

# CASE-CCAE Support of Education Survey

Findings from Canadian Colleges, Institutes,  
and Universities for Fiscal Year 2021



RESEARCH  
BRIEF



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## ABOUT CASE

The Council for Advancement and Support of Education (CASE) is the global nonprofit association dedicated to educational advancement professionals—in alumni relations, communications, development, marketing, and advancement services—who share the goal of championing education to transform lives and society. To fulfill their missions and to meet both individual and societal needs, colleges, universities and independent schools rely on and therefore must foster the goodwill, active involvement, informed advocacy and enduring support of alumni, donors, prospective students, parents, government officials, community leaders, corporate executives, foundation officers, and other external constituencies. CASE helps its members build stronger relationships with all of these constituencies in a number of ways.

AMAtlas<sup>SM</sup> is a global resource for educational advancement-related metrics, benchmarks, and analytics, providing a data-rich resource for schools, universities, and colleges. AMAtlas<sup>SM</sup> also conducts research and reports on professional practice and emerging issues of interest to advancement professionals. Much like an actual atlas, AMAtlas<sup>SM</sup> can provide you with global or local insight, can help point you in the right direction, can provide the opportunity to explore, and can help you understand the context for data-based decision making

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## ABOUT CCAE

The Canadian Council for the Advancement of Education (CCAE), established in 1993, is a non-profit, volunteer led organization that promotes excellence in educational advancement. CCAE members benefit through opportunities for networking, professional development, and mutual support for those who work to advance and promote Canadian education. The vision of CCAE, as a leading national organization, is to enable advancement professionals, and the educational institutions in which they work, to fulfil their aspirations.

CCAE's mission is to strengthen the capacity, reach, and impact of the advancement community, through exemplary programs, resources, partnerships, and services. CCAE members represent universities, colleges, institutes, and independent schools that include 3,500 individual advancement professionals spanning 138 institutions, businesses, and other organizations across Canada (as of November 2021).



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

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At CCAE, President and CEO Mark Hazlett and Director, Strategic Communication and Marketing Kara Perz helped to steer the project and provided expert advice and insights. At CASE, the project team included Senior Director of Research David Bass, Senior Director of AMAtlas<sup>SM</sup> Services Jenny Cooke Smith and Research Specialist Anna Koranteng, in addition to the report authors.

CASE and CCAE are deeply grateful to the Expert Review Group that provided valuable perspectives on the survey findings. Their insights enriched the report.

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

## FOREWORD BY CASE PRESIDENT AND CEO

My foreword to this report last year predicted a quick recovery for educational advancement programs, and it turns out that my optimism was justified. Despite continuing challenges, 2021 has been a restorative year for higher education around the world as students returned to campus and the financial markets rebounded. In its fourth year, the CASE-CCAE Support of Education Survey, Canada provides much welcome news on how well philanthropic support for Canadian colleges, institutes, and universities is recovering from the pandemic.

Support for this Survey is more robust than ever, with 54 institutions submitting data, including ten first-time participants. These institutions reported more than \$1.7 billion in new funds secured from more than 250,000 donors in the 2021 reporting year. The median amount of new funds rose from levels reported at the onset of the pandemic, demonstrating the resiliency of philanthropic support. At medical/doctoral universities, giving exceeded 2019. The number of donors also was remarkably stable, contracting by only 5% despite the scaling back of mass appeal fundraising during the pandemic.

Looking ahead, I remain optimistic. The pandemic underscored the essential role that higher education plays in the lives of individuals and communities as an engine of innovation and economic prosperity. Gifts to Canadian colleges, institutes, and universities support activities ranging from student financial aid, to research, to capital projects. This breadth of support reflects donors' sophisticated understanding of the many ways that higher education contributes to the public good.

Soon, our capacity to tell higher education's story – and to document and study our progress as a global profession – will increase significantly. CASE and partners such as CCAE will be able to use the new *CASE Global Reporting Standards* to provide consistent, transparent measures of philanthropic engagement for higher education. CASE is working with volunteers and industry partners such as CCAE to align our established regional fundraising surveys with the new standards and define a set of core metrics. Look for the results of this work in upcoming editions of this report.

I look forward to seeing Canadian colleagues – online and in-person – at forthcoming CASE events. In the meantime, please don't hesitate to be in touch with me or our AMAtlas<sup>sm</sup> team about how we can make our data resources more useful to your advancement program as you deliver success.

Warmest thanks to all who have participated in the Survey for your immense contribution to advancing education to transform lives and society.

**Sue Cunningham**

President & CEO

Council for Advancement and Support of Education

## FOREWORD BY CCAE PRESIDENT AND CEO

Four years ago, when CCAE and CASE embarked on the creation of a comprehensive and authoritative source of data on higher education fundraising within Canada, we understood the importance and critical nature of this type of project. Similar to a plethora of other things since the pandemic, the survey's importance has become increasingly crucial and provides the sector with a map of the resilience of philanthropy within education, and what the future might hold.

Although the full scope of the effects of the pandemic will not be known for a few years, the narrative within the report shows a solid path to the return of giving levels, and a trajectory that demonstrates the impact post-secondary institutions have on Canadian research, and the importance of these institutions in the overall recovery. Large gifts within the sector are aiding in keeping the trajectory strong. The small decline seen in the number of donors at lower levels of giving (at 5%), falls along the margins of remarkably stable philanthropic support for higher education during the pandemic.

This year the survey saw the highest number of participants (54 total including 10 new), further highlighting the crucial nature of this project. On behalf of CCAE, I congratulate all who participated and made the investment within their institution for the benefit of the entire sector.

In addition to this report, participating institutions receive a highly interactive complimentary Graphical Program Summary report, thanks to our friends at CASE. This year the report includes a robust longitudinal framework, and provides analysis not only internally, to your peers, and to all participants, but now with broader year-over-year comparisons and provides deeper levels to drill into within these comparisons. Custom graphical program summaries, providing a comprehensive overview of all survey data for an institution alongside that of self-selected peer institutions, are available for purchase from CASE.

The 5th edition of this survey, collecting data for the 2021–22 fiscal year, will be launched in summer of 2022. For this edition, CASE & CCAE are committed to updating and adding questions to align with *CASE's Global Reporting Standards*, and particularly to address gaps in reporting on donor advised funds within Canada.

Sincere thanks are due to the advancement leaders and staff who submitted data for this survey and the members of the Executive Review Group that provided feedback and guidance throughout the process. The collaboration between CCAE and CASE has been tremendously productive in establishing an authoritative source of data on charitable support for higher education in Canada, as well as adding Canada to the global stage of philanthropic giving.

**Mark Hazlett**

President & CEO

Canadian Council for the Advancement of Education

## Key Findings

- Participating institutions reported more than \$1.7 billion in new funds secured from 253,568 donors in the 2021 reporting year. This translated to \$1,671 for each full-time equivalent (FTE) student.
- Median new funds secured ranged from \$1.9 million for colleges and institutes to \$71.4 million for medical/doctoral universities.
- For the 33 institutions that reported data for each of the past 4 years, median new funds secured increased in all but one cohort from the amounts reported at the onset of the pandemic. Median new funds secured is close to returning to pre-pandemic levels.
- Responding institutions received a total of \$1.5 billion in cash income in 2021. Median cash income ranged from \$1.7 million for colleges/institutes to \$57 million for medical/doctoral institutions and varied widely within cohorts. In three of the four cohorts, median cash income exceeded levels reported in 2019.
- Research programs accounted for the largest share of new funds secured at 27.5%, followed by student financial aid and capital projects, each at 24%. The significant growth in giving for research and student financial aid in several cohorts likely reflects donors' concerns for student well-being and recognition of the value of university-based research.
- Institutions that reported for 2019 through 2021 experienced a small, aggregate decrease of 5% in the number of donors during those years. Given the impact of the pandemic on many fundraising activities, this is a positive outcome. Notably, while other cohorts decreased slightly in donors, colleges/institutes reported gains in donor counts thanks to increased giving below \$10,000.
- There were only modest changes in the number of donors in the highest gift bands, which may be due to the strong market recovery in the second half of 2020 and 2021. Giving continues to be concentrated among a small number of organizations and individuals, with less than 1% of donors accounting for 85% of new funds secured.
- Staffing for fundraising and alumni relations were remarkably stable given the disruptions brought by the pandemic, reflecting the priority institutions place on sustaining strong relations with alumni and other supporters.

### Definition: Philanthropic Funds

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

### ACCESSING ADDITIONAL ANALYSES

Participants in the CASE-CCAE survey receive a complimentary GPS Report, which includes interactive charts and data sets for select variables for their institution and associated reporting group. The goal is that respondents may use this report to prioritize next steps, conduct further analysis, or partner with CASE by purchasing additional services, such as Made-to-Order Reports or Facilitated Cohorts. These additional services provide deeper interactive analysis, the ability to select up to 10 peers for comparison, individualized review sessions focusing on how to use results, and an opportunity to collaborate to learn the stories behind the data. Contact Jenny Cooke Smith, [JSmith@CASE.org](mailto:JSmith@CASE.org) to learn more.

## Survey Sample, Reporting Cohorts, and Reporting Year

The CASE-CCAE Survey was open to participants from June to October 2021. CASE and CCAE sent invitations to participate to 97 colleges, institutes, and universities that are members of CCAE; 54 institutions completed the survey, for a response rate of 55.7%. Ten institutions responded for the first time this year.

Institutions submitted data as of the end of their most recently completed fiscal year. Half of survey participants had reporting years ending March 31, 2021 and 37% had reporting years ending April 30, 2021. One institution reported data for a December 31, 2020 reporting year and the remaining 6 institutions had reporting years ending in June or July 2021.

CASE research staff screened survey responses for outliers, inconsistencies, and potential errors

and queried survey participants to confirm or correct their responses.

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

### INTERPRETING CHARTS

- Many charts throughout this report disaggregate results for four cohorts of institutions: colleges/institutes, primarily undergraduate institutions, comprehensive universities, and medical/doctoral universities.
- Cohorts are color-coded consistently throughout the report:
  - Colleges/Institutes
  - Primarily Undergraduate
  - Comprehensive
  - Medical/Doctoral
- Each vertical bar represents data submitted by an individual institution, providing insight into the range of responses among institutions in any given cohort.
- Not every chart represents data for all 54 institutions participating in the survey. In some cases, institutions did not submit data for an individual question; in other instances, an individual outlier institution has been omitted because that data would have dramatically shifted the scale of the chart.
- Year-over-year comparisons are based on the subset of participants that submitted data for each reporting year represented in that chart. Data are reported for all years in which a data element was collected.
- The median value for each cohort is indicated by a horizontal line across the bars. Medians, indicating the middle point in a range of values, are more representative of a cohort than average values, which can be unduly influenced by large outliers.
- The vertical scale on charts for any given variable may differ from cohort to cohort.
- Monetary values are all reported in Canadian dollars and are not adjusted for inflation.

