



COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION®

Giving to Excellence: Generating Philanthropic Support for UK Higher Education

ROSS-CASE REPORT 2016



Findings from data collected for 2012-13, 2013-14 and 2014-15

Data was collected from October 2015 to December 2015

Ross-CASE Editorial Board

The Editorial Board members helped manage the project by contributing their time and expertise at each stage of the Report. They were involved with survey review, script creation, survey promotions, data collection, data verification, analysis, report writing and dissemination. The 2014-15 committee consisted of:

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Foreword

This year's survey comes at a time of great change for the UK charity sector. Since the close of the year (the survey covers 1 August 2014 – 31 July 2015) we have seen the review into fundraising regulations chaired by Sir Stuart Etherington, changes to guidance from the Information Commissioner, the creation of the new fundraising regulator and proposals for a new fundraising preference service. It is currently unclear what the true impact of these changes will be on the ability of Higher Education institutions' ongoing ability to attract philanthropic support in both the short and long term.

The first indications of how these changes are affecting our sector's fundraising should be visible in next year's 2015-16 Ross CASE Survey. The historical trend data of previous surveys will be invaluable in helping understand some of the impact of these changes.

In the meantime, the 2014-15 survey findings show generally positive moves on the key variables. The two measures of philanthropic income show healthy increases. There may be an emerging trend of larger gifts coming from a relatively flat number of donors, perhaps reflecting a concentration on major gift programmes.

Income (whether measured by new funds secured or cash income received) came fairly equally from individuals and organisations. By far the greatest proportion of income from the latter came from trusts and foundations. The fact that organisation donors made up only 2% of total donors demonstrates the considerable importance of trusts and foundations to the higher education sector.

Whilst corporations contribute significant funds to universities in other ways (commissioning research, developing sponsorship and other partnerships) the level of philanthropy as defined by this survey is relatively modest (around 6% of new funds secured/cash income received).

Income from alumni still makes up the lion's share of individual gifts, demonstrating the value of a relationship which universities now aim to inculcate from student days.

There remains significant variance across the sector, but trend data show some evidence of widespread growth. An increasing number of institutions are securing £10M or more in new philanthropic funds and more universities are breaking the £1M barrier as well (on both measures of philanthropic income).

It would seem that universities are increasingly recognised as a destination for philanthropic investment which returns a valuable dividend to society due to their importance as educators of next generation leadership and the birthplace of solutions to world problems.

Ross-CASE Editorial Board

1 Executive summary

The Ross-CASE Supporting Document prescribes definitions for recording philanthropic income. As per the document the two main methods of reporting philanthropic income are:

1. New funds secured in a year are new gifts and confirmed pledges from donors received during the year. They include both new single cash gifts, and the full value (up to five years) of new confirmed pledges. New funds secured are new, so they do not include cash payments made against gift pledges secured in previous years. This figure reflects the success of current fundraising activity.
2. Cash income received in a year includes all cash which arrives during the year – whether from new single cash gifts, or from cash payments received against pledges secured in this or previous years. Cash income reflects the success of both current, and recent past years' fundraising activity.

1.1 Findings

- **New funds secured:**
The total amount of philanthropic income secured in new funds increased by 8 per cent since 2013-14 and reached £860.9 million in 2014-15. 64 per cent of this income came from organisations (including companies, and trusts and foundations) and 36 per cent from individuals (including alumni donors). The number of donors who gave gifts/pledges of more than £500,000 was 191 in 2014-15.
- **Cash income received:**
Total cash income received increased by 14 per cent since 2013-14 to £756.7 million in 2014-15. Total cash income from legacies was £95.6 million in 2014-15 from 980 legacy donors. Individuals and organisations contributed 53 per cent and 47 per cent towards cash income respectively.
- **Donors:**
The total number of donors was 232,520, with 98 per cent being individuals and 2 per cent organisations. With 9.8 million contactable alumni across 111 institutions, alumni donors constituted 79 per cent (184,293 alumni donors) of total donors. Total donors only increased by 1.6 per cent since 2013-14 suggesting a shift towards a greater focus on donor value rather than number of donors giving.
- **Investment in fundraising and alumni relations:**
In 2014-15 the total investment in alumni relations was £39 million while total investment in fundraising was 2.5 times more at £93 million. Total fundraising costs increased by 10.5% and alumni relations costs by 7%. This highlights the continued investment in development and advancement operations across the UK Higher Education sector. Staff costs accounted for 71% of total fundraising costs and 67% of alumni relations costs. All costs include the costs of operational and administrative staff.
- **Cluster analysis:**
Since 2013, the Ross-CASE Survey has deployed Latent Class Analysis methodology to identify groups of similar institutions, and has consistently found five clusters of reporting institutions with similar characteristics. We have called these *Elite*, *Established*, *Moderate*, *Emerging* and *Fragile* and the clusters have remained relatively stable over the past three years.

Established institutions account for over 30 per cent of philanthropic income and number of donors in 2014-15 while Oxbridge account for 44 per cent of philanthropic income and 32 per cent of total donors. The remaining three clusters account for just over 20 per cent of philanthropic income and 31 per cent of donors. Established and Moderate institutions were more closely related to each other within their respective clusters than institutions in Emerging and Fragile clusters, the mean and median of the latter showing large differences.

2 Sector highlights

This chapter presents a more in-depth analysis of the key indicators for 2014-15.

The key findings are based on cash income received, new funds secured, contactable alumni, donors and investment in fundraising and alumni relations activities. The important figures to note in Table 2.1 are the sum totals of the different key indicators. They give a broad overview of the economic impact of fundraising across institutions in the UK. The large differences in the mean and median figures clearly demonstrate the varied fundraising operations across the UK higher education sector. 112 institutions participated in this year's survey out of approximately 170 higher education

institutions in the UK that are involved in some form of fundraising or alumni relations activity. (i.e. a response rate of 66 per cent). Data has not been reweighted to estimate figures for all 170 institutions and total figures in Table 2.1 are conservative estimates of where the sector currently stands.

The means and medians differ significantly due to the presence of outliers in the sample. Besides the sample consists of development offices that are at different stages of their maturity cycle and operations. The only variables that do not show significant difference in mean and median figures reported in Table 2.1 are total and contactable alumni numbers.

2.1 Key indicators – 2014-15

Table 2.1 Key indicators 2014-15	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15				
Philanthropic income				
New funds secured	110	£860,907,439	£7,826,431	£1,282,758
Cash income received	111	£756,715,487	£6,817,257	£1,182,700
Alumni				
Total alumni	111	13,832,727	124,619	110,000
Contactable alumni	111	9,819,614	88,465	79,641
Alumni donors	110	184,293	1,675	407
Donors				
Total donors	111	232,520	2,095	601
Individual donors*	111	226,913	2,044	572
Organisation donors**	111	5,607	51	26
Resources				
Total institutional expenditure	112	£26,335,532,959	£235,138,687	£179,173,000
Fundraising staff	112	1,388	12	6
Alumni relations staff	112	691	6	3
Fundraising costs	102	£93,921,753	£920,801	£365,261
Alumni relations costs	106	£38,964,113	£367,586	£198,131

*Includes alumni donors

**Includes trusts, foundations, companies, lottery and other organisations

2.1.1 New funds secured

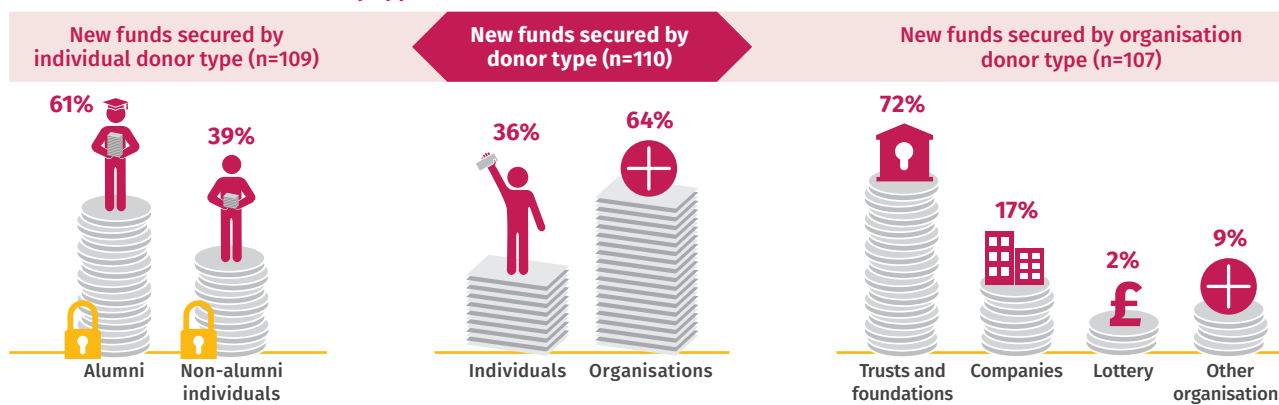
New funds secured enables an institution to see the true impact of philanthropic support and its future pipeline, not just in the current financial period but

over a number of years. It can assist in demonstrating the success of an advancement programme.

