

Table of Contents

| | |
|---|----|
| Survey Participants | 25 |
| The Questionnaire..... | 27 |
| Characteristics of the Sample | 32 |
| Summary of Main Findings..... | 33 |
| Chapter 1. Promotional Vehicles..... | 44 |
| Table 1 What was the total quantity of pieces mailed in the past year in order to raise funds for the college from all potential donors? (If the college did 10 mailings at 5,000 pieces each then the answer would be 50,000)..... | 44 |
| Table 1.1.1 Total Quantity of Pieces Mailed to Raise Funds in the 2011-12 academic year | 44 |
| Table 1.1.2 Total Quantity of Pieces Mailed to Raise Funds in the 2011-12 academic year Broken out by Total Enrollment Count..... | 44 |
| Table 1.1.4 Total Quantity of Pieces Mailed to Raise Funds in the 2011-12 academic year Broken out by Private or Public College..... | 45 |
| Table 1.1.5 Total Quantity of Pieces Mailed to Raise Funds in the 2011-12 academic year Broken out by Total Value of College Endowment..... | 45 |
| Table 1.1.6 Total Quantity of Pieces Mailed to Raise Funds in the 2011-12 academic year Broken out by Total Cost of Tuition..... | 46 |
| Table 1.2.1 Total Quantity of Pieces Mailed to Raise Funds in the 2012-13 academic year | 46 |
| Table 1.2.2 Total Quantity of Pieces Mailed to Raise Funds in the 2012-13 academic year Broken out by Total Enrollment Count..... | 46 |
| Table 1.2.4 Total Quantity of Pieces Mailed to Raise Funds in the 2012-13 academic year Broken out by Private or Public College..... | 47 |
| Table 1.2.5 Total Quantity of Pieces Mailed to Raise Funds in the 2012-13 academic year Broken out by Total Value of College Endowment..... | 47 |
| Table 1.2.6 Total Quantity of Pieces Mailed to Raise Funds in the 2012-13 academic year Broken out by Total Cost of Tuition..... | 48 |
| Table 2 Which of the following internet vehicles has the college found useful for particular fundraising campaigns in the past two years? (check all that apply)..... | 48 |
| Table 2.1.1 Usefulness of blogs developed for specific campaigns for particular fundraising campaigns..... | 48 |
| Table 2.1.2 Usefulness of blogs developed for specific campaigns for particular fundraising campaigns Broken out by Total Enrollment Count..... | 48 |
| Table 2.1.3 Usefulness of blogs developed for specific campaigns for particular fundraising campaigns Broken out by Type of College..... | 49 |
| Table 2.1.4 Usefulness of blogs developed for specific campaigns for particular fundraising campaigns Broken out by Private or Public..... | 49 |
| Table 2.1.5 Usefulness of blogs developed for specific campaigns for particular fundraising campaigns Broken out by Total Value of College Endowment..... | 49 |
| Table 2.1.6 Usefulness of blogs developed for specific campaigns for particular fundraising campaigns Broken out by Total Cost of Tuition..... | 50 |
| Table 2.2.1 Usefulness of YouTube for particular fundraising campaigns..... | 50 |

| | |
|--|----|
| Table 2.2.2 S Usefulness of YouTube for particular fundraising campaigns Broken out by Total Enrollment Count | 50 |
| Table 2.2.3 Usefulness of YouTube for particular fundraising campaigns Broken out by Type of College..... | 51 |
| Table 2.2.4 Usefulness of YouTube for particular fundraising campaigns Broken out by Private or Public..... | 51 |
| Table 2.2.5 Usefulness of YouTube for particular fundraising campaigns Broken out by Total Value of College Endowment | 51 |
| Table 2.2.6 Usefulness of YouTube for particular fundraising campaigns Broken out by Total Cost of Tuition | 52 |
| Table 2.3.1 Usefulness of Vimeo for particular fundraising campaigns | 52 |
| Table 2.3.2 Usefulness of Vimeo for particular fundraising campaigns Broken out by Total Enrollment Count | 52 |
| Table 2.3.3 Usefulness of Vimeo for particular fundraising campaigns Broken out by Type of College..... | 53 |
| Table 2.3.4 Usefulness of Vimeo for particular fundraising campaigns Broken out by Private or Public | 53 |
| Table 2.3.5 Usefulness of Vimeo for particular fundraising campaigns Broken out by Total Value of College Endowment | 53 |
| Table 2.3.6 Usefulness of Vimeo for particular fundraising campaigns Broken out by Total Cost of Tuition | 54 |
| Table 2.4.1 Usefulness of Facebook for particular fundraising campaigns..... | 54 |
| Table 2.4.2 Usefulness of Facebook for particular fundraising campaigns Broken out by Total Enrollment Count | 54 |
| Table 2.4.3 Usefulness of Facebook for particular fundraising campaigns Broken out by Type of College..... | 55 |
| Table 2.4.4 Usefulness of Facebook for particular fundraising campaigns Broken out by Private or Public..... | 55 |
| Table 2.4.5 Usefulness of Facebook for particular fundraising campaigns Broken out by Total Value of College Endowment | 55 |
| Table 2.4.6 Usefulness of Facebook for particular fundraising campaigns Broken out by Total Cost of Tuition | 56 |
| Table 2.5.1 Usefulness of Tumblr for particular fundraising campaigns..... | 56 |
| Table 2.5.2 Usefulness of Tumblr for particular fundraising campaigns Broken out by Total Enrollment Count | 56 |
| Table 2.5.3 Usefulness of Tumblr for particular fundraising campaigns Broken out by Type of College..... | 57 |
| Table 2.5.4 Usefulness of Tumblr for particular fundraising campaigns Broken out by Private or Public | 57 |
| Table 2.5.5 Usefulness of Tumblr for particular fundraising campaigns Broken out by Total Value of College Endowment | 57 |
| Table 2.5.6 Usefulness of Tumblr for particular fundraising campaigns Broken out by Total Cost of Tuition | 58 |
| Table 2.6.1 Usefulness of Twitter for particular fundraising campaigns..... | 58 |
| Table 2.6.2 Usefulness of Twitter for particular fundraising campaigns Broken out by Total Enrollment Count | 58 |

| | |
|--|----|
| Table 2.6.3 Usefulness of Twitter for particular fundraising campaigns Broken out by Type of College | 59 |
| Table 2.6.4 Usefulness of Twitter for particular fundraising campaigns Broken out by Private or Public | 59 |
| Table 2.6.5 Usefulness of Twitter for particular fundraising campaigns Broken out by Total Value of College Endowment | 59 |
| Table 2.6.6 Usefulness of Twitter for particular fundraising campaigns Broken out by Total Cost of Tuition | 60 |
| Table 2.7.1 Significance of Google Plus for particular fundraising campaigns..... | 60 |
| Table 2.7.2 Usefulness of Google Plus for particular fundraising campaigns Broken out by Total Enrollment Count | 60 |
| Table 2.7.3 Usefulness of Google Plus for particular fundraising campaigns Broken out by Type of College | 61 |
| Table 2.7.4 Usefulness of Google Plus for particular fundraising campaigns Broken out by Private or Public..... | 61 |
| Table 2.7.5 Usefulness of Google Plus for particular fundraising campaigns Broken out by Total Value of College Endowment | 61 |
| Table 2.7.6 Usefulness of Google Plus for particular fundraising campaigns Broken out by Total Cost of Tuition..... | 62 |
| Table 3.1 How much did the Office of Advancement spend on telephone solicitation, either in-house or outsourced, including spending for labor, scripts, telecom costs, etc. -- in the past year? | 62 |
| Table 3.2 How much did the Office of Advancement spend on telephone solicitation, either in-house or outsourced, including spending for labor, scripts, telecom costs, etc. -- in the past year? Broken out by Total Enrollment Count..... | 62 |
| Table 3.3 How much did the Office of Advancement spend on telephone solicitation, either in-house or outsourced, including spending for labor, scripts, telecom costs, etc. -- in the past year? Broken out by Type of College | 63 |
| Table 3.4 How much did the Office of Advancement spend on telephone solicitation, either in-house or outsourced, including spending for labor, scripts, telecom costs, etc. -- in the past year? Broken out by Private or Public College..... | 63 |
| Table 3.5 How much did the Office of Advancement spend on telephone solicitation, either in-house or outsourced, including spending for labor, scripts, telecom costs, etc. -- in the past year? Broken out by Total Value of College Endowment | 64 |
| Table 3.6 How much did the Office of Advancement spend on telephone solicitation, either in-house or outsourced, including spending for labor, scripts, telecom costs, etc. -- in the past year? Broken out by Total Cost of Tuition | 64 |
| Chapter 2. Cost of Raising Funds | 65 |
| Table 4.1 Excluding the cost of salaries, benefits and basic overhead for the Office of Advancement, what was the marginal cost of raising fund (in percent) for the college expressed as a percentage of total funds raised?..... | 65 |
| Table 4.2 Excluding the cost of salaries, benefits and basic overhead for the Office of Advancement, what was the marginal cost of raising fund (in percent) for the college expressed as a percentage of total funds raised? Broken out by Total Enrollment Count | 65 |