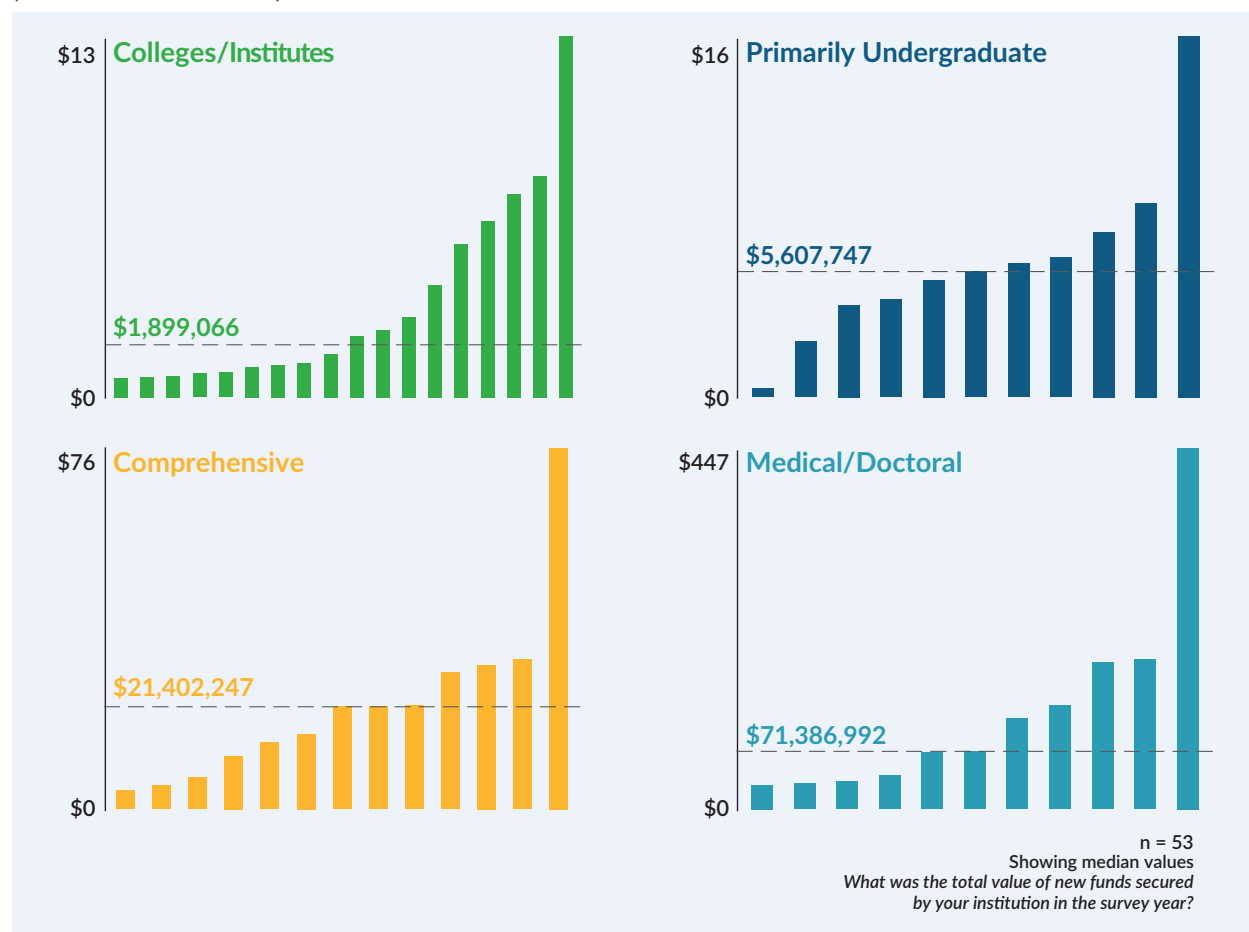
## New Funds Secured

Survey participants reported more than \$1.7 billion in new funds secured from 253,568 donors in the 2021 reporting year. This is equivalent to \$1,671 for each full-time equivalent (FTE) student. Median new funds secured ranged from

\$1.9 million for colleges and institutes to \$71.4 million for medical/doctoral universities. In each cohort, there was an outlier institution that secured a far greater amount than its peers.

### New Funds Secured, 2021

(Y Axis Dollars in Millions)



### Definition: New Funds Secured

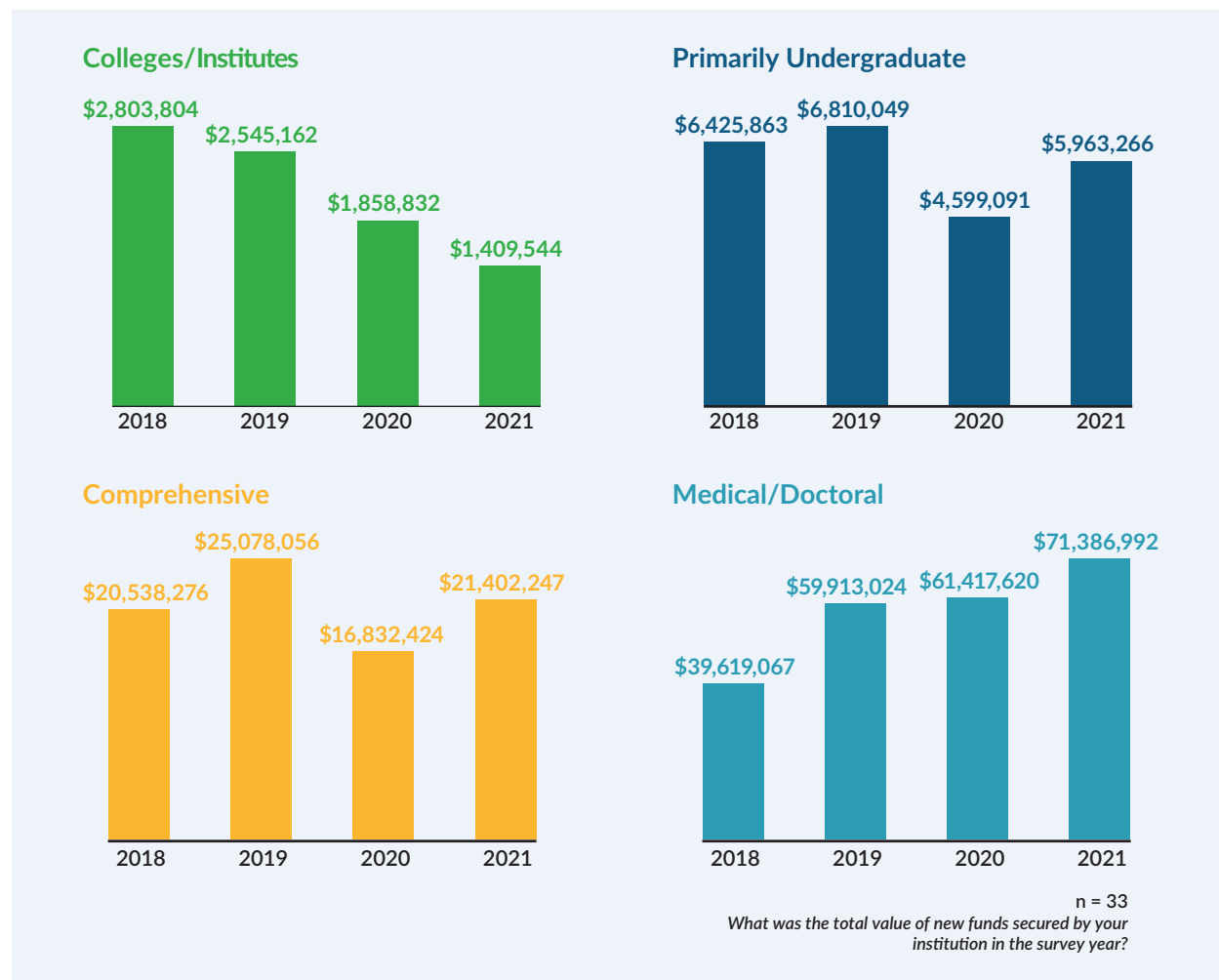
New funds secured provides a comprehensive measure of the impact and effectiveness of fundraising efforts in a given year, capturing the value of new cash gifts, gifts of securities, gifts of real property, gifts-in-kind, as well as the value of new gift commitments and pledges of up to five years duration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



Trends in new funds secured varied dramatically by institution type. For the 33 institutions that reported data for each of the past four years, median new funds secured in all but one cohort increased from the amounts reported at the onset of the pandemic. The median amount of new funds

secured by colleges and institutes in 2021 was 24% lower than in 2020. However, there are only six colleges and institutes in the group of 33 institutions that have provided data in each year, so this trend may not be reflective of the broader sector.

#### Median New Funds Secured, 2018-2021



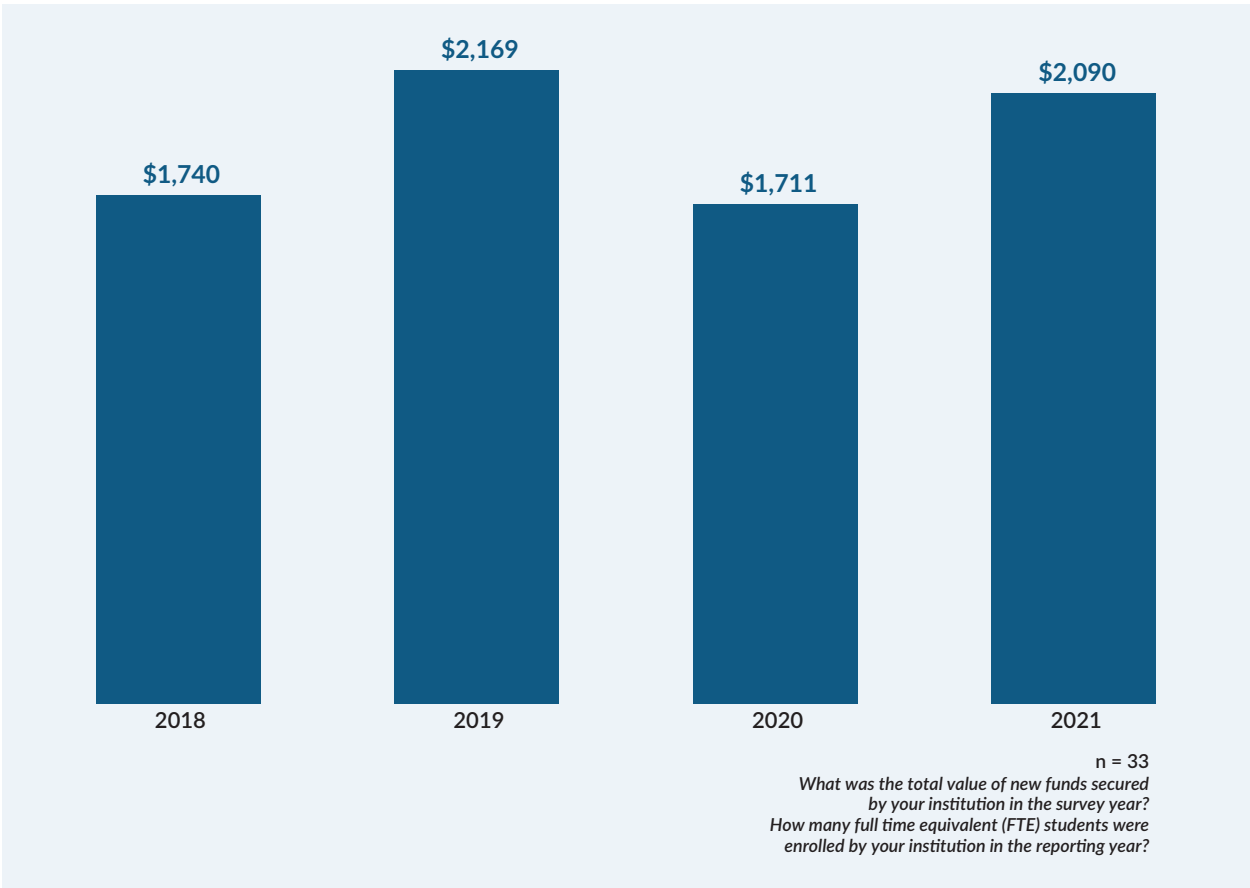
One-year increases in median new funds secured in the other cohorts ranged from 16% for medical/doctoral universities to 30% for primarily undergraduate institutions. While most primarily undergraduate and comprehensive institutions have not yet achieved the level of giving that they received in 2019, they appear to be on track to reach that benchmark. Notably, the median amount of new funds secured by medical/doctoral universities in 2021 exceeded the amount secured in 2019 by \$11.5 million.

To some extent, the value of new funds secured by an institution is contingent on institutional size,

number of alumni, and scale of advancement programs. Looking at funds secured on a per-student basis “normalizes” the data and allows for more accurate comparisons between institutions with different enrollment. It also provides insights into the impact of philanthropy on students, scaling it to an individual basis.

Mirroring year-over year changes in new funds secured, funds secured per FTE student increased by 22% after declining between 2019 and 2020, nearing the level seen prior to the pandemic.

