



***Advancement Moving Forward:
Update on the State of the Profession***

**April 2022 Survey of Gift Officers, Alumni Relations Officers,
and Chief Advancement Officers**

April 25, 2022

BACKGROUND

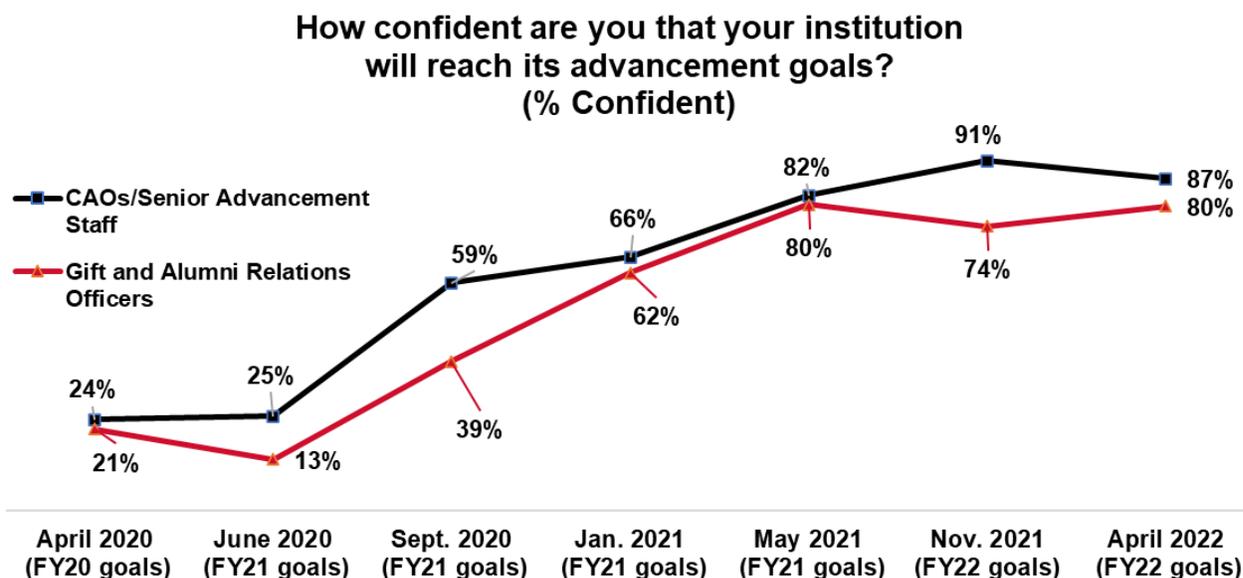
The WASHBURN & McGOLDRICK April 2022 *Advancement Moving Forward* survey of advancement professionals is the seventh in our series on the state of the profession. This series began in April 2020 at the beginning of the COVID-19 pandemic. Since then, we have tracked how alumni relations officers, gift officers, and senior advancement staff, and chief advancement officers have kept the momentum of their advancement efforts moving forward through and beyond the past two years.

These surveys explore timely issues of importance to advancement professionals in U.S. universities, colleges, and independent schools. The topics in each survey are suggested by chief advancement officers and their senior staff to provide information that allows them to respond in a timely manner.

Confidence in achieving fundraising goals for each fiscal year and the use of remote, hybrid, or office work have been explored in almost every survey. Over the past year we have also addressed challenges facing advancement offices, staff-turnover, fundraising priorities, the use of technology to engage donors and alumni, Zoom fatigue, and institutional responses to Diversity, Equity, Inclusion, Justice, and Belonging, (DEIJB) issues. Details about the methodology, a list of participating institutions, and detailed tables of the results are found at the end of this report.

	April 2020	June 2020	Sept. 2020	Jan. 2021	May 2021	Nov 2021	April 2022
Confidence	x	x	x	x	x	x	x
Office, hybrid, and remote work		x	x	x	x	x	x
Staff productivity						x	
Staffing vacancies						x	x
Alumni engagement							x
Using technology to engage donors			x			x	x
Adjusting to remote/hybrid work	x	x				x	
Advancement challenges	x		x	x		x	x
Fundraising priorities		x	x	x	x		
Impact of the pandemic on advancement		x	x	x	x		
Zoom fatigue			x	x			
DEIJB					x		

