



**Advancement Moving Forward:  
Perspectives On The Challenges To Philanthropy During The  
COVID-19 Pandemic**

**May 2021 Survey of Advancement Professionals**

# BACKGROUND

The WASHBURN & McGOLDRICK May 2021 *Advancement Moving Forward* survey of advancement professionals is the fifth in our series on the ongoing impact of the COVID-19 pandemic.

These surveys explore timely issues of importance to advancement professionals in U.S. universities, colleges, and independent schools. The topics are suggested by chief advancement officers and their senior staff as they seek information about navigating the pandemic.

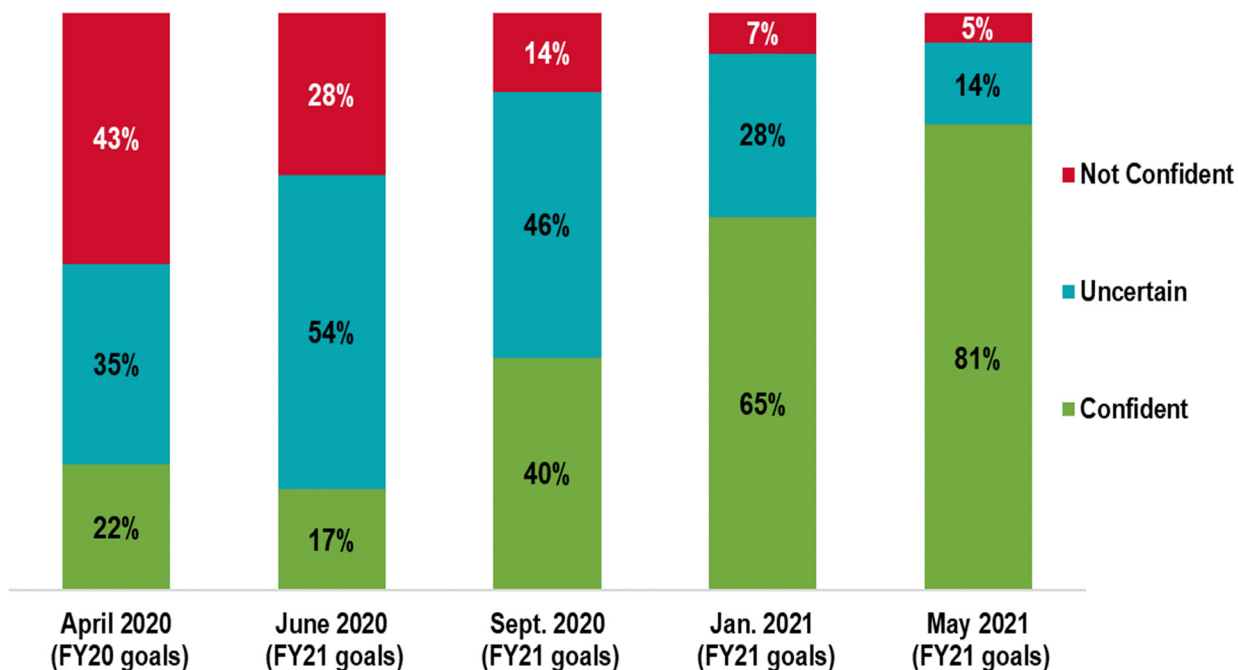
Confidence in achieving fundraising goals for the current fiscal year and the future of remote work have been explored in almost every survey. Over the past year we have also addressed in various ways fundraising priorities and the impact of the pandemic on advancement. Previous *Advancement Moving Forward* surveys have collected anecdotal experiences with Diversity, Equity, Inclusion, and Belonging (DEIB) issues, but this is our first survey to explore this issue in depth. Ongoing events on and off campuses have made DEIB a crucial issue for advancement professionals.

	April 2020	June 2020	Sept. 2020	January 2021	May 2021
<b>Confidence</b>	x	x	x	x	x
<b>Office, hybrid, and remote work</b>		x	x	x	x
<b>Adjusting to remote work</b>	x	x			
<b>Challenges to the solicitation cycle</b>	x		x	x	
<b>Fundraising priorities</b>		x	x	x	x
<b>Impact of the pandemic on advancement</b>		x	x	x	x
<b>Zoom fatigue/use</b>			x	x	
<b>DEIB</b>					x

Details about the methodology, a list of participating institutions, and detailed tables of the results are found at the end of this report.

## MAJOR FINDING: CONFIDENCE GROWS

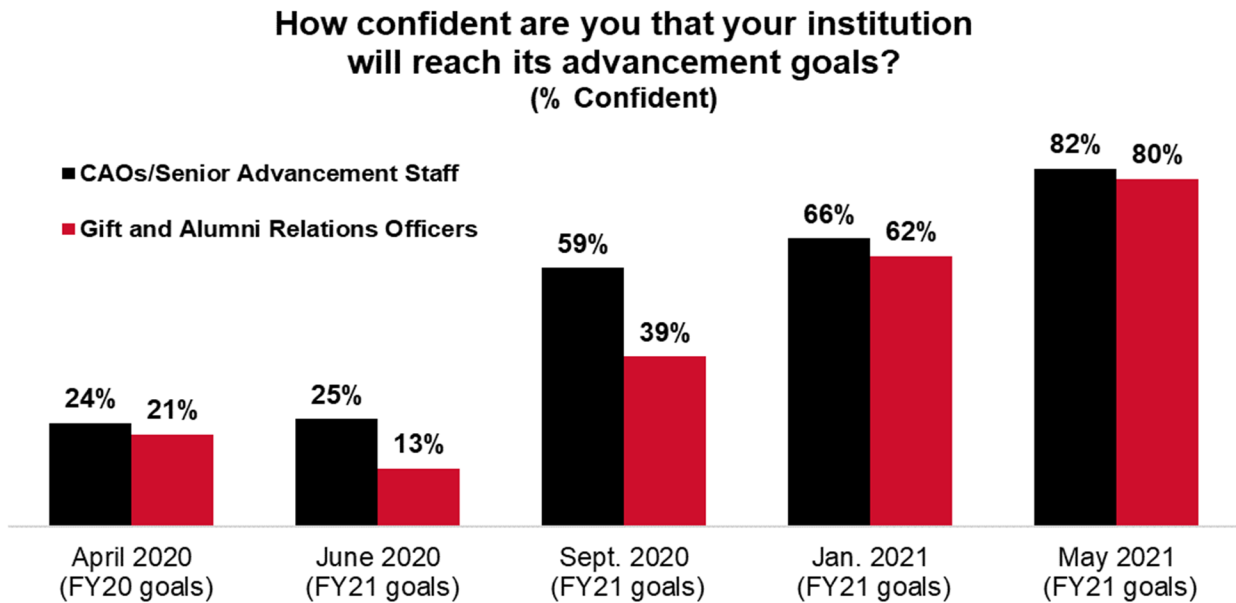
How confident are you that your institution will reach its advancement goals?



- **The upward trend in confidence continues with 81% of advancement professionals reporting they are confident about reaching their FY21 fundraising goals.** Lack of confidence and uncertainty are currently at their lowest point in a year. Only five percent lack confidence about reaching their FY21 goals and 14% are uncertain.
- When the WASHBURN & McGOLDRICK *Advancement Moving Forward* survey series began in April 2020, advancement staff were in the first month of adjusting to lock-downs, remote work and quarantines. At that point only 22% of advancement professionals were confident about reaching their FY20 year-end goals. This low level of confidence continued into June 2020. However, during that time there was a shift away from no confidence toward uncertainty (35% to 54%). This movement toward confidence has continued since September.
- **This level of positivity reflects the attitudes reported by various higher education surveys.** Inside Higher Education's 2021 survey of presidents reported 82% college and university presidents are confident about their institutions' financial stability over the next five years <sup>1</sup>. Inside Higher Education's 2021 survey of chief academic officers reported 64% felt the

<sup>1</sup> Inside Higher Ed's 2021 Survey of College and University Presidents is available at <https://www.insidehighered.com/booklet/2021-survey-college-and-university-presidents>

fall 2020 semester was better than they expected<sup>2</sup>. In addition, Giving Tuesday's Data Commons 2021 survey of charitable organizations reported that after a dramatic decline between March and May 2020 in giving to education, the trend has moved in a positive direction<sup>3</sup>.