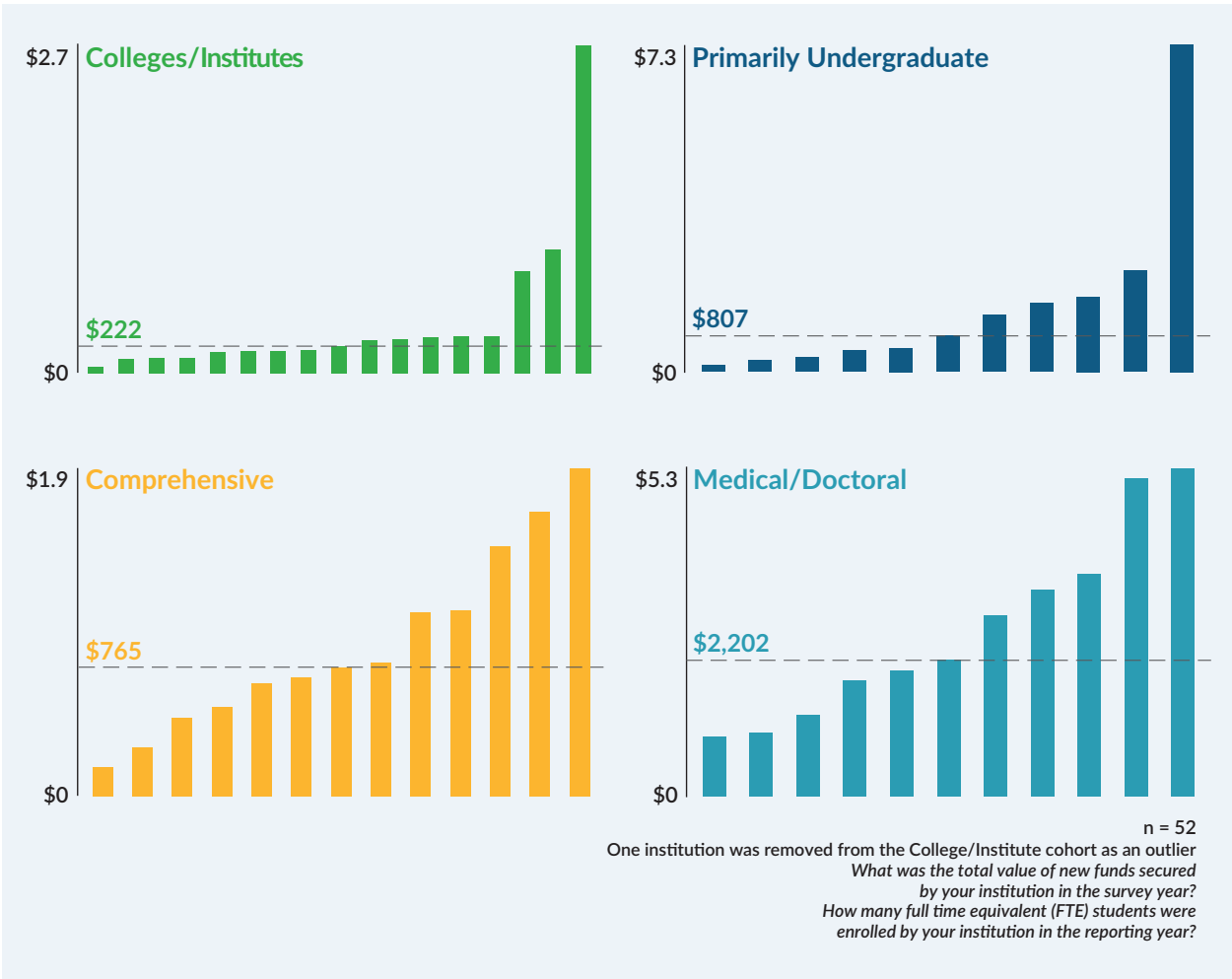
Median New Funds Secured per FTE Student, 2018 to 2021



However, funds secured per FTE student varied considerably both across and within institution types, reflecting both enrollment and the scale of advancement operations. Median new funds per student FTE ranged from \$222 at colleges/

institutes to \$2,200 at medical/doctoral universities. Comprehensive universities and primarily undergraduate institutions both secured a median of approximately \$800 per FTE student (\$765 and \$807, respectively).

**New Funds Secured per FTE Student, 2021**  
(Y Axis Dollars in Thousands)



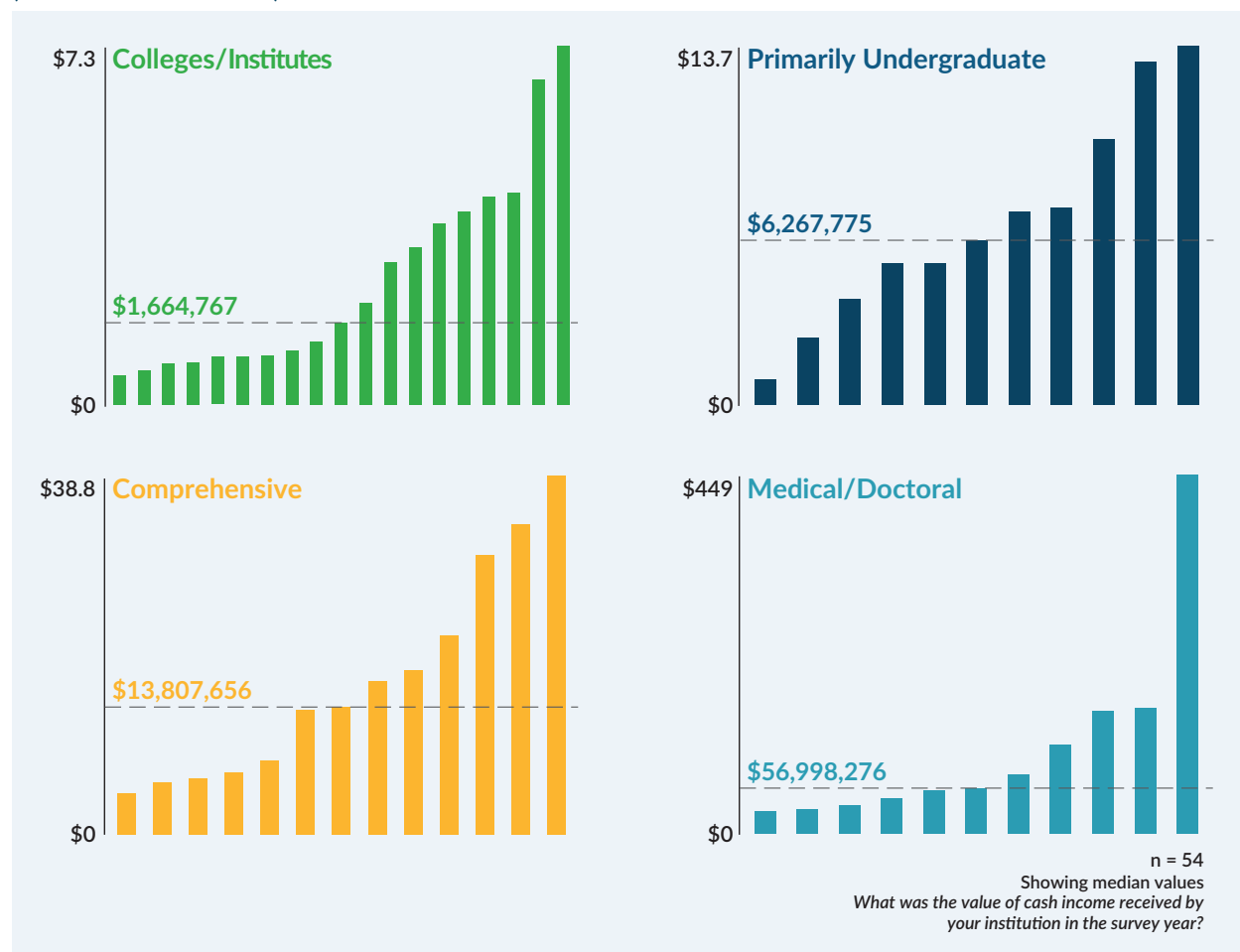
## Cash Income

Responding institutions received a total of \$1.5 billion in cash income in 2021. Median cash income ranged from \$1.7 million for colleges/

institutes to \$57 million for medical/doctoral universities and varied widely within cohorts.

### Cash Income, 2021

(Y Axis Dollars in Millions)



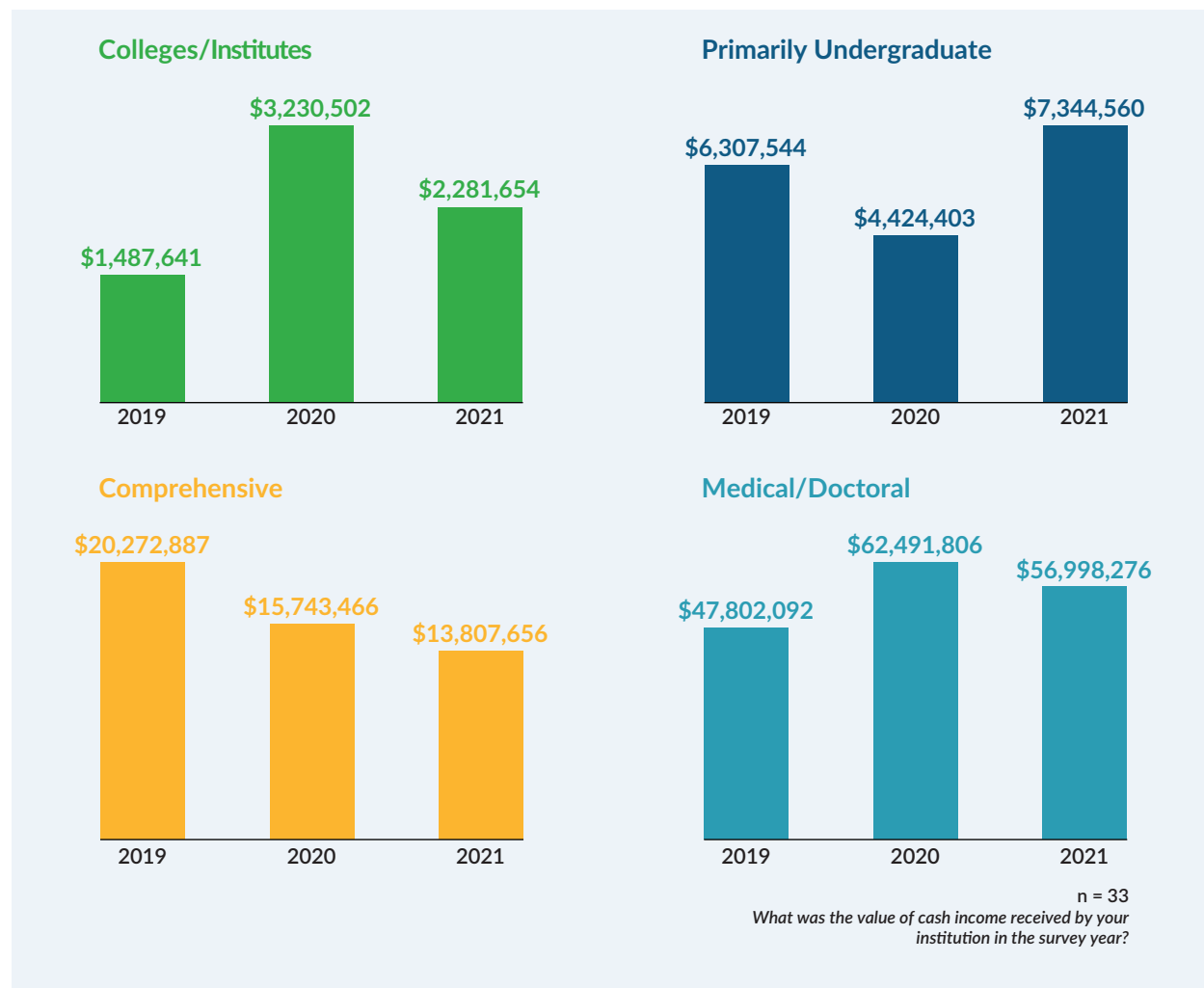
### Definition: Cash Income

Cash income represents all cash received during the year, including new single cash gifts, cash payments received against pledges secured in the reporting year or previous years, the documented value of stocks, bonds, or other financial instruments, and cash received from estates/bequests. Cash Income does not include the value of gifts in kind, including physical assets received from estates. While new funds secured reflects the impact of fundraising activity in the current year and up to five years into the future, cash income provides a complementary measure reflecting the financial impact in the reporting year of current and prior fundraising activity.

