

CASE-CCAE Support of Education Survey

Findings from Canadian Colleges, Institutes, and Universities for fiscal year 2020



RESEARCH
BRIEF



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Original publication date: April 2021

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ABOUT CASE

The Council for Advancement and Support of Education (CASE) is the professional organization for advancement professionals at all levels who work in alumni relations, communications, and marketing, development, and advancement services. CASE's membership includes nearly 3,600 colleges, universities, and independent elementary and secondary schools in more than 82 countries. This makes CASE one of the largest nonprofit education associations in the world in terms of institutional membership. CASE serves more than 90,000 advancement professionals on the staffs of member institutions. CASE has offices in Washington, D.C., London, Singapore, and Mexico City. The association produces high-quality and timely content, publications, conferences, institutes, and workshops that assist advancement professionals in performing more effectively and serving their institutions.

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

AMAtlasSM
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ABOUT CCAE

The Canadian Council for the Advancement of Education (CCAЕ), established in 1993, is a non-profit, volunteer led organization that promotes excellence in educational advancement. CCAЕ members benefit through opportunities for networking, professional development, and mutual support for those who work to advance and promote Canadian education. The vision of CCAЕ, as 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 3,500 individual advancement professionals spanning 145 institutions, businesses, and other organizations across Canada (as of May 2021).



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

CONTENTS

- Foreword by CASE President and CEO..... 4
- Foreword by CCAE President and CEO..... 5
- Key Findings..... 6
- Survey Sample and Reporting Cohorts..... 6
- New Funds Secured 8
- Cash Income..... 11
- Charitable Purposes 14
- Donors/Sources of Funds 16
- Giving Bands and Largest Gifts 19
- Bequest Giving..... 24
- Staffing..... 27
- Alumni Populations 34
- Participating Institutions and Cohorts 36

FOREWORD BY CASE PRESIDENT AND CEO

One of the hallmarks of a mature profession is the utilisation of industry standards to guide practice and transparent, comparable metrics to report and benchmark outcomes. In its third year, the CASE-CCAE Support of Education Survey, Canada has become established as an authoritative source of data on fundraising by Canadian colleges, institutes, and universities and provides encouraging confirmation of the resilience of educational philanthropy.

This year's findings demonstrate the loyalty and commitment of donors during a period which posed profound personal and financial hardships upon many. Despite the extraordinary challenges of 2020, 42 institutions submitted data for the FY20 fiscal year documenting \$1.3 billion raised from over 260,000 donors. During the last months of the survey reporting year, investment markets had yet to recover from the precipitous declines of February and March which clearly led many major donors to defer philanthropic decisions. While overall new funds secured dropped from the high of 2019, donor counts remained largely unchanged and almost a third of year-over-year survey participants raised more in FY2020 than in FY2019.

As we begin to emerge from the pandemic, I am confident that educational philanthropy will quickly recover. The transition to engaging with constituencies in new ways, beyond the usual in-person events, enabled many institutions to reach geographically dispersed alumni and friends. With sustained investment and cultivation, these rekindled relationships will yield mutual benefits for both alumni and their alma maters for years to come.

Looking ahead, CASE is excited by the new opportunities presented by the March 2021 publication of the new *CASE Global Reporting Standards*. For the first time the advancement profession has a set of internationally comparable reporting standards informed by fundamental ethical and professional principles of practice. Over the next two years, CASE will be engaging with volunteers, industry partners, and educational advancement leaders to align our established regional fundraising surveys with the new standards and in rolling out a set of core metrics across all of the advancement fields. This work will enable benchmarking across national boundaries and ensure that all CASE members have access to transparent, industry standard data and can benefit from the metrics, analytics, and reporting resources provided by CASE's AMAtlas team and much-valued partners like CCAE.

Sue Cunningham

President & CEO

Council for Advancement and Support of Education

FOREWORD BY CCAE PRESIDENT AND CEO

After three years of the CASE-CCAE Support of Education Survey, Canada, there are some significant trends being identified in philanthropic support raised by Canadian colleges, institutes, and universities. All 42 participants (including 1 new participant this year) were no doubt impacted by the COVID-19 pandemic and investment market declines in the last months of the FY20 reporting year. The 2021 survey will provide a more complete picture of higher education fundraising throughout the course of the pandemic and the recovery of financial markets.

Total dollars raised for 2020 were reported at \$1.35 billion, from just over 260,000 donors. For the third year in a row, the funds raised supported student financial aid, funding for research, faculty support and capital infrastructure.

Alumni donors, as a percentage of total donors, increased for the third year in a row – 2018 (42%); 2019 (45%) and 2020 (50%). This result is likely influenced by the call for direct support for students as COVID started to close campuses across Canada.

The strong level of large gift support (gifts greater than \$1 million) continued in 2020, with 182 donors between \$1 – \$4.9 M and 34 donors making gifts of \$5 M and above.

There are a great number of other trends, and comparisons to be pulled out of this year's report. I hope the data provided in this report and through CASE's Data Miner will help institutional leaders make informed, strategic decisions about advancement strategy and investments.

In addition to this report, participating institutions each received a complimentary Graphical Program Summary. These highly interactive HTML reports present the institution's data on select variables alongside that of other institutions in their reporting cohort and the survey population as a whole. Custom graphical program summaries, providing a comprehensive overview of all survey data for an institution alongside that of self-selected peer institutions, are available for purchase from CASE.

Sincere thanks are due to the advancement leaders and staff who submitted data for this survey and have provided feedback on guidance throughout the process. The collaboration between CCAE and CASE has been tremendously productive, establishing an authoritative source of data on charitable support for higher education in Canada. The next edition of this survey, collecting data for the 2020–21 fiscal year, will be launched in June 2021, with a deadline for submission at the end of September 2021.

Mark Hazlett

President & CEO

Canadian Council for the Advancement of Education

Key Findings

- For the third year in a row participating institutions reported over \$1.3 billion in new funds secured (\$1,355,501,706 from 260,242 donors in the 2020 reporting year). This translated into an average of \$1,538 in new funds secured for each full-time equivalent (FTE) student.
- Median new funds secured ranged from \$2.9 million for colleges and institutes to \$61.4 million for Medical/Doctoral institutions. For the 35 institutions that reported data for each of the past 3 years, total new funds secured declined by 20% from 2019 to 2020 after an increase in 27% from 2018 to 2019. Year-over-year changes differed widely by institution type.
- Despite the aggregate decline in new funds secured from 2019 to 2020, 46% of institutions that reported data for all 3 years still raised more in 2020 than in 2018.
- Median cash income ranged from just under \$3 million for Colleges/Institutes to over \$62 million for Medical/Doctoral institutions and varied widely within cohorts. Average cash income from philanthropy increased from 2019 to 2020 for 2 reporting groups.
- Institutions that reported in both 2019 and 2020 had a small, aggregate decrease of 2% in the number of donors, suggesting that donors remained loyal and engaged even if they reduced the amount of their gift commitments in the 2020 reporting year. Colleges/Institutes and Comprehensives had net increases in donor counts thanks to increased giving below \$1,000 and, for comprehensives increases in the \$1,000–\$9,999 range.
- Research programs and student financial aid accounted for the largest proportion of new funds secured accounting for 41% and 29% of giving respectively. Only 5% of fund secured were unrestricted as to use by donors.

Survey Sample, Reporting Cohorts, and Reporting Year

The CASE-CCAE Survey was open to participants from July to October 2020. Invitations to participate were sent to 112 colleges, institutes, and universities. Responses were received from 42 institutions for a response rate of 37.5%. Several past participants were unable to submit 2020 data due to staff disruptions stemming from the COVID crisis.

Institutions submitted data as of the end of their most recently completed fiscal year. Half of survey participants had reporting years ending April 30, 2020 and 36% had reporting years ending March 31. One institution reported data for a December 31 reporting year and the remaining 4 institutions had May, June, or July end reporting years.





Submitted data was screened for outliers, inconsistencies, and potential errors by CASE

research staff and survey participants were queried to confirm or correct their responses.

For the inaugural survey conducted in 2018, CASE conducted a cluster analysis looking at a range of variables relating to fundraising production, enrollments size, investments in fundraising, advancement staffing, and other factors. The analysis identified four primary cohorts that corresponded, largely, to the groupings used by *Maclean's* magazine in its university rankings: Primarily Undergraduate, Comprehensive, Medical/Doctoral, and a 4th group comprised of colleges and institutes. For the past two years survey participants have been asked to identify the most appropriate reporting group for their institution. A list of Participating Institutions by Reporting Group can be found at the end of this report.

INTERPRETING CHARTS

- Many charts throughout this report break data out by four cohorts: Colleges/Institutes, Primarily Undergraduate, Comprehensives, and Medical/Doctoral.
- Each vertical bar represents data submitted by an individual institution, providing insight into the range of response among institutions in any given cohort. Not every chart represents data for all 42 institutions participating in the survey. In some cases, institutions did not submit data for an individual question; in other instances, an individual outlier institution whose data would have dramatically shifted the scale of the chart may have been omitted.
- The median value for each cohort is indicated by a horizontal line across the bars. Medians, indicating the middle point in a range of values, are more representative of a cohort than average values, which can be unduly influenced by large outliers.
- The vertical scale on charts for any given variable may differ from cohort to cohort.
- Monetary values are all reported in Canadian dollars.
- Year-over-year comparisons are based on the subset of participants that submitted data for the variable for each reporting year represented in the charts.
- Cohorts are color coded consistently throughout the report:

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

PHILANTHROPIC FUNDS

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

MADE-TO-ORDER GPS REPORTS

All survey participants received a complimentary Graphical Program Summary (GPS) report presenting data on 5 key variables. Survey participants can also order a Made-to-Order GPS report presenting data presenting interactive visualizations for 16 reported and calculated variables for your institution along with anonymized data for 5–10 peers which you select from among survey participants. These reports comprise a robust benchmarking tool and include downloadable charts and source data. Institutions that order reports also receive two online consultations with a member of AMAtlas' data and analytics team to review findings and discuss insights from the report. If you are interested in learning more about made-to-order reports please contact DBass@CASE.org. View a Sample Made-to-Order Report at https://www.case.org/system/files/media/file/GPS_Sample_Report_1.html.

New Funds Secured

“New funds secured” provides a comprehensive measure of the impact and effectiveness of fund-raising efforts in a given year, capturing the value of new cash gifts, gifts of securities, gifts of real property, gifts-in-kind, and the value of new gift commitments and pledges for up to five years duration, and new recurring gifts/direct debt orders at their duration (up to five years). The measure excludes some philanthropic income received in the reporting year, notably payments on pledges and recurring gifts secured in prior years. Bequest/legacy commitments from living donors, while an important outcome of development activity, are not included in new funds secured. Counts of bequests secured and received are collected separately from New Funds Secured and reported below.

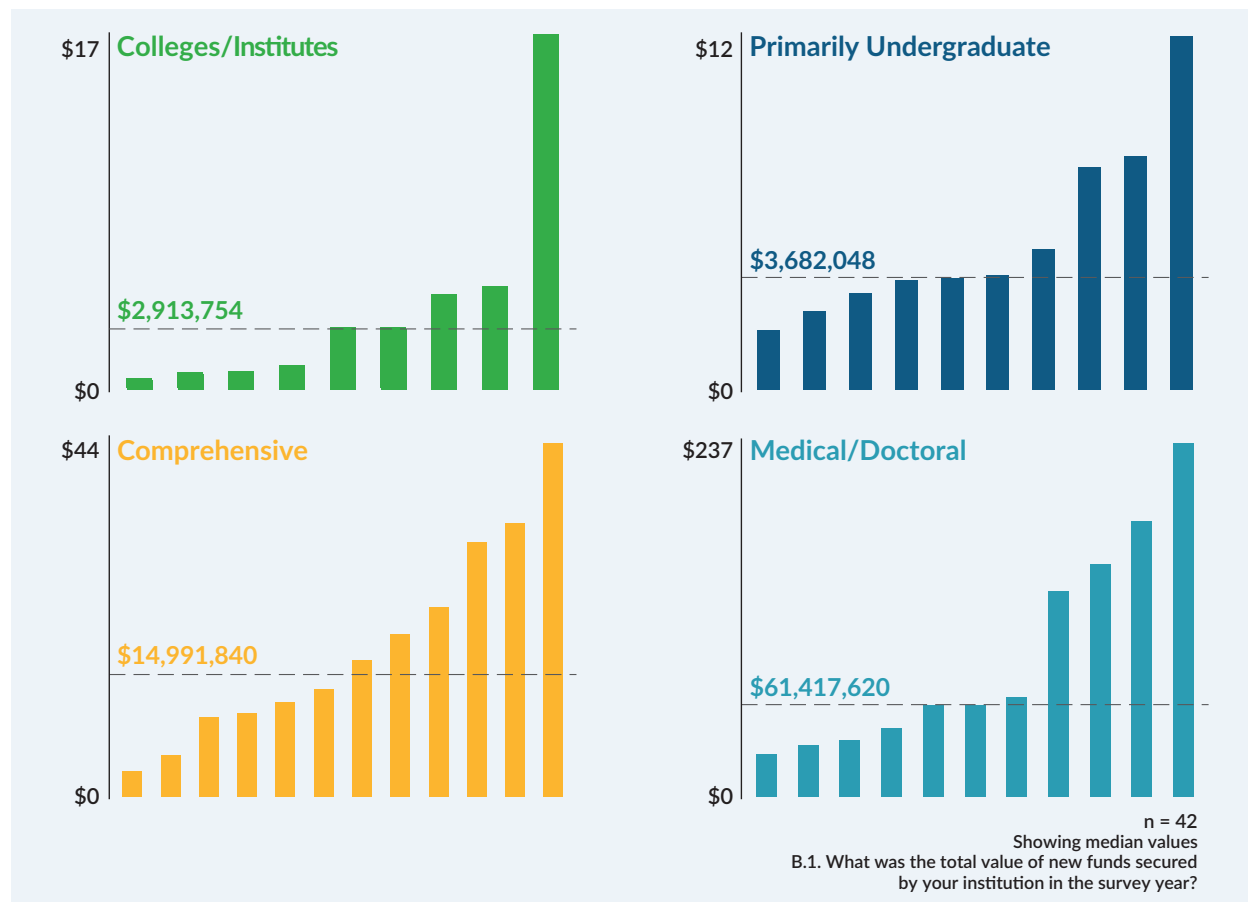
The reporting period for the vast majority of survey respondents concluded at the end of March or April, when markets had yet to recover from the

precipitous declines of the first quarter of 2020 and market outlooks remained highly uncertain. During such a period, major donors may defer giving to avoid liquidating devalued securities or out of concerns about future losses. At the same time, some institutions, sensitive to the impact of the pandemic on their constituents, paused mass appeal fund-raising and deferred some major gift solicitations. The pandemic may also have led some donors to shift their philanthropy to human service organizations providing support for communities impacted directly by the disease and associated economic challenges.

Median new funds secured ranged from \$2.9 million for colleges and institutes to \$61.4 million for Medical/Doctoral institutions. One College/Institute received a gift of almost \$13 million in 2020. That outlier gift has been excluded from calculations presented in some charts.

