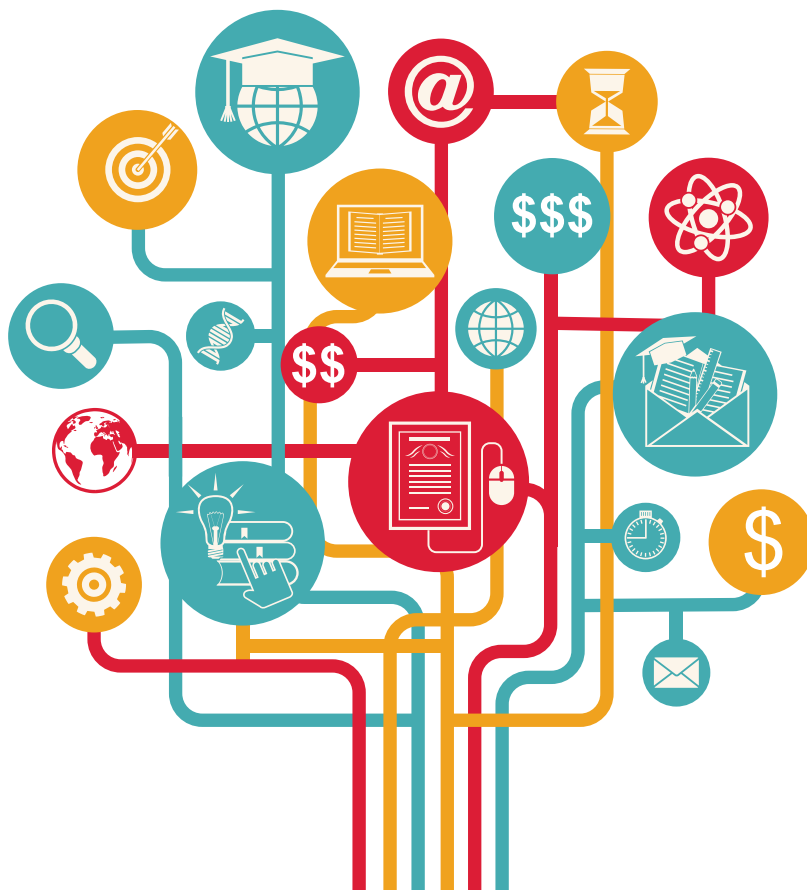


# Insights on Charitable Giving to Canadian Higher Education

Compiled from the 2018 CASE-CCAЕ Survey of Charitable Giving to Canadian Higher Education



RESEARCH  
BRIEF



## ABOUT CASE

CASE believes in advancing education to transform lives and society. As a global nonprofit membership association of educational institutions, CASE helps develop the communities of professional practice that build institutional resilience and success in challenging times. The communities include staff engaged in alumni relations, fundraising, marketing, student recruitment, stakeholder engagement, crisis communications and government relations. CASE is volunteer-led and uses the intellectual capital of senior practitioners to build capacity and capability across the world.

CASE has offices in Washington, D.C., London, Singapore and Mexico City. Member institutions include more than 3,700 colleges and universities, primary and secondary independent and international schools, and nonprofit organizations in 82 countries. CASE serves nearly 91,000 practitioners. For more information about CASE, please visit [www.case.org](http://www.case.org).



COUNCIL FOR ADVANCEMENT  
AND SUPPORT OF EDUCATION®

London • Mexico City • Singapore • Washington, DC

Advancing education to transform lives and society.

AMAtlas™

A global resource for educational advancement-related metrics, benchmarks and analytics, providing a comprehensive, data-rich resource for schools, universities and colleges.

[case.org/AMATLAS](http://case.org/AMATLAS)

## ABOUT CCAE:

The Canadian Council for the Advancement of Education (CCAÉ), established in 1993, is a non-profit, volunteer-led organization that promotes excellence in educational advancement. CCAÉ members benefit through opportunities for networking, professional development, and mutual support for those who work to advance and promote Canadian education. The vision of CCAÉ is to be Canada's authoritative source for educational advancement by strengthening the capacity, reach, and impact of this country's advancement profession. CCAÉ' mission is to build the leadership and capacity of the advancement community through exemplary programs and services that assist educational institutions in fulfilling their aspirations. CCAÉ members represent universities, colleges, institutes, and independent schools that include 3,500 individual advancement professionals spanning 137 institutions, businesses, and other organizations across Canada (as of May 2019).



Canadian Council for the  
Advancement of Education  
Le Conseil canadien pour  
l'avancement de l'éducation

---

# CONTENTS

- A Message from CASE's President and CEO ..... 4
- A Message from CCAE's President and Executive Director ..... 5
- Key Findings ..... 6
- Survey Sample and Reporting Cohorts ..... 6
- New Funds Secured ..... 8
- Charitable Purposes ..... 10
- Donors/Sources of Funds ..... 11
- Contactable Alumni and Alumni Giving ..... 12
- Donors by Giving Bands ..... 13
- Gifts ..... 14
  - Annual Funds ..... 14
  - Largest gifts ..... 15
  - Bequest Giving ..... 17
- Advancement Programs, Staffing, and Campaigns ..... 19
  - Advancement Staff ..... 20
  - Staff Involved in Philanthropic Revenue Generation ..... 21
  - Campaign Status ..... 23
- Participating Institutions and Cohorts ..... 24

**Authors:**

David Bass, Senior Director of Research, CASE  
Sancho Sequeira, Research Specialist, CASE

---

© 2019 Council for Advancement and Support of Education  
Original publication date: MAY 2019

All rights reserved. No part of the material in this document may be reproduced or used in any form, electronic or mechanical, including photocopying, recording, posting or distributing, or by any information storage and retrieval system, without the written consent of the Council for Advancement and Support of Education.

Limit of Liability/Disclaimer: While the publisher has used its best efforts in preparing this document, it makes no representations or warranties with respect to the accuracy or completeness of the contents of this paper. No liability or responsibility of any kind (to extent permitted by law), including responsibility for negligence is accepted by the Council for Advancement and Support of Education, its servants or agents. All information gathered is believed correct at publication date. Neither the publisher nor the author is engaged in rendering legal, accounting or other professional services. If legal advice or other expert assistance is required, the services of a competent professional should be sought.

## A MESSAGE FROM CASE'S PRESIDENT AND CEO

Fundraising is, fundamentally, about forging and sustaining relationships that afford philanthropic opportunities for both donors and the institutions they support. Advancement, however, is increasingly data-driven. Advancement professionals rely on metrics to give insight to the past, guide and strengthen programs and practices, and to inform long-term strategy. Chancellors, governing councils, and institution administrators require data and metrics to help justify investments in advancement capacity. Donors increasingly seek data demonstrating the impact of their gifts. For policy makers, data on philanthropic support signals the confidence donors have in institutions and their value as public goods.

The Council for Advancement and Support of Education (CASE) is delighted to have had the opportunity to partner with the Canadian Council for Advancement of Education (CCAЕ) on the inaugural Survey of Charitable Giving to Canadian Higher Education. Our collaboration on this project has created a valuable resource for members of both organizations, and we look forward to working closely in partnership going forward.

The data outlined in this report fills a critical need, providing a comprehensive overview of the important role philanthropy plays in supporting Canadian higher education and demonstrating the impact advancement has on students, researchers, and institutions. The forty-eight institutions that participated in the survey secured over CAN\$1.5 billion in private support from over 320,000 individual and institutional donors.

As part of AMAtlas, CASE's global resource for advancement metrics and analytics, results of this survey will be available to participants, enabling them to document year-over year growth, benchmark performance against peer institutions, and identify opportunities to strengthen advancement programs.

In the year ahead, CASE will be rolling out a new industry-wide framework to measure alumni engagement and undertaking a global study of campaigns. These will complement the CASE-CCAЕ survey and will provide additional analytic tools for Canadian professionals and the institutions they support.

I would like to thank the institutions that participated in this important research and CCAЕ's board and staff leaders for their valued partnership in support of education.

With much gratitude,

**Sue Cunningham**

President and CEO

CASE

President@CASE.org

## A MESSAGE FROM CCAE'S PRESIDENT AND EXECUTIVE DIRECTOR

The inaugural CASE-CCAE Survey of Giving to Higher Education in Canada marks an important moment in Canadian advancement history. Every year, philanthropy becomes more and more central to the health and upward trajectory of higher education in Canada. The first authoritative source on giving to Canadian universities, colleges and polytechnics, this survey provides a snapshot of the scope and scale of this important revenue source and, in future years, will chronicle the growth of philanthropic support for higher education.

The report also has the power to help institutional leaders and advancement professionals make informed strategic decisions. The CASE-CCAE collaboration incorporates data from Canadian institutions into AMAtlas, CASE's global resource for educational advancement-related metrics, benchmarks and analytics, which encompasses similar fundraising data from the U.S., U.K., Europe, Australia, and New Zealand. Collectively, these surveys provide institutional leaders with the data needed to inform strategic decision making, enable advancement professionals to benchmark performance, and demonstrate the growing importance and impact of philanthropy in support of higher education. We are excited to see how participating Canadian institutions will utilize the data.

CCAE is delighted to have partnered with CASE on this survey. Building strategic partnerships and collaborations that enhance our service to our members and to our sector is a key priority for CCAE. This study is evidence of the growing strength of our relationship with CASE and the value it creates for our members. We wish to thank the CASE team for their commitment, energy and generosity in working with us on this important survey.

The pace of growth of the advancement profession in Canada has been astounding over the past twenty years. CCAE is committed to supporting continued growth by providing insights and research that aid our members in understanding and benchmarking their performance.

We applaud our members and our leadership, who have aided in the assurance of a prosperous future in the advancement of Canadian giving and CCAE. We are grateful to all institutions who participated in this ground-breaking benchmarking survey and appreciate the time spent and the efforts involved.

Sincerely,

**Gillian Morrison**

President, Canadian Council for the Advancement of Education

Assistant Vice President, University Development, University Advancement, University of Toronto

[gillian.morrison@utoronto.ca](mailto:gillian.morrison@utoronto.ca)

**Mark Hazlett**

Executive Director, Canadian Council for the Advancement of Education

[haz@ccaecanada.org](mailto:haz@ccaecanada.org)

## Key Findings

- Canadian colleges, institutes, and universities represented in the survey secured over \$1.5 billion in new gift funds for the FY 18 fiscal year. This accounted for \$1,722 for each full-time equivalent student enrolled (Throughout this report data are reported in Canadian dollars).
- The median value of new funds secured per institution ranged from \$3.06 million among colleges and institutes to \$56.7 million for the Medical/Doctoral cohort.
- Among institutions that provided data on the purposes of funds secured, a quarter of funds secured were designated by donors for student financial aid and a similar percentage were designated for research programs and partnerships.
- 321,470 individuals, foundations, trusts, corporations, and other organizations contributed to Canadian colleges, institutes, and universities participating in the survey.
- Alumni account for 58% of all donors to participating institutions. Other (non-alumni) individuals account for 34% of donors, and trusts, foundations, corporations, and other organizations account for the remaining 8% of donors.
- On average, annual fund giving accounts for a small proportion of overall funds secured, ranging from 16% for colleges and institutes to 7% among Medical/Doctoral institutions.
- Thirty-three institutions secured 204 gifts of \$1 million or larger. Twenty-two institutions reported multiple such gifts.
- On average, the single largest gift secured accounted for 21% of total funds secured by each institution.
- Bequests account for a relatively small percent of new funds secured (7.3%), but for five institutions estate gifts yielded 20% or more of new funds secured.

