

CASE InsightsSM on Philanthropy (Canada)

in partnership with



2025 KEY FINDINGS

**COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION**



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ABOUT CASE

CASE—the Council for Advancement and Support of Education—is a global, not-for-profit membership association with a vision to advance education to transform lives and society.

CASE is the home for advancement professionals, inspiring, challenging, and equipping them to act effectively and with integrity to champion the success of their institutions. CASE defines the competencies and standards for the profession of advancement, leading and championing their dissemination and application for more than 90,000 advancement professionals at 3,000 member institutions in 80 countries.

Broad and growing communities of professionals gather under the global CASE umbrella. Currently, these professionals include individuals working in alumni relations, development and advancement services, communications, fundraising, government relations, and marketing. These professionals are at all stages of their careers and may be working at universities, schools, colleges, cultural institutions, or other not-for-profit organizations.

Headquartered in Washington, D.C., CASE works across all continents from its regional offices in London, Singapore, and Mexico City to achieve a seamless experience for all of its stakeholders, particularly its members, volunteers, and staff.



COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION

Advancing education to transform lives and society.

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ABOUT CCAE

The Canadian Council for the Advancement of Education (CCAЕ), established in 1993, is a nonprofit, volunteer-led organization that promotes excellence in educational advancement.

CCAЕ members benefit from opportunities for networking, professional development, and mutual support for those who work to advance and promote Canadian education. The vision of CCAЕ, a leading national organization, is to enable advancement professionals, and the educational institutions in which they work, to fulfil their aspirations.

CCAЕ's mission is to strengthen the capacity, reach, and impact of the advancement community through exemplary programs, resources, partnerships, and services. CCAЕ members represent universities, colleges, institutes, and independent schools that include 4,500 individual advancement professionals spanning 140 institutions, businesses, and other organizations across Canada (as of January 2026).



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

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ACKNOWLEDGMENTS

At CCAE, President and CEO Danielle Lamothe and Director of Strategic Communications and Marketing Kara Perz helped steer the project and provided expert advice and insights.

This report depends on the advancement leaders at Canadian colleges, institutes, polytechnics, and universities who generously share detailed information about their programs. Because of their efforts, we are able to document the contributions that philanthropy makes to Canadian higher education.

Framework for Measuring CASE InsightsSM on Philanthropy

Educational philanthropy

is the **voluntary act** of providing private **financial support** to **nonprofit educational institutions**. Financial support must be provided for the **sole purpose of benefiting the institution's mission and its social impact**, without the expressed or implied expectation that the donor will receive anything more than recognition and stewardship as the result of such support.

CASE Global Reporting Standards, 2nd Edition

Key Definitions

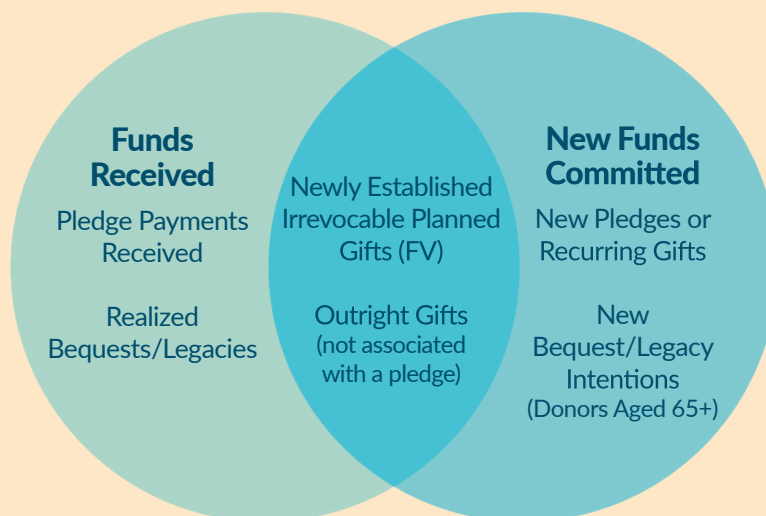
Funds Received

A measure of money in the bank. Funds Received are monies and property received within the reporting year.

New Funds Committed

Measures the impact of fundraising efforts. New monies and property committed in the reporting year.

Two Lenses on Philanthropy



CASE InsightsSM Philanthropy Surveys

- Philanthropy (Australia/New Zealand)
- Philanthropy (Canada) with CCAE
- Philanthropy (United Kingdom/Ireland)
- Voluntary Support of Education (United States)
- Philanthropy Independent Schools (United States) with NAIS
- Philanthropy (Latin America)
- Philanthropy International and Independent Schools



NOTE FROM CASE PRESIDENT AND CEO

Welcome to the eighth annual CASE Insights on Philanthropy (Canada) in partnership with CCAE. Let me begin by thanking all 36 institutions that participated in this year's survey. I recognise that gathering and submitting this information required an immense investment of staff time and resources. Please know how much we at CASE appreciate your dedication, and how valuable your contributions are to your colleagues across the sector.

Beyond my gratitude, I wish to highlight the collective impact of contributing to a data community. By completing the survey annually, not only will you track progress over time within your institution; you will also strengthen the dataset for all CASE members and continue to bolster regional benchmarking for educational advancement. In addition, the knowledge gleaned through this kind of research helps institutions create more effective strategies to improve their philanthropic engagement, rooted in data, and best practice.

“Measuring performance year-to-year among peer institutions is paramount in setting objectives and tracking success,” notes Paul Chesser, Vice-President, Advancement at Concordia University and member of the CASE US/Canada Regional Council. “While we understand our performance on an annual basis, this benchmarking exercise provides context so that we can compare our results to a broader market and make informed decisions to improve our fundraising success. We firmly believe that sharing with our campus partners and the fundraising sector leads to an increase in philanthropy.”

Indeed, generosity begets generosity, as evidenced in the key findings from fiscal year 2025. Philanthropic support for Canadian higher education continues to grow. The total of new funds committed increased from the previous year, demonstrating the public's ongoing commitment to philanthropy. While this increase is primarily driven by giving at larger institutions, donors at all levels and to all types of institutions demonstrate, through their generous support, their confidence in the power of education to transform lives and society.

Another encouraging finding comes from alumni giving. While new funds committed from alumni declined compared to last year, alumni continued to surpass corporations for the second year in a row, making them the second-largest source of support. We also know alumni contributions to their alma maters extend far beyond financial support, with many serving as volunteers, mentors, advocates, and more. The [CASE Insights on Alumni Engagement](#) survey counts engagement in four key areas—experiential engagement, volunteerism, communication, and philanthropic support—to better understand how individuals stay connected to their institutions after graduation.

Institutions also reported that overall staffing remained steady. Our years of research around the world have demonstrated that institutions that maintain advancement staff during periods of uncertainty are able to move through challenging years and rebound more quickly. Advancement expertise helps institutions navigate change while sustaining meaningful relationships with key stakeholders even during leaner years.

