance | Other HEIs |
| Mean           | 25.6                         | 33.4                    | 52.4                 | 58.8            | 19.6          | 23.0           | 47.8     | 38.7                | 45.4       |
| Median         | 17.5                         | 24.7                    | 52.1                 | 57.9            | 15.6          | 17.6           | 45.3     | 31.9                | 37.1       |
| Number of HEIs | 41                           | 54                      | 45                   | 8               | 20            | 19             | 22       | 22                  | 65         |

Across the three years, the distribution of sources of largest cash gifts remained remarkably similar. In 2009-10 51 per cent of universities received their largest cash gift from trusts and foundations, which was similar to 2007-8 (49 per cent) and 2008-9 (51%) (Figure 4.17). Similarly, the relative importance of living individuals as sources of the largest cash gifts has remained constant, with about a quarter of largest cash gifts coming from these donors in 2007-8 (24%), 2008-9 (22%), and 2009-10 (25%).

**Figure 4.17 Source of largest cash gifts in last three years for HEIs**

*Ross-CASE Survey 2009-10*

| Percentage                            | 2007-8     | 2008-9     | 2009-10    |
|---------------------------------------|------------|------------|------------|
| Trusts and foundations                | 49         | 51         | 51         |
| Individual in lifetime                | 24         | 22         | 25         |
| Legacy cash received                  | 10         | 6          | 7          |
| Corporate                             | 10         | 14         | 11         |
| Lottery                               | -          | 2          | 3          |
| Other                                 | 7          | 5          | 3          |
| <i>Number of HEIs with cash gifts</i> | <i>136</i> | <i>146</i> | <i>148</i> |

The most common source of largest cash gifts were trusts and foundations for all mission groups (Figure 4.18). This was highest amongst the Russell Group (60%), although about half of the institutions in the 1994 Group (47%), Million+ Group (45%), University Alliance Group (45%), and universities who are not formally part of a mission group (52%) also reported trusts and foundations as being the source of their largest cash gift.

**Figure 4.18 Source of largest cash gift in 2009-10, by length of fundraising programme and mission group for HEIs**

*Ross-CASE Survey 2009-10*

| Percentage             | Establishment of fundraising |                            |                            |                       | Mission groups   |               |                   |                                 |               |
|------------------------|------------------------------|----------------------------|----------------------------|-----------------------|------------------|---------------|-------------------|---------------------------------|---------------|
|                        | Established<br>(11+ years)   | Developing<br>(4-10 years) | Newer<br>(Last 3<br>years) | None/<br>not<br>given | Russell<br>Group | 1994<br>Group | Million+<br>Group | University<br>Alliance<br>Group | Other<br>HEIs |
| Trusts and foundations | 59                           | 54                         | 42                         | 38                    | 60               | 47            | 45                | 45                              | 52            |
| Individual in lifetime | 17                           | 26                         | 31                         | 25                    | 20               | 32            | 32                | 27                              | 22            |
| Legacy cash received   | 12                           | 4                          | 7                          | 13                    | 20               | 5             | 0                 | 0                               | 9             |
| Corporate              | 7                            | 11                         | 13                         | 25                    | 0                | 5             | 14                | 18                              | 14            |
| Lottery                | 2                            | 4                          | 2                          | 0                     | 0                | 5             | 5                 | 5                               | 2             |
| Other                  | 2                            | 2                          | 4                          | 0                     | 0                | 5             | 5                 | 5                               | 2             |
| <i>Number of HEIs</i>  | <i>41</i>                    | <i>54</i>                  | <i>45</i>                  | <i>8</i>              | <i>20</i>        | <i>19</i>     | <i>22</i>         | <i>22</i>                       | <i>65</i>     |

## 4.7 Annual Fund cash income

Annual Fund cash income is defined as the total cash income received by the Annual Fund in a given year. The income reported for this measure has grown since 2007-8.

Universities received £35 million in Annual Fund income in 2009-10 compared with £34 million in 2008-9 and £26 million in 2007-8 (Figure 4.19). Of the £35 million received by UK universities in Annual Fund income in 2009-10, just under £3.5 million was received by Scottish, Northern Irish and Welsh universities.

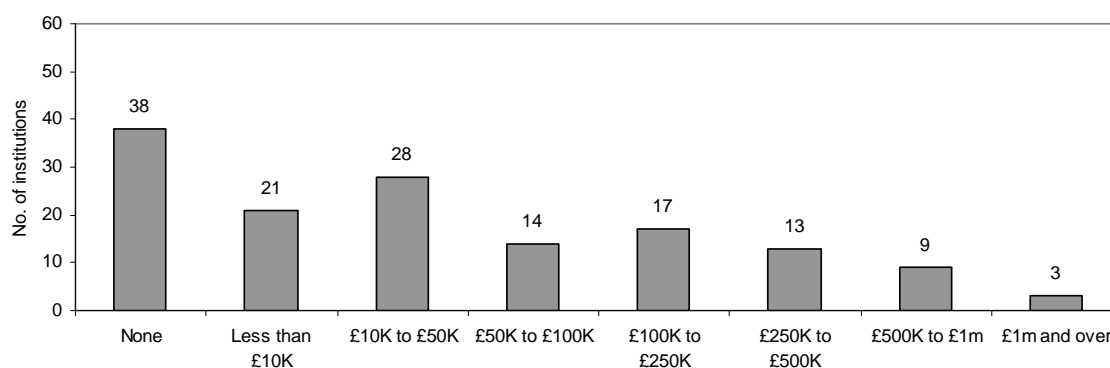
**Figure 4.19** Cash income received by Annual Fund in last three years for HEIs

*Ross-CASE Survey 2009-10*

| £million              | 2007-8     | 2008-9     | 2009-10    |
|-----------------------|------------|------------|------------|
| Total value           | 26         | 34         | 35         |
| <i>Number of HEIs</i> | <i>137</i> | <i>139</i> | <i>143</i> |

As with many other measures in the survey there was a very wide distribution of cash income received by Annual Funds across the higher education sector (Figure 4.20). In 2009-10, thirty-eight universities (27%) reported receiving no Annual Fund cash income. Forty-nine (34%) received less than £50,000 in Annual Fund income. On the other hand twelve universities had Annual Funds which received £500,000 or more in cash income in 2009-10.

**Figure 4.20 – Total cash income received by Annual Fund over one year (2009-10) for HEIs**



*Number of HEIs: 143*

Universities with longer established fundraising programmes received higher Annual Fund cash income (Figure 4.21). Universities with the longest established fundraising programmes reported a median cash income of £160,000 from this source, compared to £41,000 amongst those with developing programmes and around £170 for those with more recently established programmes.

There was also considerable variation in cash received by Annual Funds by mission group membership. Russell Group universities received a median of £399,000 in cash from this source, compared to £112,000 amongst the 1994 Group, and £12,000 amongst the University Alliance Group.

**Figure 4.21 Cash received by Annual Fund in 2009-10, by length of fundraising programme and mission group for HEIs**

*Ross-CASE Survey 2009-10*

| £000s                 | Establishment of fundraising |                         |                      |                 | Mission groups |            |                |                           |            |
|-----------------------|------------------------------|-------------------------|----------------------|-----------------|----------------|------------|----------------|---------------------------|------------|
|                       | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/ not given | Russell Group  | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
| Mean                  | 720                          | 113                     | 14                   | 5               | 1,353          | 159        | 16             | 48                        | 62         |
| Median                | 160                          | 41                      | 0                    | 0               | 399            | 112        | 4              | 12                        | 2          |
| Total                 | 28,798                       | 5,873                   | 611                  | 29              | 27,066         | 3,021      | 312            | 1,064                     | 3,847      |
| <i>Number of HEIs</i> | <i>40</i>                    | <i>52</i>               | <i>45</i>            | <i>6</i>        | <i>20</i>      | <i>19</i>  | <i>20</i>      | <i>22</i>                 | <i>62</i>  |

## 4.8 Alumni donors

The number of addressable alumni reported in the survey will be constrained by a number of factors, such as the number of students who graduate each year, the physical size of each university, and the university's facilities and resources to accurately record their contact details.

The steady upward trend in the numbers of addressable alumni noted in the reports of the 2006-7, 2007-8, and 2008-9 findings is still evident. The total number of addressable alumni reported in this survey was just under 8.4 million in 2009-10, compared with just over 7.7 million in 2008-9 and just under 6.9 million in 2007-8 (Figure 4.22). Of UK universities' 8.4 million addressable alumni, just over 1.15 million were alumni of Scottish, Northern Irish and Welsh universities.

**Figure 4.22 Number of addressable alumni in the last three years for HEIs**

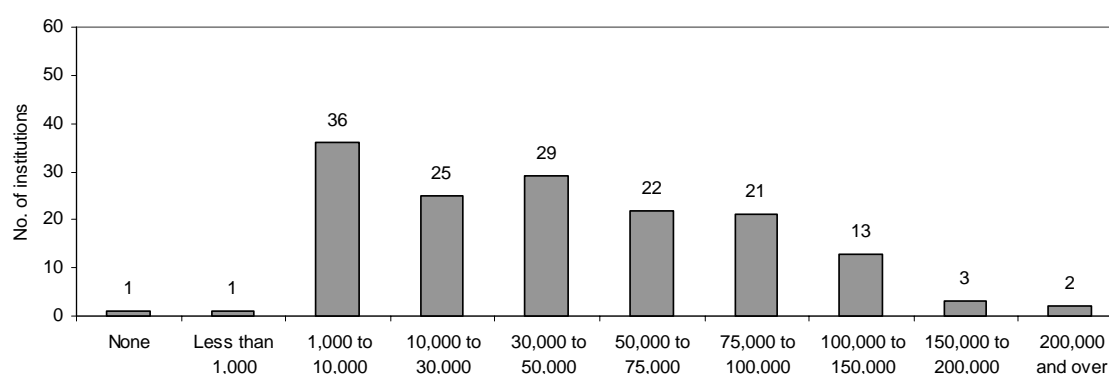
*Ross-CASE Survey 2009-10*

| Number                | 2006-7     | 2007-8     | 2008-9     |
|-----------------------|------------|------------|------------|
| Addressable alumni    | 6,897,240  | 7,735,006  | 8,353,125  |
| Median                | 37,000     | 40,062     | 43,000     |
| <i>Number of HEIs</i> | <i>146</i> | <i>151</i> | <i>153</i> |

Universities periodically undertake exercises to improve the quality of their alumni databases. Hence the number of addressable alumni for an individual university is likely to vary year on year, decreasing when alumni become “lost” by moving house without telling the university, or die; or increasing when students graduate and become “new” alumni, or when “lost” alumni are “found” again by their university. Therefore, our preferred measure for addressable alumni is a three-year average.

As with other measures, there is a great deal of variation within the higher education sector in the number of addressable alumni universities have (Figure 4.23). Two universities reported having fewer than 1,000 addressable alumni over the last three years, while five universities reported having 150,000 or more addressable alumni. The median number of addressable alumni over the three years was 40,307.

**Figure 4.23 – Addressable alumni in year for HEIs (average of three years)**



Number of HEIs: 153

Universities with longer established fundraising programmes tended to have higher numbers of addressable alumni (Figure 4.24). Universities with the longest established fundraising programmes reported a median three-year average of 65,986, compared to 46,883 amongst those with developing programmes and 19,667 for those with more recently established programmes.

There was also variation by mission group membership. Russell Group universities had a median three-year average of 108,500 addressable alumni, compared to 68,511 for the University Alliance Group, 54,891 for the 1994 Group, and 43,305 for the Million+ Group.

**Figure 4.24 Addressable alumni in year (average of three years), by length of fundraising programme and mission group for HEIs**

Ross–CASE Survey 2009–10

| Number             | Establishment of fundraising |                         |                      |                 | Mission groups |            |                |                           |            |
|--------------------|------------------------------|-------------------------|----------------------|-----------------|----------------|------------|----------------|---------------------------|------------|
|                    | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/ not given | Russell Group  | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
| Addressable alumni | 3,276,594                    | 2,866,111               | 1,407,630            | 186,847         | 2,431,836      | 1,011,330  | 1,042,295      | 1,670,271                 | 1,581,449  |
| Median             | 65,986                       | 46,883                  | 19,667               | 2,652           | 108,500        | 54,891     | 43,305         | 68,511                    | 10,417     |
| Number of HEIs     | 41                           | 54                      | 49                   | 9               | 20             | 19         | 24             | 22                        | 68         |



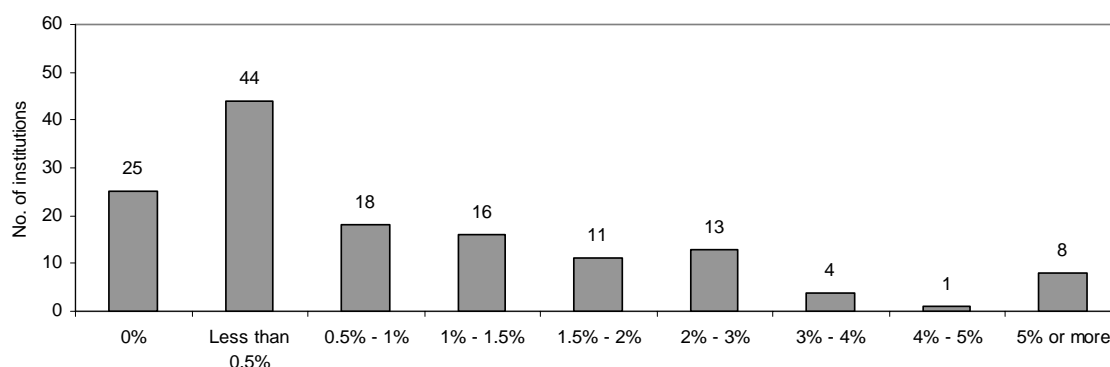
The caveats around the number of addressable alumni which are expressed above are important to note when considering the proportion of alumni who are making a donation. A large university that is very efficient in keeping track of its alumni may struggle to increase its ratio of donors to addressable alumni, as the large number of alumni graduating each year, most of whom will not be in a financial position to become donors, will depress the figures. Conversely, a new university or one with a newly established fundraising programme may be able to achieve a good ratio purely because it has not built up a large total of addressable alumni.

The proportion of universities' alumni who made a donation in the last three years has been stable. In 2009-10 the mean proportion of addressable alumni who made a donation was 1.22 per cent, compared with 1.15 per cent in 2008-9 and 1.13 per cent in 2007-8. The median figure for 2009-10 was 0.43 per cent, for 2008-9 it was 0.43 per cent, and in 2007-8 the median figure was 0.35 per cent.

The mean proportion of addressable alumni of Scottish, Northern Irish and Welsh universities who made a donation in 2009-10 was 1.04 per cent, while the median figure was 0.61 per cent.

Twenty-five universities (18%) received no donations from their alumni in 2009-10, while, at the other end of the range, 13 (9%) received donations from three per cent or more of their alumni (Figure 4.25).

**Figure 4.25 – Percentage of addressable alumni making a donation in year for HEIs (2009-10)**



*Number of HEIs: 140*

There was a large degree of variation in the number of addressable alumni making a donation in 2009-10, by length of fundraising programme and mission group (Figure 4.26). The median number of alumni making a donation was 1,118 among established programmes, 175 among developing programmes and just four for newer programmes.

Generally, the mission groups with member institutions that had longer established fundraising programmes achieved a higher median of alumni donors, although there was a great deal of variation within mission groups. The median in the Russell Group was 2,530, over twice that of the 1994 Group (1,107), while the Million+ and University Alliance Groups had very low medians (17 and 67 respectively).