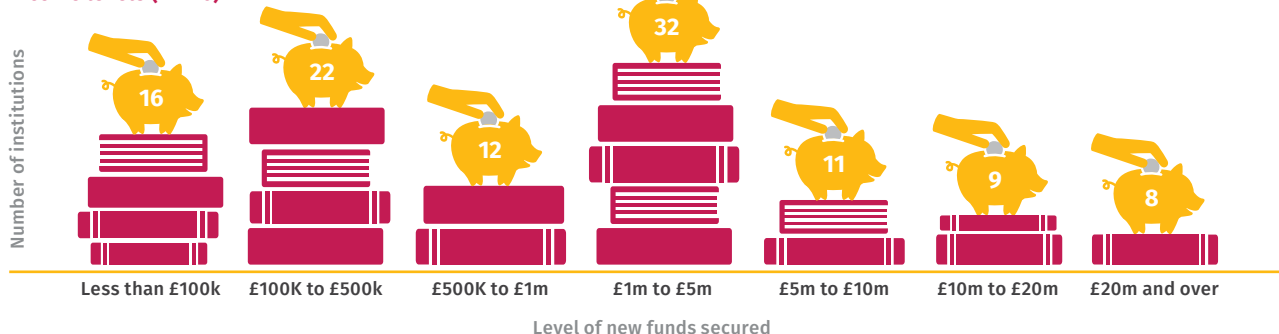
Table 2.1.1 New funds secured 2014-15	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15				
New funds secured	110	£860,907,439	£7,826,431	£1,282,758
New funds secured from individuals	110	£306,003,685	£2,781,852	£395,839
New funds secured from alumni	109	£187,156,737	£1,717,034	£129,462
New funds secured from non-alumni individuals	109	£118,845,949	£1,090,330	£113,063
New funds secured from organisations	110	£554,903,754	£5,044,580	£750,160
New funds secured from trusts and foundations	107	£242,563,086	£2,266,945	£390,913
New funds secured from companies	107	£57,974,829	£541,821	£117,622
Largest new gift/pledge	108	£177,083,912	£1,639,666	£312,500
Largest new gift/pledge as a percentage of new funds secured*	108		36%	31%

*Calculated as per Section 2.6.3 iv) Computed variables

Chart 2.1.1 New funds secured by type and income level



Distribution of new funds secured across income levels (n=110)



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2014-15

Thirty-six per cent of new funds came from individuals and 64 per cent from organisations. Alumni donors contributed to 61 per cent of new funds secured from individuals.

Largest gifts to institutions make up a significant portion of all new funds secured. The mean largest gift or pledge as a percentage of new funds secured was 36 per cent. On ranking these largest gifts and pledges

in order of value, the top five biggest gifts accounted for 43% of the £177 million whereas the bottom 50 accounted for just 2.6%

When comparing figures for three years across 103 institutions, 59 institutions secured more than £1 million in total new funds secured in 2014-15, a 20 per cent increase from 2012-13.

2.1.2 Cash income received

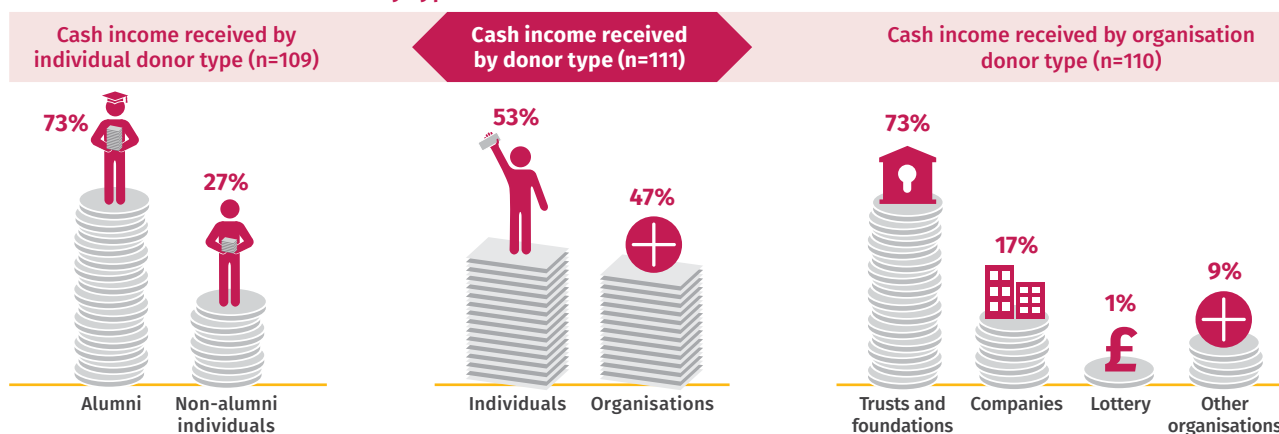
Cash income received in a year includes all cash which arrives during the year – whether from new single cash

gifts, or from cash payments received against pledges secured in this or previous years.

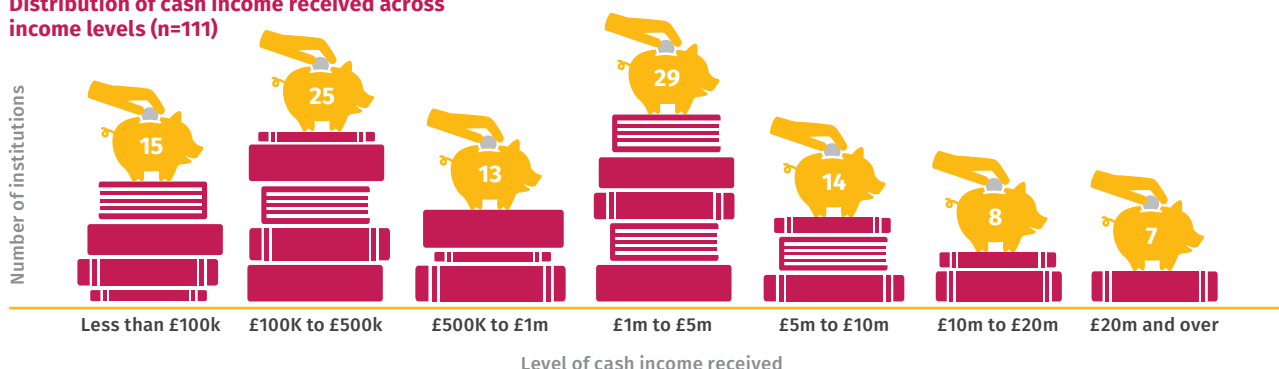
Table 2.1.2 Cash income received 2014-15	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15				
Cash income received	111	£756,715,487	£6,817,257	£1,182,700
Cash income received from individuals	111	£401,353,861	£3,615,801	£343,603
Cash income received from alumni	109	£292,717,765	£2,685,484	£128,442
Cash income received from non-alumni individuals	109	£107,764,506	£988,665	£103,764
Cash income received from organisations	111	£355,361,627	£3,201,456	£693,652
Cash income received from trusts and foundations	110	£194,968,459	£1,772,441	£359,884
Cash income received from companies	110	£47,017,840	£427,435	£154,488
Cash income received from legacies	70	£95,558,121	£1,365,116	£162,031
Number of legacies	70	980	14	3
Largest cash gift	110	£99,323,687	£902,943	£281,675
Largest cash gift as a percentage of cash income received*	110		30%	23%

*Calculated as per Section 2.6.3 iv) Computed variables

Chart 2.1.2 Cash income received by type and income level



Distribution of cash income received across income levels (n=111)



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2014-15

The mean largest cash gift as a percentage of cash income received was 30 per cent. On ranking the values of the largest cash gifts from highest to lowest, across the 110 institutions who reported this data, the top-five largest cash gifts cover 30% of the £99.3 million while the bottom 50 institutions account for only 4.4 per cent.

When comparing figures for three years across 106 institutions, 55 institutions secured more than £1 million in total cash income received in 2014-15, a 15 per cent increase from 2012-13.

2.1.3 Contactable alumni and donors

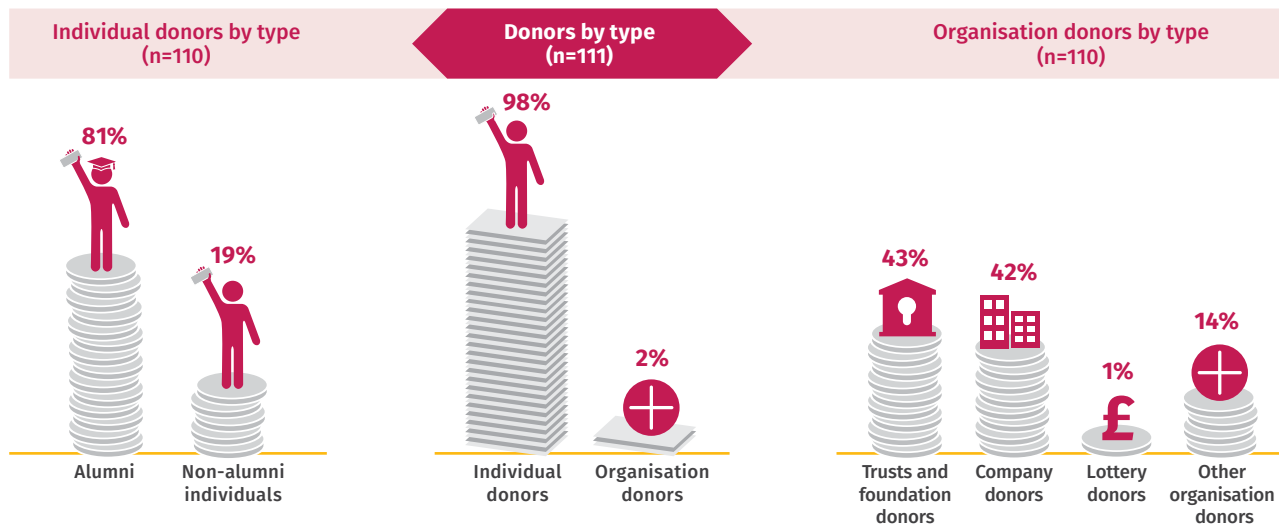
The 111 institutions that provided this data had 13.8 million alumni of which 9.8 million (71 per cent) were contactable. Of the contactable alumni 184,293 alumni donated to their alma mater.