As ever, I am immensely grateful to Danielle Lamothe and the team at CCAE for their warm partnership. Our collaboration enriches this research and strengthens our collective impact. It is exciting to see how far we have come on this collaboration and see the benefits of this effort through working together over time.

Thank you again for your participation and your ongoing dedication to this work. Together, we are building a more resilient advancement sector across Canada, transforming education and research for current and future generations.

Sue Cunningham

President and CEO

Council for Advancement and Support of Education (CASE)

NOTE FROM CCAE PRESIDENT AND CEO

CCAIE is grateful for its long-standing partnership with CASE on the CASE InsightsSM on Philanthropy (Canada) initiative. Now in its eighth year, this survey establishes a comprehensive data source on higher education fundraising in Canada.

The key findings shared in the 2025 edition show a glimpse into what we can expect should the current challenges persist, and a guiding analysis of where advancement efforts are best placed as we look to the future. A total of 36 institutions submitted data for the 2025 analysis, including 21 institutions that have participated since the survey's inception. This annual participation is critical and allows us to identify trends and measure the impact of our country's philanthropic efforts.

While Canadian institutions navigate economical and geopolitical challenges, the survey and its results are a key tool for measuring philanthropic trends and strategies, both within individual institutions and throughout the Canadian advancement sector. The positive news is that high-level five-year trends indicate overall philanthropic growth since the pandemic, with the last two years highlighting overall stability, and confirm the essential nature of advancement efforts within our institutions.

Unsurprisingly, the cost of this growth has also risen, as the data shows expenditures have increased in all areas of advancement most likely due to inflation and other financial constraints. The positive aspect is that staffing is matching this increase, at least as reported through the fiscal end of 2025. These aspects are to be closely monitored in future findings of the survey, especially for smaller schools.

I am grateful to the advancement leaders and staff who work each year to submit data for this survey, as well as for the collaboration between CCAIE and CASE, which has been tremendously productive in establishing Canadian institutions within the global stage of philanthropic giving.

The ninth edition of this survey, which will collect data on the 2025–26 fiscal year, will launch this summer. I thank you in advance for your participation in this important endeavor.

Danielle Lamothe

President & CEO

Canadian Council for the Advancement of Education (CCAIE)

Executive Summary

Beginning in 2018, CASE and CCAE have partnered to collect data on fundraising outcomes at higher education institutions in Canada. The data in this report reflects fiscal years 2021 through 2025, during which there were several external factors that may have impacted philanthropy at institutions, including but not limited to the continued impact and aftereffects of the COVID-19 pandemic, rising costs, domestic tuition freezes, caps on the number of international students, and stagnant government funding. This report provides institutions with a set of data points that can be used to set benchmarks, contextualize their own data, and provide a deeper understanding of giving to the higher education sector during this period.

IN 2025, 36 SURVEY PARTICIPANTS REPORTED NEARLY \$1.7 BILLION IN FUNDS RECEIVED AND MORE THAN \$1.8 BILLION IN NEW FUNDS COMMITTED

- In 2025, the 36 participating institutions raised just over \$1.8 billion in new funds committed from 178,442 donors, with medians ranging from \$3.6 million for primarily undergraduate institutions to \$145.5 million for medical/doctoral institutions.
- For the same 36 participants, total funds received approached \$1.7 billion, with median funds received ranging from \$3.2 million for colleges/institutes to \$139.1 million for medical/doctoral institutions.
- Between 2021 and 2025, a consistent cohort of 24 institutions participated in each year of the survey. For this cohort, while total funds received declined 2.3% between 2024 and 2025, the five-year trend was positive, up 8.3% from 2021.
- Total new funds committed for these 24 institutions grew by 14.4% from 2021 to 2025 and increased by 5.7% between 2024 and 2025. Collectively, institutions raised \$1.5 billion in new funds committed, reaching a five-year high.

FLUCTUATING MEDIANS IN NEW FUNDS COMMITTED REFLECT THE IMPACT OF LARGE GIFTS

- Median new funds committed fluctuated significantly over the five-year period, resulting in a net increase of just 2.1% between 2021 and 2025. Year-over-year variance in median new funds committed is to be expected given the size of the data set and the potential for a shifting median based on large one-time gifts or pledges.
- One factor contributing to the median decline of 21.4% from 2024 to 2025 was the decrease in donors giving \$1 million or more, specifically among colleges/institutes and primarily undergraduate institutions. In 2025, primarily undergraduate institutions experienced a 36.4% drop in donors giving at this level, while colleges/institutes saw an even steeper decline of 69.2% in \$1 million-plus donors.
- As noted above, fluctuations in the median are not uncommon, but the small net change over the last five years suggests a slowing of growth and bears further monitoring, especially in relation to ongoing external impacts.

GIVING FROM TRUSTS AND FOUNDATIONS REMAINS THE LARGEST SOURCE OF SUPPORT, MIRRORING GIVING TO RESEARCH

- The amount of new funds committed by source varies across institution types, with trusts and foundations consistently serving as the largest source of support over the past five years. Their contributions reached a high of \$650.4 million in 2025 among the 24 institutions in the consistent cohort.
- New funds committed from alumni increased by 21.0% since 2021, surpassing corporations beginning in 2024 to become the second largest source of support, despite decreasing by 10.4% from 2024 to 2025.
- The amount of new funds committed by purpose also differs by institution type, with research as the

leading area funded. This aligns with the growth in giving from trusts and foundations, which frequently direct their support toward research initiatives. In 2025, medical/doctoral institutions received 47.5% of their new funds committed from trusts and foundations and 46.7% of their new funds committed by purpose were allocated to research.

FTE STAFFING AND EXPENDITURES INCREASED OVER THE LAST THREE YEARS

- Across institution types, expenditures in all major advancement functions increased since 2023, with alumni relations showing the strongest growth. The overall distribution of spending across functions has remained stable, suggesting that rising costs, rather than major strategic shifts, may be driving expenditure increases.
- The total number of full-time equivalent (FTE) advancement staff increased across a consistent cohort of 27 institutions since 2023. The largest growth occurred at colleges/institutes, which were up 49.1% from 57.0 to 85.0 FTE staff; one-third of these institutions reported being in a comprehensive campaign.
- The largest increase in advancement staff occurred in communications and marketing, which increased 29.9% since 2023, followed by alumni relations at 26.6%, and advancement management at 21.1%. Fundraising staff increased by 12.4% from 2023 to 2025, the lowest increase across functional areas.
- Primarily undergraduate institutions stand out for allocating a disproportionately high share of their budgets to marketing and communications, 32.4% in 2025 compared to 9-10% at other institution types. This high percentage was driven by two institutions investing more than twice as much in this area as in fundraising. Alumni relations spending, by contrast, remains consistently proportional across all institution types.