2020 New Funds Secured

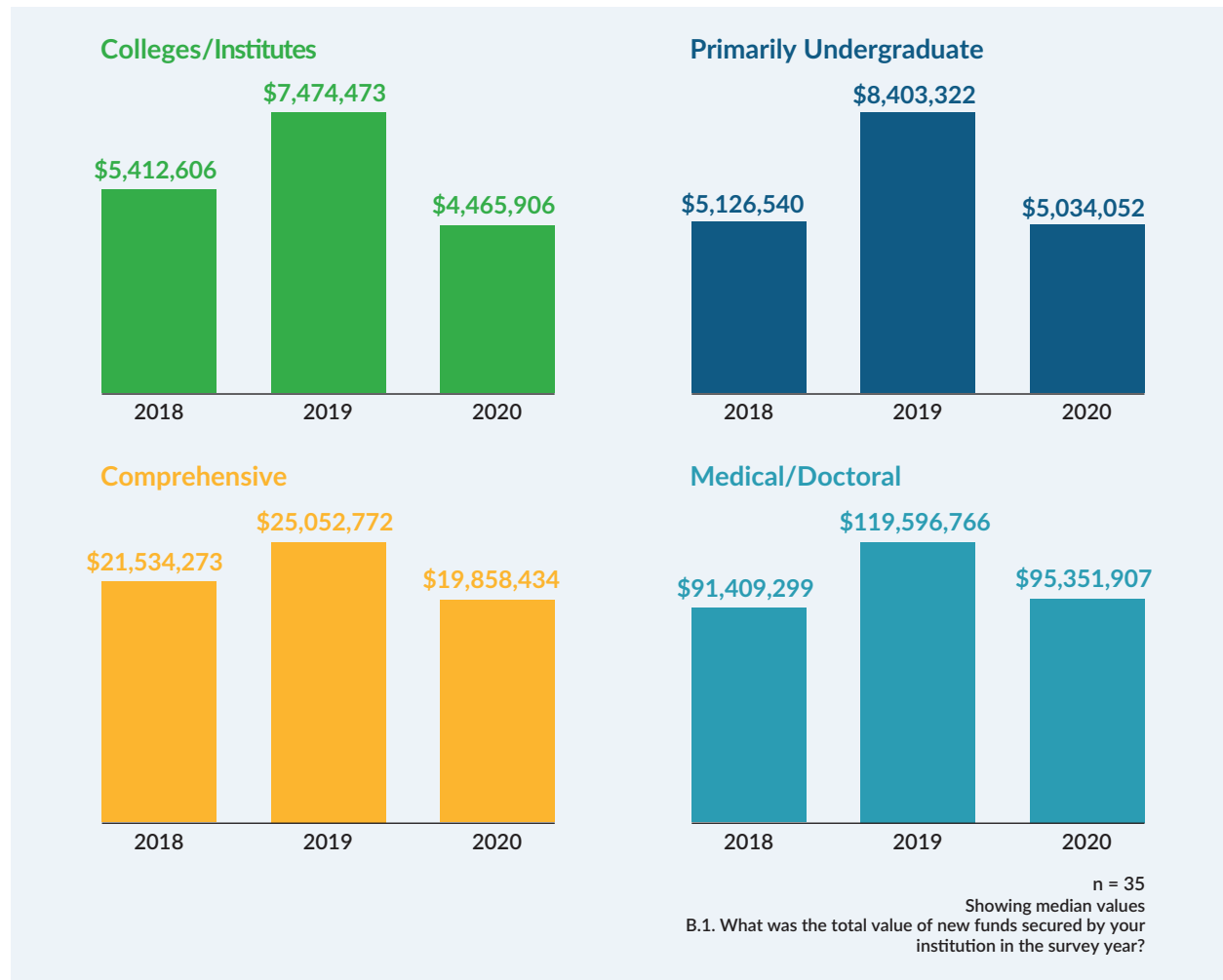
(Y Axis Dollars in Millions)



For the 35 institutions that reported data for each of the past 3 years, total new funds secured declined by 20% from 2019 to 2020 after an increase of 27% from 2018 to 2019. While all reporting groups saw decreases in funds secured from 2019 to 2020, the median for Medical/Doctoral institutions' was still 4% above the 2018 median.

Year-over-year changes differed widely among institutions. Despite the aggregate decline in new funds secured from 2019 to 2020, 35% of institutions that reported data for the past three years raised more in 2020 than in 2019 and 46% raised more in 2020 than in 2018.

2020 New Funds Secured YoY



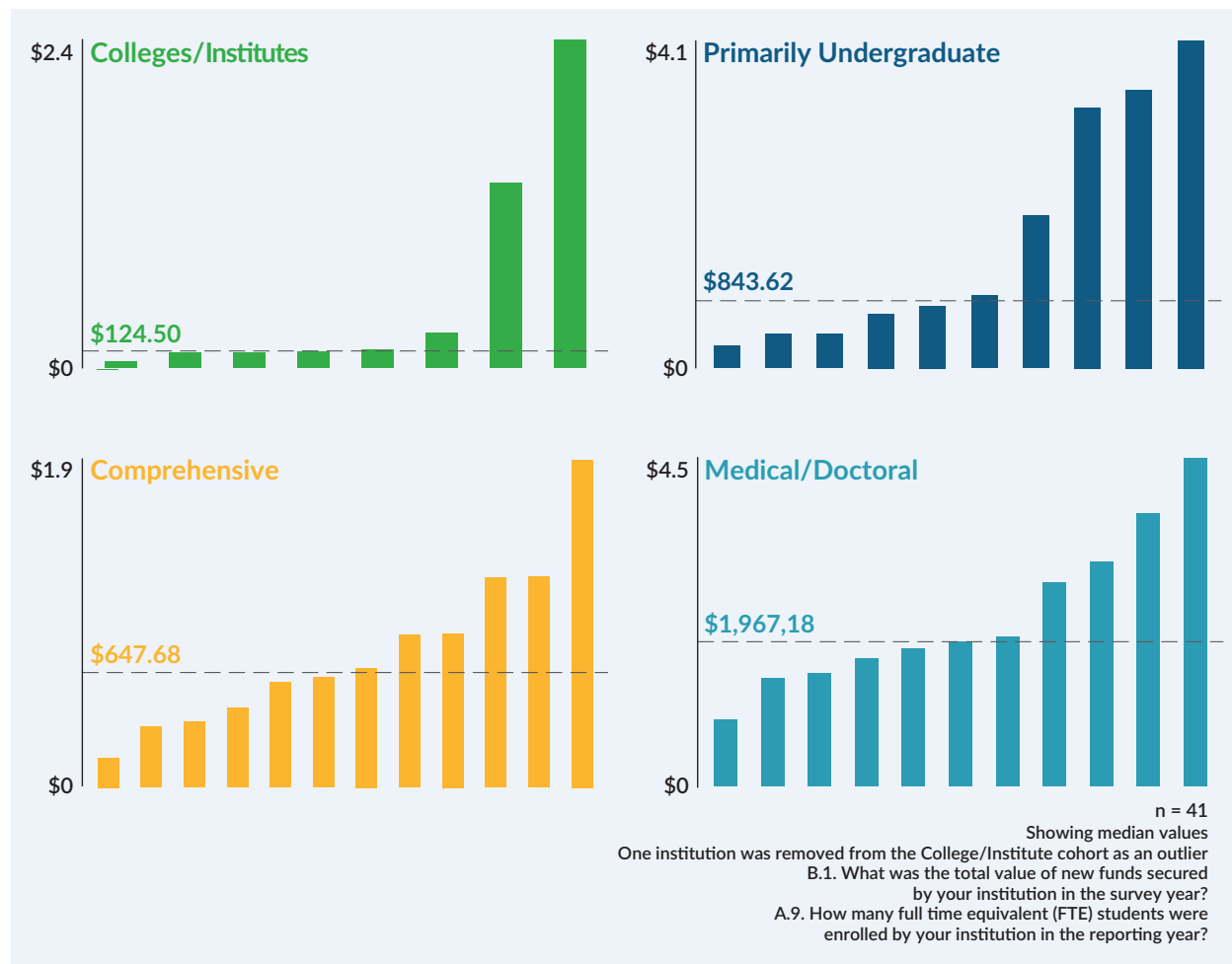
While the value of funds secured declined for the 2020 reporting year, the number of donors contributing largely held steady, declining by just 2% from 2019 to 2020 for the 35 institutions reporting year-over-year data. The composition of and changes in donor populations will be discussed in further detail in the sections on Donors & Sources of Funds and Giving Bands and Largest Gifts below.

To some extent, the value of funds secured by an institution is contingent on institutional size, number of alumni, and scale of programs. Looking at funds secured on a per-student basis “normalizes”

the data and allows for more accurate comparisons between institutions with different enrollments and alumni populations. It also provides insights into the impact of philanthropy on students, scaling it to an individual basis.

Overall survey participants secured \$1,538 per full-time equivalent student. Mirroring the year-over-year changes in average new funds secured, median funds secured per FTE declined by 21% from 2019 to 2020 after growing 22% from 2018 to 2019.

2020 Value of New Funds Secured Per Student (FTE)
(Y Axis Dollars in Thousands)



Cash Income

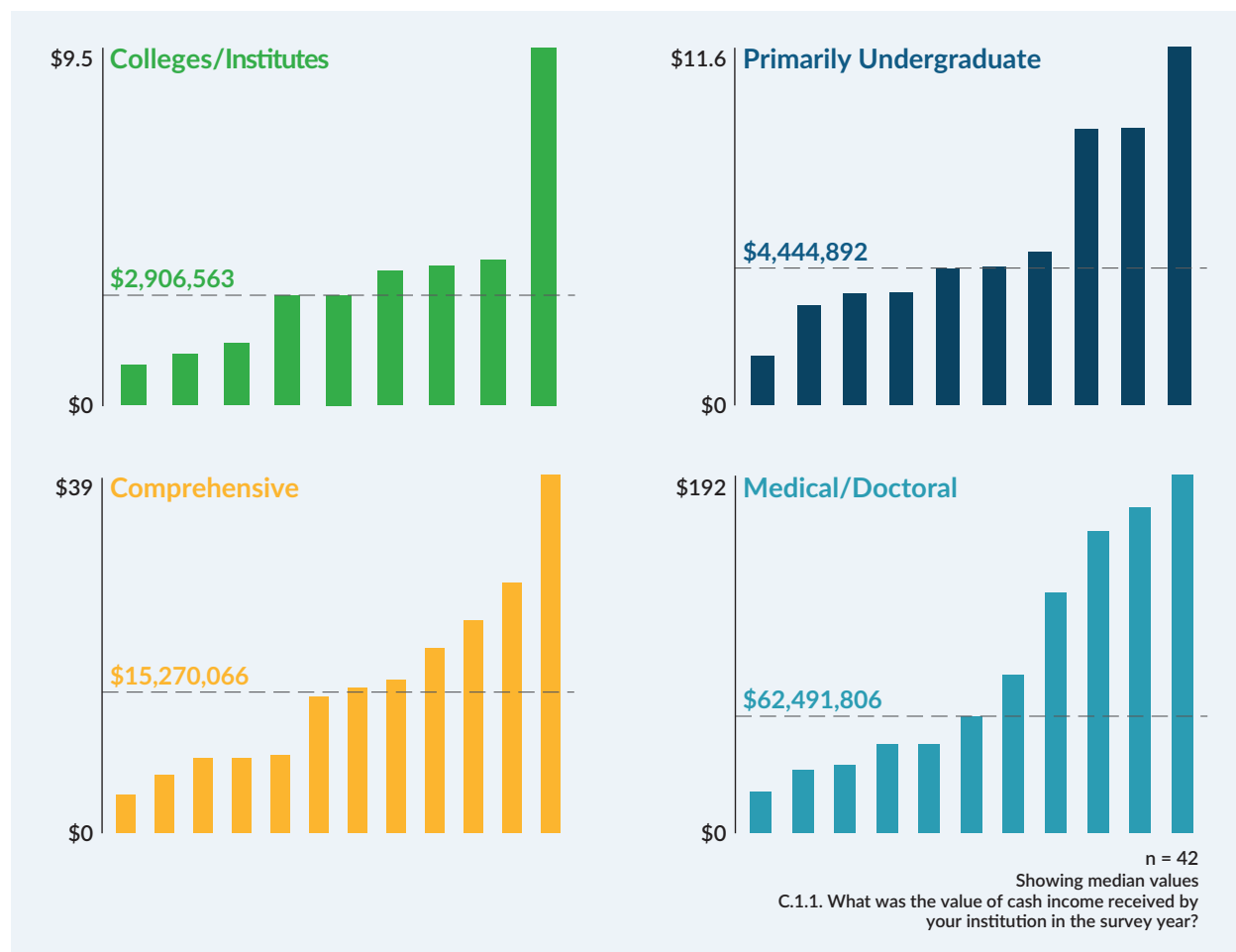
Cash income includes all cash received during the year including new single cash gifts, cash payments received against pledges secured in the reporting year or previous years, the documented value of stocks, bonds, or other financial instruments, and cash received from estates/bequests. Cash Income does not include the value of gifts in kind including physical assets received from estates.

While new funds secured reflects the impact of fundraising activity in the current year and up

to five years into the future, cash income provides a complementary measure reflecting the financial impact in the reporting year of current and prior fundraising activity.

Median cash income ranged from just under \$3 million for Colleges/Institutes to over \$62 million for Medical/Doctoral institutions and varied widely within cohorts.

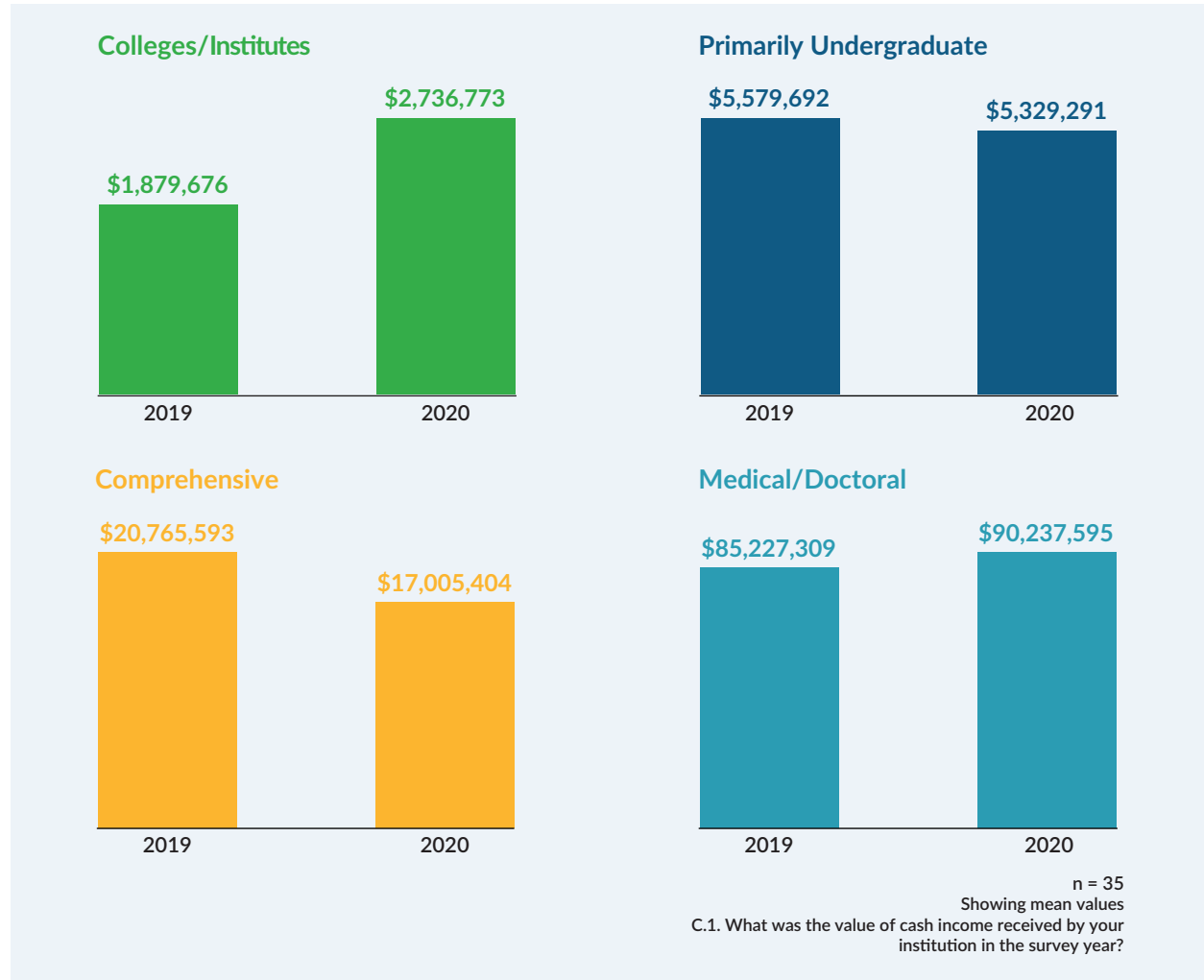
2020 Cash Income (Y Axis Dollars in Millions)



While average new funds secured declined for all categories of institutions from 2019 levels, average cash income increased for two of the comparison groups. This may reflect gift flows from prior year

pledges as well as outright giving from donors interested in immediately benefiting institutions and students.

