



Giving to Excellence:
**Generating
Philanthropic
Support for UK
Higher Education**

ROSS-CASE REPORT 2017

Findings from data collected for 2013-14, 2014-15 and 2015-16

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Publication date

3 May 2017

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Foreword

As Chair of the CASE Europe Board I am delighted to celebrate the extraordinary news about a 23 per cent increase in philanthropic giving to universities. Publication of this Ross-CASE 2017 report is a significant landmark moment for our sector.

Headline outcomes show that the total amount of philanthropic income secured in new funds increased by 23 per cent and reached a remarkable £1.06 billion in 2015-16. This crossed the £1 billion threshold for the first time in the survey's 15 year history. 80 per cent of our individual donors are our own alumni. At a time of turbulence in the world our alumni, donors and supporters clearly understand the pivotal role universities play and have chosen to support us with record breaking levels of giving.

Over the 15 years this survey has been conducted philanthropic giving to UK higher education has grown significantly. Between 2000 and 2005 total new funds secured were just over £1 billion. We are now raising in one year what used to take us five years.

Congratulations to everyone involved in delivering this impressive support for our sector and in developing this useful report.

Yours sincerely,



Professor Sir David Greenaway
Vice-Chancellor
University of Nottingham

1 Executive summary

The Ross-CASE Supporting Document prescribes definitions for recording philanthropic income. The two main methods of reporting philanthropic income are:

1. New funds secured in a year are new gifts and confirmed pledges from donors received during the year. They include both new single cash gifts, and the full value (up to five years) of new confirmed pledges. New funds secured are new, so they do not include cash payments made against gift pledges secured in previous years. This figure reflects the success of current fundraising activity.
2. Cash income received in a year includes all cash which arrives during the year – whether from new single cash gifts, or from cash payments received against pledges secured in this or previous years. Cash income reflects the success of both current, and recent past years' fundraising activity.

1.1 Findings

- **New funds secured:**

The total amount of philanthropic income secured in new funds increased by 23 per cent since 2014-15 and reached a landmark £1.06 billion in 2015-16, crossing the £1 billion threshold for the first time in the survey's 15 year history. Fifty-five per cent of this income came from organisations (including companies, and trusts and foundations) and 45 per cent from individuals. The number of donors who gave gifts/pledges of more than £500,000 was 240 in 2015-16.

- **Cash income received:**

Total cash income received increased by 10 per cent since 2014-15 to £838.7 million in 2015-16. Total cash income from legacies was £104.7 million in 2015-16 from 1,179 legacy donors. Individuals contributed 51 per cent and organisations (including companies, and trusts and foundations) contributed 49 per cent towards cash income received.

- **Donors:**

The total number of donors was 229,060, with 97 per cent being individuals and 3 per cent organisations. With 10.7 million contactable alumni across 109 institutions, alumni donors constituted 80 per cent (177,915 alumni donors) of total donors. Total donors decreased by 0.5 per cent since 2014-15, possibly demonstrating the early signs of regulatory change that has affected the sector recently.

- **Investment in fundraising and alumni relations:**

In 2015-16 the total investment in alumni relations was £43.4 million while total investment in fundraising was 2.5 times higher at £109.3 million. Total fundraising costs increased by 16 per cent and alumni relations costs by 10 per cent. This highlighted the continued investment in development and advancement operations across the UK higher education sector. Staff costs accounted for 68 per cent of total fundraising costs and 65 per cent of alumni relations costs. All costs include the costs of operational and administrative staff.

- **Cluster analysis:**

Since 2013, the Ross-CASE Survey has deployed Latent Class Analysis methodology to identify groups of similar institutions, and has consistently found five clusters of reporting institutions with distinct patterns and similar characteristics: Fragile; Emerging; Moderate; Established; and Elite. This year, additional analysis on the 'Emerging' cluster data revealed how the institutions within this cluster had evolved and shown a marked improvement – from those that are still truly emerging. This may result from the impact of fluctuations from institutional support, priorities, and staff – to those who are 'developing' from this emerging state and demonstrate more consistency of spend, staffing, and institutional support over time. Hence, we have a new cluster, the 'Developing' cluster, and have presented the findings under six clusters: Fragile; Emerging; Developing; Moderate; Established; and Elite.

All the other clusters demonstrate similar characteristics to previous years.

Established institutions account for 32 per cent of new funds secured and 33 percent of donors in 2015-16; while Elite account for 46 per cent of new funds secured and 34 per cent of total donors. The remaining four clusters account for 22 per cent of new funds secured and 33 per cent of donors.

2 Sector highlights

This chapter presents an in-depth analysis of the key indicators for 2015-16.

The key findings are based on cash income received, new funds secured, contactable alumni and donors, and investment in fundraising and alumni relations activities. The important figures to note in Table 2.1 are the sum totals of the different key indicators. They give a broad overview of the economic impact of fundraising across institutions in the UK. One hundred and ten institutions participated in this year's survey out of 172 higher education and specialist institutions in the UK that are involved in some form of fundraising or alumni relations activity (representing a response rate of 64

per cent). Data has not been reweighted to estimate figures for all 172 institutions and total figures in Table 2.1 are, therefore, conservative estimates of where the entire sector currently stands. Three institutions, two from outside the UK and one a museum, were excluded from the analysis presented in this report.

The means and medians differ significantly due to the presence of outliers in the sample. This demonstrates the varied nature of fundraising operations across the UK higher education sector and the different stages of each institution's maturity cycle.

2.1 Key indicators – 2015-16

Table 2.1 Key indicators 2015-16	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16				
Philanthropic income				
New funds secured	110	£1,058,387,266	£9,621,702	£1,395,638
Cash income received	110	£838,652,705	£7,624,116	£1,340,356
Alumni				
Total alumni	109	16,517,317	151,535	128,075
Contactable alumni	109	10,662,814	97,824	86,430
Alumni donors	109	177,915	1,632	438
Donors				
Total donors	110	229,060	2,082	681
Individual donors*	110	223,256	2,030	654
Organisation donors**	110	5,804	53	30
Resources				
Total institutional expenditure	110	£27,965,124,436	£254,228,404	£181,446,500
Fundraising staff	110	1,464	13	6
Alumni relations staff	110	715	6	3
Fundraising costs	109	£109,339,107	£1,003,111	£385,049
Alumni relations costs	109	£43,355,308	£397,755	£199,092

*Includes alumni donors

**Includes trusts and foundations, companies, lottery and other organisations

2.1.1 New funds secured

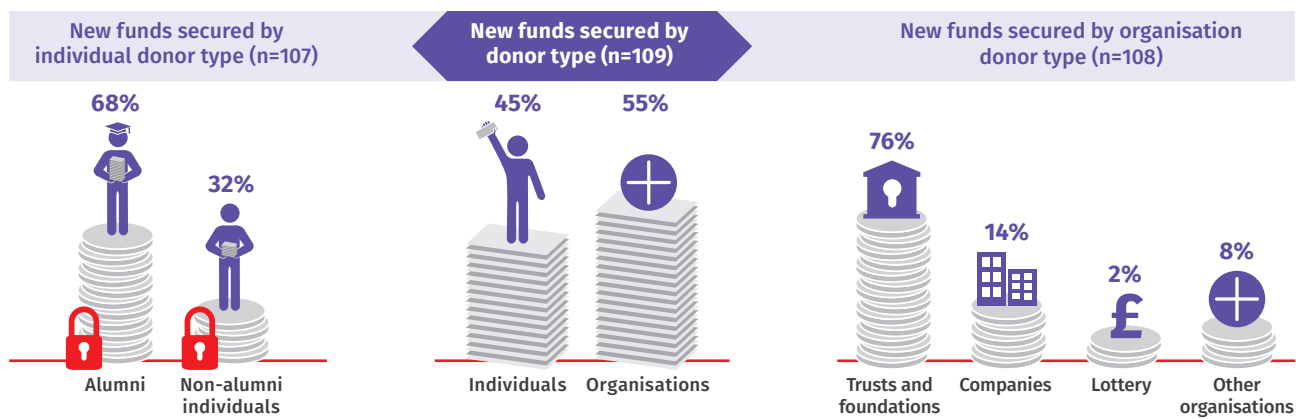
New funds secured enables an institution to see the true impact of philanthropic support and its future pipeline, not just in the current financial period but

over several years. It can assist in demonstrating the success of an advancement programme.

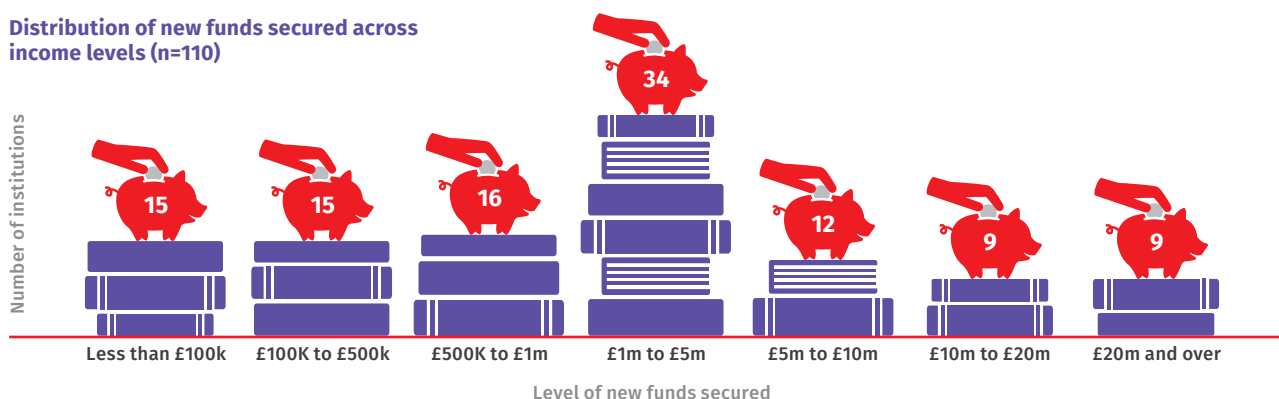
Table 2.1.1 New funds secured 2015-16	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16				
New funds secured	110	£1,058,387,266	£9,621,702	£1,395,638
New funds secured from individuals	109	£471,764,519	£4,328,115	£460,155
New funds secured from alumni	107	£322,691,998	£3,015,813	£162,227
New funds secured from non-alumni individuals	107	£149,018,583	£1,392,697	£198,251
New funds secured from organisations	109	£582,925,714	£5,347,942	£748,754
New funds secured from trusts and foundations	108	£441,889,636	£4,091,571	£374,195
New funds secured from companies	108	£81,958,209	£758,872	£137,576
Largest new gift/pledge	106	£249,749,798	£2,356,130	£386,698
Largest new gift/pledge as a percentage of new funds secured*	106		34%	25%

*Calculated as per Section 2.6.3. iv) Computed variables

Chart 2.1.1 New Funds secured by type and income level



Distribution of new funds secured across income levels (n=110)



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2015-16

Forty-five per cent of new funds came from individuals and 55 per cent from organisations. Alumni donors contributed to 68 per cent of new funds secured from individuals.

