Results from the 2014 CASE Survey of Community College Foundations

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February 2015

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EXECUTIVE SUMMARY

The 2014 CASE Survey of Community College Foundations was designed to assess current operational practices and outcomes at foundations affiliated with institutions offering two-year degrees. Participation in the survey was strong, with representatives from 122 foundations in the United States and Canada having contributed data (approximately 10 percent of the universe of institutions). Their responses revealed that foundations have evolved into significant contributors at community colleges through consistent positive results, service to a variety of stakeholders and leveraging of political capital—all while maintaining a low staff count and limited expenditures.

Volunteer leadership plays a critical strategic role in community college foundations, as well as symbolic pace-setting for philanthropic activity. All of the participating foundations featured a board of directors with robust membership representing a variety of constituencies. Most foundation boards included at least a dozen official members, with the average roster count at 24.6. Roughly 90 percent of board members had current voting status. There was no typical profile of their responsibilities—a variety of committees with distinct charges were prevalent on community college foundation boards. Members of nearly two-thirds of boards were required to make an annual financial contribution, and the most common suggested amount was $1,000.

Volunteer advisors actually outnumbered foundation staff, but employees have been performing at a high level and have clearly demonstrated value to both the board and college leadership. The average total employee count at community college foundations was 5.0 full-time equivalents (FTEs). Development staff were likely to receive the largest allocation at 1.3 FTEs, followed by support staff at 1.2 and management at 1.0. Fundraisers tended to have multiple responsibilities, because most institutions had formal staff assignments for major gifts, corporate gifts and annual gifts, but a full-time staff member completely dedicated to one of these areas was rare. For the majority of the foundations surveyed (64.4 percent), the executive director or CEO was a formal member of the leadership cabinet for the institution. Their elevated status is not surprising when considering their scope of responsibilities—nearly all of the top foundation executives handled corporate fundraising, major gifts, planned giving, annual giving, foundation grants, advancement-related events and capital campaigns on a regular basis.

At most two-year institutions, foundation staff also had a high degree of control over the management of their budget. Although nearly one-third of responding foundations shared budget responsibility with the college or district, 42 percent had autonomy in financial decisions. For the most part, annual expenditures for the foundation remained relatively low in absolute amounts, with the average total at $870,691. Fundraising expenses accounted for 25 percent of the total

on average, with fund/investment management at ten percent, so the remaining 65 percent was devoted to other types of expenses.

Funding for foundation activities originated from disparate sources, but most participating institutions drew from unrestricted gift funds, investment income, direct support from the college or district and special events revenue.

Examining the relationship between expenses and income from fundraising revealed a healthy balance for the majority of community college foundations. Nearly three-quarters of the responding foundations had a positive ratio of private funds raised to total expenses, indicating that the foundation was generating more income than it was spending. The annual fundraising results displayed substantial variability across institutions: Roughly half of the foundations brought in more and half brought in less, with a separation point at less than $850,000. Expectations for the upcoming fiscal year were optimistic, with 57 percent of respondents projecting a total of at least $1 million. The most common destination for private support was scholarships, which respondents also ranked as the top fundraising priority by a wide margin.

Success in meeting development goals was often achieved through efficient fundraising operations. A large proportion of foundations had engaged in multiple comprehensive or capital campaigns which tended to outperform expectations. In fact, more than three-quarters of responding foundations were either planning a campaign, had one in progress or had recently completed a campaign. The most popular campaign goal was between $1 million and $5 million, but 38 percent of respondents anticipated surpassing $5 million. Another sophisticated fundraising tactic, a major gifts program, was active in 66 percent of community college foundations. Many of the participating institutions have attracted significant contributions—20 percent had collected at least one gift between $1.5 million and $2.49 million, and 24 percent had collected a gift of at least $2.5 million.

All of the fundraising accomplishments have produced favorable outcomes for many community college foundations, such as robust endowments and active scholarship programs. An overwhelming 97 percent of participating foundations had endowments, with the majority (75 percent) valued at less than $10 million. Foundation leadership was likely to delegate management of the endowment fund to investment consultants (72 percent) or the foundation board of directors (17 percent).

In contrast, foundation staff were much more involved in administration of the scholarship process. The reach of scholarship benefits varied across the participating institutions, with the majority awarding scholarships to a few hundred students annually. On average, 3.9 percent of the student body received scholarships, and the average amount per beneficiary was $1,126.

These kinds of positive outcomes emerged repeatedly for the majority of survey respondents. Balancing philanthropic efforts relative to their cost has continued to serve the cause of two-year

institutions well. Furthermore, important stakeholders have formally recognized the achievements of foundation staff with elevated assignments and responsibilities. Taken as a whole, the findings from the survey provide evidence that community college foundations have reached a new level of sophistication through success in a variety of critical functions.

INTRODUCTION

Survey Background

In 2011, CASE founded the Center for Community College Advancement to provide training and resources to help community colleges build and sustain effective fundraising, alumni relations, and communications and marketing programs. A goal for the center is to collect data on best practices at community colleges. This white paper summarizes the results of a survey on foundation operations at community colleges across the United States and Canada. The purpose of the survey was to help community college staff benchmark their foundation experiences and programs with their peers.

For more information about the CASE Center for Community College Advancement, visit *www.case.org/communitycolleges*.

Survey Methodology

CASE Research fielded the Survey of Community College Foundations between April and July 2014. A mix of CASE member and non-member institutions that offer associate's degrees were invited to participate. A total of 122 usable responses from distinct institutions were collected representing roughly 10 percent of the universe of institutions. Responding community colleges represented a broad range of demographic profiles reflecting enrollment size, geographic area and alumni base.

Statistics in the Report: How To Interpret

All financial figures in this report are presented in U.S. dollars (USD). Only one of the respondents was from outside of the United States. The CASE research team converted this Canadian institution's financial responses into USD for the results presentation based on the exchange rate observed on July 14, 2014.

Percentages are rounded to the nearest one-tenth of a percent. Because of rounding, not all percentages may add to 100. In some cases, totals add to more than 100 percent due to respondents' ability to select more than one response to a question.

Commonly used statistics in this report include the following:

Mean (or Simple Mean or Average). The mean is calculated by summing all responses to a question and dividing by the number of respondents to that question. Unless there are clear outliers that need to be excluded from the calculation (i.e., a few responses that are far outside the expected range of values for a given question), the mean includes each value reported. A mean computation is affected by extremely high or low values, which can skew results.

For percentages or ratio scores, the mean is obtained by performing the appropriate calculation for each respondent and then taking the mean of all the calculated values (this sequence of calculations is performed for each variable rather than basing mean calculations on aggregated mean values from the relevant variable).

Median. When all values for a given question are rank-ordered from lowest to highest (or the reverse), the value in the middle position is the median. Half the values are above this point and half are below. If there is an even number of values, the median is derived by taking the values just below and just above the midpoint and averaging the two.

The median is sometimes preferred over the mean as a more representative measure because median values are not added and then divided by the number of respondents (as the mean is) but rather are chosen from the position of the value at the midpoint of the values. Thus, the median is less vulnerable to being skewed by very high or very low individual values. However, when both the mean and the median measures are provided, readers can get a sense of the range of responses to a question if there is a big difference between the two measures.

Detailed Results by Respondent Segments

Several analyses were performed to segment the results based on important institutional demographic characteristics such as enrollment size and single college/district operating status. Although the breakouts provided more detail on foundation activities and outcomes among subgroups of respondents, this white paper does not have adequate space to present a comprehensive list of the corresponding tables. For more information about the segmented results, please contact the CASE Research staff by sending an e-mail to *research@case.org*.

INSTITUTIONAL DEMOGRAPHICS

Single College or District with Multiple Colleges

The majority of survey respondents (88 percent) represented a foundation from a single community college (table A-1). The remaining 12 percent of responding foundations were affiliated with districts comprised of multiple colleges. The 122 participating foundations were located in 33 U.S. states and one Canadian province.

Student Population

Community college foundations of many enrollment sizes participated in the survey (table A-2). The smallest enrollment category of less than 2,500 FTE students accounted for 21 percent of respondents. One-quarter of the responding institutions had enrollments between 2,500 and 4,999 FTE students. Mid-sized institutions with 5,000 to 9,999 FTE students accounted for 27 percent of the respondents, and the remaining 28 percent were large institutions with 10,000 FTE students or more. The average size of the student body among participating institutions was 8,674 FTE students.

   After expanding the student roster to unduplicated head count, the average size of the student population was 16,654. Nearly one-fifth of responding institutions had less than 5,000 total students, and 27 percent had between 5,000 and 9,999 (table A-3). Roughly one-quarter fell into each of the largest categories of 10,000 to 19,999 and 20,000 or more total students.

Year Foundation Was Established

Although a handful of participating foundations were created in the first half of the 20th century, most originated in the 1970s (34 percent) or 1980s (34 percent). See table A-4. Less than one-fifth of the institutions surveyed had foundations established before 1970. Only 12 percent became operational in the last 25 years. The average foundation age was 35.4 years.

Foundation Memorandum of Understanding (MOU) with College/District

MOUs between the foundation and the college or district have become common at community colleges. Nearly three-quarters of the respondents reported having a MOU between the foundation and the college or district in place (figure 1 and table A-5). Only 27 percent acknowledged not having such an agreement.
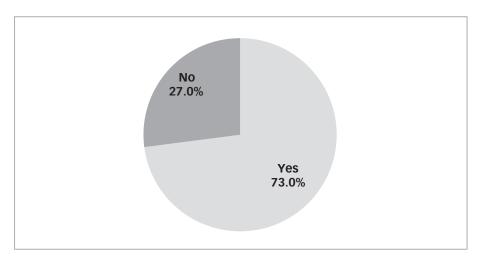
FIGURE 1
Does your foundation have a Memorandum of Understanding (MOU) with your college/district?

FOUNDATION BOARDS

Foundation boards play important advisory and operational roles at two-year institutions. Not just limited to honorary status, the average size of a foundation's board of directors is 24.6 current members (table A-6). Active, voting members account for the largest share of board members with an average of 21.8 members. The average count for current non-voting or ex-officio members was 2.8. Honorary or emeritus members also had an average count of 2.8.