Table 2.1.3 Donors 2014-15	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15				
Alumni				
Total alumni	111	13,832,727	124,619	110,000
Contactable alumni	111	9,819,614	88,465	79,641
Donors				
Total donors	111	232,520	2,095	601
Individual donors				
Alumni donors	110	226,913	2,044	572
Non-alumni individual donors	110	42,595	387	73
Organisation donors				
Trusts and foundations	110	2,395	22	11
Companies	110	2,300	21	9
Percentage of contactable alumni who donated*	110		1.3%	0.7%

*Calculated as per Section 2.6.3 iv) Computed variables

All in all 232,520 donors supported 111 institutions in 2014-15, with 226,913 individual donors and 5,607 organisation donors.

Chart 2.1.3 Donors by type



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2014-15

2.1.4 Fundraising and alumni relations investment

A return on investment for fundraising departments could be calculated by comparing the fundraising costs to the philanthropic income received. However, it is difficult for institutions to differentiate between philanthropic income received solely as a result of the development and advancement activities and philanthropic income received due to activities that are outside the scope of a development office. Also the value of institutional leadership and other academic time invested in fundraising can be substantial, particularly at higher performing institutions.

For reporting institutions, 0.8 per cent of total institutional expenditure¹ was invested in fundraising

and alumni relations activities, totalling over £132 million.

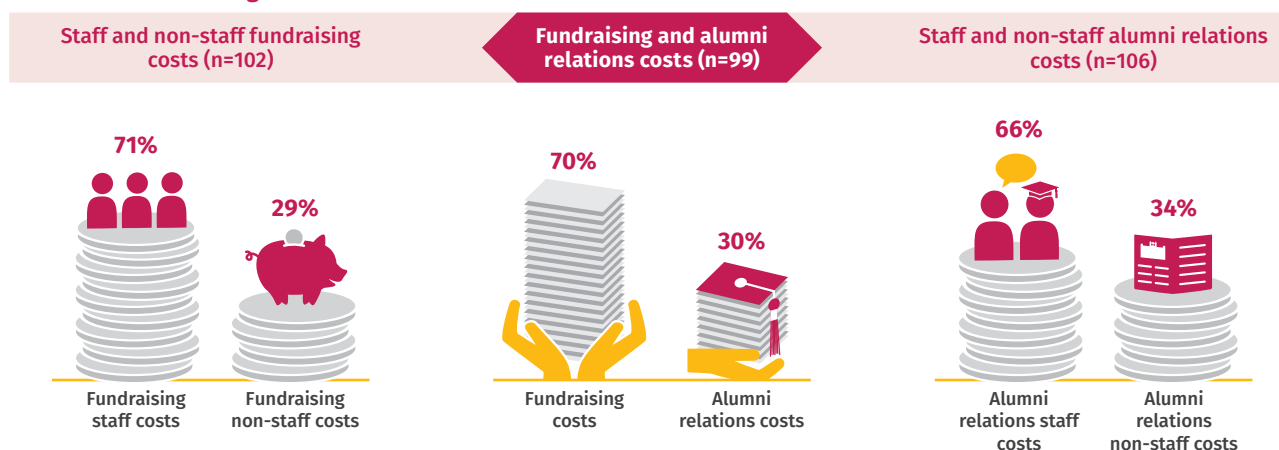
71 per cent of total fundraising costs were spent on staff. This was marginally more than the percentage of alumni relations costs spent on staff (66 per cent).

When comparing total number of full-time equivalent (FTE) fundraising staff (not just fundraisers but all staff involved in fundraising) to total cash income received, total fundraising costs and total donors, on average institutions invested £46,662 per FTE staff in fundraising costs, received £398,073 per FTE staff in cash income and had 161 donors per FTE staff².

Table 2.1.4 Resources 2014-15	Base	Sum	Mean	Median
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15				
Total institutional expenditure	112	£26,335,532,959	£235,138,687	£179,173,000
Fundraising staff	112	1,388	12	6
Alumni relations staff	112	691	6	3
Fundraising and alumni relations costs	99	£129,750,964	£1,310,616	£600,720
Fundraising costs	102	£93,921,753	£920,801	£365,261
Fundraising staff costs	102	£66,599,641	£652,938	£289,827
Fundraising non-staff costs	102	£27,322,112	£267,864	£90,423
Alumni relations costs	106	£38,964,113	£367,586	£198,131
Alumni relations staff-costs	106	£25,733,614	£242,770	£125,366
Alumni relations non-staff-costs	106	£13,230,498	£124,816	£55,611

¹ Calculated as per Section 2.6.3 iv) Computed variables
² Calculated as per Section 2.6.3 iv) Computed variables

Chart 2.1.4 Fundraising and alumni relations costs



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2014-15

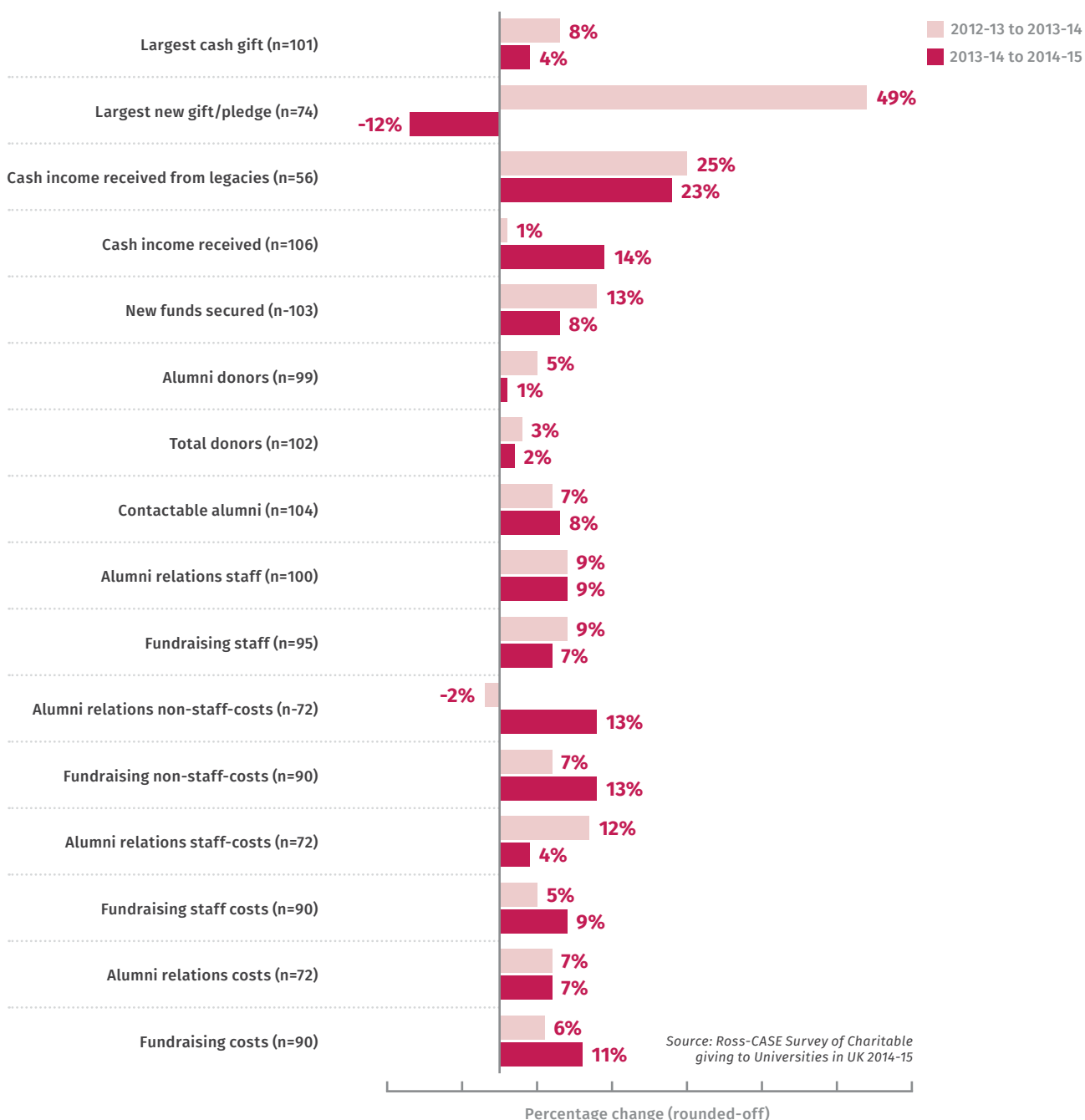
2.2 Trends in key indicators

Trends are calculated using a data from institutions that participated and provided information for a key set of variables for three surveys, 2012-2013, 2013-14 and 2014-15. These findings, on a like-for-like basis, showcase a steady rise in:

- cash income received
- contactable alumni
- fundraising costs (total, staff and non-staff costs)
- alumni relations costs (total and staff costs)
- total alumni relations staff

Cash income received increased by 14 per cent since 2013-14 and new funds secured by 8 per cent. The number of donors and alumni donors increased by 1.6 per cent and 1.1 per cent since 2013-14 respectively. These figures throw light upon a possible overall trend where the sector is benefitting from higher value gifts and pledges from a relatively flat number of donors year on year.

