



Community College Foundations

*An Analysis of a Survey Conducted by the
Council for Advancement and Support of Education*

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INTRODUCTION

Community colleges are facing record enrollments and declining state and local funding, and many leaders of these institutions see increasing private support as critical for their colleges. As the separate 501(c)3 organizations charged with raising, managing and investing private funds, community college foundations play a pivotal role in helping these colleges raise the funds they need to achieve their missions. However, as community colleges look to strengthen their fundraising programs, very little national data on community college foundations are available for leaders to draw upon when making decisions about how their foundations should be structured and staffed.

To fill this void, CASE conducted a national survey of community college foundations. The survey, drafted with the guidance of the six-member CASE Community College Foundation Advisory Group, asked community college foundation leaders to answer questions in the following nine areas:

- Board and governance
- Staffing
- Alumni relations
- Budget/funding
- Fundraising/private support
- Campaigns
- Major gifts
- Endowment
- Donor outreach

On May 6, 2010, CASE e-mailed a 35-question survey to 1,014 individual contacts representing roughly 840 community college foundations. The survey was also publicized in *CASE IRF Update*, a periodic e-newsletter for institutionally related foundation staff, and in *BriefCASE*, the monthly e-newsletter sent to CASE members. The survey was closed five weeks later, on June 11, 2010.

In preparing the survey, CASE learned that the Foundation for California Community Colleges was conducting a similar survey of community college foundations in California. To avoid confusion, CASE did not e-mail the survey directly to California community colleges. However, with the cooperation of the Foundation for California Community Colleges, CASE included a few questions in its survey that were identical or closely mirrored questions asked in the California survey. Where possible, this white paper compares the CASE survey results to the Foundation for California Community Colleges survey results. The Foundation for California Community Colleges survey is referred to as the “California survey” in this analysis.¹

PROFILE OF RESPONDENTS

CASE received usable responses from 130 community college foundations. Of the 130 respondents, 117 (91.4 percent) are affiliated with a single college, nine (7.0 percent) are affiliated with a district that includes multiple colleges and two (1.6 percent) represented a statewide office or system (see table 1, p. 19).

One hundred and eight (108) of the 130 community college foundations provided information about the size of the student population in full-time equivalents (FTEs) at their colleges or districts. Table 2 (p. 19) shows the distribution of respondents by the size of their community college or community college district's student population in FTEs.

The majority of the responding colleges (50.9 percent) have student FTEs in the range of 2,500 to 9,999, followed by 16.7 percent in the 10,000 to 14,999 range. Institutions with fewer than 1,000 FTEs and those with 20,000 or more represent only 12.1 percent of the respondent population. More than two-thirds of community colleges (66.7 percent) define their FTEs as those students who are taking courses equal to 12 credit hours, while 34 respondents (27.6 percent) define FTEs as those who are taking 15 credit hours (see table 3, p. 19).

Not surprisingly, nearly all of the respondents' foundations (126, or 98.4 percent) have obtained 501(c)3 status (see table 4, p. 20) from the U.S. Internal Revenue Service, which allows them to receive tax deductible contributions from donors.

Compared to foundations affiliated with four-year institutions, community college foundations are relatively young organizations. Respondents were asked what year their foundation was established (see table 5, p. 20). Nearly 35 percent were established between 1980 and 1989. About one-quarter of the community college foundations (25.6 percent) were established between 1970 and 1979, and only three (2.3 percent) were established prior to 1960.

FOUNDATION BOARDS AND GOVERNANCE

Respondents were asked to provide the number of current voting and nonvoting members on their foundation's board of directors. The 127 community colleges that responded to this question account for a total of 3,355 foundation board members, with a median of 24 board members per foundation.

The respondent with the smallest foundation board had three members, while the respondent with the largest foundation board had 109 members (see table 6, p. 20). Respondents to the California survey reported a median of 22 board members, though the range of board sizes was much narrower (the smallest foundation board had eight members, while the largest foundation board had 26 members).

Ninety percent of all foundation board members are voting members; 10 percent are nonvoting members. One-third (34.6 percent) of the respondents had no nonvoting members on their

foundation boards (see table 7, p. 20). The majority of foundation boards (66.9 percent) have no more than 29 members (see table 8, p. 21). Foundations established in the 1960s and 1970s have the highest median number of board members (27). In general, the older the foundation, the larger the board (see table 9, p. 21).

Respondents were asked to indicate which of 14 committees (listed in the survey) their foundation has and to assign an activity rating to each committee. The executive committee was the most prevalent, with 92.8 percent of community college foundations indicating that their board has this committee (see table 10, p. 22). More than 50 percent of respondents indicated that their boards also have the following seven other committee types:

- Budget/finance committee (77.4 percent)
- Nomination committee (74.4 percent)
- Investment committee (74.2 percent)
- Events planning committee (58.0 percent)
- Audit committee (51.7 percent)
- Scholarship committee (51.7 percent)
- Development committee (50.9 percent)

The least prevalent board committees are legislative (11.9 percent) and real estate (17.4 percent) committees (see table 10, p. 22).

Although the investment committee is not the most prevalent committee type, it was identified by most respondents (70.8 percent) as being very or extremely active, followed by the budget/finance committee (69.8 percent) and the executive committee (61.2 percent) (see table 11, p. 23). The four least prevalent board committee types—planned giving, real estate, strategic planning and governance—were also rated by respondents as among the least active committees.

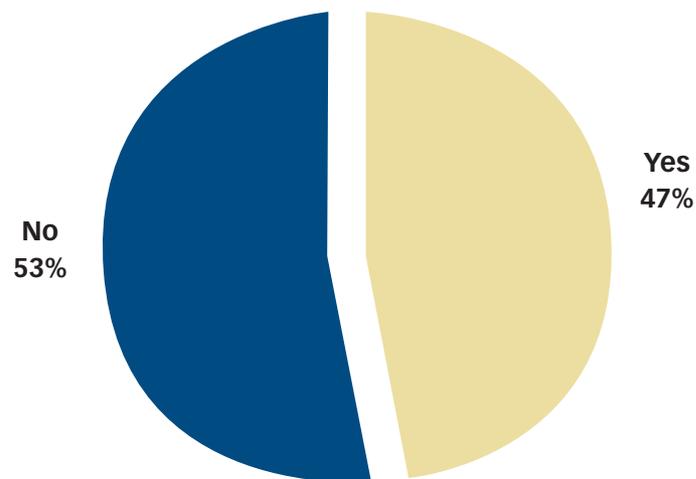
The California survey results mirror the CASE survey results, though the percentage of California respondents indicating they have particular committees is a bit higher. California respondents indicated that the executive (95 percent), budget/finance (89 percent), nomination (86 percent) and investment (72 percent) committees are the most prevalent, while the least prevalent committees are real estate (11 percent) and legislative (14 percent). California respondents also identified the executive (66 percent), budget/finance (63 percent) and investment (48 percent) committees as being very or extremely active, while the real estate and legislative committees were rated as slightly active or not active at all.