| | |
|--|----|
| Table 4.3 Excluding the cost of salaries, benefits and basic overhead for the Office of Advancement, what was the marginal cost of raising fund (in percent) for the college expressed as a percentage of total funds raised? Broken out by Type of College..... | 66 |
| Table 4.4 Excluding the cost of salaries, benefits and basic overhead for the Office of Advancement, what was the marginal cost of raising fund (in percent) for the college expressed as a percentage of total funds raised? Broken out by Private or Public College..... | 66 |
| Table 4.5 Excluding the cost of salaries, benefits and basic overhead for the Office of Advancement, what was the marginal cost of raising fund (in percent) for the college expressed as a percentage of total funds raised? Broken out by Total Value of College Endowment | 67 |
| Table 4.6 Excluding the cost of salaries, benefits and basic overhead for the Office of Advancement, what was the marginal cost of raising fund (in percent) for the college expressed as a percentage of total funds raised? Broken out by Total Cost of Tuition | 67 |
| Table 5.1 Including the costs of salaries, benefits and overhead for the Office of Advancement, what was the cost of raising funds (in percent) for the college expressed as a percentage of funds raised? | 67 |
| Table 5.2 Including the costs of salaries, benefits and overhead for the Office of Advancement, what was the cost of raising funds (in percent) for the college expressed as a percentage of funds raised? Broken out by Total Enrollment Count | 68 |
| Table 5.3 Including the costs of salaries, benefits and overhead for the Office of Advancement, what was the cost of raising funds (in percent) for the college expressed as a percentage of funds raised? Broken out by Type of College | 68 |
| Table 5.4 Including the costs of salaries, benefits and overhead for the Office of Advancement, what was the cost of raising funds (in percent) for the college expressed as a percentage of funds raised? Broken out by Private or Public College | 69 |
| Table 5.5 Including the costs of salaries, benefits and overhead for the Office of Advancement, what was the cost of raising funds (in percent) for the college expressed as a percentage of funds raised? Broken out by Total Value of College Endowment..... | 69 |
| Table 5.6 Including the costs of salaries, benefits and overhead for the Office of Advancement, what was the cost of raising funds (in percent) for the college expressed as a percentage of funds raised? Broken out by Total Cost of Tuition..... | 69 |
| Table 6 What was the overall budget, excluding salaries, benefits and office space, for the Office of Advancement or similar office that performs the same functions? Answer for each of the years listed: | 70 |
| Table 6.1.1 Overall Budget for the Office of Advancement in the 2011-12 academic year..... | 70 |
| Table 6.1.2 Overall Budget for the Office of Advancement in the 2011-12 academic year Broken out by Total Enrollment Count..... | 70 |
| Table 6.1.3 Overall Budget for the Office of Advancement in the 2011-12 academic year Broken out by Type of College..... | 71 |
| Table 6.1.4 Overall Budget for the Office of Advancement in the 2011-12 academic year Broken out by Private or Public College..... | 71 |

| | |
|--|----|
| Table 6.1.5 Overall Budget for the Office of Advancement in the 2011-12 academic year Broken out by Total Value of College Endowment..... | 71 |
| Table 6.1.6 Overall Budget for the Office of Advancement in the 2011-12 academic year Broken out by Total Cost of Tuition..... | 72 |
| Table 6.2.1 Overall Budget for the Office of Advancement in the 2012-13 academic year..... | 72 |
| Table 6.2.2 Overall Budget for the Office of Advancement in the 2012-13 academic year Broken out by Total Enrollment Count..... | 72 |
| Table 6.2.3 Overall Budget for the Office of Advancement in the 2012-13 academic year Broken out by Type of College..... | 73 |
| Table 6.2.4 Overall Budget for the Office of Advancement in the 2012-13 academic year Broken out by Private or Public College..... | 73 |
| Table 6.2.5 Overall Budget for the Office of Advancement in the 2012-13 academic year Broken out by Total Value of College Endowment..... | 73 |
| Table 6.2.6 Overall Budget for the Office of Advancement in the 2012-13 academic year Broken out by Total Cost of Tuition..... | 74 |
| Table 7 What was the overall cost for salaries and benefits for employees of the Office of Advancement, or similar office that performs the same functions, in the following years:..... | 74 |
| Table 7.1.1 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2011-12 academic year | 74 |
| Table 7.1.2 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2011-12 academic year Broken out by Total Enrollment Count | 74 |
| Table 7.1.3 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2011-12 academic year Broken out by Type of College | 75 |
| Table 7.1.4 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2011-12 academic year Broken out by Private or Public College..... | 75 |
| Table 7.1.5 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2011-12 academic year Broken out by Total Value of College Endowment..... | 76 |
| Table 7.1.6 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2011-12 academic year Broken out by Total Cost of Tuition | 76 |
| Table 7.2.1 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2012-13 academic year | 76 |
| Table 7.2.2 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2012-13 academic year Broken out by Total Enrollment Count | 77 |
| Table 7.2.3 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2012-13 academic year Broken out by Type of College | 77 |
| Table 7.2.4 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2012-13 academic year Broken out by Private or Public College..... | 78 |

| | |
|--|----|
| Table 7.2.5 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2012-13 academic year Broken out by Total Value of College Endowment..... | 78 |
| Table 7.2.6 Overall Cost for Salaries and Benefits for Employees of the Office of Advancement in the 2012-13 academic year Broken out by Total Cost of Tuition | 78 |
| Table 8 How many FTE positions are allocated to the Office of Advancement?..... | 79 |
| Table 8.1.1 2011-12 academic year..... | 79 |
| Table 8.1.2 2011-12 academic year Broken out by Total Enrollment Count..... | 79 |
| Table 8.1.3 2011-12 academic year Broken out by Type of College..... | 79 |
| Table 8.1.4 2011-12 academic year Broken out by Public or Private College..... | 80 |
| Table 8.1.5 2011-12 academic year Broken out by Total Value of College Endowment..... | 80 |
| Table 8.1.6 2011-12 academic year Broken out by Total Cost of Tuition..... | 80 |
| Table 8.2.1 2012-13 academic year..... | 80 |
| Table 8.2.2 2012-13 academic year Broken out by Total Enrollment Count..... | 81 |
| Table 8.2.3 2012-13 academic year Broken out by Type of College..... | 81 |
| Table 8.2.4 2012-13 academic year Broken out by Public or Private College..... | 81 |
| Table 8.2.5 2012-13 academic year Broken out by Total Value of College Endowment..... | 82 |
| Table 8.2.6 2012-13 academic year Broken out by Total Cost of Tuition..... | 82 |
| Table 9.1 Approximately how much office space, in square feet, is allocated to the Office of Institutional Advancement or office with similar responsibilities? Note: a typical medium sized one bedroom apartment in the USA is about 825 square feet. | 82 |
| Table 9.2 Approximately how much office space, in square feet, is allocated to the Office of Institutional Advancement or office with similar responsibilities? Note: a typical medium sized one bedroom apartment in the USA is about 825 square feet. Broken out by Total Enrollment Count..... | 83 |
| Table 9.3 Approximately how much office space, in square feet, is allocated to the Office of Institutional Advancement or office with similar responsibilities? Note: a typical medium sized one bedroom apartment in the USA is about 825 square feet. Broken out by Type of College | 83 |
| Table 9.4 Approximately how much office space, in square feet, is allocated to the Office of Institutional Advancement or office with similar responsibilities? Note: a typical medium sized one bedroom apartment in the USA is about 825 square feet. Broken out by Private or Public College..... | 84 |
| Table 9.5 Approximately how much office space, in square feet, is allocated to the Office of Institutional Advancement or office with similar responsibilities? Note: a typical medium sized one bedroom apartment in the USA is about 825 square feet. Broken out by Total Value of College Endowment | 84 |
| Table 9.6 Approximately how much office space, in square feet, is allocated to the Office of Institutional Advancement or office with similar responsibilities? Note: a typical medium sized one bedroom apartment in the USA is about 825 square feet. Broken out by Total Cost of Tuition | 85 |
| Chapter 3. Personnel Issues..... | 86 |

