CASE

Results of the 2013 CASE Europe Salary Survey

Prepared by Andrew Paradise

Council for Advancement and Support of Education

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Project Director: Andrew Paradise

CASE Europe Director of Business Development and Membership: Carolee Summers-Sparks

CASE Europe Executive Director: Kate Hunter

CASE Senior Director of Research: Judith Kroll

CASE Vice President of Advancement Resources: Rae Goldsmith

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Introduction

Survey Background

CASE has conducted salary surveys to track trends in the profession and to help members benchmark salaries since 1982. Following CASE's major overhaul of the survey instrument and data collection system, CASE Europe fielded a European version of the salary survey for the second time in October 2012. All individual CASE Europe members at colleges, universities and independent schools were eligible to participate. Going forward, data will be collected every Autumn and the results will be updated in the first quarter of the following year. For more information, visit www.case.org/compensation.

Survey Methodology

At the launch of the 2012-2013 CASE Europe Salary Survey, 4,178 individual CASE Europe members at colleges, universities and independent schools were invited to participate online. A total of 312 usable responses were collected by survey close in January 2013 for a response rate of 7.5 percent. Survey respondents represented a broad range of demographic profiles reflecting discipline/primary function, institution type, institution enrollment size, geographic area, and supervisory level and tenure.

Statistics in the Report: How to Interpret

All financial figures in this report are presented in British pounds (GBP). Although respondents reported salary data in seven different currencies, the majority (84 percent) used GBP in their responses. The CASE research team converted all of the financial data into GBP for the results presentation because of the large proportion of U.K.-based respondents and the prevalence of GBP in global financial reporting. The other six currencies were converted to GBP based on the exchange rates observed on January 2, 2013.

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

Commonly used statistics in this report include the following:

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

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

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

Understanding the Data

Data presented in this report provide the broadest possible look at the results of the 2012-2013 CASE Europe Salary Survey to help identify patterns across the profession. Given the diversity and complexity of the membership base, not every direct comparison of individual salaries is possible. The tables that follow present multiple factors that strongly influence salary, such as years of experience, management responsibility, discipline and highest degree earned.

For example, Table 1.12 on page 20 [Median and Mean Salaries in GBP for the Top Five Sub-areas of Responsibility for the Primary Area of Development/Fundraising] indicates that the median salary for a major gifts officer is GBP 45,000. This figure is the midpoint in the range of all major gift salaries within the development/fundraising respondent pool. In addition, the mean salary for a major gifts officer is GBP 49,849, and the percentage of respondents within the development discipline who reported major gifts as an area of responsibility was 58.9 percent.

We can dig deeper to find that the median salary for a major gifts officer at an institution in the United Kingdom is GBP 44,367 (Table 2.12). Nearly two-thirds (62.9 percent) of development/fundraising professionals in the U.K. identified major gifts as a responsibility. In addition, Table 3.12 displays a median salary of GBP 57,000 for major gifts officers at institutions inside Europe but outside of the U.K.

The sample size constitutes an important aspect of any empirical study in which the goal is to make inferences about a population from a sample. Larger sample sizes typically facilitate increased precision when estimating unknown parameters. The response rate for this survey is large enough to show statistically valid and meaningful patterns among the CASE Europe membership. However, going deeper into results from subsets of respondents requires caution when interpreting the findings. Some of the filtered categories contain very low numbers of respondents, and consequently their results have been removed from the tables.

Part 1: Tables for All Respondents

Table 1.1: All Respondents
Annual Salary Statistics

	2012 (n=337)	2013 (n=312)
Median Salary in GBP	39,003	40,000
Mean Salary in GBP	46,106	46,271

Ranges in GBP	2012 Percent	2013 Percent
Less than 25,000	11.6%	9.9%
25,000 to 34,999	23.7%	24.0%
35,000 to 44,999	25.5%	26.6%
45,000 to 54,999	14.8%	14.4%
55,000 to 64,999	9.8%	8.7%
65,000 to 74,999	3.9%	5.1%
75,000 or more	10.7%	11.2%

Table 1.2: All Respondents
Median and Mean Salary in GBP, by Advancement Discipline

Primary Area of Responsibility	2012 (n = 337)			2013 (n = 312)		
	Median	Mean	Number	Median	Mean	Number
Advancement/Development Services	35,788	40,768	33	36,000	42,283	38
Alumni Relations	32,201	33,107	74	35,000	34,563	55
Communications and/or Marketing	37,922	42,197	45	35,980	40,828	52
Development/Fundraising	41,250	45,492	128	41,000	45,652	112
Overall Management of Multiple Advancement Functions	62,966	70,538	57	63,000	67,138	55

Table 1.3: All Respondents
Median and Mean Salary in GBP by Years of Experience

By Years in Advancement

Years	2012 (n = 333)			2013 (n = 311)		
	Median	Mean	Number	Median	Mean	Number
Less than 3 years	28,000	31,244	47	31,000	34,131	66
3 to 5 years	32,648	36,745	96	32,000	35,219	69
6 to 10 years	42,000	49,373	113	42,000	45,122	96
11 to 15 years	53,013	58,368	36	50,500	54,977	41
16 to 20 years	57,000	60,013	29	69,900	80,057	30
More than 20	79,500	76,171	12	78,000	76,559	9

By Years at Institution

Years	2012 (n = 337)			2013 (n = 311)		
	Median	Mean	Number	Median	Mean	Number
Less than 3 years	36,931	45,921	124	36,000	41,587	127
3 to 5 years	38,000	43,997	116	40,169	47,867	104
6 to 10 years	41,578	47,812	58	46,574	50,135	50
11 to 15 years	46,696	48,146	23	49,088	50,867	20
16 to 20 years	48,000	50,801	11	57,000	58,917	7
More than 20	60,000	60,127	5	*	*	3

* insufficient data

By Years in Position

Years	2012 (n = 337)			2013 (n = 310)		
	Median	Mean	Number	Median	Mean	Number
Less than 3 years	37,995	44,418	192	36,115	41,550	180
3 to 5 years	39,500	45,312	99	41,000	50,051	96
6 to 10 years	52,000	54,929	35	53,000	61,727	27
11 to 15 years	48,502	59,167	6	55,000	56,522	5
16 to 20 years	45,000	49,225	5	*	*	1
More than 20	*	*	0	*	*	1

* insufficient data

Table 1.4: All Respondents
Median and Mean Salary in GBP, by Age Group

Age Groups	2012 (n = 323)			2013 (n = 292)		
	Median	Mean	Number	Median	Mean	Number
18 to 25	22,395	22,387	14	23,582	24,216	18
26 to 30	31,000	32,201	74	29,000	30,207	54
31 to 35	36,431	38,008	60	39,450	40,273	56
36 to 40	42,000	45,331	45	41,000	47,460	45
41 to 45	53,500	56,995	40	47,057	58,327	42
46 to 50	48,848	58,209	40	52,067	58,687	32
51 to 55	49,800	61,151	31	57,000	59,862	25
56 to 60	60,250	62,592	16	50,363	59,850	15
61 plus	*	*	3	64,000	61,400	5