Virtually all (99.2 percent) respondents said that the business community's perspective is represented on their community college foundation board. The college president's perspective is also represented on an overwhelming majority (93.0 percent) of community college foundation boards, followed by the perspectives of alumni (76.7 percent) and college or district board of

trustees (73.6 percent) (see table 12, p. 24). Only 17.1 percent of respondents indicated that their foundation boards included the perspective of college students. Sixteen of the 129 community college foundations that answered this question indicated that their board had perspectives other than the options given. Among the other responses were community leaders, community volunteers and retirees.

While community college foundation board members are often expected to make an annual charitable contribution to the foundation, not all foundations require board members to do so. Nearly half (47.2 percent) of respondents require their community college foundation board members to make an annual contribution (see figure 1 and table 13, p. 24). Of those foundations that require board members to make an annual contribution, the median specified minimum amount is \$500, the mean is \$1,149 and the range is from \$1 to \$12,500 (see table 14, p. 24).

Figure 1. Annual Contribution Required of Board Members?



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FOUNDATION STAFFING

Respondents were asked several questions about their community college foundation's staffing and staff responsibilities, including to whom their foundation chief staff officer reports. For purposes of the survey, the foundation's chief staff officer is defined as the individual responsible for directing overall staff, program and administrative activities of the foundation. The title given to the chief staff officer varies by foundation, though most individuals in this role have the title of executive director, president, or CEO.

Most respondents (63.8 percent) said that their foundation's chief staff officer reports to the college president (see table 15, p. 25). Smaller percentages of respondents indicated that their foundation's chief staff officer reports directly to the foundation board of directors (16.2 percent) or a college staff member (12.3 percent). California survey respondents also indicated that most of their chief staff officers report directly to the college president or district chancellor (71 percent), a larger percentage of California respondents (versus respondents in the CASE survey) said that their chief staff officers report directly to the foundation board of directors (29 percent of California respondents, against 16.2 percent of CASE respondents).²

Respondents were presented with a list of 13 advancement functions and asked if those functions were included in the scope of responsibility of the foundation's chief staff officer (see table 16, p. 25). Most respondents checked nine of the 13 choices, in the following order:

- Major gifts (96.2 percent)
- Corporate fundraising (95.4 percent)
- Events (91.5 percent)
- Annual giving (91.5 percent)
- Planned giving (86.9 percent)
- Capital campaigns (86.2 percent)
- Foundation grants (83.8 percent)
- Alumni relations (79.2 percent)
- Community relations (72.3 percent)

Three other advancement functions—marketing/public relations/media relations, government grants and government relations—were checked by less than half of respondents, though a good percentage of respondents (47.7 percent) did select marketing/public relations/media relations.

While foundation chief staff officers may oversee a number of advancement functions at their colleges, they tend to spend most of their time on foundation responsibilities. Respondents indicated that their foundation chief staff officer devotes 75 percent of his or her time to foundation responsibilities and 25 percent to other job responsibilities (see table 17, p. 26).

Community college foundations rely on both staff and volunteers to achieve their missions, though it is clear that most community college foundations are small shops. Respondents reported a total of nearly 1,500 dedicated staff and/or volunteers among their community college foundations. The total number of volunteers (884.0) is slightly higher than the total number of staff (605.9). Full-time employees account for 55 percent of all staff, with a median of three and a range of one to 16 full-time employees (see table 18, p. 26). Another one-fifth (120.9) of the 600 or so staff working at community college foundations are full-time employees at the college but part-time at the foundation.

Nearly half of respondents (47.7 percent) said that the budget for foundation staff salaries comes from the college alone (see table 19, p. 27), while one-third (33.6 percent) of respondents indicated that foundation staff salaries are paid from a combination of the college, the district and the foundation.

ALUMNI RELATIONS

The survey data suggest that a significant percentage of community colleges do not invest in alumni relations. While more than half of respondents (71, or 54.6 percent) indicated that their community college or community college district dedicates resources for alumni relations activities, just under half of respondents (59, or 45.4 percent) said that their colleges or districts do not dedicate resources for alumni (see table 20, p. 27). It is unclear if these colleges or districts have chosen not to invest in alumni relations because of budget constraints, a belief that the traditional alumni relations model does not work for their college or district, or a reliance on the foundation to solely fund alumni relations activities.

Though its survey question on this topic was worded differently, the California survey indicates similar percentages of community colleges or districts investing in alumni relations (57 percent of California respondents have alumni relations programs, while 43 percent do not).

Of the colleges/districts that dedicate resources for alumni relations, 40 respondents (56.3 percent) indicated that their individual college or district has alumni relations staff, while 28 (39.4 percent) said that individual colleges within their district have alumni relations staff. Three colleges/districts do not have alumni relations staff (see table 21, p. 27). Almost 58 percent (23 of 40) of the colleges/districts that dedicate resources to alumni relations have a full-time staff member in charge of alumni relations (see table 22, p. 27).

The community college world has no standard definition for the term *alumni*. The way in which the colleges/districts affiliated with respondents define *alumni* are evenly distributed among three categories (see table 23, p. 28):

- Anyone who has taken one or more classes (38.4 percent)
- Anyone who has completed a certain number of hours or units (36.8 percent)
- Degree/certificate holders (32.0 percent)

(Note: Because multiple responses were possible to this question, percentages do not add to 100.)

Outreach to alumni also varies by college. Respondents were asked to indicate how many alumni their foundation contacts on an annual basis. Close to three-fifths of all foundations contact fewer than 10,000 alumni on an annual basis (see table 24, p. 28); the median was 6,000 (see table 25, p. 28). Seven foundations contact 50,000 or more alumni on an annual basis. Over half of foundations contact their alumni three or more times a year (see table 26, p. 29).

BUDGET/FUNDING

The median annual operating budget in FY2009 for responding community college foundations was \$250,000, with a minimum of \$5,000 and a maximum of \$3 million (see table 27, p. 29). The median budget size for foundations established in the 1960s is \$300,000; the median is \$315,900 for those foundations established in the 1970s and \$55,000 for those established 2000 or later. In general, the older the foundation, the larger the foundation's operating budget (see table 28, p. 29).

Virtually all responding foundations have their finances managed either solely by foundation staff or as a shared responsibility between the foundation and the college or district's finance/business office (see table 29, p. 30). A majority of respondents said that a foundation staff member manages the foundation's finances (66.4 percent; see table 30, p. 30) and is a full-time staff member (78.9 percent; see table 31, p. 30).