Reflecting the turbulent times, trends in median cash income varied across the four cohorts. Colleges/institutes and medical/doctoral universities saw median cash income increase in 2020, then decline in 2021 to levels that still exceed 2019. At primarily undergraduate institutions,

median cash income rose significantly in 2021 over previous years. At comprehensive universities, median cash income declined in 2020 and 2021, resulting in median income that is considerably less than in 2019.

#### Median Cash Income, 2019 to 2021

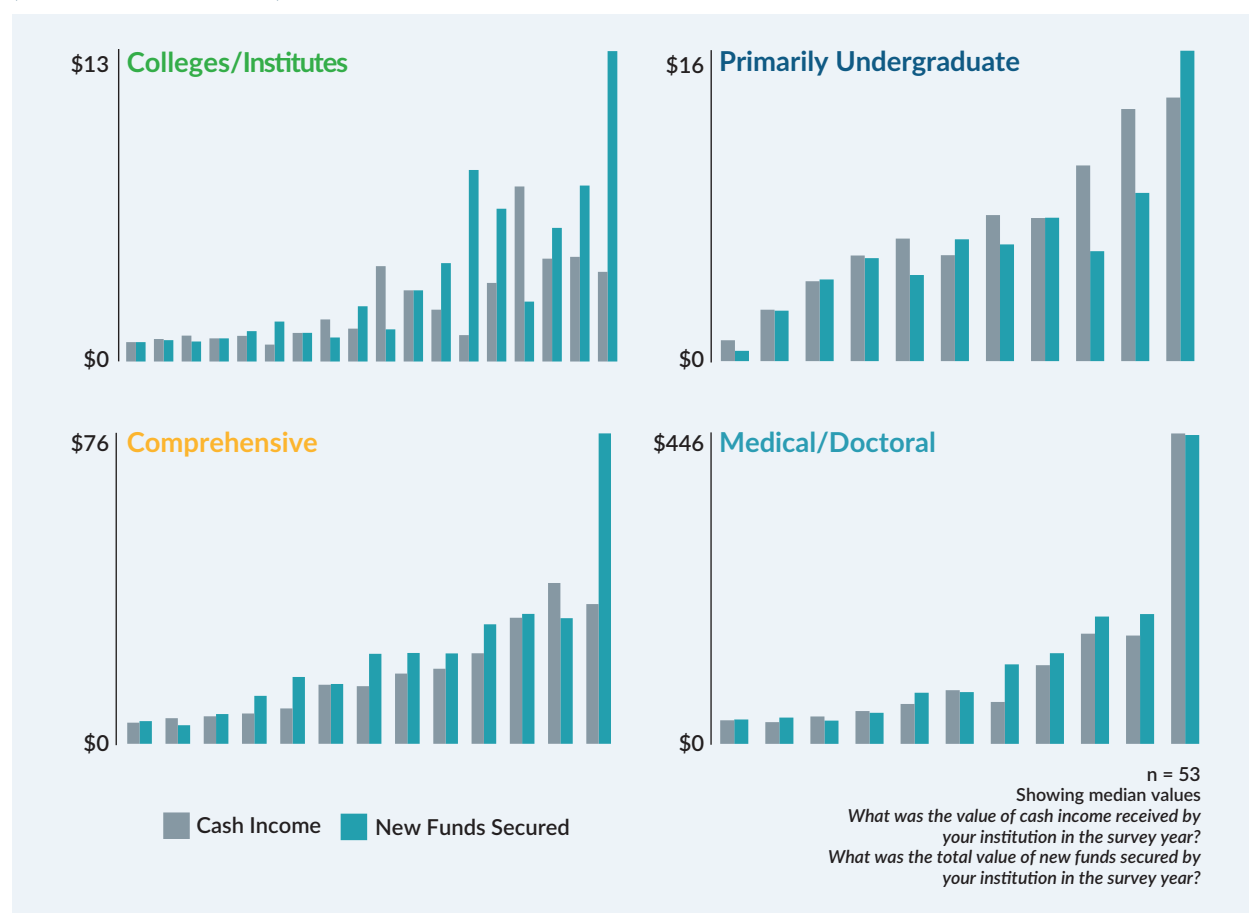


In 2021, the median ratio of new funds secured to cash was 1.04, down from 2019 when the same institutions had a median new funds to cash ratio of 1.15. This change reflects a decrease in the value of new outright gift and pledge commitments secured in-year relative to revenue from new outright gifts,

payments on prior year pledges, and funds from realized bequests.

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

#### Cash Income and New Funds Secured, 2021 (Y Axis Dollars in Millions)

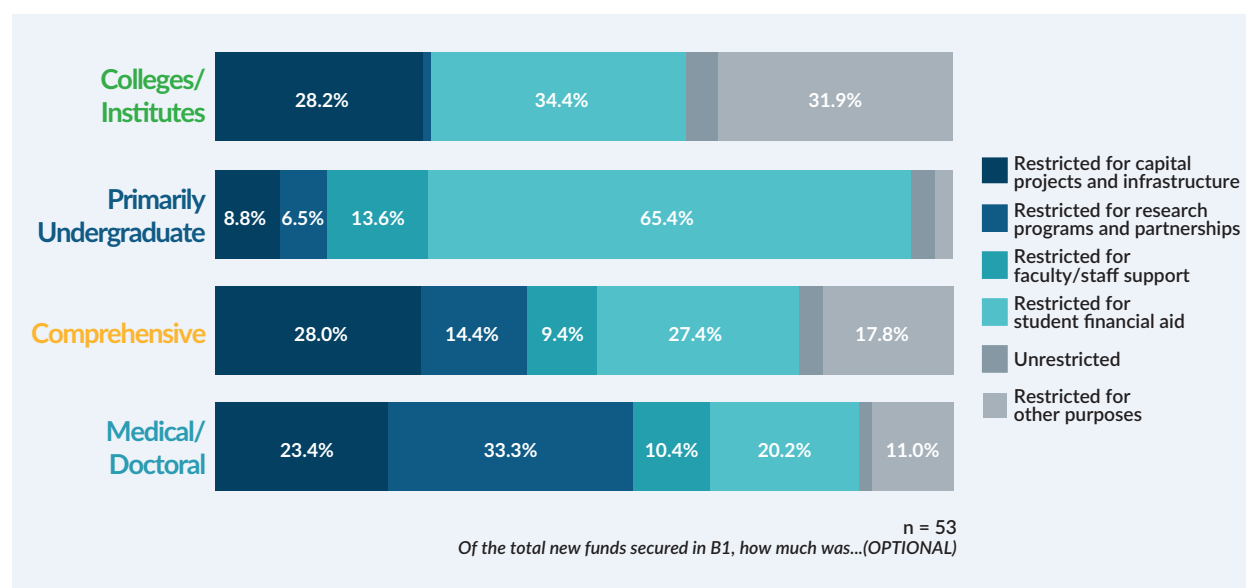


## Fund Designations

The vast majority of donors to colleges and universities elect to designate their gifts for particular institutional purpose. Gift funds play a critical role in the provision of financial aid for students and fund research, faculty support, programs, and facilities. Just 2% of all new funds secured by

survey participants was unrestricted by donors in the 2021 reporting year. Research programs accounted for the largest share of giving at 27.5%, followed by student financial aid and capital projects, each at 24%.

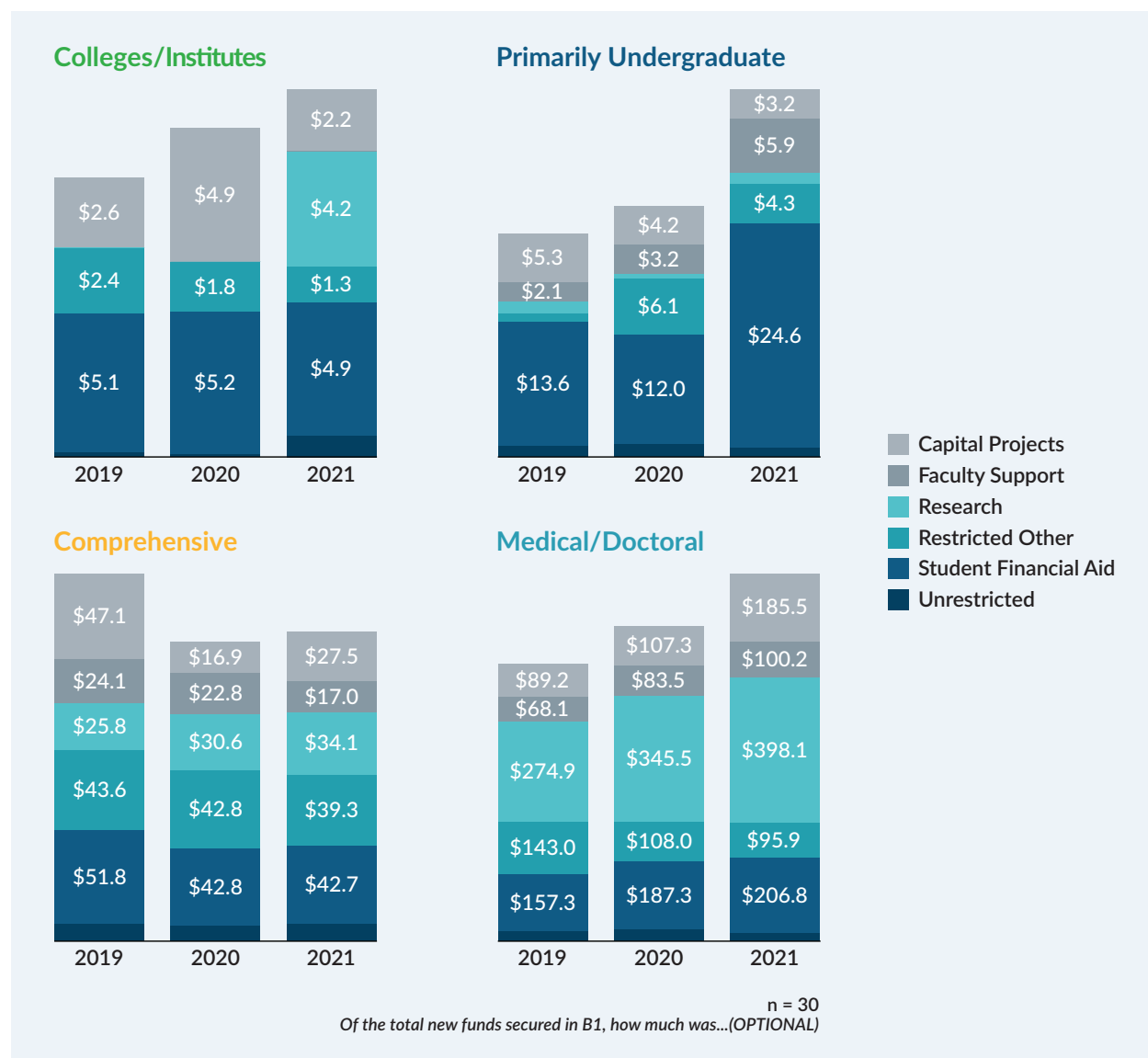
Percentage Distribution of New Funds Secured by Designated Purpose, 2021



This chart below displays total new funds secured by purpose, and so differs from other charts in this report that display median new funds secured. It shows that new gifts to colleges/institutes and primarily undergraduate institutions were increasingly—but not exclusively—devoted to student financial aid in 2021. At primarily undergraduate institutions, total new funds secured for financial aid almost doubled from \$13.6 million in 2019 to \$24.6 million in 2021. At medical/doctoral

universities, total new funds for financial aid rose from \$157.3 million in 2019 to \$206.8 million in 2021. However, there were also increases in new funds secured for capital projects and research in several cohorts as well. It is notable that new funds secured for research at medical/doctoral universities rose from \$275 million in 2019 to almost \$400 million in 2021. This shift may reflect increased recognition of the power of university research to address important problems such as the pandemic.