Cash Income YoY

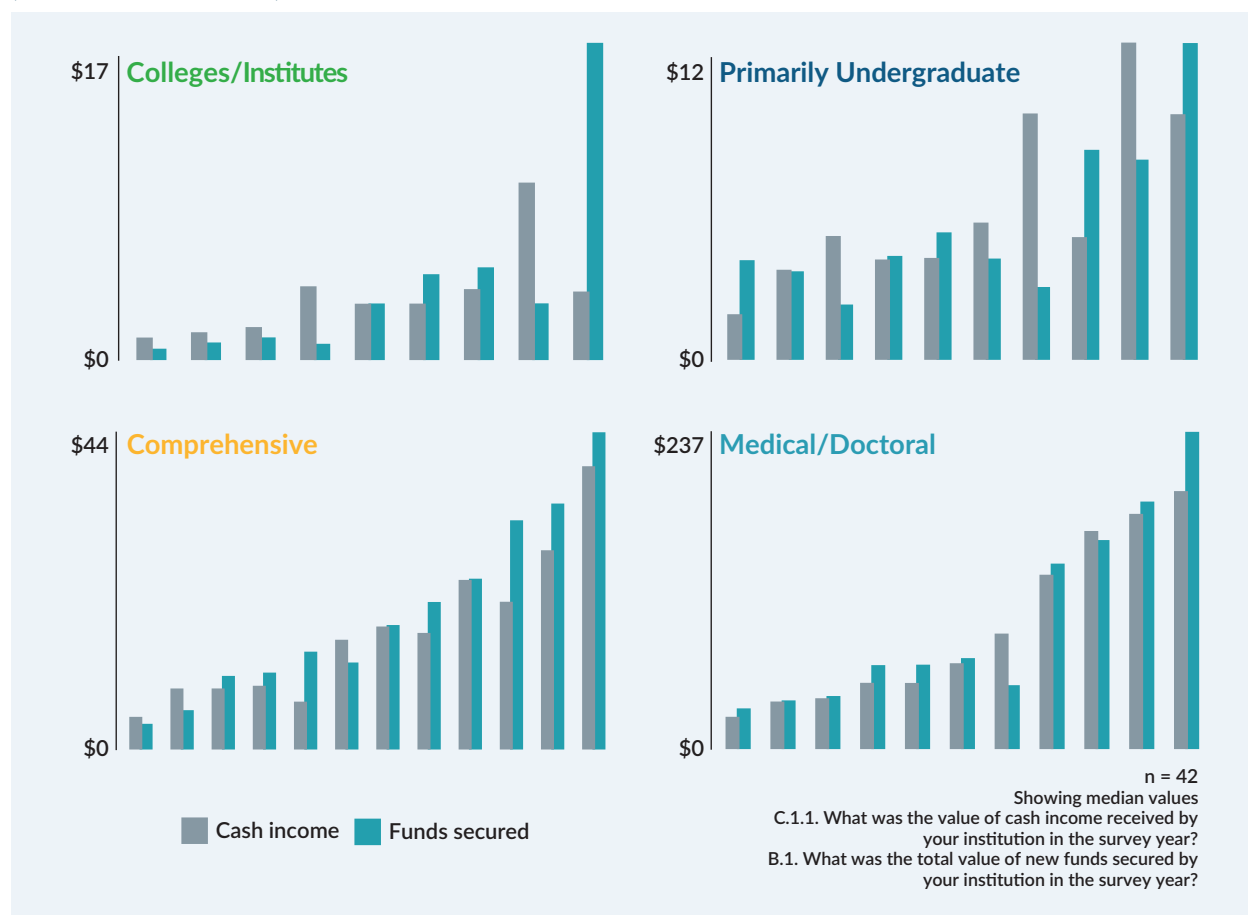


In 2020 the median ratio of new funds secured to cash was 1.05, down from 2019 when, the same institutions had a median new funds to cash ratio of 1.15, reflecting a decrease in the value of new outright gift and pledge commitments secured in year relative to revenue from new outright gifts, payments on prior year pledges, and funds from

realized bequests. This may signal a decline in cash income in the 2021 reporting year.

As the chart below indicates, there can be large difference in cash income and new funds secured for individual institutions reflecting the impact of individual large gifts, pledges, and realized bequests.

2020 Cash Income and Funds Secured
(Y Axis Dollars in Millions)



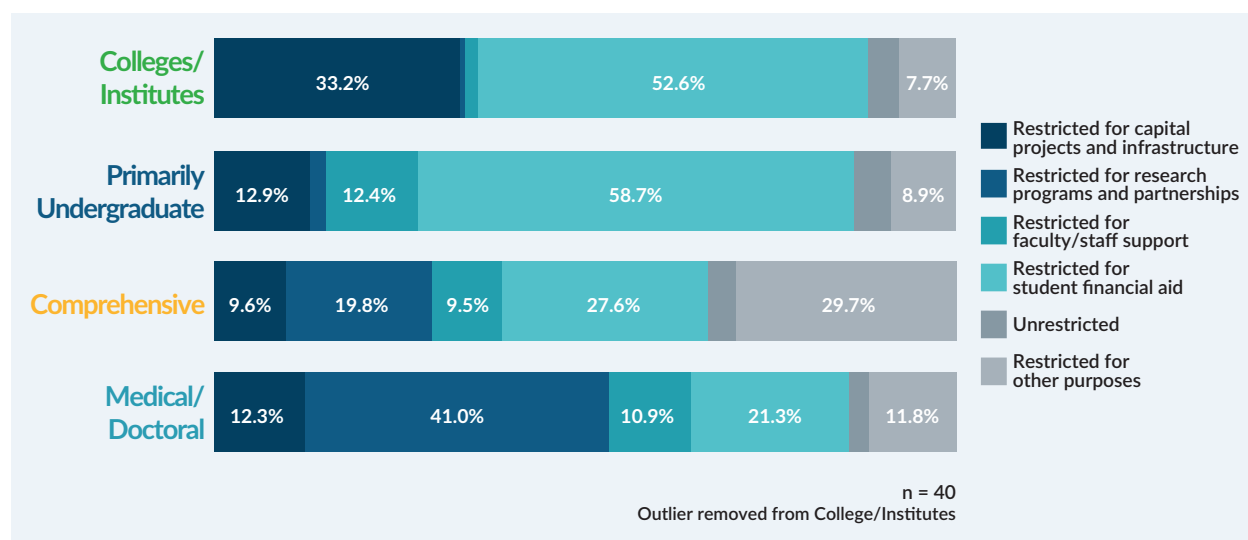
Charitable Purposes

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

instructional, program, and operating costs. Just 3.5% of all funds secured by survey participants was unrestricted by donors in the 2020 reporting year.

Research programs and student financial aid accounted for the largest proportion of new funds secured accounting for 41% and 29% of giving respectively.

2020 Purposes of Funds Secured

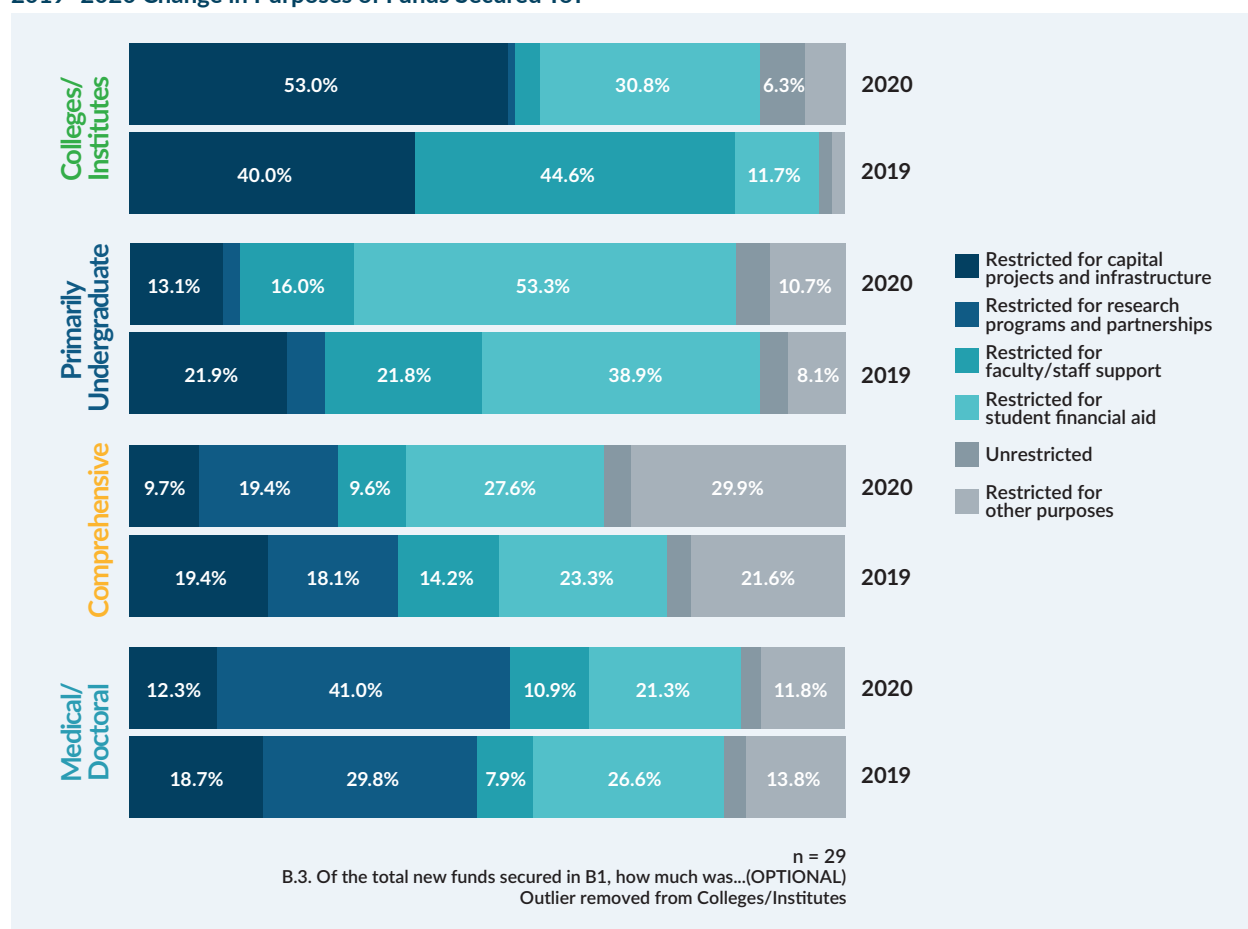


In 2020 the proportion of funds restricted for student financial aid increased for all cohorts except for medical/research institutions which saw an 11.2% increase in the proportion of new funds restricted for research. The proportion of giving for capital projects and infrastructure decreased significantly for all reporting groups in in 2020.

These patterns are in keeping with findings from surveys that CASE conducted in June of 2020 suggesting that donors were focusing their

giving on current uses rather than capital purposes, and that many institutions had focused fundraising efforts on financial aid and other support for students. They also align with findings from CASE’s Voluntary Support of Education Survey (VSE) on giving to U.S. colleges and universities in the 2019–20 reporting year where support for current operations increased 7% and gifts to capital purposes declined 10% from the prior year.

2019–2020 Change in Purposes of Funds Secured YoY

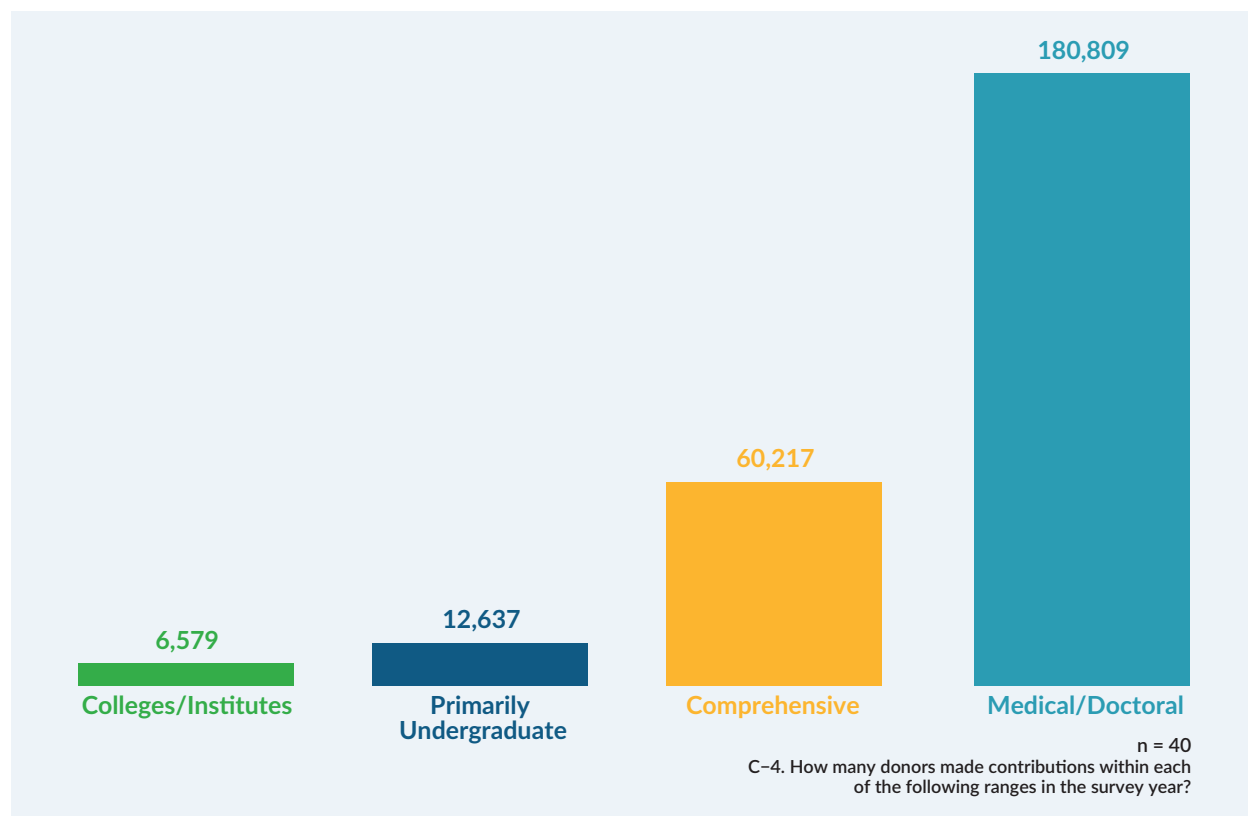


Donors/Sources of Funds

Survey participants reported 260,242 unique donors. Institutions that reported in both 2019 and 2020 had a small, aggregate decrease of 2% in the number of donors, suggesting that donors remained loyal and engaged even if they reduced the amount of their gift commitments in the 2020 reporting year.

