

CASE Test Organization 5

2025-26 CASE Insights on Philanthropy (Canada) in partnership with CCAE

About This Survey

CASE Insights on Philanthropy (Canada) in partnership with CCAE is designed to provide comprehensive data on fundraising and charitable giving to Canadian colleges, polytechnics, and universities. CCAE and CASE have collaborated to frame and review the survey and associated reporting definitions with input from advisors from a range of Canadian institutions and in alignment with the CASE Global Reporting Standards. CASE will administer the survey, analyze results, and develop the final report.

The survey:

- raises the profile of higher education advancement in Canada and increases public understanding of the role of philanthropy in support of education;
- provides data to help measure the impact of public policy and inform advocacy initiatives supporting educational advancement in Canada and globally;
- enables participating institutions to measure and benchmark fundraising progress year-over-year and among peer institutions; and
- helps institutional leaders set goals, assess performance, build capacity, and make informed, strategic decisions regarding investments in advancement.

Contact the CASE Insights team at insights@case.org if you have questions or suggestions regarding the survey or reporting guidelines.

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Survey Resources

ONLINE HELP

There are written instructions within the online survey instrument. In addition, there are a number of pop-ups on row and column headers providing further help and definitions. For shorter definitions you can just hover on the pop-up text. For longer explanations and examples, we recommend you click on the pop-up and it will open out to enable you to read it more easily.

THE SURVEY WEBSITE

The CASE Insights on Philanthropy (Canada) in partnership with CCAE website contains useful materials:

- The survey Guidance Document.
- A PDF of the survey with all of the questions.
- Excel grids you can use to gather your data before entering them online if you wish. You must enter your data and submit the survey online.

Survey participant data are expected to conform to the CASE Global Reporting Standards. The standards are available for purchase in hard copy or as a digital subscription. Contact the CASE Insights team at insights@case.org if you need assistance or would like to schedule a walk-through of the survey.

VALIDATIONS

You will notice throughout the survey there are automated validations to check your responses and error messages will appear to guide you on the reason for the validation failure. The survey Guidance Document provides more information on these. If you are unable to provide a value, and cannot proceed, please contact insights@case.org for assistance. Please avoid "0"s in place of "Not applicable", "I don't know", or "I am unable to share this value" as "0"s used in this way can have an adverse effect on findings and impact on the calculations of averages. If you are unsure how to proceed in these instances please contact insights@case.org.

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Data Sharing Agreement

All participating institutions will be expected to agree to the CASE Data Sharing Agreement (below). In addition, your data should be reviewed and signed off by your institution's most senior Advancement professional. You will not be able to take part if you opt-out of this.

This agreement must be completed prior to submitting your survey but the other sections can be completed first.

Please note there has also been a change in the way survey data will be made available on the CASE Insights data portal. As was the case last year, all data will be shared with other participating CASE member institutions in the CASE Insights data portal. However, beginning with the 2026 reporting year, the data will no longer be de-identified when shared with participating CASE members within this portal (that is, institutions' names will be displayed alongside their data).

	Check here to indicate agreement. (Required)	
	Yes	No
I confirm that: - The data has been reviewed and signed off by the most senior Advancement professional; - That I have read and agree to the Data Sharing Agreement for the (CASE Insights on Philanthropy (Canada) in partnership with CCAE), 2026; and - That I understand the change in the way data will be made available on the CASE Insights data portal outlined above.		

Please add name and position of the senior most advancement professional to confirm they have read and agreed the Data Sharing Agreement below. **Required**

First Name:	
Last Name:	
Position:	

CASE Insights on Philanthropy (Canada) in partnership with CCAE

Background

The Canadian Council for the Advancement of Education ("CCA") has partnered with Council for Advancement and Support of Education ("CASE") on the CASE Insights on Philanthropy (Canada) survey and agrees to the terms of use of the CASE database as described below.

Agreement between CASE and the Institution indicated below (the "Institution") individually a Party and together the Parties.

The Parties hereby agree in consideration for the rights granted by CASE to the Institution and the rights granted by the Institution to CASE:

1. Definitions

The following definitions apply in this agreement:

Data means the data comprising the questionnaire responses provided by the Institution to CASE in respect of the CASE Insights on Philanthropy (Canada) in partnership with CCAE;

Database means that database of data comprising disaggregated questionnaire responses and information provided by Sharing Institutions and the data and information contained therein;

Survey means the CASE Insights on Philanthropy (Canada) in partnership with CCAE;

Survey Collaborators means CASE, CCAE, and such other organizations as is approved by CASE subject always to the confidentiality provisions set out in clause 3;

Tool means the online reporting tool accessible at the website address notified by CASE to the Institution providing access to the Database;

Sharing Institution means an institution that has agreed to the terms contained in this Agreement.

