Advancement Forum
COVID-19 Survey Report

Compiled April 27th, 2020
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</tbody>
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FY 2020 and FY 2021

1. How much of a decline are you projecting in the total value of new commitments?

<table>
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<tr>
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<th>0%-9.9%</th>
<th>10%-19.9%</th>
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<td>16%</td>
<td>7%</td>
<td>11%</td>
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</table>

**FY 2020**

- 29% 0%-9.9%
- 19% 10%-19.9%
- 17% 20%-29.9%
- 6% 30%+
- 17% Increase projected
- 13% Unsure

**FY 2021**

- 12% 0%-9.9%
- 21% 10%-19.9%
- 16% 20%-29.9%
- 7% 30%+
- 11% Increase projected
- 33% Unsure
2. How much of a decline are you projecting in total donor counts?

<table>
<thead>
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<th>10%-19.9%</th>
<th>20%-29.9%</th>
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<td>FY 2020</td>
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<td>34%</td>
<td>6%</td>
<td>2%</td>
<td>9%</td>
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<tr>
<td>FY 2021</td>
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<td>20%</td>
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<td>3%</td>
<td>3%</td>
<td>43%</td>
<td>110</td>
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</table>

**FY 2020**

- 0%-9.9%: 35%
- 10%-19.9%: 34%
- 20%-29.9%: 6%
- 30%+: 2%
- Increase projected: 9%
- Unsure: 14%
- Responses: 110

**FY 2021**

- 0%-9.9%: 23%
- 10%-19.9%: 20%
- 20%-29.9%: 8%
- 30%+: 3%
- Increase projected: 3%
- Unsure: 43%
3. How much of a decline are you projecting in alumni participation rates?

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**FY 2020**

- 50% of respondents projected a decline of 0%-9.9%.
- 18% projected a decline of 10%-19.9%.
- 4% projected a decline of 20%-29.9%.
- 4% projected a decline of 30%+.
- 8% are unsure.
- 16% projected an increase.

**FY 2021**

- 34% of respondents projected a decline of 0%-9.9%.
- 14% projected a decline of 10%-19.9%.
- 4% projected a decline of 20%-29.9%.
- 2% projected a decline of 30%+.
- 3% are unsure.
- 43% projected an increase.
4. How much of a decline are you projecting in submitted major/principal gift proposals?

<table>
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<th>Year</th>
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<td>6%</td>
<td>17%</td>
<td>30%</td>
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**FY 2020**

- 0%-9.9%: 36%
- 10%-19.9%: 17%
- 20%-29.9%: 16%
- 30%+: 6%
- Increase projected: 16%
- Unsure: 9%

**FY 2021**

- 0%-9.9%: 15%
- 10%-19.9%: 19%
- 20%-29.9%: 13%
- 30%+: 6%
- Increase projected: 17%
- Unsure: 30%
5. How much of a decline are you projecting in closed major/principal gift proposals?

<table>
<thead>
<tr>
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<th>Responses</th>
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<tr>
<td>FY 2021</td>
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<td>8%</td>
<td>14%</td>
<td>35%</td>
<td>109</td>
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**FY 2020**

- 0%-9.9%: 33%
- 10%-19.9%: 22%
- 20%-29.9%: 12%
- 30%+: 6%
- Increase projected: 13%
- Unsure: 14%

**FY 2021**

- 0%-9.9%: 14%
- 10%-19.9%: 17%
- 20%-29.9%: 12%
- 30%+: 8%
- Increase projected: 14%
- Unsure: 35%
6. How much of a decline are you projecting in prospect and donor visits?

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7. How much of a decline are you projecting in qualifications?

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</tr>
<tr>
<td>FY 2021</td>
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<td>13%</td>
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<td>3%</td>
<td>17%</td>
<td>36%</td>
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**FY 2020**

<table>
<thead>
<tr>
<th></th>
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<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
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<td>7%</td>
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<td>20%</td>
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**FY 2021**

<table>
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<tr>
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<th>0%-9.9%</th>
<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
<th>Increase projected</th>
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<td>21%</td>
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<td>10%</td>
<td>3%</td>
<td>17%</td>
<td>36%</td>
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8. How much of a decline are you projecting in revenue from corporate and foundation gifts?