Survey and Report Information

The survey was open to participants from June 16 through September 30, 2025. The Council for Advancement and Support of Education (CASE) and the Canadian Council for the Advancement of Education (CCAЕ) sent invitations to 108 colleges, institutes, and universities; 36 institutions completed the survey, resulting in a response rate of 33.3%.

The survey response rate is lower than in prior years and may affect the results. In addition, there were definition changes implemented in 2024 that may impact data reported as new funds committed. These changes are noted in all applicable charts. One key change was that multi-year new pledges secured in the reporting period are now counted at their full value instead of the five-year value that was reported in prior years. CASE research staff screened survey responses for outliers, inconsistencies, and potential errors and queried survey participants to confirm or correct their responses.

For the inaugural survey, conducted in 2018, CASE conducted a cluster analysis of a range of variables relating to fundraising outcomes, enrollments, investments in fundraising, advancement staffing, and other factors. The analysis identified four primary cohorts, three of which align with Maclean's universities categories: primarily undergraduate institutions, comprehensive universities, medical/doctoral universities, and colleges/institutes. CASE and CCAE ask survey participants to identify their appropriate reporting group for their institution based on these cohorts. A list of participating institutions by reporting groups can be found at the end of this report.

This report and the survey on which it is based rely on definitions of educational philanthropy, new funds committed, and funds received, which are outlined in the *CASE Global Reporting Standards*. Philanthropic funds reported do not include funding from Canadian federal, provincial, or local governments or their agencies; royalties from

the institutions' intellectual property; or funds transferred internally within an institution.

The value of bequest and legacy commitments is collected separately in the survey but is not included in some figures in these key findings, although those gift values are part of the broader definition of new funds committed.

Data on donor populations are based on "hard credit" legal donors counted through the lens of either funds received or new funds committed. A large proportion of gifts attributed to trusts, foundations, donor-advised funds, and other organizations may reflect the philanthropy of alumni and other individuals who make charitable contributions through these vehicles.

Not every figure represents data for all 36 institutions participating in this year's survey. In some cases, institutions did not submit data for an individual question. Also, year-over-year comparisons are based on a subset of participants that submitted data for each reporting year represented in that figure. The total number of institutions represented is listed at the bottom of each figure. Data is reported for all the years in which a data element was collected in a consistent manner.

Monetary values are all reported in Canadian dollars and are not adjusted for inflation.

Details may not add to totals due to rounding.

Visit www.case.org/research/surveys/case-insights-philanthropy-canada for more information on the survey and reporting rules.

For more on the *CASE Global Reporting Standards*, see www.case.org/standards.

Overall Trends

This section presents an overview of trends in funds received and new funds committed since 2021, as

well as 2025 highlights for these two important indicators.

FUNDS RECEIVED

Figure 1: Total Funds Received, 2021–25 (\$, billions)

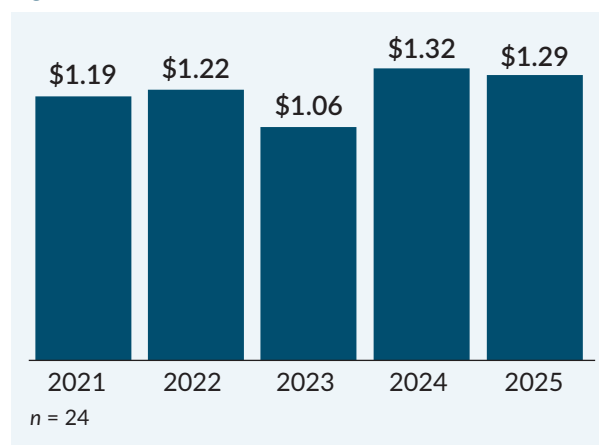
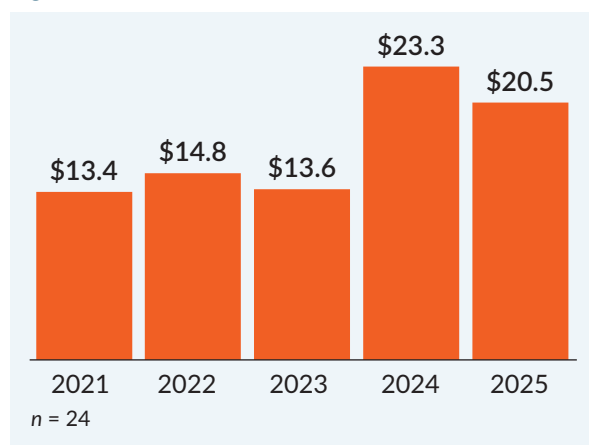


Figure 2: Median Funds Received, 2021–25 (\$, millions)



KEY INSIGHTS

- In 2025, total funds received across the 36 participating institutions approached \$1.7 billion. Median funds received varied significantly by institution type, ranging from \$3.2 million for colleges/institutes to \$139.1 million for medical/doctoral institutions (not shown).
- Since 2021, among the 24 institutions that participated in each of the last five years, total funds received increased 8.3% (Figure 1) and median funds received increased 53% (Figure 2). While we see some year-over-year fluctuations, this growth trend suggests that Canadian institutions of higher education continue to succeed in the face of ongoing external factors.
- For the same cohort, between 2024 and 2025, total funds received decreased by 2.3% (Figure 1) and median funds received fell sharply between 2024 and 2025, declining by 12.1% (Figure 2). Despite these declines, 2025 still marked the second highest level of total and median funds received in the past five years. **This performance points to a broader upward trend over the longer term, even as short-term fluctuations continue to affect individual institution types.**
- Although the decline in total funds received affected all institution types from 2024 to 2025, the steepest median decreases occurred among primarily undergraduate institutions (48.9%), followed by colleges/institutes (35.1%) and medical/doctoral institutions (11.6%). The only comprehensive institution reporting a decline saw a modest 1.9% decrease in total funds received.

NEW FUNDS COMMITTED

Figure 3: Total New Funds Committed, 2021–25
(\$, billions)

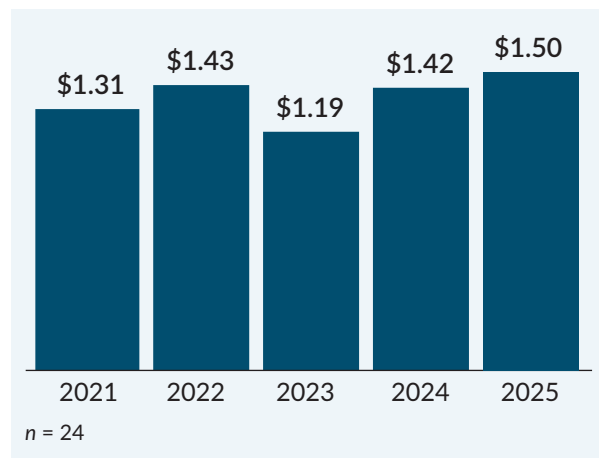
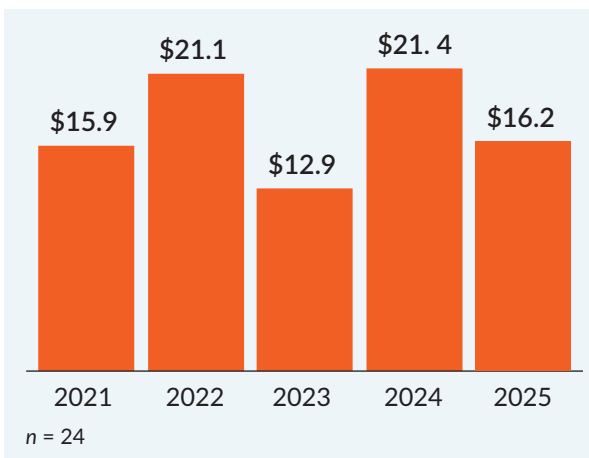


Figure 4: Median New Funds Committed, 2021–25
(\$, millions)



Note. The definition of new funds committed was revised in 2024 to include the full value of new multi-year pledges secured in the reporting period. Previous years were limited to a five-year value.