Chart 2.2 Trends in key indicators 2014-15



2.3 Findings by mission group

In recent years, membership of the mission groups has not remained static and, in November 2013, the 1994 Group disbanded. Moreover, a significant number of universities are not affiliated to any mission group. In recognition of this, the Pearce Review³ proposed a new way of grouping universities, separating out Oxford and Cambridge and specialist universities and grouping the others by year of obtaining university status.

Table 2.3 reports on mean figures for three mission groups, one former mission group (the 1994 Group), specialist institutions (arts, drama, music or medicine)

and those that are not part of a mission group. Since Oxford and Cambridge Universities (referenced in tables as Oxbridge) are clear outliers, mean figures for the Russell Group of institutions have also been reported excluding these two universities.

The Russell Group, excluding Oxford and Cambridge, are a more homogenous set as compared to the Russell Group including Oxford and Cambridge. Comparatively, the mission group that displays the largest variance between mean and median figures is the University Alliance.

³Review of Philanthropy in UK Higher Education: 2012 Status Report and Challenges for the Next Decade (Accessed 11 March 2016)

Table 2.3 Mean key indicators 2014-15 by mission group	All	Russell Group	Russell Group excl. Oxbridge	University Alliance	Million+	Former 1994	Specialist	Not part of a mission group
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15								
Philanthropic income								
New funds secured	£7,826,431	£29,208,752	£14,450,275	£616,037	£315,760	£3,323,042	£2,957,009	£2,134,479
New funds secured from individuals	£2,781,852	£9,737,774	£5,082,480	£303,522	£165,991	£993,773	£1,498,045	£1,035,162
New funds secured from organisations	£5,044,580	£19,470,978	£9,367,795	£312,514	£149,768	£2,329,269	£1,458,964	£1,099,317
Base	110	24	22	15	12	10	11	38
Largest new pledge/gift as a percentage of new funds secured**	36%	28%	29%	37%	51%	35%	44%	33%
Base	108	23	22	15	12	10	11	37
Cash income received	£6,817,257	£24,720,889	£11,921,739	£666,879	£331,493	£3,202,903	£3,078,850	£2,117,311
Cash income received from individuals	£3,615,801	£13,662,071	£5,049,346	£239,618	£181,843	£1,025,326	£1,277,863	£1,107,899
Cash income received from organisations	£3,201,456	£11,058,818	£6,872,393	£427,260	£149,650	£2,177,576	£1,800,987	£1,009,413
Base	111	24	22	15	12	10	12	38
Largest cash gift as a percentage of cash income received**	30%	19%	20%	28%	48%	23%	34%	32%
Base	110	23	22	15	12	10	12	38
Alumni								
Total alumni	124,619	216,042	208,328	184,584	94,398	108,491	11,149	97,393
Contactable alumni	88,465	162,962	154,933	119,614	63,615	75,405	6,973	69,101
Base	111	24	22	14	12	10	13	38
Alumni donors	1,675	5,615	3,173	971	108	993	126	611
Base	110	24	22	14	11	10	13	38
Donors								
Total donors	2,095	6,654	3,853	1,084	129	1,151	1,153	779
Individual donors*	2,044	6,531	3,748	1,069	120	1,117	1,098	745
Organisation donors	51	123	105	15	9	34	55	34
Base	111	24	22	14	12	10	13	38

**Calculated as per Section 2.6.3 iv) Computed variables

*Includes alumni donors

2.3 Findings by Mission Group

(continued)

Table 2.3 Mean key indicators 2014-15 by mission group	All	Russell Group	Russell Group excl. Oxbridge	University Alliance	Million+	Former 1994	Specialist	Not part of a mission group
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15								
Resources								
Total institutional expenditure	£235,138,687	£592,943,158	£536,792,491	£196,434,311	£101,649,394	£182,089,700	£42,270,448	£146,530,972
Base	112	24	22	15	12	10	13	38
Fundraising staff	12	38	22	5	3	8	6	6
Alumni relations staff	6	17	11	3	2	4	1	4
Base	112	24	22	15	12	10	13	38
Total fundraising costs	£920,801	£2,609,724	£1,416,758	£299,607	£202,702	£458,160	£490,831	£442,629
Fundraising staff costs	£652,938	£1,851,080	£1,031,587	£219,700	£160,311	£332,024	£303,753	£321,388
Fundraising non-staff costs	£267,864	£758,645	£385,171	£79,907	£42,391	£126,136	£187,079	£121,241
Base	102	24	22	13	9	10	13	33
Total alumni relations costs	£367,586	£969,952	£578,384	£161,596	£109,577	£233,470	£66,150	£256,961
Alumni relations staff costs	£242,770	£634,047	£403,823	£111,909	£68,919	£151,167	£40,780	£174,843
Alumni relations non-staff costs	£124,816	£335,905	£174,561	£49,687	£40,658	£82,303	£25,370	£82,118
Base	106	24	22	15	11	10	11	35

2.4 Findings by cluster

Universities vary widely by their fundraising profile and there is a substantial degree of variation within mission groups.

Inspired by the mission groups, the 2011-12 survey explored the possibility of uncovering ‘communities’ of universities that have a fundraising profile similar to each other. This analysis was conducted using Latent Class Analysis (LCA). The analysis has been repeated every year since then including this year.

LCA is a statistical approach used to group records or, in this case, institutions, into different clusters on the basis of key characteristics or variables. Each cluster brings together institutions with the most similar answers to the chosen questions.

LCA is typically carried out on datasets which represent a large number of cases. However, the size of the Ross-CASE Survey dataset is limited to the number of institutions that take part in the survey. Given the (naturally) small number of cases available, the number of questions used in the analysis was

restricted to a handful considered to be the most informative. The seven computed variables listed in Table 2.4.1 were chosen because they reflect the key characteristics of fundraising activities and because they vary sufficiently between institutions to offer differentiating factors. Average figures across three years were used to ensure that the results reflect the overall performance over time and not small annual fluctuations.

The resulting five-cluster solution offered both the best statistical fit with the data and made substantive sense. This solution did result in a very small class size for two clusters (five institutions in the Fragile cluster and two institutions in the Elite cluster), although this was not surprising due to the nature of the study, the small total sample size or the maturity of the philanthropic giving in the UK. However, it should also be noted that the uniqueness of the University of Oxford and the University of Cambridge in terms of fundraising makes the identification of just those universities as a distinct cluster appropriate.

Table 2.4.1 Variables used to group institutions into clusters

Average cash income received over last three years
Average new funds secured over last three years
Average largest cash gift received, as a percentage of total cash income received over last three years
Average number of donors over last three years
Average proportion of alumni making a gift over last three years
Average fundraising costs per pound received over last three years
Average number of fundraising staff over last three years (FT equivalent) ⁴

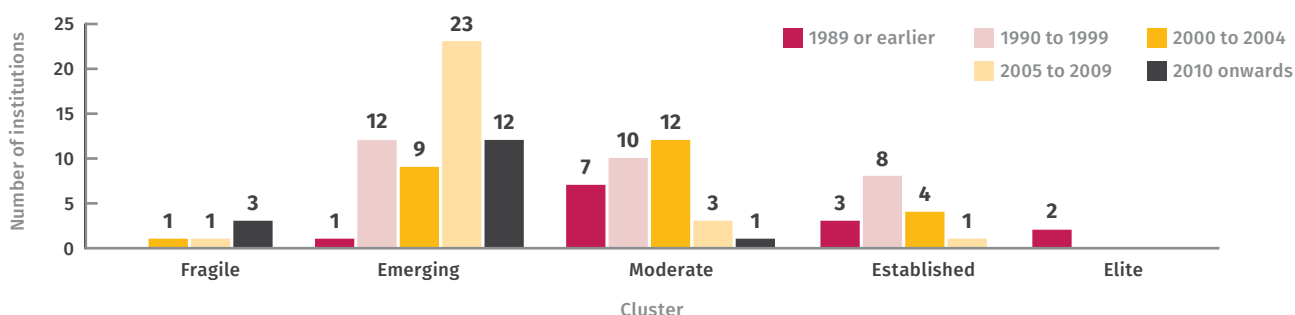
⁴ The 2011-12 Ross-CASE Survey included average number of gifts over £500,000 over 3 years. This variable was replaced with average number of fundraising staff over the last 3 years since the 2013-14 survey.

As in previous years, institutions fell into the following clusters based on their fundraising performance:

1. Fragile (five institutions)
2. Emerging (57 institutions)
3. Moderate (33 institutions)
4. Established (16 institutions)
5. Elite (2 institutions)

A clear progression of fundraising performance for all key indicators was evident across the five clusters with Fragile institutions being at a very nascent stage in their fundraising journey, reflected by figures which are lower than Established and Elite institutions. Four of the five Fragile institutions reported starting their development and alumni relations programmes after 2005 and all barring one institution from the Established cluster started their development and alumni relations programme before 2005.