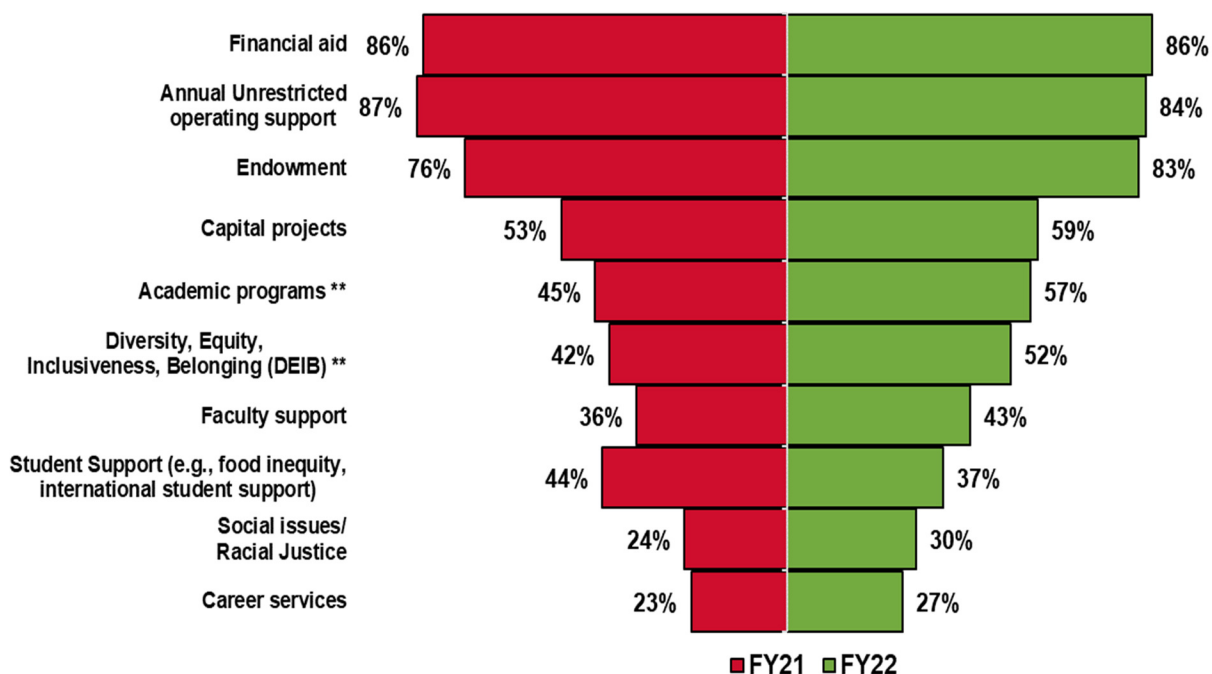
- **The January 2021 and May 2021 reveal a decreasing gap in confidence between CAOs/senior advancement staff and gift/alumni relations officers.** After the first survey in April 2020 a gap in confidence between CAOs/senior advancement staff and gift/alumni relations officers appeared with CAOs/senior advancement staff reporting higher levels of confidence. This gap peaked in September 2020 with a 20% difference but has narrowed since then as confidence grew in both groups.
- Currently over 80% of both CAOs/senior advancement staff and gift/alumni relations officers report they are confident about achieving their FY21 fundraising goals.

<sup>2</sup> Inside Higher Ed's *2021 Survey of College and University Chief Academic Officers* is available at <https://www.insidehighered.com/booklet/2021-survey-college-and-university-chief-academic-officers>

<sup>3</sup> Giving Tuesday's Data Commons 2021 survey is available at <https://www.givingtuesday.org/insights/givingtuesday-data-commons/>

## MAJOR FINDING: DEIB AND ACADEMIC PROGRAMS SUPPORT INCREASE SIGNIFICANTLY AS FUNDRAISING PRIORITIES IN FY22

**Top Fundraising Priorities for FY21 and FY22**

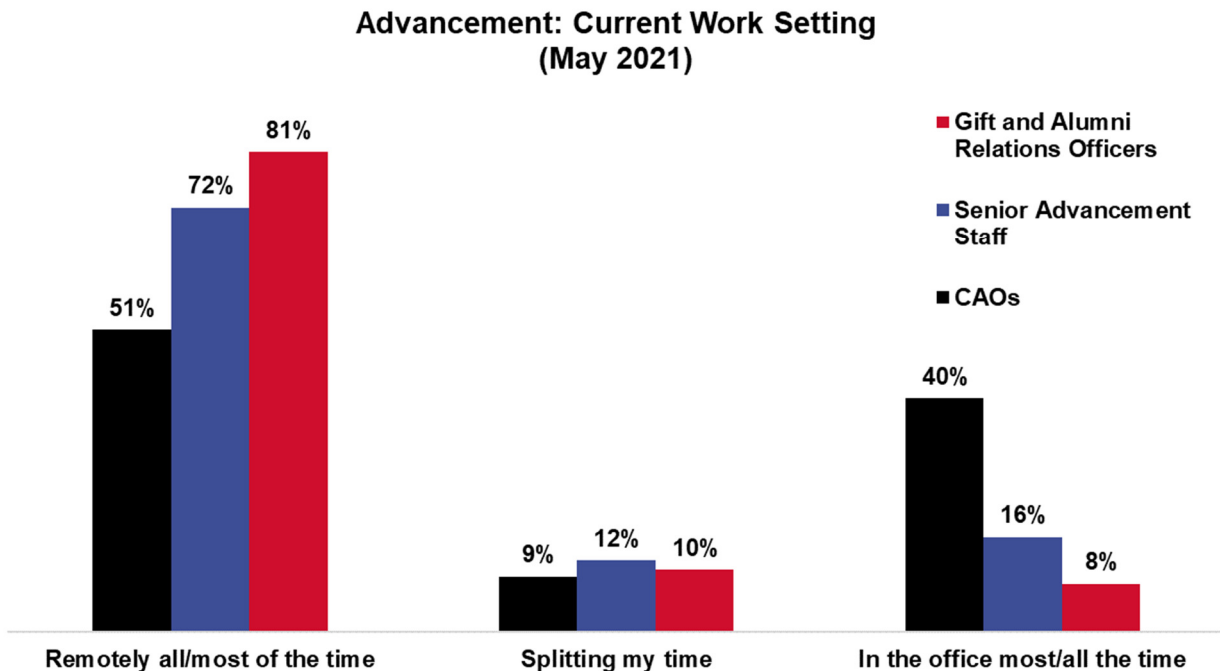


\* Based on responses from CAOs at 64 institutions.

- **Top fundraising priorities remain generally unchanged between FY21 and FY22** with financial aid, annual unrestricted operating support, and endowment as the top three priorities.
- **DEIB and academic program support are the only two priorities to increase in a statistically significant way** as priorities between FY21 and FY22. CAOs report that emphasis on DEIB will increase ten percent from 42% to 52%. Emphasis on academic programs will increase 12%, from 45% to 57%.
- **Capital projects as a priority have increased since June 2020.** Currently 59% of CAOs report it as a top priority for FY22. In both June and September 2020 CAOs reported they were de-emphasizing fundraising for capital projects for FY21 and were increasing their focus on technology infrastructure and virtual teaching.
- **Endowment fundraising has also increased as a priority.** In June 2020 only one of five CAOs reported they were emphasizing endowment over other priorities. This increased to one of three CAOs by September 2020. Currently, 83% of the CAOs are reporting it as a priority for FY22 up from 75% for FY21.