Seventy-one respondents provided the title of the staff person who manages the foundation's finances. Here are the most common titles, in descending order of responses:

- Executive director, foundation director (25 responses)
- Fiscal manager, fiscal analyst (15 responses)
- Controller, director of finance (12 responses)
- Chief financial officer, chief fiscal officer, associate director (6 responses)
- Accountant (6 responses)

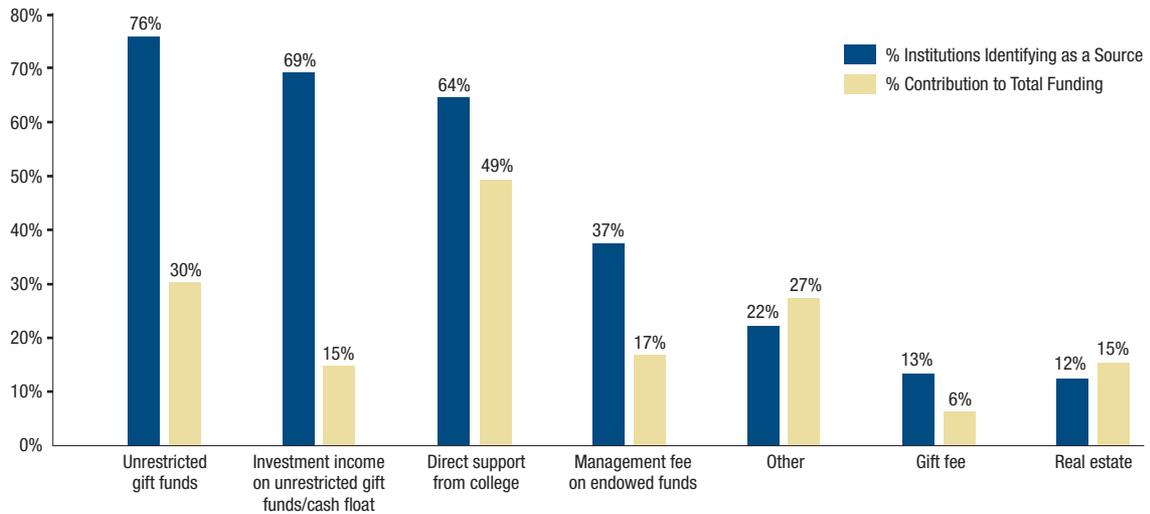
Clearly, a large number of foundations rely on the foundation executive director to manage the foundation's finances.

The survey asked respondents to identify which of the following six funding sources they used in FY2010 to fund their community college foundation's operations and also to give the approximate percentage of the foundation's operating budget accounted for by each funding source:

- Direct support from college
- Unrestricted gift funds
- Investment income on unrestricted gift funds/cash float
- Management fee on endowed funds
- Gift fees
- Real estate

Figure 2 compares the percentage of responding foundations using each of the six funding sources with the median percentage contribution each funding source makes to their operating budgets. The three most common funding sources are unrestricted gift funds, investment income on unrestricted gift funds/cash float and direct support from the college. A little more than one-third of respondents derive funding from a management fee on endowed funds. Gift fees and real estate were the least common funding sources among responding foundations. (See table 32, p. 31.)

Figure 2. Sources of Foundation Funding
 (% Institutions Identifying as Source and % Contribution to Total Funding)



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The most significant funding sources are direct support from the college and unrestricted gift funds. Since they manage smaller endowments, community college foundations that use a management fee on endowed funds derive significantly less funding from the fee than do their four-year foundation counterparts. It will be interesting to see if more community colleges use endowment management fees as their endowments grow.

Among those who said their foundation funding comes from sources other than the six options listed in the survey, several stated that their funding comes from special events, restricted funds and operating endowments. An overwhelming majority of respondents (82.0 percent) said that their community college foundation reduces costs by sharing resources with their community college (see table 33, p. 31).

FUNDRAISING/PRIVATE SUPPORT

Responding community college foundations raised a median amount of \$596,483 in private support in FY09 (see table 34, p. 31). For purposes of the survey, *private support* was defined as support raised from individuals, corporations and foundations and not from government sources. Respondents included total outright giving and total deferred giving at present value when reporting private support raised. The mean amount of private support raised by respondents in FY09 was \$1,266,608.

When asked to choose from a list of special initiatives for which private support is raised, most respondents selected four from a list of eight options (see table 35, p. 32). The following four were selected by 50 percent or more of the respondents:

- Scholarships (99.1 percent)
- Endowment (89.7 percent)
- Particular academic units or programs of study (80.2 percent)
- Capital improvements (64.7 percent)

In addition to special initiatives, foundations have a broad range of fundraising priorities (see table 36, p. 32). Respondents were asked to choose their top two priorities. One-third or more of the foundations chose the following:

- Scholarship support (86.3 percent)
- Operating dollars (36.8 percent)
- Program support (36.8 percent)

California survey respondents similarly chose scholarship support (72 percent), program support (45 percent) and operating dollars (33 percent) as top fundraising priorities. It is clear from both surveys that increasing support for student scholarships is a major driver of community college foundation fundraising efforts.

For FY10, community college foundations hope to raise a median amount of \$529,000 of private support (see table 34, p. 31). Respondents hope to raise a mean of \$1,306,578 in private support in FY10.

CAMPAIGN

The majority of respondents (52.5 percent) indicated that they are currently planning, conducting or completing a major campaign (see table 37, p. 32). The median campaign goal among responding community college foundations is \$5 million. Goals range from \$240,000 to \$100 million (see table 38, p. 33).

Campaign dollars raised will be used to fund a variety of priorities (see table 39, p. 33). Respondents were asked to choose from a list of eight campaign funding priorities. More than 50 percent of respondents selected these priorities for their campaign funds:

- Capital improvements (70.5 percent)
- Scholarships (62.3 percent)
- Endowment (60.7 percent)

Respondents were less likely to indicate that campaign proceeds would be used to fund general academics (18.0 percent), the library (9.8 percent) or athletics (9.8 percent). Sixteen percent of respondents answered “other” for use of campaign funds. When asked to specify what other

initiatives their campaigns will fund, respondents mentioned equipment, campus expansion, land, a multicultural center and instructional technology.

The overwhelming majority (81.9 percent) of community college foundations engage in an annual faculty/staff campaign (see table 40, p. 33). The median percentage of faculty/staff contributing to the campaign in FY09 was 30 percent (see table 41, p. 34).

MAJOR GIFTS

Seventy-one percent (83 institutions) of respondents say that their foundation focuses on major gifts (see table 42, p. 34). However, fewer than half (39, or 47.6 percent) of those 83 institutions reported also having staff dedicated to focusing on major gifts (see table 43, p. 34).

Thirty-seven of the 39 foundations with major gifts staff reported on the number of staff and how many were full-time or part-time. The minimum number of full-time major gifts staff among responding foundations is one and the maximum is three. Thirteen foundations had part-time staff dedicated to major gifts. The median number of major gifts staff at responding community college foundations is two: one full-time and one part-time (see table 44, p. 34).

The largest private gifts (i.e., not from the government) ever received by responding community college foundation ranged from \$10,000 to \$30 million. The median is \$1 million (see table 45, p. 35).