Number of Voting Members

Foundation boards do not have an optimal size, but the survey results suggest that the minimum is at least a dozen current voting members. One-fifth of participating foundations had boards with less than 15 current voting members (table A-7). More than half had 15 to 25 current voting members, and one-quarter had more than 25 active voting members.

Number of Non-voting Members

The majority of foundations had at least one current or ex-officio non-voting member. One-third of participating institutions had foundation boards with one or two current non-voting members, and 42 percent of foundation boards had three or more current non-voting members (table A-8). Only one-quarter of participating institutions did not have any current non-voting members on the foundation board.

Number of Honorary Members

Compared to other types of foundation board members, honorary/emeritus members are far less prevalent. More than half of responding foundations did not have any honorary members on their boards (table A-9). Only 17 percent had one or two honorary members, and 25 percent had three or more honorary members.

Number of Total Members

After factoring in all of the board member types, the total member count can vary substantially across foundations. Only 15 percent of responding institutions had a foundation board with less than 15 total members (table A-10). Nearly one-quarter had 15 to 19 total members (22 percent), and slightly more had 20 to 25 total members (25 percent). Large boards of more than 25 total members accounted for 38 percent of the participating foundations.

Board Committees and Levels of Activity

Foundation boards tend to have multiple committees with distinct missions, which in turn produce different degrees of engagement and activity. According to the survey results, an executive committee is the most prevalent sub-entity among foundation boards, with 98 percent of respondents confirming that their foundation has this leadership group (table A-11). Fiscal matters also dominate the agenda for foundations, so a majority of them have a budget or finance committee (85 percent) or an investment committee (79 percent). Most of the responding foundations also had a nomination committee (76 percent), a development committee (62 percent), a scholarship committee (59 percent) an audit committee (56 percent) or an events planning committee (50 percent).

Committees with a management or fiduciary duty displayed the highest levels of activity among the participating foundations. Roughly two-thirds of respondents classified their executive,

budget/finance and investment committees as "very active" or "extremely active." In contrast, legislative, real estate, and strategic planning committees rarely had high levels of engagement in foundation boards.

Perspectives Represented on the Board

To handle the multitude of competing priorities on foundation boards, their membership typically reflects many perspectives from both inside and outside the institution. Most community colleges maintain close ties with the local business community, and the survey results confirm that virtually all foundation boards (98 percent) have this perspective represented (table A-12). This figure even exceeds the percentage of boards in which the college president serves (94 percent). Other significant constituents with representation on the foundation board include alumni (80 percent), the board of trustees for the college or district (70 percent), and other administrators from the college (54 percent).

Annual Contributions by Board Members

Volunteer boards often deliberate about making annual contributions mandatory for their members. Most of the community college foundations surveyed (65 percent) do require an annual gift from board members (table A-13). The remaining 35 percent do not.

Among the foundations that do require annual contributions from board members, more than three-quarters specify a dollar amount (table A-14).

Many foundation boards make annual giving a requirement for board service, but the specified amounts are relatively small. The most common dollar figure is exactly $1,000 (48 percent). See table A-15. One-third of the responding foundations require a minimum amount less than $1,000, and only 18 percent go in the opposite direction, requiring contributions greater than $1,000.

FOUNDATION STAFF

To Whom the Foundation Executive Director/CEO Reports

Foundations serve a host of critical functions at two-year institutions, and the survey results confirm that foundation leadership correspondingly occupies elevated positions within the institutional hierarchy. For most of the respondents (55 percent), the foundation's executive director or CEO reported directly to the college president (table A-16). Roughly one-tenth of foundations had

a solid reporting line between the executive director/CEO and the district chancellor/president (13 percent) or the foundation board (11 percent).

Executive Director/CEO Membership on Senior Leadership Cabinet

As further confirmation of the noteworthy role of the foundation chief executive, most formally become members of the institution's senior leadership cabinet. Nearly two-thirds of the survey participants indicated that the executive director or CEO of their foundation serves in an official capacity on the cabinet of the institution's president (table A-17).

Total Foundation Staff FTE

Community college foundations often conduct operations with a flexible, lean approach. When taking multiple roles and responsibilities into account, most foundations employ only a handful of FTE staff.[1] In fact, the average number of total staff FTE at the foundations surveyed was 4.9. More than one-third of foundations operated with less than three FTE employees (table A-18). At the other extreme, only 11 percent had 10 or more FTEs.

Foundation Staff FTE, by Role

Fundraising remains a top priority at community college foundations, and the staffing results broken out by job function reflect its importance. There was an average of 1.3 development staff FTE per foundation, which amounted to the largest functional allocation (figure 2 and table A-19). The second-largest average was support staff at 1.2 FTE. Management staff averaged 1.0 FTE per foundation, and staff dedicated to finances and alumni relations each averaged roughly one-half of a FTE.

Considering their typical nimble structure, foundations often rely on a single individual to serve in a leadership position. Nearly half of the responding foundations had exactly one FTE employed in a management capacity (table A-20). An additional 35 percent had an individual share management duties with other official roles at the foundation, whereas only 19 percent had multiple staff members serve in a leadership capacity.

The financial function at foundations can typically be handled by staff with other official assignments or through other institutional staff. Nearly one-third of respondents did not have any foundation staff with financial responsibility (table A-21). The remaining 70 percent had staff members that incorporated financial responsibility into other official job functions.

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1   If the advancement staff does not report to the foundation, respondents were asked to provide the total number of advancement staff FTE that were employed at the college or district.
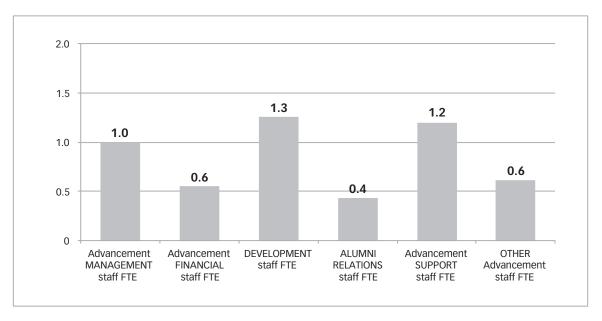
FIGURE 2
How many total staff FTE are employed at your foundation or college? (By function)

Although development tended to receive the largest allocation of human capital at the foundation, some institutions get by with no official fundraisers on staff. More than half of the participating institutions had at least 0.5 FTEs assigned to development activities (table A-22). However, 25 percent did not have a single staff member working in a formal development capacity.

Development responsibilities take many forms at a foundation, and the survey results suggest that an average staff member likely handles several fundraising duties. Although it was rare for responding foundations to have multiple staff dedicated to securing major gifts, more than two-thirds had at least some staff formally assigned this responsibility (table A-23). Only 31 percent did not allocate any staff time to major gifts.

Assignments to corporate or foundation gifts were similar to those for major gifts. The majority of participating foundations (65 percent) officially included corporate/foundation gifts into staff responsibilities, whereas only 35 percent did not (table A-24).

Annual gifts also receive partial staff attention from most foundations. Half of the respondents assign a staff member with some responsibility to annual gifts but no more than 50 percent of their time (table A-25). Only 19 percent of foundations have more than 0.5 FTEs dedicated to annual gifts.

Pursuit of alumni relations initiatives is still gaining traction at many two-year institutions, and few staff are solely dedicated to the discipline. More than one-third of participating foundations do not assign any staff to formal alumni relations responsibilities, but 22 percent have at least 0.5 FTEs officially charged with alumni relations (table A-26).

Most foundations employ some staff in a support capacity. Only 14 percent of respondents did not have any support staff, whereas 60 percent had at least 0.5 FTEs dedicated to administrative assignments (table A-27).

Not many community college foundations have the resources to employ other advancement staff that do not work in management, finance, development, alumni relations or support roles. Roughly two-thirds of the institutions surveyed did not have any staff that fell outside of these five areas (table A-28).

Source of Foundation Staff Salaries

Despite the income they generate on behalf of the college, most foundations are not self-funding with staff salaries. On average, 73 percent of foundation salaries originate from within the college or district (table A-29). The foundation itself accounts for 27 percent.

Time Foundation Executive Director/CEO Devotes to the Foundation

In an environment with significant challenges and expectations, the foundation leadership continually faces competing priorities. The survey results suggest that most of the responsibilities of the foundation executive director or CEO are confined to foundation affairs (70 percent) rather than other aspects of the position (30 percent). See table A-30.

Advancement Functions within the Foundation Executive Director/ CEO's Scope of Responsibility

Constituting the overarching priority for most executive directors or CEOs, foundation duties have many components. According to the survey participants, nearly all aspects of advancement operations fall within the average executive director/CEO's scope of responsibility (table A-31). Corporate giving and major gifts ranked at the top of the responsibility list with 94 percent identifying both of these functions as a responsibility. Nearly 90 percent of foundation leaders contend with planned giving, annual giving, foundation grants, advancement-related events and capital campaigns as part of their position. On the other hand, government affairs are not typically integrated with foundation leadership roles, because only 36 percent and 28 percent identified grants and government relations, respectively, as a responsibility for the CEO.

BUDGET/FUNDING

Community college foundation budgets vary substantially based on many factors such as enroll-ment, staffing and overhead, but nearly all of the foundations surveyed bring in a great deal of philanthropic income relative to expenses. On average, fundraising expenses accounted for 25 percent of a foundation's total (figure 3 and table A-32). Non-fundraising expenses were the largest category at 45 percent. The smallest contribution to foundation expenditure was fund or investment management at ten percent.
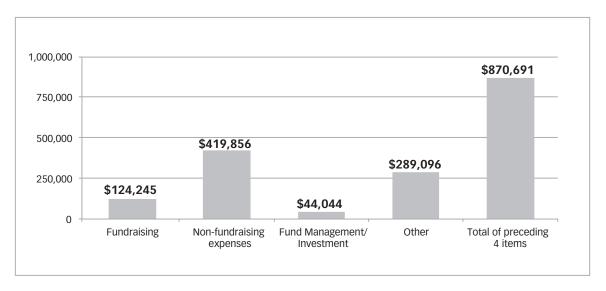
FIGURE 3
During the last fiscal year, regardless of source, how much did your foundation spend?
(By function)

Foundation Fundraising Expenses

Fundraising expenses incurred by community college foundations tend not to rise to excessive amounts, according to the survey results. For more than half of the participating foundations, the total spent on fundraising was less than $100,000 for the latest fiscal year (table A-33). More than one-third spent between $100,000 and $499,999, and only four percent surpassed $500,000.