Chart 2.4.1 Length of development and alumni relations programme by cluster

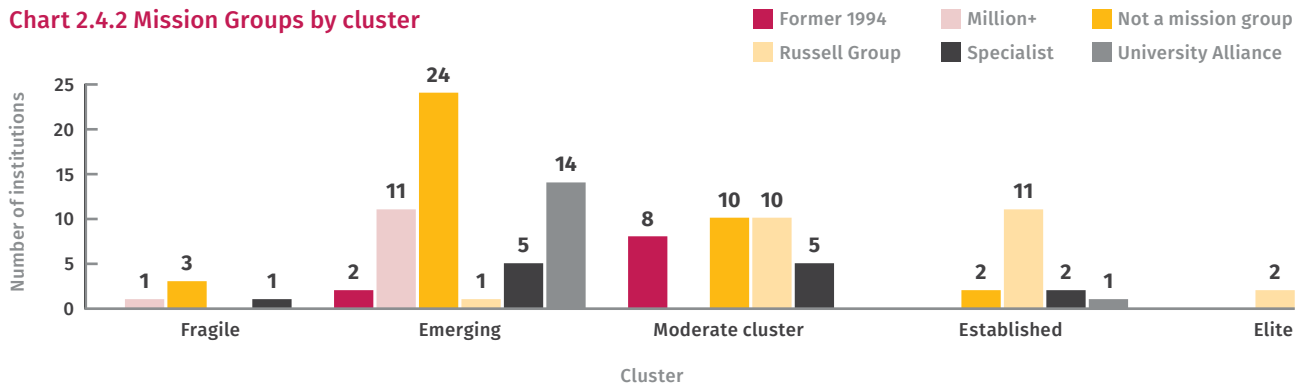


Source: Ross-CASE Survey of Charitable giving to Universities in UK 2014-15

2.4 Findings by cluster *(continued)*

Out of the 17 Established institutions 88 per cent were part of a mission group. The same figure for Moderate, Emerging and Fragile stood at 66 per cent, 44 per cent and 40 per cent respectively.

Chart 2.4.2 Mission Groups by cluster



Source: Ross-CASE Survey of Charitable giving to Universities in UK 2014-15

2.4 Findings by cluster *(continued)*

Table 2.4.2 reports **mean figures** for the five clusters and can be used to benchmark an institution's fundraising performance.

Table 2.4.2 Mean key indicators 2014-15 by cluster	Fragile	Emerging	Moderate	Established	Elite
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15					
Philanthropic income					
New funds secured	£71,346	£677,695	£4,621,816	£18,218,634	£191,552,000
Base	5	55	33	16	2
New funds secured from individuals	£9,590	£226,249	£1,537,096	£7,652,059	£60,946,007
New funds secured from organisations	£61,756	£451,446	£3,109,008	£10,566,575	£130,605,993
Base	5	55	32	16	2
Largest new pledge/gift as a percentage of new funds secured**	48%	41%	30%	28%	11%
Base	5	54	32	16	1
Cash income received	£42,743	£703,479	£4,526,790	£15,033,093	£165,511,549
Base	5	56	33	16	2
Cash income received from individuals	£9,127	£203,320	£1,545,234	£7,729,419	£108,402,049
Cash income received from organisations	£33,616	£500,159	£3,003,340	£7,303,675	£57,109,500
Base	5	56	32	16	2
Largest cash gift as a percentage of cash income received**	46%	37%	21%	19%	4%
Base	5	56	33	16	1
Alumni					
Total alumni	35,744	101,225	124,487	204,864	300,888
Base	5	56	33	16	2
Contactable alumni	29,146	67,326	88,548	156,991	251,278
Base	5	57	33	16	2
Alumni donors	12	202	1,301	4,089	32,476
Base	5	54	33	16	2
Donors					
Total donors	46	289	1,721	5,294	37,463
Individual donors*	41	273	1,649	5,189	37,139
Organisation donors	5	16	72	105	325
Base	5	55	33	16	2

**Calculated as per Section 2.6.3 iv) Computed variables
*Includes alumni donors

2.4 Findings by cluster *(continued)*

Table 2.4.2 Mean key indicators 2014-15 by cluster	Fragile	Emerging	Moderate	Established	Elite
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15					
Resources					
Total institutional expenditure	£67,709,400	£128,315,913	£245,234,851	£512,009,178	£1,210,600,500
Base	5	57	33	16	2
Fundraising staff	1	3	11	27	206
Base	5	55	33	16	2
Alumni relations staff	1	3	6	12	86
Base	5	57	33	16	2
Fundraising costs	£78,782	£219,309	£667,960	£1,870,766	£15,732,351
Fundraising staff costs	£58,416	£167,181	£495,508	£1,283,404	£10,865,499
Fundraising non-staff costs	£20,366	£52,128	£172,452	£587,362	£4,866,852
Base	5	46	33	16	2
Alumni relations costs	£44,289	£140,551	£315,979	£697,689	£5,277,194
Alumni relations staff costs	£26,316	£100,692	£212,407	£469,042	£3,166,508
Alumni relations non-staff costs	£17,972	£39,859	£103,572	£228,647	£2,110,687
Base	5	52	33	15	2

The following observations are made when looking at **percentage contributions** of each of the clusters to the **total figures** as shown in Table 2.4.3:

- 22 per cent of new funds were secured by 93 institutions of the Fragile, Emerging and Moderate cluster and 78 per cent of new funds were secured by 18 institutions of the Established and Elite clusters
- Institutions in Fragile, Emerging and Moderate clusters contributed to 70 per cent of contactable alumni but only 29 per cent of alumni donors
- 42 per cent of organisation donors were attributed to institutions in the Moderate cluster
- 61 per cent of the fundraising staff were employed in 18 institutions of the Established and Elite clusters. They also accounted for 65 per cent of fundraising staff costs.

2.4 Findings by cluster *(continued)*

Table 2.4.3 Percentage contribution 2014-15 by cluster	Fragile	Emerging	Moderate	Established	Elite
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15					
Philanthropic income					
New funds secured	0.04%	4%	18%	34%	44%
Base	5	55	33	16	2
New funds secured from individuals	0.02%	4%	16%	40%	40%
New funds secured from organisations	0.06%	4%	18%	30%	47%
Base	5	55	32	16	2
Cash income received	0.03%	5%	20%	32%	44%
Base	5	56	33	16	2
Cash income received from individuals	0.01%	3%	12%	31%	54%
Cash income received from organisations	0.05%	8%	27%	33%	32%
Base	5	56	32	16	2
Alumni					
Total alumni	1.29%	41.0%	29.7%	23.7%	4.3%
Base	5	56	33	16	2
Contactable alumni	1.47%	39%	29%	25%	5%
Base	5	57	33	16	2
Alumni donors	0.03%	6%	23%	36%	35%
Base	5	55	33	16	2
Donors					
Total donors	0.10%	7%	24%	36%	32%
Individual donors	0.09%	7%	24%	37%	33%
Organisation donors	0.45%	16%	42%	31%	12%
Base	5	55	33	16	2
Resources					
Total institutional expenditure	1.28%	28%	31%	31%	9%
Base	5	57	33	16	2
Fundraising staff	0.52%	13%	26%	31%	30%
Base	5	55	33	16	2
Alumni relations staff	0.68%	21%	26%	27%	25%
Base	5	57	33	16	2
Fundraising costs	0.42%	11%	23%	32%	34%
Fundraising staff costs	0.44%	12%	25%	31%	33%
Fundraising non-staff costs	0.37%	9%	21%	34%	36%
Base	5	46	33	16	2
Alumni relations costs	0.57%	19%	27%	27%	27%
Alumni relations staff costs	0.51%	20%	27%	27%	25%
Alumni relations non-staff costs	1.29%	41%	30%	24%	4%
Base	5	52	33	15	2

2.5 Case Studies

2.5.1 Large pledges – University of Cambridge



The gift

In May 2015, Weslie and Bill Janeway made a landmark philanthropic investment of £17.6 million in the Faculty of Economics, with a link to Pembroke College, to renew Cambridge's leadership in innovative economic thinking and to support the reintegration of the disciplines of economics and finance.

The donor story

Bill explains that he and Weslie invested in Cambridge for a number of reasons: Cambridge's genuine and demonstrable impact on the world, the opportunity to support brilliant young students and scholars plus, in Bill's case, the motivation of giving something back to a place that changed his life.

The donors have a long history of generous philanthropic support for Collegiate Cambridge. Above and beyond their many financial investments, the couple have offered, and continue to offer, considerable time and expertise to Pembroke and to the University. Bill completed a PhD at Cambridge and is an Honorary Fellow, alumnus and loyal supporter of Pembroke College. He is also a member of the campaign and Cambridge in America boards.

Well before the public launch of the campaign, Bill was committed to making a significant gift to Collegiate Cambridge in Economics as part of the current £2 billion campaign. He had strong ideas of how to support the discipline and his college, and as with previous donations, wanted to be personally involved in shaping the gift and its demonstrable impact.

University of Cambridge's executive director for development and alumni relations and chair of the faculty of economics worked closely with Bill from the earliest stages to ensure the gift was aligned with the personal values and ideas of the donors, and with Cambridge's priorities. The main objectives were to deliver the best possible experience for Bill and Weslie as donors and securing investment that would result in a step-change for a core faculty. Keeping these in mind the executive director convened a team to build a tailored, compelling argument for the donation.

Of particular importance was Bill's close involvement. As a Cambridge insider, he was instrumental in working with the team at the University of Cambridge to secure a commitment to transform the teaching and research of economics and finance. The team ensured that open dialog was facilitated between donors, University leadership, the College and academics. This gift helped push the institution to explore new ground and to take new, calculated risks.

Bill was very much engaged in the lead up to the actual solicitation. The executive director sought his views on the best timing and noted the importance of the Vice-Chancellor making the ask. Furthermore, internal stakeholders were consulted throughout to ensure that the institution would be able to meaningfully deliver on the long-term promises made to Bill and Weslie.

Key lessons

- being clear on the long-term implications of a gift and what it will enable;
- working closely with the donors in a dynamic discourse so that their values and ideas helped shape our strategic initiatives in economics and finance; and
- by engaging the right internal team, ensuring that the proposed gift was coherent and integrated, and could be delivered in the long-term by the College and faculty

During the settlement phase of the gift, the institution found that some of the legal and administrative processes within the University were not equipped to address the complexity of the gift. The development team spent a significant amount of time negotiating the draft donation agreement internally before it could be shared with the donor. In addition to being protracted, the existing process did not incorporate donor input until an agreement was finalised. The institution has since worked closely with senior-level staff across the university to revise the relevant processes and created a more donor-friendly approach.