* insufficient data

Table 1.5: All Respondents
Median and Mean Salary in GBP, by Credential

Highest Level of Education	2012 (n = 337)			2013 (n = 312)		
	Median	**Mean**	**Number**	**Median**	**Mean**	**Number**
Independent school	31,000	35,716	7	*	*	2
Diploma	31,645	37,712	14	33,777	46,655	12
Undergraduate/3-year degree	36,000	41,196	147	37,006	43,612	136
Master's	44,016	50,384	123	42,120	48,022	120
Doctoral	41,812	57,439	18	54,000	56,495	13
Specialty/professional degree	43,828	52,871	28	40,000	45,836	29

* insufficient data

Professional Certificate Held	2012 (n = 326)			2013 (n = 303)		
	Median	**Mean**	**Number**	**Median**	**Mean**	**Number**
I do not hold any	36,500	42,958	213	37,506	44,082	200
Certificate in nonprofit management	50,000	60,288	11	*	*	4
Certified fundraising professional (CFRE)	*	*	3	*	*	4
Chartered status in my field	40,280	56,058	19	69,238	71,199	12
Post-graduate diploma	46,000	52,770	53	44,070	48,911	50
Other	40,000	44,743	27	41,000	44,750	33

* insufficient data

Table 1.6: All Respondents
Median and Mean Salary in GBP, by Management Status or Responsibility

Management Status	2012 (n = 337)			2013 (n = 312)		
	Median	Mean	Number	Median	Mean	Number
Not management	29,751	30,363	75	29,243	30,661	73
Management	43,500	50,613	262	45,000	51,038	239

Level of Management Responsibility	2012 (n = 337)			2013 (n = 312)		
	Median	Mean	Number	Median	Mean	Number
No management responsibility	29,751	30,363	75	29,243	30,661	73
Manage a budget	35,394	37,971	32	33,000	36,695	35
Supervise one or more people	30,306	33,270	40	34,660	37,389	30
Manage a budget and supervise one or more people	50,000	56,298	190	50,000	56,277	174

Nature of Management Responsibility	2012 (n = 259)			2013 (n = 232)		
	Median	Mean	Number	Median	Mean	Number
I have some management responsibility but I am not head of a major department	36,000	37,621	138	37,000	38,214	120
I head a major department but I do not report directly to the president/ chancellor/head of school or board	53,000	57,855	49	54,000	60,541	47
I head a major department and I do report directly to the president/ chancellor/head of school or board	65,000	70,909	66	63,992	69,707	60
I head an institutionally related foundation or alumni association and I report directly to its board	53,000	61,271	6	46,301	61,408	5

Table 1.7: All Respondents
Median and Mean Salary in GBP, by Number of Reports

Number of Direct and Indirect Reports	2012 (n = 227)			2013 (n = 168)		
	Median	Mean	Number	Median	Mean	Number
0	35,788	38,394	25	31,505	36,285	18
1	33,290	35,941	49	36,115	36,608	28
2 to 5	42,000	47,139	79	41,639	48,207	61
6 to 10	55,400	64,479	35	52,250	60,785	28
11 to 20	58,466	61,577	22	61,684	62,126	14
More than 20	85,000	101,009	17	85,000	86,984	19

Table 1.8: All Respondents
Median and Mean Salary in GBP, by Institution Characteristics

Highest Academic Degree Institution Offers	2012 (n = 336)			2013 (n = 311)		
	Median	Mean	Number	Median	Mean	Number
Independent School	45,000	51,680	29	39,000	47,324	33
Diploma	*	*	3	*	*	3
Undergraduate/3-year degree	*	*	3	38,000	45,578	7
Master's	34,000	42,052	17	41,000	44,143	11
Doctoral	39,000	45,578	282	40,000	46,106	254
Specialty/professional degree	*	*	2	*	*	3

* insufficient data

Public or Private	2012 (n = 336)			2013 (n = 311)		
	Median	Mean	Number	Median	Mean	Number
Public	39,000	45,415	272	40,215	46,438	246
Private	42,000	49,154	64	38,000	45,937	65

Full-time Equivalent Enrollment at Institution	2012 (n = 336)			2013 (n = 308)		
	Median	Mean	Number	Median	Mean	Number
Less than 1,000	39,750	45,420	66	40,338	48,921	51
Between 1,000 and 5,000	41,578	48,768	58	42,000	46,849	53
Between 5,001 and 10,000	40,828	43,986	34	36,777	45,237	44
Between 10,001 and 15,000	39,250	42,337	42	41,320	47,448	32
Between 15,001 and 25,000	40,000	47,450	93	37,000	43,385	87
More than 25,000	36,000	46,367	43	43,000	49,815	41

Table 1.9: All Respondents

Median and Mean Salaries in GBP for the Top Sub-areas of Responsibility for the Primary Area of Advancement/Development Services

(n = 38)

Top Sub-areas of Responsibility	2013		
	Median	Mean	Percent
Donor relations/donor stewardship	46,846	51,799	39.5%
Annual giving	39,000	38,299	34.2%
Information technology/systems/database support	32,000	34,300	34.2%
Gift accounting and reporting	43,000	40,936	23.7%
Development/fundraising—major gifts	53,423	62,576	21.1%
Overall management of advancement/development services	50,650	54,716	21.1%
Prospect research/development research	35,000	34,326	21.1%

Table 1.10: All Respondents
Median and Mean Salaries in GBP for the Top Five Sub-areas of
  Responsibility of the Primary Area of Alumni Relations
  (n = 55)

	2013		
Top Five Sub-areas of Responsibility	**Median**	**Mean**	**Percent**
Overall management of alumni relations	35,000	35,279	74.5%
Event planning & management/ reunions	34,750	33,228	72.7%
Social media management	34,000	33,331	56.4%
Administrative support for alumni relations	34,500	31,294	38.2%
Association/club/chapter relations	36,277	37,121	36.4%

Table 1.11: All Respondents
Median and Mean Salaries in GBP for the Top Five Sub-areas of
  Responsibility for the Primary Area of Communications and/or Marketing
  (n = 52)

Top Five Sub-areas of Responsibility	2013		
	Median	Mean	Percent
Communications and public relations	36,000	44,402	51.9%
Marketing	37,012	42,848	44.2%
Overall management of communications and/or marketing	41,000	43,562	40.4%
Web/multimedia writing and editing	30,000	32,130	38.5%
Brand management	39,124	48,540	34.6%

Table 1.12: All Respondents

Median and Mean Salaries in GBP for the Top Five Sub-areas of Responsibility for the Primary Area of Development/Fundraising (n = 112)

Top Five Sub-areas of Responsibility	2013		
	Median	**Mean**	**Percent**
Development/fundraising—major gifts	45,000	49,849	58.9%
Donor relations/donor stewardship	39,000	44,598	43.8%
Overall management of development/fundraising	51,588	58,729	32.1%
Prospect management	39,750	43,695	28.6%
Development/fundraising—annual giving	33,800	39,197	27.7%

Table 1.13: All Respondents
Median and Mean Salaries in GBP for the Top Five Sub-areas of
Responsibility for the Primary Area of Overall Advancement Management
(n = 55)

Top Five Sub-areas of Responsibility	2013		
	Median	Mean	Percent
Overall management of development/ fundraising	61,500	68,657	61.8%
Overall management of alumni relations	63,000	70,083	52.7%
Development/fundraising—major gifts	63,000	72,509	43.6%
Overall management of advancement/development services	76,000	77,120	29.1%
Overall management of communications and/or marketing	64,992	72,397	29.1%