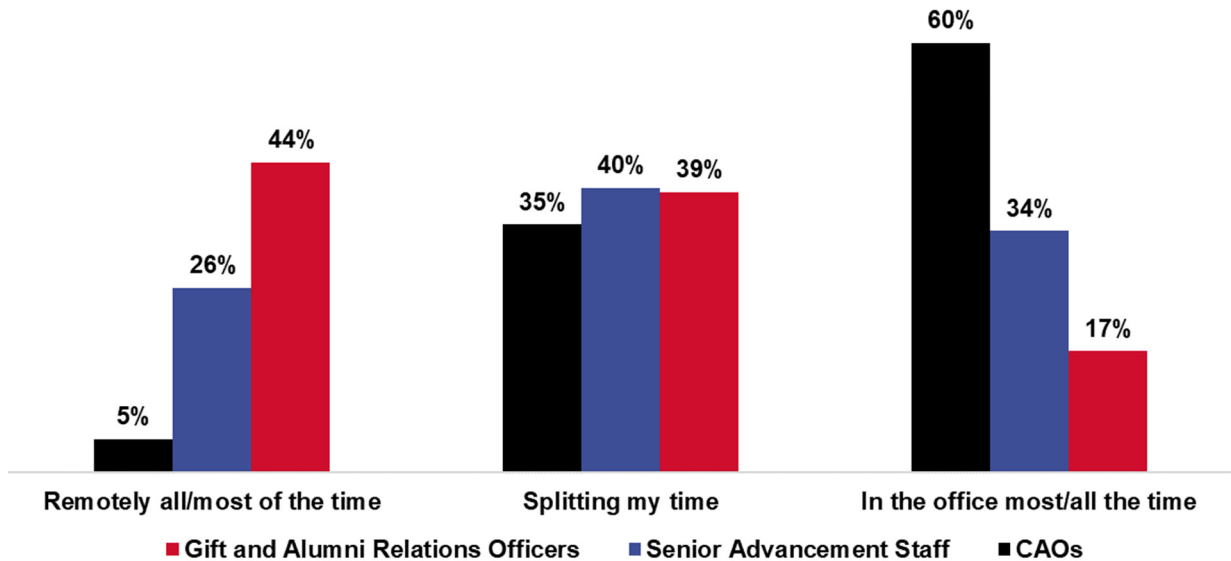
## MAJOR FINDING: REMOTE AND SPLIT WORK SCHEDULES TAKE HOLD

The September 2020, January 2021, and May 2021 *Advancement Moving Forward* surveys asked respondents to indicate where they were working and where they would prefer to work if given a choice after the pandemic



- **The majority of CAOs, senior staff and gift/alumni relations officers reported in the September 2020 and May 2021 surveys they were working remotely** [Details are in the attached Table 3 at the end of this report.]
- **CAOs are returning to their offices.** Currently 51% of CAOs are working from home, 40% are working in the office, and 9% are splitting their time between home and the office. Working in the office and split schedules have increased since September 2020 when 18% of advancement leadership were working in the office and 30% were splitting their time between home and the office.
- **The work settings for gift/alumni relations officers have not changed since September.** Eighty-one percent of these staff are currently working at home and 8% are in the office.
- **Further analysis suggests that gaps exist among CAOs and their senior advancement staff.** Senior advancement staff (e.g., AVPs, AVCs, directors of development) are more similar to the gift/alumni relations officers than they are to chief advancement officers. Seventy-two percent of senior staff are working remotely, while only 16% are working in their offices.

### Advancement: Preferred Work Setting (May 2021)



- The gap between CAOs, senior advancement staff, and gift/alumni relations officers also exists when they were asked where they would prefer working, if given a choice.** CAOs lean toward working in the office (60%). Gift/alumni relations officers lean toward remote work (44%). Senior advancement staff are equally divided between the three work setting choices. [Details are in the attached Table 4 at the end of this report.]
- Working in the office most or all of the time is most prevalent choice among CAOs (60%).** Interest in office work drops to 34% of the senior advancement staff and 17% of gift/alumni relations officers.
- There is a movement away from remote work when current and preferred work settings are compared.** For each of the three levels of advancement professionals there is a decrease between those currently working remotely and those who want to continue remote work, if given a chance. For example, 81% of gift/alumni relations offices are currently working remotely. If given a choice, only 44% would continue working remotely.
- The movement away from remote work does not mean advancement professionals prefer to work solely in the office.** Between 39% and 40% of advancement professionals at all three levels hope to split their time between remote and office work. This is an interesting finding, as only nine percent to 12% of advancement professionals are currently spitting their time.

## MAJOR FINDING: POLICIES ABOUT FLEXIBLE WORK SCHEDULES ARE EXPECTED TO CHANGE AS STAFF RETURN OVER THE SUMMER

**How likely is it that your office will adopt a more flexible work-from-home policy once you return to the office than it had before the pandemic?**

	Already have a flexible work-home policy	Definitely/ Probably will	Have not decided yet	Definitely/ Probably not
<b>CAOs</b>	5%	59%	17%	20%
<b>Senior Advancement Staff</b>	6%	55%	20%	18%
<b>Gift and Alumni Relations Officers</b>	5%	52%	24%	19%

- **Only 5% of the respondents report their institutions have an existing flexible remote work policy.** The majority of respondents (52% to 59%) report their institutions will definitely or probably adopt a more flexible policy. One out of five respondents report their institutions will not adopt such policies.

**If your institution has made decisions about easing restrictions, when is your staff expected to...**

	Already doing this	May-June 2021	July-Aug 2021	Sept - Dec 2021
<b>Return to the office</b>	24%	18%	39%	18%
<b>Travel</b>	19%	33%	31%	17%
<b>Meet in-person with donors, alumni/ae and other constituents</b>	40%	28%	23%	9%
<b>Attend in-person Board meetings</b>	13%	21%	16%	50%

- **Approximately 60% of CAOs report their institutions have made decisions about staff returning to various activities.** The majority of those CAOs report their institutions expect staff to return to those activities by the end of the upcoming summer. This return will roll out between May and August 2021. By August 82% of CAOs report their institutions expect their staff to return to the office and 83% expect their advancement staff to travel. Forty-percent report their staff are already meeting with donors, alumni, and other constituents.

## MAJOR FINDING: HYBRID APPROACHES ARE CHANGING HOW ADVANCEMENT TEAMS WORK

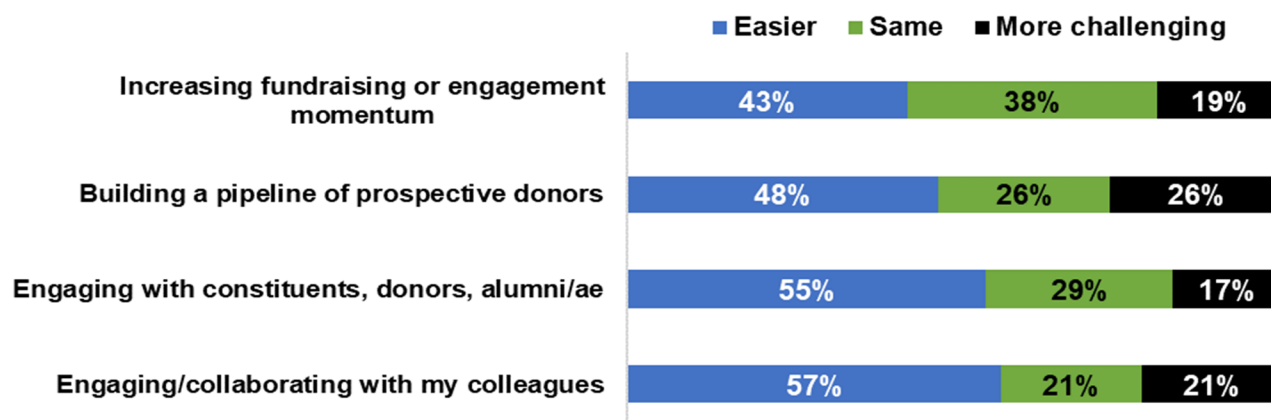
Looking forward to the next academic year, how do you expect to handle the following job activities?