**Total New Funds Secured, by Designated Purpose, 2019 to 2021**  
(Dollars in Millions)





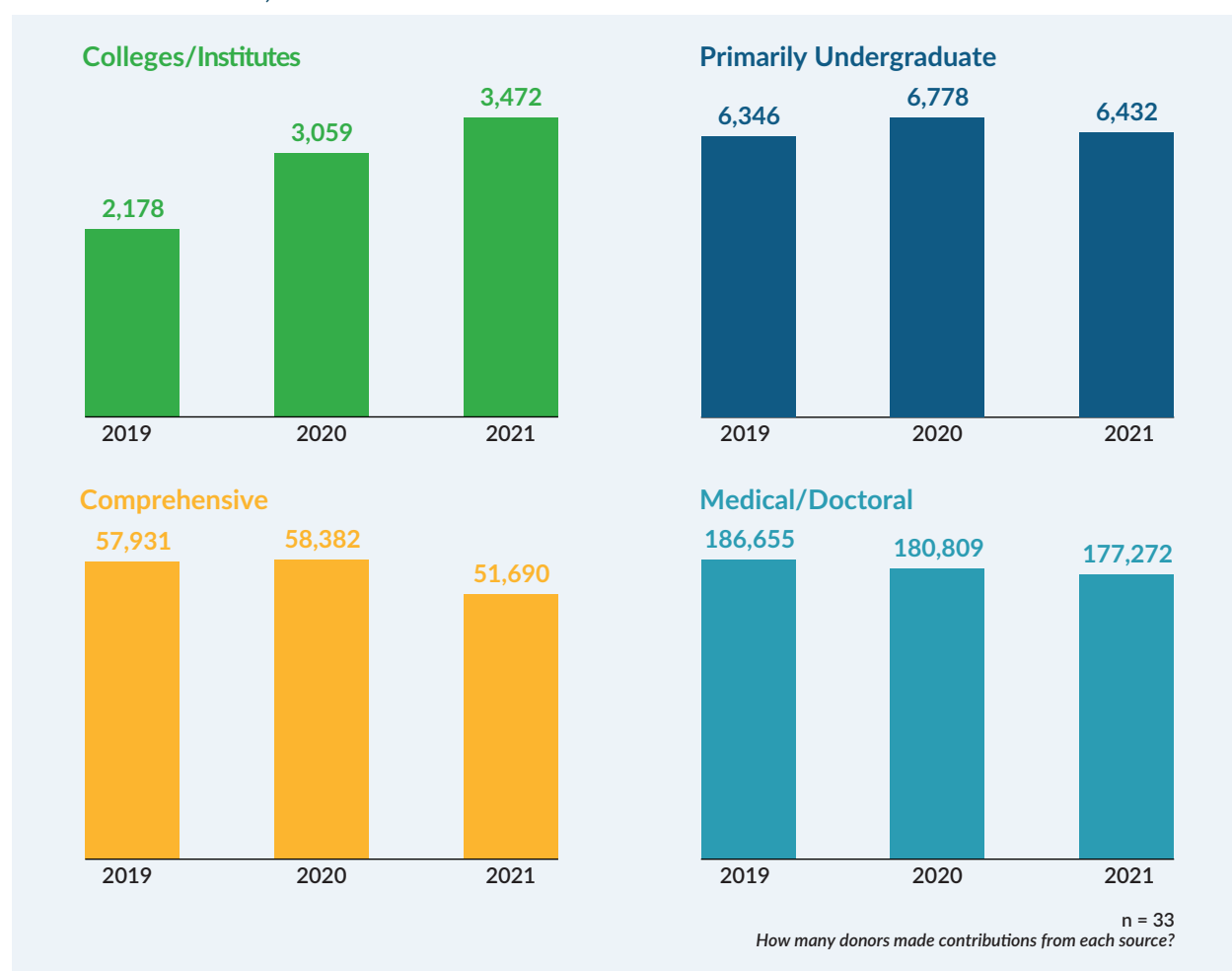
## Donors & Sources of Funds

Survey participants reported 253,568 unique donors in 2021. Institutions that reported every year since 2019 saw a decrease of 5% in the number of donors between 2019 and 2021, suggesting that despite the global pandemic, most donors remain loyal and engaged.

Overall trends in the number of donors were driven by medical/doctoral universities, where the

number of donors declined by 5% between 2019 and 2021. At comprehensive universities, the number of donors also declined in 2021 after rising slightly in 2020. However, colleges/institutes and primarily undergraduate institutions were able to maintain and even grow their donor base during the pandemic.

### Total Number of Donors, 2019 to 2021



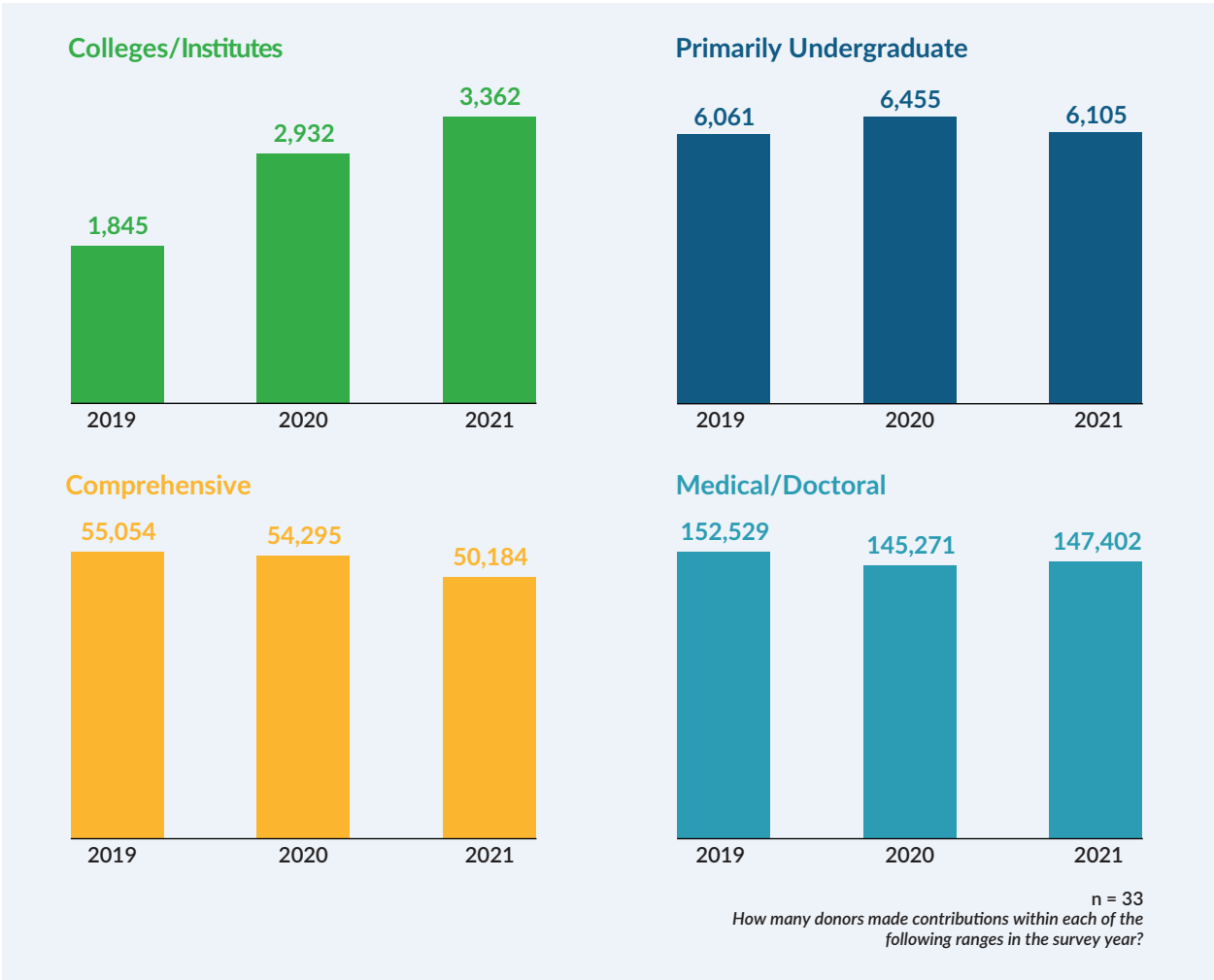
### Definition: Donor Populations

Data on donor populations are based on “hard-credit” legal donors and valuations of new funds secured. A large proportion of gifts here attributed to trusts, foundations, and other organizations, including donor-advised funds (DAFs), may reflect the philanthropy of alumni and other individuals who make charitable contributions through these vehicles.

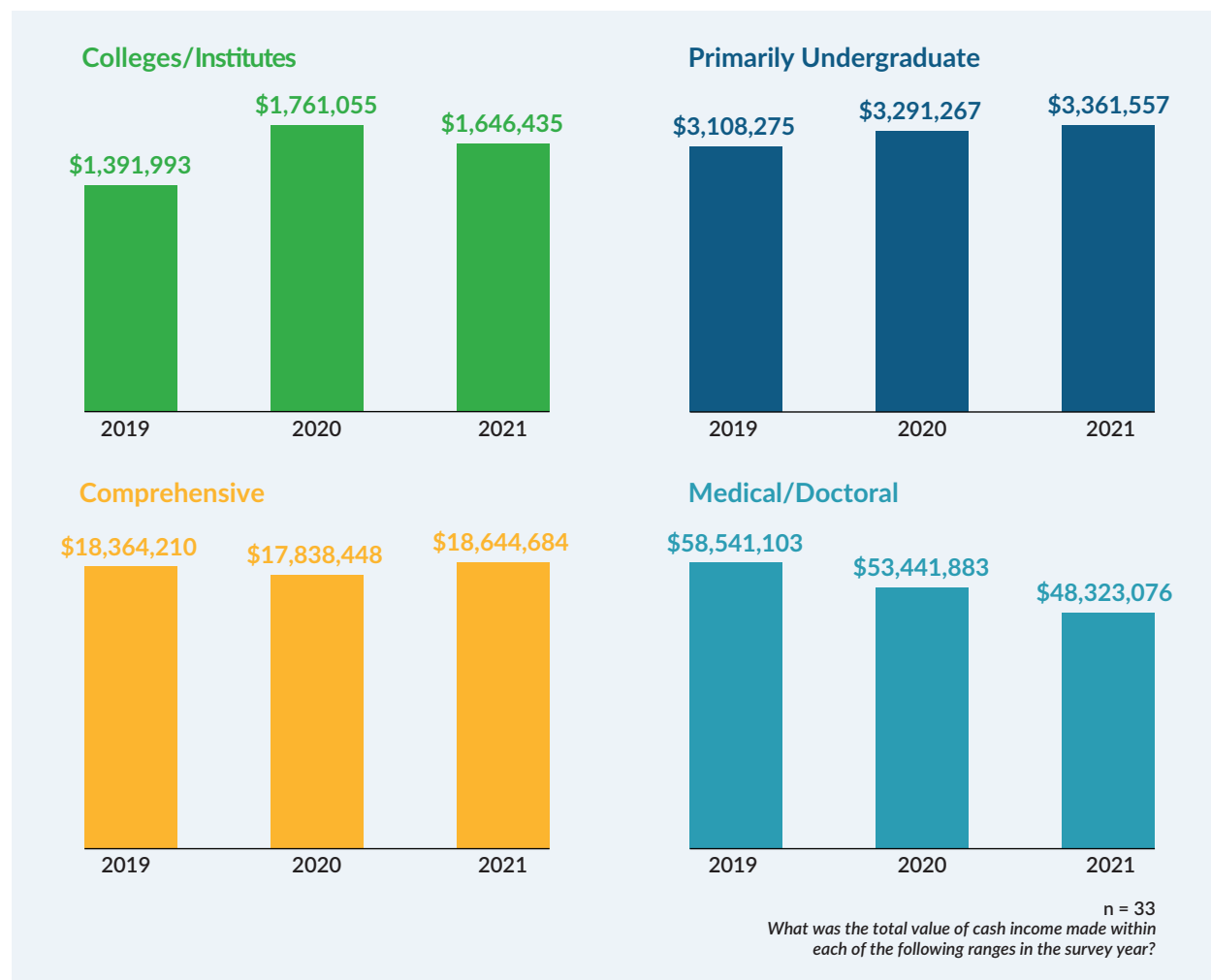
An important question was whether alumni and other contributors of less than \$10,000, who make up the majority of the donor population, would cease contributions as institutions altered their fundraising practices during the pandemic (e.g., elimination of annual fund appeals and the closing of call centers). The answer to that question is that

this population of donors also remained largely engaged, with the number falling by only 4% among institutions that provided donor information every year since 2019. Moreover, at three of the four cohorts of institutions, the total value of donations from these contributors increased between 2019 and 2021.