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<th>20%-29.9%</th>
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<tr>
<td>FY 2021</td>
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<td>6%</td>
<td>9%</td>
<td>13%</td>
<td>34%</td>
<td>109</td>
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</table>

**FY 2020**

- 0%-9.9%: 38%
- 10%-19.9%: 14%
- 20%-29.9%: 6%
- 30%+: 9%
- Increase projected: 17%
- Unsure: 16%

**FY 2021**

- 0%-9.9%: 23%
- 10%-19.9%: 15%
- 20%-29.9%: 6%
- 30%+: 9%
- Increase projected: 13%
- Unsure: 34%
# Decline in Value of New Commitments

## 9. Gifts less than $100K

<table>
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<tr>
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<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
<th>Increase projected</th>
<th>Unsure</th>
<th>Responses</th>
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<tbody>
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<td>16%</td>
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</tr>
<tr>
<td>FY 2021</td>
<td>18%</td>
<td>26%</td>
<td>10%</td>
<td>6%</td>
<td>7%</td>
<td>33%</td>
<td>109</td>
</tr>
</tbody>
</table>

### FY 2020

![Bar graph showing the distribution of gifts less than $100K for FY 2020.](image)

### FY 2021

![Bar graph showing the distribution of gifts less than $100K for FY 2021.](image)
### 10. Gifts between $100K and $999K

<table>
<thead>
<tr>
<th></th>
<th>0%-9.9%</th>
<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
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<td>9%</td>
<td>32%</td>
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</tbody>
</table>

**FY 2020**

- 0%-9.9%: 37%
- 10%-19.9%: 18%
- 20%-29.9%: 11%
- 30%+: 6%
- Increase projected: 11%
- Unsure: 17%

**FY 2021**

- 0%-9.9%: 18%
- 10%-19.9%: 20%
- 20%-29.9%: 14%
- 30%+: 7%
- Increase projected: 9%
- Unsure: 32%
11. Gifts between $1M and $4.9M

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FY 2020

FY 2021
12. Gifts greater than $5M

<table>
<thead>
<tr>
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<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
<th>Increase projected</th>
<th>Unsure</th>
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<td><strong>FY 2020</strong></td>
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<td>37%</td>
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</tr>
<tr>
<td><strong>FY 2021</strong></td>
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<td>6%</td>
<td>52%</td>
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</tbody>
</table>

**FY 2020**

- 31%: 0%-9.9%
- 7%: 10%-19.9%
- 5%: 20%-29.9%
- 8%: 30%
- 12%: Increase projected
- 37%: Unsure

**FY 2021**

- 18%: 0%-9.9%
- 13%: 10%-19.9%
- 5%: 20%-29.9%
- 6%: 30%
- 6%: Increase projected
- 52%: Unsure
### Decline in Number of New Gifts and Pledges

#### 13. Gifts less than $100K

<table>
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<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
<th>Increase projected</th>
<th>Unsure</th>
<th>Responses</th>
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<tbody>
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<td>6%</td>
<td>8%</td>
<td>35%</td>
<td>108</td>
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</tbody>
</table>

**FY 2020**

- **0%-9.9%**: 29%
- **10%-19.9%**: 30%
- **20%-29.9%**: 6%
- **30%+**: 6%
- **Increase projected**: 12%
- **Unsure**: 17%

**FY 2021**

- **0%-9.9%**: 18%
- **10%-19.9%**: 25%
- **20%-29.9%**: 8%
- **30%+**: 6%
- **Increase projected**: 8%
- **Unsure**: 35%
### 14. Gifts between $100K and $999K

<table>
<thead>
<tr>
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<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
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<th>Responses</th>
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<tr>
<td><strong>FY 2021</strong></td>
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<td>10%</td>
<td>8%</td>
<td>8%</td>
<td>35%</td>
<td>108</td>
</tr>
</tbody>
</table>

#### FY 2020

- **0%-9.9%**: 39%
- **10%-19.9%**: 17%
- **20%-29.9%**: 11%
- **30%+**: 5%
- **Increase projected**: 10%
- **Unsure**: 18%