	In hybrid settings			
	CAOs	Senior Advancement Staff	Gift/ Alumni Relations Officers	
Attend large group/team meetings	58%	66%	56%	
Meet with donors (solicitation, qualification, closing gifts)	63%	86%	78%	**
Meet with Board members or volunteers	60%	70%	75%	**
Meet with alumni/ae or other constituents	65%	82%	81%	**
Meet with colleagues	72%	80%	77%	
Meet with supervisor	60%	66%	62%	

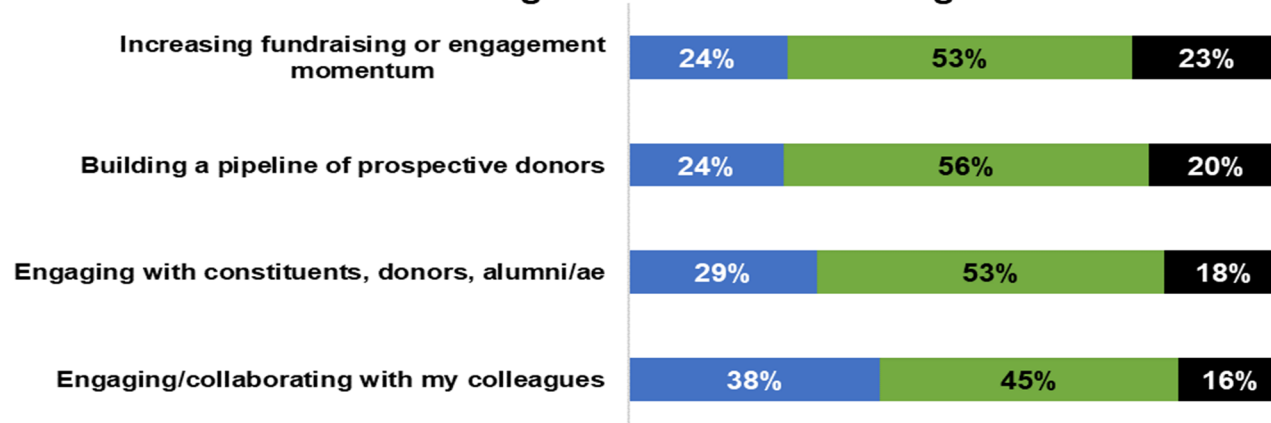
- The majority of advancement professionals indicate they expect their most common responsibilities can be accomplished through a hybrid approach.** Respondents were asked if they expect the above six responsibilities to be completed in person, virtually or through a hybrid approach. Less than 10% expected any of these responsibilities could be accomplished solely in virtual settings. Less than one third expected these to be accomplished only in person. [Details are in the attached Table 5 at the end of this report.]
- Reinforcing the interest in split time work environments, each of the three levels of advancement professionals concur that they expect to see a hybrid approach in the upcoming year.** While the majority of CAOs indicated meetings with Board members, alumni and donors could be conducted with a hybrid approach, they are less likely than others to expect using this approach. For example, eighty-six percent of senior staff expect a hybrid approach for donor meetings, compared to 63% of CAOs who expect to use this approach.

## MAJOR FINDING: RETURNING TO THE OFFICE WILL NOT MAKE EVERYTHING EASIER

### CAOs: How returning to the office will change....



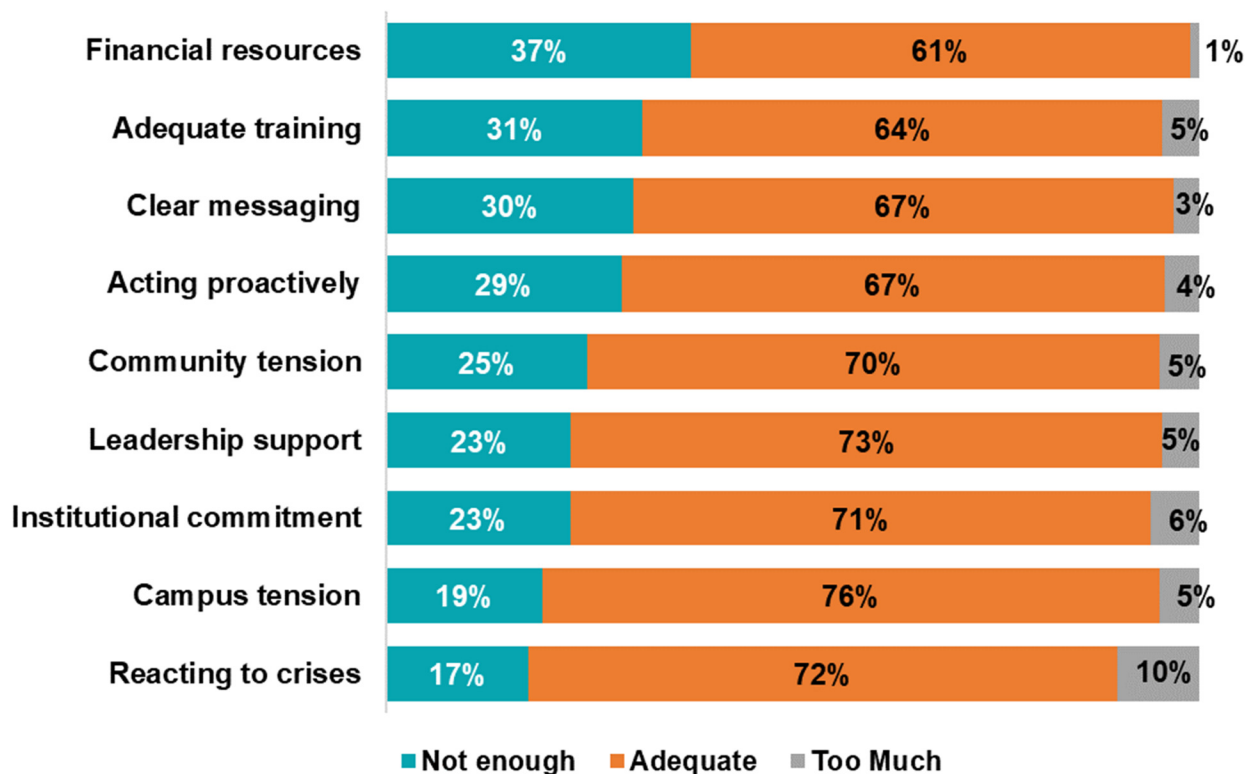
### Gift/Alumni Relations Officers: How returning to the office will change....



- **There is significant disagreement as to whether “returning” to the office will change important goals of advancement that support overall fundraising.** CAOs tend to believe that all these goals will be easier in the office. Gift/alumni relations officers are more likely to report that moving to an office setting will have no impact.
- **Forty-eight percent of CAOs indicate building a pipeline of prospective donors will be easier in the office. Only 24% of gift/alumni relations officers agree with the CAOs.** The majority (56%) of gift/alumni relations officers indicate the setting (remote or office) will have no impact on building the pipeline. This same pattern is true for each of the other goals.
- **Half of the CAOs and gift/alumni relations officers agree that handling both home and work responsibilities will be more challenging when/if they return to the office full time.** [Details are in the attached Table 7 at the end of this report.]