Total Number of Donors Contributing less than \$10,000, 2019 to 2021



**Total Value of Donations less than \$10,000, 2019 to 2021**

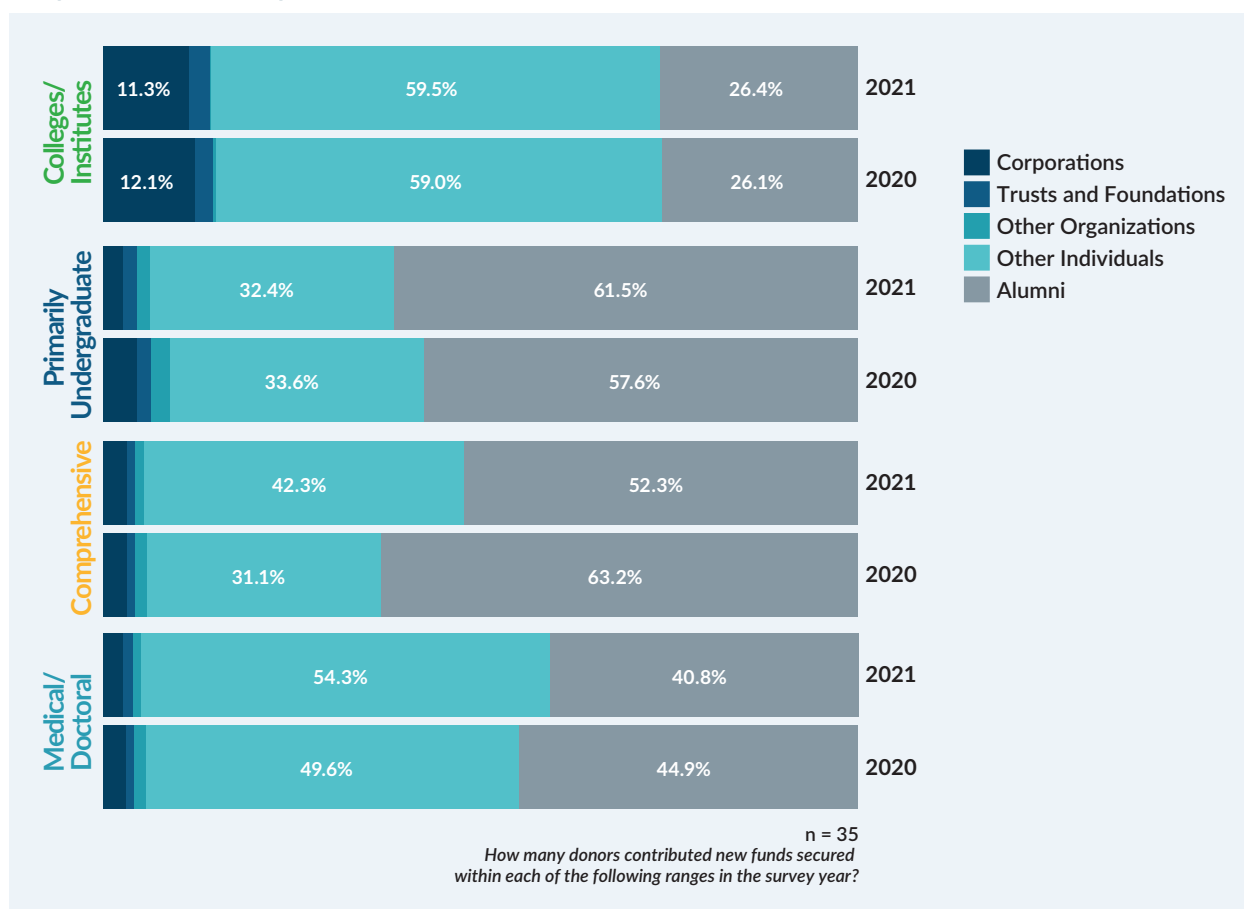


The 2021 survey found that alumni account for 41% of institutions' donors and other non-alumni individuals account for 44% of donors. Colleges/Institutes and medical/doctoral institutions have, on average, more non-alumni than alumni donors.

The composition of donor populations remained largely unchanged from 2020 to 2021 at primarily undergraduate institutions and colleges/

institutes. At comprehensive and medical/doctoral universities, the share of donors identified as alumni declined, perhaps because of the increasing use of DAFs. The new CASE Global Reporting Standards provide additional clarity on DAF's, which will be reflected in the next edition of this survey, and will provide important insights into the use of DAFs in Canada.

### Composition of Donor Population, 2020 and 2021



The share of alumni that are contactable was unchanged for the 33 institutions providing responses in all four years of the survey, so the

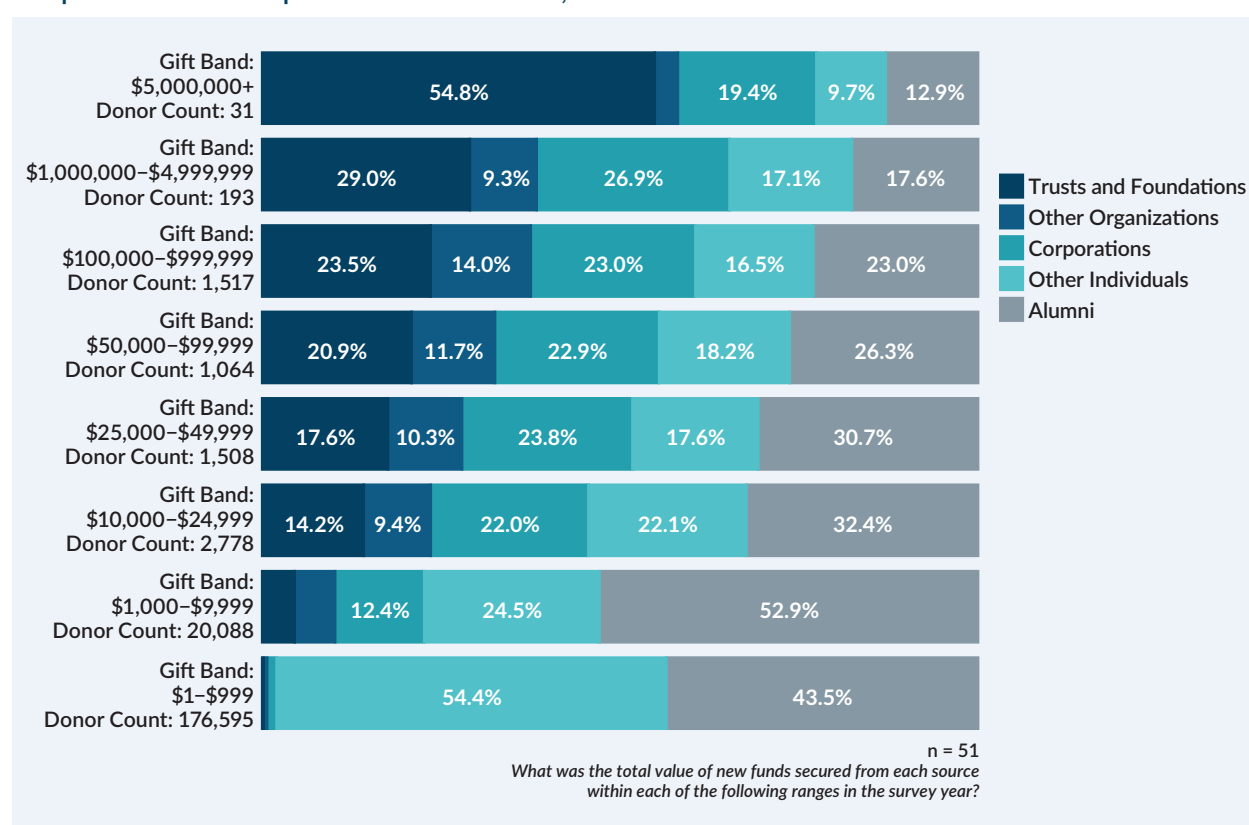
pandemic has not affected institutions' ability to reach these key constituents.

## Giving Bands and Largest Gifts

Viewing the composition of the donor population by size of gift provides a more nuanced picture of the sources and amounts of philanthropic gifts. These data reflect total funds secured by donors within the reporting year, so an individual donor who made two separate gifts of \$5,000 would be counted once in the \$10,000-\$24,999 gift band.

As previously noted, gifts legally credited to trusts, foundations, private corporations, or other organizations may be attributable to individual philanthropy. As one would expect, as the value of gifts rises, the composition of the donor population shifts from individuals to organizations such as trusts, foundations, and corporations.

### Composition of Donor Population within Gift Bands, 2021



Survey participants received 214 gifts of \$1 million or more. Institutions that submitted data for both 2020 and 2021 reported 10 fewer gifts of \$1 million or more for the 2021 reporting year. Across all cohorts, one-third of gifts of \$1 million or more were contributed by corporations, followed by trusts/foundations at 24%. Some of the largest gifts credited to trusts/foundations and other organizations may reflect the private philanthropy of individual donors giving via family foundations, donor advised funds, or other giving vehicles.

This year's survey continues to document the trend of large gifts from relatively few donors accounting for a greater share of giving. Among institutions reporting donor counts and funds secured by gift bands, less than 1% of donors (1,741 organizations or individuals) contributed or committed 85% of new funds secured. Just 31 donors contributed \$561 million. Individuals account for decreasing proportions of donors and decreasing proportions of funds contributed as giving levels increase.

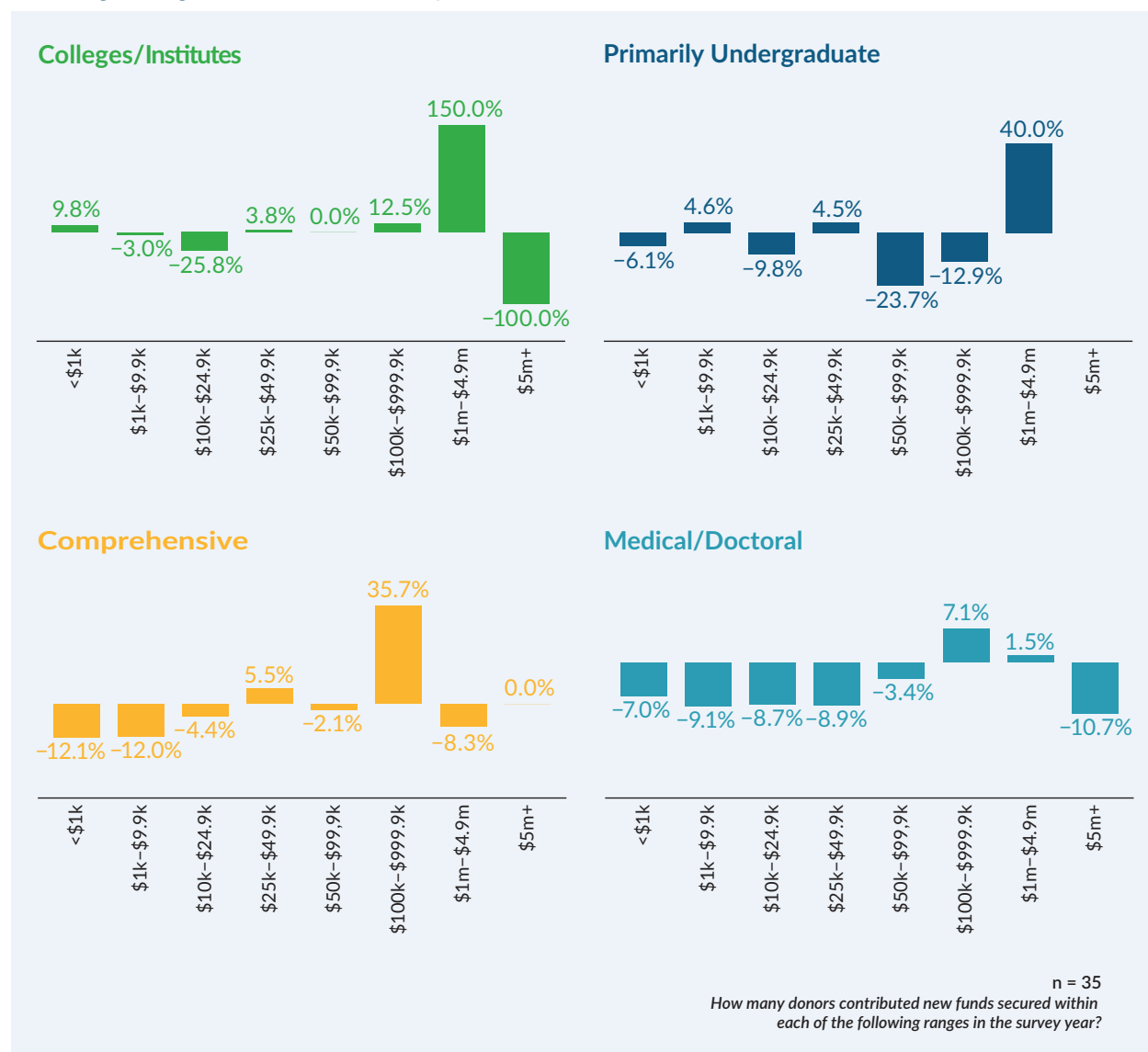
Not surprisingly, the largest gifts received by medical/doctors and comprehensive universities had the highest median dollar value. Further, several institutions in these cohorts received very large gifts that impacted the giving totals for the

entire cohort. For medical/doctors universities, the largest single gift accounts for 18% of all new funds secured in the cohort. At comprehensive universities, the largest single gift accounts for 16% of all new funds secured.