This may bode well for 2021, presenting an opportunity for institutions to tap reserved philanthropic capacity in the 2021 reporting year, during which time markets rebounded dramatically from their lows in the winter of 2020.

2020 Total Donor Count

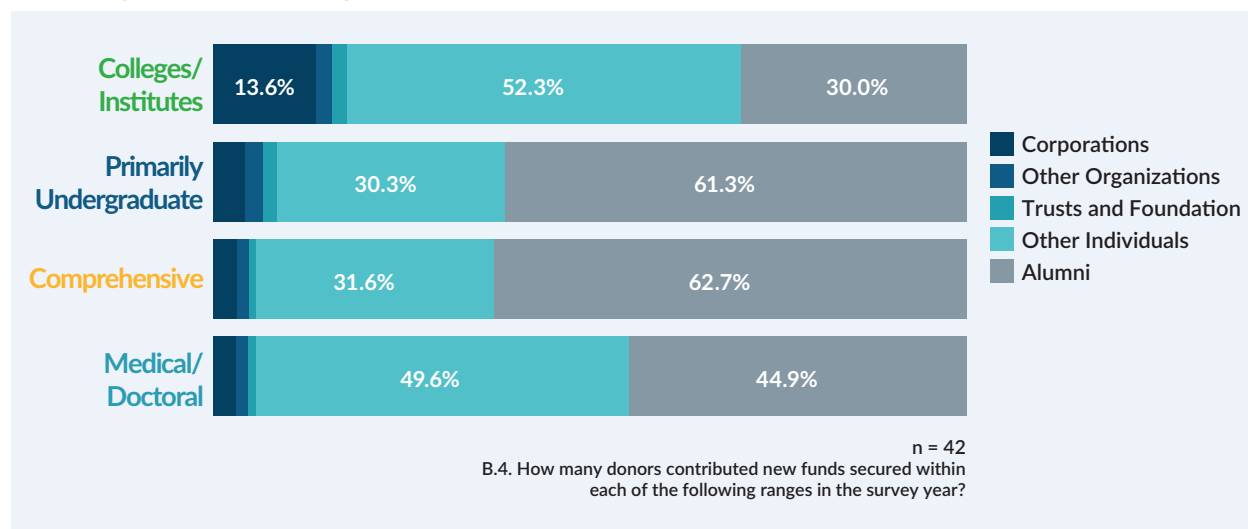


Data on donor populations are based on “hard-credit” legal donors and based on valuations of new funds secured. A large proportion of gifts here attributed to trusts, foundations, and other organizations (donor advised funds (DAFS) are counted as “other organizations”) may reflect the philanthropy of alumni and other individuals who make charitable contributions via private foundations, donor advised funds, or other giving vehicles. Among CASE VSE participants, giving from other organizations has risen 53.2% since 2011. In 2020, giving legally credited to “other organizations”

surpassed corporate support for the first time. Much of this is attributable to DAFs. A subset of 400 institutions reported on support from DAFs. Within that sample DAFs accounted for 73.9% of the funds credited as coming from “other organizations.”

Overall, alumni account for 48% of institutions’ donors and other non-alumni individuals account for 40% of donors. Colleges/Institutes and Medical/Doctoral institutions, have, on average, more non-alumni than alumni donors.

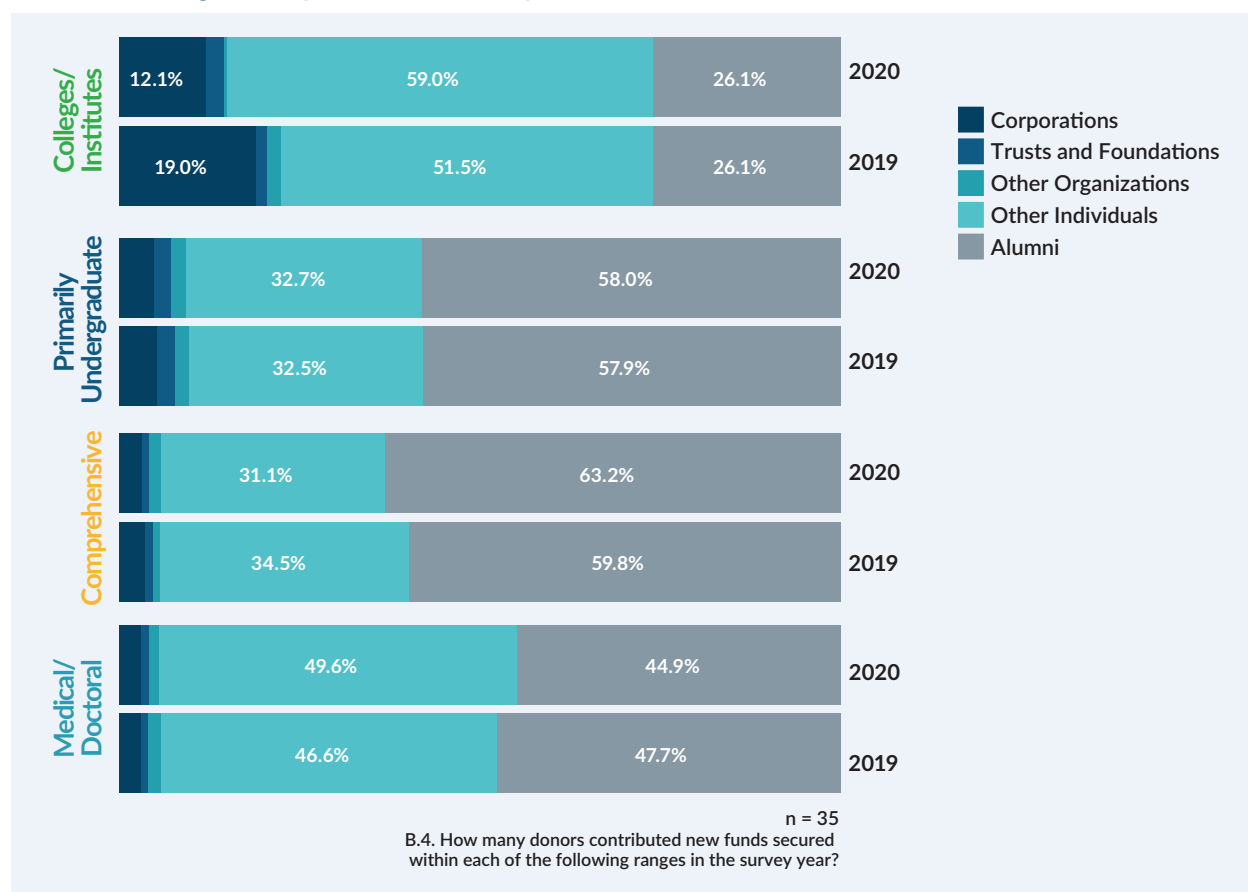
2020 Composition of Donor Populations (Funds Secured)



The composition of donor populations remained largely unchanged from 2019 to 2020, excepting increases in the proportion of non-alumni individual

donors to Colleges/Institutes and Medical/Doctoral institutions and a small uptick in the percentage of alumni donors to Comprehensives.

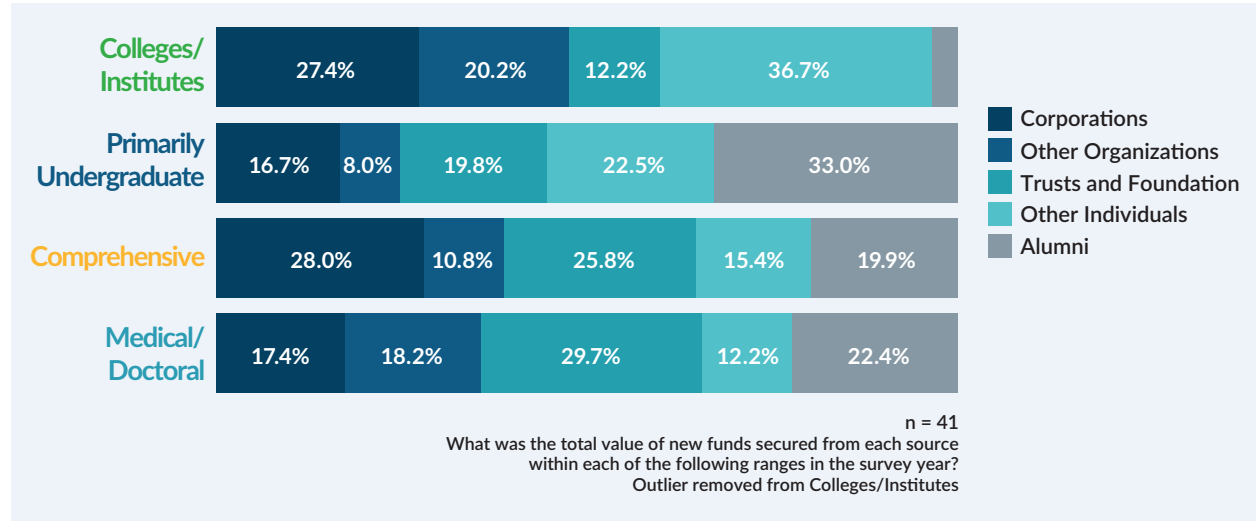
2019–2020 Change in Composition of Donor Populations YoY



While alumni and other individuals account for an average of 88% of donor populations, the majority of funds committed are, for all reporting groups except Primarily Undergraduate institutions, credited to corporations, foundations, and other organizations. As noted above, a large portion of

giving attributed to other organizations or foundations reflects individual philanthropy as donors of very large gifts are more likely to utilize foundations or other giving vehicles than donors making smaller contributions.

2020 Proportion of Funds by Donor

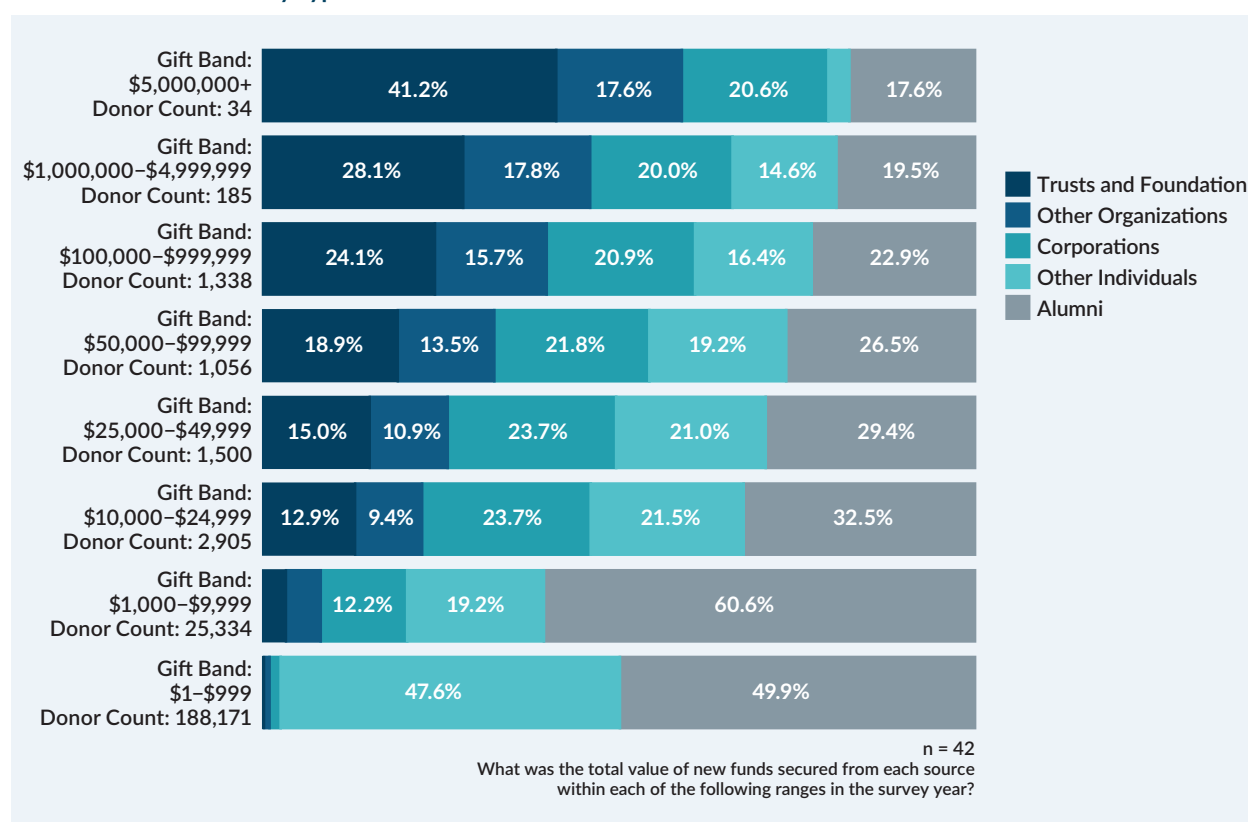


Giving Bands and Largest Gifts

Gift band data provides a more nuanced understanding of the sources of philanthropic funds. Gift band data reflect total funds committed by donors within the reporting year, so an individual donor who made 2 separate gifts of \$5,000 would be counted once in the \$10,000–\$24,999 gift band. Again, gifts legally credited to trusts, foundations, private corporations, or other organizations may be attributable to individual philanthropy.

Among institutions reporting donor counts and funds secured by gift bands, 1% of donors (1,557) contributed or committed 80% of new funds secured. Just 34 donors committed \$292 million. Individuals account for decreasing proportions of donors and decreasing proportions of funds contributed as giving levels increase.