## Survey Sample and Reporting Cohorts

The CASE-CCAE Survey was open to participants from August 2018 to December 2018. Invitations to participate were sent to 108 Canadian colleges, institutes, and universities that are currently members of CASE and CCAE. A total of 48 institutions participated for a response rate of 44.4%. Respondents submitted data for their institution's most recently completed fiscal year. Institutions' fiscal years varied and, accordingly, individual school's data may reflect differences stemming from their particular reporting periods.

Submitted data was screened for outliers and potential errors by CASE research staff and survey participants were queried to confirm or correct their responses.

A wide range of factors inform an institution's ability to raise philanthropic support. These include the types of degrees and programs offered, research and medical activity, student/alumni demographics,

the community in which the institution is situated, local/regional economies and businesses, the history and culture of the institution, the duration and maturity of advancement programs, past and current investments in advancement, and the vision and commitment of institutional leaders. That being said, it is helpful to look at the fundraising of any individual institution in relation to a group of possible peers that may serve similar constituencies, have roughly comparable resources and capacity, and be positioned to offer donors particular types of philanthropic opportunities.

CASE initially conducted a cluster analysis looking at a range of variables relating to fundraising production, enrollments size, investments in fundraising, advancement staffing, and other factors. The analysis identified four primary cohorts that corresponded, largely, to the groupings used by *Maclean's* magazine in its university rankings: Primarily Undergraduate, Comprehensive, or Medical/Doctoral, and a 4th group comprised of colleges and institutes. Throughout this report data

will be presented broken down for each of these four cohorts.

A linear discriminant analysis was conducted to identify the variables that most strongly differentiate the cohorts. Beyond institutional type and degrees offered, key variables distinguishing the cohorts include:

- Size of staff involved in philanthropic revenue generation,
- Numbers of bequests received and secured, and
- Number of million-dollar gifts secured.

A list of participating institutions by cohort can be found at the end of this report.

The chart below compares relative proportions of total students enrolled, contactable alumni, total alumni, total donors, and funds secured for each cohort.

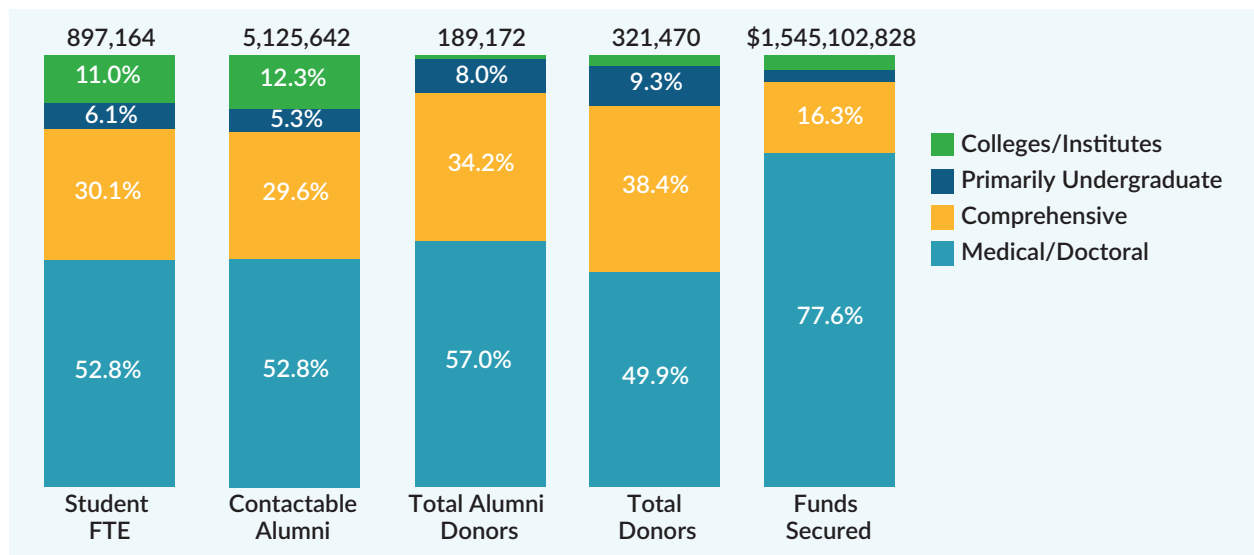
- Proportions of contactable alumni correspond almost exactly with students enrolled.
- Medical/Doctoral and Comprehensives have higher proportions of alumni donors relative to students enrolled/contactable alumni.
- Comprehensives have a higher proportion of total donors relative to students enrolled/contactable alumni.
- Medical/Doctoral institutions have a far higher proportion of funds secured relative to students enrolled/contactable alumni than other cohorts.

### INTERPRETING CHARTS

- The majority of charts throughout this report break out data on any given variable by four cohorts.
- Each vertical bar represents data submitted by an individual institution, providing insight into the range of response among institutions in any given cohort. Not every chart represents data for all 48 institutions participating in the survey. In some cases, institutions did not submit data for an individual question; in other instances an individual outlier institution whose data would have dramatically shifted the scale of the chart may have been omitted.
- The median value for the cohort is indicated by a horizontal line across the bars.
- The vertical scale on charts may differ from cohort to cohort in clusters of charts on the same variable.
- Dollar values are all reported in Canadian dollars.
- Cohorts are color coded consistently throughout the report:

- Colleges/Institutes
- Primarily Undergraduate
- Comprehensive
- Medical/Doctoral

**Proportions of Students Enrolled, Contactable Alumni, Donors and Funds Secured by Cohort**



## PHILANTHROPIC FUNDS

This survey focused on philanthropic funds secured by Canadian colleges, institutes, and universities. "Philanthropic funds" include gifts from private donors (including gifts in-kind of property, art, or equipment), bequest income, donations/grants from charitable trusts or foundations, gifts and grants from businesses, and funds from affiliated support organizations based outside Canada. Philanthropic funds do NOT include funding from Canadian federal, provincial, and local governments and their agencies; royalties from the institution's intellectual property; or funds transferred internally within the institution. See: <https://www.case.org/resources/case-ccae-survey-charitable-giving-canadian-higher-education> for more information on the survey and associated reporting rules.

## New Funds Secured

"New funds secured" provides a comprehensive measure of the impact and effectiveness of fund-raising efforts in a given year, capturing the value of new cash gifts, gifts of securities, gifts of real property, and other gifts in-kind as well as the total value of new gift commitments and pledges secured of up to five years duration. The measure excludes some philanthropic income received in the reporting year, notably payments on pledges secured in prior years.

Canadian colleges, institutes, and universities participating in the survey reported a total of \$1,545,102,828 in new funds secured for the fiscal year that ended in 2018, corresponding to an average of \$32,189,642 new funds secured per institution and \$1,722 new funds secured per student (full time equivalent counts).

Looking at the individual cohorts, the value of median new funds secured per institution ranged from \$3.06 million among colleges and institutes to \$56.7 million among Medical/Doctoral institutions.

Note: Most charts throughout this report indicate median values. Medians, indicating the middle point in a range of values, are more representative of a cohort than average values, which can be unduly influenced by large outliers.

### NEW FUNDS SECURED

New funds secured includes:

- New single cash gifts received in-year; plus
- New non-bequest pledges received in-year counted at their value for a duration of up to five years; plus
- New recurring gifts /direct debt orders at their duration for up to five years or their specified termination date if less than five years; plus
- The documented value of financial instruments and gifts in-kind received in-year; plus
- Cash and the documented value of financial instruments and gifts in-kind received in-year from bequests.

New funds secured excludes payments made against pledges and recurring gifts secured in prior years.

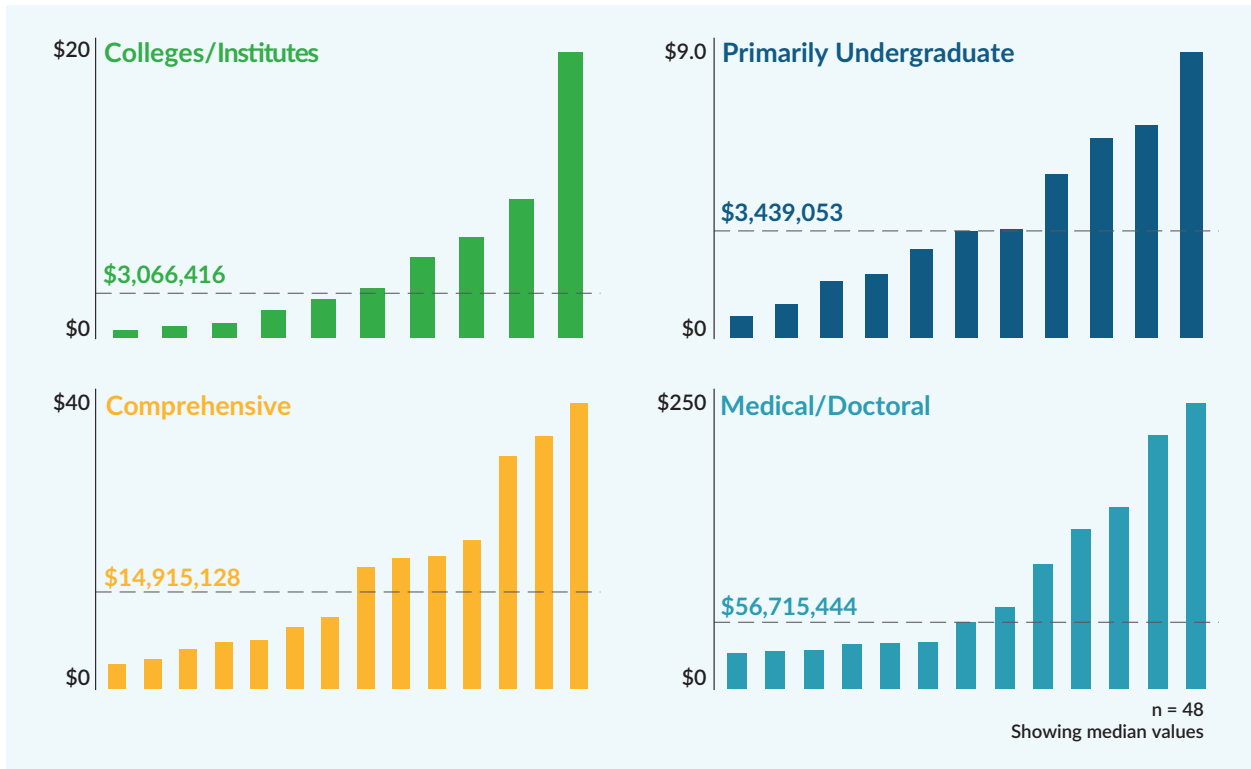


To some extent, the value of funds secured by an institution is contingent on institutional size, number of alumni, and scale of programs. Looking at funds secured on a per-student basis “normalizes” the data and allows for more accurate comparisons between institutions with different enrollments and alumni populations. It also provides insights into the impact of philanthropy on students, scaling it to an individual basis, and may illuminate the