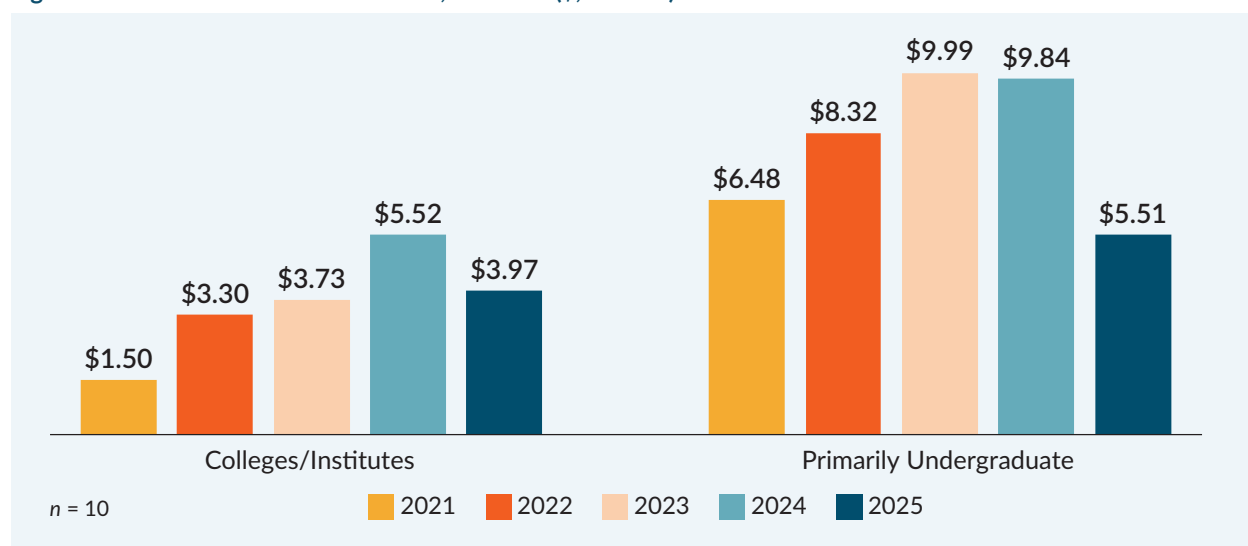
KEY INSIGHTS

- In 2025, the 36 participating institutions collectively secured just over \$1.8 billion in new funds committed from 178,442 donors. Median new funds committed varied substantially by institution type, ranging from \$3.6 million for primarily undergraduate institutions to \$145.5 million for medical/doctoral institutions.
- Similar to funds received, the overall trend in total new funds committed was positive. For those 24 institutions that provided data in each of the last five years, **total new funds committed increased 14.4% (Figure 3) and median new funds committed increased 2.1% (Figure 4) between 2021 and 2025.**
- However, while total funds received decreased between 2024 and 2025, total new funds committed increased by 5.7% from 2024, reaching a five-year high of \$1.5 billion in 2025 (Figure 3).
- Interestingly, the increase was not reflected in the median values of new funds committed, which declined significantly from 2024 to 2025, falling to \$16.2 million, the third lowest level in the past five years (Figure 4). **This decrease was driven primarily by significant declines in median new funds committed at colleges/institutes and primarily undergraduate institutions (Figure 5 below).**
- Of the 24 institutions in the consistent cohort, 14 experienced increases in total new funds committed, while 10 saw declines. Among the 10 institutions experiencing decreases, 50% were primarily undergraduate institutions, 20% were colleges/institutes, 20% were medical/doctoral institutions, and 10% were comprehensive institutions (figure not shown).

Figure 5: Median New Funds Committed, 2021–25 and Median Percent Change, 2024–25 and 2021–25

Institution Type	n	2021	2022	2023	2024	2025	1-Year % Change	5-Year % Change
Colleges/Institutes	4	\$1,504,671	\$3,299,374	\$3,727,921	\$5,516,778	\$3,969,539	↓-28.0%	↑163.8%
Primarily Undergraduate	6	\$6,484,231	\$8,317,844	\$9,992,478	\$9,842,877	\$5,512,090	↓-44.0%	↓-15.0%
Comprehensive	7	\$21,500,034	\$23,805,387	\$17,366,467	\$22,339,003	\$27,109,992	↑21.4%	↑26.1%
Medical/Doctoral	7	\$128,098,582	\$129,180,302	\$123,765,200	\$138,279,540	\$145,512,052	↑5.2%	↑13.6%

Figure 6: Median New Funds Committed, 2021–25 (\$, millions)



KEY INSIGHTS

- Figure 5 provides insight into the significant decrease in median new funds committed between 2024 and 2025 for the consistent cohort of 24 institutions. As noted above, the median decreased by 24.1% from 2024 to 2025, driven primarily by steep declines at primarily undergraduate institutions and, to a lesser extent, colleges/institutes (Figure 6), while medical/doctoral and comprehensive institutions recorded increases over the same period.
- Institution-type patterns reinforce this divide: Five of the six primarily undergraduate institutions in the cohort experienced declines in new funds committed from 2024 to 2025, with decreases ranging from 12.1% to 67.8%.

Figure 7: Number of Donors Giving \$1 Million+ in New Funds Committed

Institution Type	n	Total		Median	
		2024	2025	2024	2025
Colleges/Institutes	8	13	4	2	0
Primarily Undergraduate	6	11	7	2	0.5
Comprehensive	9	41	47	4	5
Medical/Doctoral	8	229	228	26	28

KEY INSIGHTS

- Primarily undergraduate institutions also saw a 36.4% drop in donors giving \$1 million or more, while colleges/institutes experienced an even larger decline of 69.2% in \$1 million-plus donors, contributing directly to their decrease in new funds committed.** In the primarily undergraduate group, the reported value of an institution’s single largest gift also reflects the impact of declines in giving at the highest levels. Largest reported gift values fell considerably, declining between 50.0% and 93.7% between 2024 and 2025 (figure not shown).