However, despite the importance of these individual donations, the largest gifts account a greater share of total giving at colleges/institutes and primarily undergraduate institutions than at comprehensive and medical/doctors universities. At colleges/institutes, the largest gifts together account for 42% of all giving to that cohort and, at primarily undergraduate institutions, the largest gifts together represent 30% of all giving.

The chart below shows changes in donor counts by gift band from 2020 to 2021 for each reporting cohort. Consistent with the concentration of giving from relatively few individuals and organizations, it generally shows declines in the number of donors making smaller contributions. No institution wants to see a decline in the number of donors at any level of giving, but it is important to remember that the net decline in the number of donors was small (5%), so these changes are on the margins of remarkably stable philanthropic support for higher education during the pandemic.

## Percentage Change in Number of Donors, by Gift Band, 2020 to 2021

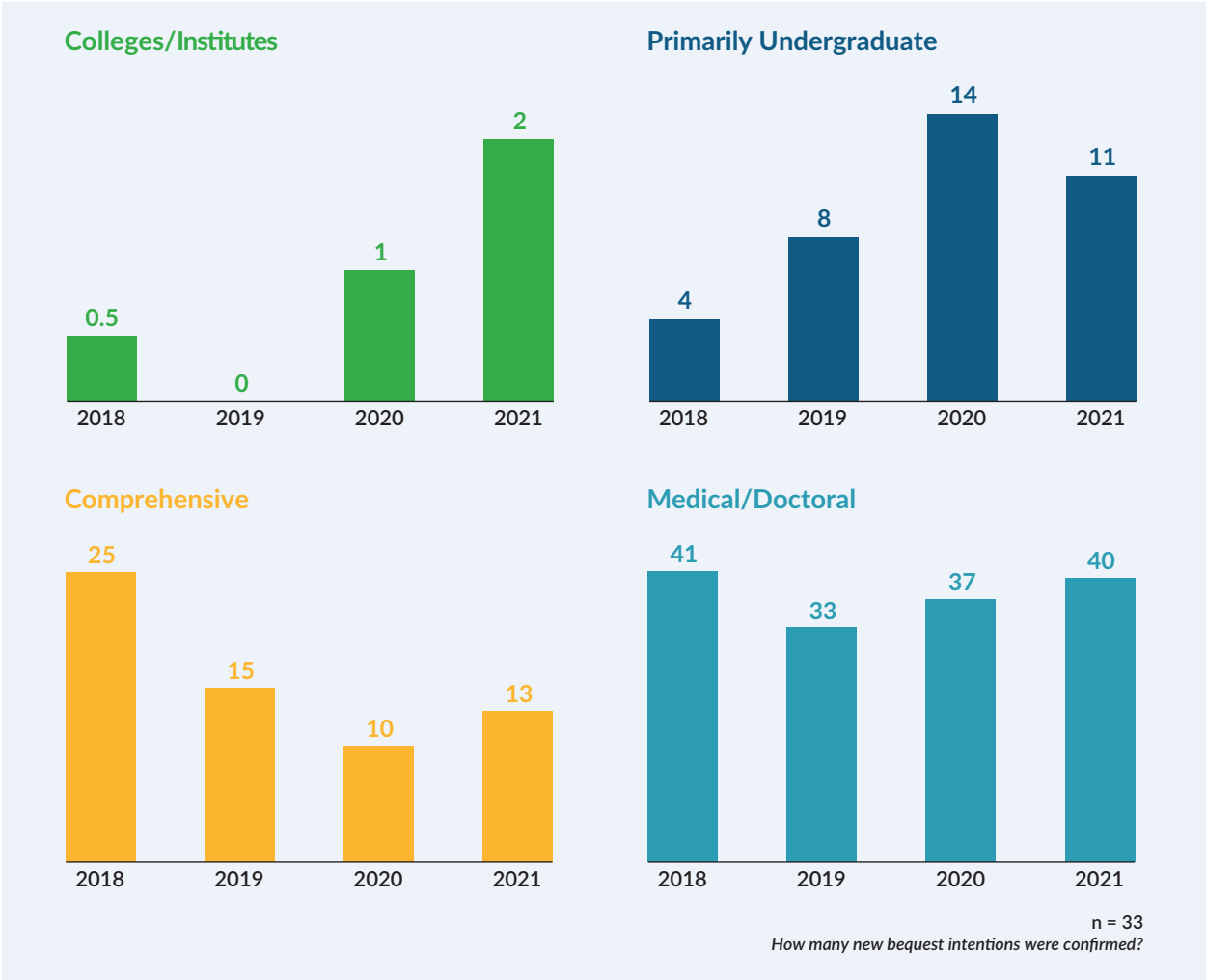


## Bequest Giving

Participating institutions confirmed 875 new bequest intentions in the 2021 reporting year; 522 of these confirmed bequest intentions were reported by medical/doctoral universities.

For the 33 institutions that submitted year-over-year data, the median number of bequest commitments increased slightly in 2021 except at primarily undergraduate institutions.

Median New Bequest Intentions Confirmed, 2018 to 2021

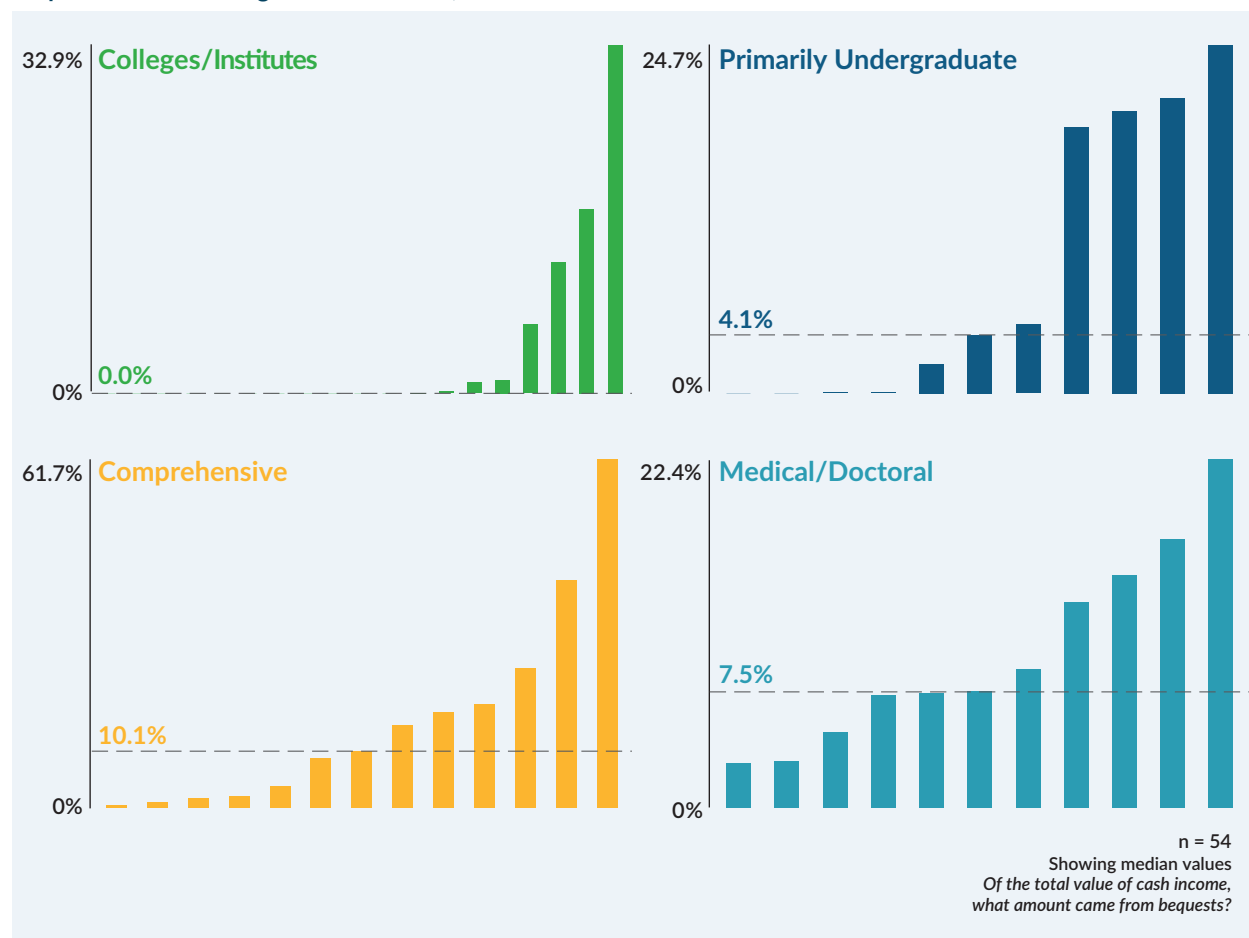




Realized bequests accounted for 8% of philanthropic income at responding institutions. Bequests can, however, have a significant impact on fund-

raising; for six institutions, more 20% of cash income came from bequests in 2021.