2. Rights

2.1 CASE hereby grants the Institution a right to access the Tool and use the information contained in the Database solely for the Institution's internal benchmarking or performance for the term of this Agreement, subject always to Clause 3.

2.2 The Institution hereby grants CASE and CCAE:

2.2.1 a non-exclusive, perpetual, royalty free, worldwide license to use the Data for the purposes of the Survey subject to the terms of this Agreement; and

2.2.2 a non-exclusive, perpetual, royalty free, worldwide license to sub-licensee the Data to the Survey Collaborators for the purposes of the Survey; and

2.2.3 a non-exclusive, perpetual, royalty free, worldwide license to sub-licensee the Data to other Sharing Institutions for the purposes of internal benchmarking of performance.

3. Confidentiality

3.1 The Institution shall: (a) keep confidential the Database and/or information obtained from the Tool; (b) not disclose to third parties, without the express prior written consent of CASE, the Database and/or information obtained from the Tool; (c) ensure that no publication of Database and/or information obtained from the Tool occurs without the prior express written consent of CASE; and (d) disclose the Database and/or information obtained from the Tool which is provided by CASE to the Institution for internal benchmarking or performance, only to those persons necessary for the purposes of such internal benchmarking and only to the extent necessary for the proper performance of their duties.

3.2 The Institution shall ensure that the obligations in clause 3.1 are observed by its employees, students, officers and agents and by any other party retained by the Institution and any other party who engages in the internal benchmarking or performance at the instigation of the Institution.

3.3 The Institution shall notify CASE immediately if it becomes aware of any disclosure in breach of the obligations in this clause 3. At the request of CASE, the Institution will take all such steps as are necessary to prevent further disclosure.

3.4 The provisions of this clause 3 shall not apply to: (a) any information which is in the public domain at the date of this agreement or which subsequently comes into the public domain other than by breach of this agreement or any other confidentiality agreement; or (b) any information already in the possession of the Institution at the date of this agreement, other than under an obligation of confidentiality; or (c) any information obtained without any obligation of confidence from a third party that is not in breach of a confidentiality agreement with the Company concerning the information obtained; (d) the extent information is required to be disclosed by law, by any governmental or other regulatory authority or by a court or other authority of competent jurisdiction provided that, to the extent it is legally permitted to do so, it gives the other party as much notice of such disclosure as possible and, where notice of disclosure is not prohibited, it takes into account the reasonable requests of the other party in relation to the content of such disclosure.

3.5 On termination of this Agreement, the Institution shall erase all Database and/or information obtained from the Tool from computer and communications systems and devices used by it, including such systems and data storage services provided by third parties (to the extent technically practicable).

3.6 CASE gives no warranty of any kind in respect of the Tool or the Database and all statutory and implied warranties, terms and conditions are excluded to the full extent allowed by law.

3.7 The provisions of this clause 3 shall be deemed effective from the time of signing of this agreement and shall remain in full force and effect thereafter.

4. Duration and Termination

4.1 This Agreement shall come into force on the date of signature below and shall remain in force until the earlier of:

(a) three months after CASE has served a notice to the Institution; or (b) the date of any breach by the Institution of the terms of this Agreement; or (c) 14 days after the date of any notice of breach of this Agreement by CASE as notified by the Institution.

Executed as an agreement for and on behalf of named institution above.

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A. About Your Institution

In this section, please provide information about your institution and advancement program. Hover over underlined row and column headings for additional help and definitions.

A-1. Please provide the end month and year of your most recently completed fiscal year. **Required**

The fiscal year is an important time period for this survey, determining the period for which funds received and new funds committed are reported. Fiscal years vary from institution to institution and may not conform to calendar year, academic calendar, or government fiscal year.