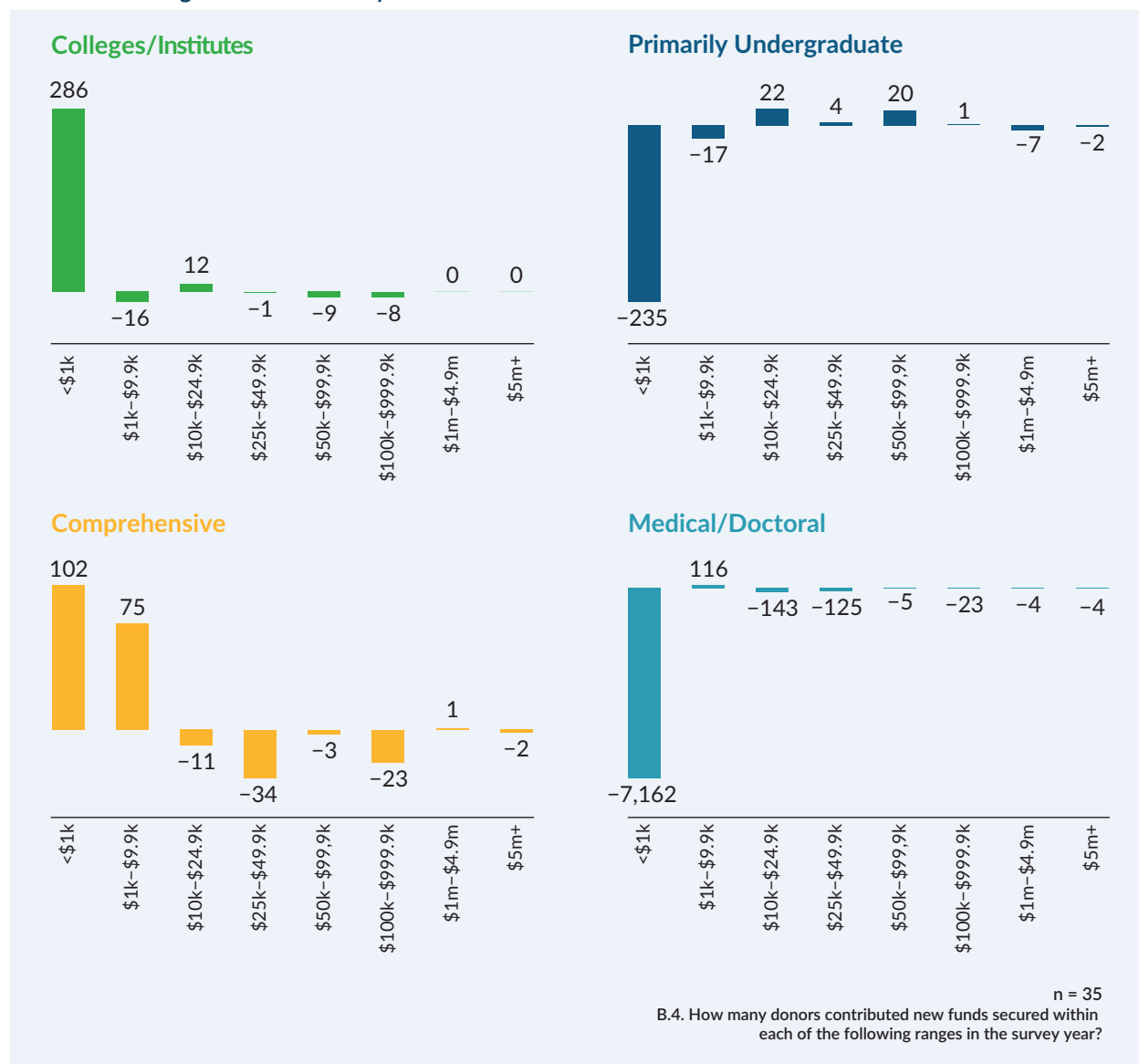
2020 Counts of Donors by Type and Gift Band



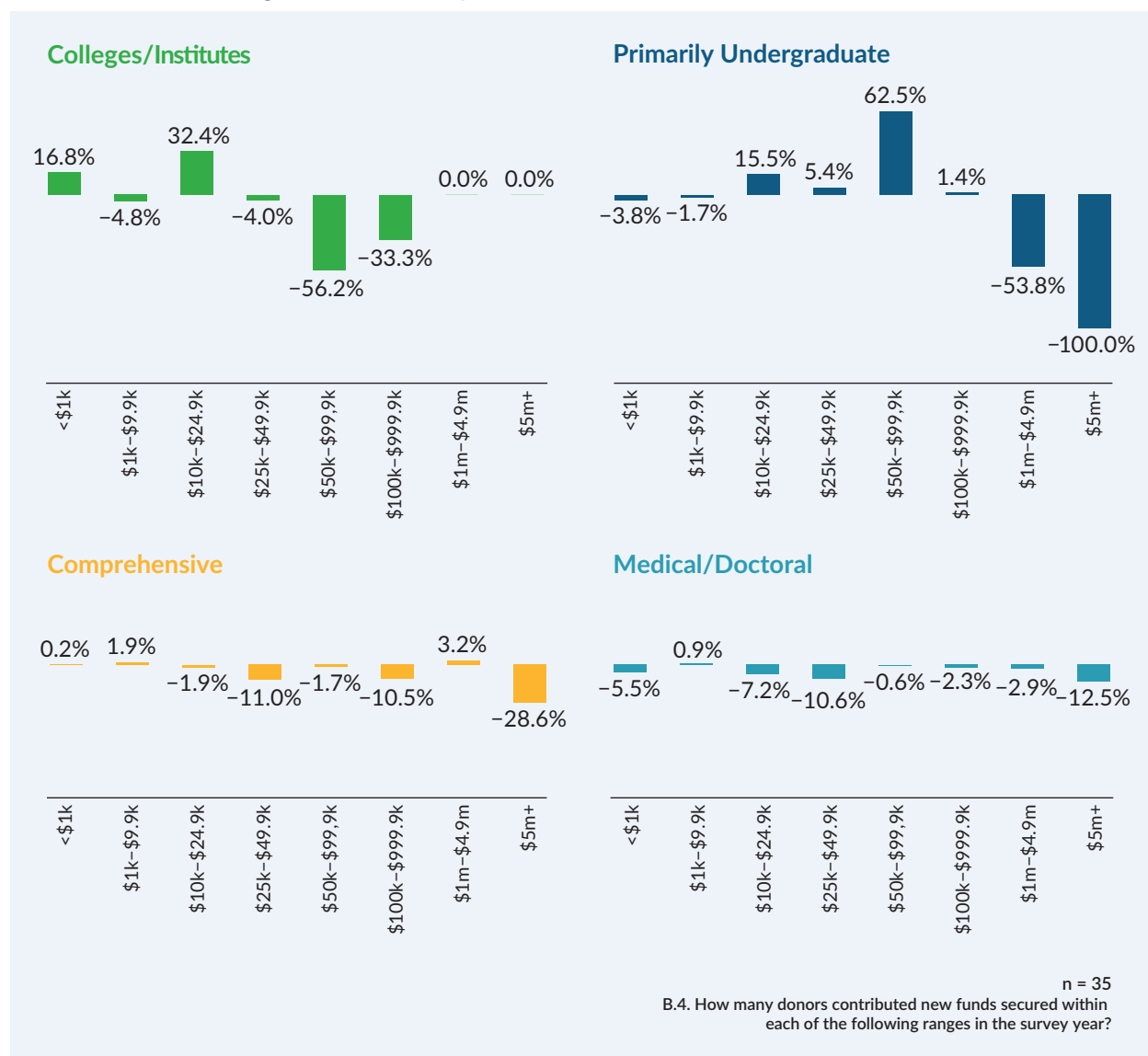
The charts below show changes in donor counts and associated percentage changes by gift band from 2019 to 2020 for each reporting cohort. Colleges/Institutes and Comprehensives had net increases in donor counts, thanks to increased giving below \$1,000 and, for comprehensives, increases in the \$1,000–\$9,999 range. While Medical/Doctoral institutions lost a lot of donors of less than \$1,000 (7,162) that number only amounted to a 5.5% decline and may have resulted

from tactical decisions to scale back mass appeal fundraising in the early months of the pandemic and focused instead on stewardship and cultivation of larger givers. Attrition in the higher gift bands may have resulted from donor decisions to defer giving until investment portfolios recovered from losses in the first quarter of 2020. The strong market recovery and growth through the remainder of 2020 could bode well for giving in the 2021 reporting year.

2019–2020 Change in Donor Count by Gift Band YoY



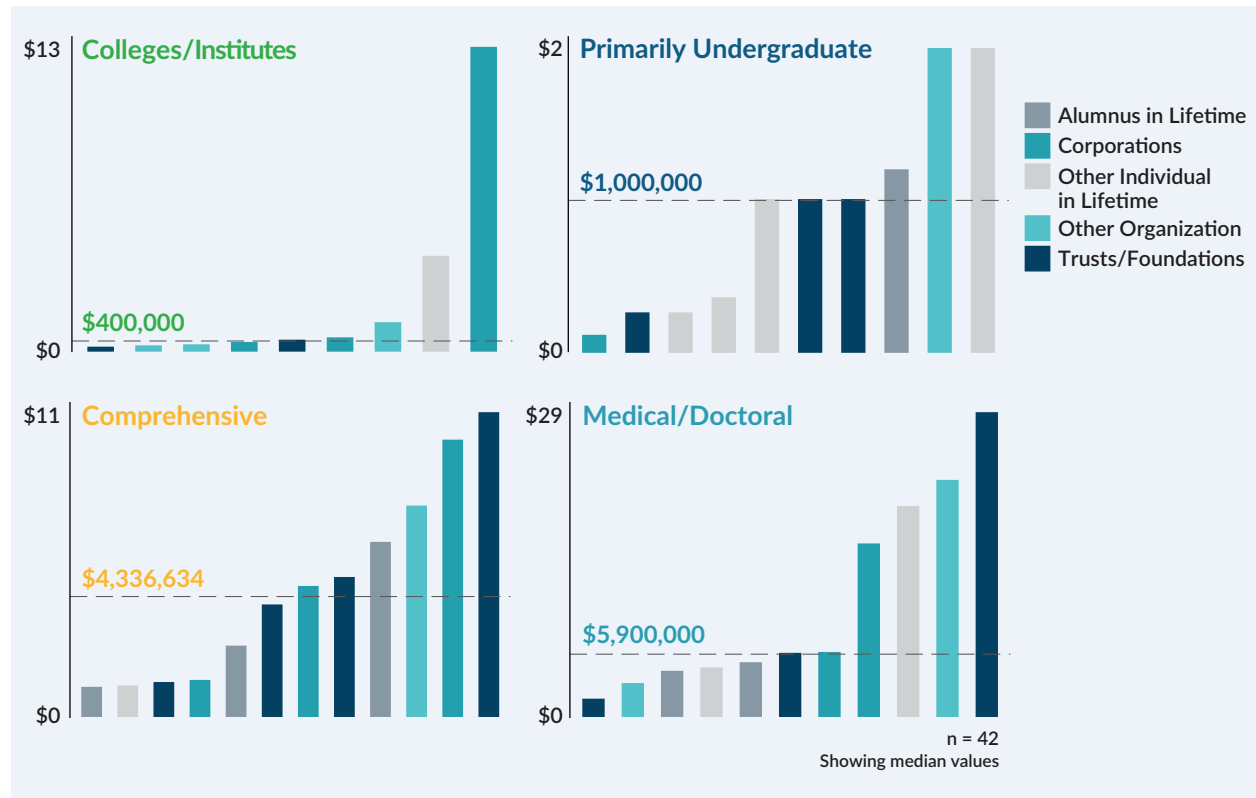
2019–2020 Percent Change in Donor Count by Gift Band YoY



Overall, the single largest gift commitment received by institutions accounted for a median of 15% of total new funds secured. For Medical/Doctoral institutions the largest gift contributed a median of 9% of new funds secured. Comprehensive institutions are far more reliant of large gifts, deriving a median of 37% of new funds secured from a single gift commitment. A third of the largest gifts

secured were contributed by individual donors (six alumni, eight other individuals) and 29% were from trusts/foundations. Some of the largest gifts credited to trusts/foundations and other organizations may reflect the private philanthropy of individual donors giving via family foundations, donor advised funds, or other giving vehicles.

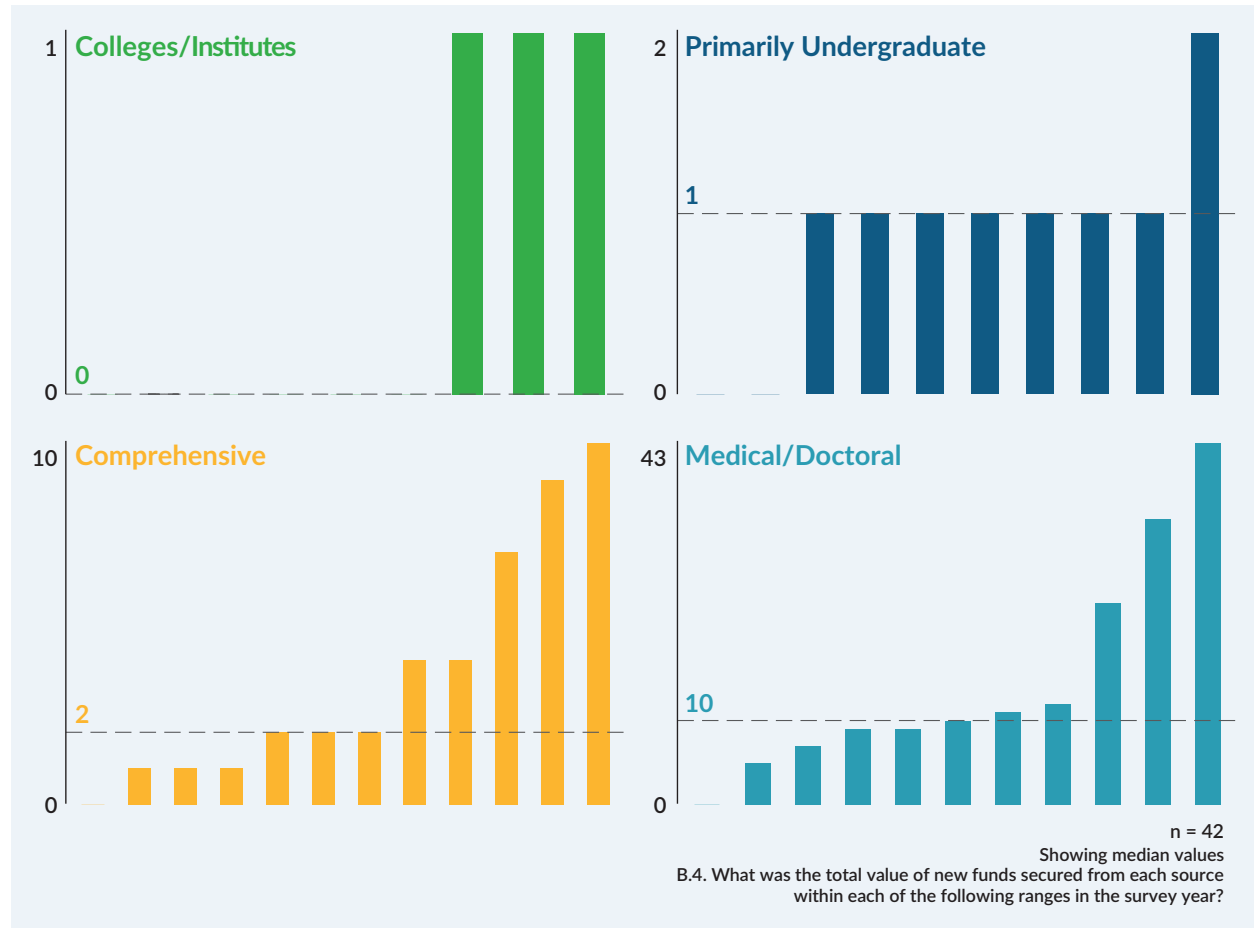
2020 Largest, Non-Bequest Gift by Source
 (Y Axis Dollars in Millions)



Survey participants received 216 gifts of \$1 million or larger. Institutions that submitted data for both 2019 and 2020 reported 14 fewer million dollar-

plus gifts, a 9% decrease, for the 2020 reporting year.