**Figure 4.26** Number of addressable alumni making a donation in 2009-10, by length of fundraising programme and mission group for HEIs

*Ross-CASE Survey 2009-10*

| Number                    | Establishment of fundraising |                            |                            |                       | Mission groups   |               |                   |                                 |            |
|---------------------------|------------------------------|----------------------------|----------------------------|-----------------------|------------------|---------------|-------------------|---------------------------------|------------|
|                           | Established<br>(11+ years)   | Developing<br>(4-10 years) | Newer<br>(Last 3<br>years) | None/<br>not<br>given | Russell<br>Group | 1994<br>Group | Million+<br>Group | University<br>Alliance<br>Group | Other HEIs |
| Minimum                   | 0                            | 0                          | 0                          | 0                     | 327              | 136           | 0                 | 0                               | 0          |
| Mean                      | 2,756                        | 528                        | 113                        | 31                    | 4,863            | 1,233         | 148               | 466                             | 195        |
| Median                    | 1,118                        | 175                        | 4                          | 0                     | 2,530            | 1,107         | 17                | 67                              | 40         |
| Maximum                   | 30,074                       | 3,443                      | 1,258                      | 218                   | 30,074           | 4,966         | 926               | 6,661                           | 1,878      |
| <i>Number of<br/>HEIs</i> | <i>41</i>                    | <i>54</i>                  | <i>47</i>                  | <i>7</i>              | <i>20</i>        | <i>19</i>     | <i>23</i>         | <i>22</i>                       | <i>65</i>  |

## 4.9 Donors

In 2009-10, 185,603 donors made a gift to the higher education sector for any purpose. This figure has risen from 148,103 in 2007-8 and 165,682 in 2008-9 (Figure 4.27). Scottish, Northern Irish and Welsh universities had 20,870 donors in 2009-10.

The majority of these donors were alumni; in the three years covered by the survey, the proportion of the total number of donations made by alumni has remained stable at around 80 per cent. However, fundraising activities among non-alumni are still important to the philanthropic income of the higher education sector.

**Figure 4.27** Number of alumni donors and total donors in the last three years for HEIs

*Ross-CASE Survey 2009-10*

| Number                      | 2007-8     | 2008-9     | 2009-10    |
|-----------------------------|------------|------------|------------|
| Alumni donors               | 118,893    | 133,371    | 147,012    |
| All donors                  | 148,103    | 165,682    | 185,603    |
|                             | %          | %          | %          |
| Percentage of alumni donors | 80%        | 80%        | 79%        |
| <i>Number of HEIs</i>       | <i>145</i> | <i>148</i> | <i>150</i> |

Eighty-two per cent of all donors to HEIs with established fundraising programmes were alumni donors, compared with 75 per cent for developing fundraising programmes and 59 per cent for newer fundraising programmes (Figure 4.28). Between 85 per cent and 88 per cent of all donors to the Russell Group, 1994 Group and University Alliance Group universities were alumni donors. A lower proportion of all donors to the Million+ Group (78%) were alumni.

**Figure 4.28** Number of alumni donors and total donors in 2009-10, by length of fundraising programme and mission group for all HEIs

Ross-CASE Survey 2009-10

| Number                      | Establishment of fundraising |                         |                      |                | Russell Group | Mission groups |                |                           |            |
|-----------------------------|------------------------------|-------------------------|----------------------|----------------|---------------|----------------|----------------|---------------------------|------------|
|                             | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/not given |               | 1994 Group     | Million+ Group | University Alliance Group | Other HEIs |
| Alumni donors               | 112,994                      | 28,502                  | 5,297                | 219            | 97,265        | 23,424         | 3,398          | 10,255                    | 12,670     |
| All donors                  | 138,455                      | 37,854                  | 8,959                | 335            | 112,894       | 27,542         | 4,350          | 11,704                    | 29,113     |
| Percentage of alumni donors | %                            | %                       | %                    | %              | %             | %              | %              | %                         | %          |
|                             | 82                           | 75                      | 59                   | 65             | 86            | 85             | 78             | 88                        | 44         |
| <i>Number of HEIs</i>       | <i>41</i>                    | <i>54</i>               | <i>48</i>            | <i>8</i>       | <i>20</i>     | <i>19</i>      | <i>23</i>      | <i>22</i>                 | <i>66</i>  |

## 4.10 Summary of trends in analysis of gifts

The picture for specific sources of income in the higher education sectors' philanthropic fundraising is a mixed one. Measures such as legacy cash income received, and Annual Fund cash income received have grown. However, the total value of largest non-legacy confirmed pledges in 2009-10 was still below the pre-recession peak.

However, on almost every measure the headline figures disguise a considerable variation in outcomes reported which can often be attributed to the length of time universities have been fundraising.

## 5 Key cost trends

This chapter looks at the fundraising expenditure incurred by the UK higher education sector over the last three years.

The same analytical approach has been adopted for this report as for the 2008-9, 2007-8 and 2006-7 survey reports. All the data reported in this chapter, unlike the other chapters, exclude universities that reported starting their development or fundraising programme less than three years ago (i.e. in 2006 or later), or who do not have a programme. The reason for this is that including such universities would give a misleading picture of the efficiency of universities' fundraising. Universities which start a fundraising programme will inevitably commit significant sums in investment in staff and associated overheads such as databases at the start of the programme, while there will be a time lag between this and when it starts to bear fruit in terms of income and pledges received. Hence we believe that it is most meaningful to look at universities which have had a fundraising programme in place for at least three full financial years. However, it is important to note that these figures will still include a number of universities that have relatively young fundraising programmes. Forty-nine universities included in this section of the analysis began their programmes in 2000 or more recently (compared to 30 in the 2008-9 survey report).

Those universities which participated in the £7 million UUK sponsored matched funding scheme for fundraising programmes which began in 2004 and who participated in the survey sustained in 2009-10 the level of fundraising expenditure achieved in the previous year. The median value of funds secured by these universities increased from £824,000 in 2007-8 to £1.1 million in 2009-10. The median cash income received increased from £537,000 in 2007-8 to £1.3 million in 2009-10. This continues to suggest that an increase in return for fundraising investment will be seen. These figures are broadly in line with the sector as a whole, which showed strong increases in the medians for both new funds secured and cash income received.

### 5.1 Commentary by the Ross Group Editorial Board

1. Expenditure reported in this survey reveals a levelling off of investment in fundraising, with an increase of around 2.4 per cent reported. Allowing for changes in the institutions reporting and inflation this is broadly a static situation. This is in marked contrast to the previous year, where we reported significant additional investment in fundraising activities in universities over the previous two years (around 14-18% for the two years)<sup>10</sup>. The strong sustained results achieved (across cash income, funds raised and especially growth in donor numbers) suggest that the investment decisions made two or three years ago have helped to sustain performance in a year with little if any additional investment. This backs up the message that additional investment improves performance, even if there may be a time-lag before the benefits of investment come through.
2. This pattern is likely also to reflect the additional investment of start-up operations (which experience higher initial costs and a more significant lead-time between investment and results) and also an element of investment to realise the full benefits of the matched funding scheme. The increase in institutional confidence to invest in fundraising – and to sustain that expenditure in 2009-10 – is an important outcome of the scheme.

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<sup>10</sup> Gilby, N., Lloyd, C., and Shaw, A. (2010) *Ross-CASE Survey 2008-9 Final Report*. National Centre for Social Research, p50.

3. Overall, investment in fundraising continues to represent a small percentage of the total institutional expenditure – typically just under one quarter of one percent (page 53).
4. The section relating to the universities that benefited from the UUK capacity building programme (table 5.18, page 64) shows remarkable progress. With investment broadly static over the last year, there has been a 47 per cent increase in total cash income for the group. The median cash income for this group is now up 140% over two years. This should give strong comfort to those considering increased institutional investment who fear that it may take decades for results to come through. The results also suggest that there is a strong case for repeating this capacity-building approach as it would enhance the chances of success of the many new fundraising programmes being reported.
5. The sector as a whole benefits greatly from its fundraising activities, with cash income received exceeding costs in 2009-10 by £420 million (among institutions with established or developing fundraising programmes), highlighting the importance of philanthropy to the sector. However, as noted in the introduction, the distribution of income and costs are highly variable (Figure 5.10, page 58 for example).
6. The section on cost trends uses ‘cash income received’ in all analysis costs set against income, including the classic ‘pence in the pound’ measure. This measure again shows variability by mission group/longevity of fundraising programme. Overall, however, it is pleasing to see that the median cost per pound raised continues to fall from 32 pence in 2007-08, to 27 pence last year and to 23 pence in 2009-10.

We would note, however, that there is some inconsistency between the period in which the costs are incurred and the timescale over which the income is received. The second measure used in reporting which utilises ‘new funds secured’ may better reflect the relationship between cost and performance– but is more open to later changes, adjustments and interpretation. We have therefore asked NatCen to provide an alternative cost analysis on this second basis (cost against new funds secured) in Appendix F. As noted above, this second measure of success is especially useful in tracking campaign progress and for internal reporting but is generally considered to be less reliable in terms of benchmarking between universities.

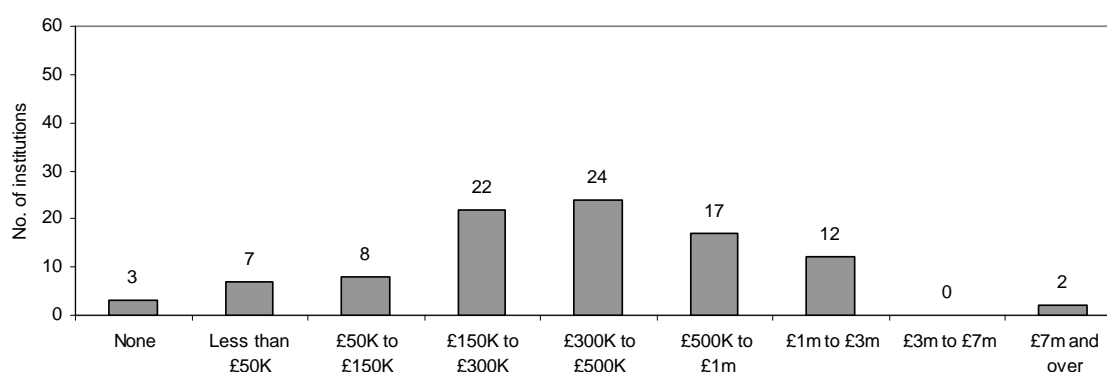
## 5.2 Total fundraising expenditure

Fundraising expenditure includes the staff costs of, and non-staff expenditure relating to the activities undertaken by: Development Director, development/gift officers, legacy officers, trust/foundation officers, and PAs/secretaries for these positions. It also includes 50 per cent of the costs of operations and databases, including operational heads, and database managers and officers. (NB it does NOT include alumni relations and non-staff expenditure, as outlined below).

The rate of increase in fundraising expenditure has slowed sharply over the past three years. Total expenditure across the selected participating universities rose from £60 million in 2007-8 to £70 million in 2008-9 and £71 million in 2009-10.

There was considerable variation in the total fundraising expenditure among the selected 95 universities in 2009-10 (Figure 5.1). The distribution is a wide one. Over two thirds (67%) had a total fundraising expenditure of less than £500,000 per year. Fourteen universities reported spending £1 million or more per year on fundraising over the period with two universities spending more than £7 million.

**Figure 5.1 – Total fundraising expenditure in year for HEIs (2009-10)**



Number of HEIs starting a fundraising programme before 2006: 95

### 5.3 Structure of fundraising costs

In line with the findings of previous reports, just over two-thirds of the fundraising costs were staffing costs in 2009-10 (Figure 5.2). Total fundraising costs rose 20 per cent over the three years covered by the survey. Staff costs increased faster (27%) than the total fundraising costs; the rate of increase for non-staff costs over the three years was lower (6%).

**Figure 5.2 Breakdown of fundraising costs over last three years**

*Ross-CASE Survey 2009-10*

| £million   | 2007-8 | 2008-9 | 2009-10 |
|--|--------|--------|---------|
| Total fundraising costs  | 60     | 70     | 71      |
| Staff costs  | 40     | 48     | 51      |
| Non-staff costs  | 19     | 22     | 21      |
| <i>Number of HEIs starting a fundraising programme before 2006</i> | 95     | 95     | 95      |

Universities with longer established fundraising programmes reported higher average total costs than those with more recently established programmes (Figure 5.3). Universities with established fundraising programmes spent a median of £550,500 on fundraising with a median of £414,000 on staff costs. This is compared to a median total cost of £283,660 and median staff costs of £206,570 for institutions with developing programmes (established between 1999 and 2005).

The Russell Group universities reported considerably higher costs than other mission groups. This group reported median total fundraising costs of just under £1.2 million and median staff costs of £767,880. Universities from the 1994 Group spent a median of £463,780 on fundraising, compared to £287,870 reported by the University Alliance Group and £263,490 by the Million+ Group.

**Figure 5.3 Breakdown of fundraising costs in 2009-10, by length of fundraising programme and mission group**

Ross-CASE Survey 2009-10

|  | Establishment of fundraising |                         | Mission groups |            |                |                           |            |
|--|------------------------------|-------------------------|----------------|------------|----------------|---------------------------|------------|
|  | Established (11+ years)      | Developing (4-10 years) | Russell Group  | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
| <b>Emillion</b>  |                              |                         |                |            |                |                           |            |
| <b>Total fundraising expenditure</b>                               |                              |                         |                |            |                |                           |            |
| Mean   | 1.3                          | 0.3                     | 2.2            | 0.5        | 0.2            | 0.3                       | 0.4        |
| Median   | 0.6                          | 0.3                     | 1.2            | 0.5        | 0.3            | 0.3                       | 0.2        |
| Total  | 53.3                         | 18.2                    | 42.6           | 8.2        | 2.4            | 3.2                       | 15.1       |
| <b>Staff costs</b>   |                              |                         |                |            |                |                           |            |
| Mean   | 0.9                          | 0.3                     | 1.6            | 0.4        | 0.2            | 0.3                       | 0.3        |
| Median   | 0.4                          | 0.2                     | 0.8            | 0.4        | 0.2            | 0.2                       | 0.2        |
| Total  | 37.1                         | 13.8                    | 29.9           | 6.3        | 1.7            | 2.5                       | 10.5       |
| <b>Non-staff costs</b>   |                              |                         |                |            |                |                           |            |
| Mean   | 0.4                          | 0.1                     | 0.7            | 0.1        | 0.1            | 0.1                       | 0.1        |
| Median   | 0.1                          | 0.1                     | 0.3            | 0.1        | 0.0            | 0.0                       | 0.0        |
| Total  | 16.2                         | 4.4                     | 12.7           | 2.0        | 0.6            | 0.7                       | 4.6        |
| <i>Number of HEIs starting a fundraising programme before 2006</i> | <i>41</i>                    | <i>54</i>               | <i>19</i>      | <i>17</i>  | <i>10</i>      | <i>10</i>                 | <i>39</i>  |



Universities' expenditure on fundraising is only a tiny fraction of universities' total expenditure (Figure 5.4). In 2009-10, median expenditure on fundraising among mission groups varied between 0.14 per cent and 0.28 per cent of their total expenditure.

Over the three years covered by the survey, for most mission groups the proportion of total expenditure accounted for by fundraising expenditure fluctuated but was broadly the same in 2009-10 as it had been in 2007-8. In total across all institutions, the proportion of total expenditure accounted for by fundraising expenditure was 0.22 per cent in 2009-10, 0.23 per cent in 2008-9, and 0.22 per cent in 2007-8.

**Figure 5.4** Fundraising expenditure in year in the last three years as proportion of total expenditure, by mission group

*Ross-CASE Survey 2009-10*

| Median fundraising expenditure as proportion of total expenditure  | Russell Group | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
|--|---------------|------------|----------------|---------------------------|------------|
| 2007-8   | 0.25          | 0.25       | 0.17           | 0.14                      | 0.25       |
| 2008-9   | 0.22          | 0.29       | 0.15           | 0.18                      | 0.28       |
| 2009-10  | 0.24          | 0.28       | 0.14           | 0.15                      | 0.27       |
| <i>Number of HEIs starting a fundraising programme before 2006</i> | <i>19</i>     | <i>17</i>  | <i>10</i>      | <i>10</i>                 | <i>39</i>  |

Looking at universities' expenditure on fundraising relative to total expenditure, the proportions varied by the year of establishment of fundraising programmes. The median and mean proportions increased with length of fundraising programme (Figure 5.5). HEIs with established fundraising programmes, that is those which were established before 1999, spent a median of 0.29 per cent of their total expenditure on fundraising in 2009-10, compared to a median of 0.17 per cent amongst those with developing programmes (i.e. established between 1999 and 2005).

HEIs in the Russell Group reported spending a median of 0.25 per cent of their total expenditure on fundraising, about the same as those in the 1994 Group (0.28 per cent) and those not formally part of a mission group (0.27 per cent). Members of the Million+ and University Alliance Groups spent less (0.14 per cent and 0.15 per cent respectively).