Gifts at this level are always complex and it is critical to develop a comprehensive plan to help lay out the essential steps in cultivating, soliciting, and settling a gift as well as ensuring that long-term stewardship plans are in place. The key is to work closely with philanthropists in understanding their motivations, to engage the right internal stakeholders in developing compelling funding ideas, and to deliver a donor experience that allows them, in partnership with you, to achieve their philanthropic ambitions.

2.5.2 Large cash gifts – University of Bath



The gift

The University of Bath's Department of Development and Alumni Relations (DDAR) was created in 2004 and expanded in 2008. The Department has 30 members of staff working across major gift fundraising, alumni relations, volunteering, annual giving and research.

It was instrumental in securing a cash donation of £5 million to launch the Milner Centre for Evolution. The Centre is the first of its kind cross-faculty

2.5 Case Studies *(continued)*

research centre in the UK bridging biology, health and education.

The donor story

The donor, Dr Jonathan Milner graduated from the University of Bath in Applied Biology in 1988. Following his PhD, he returned to Bath in 1995 as a research fellow for pharmaceutical company Pfizer.

As a committed philanthropist to higher education, Jonathan created the Evolution Education Trust in 2011. Previously he helped to establish and fund GEVOteach, a research initiative at the University which aims to improve the teaching of genetics and evolution in UK schools. Dr Milner was enthusiastic about the outcomes from this initiative, recognised the strength of the University's academic staff and saw the potential to achieve much more.

Jonathan's first gift of £1,000, in 2008, was the result of a 20 year anniversary direct mail. This brought him to the attention of the DDAR and they followed up with regular meetings and exclusive event invitations including one to a large reception at the House of Lords. Jonathan was also invited to a dinner with the Vice-Chancellor and a dozen other senior alumni which helped him to get to know the University's senior management team and see how their priorities could align.

Jonathan's next gift of £100,000 in 2011 supported a PhD scholarship in the Department of Biology & Biochemistry. The gift came about following a visit to Bath to meet leading academics with mutual areas of interest. One academic he met was evolutionary biologist Professor Laurence Hurst FRS, whose vision and potential so impressed Jonathan that he was convinced he wanted to support his work.

Professor Hurst and staff at the DDAR kept Jonathan up to date with the progress of the GEVOteach PhD scholar. Jonathan was so pleased by what they had achieved during the first year of the scholarship that he agreed to fund two further PhD scholarships in complementary areas, beginning the following year. Throughout their research Jonathan had ample opportunities to meet and interact with the three PhD students. Getting to know the students led to his offering to fund a trip to the Galapagos Islands with the Galapagos Conservation Trust in May 2015.

In 2015 the University was gearing up to launch its first comprehensive fundraising campaign, to raise £66 million. This context was used to ask Jonathan to take a leadership role in the campaign, which he accepted.

Jonathan said: "Finding a good home for my money where I know it can do good in the world is really important to me. Having made enough to pursue my passion for evolution, I started to gift money into projects that I thought would have an impact.

"Bath is where my scientific career began – it's where I got excited about evolution. I'd already sponsored three PhD studentships which were very successful and with the world-leading research into evolution already

going on here, it was the natural place to choose for the Centre. The University's enthusiasm and ambition for bringing evolutionary science to the University was infectious – and bold too! I just thought 'Together we can do this!'"

The University's relationship with Jonathan had been eight years in the making, so there was deep trust on all sides. After working with him for five years, the Head of Individual Philanthropy had built a relationship with Jonathan whereby she understood what was important to him as a philanthropist, his preferred methods of communication, his motivations and, crucially, expectations.

The most challenging part of the process was bringing the personalities within the University in line behind the gift. The Head of Individual Philanthropy needed to assure Jonathan that the Department of Biology & Biochemistry needed (and wanted) the new Centre, that the University could commit financially to its development, and that it was a project that could grow in the future.

Staff at DDAR ensured that those people across the University who had a stake in the project were fully committed to its success. The Head of Individual Philanthropy managed the close seamlessly by communicating with Jonathan throughout, and preparing the administrative side to the gift in advance, to ensure all eventualities were addressed. Jonathan is now working with the team to encourage others, not just alumni but those in his own network too, to support the University of Bath's Look Further campaign. There is no better advocate than a passionate and enthusiastic donor who actively enjoyed the process of making gifts and seeing the difference they make.

Key lessons

- Big gifts cause change; really big gifts cause transformational change. Universities aren't always ready for change, and a labyrinthine decision-making process is going to require senior involvement from DDAR to navigate through. If the fundraiser can concentrate on the donor, rather than spending time at various committees, then you're more likely to succeed.
- Try to ensure that there is parity between the institutional and donor ambition; a mismatch is only going to cause heartache down the line
- Try to give yourself more than two hours leeway between the money reaching your account and announcing the gift at the campaign launch
- Fundraising isn't always a planned exercise, every donation is different, and each relies on some luck and good timing. University colleagues don't always appreciate this, however, so it is important to manage expectations, so that they understand that the results cannot be replicated easily.

2.5 Case Studies *(continued)*

2.5.3 Alumni donors – University of Bristol



The donors

In 2014-15 nearly 6,300 alumni made a gift to the University of Bristol. Outside of Oxbridge Bristol has one of the largest number of alumni donors - twice the average for a Russell Group University and, at 6% of all contactable alumni, one of the UK's highest alumni donor participation rates. Building a strong regular giving programme takes consistency, focus, investment, good data, evidence based decision making and creativity. Getting Bristol's programme to this point was a cross team effort which required people with diverse skills around data, analysis, words, design, relationships and resourcefulness to work together towards common goals. It has also taken time. This case study tells the story of Bristol's journey to grow its alumni donor base, the strategies employed and the lessons learned along the way.

The engagement story

Bristol's Development Office, established in 1991, was an early adopter of telephone fundraising in 1994. Whilst much of the sustained growth of the alumni donor base took place over the last ten years, the solid foundations of asking that were laid in the first ten years, together with the development of a good database and alumni engagement, were essential groundwork that subsequent success was built on.

Bristol has 110,000 addressable alumni aged 21 to 100+, but until 2001 there was no dedicated person for managing broad-based alumni fundraising. This changed when a forward thinking alumnus donated half the salary to create an Annual Giving Assistant, and a new post was created. In 2003, the new Development Director made the Annual Giving Assistant into a Manager and brought her into the senior management team, making regular giving a key strategic objective. Investment soon followed with new Telephone Fundraising and Direct Marketing Manager roles enabling more broad based and multichannel solicitation. A few years later, a Stewardship Officer completed the team, ensuring that stewardship and retention was built into the programme.

While growth in the team was vital, the increasing success of Bristol's regular giving programme was not down to any one person or activity. Instead, it was the result of a series of evidence-based choices made as the programme developed over the years – each choice building on those it followed.

Using data more strategically to focus on who to ask was one such crucial choice. In 2003 Bristol's approach to segmenting alumni was transformed by Peter Wylie's article in CASE Currents - The Many Facets of Data Mining. Bristol's Annual Giving Manager and Database

Manager joined forces to build a model which identified donors' common characteristics and used this to find similar looking non-donors. It was a crude model, but it worked. Those who scored highly received phone calls, and proved to be far more likely to give than low scorers. It transformed Bristol's approach to data selection, focused attention on the warmest prospects and increased the proportions of alumni who gave when asked.

Following this came insights from a US benchmarking study and the analysis of Bristol's own donor pool, which showed that Bristol was successfully acquiring new donors, but failing to keep them – only 20% of new cash donors acquired gave again in the following year. The bucket was definitely leaky! But when further analysis showed that once a donor had given twice their retention rate more than doubled to 55%, it provided the evidence to re-focus the programme on retaining donors. Additional resource and attention was invested in renewing, stewarding and asking current and previous donors. More bespoke direct mail was developed for different populations and targeted stewardship was created to build relationships with supporters. Within four years the retention of donors giving cash gifts increased from 40% to 64%.

In 2008 Bristol launched its Centenary Campaign, which included ambitious plans to increase the level of regular giving to Bristol. The Campaign provided the impetus for broadening Bristol's regular giving case for support to include asks to support research. A two year campaign reminded alumni that their University was a charity and highlighted the breadth of Bristol's life-changing research. The aim was to appeal to new donors and this proved successful - in the year after the change donor numbers increased by 23%.

Donor participation – a key driving KPI of Bristol's programme - rose steadily alongside donor numbers reaching a high of 6.4% in 2011-12. But in the year that both donor participation and donor numbers peaked, income, which had risen steadily year-on-year to just under £1million per annum – plateaued. Bristol had been successfully getting more donors to give, but at a cost. Analysis revealed that although more people were giving, they gave less and they didn't stay. Donor retention was falling, average gifts were decreasing, and a group of loyal and faithful donors who gave each year were not increasing their gift levels. Donor participation KPIs were driving bad programmatic choices such as focusing resource on low-outcome acquisition.

Another shift was implemented which changed the emphasis to a focus on donor quality rather than donor quantities. More stewardship for loyal donors, relationship building upgrade calls to direct debit donors, face-to-face resource for mid-value donors and higher ask amounts were introduced. Alumni donor participation rates were no longer the driving KPI. Following this shift, over two years gift revenue per

2.5 Case Studies *(continued)*

donor grew from £153 to £199, total income to the programme increased by 23% and donor retention improved by 6.5%. Significantly the percentage of value retained – which is the measure of the proportion of the previous year's income retained in the following year – increased from 76% in 2011-12 to 90% in 2013-14.