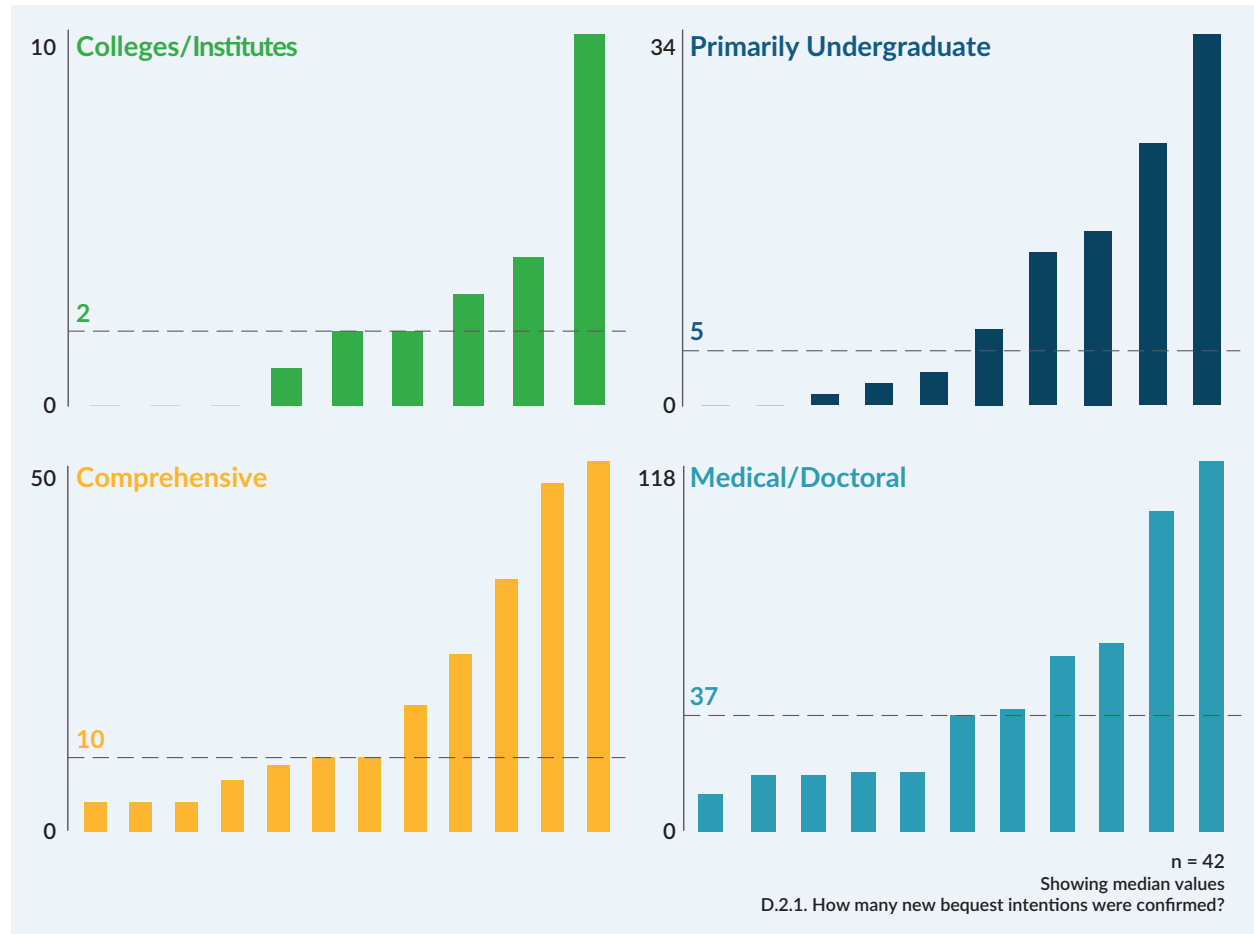
2020 Counts of Gifts of \$1 Million and Larger (as New Funds Secured)



Bequest Giving

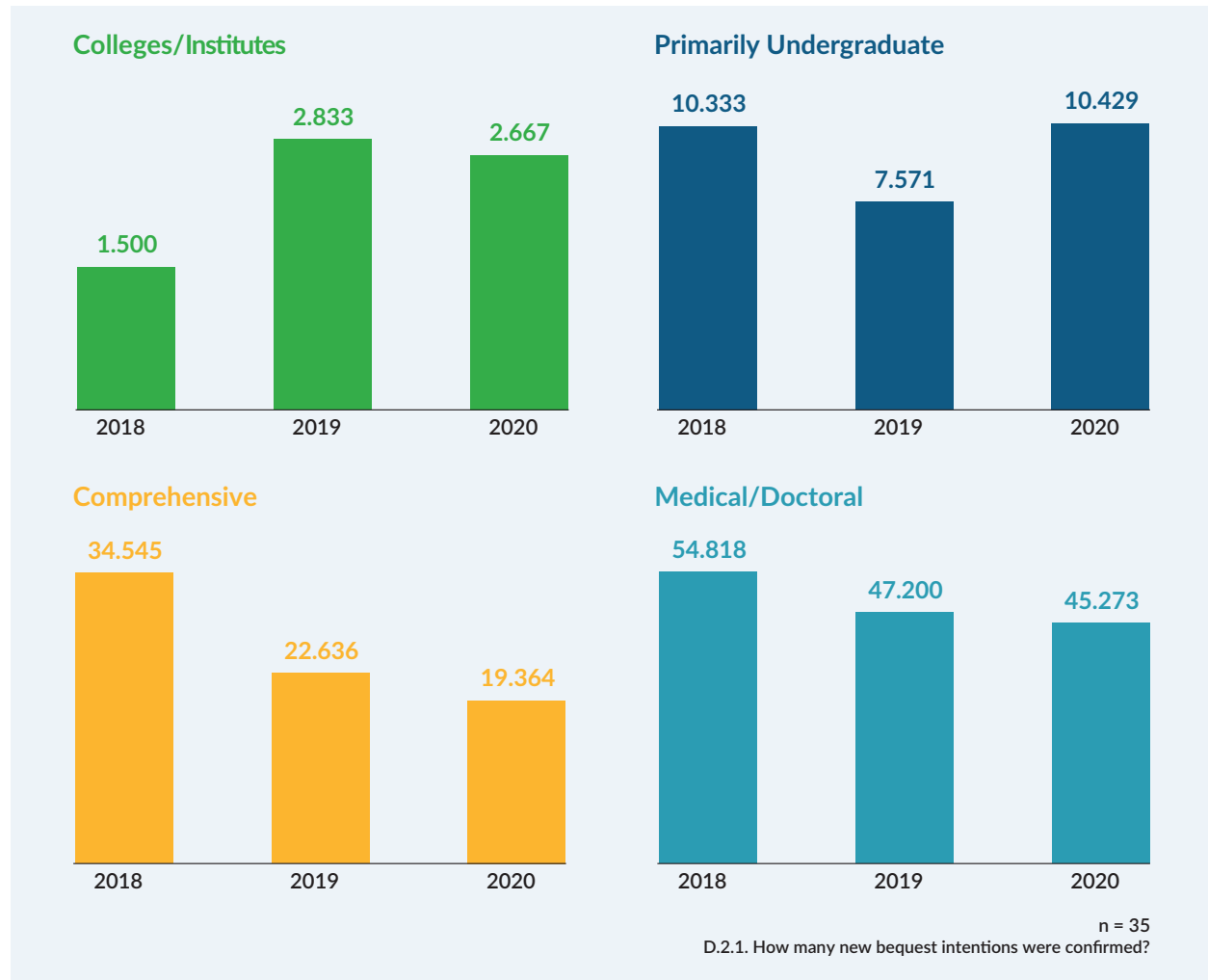
Participating institutions confirmed 841 new bequest intentions in the 2020 reporting year.

2020 Counts of New Bequest Intentions Confirmed



For the 33 institutions that submitted year-over-year data, average bequest commitments decreased slightly in the 2020 reporting year.

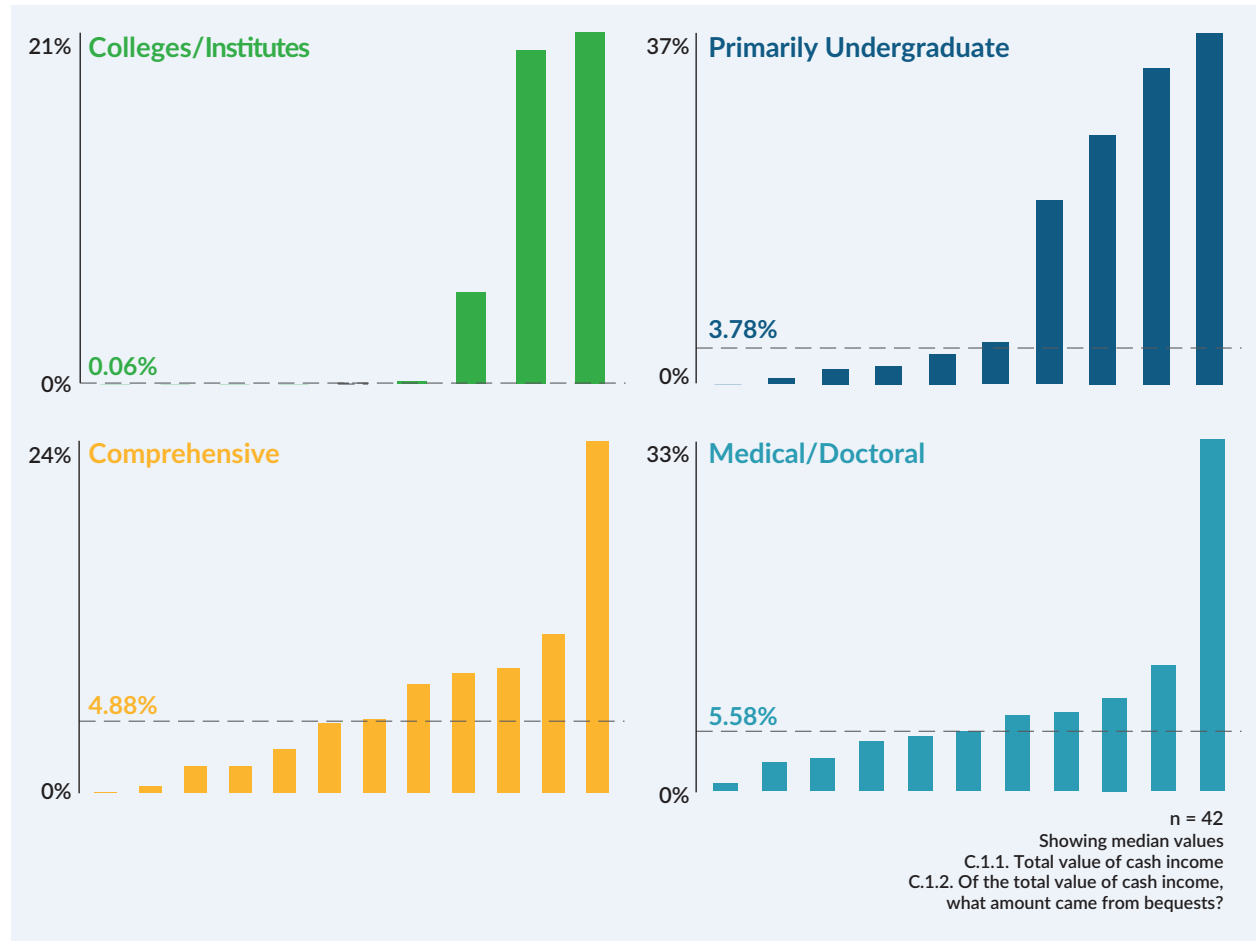
2018–2020 Average Counts of New Bequest Intentions Confirmed YoY



As the chart below indicates, realized bequests account for a small proportion of philanthropic income for most institutions. Bequests can,

however, have an enormous impact on fundraising; for 6 institutions over 20% of cash income came from bequests.