### Bequests as a Percentage of Cash Income, 2021

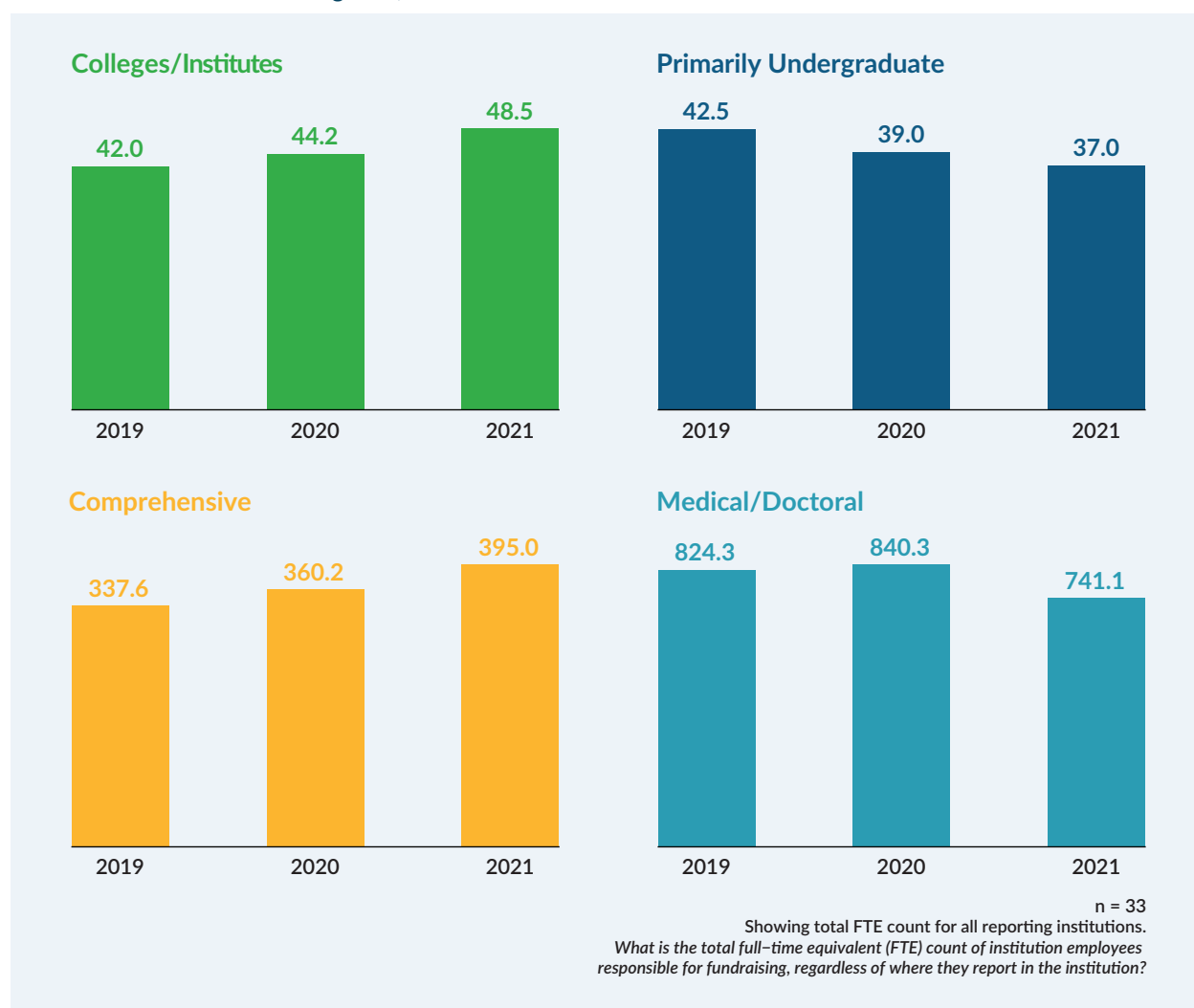


## Staffing

Staffing levels for fundraising and alumni relations are a proxy for advancement capacity. Despite the significant impact of the pandemic on the operations of colleges and universities—and considerable volatility in the job market due to the pandemic—the total number of fundraising staff declined by a modest 2% overall. The total number of staff increased slightly during the pandemic in the

colleges/institutes and comprehensive universities cohorts. However, the number of FTE staff decreased slightly in primarily undergraduate institution cohort and more significantly in the medical/doctoral universities cohort. The change at medical/doctoral universities may be due to the release of contract staff at the conclusion of campaigns or because annual appeals were suspended.

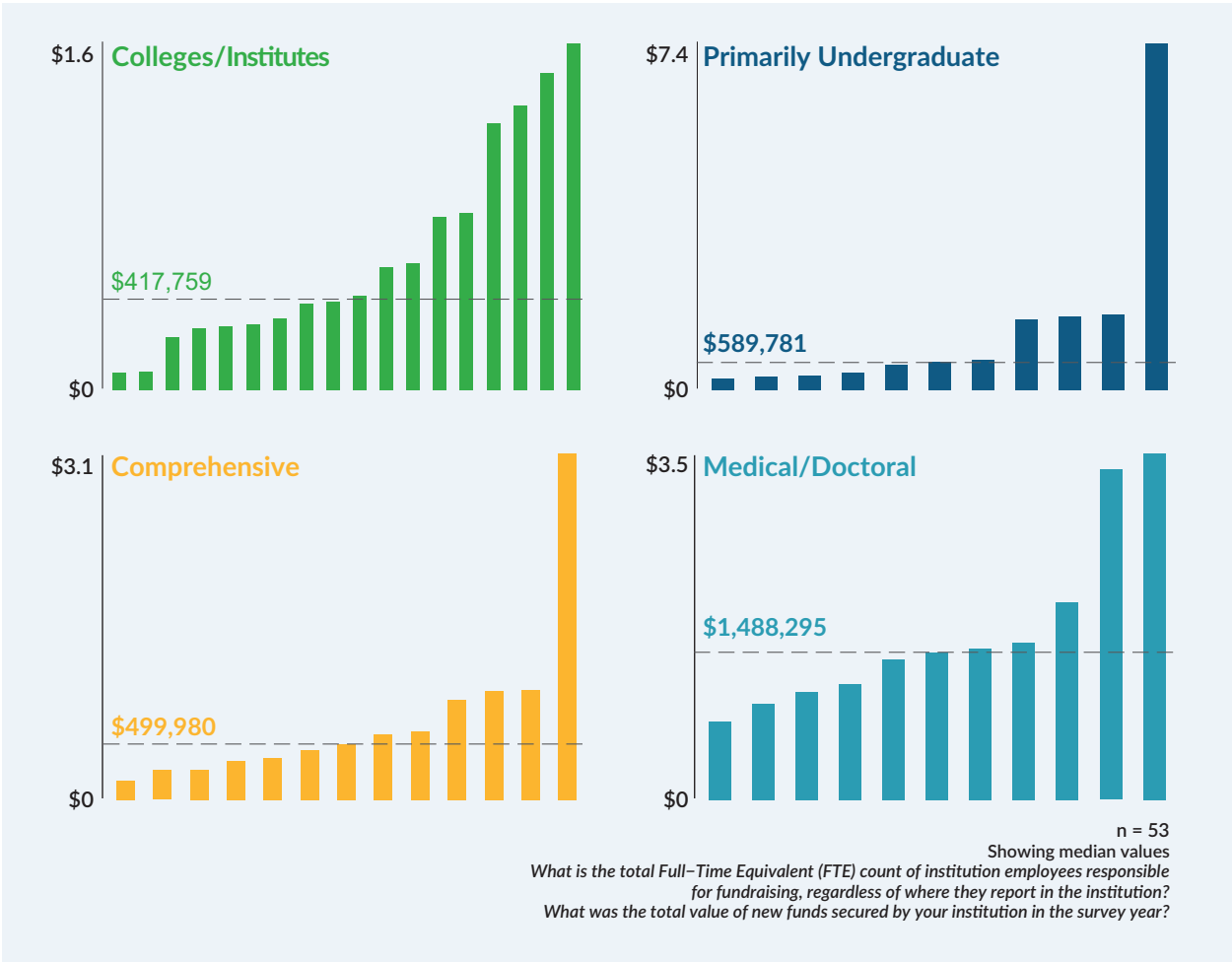
**Total Number of FTE Fundraising Staff, 2019 to 2021**



One measure of the impact of fundraising staff as a group is new funds secured per FTE. By this measure, the median amount secured by colleges/institutes, primarily undergraduate institutions, and comprehensive universities varied by less than

\$200,000 per FTE. However, there was considerable variability within each cohort even after controlling for staffing, and medical/doctoral universities received far more funding per fundraising staff than the other cohorts.

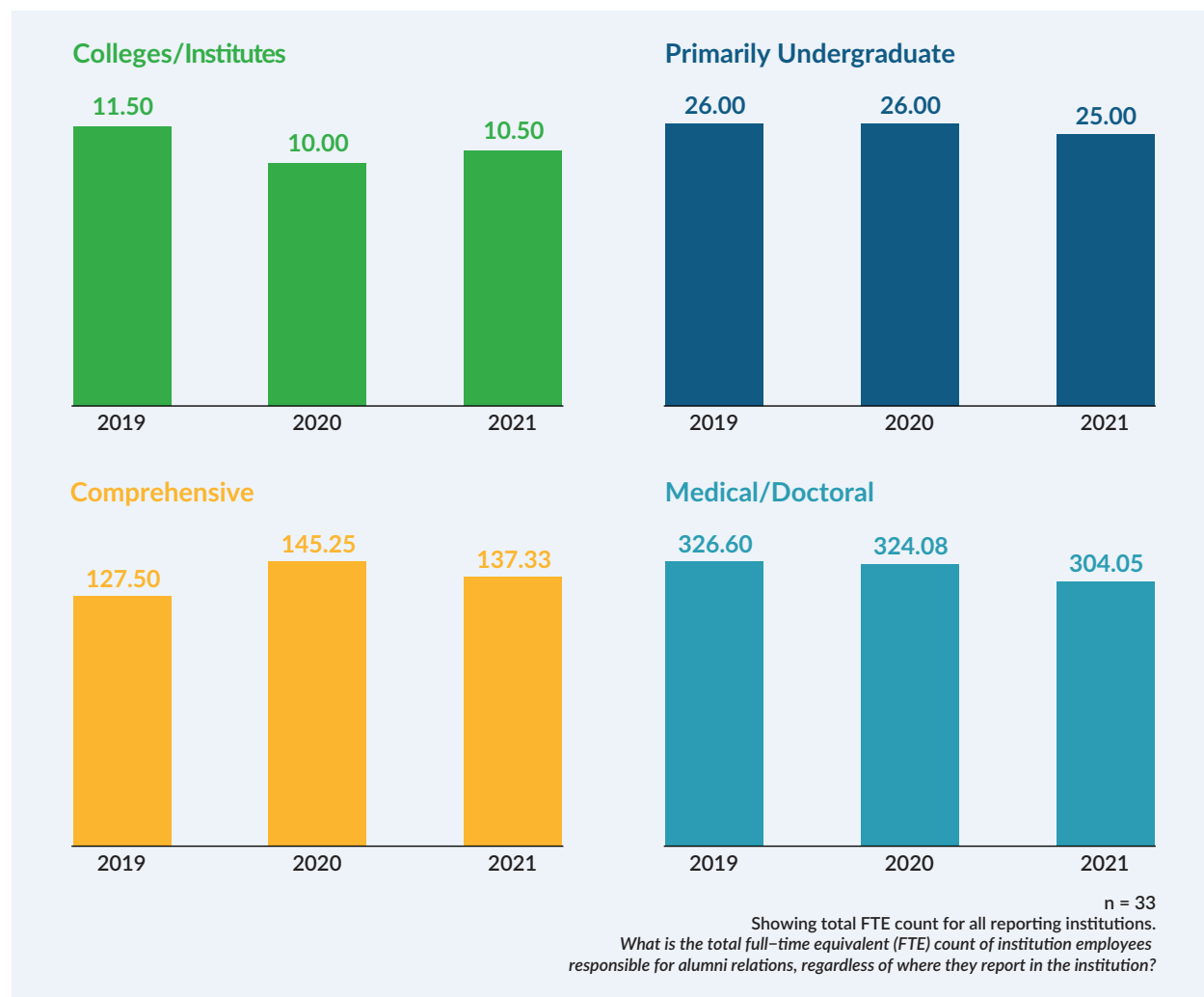
New Funds Secured per FTE Fundraising Staff, 2021  
(Y Axis Dollars in Millions)



The total number of alumni relations staff also has been stable during the pandemic, dropping by 3% between 2019 and 2021. The only significant change was in the medical/doctoral universities cohort, where the total number of FTE alumni relations staff declined by 7%.

The stability of staffing levels likely reflects the priority that institutions place on sustaining strong relations with alumni and other supporters.

#### Total Number of FTE Alumni Relations Staff, 2019 to 2021



## Participating Institutions and Cohorts

Colleges/Institutes	Primarily Undergraduate Institutions	Comprehensive Universities	Medical/Doctoral Universities
Algonquin College	Acadia University	British Columbia Institute of Technology	Dalhousie University
Assiniboine Community College	Emily Carr University of Art + Design	Brock University	McGill University
Bow Valley College	Kwantlen Polytechnic University	Carleton University	Queen's University
Cambrian College	Mount Allison University	Concordia University	Université de Montréal
College of the North Atlantic	Mount Royal University	Memorial University of Newfoundland	University of Alberta
Conestoga College	Saint Mary's University	Ryerson University	University of British Columbia
Holland College	St. Francis Xavier University	Simon Fraser University	University of Manitoba
Humber College	Trent University	University of Guelph	University of Ottawa
Lakeland College	Université de Moncton	University of New Brunswick	University of Saskatchewan
Langara College	University of Prince Edward Island	University of Regina	University of Toronto
Lethbridge College	University of Winnipeg	University of Victoria	Western University
Mohawk College		University of Waterloo	
Northern Alberta Institute of Technology		Wilfrid Laurier University	
New Brunswick Community College			
Okanagan College			
Perimeter Institute for Theoretical Physics			
Seneca College			
Sheridan College			
St. Lawrence College			

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

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