Table 1.14: All Respondents
Bonus Data

	2012	2013
Respondents who said they were eligible to receive bonuses	14.5%	12.8%
Of those respondents eligible to receive a bonus:	n = 49	n = 40
% who actually received a bonus last year	61.2%	57.5%
Basis of Bonus Programs		
Based on overall merit	51.0%	32.5%
Based on individual achievement of specific, identified performance outcomes	49.0%	65.0%
Based on a group's achievement of specific, identified performance outcomes	18.4%	20.0%
Other	6.1%	2.5%
Based on remaining in the job for specific period of time or until the completion of a project	2.0%	5.0%

Table 1.15: All Respondents
Bonus Data in GBP
(among the respondents that received a bonus
and indicated the amount)

Bonus Amount, in GBP ranges

Ranges	2012 (n=29)	2013 (n=23)
1,000 or less	27.6%	21.7%
1,001 to 2,500	34.5%	34.8%
2,501 to 5,000	24.1%	13.0%
More than 5,000	13.8%	30.4%

Bonus as a Percent of Salary, in ranges

Ranges	2012 (n=28)	2013 (n=23)
Less that 1.5%	14.3%	8.7%
1.5% to 2.9%	21.4%	26.1%
3.0% to 5.0%	32.1%	13.0%
More than 5%	32.1%	52.2%

Table 1.16: All Respondents
Annual Salary Adjustments

Type of salary adjustment
in the latest fiscal year

Ranges	2012 (n=337)	2013 (n=311)
Salary decrease	0.3%	0.6%
No change	46.3%	46.3%
Salary increase	53.4%	53.1%

Salary adjustments compared to
previous fiscal year (among the
respondents that received a salary increase)

Ranges	2012 (n=172)	2013 (n=157)
Higher	32.6%	38.2%
Lower	22.7%	15.3%
Same	44.8%	46.5%

Part 2: Tables for U.K. Respondents Only

Table 2.1: U.K. Respondents Only
Annual Salary Statistics

	2012 (n=268)	2013 (n=257)
Median Salary in GBP	38,000	39,000
Mean Salary in GBP	45,111	45,605

Ranges in GBP	2012 Percent	2013 Percent
Less than 25,000	10.1%	9.3%
25,000 to 34,999	26.5%	25.3%
35,000 to 44,999	28.4%	28.0%
45,000 to 54,999	13.4%	14.0%
55,000 to 64,999	8.6%	8.6%
65,000 to 74,999	3.4%	4.3%
75,000 or more	9.7%	10.5%

Table 2.2: U.K. Respondents Only
Median and Mean Salary in GBP, by Advancement Discipline

Primary Area of Responsibility	2012 (n = 268)			2013 (n = 257)		
	Median	Mean	Number	Median	Mean	Number
Advancement/Development Services	36,394	42,269	28	36,000	42,658	36
Alumni Relations	32,053	32,583	60	35,000	35,033	41
Communications and/or Marketing	35,850	40,308	40	35,000	39,740	41
Development/Fundraising	39,000	45,367	104	40,000	44,803	97
Overall Management of Multiple Advancement Functions	61,225	72,801	36	61,500	66,032	42

Table 2.3: U.K. Respondents Only
Median and Mean Salary in GBP by Years of Experience

By Years in Advancement

Years	2012 (n = 266)			2013 (n = 257)		
	Median	**Mean**	**Number**	**Median**	**Mean**	**Number**
Less than 3 years	27,500	29,106	33	30,000	32,337	52
3 to 5 years	32,295	35,516	81	32,000	34,469	53
6 to 10 years	40,000	47,403	89	41,000	44,543	82
11 to 15 years	55,200	60,759	26	50,000	54,013	35
16 to 20 years	55,000	59,471	26	69,900	78,457	28
More than 20	83,000	76,280	11	64,000	67,500	7

By Years at Institution

Years	2012 (n = 268)			2013 (n = 257)		
	Median	**Mean**	**Number**	**Median**	**Mean**	**Number**
Less than 3 years	36,000	45,072	99	36,000	41,592	105
3 to 5 years	37,000	41,496	97	40,000	47,099	88
6 to 10 years	41,500	49,162	47	46,846	48,145	39
11 to 15 years	50,348	52,819	16	47,000	51,772	17
16 to 20 years	46,500	43,154	6	45,000	57,600	5
More than 20	*	*	3	*	*	3

* insufficient data

By Years in Position

Years	2012 (n = 268)			2013 (n = 256)		
	Median	**Mean**	**Number**	**Median**	**Mean**	**Number**
Less than 3 years	37,000	43,637	151	36,000	41,446	148
3 to 5 years	38,700	43,137	79	41,000	49,855	80
6 to 10 years	47,000	55,981	29	51,813	56,510	22
11 to 15 years	48,502	59,167	6	*	*	4
16 to 20 years	*	*	3	*	*	1
More than 20	*	*	0	*	*	1

* insufficient data

Table 2.4: U.K. Respondents Only
Median and Mean Salary in GBP, by Age Group

Age Groups	2012 (n = 255)			2013 (n = 239)		
	Median	Mean	Number	Median	Mean	Number
18 to 25	22,040	22,448	11	23,582	24,247	16
26 to 30	31,000	32,402	69	29,000	30,802	49
31 to 35	36,000	37,833	49	39,950	41,724	46
36 to 40	42,000	43,332	33	41,000	46,831	36
41 to 45	53,500	60,481	30	50,000	60,275	33
46 to 50	44,000	56,371	27	52,000	58,889	21
51 to 55	44,500	60,979	22	55,000	58,642	23
56 to 60	60,250	63,844	12	44,505	52,165	10
61 plus	*	*	2	64,000	61,400	5

* insufficient data

Table 2.5: U.K. Respondents Only
Median and Mean Salary in GBP, by Credential

Highest Level of Education	2012 (n = 268)			2013 (n = 257)		
	Median	Mean	Number	Median	Mean	Number
Independent school	29,000	31,335	6	*	*	2
Diploma	33,000	40,312	10	30,500	47,830	10
Undergraduate/3-year degree	36,000	41,127	130	37,000	43,856	124
Master's	40,750	47,985	90	41,639	46,363	85
Doctoral	50,000	62,527	11	53,000	54,681	10
Specialty/professional degree	51,025	54,558	21	39,629	46,058	26

* insufficient data

Professional Certificate Held	2012 (n = 257)			2013 (n = 252)		
	Median	Mean	Number	Median	Mean	Number
I do not hold any	35,788	41,429	173	37,006	44,684	166
Certificate in nonprofit management	48,348	55,066	6	*	*	3
Certified fundraising professional (CFRE)	*	*	1	*	*	3
Chartered status in my field	53,000	60,843	15	65,000	64,601	10
Post-graduate diploma	50,000	55,513	41	41,000	47,726	39
Other	36,000	39,277	21	40,430	43,576	31

* insufficient data

Table 2.6: U.K. Respondents Only
Median and Mean Salary in GBP, by Management Status or Responsibility

Management Status	2012 (n = 268)			2013 (n = 257)		
	Median	Mean	Number	Median	Mean	Number
Not management	28,800	29,310	61	28,000	28,992	61
Management	42,000	49,768	207	44,267	50,776	196