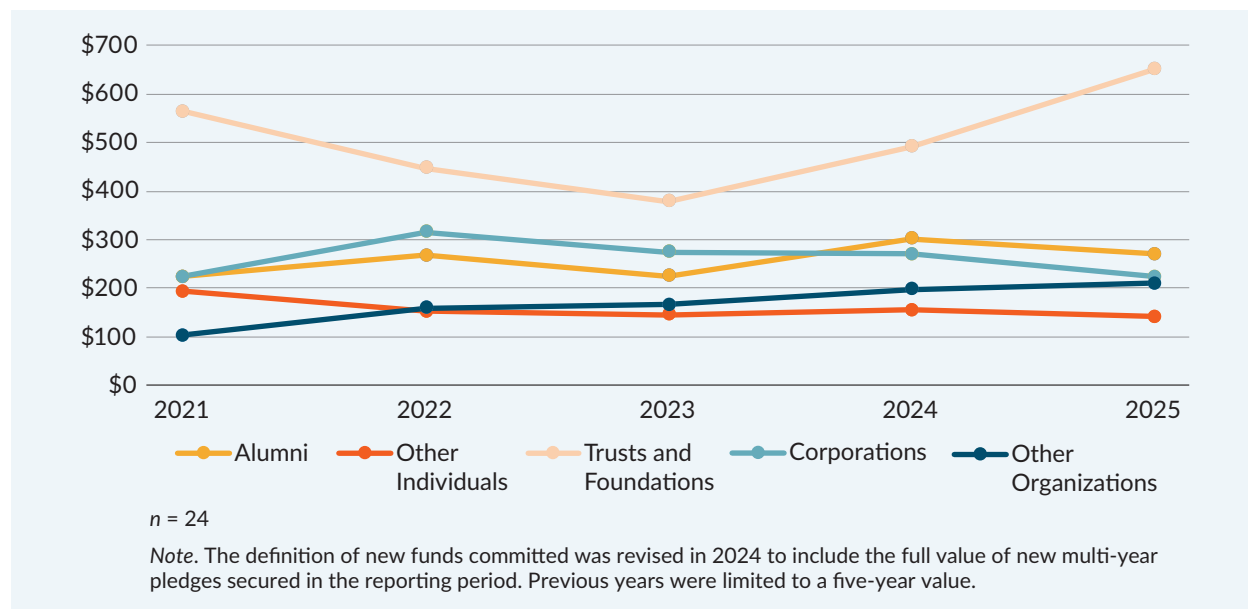
Sources and Purposes of Philanthropic Giving

This section details trend data on new funds committed, categorized by source (donor type) and designated gift purpose. It also presents this

information for all 2025 respondents, disaggregated by institution type.

SOURCES OF PHILANTHROPIC GIVING

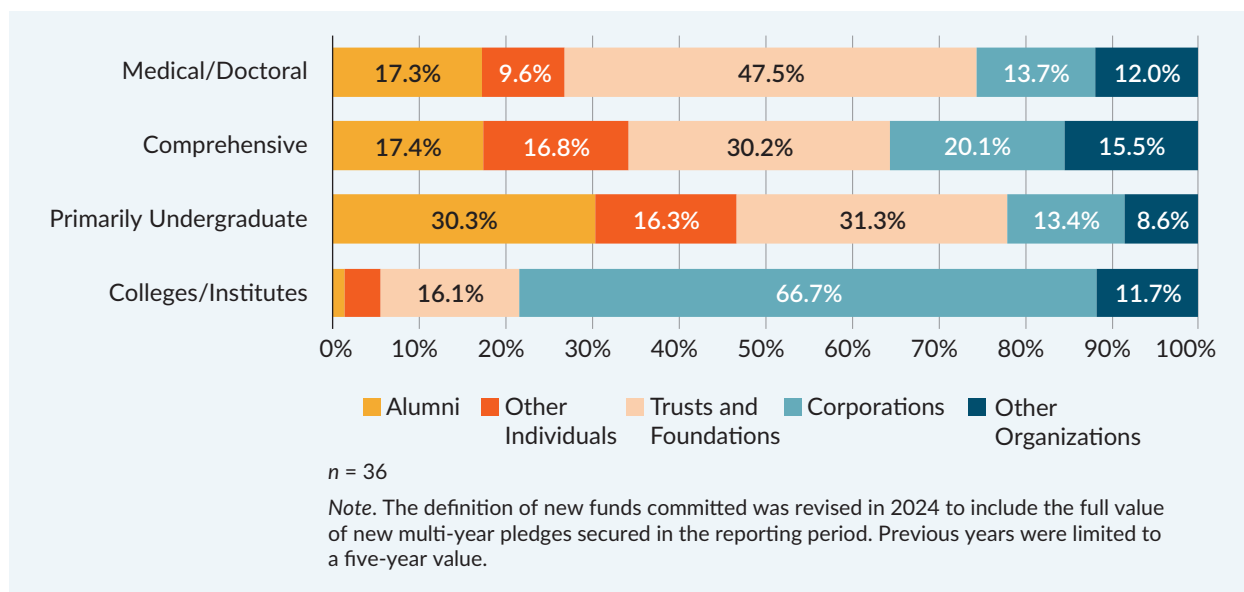
Figure 8: Total New Funds Committed by Source, 2021–25 (\$, millions)



KEY INSIGHTS

- Giving patterns varied by donor type from 2024 to 2025. There were declines in new funds committed from alumni, corporations, and other individuals ranging from 17.0% for corporations to 8.9% for other individuals. New funds committed from trusts and foundations increased by 32.6% and other organizations rose by 6.2%. (Figure 8)
- New funds committed from alumni have increased by 21.0% since 2021 surpassing corporations beginning in 2024 to become the second largest source of support and maintain that position through 2025. Although alumni giving fell by 10.4% from 2024 to 2025, alumni giving in 2025 still represents the second highest level since 2021. (Figure 8)
- Figure 8 highlights how giving from trusts and foundations occurred at a different scale, both in terms of size of giving and fluctuations. Contributions ranged from a low of \$378.4 million in 2023, representing 31.8% of total giving, to a high of \$650.4 million in 2025—a 71.9% increase in just two years. By 2025, trusts and foundations accounted for 43.5% of all new funds committed.