**Figure 5.5 Fundraising expenditure in 2009-10 as proportion of total expenditure, by length of fundraising programme and mission group**

*Ross-CASE Survey 2009-10*

| Median fundraising expenditure as proportion of total expenditure  | Establishment of fundraising |                         | Russell Group | Mission groups |                |                           | Other HEIs |
|--|------------------------------|-------------------------|---------------|----------------|----------------|---------------------------|------------|
|  | Established (11+ years)      | Developing (4-10 years) |               | 1994 Group     | Million+ Group | University Alliance Group |            |
| Mean   | 0.52                         | 0.37                    | 0.38          | 0.31           | 0.18           | 0.16                      | 0.65       |
| Median   | 0.29                         | 0.17                    | 0.25          | 0.28           | 0.14           | 0.15                      | 0.27       |
| <i>Number of HEIs starting a fundraising programme before 2006</i> | <i>41</i>                    | <i>54</i>               | <i>19</i>     | <i>17</i>      | <i>10</i>      | <i>10</i>                 | <i>39</i>  |

## 5.4 Fundraising expenditure per pound received

Using our preferred measure of fundraising efficacy – median cost per pound received – the ratio has decreased over the three years, to 23p in 2009-10.

This measure is calculated by dividing the fundraising cost for each university by its cash income received. There is an argument that the new funds secured figure more directly reflects the fundraising work and investment in fundraising in a given year. The results of this alternative method of calculation can be found in Appendix F.

Overall, the median value of selected participating HEIs' fundraising expenditure per pound received in 2009-10 was 23p (Figure 5.6). This was lower than the median expenditure in both 2008-9 (27p) and the same as 2007-8 (32p). The cost per pound ratio was higher among HEIs with the newest fundraising programmes, but still decreased from 2007-8 to 2009-10.

**Figure 5.6 Fundraising expenditure per pound secured in the last three years**

*Ross-CASE Survey 2009-10*

| £  | 2007-8 | 2008-9 | 2009-10 |
|--|--------|--------|---------|
| Median   | 0.32   | 0.27   | 0.23    |
| <i>Number of HEIs starting a fundraising programme before 2006</i> | 93     | 94     | 95      |

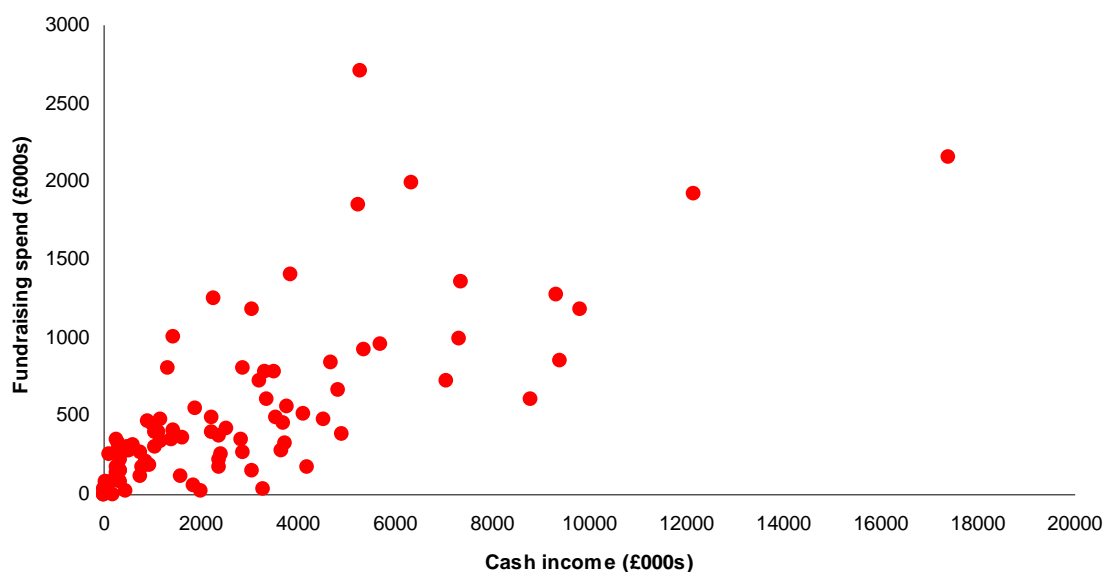
Some limitations of this measure should be noted. Development expenditures may be incurred by parts of a university other than the development office; also some gifts which are philanthropic in nature may not be managed by the development office.

The cost per pound measure used in the Ross-CASE survey is not, anecdotal evidence suggests, a performance measure used at all universities. This is because other universities may have different concerns.

However, the fundraising expenditure figure does represent a university's formal commitment to the development endeavour, and therefore in comparison to cash income received provides a pence on the pound ratio. This is a *stable point of comparison* between universities.

Figure 5.7 excludes Oxford and Cambridge because their figures would distort the chart. The chart shows that there is a broad correlation between the amount spent on fundraising and the cash income received. However, it also shows some interesting variation. For instance among the five universities with the highest cash income (to the right of the chart) there is a £1.5 million difference in the amount spent on fundraising to generate that level of return. Similarly, for universities receiving around £6 million in cash income (towards the middle of the chart) there is a large variation in fundraising costs.

**Figure 5.7 – Fundraising expenditure compared with cash income received in year for HEIs excluding Oxford and Cambridge (2009-10)**

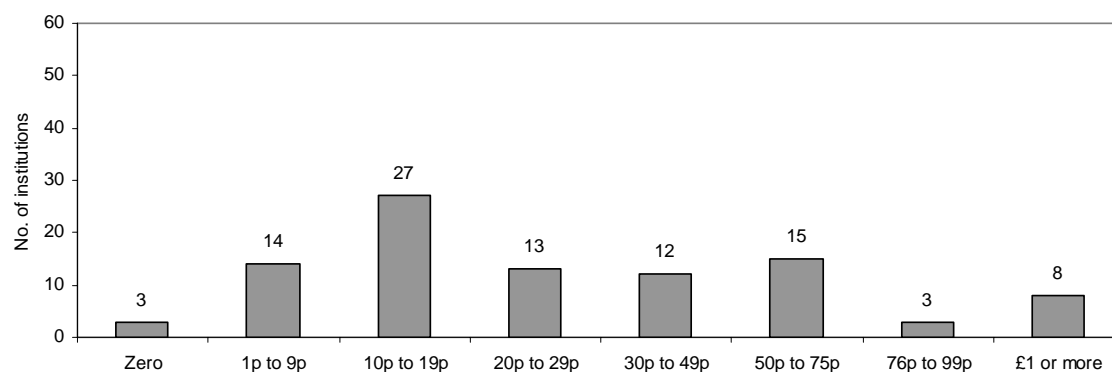


Number of HEIs starting a fundraising programme before 2006: 94

There was considerable variation in the median fundraising expenditure per pound received between universities (Figure 5.8). At the top end of the distribution eight universities reported spending at least one pound to receive a pound in 2009-10, and a further thirty between 30p and £1. Fourteen programmes reported very lean figures – spending between 1p and 9p to receive a pound.

Care should be taken in interpreting the variation. Greater investment in a fundraising programme is often required to produce more philanthropic income. However, a consistently high cost per pound ratio is, naturally, a flag for concern. In many fields a low ratio, that is a high yield of cash from a low investment, would be regarded as a good result. But it is possible to take this too far in fundraising: high cash yields from low investments may in fact indicate an under funded programme, rather than good efficiency. The Ross Group Editorial Board regard 30p spent for every pound received as an appropriate level for newer or expanding programmes, with 15-20p spent for every pound received as a healthy ratio for more mature programmes to target. Forty (42%) universities were within 10p of the Ross Group’s healthy ratio in 2009-10.

**Figure 5.8 – Median fundraising expenditure per pound received in year for HEIs (2009-10)**

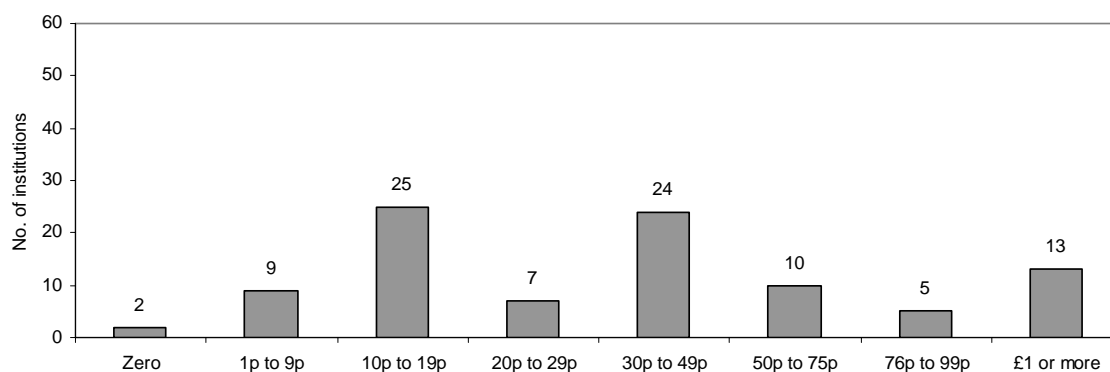


*Number of HEIs starting a fundraising programme before 2006: 95*

The goal for universities is to achieve a consistency of expenditure with steady growth of income. A new fundraising office is frequently marked by strong fluctuations in cost measurement, and this can frequently occur with more established offices too. Hence it is also useful to look at the figures over a three year period (Figure 5.9).

The distribution of the figures for the last three years is similar to those for 2009-10.

**Figure 5.9 – Fundraising expenditure per pound received in year for HEIs (average of three years)**



Number of HEIs starting a fundraising programme before 2006: 95

Looking at fundraising expenditure per pound received over the three years covered by the survey, there was a large degree of variation both within and between mission groups on this measure (Figure 5.10). While for the Russell Group the median cost per pound received has been stable over the three years, and now stands at 14p, for other groups this measure has fluctuated. Like the Russell Group, the 1994 Group and HEIs which are not part of any formal mission group were within 10p of the Ross Group's healthy ratio (between 15 and 20 pence in the pound) in 2009-10, although their ratio (29p) was much higher than the Russell Group. Of note is the steady decrease in fundraising expenditure per pound for the Million+ Group, decreasing from 75p in 2007-8 to 35p in 2009-10.

**Figure 5.10 Fundraising expenditure per pound secured in year in the last three years, by mission group**

Ross-CASE Survey 2009-10

| £median   | Russell Group | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
|---|---------------|------------|----------------|---------------------------|------------|
| 2007-8  | 0.12          | 0.38       | 0.75           | 0.68                      | 0.20       |
| 2008-9  | 0.15          | 0.30       | 0.47           | 0.61                      | 0.27       |
| 2009-10   | 0.14          | 0.23       | 0.35           | 0.61                      | 0.29       |
| Number of HEIs starting a fundraising programme before 2006 | 19            | 17         | 10             | 10                        | 39         |

## 5.5 Expenditure on alumni relations

There was a positive correlation in 2009-10 between expenditure on alumni relations and the percentage of addressable alumni who made a gift for any purpose.

Expenditure on alumni relations will be to a degree dictated by the size of the alumni base. A university with a large alumni base will have to spend more in order to run a high quality fundraising programme.

Expenditure on alumni relations has shown a slight increase over the three year period between 2007-8 and 2009-10. In 2009-10 UK universities spent £22 million on alumni relations, excluding the cost of the alumni magazine, up from £21 million in 2008-9 and £18 million in 2007-8 (Figure 5.11).

Alumni relations expenditure includes all alumni relations staff costs, and non-staff expenditure relating to the activities undertaken by: Alumni Relations officers, magazine/communications staff, events officers, and PAs/secretaries for the above. It also includes 50 per cent of the costs of operations and databases, including operational heads, and database managers and officers. (It does not include the costs of printing or posting the alumni magazine, which are accounted for separately).

There has also been no real change in the level of expenditure on alumni magazines in the higher education sector over the last three years. Expenditure on alumni magazines for the sector remained fairly static at around £8 million for each of the three years.

**Figure 5.11 Breakdown of expenditure on alumni relations over last three years**

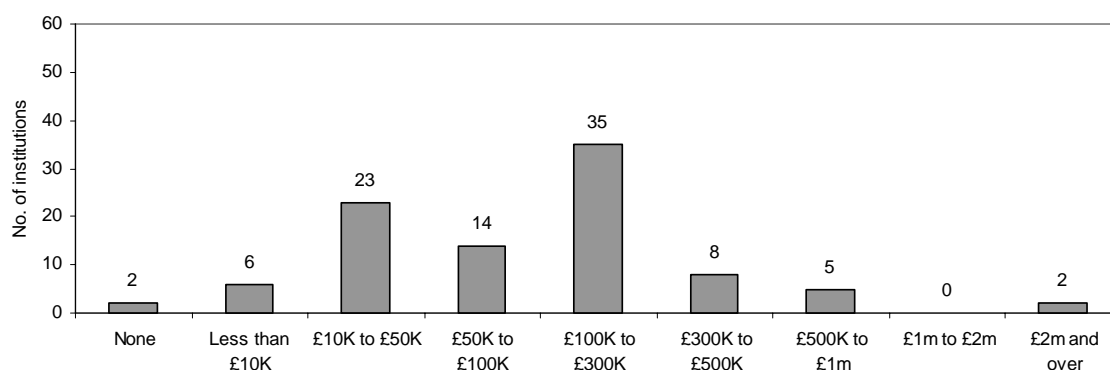
*Ross-CASE Survey 2009-10*

| £million  | 2007-8    | 2008-9    | 2009-10   |
|---|-----------|-----------|-----------|
| Total fundraising costs   | 60        | 70        | 71        |
| Expenditure on alumni relations<br>(excluding the cost of the alumni<br>magazine) | 18        | 21        | 22        |
| Cost of the alumni magazine   | 8         | 8         | 8         |
| <i>Number of HEIs starting a fundraising<br/>programme before 2006</i>            | <i>95</i> | <i>95</i> | <i>95</i> |

The median ratio of expenditure on alumni relations to total fundraising expenditure has fluctuated over the period covered by the surveys. It was 30 per cent in 2007-8, 31 per cent in 2008-9, and has decreased to 26 per cent in 2009-10. The average over the three years covered by the survey was 31 per cent

There was considerable variation between the expenditure of HEIs on alumni relations in 2009-10 (Figure 5.12). Forty-five universities (47%) reported expenditure below £100,000, forty-three (45%) reported expenditure between £100,000 and £500,000 and seven reported expenditure above this level.

**Figure 5.12 – Expenditure on alumni relations (excluding the cost of the alumni magazine) in year for HEIs (2009-10)**



Number of HEIs starting a fundraising programme before 2006: 95

## 5.6 Fundraising and alumni staffing

The number of full-time equivalent fundraising and alumni relations staff employed in higher education institutions which have been fundraising for over three years has grown over the last year (Figure 5.13). The number employed in fundraising in 2009-10 was 14 per cent higher than the previous year, with the number employed on alumni relations increasing at a similar rate of 13 per cent.

The median number of FTE fundraising staff per selected participating HEI in 2009-10 was 6 and the median number of alumni relations staff was 2.5.

These figures are derived from the returns from the surveys for 2007-8, 2008-9 and 2009-10.

**Figure 5.13 Breakdown of fundraising and alumni staffing over last three years**

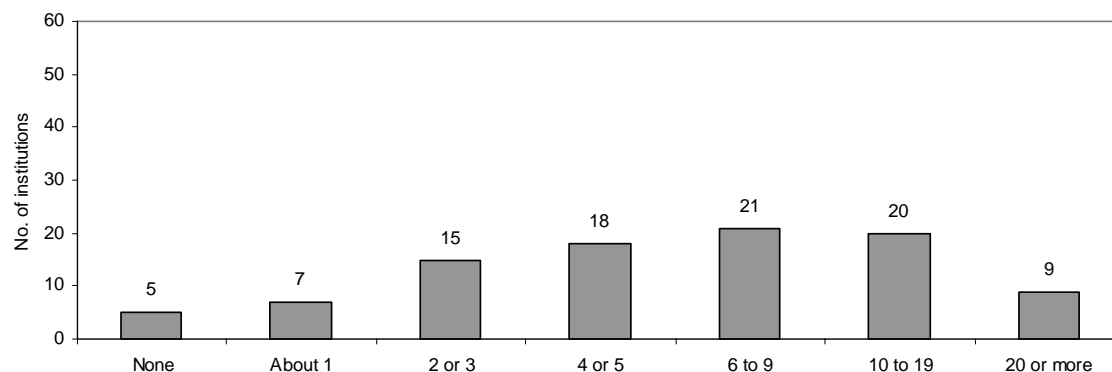
*Ross-CASE Survey 2007-8, 2008-9, 2009-10*

| Number  | 2007-8    | 2008-9    | 2009-10   |
|---|-----------|-----------|-----------|
| Total FTE Fundraising staff   | 851       | 913       | 1,043     |
| Total FTE Alumni relations staff  | 366       | 412       | 467       |
| Median FTE Fundraising staff  | 6.50      | 7.00      | 6.00      |
| Median FTE Alumni relations staff   | 3.00      | 3.00      | 2.50      |
| <i>Number of HEIs starting a fundraising programme more than three years previously</i> | <i>67</i> | <i>73</i> | <i>95</i> |



In 2009-10, nine (9%) universities employed 20 or more fundraising staff, 20 (21%) employed between 10 and 19, and 21 (22%) employed between six and nine (Figure 5.14). Overall 50 (53%) HEIs had six or more fundraising staff, while 27 (28%) had three or fewer.