	End Month	End Year
End Month and Year of Most Recent Fiscal Year		

A-2. Please select the currency you will be using to report financial data throughout the survey. **Required**

Select	
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A-3. To whom does the senior-most advancement professional report? **Required**

Select	☐ President, Principal, or equivalent (senior-most executive officer of the institution) ☐ Vice-President, Vice Principal or Equivalent ☐ Other
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If other is selected, please specify:	
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A-4. In which decade did your institution start a development/fundraising program? **Required**

This is the decade when your institution first invested in a professional alumni relations and/or fundraising program. (Some institutions have historically had separately constituted "alumni associations" with associated dues before investing in a professional office. These do not count.)

Founding Decade	
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A-5. Do you have any staffed offices outside Canada that are responsible for regional fundraising? **Required**

Please do not include international contracts with consultants of consultancy firms to undertake international fundraising on your behalf, unless they are engaged on a permanent or multi-year, fixed-term basis.

Select	☐ Yes ☐ No
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If yes, in which country?

United States	☐ Yes ☐ No
United Kingdom	☐ Yes ☐ No
Hong Kong	☐ Yes ☐ No
Other Country	☐ Yes ☐ No

If Other Country, please specify:	
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A-6. Which of the following best describes your institution? **Required**

Select the most appropriate group for your institution. The first three categories align with Maclean's universities categories. Colleges and Institutes are combined into one category.

Select	☐ Medical/Doctoral ☐ Comprehensive ☐ Primarily Undergraduate ☐ Colleges/Institutes
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A-7. Are hospital or medical facility data included in your survey? **Required**

This question is intended to determine whether institutions have clinical medical operations that impact fundraising performance. Indicators of engaging in clinical medicine include having a medical school, hospital, or running large clinical medicine research.

Select	☐ Yes ☐ No
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A-8. How many full-time equivalent (FTE) students were enrolled by your institution in the reporting year? **Required**

FTE Students	
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A-9. Please provide the total number of students (total headcount, not full-time equivalent) who were enrolled at the beginning of the academic year in the reporting period. **Required**

For the 2025-26 fiscal year, count enrolled students at the beginning of the academic year, fall of 2025.

Total Students	
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A-10. Donor-Advised Funds (DAFs) **Required**

This survey includes a source category for DAFs in some questions in the New Funds Committed and Philanthropic Funds Received sections. Historically, giving from DAFs was included in the Other Organizations category, but in 2022 an additional source category was added for DAFs.

Please break out DAF donor counts and contributions into the new category if you are able to report those totals separately. If you are unable to provide separate totals, please indicate this below.

	Do you have the ability to break out donor-advised fund donor counts and contributions?
Select	☐ Yes, I am able to provide DAF totals ☐ No, I am unable to provide DAF totals

Selecting yes means that you can provide the breakout whether you received contributions during the year or not.

Selecting no will restrict you from entering data into the DAF category. If you received DAF contributions, but were unable to break them out, you will continue to include them in Other Organizations.

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B. New Funds Committed

All questions in this section use New Funds Committed as the method for counting philanthropic income. Hover over underlined row and column headings for additional help and definitions.

To provide global benchmarks and enhance data transparency globally, this section asks for New Funds Committed exclusive of bequest/legacy intentions. The number and value of new bequest intentions are collected in a separate question.

Note that the CASE Global Reporting Standards concerning pledges were revised in 2024. You should report the entire pledge. Do not limit it to 5 years.

B-1. Provide the total value of new funds committed exclusive of bequests. Required

New Funds Committed Exclusive of Bequests	
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B-2. Provide the number and value of new documented bequest intentions confirmed in the survey year. Required

- Bequests/legacy intentions should be counted at face value from donors who were age 65 or older within the survey year.
- Include bequest intentions where the individual has confirmed in writing that he or she has included a gift in his or her will to your institution and the will has been executed - the clause is already in a signed will and is not just an intention to do so in the future.
- Contingent bequests, where the will specifies that your institution only receive the gift should all other gifts specified in the will fail/cannot be fulfilled, should be excluded.
- If you do not currently count bequests/legacy intentions or if you did not secure any during the fiscal year(s), enter 0.

Number of New Bequest Intentions Confirmed	
Value of New Bequest Intentions Confirmed	

B-3. Please provide the value and source of the largest, new non-bequest confirmed gift committed to your institution in the survey year. Required

	Largest Non-Bequest Confirmed Gift	Source of Largest Non-Bequest Confirmed Gift
Select		

B-4. Please provide the breakout of new funds committed exclusive of bequests by purpose.