#### FY 2021

- **0%-9.9%**: 22%
- **10%-19.9%**: 17%
- **20%-29.9%**: 10%
- **30%+**: 8%
- **Increase projected**: 8%
- **Unsure**: 35%
### 15. Gifts between $1M and $4.9M

<table>
<thead>
<tr>
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<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
<th>Increase projected</th>
<th>Unsure</th>
<th>Responses</th>
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</thead>
<tbody>
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<td>11%</td>
<td>8%</td>
<td>45%</td>
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</tbody>
</table>

### FY 2020

- 0%-9.9%: 35%
- 10%-19.9%: 9%
- 20%-29.9%: 8%
- 30%+: 11%
- Increase projected: 13%
- Unsure: 24%

### FY 2021

- 0%-9.9%: 16%
- 10%-19.9%: 12%
- 20%-29.9%: 8%
- 30%+: 11%
- Increase projected: 8%
- Unsure: 45%
### 16. Gifts greater than $5M

<table>
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<th>0%-9.9%</th>
<th>10%-19.9%</th>
<th>20%-29.9%</th>
<th>30%+</th>
<th>Increase projected</th>
<th>Unsure</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2020</td>
<td>36%</td>
<td>6%</td>
<td>4%</td>
<td>11%</td>
<td>10%</td>
<td>33%</td>
<td>108</td>
</tr>
<tr>
<td>FY 2021</td>
<td>23%</td>
<td>7%</td>
<td>6%</td>
<td>9%</td>
<td>4%</td>
<td>60%</td>
<td>108</td>
</tr>
</tbody>
</table>

**FY 2020**

- 36%: 0%-9.9%
- 6%: 10%-19.9%
- 4%: 20%-29.9%
- 11%: 30%+
- 10%: Increase projected
- 33%: Unsure

**FY 2021**

- 23%: 0%-9.9%
- 7%: 10%-19.9%
- 6%: 20%-29.9%
- 9%: 30%+
- 4%: Increase projected
- 60%: Unsure
17. Have you shared these revised projections with your board?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Responses</th>
</tr>
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<tr>
<td>FY 2020 revised</td>
<td>40%</td>
<td>44%</td>
<td>16%</td>
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<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2021 revised</td>
<td>15%</td>
<td>64%</td>
<td>21%</td>
<td>108</td>
</tr>
<tr>
<td>projections</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FY 2020 revised projections**
- Yes: 40%
- No: 44%
- N/A: 16%

**FY 2021 revised projections**
- Yes: 15%
- No: 64%
- N/A: 21%
18. Have you shared these revised projections with your president?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
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<td>73%</td>
<td>18%</td>
<td>9%</td>
<td>108</td>
</tr>
<tr>
<td>FY 2021 revised projections</td>
<td>42%</td>
<td>41%</td>
<td>18%</td>
<td>108</td>
</tr>
</tbody>
</table>

**FY 2020 revised projections**
- Yes: 73%
- No: 18%
- N/A: 9%

**FY 2021 revised projections**
- Yes: 42%
- No: 41%
- N/A: 18%
19. Have you shared these revised projections with your executive cabinet?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2020 revised projections</td>
<td>49%</td>
<td>34%</td>
<td>17%</td>
<td>108</td>
</tr>
<tr>
<td>FY 2021 revised projections</td>
<td>26%</td>
<td>51%</td>
<td>23%</td>
<td>108</td>
</tr>
</tbody>
</table>

**FY 2020 revised projections**
- Yes, 49%
- No, 34%
- N/A, 17%

**FY 2021 revised projections**
- Yes, 26%
- No, 51%
- N/A, 23%
Changes in Operating Expenditures and FTEs

20. How much are you expecting to reduce operating expenditures and FTE counts across advancement?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+ Increase projected</th>
<th>Unsure/NA</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Expenditures</td>
<td>22%</td>
<td>26%</td>
<td>19%</td>
<td>18%</td>
<td>2%</td>
<td>13%</td>
</tr>
<tr>
<td>Total FTE Counts</td>
<td>43%</td>
<td>14%</td>
<td>10%</td>
<td>4%</td>
<td>4%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Total Operating Expenditures**