Foundation Non-fundraising Expenses

Non-fundraising expenses were typically double or triple the amount for fundraising expenses among responding institutions. One-fifth of foundations spent more than $500,000 annually on non-fundraising expenses, and 36 percent spent between $100,000 and $499,999 (table A-34).

Foundation Fund Management Expenses

Fund/investment management does not demand the same levels of financial commitment that other functions within the foundation do. More than one-quarter of responding foundations did not spend anything on fund/investment management in the last fiscal year (table A-35). The majority who did make an allocation to fund/investment management spent less than $100,000, with only 12 percent exceeding that figure.

Other Foundation Expenses

Other types of foundation expenses that did not fall into the previously listed categories were not incurred across most institutions, but some did report relatively high amounts. More than half of participating foundations did not report any other types of expenses (table A-36). However, 18 percent had other expenses of at least $500,000.

Total Foundation Spending

Total foundation spending displayed a great deal of variability across the institutions surveyed. Nearly one-fifth of foundations spent less than $100,000 total, and an additional 38 percent did not exceed $500,000 (table A-37). The remaining 43 percent spent at least $500,000 annually.

Sources of Foundation Support, Excluding Salaries and Benefits

Foundations draw from many sources for funding operations, with no single source dominating the mix. Direct support from the college or district accounted for the largest average share at 27 percent of the annual operating budget (table A-38). Unrestricted gift funds also emerged as an important source, averaging 21 percent of the budget. Restricted funds, investment income and special events each funded roughly one-tenth of the average annual operating budget. Some of the smaller contributors included gift fees (one percent) and real estate income (two percent).

Management of Foundation Finances

With many sources of income and expenses that require a great deal of tracking, managing a community college foundation's finances can be challenging. The survey results suggest that there is no universal solution, because the arrangements vary widely across institutions (table A-39). For nearly one-quarter of the responding foundations, the executive director or CEO has sole responsibility for financial management. An additional 19 percent of foundations designated another

member of the foundation staff as financial manager. Roughly one-third of participating institutions reported that some kind of shared arrangement between foundation and college or district staff is used.

FUNDRAISING/PRIVATE SUPPORT

Private Support Raised in FY2013

Fundraising totals vary considerably across community college foundations, even displaying significant fluctuations within the same foundation from year to year. More than half of the foundations surveyed generated less than $1 million in FY 2013 from private, non-government sources (table A-40). Nearly one-quarter raised $1 million to $1.9 million, and the institutions in the largest category of $2 million or more also accounted for nearly one-quarter of the sample. The average fundraising total for FY2103 was $1,466,378.

Ratio of Private Support to Total Foundation Expenses

When comparing the ratio of income from fundraising in relation to total expenses incurred by the foundation, most are displaying a positive ratio indicative of a favorable balance. Each respondent's ratio of private support raised divided by foundation expenses was calculated to reveal the degree to which fundraising results either surpass or lag the fundraising costs (table A-41). A ratio of 1:1 means that the amounts for private support raised and expenses incurred are equal; ratios less than 1:1 mean that the foundation is spending more than it takes in, and ratios greater than 1:1 mean that the foundation is bringing in more income than it is spending.

Roughly two-thirds of the participating institutions had a positive ratio of private support to foundation expenses, revealing that most community college foundations are performing well relative to fundraising costs. In fact, the average ratio was nearly seven dollars raised for every dollar spent. Among the survey respondents with positive ratios, 41 percent had a ratio of less than five to one. An additional 15 percent had a ratio between five to one and 10 to one, and the remaining 15 percent had a ratio exceeding 10 to one.

Private Support Expectations in FY2014

For the most part, community college foundations had optimistic expectations for fundraising in the next fiscal year. A majority of the respondents had projections of incremental growth for FY2014, so the average forecasted total was $1,536,902. Less than half of participating institu-

tions expected a fundraising total less than $1 million, and 24 percent had a target between $1 million and $1.9 million (table A-42). Nearly one-third of respondents anticipated raising at least $2 million in FY2014.

Projected Percent Change in Private Support from 2013 to 2014

Although many community college foundations had robust fundraising expectations for the next fiscal year, some did not see the opportunity for growth. In fact, one-quarter of the responding institutions reported a projected decrease in their fundraising total for FY2014 (table A-43). At the other extreme, 24 percent of the sample had a very strong outlook, with forecasted increases of at least 50 percent. These figures displayed a great deal of variability because many respondents confirmed that their fundraising totals often depend on a handful of key gifts, of which the absence or presence can significantly influence the final annual amount.

Initiatives for Which Private Support Is Raised

All of the effort dedicated to fundraising serves a variety of purposes within the institution. Almost all of the foundations surveyed identified scholarships (96 percent) as an initiative for fundraising (table A-44). The college's endowment (85 percent) and particular academic units or programs (76 percent) were also key recipients of private support.

Current, Top-Two Fundraising Priorities

Despite an abundance of worthy destinations for fundraising dollars, some evolve into greater priorities than others. When respondents were asked to identify the foundation's top-two fundraising priorities, scholarship support, at 81 percent, was ranked much higher than any of the other priorities (figure 4 and table A-45). Roughly one-third of participating institutions ranked program support and the endowment in their top two. Faculty support rarely received any top rankings with only two percent.

Annual Faculty/Staff Campaign

Conducting an annual faculty/staff campaign is a fundraising strategy that many foundations have embraced. The majority of the foundations surveyed (78 percent) take advantage of this option on a yearly basis (table A-46).

Although the incidence of faculty/staff campaigns was high, participation from the targets tends to remain low. The average giving rate from all eligible faculty and staff was 28 percent in
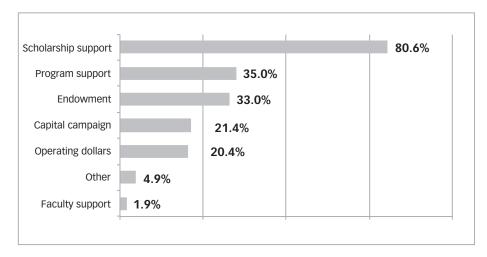
FIGURE 4
What are your foundation's current, top-two fundraising priorities?
Notes: *Respondents were instructed to select only their top-two priorities.*
The frequency was 103 for this question.

FY2013. More than half of the participating foundations reported that less than 20 percent of the entire faculty and staff base contributed to the campaign (table A-47). On the positive side, more than one-quarter of the sample had overall faculty/staff participation rates of 40 percent or more.

After narrowing down to only full-time faculty and staff, the participation in fundraising campaigns improves moderately. The average giving rate increased to 37 percent for full-time employees. Three-fifths of the foundations surveyed had at least 20 percent of their full-time faculty and staff make some kind of gift to the campaign (table A-48).

Number of Donor Records

A vital component of a productive fundraising program, valid donor records can keep the lines of communications open with important constituents. Community college foundations have taken the steps necessary to integrate contact information from thousands of alumni and other friends of the institution as part of their operations, with an average per foundation of 22,243 viable entries (table A-49). Most of the foundations surveyed maintain less than 10,000 donor records, but 32 percent have between 10,000 and 50,000. An additional 14 percent keep an extensive database of more than 50,000 donor records.

Percentage of Active Donors

Retaining donors over time is a persistent challenge for community college foundations for a variety of reasons. However, the survey results suggest that many institutions have found ways

to keep meaningful portions of their donors engaged for consecutive years (table A-50). Only 26 percent of responding foundations had a donor base whose records were less than 10 percent active (defined as having made at least one gift in the past three years or being actively in the process of solicitation). For 21 percent of the sample, 10 percent to 19.9 percent of their donor records were active, and 30 percent had an active donor rate between 20 percent and 39.9 percent. The remaining 23 percent reported that 40 percent or more of their donor records were active.

How Donor Information Is Maintained

Handling a large volume of donor records necessitates a powerful data management system, which often leaves foundations with few options for reliable record keeping. As a result, nearly three-quarters of the participating institutions depend on an independent off-the-shelf database such as Raiser's Edge or DonorPerfect (table A-51). Integrating donor records with the college or district centralized database is a solution used by 20 percent of respondents. Only eight percent use a stand-alone Microsoft Office product such as Excel or Access.

COMPREHENSIVE/CAPITAL CAMPAIGNS

Current Campaign Status

Comprehensive or capital campaigns are a unique method for rallying the donor base in support of the college. The majority of the institutions surveyed (78 percent) had either planned or con- ducted a campaign in recent years (table A-52). One-third of these foundations were in planning mode, and an additional 33 percent were currently engaged in a campaign. The remaining 12 percent had recently completed a campaign.

Campaign Goals

Among the foundations in planning or active modes, campaign goals displayed a wide range, with many below six figures and some in the tens of millions. One-fifth of the participating institutions had a campaign goal less than $1 million, and 42 percent had goals between $1 million and $5 million (table A-53). The remaining 38 percent had goals beyond $5 million.

What the Campaign Will Fund

Income from a comprehensive or capital campaign has the potential to infuse resources into areas of critical need. As was the case with funding priorities, scholarships, cited by 80 percent of survey respondents, were the top destination for campaign funds raised (table A-54). Capital improvements ranked second at 54 percent and the endowment ranked third at 45 percent. The bottom of the rankings included the campus library (11 percent) and the athletics program (17 percent).

Year, Goal and Amount Raised in the College's Three Most Recent Capital/ Comprehensive Campaigns: Campaign #1

Capital/comprehensive campaigns have become a popular method for community colleges to tap into sustained momentum for fundraising initiatives, and as a result, many institutions have relied on multiple campaigns in the past decade. In fact, the average number of campaigns conducted per institution was 1.6.

For the most recently concluded campaign, the average goal was $5.0 million (table A-55). The average amount raised in the most recent campaign was $5.3 million, which constitutes 114 percent of the goal raised. The most recent campaign concluded nearly four years ago on average.

Year, Goal and Amount Raised in the College's Three Most Recent Capital/ Comprehensive Campaigns: Campaign #2

The second-most recent campaign finished an average of 5.7 years ago, so the goals and amounts raised tended to be smaller than the freshest campaign (table A-56). Specifically, the average goal was $2.7 million and the average amount raised was $3.1 million for an average of 118 percent raised.