- The aim of this question is to demonstrate the donor's intent regarding the use of funds.
- The calculated total must match the value entered for new funds committed exclusive of bequests in question B-1.

	Amount
Unrestricted	
Restricted for student financial aid and experience	
Restricted for faculty/staff support and experience	
Restricted for capital projects and infrastructure	
Restricted for research programs and partnerships	
Restricted for other purposes	
Total	

Questions B-5 through B-7

Questions below ask for donor counts and new funds committed by source, including a category for donor-advised funds (DAFs). In section A, you indicated whether you are able to break out DAF donor counts and contributions.

If you selected yes, that means that you can provide the breakout whether you received contributions during the year or not.

If you selected no, you are restricted from entering data into the DAF category. If you received DAF contributions, but were unable to break them out, you will continue to include them in Other Organizations.

Your Selection from Section A	
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If you would like to change your selection for DAF breakouts, go to question A-10 in Section A of the survey.

B-5. Provide the number of donors and new funds committed exclusive of bequests within each source. **Required**

- Donor counts are based on new funds committed exclusive of bequests.
- Enter zero if you had no donors or contributions in that source category.

	Alumni	Other Individuals	Trusts and Foundations	Corporations	Donor-Advised Funds	Other Organizations	Total
Donors							
New Funds Committed Exclusive of Bequests							

B-6. Provide the number of DONORS who made contributions within each of the following ranges in the survey year. **Partially Required**

This question is partially required. Respondents may choose one of the following:

- Fill out the entire grid, or
- Provide the "Totals" in the far-right column.

While only the totals in the far-right column are mandatory, completing the full grid is recommended.

- Donor counts are based on new funds committed exclusive of bequests.
- Donors who contributed or pledged multiple gifts should be counted once within the range corresponding to the total value of new funds contributed or pledged within the survey year.
- Example: A donor who pledged \$4 million over 4 years and made a separate one-time gift of \$15,000 in the year would be counted once in the \$1,000,000-\$4,999,999 range based on cumulative new funds committed of \$4,015,000.
- Enter zero if you had no donors giving in that range.
- Contact insights@case.org for further assistance.

	Alumni	Other Individuals	Trusts and Foundations	Corporations	Donor-Advised Funds	Other Organizations	Total
Less than \$100							
\$100-\$499							
\$500-\$999							
\$1,000-\$9,999							
\$10,000-\$24,999							
\$25,000-\$49,999							
\$50,000-\$99,999							
\$100,000-\$999,999							
\$1,000,000-\$4,999,999							
\$5,000,000+							
Total							

B-7. Provide the total VALUE of new funds committed exclusive of bequests from each source within each of the following ranges in the survey year. **Partially Required**

This question is partially required. Respondents may choose one of the following:

- Fill out the entire grid, or
- Provide the "Totals" in the far-right column.

While only the totals in the far-right column are mandatory, completing the full grid is recommended.

- Enter the value of new funds committed within each gift range based on the sum of the donor's gifts or documented pledges during the survey year.
- Example: A donor pledged \$4 million over 4 years and made a separate one-time gift of \$15,000 in the year. Count \$4,015,000 in the \$1,000,000-\$4,999,999 range.
- Enter zero if you had no donors and therefore no new funds committed in that range.
- Contact insights@case.org for further assistance.

	Alumni	Other Individuals	Trusts and Foundations	Corporations	Donor-Advised Funds	Other Organizations	Total
Less than \$100							
\$100-\$499							
\$500-\$999							
\$1,000-\$9,999							
\$10,000-\$24,999							
\$25,000-\$49,999							
\$50,000-\$99,999							
\$100,000-\$999,999							

\$1,000,000-\$4,999,999							
\$5,000,000+							
Total							

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C. Funds Received

All questions in this section use Funds Received as the method for counting philanthropic income. Hover over underlined row and column headings for additional help and definitions.

C-1. Provide the total value of funds received in the survey year. **Required**

Total Funds Received	
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C-2. Provide the number and value of bequest / legacy contributions received in the survey year. **Required**

- o This question should only include funds received by the institution in the survey year from the estates of deceased individuals.
- o If the legacy includes financial instruments (shares, etc.), then these should be included in the answer to this question and should be valued on the day that they are received, not at the value that is eventually realized when sold.
- o Money still passing through probate should be excluded.
- o If you do not currently count bequests/legacy intentions or if you did not secure any during the fiscal year(s), enter 0.