- 22% 0%-4.9%
- 26% 5%-9.9%
- 19% 10%-14.9%
- 18% 15%+
- 2% Increase projected
- 13% Unsure/NA

**Total FTE Counts**

- 43% 0%-4.9%
- 14% 5%-9.9%
- 10% 10%-14.9%
- 4% 15%+
- 4% Increase projected
- 25% Unsure/NA
21. How much are you expecting to reduce operating expenditures and FTE counts in development?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenditures</td>
<td>29%</td>
<td>22%</td>
<td>18%</td>
<td>13%</td>
<td>4%</td>
<td>14%</td>
<td>103</td>
</tr>
<tr>
<td>FTE Counts</td>
<td>48%</td>
<td>10%</td>
<td>8%</td>
<td>5%</td>
<td>7%</td>
<td>22%</td>
<td>103</td>
</tr>
</tbody>
</table>

**Operating Expenditures**

- 29% for 0%-4.9%
- 22% for 5%-9.9%
- 18% for 10%-14.9%
- 13% for 15%
- 4% for Increase projected
- 14% for Unsure
- 103 responses

**FTE Counts**

- 48% for 0%-4.9%
- 10% for 5%-9.9%
- 8% for 10%-14.9%
- 5% for 15%
- 7% for Increase projected
- 22% for Unsure/NA
22. How much are you expecting to reduce operating expenditures and FTE counts in annual giving?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure/NA</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenditures</td>
<td>39%</td>
<td>17%</td>
<td>13%</td>
<td>10%</td>
<td>6%</td>
<td>15%</td>
<td>103</td>
</tr>
<tr>
<td>FTE Counts</td>
<td>53%</td>
<td>8%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>24%</td>
<td>103</td>
</tr>
</tbody>
</table>

**Operating Expenditures**

- **0%-4.9%**: 39%
- **5%-9.9%**: 17%
- **10%-14.9%**: 13%
- **15%+**: 10%
- **Increase projected**: 6%
- **Unsure/NA**: 15%
- **Responses**: 103

**FTE Counts**

- **0%-4.9%**: 53%
- **5%-9.9%**: 8%
- **10%-14.9%**: 4%
- **15%+**: 5%
- **Increase projected**: 5%
- **Unsure/NA**: 24%
23. How much are you expecting to reduce operating expenditures and FTE counts in major and principal gifts?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure/NA</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
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<td>42%</td>
<td>16%</td>
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<td>16%</td>
<td>103</td>
</tr>
<tr>
<td>FTE Counts</td>
<td>53%</td>
<td>5%</td>
<td>4%</td>
<td>4%</td>
<td>7%</td>
<td>26%</td>
<td>103</td>
</tr>
</tbody>
</table>

### Operating Expenditures

- **0%-4.9%**: 42%
- **5%-9.9%**: 16%
- **10%-14.9%**: 13%
- **15%+**: 10%
- **Increase projected**: 3%
- **Unsure/NA**: 16%

### FTE Counts

- **0%-4.9%**: 53%
- **5%-9.9%**: 5%
- **10%-14.9%**: 4%
- **15%+**: 4%
- **Increase projected**: 7%
- **Unsure/NA**: 26%
24. How much are you expecting to reduce operating expenditures and FTE counts in development support?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure/NA</th>
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<tr>
<td>FTE Counts</td>
<td>55%</td>
<td>12%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
<td>22%</td>
<td>103</td>
</tr>
</tbody>
</table>

**Operating Expenditures**

- 0%-4.9%: 45%
- 5%-9.9%: 17%
- 10%-14.9%: 15%
- 15%+: 8%
- Increase projected: 1%
- Unsure/NA: 14%

**FTE Counts**

- 0%-4.9%: 55%
- 5%-9.9%: 12%
- 10%-14.9%: 4%
- 15%+: 4%
- Increase projected: 3%
- Unsure/NA: 22%
25. How much are you expecting to reduce operating expenditures and FTE counts in alumni relations?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure/NA</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenditures</td>
<td>34%</td>
<td>21%</td>
<td>16%</td>
<td>9%</td>
<td>1%</td>
<td>19%</td>
<td>103</td>
</tr>
<tr>
<td>FTE Counts</td>
<td>56%</td>
<td>5%</td>
<td>6%</td>
<td>2%</td>
<td>3%</td>
<td>28%</td>
<td>103</td>
</tr>
</tbody>
</table>