Largest gifts to institutions make up a significant portion of all new funds secured. The mean largest pledge as a percentage of new funds secured was 34 per cent. On ranking the largest pledges in order of

value, the top five largest pledges accounted for 60 per cent of the £249.7 million, whereas the bottom 50 accounted for just two per cent.

When comparing figures for three years across 103 institutions, 61 institutions secured more than £1 million in total new funds secured in 2015-16, a 13 per cent increase from 2013-14.

2.1.2 Cash income received

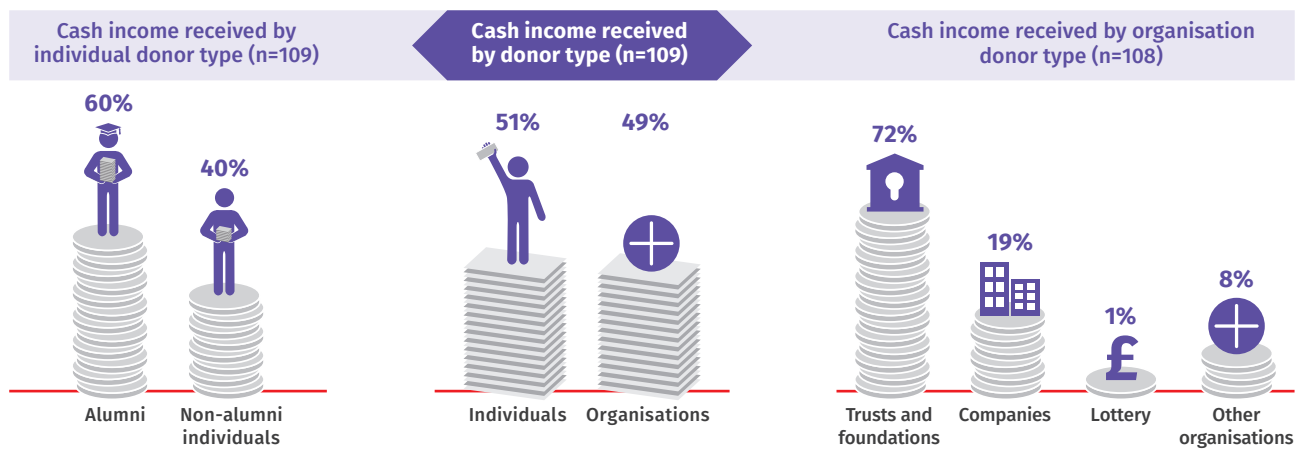
Cash income received in a year includes all cash which arrives during the year – whether from new single cash

gifts, or from cash payments received against pledges secured in this or previous years.

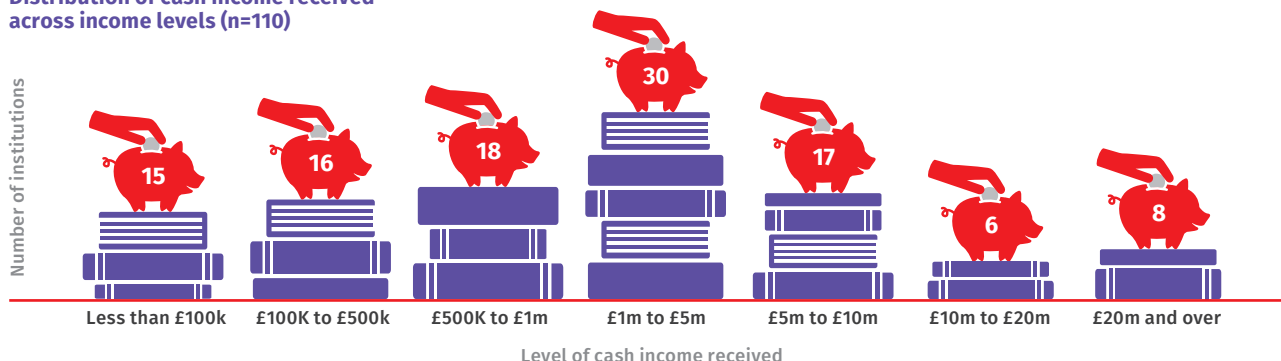
Table 2.1.2 Cash income received 2015-16	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16				
Cash income received	110	£838,652,705	£7,624,116	£1,340,356
Cash income received from individuals	109	£428,407,617	£3,930,345	£429,715
Cash income received from alumni	109	£259,002,407	£2,376,169	£138,819
Cash income received from non-alumni individuals	109	£169,405,210	£1,554,176	£203,440
Cash income received from organisations	109	£406,565,555	£3,729,959	£754,405
Cash income received from trusts and foundations	108	£292,263,526	£2,706,144	£472,849
Cash income received from companies	108	£76,589,778	£709,165	£171,185
Cash income received from legacies	108	£104,684,426	£969,300	£56,940
Number of legacies	106	1,179	11	1
Largest cash gift	108	£115,731,481	£1,071,588	£396,133
Largest cash gift as a percentage of cash income received*	108		31%	25%

*Calculated as per Section 2.6.3. iv) Computed variables

Chart 2.1.2 Cash income received by type and income level



Distribution of cash income received across income levels (n=110)



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2015-16

Fifty-one per cent of cash income received came from individuals and 49 per cent from organisations. Alumni donors contributed 60 per cent of cash income received from individuals.

The mean largest cash gift as a percentage of cash income received was 31 per cent. On ranking the values of the largest cash gifts from highest to lowest, across the 108 institutions who reported this data, the top-five

2.1.2 Cash income received *(continued)*

largest cash gifts covered 41 per cent of the £115.7 million while the bottom 50 accounted for only six per cent.

in total cash income received in 2015-16, an 11 per cent increase from 2013-14.

When comparing figures for three years across 105 institutions, 59 institutions secured more than £1 million

2.1.3 Contactable alumni and donors

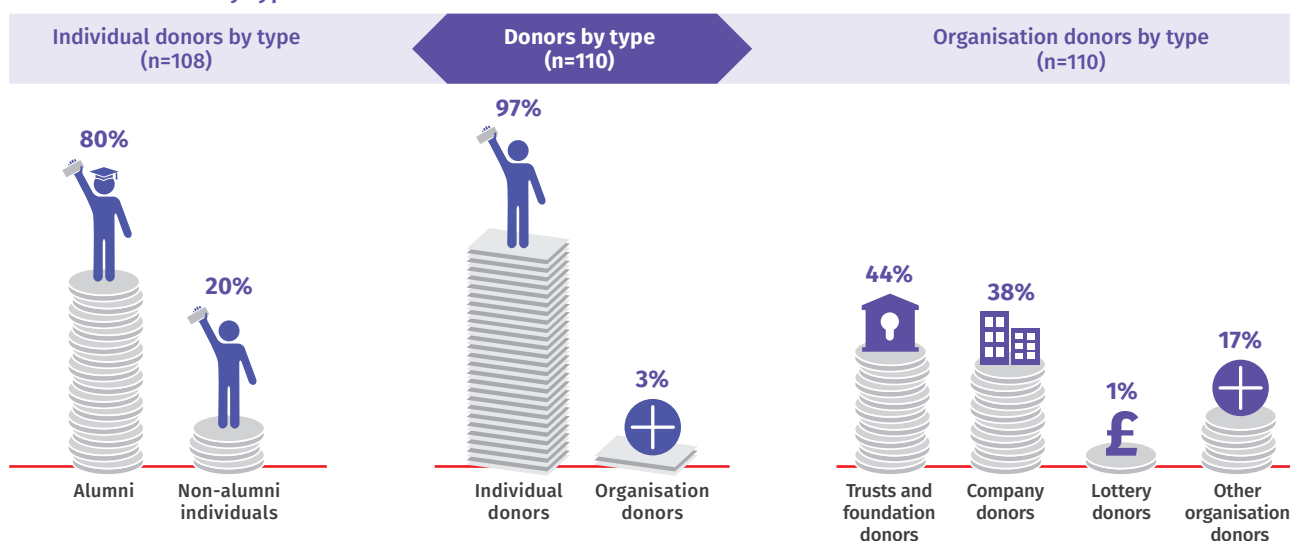
The 109 institutions that provided this data had 16.5 million alumni, of which 10.6 million (65 per cent) were contactable. Of the contactable alumni 177,798 alumni donated to their alma mater.