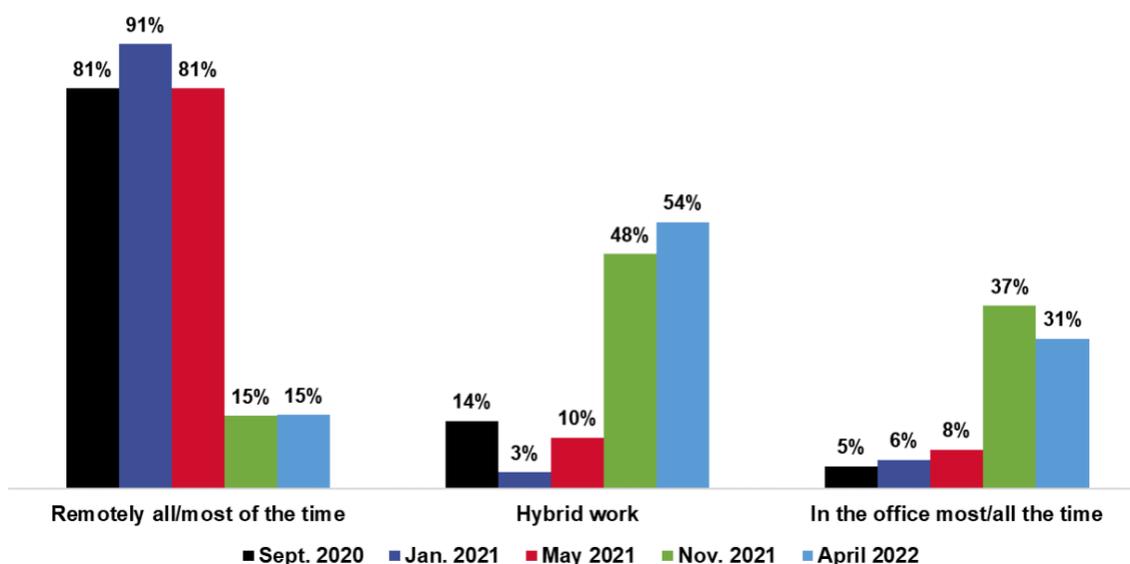
MAJOR FINDING: CONFIDENCE IS AT ITS HIGHEST LEVEL



- **WASHBURN & McGOLDRICK'S April 2022 Advancement Moving Forward survey reveals confidence in achieving FY22 goals is significantly higher than in previous fiscal years.** 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, quarantines, and no travel. At that time CAOs and gift/alumni officers expressed equally low levels of confidence in achieving their fiscal year goals. This level of confidence dropped even further to 13% for gift/alumni relations staff by June 2020. Confidence has increased steadily since June 2020, before beginning to level off in May 2021. Currently 87% of CAOs and 80% of gift/alumni relations staff report they are confident or very confident about achieving their FY22 advancement goals
- **A gap in confidence between advancement leadership and gift/alumni relations staff is cyclic.** The current April 2022 survey reveals that a gap in confidence widens at the beginning and midpoint of a fiscal year and then closes at the end of the fiscal year. In September 2020, there was a 20% gap between advancement leadership and staff (59% and 39%, respectively). By May 2021, this gap decreased to 2%. A 17% gap in confidence returned in November 2021 and has decreased to 7% in the current April 2022 survey. This pattern suggests that, early in the fiscal year, gift and alumni relations officers are facing a full year to achieve their goals and feel uncertainly. As they move closer to the end of the year their confidence increases as the goal is within reach. CAOs and other senior level advancement leaders consistently express higher level of confidence than their staff.

MAJOR FINDING: HYBRID WORK DOMINATES

Gift & Alumni Officers: Current Work Setting
(September 2020 - April 2022)