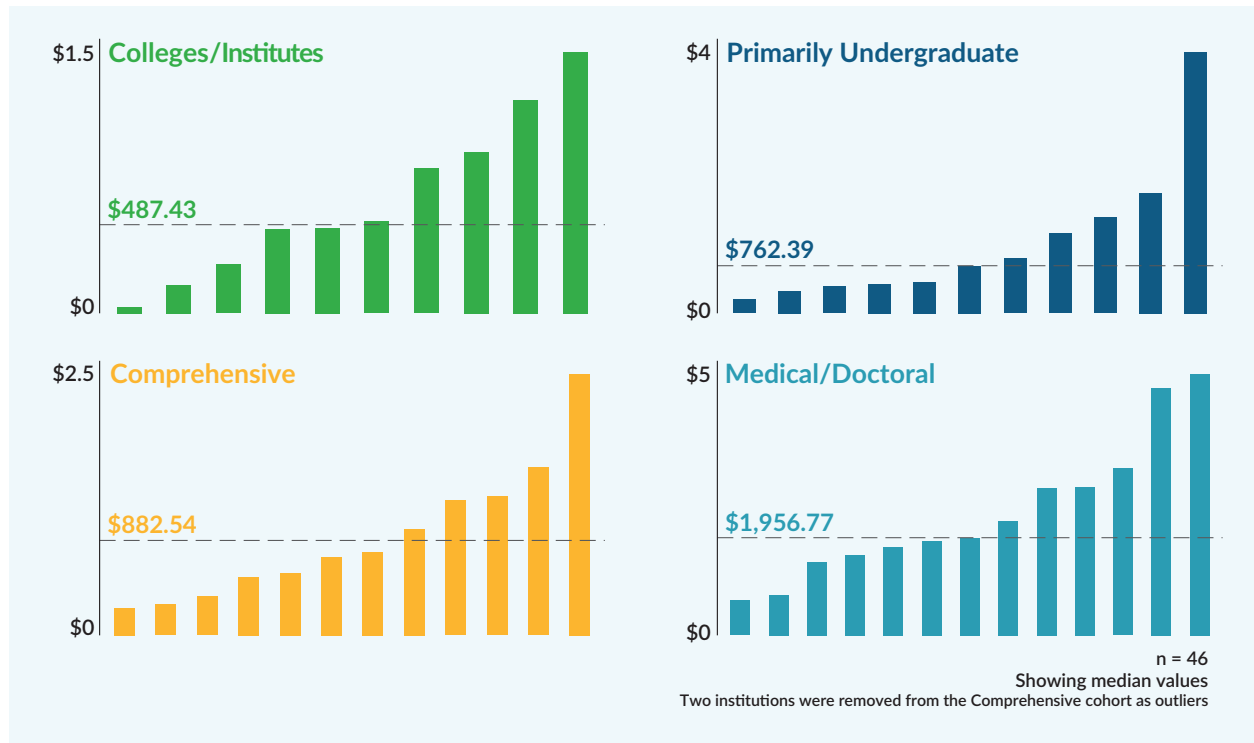
impact of factors beyond those directly associated with the size of an institution and its constituencies.

While the median funds secured by Medical/Doctoral institutions was 18.6 times that raised by colleges and institutes, differences in funds secured per student varies less across the cohorts, with Medical/Doctoral institutions raising 4 times the funds secured per student for Colleges/Institutes.

**Value of New Funds Secured**  
(Dollars in Millions)



**Value of New Funds Secured Per Student (FTE)**  
(Dollars in Thousands)



**Charitable Purposes**

The vast majority of donors to colleges and universities elect to designate their gifts for particular charitable purposes. While gift funds play a critical role in the provision of financial aid for students and fund a margin of excellence in research, faculty, programs, and facilities, institutions would be hard-pressed to rely on private giving to cover basic instructional, program, and operating costs.

The following data on charitable purposes is based on responses of 38 institutions that completed optional survey questions. Among these institutions, only 10.3% of all funds secured by survey participants was unrestricted by donors.

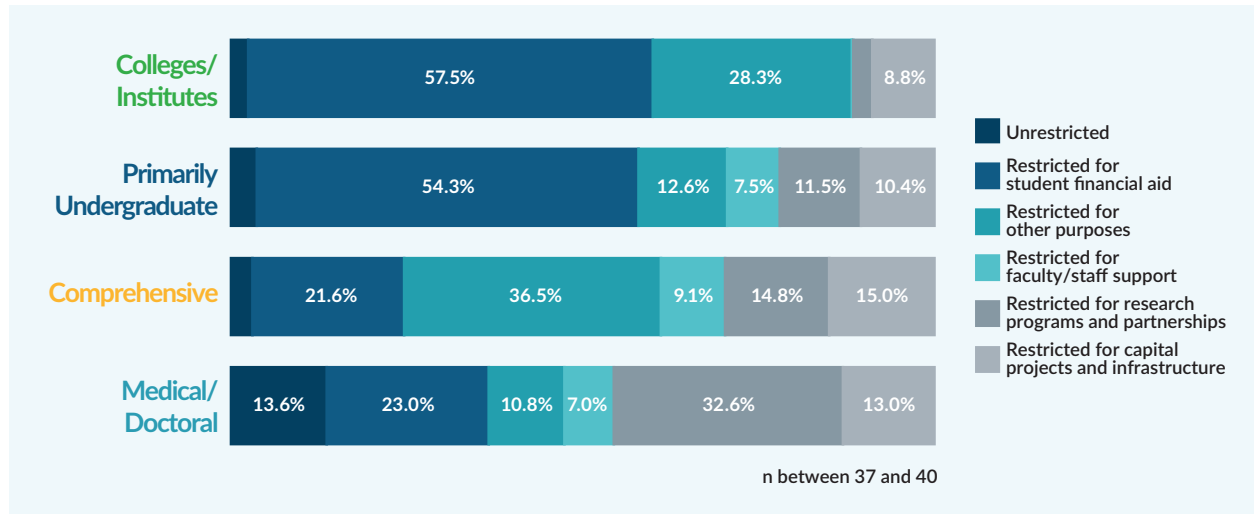
Participating institutions secured:

- \$238,993,394 for research programs and partnerships, accounting for 26.5% of total funds secured;

- \$223,951,056, just under a quarter of all funds secured, for student financial aid;
- \$119,865,811 for capital projects and infrastructure (13% of total funds secured), and
- \$66,185,193 for faculty support (7.3% of total funds secured).

Not surprisingly one-third of all funds contributed to Medical/Doctoral universities were restricted for research. Among Colleges/Institutes and Primarily Undergraduate institutions, over half of all support was designated for student financial aid. Comprehensive institutions reported a high proportion of giving (37%) as “restricted for other purposes.”

### Purposes of Funds Secured

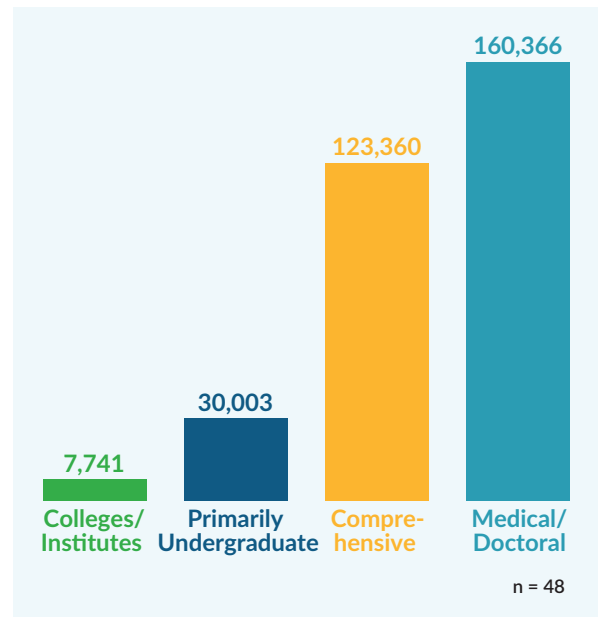


### Donors/Sources of Funds

Participating institutions reported a total of 321,470 donors, including individuals, corporations, foundations, and other organization. Medical/Doctoral institutions accounted for 50% of all donors, and Comprehensive institutions accounted for 38% of all donors.