2020 Bequests as a Percent of Cash Income

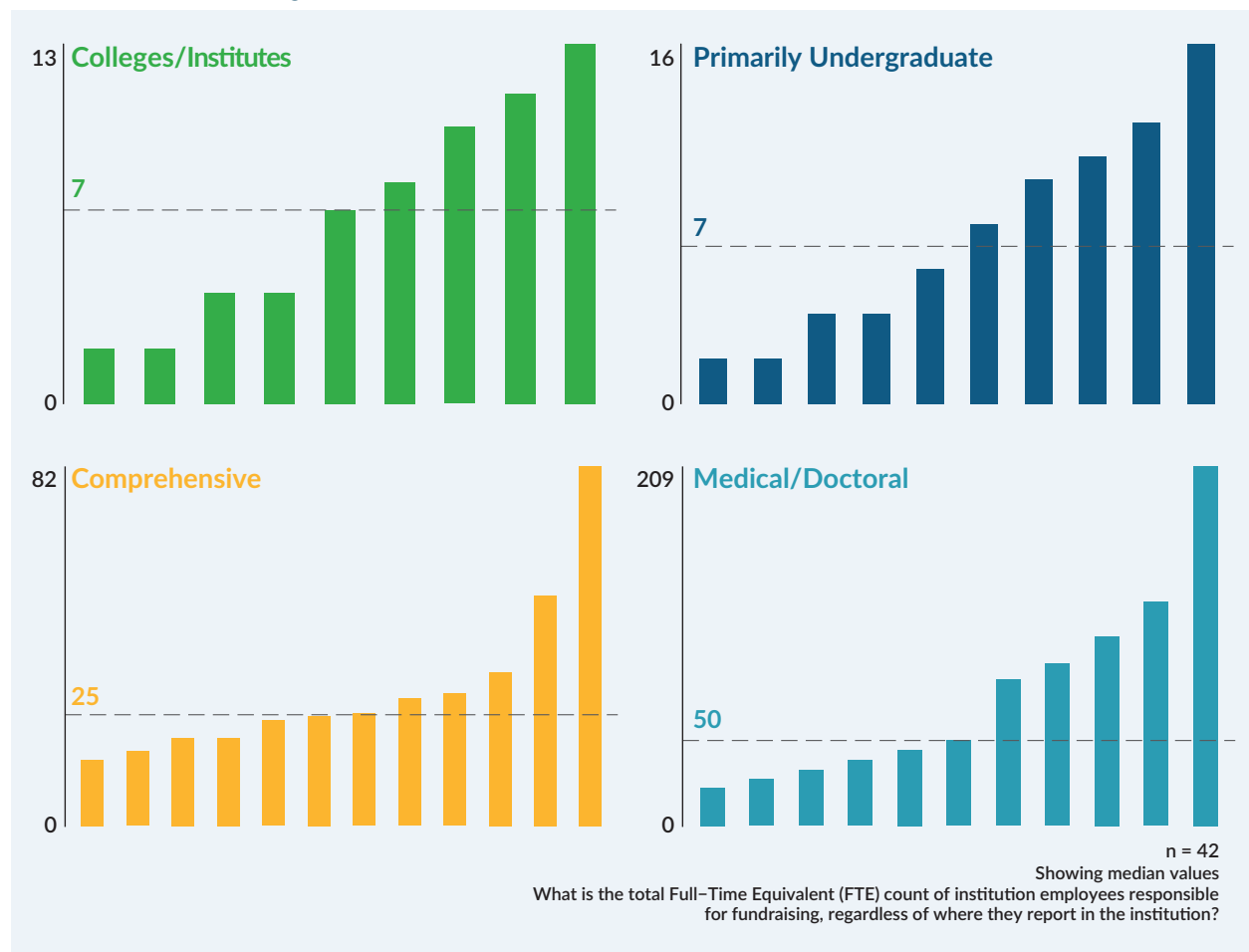


Staffing

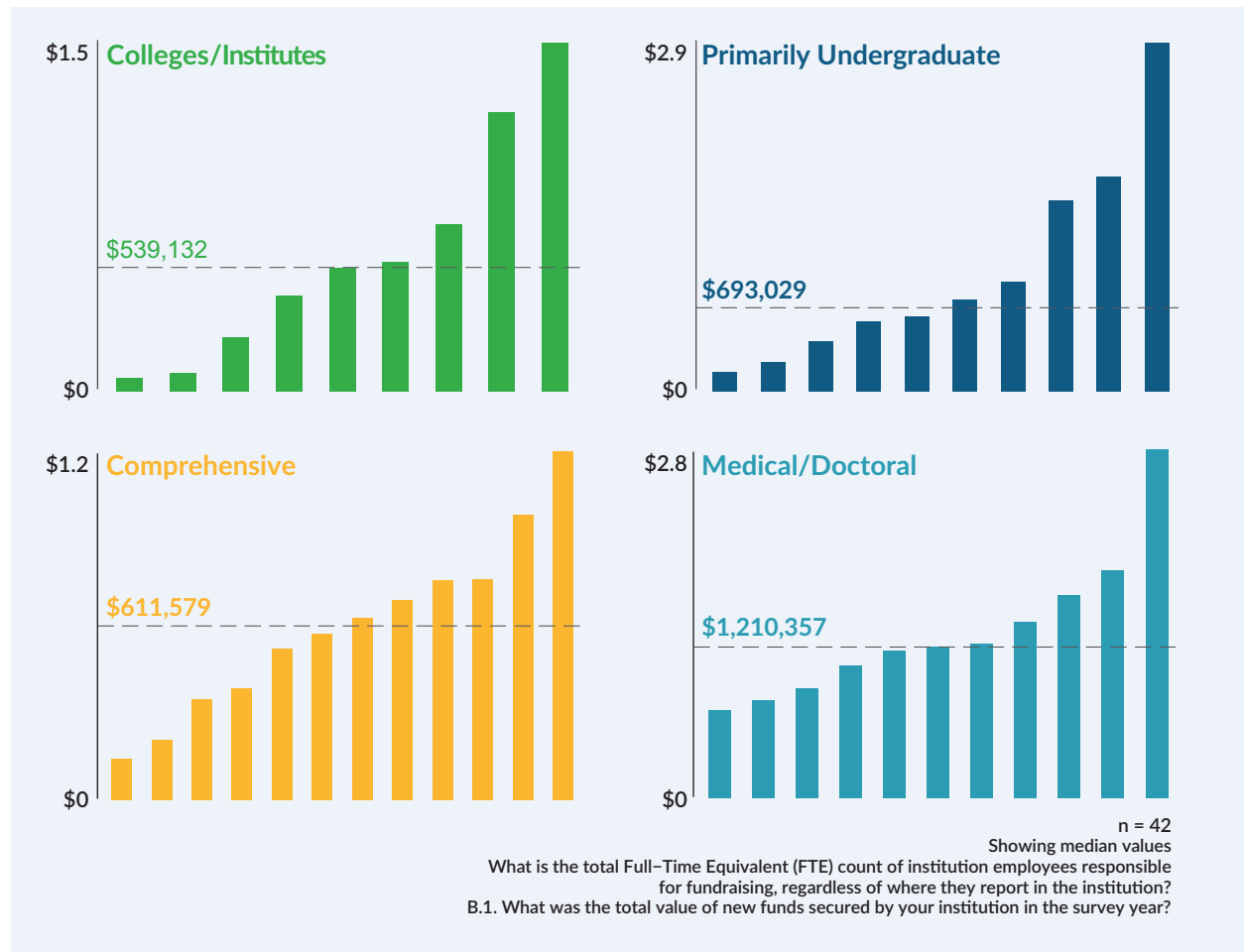
Counts of fundraising and alumni relations staff are a proxy for advancement capacity. Looking at new funds secured per development staff FTE demonstrates the return on investment (ROI) in fundraising. Median funds secured per development staff ranged from \$539,132 for Colleges/Institutes to almost \$2.8 million for Medical/Doctoral

institutions. ROI should, however, be interpreted with caution. While a high ROI may reflect the efficiency and effectiveness of fundraising it can also indicate under-staffing and missed opportunity since over-extended development officers may rely on the most familiar donors rather than identifying and cultivating new prospects.

2020 Counts of Fundraising Staff (FTE)



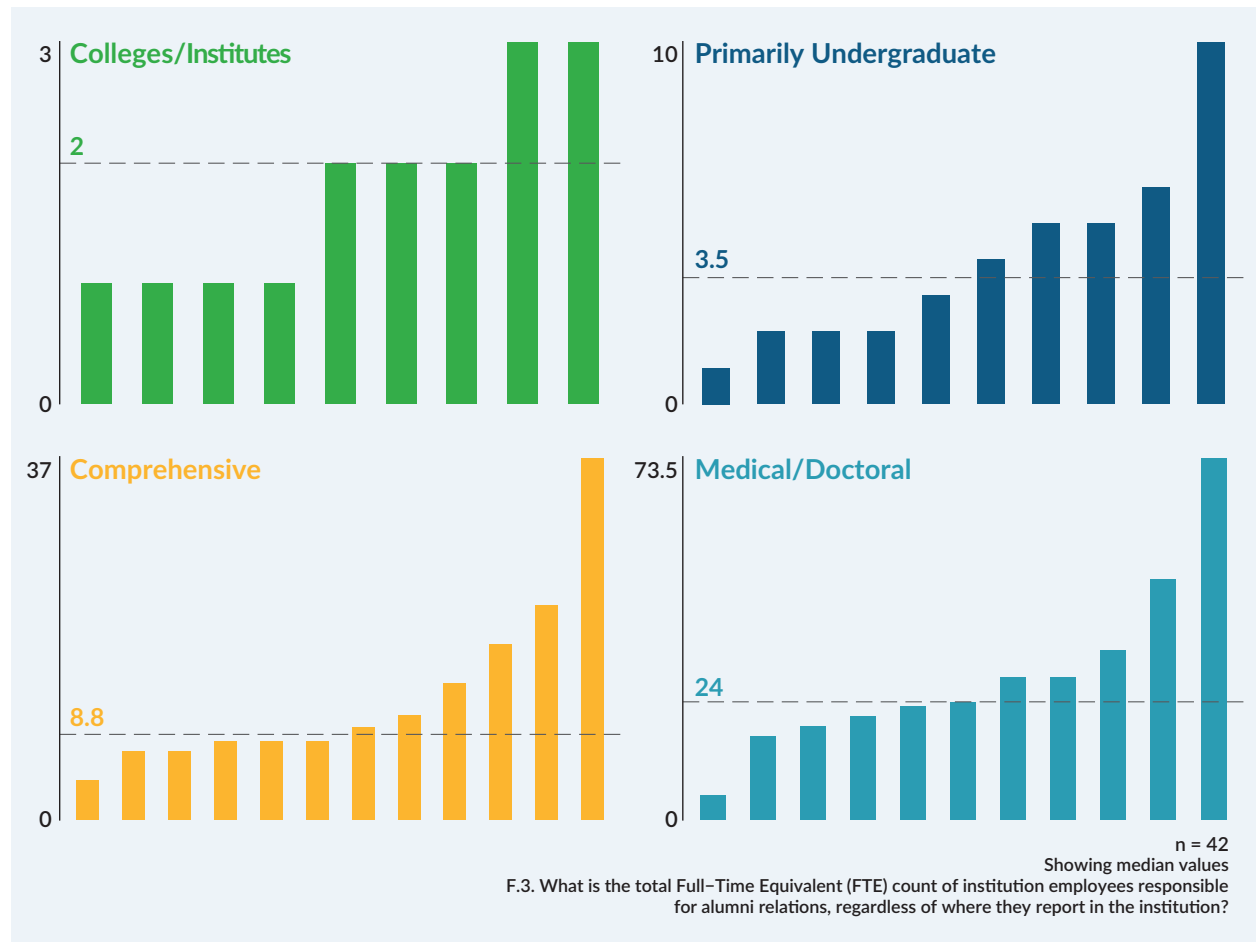
2020 New Funds Secured per Fundraising Staff FTE
(Y Axis Dollars in Millions)



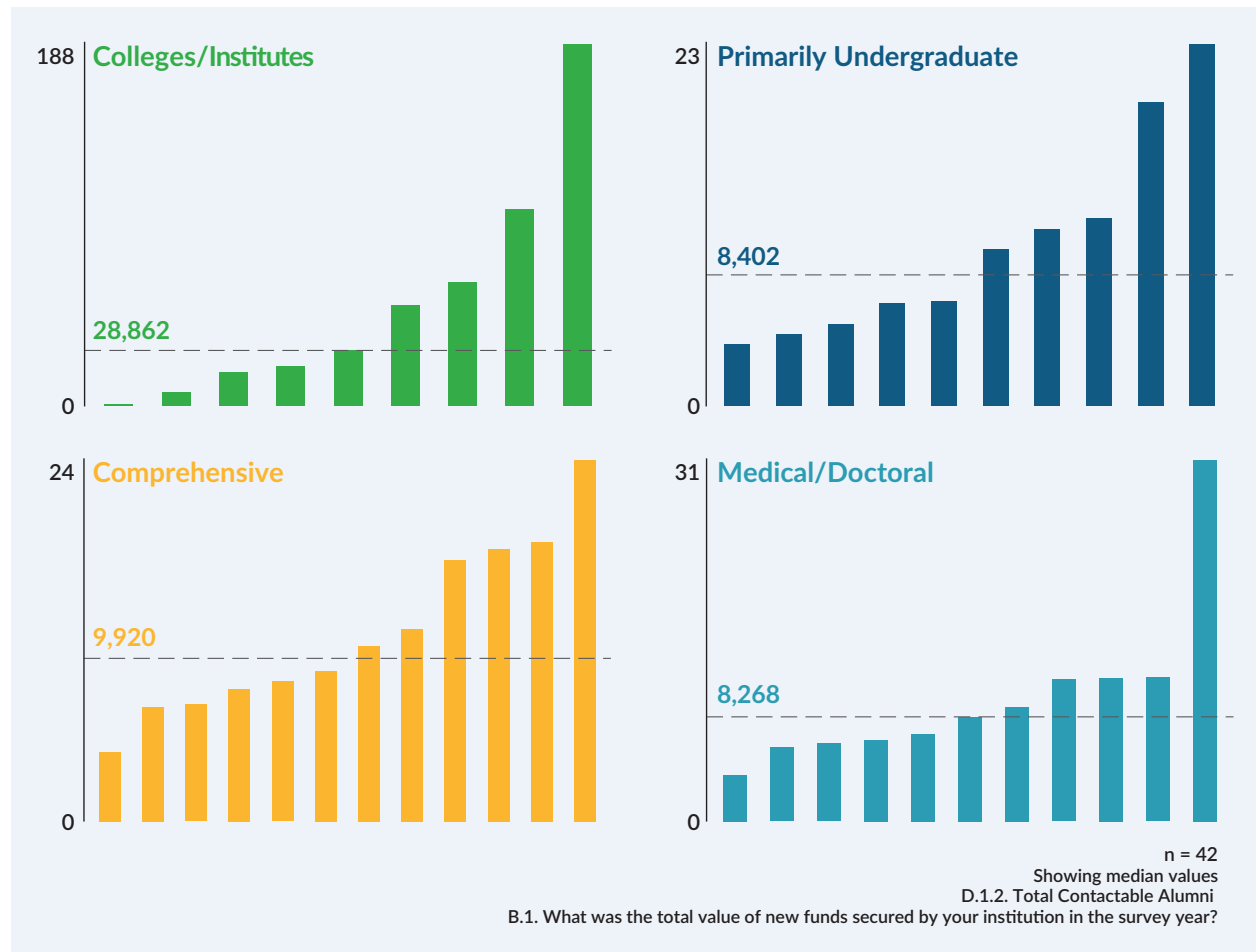
With the exception of Colleges/Institutes the ratios of alumni relations staff/alumni served is largely consistent. Colleges and Institutes have a median of almost 29 thousand contactable alumni per FTE

alumni relations staff person. Medians for the other reporting groups range from 8.2 to 9.9 thousand contactable alumni per staff FTE but three institutions have much higher alumni to staff ratios.

2020 Counts of Alumni Relations Staff (FTE)



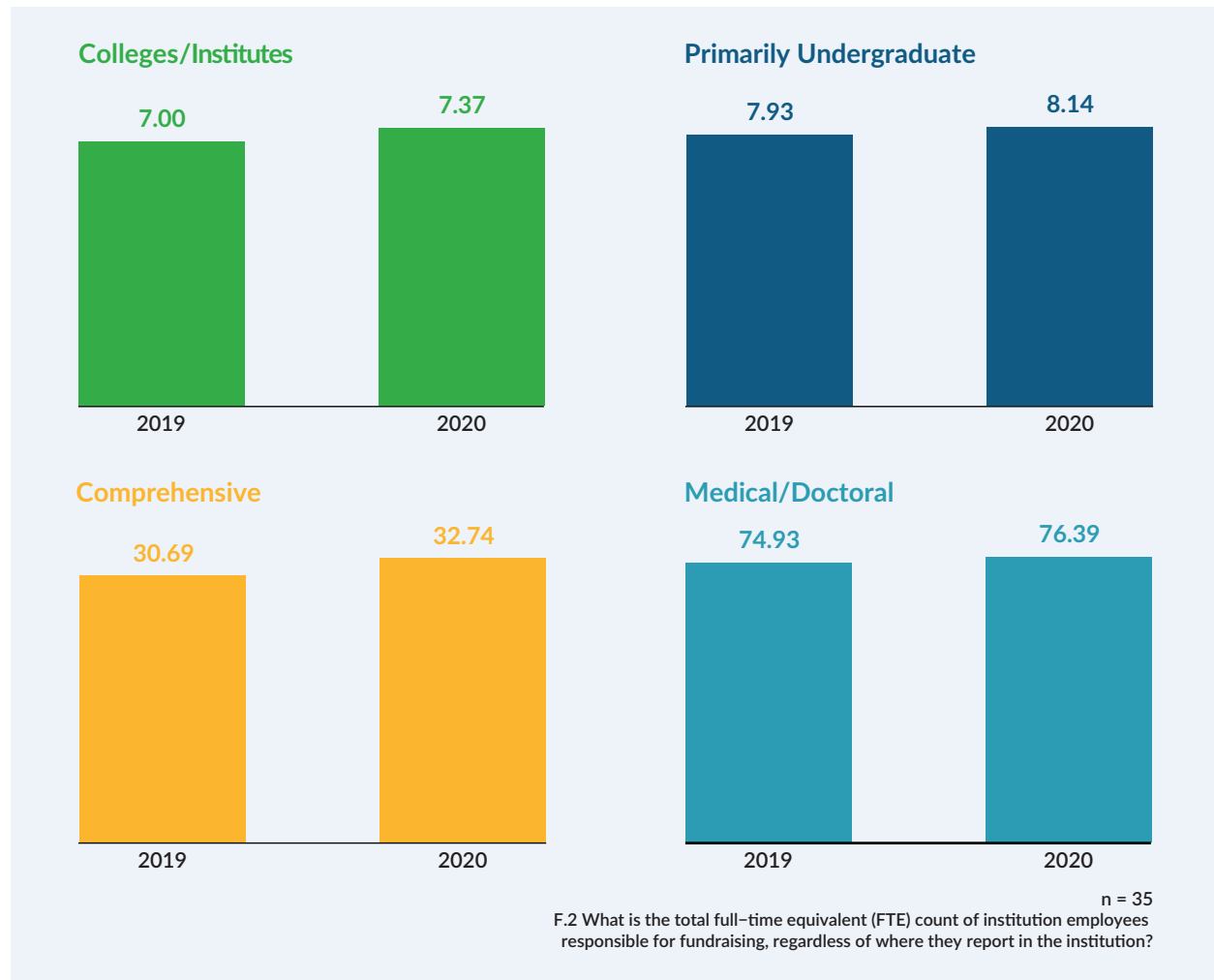
2020 Contactable Alumni per Alumni Relations Staff FTE
 (Y Axis in Thousands)



Among institutions that submitted data in both 2019 and 2020, staffing levels remained largely unchanged, with marginal increases in average fundraising staff counts. Given that most institutions' reporting years ended March 30th or April 31st before the worst financial impacts of the

COVID crisis, it is not surprising that staff levels remained unchanged. The 2021 survey will be valuable in documenting changes in advancement staffing in the second half of 2020 and associated impacts on fundraising.