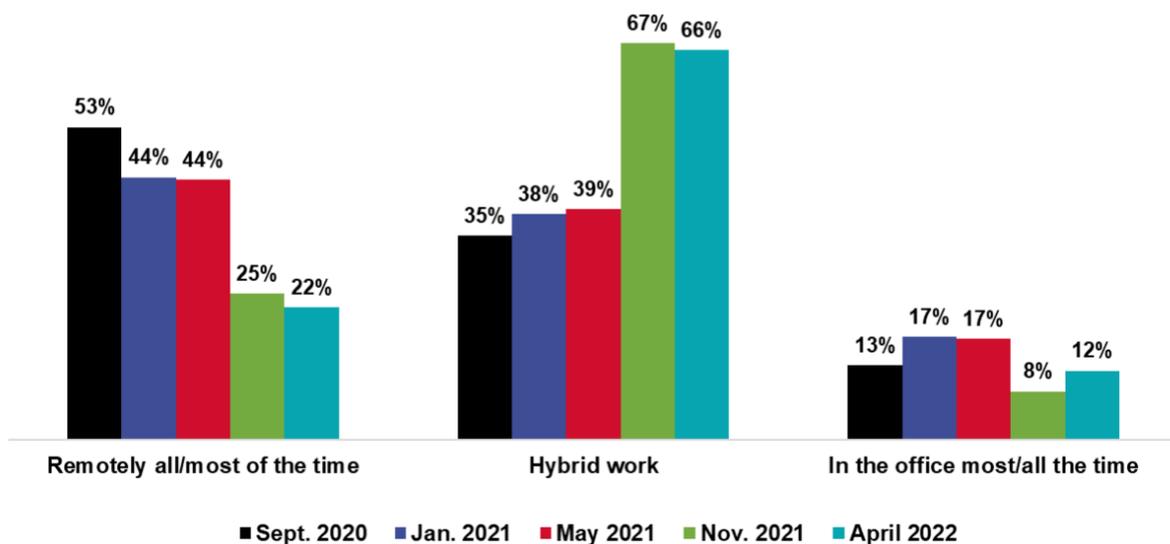


- **The percentage of gift and alumni relations officers working a hybrid schedule continues to increase and is significantly larger than the percent of the staff working in the office.** With the easing of restrictions on COVID-19 protocols, there was an expectation that the U.S. workforce would return to working in their offices fulltime. A February 2022 Gallup Poll referred to this expected trend as the “mass migration back to the office” and the “return to normalcy”. Yet their national survey revealed the return to the office has not occurred, as 42% of the current U.S. workforce is working a hybrid schedule and 19% is working fulltime “on-site.” Prior to the pandemic, only 32% of the country’s workforce followed a hybrid work schedule and 60% were working in an office fulltime.¹
- **The WASHBURN & McGOLDRICK *Advancement Moving Forward Survey April 2022* survey indicates that Advancement professionals are mirroring the overall U.S. workforce.** Over half (54%) of gift and alumni relations officers have shifted to a hybrid schedule, and only one-third have returned to their offices fulltime. In May 2021 one in ten were working a hybrid schedule and one in 10 were in the office. Eight of ten gift and alumni officers were working remotely full-time. Currently, one in two are working a hybrid schedule and one in three are in their offices fulltime.
- **Fulltime remote work has become rare.** Throughout the 2021 academic year (September 2020 – May 2021) the overwhelming majority (81% to 91%) of gift and alumni relations officers reported they were fulltime remote work. The current **WASHBURN & McGOLDRICK** survey suggests that since November 2021 only 15% are working remotely fulltime.

¹ Source: Gallup. March 15, 2022. *The Future of Hybrid Work: 5 Key Questions Answered with Data*. Available at <https://www.gallup.com/workplace/390632/future-hybrid-work-key-questions-answered-data.aspx>

MAJOR FINDING: HYBRID WORK IS THE PREFERRED OPTION FOR ADVANCEMENT STAFF AND LEADERSHIP

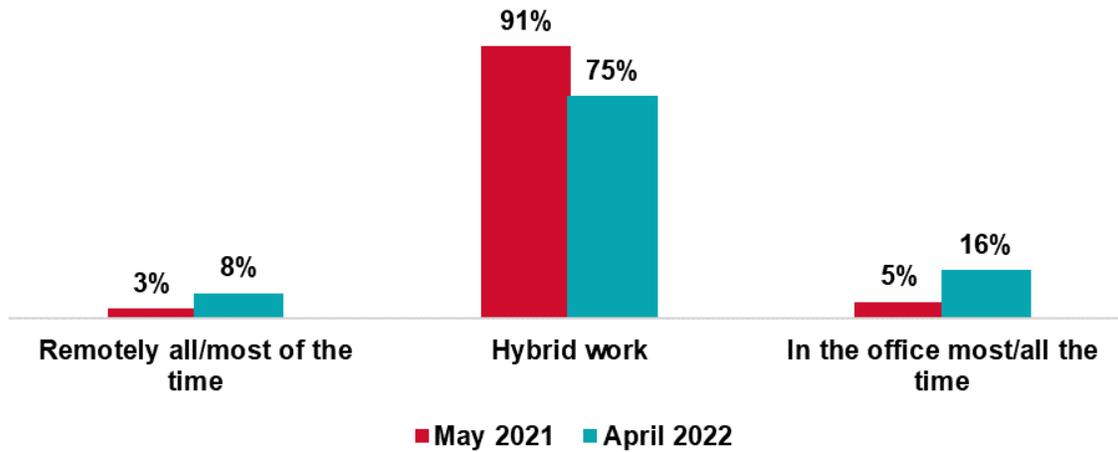
Gift & Alumni Officers: Preferred Work Setting
(September 2020 - April 2022)



- Work setting preferences indicate a significant increase in the percentage of gift and alumni relation officers who want to continue working a hybrid work schedule.** Over the two years of *Advancement Moving Forward* surveys, advancement professionals were asked to indicate where they would prefer to work, if given a choice. Data collected during the first year of the pandemic (September 2020 to May 2021) indicated that between 35% and 39% of gift and alumni relations officers wanted a hybrid schedule. Currently, two-thirds of these staff want this type of schedule.
- The results of the April 2022 *Advancement Moving Forward* survey are almost identical to two national studies about preferences for hybrid work options.** A February 2022 Gallup poll suggest 59% of the U.S. work force prefer a hybrid work option and only 9% want to work “fully on-site,” Within higher education, a November 2021 study conducted by College and University Professional Association for Human Resources (CUPA-HR) also found a preference for remote work. Data collected in August 2021 (2,147 IT and HR professionals in higher education) revealed that 58% were inclined to prefer remote work and 5.8% preferred on-site work over their current work setting ²