Table 2.1.3 Donors 2015-16	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16				
Alumni				
Total alumni	109	16,517,317	151,535	128,075
Contactable alumni	109	10,662,814	97,824	86,430
Donors				
Total donors	110	229,060	2,082	681
Individual donors	110	223,256	2,030	654
Alumni donors	108	177,798	1,646	449
Non-alumni individual donors	108	38,646	358	90
Organisation donors	110	5,804	53	30
Trusts and foundations	110	2,540	23	12
Companies	110	2,184	20	10
Percentage of contactable alumni who donated*	109		1.2%	0.7%

*Calculated as per Section 2.6.3. iv) Computed variables

Overall 229,060 donors supported 110 institutions in 2015-16, of these 223,256 were individual donors and 5,804 organisation donors.

Chart 2.1.3 Donors by type



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2015-16

2.1.4 Fundraising and alumni relations investment

A fundraising and alumni relations return on investment for fundraising departments could be calculated by comparing the staff and non-staff costs of development and advancement offices to the philanthropic income received. However, it is difficult for institutions to differentiate between philanthropic income received solely as a result of the activities of development and advancement offices and philanthropic income received due to activities that are outside the scope of these offices. Also the value of institutional leadership and other academic time invested in fundraising can be substantial, particularly at higher performing institutions, and the cost of this time is outside the scope of this report.

For reporting institutions, 0.6 per cent (mean) of total institutional expenditure¹ was invested in fundraising and alumni relations activities, totalling over £152.7 million.

Sixty-eight per cent of total fundraising costs were spent on staff. This was marginally more than the percentage of alumni relations costs spent on staff (65 per cent).

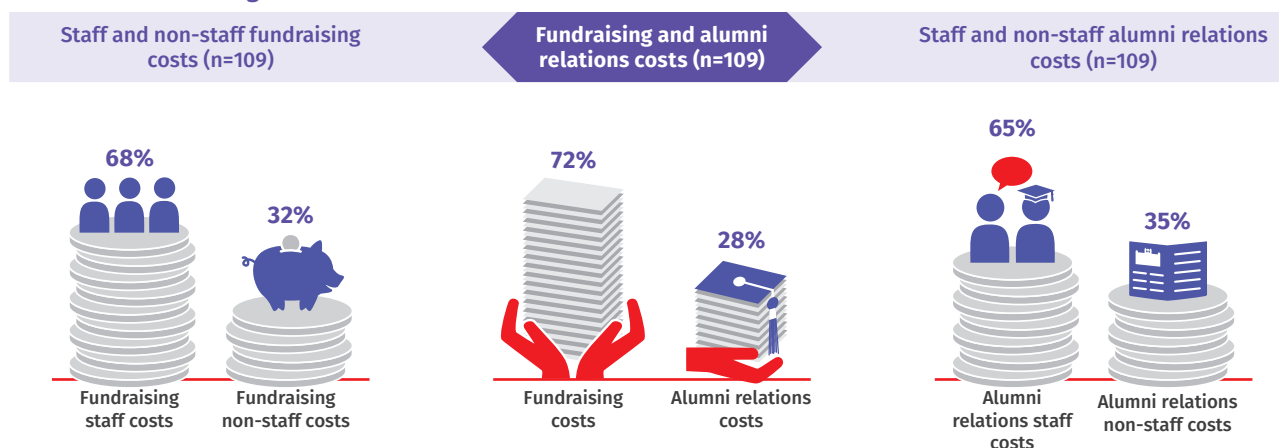
When comparing total number of full-time equivalent (FTE) fundraising staff (not just fundraisers but all staff involved in fundraising) to total cash income received, total fundraising costs and total donors, on average institutions invested £49,660 per FTE staff in fundraising costs, received £407,594 per FTE staff in cash income and had 173 donors per FTE staff.²

Table 2.1.4 Resources 2015-16	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16				
Total institutional expenditure	110	£27,965,124,436	£254,228,404	£181,446,500
Fundraising staff	110	1,464	13	6
Alumni relations staff	110	715	6	3
Fundraising and alumni relations costs	109	£152,694,415	£1,400,866	£678,809
Fundraising costs	109	£109,339,107	£1,003,111	£385,049
Fundraising staff costs	109	£74,797,308	£686,214	£308,318
Fundraising non-staff costs	109	£34,541,799	£316,897	£90,837
Alumni relations costs	109	£43,355,308	£397,755	£199,092
Alumni relations staff-costs	109	£28,292,718	£259,566	£151,809
Alumni relations non-staff-costs	109	£15,062,590	£138,189	£53,960
Alumni relations magazine costs	76	£6,358,519	£83,665	£54,785

¹ Calculated as per Section 2.6.3. iv) Computed variables

² Calculated as per Section 2.6.3. iv) Computed variables

Chart 2.1.4 Fundraising and alumni relations costs



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2015-16

2.2 Trends in key indicators

Trends are calculated using data from institutions that participated and provided information for a key set of variables for three years, 2013-14, 2014-15 and 2015-16.

Table 2.2 Trends in key indicators 2015-16	Base	% Change	
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16			
Philanthropic income	Base	2013-14 to 2014-15	2014-15 to 2015-16
New funds secured	103	6%	23%
Largest new gift/pledge	100	-2%	48%
Cash income received	105	13%	10%
Cash income received from legacies	83	21%	8%
Largest cash gift	104	4%	20%
Alumni and donors			
Contactable alumni	102	9%	6%
Total donors	106	1%	-0.5%
Alumni donors	102	1%	-3%
Resources			
Fundraising staff	105	7%	5%
Alumni relations staff	106	10%	3%
Fundraising costs	100	11%	16%
Fundraising staff costs	101	9%	12%
Fundraising non-staff costs	101	15%	25%
Alumni relations costs	87	9%	10%
Alumni relations staff-costs	90	8%	9%
Alumni relations non-staff-costs	87	12%	13%

Ninety-six institutions submitted data since 2010.

As discussed above, a fundraising and alumni relations return on investment for fundraising departments is difficult to calculate. But on further analysis of the trend data available we see a strong positive correlation between:

- average new funds secured at each institution and average fundraising costs ($r=0.97$)
- average new funds secured at each institution and average fundraising staff ($r=0.96$)

2.2 Trends in key indicators *(continued)*

n=96	Average new funds secured 2010-2016							
Average fundraising costs 2010-2016	Less than £100K	£100K to £500K	£500K to £1m	£1m to £5m	£5m to £10m	£10m to £20m	£20m to £100m	£100m and over
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16								
Less than £100K	9	6	2					
£100K to £250K	2	8	6	2	1			
£250K to £500K		4	5	13				
£500K to £1m				9	7	1		
£1m to £2.5m				4	6	4	2	
£2.5m to 10m							3	
£10m and over								2

n=96	Average new funds secured 2010-2016							
Average fundraising staff 2010-2016	Less than £100K	£100K to £500K	£500K to £1m	£1m to £5m	£5m to £10m	£10m to £20m	£20m to £100m	£100m and over
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16								
Less than 2	11	5	2					
2 to 5		11	7	7	1			
6 to 10		2	4	14	4			
11 to 20				7	7	1		
21 to 50					2	4	5	
50 or more								2

2.3 Findings by mission group

In recent years, membership of the mission groups has not remained static and, in November 2013, the 1994 Group disbanded. Moreover, a significant number of universities are not affiliated to any mission group.

Table 2.3 reports on mean figures for three mission groups, one former mission group (the 1994 Group),

specialist institutions (arts, drama, music or medicine) and those that are not part of a mission group. Since Oxford and Cambridge universities (referenced in tables as Oxbridge) are clear outliers, mean figures for the Russell Group of institutions have been reported both excluding and including these universities.

Table 2.3 Mean key indicators 2015-16 by mission group	All	Russell Group	Russell Group excl. Oxbridge	University Alliance	Million+	Former 1994	Specialist	Not part of a mission group
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16								
Philanthropic income								
New funds secured	£9,621,702	£35,476,614	£16,630,358	£1,072,076	£395,272	£2,616,615	£4,415,913	£2,709,598
New funds secured from individuals	£4,328,115	£15,408,806	£4,701,482	£372,563	£140,800	£991,290	£1,697,063	£1,662,662
New funds secured from organisations	£5,347,942	£20,067,809	£11,928,876	£699,513	£254,473	£1,625,326	£2,778,757	£1,046,937
Base	109	24	22	12	12	9	12	40
Largest new pledge/gift as a percentage of new funds secured**	34%	25%	25%	37%	49%	24%	42%	33%
Base	106	23	22	12	11	9	11	40
Cash income received	£7,624,116	£27,340,800	£12,141,675	£1,173,201	£213,359	£3,218,217	£3,894,917	£2,155,922
Cash income received from individuals	£3,930,345	£14,298,961	£4,896,952	£435,816	£53,811	£942,139	£1,873,185	£1,209,989
Cash income received from organisations	£3,729,959	£13,041,839	£7,244,723	£737,386	£159,548	£2,276,078	£2,039,681	£945,933
Base	109	24	22	12	12	9	12	40
Largest cash gift as a percentage of cash income received**	31%	21%	22%	44%	38%	23%	31%	33%
Base	108	23	22	12	11	9	13	40
Alumni								
Total alumni	151,535	226,945	219,573	204,478	99,475	119,196	13,848	154,607
Contactable alumni	97,824	170,619	163,285	141,598	68,585	84,238	8,147	79,746
Base	109	24	22	12	12	9	12	40
Alumni donors	1,632	5,436	2,980	1,056	88	1,086	120	563
Base	109	24	22	12	12	9	12	40
Donors								
Total donors	2,082	6,603	3,706	1,268	118	1,352	1,017	715
Individual donors*	2,030	6,477	3,601	1,251	106	1,307	964	681
Organisation donors	53	126	105	17	12	44	53	34
Base	110	24	22	12	12	9	13	40