Several factors likely inform Medical/Doctoral institutions' large donor counts and funds secured. Most obviously, Medical/Doctoral institutions make much larger investments in fundraising and have far more staff devoted to advancement and fundraising (a median of 43 staff devoted to philanthropic revenue generation compared to a median of 22 at Comprehensives, and medians of just 6 and 4 for Primarily Undergraduate institutions and Colleges/Institutes). Sustained investments enable an institution to more effectively engage, cultivate, and steward alumni and donors and create a pipeline of prospects. Second, Medical/Doctoral institutions afford a broad range of philanthropic opportunities for donors interested in supporting research and medicine. As indicated in the chart above, one-third of funds secured by Medical/Doctoral institutions was restricted for research programs and partnerships. Finally, Medical/Doctoral institutions

### Total Donor Count



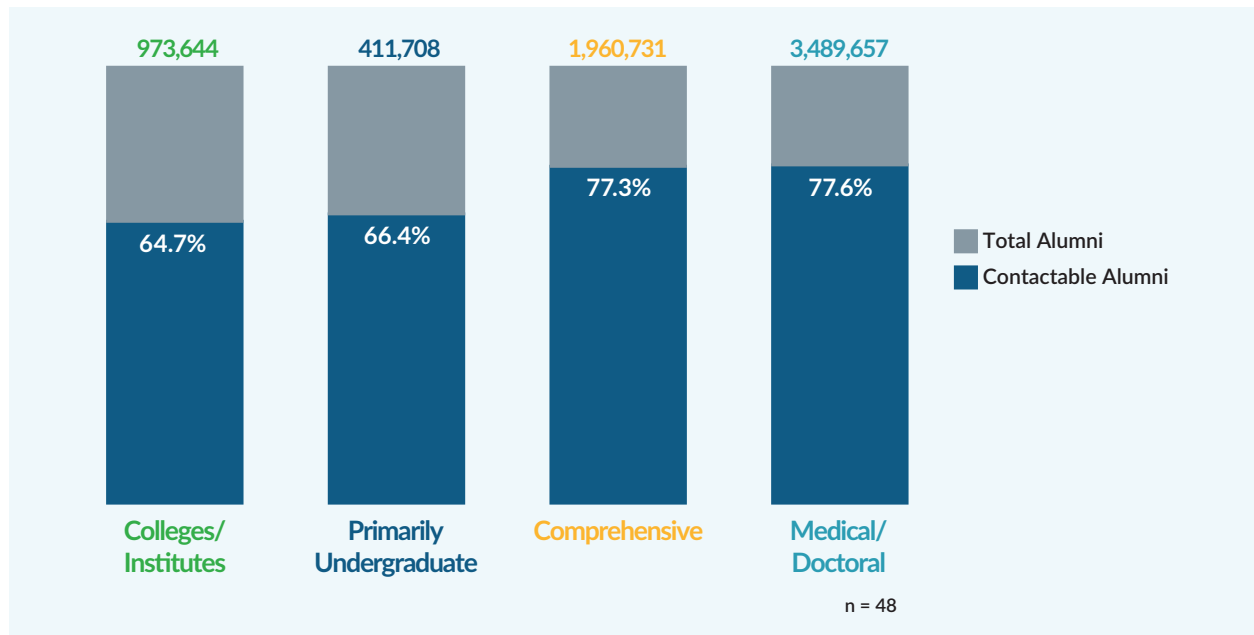
have far larger alumni populations, reporting a total of over 2.7 million contactable alumni, compared to 1.5 million contactable alumni reported by Comprehensives, 273,000 contactable alumni for Primarily Undergraduate institutions and 630,000 for Colleges/Institutes.

## Contactable Alumni and Alumni Giving

Among all survey respondents, alumni account for 58% of all donors. (Definitions of “alumni” may vary from institution to institution, with some institutions including all former students and others only recognizing certificate or degree holders as alumni. Contactable alumni are defined as living, legally contactable alumni for whom the institution has a valid postal address, email address, or phone number.)

Looking at contactable alumni as a percentage of total alumni can provide insights into the effectiveness of institutions’ alumni engagement efforts and the systems they have in place to collect and maintain current contact information for alumni. Contactable alumni counts may also reflect the age of an institution’s advancement program, institutional curriculum, and student demographics.

### Contactable Alumni as a Percent of Total Alumni



### CASE ALUMNI ENGAGEMENT METRICS

Philanthropic giving is just one facet of alumni engagement. Alumni may volunteer in rewarding ways that are of value to the institution, have inspiring experiences at institution events, and participate in meaningful communication activities that support the institution. CASE has developed a methodology for measuring alumni engagement.

For more information visit: <https://www.case.org/resources/alumni-engagement-metrics>.

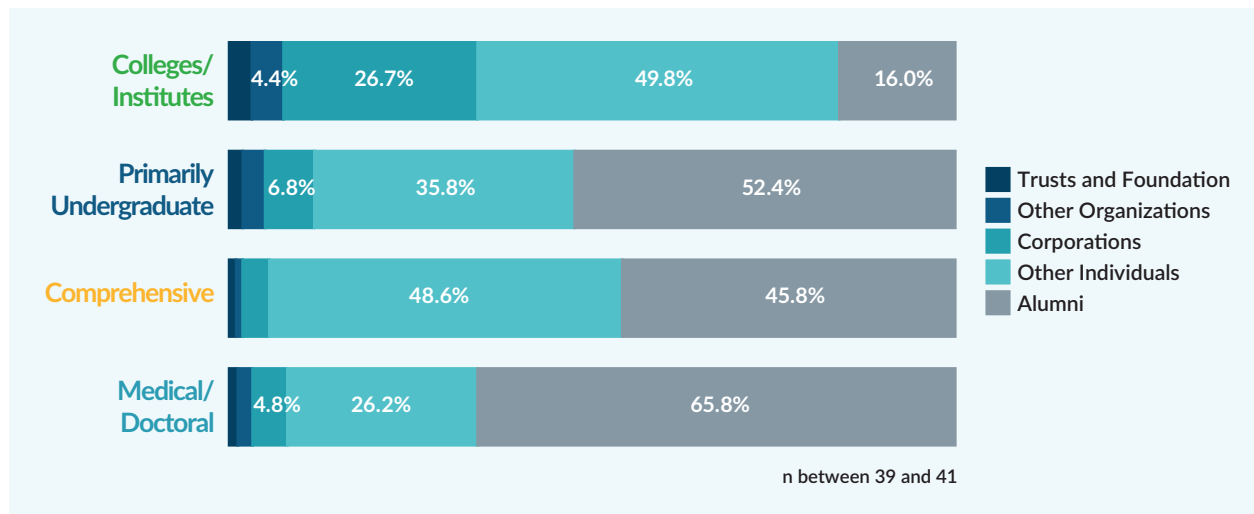
Alumni account for the largest proportion of donors among Primarily Undergraduate and Medical/Doctoral institutions, and other (non-alumni) individuals account for almost half of all donors to Colleges/Institutes and Comprehensives.

While the proportions of individual and organizational donors vary widely across the four sectors, the data underscores the critical role that alumni and other individual donors play in supporting higher education in Canada, accounting for a median of between 66% and 95% of donors depending on sector.

Gifts made via trusts, foundations, or other organizations, while not counted as giving by alumni or other individuals, may still reflect the generosity and philanthropic decisions of donors who elect to give via trusts, private foundations, donor advised funds, or other giving vehicles.

For colleges and institutes, corporations account for over a quarter of all donors. This likely reflects the vital role colleges and institutes play in supporting the workforce needs of regional businesses.

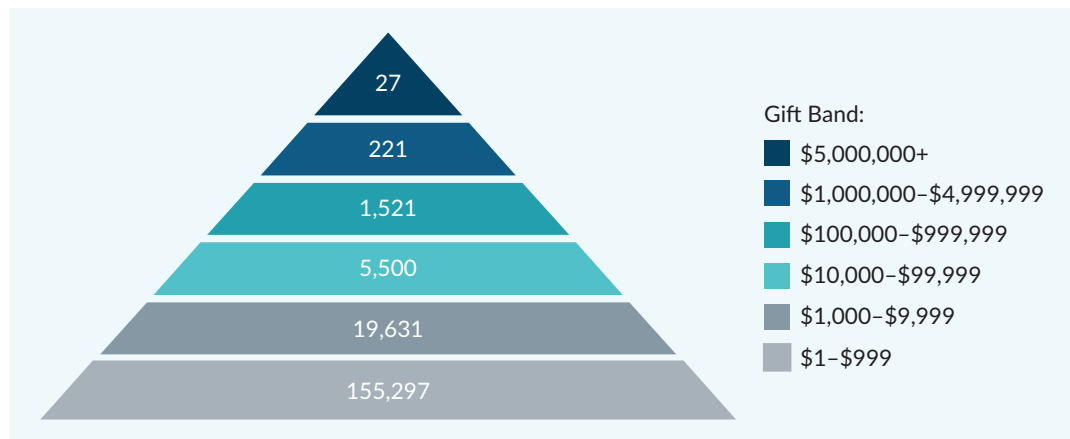
### Composition of Donor Populations



### Donors by Giving Bands

Thirty-eight of the 48 survey participants provided a breakdown of donors by gift bands.

#### Counts of Donors by Gift Bands

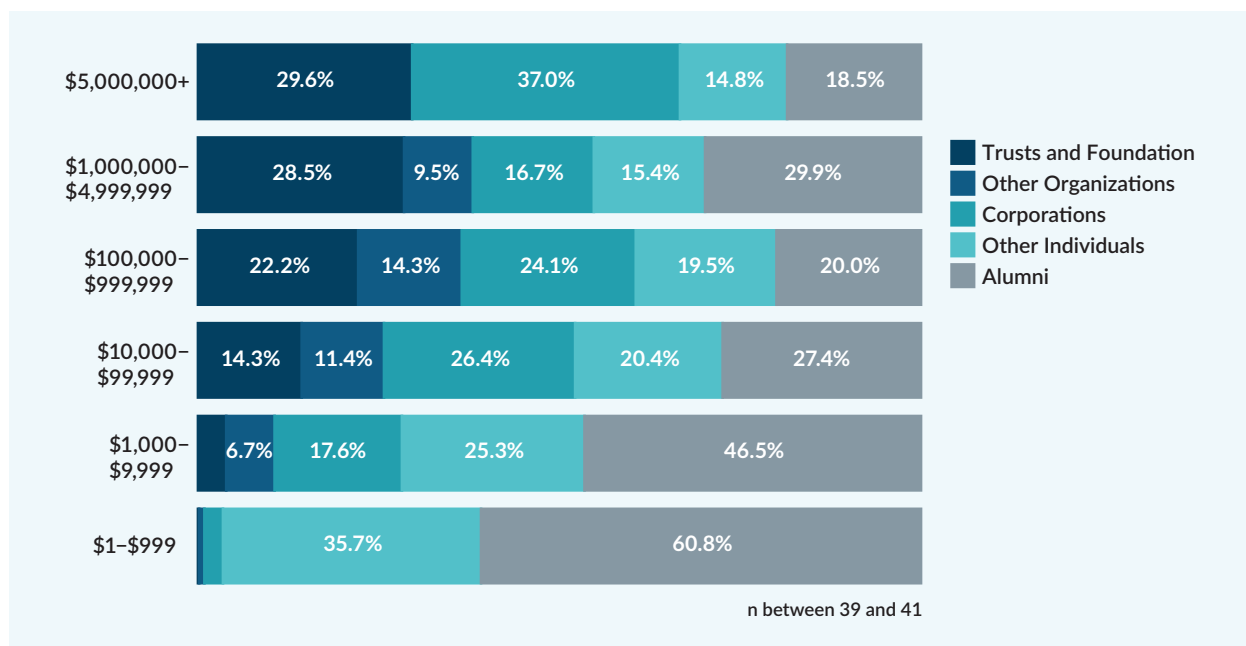


Looking at the mix of donor types within giving bands provides a more comprehensive picture of donor populations and mix of gifts contributing to total funds secured.