## MAJOR FINDING: INSTITUTIONS CAN STILL DO MORE ABOUT RESPONDING TO DEIB ISSUES

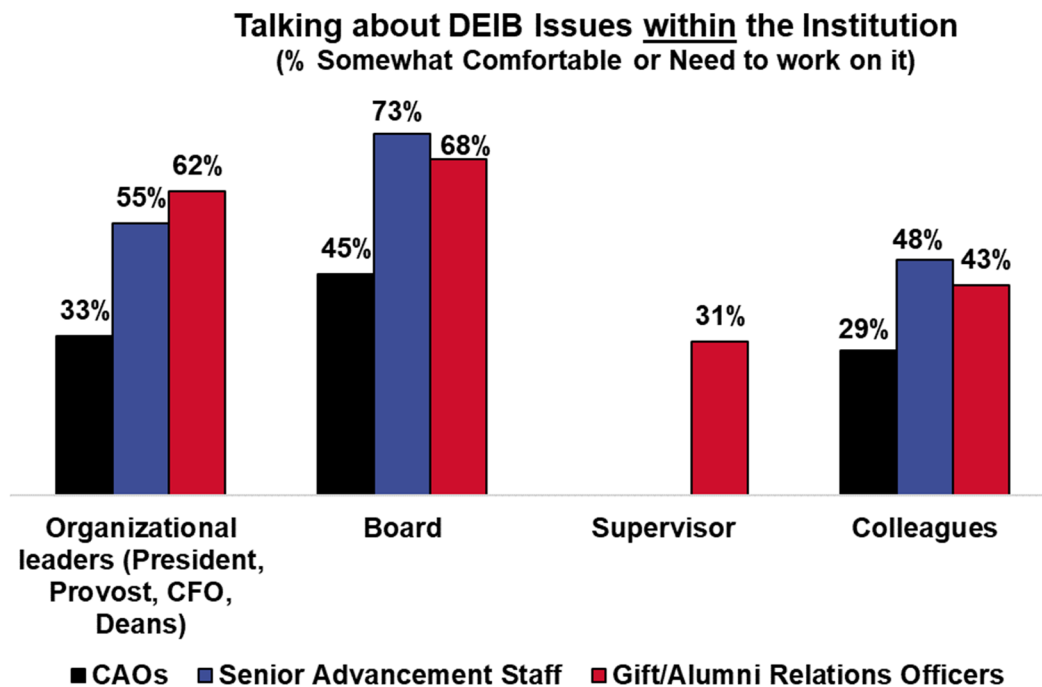
How much emphasis is your institution giving to diversity, equity, inclusion, and belonging issues?



- The majority of respondents to the May 2021 *Advancement Moving Forward* survey indicate their institutions are doing an “adequate” job responding to different DEIB related issues. However, between 17% and 37% indicate their institutions are not doing enough for certain issues. This is most evident in financial resources (37%), adequate training (31%), clear messaging (30%), and acting proactively (29%) . [Details are in the attached Table 9 at the end of this report.]
- CAOs are significantly more likely to indicate their institutions’ proactive actions (85%) and crises responses are adequate (88%), compared to other advancement staff. Thirty-nine percent of senior staff and 29% of gift/alumni relations officers indicate their institutions are not doing enough in terms of acting proactively.
- Gift/alumni relations officers are more likely to indicate their institutions are not doing enough to respond to tensions on campus.
- There are no significant differences in perceptions of institutional responses among different levels (CAOs, senior staff, and gift/alumni relations officers) for the remainder of these responses to DEIB.

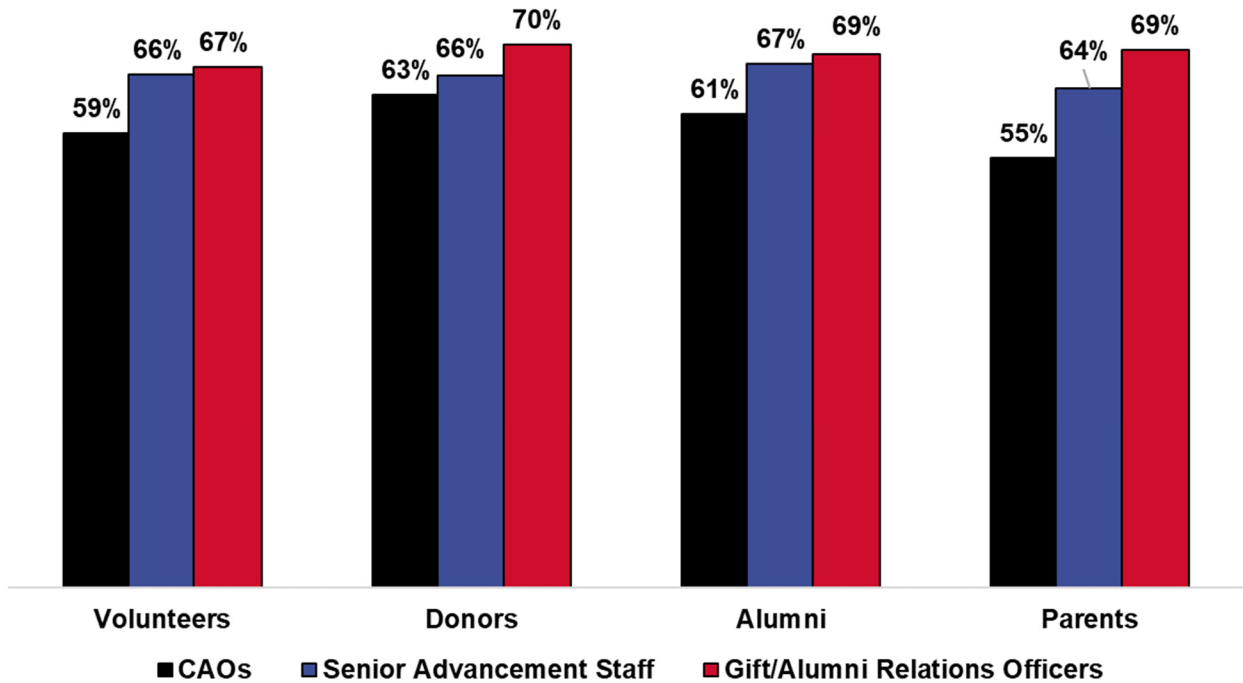
## MAJOR FINDING: MOST ADVANCEMENT PROFESSIONALS ARE NOT COMFORTABLE TALKING ABOUT DEIB ISSUES

- Respondents to the May 2021 *Advancement Moving Forward* survey were asked to indicate their level of comfort (*very comfortable*, *somewhat comfortable*, and *need to work on it*) in talking about DEIB issues with various groups and audiences. **The responses to this question indicate level of comfort is not equal either across audience/groups or among levels of advancement professionals.**



- **These data suggest that the need for more DEIB training given the levels of discomfort discussing DEIB issues within the respondents' institutions.** Sixty-two percent of gift/alumni relations officers are not fully comfortable talking about DEIB with the leadership of their institutions. This is significantly higher than 33% of CAOs, but similar to the senior staff (55%).
- **More dramatic is the gap in comfort talking to Board members.** While many gift/alumni relations officers may have limited access to Board members, all types of staff need to be prepared for these conversations. Seventy-three percent of senior staff and 68% of gift/alumni relations officers report they are not fully comfortable talking to Board members about DEIB.
- **Even among their colleagues, 43% of gift/alumni relations officers and 48% of senior staff are not fully comfortable talking about DEIB.**

**Talking about DEIB Issues with Constituents**  
 (% Somewhat Comfortable or Need to work on it)



- **The most striking finding is the lack of comfort talking about DEIB with constituents outside of their institutions.** The need to improve both messaging and training as seen previously is clearly evident when advancement professionals are called upon to meet with any external constituent group. CAOs, senior staff and gift/alumni relations officers are equally uncomfortable talking with volunteers, donors, alumni, and parents.

## SELECTED COMMENTS: INNOVATIVE PRACTICES ADOPTED BY YOUR INSTITUTION THAT HELPED YOU ACHIEVE YOUR GOALS

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*“Certainly more regular check-ins through Zoom and a greater comfort with the impact of hiring remote team members.” (CAO)*

*“Virtual events allowed us to engage constituents in more distant locations. Some have said they have never felt more engaged. We were creative about acknowledging staff and creating community virtually -- and a few drive-by events -- which helped keep staff happy and motivated them to stay focused on goals”. (CAO)*

*“Virtual events became the norm and will continue to be part of what we regularly offer to alumni” (CAO)*

*“Virtual events created new value for events in general. We engaged more prospects than ever and leveraged the event recordings to extend the value of each event by sharing it with prospects who could not attend live. The content was also more relevant to the audience because we solicited questions for every virtual event in advance via the registration website”. (CAO)*

*“One thing we implemented at the beginning of the pandemic that's been very helpful from a management and peer perspective has been sharing weekly updates in a Google doc for each team. It's divided into the categories of: Progress made; Problems; Miscellaneous; Plans for next week. It's been a helpful tool to feel more connected to everyone's work and to problem solve where needed.” (Senior Staff)*

*“Quarterly major donor webinars focused on topics of interest to our donors (endowment update, new President's campus update, new student advising initiative update,...). Virtual Homecoming (week-long programming schedule) with Giving Day in the middle of the week. Virtual Board of Visitor programs focused on relevant topics to keep this body engaged.” (Senior staff)*