**Operating Expenditures**

- 34% for 0%-4.9%
- 21% for 5%-9.9%
- 16% for 10%-14.9%
- 9% for 15%
- 1% for Increase projected
- 19% for Unsure/NA

**FTE Counts**

- 56% for 0%-4.9%
- 5% for 5%-9.9%
- 6% for 10%-14.9%
- 2% for 15%
- 3% for Increase projected
- 28% for Unsure/NA
26. How much are you expecting to reduce operating expenditures and FTE counts in advancement communications?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure/NA</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
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<td>35%</td>
<td>21%</td>
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<td>5%</td>
<td>8%</td>
<td>21%</td>
<td>103</td>
</tr>
<tr>
<td>FTE Counts</td>
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<td>7%</td>
<td>1%</td>
<td>2%</td>
<td>8%</td>
<td>29%</td>
<td>103</td>
</tr>
</tbody>
</table>

**Operating Expenditures**

- 0%-4.9%: 35%
- 5%-9.9%: 21%
- 10%-14.9%: 10%
- 15%+: 5%
- Increase projected: 8%
- Unsure/NA: 21%

**FTE Counts**

- 0%-4.9%: 52%
- 5%-9.9%: 7%
- 10%-14.9%: 1%
- 15%+: 2%
- Increase projected: 8%
- Unsure/NA: 29%
27. How much are you expecting to reduce operating expenditures and FTE counts in advancement services?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure/NA</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenditures</td>
<td>43%</td>
<td>22%</td>
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<td>6%</td>
<td>3%</td>
<td>17%</td>
<td>103</td>
</tr>
<tr>
<td>FTE Counts</td>
<td>56%</td>
<td>8%</td>
<td>3%</td>
<td>2%</td>
<td>4%</td>
<td>26%</td>
<td>103</td>
</tr>
</tbody>
</table>

**Operating Expenditures**

- 0%-4.9%: 43%
- 5%-9.9%: 22%
- 10%-14.9%: 8%
- 15%+: 6%
- Increase projected: 3%
- Unsure/NA: 17%

**FTE Counts**

- 0%-4.9%: 56%
- 5%-9.9%: 8%
- 10%-14.9%: 3%
- 15%+: 2%
- Increase projected: 4%
- Unsure/NA: 26%
28. How much are you expecting to reduce operating expenditures and FTE counts in advancement management?

<table>
<thead>
<tr>
<th></th>
<th>0%-4.9%</th>
<th>5%-9.9%</th>
<th>10%-14.9%</th>
<th>15%+</th>
<th>Increase projected</th>
<th>Unsure/NA</th>
<th>Responses</th>
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</thead>
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<td>19%</td>
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</tr>
<tr>
<td>FTE Counts</td>
<td>64%</td>
<td>5%</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
<td>26%</td>
<td>103</td>
</tr>
</tbody>
</table>

Operating Expenditures

- 41% 0%-4.9%
- 24% 5%-9.9%
- 8% 10%-14.9%
- 7% 15%
- 1% Increase projected
- 19% Unsure/NA

FTE Counts

- 64% 0%-4.9%
- 5% 5%-9.9%
- 1% 10%-14.9%
- 2% 15%
- 2% Increase projected
- 26% Unsure/NA
Campaigns

29. Are you currently in a comprehensive campaign?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65%</td>
<td>66</td>
</tr>
<tr>
<td>No</td>
<td>35%</td>
<td>36</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>102</td>
</tr>
</tbody>
</table>
30. What stage of the campaign are you in?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quiet</td>
<td>51%</td>
<td>34</td>
</tr>
<tr>
<td>Public</td>
<td>49%</td>
<td>32</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>66</td>
</tr>
</tbody>
</table>

![Pie chart showing the distribution of campaign stages: 51% Quiet, 49% Public, with a total of 66 respondents.](image-url)
31. Have you delayed going public with your campaign?