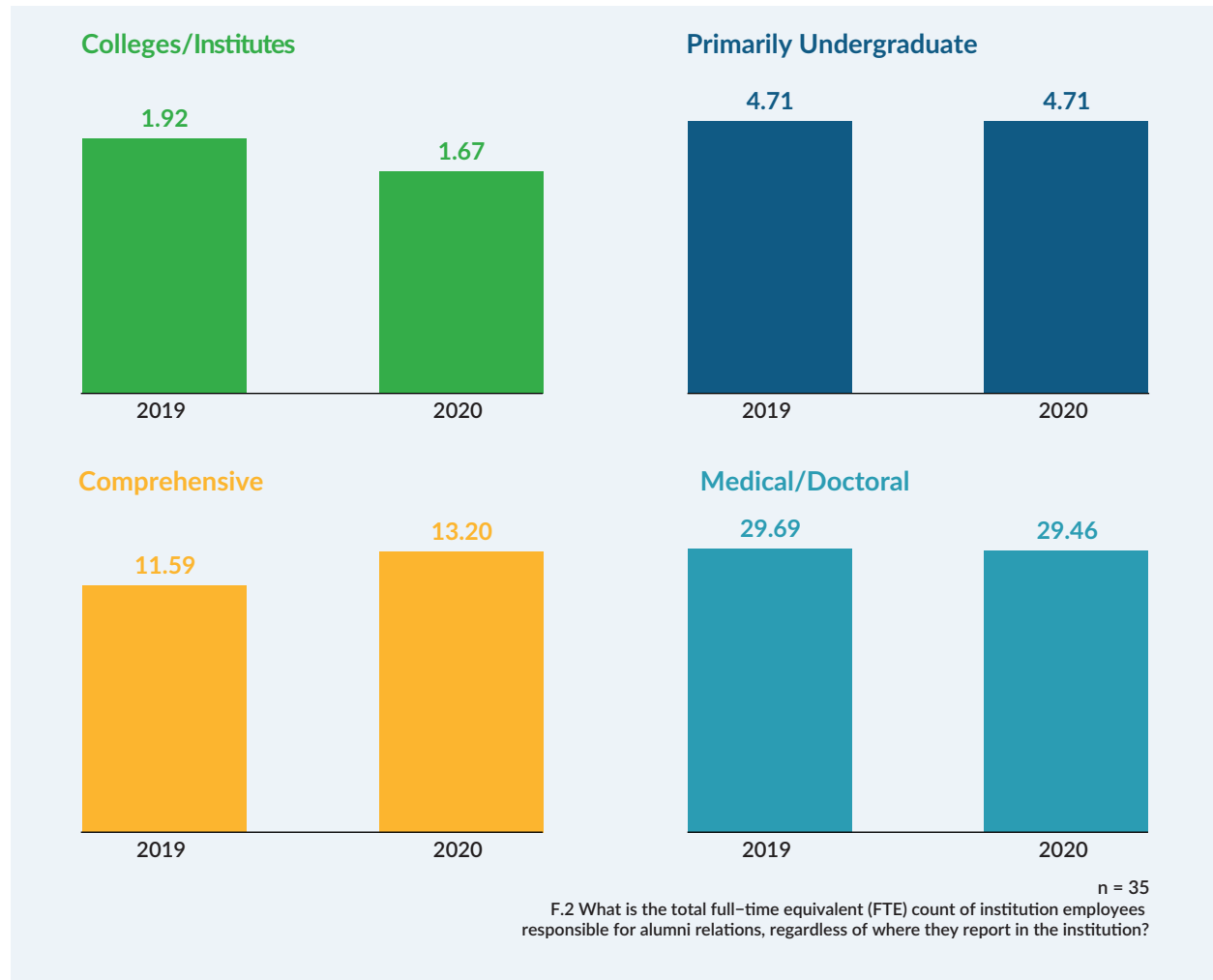
2020 Fundraising Staff YoY



Average alumni relations staff counts held steady from 2019 to 2020 for Primarily Undergraduate and Medical/Doctoral Institutions. Colleges/Institutes

saw a slight decline in average alumni staff and the average alumni relations staff count for Comprehensives grew slightly.

2020 Alumni Relations Staff YoY



STAFFING CONTINUITY AS A DRIVER OF FUNDRAISING RESILIENCE

An analysis of fundraising by U.S. colleges and universities in the wake of the 2008 financial crisis demonstrated widely varying degrees of resiliency. CASE analyzed data from 631 institutions that had submitted data to the CASE VSE every year from 2008 to 2019. On average it took institutions four years to rebound to the fundraising highs of 2008. A good proportion of institutions sustained fundraising from 2008 to 2009 but some institutions took a decade or longer to recover.

- Public research/doctoral institutions: 37% sustained fundraising from 2008 to 2009 but 15% had not recovered to 2008 levels by 2014.
- Public masters institutions: 38% sustained fundraising from 2009–2009 but 5% had not recovered to 2008 levels by 2014.
- Public community colleges: 40% sustained fundraising from 2008 until 2009 but 20% had not recovered to 2008 levels by 2014.

A small percentage of institutions had still not recovered to 2008 highs 10 years later.

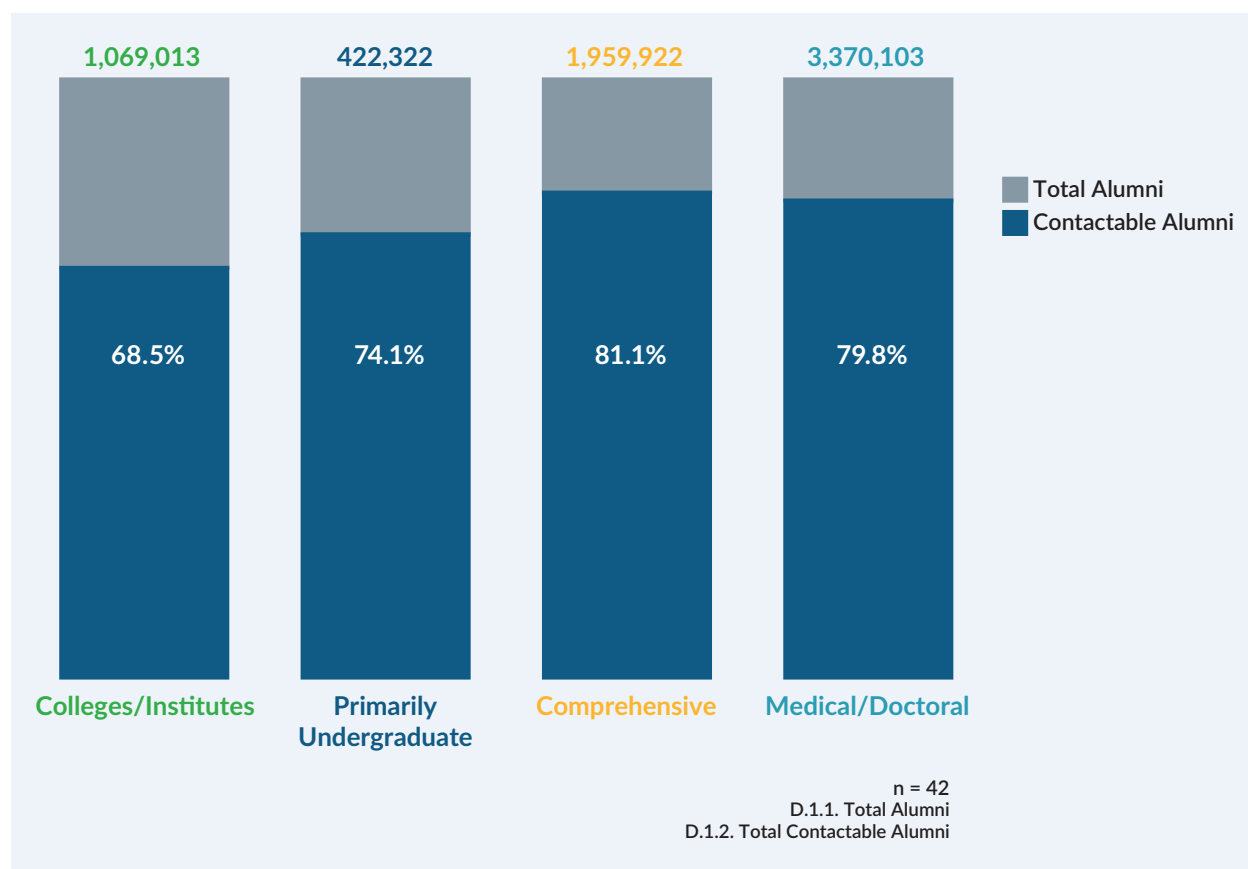
CASE conducted a survey of chief advancement officers of 26 institutions whose fundraising recovered more quickly than the average across eight categories of giving. The institutions were not uniformly well-resourced to begin with: a quarter of the CAOs felt that budgets and staffing were “insufficient” prior to the crisis, but only one of these resilient institutions reported large budget cuts or staff layoffs and seven actually increased staffing and budgets following the crisis. Staff continuity was the most frequently cited driver of fundraising resilience. These insights on resilience are hardly surprising. Major gift fundraising requires sustained relationship building, understanding of donor interests, and consistent stewardship. The large gifts which account for the large majority of funds raised by colleges and universities often take years to secure. Staff turnover and hiatus disrupt cultivation and can damage relationships with donors.

Alumni Populations

For purposes of this survey, “alumni” are former students of the institution—full- or part-time, undergraduate or graduate—who have earned some credit toward one of the degrees, certificates, or diplomas offered by the reporting institution.

Contactable alumni are those for whom the institution has a current postal address, email address, or phone number, and who have not opted out of all communications.

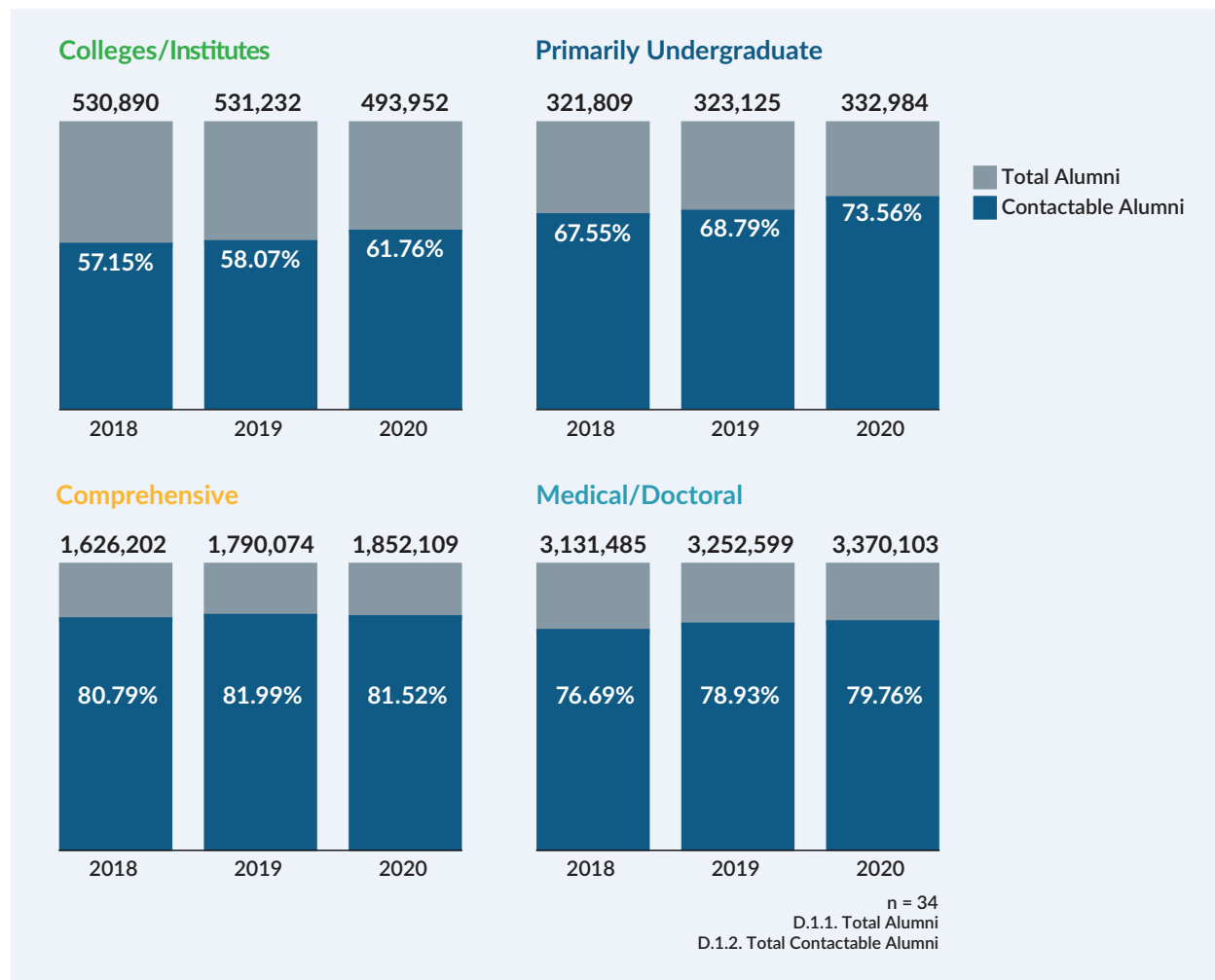
2020 Contactable Alumni as a Percent of Total Alumni



Among the 34 institutions that reported data for 2018, 2019, and 2020, all reporting groups except Comprehensives showed year-over-year increases in the proportions of contactable alumni. Primarily

Undergraduate institutions grew their proportion of contactable alumni by 4.8%. Colleges/Institutes reported 7% fewer total alumni which may reflect updating of records.

2020 Contactable Alumni as a Percent of Total Alumni YoY



Participating Institutions and Cohorts

College/Institutes	Primarily Undergraduate	Comprehensive	Medical/Doctoral
Humber College	Acadia University	British Columbia Institute of Technology	Dalhousie University
Lakeland College	Laurentian University	Brock University	McGill University
Langara College	Mount Allison University	Carleton University	Queen's University
Mohawk College	OCAD University	Concordia University	Université de Montréal
Northern Alberta Institute of Technology	Saint Mary's University	Memorial University of Newfoundland	University of Alberta
New Brunswick Community College	St. Francis Xavier University	Ryerson University	University of British Columbia
Perimeter Institute for Theoretical Physics	Trent University	Simon Fraser University	University of Manitoba
Seneca College	Université de Moncton	University of Guelph	University of Ottawa
St. Lawrence College	University of King's College	University of New Brunswick	University of Saskatchewan
	University of Prince Edward Island	University of Regina	University of Toronto
		University of Waterloo	Western University
		Wilfrid Laurier University	

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

For further information please contact Mark Hazlett haz@ccaecanada.org or David Bass at DBass@case.org