ENDOWMENT

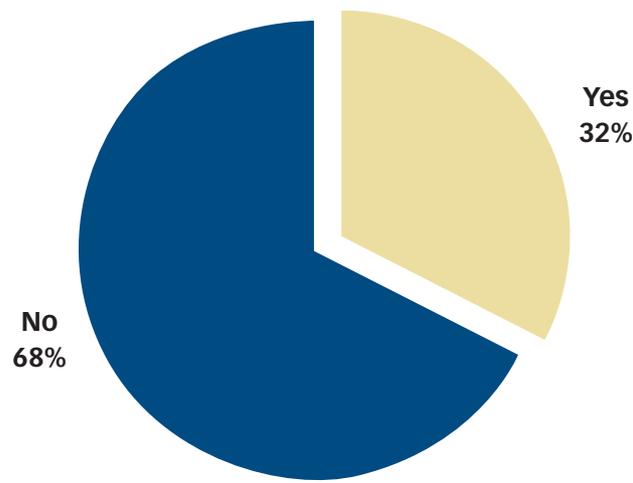
The vast majority of responding community college foundations (96.5 percent) have an endowment (see table 46, p. 35). The median endowment size is \$3.4 million, and endowments range from a little less than \$20,000 to almost \$80 million (see table 47, p. 35). Foundations that were established between 1960 and 1969 have the highest median and mean endowment sizes: \$6,847,750 and \$12,077,304, respectively. The lowest endowment sizes are reported among foundations that were established in 2000 or later. Not surprisingly, the older the foundation, the larger the endowment (see table 48, p. 35).

Most community college foundation endowments (51.8 percent) are managed by investment consultants/managers (see table 49, p. 36). More than one-third (38.2 percent) of foundations use a combination of investment consultants/managers and foundation staff to manage the endowment fund. Three of the four respondents who answered “other” specified that their endowment fund is managed by a local community foundation or the foundation’s investment committee.

Seventy-one of 105 foundations (67.6 percent) do not invest their endowment fund in alternative investment vehicles, such as hedge funds or private equity (see figure 3 and table 50, p. 36). Not surprisingly, community college foundations with larger endowments tend to be more likely

to invest in alternative investment vehicles (see table 51, p. 36). As community college foundation endowments grow in size, it will be interesting to see if more two-year foundations follow their four-year counterparts and increase investment in alternative vehicles.

Figure 3. Investment of Endowment in Alternatives?
(e.g., Hedge Funds, Private Equity, etc.)



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DONOR OUTREACH

Of the responding foundations, 102 reported on their total number of donor records and how many are active. Among these reporting foundations, the median of total donor records is 4,176, and the median of active records is 1,000. Donor records range from a minimum of 50 to a maximum of 418,547. Active records range from 30 to 28,000 (see table 52, p. 37).

Foundations use several vehicles to communicate with potential donors (see table 53, p. 37). The most often used methods of communication include:

- Website (99.1 percent)
- In person (97.3 percent)
- Direct mail solicitations for annual giving (92.8 percent)
- Direct mail solicitations for events (89.8 percent)

The use of social networking (i.e., Facebook, Twitter, etc.) is just about evenly split: 55.8 percent of foundations take advantage of this vehicle, and 44.2 percent do not.

The majority (78.9 percent) of respondents indicate that they find in-person communication with donors to be the most effective (see table 54, p. 38). Nearly 50 percent of foundations

find communicating via telephone with donors to be very or extremely effective. Although most foundations do not use means of communication other than the ones listed on the survey, those that do use other means have found them to be very or extremely effective (71.4 percent). These donor outreach methods include birthday cards, thank-you notes from staff and foundation board members and special events, such as alumni community series and golf outings.

CONCLUSION

The CASE survey on community college foundations provides useful data that should help foundations benchmark their structure, staffing, outreach and activities. The results also serve as baseline information that will contribute to a growing understanding of the role and structure of community college foundations as they mature and evolve.

The data indicate, for example, that a majority of community college foundation chief staff officers do not have responsibility for seeking federal, state and local government grants. As colleges face decreased state funding and tighter budgets, will community college leaders look to combine their private fundraising and government grant-seeking operations?³ Will we see more community college foundations begin paying foundation staff salaries entirely out of their foundation operating budgets, as do many of their four-year counterparts, or will salaries remain a shared responsibility of the institution and the foundation? Will we see continued correlation between fundraising success and staff growth?

Foundations are an important resource contributing to the continued health and viability of community colleges, which in turn are an important source of higher learning for nearly half of the undergraduate students in the United States. The results of this survey, as well as other efforts to develop resources and track trends related community college foundations, will contribute to their continued development and success.

APPENDIX: Tables

TABLE 1.

Does your foundation represent a single college or district with multiple colleges?
(N = 128)

| | Number | Percent |
|---------------------------------|--------|---------|
| Single college | 117 | 91.4% |
| District with multiple colleges | 9 | 7.0% |
| Other | 2 | 1.6% |

Note: The two "other" responses include "statewide" and a community college foundation that participates as part of a public university foundation in their state.

TABLE 2.

What is the size of your community college's student population (or full district) in FTEs?
(N = 108)

| FTE Ranges | Number | Percent |
|------------------|--------|---------|
| Less than 1,000 | 3 | 2.8% |
| 1,000 to 2,499 | 18 | 16.7% |
| 2,500 to 4,999 | 34 | 31.5% |
| 5,000 to 9,999 | 21 | 19.4% |
| 10,000 to 14,999 | 18 | 16.7% |
| 15,000 to 19,999 | 4 | 3.7% |
| 20,000 to 24,999 | 3 | 2.8% |
| 25,000 or more | 7 | 6.5% |

TABLE 3.

What is the standard for defining FTEs?
(N = 123)

| | Number | Percent |
|-----------------|--------|---------|
| 12 credit hours | 82 | 66.7% |
| 15 credit hours | 34 | 27.6% |
| Other | 7 | 5.7% |

TABLE 4.

Does your foundation have 501(c)3 status?
(N = 128)

| | Number | Percent |
|-----|--------|---------|
| Yes | 126 | 98.4% |
| No | 2 | 1.6% |

TABLE 5.

In what year was your foundation established?
(N = 129)

| Decade | Number | Percent |
|---------------|--------|---------|
| Pre 1960 | 3 | 2.3% |
| 1960–1969 | 22 | 17.1% |
| 1970–1979 | 33 | 25.6% |
| 1980–1989 | 45 | 34.9% |
| 1990–1999 | 16 | 12.4% |
| 2000 or later | 10 | 7.8% |

TABLE 6.

Number of current voting, nonvoting and total members
on your foundation's board of directors
(N = 127)

| | Total | Median | Mean | Minimum | Maximum |
|---------------------------|-------|--------|------|---------|---------|
| Current voting members | 3,023 | 22.0 | 23.8 | 3 | 77 |
| Current nonvoting members | 332 | 2.0 | 2.6 | 0 | 37 |
| All board members | 3,355 | 24.0 | 26.4 | 3 | 109 |

TABLE 7.