**Calculated as per Section 2.6.3. iv) Computed variables

*Includes alumni donors

2.3 Findings by Mission Group

(continued)

Table 2.3 Mean key indicators 2015-16 by mission group	All	Russell Group	Russell Group excl. Oxbridge	University Alliance	Million+	Former 1994	Specialist	Not part of a mission group
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16								
Resources								
Total institutional expenditure	£254,228,404	£632,905,479	£572,483,204	£209,907,121	£104,295,331	£204,921,889	£47,457,142	£163,593,092
Base	110	24	22	12	12	9	13	40
No. of Fundraising staff	13	41	25	6	2	8	6	6
No. of Alumni relations staff	6	18	12	3	2	5	1	4
Base	110	24	22	12	12	9	13	40
Total fundraising costs	£1,003,111	£3,149,059	£1,856,661	£354,978	£131,591	£530,846	£524,564	£418,613
Fundraising staff costs	£686,214	£2,094,049	£1,234,674	£253,702	£103,345	£411,847	£334,460	£312,845
Fundraising non-staff costs	£316,897	£1,055,010	£621,987	£101,276	£28,245	£118,999	£190,104	£105,768
Base	109	24	22	12	12	9	13	39
Total alumni relations costs	£394,139	£1,102,668	£703,318	£193,162	£107,993	£270,341	£72,132	£254,016
Alumni relations staff costs	£259,566	£691,833	£445,103	£147,291	£72,587	£189,876	£47,031	£172,562
Alumni relations non-staff costs	£138,189	£410,835	£258,215	£45,871	£35,406	£80,465	£25,101	£81,454
Base	119	24	22	12	12	9	13	39

2.4 Findings by cluster

Universities vary widely by their fundraising profile and there is a substantial degree of variation within mission groups.

Inspired by the mission groups, the 2011-12 survey explored the possibility of uncovering 'communities' of universities that have a fundraising profile similar to each other. This analysis was conducted using Latent Class Analysis (LCA). The analysis has been repeated every year since then including this year.

LCA is a statistical approach used to group records or, in this case, institutions, into different clusters on the basis of key characteristics or variables. Each cluster brings together institutions with the most similar answers to the chosen questions.

LCA is typically carried out on datasets which represent a large number of cases. However, the size of the Ross-CASE Survey dataset is limited to the number of institutions that take part in the survey. Given the (naturally) small number of cases available, the number of questions used in the analysis was restricted to those considered to be the most informative. The seven computed variables listed in Table 2.4.1 were chosen because they reflect the key characteristics of fundraising activities and because they vary sufficiently between institutions to offer differentiating factors. Average figures across three years were used to ensure that the results reflect the overall performance over time and not small annual fluctuations.

In previous years, the resulting five-cluster solution offered both the best statistical fit with the data and made substantive sense. This solution did result in a very small class size for two clusters (five institutions in the Fragile cluster and two institutions in the Elite cluster), although this was not surprising due to the nature of the study, the small total sample size or the maturity of the philanthropic giving in the UK. However, it should also be noted that the uniqueness of the University of Oxford and the University of Cambridge in terms of fundraising makes the identification of just those universities as a distinct cluster appropriate.

In 2015-16, the five-cluster solution demonstrated the above mentioned characteristics too. We did additional analysis on the 'Emerging' cluster and found that the 59 institutions included in this cluster could further be divided into two sub-clusters. As a result in 2015-16 we have six clusters.

As outlined earlier, institutions fell into the following six clusters based on their fundraising performance:

1. Fragile (four institutions)
2. Emerging (32 institutions)
3. Developing (27 institutions) [NEW 2017]
4. Moderate (31 institutions)
5. Established (14 institutions)
6. Elite (two institutions)

Table 2.4.1 Variables used to group institutions into clusters

Average new funds secured over last three years
Average cash income received over last three years
Average largest cash gift received, as a percentage of total cash income received over last three years
Average number of donors over last three years
Average proportion of alumni making a gift over last three years
Average fundraising costs per pound received over last three years
Average number of fundraising staff over last three years (FT equivalent) ⁴

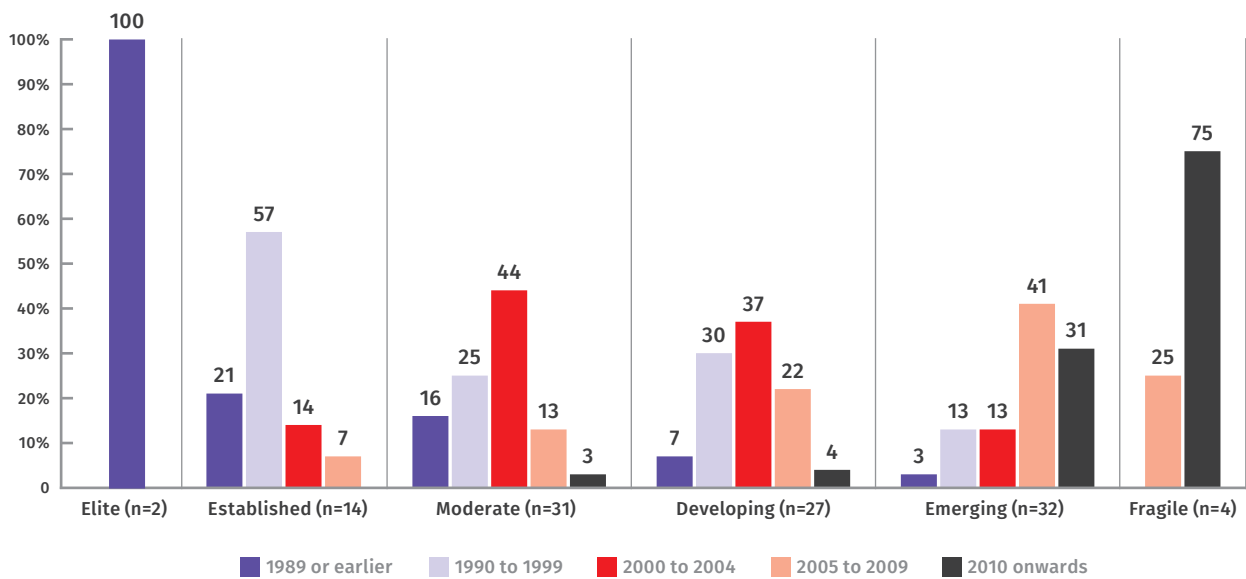
A clear progression of fundraising performance for all key indicators was evident across the six clusters with Fragile institutions being at a very nascent stage in their fundraising journey, and prone to see significant impact from fluctuations in staffing and institutional priorities and support. All four Fragile institutions reported starting their development and alumni relations programmes after 2005 and all barring one

institution from the Established cluster started their development and alumni relations programme before 2005. The new Developing cluster – some previously clustered as Emerging in previous years, are getting less prone to impacts due to fluctuations, with growing teams, stronger donor-base, and more stable internal commitment to fundraising.

⁴ The 2011-12 Ross-CASE Survey included average number of gifts over £500,000 over 3 years. This variable was replaced with average number of fundraising staff over the last 3 years since the 2013-14 survey.

2.4 Findings by cluster *(continued)*

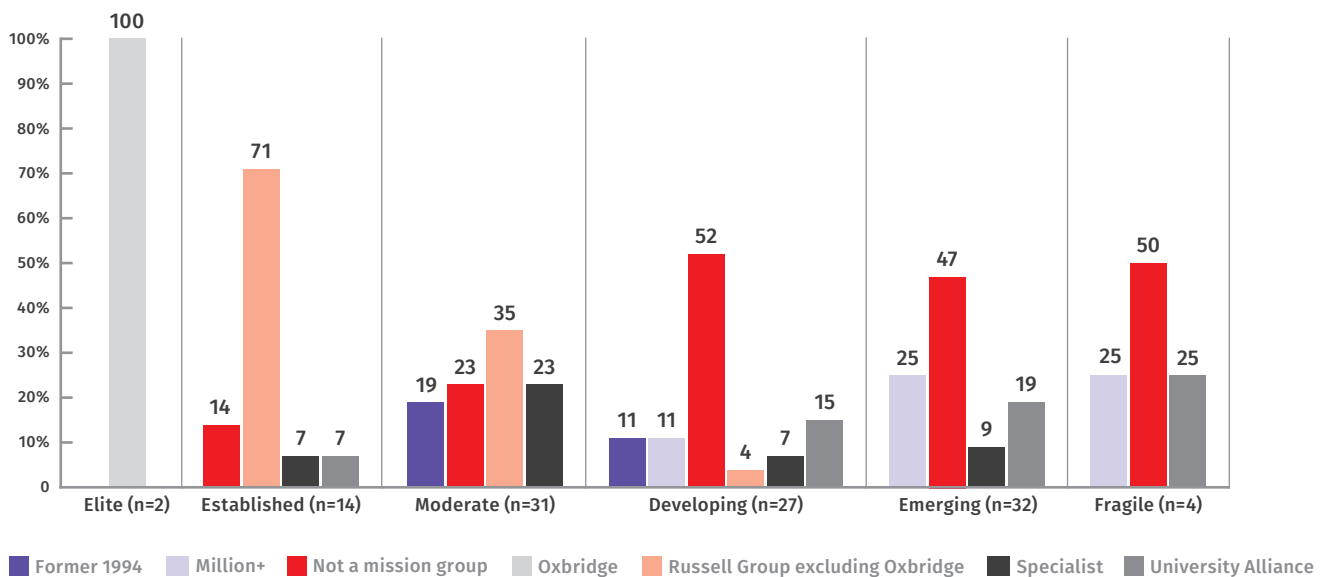
Figure 2.4.1 Length of development and alumni relations programme by cluster



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2015-16

Figure 2.4.2 Mission groups by cluster

Out of the 14 Established institutions, 12 institutions were part of a mission group, while 15 Emerging institutions and 14 Developing institutions were not part of a mission group.