Key lessons

Bristol's regular giving programme today provides over £1.3m per annum of (largely) unrestricted income to the University – the equivalent of income from a £30m+ endowment fund. Talented team members, of course, made everything possible along the way, but reaching high, stable donor numbers and income levels had three crucial factors underpinning success:

- a good database and active alumni relations programme offered a solid base from which to build
- the capacity, skillset and willingness to engage with data, undertake complex analysis and adapt and focus the programme on the basis of what the analysis showed
- the ability to translate findings into innovative, but consistent marketing approaches which balanced strengthening supporter relationships with finding new donors.

2.5.4 Legacy donations – The University of Nottingham



The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

The organisational set-up

The University of Nottingham's Campaign and Alumni Relations Office (CARO) was established in 1992, it currently has a staff of 55, both full and part-time. Since 2012, CARO has had one full-time post, the development manager-legacies role, allocated to legacy fundraising and administration duties. The post is positioned within the Regular Giving team. Integral to the post is liaison with other CARO teams including Philanthropy, Information Management, Communications, Finance and Events. In addition, the Donor Relations Team oversees administration of the University's Revis Circle (established in 2012), the donor recognition society for all those who have left a gift in a will to Nottingham.

Legators and their story

We have highlighted two legators and their stories below.

Miss Joan W Browne

Miss Joan W Browne died on 22 April 2013, aged 93. Miss Browne was a former head teacher from Horncastle, Lincolnshire. The value of Joan's bequest to the

University's Medical School was over £1.28 million. The University of Nottingham's connection with Joan began in 1991 when she made an initial unsolicited donation of £50,000 for postgraduate research in the field of clinical neurology to the University's Medical School. The donation was made in memory of Joan's parents and her brother who had spent a period of care in the Queen's Medical Centre (QMC), home to the Medical School.

Further to this initial gift, Joan was stewarded by the Development Office's Stewardship and Major Gifts Teams. She was invited to a number of University events in her capacity as a major donor. The most significant of these took place on Thursday 9 December 1999, when Joan met Her Majesty the Queen at a University reception to mark the official opening event of the new Jubilee Campus.

Joan's interest in medical research led to her continued cultivation by the Major Gifts Team during this period, resulting in her making a smaller gift to the Children's Brain Tumour Research Centre (CBTRC) at the QMC.

In the following years, the University continued to keep in contact with Joan, although the frequency of her visits declined as her health deteriorated. Joan attended a private view at the University's Lakeside Arts Centre and a Vice Chancellor's Reception. One would hope that Joan's attendance at some high-calibre events would have made her feel like a special donor. She must have felt suitably reassured that her university would spend her legacy wisely, since she contacted us unprompted to let us know of her plans, just four years after she had made her first gift.

Since 2008 Joan had been resident in a nursing home, providing care for the elderly, located in her native town of Horncastle. The University continued to send Joan personalised mailings and updates with news from the University and in particular from CBTRC in addition to other publications such as the Annual Report. The University continued to keep in touch with Joan in this stewardship capacity.

In February 2013, Joan was sent an invitation by the development manager - legacies to join the newly created Revis Circle, the University's donor recognition society for all those who have chosen to remember Nottingham with a gift in a Will. She was invited to confirm her legacy intentions in writing but this was never forthcoming. A verbal legacy pledge was given via her solicitor around that time, although a more precise value to the bequest was never determined.

Through the probate solicitor, the legacy manager was able to make contact with Joan's godson and executor of her will. With his wife, he visited the campaign office in November 2014, meeting also with the senior development manager health and the dean of faculty of medicine to discuss the planned proposals for the new scholarship fund that the bequest would be supporting.

2.5 Case Studies *(continued)*

Having spent a lifetime in education herself and without children or a family of her own, it was evident that Joan was a generous and anonymous supporter of good causes, especially those involving children. She had a strong affinity towards supporting the hospital that had cared for her brother. The scholarship fund that her bequest established enabled her to support young people and researchers embarking upon their careers in medicine.

Joan's bequest enabled the establishment of the Joan Browne Scholarship Fund providing student support in two areas of the Medical School. Joan Browne was admitted posthumously to the University's College of Benefactors at an admissions ceremony in July 2015.

Miss Lillian Ruff

Miss Lillian Ruff (Music PhD (1962), died on 19 December 2014 leaving a bequest to the University with a value of £101,000. Lillian came to University at the age of 26, studying first for her undergraduate and then masters before embarking on her PhD.

Further to meetings with the senior development manager-individuals, Lillian made a £20,000 donation in 2005 for the creation of the Lillian Ruff Undergraduate (endowed) Scholarship. In 2012, Lillian made a second donation of £20,000 for the creation of the Lillian Ruff Postgraduate Scholarship.

Lillian was effectively stewarded by the Donor Relations team in response to her lifetime donations. This included receiving regular updates, letters from student recipients and feedback regarding the impact of her student scholarships from the University's Student Services Centre responsible for administering the schemes. Lillian was very proud of the scholarship she had established, particularly as it carried her name. Lillian subsequently went on to confirm her intention to make a substantial bequest to the two scholarship funds that she had established during her lifetime.

Lillian's own experiences as a mature student at Nottingham helped to shape her wish to create scholarships for mature undergraduate and postgraduate humanities students. On account of her ill health, Lillian, who was also registered partially blind, informed the University in 2009 that she would be unable to attend further events.

Lillian's scholarships established in 2005 and 2012 offered her the opportunity to interact with current students at the University and with other CARO members of staff.

For Lillian, during the latter part of her life, there developed a stronger sense of belonging to the alumni community. As indicated in research in this field, this wish to grow closer to other groups such as one's university is more frequently pronounced when an individual has, for example, lost close family members

and friends and feels a need to replace the loss. In the last chapter of Lillian's life, where she was unable to visit Nottingham, the letters of thanks she received from scholarship recipients became part of a more intensive period of correspondence with the University.

Lillian Ruff received tailored stewardship. This was made easier by the details around her lifetime gifts. Perhaps there is a lesson for fundraisers to learn here. When accepting a major lifetime gift, perhaps they should fast forward 20 or 30 years and imagine how the donor would like to be stewarded when they are elderly, possibly years after their last gift. The stewardship around named scholarships is particularly helpful here, because the donor can see the need continuing in perpetuity. Perhaps they should take a far more human and personal approach with their legacy pledgers? If it really is true that they think of their alma mater as their family, institutions should take the time to call on them from time to time.

Key lessons

The institution took a prospect-centric approach to maximising legacy donor acquisition by delivering creative and integrated messages across all stakeholder groups by:

- the creation of 'pen profiles' to assist with targeting key legacy prospect groups forming the basis of our communications programme
- enabling a pathway for CARO to access staff, ex-staff and alumni who engage directly with schools and departments
- following a collaborative approach with the head of volunteering to look at ways of combining messaging through shared channels for the 'recently retired', who are a key group for volunteering as well as for legacy pledging
- further investigating legacy data from the alumni database and through networking with peer institutions to identify additional sub groups that demonstrate distinguishing characteristics towards legacy giving
- reviewing the Revis Circle as it has helped identify ways of better engaging existing members, and making membership more attractive to non-members

The institution established a shared responsibility for legacy fundraising within CARO, amongst their advocates and ambassadors, to take the 'leave a legacy' message out to new audiences to encourage legacy advocates both internally and externally by:

- creating a legacy fundraising toolkit, including legacy collateral such as sample cases for support and examples of will wording

2.5 Case Studies *(continued)*

- working closely with the Philanthropy team to embed legacy fundraising in their interactions with donors and prospects
- establishing a quarterly Philanthropy team legacy meeting and reviewing prospect pools, identifying those earmarked for legacy cultivation and tracking subsequent outcomes. The meetings seek to identify opportunities and share best practice for the identification of legacy prospects and moves management.
- celebrating their unique strengths and attributes by building the Nottingham story, focusing on both the institutional appeal of Nottingham and on the individual experiences of their students, emphasising the impact of legacy giving on philanthropy
- creating a copy bank for use in newsletters, online etc. with cases for support, impact of realised legacies, testimonials from pledgers and family members, also focusing on reflective and nostalgic content
- profiling based on age, donor characteristics and behavioural or organisational characteristics as the determining factor. This profiling was a key element in identifying legacy prospects. In the case studies mentioned earlier, the following profiling notes can be made about the legators:
 - they had never married during their life times
 - they had given financially during their lifetimes to the University
 - they felt strong affinity with the University and the particular causes they were giving to
 - they could be classed as major lifetime donors
 - they were University stakeholders, showing loyalty to the University and a strong affinity with the Institution, and often attending events.

2.6 Appendix

2.6.1 CASE

The Council for Advancement and Support of Education (CASE) is a professional not-for-profit association serving educational institutions and the advancement professionals who work on their behalf in alumni relations, communications, development, marketing and allied areas.

2.6.2 About the survey

This report presents findings from the 2016 Ross-CASE Survey of Philanthropic Giving to Universities in UK. The project was conducted by CASE Europe and funded by HEFCE and the Ross-Group.

The first Ross-CASE Survey was carried out in 2002 (building on previous surveys undertaken within the Ross Group); it has been repeated annually since then. The methodology of the survey changed substantially in 2012-13, differentiating it from its predecessors. The survey was offered online for the first time in 2012-13, and following a review, which included scoping interviews with key stakeholders and development directors, it was enhanced.