| | |
|---|----|
| Table 10.1 For those employees that are most responsible for fundraising, did the college award merit-based pay or bonuses in any form in the past year? | 86 |
| Table 10.2 For those employees that are most responsible for fundraising, did the college award merit-based pay or bonuses in any form in the past year? Broken out by Total Enrollment Count | 86 |
| Table 10.3 For those employees that are most responsible for fundraising, did the college award merit-based pay or bonuses in any form in the past year? Broken out by Type of College | 87 |
| Table 10.4 For those employees that are most responsible for fundraising, did the college award merit-based pay or bonuses in any form in the past year? Broken out by Private or Public College | 87 |
| Table 10.5 For those employees that are most responsible for fundraising, did the college award merit-based pay or bonuses in any form in the past year? Broken out by Total Value of College Endowment | 88 |
| Table 10.6 For those employees that are most responsible for fundraising, did the college award merit-based pay or bonuses in any form in the past year? Broken out by Total Cost of Tuition | 88 |
| Table 11.1 What percentage of the full time staff qualified for any form of merit pay or bonus in the past year? | 88 |
| Table 11.2 What percentage of the full time staff qualified for any form of merit pay or bonus in the past year? Broken out by Total Enrollment Count | 89 |
| Table 11.3 What percentage of the full time staff qualified for any form of merit pay or bonus in the past year? Broken out by Type of College | 89 |
| Table 11.4 What percentage of the full time staff qualified for any form of merit pay or bonus in the past year? Broken out by Private or Public College | 90 |
| Table 11.5 What percentage of the full time staff qualified for any form of merit pay or bonus in the past year? Broken out by Total Value of College Endowment | 90 |
| Table 11.6 What percentage of the full time staff qualified for any form of merit pay or bonus in the past year? Broken out by Total Cost of Tuition | 90 |
| Chapter 4. Best Fundraising Vehicles | 91 |
| Table 12 Please rate the following types of fundraising methods. Has their effectiveness increased or decreased for your institution over the past two years? | 91 |
| Table 12.1.1 Effectiveness of Direct Mail Over the Past Two Years..... | 91 |
| Table 12.1.2 Effectiveness of Direct Mail Over the Past Two Years Broken out by Total Enrollment Count..... | 91 |
| Table 12.1.3 Effectiveness of Direct Mail Over the Past Two Years Broken out by Type of College | 92 |
| Table 12.1.4 Effectiveness of Direct Mail Over the Past Two Years Broken out by Private or Public College..... | 92 |
| Table 12.1.5 Effectiveness of Direct Mail Over the Past Two Years Broken out by Total Value of College Endowment..... | 93 |
| Table 12.1.6 Effectiveness of Direct Mail Over the Past Two Years Broken out by Total Cost of Tuition..... | 93 |
| Table 12.2.1 Effectiveness of Telathons Over the Past Two Years..... | 94 |
| Table 12.2.2 Effectiveness of Telathons Over the Past Two Years Broken out by Total Enrollment Count..... | 94 |

| | |
|--|-----|
| Table 12.2.3 Effectiveness of Telathons Over the Past Two Years Broken out by Type of College | 95 |
| Table 12.2.4 Effectiveness of Telathons Over the Past Two Years Broken out by Private or Public College..... | 95 |
| Table 12.2.5 Effectiveness of Telathons Over the Past Two Years Broken out by Total Value of College Endowment..... | 96 |
| Table 12.2.6 Effectiveness of Telathons Over the Past Two Years Broken out by Total Cost of Tuition..... | 96 |
| Table 12.3.1 Effectiveness of Web-based fundraising Over the Past Two Years ... | 97 |
| Table 12.3.2 Effectiveness of Web-based fundraising Over the Past Two Years Broken out by Total Enrollment Count..... | 97 |
| Table 12.3.3 Effectiveness of Web-based fundraising Over the Past Two Years Broken out by Type of College | 98 |
| Table 12.3.4 Effectiveness of Web-based fundraising Over the Past Two Years Broken out by Private or Public College..... | 98 |
| Table 12.3.5 Effectiveness of Web-based fundraising Over the Past Two Years Broken out by Total Value of College Endowment | 99 |
| Table 12.3.6 Effectiveness of Web-based fundraising Over the Past Two Years Broken out by Total Cost of Tuition | 99 |
| Table 12.4.1 Effectiveness of Brick campaigns Over the Past Two Years..... | 100 |
| Table 12.4.2 Effectiveness of Brick campaigns Over the Past Two Years Broken out by Total Enrollment Count | 100 |
| Table 12.4.3 Effectiveness of Brick campaigns Over the Past Two Years Broken out by Type of College..... | 101 |
| Table 12.4.4 Effectiveness of Brick campaigns Over the Past Two Years Broken out by Private or Public College | 101 |
| Table 12.4.5 Effectiveness of Brick campaigns Over the Past Two Years Broken out by Total Value of College Endowment | 102 |
| Table 12.4.6 Effectiveness of Brick campaigns Over the Past Two Years Broken out by Total Cost of Tuition..... | 102 |
| Table 12.5.1 Effectiveness of Live Auctions Over the Past Two Years..... | 103 |
| Table 12.5.2 Effectiveness of Live Auctions Over the Past Two Years Broken out by Total Enrollment Count | 103 |
| Table 12.5.3 Effectiveness of Live Auctions Over the Past Two Years Broken out by Type of College | 104 |
| Table 12.5.4 Effectiveness of Live Auctions Over the Past Two Years Broken out by Private or Public College | 104 |
| Table 12.5.5 Effectiveness of Live Auctions Over the Past Two Years Broken out by Total Value of College Endowment | 105 |
| Table 12.5.6 Effectiveness of Live Auctions Over the Past Two Years Broken out by Total Cost of Tuition | 105 |
| Table 12.6.1 Effectiveness of Internet based auctions Over the Past Two Years | 106 |
| Table 12.6.2 Effectiveness of Internet based auctions Over the Past Two Years Broken out by Total Enrollment Count..... | 106 |
| Table 12.6.3 Effectiveness of Internet based auctions Over the Past Two Years Broken out by Type of College | 107 |

| | |
|--|-----|
| Table 12.6.4 Effectiveness of Internet based auctions Over the Past Two Years Broken out by Private or Public College..... | 107 |
| Table 12.6.5 Effectiveness of Internet based auctions Over the Past Two Years Broken out by Total Value of College Endowment | 108 |
| Table 12.6.6 Effectiveness of Internet based auctions Over the Past Two Years Broken out by Total Cost of Tuition | 108 |
| Table 12.7.1 Effectiveness of Appeals to Faculty and Staff Over the Past Two Years | 108 |
| Table 12.7.2 Effectiveness of Appeals to Faculty and Staff Over the Past Two Years Broken out by Total Enrollment Count..... | 109 |
| Table 12.7.3 Effectiveness of Appeals to Faculty and Staff Over the Past Two Years Broken out by Type of College | 109 |
| Table 12.7.4 Effectiveness of Appeals to Faculty and Staff Over the Past Two Years Broken out by Private or Public College..... | 110 |
| Table 12.7.5 Effectiveness of Appeals to Faculty and Staff Over the Past Two Years Broken out by Total Value of College Endowment | 110 |
| Table 12.7.6 Effectiveness of Appeals to Faculty and Staff Over the Past Two Years Broken out by Total Cost of Tuition | 111 |
| Table 12.9.1 Effectiveness of Bequests Over the Past Two Years..... | 111 |
| Table 12.9.2 Effectiveness of Bequests Over the Past Two Years Broken out by Total Enrollment Count..... | 112 |
| Table 12.9.3 Effectiveness of Bequests Over the Past Two Years Broken out by Type of College | 112 |
| Table 12.9.4 Effectiveness of Bequests Over the Past Two Years Broken out by Private or Public College..... | 113 |
| Table 12.9.5 Effectiveness of Bequests Over the Past Two Years Broken out by Total Value of College Endowment..... | 113 |
| Table 12.9.6 Effectiveness of Bequests Over the Past Two Years Broken out by Total Cost of Tuition..... | 114 |
| Table 12.10.1 Effectiveness of Facility Naming Gifts Over the Past Two Years... | 114 |
| Table 12.10.2 Effectiveness of Facility Naming Gifts Over the Past Two Years Broken out by Total Enrollment Count..... | 115 |
| Table 12.10.3 Effectiveness of Facility Naming Gifts Over the Past Two Years Broken out by Type of College | 115 |
| Table 12.10.4 Effectiveness of Facility Naming Gifts Over the Past Two Years Broken out by Private or Public College..... | 116 |
| Table 12.10.5 Effectiveness of Facility Naming Gifts Over the Past Two Years Broken out by Total Value of College Endowment | 116 |
| Table 12.10.6 Effectiveness of Facility Naming Gifts Over the Past Two Years Broken out by Total Cost of Tuition | 117 |
| Table 12.11.1 Effectiveness of Raffles Over the Past Two Years..... | 117 |
| Table 12.11.2 Effectiveness of Raffles Over the Past Two Years Broken out by Total Enrollment Count..... | 118 |
| Table 12.11.3 Effectiveness of Raffles Over the Past Two Years Broken out by Type of College | 118 |