Of the total value of funds received, what amount came from bequests?	
Provide the number of realized bequests that contributed to funds received in the survey year.	

C-3. Please provide the value and source of the largest gift your institution received in the survey year. **Required**

	Value of Largest Gift	Source of Largest Gift
Select		

C-4. Please provide the breakout of funds received by purpose.

The aim of this question is to demonstrate the donor's intent regarding the use of the gift.

Unrestricted	
Restricted for student financial aid and experience	
Restricted for faculty/staff support and experience	
Restricted for capital projects and infrastructure	
Restricted for research programs and partnerships	
Restricted for other purposes	
Total	

Questions C-5 through C-7

Questions below ask for donor counts and funds received by source, including a category for donor-advised funds (DAF). In section A, you indicated whether you are able to break out DAF donor counts and contributions.

If you selected yes, that means that you can provide the breakout whether you received contributions during the year or not.

If you selected no, you are restricted from entering data into the DAF category. If you received DAF contributions, but were unable to break them out, you will continue to include them in Other Organizations.

Your Selection from Section A	
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If you would like to change your selection for DAF breakouts, go to question A-10 in Section A of the survey.

C-5. Provide the number of donors and funds received within each source. **Required**

	Alumni	Other Individuals	Trusts and Foundations	Corporations	Donor-Advised Funds	Other Organizations	Totals
Donors							
Funds Received							

C-6. Provide the number of DONORS who made contributions within each of the following ranges in the survey year. **Partially Required**

This question is partially required. Respondents may choose one of the following:

- Fill out the entire grid, or
- Provide the "Totals" in the far-right column.

While only the totals in the far-right column are mandatory, completing the full grid is recommended.

- Donor counts are based on Funds Received.
- Donors who contributed multiple gifts or made multiple pledge payments should be counted once within the range corresponding to the total value of gifts made during the year.
- Example: A donor who contributed \$500 to an appeal and made a \$10,000 pledge payment would be counted once in the \$10,000-\$24,999 range based on the donor's cumulative giving of \$10,500.
- Enter zero if you had no donors giving in that range.
- Contact insights@case.org for further assistance.

	Alumni	Other Individuals	Trusts and Foundations	Corporations	Donor-Advised Funds	Other Organizations	Total
Less than \$100							
\$100-\$499							
\$500-\$999							
\$1,000-\$9,999							
\$10,000-\$24,999							
\$25,000-\$49,999							
\$50,000-\$99,999							
\$100,000-\$999,999							
\$1,000,000-\$4,999,999							
\$5,000,000+							
Total							

C-7. Provide the total VALUE of funds received from each source within each of the following ranges in the survey year. **Partially Required**

This question is partially required. Respondents may choose one of the following:

- Fill out the entire grid, or
- Provide the "Totals" in the far-right column.

While only the totals in the far-right column are mandatory, completing the full grid is recommended.

- Enter the value of funds received within each gift range based on the sum of the donor's gifts during the survey year.
- Example: A donor contributed \$500 to an appeal and made a \$10,000 pledge payment in the year. Count \$10,500 in the \$10,000-\$24,999.
- Enter zero if you had no donors and therefore no funds received in that range.
- Contact insights@case.org for further assistance.

	Alumni	Other Individuals	Trusts and Foundations	Corporations	Donor-Advised Funds	Other Organizations	Total
Less than \$100							
\$100-\$499							
\$500-\$999							
\$1,000-\$9,999							
\$10,000-\$24,999							
\$25,000-\$49,999							
\$50,000-\$99,999							
\$100,000-\$999,999							
\$1,000,000-\$4,999,999							
\$5,000,000+							
Total							

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D. Constituents and Donors

In this section, please provide information about your alumni. Hover over underlined row and column headings for additional help and definitions.

D-1. Please enter details about your alumni below. Required

Total Number of Living Alumni	
Number of Legally Contactable Alumni	
Number of Alumni Solicited	

D-2. Please enter details about alumni giving by graduation cohort:

- This question is optional. You may skip it or complete the entire grid.
- Report legally contactable alumni and unduplicated counts of alumni donors and alumni giving by graduation cohort based on the number of years since graduation.
- Count donors and giving based on legal credit, hard credit, direct contribution credit, soft credit, or recognition credit, inclusive of outright gifts and pledge payments in the reporting year (funds received).
- Alumni donors are counted at the individual level. For contributions received from spouses who are both alumni, hard or soft credit, count both alumni.
- Alumni giving is counted at the household level. Example: spouse 1 contributed \$500 and spouse 2 contributed \$1,000. Report \$1,500 in alumni giving. Do not duplicate contributions soft credited between spouses.
- For non-diploma, non-degree, or certificate/award holders, count in the All Other Alumni category.
- Count individuals who received multiple credentials from the institution (an undergraduate degree and subsequent professional degree) based on when the first credential was awarded.