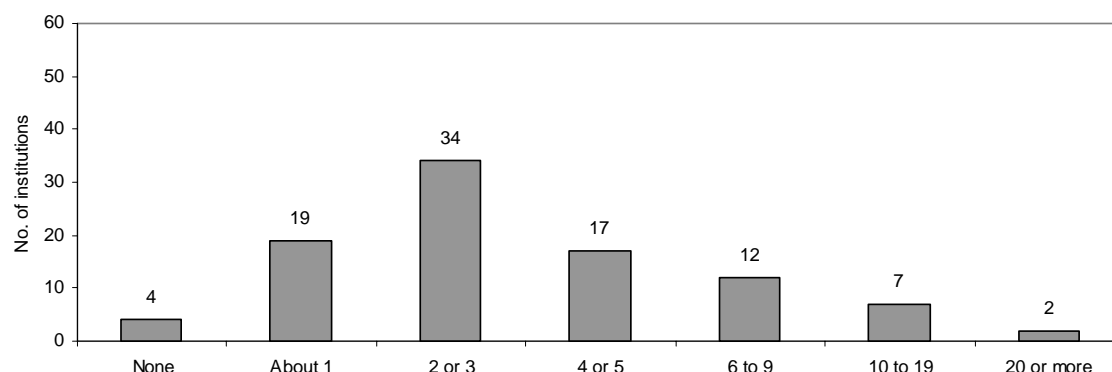
**Figure 5.14 – FTE staff working mainly on fundraising in year for HEIs (2009-10)**



*Number of HEIs starting a fundraising programme before 2006: 95*

The picture is different for alumni relations staff (Figure 5.15). Twenty-one universities (22%) employed more than five alumni relations staff, compared with 53 per cent who employed more than five fundraising staff. Fifty-seven universities (60%) had three or fewer alumni relations staff.

**Figure 5.15 – FTE staff working mainly on alumni relations in year for HEIs (2009-10)**



*Number of HEIs starting a fundraising programme before 2006: 95*

## 5.7 Cost of alumni magazine

Universities who had begun a fundraising programme before 2006 spent just over £8 million on alumni magazines in 2009-10. The mean spend per addressable alumni was £1.33 and the median spend was £1.00.

However, it is important to note that a high proportion of the cost of alumni magazines will be comprised of postage costs and therefore will vary by the number of addressable alumni an institution has and the number of editions of the magazine that are produced each year (generally institutions produce a magazine twice a year). This may be supported by the strong correlation observed in 2009-10 between alumni magazine costs and the number of addressable alumni reported in this survey.

The mean cost of alumni magazines per addressable alumni has declined in the last year (Figure 5.16). The mean was £1.54 in 2007-8, £1.57 in 2008-9 and £1.33 in 2009-10. The median figure has also declined, although most of the decline was in the previous year. The median was £1.00 in 2009-10, compared with £1.05 in 2008-9 and £1.17 in 2007-8.

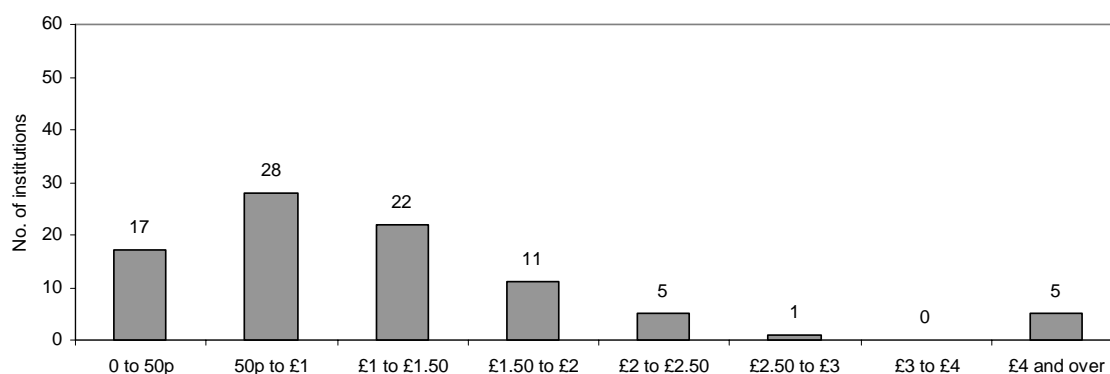
**Figure 5.16 Breakdown of expenditure on alumni magazines per addressable alumni over last three years**

*Ross-CASE Survey 2009-10*

| £  | 2007-8 | 2008-9 | 2009-10 |
|--|--------|--------|---------|
| Mean   | £1.54  | £1.57  | £1.33   |
| Median   | £1.17  | £1.05  | £1.00   |
| <i>Number of HEIs starting a fundraising programme before 2006</i> | 85     | 87     | 89      |

There was considerable variation in the cost of alumni magazines per addressable alumni among the selected HEIs, ranging from 6p to £6.89 (Figure 5.17). Twenty-eight universities (31%) had a cost per alumni of between 50p and £1 while another twenty-two (25%) had a cost of between £1 and £1.50 per alumni.

**Figure 5.17 – Cost of alumni magazine per addressable alumni for HEIs (2009-10)**



*Number of HEIs starting a fundraising programme before 2006: 89*

## 5.8 Fundraising capacity building scheme managed by UUK

The purpose of this section is to look at those universities that participated in the £7 million Universities UK (UUK) sponsored matched funding for Fundraising scheme begun in 2004. It aims to assess whether the investments in fundraising programmes for those universities are paying off.

The scheme aimed to support the building of fundraising capacity in English universities. Through a competitive process, twenty-seven universities received amounts ranging from £35,000 to £125,000 per year which they had to match from their own funds and which had to be spent on enriching their development offices. This year, with over four years having elapsed since the scheme ended, we would expect to see positive returns on their investments in fundraising capacity.

The 27 universities that participated in the UUK matched funding scheme are listed below:

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|  |                                |
|--|--------------------------------|
| University of Essex                            | University of Kent             |
| Oxford Brookes University                      | University of Sussex           |
| Lancaster University                           | University of Bath             |
| Middlesex University                           | Nottingham Trent University    |
| Cranfield University, School of Management     | Bournemouth University         |
| Coventry University                            | The University of Sheffield    |
| Royal Northern College of Music                | University of East Anglia      |
| University of Greenwich                        | University of Salford          |
| York St John University                        | Brunel University              |
| Institute of Education, University of London   | De Montfort University         |
| Ravensbourne College of Design & Communication | Birkbeck, University of London |
| University of Sunderland                       | University of Leicester        |
| London South Bank University                   | University of Surrey           |
| Kingston University                            |                                |

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Some of these universities had only just started a fundraising programme in 2004. However, a small minority (22%) are now established fundraisers, just under five percentage points lower than the figure for the higher education sector overall. The remainder of the UUK scheme participants started a programme between 1999 and 2005 (59%) or later (19%).

The median value of funds secured by UUK sponsored institutions with established programmes increased from £944,000 in 2008-9 to £1.1 million in 2009-10, an increase of 20 per cent over the last year (Figure 5.18). However, in spite of this, total new funds secured have steadily decreased from £36.7 million in 2007-8, to £34.9 million in 2008-9 and £33.5 million in 2009-10.

Median cash income received experienced sharp growth, from £984,000 in 2008-9 to £1.3 million in 2009-10.

These universities have continued to invest heavily in their fundraising programmes. The total fundraising expenditure grew from £6 million in 2007-8 to £7.5 million in 2008-9, before decreasing slightly to £7.3 million in 2009-10. This continued increase in expenditure promises good success for wise use of expanded resources and disciplined strategic fundraising efforts.

**Figure 5.18 The UUK sponsored universities – key measures in 2009-10**

*Ross-CASE Survey 2009-10*

| £000s  | 2007-8 | 2008-9 | 2009-10 |
|--|--------|--------|---------|
| New funds secured  | 36,651 | 34,887 | 33,456  |
| Median   | 824    | 944    | 1,135   |
| Cash income received   | 21,315 | 23,805 | 35,069  |
| Median   | 537    | 984    | 1,291   |
| Cash income which could be eligible for matched funding                        | 11,430 | 17,578 | 30,192  |
| Median   | 448    | 716    | 936     |
| Fundraising expenditure  | 6,024  | 7,460  | 7,316   |
| Median   | 289    | 324    | 327     |
| <i>Number of UUK universities starting a fundraising programme before 2006</i> | 22     | 22     | 22      |

## 5.9 Summary of key cost trends

Investment in fundraising programmes has grown steadily over the three years covered by the survey. As with other survey measures, universities with longer established fundraising programmes reported higher average costs than more recently established programmes.

The median fundraising expenditure per pound decreased in 2009-10 to 23p from 32p in 2007-8. This is within 10p of the Ross Group's healthy ratio (between 15 and 20 pence in the pound).

As we saw in last year's report, the UUK sponsored universities are investing heavily in their fundraising programmes. These universities experienced strong increases in the median value of their new funds secured and cash income received over the last three years.

## 6 Findings from Wales

The recent investment by the Welsh Assembly Government in a matched funding scheme has helped provide an impetus for the development of fundraising programmes within Welsh universities. The fundraising position among universities in Wales can therefore be seen as a microcosm of what happens when funding is placed in new development programmes.

### 6.1 Fundraising

The key fundraising data from the 2009-10 Ross–CASE survey for Wales are presented overleaf (Figure 6.1).

- Welsh universities secured £6.6 million in new funds in 2009-10, up from just under £4.5 million in 2008-9 (growth of 49 per cent over the year) and around £1.3 million in 2007-8 (growth of 245 per cent over the year).
- Welsh universities received £3.1 million in philanthropic cash income in 2009-10. This is an increase from £1.9 million in 2008-9 (growth of 66 per cent over the year) and £1.4 million in 2007-8 (growth of 39 per cent over the year). Seven per cent of the cash income received in 2009-10 was from legacies (£215,000).
- The total amount of new funds secured by Welsh universities has increased by 413 per cent since 2007-8, and the cash income received by 131 per cent.
- The Welsh Assembly Government has implemented a matched funding scheme for Welsh institutions<sup>11</sup> to increase and expand the fundraising capacity of Welsh universities. This £10 million matched funding scheme will run for three years starting in the academic year 2009-10. In the first year of this scheme Welsh universities received £2.9 million in cash income which could be eligible for matched funding, almost double the £1.6 million raised in 2008-9.
- Gifts-in-kind as a source of new funds for Welsh universities have fluctuated over the three years, and were worth £110,000 in 2009-10. Cash income from Annual Funds has shown significant growth, increasing from £46,000 in 2007-8 to £101,000 in 2008-9 (growth of 120 per cent over the year), and £208,000 in 2009-10 (growth of 106 per cent over the year).
- As with the sector as a whole, in Wales the mean amounts of money secured were generally much higher than the median amounts, suggesting large variations in fundraising between Welsh universities.

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[http://www.hefcw.ac.uk/documents/publications/circulars/circulars\\_2009/w09%2024he%20matched%20funding%20scheme%20for%20voluntary%20giving.pdf](http://www.hefcw.ac.uk/documents/publications/circulars/circulars_2009/w09%2024he%20matched%20funding%20scheme%20for%20voluntary%20giving.pdf).

**Figure 6.1 Key fundraising data from Wales**

*Ross-CASE Survey 2009-10*

| £000s   | 2007-8    | 2008-9    | 2009-10   |
|---|-----------|-----------|-----------|
| <i>All HEIs</i>   |           |           |           |
| New funds secured                                       | 1,293     | 4,459     | 6,633     |
| Cash income received                                    | 1,353     | 1,881     | 3,127     |
| Cash income which could be eligible for matched funding | 639       | 1,554     | 2,853     |
| Legacies cash income received                           | 578       | 130       | 215       |
| Gifts-in-kind   | 6         | 178       | 110       |
| Annual Fund cash income                                 | 46        | 101       | 208       |
| <i>Number of Welsh higher education institutions</i>    | <i>10</i> | <i>11</i> | <i>11</i> |

- As with the sector as a whole, Welsh universities experienced mixed fortunes in 2009-10. Four universities saw their new funds secured fall and three saw their new funds secured decline by 50 per cent or more. Five saw their new funds secured increase by 50 per cent or more.
- Four universities saw their cash income decrease, and two of these experienced a fall of 50 per cent or more. Five saw their cash income received increase by 50 per cent or more.
- The largest non-legacy confirmed pledges were worth just under £3.2 million in 2009-10, up from £2.2 million in 2008-9 and £80,000 in 2007-8. Of those responding, three out of six said their largest pledge in 2009-10 was from a trust or foundation.
- The largest cash gifts were worth £876,000 to Welsh universities in 2009-10, up from £669,000 in 2008-9 and £381,000 in 2007-8. Of those responding, just under half (45%) said their largest cash gift in 2009-10 was from a trust or foundation.

## 6.2 Alumni fundraising

The key alumni fundraising data from the 2009-10 Ross–CASE survey for Wales are presented overleaf (Figure 6.2).

- In total, Welsh universities had just over 309,000 addressable alumni in 2009-10. This is more than double the 2007-8 figure of just under 140,000, and slightly higher than the 277,000 addressable alumni in 2008-9. This large increase between 2007-8 and 2009-10 (an increase of 122 per cent) suggests that Welsh universities have made intensive efforts to update their alumni records, but the smaller increase in the last year in addressable alumni numbers suggests that they are now at a point where further increases are likely to result from continuously updating records with the addresses of recent graduates. This is reflective of a more mature alumni relations programme.
- The number of alumni giving to Welsh universities was 2,050 in 2009-10, an increase from 854 in 2008-9 and 303 in 2007-8. The proportion of the total number of donations made by alumni reached 74 per cent in 2009-10, up from 68 per cent in 2008-9 and 58 per cent in 2007-8.

- The total number of donors to Welsh universities was 2,752 in 2009-10, up from 1,248 in 2008-9 (growth of 121 per cent over the year) and 518 in 2007-8 (growth of 141 per cent over the year).
- The mean proportion of addressable alumni making a gift for any purpose in 2009-10 was 0.43 per cent.

**Figure 6.2 Key alumni fundraising data from Wales**

*Ross-CASE Survey 2009-10*

| Number   | 2007-8    | 2008-9    | 2009-10   |
|--|-----------|-----------|-----------|
| <u>All HEIs</u>                                      |           |           |           |
| Addressable alumni                                   | 139,187   | 277,366   | 309,415   |
| Alumni making donations                              | 303       | 854       | 2,050     |
| Donors   | 518       | 1,248     | 2,752     |
| <i>Number of Welsh higher education institutions</i> | <i>10</i> | <i>11</i> | <i>11</i> |

### 6.3 Fundraising costs and staffing

University fundraising is not well established in Wales. Of the eleven Welsh universities, only three reported starting their development or fundraising programme before 2006. We are unable to provide further analysis in this report of the fundraising costs and staffing of these universities, as to do so would potentially be disclosive of the results of the individual universities concerned.





# Appendix A Reporting Rules

ROSS-CASE GROUP SURVEY SUB-GROUP

FINAL ACCOMPANYING TEXT FOR 2009/10 SURVEY.