Year, Goal and Amount Raised in the College's Three Most Recent Capital/ Comprehensive Campaigns: Campaign #3

Concluding an average of 7.7 years ago, the third-most recent campaign had comparable success rates to those from the more recent campaigns (table A-57). On average, the goal was $1.3 million and the total generated was $1.5 million, for an average of 105 percent raised.

MAJOR GIFTS

Major gifts programs have become more prevalent at community colleges in recent years. Nearly two-thirds of the survey respondents indicated that a major gifts program is active at their foundation (table A-58).

Size of Largest Private Gift Ever Received

Over the years, all of the foundations surveyed have experienced successes in major gifts, some of which were more substantial than others. Nearly one-quarter of the survey respondents have received a single private gift of at least $2.5 million, with an additional 20 percent recording at least one private gift between $1.5 million and $2.49 million (table A-59). For 34 percent of responding foundations, the single largest private gift was less than $1 million. The average value for the size of the largest private gift was almost $2.0 million.

Size (in Dollars) of a Major Gift

The definition of a major gift is not universal across two-year institutions. The most popular official value for a major gift was exactly $10,000, which was used as the standard by 40 percent of the responding foundations (table A-60). Roughly one-quarter of foundations designated amounts less than $10,000 as major gifts, whereas 33 percent classified amounts over that threshold as major gifts.

ENDOWMENT

Endowments allow for financial flexibility within educational institutions, making them an overwhelmingly popular option for community colleges. Only a very small number of responding foundations (three percent) did not have an endowment established when the survey was fielded (table A-61).

Endowment Market Value

The market value of community college foundations' endowments did not display a considerable range, with most totaling a few million dollars. Roughly one-fifth of participating foundations had an endowment less than $2.5 million, and 38 percent fell between $2.5 million and $7.49 million

(table A-62). An additional 18 percent of endowments totaled $7.5 million to $10 million, with the remaining 25 percent surpassing the $10 million mark.

Who Manages the Endowment Fund

Managing the growth of endowment funds requires extensive financial acumen, which leads many two-year institutions to rely on outside experts. Nearly three-quarters of the responding foundations turned to investment consultants or managers as caretakers of their endowments (table A-63). The second-most popular option was the foundation board or an investment committee at 17 percent. Only five percent of community college foundations had staff manage the endowment fund.

Investment in Alternatives

A variety of investment options are available to the endowment's manager, but most community college foundations maintained a conservative approach. Slightly more than one-third of participating institutions invested in alternatives such as hedge funds and private equity, while the remaining 66 percent did not (table A-64).

DONOR COMMUNICATIONS AND OTHER ACTIVITIES

Method and Frequency of Communications with Potential Donors

Reaching out to potential donors can take many forms, and the survey results suggest that a mix of traditional methods and emerging technologies is popular. Nearly 90 percent of responding foundations used the postal service for mailing solicitations, with the majority of them sending these solicitations on an annual basis (table A-65). Annual reports were mailed by 72 percent of the foundations surveyed. Roughly two-thirds of foundations have embraced Facebook and e-mail newsletters for donor communication.

Social media outreach tends to happen on a weekly or monthly basis, whereas e-mails are typically delivered quarterly or annually. Other social media platforms such as LinkedIn (33 percent using) and Twitter (30 percent using) have not gained momentum at community college foundations. Some infrequently used methods included e-mailing planned giving information (26 percent), e-mailing the institution's magazine (26 percent) and solicitation through a phone bank (22 percent).

Primary Responsibility for the Following Foundation Activities

Community college foundations face an ever-growing list of responsibilities, with most taking an internal approach to handling key activities. Nearly all of the responding foundations (at least 94 percent) committed to taking on event invitations, gift acknowledgements, news releases, web-site updates and stewardship materials (table A-66). For these activities, the foundation staff was likely to handle their execution except for news releases (26 percent have foundation staff respon-sible). In addition, a sizeable majority of foundations prepare an annual report, send bulk e-mail communications, post on Facebook and produce a newsletter. Activities that have been slower to take hold include magazine production and communication through Twitter.

SCHOLARSHIPS

Scholarship programs at two-year institutions tend to provide opportunities for a limited number of students. On average, only 3.9 percent of the student body received any assistance through a scholarship (table A-67). The total monetary amount of scholarships awarded per institution was $361,132, which trickled down to an average of $1,126 per beneficiary.

Number of Students Receiving Scholarships

For nearly all participating institutions, the total number of students receiving scholarships was restricted to a few hundred. Roughly one-third of foundations surveyed awarded scholarships to less than 200 students (table A-68). For 38 percent of respondents, 200 to 500 students received scholarships in the previous academic year, and the remaining 26 percent provided scholarships to more than 500 students.

Total Monetary Amount of Scholarships

The aggregate monetary amount of scholarships tended to remain in the hundreds of thousands for most two-year institutions, but some ran into the millions. Nearly half of the participating institutions had a scholarship total less than $250,000 in the previous fiscal year, and 30 per-cent had a total between $250,000 and $499,999 (table A-69). Only 23 percent of foundations exceeded $500,000 for their scholarship total. The highest total was $2,446,237.

Percentage of Student Body Receiving Scholarships

Scholarship opportunities come with a substantial cost, so community colleges are forced to con-fine awards to only truly deserving students. In fact, 19 percent of responding foundations provide scholarships to less than one percent of the student body (table A-70). Roughly half of participat-ing institutions awarded scholarships to between one percent and four percent of the student body. Thirty percent of foundations gave scholarships to more than four percent of their students, with one of those foundations awarding scholarships to 39.3 percent of their student body.

Average Scholarship Amount per Beneficiary

With relatively low tuition and widely available federal aid, community colleges can offer scholarships that, while appearing modest, can have significant impact on recipients. Exactly half of the responding institutions dedicated less than $1,000 per scholarship recipient (table A-71). Nearly one-third of survey respondents allocated $1,000 to $1,499 per beneficiary, and the remaining 18 percent exceeded $1,500 per beneficiary.

Administrator of the Scholarship Application/Award Process

Management of the scholarship application and award process requires resources which the foundation staff is likely to provide. Specifically, 41 percent of responding foundations handled the scholarship award process solely through foundation staff members (table A-72). A similar percentage of two-year institutions had a combined arrangement where foundation staff and col-lege financial aid officers maintained this responsibility (42 percent). Only 14 percent of survey respondents dedicated administration of the scholarship process solely through the college finan-cial aid unit.

KEY FINDINGS

- Although a handful of participating foundations were established in the first half of the 20th century, most originated in the 1970s (34 percent) or 1980s (34 percent). The average foundation age was 35.4 years (table A-4).

- A memorandum of understanding (MOU) between the foundation and the college or district has become common at two-year institutions, with nearly three-quarters of respondents having a MOU in place (figure 1 and table A-5).

- The average size of a foundation's board of directors is 24.6 current members (table A-6). Active, voting members account for the largest share of board members with an average of 21.8.

- An executive committee is the most prevalent working group among foundation boards, with 98 percent of respondents confirming that their foundation has this leadership entity (table A-11). Fiscal matters also dominate the agenda for foundations, so a majority of them have a budget or finance committee (85 percent) and an investment committee (79 percent).

- Virtually all foundation boards (98 percent) have the local business community represented (table A-12). This figure even exceeds the percentage of boards in which the college president serves (94 percent). Other constituents commonly represented on the foundation board include alumni (80 percent), the board of trustees for the college or district (70 percent), and other administrators from the college (54 percent).

- Among the foundations that require annual contributions from board members, more than three-quarters specify a dollar amount (table A-14). The specified amounts were relatively small; the most common dollar figure was $1,000 (table A-15).

- Community college foundation leadership typically occupies elevated positions within the administration hierarchy. For most of the responding institutions (55 percent), the foundation's executive director or CEO reported directly to the college president (table A-16). In addition, nearly two-thirds of the survey participants indicated that the executive director or CEO of their foundation serves in an official capacity on the cabinet of the institution's president (table A-17).

- When taking multiple roles and responsibilities into account, most foundations employ only a handful of staff members, with the average number of total FTEs at fewer than 4.9. More than one-third of foundations operated with less than three FTEs (table A-18).

- There was an average of 1.3 development staff FTEs per foundation, which constituted the largest functional allocation (figure 2 and table A-19). The second-largest average was support staff at 1.2 FTEs. Management staff averaged 1.0 FTE per foundation, and staff

dedicated to finances, alumni relations and other functions each averaged roughly one-half of a FTE.

- Despite the income they generate on behalf of the college, most foundations are not self-funding with staff salaries. On average, nearly 60 percent of foundation salaries originated from the college (table A-29).

- Most of the responsibilities of the foundation executive director or CEO were confined to foundation affairs (70 percent) rather than other aspects of the position (table A-30). Corporate giving and major gifts ranked at the top of the executive director/CEO's responsibility list with 94 percent identifying each of these functions as a responsibility. Nearly 90 percent of foundation leaders contended with planned giving, annual giving, foundation grants, advancement-related events and capital campaigns as part of their position (table A-31).

- On average, fundraising expenses accounted for 14 percent of a foundation's total annual spending (figure 3 and table A-32). Non-fundraising expenses were the largest category at 48 percent.

- The figures for annual foundation spending displayed a great deal of variability across the institutions surveyed. Nearly one-fifth of foundations spent less than $100,000 total, and an additional 38 percent did not exceed $500,000 (table A-37). The remaining 43 percent spent at least $500,000 in the previous fiscal year.

- Foundations draw from many sources for funding operations, with no single source dominating the mix. Direct support from the college or district accounted for the largest share at 27 percent of the annual operating budget, with unrestricted gift funds averaging 21 percent of the budget (table A-38).

- For nearly one-quarter of the responding foundations, the executive director or CEO had sole responsibility for financial management (table A-39). An additional 19 percent of foundations designated another member of the foundation staff as financial manager. Roughly one-third reported that some kind of shared arrangement between foundation and college or district staff was used.

- More than half of the foundations surveyed generated less than $1 million in FY2013 from private, non-government sources (table A-40). Nearly one-quarter raised $1 million to $1.9 million, and the institutions in the largest category of $2 million or more also accounted for nearly one-quarter of the sample.

- When comparing the ratio of income from fundraising in relation to expenses incurred by the foundation, roughly two-thirds of the participating institutions had a positive ratio of private support to expenses. This finding reveals that most community college foundations are performing well relative to fundraising costs, especially considering that the

average ratio was nearly seven dollars raised for every dollar spent (table A-41).