Proportion of foundation board members who are nonvoting
(N = 127)

| Percentage of Board Members Who Are Nonvoting | Number of Foundations | Percent |
|---|-----------------------|---------|
| 0% | 44 | 34.6% |
| 1.0% to 9.9% | 29 | 22.8% |
| 10.0% to 19.9% | 35 | 27.6% |
| 20% or more | 19 | 15.0% |

TABLE 8.
Ranges of total board sizes
(N = 127)

| Total Number of Board Members | Number of Respondents | Percent |
|-------------------------------|-----------------------|---------|
| Less than 20 | 38 | 29.9% |
| 20 to 29 | 47 | 37.0% |
| 30 to 39 | 28 | 22.0% |
| 40 to 49 | 6 | 4.7% |
| 50 or more | 8 | 6.3% |

TABLE 9.
Board size relative to decade of establishment

| Decade | Board Size | | | Percentage of Respondents That Have Nonvoting Board Members | Number of Respondents |
|-----------------|------------|-----|-----|---|-----------------------|
| | Median | Min | Max | | |
| Pre 1960 | 24 | * | * | 0.0% | 3 |
| 1960–1969 | 27 | 10 | 63 | 19.0% | 21 |
| 1970–1979 | 27 | 14 | 109 | 27.3% | 33 |
| 1980–1989 | 23 | 9 | 71 | 48.9% | 45 |
| 1990–1999 | 21 | 10 | 44 | 31.3% | 16 |
| 2000 or later | 15 | 3 | 30 | 44.4% | 9 |
| All respondents | 24 | 3 | 109 | 34.6% | 127 |

* *Insufficient data.*

TABLE 10.
Which committees does your foundation board have?

| Type of Committee | Have This Committee | | Do Not Have This Committee | | Number of Respondents |
|--------------------|---------------------|---------|----------------------------|---------|-----------------------|
| | Number | Percent | Number | Percent | |
| Executive | 116 | 92.8% | 9 | 7.2% | 125 |
| Budget/Finance | 96 | 77.4% | 28 | 22.6% | 124 |
| Nomination | 90 | 74.4% | 31 | 25.6% | 121 |
| Investment | 89 | 74.2% | 31 | 25.8% | 120 |
| Events planning | 65 | 58.0% | 47 | 42.0% | 112 |
| Audit | 60 | 51.7% | 56 | 48.3% | 116 |
| Scholarship | 61 | 51.7% | 57 | 48.3% | 118 |
| Development | 58 | 50.9% | 56 | 49.1% | 114 |
| Campaign | 40 | 35.7% | 72 | 64.3% | 112 |
| Planned giving | 33 | 31.1% | 73 | 68.9% | 106 |
| Other | 23 | 25.8% | 66 | 74.2% | 89 |
| Governance | 24 | 21.8% | 86 | 78.2% | 110 |
| Strategic planning | 23 | 21.3% | 85 | 78.7% | 108 |
| Real estate | 19 | 17.4% | 90 | 82.6% | 109 |
| Legislative | 13 | 11.9% | 96 | 88.1% | 109 |

TABLE 11.
How active are your foundation committees?

| Committee | Not Active at All | | Slightly Active | | Moderately Active | | Very or Extremely Active | | Number of Respondents with This Committee |
|--------------------|-------------------|---------|-----------------|---------|-------------------|---------|--------------------------|---------|---|
| | Number | Percent | Number | Percent | Number | Percent | Number | Percent | |
| Legislative | 5 | 38.5% | 1 | 7.7% | 5 | 38.5% | 2 | 15.4% | 13 |
| Executive | 8 | 6.9% | 17 | 14.7% | 20 | 17.2% | 71 | 61.2% | 116 |
| Budget/Finance | 1 | 1.0% | 11 | 11.5% | 17 | 17.7% | 67 | 69.8% | 96 |
| Investment | 4 | 4.5% | 1 | 1.1% | 21 | 23.6% | 63 | 70.8% | 89 |
| Nomination | 3 | 3.3% | 19 | 21.1% | 28 | 31.1% | 40 | 44.4% | 90 |
| Planned giving | 9 | 27.3% | 10 | 30.3% | 7 | 21.2% | 7 | 21.2% | 33 |
| Campaign | 6 | 15.0% | 5 | 12.5% | 7 | 17.5% | 22 | 55.0% | 40 |
| Development | 9 | 15.5% | 10 | 17.2% | 18 | 31.0% | 21 | 36.2% | 58 |
| Real estate | 5 | 26.3% | 7 | 36.8% | 3 | 15.8% | 4 | 21.1% | 19 |
| Strategic planning | 7 | 30.4% | 2 | 8.7% | 7 | 30.4% | 7 | 30.4% | 23 |
| Events planning | 6 | 9.2% | 9 | 13.8% | 14 | 21.5% | 36 | 55.4% | 65 |
| Audit | 6 | 10.0% | 6 | 10.0% | 19 | 31.7% | 29 | 48.3% | 60 |
| Scholarship | 4 | 6.6% | 7 | 11.5% | 14 | 23.0% | 36 | 59.0% | 61 |
| Governance | 7 | 29.2% | 0 | 0.0% | 4 | 16.7% | 13 | 54.2% | 24 |
| Other | 3 | 13.0% | 5 | 21.7% | 7 | 30.4% | 8 | 34.8% | 23 |

TABLE 12.

What perspectives are represented on your foundation's board?
(N = 129)

| | Number | Percent |
|-----------------------------------|--------|---------|
| Business community | 128 | 99.2% |
| College president | 120 | 93.0% |
| Alumni | 99 | 76.7% |
| College/District board of trustee | 95 | 73.6% |
| Other college administrators | 63 | 48.8% |
| Public sector (government) | 55 | 42.6% |
| Nonprofit community | 44 | 34.1% |
| College faculty | 41 | 31.8% |
| College staff | 30 | 23.3% |
| College students | 22 | 17.1% |
| Other | 16 | 12.4% |

Notes: Multiple responses were possible. The median number of perspectives checked was five. Two respondents checked two perspectives, seven checked three, 25 checked four, 33 checked five, 27 checked six, 21 checked seven, 13 checked eight, and one checked 10 perspectives. "Other" includes community leaders, community volunteers, philanthropists/donors and retirees.

TABLE 13.

Is an annual contribution required of foundation board members?
(N = 127)

| | Number | Percent |
|-----|--------|---------|
| Yes | 60 | 47.2% |
| No | 67 | 52.8% |

TABLE 14.

If yes, what is the specified minimum contribution?
(N = 31)

| | |
|---------|----------|
| Median | \$500 |
| Mean | \$1,149 |
| Minimum | \$1 |
| Maximum | \$12,500 |

TABLE 15.

To whom does your foundation chief staff officer report (i.e., solid reporting line)?
(N = 130)

| | Number | Percent |
|-------------------------------|--------|---------|
| College president | 83 | 63.8% |
| Foundation board of directors | 21 | 16.2% |
| College staff member | 16 | 12.3% |
| District chancellor/President | 6 | 4.6% |
| Other | 3 | 2.3% |
| Superintendent | 1 | 0.8% |

TABLE 16.