This graph was created by analyzing the answers to two questions: when were you originally planning on going public? and when are you now planning on going public?

- 3% We are no longer going public
- 12% No delay
- 74% Unsure/TBD
- 3% 1-5 month delay
- 3% 6-11 month delay
- 6% 12-17 month delay
32. Are you planning to delay the close of your campaign?

This graph was created by analyzing the responses to two questions; when were you originally planning on closing your campaign? and when are you now planning on closing your campaign?
33. Were you planning on beginning a campaign in the next fiscal year?

<table>
<thead>
<tr>
<th>Value</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36%</td>
<td>13</td>
</tr>
<tr>
<td>No</td>
<td>64%</td>
<td>23</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>36</td>
</tr>
</tbody>
</table>

Of the 36% planning to begin a campaign in the next FY, 77% are still planning to begin the campaign and 23% are not.
## Strategies to Mitigate Fundraising Declines

### What strategies are you adopting to mitigate fundraising declines?

<table>
<thead>
<tr>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased personal and broad communication/engagement with volunteers, donors, and alumni.</td>
</tr>
<tr>
<td>Increased personal outreach with major and principal gift prospects and donors. Sharpening cultivation and solicitation strategies to best align case for support with donor passions.</td>
</tr>
<tr>
<td>Increasing focus on annual giving participation.</td>
</tr>
<tr>
<td>Increase focus on private foundation support.</td>
</tr>
<tr>
<td>Raising funds for emergency student funds, food pantry, etc.</td>
</tr>
<tr>
<td>Immediate shift in MGO's being focused on engagement, stewardship and cultivation when &amp; where appropriate MGO's engaging with donors on solicitations based on past discussions. Increasing cash gifts to support immediate and essential needs.</td>
</tr>
<tr>
<td>Increasing planned giving training anticipating an increase in estate giving interest. Anticipating fewer $5M gifts for first time in 5 years and preparing staff to ramp up $1M - $4.99M gifts (training, resources, funding priorities)</td>
</tr>
<tr>
<td>Incorporated fundraiser empathetic/listening calls with donors to provide our team with the opportunity to be pastoral, while giving them a road map to develop or alter cultivation plans.</td>
</tr>
<tr>
<td>We believe six-figure and low-seven prospects that been approached about gifts during the leadership phase of the campaign (particularly in planned giving) will still be responsive.</td>
</tr>
<tr>
<td>Focus on emergency student grants and unrestricted gifts. Reviewing staffing and budget reductions</td>
</tr>
<tr>
<td>Heavy focus on LYBUNTS, continue building our donor retention program which honors consistent giving every year.</td>
</tr>
<tr>
<td>President's Office actively reaching out to trustees; major gifts shifting to phone/email/correspondence and some virtual visits with donors/prospects; working on crafting relevant/timely messages to donor base with marketing and President's Office; additional outreach to foundations and other funders.</td>
</tr>
<tr>
<td>Creating a &quot;cause&quot; mentality around institution response to COVID-19. Raising funds for financial aid assistance for students and families impacted by COVID-19 is a noble and sellable cause. There is a compelling case for support behind the notion that your gift may be the difference between a student being able to complete their degree.</td>
</tr>
<tr>
<td>Delaying hires, salary freezes, less investment in campaign consultant</td>
</tr>
<tr>
<td>Pivoted our fundraiser engagement metrics to emphasize substantive Zoom, Skype, telephone and e-mail contacts. Have reinforced our matching gift programs for student aid and economic development activities. Increased investment in foundation relations. Enhanced flexibility around pledge structures and timetables.</td>
</tr>
<tr>
<td>We proceeded with our giving day - amidst some push back, and it was a great success. We are also making special one-time &quot;relief asks&quot; of some of our family foundation supporters and will be doing a FYE campaign around support specifically for students.</td>
</tr>
<tr>
<td>Making a determined effort to continue to engage with all campaign prospects and has adjusted our metrics to encourage outreach. We have committed to reaching our highest prospects before the end of the fiscal year. We are holding townhalls with our engaged prospects to keep them informed on the status of the university. In addition, we have adjusted and increased our communications and virtual engagement opportunities with our entire constituency to ensure that we remains top of mind</td>
</tr>
<tr>
<td>Thinking of ways to keep staff up to date on skills when professional development budgets and travel is going to be cut during and post-COVID</td>
</tr>
<tr>
<td>Launching a 10 month (till Dec 31, 2020) mini campaign to address the &quot;new&quot; needs created by pandemic. Additional financial aid is at top of list.</td>
</tr>
<tr>
<td>Preparing to reduce travel in the future post-COVID world</td>
</tr>
<tr>
<td>Regular outreach to all constituencies virtual events and solicitations</td>
</tr>
</tbody>
</table>
Significant engagement only strategies with "soft ask" campaigns, focusing on student needs and amazing student outcomes during this time. Virtual alumni gathering events with key speakers or the President. Developing criteria for virtual visits for gift officers that continues to move relationships forward, keeps them focused, keeps donor/prospect engaged in the mission, and strategizing right time for asks, realizing timing is going to be extended these days.