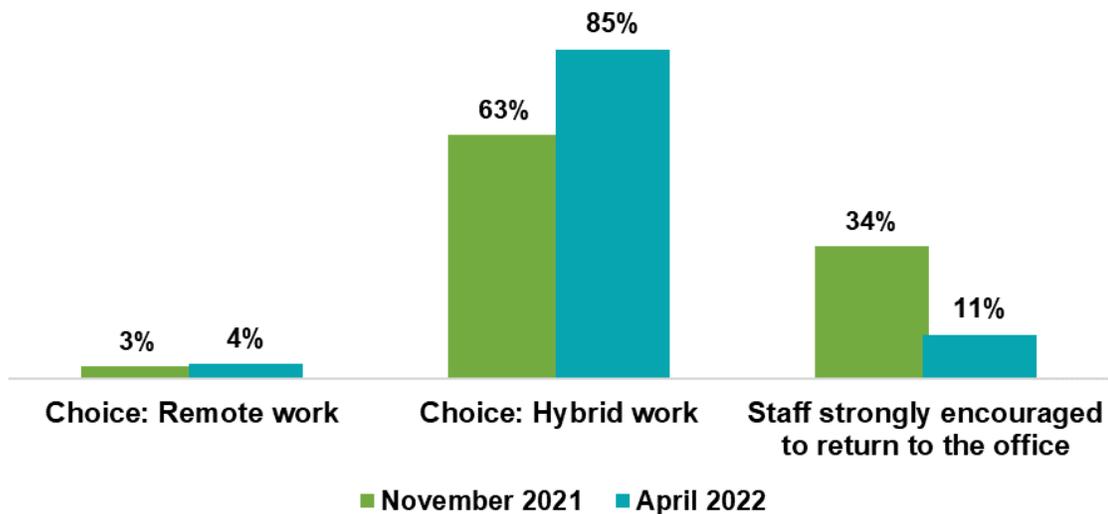
² CUPA-HR. November 2021, *Providing Remote Work Opportunities Will Aid Your Retention Efforts*. Available at <https://www.cupahr.org/surveys/research-briefs/2021-11-remote-work-opportunities-aid-retention-efforts/>

**CAOs/Senior Advancement Staff:
Preferred Work Setting
(May 2021 - April 2022)**



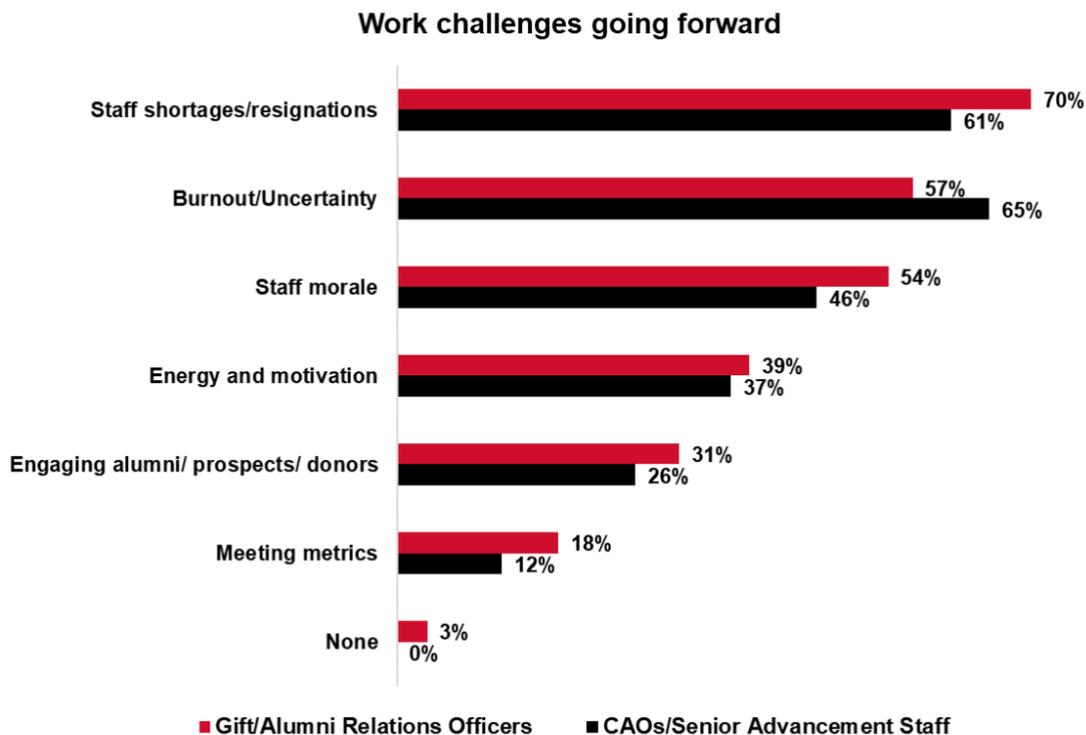
- The overwhelming majority of CAOs and senior advancement staff also express a preference for hybrid work schedules.** While there has been a statistically significant decline (91% to 75%) in the percent of advancement leaders who express an interest in hybrid work schedules, this is still the most favored work setting. Only a quarter express an interest in either remote or fulltime office work.