What advancement functions are within your foundation's chief staff officer's scope of responsibility?
(N = 130)

| | Number | Percent |
|--|--------|---------|
| Major gifts | 125 | 96.2% |
| Corporate fundraising | 124 | 95.4% |
| Events | 119 | 91.5% |
| Annual giving | 119 | 91.5% |
| Planned giving | 113 | 86.9% |
| Capital campaigns | 112 | 86.2% |
| Foundation grants | 109 | 83.8% |
| Alumni relations | 103 | 79.2% |
| Community relations | 94 | 72.3% |
| Marketing/Public relations/ Media relations | 62 | 47.7% |
| Government grants | 54 | 41.5% |
| Government relations | 40 | 30.8% |
| Other | 15 | 11.5% |

Notes: Multiple responses possible. The median number of functions checked was nine. One respondent checked four functions, three checked five, nine checked six, 11 checked seven, 19 checked eight, 32 checked nine, 24 checked 10, 15 checked 11, 14 checked 12, and two checked 13 functions.

TABLE 17.

What percentage of time does your foundation's chief staff officer devote to the foundation as opposed to other job responsibilities?
(N = 130)

| | Median |
|-----------------------------|--------|
| Foundation responsibilities | 75% |
| Other job responsibilities | 25% |

TABLE 18.

How many dedicated staff do you have for your foundation?

| Staff Groupings | Mean | Minimum | Maximum | Sum | Number |
|---|------|---------|---------|---------|--------|
| Among those reporting any staff and/or volunteers | 12.8 | 1.0 | 224.0 | 1,489.9 | 116 |
| Among those reporting any staff, not including volunteers | 5.3 | 1.0 | 33.0 | 605.9 | 115 |
| Types of staff reported, not including volunteers | | | | | |
| Full-time employees at the foundation only | 3.0 | 1.0 | 16.0 | 336.0 | 86 |
| Full-time employees but part-time at the foundation and part-time at the institution/district | 2.0 | 0.4 | 9.0 | 120.9 | 47 |
| Part-time employees at the foundation only | 1.0 | 1.0 | 6.0 | 56.0 | 38 |
| Students | 1.0 | 1.0 | 5.0 | 32.0 | 22 |
| Other paid employees | 3.0 | 1.0 | 24.0 | 61.0 | 11 |
| Volunteers | 10.0 | 1.0 | 220.0 | 884.0 | 25 |

TABLE 19.

Where does the budget for foundation staff salaries come from?
(N = 128)

| | Number | Percent |
|----------------------------|--------|---------|
| College | 61 | 47.7% |
| A combination of the above | 43 | 33.6% |
| Foundation | 15 | 11.7% |
| District | 6 | 4.7% |
| Other | 3 | 2.3% |

TABLE 20.

Does your college/district dedicate resources for alumni relations?
(N = 130)

| | Number | Percent |
|-----|--------|---------|
| Yes | 71 | 54.6% |
| No | 59 | 45.4% |

TABLE 21.

If yes, does your college/district have dedicated staff that focus specifically on alumni relations?
(N = 71)

| | Number | Percent |
|---|--------|---------|
| Yes, the college/district has alumni relations staff | 40 | 56.3% |
| Yes, individual colleges within the district have alumni relations staffs | 28 | 39.4% |
| No | 3 | 4.2% |

TABLE 22.

Is the dedicated staff that focuses specifically on alumni relations full-time or part-time?
(N = 40)

| | Number | Percent |
|-----------|--------|---------|
| Full-time | 23 | 57.5% |
| Part-time | 17 | 42.5% |

Note: Reflects number of respondents, not number of staff.

TABLE 23.

How does your college/district define your alumni?
(N = 125)

| | Number | Percent |
|---|--------|---------|
| Anyone who has taken one or more classes | 48 | 38.4% |
| Anyone who has completed a certain number of hours or units | 46 | 36.8% |
| Degree/certificate holders | 40 | 32.0% |
| Other | 10 | 8.0% |

Notes: Multiple responses possible. 111 respondents checked only one definition, 10 checked two, three checked three, and one checked four definitions.

“Other” includes: “anyone who has or has had a LINK to the school—students, graduates, donors, vendors, parents, course or two”; “currently undefined—foundation office is working on this”; “friends of the college”; “no formal definition”; “not defined”; “still trying to define this”; “we haven’t defined yet”; and “those who contact the Foundation and say they are alumni. The Foundation will verify whether the person has taken courses.”

TABLE 24.

Number of alumni your foundation contacts on an annual basis, in ranges
(N = 103)

| Ranges | Number | Percent |
|------------------|--------|---------|
| Less than 1,000 | 23 | 22.3% |
| 1,000 to 4,999 | 20 | 19.4% |
| 5,000 to 9,999 | 18 | 17.5% |
| 10,000 to 14,999 | 14 | 13.6% |
| 15,000 to 24,999 | 9 | 8.7% |
| 25,000 to 49,999 | 12 | 11.7% |
| 50,000 or more | 7 | 6.8% |

TABLE 25.

How many alumni does your foundation contact on an annual basis?
(N = 103)

| | |
|---------|-----------|
| Median | 6,000 |
| Mean | 14,498 |
| Minimum | 10 |
| Maximum | 160,000 |
| Sum | 1,493,262 |

TABLE 26.

How many times a year does your foundation contact alumni?
(N = 112)

| | Number | Percent |
|------------|--------|---------|
| 1 | 24 | 21.4% |
| 2 | 27 | 24.1% |
| 3 | 23 | 20.5% |
| 4 | 12 | 10.7% |
| 5–10 | 16 | 14.3% |
| 10 or more | 10 | 8.9% |

TABLE 27.

What was your foundation's annual operating budget in FY2009?
(N = 110)

| | |
|---------|-------------|
| Median | \$250,000 |
| Mean | \$438,410 |
| Minimum | \$5,000 |
| Maximum | \$3,000,000 |

TABLE 28.

Budget size relative to decade of establishment

| Decade | Budget Size | | | | Number of Respondents |
|-----------------|-------------|-----------|----------|-------------|-----------------------|
| | Median | Mean | Minimum | Maximum | |
| Pre 1960 | * | * | * | * | 1 |
| 1960–1969 | \$300,000 | \$616,603 | \$85,250 | \$2,157,276 | 21 |
| 1970–1979 | \$315,900 | \$560,376 | \$5,000 | \$3,000,000 | 27 |
| 1980–1989 | \$250,000 | \$403,280 | \$9,000 | \$2,030,000 | 39 |
| 1990–1999 | \$225,563 | \$268,806 | \$20,000 | \$900,000 | 14 |
| 2000 or later | \$55,000 | \$78,586 | \$12,600 | \$200,000 | 7 |
| All respondents | \$250,000 | \$441,744 | \$5,000 | \$3,000,000 | 109 |

* Insufficient data.

Note: One respondent who provided data regarding budget size did not answer the question about year of establishment.

TABLE 29.

Which of the following best describes your foundation?
(N = 125)

| | Number | Percent |
|---|--------|---------|
| Foundation staff are solely responsible for managing foundation finances | 70 | 56.0% |
| Foundation and college/district staff share responsibility for managing foundation finances | 43 | 34.4% |
| College/district staff are solely responsible for managing foundation finances | 9 | 7.2% |
| Other | 3 | 2.4% |

TABLE 30.

Who manages your foundation's finances?
(N = 122)

| | Number | Percent |
|---------------------------------|--------|---------|
| Foundation staff member | 81 | 66.4% |
| College finance/business office | 25 | 20.5% |
| Combination of both | 12 | 9.8% |
| Other | 4 | 3.3% |

TABLE 31.