| | |
|--|-----|
| Table 12.11.4 Effectiveness of Raffles Over the Past Two Years Broken out by Private or Public College..... | 119 |
| Table 12.11.5 Effectiveness of Raffles Over the Past Two Years Broken out by Total Value of College Endowment..... | 119 |
| Table 12.11.6 Effectiveness of Raffles Over the Past Two Years Broken out by Total Cost of Tuition..... | 120 |
| Table 12.12.1 Effectiveness of Capital Campaigns Over the Past Two Years..... | 120 |
| Table 12.12.2 Effectiveness of Capital Campaigns Over the Past Two Years Broken out by Total Enrollment Count..... | 121 |
| Table 12.12.3 Effectiveness of Capital Campaigns Over the Past Two Years Broken out by Type of College..... | 121 |
| Table 12.12.4 Effectiveness of Capital Campaigns Over the Past Two Years Broken out by Private or Public College..... | 122 |
| Table 12.12.5 Effectiveness of Capital Campaigns Over the Past Two Years Broken out by Total Value of College Endowment..... | 122 |
| Table 12.12.6 Effectiveness of Capital Campaigns Over the Past Two Years Broken out by Total Cost of Tuition..... | 123 |
| Table 12.13.1 Effectiveness of Email based funding appeals Over the Past Two Years..... | 123 |
| Table 12.13.2 Effectiveness of Email based funding appeals Over the Past Two Years Broken out by Total Enrollment Count..... | 124 |
| Table 12.13.3 Effectiveness of Email based funding appeals Over the Past Two Years Broken out by Type of College..... | 124 |
| Table 12.13.4 Effectiveness of Email based funding appeals Over the Past Two Years Broken out by Private or Public College..... | 125 |
| Table 12.13.5 Effectiveness of Email based funding appeals Over the Past Two Years Broken out by Total Value of College Endowment..... | 125 |
| Table 12.13.6 Effectiveness of Email based funding appeals Over the Past Two Years Broken out by Total Cost of Tuition..... | 126 |
| Chapter 5. Booster Clubs..... | 127 |
| Table 13.1 How many athletic booster clubs does the college have?..... | 127 |
| Table 13.2 How many athletic booster clubs does the college have? Broken out by Total Enrollment Count..... | 127 |
| Table 13.3 How many athletic booster clubs does the college have? Broken out by Type of College..... | 128 |
| Table 13.4 How many athletic booster clubs does the college have? Broken out by Private or Public College..... | 128 |
| Table 13.5 How many athletic booster clubs does the college have? Broken out by Total Value of College Endowment..... | 129 |
| Table 13.6 How many athletic booster clubs does the college have? Broken out by Total Cost of Tuition..... | 129 |
| Table 14.1 In the past year, how much money was raised by and from the college's athletic booster clubs?..... | 129 |
| Table 14.2 In the past year, how much money was raised by and from the college's athletic booster clubs? Broken out by Total Enrollment Count..... | 130 |

| | |
|---|-----|
| Table 14.3 In the past year, how much money was raised by and from the college's athletic booster clubs? Broken out by Type of College | 130 |
| Table 14.4 In the past year, how much money was raised by and from the college's athletic booster clubs? Broken out by Private or Public College..... | 131 |
| Table 14.5 In the past year, how much money was raised by and from the college's athletic booster clubs? Broken out by Total Value of College Endowment | 131 |
| Table 14.6 In the past year, how much money was raised by and from the college's athletic booster clubs? Broken out by Total Cost of Tuition | 131 |
| Table 15.1 Approximately what percentage of funds raised by and from booster clubs went directly to the college's athletic programs? Please give a percentage and not a dollar amount. | 132 |
| Table 15.2 Approximately what percentage of funds raised by and from booster clubs went directly to the college's athletic programs? Please give a percentage and not a dollar amount. Broken out by Total Enrollment Count | 132 |
| Table 15.3 Approximately what percentage of funds raised by and from booster clubs went directly to the college's athletic programs? Please give a percentage and not a dollar amount. Broken out by Type of College | 133 |
| Table 15.4 Approximately what percentage of funds raised by and from booster clubs went directly to the college's athletic programs? Please give a percentage and not a dollar amount. Broken out by Private or Public College | 133 |
| Table 15.5 Approximately what percentage of funds raised by and from booster clubs went directly to the college's athletic programs? Please give a percentage and not a dollar amount. Broken out by Total Value of College Endowment | 134 |
| Table 15.6 Approximately what percentage of funds raised by and from booster clubs went directly to the college's athletic programs? Please give a percentage and not a dollar amount. Broken out by Total Cost of Tuition | 134 |
| Table 16.1 What percentage of the college's athletic booster clubs are directly managed by the Office of Advancement or Fundraising? | 134 |
| Table 16.2 What percentage of the college's athletic booster clubs are directly managed by the Office of Advancement or Fundraising? Broken out by Total Enrollment Count..... | 135 |
| Table 16.3 What percentage of the college's athletic booster clubs are directly managed by the Office of Advancement or Fundraising? Broken out by Type of College..... | 135 |
| Table 16.4 What percentage of the college's athletic booster clubs are directly managed by the Office of Advancement or Fundraising? Broken out by Private or Public College | 136 |
| Table 16.5 What percentage of the college's athletic booster clubs are directly managed by the Office of Advancement or Fundraising? Broken out by Total Value of College Endowment | 136 |
| Table 16.6 What percentage of the college's athletic booster clubs are directly managed by the Office of Advancement or Fundraising? Broken out by Total Cost of Tuition | 136 |
| Chapter 6. The Annual Fund | 137 |
| Table 17.1 The fundraising efforts of the Annual Fund drive is:..... | 137 |

| | |
|---|-----|
| Table 17.2 The fundraising efforts of the Annual Fund drive is: Broken out by Total Enrollment Count..... | 137 |
| Table 17.3 The fundraising efforts of the Annual Fund drive is: Broken out by Type of College | 138 |
| Table 17.4 The fundraising efforts of the Annual Fund drive is: Broken out by Public or Private College | 138 |
| Table 17.5 The fundraising efforts of the Annual Fund drive is: Broken out by Total Value of College Endowment..... | 139 |
| Table 17.6 The fundraising efforts of the Annual Fund drive is: Broken out by Total Cost of Tuition..... | 139 |
| Table 18.1 The college considers annual fund revenues to be: | 139 |
| Table 18.3 The college considers annual fund revenues to be: Broken out by Type of College..... | 140 |
| Table 18.4 The college considers annual fund revenues to be: Broken out by Public or Private College | 140 |
| Table 18.5 The college considers annual fund revenues to be: Broken out by Total Value of College Endowment..... | 140 |
| Table 18.6 The college considers annual fund revenues to be: Broken out by Total Cost of Tuition..... | 141 |
| Table 19.1 The college's expenses for printed promotional materials specifically intended for the last annual fund were: | 141 |
| Table 19.2 The college's expenses for printed promotional materials specifically intended for the last annual fund were: Broken out by Total Enrollment Count | 141 |
| Table 19.3 The college's expenses for printed promotional materials specifically intended for the last annual fund were: Broken out by Type of College | 142 |
| Table 19.4 The college's expenses for printed promotional materials specifically intended for the last annual fund were: Broken out by Private or Public College .. | 143 |
| Table 19.5 The college's expenses for printed promotional materials specifically intended for the last annual fund were: Broken out by Total Value of College Endowment..... | 143 |
| Table 19.6 The college's expenses for printed promotional materials specifically intended for the last annual fund were: Broken out by Total Cost of Tuition | 143 |
| Table 20.1 What were the college's expenditures for the online element of the college's last annual fund drive including expenses for website and social media site development, email blasts, consulting and other fees: | 144 |
| Table 20.2 What were the college's expenditures for the online element of the college's last annual fund drive including expenses for website and social media site development, email blasts, consulting and other fees: Broken out by Total Enrollment Count..... | 144 |
| Table 20.3 What were the college's expenditures for the online element of the college's last annual fund drive including expenses for website and social media site development, email blasts, consulting and other fees: Broken out by Type of College | 145 |
| Table 20.4 What were the college's expenditures for the online element of the college's last annual fund drive including expenses for website and social media site | |