	Legally Contactable Alumni	Alumni Donors — Hard & Soft Credit	Alumni Giving – Hard & Soft Credit
Alumni 0-5 Years Out			
Alumni 6-10 Years Out			
Alumni 11-20 Years Out			
Alumni 21-30 Years Out			
Alumni 31-40 Years Out			
Alumni 41-50 Years Out			
Alumni 51+ Years Out			
Other Alumni—Non Degree/Diploma Holders			
Total			

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E. Campaigns

In this section, provide information about institutional campaigns. Hover over underlined row and column headings for additional help and definitions.

- A “campaign” is a concentrated effort to raise a specified sum of money to meet a specified goal or goals, normally within a specified period of time.
- Campaigns can be for a specific purpose (e.g., \$15 million for a new building), or can be institution wide, with several specific purposes under a campaign “umbrella.” Some campaigns include annual fund returns against their campaign target; others do not. Both approaches are acceptable.
- Campaigns are normally divided into a “quiet phase” (where funds are sought, mostly from major gifts, but the campaign is not publicly announced); and a “public phase” (the period between public announcement of the campaign, and its conclusion).

E-1. At the end of the most recent fiscal year, were you in a campaign for the institution as a whole? Required

If yes, please provide additional information about the length of the campaign and campaign phase (private/quiet or public). If you are in the public phase, provide the campaign’s published financial goal.

	Were you in a campaign at fiscal year end?	How long is your campaign counting period?	Published financial goal of the campaign
Select:	o Yes, Private/Quiet o Yes, Public o No		

E-2. Indicate whether you completed a comprehensive campaign in the past five years, including this one. Required

CASE Insights on Campaigns in partnership with Marts&Lundy is a global survey on educational fundraising campaigns. If you have completed a campaign in the last five years, you are eligible to take this survey. Learn more about the survey and how you can participate [here](#).

Has your institution completed a comprehensive campaign in the past five years?	
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F. Investment and Staffing

This section collects data on staffing and expenditures distributed across five functional areas of advancement. Hover over underlined row and column headings for additional help and definitions. Additional examples of staff and expenditures to include in each category are available in the Guidance Document on the CASE Insights on Philanthropy (Canada) website.

The objective is to account for the totality of staffing and expenditures dedicated to alumni relations, development/fundraising, and marketing and communications supporting those areas.

F-1. Provide the full-time equivalent (FTE) count of institution employees working in advancement in the survey year, regardless of where they report in the institution. **Required**

- This question seeks to determine the size of the advancement functions at your institution.
- Include only paid staff.
- Do not include non-advancement executives who may contribute to fundraising efforts.
- Do not include students employed part-time in call centers or on special events.
- The time of a single employee may be distributed over more than one functional area. You can use up to two decimal places to report personnel distribution. For example, if you have 4 full-time and 3 half-time staff working in a functional area, you would enter 5.50.

	Staff FTE
Advancement Management	
Advancement Services	
Alumni Relations	
Communications and Marketing	
Fundraising	
Total	

F-2. Provide the advancement expenditures of your institution in the survey year. **Required**

Advancement expenditures should be broken out into three categories. Expenditures on staffing salaries and benefits should correspond to the FTE staff entered above.

- Salaries: Include the salaries/wages paid for all staff included in the FTE staff counts in the reporting year exclusive of benefits.
- Benefits: Report the benefits paid by the institution for all staff included in the FTE staff counts in the reporting year. These benefits may include pension, employment insurance, disability insurance, private health insurance, and retirement savings plan. Professional staff benefits may also include car allowances, housing subsidies, memberships, and other perquisites.
- Other Advancement Expenditures: Include all other advancement expenditures exclusive of staff expenditures and benefits described above.

	Advancement Management	Advancement Services	Alumni Relations	Communications and Marketing	Fundraising	Total
Salaries						
Benefits						
Other Advancement Expenditures						
Total						