ROSS-CASE SURVEY

ANNUAL SURVEY OF GIFTS AND COSTS OF VOLUNTARY GIVING TO HE IN THE UK

## Reporting Rules for questionnaire completion

Developed by the Ross Group of Development Directors

October 2010

### 1 Introduction

1.1 Most universities in the UK have been actively fundraising for the past decade or more, with Development Offices now well established in many universities to direct the fundraising effort of the institution.

1.2 Until the initiation of, and subsequent annual improvements to, the Ross-CASE survey, there had been a wide range of ways in which these achievements were reported, both in terms of funds secured, pledged and received, and the costs associated with fundraising endeavours.

1.3 The aim of the Ross-CASE survey is to define and collect standard measures of philanthropic support to universities and HE institutions. It aims to ensure consistency in the reporting of fundraising activity between UK institutions.

1.4 **Please read the rules below with care.** These rules are unchanged from 2008/9 and will remain so, through to and including the 2010/11 survey, after which period they will be subject to a further review.

1.5 Development Offices often have direct involvement in raising income which is strategically important to the institution, but does not qualify under the Ross-CASE rules as philanthropic. This might include sponsorship revenues, business development activity, or fundraising from public funding bodies. As each internal audience will differ in its priorities and expectations, Development Offices are encouraged to develop their own internal reporting mechanisms for highlighting the value of this wider work.

1.6 **The Ross-CASE Survey and Campaign Counting.** The Ross-CASE survey is the standardised UK model for identifying and counting philanthropic pledges and income to UK universities. It provides one model which universities may wish to adopt for Campaign counting purposes. Universities may have strategic reasons for including other forms of funding, whether this relates to the source of funding, or the extent of its philanthropic intent, in their Campaign targets and announcements. In these circumstances it is recommended that universities state clearly in their campaign materials which elements over and above those that qualify under Ross-CASE guidelines are being counted, so as to allow broadly accurate comparisons to be made both within and outside of the UK University community.

1.7 All those completing this survey are required to adopt these Rules in order to define the philanthropic health of their institution within the HE sector.

1.8 The survey aims to measure the philanthropic health of the *whole* institution, not merely the performance of fundraising staff. This survey will therefore involve co-operation between the Development Director (or equivalent appointment) and the Finance Director in using these Rules to assess what funding, from that coming into all parts

of the institution, is classified as philanthropic, according to these Rules. It will also require the setting up of adequate systems to recognise and record all of these gifts.

1.9 The priority of the survey is to obtain a complete return for each institution. The rules below should allow clear decisions to be made as to whether particular gifts and agreements are eligible. Inevitably best judgement will need to be used on occasion (see 2.10 re. supporting documentation).

1.10 In order to ensure consistency in reporting, NatCen will contact some institutions once their returns have been received, in order to check particular details.

## **2 Identifying philanthropic funds**

2.1 Philanthropic funds indicate the capability of the institution to attract donations on the basis of its academic reputation and network of support.

2.2 Funds secured as gifts or donations can only be counted within this survey as philanthropic funds if they meet **both** of the following two criteria:

a) The source of the funds is eligible (see 2.3 to 2.5).

**and**

b) The nature of the gift meets the survey's definition of philanthropic intent (see 2.6 onwards).

**Both** of these criteria must be fulfilled for funds to be counted as philanthropic.

### ***Eligible sources of philanthropic funds***

2.3 Sources which are eligible to be counted as philanthropic funds are the following:

2.3.1 Gifts from personal donors, in the UK and overseas, of cash and other instruments of wealth, including shares, appreciated securities, bonds etc.

2.3.2 Gifts-in-kind of physical items - property, art, equipment etc.

2.3.3 Actual legacy income received in-year from deceased individuals (to be recorded in survey question 6.2). *Legacy pledges from living donors are excluded from any part of the survey*

2.3.4 Donations from charitable trusts and foundations in the UK and overseas. This includes donations from independent charities associated with NHS Trusts (but not direct from NHS Trusts).

2.3.5 Grants made by affiliated support foundations such as North American 501(c)(3) organisations and similar organisations in other countries. The value of the grant received in-year from the foundation should be counted, rather than the value of individual gifts made to the foundation.

2.3.6 Gifts from companies in the UK and overseas.

2.3.7 Gifts from overseas governments or their agencies and foundations.

2.3.8 Income from the National Lottery and similar sources (e.g. Heritage Lottery Fund, Sport England etc)

2.3.9 Funding through the Land Fill Scheme.

2.4 Note that qualifying as an eligible source as above is not enough to determine the eligibility of funds as philanthropic, as the gift must also be made with *philanthropic*

*intent* (see below).

*Ineligible sources of philanthropic funds*

2.5 Sources which are ineligible to be counted as philanthropic funds include:

2.5.1 All funding from HM Government and its agencies, including HEFCE and the research councils.

2.5.2 Funding from NHS Trusts.

2.5.3 All funding from the EU or its agencies.

2.5.4 Royalties and other funds generated by the exploitation of the University's intellectual property rights.

2.5.5 Internal transfers within the institution.

***Definition of philanthropic intent***

2.6 Giving to an institution with philanthropic intent is defined as all giving which does not confer full or partial ownership of a deliverable on the funder in return for the funding. The gift must be owned in full by the receiving institution once it is received.

*Exclusions from philanthropic intent*

2.7 If **any one** of the 7 exclusion criteria below apply, the whole of the funding associated with an agreement becomes ineligible for the survey. Institutions may not deduct the known or estimated value of any such exclusions from the overall value of the funding associated with an agreement and report the net remaining balance.

### 2.7.1 Table of Exclusion criteria

| No. | Exclusion Criteria               | Description   |
|-----|----------------------------------|---|
| 1   | Contractual relationship         | A contract exists between the two parties which commits the recipient institution to provide an economic benefit for compensation, where the agreement is binding and creates a quid pro quo relationship between the recipient institution and the donor. <i>Contract income, including income for clinical trials, is ineligible.</i>   |
| 2   | Exclusive information            | The donor is entitled to receive exclusive information, or other privileged access to data or results emerging from the programme of activity.  |
| 3   | Exclusive publication            | The donor is entitled to exclusive rights to publication of research or other results through their own branded communication channels (website, report, etc.).   |
| 4   | Consultancy included             | Consultancy for the donor or a linked organisation is included as part of the agreement.  |
| 5   | IP rights                        | The agreement assigns to the donor any full or partial rights to intellectual property which may result from the programme of activity. This exclusion extends to the provision of royalty-free licenses (whether exclusive or non-exclusive) to the funder, and also to granting the funder first option or similar exclusive rights to purchase the rights to any subsequent commercial opportunities. If the written agreement includes any actual <i>or potential future</i> benefit of this kind, it must be excluded. |
| 6   | Other forms of financial benefit | Any other direct financial benefits are required by the donor as a condition of the donation (e.g. discounted courses, training etc).   |
| 7   | Donor control                    | The donor retains control over operational decisions relating to the use of funds once the gift has been made. This includes control over appointment and selection procedures to academic posts and student scholarships. (For detailed rules and examples on donor control of gifts see Appendix B). Note that this clause has nothing to do with a donor's right to know that a gift will be used for a designated purpose, where applicable, which is entirely consistent with a philanthropic gift.                    |

2.7.2 This list is not comprehensive. There may also be other circumstances where service provision with a commercial value means that a donation cannot be regarded as having philanthropic intent.

2.7.3 In some circumstances it may be appropriate for philanthropic and contractual elements of a multi-faceted relationship with an organisation to be summarised in separate written agreements. In these circumstances the philanthropic agreement is eligible for the survey, as long as none of the 7 exclusion criteria under 2.7.1 apply, and as long as the income associated with the gift agreement is not contingent on delivery of any activities included within the separate contractual agreement. Please also see 2.13 re. HMRC rules relating to substantial donors.

### Donor Stewardship

2.7.4 Donor stewardship strategies (e.g. providing update reports on the progress of students supported by donors, or informal contact between donors and those supported by their gifts), do not of themselves represent a benefit to the donor. Stewardship of this kind is considered best practice, is entirely consistent with Ross-CASE guidelines, and is actively encouraged.

### **Corporate Sponsorship**

2.8 Exclusion criteria 1 (under 2.7.1 above) dictates that in the vast majority of cases corporate sponsorship must be excluded from the survey, as sponsorship is based on a quid pro quo relationship.

2.8.1 As the definition of 'sponsorship' can vary greatly between institutions, for the purposes of the Ross-CASE survey any corporate sponsorship which is subject to VAT as a chargeable supply according to HMRC definitions must be **excluded** from the survey. HMRC considers an agreement to take the form of sponsorship liable for VAT "if, in return, you are obliged to provide the sponsor with a significant benefit".

2.8.2 HMRC advise that this significant benefit might include **any** of the following:

- naming an event after the sponsor;
- displaying the sponsor's company logo or trading name;
- participating in the sponsors promotional or advertising activities;
- allowing the sponsor to use your name or logo;
- giving free or reduced price tickets;
- allowing access to special events such as premieres or gala evenings;
- providing entertainment or hospitality facilities; or
- giving the sponsor exclusive or priority booking rights.

HMRC adds the following note: "This list is not exhaustive and there are many other situations in which your sponsor may be receiving tangible benefits. What matters is that the agreement or understanding you have with your sponsor requires you to do something in return."

2.8.3 The only circumstances where HMRC consider corporate support not to be eligible for VAT (and which as a result could be included within the **Ross-CASE** Survey, as long as none of the exclusions under 2.7.1 apply) is where acknowledgement is restricted to:

- giving a flag or sticker;
- naming the donor in a list of supporters in a programme or on a notice;
- naming a building or university chair after the donor (without the use of a logo); or
- putting the donor's name on the back of a seat in a theatre.

(source: HMRC Reference: Notice 701/41)

2.8.4 For the purposes of the survey, these HMRC guidelines should be applied in assessing the eligibility of all sponsorship agreements, including those with international companies not subject to HMRC regulations.

### **Notes on university priorities and activities typically funded by philanthropy**

2.9 Philanthropic funds can take the form of funding for buildings and land, staff appointments, equipment and other assets, scholarships and bursaries, endowment of lectures and other academic activities, core funding of academic activities, and in some limited circumstances funding of research programmes. (NB None of the 7 exclusion criteria listed under 2.7.1 must apply irrespective of the activity funded; see also the examples in Appendix A).

2.9.1 Funding for **buildings, land and equipment** will typically be eligible for the survey, as long as the facilities funded will remain the property of the University.

2.9.2 Donor-funded **staff appointments** are eligible, but if the agreement states that the member of staff will allocate time to specific activities which would not meet the philanthropic intent definitions within this document (i.e. any of the exclusion criteria listed under 2.7.1 above – e.g. consultancy or work on research contracts) then the funding should be excluded **in full** from the survey. Exclusion 7 – donor control – will also need careful assessment (see **Appendix B**).

2.9.3 Funding for **scholarships and bursaries** is eligible, as long as the student recipient is not required to undertake specific activities of economic benefit to the funder (e.g. research projects, work placements, etc.), in which case the funding should be excluded in full from the survey. Exclusion 7 – donor control – will also need careful assessment (see **Appendix B**).

2.9.4 **Research funding.** The exclusion criteria described above (2.7.1) mean that the majority of research funding from institutions, whether in the form of contracts with business and industry or from grant-awarding bodies (even if they themselves are charities), should not be counted as a gift and should therefore be **excluded** from the survey. In some cases grants for research programmes from trusts and foundations may be eligible, but these will need to be assessed closely against the exclusion criteria on a case-by-case basis, given the differences in grant conditions between grant-making bodies (see **Appendix A** for worked examples which are intended to help guide institutions' case-by-case assessments of specific grants/research programmes).

### **Supporting documentation**

2.10 It is essential that the survey data includes only pledges and gifts which are documented by paperwork (typically in the form of a simple gift agreement). If other individuals across the University outside of the Development Office have assessed income as being eligible for the survey, it is essential that those individuals have assessed the relevant income against these Ross-CASE rules in full. Development Offices also need to check that if other individuals across the University have assessed income as being eligible for the survey, paperwork documentation exists, even if the Development Office themselves are not in possession of it. (Note: In the case of any income to be included in the Government's matched funding scheme, the relevant paperwork for individual gifts may be required by HEFCE auditors.)

### **Approaches from donors**

2.11 Some companies, trusts or individuals approach a single institution about a potential gift, or invite specific institutions to apply for grants; this has no bearing on the philanthropic intent involved, and any gifts or grants gained on that basis should be included in the survey if none of the 7 exclusion criteria listed under 2.7.1 apply.

### **Reporting back to the donor**

2.12 The donor often requests or requires an accounting of the use of funds and of the impact of the programmes or projects undertaken. Any such request/requirement from the donor for regular status or other reports does not negate the philanthropic intent underlying a specific gift or grant, so agreements with reporting requirements are still eligible if none of the 7 exclusion criteria listed under 2.7.1 apply.

### **HMRC Substantial donor rules**

2.13 Institutions may have multi-faceted relationships with some donors and funders, some of a philanthropic, some of a contractual, nature. HMRC have issued 'anti-avoidance' guidance as to tax treatment in these circumstances (known as 'substantial donor rules' – your finance office will have full details), in order "to tackle those who influence or set up charitable structures with a view to avoiding tax rather than with any charitable intent". As institutions enjoying charitable status, universities have since 2006 been required to comply with these accounting rules. Development offices must as a result ensure that they are liaising with their finance offices to ensure that the survey data is in full compliance with these rules.

### **3 Reporting 'funds secured'**

3.1 Throughout the survey, it is vital to distinguish between "cash" and "pledges":

3.1.1 "Cash" includes monies received within the financial year from any source (individual in lifetime, legacy, corporate, trust/foundation) by cash, cheque, Standing Order, Direct Debit, CAF, electronic wire transfers; and any actual or future Gift Aid (but not Transitional Relief) income received in relation to these payments.

Cash payments from overseas donors (individual or institutional) should be counted according to the value on the date they were transferred to your institution. So if an American 501(c)3 organisation collects gifts in year 1 and donates them to your institution in year 2, you should count the cash value of the donation in year 2 (although, the individual donors should be counted in survey questions 13 and 14 in the year in which they made the gift) .

3.1.2 "Pledges" include multi-year and/or future-year gifts. Only documented, confirmed pledges should be reported. These are standing orders, direct debit mandates, documented gift agreements or other signed documentation from the donor which confirm the size of the donation and a timetable for the transfer of funds. Included are:

- multi-year Direct Debit/Standing Order gifts;
- multi-year formal pledge agreements for medium and large gifts;
- single gifts which are promised to be made in a future year.

Oral pledges and legacy pledges should not be included in the survey. Unrealised legacy pledges are never counted as "pledges" by this survey, even if documented, because they are revocable.

Unspecified or undocumented pledges should not be included in the survey.

The remainder of this section provides guidance on how to count and report on 'funds secured' for the purposes of the survey. For clarity of language, it assumes that entries are for the 2009/10 year. Universities entering or amending data for previous years will need to adjust for each year accordingly.

3.2 '**Funds secured**' (survey question 5) **includes**:

3.2.1 new cash received in 09/10 that results from new (non-legacy) pledges (whether from multi-year pledges or one-off cash gifts) made in 09/10

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3.2.2 cash due to be received beyond 09/10 as a result of new pledges made during 09/10, counting up to five years' worth of funding for each pledge (the five years includes the year in which the pledge is made).

PLUS

3.2.3 Any actual or future Gift Aid (but not Transitional Relief) income received, or due in the future, relating to 3.2.1 and 3.2.2.

3.3 'Funds secured' **excludes**

3.3.1 cash received during 09/10 from pledges made prior to 09/10 as these should have already been counted in 'funds secured' in those previous years (whether or not the institution was actually participating in this survey).

### **Treatment of Shares and Financial instruments under 'funds secured'**

3.4 Gifts of shares, appreciated securities, bonds and other financial instruments should be valued for the purposes of 'funds secured' at the documented value provided by the receiving institution's broker on the day that they were received.

3.4.1 Any income received from these financial instruments (e.g.: dividends, interest, etc.) should be excluded from the survey.

3.4.2 Sales receipts in respect of gifts of shares and financial instruments made in previous years should not be recorded in 'funds secured' for 09/10 as these gifts should have been recorded under 'funds secured' in previous years at their imputed value at the time they were given.