| | |
|---|-----|
| development, email blasts, consulting and other fees: Broken out by Private or Public College | 145 |
| Table 20.5 What were the college's expenditures for the online element of the college's last annual fund drive including expenses for website and social media site development, email blasts, consulting and other fees: Broken out by Total Value of College Endowment | 146 |
| Table 18.2 The college considers annual fund revenues to be: Broken out by Total Enrollment Count..... | 146 |
| Table 20.6 What were the college's expenditures for the online element of the college's last annual fund drive including expenses for website and social media site development, email blasts, consulting and other fees: Broken out by Total Cost of Tuition | 147 |
| Table 20.7 The estimated amount of professional staff time spent per week on the last annual fund was: | 148 |
| Table 20.8 The estimated amount of student labor and clerical labor spent per week on the last annual fund was: | 149 |
| Chapter 7. Gifts of Non-Monetary Assets | 151 |
| Table 21.1 What percentage of the total value of assets and funds raised by the college in the past year can be described as non-monetary assets that are not financial instruments such as real estate, artwork, memorabilia and other physical objects? | 151 |
| Table 21.2 What percentage of the total value of assets and funds raised by the college in the past year can be described as non-monetary assets that are not financial instruments such as real estate, artwork, memorabilia and other physical objects? Broken out by Total Enrollment Count | 151 |
| Table 21.3 What percentage of the total value of assets and funds raised by the college in the past year can be described as non-monetary assets that are not financial instruments such as real estate, artwork, memorabilia and other physical objects? Broken out by Type of College..... | 152 |
| Table 21.4 What percentage of the total value of assets and funds raised by the college in the past year can be described as non-monetary assets that are not financial instruments such as real estate, artwork, memorabilia and other physical objects? Broken out by Private or Public College | 152 |
| Table 21.5 What percentage of the total value of assets and funds raised by the college in the past year can be described as non-monetary assets that are not financial instruments such as real estate, artwork, memorabilia and other physical objects? Broken out by Total Value of College Endowment..... | 153 |
| Table 21.6 What percentage of the total value of assets and funds raised by the college in the past year can be described as non-monetary assets that are not financial instruments such as real estate, artwork, memorabilia and other physical objects? Broken out by Total Cost of Tuition..... | 153 |
| Table 22.1 In the past year what costs did the college accrue to appraise, sell, rent, tender, house or otherwise dispose of or care for these assets? (Include commissions paid to brokers, real estate taxes, storage and other costs). | 154 |
| Table 22.2 In the past year what costs did the college accrue to appraise, sell, rent, tender, house or otherwise dispose of or care for these assets? (Include | |

| | |
|--|-----|
| commissions paid to brokers, real estate taxes, storage and other costs). Broken out by Total Enrollment Count | 154 |
| Table 22.3 In the past year what costs did the college accrue to appraise, sell, rent, tender, house or otherwise dispose of or care for these assets? (Include commissions paid to brokers, real estate taxes, storage and other costs). Broken out by Type of College | 155 |
| Table 22.4 In the past year what costs did the college accrue to appraise, sell, rent, tender, house or otherwise dispose of or care for these assets? (Include commissions paid to brokers, real estate taxes, storage and other costs). Broken out by Private or Public College | 155 |
| Table 22.5 In the past year what costs did the college accrue to appraise, sell, rent, tender, house or otherwise dispose of or care for these assets? (Include commissions paid to brokers, real estate taxes, storage and other costs). Broken out by Total Value of College Endowment | 156 |
| Table 22.6 In the past year what costs did the college accrue to appraise, sell, rent, tender, house or otherwise dispose of or care for these assets? (Include commissions paid to brokers, real estate taxes, storage and other costs). Broken out by Total Cost of Tuition | 156 |
| Chapter 8. Campaign Consultants | 157 |
| Table 23.1 In the past year how much did the college spend for consultants to conduct fundraising campaigns or to otherwise enhance the college's fundraising capabilities?..... | 157 |
| Table 23.2 In the past year how much did the college spend for consultants to conduct fundraising campaigns or to otherwise enhance the college's fundraising capabilities? Broken out by Total Enrollment Count..... | 157 |
| Table 23.3 In the past year how much did the college spend for consultants to conduct fundraising campaigns or to otherwise enhance the college's fundraising capabilities? Broken out by Type of College..... | 158 |
| Table 23.4 In the past year how much did the college spend for consultants to conduct fundraising campaigns or to otherwise enhance the college's fundraising capabilities? Broken out by Private or Public College..... | 158 |
| Table 23.5 In the past year how much did the college spend for consultants to conduct fundraising campaigns or to otherwise enhance the college's fundraising capabilities? Broken out by Total Value of College Endowment..... | 159 |
| Table 23.6 In the past year how much did the college spend for consultants to conduct fundraising campaigns or to otherwise enhance the college's fundraising capabilities? Broken out by Total Cost of Tuition..... | 159 |
| Table 24.1 Over the next two years the college will probably spend: | 159 |
| Table 24.2 Over the next two years the college will probably spend: Broken out by Total Enrollment Count..... | 160 |
| Table 24.3 Over the next two years the college will probably spend: Broken out by Type of College | 160 |
| Table 24.4 Over the next two years the college will probably spend: Broken out by Private or Public College..... | 161 |
| Table 24.5 Over the next two years the college will probably spend: Broken out by Total Value of College Endowment..... | 161 |

| | |
|---|-----|
| Table 24.6 Over the next two years the college will probably spend: Broken out by Total Cost of Tuition..... | 161 |
| Table 25.1 Most of the development consultancies that your college has used are: | 162 |
| Table 25.2 Most of the development consultancies that your college has used are: Broken out by Total Enrollment Count..... | 162 |
| Table 25.3 Most of the development consultancies that your college has used are: Broken out by Type of College | 163 |
| Table 25.4 Most of the development consultancies that your college has used are: Broken out by Private or Public College..... | 163 |
| Table 25.5 Most of the development consultancies that your college has used are: Broken out by Total Value of College Endowment | 164 |
| Table 25.6 Most of the development consultancies that your college has used are: Broken out by Total Cost of Tuition | 164 |
| Table 26.1 Which phrase best describes your attitude towards the use of campaign consultants and other fundraising consultants:..... | 165 |
| Table 26.2 Which phrase best describes your attitude towards the use of campaign consultants and other fundraising consultants: Broken out by Total Enrollment Count | 165 |
| Table 26.3 Which phrase best describes your attitude towards the use of campaign consultants and other fundraising consultants: Broken out by Type of College..... | 166 |
| Table 26.4 Which phrase best describes your attitude towards the use of campaign consultants and other fundraising consultants: Broken out by Private or Public College..... | 167 |
| Table 26.5 Which phrase best describes your attitude towards the use of campaign consultants and other fundraising consultants: Broken out by Total Value of College Endowment..... | 167 |
| Table 26.6 Which phrase best describes your attitude towards the use of campaign consultants and other fundraising consultants: Broken out by Total Cost of Tuition | 168 |
| Table 27.1 Your honest confidential evaluation of your college's fundraising efforts relative to those colleges that are generally regarded as your institution's peers: | 168 |
| Table 27.2 Your honest confidential evaluation of your college's fundraising efforts relative to those colleges that are generally regarded as your institution's peers: Broken out by Total Enrollment Count..... | 169 |
| Table 27.3 Your honest confidential evaluation of your college's fundraising efforts relative to those colleges that are generally regarded as your institution's peers: Broken out by Type of College | 170 |
| Table 27.4 Your honest confidential evaluation of your college's fundraising efforts relative to those colleges that are generally regarded as your institution's peers: Broken out by Private or Public College..... | 171 |
| Table 27.5 Your honest confidential evaluation of your college's fundraising efforts relative to those colleges that are generally regarded as your institution's peers: Broken out by Total Value of College Endowment | 172 |