Figure 9: Percentage Distribution of New Funds Committed by Source and Institution Type, 2025

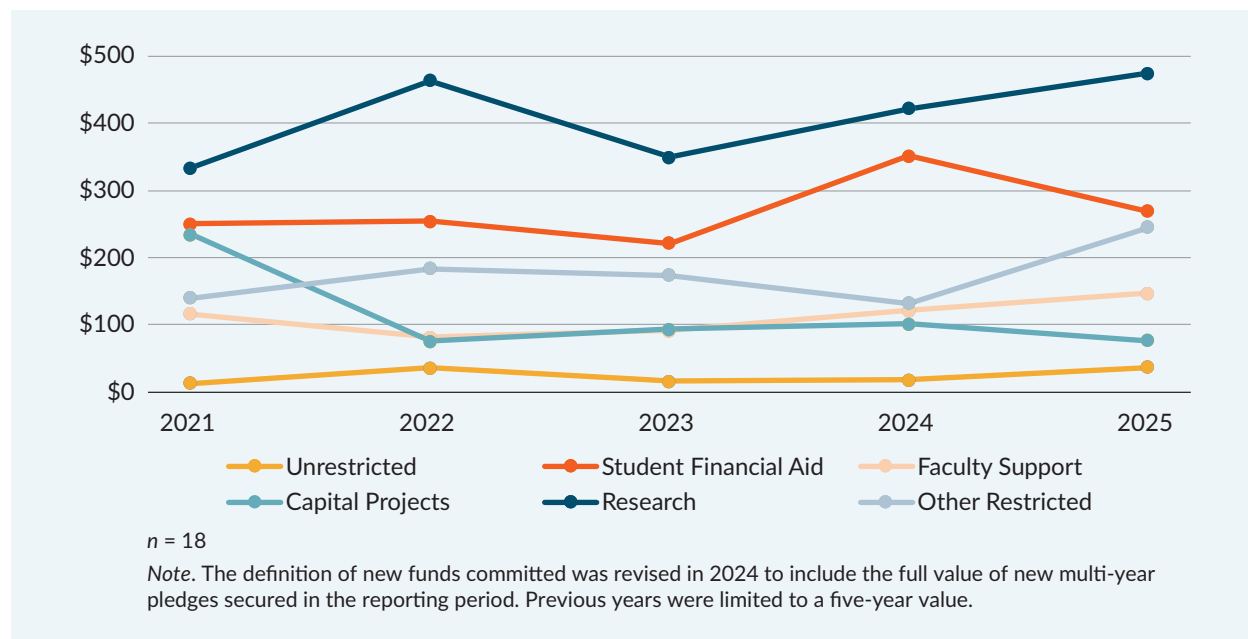


KEY INSIGHTS

- Figure 9 demonstrates how giving by constituency varies across different institution types. Colleges/institutes depend heavily on corporate giving, while primarily undergraduate institutions receive nearly half of their support from individual donors, including both alumni and other individuals. Medical/doctoral institutions rely predominantly on trusts and foundations, whereas comprehensive institutions show a more balanced distribution across all major donor categories.
- **Between 2024 and 2025, primarily undergraduate institutions saw declines in nearly all sources of total giving.** Alumni giving fell by 25.5%, trusts and foundations by 37.7%, corporations by 66.6%, and other organizations by 32.5%, with only “other individuals” showing a modest 4.0% increase, insufficient to offset broader declines in new funds committed. These declines further illuminate the median decrease in new funds committed seen in the prior section in Figure 6.

PURPOSES OF PHILANTHROPIC GIVING

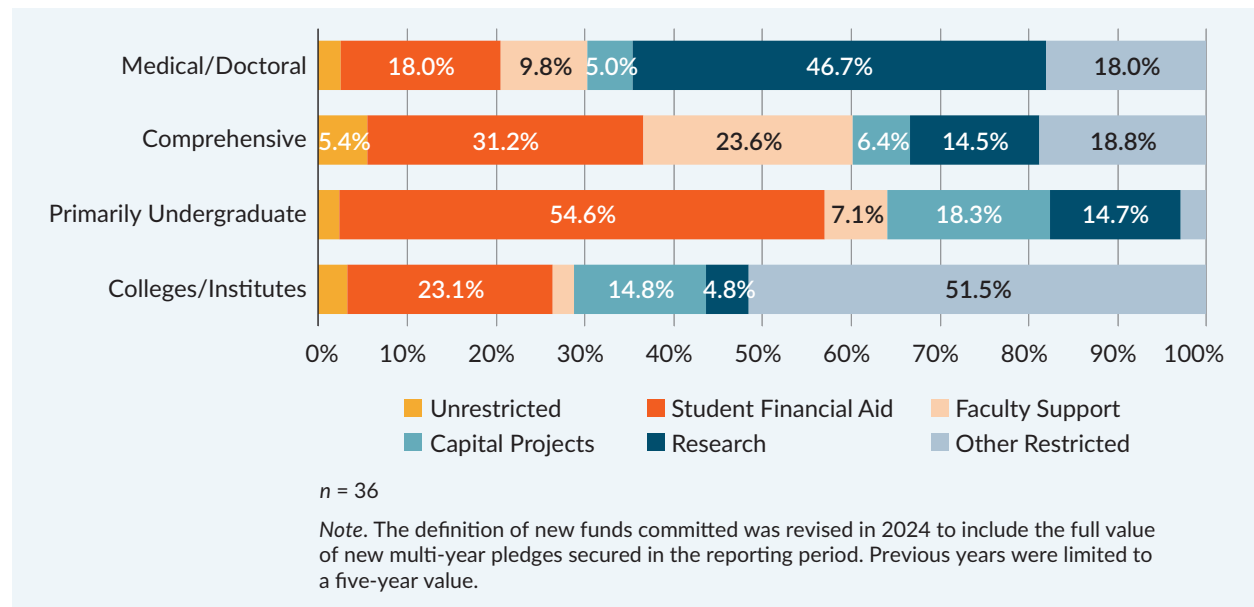
Figure 10: Total New Funds Committed by Purpose, 2021-25 (\$, millions)



KEY INSIGHTS

- As shown in Figure 10, research remained the leading purpose for which institutions received funding each year from 2021 to 2025, reaching its highest level in 2025. The upward trend in research from 2023 to 2025 closely aligns with the increase in new funds committed from trusts and foundations. In both cases, the distribution is highest among medical/doctoral institutions.
- In Figure 10, we see a significant shift in giving to financial aid between 2023 and 2025. This change was primarily driven by fluctuations at medical/doctoral institutions; between 2023 and 2024, the total new funds committed designated to financial aid at medical/doctoral institutions increased by 78.5% only to decrease by 31.3% the following year.

Figure 11: Percentage Distribution of New Funds Committed by Purpose and Institution Type, 2025



KEY INSIGHTS

- Designation patterns varied notably by institution type. Primarily undergraduate institutions received the largest share of support for student financial aid (54.6%), followed by comprehensive institutions at 31.2%. In contrast, medical/doctoral institutions directed the greatest share of support toward research at 46.7%, while colleges/institutes received most of their funding in the “Other Restricted” category at 51.5%. (Figure 11)
- Because of the relatively small number of institutions participating in the survey this year, several categories were influenced by large gifts to a small subset of institutions. This was particularly evident in the “Other Restricted” category for colleges/institutes.