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2015-16

2.4 Findings by cluster *(continued)*

Table 2.4.2 reports **mean figures** for the five clusters and can be used to benchmark an institution's fundraising performance.

Table 2.4.2 Mean key indicators 2015-16 by cluster	Fragile	Emerging	Developing	Moderate	Established	Elite
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16						
Philanthropic income						
New funds secured	£336,062	£315,705	£1,490,173	£6,022,413	£23,888,580	£242,785,435
Base	4	32	27	31	14	2
New funds secured from individuals	£62,703	£122,330	£828,715	£2,027,195	£8,430,661	£133,189,367
New funds secured from organisations	£273,359	£193,375	£661,458	£4,072,730	£15,457,919	£109,596,068
Base	4	32	27	30	14	2
Largest new pledge/gift as a percentage of new funds secured**	55%	44%	29%	27%	30%	16%
Base	4	31	27	29	14	1
Cash income received						
	£303,337	£287,726	£1,415,742	£5,584,441	£16,273,361	£194,531,184
Base	4	32	27	31	14	2
Cash income received from individuals	£17,879	£77,095	£765,790	£1,908,450	£8,035,508	£117,721,059
Cash income received from organisations	£285,458	£210,631	£649,952	£3,739,487	£8,237,853	£76,810,125
Base	4	32	27	30	14	2
Largest cash gift as a percentage of cash income received**	52%	46%	32%	19%	20%	5%
Base	4	31	27	31	14	1
Alumni						
Total alumni	67,456	119,751	167,743	131,365	246,001	308,035
Base	4	32	27	31	13	2
Contactable alumni	59,997	61,745	95,466	93,345	190,239	251,303
Base	4	32	27	31	13	2
Alumni donors	34	64	488	1,265	4,498	32,444
Base	4	32	27	31	13	2
Donors						
Total donors	87	172	624	1,729	5,416	38,473
Individual donors*	79	161	598	1,646	5,313	38,120
Organisation donors	9	11	26	83	103	353
Base	4	32	27	31	14	2

**Calculated as per Section 2.6.3. iv) Computed variables

*Includes alumni donors

2.4 Findings by cluster *(continued)*

Table 2.4.2 Mean key indicators 2015-16 by cluster	Fragile	Emerging	Developing	Moderate	Established	Elite
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16						
Resources						
Total institutional expenditure	£79,452,750	£123,754,508	£170,923,897	£269,290,307	£580,651,675	£1,297,550,500
Base	4	32	27	31	14	2
Fundraising staff	0.88	1.42	6.02	12.29	31.95	212.05
Base	4	32	27	31	14	2
Alumni relations staff	1.18	1.63	4.23	5.75	14.53	81
Base	4	32	27	31	14	2
Fundraising costs	£61,102	£77,244	£380,239	£778,807	£2,682,842	£17,365,442
Fundraising staff costs	£45,238	£51,860	£296,041	£589,860	£1,688,256	£11,547,182
Fundraising non-staff costs	£15,864	£25,384	£84,199	£188,947	£994,586	£5,818,260
Base	4	31	27	31	14	2
Alumni relations costs	£100,920	£89,441	£241,093	£333,773	£880,819	£5,495,519
Alumni relations staff costs	£67,384	£60,943	£172,295	£228,730	£541,400	£3,405,871
Alumni relations non-staff costs	£33,535	£28,497	£68,798	£105,043	£339,419	£2,089,648
Base	4	31	27	31	14	2

2.4 Findings by cluster *(continued)*

Table 2.4.3 Key features of each cluster	Fragile	Emerging	Developing	Moderate	Established	Elite
Number of institutions	4	32	27	31	14	2
Year DARO started	75% after 2010	31% after 2010	37% between 2000 to 2004	44% between 2000 to 2004	57% between 1990 to 1999	100% before 1989
New funds secured	Average slightly higher than average reported by Emerging institutions	Average slightly lower than average reported by Fragile institutions	Average exceeds £1m	Average exceeds £5m	Average is 4 times average reported by Moderate institutions	Average is 10 times average reported by Established institutions
New funds secured by source	19% from individuals and 81% from organisations	39% from individuals and 61% from organisations	56% from individuals and 44% from organisations	33% from individuals and 67% from organisations	35% from individuals and 65% from organisations	55% from individuals and 45% from organisations
Cash income received	Slightly higher than average reported by Emerging institutions	Slightly lower than average reported by Fragile institutions	Average exceeds £1m	Average exceeds £5m	Average 3 times average reported by Moderate institutions	Average 12 times average reported by Established institutions
Cash income received by source	6% from individuals and 94% from organisations	27% from individuals and 37% from organisations	54% from individuals and 46% from organisations	34% from individuals and 66% from organisations	49% from individuals and 51% from organisations	61% from individuals and 39% from organisations
% of contactable alumni	89%	52%	57%	71%	77%	82%
% of contactable alumni donating	0.06%	0.10%	0.51%	1.36%	2.36%	12.91%
Donor split	90% individuals and 10% organisations	94% individuals and 6% organisations	96% individuals and 4% organisations	95% individuals and 5% organisations	98% individuals and 2% organisations	99% individuals and 1% organisations
Average cash income received from individual donors	£226	£479	£1,281	£1,141	£1,512	£3,088
Average cash income received from organisations donors	£31,718	£19,148	£24,998	£45,054	£79,979	£217,592
Ratio of fundraising (FR) staff to alumni relations (AR) staff	1 FR : 1.3 AR	1 FR : 1.1 AR	1 FR : 0.7 AR	1 FR : 0.5 AR	1 FR : 0.5 AR	1 FR : 0.4 AR
Ratio of fundraising (FR) costs to alumni relations (AR) costs	1 FR : 1.7 AR	1 FR : 1.2 AR	1 FR : 0.6 AR	1 FR : 0.4 AR	1 FR : 0.3 AR	1 FR : 0.3 AR
Fundraising staff	Less than 1 FTE staff	Average exceeds 1 FTE staff	Average exceeds 5 FTE staff	Average 2 times the average reported by Developing institutions	Average 3 times the average reported by Moderate institutions	Average 6.5 times the average reported by Established institutions
Average cash income received per fundraising staff	£344,701	£202,624	£235,173	£454,389	£509,338	£917,384
Average fundraising costs per fundraising staff	£51,407	£38,701	£49,176	£47,995	£52,841	£54,455

2.5 Case Studies

2.5.1 Mass solicitation – University of Edinburgh



THE UNIVERSITY of EDINBURGH

Introduction:

The Development and Alumni Office at the University of Edinburgh was established in 1983. In our 34 years, we have seen many highlights including our EdinburghUp campaign and a variety of award winning campaigns and data insight work. We are now a department of over 50 staff, helping to foster strong connections with our 240,000+ alumni and friends as well as generating £16,771,948 in fundraising cash income in 2015-2016.

The Alumni Giving team is well established with a Development Manager, Development Officer and Development Co-ordinator. We also have an Individual Giving Officer who runs our Community Fundraising programme, Fundraise Your Way.

By working together with our colleagues in the Development and Alumni Office and throughout the university, the team has grown the programme to the highest level yet. In 2015-2016, over 6,300 alumni donors gave to the University.

The mass solicitation total for cash received in 2015-2016 was £1,067,814, up from £879,160 in 2014-2015. Participation rates at the University of Edinburgh, as for virtually all universities globally, remains a challenge and we increasingly wonder if this is the right metric to use for us. More of our focus is placed on continuing to grow absolute donor numbers and the vital flexible gift income that they provide so generously.

The story so far:

Looking solely at the donor numbers and income for 2015-2016, there are two key contributing factors:

1. Strong donor base
2. Stand-out appeals

Strong donor base:

Increasing our donor pool with loyal donors has been a work-in-progress since we started fundraising. Telethons and direct mail have been a consistent feature and these two traditional fundraising channels have accounted for the majority of our donors and income.

Telethons, in particular, contribute the most due to a focus on regular gifts. Regular donors from telethons held in previous years accounted for approximately £280,640 income and 1,919 donors in 2015-2016. In 2015-2016 we ran four telethons, with a seven-week campaign in autumn and spring, then two two-week campaigns in the summer.

There's a similar story for direct mail. Direct mail sent

in previous years accounted for £271,050 from 1,251 donors in 2015-2016. The current mailing programme consistently features an Annual Appeal, a Retention Mailing and a Stewardship Mailing. From these three mailings in 2015-2016, we secured £174,595 from 1,243 donors. Email fundraising and online giving have been channels used to integrate campaigns in recent years.

Stewarding donors is a priority. Any new donors are thanked immediately and receive a phone call and welcome pack after a month of their gift. Donors receive updates on the impact of their gifts via our monthly e-newsletter, as well as our annual printed magazine and donor publication. Regular givers also receive a letter each year on the anniversary of their first gift.

Stand out appeals:

In 2015-2016, a few stand-out appeals contributed significantly to our final results.

The first was the McEwan Hall Pathway to Enlightenment campaign. McEwan Hall is an iconic building in Edinburgh for many reasons. It was built between 1888 and 1897 through, what was at the time, the largest single private donation in the University's history and is the scene of exams and graduations for students here. McEwan Hall is now undergoing the most significant restoration in its history.

We invited alumni to make their mark by having their name recognised in the restored and redeveloped hall. A gift of £115 or £10 a month (for one year) would allow an alumnus' name to appear on the pathway. It was a hugely successful campaign with 1,532 donors giving through the telethons, our website and via our annual alumni magazine, which alone produced 1,321 donors and £233,000.

The second was our 2015 Annual Appeal focusing on the university's work with dementia. The donor response rate was over five per cent for this appeal and the non-donor mailing brought in a more than one per cent response rate. Overall, the number of donors to this appeal was 715, generating £71,886 in income.