- A majority of the respondents had projections of incremental growth for FY2014, so the average expected fundraising total was $1,536,902. Less than half of participating institutions expected a fundraising total less than $1 million, and 24 percent had a target between $1 million and $1.9 million (table A-42).

- Almost all of the foundations surveyed identified scholarships (96 percent) as an initiative for fundraising (table A-44). The college's endowment (85 percent) and particular academic units or programs (76 percent) were also key recipients of private support.

- When asked to identify the foundation's top-two fundraising priorities, scholarship support, at 81 percent, was ranked much higher than any of the other priorities (figure 4 and table A-45). Roughly one-third of participating institutions ranked both program support and the endowment in their top-two priorities.

- The majority of the foundations surveyed (77 percent) conducted a faculty/staff campaign on a yearly basis (table A-46). Participation from the targets tends to remain low; the average giving rate from all eligible faculty and staff was 28 percent in FY2013. After narrowing down to only full-time faculty and staff, participation in fundraising campaigns improved to 37 percent.

- Community college foundations have taken the steps necessary to integrate contact information from alumni and other friends of the institution as part of their operations, with an average per foundation of 22,243 records. Most of the foundations surveyed maintained less than 10,000 donor records, but 32 percent had between 10,000 and 50,000 (table A-49). Nearly three-quarters of the participating institutions relied on an independent off-the-shelf database such as Raiser's Edge or DonorPerfect (table A-51).

- The majority of the institutions surveyed (78.4 percent) were either planning a campaign, conducting a campaign or had just completed a campaign in recent years (table A-52). One-third of foundations were in planning mode, and an additional 33 percent were currently engaged in a campaign. The remaining 12 percent had recently completed a campaign.

- Among the foundations in planning or active modes, campaign goals displayed a wide range. One-fifth of the participating institutions had a campaign goal less than $1 million, and 42 percent had goals between $1 million and $5 million (table A-53). The remaining 38 percent had goals exceeding $5 million.

- The average number of campaigns conducted per institution was 1.6. For the most recent campaign, the average goal was $5.0 million, and the average amount raised was $5.3 million, which constitutes 114 percent of the goal (table A-55).

- Nearly two-thirds of the survey respondents indicated that a major gifts program was active at their foundation (table A-58). Roughly one-quarter of the survey respondents had received a single private gift of at least $2.5 million, with an additional 20 percent recording a major gift between $1.5 million and $2.49 million (table A-59).

- The most popular official amount for a major gift was $10,000, which was used as the standard by 40 percent of the responding foundations (table A-60).

- Only a very small number of responding foundations (three percent) did not have an endowment established when the survey was fielded (table A-61). The market value of community college foundation endowments did not display a considerable range, with most in the low seven-figures.

- Nearly three-quarters of the responding foundations turned to investment consultants or managers as caretakers of their endowments (table A-63). The second-most popular option was the foundation board or an investment committee at 17 percent. Slightly more than one-third of participating institutions invested in alternatives such as hedge funds and private equity, while the remaining 66 percent did not (table A-64).

- The vast majority (90 percent) of foundations continued to use the postal service for mailing solicitations, and annual reports were mailed by 72 percent of the foundations surveyed (table A-65). Roughly two-thirds of foundations have embraced Facebook and e-mail newsletters for donor communication.

- Virtually all of the responding foundations committed to handling event invitations, gift acknowledgements, news releases, website updates and stewardship materials (table A-66). For these activities, the foundation staff is likely to manage the execution except for news releases. In addition, a substantial majority of foundations prepare an annual report, send bulk e-mail communications, post on Facebook and produce a newsletter.

- On average, only 3.9 percent of the student body received any assistance through a scholarship (table A-67). The total monetary amount of scholarships awarded per institution was $361,132, which trickled down to an average of $1,126 per beneficiary.

- The scholarship award process was handled solely by foundation staff members at 41 percent of responding foundations (table A-72). A similar percentage of two-year institutions had a combined arrangement where foundation staff and college financial aid officers maintained this responsibility (42 percent).

APPENDIX A: TABLES

TABLE A-1
Does your foundation represent a single college or district with multiple colleges?

	Frequency	Percent
Single college	107	87.7%
District with multiple colleges	15	12.3%
Total	**122**	**100.0%**

TABLE A-2
What is the size of your community college's student population (or full district):
Full-time Equivalents (FTEs)

	Frequency	Percent
Less than 2,500 FTEs	25	20.8%
2,500 to 4,999 FTEs	30	25.0%
5,000 to 9,999 FTEs	32	26.7%
10,000 or more FTEs	33	27.5%
Total	**120**	**100.0%**

TABLE A-3
What is the size of your community college's student population (or full district):
Total unduplicated head count

	Frequency	Percent
Less than 5,000 students	23	19.5%
5,000 to 9,999 students	32	27.1%
10,000 to 19,999 students	34	28.8%
20,000 students or more	29	24.6%
Total	**118**	**100.0%**

TABLE A-4
In what year was your foundation established?

	Frequency	Valid Percent
Before 1970	24	19.7%
1970 to 1979	42	34.4%
1980 to 1989	41	33.6%
1990 or later	15	12.3%
Total	**122**	**100.0%**

TABLE A-5
Does your foundation have a Memorandum of Understanding (MOU) with your college/district?

	Frequency	Percent
Yes	89	73.0%
No	33	27.0%
Total	**122**	**100.0%**

TABLE A-6
How many members are there on your foundation's board of directors?

	Current voting members	Current non-voting / ex-officio members	Honorary / emeritus members	Total current members
Frequency	118	118	115	118
Mean	21.8	2.8	2.8	24.6
Median	20.0	2.0	0.0	22.5

TABLE A-7
How many current voting members are there on your foundation's board of directors?

	Frequency	Percent
Less than 15 members	24	20.3%
15 to 19 members	33	28.0%
20 to 25 members	31	26.3%
More than 25 members	30	25.4%
Total	**118**	**100.0%**

TABLE A-8
How many current non-voting members are there on your foundation's board of directors?

	Frequency	Percent
None	29	24.6%
1 or 2 members	40	33.9%
3 or more members	49	41.5%
Total	**118**	**100.0%**

TABLE A-9
How many honorary members are there on your foundation's board of directors?

	Frequency	Percent
None	66	57.4%
1 or 2 members	20	17.4%
3 or more members	29	25.2%
Total	**115**	**100.0%**

TABLE A-10
How many total members are there on your foundation's board of directors?

	Frequency	Percent
Less than 15 members	18	15.3%
15 to 19 members	26	22.0%
20 to 25 members	29	24.6%
More than 25 members	45	38.1%
Total	**118**	**100.0%**

TABLE A-11
Which committees does your foundation board have, and how active are they?

	% that have this committee	Level of Committee Activity				
		Not active at all	Slightly active	Moderately active	Very active	Extremely active
Executive Committee	98.3%	0.8%	11.9%	18.6%	27.1%	39.8%
Budget/Finance Committee	85.2%	0.0%	0.9%	16.5%	23.5%	44.3%
Investment Committee	78.6%	2.6%	3.4%	12.0%	22.2%	38.5%
Nomination Committee	76.1%	3.4%	12.8%	22.2%	19.7%	17.9%
Development Committee	61.9%	4.4%	9.7%	20.4%	8.8%	18.6%
Scholarship Committee	58.6%	2.6%	6.0%	12.1%	18.1%	19.8%
Audit Committee	55.9%	1.8%	4.5%	18.9%	10.8%	19.8%
Events Planning Committee	50.4%	2.6%	5.2%	10.4%	14.8%	17.4%
Planned Giving Committee	35.1%	6.1%	8.8%	9.6%	5.3%	5.3%
Campaign Committee	32.1%	1.8%	3.6%	9.8%	8.9%	8.0%
Governance Committee	29.1%	2.7%	3.6%	10.0%	3.6%	9.1%
Strategic Planning Committee	26.4%	2.7%	6.4%	6.4%	4.5%	6.4%
Real Estate Committee	11.7%	3.6%	0.0%	4.5%	0.9%	2.7%
Legislative Committee	9.0%	4.5%	1.8%	1.8%	0.0%	0.9%

Note: The frequencies were 110 to 117 for these questions.

TABLE A-12
What perspectives are represented on your foundation's board?

	Percentage identifying this perspective
Business Community	97.5%
College President	94.2%
Alumni	80.0%
College/District Board of Trustees	70.0%
Other College Administrators	54.2%
Nonprofit Community	45.8%
Public Sector (government)	39.2%
College Faculty	36.7%
College Staff	30.0%
College Students	12.5%
Other	17.5%

Notes: respondents were allowed to select multiple options.
The frequency was 120 for these questions.

TABLE A-13
Is an annual contribution required of foundation board members?

	Frequency	Percent
Yes	78	65.0%
No	42	35.0%
Total	**120**	**100.0%**

TABLE A-14
If an annual contribution is required of foundation board members, please indicate if you specify a dollar amount.

	Frequency	Percent
Yes	56	77.8%
No	16	22.2%
Total	**72**	**100.0%**

TABLE A-15
If an annual contribution amount for foundation board members is specified, what is the amount of the specified minimum contribution?

	Frequency	Percent
Less than $1,000	19	33.9%
$1,000 exactly	27	48.2%
More than $1,000	10	17.9%
Total	**56**	**100.0%**

TABLE A-16
To whom does your foundation's Executive Director/CEO report (i.e., solid reporting line)?

	Frequency	Percent
District Chancellor/President	15	12.7%
College President	65	55.1%
College Vice President	18	15.3%
Other College Employee	2	1.7%
Foundation Board of Directors	13	11.0%
Both President and Board	4	3.4%
Other	1	0.8%
Total	**118**	**100.0%**

TABLE A-17
Is your foundation's Executive Director/CEO a member of your institution's president's/leadership cabinet?