Gifts from alumni and other individual donors account for 97% of gifts under \$1,000. The proportion of individual donors decreases in higher gift

ranges. Trusts, foundations, corporations, and other organizations make up over half of all donors of gifts between \$1 and \$5 million and two-thirds of all donors of \$5 million or larger. As noted above, many large gifts made via trusts, foundations, or other organizations may still have been directed by alumni or other individual donors.

### Donors by Type and Gift Bands



## Gifts

### ANNUAL FUNDS

Annual fund programs provide a structure to regularly engage the totality of an institution's constituents. Annual funds also help to foster an institutional culture of philanthropy in which alumni, friends, staff, faculty, and even students see themselves as having a role in supporting the institution regardless of their capacity to make major gifts. Annual funds also help to identify and create a pipeline of committed donors who may, in time, become major, principal, or planned giving prospects. While major gifts account for the large

majority of funds raised by colleges and universities, annual funds are critically important as a means of cultivating and sustaining philanthropic relationships with a broad base of alumni and other donors, many of whom can be relied upon to contribute year over year and some of whom will become major and legacy donors.

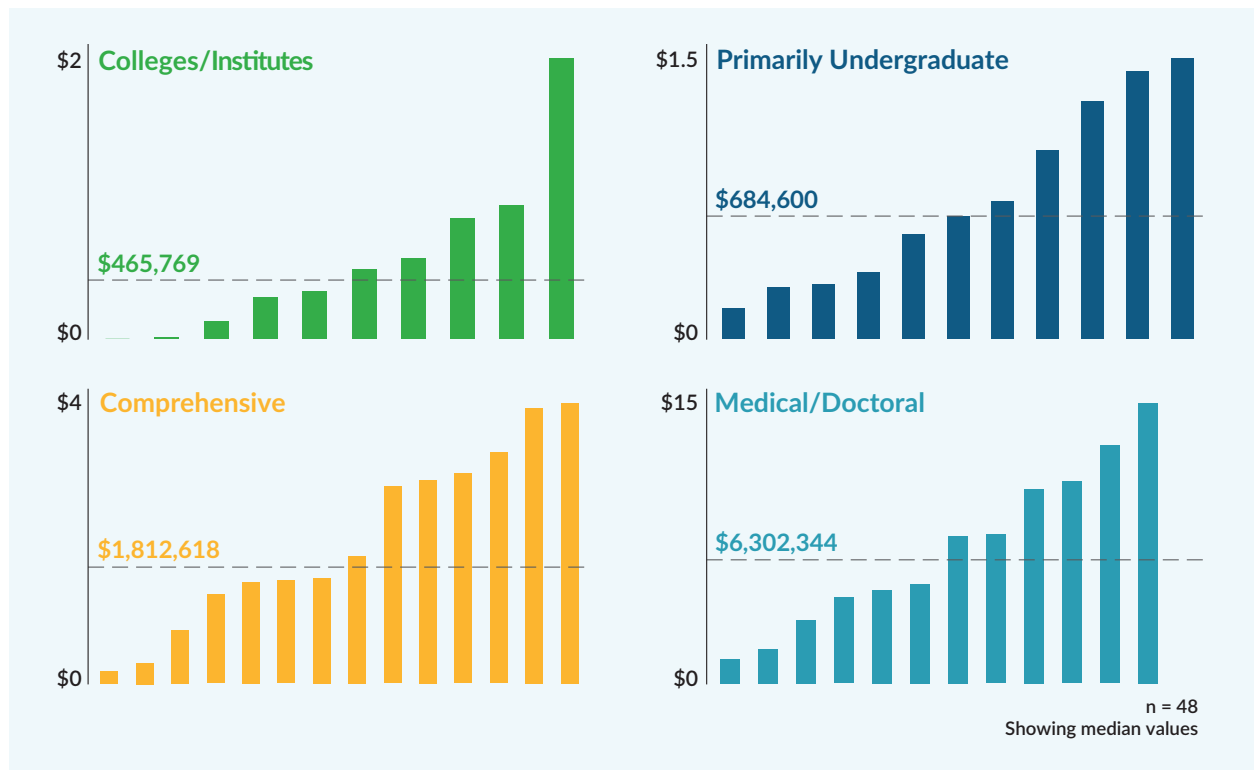
Institutions may define "Annual Fund" giving in a variety of ways, which may include giving below a certain dollar amount, unrestricted or current use giving, and giving in response to an annual solicitation process, typically including direct mail,

digital appeals, and phonathons. For the purposes of this survey, “Annual Fund” giving was defined as any gift less than \$25,000. Donors who made multiple gifts in the course of a year totaling less than \$25,000 would be counted as annual fund donors. Donors whose total giving or commitments over the course of a year equals more than \$25,000 would not be counted as annual funds donors.

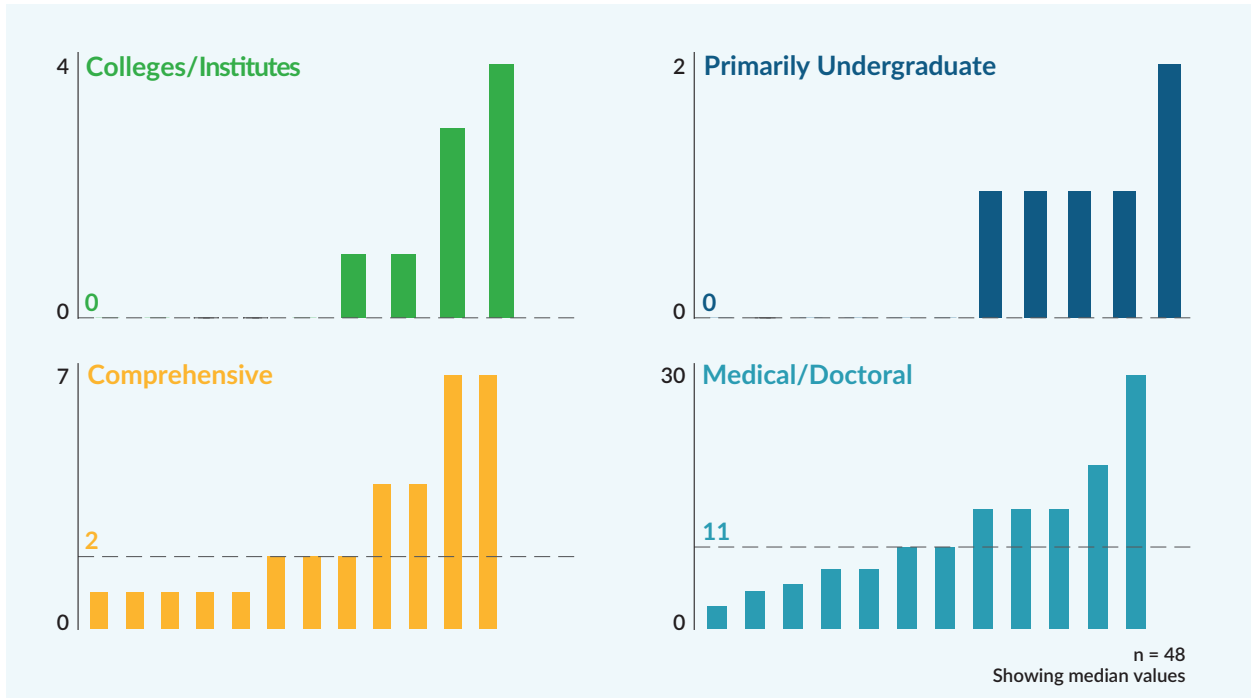
Annual funds do not include cash from bequests.

On average, annual funds account for a small proportion of overall funds secured, ranging from 16% for Colleges/Institutes to 7% percent among Medical/Doctoral institutions. But, as noted above, they are critical in building an institution’s pool of prospective donors and a sustainable major gift program.

**Annual Funds Secured**  
(Dollars in Millions)



**Count of Gifts of \$1 Million and Larger (as New Funds Secured)**



**LARGEST GIFTS**

Thirty-three institutions secured 204 gifts of \$1 million or larger. Twenty-two institutions reported multiple gifts of this scale.

The largest gifts secured, are, by definition, outliers, contingent upon a combination of philanthropic opportunity, donor passion, donor capacity, and economic factors. Three colleges and institutes distinguished themselves by securing gifts of \$4 million or larger.

On average, the single largest gift secured accounted for 21% of total funds secured by each institution. Medical/Doctoral institutions are less reliant on individual large gifts than institutions in other sectors.

On average, the largest gift secured accounted for:

- 27.8% of total funds secured by Colleges/ Institutes,

- 22.5% of total funds secured by Primarily Undergraduates,
- 23.1% of total funds secured by Comprehensives, and
- 13.3% of total funds secured by Medical/Doctoral institutions.

Individual large gifts can have a transformative effect on an institution. A six-, seven-, or eight-figure gift is a vote of confidence in an organization. Such significant philanthropic investments may also position institutions to attract additional gifts, grants, or partnership funds.

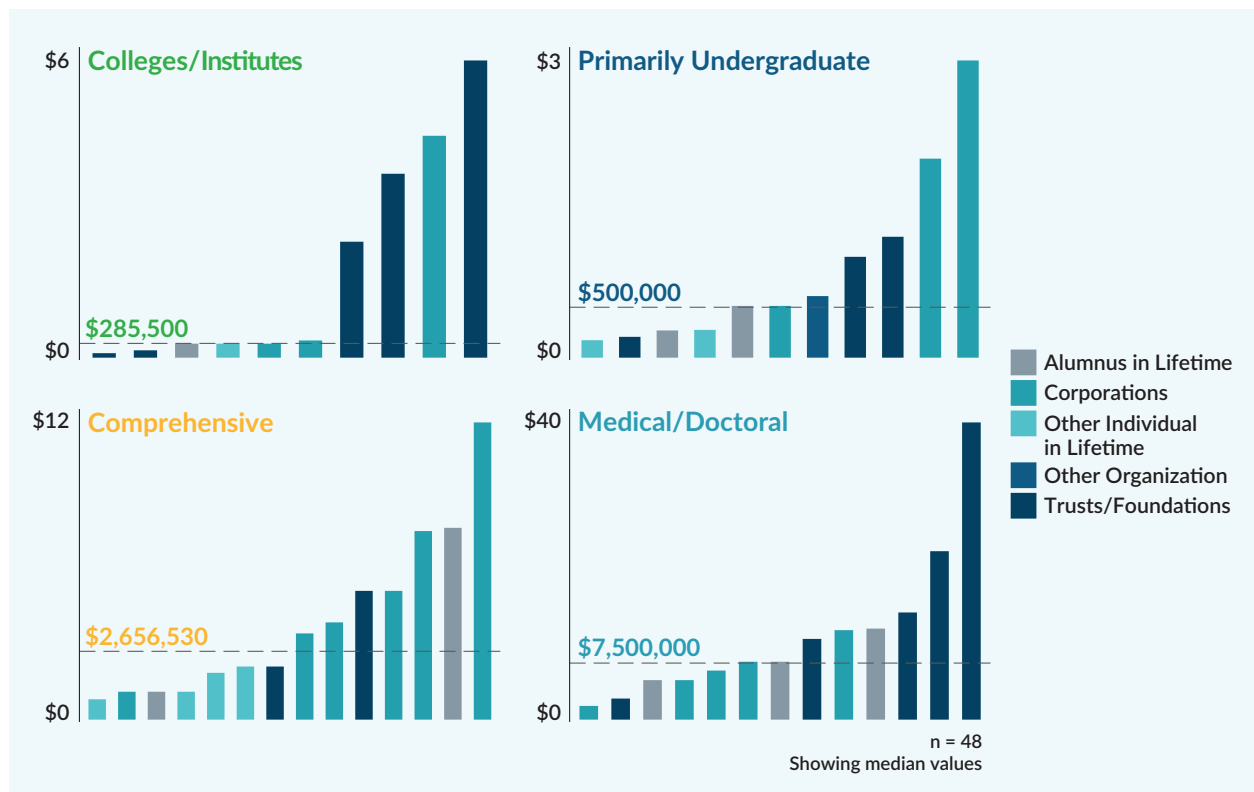
Reliance on a small handful of donors for a large proportion of year-over-year giving can, however, be a red flag. While a relatively small proportion of donors account for the lion's share of giving to institutions of all types, high-performing advancement programs consistently invest in identifying, engaging and cultivating new donors at all levels to