Is the foundation staff person who manages finances a full-time or part-time staff person at the foundation?
(N = 76)

| | Number | Percent |
|-----------|--------|---------|
| Full-time | 60 | 78.9% |
| Part-time | 16 | 21.1% |

Note: Reflects number of respondents, not number of staff.

TABLE 32.
How do you fund your foundation?
(N = 123)

| | Number | Percent | Median Percentage Contribution |
|---|--------|---------|--------------------------------|
| Unrestricted gift funds | 93 | 76% | 30% |
| Investment income on unrestricted gift funds/cash float | 85 | 69% | 15% |
| Direct support from college | 79 | 64% | 49% |
| Management fee on endowed funds | 46 | 37% | 17% |
| Other | 27 | 22% | 27% |
| Gift fee | 16 | 13% | 6% |
| Real estate | 15 | 12% | 15% |

Notes: Respondents were asked to select all that apply from the above list and provide an estimate of the approximate percentage that the source provides to their foundation's operating budget. Multiple responses were possible. The median number of sources checked was three. Eighteen respondents checked only one source, 30 checked two, 35 checked three, 25 checked four, 12 checked five, and three checked six sources.

TABLE 33.
Does your foundation reduce costs through shared resources?
(N = 122)

| | Number | Percent |
|---|--------|---------|
| Yes, our foundation shares resources with our community college | 100 | 82.0% |
| Yes, our foundation shares resources with our community college district | 8 | 6.6% |
| Yes, our foundation shares resources with other nonprofit community college foundations | 1 | 0.8% |
| No, our foundation does not currently share resources | 13 | 10.7% |

TABLE 34.
How much private support (individuals, corporations, foundations; not from the government) was raised by your foundation in FY2009 and how much do you hope to raise in FY2010?
(N = 97)

| | FY2009 | FY2010 |
|---------|---------------|---------------|
| Median | \$596,483 | \$529,000 |
| Mean | \$1,266,608 | \$1,306,578 |
| Minimum | \$12,000 | \$50,000 |
| Maximum | \$10,856,000 | \$10,000,000 |
| Sum | \$122,860,994 | \$126,738,091 |

Note: Includes only the respondents that provided data for both years.

TABLE 35.

For which of the following special initiatives does your college/district raise private support?
(N = 116)

| | Number | Percent |
|--|--------|---------|
| Scholarships | 115 | 99.1% |
| Endowment | 104 | 89.7% |
| Particular academic units or programs of study | 93 | 80.2% |
| Capital improvements | 75 | 64.7% |
| General academics | 57 | 49.1% |
| Athletics | 39 | 33.6% |
| Library | 31 | 26.7% |
| Other | 12 | 10.3% |

Notes: Multiple responses possible. The median number of initiatives checked was 4.5. Four respondents checked only one initiative, six checked two, 16 checked three, 32 checked four, 26 checked five, 21 checked six, 10 checked seven, and one checked eight initiatives.

TABLE 36.

What are your foundation's current, top two fundraising priorities?
(N = 117)

| | Number | Percent |
|------------------------|--------|---------|
| Scholarship support | 101 | 86.3% |
| Operating dollars | 43 | 36.8% |
| Program support | 43 | 36.8% |
| Capital campaign | 33 | 28.2% |
| Other | 5 | 4.3% |
| Building the endowment | 5 | 4.3% |
| Faculty support | 2 | 1.7% |

Note: Multiple responses possible.

TABLE 37.

Is your foundation currently planning, conducting or completing a major campaign?
(N = 118)

| | Number | Percent |
|-----|--------|---------|
| Yes | 62 | 52.5% |
| No | 56 | 47.5% |

TABLE 38.

If yes, what is your campaign goal?
(N = 46)

| | |
|---------|---------------|
| Median | \$5,000,000 |
| Mean | \$10,680,652 |
| Minimum | \$240,000 |
| Maximum | \$100,000,000 |

TABLE 39.

If yes, what will the campaign fund?
(N = 61)

| | Number | Percent |
|--|--------|---------|
| Capital improvements | 43 | 70.5% |
| Scholarships | 38 | 62.3% |
| Endowment | 37 | 60.7% |
| Particular academic units or programs of study | 24 | 39.3% |
| General academics | 11 | 18.0% |
| Other | 10 | 16.4% |
| Library | 6 | 9.8% |
| Athletics | 6 | 9.8% |

Notes: Multiple responses possible. The median number of initiatives checked was 3. Eighteen respondents checked only one campaign fund, seven checked two, 14 checked three, 15 checked four, two checked five, four checked six, and one checked seven campaign funds.

TABLE 40.

Does your foundation engage in an annual faculty/staff campaign?
(N = 116)

| | Number | Percent |
|-----|--------|---------|
| Yes | 95 | 81.9% |
| No | 21 | 18.1% |

TABLE 41.

If yes, what was the percentage of faculty/staff who contributed to the campaign in FY2009?
(N = 89)

| | |
|--------|-----|
| Median | 30% |
|--------|-----|

TABLE 42.

Does your foundation focus on major gifts?
(N = 117)

| | Number | Percent |
|-----|--------|---------|
| Yes | 83 | 70.9% |
| No | 34 | 29.1% |

TABLE 43.

If yes, do you have staff dedicated to major gifts?
(N = 82)

| | Number | Percent |
|-----|--------|---------|
| Yes | 39 | 47.6% |
| No | 43 | 52.4% |

TABLE 44.

If yes, how many staff are dedicated to major gifts full-time or part-time at the foundation?

| Type of major gifts staff reported | Median | Mean | Minimum | Maximum | Sum | Number |
|------------------------------------|--------|------|---------|---------|------|--------|
| Full-time | 1 | 1.5 | 1 | 3 | 43.5 | 29 |
| Part-time | 1 | 1.3 | 1 | 2 | 17.0 | 13 |
| Either or both | 2 | 1.6 | 1 | 3 | 60.5 | 37 |

Note: Among the 37 foundations reporting having major gifts staff, 24 reported having only full-time staff, eight had only part-time staff and five foundations reported having both.

TABLE 45.

What is the size of the largest private gift ever received by your foundation (not from government)?
(N = 111)

| | |
|---------|--------------|
| Median | \$1,000,000 |
| Mean | \$1,652,685 |
| Minimum | \$10,000 |
| Maximum | \$30,000,000 |

TABLE 46.

Do you have an endowment?
(N = 115)

| | Number | Percent |
|-----|--------|---------|
| Yes | 111 | 96.5% |
| No | 4 | 3.5% |

TABLE 47.

If yes, what was the value of the endowment at the end of your most recent fiscal year?
(N = 101)

| | |
|---------|--------------|
| Median | \$3,400,000 |
| Mean | \$7,357,037 |
| Minimum | \$18,456 |
| Maximum | \$79,088,391 |

TABLE 48.