	Frequency	Percent
Yes	76	64.4%
No	42	35.6%
Total	**118**	**100.0%**

TABLE A-18
How many total staff FTE are employed at your foundation or college? (Overall count)

	Frequency	Valid percent
Less than 2 FTEs	19	16.4%
2.0 to 2.9 FTEs	20	17.2%
3.0 to 3.9 FTEs	19	16.4%
4.0 to 4.9 FTEs	17	14.7%
5.0 to 5.9 FTEs	13	11.2%
6.0 to 9.9 FTEs	15	12.9%
10 FTEs or more	13	11.2%
Total	**116**	**100.0%**

Note: If the advancement staff does not report to the foundation, respondents were asked
to provide the total number of advancement staff FTE that are employed at the college or district.

TABLE A-19
How many total staff FTE are employed at your foundation or college? (By function)

	Advancement MANAGEMENT staff FTE	Advancement FINANCIAL staff FTE	DEVELOPMENT staff FTE	ALUMNI RELATIONS staff FTE	Advancement SUPPORT staff FTE	OTHER Advancement staff FTE
Frequency	80	80	80	78	80	79
Mean	1.0	0.6	1.3	0.4	1.2	0.6
Median	1.0	0.3	1.0	0.3	1.0	0.0

TABLE A-20
How many advancement management staff FTE are employed at your foundation or college?

	Frequency	Percent
Less than 1 FTE	28	35.0%
1 FTE exactly	37	46.3%
More than 1 FTE	15	18.8%
Total	**80**	**100.0%**

TABLE A-21
How many advancement financial staff FTE are employed at your foundation or college?

	Frequency	Percent
None	24	30.0%
0.1 to 0.5 FTEs	32	40.0%
More than 0.5 FTEs	24	30.0%
Total	**80**	**100.0%**

TABLE A-22
How many total development staff FTE are employed at your foundation or college?

	Frequency	Percent
None	20	25.0%
0.1 to 0.5 FTEs	9	11.3%
More than 0.5 FTEs	51	63.8%
Total	**80**	**100.0%**

TABLE A-23
How many staff FTE are dedicated to major gifts?

	Frequency	Percent
None	25	31.3%
0.1 to 0.5 FTEs	36	45.0%
More than 0.5 FTEs	19	23.8%
Total	**80**	**100.0%**

TABLE A-24
How many staff FTE are dedicated to corporate/foundation gifts?

	Frequency	Percent
None	28	35.0%
0.1 to 0.5 FTEs	40	50.0%
More than 0.5 FTEs	12	15.0%
Total	**80**	**100.0%**

TABLE A-25
How many staff FTE are dedicated to annual gifts?

	Frequency	Percent
None	25	31.3%
0.1 to 0.5 FTEs	40	50.0%
More than 0.5 FTEs	15	18.8%
Total	**80**	**100.0%**

TABLE A-26
How many alumni relations staff FTE are employed at your foundation or college?

	Frequency	Percent
None	30	38.5%
0.1 to 0.5 FTEs	31	39.7%
More than 0.5 FTEs	17	21.8%
Total	**78**	**100.0%**

TABLE A-27
How many advancement support staff FTE are employed at your foundation or college?

	Frequency	Percent
None	11	13.8%
0.1 to 0.5 FTEs	21	26.3%
More than 0.5 FTEs	48	60.0%
Total	**80**	**100.0%**

TABLE A-28
How many other advancement staff FTE (staff other than those in the five areas specified above) are employed at your foundation or college?

	Frequency	Percent
None	52	65.8%
0.1 to 0.5 FTEs	9	11.4%
More than 0.5 FTEs	18	22.8%
Total	**79**	**100.0%**

TABLE A-29
Indicate what percentage of foundation staff salaries are provided by the following sources.

	Mean percentage of salaries from source	Percentage identifying this as a source
District	12.8%	16.4%
College	59.4%	73.3%
Foundation	26.8%	55.2%
Other	1.0%	2.6%
Total	**100.0%**	

Note: *The frequency was 116 for this question.*

TABLE A-30

What percentage of time does your foundation's Executive Director/CEO devote to the foundation as opposed to other job responsibilities?

	Mean percentage of CEO time
Foundation responsibilities	70.5%
Other job responsibilities	29.5%
Total	**100.0%**

Note: The frequency was 117 for this question.

TABLE A-31

What advancement functions are within your foundation's Executive Director/CEO's scope of responsibility?

	Percentage identifying this as a responsibility
Corporate Fundraising	94.0%
Major Gifts	94.0%
Planned Giving	89.7%
Annual Giving	88.9%
Foundation Grants	87.9%
Events	87.2%
Capital Campaigns	87.2%
Alumni Relations	77.8%
Marketing/Communications	54.7%
Public Relations/Media Relations	54.7%
Government Grants	35.9%
Government Relations	28.2%
Other	12.8%

Notes: respondents were allowed to select multiple options.
The frequencies were 116 to 117 for these questions.

TABLE A-32

During the last fiscal year, regardless of source, how much did your foundation spend? (By function)

	Mean	Median
Fundraising	$124,245	$64,525
Non-fundraising expenses	$419,856	$150,000
Fund Management/Investment	$44,044	$19,975
Other	$289,096	$0
Total of preceding 4 items	**$870,691**	**$347,690**

TABLE A-33
During the last fiscal year, regardless of source, how much did your foundation spend on fundraising?

	Frequency	Percent
Less than $25,000	29	30.5%
$25,000 to $99,999	29	30.5%
$100,000 to $499,999	33	34.7%
$500,000 or more	4	4.2%
Total	95	100.0%

TABLE A-34
During the last fiscal year, regardless of source, how much did your foundation spend on non-fundraising expenses?

	Frequency	Percent
Less than $25,000	22	23.2%
$25,000 to $99,999	20	21.1%
$100,000 to $499,999	34	35.8%
$500,000 or more	19	20.0%
Total	95	100.0%

TABLE A-35
During the last fiscal year, regardless of source, how much did your foundation spend on fund management?

	Frequency	Percent
Nothing	26	27.7%
$1 to $24,999	26	27.7%
$25,000 to $99,999	31	33.0%
$100,000 or more	11	11.7%
Total	94	100.0%

TABLE A-36
During the last fiscal year, regardless of source, how much did your foundation spend on other expenses?

	Frequency	Percent
Nothing	55	59.1%
$1 to $99,999	11	11.8%
$100,000 to $499,999	10	10.8%
$500,000 or more	17	18.3%
Total	93	100.0%

TABLE A-37
During the last fiscal year, regardless of source, how much did your foundation spend in total?

	Frequency	Percent
Less than $100,000	18	18.9%
$100,000 to $499,999	36	37.9%
$500,000 to $1 million	14	14.7%
$1 million or more	27	28.4%
Total	**95**	**100.0%**

TABLE A-38
Excluding salaries and benefits, how do you fund your foundation? Please indicate the approximate percentage of the foundation's operating budget accounted for by each funding source.

	Mean percentage of budget	Percentage identifying this as a source
Direct support from college/district	26.7%	49.0%
Unrestricted gift funds	20.7%	75.0%
Restricted funds	12.3%	34.0%
Investment income on unrestricted gift funds/cash float	10.0%	51.0%
Special events	9.0%	47.0%
Endowments	7.6%	33.0%
Management fee on endowed funds	7.2%	35.0%
Real estate	2.1%	9.0%
Gift fee(s)	0.9%	13.0%
Other	3.4%	15.0%
Total	**100.0%**	

Note: *The frequency was 100 for this question.*

TABLE A-39
Who manages your foundation's finances?

	Frequency	Percent
Foundation executive director/CEO has sole responsibility	25	23.1%
Foundation staff member has sole responsibility	20	18.5%
College finance/business office has sole responsibility	8	7.4%
Foundation and college/district staff share responsibility for managing foundation finances	34	31.5%
Other	21	19.4%
Total	**108**	**100.0%**

TABLE A-40
How much private support was raised by your foundation in FY2013?

	Frequency	Valid percent
Less than $500,000	32	31.7%
$500,000 to $999,999	23	22.8%
$1 million to $1.9 million	23	22.8%
$2 million or more	23	22.8%
Total	**101**	**100.0%**

TABLE A-41
Ratio of private support to total foundation expenses

	Frequency	Valid percent
Less than 1:1	26	28.3%
1:1 through 1.9:1	20	21.7%
2:1 through 4.9:1	18	19.6%
5:1 through 10:1	14	15.2%
More than 10:1	14	15.2%
Total	**92**	**100.0%**

TABLE A-42
How much private support does your foundation hope to raise in FY2014?

	Frequency	Percent
Less than $500,000	20	20.2%
$500,000 to $999,999	23	23.2%
$1 million to $1.9 million	24	24.2%
$2 million or more	32	32.3%
Total	**99**	**100.0%**

TABLE A-43
Projected percent change in private support from 2013 to 2014

	Frequency	Percent
Expected decrease	24	25.0%
0% to 9%	26	27.1%
10% to 49%	23	24.0%
50% or more	23	24.0%
Total	**96**	**100.0%**

TABLE A-44
For which of the following initiatives does your college/district raise private support?

	Percentage identifying as an initiative
Scholarships	96.1%
Endowment	85.4%
Particular academic units or programs of study	75.7%
Capital improvements	68.0%
General academics	55.3%
Athletics	44.7%
Library	40.8%
Other	11.7%

Notes: respondents were allowed to select multiple options.

The frequency was 103 for this question.

TABLE A-45
What are your foundation's current, top-two fundraising priorities?

	Percentage selected as top-two priorities
Faculty support	1.9%
Other	4.9%
Operating dollars	20.4%
Capital campaign	21.4%
Endowment	33.0%
Program support	35.0%
Scholarship support	80.6%

TABLE A-46
Does your foundation engage in an annual faculty/staff campaign?

	Frequency	Percent
Yes	79	77.5%
No	23	22.5%
Total	**102**	**100.0%**

TABLE A-47
If your foundation engages in an annual faculty/staff campaign, what was the percentage of ALL faculty/staff that contributed to the campaign in FY13?

	Frequency	Percent
Less than 10%	17	23.0%
10% to 19.9%	23	31.1%
20% to 39.9%	15	20.3%
40% or more	19	25.7%
Total	**74**	**100.0%**

TABLE A-48
If your foundation engages in an annual faculty/staff campaign, what was the percentage of FULL-TIME faculty/staff that contributed to the campaign in FY13?

	Frequency	Percent
Less than 10%	15	21.7%
10% to 19.9%	12	17.4%
20% to 39.9%	18	26.1%
40% or more	24	34.8%
Total	**69**	**100.0%**

TABLE A-49
How many donor records does your foundation have?