*“Institution-wide Zoom license allowing for virtual "face to face" meetings with colleagues and prospects/donors. Also, adjusting the definition of a "meeting" and/or quality contact with a donor/prospect to include interactions other than in-person.” (Senior staff)*

*“The flexibility of working remotely helped to balance needs at home and allowed me to implement some different time management techniques. In addition, virtual events provided an opportunity for some more intimate calls with key stakeholders which helped to build key donor relationships.” (Senior staff)*

*“Very dedicated fundraisers! A president and senior who were very willing to make themselves available for small group and advisory group virtual meetings. Learning to use breakout sessions for meetings and events for greater engagement and exchange of ideas.” (Senior staff)*

*“Virtual Town Hall Meetings to identify new prospects. Virtual small/intimate group Zooms to identify new prospects and engage with current donors. Reporting out on actionable moves that were not measured in the past” (Senior staff)*

*“It was much easier to connect with prospects outside of our defined territories (nationally and internationally) in addition to hard-to-reach prospects thanks to zoom and teams. We have been able to connect alumni with other alumni, students, faculty and leadership in much more streamlined and inexpensive manner.” (Gift/alumni relations officer)*

*“Much more flexibility about defining a visit. Recognizing that making a move with a donor has nothing to do with whether you are in person, but rather did the person get closer to a gift, to the organization, etc. We are closing one of the top five years in fundraising at our institution and less than 5% of our visits were in person.” (Gift/alumni relations officer)*

*“No meetings Wednesday afternoons. Two 30-minute Open Door/Drop-In meeting times each week with directors and team/project leads.” (Gift/alumni relations officer)*

*“Virtual events and meetings so less travel and higher productivity” (Gift/alumni relations officer)*

*“Online advancement training programs. More encouragement to get things done, but without the ‘looking over your shoulder, micro-management all the time’ pressure since we were working from home. Leadership was more flexible and reasonable in understanding the life/work balance that was necessary over this past year. It's paid off for me, my team, our college, and throughout all of University Advancement. Our numbers are up” (Gift/alumni relations officer)*

*“Better dashboards, better tools/vehicles to use in advancement, strong engagement with donors virtually” (Gift/alumni relations officer)*

*“Engaging scholarship donors with recipients via Zoom has been an amazing way to connect one-on-one with donors and for them to see the impact of their work. Much better than an on-campus event with a program that take us much of the opportunity for conversation.” (Gift/alumni relations officer)*

*“Investment in tech, Owl cameras etc.” (Gift/alumni relations officer)*

## SELECTED COMMENTS: PRACTICES ADOPTED BY YOUR INSTITUTION THAT DID NOT HELP YOU ACHIEVE YOUR GOALS

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*"People have lost respect for the lunch hour and schedule meetings over that time regularly. We also do not allow for breaks between meetings and will often be scheduled up every hour through the hour. Finally, the quantity of meetings every day has increased and it's a problem." (CAO)*

*"Inability to host donors on campus or meet with them off campus limited our ability to build the donor pipeline. They were the right decisions at the time, but almost certainly will have an impact." (CAO)*

*"Nothing that was officially adopted, but we have taken on more responsibilities with communication and Covid testing that has taxed our team tremendously." (Senior staff)*

*"Increased siloing of department areas - less opportunity to bump into colleagues from other areas and gather important information." (Senior staff)*

*"My institution adopted a level of micromanagement that made it nearly impossible to manage working from home with a family at home." (Gift/alumni relations officer)*

*"Endless workdays. Available from 7 am - 9 pm" (Gift/alumni relations officer)*

*"FAR too many Zoom meetings. Things that could have been settled with an email or phone call wound up in half hour or (more usually) hour-long meetings. Work backed up, leading to getting online earlier in the day and leaving work later in the day." (Gift/alumni relations officer)*

*"Failing to acknowledge that work from home is now here to stay for everyone. There is a sense that we are going "back to normal" but our donors who work in industry are not - we now have to meet them where they are - which is their homes or virtual. (Gift/alumni relations officer)*

*"Metrics were not solidified to meet the new goals." (Gift/alumni relations officer)*

*"My employer, a leading university, does not intend to allow remote work to continue when we're able to work in the office again, or accommodate flexible work schedules. This traditional way of thinking is always causing an issue with morale and employee engagement and recruitment." (Gift/alumni relations officer)*

*"Superfluous meetings for meetings' sake. Too many meetings clearly aimed at "babysitting" certain staff to make sure they are working." (Gift/alumni relations officer)*

*"The hyper focus on metrics, including the addition of extra reports so leadership could check to make sure that we were actually doing our work, was not helpful." (Gift/alumni relations officer)*

## METHODOLOGY

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- The **May 2021** survey was sent on April 19th to 1,931 chief advancement officers, vice presidents for advancement, AVPs, directors of development, gift officers (school/center-based, central, and regional) and alumni relations officers at universities, colleges, museums, and independent schools throughout the United States. The survey closed on May 5, 2021.
- The survey took approximately six minutes to complete, with a 94% completion rate.
- Responses to the May 2021 survey were received from 461 individuals representing 103 institutions (24% response rate, margin of error +/- 3.98% at 95% confidence level). This included 13 independent schools and seven HBCUs.
- **Margin of error is a measure of the accuracy of the results.** While response rates are frequently cited as a measure of a survey's "success," the margin of error is the more important statistic. A margin of error of +/- 3.98% at a 95% confidence level indicates that we are 95% certain that results of this *Advancement Moving Forward* survey are within 3.98% of the results we would have observed if we had responses from all advancement staff at all 135 institutions. **An acceptable margin of error used by most surveys is typically between 4% and 8% at the 95% confidence level.**
- Sixty-six percent of the respondents had 10 years or more experience in advancement. Twenty-six percent had between three to nine years of experience in advancement. Responses were received by chief advancement officers at 64 institutions
- The **January 2021** survey had 506 respondents representing 84 institutions (31% response rate, margin of error +/- 3.6% at 95% confidence level. Results are available [here](#).
- The **September 2020** survey had 430 respondents representing 59 institutions (39% response rate, margin of error +/- 3.7% at 95% confidence level). Results are available [here](#)
- The **June 2020** survey had 386 respondents representing 53 institutions (38% response rate, margin of error +/- 3.9% at a 95% confidence level). Results are available [here](#).
- The **April 2020** survey had 416 respondents representing 48 institutions (42% response rate, margin of error +/- 3.7% at 95% confidence level). Results are available [here](#).

## PARTICIPATING INSTITUTIONS

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Amherst College	Middlebury College	University of North Carolina School of the Arts
Appalachian State University	Miss Porter's School *	The University of Maryland, Baltimore
Bates College	Morehouse College	The Vanguard School *
Binghamton University - SUNY	Moses Brown School *	The Westover School
Bowdoin College	Mount Holyoke College	Towson University
Brewster Academy *	Nazareth College	Trinity College
Bryn Mawr College	New England College	Trinity University
Carroll University	North Carolina State University	Trinity Washington University
Central Methodist University	Ohio University	Union College
Choate Rosemary Hall *	Ohio Wesleyan University	University of Maryland
Colby College	Pomona College	University of Maryland , Baltimore County
College of Wooster	Potsdam - SUNY	University of Maryland Eastern Shore
Colorado College	Prairie View A&M University	University of Missouri System
Connecticut College	Providence College	University of New Hampshire
Davidson College	Quinnipiac University	University of North Carolina System
Denison University	Rollins College	University of North Carolina-Asheville
Dickinson College	Sage Colleges	University of Pittsburgh
Franklin & Marshall College	Saint Anselm College	University of Rhode Island
Frostburg State University	Seabury Hall *	University of Richmond
George Washington University	Seton Hall University	University of Chicago Booth School of Business
Gettysburg College	Siena College	University System of Maryland
Governor's Academy *	Smith College	Valparaiso University
Harvard-Westlake School *	Smithsonian Institution	Vanderbilt University
Haverford College	Southwestern University	Vassar College
Howard University	Spelman College	Villanova University
Illinois Institute of Technology	St. Andrew's School *	Virginia Museum of Fine Arts
Illinois Wesleyan University	St. Francis College	Washington College
Ithaca College	St. John Fisher College	Washington University, Saint Louis
Jackson State University	St. Lawrence University	Wesleyan University
Kalamazoo College	Stonehill College	Western Carolina University
Lafayette College	Stuart Country Day School of the Sacred Heart *	William and Mary
Lincoln University	Syracuse University	Williston Northampton School *
Longwood University	The Catholic University of America	Woodberry Forest School *
Lycoming College	The Hotchkiss School *	
Marist College	The University of Baltimore	