**CAOs/Senior Staff: Work Options for
Advancement Staff
(November 2021 & April 2022)**



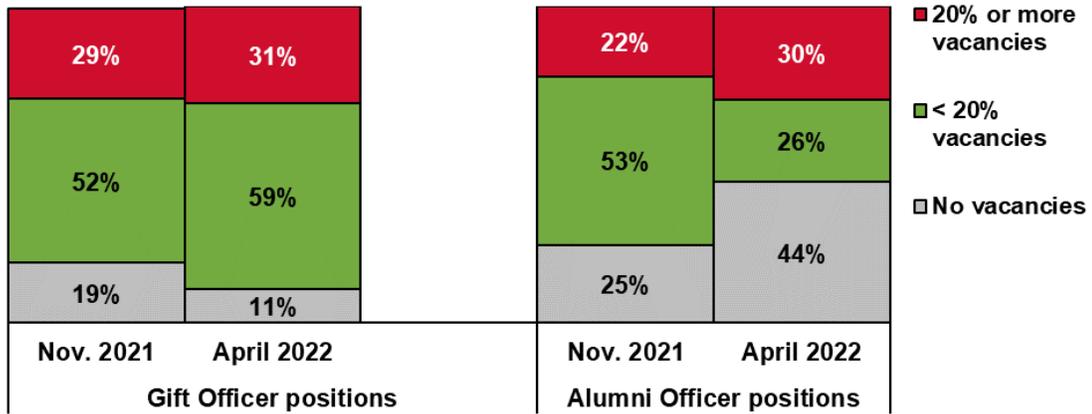
- **CAOs and Senior Advancement Staff indicate that their policies are in line with these staff preferences.** The overwhelming majority of CAOs and senior advancement staff report that they are offering hybrid work as a work option. CAOs and senior advancement staff were asked “Can your advancement staff currently choose to work at home or split their schedules?” Data collected in November 2021 and April 2022 suggest that the option to work a hybrid schedule has increased significantly from 63% to 85%. In addition, the percentage of offices that “strongly encourage” their staff to return to the office fulltime has decreased from 34% to 11%. Only a negligible percent are offering the choice of full-time remote work. Based on our knowledge of our clients offering full-time remote work, regional gift officers are most likely to be working remotely.

MAJOR FINDING: ADVANCEMENT STAFF ARE VERY CONCERNED ABOUT STAFF SHORTAGES AND BURNOUT



- **The most frequently cited concerns for Advancement professionals are losing staff and sustaining morale of the remaining staff.** Both gift/alumni relations officers and advancement leaders were asked to indicate their greatest work challenges going forward. This question was not framed in terms of adjusting to a post-pandemic world or in terms of meeting fiscal year goals. Using such frames would have limited the focus of the respondents to short-term challenges. Removing a time frame gave the respondents the opportunity to look into the overall challenges facing their offices.
- **The results of the April 2022 WASHBURN & MCGOLDRICK Advancement Moving Forward Survey indicate that 70% of gift/alumni relations officers and 61% of CAOs/senior staff are concerned about staff shortages and resignations.** Following this concern are the related issues of burnout/uncertainty (57% and 65%) and staff morale (46% to 54%). The minority of respondents expressed more typical concerns about donor and alumni engagement or meeting metrics.

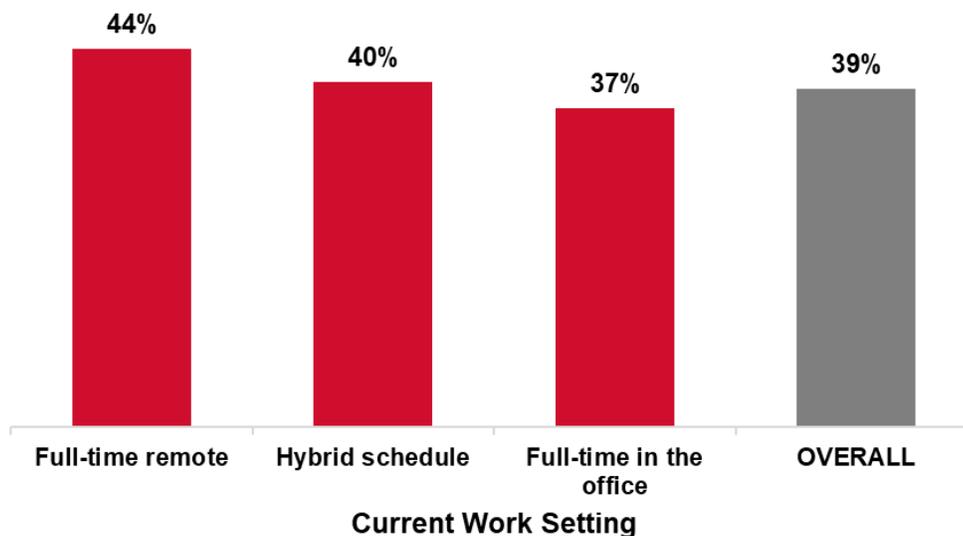
Open positions as reported by CAOs and Senior Advancement Staff



- CAOs and Senior Advancement Staff report an increase in the percentage of open gift officer positions and a decline in the percentage of open alumni relations officer positions.** In November 2021, 19% of the respondents reported they had no gift officer vacancies and 25% reported they had no alumni officer vacancies. In addition the percentage of respondents reporting less than 20% vacancies for alumni relations officers has declined from 53% to 26%, while the percentage of institutions with less than 20% vacancies for gift officers has increased from 52% of respondents to 59%.