create a reliable pipeline of future giving. Corporations, trusts, and foundations account for the lion's share of the largest gifts (69%), but, as noted above,

these gifts may be funded and directed by individual donors working through private/family foundations, trusts, or closely held corporations.

**Largest, Non-Bequest Gift by Source**  
(Dollars in Millions)

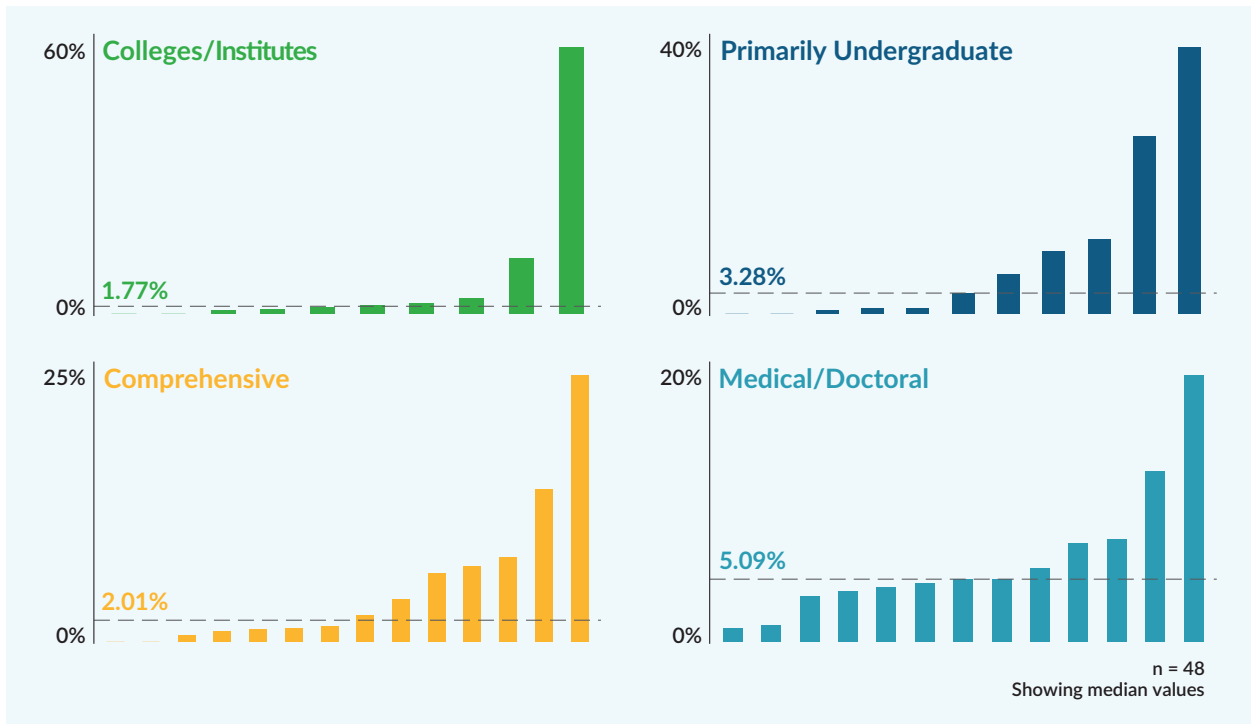


**BEQUEST GIVING**

Robust bequest giving is typically a hallmark of the most mature development programs. Institutions that build relationships with donors over many years reap the benefits in the form of bequests from their most loyal alumni and friends. Establishing and investing in planned giving programs can also help chart a course for long-term growth in philanthropic support. On average, bequests account for

a relatively small proportion of new funds secured (7.3%), but for five institutions estate gifts yielded 20% or more of new funds secured. Like the largest gifts, bequest income is likely to vary widely from year to year. Year-over-year consistency of funds received from bequests and new bequest intentions confirmed are more reliable indicators of fundraising maturity and performance than any one year's bequest income.

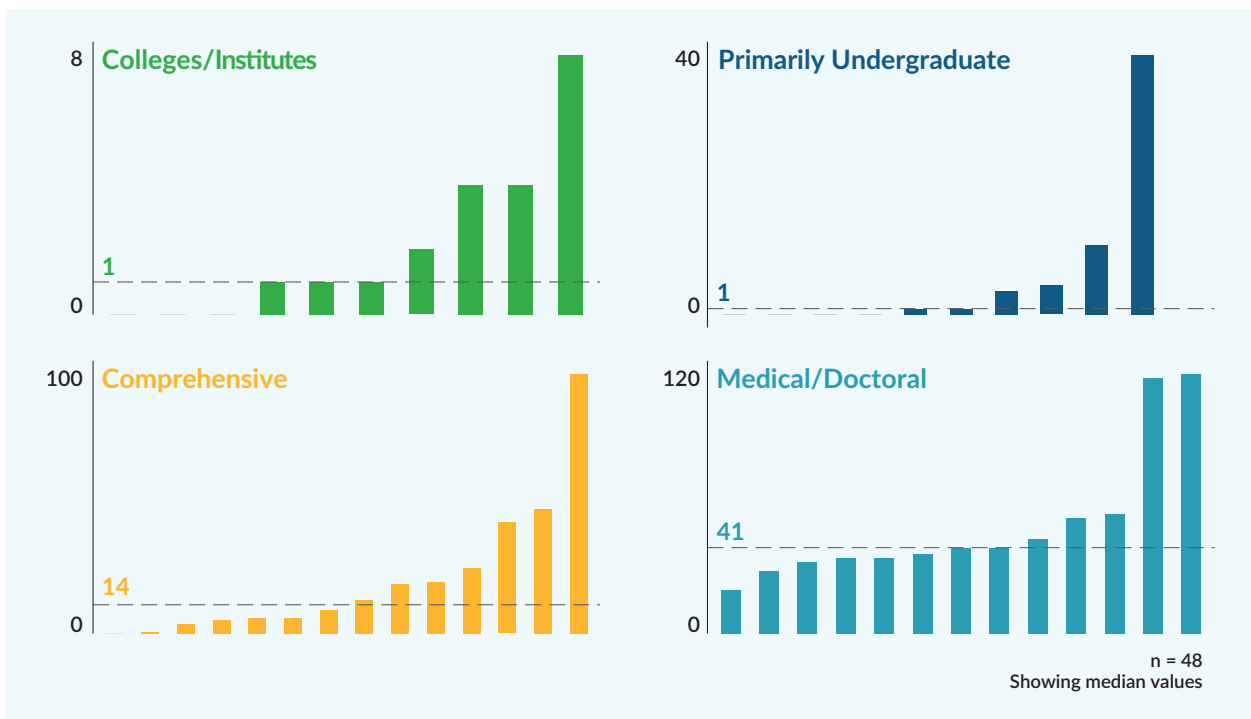
### Bequests as a Percent of New Funds Secured



With one notable exception, Primarily Undergraduate Institutions lag other cohorts in securing new

bequests. Medical/Doctoral programs demonstrated the greatest consistency in bequest confirmations.

### Count of New Bequest Intentions Confirmed



## Advancement Programs, Staffing, and Campaigns

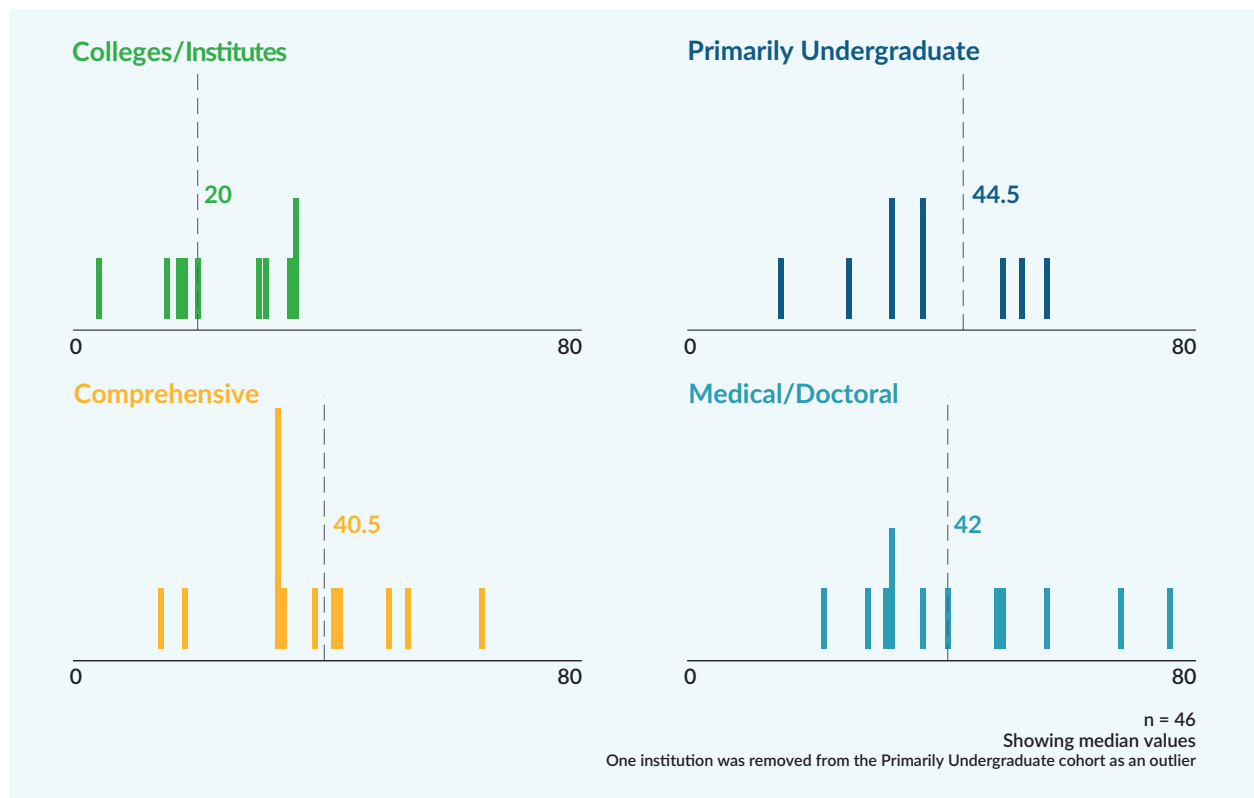
It is difficult, if not impossible, to determine the “age” of an institution’s advancement program. Before an institution has any professional advancement staff, it likely has individual administrators, faculty, and volunteers who work to engage alumni and cultivate private support. The survey asked participants for the year in which they first started a development/fundraising program, but different institutions may have defined that in different ways. As the chart below indicates, the median age for advancement programs was largely consistent across