\*Indicates Independent School

## DETAILED TABLE 1

### How confident are you that your institution will reach its advancement goals?

#### CAOs and Senior Advancement Staff

	April 2020 (FY20 goals)	June 2020 (FY21 goals)	Sept. 2020 (FY21 goals)	Jan. 2021 (FY21 goals)	May 2021 (FY21 goals)
Not at all confident	13%	5%	0%	1%	0%
Not confident	27%	18%	8%	0%	8%
Uncertain	36%	52%	32%	32%	9%
Confident	9%	18%	49%	43%	39%
Extremely confident	15%	6%	11%	23%	44%
<b>Summary</b>					
Not/Not at all Confident	41%	23%	8%	1%	8%
Uncertain	36%	52%	32%	32%	9%
Confident/ Extremely Confident	24%	25%	59%	66%	82%

\*\* There was a significant shift in confidence between April and June 2020 and May 2021.

#### Gift and Alumni Relations Officers

	April 2020 (FY20 goals)	June 2020 (FY21 goals)	Sept. 2020 (FY21 goals)	Jan. 2021 (FY21 goals)	May 2021 (FY21 goals)
Not at all confident	10%	8%	2%	1%	0%
Not confident	33%	24%	13%	8%	4%
Uncertain	36%	55%	46%	29%	16%
Confident	12%	10%	37%	52%	43%
Extremely confident	10%	4%	2%	10%	37%
<b>Summary</b>					
Not/Not at all Confident	43%	32%	15%	8%	4%
Uncertain	36%	55%	46%	29%	16%
Confident/ Extremely Confident	21%	13%	39%	62%	80%

\*\* There was a significant shift in confidence between April and June 2020 and May 2021.

## DETAILED TABLE 2

### What are your institution's top fundraising priorities for FY21 and FY22?

	FY21	FY22	
Financial aid	86%	86%	
Annual unrestricted operating support	87%	84%	
Endowment	76%	83%	
Capital projects	53%	59%	
Academic programs	45%	57%	**
Diversity, Equity, Inclusiveness & Belonging (DEIB)	42%	52%	**
Faculty support	36%	43%	
Student support (e.g., food inequity, international student support)	44%	37%	
Social issues/ Racial justice	24%	30%	
Career services	23%	27%	

\*\* Indicates a significant shift in priorities.

*Priorities Based on responses from CAOs at 64 institutions*

## DETAILED TABLE 3

### Where are you currently working?

#### CAOs and Senior Advancement Staff

	September 2020	January 2021	May 2021
100% at home	38%	49%	38%
Most of the time at home	15%	21%	25%
Split evenly between home and office	30%	16%	11%
Most of the time at the office	5%	7%	15%
100% at the office	13%	7%	12%
<b>Summary</b>			
Remotely all/most of the time	53%	70%	62%
Splitting my time	30%	16%	11%
In the office most/all the time	18%	14%	27%

#### Gift and Alumni Relations Officers

	September 2020	January 2021	May 2021
100% at home	65%	74%	61%
Most of the time at home	16%	17%	20%
Split evenly between home and office	14%	3%	10%
Most of the time at the office	2%	4%	5%
100% at the office	2%	2%	3%
<b>Summary</b>			
Remotely all/most of the time	81%	91%	81%
Splitting my time	14%	3%	10%
In the office most/all the time	4%	6%	8%

## DETAILED TABLE 4

### Where would you prefer to work?

#### CAOs and Senior Advancement Staff

	September 2020	January 2021	May 2021
100% at home	15%	2%	3%
Most of the time at home	10%	15%	13%
Split evenly between home and office	38%	37%	38%
Most of the time at the office	18%	36%	41%
100% at the office	18%	10%	5%
<hr/>			
Remotely all/most of the time	26%	17%	16%
Splitting my time	38%	37%	38%
In the office most/all the time	36%	46%	46%

#### Gift and Alumni Relations Officers

	September 2020	January 2021	May 2021
100% at home	30%	9%	14%
Most of the time at home	22%	36%	29%
Split evenly between home and office	35%	38%	39%
Most of the time at the office	5%	14%	14%
100% at the office	7%	3%	3%
<hr/>			
Remotely all/most of the time	53%	44%	44%
Splitting my time	35%	38%	39%
In the office most/all the time	13%	17%	17%

## DETAILED TABLE 5

Looking forward to the next academic year, how do you expect to handle the following job activities?

### Attend large group/team meetings

	In person	Hybrid	Virtually
CAOs	28%	58%	14%
Senior Staff	14%	66%	20%
Gift and Alumni Relations Officers	16%	56%	27%

### Meet with donors (solicitation, qualification, closing gifts)

	In person	Hybrid	Virtually
CAOs	33%	63%	5%
Senior Staff	12%	86%	2%
Gift and Alumni Relations Officers	16%	78%	6%

\*\* Statistically significant relationship between level of staff and type of interaction.

### Meet with Board members or volunteers

	In person	Hybrid	Virtually
CAOs	35%	60%	5%
Senior Staff	26%	70%	4%
Gift and Alumni Relations Officers	15%	75%	10%

\*\* Statistically significant relationship between level of staff and type of interaction.

**Meet with alumni/ae or other constituents**

	<b>In person</b>	<b>Hybrid</b>	<b>Virtually</b>
<b>CAOs</b>	<b>28%</b>	<b>65%</b>	<b>7%</b>
<b>Senior Staff</b>	<b>14%</b>	<b>82%</b>	<b>4%</b>
<b>Gift and Alumni Relations Officers</b>	<b>12%</b>	<b>81%</b>	<b>7%</b>

**Meet with colleagues**

	<b>In person</b>	<b>Hybrid</b>	<b>Virtually</b>
<b>CAOs</b>	<b>26%</b>	<b>72%</b>	<b>2%</b>
<b>Senior Staff</b>	<b>18%</b>	<b>80%</b>	<b>2%</b>
<b>Gift and Alumni Relations Officers</b>	<b>14%</b>	<b>77%</b>	<b>9%</b>

**Meet with supervisor**

	<b>In person</b>	<b>Hybrid</b>	<b>Virtually</b>
<b>CAOs</b>	<b>37%</b>	<b>60%</b>	<b>2%</b>
<b>Senior Staff</b>	<b>30%</b>	<b>66%</b>	<b>4%</b>
<b>Gift and Alumni Relations Officers</b>	<b>26%</b>	<b>62%</b>	<b>11%</b>

## DETAILED TABLE 6

Has your organization decided when staff will...

	No	I do not know	Yes
Return to the office	45%	2%	53%
Travel	40%	2%	59%
Meet in-person with donors, constituents, alumni/ae	29%	3%	68%
Attend in-person Board meetings	32%	6%	61%

If “yes,” When is that date?

	Already doing this	May-June 2021	July-Aug 2021	Sept - Dec 2021
Return to the office	24%	18%	39%	18%
Travel	19%	33%	31%	17%
Meet in-person with donors, constituents, alumni/ae	40%	28%	23%	9%
Attend in-person Board meetings	13%	21%	16%	50%

## DETAILED TABLE 7

How do you view each of the following aspects of returning to the office?

Handling both home and work responsibilities

	Easier	Same	More challenging
CAOs	18%	28%	54%
Senior Staff	6%	38%	56%
Gift and Alumni Relations Officers	10%	38%	51%

Engaging/collaborating with my colleagues

	Easier	Same	More challenging
CAOs	57%	21%	21%
Senior Staff	39%	55%	6%
Gift and Alumni Relations Officers	38%	45%	16%

\*\* Statistically significant relationship between level of staff and expectations.