Level of Management Responsibility	2012 (n = 268)			2013 (n = 257)		
	Median	Mean	Number	Median	Mean	Number
No management responsibility	28,800	29,310	61	28,000	28,992	61
Manage a budget	35,000	36,107	23	31,900	32,746	25
Supervise one or more people	30,500	33,586	35	35,500	37,959	25
Manage a budget and supervise one or more people	48,096	55,678	149	50,000	56,058	146

Nature of Management Responsibility	2012 (n = 205)			2013 (n = 191)		
	Median	Mean	Number	Median	Mean	Number
I have some management responsibility but I am not head of a major department	36,000	37,012	115	37,000	37,545	100
I head a major department but I do not report directly to the president/ chancellor/head of school or board	52,778	59,569	42	53,500	60,310	44
I head a major department and I do report directly to the president/ chancellor/head of school or board	65,000	73,217	44	65,000	71,303	44
I head an institutionally related foundation or alumni association and I report directly to its board	*	*	4	*	*	3

* insufficient data

Table 2.7: U.K. Respondents Only
Median and Mean Salary in GBP, by Number of Reports

Number of Direct and Indirect Reports	2012 (n = 184)			2013 (n = 141)		
	Median	**Mean**	**Number**	**Median**	**Mean**	**Number**
0	35,000	34,940	17	29,000	28,774	12
1	32,000	35,128	42	36,115	37,509	24
2 to 5	41,500	45,249	63	41,000	46,256	51
6 to 10	53,278	61,947	28	51,300	57,361	23
11 to 20	56,716	59,433	18	63,000	65,105	13
More than 20	91,500	102,375	16	84,000	85,950	18

Table 2.8: U.K. Respondents Only
Median and Mean Salary in GBP, by Institution Characteristics

Highest Academic Degree Institution Offers	2012 (n = 267)			2013 (n = 256)		
	Median	Mean	Number	Median	Mean	Number
Independent School	42,000	50,824	17	38,000	44,017	23
Diploma	*	*	0	*	*	1
Undergraduate/3-year degree	*	*	3	41,500	51,424	6
Master's	35,000	36,119	8	41,000	38,714	7
Doctoral	38,000	44,747	237	39,453	45,628	216
Specialty/professional degree	*	*	2	*	*	3

* insufficient data

Public or Private	2012 (n = 267)			2013 (n = 256)		
	Median	Mean	Number	Median	Mean	Number
Public	38,000	44,892	235	40,000	46,274	214
Private	39,250	46,911	32	35,500	42,646	42

Full-time Equivalent Enrollment at Institution	2012 (n = 267)			2013 (n = 253)		
	Median	Mean	Number	Median	Mean	Number
Less than 1,000	37,967	44,847	49	40,000	48,947	39
Between 1,000 and 5,000	35,700	45,042	37	38,000	39,918	39
Between 5,001 and 10,000	36,000	39,729	27	37,006	49,072	34
Between 10,001 and 15,000	39,250	42,954	36	41,639	48,231	27
Between 15,001 and 25,000	39,002	47,328	82	37,000	43,667	81
More than 25,000	36,500	47,073	36	42,000	48,919	33

Table 2.9: U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Sub-areas of
  Responsibility for the Primary Area of Advancement/Development Services
  (n = 36)

Top Sub-areas of Responsibility	2013		
	Median	Mean	Percent
Donor relations/donor stewardship	46,846	51,799	41.7%
Information technology/systems/database support	32,000	34,300	36.1%
Annual giving	39,715	39,629	33.3%
Gift accounting and reporting	43,000	40,936	25.0%
Development/fundraising—major gifts	53,423	62,576	22.2%
Overall management of advancement/development services	50,650	54,716	22.2%
Prospect research/development research	35,000	34,326	22.2%

Table 2.10: U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Five Sub-Areas of
Responsibility for the Primary Area of Alumni Relations
(n = 41)

Top Five Sub-areas of Responsibility	2013		
	Median	**Mean**	**Percent**
Event planning & management/ reunions	35,000	33,980	80.5%
Overall management of alumni relations	36,000	36,705	70.7%
Social media management	34,500	33,945	61.0%
Association/club/chapter relations	35,938	36,055	36.6%
Administrative support for alumni relations	32,250	31,608	34.1%

Table 2.11: U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Sub-areas of
 Responsibility for the Primary Area of Communications and/or Marketing
 (n = 41)

Top Sub-areas of Responsibility	2013		
	Median	Mean	Percent
Marketing	36,000	42,695	46.3%
Communications and public relations	34,622	43,396	43.9%
Web/multimedia writing and editing	30,000	31,719	41.5%
Overall management of communications and/or marketing	36,000	42,546	36.6%
Brand management	37,012	47,258	31.7%
Social media management	30,000	31,049	31.7%

Table 2.12: U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Five Sub-Areas of
Responsibility for the Primary Area of Development/Fundraising
(n = 97)

Top Five Sub-areas of Responsibility	2013		
	Median	**Mean**	**Percent**
Development/fundraising—major gifts	44,367	49,023	62.9%
Donor relations/donor stewardship	38,500	44,052	47.4%
Overall management of development/fundraising	51,588	58,878	33.0%
Development/fundraising—annual giving	33,800	39,081	27.8%
Prospect management	38,000	42,270	27.8%

Table 2.13: U.K. Respondents Only

Median and Mean Salaries in GBP for the Top Sub-areas of
  Responsibility for the Primary Area of Overall Advancement Management
  (n = 42)

Top Sub-areas of Responsibility	2013		
	Median	**Mean**	**Percent**
Overall management of alumni relations	63,000	72,559	54.8%
Overall management of development/ fundraising	60,000	69,652	54.8%
Development/fundraising—major gifts	63,000	68,921	45.2%
Donor relations/donor stewardship	63,000	67,682	26.2%
Event planning & management//reunions	43,000	48,728	26.2%
Overall management of advancement/development services	75,000	73,577	26.2%
Overall management of communications and/or marketing	77,000	74,136	26.2%

Part 3: Tables for Non-U.K. Respondents Only

Table 3.1: Non-U.K. Respondents Only
Annual Salary Statistics

	2012 (n=69)	2013 (n=55)
Median Salary in GBP	45,987	44,677
Mean Salary in GBP	49,971	49,378

Ranges in GBP	2012 Percent	2013 Percent
Less than 25,000	17.4%	12.7%
25,000 to 34,999	13.0%	18.2%
35,000 to 44,999	14.5%	20.0%
45,000 to 54,999	20.3%	16.4%
55,000 to 64,999	14.5%	9.1%
65,000 to 74,999	5.8%	9.1%
75,000 or more	14.5%	14.5%

Table 3.2: Non-U.K. Respondents Only
Median and Mean Salary in GBP, by Advancement Discipline

Primary Area of Responsibility	2012 (n = 69)			2013 (n = 55)		
	Median	Mean	Number	Median	Mean	Number
Advancement/Development Services	32,000	32,363	5	*	*	2
Alumni Relations	33,511	35,350	14	33,507	33,184	14
Communications and/or Marketing	57,067	57,317	5	39,247	44,886	11
Development/Fundraising	45,269	46,034	24	57,000	51,143	15
Overall Management of Multiple Advancement Functions	64,982	66,660	21	64,984	70,711	13