| | |
|--|-----|
| Table 27.6 Your honest confidential evaluation of your college's fundraising efforts relative to those colleges that are generally regarded as your institution's peers: | |
| Broken out by Total Cost of Tuition | 173 |
| Chapter 9. Office Funding & Structure | 174 |
| Table 28 The Advancement Office receives its funding from which of the following sources: | 174 |
| Table 28.1.1 General College Funds used to fund most of the college administration | 174 |
| Table 28.1.2 General College Funds used to fund most of the college administration Broken out by Total Enrollment Count..... | 174 |
| Table 28.1.3 General College Funds used to fund most of the college administration Broken out by Type of College | 174 |
| Table 28.1.4 General College Funds used to fund most of the college administration Broken out by Private or Public College..... | 175 |
| Table 28.1.5 General College Funds used to fund most of the college administration Broken out by Total Value of College Endowment..... | 175 |
| Table 28.1.6 General College Funds used to fund most of the college administration Broken out by Total Cost of Tuition | 175 |
| Table 28.2.1 A percentage of funds raised | 175 |
| Table 28.2.2 A percentage of funds raised Broken out by Total Enrollment Count | 176 |
| Table 30.2.3 A percentage of funds raised Broken out by Type of College | 176 |
| Table 28.2.4 A percentage of funds raised Broken out by Private or Public College | 176 |
| Table 28.2.5 A percentage of funds raised Broken out by Total Value of College Endowment..... | 177 |
| Table 28.2.6 A percentage of funds raised Broken out by Total Cost of Tuition | 177 |
| Table 28.3.1 Through a specific student fee assessed specifically for advancement | 177 |
| Table 28.3.2 Through a specific student fee assessed specifically for advancement Broken out by Total Enrollment Count..... | 177 |
| Table 28.3.3 Through a specific student fee assessed specifically for advancement Broken out by Type of College | 178 |
| Table 28.3.4 Through a specific student fee assessed specifically for advancement Broken out by Private or Public College..... | 178 |
| Table 28.3.5 Through a specific student fee assessed specifically for advancement Broken out by Total Value of College Endowment | 178 |
| Table 28.3.6 Through a specific student fee assessed specifically for advancement Broken out by Total Cost of Tuition | 179 |
| Table 28.4.1 Through services offered by the Advancement office..... | 179 |
| Table 28.4.2 Through services offered by the Advancement office Broken out by Total Enrollment Count..... | 179 |
| Table 28.4.3 Through services offered by the Advancement office Broken out by Type of College | 179 |
| Table 28.4.4 Through services offered by the Advancement office Broken out by Private or Public College..... | 180 |

| | |
|---|-----|
| Table 28.4.5 Through services offered by the Advancement office Broken out by Total Value of College Endowment..... | 180 |
| Table 28.4.6 Through services offered by the Advancement office Broken out by Total Cost of Tuition..... | 180 |
| Table 29.1 The college's Office of Advancement has how many FTE positions: | 180 |
| Table 29.2 The college's Office of Advancement has how many FTE positions: Broken out by Total Enrollment Count..... | 181 |
| Table 29.3 The college's Office of Advancement has how many FTE positions: Broken out by Type of College | 181 |
| Table 29.4 The college's Office of Advancement has how many FTE positions: Broken out by Private or Public College..... | 182 |
| Table 29.5 The college's Office of Advancement has how many FTE positions: Broken out by Total Value of College Endowment | 182 |
| Table 29.6 The college's Office of Advancement has how many FTE positions: Broken out by Total Cost of Tuition | 182 |
| Table 30.1 Over the past two years the Advancement Office has: | 182 |
| Table 30.2 Over the past two years the Advancement Office has: Broken out by Total Enrollment Count..... | 183 |
| Table 30.3 Over the past two years the Advancement Office has: Broken out by Type of College | 184 |
| Table 30.4 Over the past two years the Advancement Office has: Broken out by Private or Public College..... | 184 |
| Table 30.5 Over the past two years the Advancement Office has: Broken out by Total Value of College Endowment..... | 185 |
| Table 30.6 Over the past two years the Advancement Office has: Broken out by Total Cost of Tuition..... | 186 |
| Table 31.1 The overall budget for the Advancement Office in the 2012-13 academic year, including spending for salaries and benefits, but not including the costs of office space, was approximately: | 186 |
| Table 31.2 The overall budget for the Advancement Office in the 2012-13 academic year, including spending for salaries and benefits, but not including the costs of office space, was approximately: Broken out by Total Enrollment Count | 187 |
| Table 31.3 The overall budget for the Advancement Office in the 2012-13 academic year, including spending for salaries and benefits, but not including the costs of office space, was approximately: Broken out by Type of College | 187 |
| Table 31.4 The overall budget for the Advancement Office in the 2012-13 academic year, including spending for salaries and benefits, but not including the costs of office space, was approximately: Broken out by Private or Public College | 188 |
| Table 31.5 The overall budget for the Advancement Office in the 2012-13 academic year, including spending for salaries and benefits, but not including the costs of office space, was approximately: Broken out by Total Value of College Endowment | 188 |
| Table 31.6 The overall budget for the Advancement Office in the 2012-13 academic year, including spending for salaries and benefits, but not including the costs of office space, was approximately: Broken out by Total Cost of Tuition | 189 |
| Chapter 10. Auctions..... | 190 |

| | |
|---|-----|
| Table 32.1 Approximately how much did the college raise through auctions in the past year? | 190 |
| Table 32.2 Approximately how much did the college raise through auctions in the past year? Broken out by Total Enrollment Count..... | 190 |
| Table 32.3 Approximately how much did the college raise through auctions in the past year? Broken out by Type of College | 191 |
| Table 32.4 Approximately how much did the college raise through auctions in the past year? Broken out by Private or Public College..... | 191 |
| Table 32.5 Approximately how much did the college raise through auctions in the past year? Broken out by Total Value of College Endowment..... | 192 |
| Table 32.6 Approximately how much did the college raise through auctions in the past year? Broken out by Total Cost of Tuition | 192 |
| Table 33.1 Has the college ever conducted an online auction, either stand alone or in conjunction with an auction held at a physical site? | 192 |
| Table 33.2 Has the college ever conducted an online auction, either stand alone or in conjunction with an auction held at a physical site? Broken out by Total Enrollment Count | 193 |
| Table 33.3 Has the college ever conducted an online auction, either stand alone or in conjunction with an auction held at a physical site? Broken out by Type of College | 193 |
| Table 33.4 Has the college ever conducted an online auction, either stand alone or in conjunction with an auction held at a physical site? Broken out by Public or Private College..... | 193 |
| Table 33.5 Has the college ever conducted an online auction, either stand alone or in conjunction with an auction held at a physical site? Broken out by Total Value of College Endowment | 194 |
| Table 33.6 Has the college ever conducted an online auction, either stand alone or in conjunction with an auction held at a physical site? Broken out by Total Cost of Tuition | 194 |
| Table 34.1 How do you view online auctions as a fundraising tool?..... | 194 |
| Table 34.2 How do you view online auctions as a fundraising tool? Broken out by Total Enrollment Count..... | 195 |
| Table 34.3 How do you view online auctions as a fundraising tool? Broken out by Type of College | 195 |
| Table 34.4 How do you view online auctions as a fundraising tool? Broken out by Public or Private College..... | 196 |
| Table 34.5 How do you view online auctions as a fundraising tool? Broken out by Total Value of College Endowment..... | 196 |
| Table 34.6 How do you view online auctions as a fundraising tool? Broken out by Total Cost of Tuition..... | 196 |
| Table 35.1 How would you evaluate your college's online fundraising efforts, including web promotions, website development, fundraising blogs and listservs, podcasts and other internet-based promotional and fundraising efforts? | 197 |
| Table 35.2 How would you evaluate your college's online fundraising efforts, including web promotions, website development, fundraising blogs and listservs, | |