	Frequency	Percent
Less than 2,000 records	18	19.1%
2,000 to 9,999 records	33	35.1%
10,000 to 50,000 records	30	31.9%
More than 50,000 records	13	13.8%
Total	**94**	**100.0%**

TABLE A-50
Of these donor records, what percentage are active, (i.e., have made gifts in the last three years)?

	Frequency	Percent
Less than 10%	24	26.4%
10% to 19.9%	19	20.9%
20% to 39.9%	27	29.7%
40% or more	21	23.1%
Total	**91**	**100.0%**

TABLE A-51
How is your donor information/database maintained?

	Frequency	Percent
As part of the college/district's central database (such as Ellucian, Banner or others)	20	19.6%
As an independent database (such as Raiser's Edge, DonorPerfect or others)	73	71.6%
In Microsoft Excel or Access files	8	7.8%
Other	1	1.0%
Total	**102**	**100.0%**

TABLE A-52
What is your foundation/institution's current campaign status?

	Frequency	Percent
Planning	34	33.3%
In progress	34	33.3%
Just completed	12	11.8%
No plans	22	21.6%
Total	**102**	**100.0%**

TABLE A-53
If planning or in progress, what is your campaign goal?

	Frequency	Percent
Less than $1 million	11	20.0%
$1 million to $5 million	23	41.8%
More than $5 million	21	38.2%
Total	**55**	**100.0%**

TABLE A-54
If planning or in progress, what will the campaign fund?

	% identifying as destination
Scholarships	80.0%
Capital improvements	53.8%
Endowment	44.6%
Particular academic units or programs of study	41.5%
General academics	21.5%
Athletics	16.9%
Library	10.8%
Other	10.8%

Notes: respondents were allowed to select multiple options.

The frequency was 65 for this question.

TABLE A-55
Please indicate the year, goal and amount raised in the college's three most recent capital/ comprehensive campaigns: Campaign #1

	Campaign #1 - $ goal	Campaign #1 - total $ raised	Percentage of campaign #1 goal raised	Number of years ago campaign #1 completed
Frequency	58	59	58	59
Mean	$5,031,194	$5,317,170	114%	3.9
Median	$2,000,000	$2,200,000	104%	3.0

TABLE A-56
Please indicate the year, goal and amount raised in the college's three most recent capital/ comprehensive campaigns: Campaign #2

	Campaign #2 - $ goal	Campaign #2 - total $ raised	Percentage of campaign #2 goal raised	Number of years ago campaign #1 completed
Frequency	25	26	25	26
Mean	$2,738,600	$3,069,817	118%	5.7
Median	$1,100,000	$1,454,000	110%	4.5

TABLE A-57
Please indicate the year, goal and amount raised in the college's three most recent capital/comprehensive campaigns: Campaign #3

	Campaign #3 - $ goal	Campaign #3 - total $ raised	Percentage of campaign #3 goal raised	Number of years ago campaign #3 completed
Frequency	17	17	16	18
Mean	$1,293,529	$1,523,093	105%	7.7
Median	$1,000,000	$1,098,000	101%	7.0

TABLE A-58
Does your foundation have a major gifts program?

	Frequency	Percent
Yes	67	65.7%
No	35	34.3%
Total	**102**	**100.0%**

TABLE A-59
What is the size of the largest private gift ever received by your foundation?

	Frequency	Percent
Less than $500,000	21	21.0%
$500,000 to $999,999	13	13.0%
$1 million to $1.49 million	22	22.0%
$1.5 million to $2.49 million	20	20.0%
$2.5 million or more	24	24.0%
Total	**100**	**100.0%**

TABLE A-60
What is the size (in dollars) of a major gift at your foundation?

	Frequency	Percent
$1,000 exactly	14	15.2%
$1,001 to $9,999	11	12.0%
$10,000 exactly	37	40.2%
$10,001 to $24,999	5	5.4%
$25,000 exactly	14	15.2%
More than $25,000	11	12.0%
Total	**92**	**100.0%**

TABLE A-61
Does your foundation have an endowment?

	Frequency	Percent
Yes	98	97.0%
No	3	3.0%
Total	**101**	**100.0%**

TABLE A-62
What was your endowment market value at the end of your most recent fiscal year?

	Frequency	Percent
Less than $2.5 million	17	19.3%
$2.5 million to $7.49 million	33	37.5%
$7.5 million to $10 million	16	18.2%
More than $10 million	22	25.0%
Total	**88**	**100.0%**

TABLE A-63
Who manages your endowment fund?

	Frequency	Percent
Staff	5	5.1%
Investment consultants/managers	71	71.7%
Community foundation	1	1.0%
Foundation board/investment committee	17	17.2%
Other (please specify)	5	5.1%
Total	**99**	**100.0%**

TABLE A-64
Do you invest your foundation's endowment in alternatives (hedge funds, private equity, etc.)?

	Frequency	Percent
Yes	34	34.3%
No	65	65.7%
Total	**99**	**100.0%**

TABLE A-65
How often does your foundation communicate with potential donors using these methods?

	Percentage of Institutions Using	Rate of Communication					
		Daily	Weekly	Monthly	Quarterly	Annually	Total
Solicitation – mailed	89.9%	0.0%	1.1%	5.6%	33.7%	59.6%	**100%**
Annual report – mailed	71.7%	0.0%	0.0%	0.0%	1.4%	98.6%	**100%**
Facebook page/group post	66.0%	7.8%	34.4%	28.1%	25.0%	4.7%	**100%**
Newsletter – e-mailed	60.6%	0.0%	1.8%	26.3%	54.4%	17.5%	**100%**
Solicitation – e-mailed	57.0%	0.0%	1.9%	13.2%	50.9%	34.0%	**100%**
Affinity group gathering (ex. nursing)	47.9%	0.0%	0.0%	2.2%	23.9%	73.9%	**100%**
Planned giving information – mailed	44.8%	0.0%	0.0%	2.3%	39.5%	58.1%	**100%**
Annual report – e-mailed	44.2%	0.0%	0.0%	0.0%	0.0%	100.0%	**100%**
Newsletter – mailed	38.7%	0.0%	0.0%	2.8%	55.6%	41.7%	**100%**
Magazine – mailed	35.9%	0.0%	0.0%	0.0%	36.4%	63.6%	**100%**
LinkedIn group post	32.6%	0.0%	26.7%	40.0%	26.7%	6.7%	**100%**
Twitter	29.8%	7.1%	39.3%	32.1%	10.7%	10.7%	**100%**
Planned giving information – e-mailed	26.1%	0.0%	0.0%	16.7%	41.7%	41.7%	**100%**
Magazine – e-mailed	25.8%	0.0%	0.0%	0.0%	41.7%	58.3%	**100%**
Solicitation – phone bank	22.3%	9.5%	4.8%	0.0%	14.3%	71.4%	**100%**

Note: *The frequencies were 92 to 99 for these questions.*

TABLE A-66
Please indicate who is primarily responsible for the following foundation activities.

	Percentage of Institutions Doing This Activity	Responsibility for this Activity				
		Foundation staff	College staff	External vendor hired by foundation	Other	TOTAL
Event invitations	99.0%	80.0%	17.0%	3.0%	0.0%	**100%**
Gift acknowledgements	99.0%	91.0%	9.0%	0.0%	0.0%	**100%**
News releases	98.0%	26.3%	72.7%	1.0%	0.0%	**100%**
Website updates	98.0%	61.6%	38.4%	0.0%	0.0%	**100%**
Stewardship materials	94.0%	81.9%	14.9%	2.1%	1.1%	**100%**
Annual report	90.0%	65.6%	28.9%	4.4%	1.1%	**100%**
Bulk email communications	86.0%	66.3%	31.4%	2.3%	0.0%	**100%**
Facebook posts	82.8%	53.7%	46.3%	0.0%	0.0%	**100%**
Newsletter production	74.2%	55.6%	38.9%	5.6%	0.0%	**100%**
Tweets	51.1%	39.6%	60.4%	0.0%	0.0%	**100%**
Magazine production	41.2%	32.5%	60.0%	7.5%	0.0%	**100%**

Note: *The frequencies were 94 to 101 for these questions.*

TABLE A-67
Please indicate the number of scholarships awarded and their dollar amount during the 2013-14 academic year: Summary statistics

	Mean	Median
Total number of students receiving scholarships	458	256
Total monetary amount of scholarships awarded	$361,132	$250,000
Percent of student body receiving scholarships	3.9%	2.4%
Average scholarship amount per beneficiary	$1,126	$981

Note: *The frequencies were 88 to 92 for these questions.*

TABLE A-68
Please indicate the number of scholarships awarded and their dollar amount during the 2013-14 academic year: Number of students receiving scholarships

	Frequency	Percent
Less than 100 students	12	13.0%
100 to 199 students	21	22.8%
200 to 500 students	35	38.0%
More than 500 students	24	26.1%
Total	**92**	**100.0%**

TABLE A-69
Please indicate the number of scholarships awarded and their dollar amount during the 2013-14 academic year: Total monetary amount of scholarships

	Frequency	Percent
Less than $100,000	12	13.5%
$100,000 to $249,999	30	33.7%
$250,000 to $499,999	27	30.3%
$500,000 or more	20	22.5%
Total	**89**	**100.0%**

TABLE A-70
Please indicate the number of scholarships awarded and their dollar amount during the 2013-14 academic year: Percentage of student body receiving scholarships

	Frequency	Percent
Less than 1%	17	18.9%
1% to 1.9%	22	24.4%
2% to 4%	24	26.7%
More than 4%	27	30.0%
Total	**90**	**100.0%**

TABLE A-71
Please indicate the number of scholarships awarded and their dollar amount during the 2013-14 academic year: Average scholarship amount per beneficiary

	Frequency	Percent
Less than $500 per beneficiary	6	6.8%
$500 to $749 per beneficiary	23	26.1%
$750 to $999 per beneficiary	15	17.0%
$1,000 to $1,499 per beneficiary	28	31.8%
$1,500 or more per beneficiary	16	18.2%
Total	**88**	**100.0%**

TABLE A-72
Who administers the scholarship application/award process?