* insufficient data

Table 3.3: Non-U.K. Respondents Only
Median and Mean Salary in GBP by Years of Experience

By Years in Advancement

Years	2012 (n = 67)			2013 (n = 54)		
	Median	Mean	Number	Median	Mean	Number
Less than 3 years	31,829	36,283	14	36,938	40,798	14
3 to 5 years	35,788	43,381	15	32,898	37,702	16
6 to 10 years	54,360	56,680	24	45,651	48,515	14
11 to 15 years	43,828	52,154	10	60,081	60,596	6
16 to 20 years	*	*	3	*	*	2
More than 20	*	*	1	*	*	2

* insufficient data

By Years at Institution

Years	2012 (n = 69)			2013 (n = 54)		
	Median	Mean	Number	Median	Mean	Number
Less than 3 years	45,000	49,285	25	38,990	41,562	22
3 to 5 years	49,986	56,769	19	47,926	52,093	16
6 to 10 years	41,655	42,041	11	46,301	57,192	11
11 to 15 years	41,000	37,465	7	*	*	3
16 to 20 years	59,983	59,976	5	*	*	2
More than 20	*	*	2	*	*	0

* insufficient data

By Years in Position

Years	2012 (n = 69)			2013 (n = 54)		
	Median	Mean	Number	Median	Mean	Number
Less than 3 years	45,000	47,297	41	39,664	42,033	32
3 to 5 years	47,682	53,904	20	48,738	51,033	16
6 to 10 years	57,067	49,847	6	66,609	84,683	5
11 to 15 years	*	*	0	*	*	1
16 to 20 years	*	*	2	*	*	0
More than 20	*	*	0	*	*	0

* insufficient data

Table 3.4: Non-U.K. Respondents Only
Median and Mean Salary in GBP, by Age Group

Age Groups	2012 (n = 68)			2013 (n = 53)		
	Median	**Mean**	**Number**	**Median**	**Mean**	**Number**
18 to 25	*	*	3	*	*	2
26 to 30	29,992	29,427	5	29,243	24,381	5
31 to 35	41,136	38,786	11	34,523	33,599	10
36 to 40	43,597	50,754	12	43,533	49,977	9
41 to 45	52,485	46,534	10	44,677	51,185	9
46 to 50	62,966	62,027	13	52,134	58,302	11
51 to 55	59,983	61,573	9	*	*	2
56 to 60	*	*	4	60,476	75,221	5
61 plus	*	*	1	*	*	0

* insufficient data

Table 3.5: Non-U.K. Respondents Only
Median and Mean Salary in GBP, by Credential

Highest Level of Education	2012 (n = 69)			2013 (n = 55)		
	Median	Mean	Number	Median	Mean	Number
Independent school	*	*	1	*	*	0
Diploma	*	*	4	*	*	2
Undergraduate/3-year degree	41,136	41,724	17	42,169	41,093	12
Master's	57,067	56,927	33	46,301	52,050	35
Doctoral	41,136	49,442	7	*	*	3
Specialty/professional degree	29,992	47,810	7	*	*	3

* insufficient data

Professional Certificate Held	2012 (n = 69)			2013 (n = 51)		
	Median	Mean	Number	Median	Mean	Number
I do not hold any	45,904	49,573	40	39,119	41,144	34
Certificate in nonprofit management	62,483	66,555	5	*	*	1
Certified fundraising professional (CFRE)	*	*	2	*	*	1
Chartered status in my field	*	*	4	*	*	2
Post-graduate diploma	43,068	43,400	12	50,363	53,112	11
Other	57,276	63,875	6	*	*	2

* insufficient data

Table 3.6: Non-U.K. Respondents Only
Median and Mean Salary in GBP, by Management Status or Responsibility

	2012 (n = 69)			2013 (n = 55)		
Management Status	**Median**	**Mean**	**Number**	**Median**	**Mean**	**Number**
Not management	32,866	34,954	14	36,938	39,146	12
Management	49,986	53,793	55	47,113	52,233	43

	2012 (n = 69)			2013 (n = 55)		
Level of Management Responsibility	**Median**	**Mean**	**Number**	**Median**	**Mean**	**Number**
No management responsibility	32,866	34,954	14	36,938	39,146	12
Manage a budget	41,136	42,736	9	47,520	46,569	10
Supervise one or more people	28,325	34,658	5	31,000	34,538	5
Manage a budget and supervise one or more people	54,985	58,554	41	50,436	57,416	28

	2012 (n = 54)			2013 (n = 41)		
Nature of Management Responsibility	**Median**	**Mean**	**Number**	**Median**	**Mean**	**Number**
I have some management responsibility but I am not head of a major department	41,000	40,663	23	41,289	41,559	20
I head a major department but I do not report directly to the president/ chancellor/head of school or board	54,568	47,570	7	*	*	3
I head a major department and I do report directly to the president/ chancellor/head of school or board	65,815	66,292	22	54,424	65,316	16
I head an institutionally related foundation or alumni association and I report directly to its board	*	*	2	*	*	2

* insufficient data

Table 3.7: Non-U.K. Respondents Only
Median and Mean Salary in GBP, by Number of Reports

Number of Direct and Indirect Reports	2012 (n = 43)			2013 (n = 27)		
	Median	Mean	Number	Median	Mean	Number
0	45,561	45,735	8	49,550	51,307	6
1	35,788	40,819	7	*	*	4
2 to 5	46,044	54,577	16	48,405	58,154	10
6 to 10	81,644	74,607	7	64,984	76,532	5
11 to 20	*	*	4	*	*	1
More than 20	*	*	1	*	*	1

* insufficient data

Table 3.8: Non-U.K. Respondents Only
Median and Mean Salary in GBP, by Institution Characteristics

Highest Academic Degree Institution Offers	2012 (n = 69)			2013 (n = 55)		
	Median	Mean	Number	Median	Mean	Number
Independent School	47,592	52,894	12	43,726	54,930	10
Diploma	*	*	3	*	*	2
Undergraduate/3-year degree	*	*	0	*	*	1
Master's	33,290	47,326	9	*	*	4
Doctoral	45,987	49,960	45	44,838	48,824	38
Specialty/professional degree	*	*	0	*	*	0

* insufficient data

Public or Private	2012 (n = 69)			2013 (n = 55)		
	Median	Mean	Number	Median	Mean	Number
Public	45,538	48,737	37	43,120	47,532	32
Private	46,320	51,398	32	47,113	51,946	23

Full-time Equivalent Enrollment at Institution	2012 (n = 69)			2013 (n = 55)		
	Median	Mean	Number	Median	Mean	Number
Less than 1,000	45,821	47,073	17	42,507	48,835	12
Between 1,000 and 5,000	57,067	55,333	21	56,528	66,154	14
Between 5,001 and 10,000	49,986	60,403	7	32,898	32,200	10
Between 10,001 and 15,000	40,944	38,635	6	30,461	43,219	5
Between 15,001 and 25,000	45,000	48,360	11	35,124	39,572	6
More than 25,000	33,732	42,736	7	58,738	53,511	8

Table 3.9: Non-U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Five Sub-areas of
  Responsibility for the Primary Area of Advancement/Development
Services (n = 2)

None of the sub-areas of responsibility for Advancement/Development Services had sufficient sample size.