MAJOR FINDING: ADVANCEMENT IS FACING “THE GREAT RESIGNATION” AS STAFF CONSIDER LEAVING THEIR JOBS

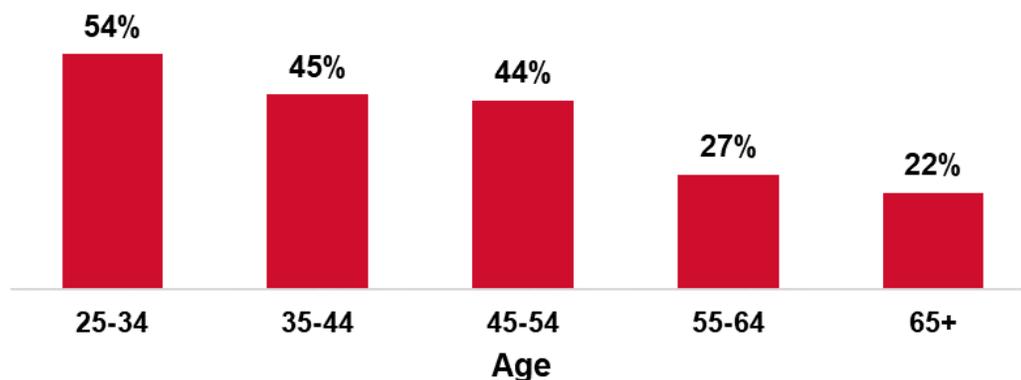
Percent of Gift/Alumni Relations Officers in different job settings considered leaving their jobs



- **Concerns about staff shortages are well-founded, as 39% of gift and alumni relations officers have considered leaving their jobs over the past two years.** Staff turnover is an area of concern across higher education. Recently, it was a major agenda item at the April 6, 2022 meeting of the University of North Carolina System Board of Governors.³ A UNC System study conducted by the Committee of University Personnel concluded that “starting in the summer of 2021, the System’s turnover rates increased significantly across the board and this trend continues to-date.” In fiscal year 2020/21 there was an 11.1% turnover in UNS System staff. The CUPA-HR benchmark is 10.7%.
- **Further examination of the April 2022 WASHBURN & MCGOLDRICK Advancement Moving Forward Survey suggests that interest in leaving a current job does not vary by the setting where the person is currently working.** While 44% of those working remotely full-time and 37% of those working in their offices full-time have considered leaving, these differences are not statistically different. These data suggest that within Advancement there is no relationship between work setting and the desire to leave one’s job.
- **There are significant differences in the desire to leave by age.** Gift and alumni relations officers between the ages of 25 and 34 years are the most likely to have considered leaving. Interest in leaving drops significantly for those between the ages of 35 and 44 and then drops again again for those over age 55. These data suggest that thoughts of leaving their current jobs extends from early career to mid-career advancement professionals

³ Minutes available at <https://www.northcarolina.edu/apps/bog/doc.php?id=66644&code=bog>

Percent of Gift/Alumni Relations Officers of different ages who have considered leaving their jobs



When asked why they considered leaving their current jobs, the most common responses focus on problems with burnout due to increased responsibilities (33%), leadership/policies (29%), and morale (19%). Only 13% indicated they were leaving for a better job, and six percent indicated they were leaving for personal reasons.

Commenting on the North Carolina System study, the Director of Communications at the Alliance for Research of Regional Colleges stated “burnout, demoralization, disengagement have been around a long time and are not going away when the pandemic does...The pandemic revived them.”⁴

Comments by Gift/Alumni Relations Officers to the April 2022 **WASHBURN & McGOLDRICK Advancement Moving Forward Survey** reflected these issues.

Burnout from being asked to take on too many responsibilities from exiting colleagues with little to no financial increase or professional acknowledgement.

I am exhausted. I've been doing multiple jobs, and I'm tired of trying to juggle it all and manage a team that is similarly drained. Our leadership doesn't seem to notice or care.

I have been doing two and probably three jobs for almost a year now, and it has gotten to be too much. I do have some confidence that this will change but it has been the hardest year ever in my years at this college. We are all exhausted.

I'm just tired. Tired of being pushed so hard even when I always exceed my goals. Tired of new faces coming and going with greater frequency. Tired of lower salary because I've been loyal and spent nearly my whole career here. Tired of people who play games to get raises and title changes without actually doing more work...it goes on and on.