	Frequency	Percent
Foundation staff	39	40.6%
College financial aid	13	13.5%
Combination of foundation staff and college financial aid	40	41.7%
Other	4	4.2%
Total	**96**	**100.0%**

APPENDIX B: SURVEY QUESTIONS

COMMUNITY COLLEGE FOUNDATION SURVEY

The purpose of this survey is to collect information that will allow community college foundation staff to compare themselves to their peers on a national level.

Your responses will also guide future CASE programming for community college foundations.

Please fill out one survey per institution.

All information will remain confidential. The final analysis, which we will share with all participants, will only report on general trends.

DEMOGRAPHICS

Note that respondents must provide contact information to receive survey results

Full Name of Foundation

Name of College/District

Foundation Address

City   State   Zip

Foundation Phone

E-mail Address

GENERAL

Does your foundation represent a single college or district with multiple colleges?

Single college

District with multiple colleges

Other (please specify)

What is the size of your community college's student population (or full district per question above)?

Full-time Equivalents (FTEs)

Total unduplicated head count

In what year was your foundation established?

Does your foundation have a Memorandum of Understanding (MOU) with your college/ district?

Yes

No

In what state is your college/district and foundation located?

Is your college/district or foundation a member of CASE?

    Yes

    No

FOUNDATION BOARD

How many members are there on your foundation's board of directors?

    Current voting members

    Current non-voting/ex-officio members

    Honorary/emeritus members

    Total

Which committees does your foundation board have, and how active are they?

    Not active at all | Slightly active | Moderately active | Very active | Extremely active | N/A

    Executive Committee

    Legislative Committee

    Budget/Finance Committee

    Investment Committee

    Nomination Committee

    Planned Giving Committee

    Campaign Committee

    Development Committee

    Real Estate Committee

    Strategic Planning Committee

    Events Planning Committee

    Audit Committee

    Scholarship Committee

    Governance Committee

    Other

If other, please specify the committee name/function.

What perspectives are represented on your foundation's board? (Select all that apply)

    College/District Board of Trustees

    College President

Other College Administrators

College Faculty

College Staff

College Students

Alumni

Business Community

Public Sector (government)

Nonprofit Community

Other (please specify)

Is an annual contribution required of foundation board members?

Yes

No

If yes, what is the specified minimum contribution?

FOUNDATION STAFF

To whom does your foundation's Executive Director/CEO report (i.e., solid reporting line)?

District Chancellor/President

College President

College Vice President

Other College Employee

Foundation Board of Directors

Other (please specify)

Is your foundation's Executive Director/CEO a member of your institution's president's/ leadership cabinet?

Yes

No

How many TOTAL staff FTE are employed at your foundation? If your advancement staff does not report to the foundation, please provide the total number of advancement staff that are employed by your college or district.

For the following five questions, do not report the same staff member in more than one category. However, if an employee has multiple responsibilities, divide time across appropriate categories. (For example, an employee who has equal Financial and Support staff responsibilities should be recorded as 0.5 FTE in each of those two categories.)

How many advancement MANAGEMENT (senior staff) staff FTE are employed at your foundation or college?

How many advancement FINANCIAL staff FTE are employed at your foundation or college?

How many total DEVELOPMENT staff FTE are employed at your foundation or college?

Of the total DEVELOPMENT staff FTE:

(If one staff has more than one responsibility, divide it among the following based on the approximate amount of time spent on each activity)

How many staff FTE are dedicated to major gifts?

How many staff FTE are dedicated to corporate/foundation gifts?

How many staff FTE are dedicated to annual gifts?

How many advancement SUPPORT staff FTE are employed at your foundation or college?

How many advancement OTHER staff FTE (staff other than those in the five areas specified above) are employed at your foundation or college?

Indicate what percentage of foundation staff salaries are provided by the following sources (numbers should add up to 100%):

District

College

Foundation

Other (please specify)

What percentage of time does your foundation's Executive Director/CEO devote to the foundation as opposed to other job responsibilities? (Should add to 100%)

Foundation responsibilities ___%

Other job responsibilities ___%

Total = 100%

What advancement functions are within your foundation's Executive Director/CEO's scope of responsibility? (Select all that apply)

Corporate Fundraising

Government Grants

Foundation Grants

Marketing/Communications

Public Relations/Media Relations

Events

Major Gifts

Alumni Relations

Annual Giving

Planned Giving

Capital Campaigns

Government Relations

Other (please specify)

BUDGET/FUNDING

During the last fiscal year, how much did your foundation spend on DEVELOPMENT?

During the last fiscal year, how much did your foundation spend on FUND MANAGEMENT?

During the last fiscal year, how much did your foundation spend on SALARIES AND BENEFITS?

During the last fiscal year, how much did your foundation spend on OTHER items (other than the three specified above)?

During the last fiscal year, what did your foundation spend in TOTAL on OPERATING EXPENSES?

Excluding salaries and benefits, how do you fund your foundation? Select all that apply and provide an estimate of the approximate percentage that the source provides to your foundation's operating budget. (Percentages should not exceed 100%)

Direct support from college/district

Unrestricted gift funds

Restricted funds

Endowments

Investment income on unrestricted gift funds/cash float

Management fee on endowed funds

Gift fees

Real estate

Special events

Other

If your foundation funding source is not listed above, please list them below. Also, indicate the approximate percentage that each funding source contributes to your foundation's operating budget.

Which of the following best describes your foundation? (Check only one)

Foundation staff are solely responsible for managing foundation finances.

Foundation and college/district staff share responsibility for managing foundation finances.

College/District staff are solely responsible for managing foundation finances.

Other (please specify)

Who manages your foundation's finances?

Foundation executive director/CEO

Foundation staff member

College finance/business office

Other (please specify)

FUNDRAISING/PRIVATE SUPPORT

How much private support (individuals, corporations, foundations; not from the government) was raised by your foundation in FY2013? Include total outright giving and total deferred giving at present value for private support raised. If you participated in the Council for Aid to Education's Voluntary Support of Education (VSE) survey, please use "Official Grand Total Using Present Value" from Section 3d of Full or Partial Survey or "Official Grand Total by Purpose" from Minimal Survey.

How much private support does your foundation hope to raise in FY2014 (from individuals, corporations, foundations; not from government)?

For which of the following initiatives does your college/district raise private support? (Select all that apply)

Particular academic units or programs of study

General academics

Scholarships

Library

Athletics

Capital improvements

Endowment

Other (please specify)

What are your foundation's current, top-two fundraising priorities? (Select only two)

Operating dollars

Scholarship support

Program support

Faculty support

Capital campaign

Endowment

Other (please specify)

Does your foundation engage in an annual faculty/staff campaign?

Yes

No

If yes, what was the percentage of faculty/staff that contributed to the campaign in FY13?

How many donor records does your foundation have?

Of these donor records, how many are active (e.g., have made gifts in the last three years or actively in the process of solicitation)? (This number should be equal to or less than the number from the question above)

How is your donor information/database maintained?

As part of the college/district's central database (such as Ellucian, Banner or others)

As an independent database (such as Raiser's Edge, DonorPerfect or others)

In Microsoft Excel or Access files

Other

CURRENT/FUTURE COMPREHENSIVE/CAPITAL CAMPAIGNS

What is your foundation/institution's current campaign status?

1) Planning

2) In progress

3) Just completed

4) No plans

If planning or in progress, what is your campaign goal?

If yes, what will the campaign fund? (Select all that apply)

Particular academic units or programs of study

General academics

Scholarships

Library

Athletics

Capital improvements

Endowment

Other (please specify)

PREVIOUS COMPREHENSIVE/CAPITAL CAMPAIGNS

Please indicate the year, goal and amount raised in the college's three most recent capital/ comprehensive campaigns:

Year Completed |Goal | Total raised

MAJOR GIFTS

Does your foundation have a major gifts program?

Yes

No

What is the size of the largest private gift ever received by your foundation? (Not from government)

What is the size (in dollars) of a major gift at your foundation?

ENDOWMENT

Does your foundation have an endowment?

    Yes

    No

If yes, what was the value of the endowment at the end of your most recent fiscal year?

If yes, who manages your endowment fund?

    Staff

    Investment consultants/managers

    Community foundation

    Foundation board/investment committee

    Other (please specify)

If yes, do you invest your foundation's endowment in alternatives (hedge funds, private equity, etc.)?

    Yes

    No

OTHER

How often does your foundation communicate with potential donors using these methods:

    Daily | Weekly | Monthly | Quarterly | Annually | Never

        Annual report – mailed

        Annual report – emailed

        Newsletter – mailed

        Newsletter – emailed

        Magazine – mailed

        Magazine -- emailed

        Solicitation – mailed

        Solicitation – emailed

        Solicitation – phone bank

        Planned giving information – mailed

        Planned giving information – emailed

        LinkedIn group post

        Facebook page/group post

        Twitter

Affinity group gathering (ex. nursing)

Other

If other, please list the other means in which your foundation communicates with potential donors.

Please indicate who is primarily responsible for the following foundation activities:

Foundation staff | College Staff | External vendor hired by foundation | Other | N/A

Annual report

Newsletter production

Stewardship materials

Facebook posts

Tweets

Event invitations

Gift acknowledgements

News releases

Bulk email communications

Website updates

ABOUT CASE

The Council for Advancement and Support of Education is a professional association serving educational institutions and the advancement professionals who work on their behalf in alumni relations, communications, development, marketing and allied areas. CASE helps its members build stronger relationships with their alumni and donors, raise funds for campus projects, produce recruitment materials, market their institutions to prospective students, diversify the profession, and foster public support of education.

CASE also offers a variety of advancement products and services, provides standards and an ethical framework for the profession, and works with other organizations to respond to public issues of concern while promoting the importance of education worldwide.

Key facts about CASE:
- Founded in 1974 as the result of a merger between the American Alumni Council and the American College Public Relations Association
- Maintains headquarters in Washington, D.C., with offices in London (CASE Europe, 1994), Singapore (CASE Asia-Pacific, 2007) and Mexico City (CASE América Latina, 2011)
- Is one of the world's largest nonprofit educational associations in terms of institutional membership
- Includes more than 3,600 colleges and universities, primary and secondary independent and international schools, and nonprofit organizations in more than 80 countries
- Serves nearly 78,000 advancement professionals on the staffs of member institutions
- Led by volunteers with more than 4,500 advancement professionals serving as board members, speakers, authors, conferences planners and more

For information, visit *www.case.org* or call +1-202-328-2273.