Engaging with constituents, donors, alumni/ae

	Easier	Same	More challenging
CAOs	55%	29%	17%
Senior Staff	31%	56%	13%
Gift and Alumni Relations Officers	29%	53%	18%

\*\* Statistically significant relationship between level of staff and expectations,

### Moving from virtual engagement to hybrid or in-person events

	Easier	Same	More challenging
CAOs	39%	22%	39%
Senior Staff	23%	43%	34%
Gift and Alumni Relations Officers	23%	37%	40%

### Building a pipeline of prospective donors

	Easier	Same	More challenging
CAOs	48%	26%	26%
Senior Staff	28%	55%	17%
Gift and Alumni Relations Officers	24%	56%	20%

\*\* Statistically significant relationship between level of staff and expectations.

### Increasing fundraising or engagement momentum

	Easier	Same	More challenging
CAOs	43%	38%	19%
Senior Staff	34%	53%	13%
Gift and Alumni Relations Officers	24%	53%	23%

\*\* Statistically significant relationship between level of staff and expectations.

**Meeting job performance metrics**

	<b>Easier</b>	<b>Same</b>	<b>More challenging</b>
<b>CAOs</b>	<b>not asked</b>		
<b>Senior Staff</b>			
<b>Gift and Alumni Relations Officers</b>	<b>16%</b>	<b>70%</b>	<b>15%</b>

**Managing Staff**

	<b>Easier</b>	<b>Same</b>	<b>More challenging</b>
<b>CAOs</b>	<b>41%</b>	<b>34%</b>	<b>24%</b>
<b>Senior Staff</b>	<b>39%</b>	<b>51%</b>	<b>10%</b>
<b>Gift and Alumni Relations Officers</b>	<b>not asked</b>		

**DETAILED TABLE 8**

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**How likely is it that your office will adopt a more flexible work-from-home policy once you return to the office than it had before the pandemic?**

	<b>Already have a flexible work-home policy</b>	<b>Definitely/ Probably will</b>	<b>Have not decided yet</b>	<b>Definitely/ Probably not</b>
<b>CAO</b>	<b>5%</b>	<b>59%</b>	<b>17%</b>	<b>20%</b>
<b>Senior Staff</b>	<b>6%</b>	<b>55%</b>	<b>20%</b>	<b>18%</b>
<b>Gift and Alumni Relations Officers</b>	<b>5%</b>	<b>52%</b>	<b>24%</b>	<b>19%</b>

## DETAILED TABLE 9

How much emphasis is your institution giving to diversity, equity, inclusion, and belonging issues?

### Institutional commitment (e.g., staffing, programming)

	Not enough	Adequate	Too much
CAO	18%	78%	5%
Senior Staff	25%	75%	0%
Gift and Alumni Relations Officers	23%	70%	7%

### Leadership support (Senior leaders, Board)

	Not enough	Adequate	Too much
CAO	15%	75%	10%
Senior Staff	20%	80%	0%
Gift and Alumni Relations Officers	24%	71%	5%

### Providing financial resources

	Not enough	Adequate	Too much
CAO	40%	60%	0%
Senior Staff	49%	51%	0%
Gift and Alumni Relations Officers	35%	63%	2%

### Acting proactively

	Not enough	Adequate	Too much
CAO	13%	85%	3%
Senior Staff	39%	61%	0%
Gift and Alumni Relations Officers	29%	65%	5%

\*\* Statistically significant relationship between level of staff and attitude about response.

### Reacting to crises

	Not enough	Adequate	Too much
CAO	3%	88%	10%
Senior Staff	12%	76%	12%
Gift and Alumni Relations Officers	20%	70%	10%

\*\* Statistically significant relationship between level of staff and attitude about response.

**Tension on campus**

	<b>Not enough</b>	<b>Adequate</b>	<b>Too much</b>
<b>CAO</b>	<b>3%</b>	<b>90%</b>	<b>8%</b>
<b>Senior Staff</b>	<b>18%</b>	<b>82%</b>	<b>0%</b>
<b>Gift and Alumni Relations Officers</b>	<b>21%</b>	<b>73%</b>	<b>5%</b>

\*\* Statistically significant relationship between level of staff and institutional response.

**Tension in the community**

	<b>Not enough</b>	<b>Adequate</b>	<b>Too much</b>
<b>CAO</b>	<b>15%</b>	<b>83%</b>	<b>3%</b>
<b>Senior Staff</b>	<b>22%</b>	<b>76%</b>	<b>2%</b>
<b>Gift and Alumni Relations Officers</b>	<b>26%</b>	<b>68%</b>	<b>6%</b>

**Providing adequate staff training**

	<b>Not enough</b>	<b>Adequate</b>	<b>Too much</b>
<b>CAO</b>	<b>35%</b>	<b>65%</b>	<b>0%</b>
<b>Senior Staff</b>	<b>27%</b>	<b>73%</b>	<b>0%</b>
<b>Gift and Alumni Relations Officers</b>	<b>32%</b>	<b>62%</b>	<b>6%</b>

**Clear messaging**

	<b>Not enough</b>	<b>Adequate</b>	<b>Too much</b>
<b>CAO</b>	<b>20%</b>	<b>78%</b>	<b>3%</b>
<b>Senior Staff</b>	<b>37%</b>	<b>63%</b>	<b>0%</b>
<b>Gift and Alumni Relations Officers</b>	<b>31%</b>	<b>66%</b>	<b>4%</b>

**DETAILED TABLE 10**

**How comfortable are you talking with the following people/groups about diversity, equity, inclusion, and belonging?**

**Organizational leaders (President/ School Head, Provost, CFO, Deans)**

	<b>Very comfortable</b>	<b>Somewhat comfortable</b>	<b>Need to work on it</b>
<b>CAO</b>	<b>68%</b>	<b>30%</b>	<b>3%</b>
<b>Senior Staff</b>	<b>45%</b>	<b>45%</b>	<b>11%</b>
<b>Gift and Alumni Relations Officers</b>	<b>38%</b>	<b>45%</b>	<b>17%</b>

\*\* Statistically significant relationship between level of staff and level of comfort.

**Board members**

	<b>Very comfortable</b>	<b>Somewhat comfortable</b>	<b>Need to work on it</b>
<b>CAO</b>	<b>55%</b>	<b>43%</b>	<b>3%</b>
<b>Senior Staff</b>	<b>27%</b>	<b>53%</b>	<b>20%</b>
<b>Gift and Alumni Relations Officers</b>	<b>32%</b>	<b>50%</b>	<b>19%</b>

\*\* Statistically significant relationship between level of staff and level of comfort.

**My supervisor**

	<b>Very comfortable</b>	<b>Somewhat comfortable</b>	<b>Need to work on it</b>
<b>CAO</b>	<b>not asked</b>		
<b>Senior Staff</b>			
<b>Gift and Alumni Relations Officers</b>	<b>69%</b>	<b>24%</b>	<b>7%</b>

### Colleagues

	Very comfortable	Somewhat comfortable	Need to work on it
CAO	71%	29%	0%
Senior Staff	52%	42%	6%
Gift and Alumni Relations Officers	57%	38%	5%

\*\* Statistically significant relationship between level of staff and level of comfort.

### Volunteers

	Very comfortable	Somewhat comfortable	Need to work on it
CAO	41%	49%	10%
Senior Staff	34%	51%	15%
Gift and Alumni Relations Officers	33%	56%	11%

### Donors

	Very comfortable	Somewhat comfortable	Need to work on it
CAO	37%	51%	12%
Senior Staff	34%	52%	14%
Gift and Alumni Relations Officers	30%	54%	16%

### Alumni

	Very comfortable	Somewhat comfortable	Need to work on it
CAO	39%	51%	10%
Senior Staff	33%	50%	17%
Gift and Alumni Relations Officers	31%	54%	15%

### Parents

	Very comfortable	Somewhat comfortable	Need to work on it
CAO	45%	45%	11%
Senior Staff	36%	50%	14%
Gift and Alumni Relations Officers	31%	53%	16%