Burn out, handling multiple jobs, no plans/timeline to fill vacant roles, lack of sympathy from leadership.

⁴ Inside Higher Education, April 26, 2022. *Pandemic Trend or Labor Market Correction*. Available at <https://www.insidehighered.com/news/2022/04/26/unc-faculty-staff-turnover-spikes-spurs-search-answers>

I did not feel valued or engaged as a staff member. My leadership did not handle change well - still doesn't. They were resistant to moving from in-person visits/fundraising to completely virtual. I felt like numbers and meeting goals were the only priorities. I get it, we have to raise money. We also have to value and cultivate our staff AND our alumni and donors.

I've had to deal with a significant budget reduction, and the most frustrating part was the lack of leadership in wanting to identify how work had changed and that the strategy needed to change as well. Not updating our strategy in how our team interacts and expectations of what events for our alumni look like was frustrating and could cost us our pipeline work.

Burn out, handling multiple jobs, no plans/timeline to fill vacant roles, lack of sympathy from leadership.

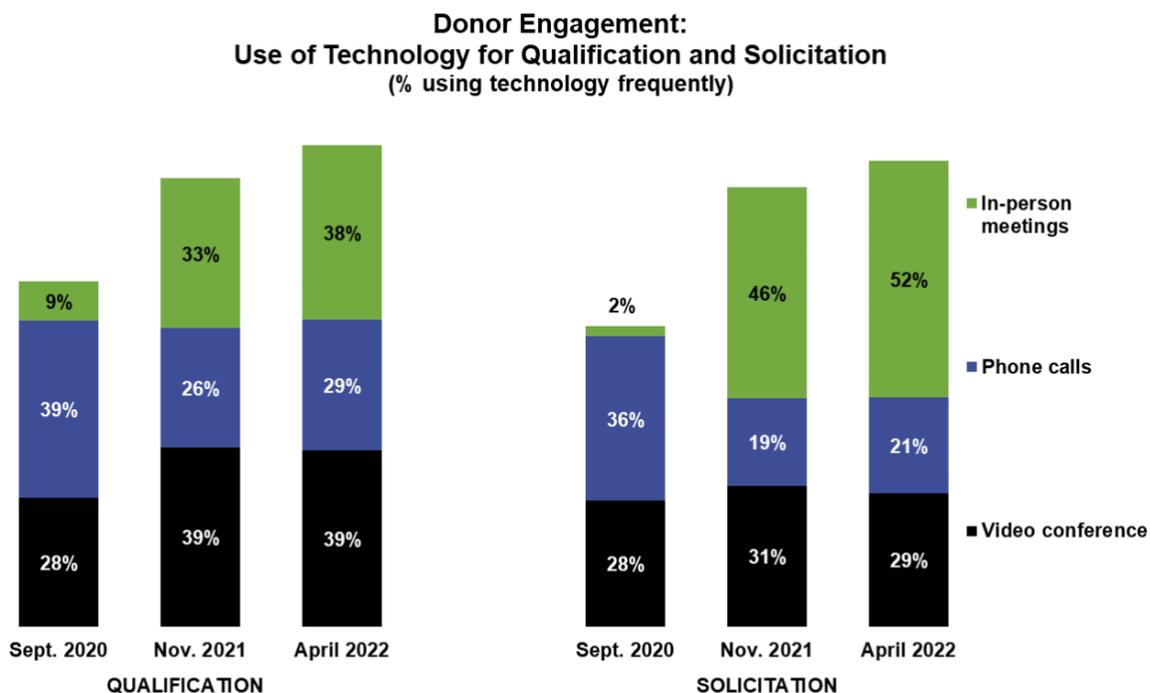
It was less to do with the pandemic and more to do with years of an escalating feeling that I wasn't being seen for the value I brought to the team. Eventually this changed when I applied and secured a new role, but I do wish that I had been offered a promotion instead of having to apply for one.

MAJOR FINDING: IN SPITE OF THE CHALLENGES AND UNCERTAINTY, ADVANCEMENT LEADERS AND STAFF ARE CONFIDENT THAT THEY CAN DO THE JOB



- **Gift/alumni officers and CAOs/senior advancement staff share the same high levels of confidence for almost every job goal.** The only significant gap is in meeting job performance metrics (82% of gift/alumni officers and 92% of CAOs/senior advancement staff).
- **Building a pipeline has consistently been the area of most concern and least confidence over the past year.** In January 2021 respondents to the *Advancement Moving Forward* Survey indicated that it was their top concern (68%). By November 2021 the pipeline was the area for which gift/alumni officers had the lowest confidence (67%). In addition, only 65% of the CAOs/senior advancement staff were confident in their staff building the pipeline. The current April 2022 survey again suggests lowest confidence in building a pipeline (71% of CAOs/Gift and alumni relations officers and 74% of Gift/Alumni Relations staff).
- Areas suggesting a significant increase in confidence include:
 - Increasing fundraising or engagement momentum (+8% for Gift/alumni relations officers: +10% for CAOs/Senior Advancement Staff);
 - Meeting job performance metrics (+6% for Gift/alumni relations officers: +13% for CAOs/Senior Advancement Staff);
 - Handling both work and home responsibilities (+7% for CAOs/Senior Advancement Staff).