#### **Treatment of gifts of real estate and gifts-in-kind under 'funds secured' (survey question 8)**

3.5 The value of donated real estate and other gifts-in-kind that create assets in the institution's balance sheet (e.g. books and paintings), should be included under 'funds secured' based on an external expert view (other than that of the donor) on the value of the gift as close to the date of receipt as possible.

3.5.1 Any income received from donated real estate (e.g. rent) or from other gifts in kind should be excluded from the survey.

3.5.2 Sales receipts in respect of real estate and other gifts-in-kind made in previous years should not be recorded in 'funds secured' as these gifts should have been recorded under 'funds secured' in previous years at their imputed value at the time they were given.

3.5.3 Gifts-in-kind of services rendered (e.g. providing event facilities; volunteer time) are excluded entirely from the survey.

#### **Return of unspent monies under 'funds secured'**

3.6 If donors making gifts for restricted purposes stipulate that any unspent monies should be returned to the funder, the full amount pledged can still be counted under 'funds secured'. Any monies eventually returned to the donor should be deducted from the 'funds secured' total for the relevant year. (See also 4.2.3 below).

#### **Requirement for documentation under 'funds secured'**

3.7 Only *documented, confirmed pledges* should be reported in the survey as 'funds secured'. These are standing orders, direct debit mandates, documented gift agreements or other signed documentation from the donor which confirm the size of the donation and a timetable for the transfer of funds.

3.8 Oral pledges should not be included in the survey.

3.9 For the avoidance of doubt, any unspecified or undocumented pledges should not be included in the survey

#### **Legacies and 'funds secured'**

3.10 Legacy cash income received during 09/10 should be included under funds secured.

3.11 If the University received notification during 09/10 that a will has gone through probate, but the related cash was not received during 09/10, no value should be included under 'funds secured', even if specified sums are included in the probate documentation.

3.12 As stated in 2.3.3, legacy pledges from living donors are excluded from the survey.

#### **Pledge duration under 'funds secured'**

3.13 As stated in 3.2.2, the value of up to the *first five years' duration* of confirmed pledges, from the date of the pledge, should be counted within 'funds secured'. [If a donor makes a pledge for a



period exceeding five years, for the purposes of the survey this can be treated as two separate pledges, with any remaining balance due from the overall initial pledge included under 'funds secured' within the survey for the first financial year beyond the initial five years.]

#### **4. Reporting Cash Received**

4.1 “**Cash received**” (survey question 6.1) records the value of all cash received by the institution in 09/10 as a result of philanthropic giving (as defined above).

Cash received **includes**:

4.1.1 the cash received during 09/10 resulting from new pledges made in 09/10 (whether from multi-year pledges or one-off cash gifts). (This will be the same figure as that calculated for 3.2.1 above).

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4.1.2 the cash received in 09/10 as a result of pledges made in previous years.

PLUS

4.1.3 Any actual or future Gift Aid (but not Transitional Relief) income received, or due in the future, relating to 4.1.1 and 4.1.2.

PLUS

4.1.4 The documented value of gifts of shares, appreciated securities, bonds and other financial instruments provided by the receiving institution's broker on the day that they were received (i.e. the value at the point of gift). (This will be the same figure as that calculated for 3.4 above). Financial instruments should be treated as cash.

4.2 Cash received **excludes**:

4.2.1 the actual net cash received from the sale of financial instruments donated in previous years (i.e. before 09/10), because this income should have been included under 'cash received' in the year in which it was received (see 4.1.4).

4.2.2 the income received (e.g. investment returns or rent) from any retained donated financial instruments or real estate.

4.2.3 any cash returned to donors during 09/10, whether this relates to gifts received during 09/10 or in previous years. Any such returns of cash should be deducted from the 'cash received' total (and 'funds secured' returns) for the appropriate year(s) - see also 3.6 above.

#### **5. Treatment of multi-institution grants with a single 'grant-holding' body under 'funds secured' and 'cash received.'**

Some Trusts will allocate funding which is eligible under the above rules for the survey to one 'grant holding' institution, on the basis that an element of the funding may be allocated to another institution or institutions.

If the grant holding institution has full discretion over the level of any award to another institution, the full value of the funds received can be included under 'funds secured', and subsequently under 'cash received' in current/future years. If the agreement includes a specific amount ear-marked by the donor that is to be allocated by the grant-holding institution to another specific institution or institutions, the grant-holding institution should deduct that element of the funding before including it in its own 'funds secured' or 'cash received' entry on the survey.

Conversely, an institution can only count funding received from similar multi-institutional programmes where they are not the grant holding institution if an explicit level of funding for their institution is earmarked for their institution by the donor as part of the written agreement. This similarly applies to both 'funds secured' and 'cash income'.

## **6. Matched-funding eligible cash income (survey question 7)**

- 6.1 This section of the survey is included at the request of HEFCE which is administering the £200M matched funding scheme in support of English Higher Education Institutions. It has been included since the 2006-7 survey.
- 6.2 It is important to note that this part of the survey will not be used to claim matched funding from HEFCE, either this year or in future years. The actual claims for matched funding income relating to gift income for 2009/10 (the second year of the scheme) will be made during 2010/11 via a separate claim form to be sent direct to HEFCE, signed by your senior finance officer. This claim may be audited. HEFCE will contact institutions directly about this process.
- 6.3 Those institutions wishing to participate in the Matched Funding Scheme in either England or Wales must complete the Ross-CASE survey, including this section, for the year 2009-10, and for the subsequent year. It should only be completed by those HEIs that qualify for the scheme.
- 6.4 This section should include only what you would be claiming from HEFCE if the scheme was in place to cover 09/10 income.
- 6.5 Matched funding is based only on cash received in the year, including Gift Aid (though not Transitional Relief) where it can be claimed. The aim is to show changes to HEI fundraising as a result of the scheme, allowing comparisons at the aggregate sector-wide level. Other aspects of the survey, such as number of donors and annual fund participation, will also provide such data.

While some research grants can be included in the Ross-CASE Survey in the overall funds secured by an institution, section 6.6.4 below will exclude some of these from matching for the HEFCE programme in English universities. These guidelines always call for some measure of judgement from the institution.

**Please note:** section 6.6.4 reduces the range of research funding eligible for matched funding, when compared with the guidelines used for the 2006-07 Ross-CASE survey.

6.6 Matched-funding eligible cash income is equivalent to philanthropic cash received as entered under survey question 6.1, **except** for the following *exclusions* of cash income from four sources:

- 6.6.1 Legacy gifts (i.e. legacy cash income received in year from deceased individuals)
- 6.6.2 Lottery grants
- 6.6.3 Funds from foreign governments (grants and gifts)
- 6.6.4 Income from the following Trusts and Foundations must be excluded from the return, due to their size:

### *UK trusts and foundations*

- Arts Council England
- Wellcome Trust
- Co-operative Action
- National Lottery

### *International trusts and foundations (all in the US)*

- Gates Foundation
- Ford Foundation
- Lilly Endowment
- Robert Wood Johnson Foundation
- William and Flora Hewlett Foundation
- W.K. Kellogg Foundation
- Gordon and Betty Moore
- Jewish Communal Foundation
- Andrew W. Mellon Foundation
- John T. and Catherine McArthur Foundation
- Annie E. Casey Foundation

- Walton Family Foundation
- David and Lucile Packard Foundation
- Pew Memorial Foundation
- Kresge Foundation
- United Jewish Appeal

*Gifts funded through partnerships between trusts and foundations where one of the partners donate over £60 million annually. These include:*

*UK trusts and foundations:*

- Wolfson-Wellcome Capital Wards in Biomedical Science

Further details about the Government Match Funding can be obtained from HEFCE, see <http://www.hefce.ac.uk/Finance/fundinghe/vol/faq>.

6.7 If a company, charitable trust, individual donor, or other source of funding eligible under Ross-CASE guidelines (see 2.3 above) provides a match for donations made to universities, that additional privately-funded match is eligible for the Government's matched funding scheme, provided that the terms of both the original gift which triggered the privately-funded match, and of the privately-funded match itself, meet all of the qualifying criteria for the Ross-CASE survey and the Government matched funding programme (as outlined under this section).

## **7 Fundraising expenditure (survey questions 19-22)**

7.1 The measurement of fundraising expenditure should, for comparison purposes, only include the direct costs involved in **fundraising** (development) activities.

7.2 Philanthropic expenditure therefore includes only the direct **fundraising** costs which are the responsibility of the Development Director, or the equivalent appointment.

7.3 Philanthropic expenditure excludes the indirect costs associated with philanthropic support for the institution, such as the costs of academic staff and administrative staff not identified in Table 7.6 below, and the costs associated with the recruitment of students or the promotion of the research activities of the institution.

7.4 An appropriate proportion of the costs of staff with a joint focus on fundraising and alumni relations should be attributed to philanthropic expenditure (survey question 19.1). **Include National Insurance and Pension costs in all calculations for staffing costs.** Table 7.6 shows how the costs of typical development and alumni staffing positions should be included.

7.5 Some universities employ students to make fundraising calls at certain times of year on a temporary employment basis. Although sometimes these temporary employment costs are budgeted as "non-payroll" they should be counted as staff costs in question 19.1.

**7.6: Table showing suggested allocation of Development & Alumni Staff Costs for purposes of survey**

| Role   | Fundraising | Alumni Relations |
|--|-------------|------------------|
| Director of Development                            | 100%        |                  |
| Development/Gift Officers                          | 100%        |                  |
| Annual Fund Staff                                  | 100%        |                  |
| Prospect Researcher                                | 100%        |                  |
| Trusts Officer                                     | 100%        |                  |
| Legacy Officer                                     | 100%        |                  |
| PA/Secretary for Director/Gift Officers            | 100%        |                  |
| Alumni Officer (if fundraising in job description) | 50%         | 50%              |
| Head of Operations/Development Services            | 50%         | 50%              |
| Head of Data                                       | 50%         | 50%              |
| Data in-putters                                    | 50%         | 50%              |
| Alumni Officer (no fundraising in job description) |             | 100%             |
| Magazine/Communications Officer                    |             | 100%             |
| PA/Secretary for Alumni Office                     |             | 100%             |
| Alumni Reunions/Event Officer                      |             | 100%             |

7.7 Non-staff costs (survey question 19.2) relating to fundraising should be included under fundraising expenditure, including 50% of the operational costs relating to the database (licenses, etc.).

**8 Worked examples**

8.1 This section provides a worked example to illustrate the principles for reporting philanthropic support as set out in these Rules. A selection of typical sources of philanthropic support has been drawn up for the fictitious University of X, and information provided showing under which headings specific values should be recorded.

8.2 During the financial year (1<sup>st</sup> August to 31<sup>st</sup> July) the University of X received a selection of cash gifts, confirmed pledges, legacies and gifts in kind (all totals grossed up to include Gift Aid etc). These are described in Table 8.3 along with an indication of how they should be reported (or not) at key survey questions.

**8.3: Table showing worked examples for entries under ‘funds secured’ and ‘cash received’, etc.**

|   |   | £000s               |                     |                                     |                     |                    |
|---|---|---------------------|---------------------|-------------------------------------|---------------------|--------------------|
|   | Description of support  | Q5<br>Funds secured | Q6<br>Cash received | Q7<br>Matched-funding eligible cash | Q8<br>Gifts in kind | Q11<br>Annual Fund |
| A | Several one-off gifts from trusts and large donors totalling £150,000. All have been received. Of these, £40,000 came from the Kresge Foundation (excluded from Government matched funding due to its size – see 6.6.4 above).. | 150                 | 150                 | 110                                 | -                   | -                  |

|   |  |      |      |      |    |      |
|---|--|------|------|------|----|------|
| B | Several confirmed pledges from trusts and other large donors totalling £245,000. These have not yet been received but will come in over the next 5 years.  | 245  | -    | -    | -  | -    |
| C | A gift from a trust which meets all of the Government matched funding criteria of £200,000 in four equal instalments, of which the first £50,000 has been received.  | 200  | 50   | 50   | -  | -    |
| D | The final £5,000 instalment of a £20,000 gift from an individual donor made over four years.   | -    | 5    | 5    | -  | -    |
| E | A gift of a painting received within the year, which was sold and the cash received – raising £15,000.   | 15   | -    | -    | 15 | -    |
| F | A gift in kind of computer equipment valued at £20,000, not yet sold.  | 20   | -    | -    | 20 | -    |
| G | A historic book given six years ago was sold within the year for £600.   | -    | -    | -    | -  | -    |
| H | Five alumni have written to say that they have each left £8,000 in their wills. <i>This type of legacy pledge cannot be recorded in the survey.</i>  | -    | -    | -    | -  | -    |
| I | Two alumni have died leaving legacy gifts totalling £92,000. The University receives notification during the year that both wills have gone through probate, but no cheques were received during the year.   | -    | -    | -    | -  | -    |
| J | One alumna has died and the University received notification during the year that the will had gone through probate. A total of £140,000 is due to the university and the first instalment of £80,000 was received during the year.<br><br>[Note: in this example if the remaining £60,000 is received the following year, that £60,000 would be included under both 'funds secured' and 'cash received' in that year. See also K below] | 80   | 80   | -    | -  | -    |
| K | The final instalment of a legacy of £100,000 has been received, worth £25,000. The previous instalments were received last year.   | 25   | 25   | -    | -  | -    |
| L | Two hundred donors have made one-off Annual Fund cash gifts (cheque / credit cards) – all received – worth £55,500.  | 55.5 | 55.5 | 55.5 | -  | 55.5 |
| M | One hundred Annual Fund donors have taken out open ended standing orders of £1000/p.a. and the first instalments worth £100,000 have been received. <i>As the standing orders have been set up, a further 4 years of instalments, worth £400,000, can be recorded as confirmed pledges under 'funds secured'.</i>  | 500  | 100  | 100  | -  | 100  |
| N | £66,000 has been received from previous Annual Fund standing orders set up in previous years   | -    | 66   | 66   | -  | 66   |

|   |   |               |              |              |             |              |
|---|---|---------------|--------------|--------------|-------------|--------------|
| O | In your telephone campaign, 25 alumni made oral pledges totalling £20,000 over four years, but no paper work has been received. <i>These oral pledges cannot be recorded anywhere on the questionnaire.</i> | -             | -            | -            | -           | -            |
|   | <b>Totals to be reported at each question</b>   | <b>1290.5</b> | <b>531.5</b> | <b>386.5</b> | <b>35.0</b> | <b>221.5</b> |