Table 3.10: Non-U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Sub-areas
  of Responsibility for the Primary Area of Alumni Relations
  (n = 14)

Top Sub-areas of Responsibility	2013		
	Median	**Mean**	**Percent**
Overall management of alumni relations	29,852	31,834	85.7%
Administrative support for alumni relations	36,554	30,665	50.0%
Event planning & management/ homecomings/reunions	30,461	29,679	50.0%
Social media management	29,852	30,776	42.9%
Association/club/chapter relations	44,000	40,317	35.7%
Membership development	40,338	38,610	35.7%

Table 3.11: Non-U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Sub-areas of
Responsibility for the Primary Area of Communications and/or Marketing
(n = 11)

Top Sub-areas of Responsibility	2013		
	Median	**Mean**	**Percent**
Communications and public relations	39,247	46,413	81.8%
Overall management of communications and/or marketing	47,834	46,101	54.5%
Brand management	52,134	51,873	45.5%
Internal communications	55,236	53,441	45.5%

Table 3.12: Non-U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Sub-areas of Responsibility
  for the Primary Area of Development/Fundraising
  (n = 15)

	2013		
Top Sub-areas of Responsibility	**Median**	**Mean**	**Percent**
Corporate and foundation relations	60,923	58,528	46.7%
Development/fundraising—major gifts	57,000	59,929	33.3%
Prospect management	48,738	51,388	33.3%

Table 3.13: Non-U.K. Respondents Only
Median and Mean Salaries in GBP for the Top Five Sub-areas of
  Responsibility for the Primary Area of Overall Advancement Management
  (n = 13)

Top Five Sub-areas of Responsibility	2013		
	Median	**Mean**	**Percent**
Overall management of development/ fundraising	64,984	66,577	84.6%
Overall management of alumni relations	56,049	60,596	46.2%
Development/fundraising—major gifts	57,000	59,929	38.5%
Overall management of advancement/development services	83,614	84,914	38.5%
Overall management of communications and/or marketing	53,612	68,572	38.5%

Appendix: Survey Questions

CASE Europe Salary Survey

Thank you for participating in the CASE Europe Salary Survey. Your responses will be an invaluable resource to the profession by providing salary benchmarks for hiring managers and advancement professionals. Please base your responses on your current individual employment situation.

Please note that throughout this survey, the term "advancement" is used to describe the work of advancement/development services, alumni relations, communications, marketing, fundraising and others who build and support relationships that advance educational institutions. Advancement professionals may be employed in a central advancement office, an institutionally-related foundation, an independent alumni association, a development office, or other branches of an educational institution.

Confidentiality Assured

CASE is committed to the privacy of its members and survey respondents while providing access to timely information about the internal workings of educational institutions. **Information on staff compensation is not released except in the aggregate—all identifying information will be kept strictly confidential.** CASE will not share survey responses specific to an individual or organisation with outside sources.

I. Institutional Profile
II. Your Profile
III. Compensation Profile

Part I. *Institutional Profile*

1. Please check the highest academic degree your institution offers:

□ Independent School

□ Diploma

□ Undergraduate/3-year Degree

□ Specialty/Professional degree(s)

□ Master's

□ Doctoral

2. Is your current institution public or private? □ Public   □ Private

3. **What is the full-time equivalent (FTE) enrollment at your institution?**

   □ Less than 1,000

   □ Between 1,000 and 5,000

   □ Between 5,001 and 10,000

   □ Between 10,001 and 15,000

   □ Between 15,001 and 25,000

   □ More than 25,000

4. **Please indicate the geographic profile that best describes your institution**:

   A. _Nation_: Please indicate the country where your institution is located.

   ❑ Albania
   ❑ Andorra
   ❑ Armenia
   ❑ Austria
   ❑ Azerbaijan
   ❑ Belarus
   ❑ Belgium
   ❑ Bosnia & Herzegovina
   ❑ Bulgaria
   ❑ Croatia
   ❑ Cyprus
   ❑ Czech Republic
   ❑ Denmark
   ❑ Estonia
   ❑ Finland
   ❑ France
   ❑ Georgia
   ❑ Germany
   ❑ Greece
   ❑ Hungary
   ❑ Iceland
   ❑ Ireland
   ❑ Italy
   ❑ Latvia
   ❑ Lichtenstein
   ❑ Lithuania
   ❑ Luxembourg
   ❑ Macedonia

- ❑ Malta
- ❑ Moldova
- ❑ Monaco
- ❑ Montenegro
- ❑ Netherlands
- ❑ Norway
- ❑ Poland
- ❑ Portugal
- ❑ Romania
- ❑ Russia
- ❑ Serbia
- ❑ Slovakia
- ❑ Slovenia
- ❑ Spain
- ❑ Sweden
- ❑ Switzerland
- ❑ Turkey
- ❑ Ukraine
- ❑ United Kingdom (England, Northern Ireland, Scotland and Wales)
- ❑ Other nation (please specify): _____

B. *Metropolitan Area* (a contiguous area of large population named for its central city). Please select the Metropolitan Area where your institution is located, if applicable:

- ❑ Amsterdam, Netherlands
- ❑ Antwerp, Belgium
- ❑ Athens, Greece
- ❑ Barcelona, Spain
- ❑ Baku, Azerbaijan
- ❑ Belgrade, Serbia
- ❑ Berlin, Germany
- ❑ Bremen, Germany
- ❑ Bristol, United Kingdom
- ❑ Brussels, Belgium
- ❑ Bucharest , Romania
- ❑ Budapest, Hungary
- ❑ Cardiff, United Kingdom
- ❑ Copenhagen, Denmark
- ❑ Donetsk, Ukraine
- ❑ Dnipropetrovsk, Ukraine
- ❑ Dublin, Ireland
- ❑ Frankfurt/Rhine-Main Region, Germany
- ❑ Glasgow, United Kingdom

- The Hague, Netherlands
- Hamburg , Germany
- Helsinki , Finland
- Istanbul, Turkey
- Katowice , Poland
- Kazan, Russia
- Kharkiv, Ukraine
- Kiev , Ukraine
- Kraków , Poland
- Lille-Kortrijk, France/ Belgium
- Lisbon , Portugal
- Liverpool, United Kingdom
- Łódź, Poland
- London, United Kingdom
- Lyon, France
- Madrid, Spain
- Manchester, United Kingdom
- Marseille, France
- Milan , Italy
- Minsk, Belarus
- Moscow , Russia
- Munich , Germany
- Naples , Italy
- Nizhniy Novgorod, Russia
- Nottingham-Derby, United Kingdom
- Nuremberg, Germany
- Odessa, Ukraine
- Oslo, Norway
- Paris , France
- Perm, Russia
- Porto, Portugal
- Portsmouth-Southampton, United Kingdom
- Prague, Czech Republic
- Rhein-Nord (Düsseldorf-Neuss), Germany
- Rhein-Süd (Cologne/Bonn Region), Germany
- Riga, Latvia
- Rome , Italy
- Rostov-on-Don, Russia
- Rotterdam, Netherlands
- Ruhr area (Essen – Bochum – Dortmund), Germany
- Saarbrücken - Forbach, Germany/ France
- Saint Petersburg, Russia