Advancement Staffing and Investment

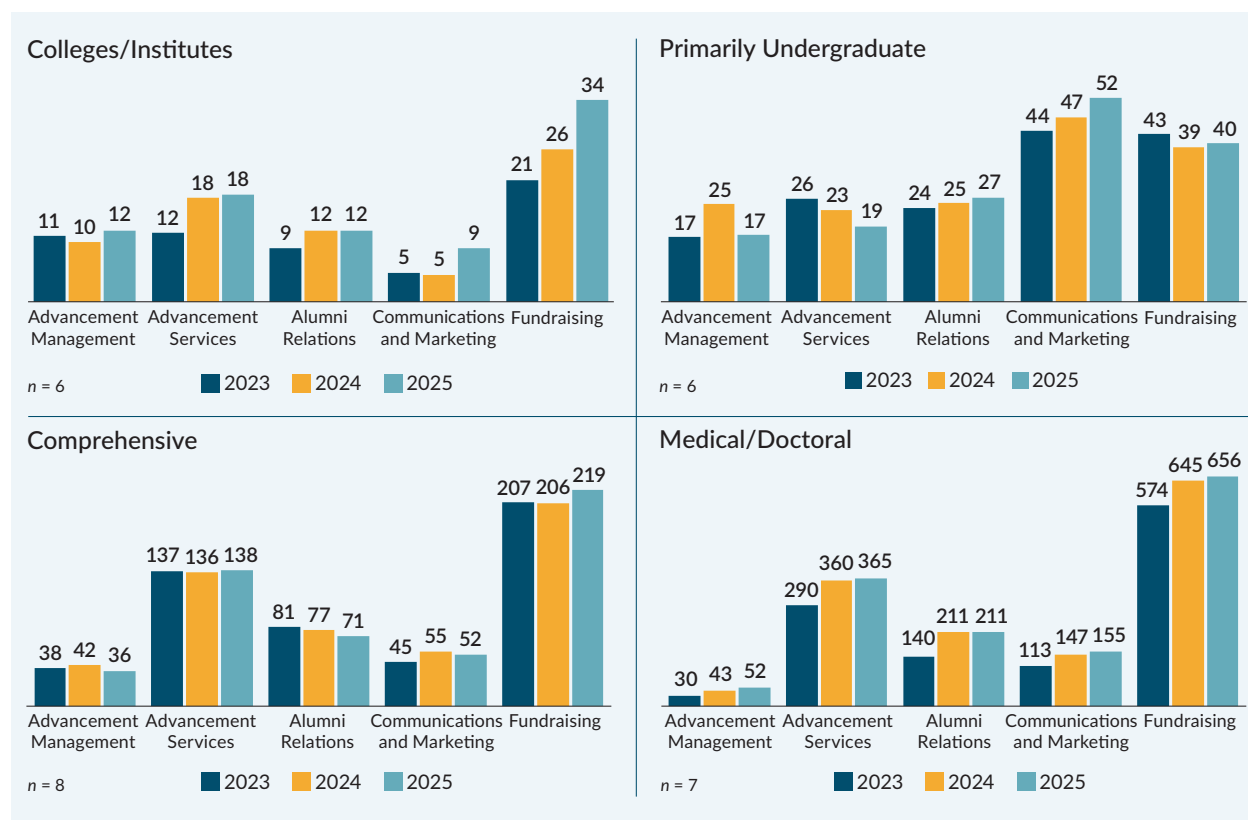
This section addresses factors such as staffing and expenditure that can influence an institution’s fundraising success. There are three years of trends

available in this section, as the survey questions were changed in 2023 to provide additional breakouts by functional area.

Figure 12: Median FTE Advancement Staff by Functional Area, 2025

Institution Type	n	Advancement Management	Advancement Services	Alumni Relations	Communications and Marketing	Fundraising
Colleges/Institutes	10	3.00	2.50	2.00	1.00	4.00
Primarily Undergraduate	8	2.00	2.13	4.85	5.03	5.93
Comprehensive	9	4.00	17.00	9.50	5.00	26.00
Medical/Doctoral	9	6.75	48.40	25.00	8.50	64.00
All Institutions	36	4.00	9.00	5.05	5.32	13.50

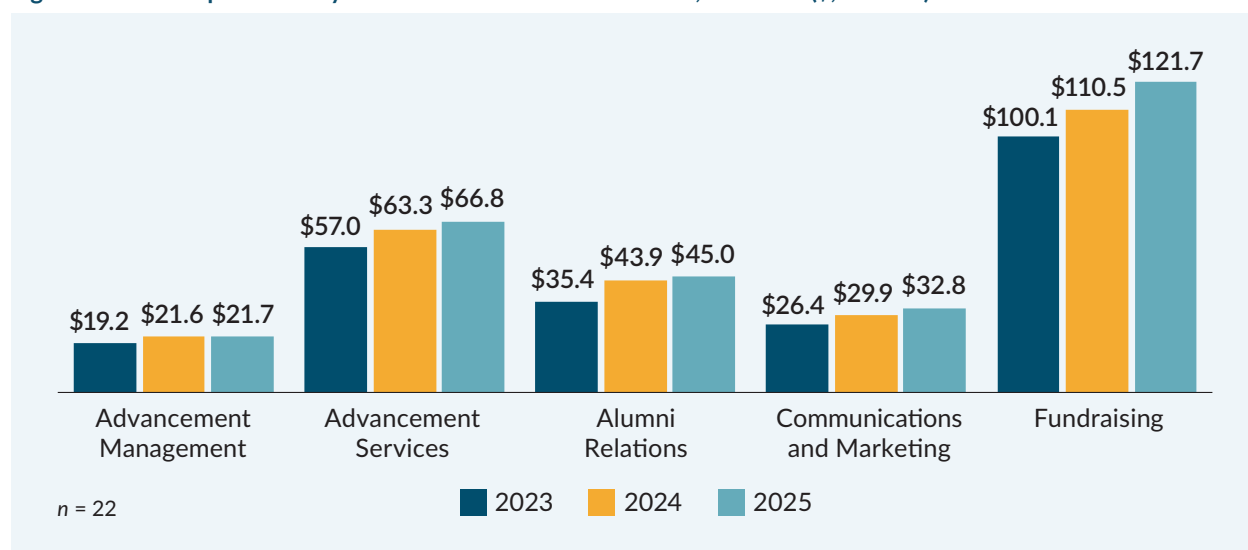
Figure 13: Total FTE Advancement Staff by Functional Area and Institution Type, 2023–25



KEY INSIGHTS

- The total number of FTE advancement staff increased across all 27 institutions that provided data in each year since 2023. Growth occurred in every institution type, with the largest increase at colleges/institutes (49.1%) and a more modest rise of 1.3% at primarily undergraduate institutions.
- One-third of institutions in the colleges/institutes category are currently in a comprehensive campaign, which may be driving the increase in that category. These institutions account for 67.1% of all advancement staff within the colleges/institutes group in 2025, highlighting the staffing demands associated with major fundraising initiatives.
- Across all institution types, the largest increase in advancement staff occurred in communications and marketing, rising 29.9% from 2023 to 2025.
- Median staffing levels varied widely by institution type and advancement function, with the most pronounced difference seen in FTE fundraising staff: colleges/institutes reported a median of 4 fundraising staff in 2025, compared with 64 at medical/doctoral institutions (Figure 12).