The survey is overseen by the Ross-CASE Editorial Board. The board and CASE research staff review the survey script and the Ross-CASE Supporting Document each year before launching the survey to eligible institutions in Europe. This report compiles findings from only UK institutions.

The 2014-15 survey was launched online via Qualtrics on 1 October 2015 and closed on 9 December 2015. Members of the editorial board and CASE Research staff queried the data submitted by the institutions against an exhaustive set of logic, ratio, arithmetic and substantive tests (a full list can be obtained on request). The queries were emailed to the participating institutions who had the option of rectifying the errors by amending their data or leaving the answers unanswered. Best possible efforts were made to remove any unreliable data that was submitted. Descriptive statistics, mainly using the measures of central tendencies (mean and median), was used to analyse the data and key indicators were reported on this basis. Latent Cluster Analysis was conducted on 113 participating institutions using seven computed variables using Latent Gold v 5.0. Case studies were included in the report for the first time this year. Institutions were selected and invited to submit inspiring work for the case studies.

Results were published by the medium of this report accompanied by an infographic for UK institutions. All participating institutions (including institutions from Ireland and the Netherlands) also received access to an online benchmarking toolkit custom-designed for this project.

All data collected has been reported on a confidential

and aggregated basis in this report (except for Oxford and Cambridge). All income figures in this report were submitted in Pounds Sterling. As with previous reports this year's data is intended for benchmarking purposes, and as such does not provide sector or organisational context, nor does it speculate as to reasons why differences may have occurred between years.

2.6.3 Reporting conventions

i) Trend data

Trend data are presented on a like-for-like basis for each variable reported in Chart 2.2 in percentages only. Participating institutions were allowed to amend and update their past year data for the variables reported in Chart 2.2 and it has been assumed that the submitted historical data supplied in the 2014-15 survey is the most accurate.

ii) Base size

For a few questions results are presented as a per cent or proportion comparing two or more variables. In such instances, data used for calculations correspond to the lowest base size across the variables in consideration. Not all participants provided usable responses to every question in the survey. The number of institutions given as the base in tables and figures refers to the number of institutions answering a particular question or set of questions, rather than the total number participating in the survey. Where a table or chart brings together responses to a number of different questions, the smallest base size is always reported.

iii) Measures of central tendencies

Mean figures provide a snapshot of the overall group's performance while median figures highlight the distribution in fundraising figures across the participating institutions. Where the mean and median are close together, the group is relatively homogenous and where the mean is significantly different to the median, the group is much more diverse. Differences in mean and median figures could also be due to the presence of outliers in a sample. Given that the sample size is large, there is a large variation between institutions with some institutions having substantially higher values than others and vice-versa. Thus, some mean values are skewed upwards and are generally much higher than the median values. This variation is reduced when mission groups are analysed. This is because mission group institutions are generally very similar to each other in terms of their operations.

iv) Computed variables

Some variables are calculated on the basis of two variables from the survey. For example largest cash gift as a percentage of total cash income received was calculated by first computing the percentage of largest cash gift to total cash income received for each institution and then the median was calculated from these figures rather than computing it by using the total of the largest cash gift and dividing that by total cash income received.

2.6 Appendix *(continued)*

2.6.4 Acknowledgements

First and foremost we would like to thank the university staff who gave their time to provide information about the philanthropic income of their institutions and to staff at the four institutions who submitted case studies for this report. We are grateful to HEFCE and the Ross-Group for funding this study. A special thanks to all the new institutions participating in the study for the

first time and we are hopeful of increasing this number in the future and expanding the study across Europe. In addition we are grateful to the Ross-CASE Editorial Board for their guidance and support. Lastly, thank you to our colleagues at NatCen for a timely handover of the project to our research staff at CASE Europe.

2.6.5 Participating institutions

Eighty-four institutions have taken part in every survey in the last nine years and 105 institutions have

participated in the last three Ross-CASE surveys.

Table 2.6.5 Response rates by UK country 2012-13 to 2014-15	2012-13	2013-14	2014-15
Ross-CASE Survey of Charitable giving to Universities in UK 2014-15			
English higher education institutions			
Invited to participate	132	131	128
Number participating	113	101	91
Response rate	86%	77%	71%
Welsh higher education institutions			
Invited to participate	10	8	9
Number participating	7	5	6
Response rate	70%	63%	67%
Scottish and Northern Irish higher education institutions			
Invited to participate	22	21	18
Number participating	16	18	16
Response rate	73%	86%	89%
British higher education institutions			
Invited to participate	164	160	155
Number participating	136	124	113
Response rate	83%	78%	73%

Former 1994

1. Birkbeck College
2. Goldsmiths, University of London
3. Lancaster University
4. Loughborough University
5. Royal Holloway, University of London
6. SOAS, University of London
7. University of East Anglia
8. University of Essex
9. University of Leicester
10. University of Sussex

Million+

1. Abertay University
2. Anglia Ruskin University
3. Bath Spa University
4. Canterbury Christ Church University
5. Edinburgh Napier University
6. Leeds Trinity University
7. London South Bank University
8. Middlesex University
9. The University of West London
10. University of Bedfordshire
11. University of Cumbria
12. University of the West of Scotland

Specialist

1. Courtauld Institute of Art
2. Guildhall School of Music & Drama
3. Institute of Cancer Research
4. Leeds College of Art
5. Liverpool School of Tropical Medicine
6. London School of Hygiene & Tropical Medicine
7. Royal Agricultural University
8. Royal College of Art
9. Royal College of Music
10. Royal Northern College of Music
11. Royal Veterinary College
12. Royal Welsh College of Music & Drama
13. Trinity Laban Conservatoire of Music and Dance

2.6 Appendix *(continued)*

2.6.5 Participating institutions

Russell Group

1. Cardiff University
2. Imperial College London
3. King's College London
4. London School of Economics and Political Science
5. Newcastle University
6. Queen Mary University of London
7. Queen's University Belfast
8. University College London
9. University of Birmingham
10. University of Bristol
11. University of Cambridge
12. University of Durham
13. University of Edinburgh
14. University of Exeter
15. University of Glasgow
16. University of Leeds
17. University of Liverpool
18. University of Manchester
19. University of Nottingham
20. University of Oxford
21. University of Sheffield
22. University of Southampton
23. University of Warwick
24. University of York

University Alliance

1. Cardiff Metropolitan University
2. Coventry University
3. Kingston University
4. Liverpool John Moores University
5. Manchester Metropolitan University
6. Nottingham Trent University
7. Open University
8. Oxford Brookes University
9. Teesside University
10. University of Huddersfield
11. University of Lincoln
12. University of Portsmouth
13. University of Salford
14. University of South Wales
15. University of the West of England, Bristol

Not in a mission group

1. Aberystwyth University
2. Arts University Bournemouth
3. Aston University
4. Bournemouth University
5. Brunel University London
6. City University London
7. Cranfield University
8. Edge Hill University
9. Glasgow Caledonian University
10. Heriot-Watt University
11. Liverpool Hope University
12. London Business School
13. Newman University
14. Queen Margaret University Edinburgh
15. Robert Gordon University
16. Rose Bruford College
17. Swansea University
18. Ulster University
19. University Campus Suffolk
20. University of Aberdeen
21. University of Bath
22. University of Brighton
23. University of Chester
24. University of Derby
25. University of Dundee
26. University of Hull
27. University of Kent
28. University of Northumbria at Newcastle
29. University of Reading
30. University of Roehampton
31. University of St Andrews
32. University of St Mark & St John
33. University of Stirling
34. University of Strathclyde
35. University of Surrey
36. University of the Arts London
37. University of Wolverhampton
38. University of Worcester
39. York St John University

2.6.6 Glossary

Cash income received: Income actually received by the institution including payments received towards pledges made in previous years, excluding new pledges where payment has not been received.

Clusters: Latent Class Analysis based on seven key variables grouped the 113 institutions into five clusters - Fragile, Emerging, Moderate, Established and Elite.

Individuals: Includes undergraduate alumni, postgraduate alumni, other award alumni, other alumni, staff, parents, grateful patients and other non-alumni individuals.

Investment in fundraising: The costs associated with the efforts to gather new funds secured. It includes the cost of the staff (staff expenditure) undertaking the fundraising and the other costs (non-staff expenditure) of running and maintaining the fundraising operations. When the cost of both staff expenditure and non-staff expenditure is combined this equals the total fundraising expenditure.

Legacy gifts: A commitment (pledge) that a transfer of wealth will occur upon a donor's death. Within the survey legacy income is only counted (to both new funds secured and cash income received) when it is actually received.

Mean: A measure of central tendency which is the average value i.e. the sum of the sampled values divide by the number of items in the sample. In this report mean denotes the arithmetic mean.

Median: A measure of central tendency the median separates the higher half of a data sample, a population, or a probability distribution, from the lower half.

New funds secured: New funding secured by the institution, including new donations received and new confirmed pledges not yet received but excluding payments of pledges made in previous years.

Organisations: Includes trusts, foundations, companies, lottery and other organisations.

Philanthropic income: This is defined in the Ross-CASE Supporting Document and includes gifts or donations that meet two criteria – source of funds should be eligible and the nature of gifts should meet the survey's definition of philanthropic intent. The survey defines philanthropic income in two ways – new funds secured and cash income received.

Ross-CASE Supporting Document: This document provides guidance and definitions on funding that is eligible for inclusion in the Ross-CASE survey and how that funding is recorded. It also contains general guidance on completing the Ross-CASE Survey, including a detailed question by question guide.

Sum: Summation is the operation of adding a sequence of numbers; the result is their sum or total.