**Appendix A Examples of research programme/position funding that are eligible or ineligible as philanthropic funds for the survey**

|          | <b>Example scenario</b>  | <b>Eligibility for the survey</b> | <b>Number and nature of exclusion criteria</b>   |
|----------|--|-----------------------------------|--|
| <b>A</b> | An individual donor agrees to fund a research fellowship and a PhD studentship for five years in lung cancer research, and the University offers to name the positions in memory of her husband. The gift agreement is clear that all resulting research outputs, including any intellectual property rights which emanate from the research of the funded positions or their team, will remain the property of the University.  | <b>ELIGIBLE</b>                   | <b>None</b>  |
| <b>B</b> | A company endows a Professorship in sustainable engineering. The Chair is named after the company, but the company does not expect private access to privileged or commercially valuable data or information, or private consultancy or training, or other form of direct financial benefit. The company asks for representation on the appointment panel, which the University accepts on the clear understanding that the appointment rests with the University and will follow the University's appointment procedures.                               | <b>ELIGIBLE</b>                   | <b>None</b>  |
| <b>C</b> | Identical case to <b>B</b> , but ten days' consultancy a year is built into the agreement.   | <b>INELIGIBLE</b>                 | <b>One exclusion:</b><br><b>No. 4 – Consultancy.</b><br>None of the funding is eligible.   |
| <b>D</b> | A charitable trust funds a professorship and a research associate for ten years to work in a specific field of regenerative medicine. The agreement states that all findings will be in the public domain. The agreement includes a clause stating that if intellectual property with commercial value emanates from the research programme, the rights to this will be split 50/50 between the University and the charity. All other clauses in the gift agreement are entirely compatible with the definitions of philanthropic intent in this survey. | <b>INELIGIBLE</b>                 | <b>One exclusion:</b><br><b>No. 5 – IP rights.</b> Even though no specific IP split is agreed, inclusion of this potential financial benefit to the charity makes it ineligible. |
| <b>E</b> | A medical charity provides money for research funding. They specify in the agreement that "The grant receiving organisation hereby grants a perpetual, royalty-free non-exclusive licence" to the charity.   | <b>INELIGIBLE</b>                 | <b>One exclusion:</b><br><b>No. 5 – IP rights.</b> Even though the IP related rights are non-exclusive, any such inclusion means exclusion.                                      |

|   |  |            |  |
|---|--|------------|--|
| F | <p>A funder uses blanket terms for their research grant agreements. These include the requirement for a share of any resulting IPR even where this is clearly not relevant to the research programme in hand.</p>  | INELIGIBLE | <p><b>One exclusion:</b></p> <p><b>No. 5 – IP rights.</b></p> <p>If no IPR is anticipated, contact could be made with the donor to seek to have this clause removed. It is the wording of the agreement that counts.</p> |
| G | <p>A charitable foundation awards a project grant to the University. The grant has a defined multi-year timeline and payment schedule; milestones to deliver along the way; and a specific purpose.</p> <p>An annual report and three quarterly updates must be submitted by the University each year. The Foundation may request additional reports. The Foundation "is making the grant in furtherance of its charitable purposes" and requires that any knowledge gained during the project "be promptly and broadly disseminated to the scientific and international development community.</p> <p>None of the 7 exclusion criteria under 2.7.1 apply.</p> | ELIGIBLE   | <p><b>None.</b></p> <p>Neither the inclusion of detailed reporting requirements, nor agreed milestone targets along the way, undermine the philanthropic intent of the grant.</p>  |
| H | <p>A professional institute provides a donation to fund a Principal Researcher researching a niche area of research. The results of this research are relevant to the interests of the members of the funding institute. The funded person is required to provide the funder with a quarterly report on the progress of the research. The funder has the exclusive rights to publicise the results on their website, thereby putting them in the public domain. The University grants the funder a non-exclusive license to use the results and copyright materials generated in the course of the project.</p>  | INELIGIBLE | <p><b>Two exclusions:</b></p> <p><b>No. 3 – exclusive publication; and No. 5 – IP rights.</b></p>  |
| I | <p>A funder funds both a piece of research and also a post for a three-year period. The agreement states that the post holder will work both across the research as well as on other projects.</p> <p>The agreement for the research funding includes the requirement for a share in any resulting IPR but there is no specific provision for a share of IPR on the funding of the post.</p>   | INELIGIBLE | <p><b>Research funding – one exclusion:</b></p> <p><b>No. 5 – IP rights.</b></p> <p><b>Post funding – excluded as part of the agreement relates to non-philanthropic activity (see 2.7 and 2.9.2)</b></p>                |



|          |  |   |   |
|----------|--|---|---|
| <b>J</b> | A fellowship is jointly funded by the MRC and a charity. The overall agreement meets all of the criteria for a philanthropic gift according to the <b>Ross-CASE</b> rules.           | <p>element funded by the charity - <b>ELIGIBLE</b>;</p> <p>MRC element <b>INELIGIBLE</b> (Government funding).</p>  | <b>None</b>   |
| <b>K</b> | A major trust (e.g. Wellcome) funds both research contracts through their funding programmes, as well as making philanthropic donations to institutions for buildings and equipment. | <p>Research contract funding <b>INELIGIBLE</b></p> <p>Philanthropic donations <b>ELIGIBLE</b> (as long as the institution owns the new facility – e.g. building or laboratory).</p> | <p>Research Contract Funding – <b>One exclusion:</b></p> <p><b>No. 1 – contractual Relationship</b></p> <p>Philanthropic elements – <b>None</b></p> |

## **Appendix B Rules and examples relating to donor control of funds**

The definition of philanthropic funds confirms that the recipient institution must retain complete ownership of any resultant work or product. This dictates that an individual, charitable trust or corporate donor may not retain any explicit or implicit control over a gift after acceptance by the institution.

A donor can make a restricted gift to a department or area to which the recipient institution should apply the contribution, and has the right to expect that restriction to be honoured. Both parties may wish to engage in discussion of shared aims as a part of a programme of activity funded by the donor, and recipient institutions also often wish to involve donors informally in the activity they are funding as part of good stewardship. However, certain forms of donor involvement or influence undermine the recipient institution's control over the gift. Specifically, donor control over candidate selection precludes the counting of a gift within the survey.

The appointment process for donor-funded student scholarship recipients or staff appointments must remain under the control of the recipient institution.

### **Example A**

A donor establishes a scholarship fund but requires that (s)he be able to select the recipient. This cannot be counted as a philanthropic gift. The selection of the student must rest with the recipient institution, which may nonetheless choose to involve the donor at an appropriate level in the student selection process. But if the donor has a majority or a casting vote, or the power of veto in that process, the funding must not be counted as a gift.

### **Example B**

A donor makes a restricted contribution to a professorship while requiring the institution to award a professorship to a specified individual. This cannot be counted as a philanthropic gift. Similar guidelines would need to be in place as for Example A above.

# Appendix B Rules relating to the inclusion or exclusion of corporate gifts and sponsorship

## ROSS–CASE SURVEY ANNUAL SURVEY OF GIFTS AND COSTS OF VOLUNTARY GIVING TO HE IN THE UK

### Rules relating to the inclusion or exclusion of corporate gifts and sponsorship

January 2008

#### Company gifts that can be included

The Ross group survey follows HMRC's definitions in terms of the eligibility of corporate gifts/sponsorship as donations. These can be counted 'provided they are freely given and secure nothing in return for the donor'. Some forms of acknowledgement and/or insignificant benefit can be offered in return for gifts. HMRC advises that these include:

- giving a flag or sticker;
- naming the donor in a list of supporters in a programme or on a notice;
- naming a building or university chair after the donor; or
- putting the donor's name on the back of a seat in a theatre

(source: HMRC Reference: Notice 701/41)

#### Company sponsorship that must be excluded

Similarly, the Ross Group survey follows HMRC's definitions for corporate sponsorship, which must be **excluded** from the survey. This applies 'if, in return, you are obliged to provide the sponsor with a significant benefit'. HMRC advise that this might include any of the following:

- naming an event after the sponsor;
- displaying the sponsor's company logo or trading name;
- participating in the sponsors promotional or advertising activities;
- allowing the sponsor to use your name or logo;
- giving free or reduced price tickets;
- allowing access to special events such as premieres or gala evenings;
- providing entertainment or hospitality facilities; or
- giving the sponsor exclusive or priority booking rights.

HMRC adds the following note: 'This list is not exhaustive and there are many other situations in which your sponsor may be receiving tangible benefits. What matters is that the agreement or understanding you have with your sponsor requires you to do something in return.' (source: HMRC Reference: Notice 701/41).

# Appendix C List of Institutions responding to the survey

## Participating Institutions

\*indicates institution participated in 2008-9 survey

### Higher Education Institutions

Aberystwyth University\*  
Anglia Ruskin University\*  
The Arts University College at Bournemouth\*  
Aston University\*  
Bangor University\*  
Bath Spa University\*  
Birkbeck College\*  
Birmingham City University\*  
Bishop Grosseteste University College, Lincoln\*  
Bournemouth University\*  
Brunel University\*  
Buckinghamshire New University\*  
Canterbury Christ Church University\*  
Central School of Speech and Drama\*  
City University, London\*  
Conservatoire for Dance and Drama\*  
Courtauld Institute of Art\*  
Coventry University\*  
Cranfield University\*  
De Montfort University\*  
Edge Hill University\*  
Glasgow Caledonian University\*  
The Glasgow School of Art  
Glyndwr University\*  
Goldsmiths College, University of London\*  
Guildhall School of Music & Drama\*  
Harper Adams University College\*  
Heriot-Watt University\*  
Heythrop College\*  
Imperial College London\*  
Institute of Cancer Research\*  
Institute of Education\*  
Keele University\*  
King's College London\*  
Kingston University\*  
Lancaster University\*  
Leeds College of Music\*  
Leeds Metropolitan University\*  
Leeds Trinity University College\*  
Liverpool Hope University\*  
Liverpool Institute for Performing Arts\*  
Liverpool John Moores University\*  
London Business School\*  
London Metropolitan University\*  
London School of Economics and Political Science\*  
London School of Hygiene & Tropical Medicine\*  
London South Bank University\*  
Loughborough University\*  
Manchester Metropolitan University\*  
Middlesex University\*  
Napier University\*  
Newman University College\*  
Norwich University College of the Arts\*  
Nottingham Trent University\*  
Open University\*  
Oxford Brookes University\*  
Queen Mary, University of London\*  
Queen's University Belfast  
Ravensbourne College of Design and Communication\*  
Robert Gordon University  
Roehampton University\*  
Rose Bruford College\*  
Royal Academy of Music\*  
Royal Agricultural College\*  
Royal College of Art\*  
Royal College of Music\*  
Royal Holloway, University of London\*  
Royal Northern College of Music\*  
Royal Veterinary College\*  
St George's University of London\*  
St Mary's University College\*  
School of Oriental and African Studies\*  
School of Pharmacy\*  
Sheffield Hallam University\*  
Staffordshire University\*  
Swansea University\*  
Swansea Metropolitan University\*  
Trinity Laban Conservatoire of Music and Dance\*  
Trinity University College Carmarthen\*  
University Campus Suffolk\*

University College Birmingham\*  
 University College Falmouth\*  
 University College London\*  
 University College Plymouth St Mark & St John\*  
 University for the Creative Arts\*  
 University of Aberdeen\*  
 University of Bath\*  
 University of Bedfordshire\*  
 University of Birmingham\*  
 University of Bolton\*  
 University of Bradford\*  
 University of Brighton\*  
 University of Bristol\*  
 University of Cambridge\*  
 University of Cardiff \*  
 University of Central Lancashire\*  
 University of Chester\*  
 University of Chichester\*  
 University of Cumbria\*  
 University of Derby\*  
 University of Dundee  
 University of Durham\*  
 University of East Anglia\*  
 University of East London\*  
 University of Edinburgh\*  
 University of Essex\*  
 University of Exeter\*  
 University of Glamorgan\*  
 University of Glasgow\*  
 University of Gloucestershire\*  
 University of Greenwich\*  
 University of Hertfordshire\*  
 University of Huddersfield\*  
 University of Hull\*  
 University of Kent\*  
 University of Leeds\*  
 University of Leicester\*

University of Lincoln\*  
 University of Liverpool\*  
 University of London and its Institutes\*  
 University of Manchester\*  
 University of Newcastle upon Tyne\*  
 University of Northampton\*  
 University of Northumbria at Newcastle\*  
 University of Nottingham\*  
 University of Oxford\*  
 University of Plymouth\*  
 University of Portsmouth\*  
 University of Reading\*  
 University of Salford\*  
 University of Sheffield\*  
 University of Southampton\*  
 University of St Andrews\*  
 University of Stirling  
 University of Strathclyde\*  
 University of Sunderland\*  
 University of Surrey\*  
 University of Sussex\*  
 University of Teesside\*  
 University of the Arts London\*  
 University of the West of England, Bristol\*  
 University of Wales Institute, Cardiff\*  
 University of Wales, Lampeter\*  
 University of Wales, Newport\*  
 University of Warwick\*  
 University of West London\*  
 University of Westminster\*  
 University of Winchester\*  
 University of Wolverhampton\*  
 University of Worcester\*  
 University of York\*  
 Writtle College\*  
 York St John University\*

**FE Institutions\***

Askham Bryan College\*  
 Blackburn College\*  
 Bradford College  
 Doncaster College\*  
 Filton College\*  
 Joseph Priestley College  
 Kingston College\*  
 Leeds City College\*  
 Leicester College\*  
 Moulton College\*

North Warwickshire and Hinckley College\*  
 Northbrook College, Sussex\*  
 Plymouth College of Art  
 Ruskin College\*  
 South Downs College\*  
 St Helens College\*  
 Stockport College  
 Walsall College  
 Warwickshire College\*

# Appendix D List of checks undertaken by NatCen for Ross-CASE survey 2009-10

## 1. Logic checks

The logic checks detailed below were used to examine each institution's return for inaccuracies in reporting between questions, which were then queried with the respondent. Question numbers are shown in brackets.

- a) Total Funds secured in philanthropic gifts (5) must be greater than or equal to:
  - Legacies (6.2)
  - Equivalent cash value of gifts-in-kind (8)
  - Largest pledge (9.1)
  - Largest cash gift (9.3)
  - Annual fund (11.1).
  
- b) Total Funds secured in philanthropic gifts (5) must be greater than or equal to the sum of:
  - Largest pledge (9.1)
  - Equivalent cash value of gifts-in-kind (8)
  - Legacies (6.2).
  
- c) Total philanthropic cash income (6.1) must be greater than or equal to the sum of:
  - Annual fund (11.1)
  - Legacies (6.2)
  
- d) Total philanthropic cash income (6.1) must be greater than or equal to largest cash gift received (9.3) and if more than 1 donor (10.2) total philanthropic cash income (6.1) must be greater than largest cash gift received (9.3).
  
- e) If the number of confirmed pledges over £500,000 (10.1) is greater than 1, then the funds secured in philanthropic gifts (5) must be greater than the largest single non-legacy confirmed pledge (9.1).
  
- f) The total cash income (6.1) must be greater than or equal to the number of cash gifts over £500,000 (10.2) multiplied by £500,000.
  
- g) Total cash eligible for matched funding (7) must be less than or equal to the total philanthropic cash income (6.1) minus the amount from legacies received (6.2).
  
- h) Number of addressable alumni (12) must be greater than or equal to the number of alumni that made a gift (13).
  
- i) Number of donors (14) must be greater than or equal to the number of alumni that made a gift (13).
  
- j) Staffing costs (19.1) and Total costs (19.3) cannot be £0 if number of fundraising staff is greater than 0 (22.1).

- k) Respondents cannot answer 'no' to (15) if they have filled in positive values for either of the following two questions (16 and 17).
- l) Staffing costs (19.1), non-staff costs (19.2), total costs (19.3), total spent on alumni relations (20) and cost of alumni magazine (21) cannot be larger than the university's total expenditure (23).
- m) If total number of donors (14) is greater than 0, total funds (5) must be greater than 0.
- n) Alumni numbers should not fall over time (12).
- o) Largest cash gift (9.3) must be less than or equal to the total eligible for matched funding (7).
- p) Total eligible for matched funding (7) must be filled in by all institutions applying for matched funding.
- q) If the number of addressable alumni (12) is 0 then the total cost of the alumni magazine (21) should not be greater than 0.
- r) If largest pledge (9.1) is greater than largest cash gift (9.3) in one year, then at least 20 per cent of it should begin to arrive in cash (6.1) in the subsequent year.
- s) Alumni relations costs (20) cannot be £0 if alumni relations staff (22.2) is greater than 0.

## 2. Value checks

This stage of checking compared the key responses for each institution with high responses (Tables AD1 and AD2) and key ratios (Table AD3) to these questions from the 2008-9 and 2007-8 surveys. We analysed responses from the Ross Group members and non-Ross Group members separately, as the Ross Group members typically had well established fundraising programmes and thus tended to have much higher values than other institutions.

This helped identify the main outliers early so that we could confirm whether the figures provided were accurate before analysis began. Please note that, for both columns, the highest responses and ratios used exclude Oxford and Cambridge and any large outliers.

Table AD1 looks at the largest answer (excluding Oxford and Cambridge and any large outliers). The Ross Group members are experienced responders and this should be sufficient to pick up any discrepancies.