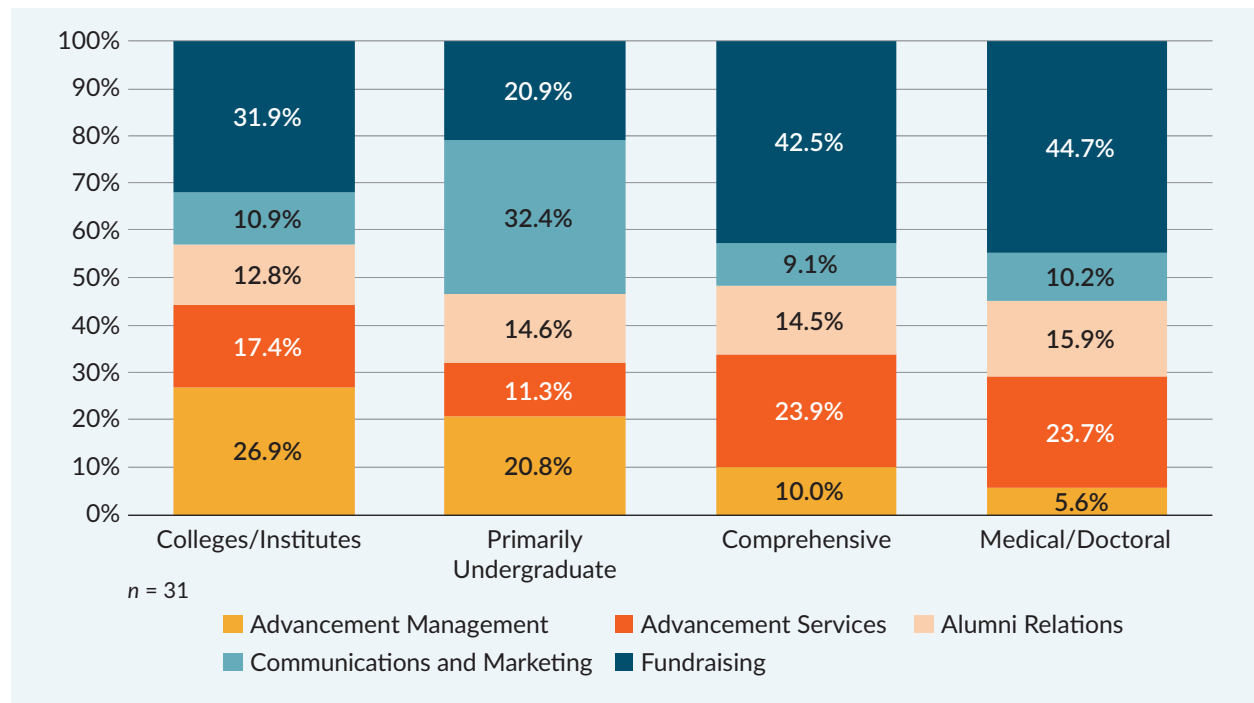
Figure 14: Total Expenditure by Functional Area of Advancement, 2023–25 (\$, millions)



KEY INSIGHTS

- Since 2023, expenditures in each major area of advancement have steadily increased, with the largest growth in alumni relations (27.1%) and the smallest increase in advancement management (13.1%) (Figure 14).

Figure 15: Distribution of Advancement Expenditures by Functional Area of Advancement, 2025



KEY INSIGHTS

- Figure 15 shows how expenditures are distributed across advancement functions by institution type. Fundraising represents the largest share of spending for every institution type except primarily undergraduate institutions, where communications and marketing accounts for the highest proportion at 32.4%. This proportion has remained steady for primarily undergraduate institutions for the past three years (not shown).
- The elevated share of communications and marketing in the primarily undergraduate category was driven by two institutions that allocate more than twice as much to communications and marketing as they do to fundraising.
- Figure 15 also illustrates that across all institution categories, alumni relations expenditures were consistently allocated as a similar proportion of resources, ranging from 12.8% at colleges/institutes to 15.9% at medical/doctoral institutions.
- Interestingly, regardless of institution type and spending priorities and growth in expenditures, overall distributions have remained relatively stable year-over-year across all groups (figure not shown). This suggests that the growth in expenditures seen in Figure 14 may not necessarily reflect additional investment in advancement programs but rather be the result of inflation and growth in cost.

What Is CASE InsightsSM?

Specialized CASE Insights data, standards, and research ensure advancement professionals are able to make data-informed decisions, demonstrate strategic impact, highlight success stories, and define ethical practices of the advancement profession at their institutions.

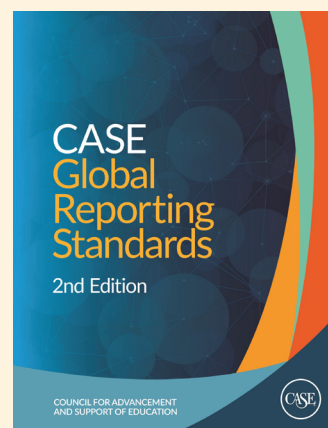
Global Standards and CASE InsightsSM



Philanthropy is one of five areas where CASE provides data, research, and frameworks for measuring Advancement activities. Our data collection is based around the CASE Global Reporting Standards. Creating and adhering to a set of methods, standards, and guidelines for reporting fundraising activities allows schools, colleges, and universities to represent the work of all institutions in transparent ways.

Why We Use Standards

- Provide** common foundation
- Guide** ethical decisions
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Cara Giacomini

Vice President, Data, Research and Technology

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Survey participants can partner with the Solutions team to use results by purchasing a Strategic Benchmarking Report. Select your peers, review full findings, and participate in calls to focus on next steps.

Participating Institutions and Cohorts, 2025

Colleges/Institutes	Primarily Undergraduate Institutions	Comprehensive Universities	Medical/Doctoral Universities
Algonquin College	Mount Allison University	Carleton University	McGill University
Confederation College	Mount Royal University	Concordia University	McMaster University
Humber College	Saint Mary's University	Memorial University of Newfoundland	University of Alberta
Lakeland College	St. Francis Xavier University	Simon Fraser University	University of British Columbia
Lethbridge Polytechnic	Trent University	Toronto Metropolitan University	University of Calgary
New Brunswick Community College	University of Winnipeg	University of Regina	University of Manitoba
Niagara College	Université de Moncton	University of Victoria	University of Saskatchewan
Northern Alberta Institute of Technology	Université de Saint-Boniface	University of Waterloo	University of Toronto
Saskatchewan Polytechnic		Wilfrid Laurier University	Western University
Vancouver Community College			