all cohorts with the exception of Colleges/Institutes whose advancement programs are roughly half the age of those in other sectors.

The average age of advancement programs reported was:

- 23 years for Colleges/Institutes
- 38 years for Primarily Undergraduates (excluding one extreme outlier)
- 38 years for Comprehensives, and
- 45 years for Medical/Doctoral institutions

### Ages of Development Programs

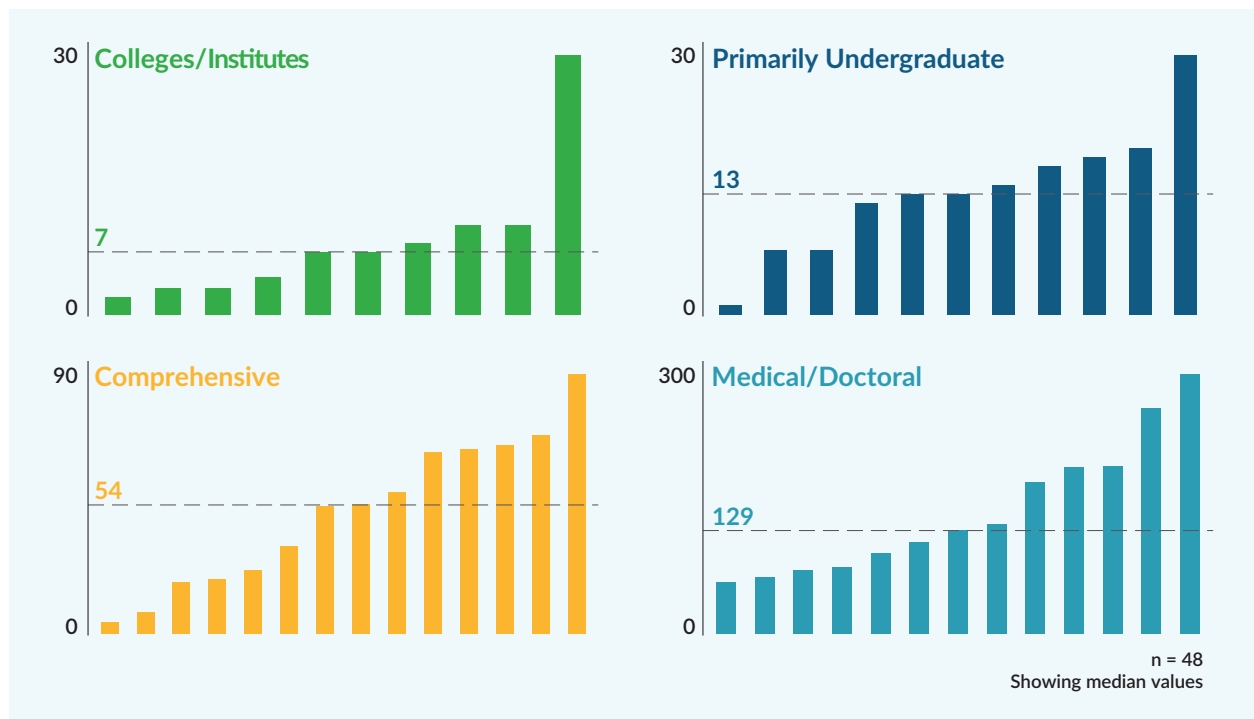


## ADVANCEMENT STAFF

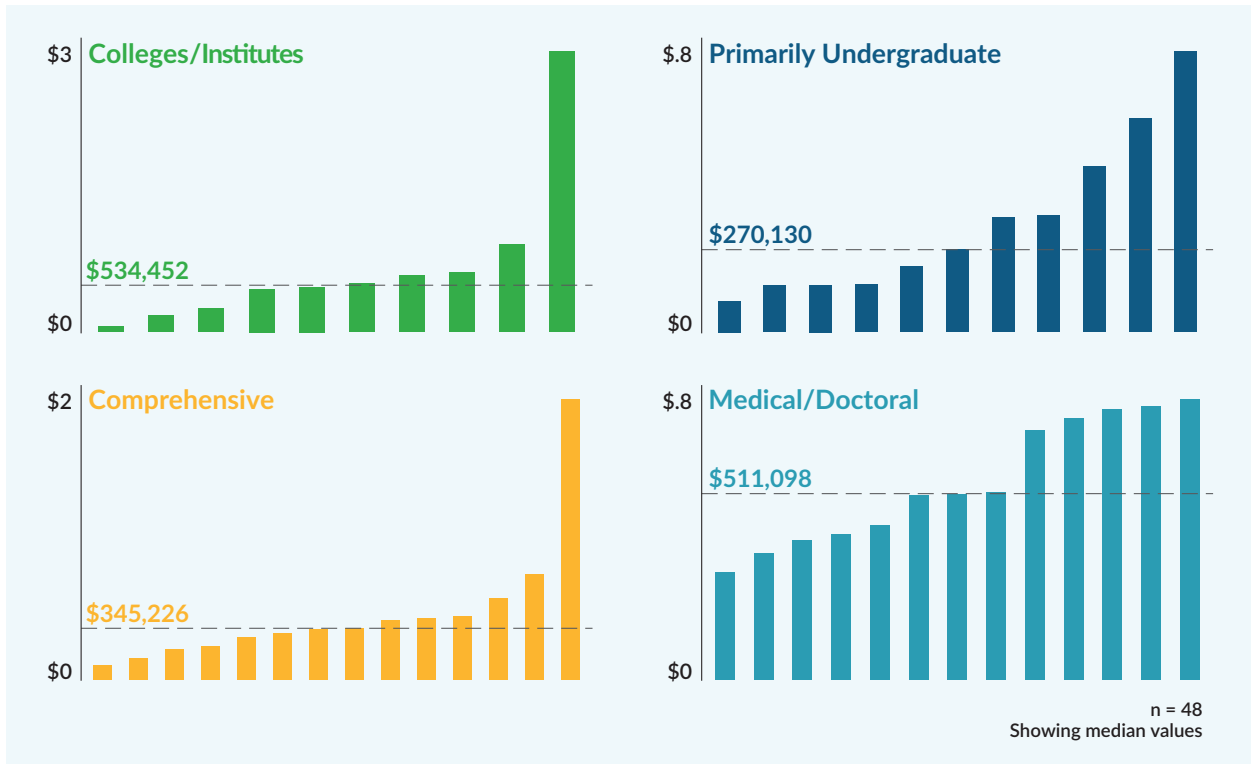
Counts of advancement and fundraising staff are a reliable measure of fundraising capacity. Advancement Staff would include all staff members responsible for fundraising, alumni relations, advancement services, and communications and marketing. Not surprisingly, there is a statistically significant strong correlation between Total Funds Secured and both Advancement Staff FTE ( $r = .95$ ) and Fundraising Staff FTE ( $r = .92$ ).

Average counts of advancement staff ranged from seven for Colleges/Institutes to 129 for Medical/Doctoral institutions. On average, institutions secured \$524,750 for each full-time equivalent advancement staff. Adding staff, it should be noted, doesn't mean that an institution will automatically achieve an additional \$500,000 in support; these staff and the programs need time to cultivate donor relationships over time.

### Count of Advancement Staff (FTE)



**New Funds Secured Per Advancement Staff (FTE)**  
(Dollars in Millions)



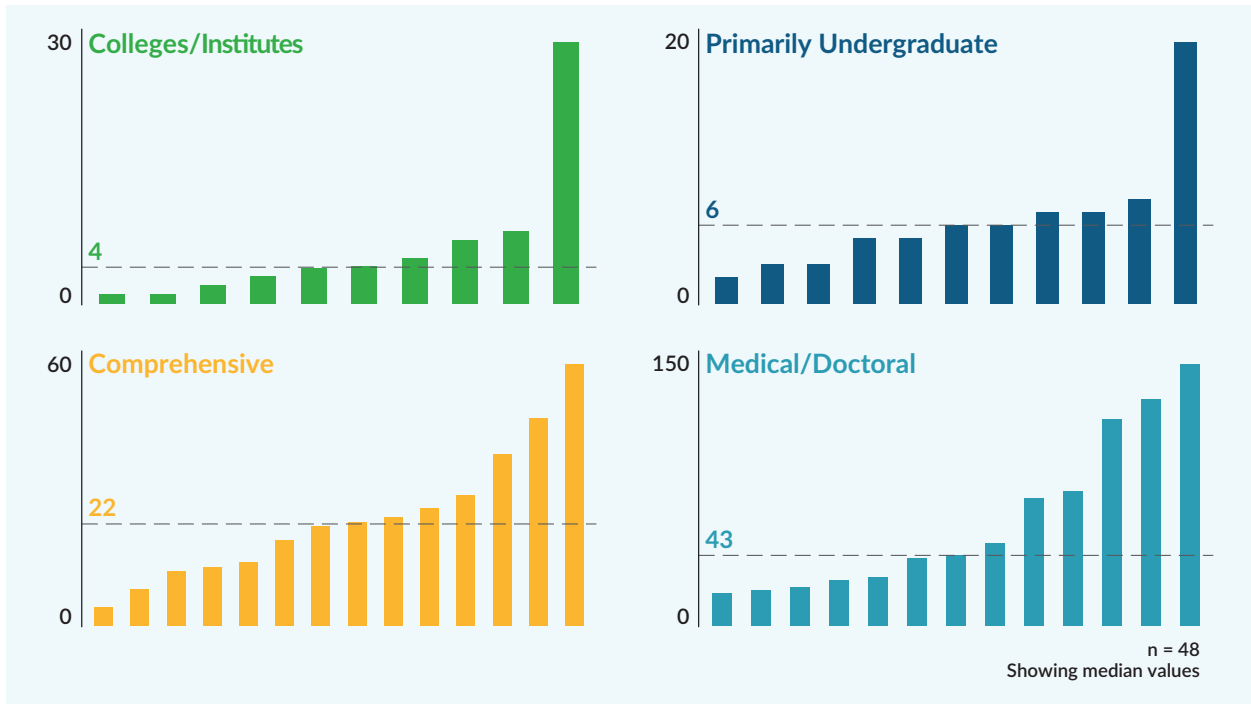
**STAFF INVOLVED IN PHILANTHROPIC REVENUE GENERATION**

In addition to asking for total counts of advancement staff, survey participants were asked to provide a count of all staff involved in philanthropic revenue generation. Staff involved in philanthropic revenue generation is a subset of total advancement staff. This number would include development officers, planned giving professionals, prospect researchers, and any other individuals who are responsible for prospect identification, donor cultivation, donor solicitation, and donor stewardship.