Lessons learnt:

- The success in 2015-2016 was a product of years of hard work by the Alumni Giving team in building the donor pool.
- A focus on long-term giving through data driven campaigns, stewardship and strong cases for support helped this year become a record breaking year for fundraising at the University of Edinburgh.
- In 2014-2015 we ran a £3 pack appeal which asked alumni non-donors to become involved in the University's work in dementia by returning three £1 coins in a specifically designed reply device. The response was huge with 908 donors and a response rate of 6.06 per cent. Along with McEwan Hall, these

2.5 Case Studies *(continued)*

two appeals provided different ways to give and brought a huge amount of alumni onto giving to the University who may not have considered it in the past.

- Prioritising strong acquisition appeals means the challenge now is retaining our new donors. The majority of new donors this year gave to a naming appeal, and therefore we need to work hard on converting these donors to the Edinburgh Fund.

2.5.2 Fundraising at a Developing institution – University of London



The University of London is one of the largest and most diverse universities in the world. Our unique federal structure brings challenges, but also great opportunities. We were established by Royal Charter in 1836 to encourage students of all beliefs and backgrounds to participate in a previously closed education system. In 1858, we were the first university to offer degrees by distance learning and in 1868, the first institution in the UK to offer degree examinations to women.

The University of London consists of 18 independent member institutions and 9 specialist research Institutes. Over 120,000 students study with the independent member institutions in London, many of which have their own degree awarding powers.

The Development Office was established in January 2015 when Bill Abraham, formerly of LSE and Sidney Sussex College, University of Cambridge, was appointed

as the University's first Director of Development. The Development Office team now comprises 14 full-time members of staff, spread across the three main functions of the Development Office:

- Development Operations – led by Dr Karl Newton
- Constituency Engagement – led by Holly Peterson
- Development/Fundraising – led by Layal Marten

Our mission is to provide access to education. It forms the basis of who we are, and builds on our historical achievements while looking forward to what we want to achieve for future generations of students. It also reflects the changes made by our fourth Charter in 1858, which established our role in providing education to students across the globe through distance-learning.

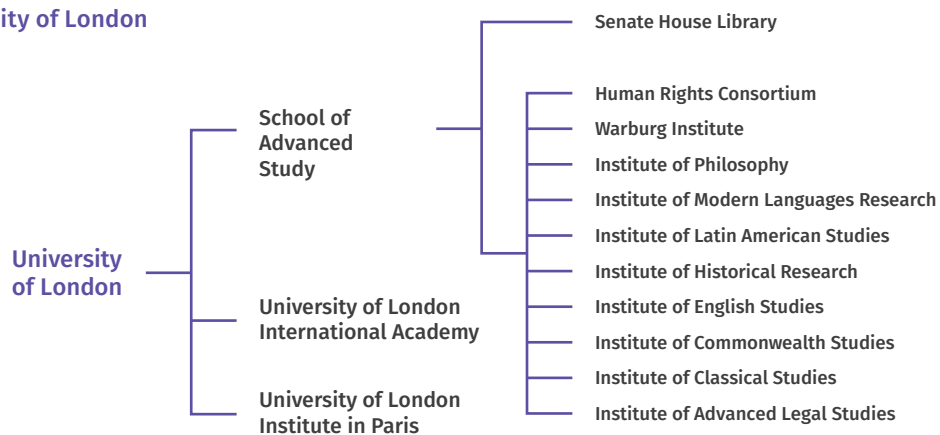
Our key aims today are to:

- Widening access to a world-class education
- Deliver academic excellence through research and teaching
- Create a collaborative programme of engagement for the public benefit

Engagement:

The vast majority of alumni we engage with have studied directly with the central academic bodies of the University – which include the School of Advanced Study, Senate House Library, the University of London International Academy and the University of London Institute in Paris. We also work with the University of London Institute in Paris and the School of Advanced Study to support and engage their alumni and to support their public engagement strategies.

The central academic bodies of the University of London



2.5 Case Studies *(continued)*

While the central academic bodies of the University will be where the Development Office focuses its engagement strategy and operations, there is an obvious role that we can play in collaboration with and in support of many of the University's member institutions.

Such collaboration has already been led to great effect by our Head of Constituency Engagement, Holly Peterson, who works closely with her counterparts in our member institutions. In many cases this has resulted in the successful joint organisation and delivery of events and engagement activities. It has also meant that collective bargaining can take place, which we have done with LinkedIn, and more recently with knowledge-sharing across institutions regarding the impact of the new fundraising regulations and how we can all implement and deal with these changes.

Database:

Due to the University's wide range of constituencies and the disparate and de-centralised relationships handled by the different parts of the University, we took the decision in June 2015 to purchase, design and implement Blackbaud Enterprise CRM as the central knowledge system for all our engagement. Led by our Head of Operations, Dr Karl Newton, and Database Manager, Richard Hale, the implementation of our new system was completed from scratch within six months, which was the quickest implementation in the world!

Measuring success:

Historically, the University recorded philanthropic income from a few legacies and donations made directly to some of the Institutes in the School of Advanced Study. However, it had never recorded, tracked or stewarded such activity in a comprehensive way before.

In its first full year of operation, the Development Office saw new funds raised across the central University of £1m, a figure which is likely to reach £2m for the end of year two (July 2017).

So far, donations have come from legacies and through ongoing support for our research in the School of Advanced Study, and we are now seeing an increasingly robust and positive major donor programme led by our Head of Development, Layal Marten, which for the first time, really focuses on the strategic priorities of the University.

New scholarships established to help break down barriers to university education for young Londoners:

We found that financial reasons prevented 40 per cent of young people from registering or completing their course of study. The Development Office looked for philanthropic support to meet this challenge and support our mission of providing access to education.

By securing a donation in excess of £150,000 from

the Sir John Cass's Foundation, the University of London created a new scholarship programme to support young people living in London to study for a degree through distance and flexible learning. The scholarships are available to Londoners under the age of 25, who would otherwise financially not be able to take a degree.

The Sir John Cass's Foundation also enables scholarship recipients to receive pastoral care throughout their studies and benefit from a tailored programme of careers support and mentoring delivered by The Careers Group, University of London.

Lessons learnt:

The key lessons learnt for us are the importance of a clear mission, such as Access to Education, to provide a real focus and executive-level support from across the University.

It is clear that a new operation, especially in such a complex structure and with such a unique history, can only flourish with ambitious, passionate and clear leadership, and the University has this in its Vice-Chancellor, Professor Sir Adrian Smith, and its Chair of Trustees, Sir Richard Dearlove.

The University of London benefits from the top-level leadership required to drive and support its development programme. Without such leadership and their explicit support, we would not have been able to establish the Development Office and implement as much as we have done in our first two years.

2.5.3 Corporate gifts – Royal College of Art



Royal College of Art

Introduction:

The Development and Alumni Relations team at the Royal College of Art (RCA) has been in existence for a little over a decade, and currently comprises 12 members of staff. At the precipice of the planning stage of the RCA's first, major, comprehensive fundraising campaign, the 2015/16 academic year saw what was, at year end, a record total of philanthropic income for the College to date. This was an encouraging start to what was essentially the launch of the silent phase of the burgeoning campaign. Notably, a significant proportion of this came from companies/corporate donors – a trend which is continuing this year also, with the Development team having secured more than double the pledged amount in principal gifts from large, international companies. To date, the donations have been given to a range of on-campus causes, spanning capital naming opportunities, scholarships and bursaries, and professorial chairs/research centres.

2.5 Case Studies *(continued)*

The largest single corporate pledge secured in 2015/16 was a gift of £2.1m (\$3m USD) from an international automotive company - to be paid in equal instalments over the course of three years. It is yet to be formally announced, but the donation was the first such principal gift pledged towards this particular project, which is to establish the inaugural laboratory at the RCA's new Intelligent Mobility Design Centre (IMDC). In securing this pledge, the RCA's Deputy Director of Development and Alumni Relations, Steve Corbett worked very closely with the Director of the IMDC and Chair in Intelligent Mobility, Professor Dale Harrow.

The story so far:

The Royal College of Art occupies two sites between its historic campus in Kensington and its new home in Battersea. Acting as the anchor of the comprehensive campaign, an extraordinary opportunity has arisen to expand the Battersea campus through the acquisition of a one-acre freehold site that will accommodate a new 15,000 sqm flagship building designed by Herzog & de Meuron. The opportunity will create a contiguous set of buildings on two entire city blocks, and the additional facilities will house new research centres in areas such as intelligent mobility, material science, 2D and 3D imaging, and drawing. Positioned in the heart of Battersea, it will also create a culture and design quarter that the College anticipates will enrich the surrounding community. Through this expansion, the College will continue to build on the relationship of art and design to science, healthcare and engineering, creating myriad exciting new opportunities to discuss with prospective donors. In-particular, like-minded and forward-thinking companies.

Underlying the work the Development team has undertaken with corporate donors to date, is the RCA's long-standing relationship with industry - which in many ways pre-validates the impactful role its graduates play in society. 95% of RCA graduates are employed at the appropriate post MA level within one year of graduation, and a 2015 government report cited the RCA as generating more university financed start-ups than any UK university. The UK Research Excellence Framework ranked the RCA the most research intensive specialist art and design university (scoring 100% for the impact of its research) and, the continuing breadth of studio projects and art commissions undertaken annually has instilled an industry-centric culture and reputation externally. All of this has created a solid foundation that has enabled the fundraising team to build an impact-based case for many of its corporate solicitation plans - matching the RCA's teaching and research goals to the strategic agendas and brand values of some of the most successful companies in the world.

The RCA's existing, and proposed new, research centres are about 'action' research, applying design approaches to real-world problems and finding solutions that bring together expertise from disparate fields, to create innovations in services, products and

manufacturing that lead to demonstrable impacts on society. And it is this approach which has informed the case for supporting the new Intelligent Mobility Design Centre.