- ❑ Samara, Russia
- ❑ Saratov, Russia
- ❑ Seville, Spain
- ❑ Sofia, Bulgaria
- ❑ Stockholm, Sweden
- ❑ South Yorkshire (Sheffield), United Kingdom
- ❑ Stuttgart , Germany
- ❑ Tbilisi, Georgia
- ❑ Thessaloniki , Greece
- ❑ Turin , Italy
- ❑ Tyne and Wear, United Kingdom
- ❑ Ufa, Russia
- ❑ Valencia, Spain
- ❑ Vienna, Austria
- ❑ Volgograd, Russia
- ❑ Warsaw , Poland
- ❑ West Midlands (Birmingham), United Kingdom
- ❑ West Yorkshire (Bradford & Leeds), United Kingdom
- ❑ Yerevan, Armenia
- ❑ Zürich , Switzerland
- ❑ None of these areas refer to my location

C. *Urban description*:

What best describes the surroundings where your institution is located:

□ Rural (population less than 30,000)

□ Small town or suburb (population 30,000 - 50,000)

□ Mid-sized town or suburb (population 50,001 - 250,000)

□ Large town or suburb (population 250,001 - 1,000,000)

□ Major urban area (population more than 1,000,000)

Part II. *Your Profile*

We are measuring progress in the diversification of the profession for a variety of areas. Your responses to the following questions help CASE provide an accurate depiction of the profession and assess the equity of compensation based on demographics.

5. What is your gender?   □ Female   □ Male   □ Decline to answer

6. What is your age? _____

7. In what part of the institution are you employed?

□ A central advancement office at institution (e.g., alumni relations, communications/marketing)

□ Independent alumni association

□ Institutionally related foundation

□ Department or unit-based office

□ Employed on shared-time basis between institution and:

□ Foundation

□ Alumni Association

□ Other (please specify): _____

8. What is the highest academic qualification you have earned?

□ Independent School

□ Diploma

□ Undergraduate/3-year Degree

□ Specialty/Professional degree(s)

□ Master's

□ Doctoral

9. What professional certificates do you hold?

☐ I do not hold any

☐ Certificate in nonprofit management

☐ Certified financial planner (CFP)

☐ Certified fundraising executive (CFRE)

☐ Chartered status in my field

☐ Post-graduate diploma

☐ Other (please specify): _____

10. How many years have you worked: (please round to the nearest whole number)

In advancement? **_____**

At your present institution? **_____**

In your current position? _____

11. What is your employment status?

☐ Full-time employee

☐ Part-time employee, please specify average hours worked per week: _____

☐ Temporary/short-term employee, please specify average hours worked per week: _____

12. Which best describes the level of your current position?

☐ Officer/Coordinator/Assistant

☐ Manager

☐ Head of Team

☐ Associate Director/Assistant Director/Deputy Director

☐ Director

☐ Senior Director/Executive Director

☐ Deputy Vice-Chancellor/Pro Vice-Chancellor/Assistant Vice President

☐ Vice President/ Vice Chancellor/Assistant Head of School

☐ Senior Vice President

☐ Associate Dean /Assistant Dean

☐ Dean

☐ President/Chancellor/Head/Chief/Rector

☐ Other (please specify): _____

13. What is the level of the position to which you directly report?

- □ Manager
- □ Head of Team
- □ Associate Director/Assistant Director/Deputy Director
- □ Director
- □ Senior Director/Executive Director
- □ Deputy Vice-Chancellor/Pro Vice-Chancellor/Assistant Vice President
- □ Vice President/ Vice Chancellor/Assistant Head of School
- □ Senior Vice President
- □ Associate Dean /Assistant Dean
- □ Dean
- □ President/Chancellor/Head/Chief/Rector
- □ Governing Board
- □ Other (please specify): _____

14. What is your *PRIMARY* area of responsibility? Please choose the area that best fits.

- □ Advancement/Development Services
- □ Alumni Relations
- □ Communications and/or Marketing
- □ Development/Fundraising
- □ Overall Management of Multiple Advancement Functions

15. Do you spend at least 75 percent of your time in [area that was selected in #14]?

- □ Yes
- □ No

16. The next question is about sub-areas of responsibility within your primary discipline—smaller components of your primary advancement/development discipline that fall under your responsibilities. You may or may not have a sub-area within your primary discipline in your current position. If you do, please answer the question below.

Please select up to five sub- areas in your *PRIMARY* area of responsibility. If you spend at least 75 percent of your time in one of the following sub-areas, please choose only that one.

[Advancement/Development Services]

❑ Administrative support for advancement/development services (4)

❑ Admissions/enrollment/recruitment (5)

❑ Annual giving (6)

❑ Association/club/chapter relations (7)

❑ Biographical record maintenance (8)

❑ Budget and finance (9)

❑ Campaign management (10)

❑ Campaign/development/fundraising communications (11)

❑ Customer service (12)

❑ Development/fundraising—annual giving (13)

❑ Development/fundraising—major gifts (14)

❑ Donor relations/donor stewardship (15)

❑ Endowment management (16)

❑ Event planning & management/homecomings/reunions (17)

❑ Gift accounting and reporting (18)

❑ Gift processing (19)

❑ Human resources (20)

❑ Information technology/systems/database support (21)

❑ Institutionally related foundation management (22)

❑ Internal communications (23)

❑ Matching gifts (24)

❑ Membership development (25)

❑ Other area in advancement/development services (26)

❑ Overall management of advancement/development services (27)

❑ Planned giving (28)

❑ Proposal/grant writing (29)

❑ Prospect management (30)

❑ Prospect research/development research (31)

❑ Publications/periodicals design and production (32)

❑ Publications/periodicals writing and editing (33)

❑ Social media management (34)

❑ Web/Multimedia design & production (35)

❑ Web/Multimedia writing and editing (36)

[Alumni Relations]

❑ Administrative support for alumni relations (37)

❑ Annual giving (38)

❑ Association/club/chapter relations (39)

❑ Awards & Recognition programs (40)

❑ Biographical record maintenance (41)

❑ Budget and finance (42)

- ❑ Career services (43)
- ❑ Education programs (44)
- ❑ Event planning & management/homecomings/reunions (45)
- ❑ Information technology/systems/database support (46)
- ❑ Legislative advocacy (47)
- ❑ Membership development (48)
- ❑ Other area in alumni relations (49)
- ❑ Overall management of alumni relations (50)
- ❑ Parent/family programs (51)
- ❑ Social media management (52)
- ❑ Student programs (53)
- ❑ Travel programs (54)
- ❑ Volunteer board/council/committee relations (55)
- ❑ Web/Multimedia design & production (56)

[Communications/Marketing]
- ❑ Administrative support for communications and/or marketing (57)
- ❑ Admissions/enrollment management (58)
- ❑ Advisory board/advocacy group relations (59)
- ❑ Brand management (60)
- ❑ Communications and public relations (61)
- ❑ Community relations (62)
- ❑ Government relations/legislative advocacy (63)
- ❑ Internal communications (64)
- ❑ Marketing (65)
- ❑ Media relations (66)
- ❑ Other area in communications and/or marketing (67)
- ❑ Overall management of communications and/or marketing (68)
- ❑ Publications/periodicals design and production (69)
- ❑ Publications/periodicals writing and editing (70)
- ❑ Social media management (71)
- ❑ Special events management (72)
- ❑ Trademark & Licensing management (73)
- ❑ Volunteer board/council/committee relations (74)
- ❑ Web/Multimedia design & production (75)
- ❑ Web/Multimedia writing and editing (76)