Move from driving front line staff from face to face to measuring "substantial contact" in all forms. Focus on quality and timely interactions and contact report discipline over travel-first mentality. Also, emphasizing development communications, consistent messaging and attitude of gratefulness in external communication channels.

Shifting focus of solicitations to student needs and strategies to digital and away from phone:Focusing on closing major gifts that have been in the pipeline since first half of FY '20

Maintain focus on mission -- COVID-19 has enhanced our need for research, student and faculty support. We are aggressively fundraising for all three. One area that could be negatively affected would be facility fundraising projects.

Focusing on cultivation and stewardship calls to enhance relationships and formulating strategies for gift solicitations when the healthcare and financial situations improve.

We are in a very aggressive re-positioning of our case for support and work with our President and leadership. While I have projected declines, we are working very aggressively on big appeals and proposals based on our new reality. My projections are conservative, but our actual work is quite bullish.

Reaching out to all top donors at this time Encouraging key volunteers to take time to learn our CASE, the true needs, scholarships Preparing a budget to keep the Advancement team whole and when we see the either side , that we are ready to get into a campaign Aligning with I University administration to let them know that keeping our team in place is essential, even during a tough economy time

Increased communication, message adjustment, increased effort to engage peer to peer involvement, looking at solid virtual alternatives, attempting to do more not retreat.

Shifting "annual fund" solicitations to "student relief" solicitations in this time of COVID-19 crisis; taking a long-term approach with donors - in an effort to build relationships for future; more emphasis on planned giving with donors that these strategies make sense.

Digital engagement, virtual donor visits, reduction in travel, focus on dollars not participation, fine tune our strategies to focus on gift officer efficiency, focus on emergency funding needs for students such as financial aid

Taking a hard look at the entire organization - analyzing how we were operating BEFORE the pandemic, NOW, and AFTER we can return to campus. It is important for us to adapt our strategies throughout our organization so that it aligns with societal expectations. We cannot return to how we were doing business BEFORE if we want to be relevant AFTER.

Phone/Zoom conversations with majors’ donors, Trustees, Alumni Boards and Class Delegates. Continued mail and electronic updates to all constituents informing them of the needs of our students.

We are pivoting to an aggressive Expendable Sprint Initiative designed to raise as much cash for scholarship support for the remainder of this calendar year.

Much greater emphasis on student emergency assistance and needs based scholarships. Lots more phone calls and hand-written notes to donors.

The prospect management team started offering "Remote Fundraising Prospect Lists" which are currently replacing trip lists. These are prospect list are individually curated for DOs while we are under the "safer at home order". These list highlight prospects: in regions where travel has not been routine planning giving prospect, donors who recently gave through our Giving Day donors with recent gifts consistent donors Additionally, we are creating a unified strategy for DAFs. Digital gift officers Aggressive phone outreach by all gift officers' Aggressive outreach to our "suspect" pool Increased emphasis on marketing and communications based on data, AI, etc.

Identified vulnerable pledges comparing donor behavior from the Great Recession and implementing intentional communication strategies to ensure those donors remain engaged and understand the impact of their philanthropy.

Direct conversations with prospects and donors to understand the impacts on them currently and then working with them to reassure long-term commitment to the institution.