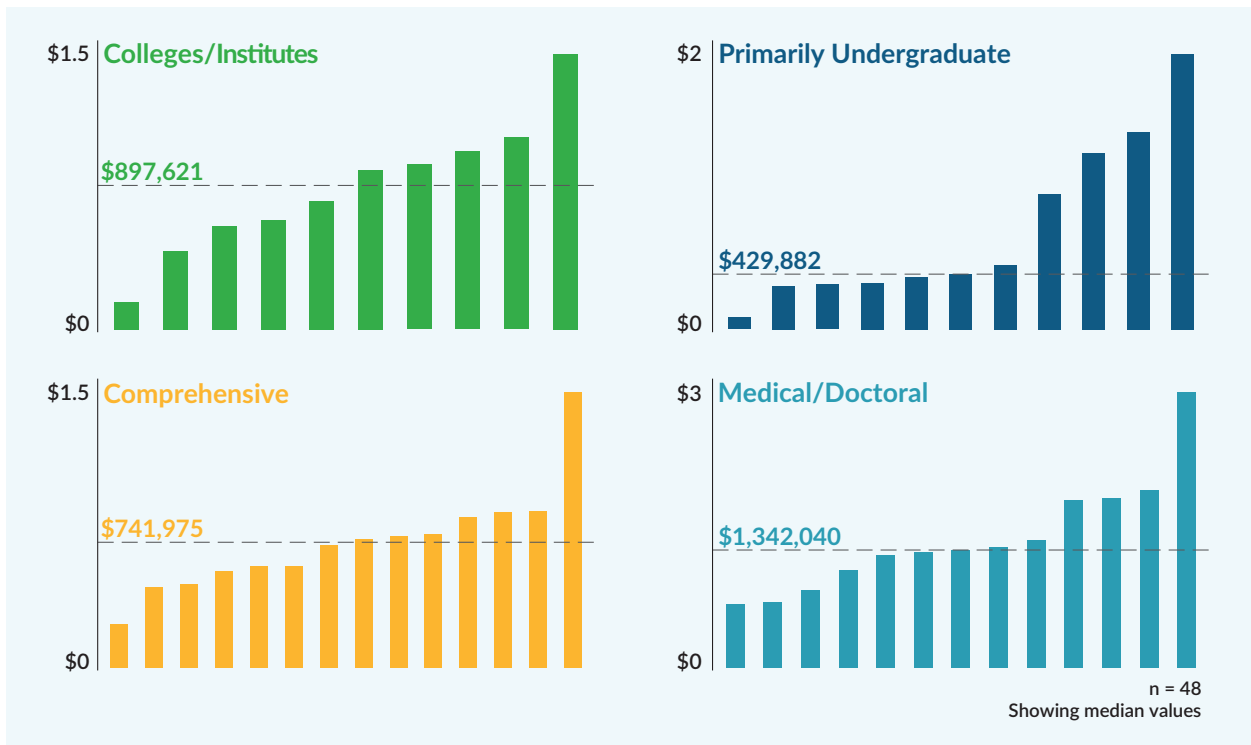
Institutions reported an average of \$1,166,556 new funds secured for each FTE staff position involved in philanthropic revenue generation.

While a high "rate of return" per staff position might be interpreted as an index of efficiency, it may, additionally and alternatively, be indicative of underinvestment in advancement, reflecting a focus on the most readily secured gifts and a failure to tap into both current and future philanthropic potential and opportunities that could be secured with marginal increases in advancement staffing and capacity.

Counts of Staff Involved in Philanthropic Revenue Generation (FTE)



New Funds Secured per Staff FTE Involved in Philanthropic Revenue Generation (Dollars in Millions)



**CAMPAIGN STATUS:**

Over 60% of Comprehensive and Medical/Doctoral institutions were in campaign (either

public or private phase). Lower proportions of Colleges/Institutes (50%) and Primarily Undergraduates (46%) reported being in campaigns.

**Campaign Status and Duration**

	In Campaign (Silent or Public Phases)	Average Duration
College/Institutes	50.0%	1.71 years
Primarily Undergraduate	45.5%	1.83 years
Comprehensive	64.3%	3.25 years
Medical/Doctoral	61.5%	4.43 years

Overall institutions in campaign raised more, on average, than those not in campaign. While a majority of all institutions were in the quiet or public phase of a campaign, the impact of campaigns appears to vary widely across the cohorts.

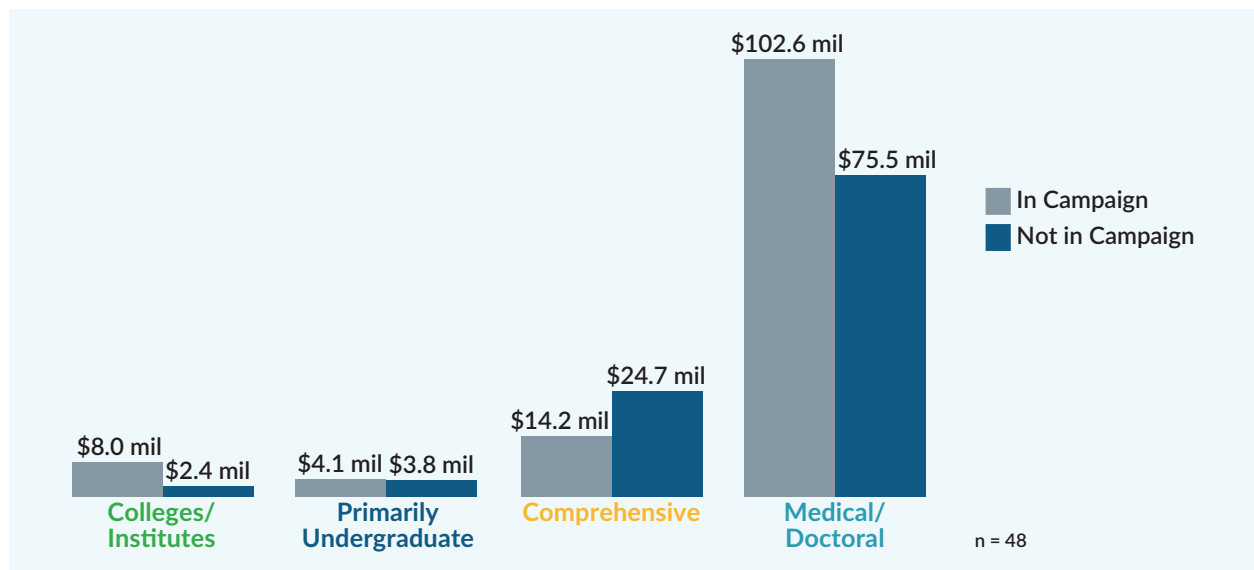
The following chart compares average new funds secured for institutions in campaigns to those not in campaigns for each cohort.

Colleges/Institutes in campaign raised, on average, 2.3 times more than those not in campaign. This might reflect the transformative effect a first campaign can have on an institution's fundraising capacity and ability to secure large gifts.

Medical/Doctoral institutions in campaign raised 36% more than those not in campaign. For such institutions, campaigns often focus academic leaders and others on developing visionary philanthropic opportunities, identify and engage new donors, and encourage long-standing donors to make their largest commitments.

Interestingly, Primarily Undergraduate institutions in campaign raised only marginally more than those not in campaign. Among Comprehensives, average new funds secured by institutions not in Campaign exceed new funds secured by those in campaign by 74%.

**Average New Funds Secured by Campaign Status**



## Participating Institutions and Cohorts

College/Institutes	Primarily Undergraduate	Comprehensive	Medical/Doctoral
Algonquin College	Acadia University	British Columbia Institute of Technology	Dalhousie University
Collège Boréal	Université de Saint-Boniface	Brock University	McGill University
Conestoga College	Laurentian University	Carleton University	McMaster University
Holland College	Mount Allison University	Concordia University	Queen's University
Lakeland College	OCAD University	Memorial University of Newfoundland	The University of British Columbia
Langara College	Saint Mary's University	Perimeter Institute for Theoretical Physics	University of Manitoba
Mohawk College	The University of Winnipeg	Ryerson University	Université de Montréal
New Brunswick Community College	Trent University	University of Regina	University of Alberta
Northern Alberta Institute of Technology	Université de Moncton	Fondation de l'Université du Québec à Montréal	University of Calgary
Nova Scotia Community College	University of King's College	University of Guelph	University of Ottawa
	Ontario Tech University (formerly UOIT)	University of New Brunswick	University of Saskatchewan
		University of Victoria	University of Toronto
		University of Waterloo	Western University
		Wilfrid Laurier University	

Additional information on the CASE-CCAE Survey can be found at:  
<https://www.case.org/resources/case-ccae-survey-charitable-giving-canadian-higher-education>

For further information please contact Mark Hazlett [haz@ccaecanada.org](mailto:haz@ccaecanada.org) or David Bass at [DBass@case.org](mailto:DBass@case.org)



The banner features the CASE logo on the left, followed by the AMAtlas logo with the tagline "Advancement Metrics and Research for Education". On the right, there is a stylized globe graphic. At the bottom, a yellow bar contains the text "Benchmark with peers • Access data globally • Learn from insights" and the website address "case.org/AMATLAS".