[Development/fundraising]
- ❑ Administrative support for advancement/development services (77)
- ❑ Administrative support for development/fundraising (78)
- ❑ Biographical record maintenance (79)
- ❑ Budget and finance (80)

- ❑ Campaign management (81)
- ❑ Corporate and foundation relations (82)
- ❑ Campaign/development/fundraising communications (83)
- ❑ Development/fundraising—annual giving (84)
- ❑ Development/fundraising—major gifts (85)
- ❑ Donor relations/donor stewardship (86)
- ❑ Endowment management (87)
- ❑ Event planning & management/homecomings/reunions (88)
- ❑ Gift accounting and reporting (89)
- ❑ Gift processing (90)
- ❑ Human resources (91)
- ❑ Information technology/systems/database support (92)
- ❑ Institutionally related foundation management (93)
- ❑ Matching gifts (94)
- ❑ Other area in advancement/development services (95)
- ❑ Other area in development/fundraising (96)
- ❑ Overall management of advancement/development services (97)
- ❑ Overall management of development/fundraising (98)
- ❑ Planned giving (99)
- ❑ Proposal/grant writing (100)
- ❑ Prospect management (101)
- ❑ Prospect research/development research (102)
- ❑ Scholarship programs (103)
- ❑ Volunteer board/council/committee relations (104)
- ❑ Volunteer/board management (105)

[Overall Management]
- ❑ Admissions/enrollment/recruitment (106)
- ❑ Advisory board/advocacy group relations (107)
- ❑ Annual giving (108)
- ❑ Association/club/chapter relations (109)
- ❑ Awards & Recognition programs (110)
- ❑ Biographical record maintenance (111)
- ❑ Brand management (112)
- ❑ Budget and finance (113)
- ❑ Campaign management (114)
- ❑ Campaign/development/fundraising communications (115)
- ❑ Career services (116)
- ❑ Communications and public relations (117)
- ❑ Community relations (118)
- ❑ Corporate and foundation relations (119)
- ❑ Development/fundraising—annual giving (120)

- ❑ Development/fundraising—major gifts (121)
- ❑ Donor relations/donor stewardship (122)
- ❑ Education programs (123)
- ❑ Endowment management (124)
- ❑ Event planning & management/homecomings/reunions (125)
- ❑ Gift accounting and reporting (126)
- ❑ Gift processing (127)
- ❑ Government relations/legislative advocacy (128)
- ❑ Human resources (129)
- ❑ Information technology/systems/database support (130)
- ❑ Institutionally related foundation management (131)
- ❑ Internal communications (132)
- ❑ Marketing (133)
- ❑ Matching gifts (134)
- ❑ Media relations (135)
- ❑ Membership development (136)
- ❑ Other area in advancement/development services (137)
- ❑ Other area in alumni relations (138)
- ❑ Other area in communications and/or marketing (139)
- ❑ Other area in development/fundraising (140)
- ❑ Overall management of advancement/development services (141)
- ❑ Overall management of alumni relations (142)
- ❑ Overall management of communications and/or marketing (143)
- ❑ Overall management of development/fundraising (144)
- ❑ Parent/family programs (145)
- ❑ Planned giving (146)
- ❑ Proposal/grant writing (147)
- ❑ Prospect management (148)
- ❑ Prospect research/development research (149)
- ❑ Publications/periodicals design and production (150)
- ❑ Publications/periodicals writing and editing (151)
- ❑ Scholarship programs (152)
- ❑ Social media management (153)
- ❑ Student programs (154)
- ❑ Trademark & Licensing management (155)
- ❑ Travel programs (156)
- ❑ Volunteer board/council/committee relations (157)
- ❑ Volunteer/board management (158)
- ❑ Web/Multimedia design & production (159)
- ❑ Web/Multimedia writing and editing (160)

17. The next question is about SECONDARY areas of responsibility—major areas of responsibility that are distinct from your primary discipline. You may or may not have a secondary area of responsibility in your current position. If you do, please answer the question below.

What is your *SECONDARY* area of responsibility?   Please select all that apply.

- □ Advancement/Development Services

- □ Alumni Relations

- □ Communications and/or Marketing

- □ Development/Fundraising

- □ Overall Management of Multiple Advancement Functions

18. Please indicate any management responsibilities you have:

- □ Do not have management responsibilities

- □ Manage budget

- □ Supervise one or more people

- □ Manage a budget and supervise one or more people

19. What is the nature of your management responsibility?

- □ I have some management responsibility but I am not head of a major department
- □ I head a major department but I do not report directly to the principal/vice-chancellor/head of school or board
- □ I head a major department and I do report directly to the principal/vice-chancellor/head of school or board
- □ I head an institutionally related foundation or alumni association and I report directly to its board

20. How many direct and indirect reports do you have—in FTEs? _____ Please enter zero (0) if you have none.

Part III. *Compensation Profile*

21. What is your current annual base salary from the academic institution that employs you (*excluding* benefits, housing allowance, bonuses, other jobs, etc.)? _____

22. In which currency are you reporting your compensation information?
   □ Euro
   □ British Pound (GBP)
   □ Other (please specify): _____

23. Are you eligible for a bonus? Yes/No

 [*click for definition:* **bonus = a one-time cash payment in recognition of performance not added to your base salary]**

24. Which of the following best describes the nature of your bonus programme(s)? (select all that apply)

   □ Based on my individual achievement of specific, identified performance outcomes

   □ Based on a group's achievement of specific, identified performance outcomes

   □ Based on overall merit

   □ Based on my remaining in my job for a specific period of time or until the completion of a project

   □ Other (please specify): _____

25. Did you receive a bonus or 'other cash' compensation in the most recent fiscal year from the academic institution that employs you? Yes/No

26. What was the total annual amount of your bonus or 'other cash' compensation in the most recent fiscal year from the academic institution that employs you? _____

Base Salary Adjustments:

28. What type of salary adjustment did you receive in the latest fiscal year?
   □ Salary decrease
   □ No change
   □ Salary increase

 29a. If you received a salary decrease from the previous fiscal year, what was the percentage decrease? -___%

29b. If you received a salary increase over the previous fiscal year, what was the percentage increase? ___%

30. Compared to changes in salaries in the previous fiscal year, is the <u>change</u> in your current base salary this fiscal year that you reported in the previous question higher, lower, or the same (i.e., please indicate how the percent change in your salary compares to the adjustment you received last year)?

   □ Higher   □ Lower   □ Same

ABOUT CASE

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

CASE's membership includes more than 3,600 colleges, universities and independent and secondary schools in 76 countries. This makes CASE one of the largest nonprofit education associations in the world in terms of institutional membership. CASE also serves more than 73,000 advancement professionals on staffs of member institutions and has more than 17,000 individual "premier-level members" and nearly 200 Educational Partner corporate members.

CASE has offices in Washington, D.C., London, Singapore and Mexico City. The association produces high-quality and timely content, publications, conferences, institutes and workshops that assist advancement professionals perform more effectively and serve their institutions.

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