Building on more than three decades of running one of the world's leading vehicle design programmes, the new IMDC is envisioned to serve as a central, multi-disciplinary research centre with design at its core - looking at solutions and innovations across a range of key themes, such as: autonomous vehicles, sustainability, 'smart' technology, the future of the driver/passenger experience, and safety. The future of mobility - particularly driverless technology and smart interconnectivity - is currently extremely topical for most of the global automotive companies, and will be for a number of years to come. And with many of the RCA's vehicle design alumni holding key positions in the automotive industry, the opportunity for the RCA to talk with them directly about these issues has enabled a reciprocal approach to discussing both the focus of the IMDC's research, and to its funding.

As the RCA's fundraising campaign is developing, this approach is being explored across the other key research centres in the institution's strategic plan also. At the time of writing, 2016/17 has already seen a further £5m pledged to the IMDC (by another leading automotive company), as well as a seven-figure corporate gift which has just been secured to fund groundbreaking work in the future of material science.

Key lessons:

- Where possible, always work with a close internal champion at the company, who has some considerable senior influence. If you are cultivating at principal gift level, working with a Director level 'friend' or alum - who both understands and can champion the institution and its benefits to their board - is paramount to achieving success. The majority of seven-figure corporate gifts secured by the RCA in recent years have been cultivated through working with critical friends who could help to negotiate the complexities of decision-making (and sign-off) within large organisations.
- Be sure to manage expectations around deliverables and ownership of intellectual property. Being clear and upfront about any potentially commercial IP (and/or deliverables) from the start is vitally important - particularly when dealing with large, complex corporations. It's safe to say that most companies will not be prone to huge gestures of non-strategic altruism, and somebody will always be angling for the big ROI - and any IP coming out of research and/or student projects taking place as a result of their funding, can be seen as a very desirable return/entitlement. So if the organisation doesn't have a ready-made Foundation or established CSR programme, there can be some considerable coaching to do in the clear explanation of acceptable

2.5 Case Studies *(continued)*

reciprocation for a charitable gift. And the larger the company, the more internal parties will potentially be drawn into the relationship – so expect to have the same conversation many times, even after the gift has closed and instalments have been made.

- Try not to get too caught up in the corporate 'legalease'. Large companies will have their corporate lawyers pour over and question every last detail of the gift agreement - and are likely to then add in many additional clauses and stipulations which are clearly standard safeguards in everything they do. They'll also often want to use their own templates/ wording (and will have a tendency to keep referring to it as a 'contract'). This can become a frustratingly longer process than you'd like, but once you (and your institution's legal team/solicitor) have ensured that there's nothing contentious or troublesome for a philanthropic agreement, it's worth the wait.
- Play to your institution's strengths. As it rightly should, many a university's strategic plan and campaign focus will obviously tend reach into new, ambitious, and sometimes relatively uncharted territory. While this is inspiring for many potential donors, to have the confidence that their funding is being channeled into a trusted seat of world-leading research, corporate donors in-particular will want to be convinced that their money would not be more impactful elsewhere. As with all cultivation plans, be sure to tell (and sell) your story – big brand companies will be especially careful who they decide to hitch their wagon to.
- Universities are places of unbound invention and innovation; the RCA has heard from many companies that their own in-house research and development efforts can be too limited and risk-averse in terms of scope, and only really focus on the next product or two to hit to the market in the coming year. By inspiring companies to see the value in funding speculative, multidisciplinary research outside of their own four walls – leading the disruptive charge for the betterment of their industry – the rewards to the institution can be considerable.

2.5.4 Capital campaign – London Business School



Introduction:

London Business School first established an external relations team encompassing alumni relations and fundraising in the mid-1990s. The department then went through a period of restructure and expansion to become the Advancement department in 2009.

Advancement has 45 members of staff working across

Major Gift fundraising, Alumni Engagement and Advancement Operations & Donor Relations.

The School's recent £100 million Campaign was split into five pillars: space, faculty research, scholarships, unrestricted giving and technology, each with its own fundraising target. Space was the cornerstone of the Campaign with the School purchasing and commencing a major refurbishment of Old Marylebone Town Hall. The Campaign sought to raise £40 million towards restoring this iconic Grade II listed building and transforming it into a world-class teaching facility in the heart of London.

The Idan and Batia Ofer Family Foundation kicked off the public phase of the Campaign in 2013 with a donation of £25 million to support the refurbishment of Old Marylebone Town Hall. In recognition of this, the town hall was renamed the Sammy Ofer Centre in honour of alumnus Idan Ofer's father, Sammy Ofer KBE.

The Campaign also sought to encourage and celebrate donating time to the School. The aim was to raise 100,000 volunteer hours through a variety of activities including interviewing and mentoring students, speaking at events, leading class initiatives or representing the community on the International Alumni Council.

The Campaign involved numerous members of faculty and staff led by Dean, Sir Andrew Likierman, and Susie Balch, Associate Dean for Advancement. An important goal of the Campaign was to drive the internal communications and engagement strategy with the fundamental principle of this being everyone's Campaign. Regular updates were given to staff across the School and an astonishing 74 per cent of faculty were involved with the Campaign. An active Campaign Committee chaired by the School's Governing Body Chairman, The Hon Apurv Bagri, led by example and helped guide and extend the reach of the Campaign.

The story so far:

This Campaign was the School's first comprehensive fundraising campaign. It was underpinned by a new School vision and set of values, which were launched to the community in 2011. The entire School rallied behind this new vision alongside the Dean's 'Way Forward' Strategic Plan, which set the course for the Campaign and fuelled the case for support.

Our core aim for the Campaign was to create a culture of philanthropy at the School. A significant part of the communications effort educated the community about the continuous need to invest in innovation at the School as well as maintain the quality of our research and teaching. Telling the story of why the School needs the support of the alumni community was critical and will create the foundation for future appeals.

Halfway through the Campaign, the School celebrated

2.5 Case Studies *(continued)*

its 50th anniversary. The activities around the anniversary helped to galvanise and maintain energy around the School and amongst the wider community. In addition, it provided an opportunity to further articulate our case for support, sharing the impact we have already had and the future we envision.

Our primary targets for the Campaign were to raise £100 million and 100,000 volunteer hours over a 5 year period. We exceeded our Campaign goals by raising £125 million and 124,000 in volunteer hours in 3 years. There were 5 eight figure gifts pledged from alumni, friends and companies. Alongside the School's clear vision and compelling case for support, there were a range of other critical factors underpinning our achievement including:

- Team wide focus on relationships inside and outside of the School and a commitment to deepening these connections
- Investment in a substantive Alumni Relations strategy which engaged increasing numbers of our alumni through events, volunteering and speaker activities
- Global launch and close-out events in seven cities as part of the School's annual Worldwide Alumni Celebration
- Robust prospecting strategy with clear and trackable targets
- Structured portfolio strategy with metrics and moves tracking for our Major Gift Officers
- Marketing/ Communications and Advancement working together to develop collateral and communications to inspire the community
- Sustained support from all leadership bodies including 100 per cent giving throughout the Campaign from Governing Body and International Alumni Council
- Introduction of a new customer relationship management database and a myriad of new policies and procedures
- A Dean who lived and breathed the Campaign!

Lessons learnt:

Finding alignment and positioning a Campaign at the heart of the institution is fundamental. We invested time and resource throughout the Campaign to build this alignment, and it required a committed focus on both internal and external stakeholders. The result of this work has been transformational and has created the platform for professional fundraising at the School for years to come.

Campaigns are institution-wide efforts requiring all stakeholders to feel connected to the vision. For London Business School, it was essential to articulate a high-level organisational vision which resonated with our diverse community. It needed to be bold and ambitious but also based authentically within the School's history and future. Our Dean and faculty were instrumental in setting this vision and were key advocates and ambassadors during the Campaign.

We also learnt that a laser focus on building relationships with alumni is the key to a successful Campaign. Whether they are major gift prospects or new alumni, translating the School's vision into a compelling story that mattered to them was critical. Throughout the Campaign, every possible touchpoint was used to get this story out. This resulted in consistent and comprehensive messaging and ensured that we leveraged all of our resources to deliver a good return on investment for the School.

In summary, we believe the combination of organisational alignment, compelling vision and investment in relationships drove the School's success with our first ever Campaign and has created a foundation for the future.

2.6 Appendix

2.6.1 CASE

The Council for Advancement and Support of Education (CASE) is a professional not-for-profit association serving educational institutions and the advancement professionals who work on their behalf in alumni relations, communications, development, marketing and allied areas.

2.6.2 About the survey

This report presents findings from the 2016 Ross-CASE Survey of Philanthropic Giving to Universities in UK. The project was conducted by CASE Europe and funded by HEFCE and the Ross-Group.

The first Ross-CASE Survey was carried out in 2002 (building on previous surveys undertaken within the Ross Group); it has been repeated annually since then. The methodology of the survey changed substantially in 2012-13, differentiating it from its predecessors. The survey was offered online for the first time in 2012-13, and following a review, which included scoping interviews with key stakeholders and development directors, it was enhanced.

The survey is overseen by the Ross-CASE Editorial Board. The board and CASE research staff review the survey script and the Ross-CASE Supporting Document each before launching the survey to eligible institutions in Europe. This report compiles findings from only UK institutions.

The 2015-16 survey was launched online via Qualtrics on 12 September 2016 and closed on 9 December 2016. Members of the board and CASE Research staff queried the data submitted by the institutions against an exhaustive set of logic, ratio, arithmetic and substantive tests (a full list can be obtained on request). The queries were emailed to the participating institutions who had the option of rectifying the errors by amending their data or leaving the answers unanswered. Best possible efforts were made to remove any unreliable data that was submitted. Descriptive statistics, mainly using the measures of central tendencies (mean and median), was used to analyse the data and key indicators were reported on this basis. Latent Cluster Analysis was conducted on 110 participating institutions using seven computed variables using Latent Gold v 5.0. Case studies were included in the report for the first time this year. Institutions were selected and invited to submit inspiring work for the case studies.