**Table AD1. Ross Group checks using the aggregated highest response from 2008-9 survey**

| Question                       | Description   | 2008-9 Largest answer<br>(excl. Oxford and<br>Cambridge & any large<br>outliers) | Query if answer is<br>above   |
|--------------------------------|---|--|---|
| 5                              | Funds secured   | 14,383,000   | 25,000,000  |
| 6.1                            | Cash income   | 13,317,000   | 20,000,000  |
| 6.2                            | Cash income from<br>legacies  | 2,832,000  | 6,000,000   |
| 7                              | Match funding eligible<br>cash income                                   | 8,654,000  | 17,000,000  |
| 8                              | Equivalent cash value of<br>gifts-in-kind                               | 533,000  | 900,000   |
| 9.1                            | Largest non-legacy,<br>confirmed pledge                                 | 5,000,000  | 8,000,000   |
| 9.3                            | Largest cash gift   | 2,500,000  | 8,000,000   |
| 10.1                           | Number of gifts of<br>£500,000 or over received<br>as confirmed pledges | 5  | 13  |
| 10.2                           | Number of gifts of<br>£500,000 or over received<br>as cash income       | 6  | 7   |
| 11.1                           | Annual fund income raised   | 854,000  | 2,000,000   |
| 11.2                           | Annual fund cash received   | 769,000  | 2,000,000   |
| 12                             | Number of alumni  | 228,108  | 230,000<br>Flag if <i>below</i> 10,000.   |
| 13                             | Number of alumni making<br>a gift                                       | 5,522  | 7,000   |
| 14                             | Number of donors making<br>a gift                                       | 5,913  | 7,000   |
| 16                             | Capital campaign target   | 500,000,000  | 400,000<br>(if exceeded check time<br>campaign expected to<br>last prior to querying) |
| 17                             | Length of public phase of<br>campaign (years)                           | 10   | 10  |
| 18                             | Percentage of target<br>achieved/expected before<br>going public        | 90   | 75  |
| <i>Fundraising expenditure</i> |   |  |   |
| 19.1                           | Staff costs   | 1,447,000  | 2,000,000   |
| 19.2                           | Non-staff costs   | 897,000  | 2,000,000   |
| 19.3                           | Total costs   | 2,269,000  | 3,000,000   |
| 20                             | Total spent on alumni<br>relations (excl. magazine)                     | 756,000  | 5,000,000   |
| 21                             | Total cost of alumni<br>magazine  | 291,000  | 600,000   |
| 22.1                           | FTE fundraising staff   | 30   | 30  |
| 22.2                           | FTE alumni relations staff  | 14   | 15  |
| 23                             | Total university  | 737,985,000  | 1,000,000,000   |



Table AD2 adopted a slightly different approach. For each question we looked to see if there were any clear “jumps” in the figures in the 2008-9 and 2007-8 surveys. Where there were, we used this point to determine which answers to investigate further. Where there were not “jumps” in the distribution, we looked instead at the figures below to identify any that seemed out of the ordinary.

**Table AD2. Non-Ross Group checks using the aggregated highest response from 2008-9 and 2008-9 surveys**

| Question                       | Description   | Query if answer is above                           |
|--------------------------------|---|--|
| 5                              | Funds secured   | 4,000,000  |
| 6.1                            | Cash income   | 4,000,000  |
| 6.2                            | Cash income from legacies   | 300,000  |
| 7                              | Match funding eligible cash income                                | 3,000,000  |
| 8                              | Equivalent cash value of gifts-in-kind                            | 100,000  |
| 9.1                            | Largest non-legacy, confirmed pledge                              | 1,000,000  |
| 9.3                            | Largest cash gift   | 1,000,000  |
| 10.1                           | Number of gifts of £500,000 or over received as confirmed pledges | 2  |
| 10.2                           | Number of gifts of £500,000 or over received as cash income       | 2  |
| 11.1                           | Annual fund income raised   | 200,000  |
| 11.2                           | Annual fund cash received   | 200,000  |
| 12                             | Number of alumni  | 150,000.<br>Flag if <i>below</i> 3,000 or is zero. |
| 13                             | Number of alumni making a gift                                    | 1,300  |
| 14                             | Number of donors making a gift                                    | 2,000  |
| 16                             | Capital campaign target   | All  |
| 17                             | Length of public phase of campaign (years)                        | 5  |
| 18                             | Percentage of target achieved/expected before going public        | 50   |
| <i>Fundraising expenditure</i> |   |  |
| 19.1                           | Staff costs   | 500,000  |
| 19.2                           | Non-staff costs   | 250,000  |
| 19.3                           | Total costs   | 700,000  |
| 20                             | Total spent on alumni relations (excl. magazine)                  | 250,000  |
| 21                             | Total cost of alumni magazine                                     | 150,000  |
| 22.1                           | FTE fundraising staff   | 10   |

|      |                              |  |
|------|------------------------------|--|
| 22.2 | FTE alumni relations staff   | 5  |
| 23   | Total university expenditure | 250,000,000.<br>Manually select unusual cases. |

As in the 2008-9 survey, examination of the data suggested that producing different ratios to check responses against, depending on Ross Group membership would not help us to identify further reporting errors.

**Table AD3. Checks using key ratios from previous surveys**

| Ratio  | Query if   |
|--|------------|
| Funds secured (5) / number of donors (14)              | >20,000    |
| Total Cash (6.1) / number of donors (14)               | >20,000    |
| Total Cash (6.1) / cash gift over £500,000 (10.2)      | >4,000,000 |
| Total Cash (6.1) / cash gift over £500,000 (10.2)      | <500,000   |
| Largest cash gift (9.3) / total cash (6.1)             | >1         |
| Annual fund raised (11.1) / number of donors (14)      | >500       |
| Annual fund cash (11.2) / number of donors (14)        | >500       |
| Total fundraising costs (19.3) / number of donors (14) | >8,000     |

### 3. Year on year changes

The third stage of checks was comparing the figures given in this year's survey to those provided by each institution in last year's survey, taking into account any notes provided with survey returns indicating revised figures for previous financial years. Checking changes between years highlighted where there were very large year on year increases or decreases which should be queried.

## Appendix E Mission Group members

Figure AE.1 provides a summary of the number of institutions in each mission group, the number that participated in the survey and the length of fundraising programmes of group members.

**Figure AE.1 Mission group membership by establishment of fundraising programme**

*Ross-CASE Survey 2009-10*

| Number                     | Total Members | Participated in survey | Establishment of fundraising |                         |                      |                 | Included in fundraising costs chapter |
|----------------------------|---------------|------------------------|------------------------------|-------------------------|----------------------|-----------------|---------------------------------------|
|                            |               |                        | Established (11+ years)      | Developing (4-10 years) | Newer (Last 3 years) | None/ not given |                                       |
| Russell Group              | 20            | 20                     | 12                           | 7                       | 1                    | 0               | 19                                    |
| 1994 Group                 | 19            | 19                     | 11                           | 6                       | 1                    | 1               | 17                                    |
| Million+ Group             | 27            | 24                     | 2                            | 8                       | 13                   | 1               | 10                                    |
| University Alliance Group  | 22            | 22                     | 4                            | 6                       | 11                   | 1               | 10                                    |
| Other HEIs                 | 74            | 68                     | 12                           | 27                      | 23                   | 6               | 39                                    |
| English FEIs               | 124           | 19                     | 1                            | 0                       | 6                    | 12              | 0                                     |
| UUK sponsored universities | 27            | 27                     | 6                            | 16                      | 5                    | 0               | 22                                    |

### The Russell Group

Universities that are members of the Russell Group and participated in the 2009-10 Ross-CASE Survey are as follows:

University of Birmingham  
 University of Bristol  
 University of Cardiff  
 University of Cambridge  
 University of Edinburgh  
 University of Glasgow  
 Imperial College London  
 King's College London  
 University of Leeds  
 University of Liverpool  
 London School of Economics & Political Science  
 University of Manchester  
 Newcastle University  
 University of Nottingham  
 University of Oxford  
 University of Sheffield  
 University of Southampton  
 University College London  
 University of Warwick  
 Queen's University, Belfast

The Russell Group is an Association of twenty research-intensive universities in the UK (<http://www.russellgroup.ac.uk/>).

Most of the participating universities from this mission group are English HEIs (80%) while the others are from Northern Ireland, Scotland and Wales. Just under two-thirds (60%) of the universities have fundraising programmes which were established before 1999 and 35 per cent established their programmes between 1999 and 2005. The remaining university (5%) began its programme in 2006 or more recently. All of these universities except Queen's University, Belfast, participated in the 2008-9 survey.

### **The 1994 Group**

All universities that are members of the 1994 Group participated in the 2009-10 Ross–CASE Survey, the member institutions are as follows:

University of Bath  
Birkbeck, University of London  
Durham University  
University of East Anglia  
University of Essex  
University of Exeter  
Goldsmiths, University of London  
Institute of Education, University of London  
Royal Holloway, University of London  
Lancaster University  
University of Leicester  
Loughborough University  
Queen Mary, University of London  
University of Reading  
University of St Andrews  
School of Oriental and African Studies  
University of Surrey  
University of Sussex  
University of York

The 1994 Group has 19 member universities that share common aims, standards and values and was founded in 1994 ([www.1994group.ac.uk/](http://www.1994group.ac.uk/)).

The 1994 Group is comprised of mostly English HEIs (95%). Fifty-eight per cent of the universities have fundraising programmes which were established before 1999. Around a third established their programmes between 1999 and 2005 (32%) and in 2006 or more recently (5%). All of these universities participated in the 2008-9 survey.

### **The Million+ Group**

Institutions that are members of the Million+ Group and participated in the 2009-10 Ross–CASE Survey are as follows:

Anglia Ruskin University  
Bath Spa University  
University of Bedfordshire

Birmingham City University  
The University of Bolton  
Buckinghamshire New University  
University of Central Lancashire  
Coventry University  
University of Derby  
University of East London  
Edinburgh Napier University  
University of Greenwich  
Kingston University  
Leeds Metropolitan University  
London Metropolitan University  
London South Bank University  
Middlesex University  
The University of Northampton  
Roehampton University  
Staffordshire University  
University of Sunderland  
Teesside University  
The University of West London  
The University of Wolverhampton

The Million+ Group, formerly known as Campaigning for Mainstream Universities (CMU) is a university think tank which aims to help solve complex problems in higher education ([www.millionplus.ac.uk](http://www.millionplus.ac.uk)).

Those responding from the Million+ Group comprised mostly English HEIs (96%). Eight per cent began their fundraising programmes prior to 1999. Thirty-three per cent of member universities began their fundraising programmes between 1999 and 2005 while just over half (54%) of the universities have fundraising programmes which were established in 2006 or more recently. One participating member did not have a fundraising programme or did not provide the year they begun fundraising. All of these universities participated in the 2008-9 survey.

### **The University Alliance Group**

Institutions that are members of the University Alliance Group and participated in the 2009-10 Ross-CASE Survey are as follows:

Aberystwyth University  
Bournemouth University  
University of Bradford  
De Montfort University  
Glasgow Caledonian University  
University of Glamorgan  
University of Hertfordshire  
University of Huddersfield  
University of Lincoln  
Liverpool John Moores University  
Manchester Metropolitan University  
Northumbria University  
Nottingham Trent University

Open University  
Oxford Brookes University  
University of Plymouth  
University of Portsmouth  
University of Salford  
Sheffield Hallam University  
University of Wales Institute, Cardiff  
University of Wales, Newport  
University of the West of England

The University Alliance Group was formed in 2006 and comprises of a mix of pre and post 1992 universities. Member institutions have a balanced portfolio of research, teaching, enterprise and innovation in the individual missions.

Seventy-seven per cent of participating University Alliance Group members are English HEIs. Eighteen per cent of universities began their fundraising programmes before 1999 and just over a quarter (27%) established their programme between 1999 and 2005. Half established their programmes in 2006 or more recently. Five per cent of universities did not have an established fundraising programme or did not provide the year their programme began. All of these universities participated in the 2008-9 survey.

### **Other HEIs**

This group comprises of all HEIs that participated in the survey and are not members of the Russell, 1994, Million+ or University Alliance mission groups.

The HEIs included in this group are as follows:

The Arts University College at Bournemouth  
Aston University  
Bangor University  
Bishop Grosseteste University College, Lincoln  
Brunel University  
Canterbury Christ Church University  
Central School of Speech and Drama  
City University, London  
Conservatoire for Dance and Drama  
Courtauld Institute of Art  
Cranfield University  
Edge Hill University  
The Glasgow School of Art  
Glyndwr University  
Guildhall School of Music & Drama  
Harper Adams University College  
Heriot-Watt University  
Heythrop College  
Institute of Cancer Research  
Keele University  
Leeds College of Music  
Leeds Trinity University College  
Liverpool Hope University  
Liverpool Institute for Performing Arts

London Business School  
London School of Hygiene & Tropical Medicine  
Newman University College  
Norwich University College of the Arts  
Ravensbourne College  
Robert Gordon University  
Rose Bruford College  
Royal Academy of Music  
Royal Agricultural College  
Royal College of Art  
Royal College of Music  
Royal Northern College of Music  
Royal Veterinary College  
St George's University of London  
St Mary's University College  
School of Pharmacy  
Swansea University  
Swansea Metropolitan University  
Trinity Laban Conservatoire of Music and Dance  
Trinity University College Carmarthen  
University Campus Suffolk  
University College Birmingham  
University College Falmouth  
University College Plymouth St Mark & St John  
University for the Creative Arts  
University of Aberdeen  
University of Brighton  
University of Chester  
University of Chichester  
University of Cumbria  
University of Dundee  
University of Gloucestershire  
University of Hull  
University of Kent  
University of London and its Institutes  
University of Stirling  
University of Strathclyde  
University of the Arts London  
University of Wales, Lampeter  
University of Westminster  
University of Winchester  
University of Worcester  
Writtle College  
York St John University

### **English FEIs**

This group comprises of all participating English FEIs, the institutions included are as follows:

Askham Bryan College  
Blackburn College  
Bradford College

Doncaster College  
Filton College  
Joseph Priestley College  
Kingston College  
Leeds City College  
Leicester College  
Moulton College  
North Warwickshire and Hinckley College  
Northbrook College, Sussex  
Plymouth College of Art  
Ruskin College  
Stockport College  
South Downs College  
St Helens College  
Walsall College  
Warwickshire College



## Appendix F Alternative fundraising expenditure per pound secured measure

Calculating the cost per pound ratio using new funds secured figure provides an alternative point of comparison to the cost per pound figures calculated on cash income which are provided in the rest of the report.

Overall, using this alternative measure, the median funds secured per pound spent on fundraising in 2009-10 was 19p, lower than in 2008-9 (24p) and 2007-8 (22p). The breakdown for these figures by mission group is below (Figure AF1).

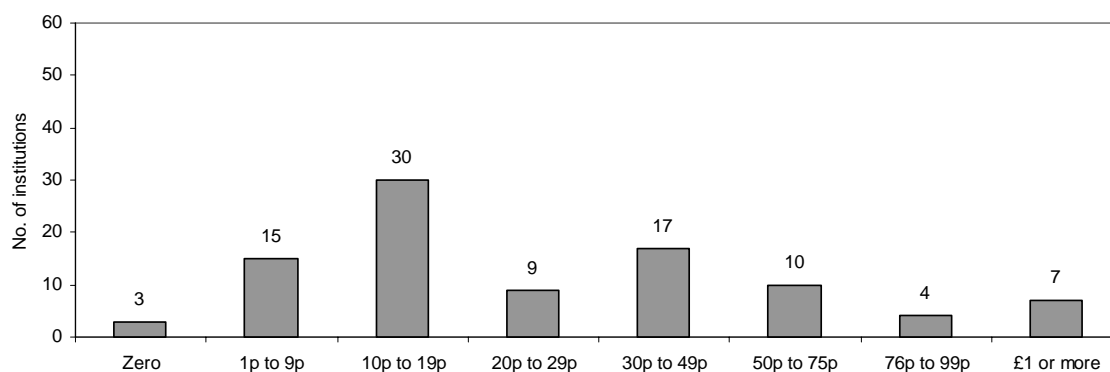
**Figure AF.1** Alternative measure of fundraising expenditure per pound funds secured in the last three years for HEIs that began fundraising programmes before 2006, by mission group

Ross-CASE Survey 2009-10

| £median  | Russell Group | 1994 Group | Million+ Group | University Alliance Group | Other HEIs |
|--|---------------|------------|----------------|---------------------------|------------|
| 2007-8   | 0.10          | 0.40       | 0.79           | 1.21                      | 0.19       |
| 2008-9   | 0.13          | 0.31       | 0.28           | 0.60                      | 0.24       |
| 2009-10  | 0.12          | 0.19       | 0.41           | 0.30                      | 0.21       |
| <i>Number of HEIs starting fundraising programme before 2006</i> | 19            | 17         | 10             | 10                        | 39         |

There was considerable variation in the median fundraising expenditure per pound secured between universities (Figure AF.2). At the top end of the distribution seven universities reported spending at least one pound to secure a pound in 2009-10, and a further thirty-one between 30p and £1. Fifteen programmes reported very lean figures – spending between 1p and 9p to secure a pound.

**Figure AF.2 – Median fundraising expenditure per pound funds secured in year for HEIs (2009-10)**



Number of HEIs starting a fundraising programme before 2006: 95