| | |
|--|-----|
| podcasts and other internet-based promotional and fundraising efforts? Broken out by Total Enrollment Count | 197 |
| Table 35.3 How would you evaluate your college's online fundraising efforts, including web promotions, website development, fundraising blogs and listservs, podcasts and other internet-based promotional and fundraising efforts? Broken out by Type of College | 198 |
| Table 35.4 How would you evaluate your college's online fundraising efforts, including web promotions, website development, fundraising blogs and listservs, podcasts and other internet-based promotional and fundraising efforts? Broken out by Public or Private College | 199 |
| Table 35.5 How would you evaluate your college's online fundraising efforts, including web promotions, website development, fundraising blogs and listservs, podcasts and other internet-based promotional and fundraising efforts? Broken out by Total Value of College Endowment | 199 |
| Table 35.6 How would you evaluate your college's online fundraising efforts, including web promotions, website development, fundraising blogs and listservs, podcasts and other internet-based promotional and fundraising efforts? Broken out by Total Cost of Tuition | 200 |
| Chapter 11. Growth Rate of Various Kinds of Fundraising | 201 |
| Table 36 Please rate the performance of the following types of fundraising vehicles for your institution: | 201 |
| Table 36.1.1 Performance of Telathons..... | 201 |
| Table 36.1.2 Performance of Telathons Broken out by Total Enrollment Count | 201 |
| Table 36.1.3 Performance of Telathons Broken out by Type of College..... | 202 |
| Table 36.1.4 Performance of Telathons Broken out by Public or Private College | 202 |
| Table 36.1.5 Performance of Telathons Broken out by Total Value of College Endowment..... | 203 |
| Table 36.1.6 Performance of Telathons Broken out by Total Cost of Tuition..... | 203 |
| Table 36.2.1 Performance of Direct Mail | 203 |
| Table 36.2.2 Performance of Direct Mail Broken out by Total Enrollment Count | 204 |
| Table 36.2.3 Performance of Direct Mail Broken out by Type of College | 204 |
| Table 36.2.4 Performance of Direct Mail Broken out by Public or Private College | 204 |
| Table 36.2.5 Performance of Direct Mail Broken out by Total Value of College Endowment..... | 205 |
| Table 36.2.6 Performance of Direct Mail Broken out by Total Cost of Tuition | 205 |
| Table 36.3.1 Performance of Web-based fundraising | 205 |
| Table 36.3.2 Performance of Web-based fundraising Broken out by Total Enrollment Count..... | 205 |
| Table 36.3.3 Performance of Web-based fundraising Broken out by Type of College..... | 206 |
| Table 36.3.4 Performance of Web-based fundraising Broken out by Public or Private College | 206 |

| | |
|---|-----|
| Table 36.3.5 Performance of Web-based fundraising Broken out by Total Value of College Endowment | 207 |
| Table 36.3.6 Performance of Web-based fundraising Broken out by Total Cost of Tuition | 207 |
| Table 36.4.1 Performance of "brick" campaigns..... | 207 |
| Table 36.4.2 Performance of "brick" campaigns Broken out by Total Enrollment Count | 208 |
| Table 36.4.3 Performance of "brick" campaigns Broken out by Type of College | 208 |
| Table 36.4.4 Performance of "brick" campaigns Broken out by Public or Private College..... | 208 |
| Table 36.4.5 Performance of "brick" campaigns Broken out by Total Value of College Endowment | 209 |
| Table 36.4.6 Performance of "brick" campaigns Broken out by Total Cost of Tuition | 209 |
| Table 36.5.1 Performance of Raffles | 209 |
| Table 36.5.2 Performance of Raffles Broken out by Total Enrollment Count..... | 210 |
| Table 36.5.3 Performance of Raffles Broken out by Type of College | 210 |
| Table 36.5.4 Performance of Raffles Broken out by Public or Private College..... | 210 |
| Table 36.5.5 Performance of Raffles Broken out by Total Value of College Endowment..... | 211 |
| Table 36.5.6 Performance of Raffles Broken out by Total Cost of Tuition | 211 |
| Table 36.6.1 Performance of Capital Campaigns | 211 |
| Table 36.6.2 Performance of Capital Campaigns Broken out by Total Enrollment Count | 212 |
| Table 36.6.3 Performance of Capital Campaigns Broken out by Type of College | 212 |
| Table 36.6.4 Performance of Capital Campaigns Broken out by Public or Private College..... | 213 |
| Table 36.6.5 Performance of Capital Campaigns Broken out by Total Value of College Endowment | 213 |
| Table 36.6.6 Performance of Capital Campaigns Broken out by Total Cost of Tuition | 213 |
| Table 36.7.1 Performance of Appeals to Students and Faculty..... | 214 |
| Table 36.7.2 Performance of Appeals to Students and Faculty Broken out by Total Enrollment Count..... | 214 |
| Table 36.7.3 Performance of Appeals to Students and Faculty Broken out by Type of College | 214 |
| Table 36.7.4 Performance of Appeals to Students and Faculty Broken out by Public or Private College..... | 215 |
| Table 36.7.5 Performance of Appeals to Students and Faculty Broken out by Total Value of College Endowment..... | 215 |
| Table 36.7.6 Performance of Appeals to Students and Faculty Broken out by Total Cost of Tuition..... | 215 |
| Chapter 12. Rewarding Donors | 216 |
| Table 37.1 How much did the college spend in the past year for plaques, medals, and other mementos or gifts to reward donors? | 216 |

| | |
|---|-----|
| Table 37.2 How much did the college spend in the past year for plaques, medals, and other mementos or gifts to reward donors? Broken out by Total Enrollment Count | 216 |
| Table 37.3 How much did the college spend in the past year for plaques, medals, and other mementos or gifts to reward donors? Broken out by Type of College | 217 |
| Table 37.4 How much did the college spend in the past year for plaques, medals, and other mementos or gifts to reward donors? Broken out by Private or Public College | 217 |
| Table 37.5 How much did the college spend in the past year for plaques, medals, and other mementos or gifts to reward donors? Broken out by Total Value of College Endowment..... | 218 |
| Table 37.6 How much did the college spend in the past year for plaques, medals, and other mementos or gifts to reward donors? Broken out by Total Cost of Tuition .. | 218 |
| Table 38.1 In the past year how much did the college spend for events designed to celebrate the generosity or other virtues of key gift givers to the college? | 218 |
| Table 38.2 In the past year how much did the college spend for events designed to celebrate the generosity or other virtues of key gift givers to the college? Broken out by Total Enrollment Count | 219 |
| Table 38.3 In the past year how much did the college spend for events designed to celebrate the generosity or other virtues of key gift givers to the college? Broken out by Type of College..... | 219 |
| Table 38.4 In the past year how much did the college spend for events designed to celebrate the generosity or other virtues of key gift givers to the college? Broken out by Private or Public College | 220 |
| Table 38.5 In the past year how much did the college spend for events designed to celebrate the generosity or other virtues of key gift givers to the college? Broken out by Total Value of College Endowment | 220 |
| Table 38.6 In the past year how much did the college spend for events designed to celebrate the generosity or other virtues of key gift givers to the college? Broken out by Total Cost of Tuition | 220 |
| Chapter 13. Raising Money from Faculty & Staff | 221 |
| Table 39.1 Does the college stage particular campaigns aimed specifically at the college's faculty and staff?..... | 221 |
| Table 39.2 Does the college stage particular campaigns aimed specifically at the college's faculty and staff? Broken out by Total Enrollment Count..... | 221 |
| Table 39.3 Does the college stage particular campaigns aimed specifically at the college's faculty and staff? Broken out by Type of College..... | 221 |
| Table 39.4 Does the college stage particular campaigns aimed specifically at the college's faculty and staff? Broken out by Private or Public College..... | 222 |
| Table 39.5 Does the college stage particular campaigns aimed specifically at the college's faculty and staff? Broken out by Total Value of College Endowment..... | 222 |
| Table 39.6 Does the college stage particular campaigns aimed specifically at the college's faculty and staff? Broken out by Total Cost of Tuition..... | 222 |
| Table 40.1 How much money did the college raise in the past year from donations by faculty and staff, in all campaigns? | 223 |

| | |
|---|-----|
| Table 40.2 How much money did the college raise in the past year from donations by faculty and staff, in all campaigns? Broken out by Total Enrollment Count | 223 |
| Table 40.3 How much money did the college raise in the past year from donations by faculty and staff, in all campaigns? Broken out by Type of College | 223 |
| Table 40.4 How much money did the college raise in the past year from donations by faculty and staff, in all campaigns? Broken out by Private or Public College | 224 |
| Table 40.5 How much money did the college raise in the past year from donations by faculty and staff, in all campaigns? Broken out by Total Value of College Endowment..... | 224 |
| Table 40.6 How much money did the college raise in the past year from donations by faculty and staff, in all campaigns? Broken out by Total Cost of Tuition | 224 |

Survey Participants

Augustana College
Avila University
Baldwin Wallace University
Bethune Cookman University
BMCC/CUNY
Bryan College
Central Lakes College Foundation
Centre College
Chicago State University Foundation
Clackamas Community College Foundation
Stark State College
College of St. Joseph
College of the Siskiyous
Concordia University
Delaware College of Art and Design
Doane College
Eastern Oklahoma State College
Iowa Central Community College
Itawamba Community College
Lackawanna College
Lamar Institute of Technology Foundation
Manhattan School of Music
Marylhurst University
NDSCS Foundation
Northeastern State University
Northland Community and Technical College
Northwestern College
Northwood University
OCC Foundation
Otterbein University
Presbyterian College
Saginaw Valley State University
Stetson University
Technical College of the Lowcountry
Thomas More College
Trocaire College
UNC-Chapel Hill
University of Alaska Foundation
University of AR at Little Rock
University of Central Missouri
UW-Parkside

Western Connecticut State University
WVC Foundation

The Questionnaire

1. What was the total quantity of pieces mailed in the past year in order to raise funds for the college from all potential donors? (If the college did 10 mailings at 5,000 pieces each then the answer would be 50,000).