Endowment size relative to decade of establishment

| Decade | Endowment Size | | | | Number of Respondents |
|-----------------|----------------|--------------|-----------|--------------|-----------------------|
| | Median | Mean | Minimum | Maximum | |
| Pre 1960 | * | * | * | * | 2 |
| 1960–1969 | \$6,847,750 | \$12,077,304 | \$18,456 | \$79,088,391 | 18 |
| 1970–1979 | \$4,258,273 | \$11,712,216 | \$500,000 | \$65,000,000 | 28 |
| 1980–1989 | \$3,500,000 | \$3,862,045 | \$250,000 | \$11,000,000 | 36 |
| 1990–1999 | \$737,201 | \$833,450 | \$80,000 | \$1,856,095 | 10 |
| 2000 or later | \$300,000 | \$1,223,571 | \$105,210 | \$45,000,000 | 7 |
| All respondents | \$3,400,000 | \$7,357,037 | \$18,456 | \$79,088,391 | 101 |

* Insufficient data.

Note: 115 respondents answered the question about whether they had an endowment, and all but four did. Of the 111 that had an endowment, 101 indicated its value at the end of their most recent fiscal year.

TABLE 49.

If yes, who manages your endowment fund?
(N = 110)

| | Number | Percent |
|---------------------------------|--------|---------|
| Investment consultants/managers | 57 | 51.8% |
| Combination of both | 42 | 38.2% |
| Staff | 7 | 6.4% |
| Other | 4 | 3.6% |

TABLE 50.

If yes, do you invest your foundation's endowment in alternatives (hedge funds, private equity, etc.)?
(N = 105)

| | Number | Percent |
|-----|--------|---------|
| Yes | 34 | 32.4% |
| No | 71 | 67.6% |

TABLE 51.

Investment in alternative funds by endowment size

| Endowment Size | Invested in Alternative Funds | | Number of Respondents |
|------------------------------|-------------------------------|--------|-----------------------|
| | Percentage | Number | |
| Less than \$1,000,000 | 13.6% | 3 | 22 |
| \$1,000,000 to \$4,999,999 | 21.1% | 8 | 38 |
| \$5,000,000 to \$9,999,999 | 57.9% | 11 | 19 |
| \$10,000,000 to \$19,999,999 | 33.3% | 3 | 9 |
| \$20,000,000 or more | 75.0% | 6 | 8 |
| All respondents | 32.3% | 31 | 96 |

TABLE 52.

How many donor records does your foundation have and how many are active?
(N = 102, for each category)

| | Number of Donor Records | Active Donor Records |
|---------|-------------------------|----------------------|
| Median | 4,176 | 1,000 |
| Mean | 24,487 | 2,431 |
| Minimum | 50 | 30 |
| Maximum | 418,547 | 28,000 |
| Sum | 2,497,664 | 247,978 |

TABLE 53.

Vehicles used by foundations to communicate with potential donors

| Communications Vehicles | Use This Vehicle | | Do Not Use This Vehicle | | Number of Respondents |
|--|------------------|---------|-------------------------|---------|-----------------------|
| | Number | Percent | Number | Percent | |
| Website | 110 | 99.1% | 1 | 0.9% | 111 |
| In-person | 109 | 97.3% | 3 | 2.7% | 112 |
| Direct mail solicitations for annual giving | 103 | 92.8% | 8 | 7.2% | 111 |
| Direct mail solicitations for events | 97 | 89.8% | 11 | 10.2% | 108 |
| Phone | 94 | 86.2% | 15 | 13.8% | 109 |
| E-mail | 90 | 81.8% | 20 | 18.2% | 110 |
| Newsletter | 69 | 65.7% | 36 | 34.3% | 105 |
| Social networking (i.e., Face- book, LinkedIn, Twitter, etc.) | 58 | 55.8% | 46 | 44.2% | 104 |
| Affinity groups (e.g., nursing) | 53 | 54.1% | 45 | 45.9% | 98 |
| Advertising | 42 | 43.8% | 54 | 56.3% | 96 |
| Magazine | 26 | 26.8% | 71 | 73.2% | 97 |
| Other | 7 | 14.0% | 43 | 86.0% | 50 |

Note: "Other" includes birthday cards and thank-you notes from staff and foundation board members and special events such as alumni community series and golf outings.

TABLE 54.
Effectiveness of means used by foundations to communicate with potential donors

| Communications Vehicle | Not Effective at All | | Slightly Effective | | Moderately Effective | | Very or Extremely Effective | | Number of Respondents Using the Vehicle |
|--|----------------------|---------|--------------------|---------|----------------------|---------|-----------------------------|---------|---|
| | Number | Percent | Number | Percent | Number | Percent | Number | Percent | |
| Newsletter | 4 | 5.8% | 12 | 17.4% | 36 | 52.2% | 17 | 24.6% | 69 |
| Magazine | 2 | 7.7% | 3 | 11.5% | 10 | 38.5% | 11 | 42.3% | 26 |
| Website | 10 | 9.1% | 41 | 37.3% | 49 | 44.5% | 10 | 9.1% | 110 |
| Direct mail solicitations for annual giving | 5 | 4.9% | 27 | 26.2% | 42 | 40.8% | 29 | 28.2% | 103 |
| Direct mail solicitations for events | 3 | 3.1% | 20 | 20.6% | 33 | 34.0% | 41 | 42.3% | 97 |
| Advertising | 5 | 11.9% | 21 | 50.0% | 10 | 23.8% | 6 | 14.3% | 42 |
| E-mail | 6 | 6.7% | 24 | 26.7% | 38 | 42.2% | 22 | 24.4% | 90 |
| Social networking (i.e., Face book, LinkedIn, Twitter, etc.) | 8 | 13.8% | 30 | 51.7% | 13 | 22.4% | 7 | 12.1% | 58 |
| Phone | 2 | 2.1% | 13 | 13.8% | 33 | 35.1% | 46 | 48.9% | 94 |
| In-person | 2 | 1.8% | 3 | 2.8% | 18 | 16.5% | 86 | 78.9% | 109 |
| Affinity groups (e.g., nursing) | 2 | 3.8% | 10 | 18.9% | 25 | 47.2% | 16 | 30.2% | 53 |
| Other | 2 | 28.6% | 0 | 0.0% | 0 | 0.0% | 5 | 71.4% | 7 |

Note: "Other" includes birthday cards and thank-you notes from staff and foundation board members and special events such as alumni community series and golf outings.

ENDNOTES

1. See Foundation for California Community Colleges, *Revenue Generation Capacity Building Study Final Report* (June 16, 2010). For more information on the study, visit www.foundationccc.org.

2. Since most California community college foundation chief staff officers have the title of executive director, the California survey asked, “To whom does your foundation executive director report (i.e., solid reporting line)?”

3. This speaks to structural organization of fundraising and government relations activities rather than the inclusion of government funding in reported fundraising totals. See the *CASE Reporting Standards and Management Guidelines*, 4th edition, for specific guidance on what to include when reporting fundraising totals.

ABOUT CASE

The Council for Advancement and Support of Education (CASE) is the professional organization for advancement professionals at all levels who work in alumni relations, communications and marketing, development and advancement services.

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