Results were published by the medium of this report accompanied by an infographic for UK institutions. All participating institutions (including institutions from Ireland and the Netherlands) also received access to an online benchmarking toolkit custom-designed for this project.

All data collected has been reported on a confidential and aggregated basis in this report (except for Oxford

and Cambridge). All income figures in this report were submitted in Pounds Sterling. As with previous reports this year's data is intended for benchmarking purposes, and as such does not provide sector or organisational context, nor does it speculate as to reasons why differences may have occurred between years.

2.6.3 Reporting conventions

i) Trend data

Trend data are presented on a like-for-like basis for each variable reported in Chart 2.2 in percentages only. Participating institutions were allowed to amend and update their past year data for the variables reported in Chart 2.2 and it has been assumed that the submitted historical data supplied in the 2015-16 survey is the most accurate.

ii) Base size

For a few questions results are presented as a percentage or proportion comparing two or more variables. In such instances, data used for calculations correspond to the lowest base size across the variables in consideration. Not all participants provided usable responses to every question in the survey. The number of institutions given as the base in tables and figures refers to the number of institutions answering a particular question or set of questions, rather than the total number participating in the survey. Where a table or chart brings together responses to a number of different questions, the smallest base size is always reported.

iii) Measures of central tendencies

Mean figures provide a snapshot of the overall group's performance while median figures highlight the distribution in fundraising figures across the participating institutions. Where the mean and median are close together, the group is relatively homogenous and where the mean is significantly different to the median, the group is much more diverse. Differences in mean and median figures could also be due to the presence of outliers in a sample. Given that the sample size is large, there is a large variation between institutions with some institutions having substantially higher values than others and vice-versa. Thus, some mean values are skewed upwards and are generally much higher than the median values. This variation is reduced when mission groups are analysed. This is because mission group institutions are generally very similar to each other in terms of their operations.

iv) Computed variables

Some variables are calculated on the basis of two variables from the survey. For example largest cash gift as a percentage of total cash income received was calculated by first computing the percentage of largest cash gift to total cash income received for each institution and then the median was calculated from these figures rather than computing it by using the total of the largest cash gift and dividing that by total cash income received.

2.6 Appendix *(continued)*

2.6.4 Acknowledgements

First and foremost we would like to thank the university staff who gave their time to provide information about the philanthropic income of their institutions and to staff at the four institutions who submitted case studies for this report. A special thanks to all the new institutions participating in the study for the first time and we are hopeful of increasing this number in the

future. The study has now been expanded to other regions in Europe as the CASE Europe Fundraising Survey which will launch in May 2017. In addition we are grateful to the Ross-CASE Editorial Board for their guidance and support and to Carolee Summers-Sparks, former Deputy Executive Director of CASE Europe, who was also actively involved in the data collection and report review.

2.6.5 Participating institutions

Seventy-eight institutions have taken part in every survey since 2006 and 98 institutions have participated in the last three Ross-CASE surveys.

Hundred and ten UK institutions participated in the 2015-16 survey out of 172 higher education and specialist institutions in the UK that are involved in some form of fundraising or alumni relations activity

(i.e. a response rate of 64 per cent). Sixteen institutions declined to take part in the survey, 12 engaged with our communications but did not complete the survey and 35 institutions did not respond to our communications about the survey. Three institutions, two from outside the UK and a museum, were excluded from the analysis presented in this report.

Table 2.6.5 Response rates by UK country 2013-14 to 2015-16	2013-14	2014-15	2015-16
Ross-CASE Survey of Charitable giving to Universities in UK 2015-16			
English higher education institutions			
Invited to participate	131	128	144
Number participating	101	91	90
Response rate	77%	71%	63%
Welsh higher education institutions			
Invited to participate	8	9	9
Number participating	5	6	6
Response rate	63%	67%	67%
Scottish and Northern Irish higher education institutions			
Invited to participate	21	18	19
Number participating	18	16	14
Response rate	86%	89%	74%
British higher education institutions			
Invited to participate	160	155	172
Number participating	124	113	110
Response rate	78%	73%	64%

2.6 Appendix *(continued)*

2.6.5 Participating institutions

Former 1994

1. Goldsmiths, University of London
2. Lancaster University
3. Loughborough University
4. Royal Holloway, University of London
5. SOAS, University of London
6. University of East Anglia
7. University of Essex
8. University of Leicester
9. University of Sussex

Million+

1. Abertay University
2. Anglia Ruskin University
3. Bath Spa University
4. Canterbury Christ Church University
5. Edinburgh Napier University
6. Leeds Trinity University
7. London South Bank University
8. Middlesex University
9. The University of West London
10. University of Bedfordshire
11. University of Cumbria
12. University of the West of Scotland

Specialist

1. Courtauld Institute of Art
2. Guildhall School of Music & Drama
3. Institute of Cancer Research
4. Leeds College of Music
5. Liverpool School of Tropical Medicine
6. London School of Hygiene & Tropical Medicine
7. Royal Academy of Music
8. Royal Agricultural University
9. Royal College of Art
10. Royal College of Music
11. Royal Veterinary College
12. Royal Welsh College of Music & Drama
13. Trinity Laban Conservatoire of Music and Dance

Russell Group

1. Cardiff University
2. Imperial College London
3. King's College London
4. London School of Economics and Political Science
5. Newcastle University
6. Queen Mary University of London
7. Queen's University Belfast
8. University College London
9. University of Birmingham
10. University of Bristol
11. University of Cambridge
12. University of Durham
13. University of Edinburgh
14. University of Exeter
15. University of Glasgow
16. University of Leeds
17. University of Liverpool
18. University of Manchester
19. University of Nottingham
20. University of Oxford
21. University of Sheffield
22. University of Southampton
23. University of Warwick
24. University of York

Not in a mission group

1. Aberystwyth University
2. Arts University Bournemouth
3. Aston University
4. Birmingham City University
5. Bournemouth University
6. Brunel University London
7. Cardiff Metropolitan University
8. City University London
9. Cranfield University
10. Edge Hill University
11. Glasgow Caledonian University
12. Heriot-Watt University
13. Keele University
14. Liverpool Hope University
15. London Business School
16. Newman University
17. Queen Margaret University Edinburgh
18. Swansea University
19. Ulster University
20. University of Aberdeen

University Alliance

1. Kingston University
2. Manchester Metropolitan University
3. Nottingham Trent University
4. Open University
5. Oxford Brookes University
6. Teesside University
7. University of Huddersfield
8. University of Lincoln
9. University of Salford
10. University of South Wales
11. University of the West of England, Bristol
12. University of Greenwich

21. University of Bath
22. University of Brighton
23. University of Chester
24. University of Derby
25. University of Dundee
26. University of Hull
27. University of London
28. University of Kent
29. University of Northumbria at Newcastle
30. University of Reading
31. University of Roehampton
32. University of St Andrews
33. University of Stirling
34. University of Strathclyde
35. University of Suffolk
36. University of Surrey
37. University of the Arts London
38. University of Westminster
39. University of Wolverhampton
40. University of Worcester

2.6 Appendix *(continued)*

2.6.6 Glossary

Cash income received: Income actually received by the institution including payments received towards pledges made in previous years, excluding new pledges where payment has not been received.

Clusters: Latent Class Analysis based on seven key variables grouped the 110 institutions into six clusters – Fragile, Emerging, Developing, Moderate, Established and Elite.

Individuals: Includes undergraduate alumni, postgraduate alumni, other award alumni, other alumni, staff, parents, grateful patients and other non-alumni individuals.

Investment in fundraising: The costs associated with the efforts to gather new funds secured. It includes the cost of the staff (staff expenditure) undertaking the fundraising and the other costs (non-staff expenditure) of running and maintaining the fundraising operations. When the cost of both staff expenditure and non-staff expenditure is combined this equals the total fundraising expenditure. All costs associated with the Development Services function are apportioned and included in either fundraising costs, alumni relations costs or both, detailed guidance is included in the Ross-CASE Survey's Supporting Document.

Investment in alumni relations: The costs associated with engagement activity with alumni and community, including staff and non-staff expenditure. All costs associated with the Development Services function are apportioned and included in either fundraising costs, alumni relations costs or both, detailed guidance is included in the Ross-CASE Survey's Supporting Document.

Legacy gifts: A commitment (pledge) that a transfer of wealth will occur upon a donor's death. Within the survey legacy income is only counted (to both new funds secured and cash income received) when it is actually received.

Mean: A measure of central tendency which is the average value i.e. the sum of the sampled values divide by the number of items in the sample. In this report mean denotes the arithmetic mean.

Median: A measure of central tendency that separates the higher half of a data sample, a population, or a probability distribution, from the lower half.

New funds secured: New funding secured by the institution, including new donations received and new confirmed pledges not yet received but excluding payments of pledges made in previous years.

Organisations: Includes trusts, foundations, companies, lottery and other organisations.

Philanthropic income: This is defined in the Ross-CASE Supporting Document and includes gifts or donations that meet two criteria – source of funds should be eligible and the nature of gifts should meet the survey's definition of philanthropic intent. The survey defines philanthropic income in two ways – new funds secured and cash income received.

Ross-CASE Supporting Document: This document provides guidance and definitions on funding that is eligible for inclusion in the Ross-CASE survey and how that funding is recorded. It also contains general guidance on completing the Ross-CASE Survey, including a detailed question by question guide.

Sum: Summation is the operation of adding a sequence of numbers; the result is their sum or total.