- 2011-12 academic year
- 2012-13 academic year

2. Which of the following internet vehicles has the college found useful for particular fundraising campaigns in the past two years?

- Blogs developed for specific campaigns
- Youtube
- Vimeo
- Facebook
- Tumblr
- Twitter
- Google Plus

3. How much did the Office of Advancement spend on telephone solicitation, either in-house or outsourced, including spending for labor, scripts, telecom costs, etc -- in the past year?

4. Excluding the cost of salaries, benefits and basic overhead for the Office of Advancement, what was the marginal cost of raising fund for the college expressed as a percentage of total funds raised?

5. Including the costs of salaries, benefits and overhead for the Office of Advancement, what was the cost of raising funds for the college expressed as a percentage of funds raised?

6. What was the overall budget, excluding salaries, benefits and office space, for the Office of Advancement or similar office that performs the same functions? Answer for each of the years listed:

- 2011-12 academic year
- 2012-13 academic year

7. How many FTE positions are allocated to the Office of Advancement?

- 2011-12 academic year
- 2012-13 academic year

8. Approximately how much office space, in square feet, is allocated to the Office of Institutional Advancement or office with similar responsibilities? Note: a typical medium sized one bedroom apartment in the USA is about 825 square feet.

9. For those employees that are most responsible for fundraising, did the college award merit-based pay or bonuses in any form in the past year?

- Yes
- No

10. If the college offered merit-based pay or bonuses did these funds:

- Add less than 3% to salaries
- Add 3+ to 6% to salaries

- Add 6+ to 10% to salaries
- Add more than 10% to salaries

11. What percentage of the full time staff qualified for any form of merit pay or bonus in the past year?

12. Please rate the following types of fundraising methods. Has their effectiveness increased or decreased for your institution over the past two years?

- Direct Mail
- Telathons
- Web-based fundraising
- Brick Campaigns
- Live Auctions
- Internet Based Auctions
- Appeals to Faculty & Staff
- Webinar or Podcast Fundraising Appeals
- Bequests
- Facility Naming Gifts
- Raffles
- Capital Campaigns
- Email Based Funding Appeals

13. How many athletic booster clubs does the college have?

14. In the past year, how much money was raised by and from the college's athletic booster clubs?

15. Approximately what percentage of funds raised by and from booster clubs went directly to the college's athletic programs? Please give a percentage and not a dollar amount.

16. What percentage of the college's athletic booster clubs are directly managed by the Office of Advancement or Fundraising?

17. The fundraising efforts of the Annual Fund drive is:

- Virtually completely outsourced
- Largely outsourced
- Done about 50% by staff and 50% by an outside firm
- Largely done in-house by staff
- Virtually completely done in-house by staff

18. The college considers annual fund revenues to be:

- All gifts received in a given year
- All unrestricted gifts received in a given year
- All gifts and donations raised specifically for the Annual Fund

19. The college's expenses for printed promotional materials specifically intended for the last annual fund were:

20. What were the college's expenditures for the online element of the college's last annual fund drive including expenses for website and social media site development, email blasts, consulting and other fees:

21. The estimated amount of professional staff time spent on the last annual fund was: (Note: clerical and student time are asked about in the next question.)

22. The estimated amount of student labor and clerical labor spent on the last annual fund was:

- Student labor
- Non student clerical staff labor

23. What percentage of the total value of assets and funds raised by the college in the past year can be described as non-monetary assets that are not financial instruments such as real estate, artwork, memorabilia and other physical objects?

24. In the past year what costs did the college accrue to appraise, sell, rent, tender, house or otherwise dispose of or care for these assets? (Include commissions paid to brokers, real estate taxes, storage and other costs).

25. In the past year how much did the college spend for consultants to conduct fundraising campaigns or to otherwise enhance the college's fundraising capabilities?

26. Over the next two years the college will probably spend:

- Less than in the past two years on campaign consultants
- About the same amount
- More than in the past two years

27. Most of the development consultancies that your college has used are:

- Very small offices or one man shops
- Small to medium sized firms that work on perhaps 20-75 campaigns per year
- Large consulting firms that may work on a hundred or more campaigns per year

28. Which phrase best describes your attitude towards the use of campaign consultants and other fundraising consultants:

- We don't really use them.
- We use them but have a very steady relationship with a trusted supplier.
- We use them but have been disappointed by recent experiences.
- We are always on the lookout for new expertise and consultants who can help us.

29. Your honest confidential evaluation of your college's fundraising efforts relative to those colleges that are generally regarded as your institution's peers:

- I think we are ahead of the pack.
- We do about as well as the others.
- Honestly, I think that we are falling short somewhat but we can catch up.
- We're falling short and probably can do better and don't really think we will catch up in the very short term.

30. The Advancement Office receives its funding from which of the following sources:

- General College Funds used to fund most of the college administration

- A percentage of funds raised
 - Through a specific student fee assessed specifically for advancement
 - Through services offered by the Advancement office
31. The college's Office of Advancement has how many FTE positions:
32. Over the past two years the Advancement Office has:
- Not changed the number of FTE positions
 - Added 1-2 FTE positions
 - Subtracted 1-2 FTE positions
 - Added 3 or more FTE positions
 - Subtracted 3 or more FTE positions
33. The overall budget for the Advancement Office in the 2012-13 academic year, including spending for salaries and benefits, but not including the costs of office space, was approximately:
34. Approximately how much did the college raise through auctions in the past year?
35. Has the college ever conducted an online auction, either stand alone or in conjunction with an auction held at a physical site?
- Yes
 - No
36. How do you view online auctions as a fundraising tool?
- Not really familiar with them.
 - Have not used them but are planning to soon.
 - Have used them and not found them too useful.
 - Have used them and found them useful.
 - Have used them and we are very enthusiastic about them.
37. If you have purchased any software or used any services that you have found particularly useful for online auctions please list them below.
38. How would you evaluate your college's online fundraising efforts, including web promotions, website development, fundraising blogs and listservs, podcasts and other internet-based promotional and fundraising efforts?
- We haven't really done much but think it is overblown.
 - We haven't done much and will be doing much more.
 - We've been pretty active but with relatively poor results.
 - We've been pretty active and think we've had good results.
39. Please rate the performance of the following types of fundraising vehicles for your institution:
- Telathons
 - Direct Mail
 - Web-based Fundraising
 - "Brick" Campaigns
 - Raffles
 - Capital Campaigns
 - Appeals to Student and Faculty

40. How much did the college spend in the past year for plaques, medals, and other mementos or gifts to reward donors?

41. In the past year how much did the college spend for events designed to celebrate the generosity or other virtues of key gift givers to the college?

42. Does the college stage particular campaigns aimed specifically at the college's faculty and staff?

- Yes
- No

43. How much money did the college raise in the past year from donations by faculty and staff, in all campaigns?

Characteristics of the Sample

Overall sample size: 45

By Total Enrollment Count

Under 2,000: 13

2,000 – 5,000: 19

Over 5,000: 13

By Type of College

Community College: 18

4-Year or MA Granting College: 20

PHD Level College or University: 4

Level 1 or Level 2 Research University: 3

By Public or Private

Public: 20

Private: 24

By Total Value of College Endowment

\$25 Million and Under: 35

Over \$25 Million: 10

By Total Cost of Tuition

Under \$5,000: 17

\$5,000 – \$20,000: 13

Over \$20,000: 5