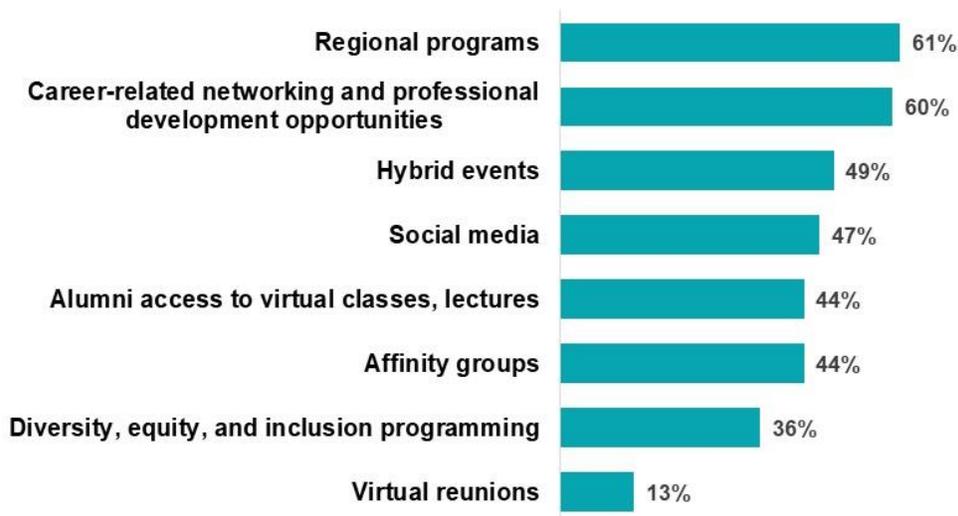
MAJOR FINDING: DONOR ENGAGEMENT - THE RETURN OF IN-PERSON MEETINGS



- In-person meetings and video-conferencing are the predominant means by which Gift Officers are engaging with donors.** At the beginning of the pandemic when travel and in-person meetings were not possible or allowed by many institutions, Gift Officers had to implement new ways of engaging with donors. By September 2020 28% of Gift Officers reported they were frequently using video conferencing for qualification and solicitation meetings. By November 2021 the percentage of Gift Officers who reported they frequently used this technology had increased to 39% for qualification meetings and 31% for solicitation meetings. At the same time in-person meetings had returned as 33% reporting frequent use for qualification meetings and 46% reported meeting in-person for solicitation meetings.
- Data collected in the current April 2022 *Advancement Moving Forward Survey* suggests that video conferencing and in-person meetings are the “new normal” ways of engaging donors.** As the restrictions on travel have been lifted and in-person meetings have become more feasible, it is possible to hypothesize that the “old normal” of phone and in-person meetings would return and the use of video conferencing would decline. These data suggest that phone calls have been replaced by video-conferencing and donor engagement has evolved with the use of virtual meeting technology.

MAJOR FINDING: ENGAGING ALUMNI WHO LIVE “TOO FAR AWAY” WITH REGIONAL AND CAREER EVENTS

Engagement strategies for Alumni who "live too far away"



- **Alumni Relations and other staff focused on alumni engagement are using regional and career-related programs to engage alumni who are not local to their institutions.** A March 2022 alumni survey commissioned by a medium-size university revealed that 56% of the alumni indicate their lack of engagement was due to “living too far away.” The next most common reasons for the lack of engagement as reported in that survey were career obligations (24%) and other commitments, including family (24%). This link between geographic proximity and alumni engagement was pursued in the current *Advancement Moving Forward* survey.
- Eighty-six respondents whose responsibilities focus on alumni engagement were identified among the respondents to the April 2022 *Advancement Moving Forward* survey. Their responses to this question suggest a variety of approaches are used to reach these alumni. These include some more traditional approaches (regional and career programming) as well as programs that integrate new technology such as virtual and social media platforms.

SUMMARY OF FINDINGS: KEY TERMS

Data collected in the WASHBURN & McGOLDRICK April 2022 *Advancement Moving Forward* survey suggest four following key terms:

Confidence

- Confidence in achieving FY22 goals is significantly higher than previous fiscal years. Currently 87% of CAOs and 80% of Gift/Alumni Relations staff report they are confident or very confident about achieving their FY22 advancement goals.
- A gap in confidence between Advancement leadership and Gift/Alumni Relations staff is cyclic with the gap in overall confidence growing at the beginning of the fiscal year and then closing towards the end of the fiscal year.
- Gift/Alumni Officers and CAOs/Gift and alumni relations officers share the same high levels of confidence for almost every specific job goal (e.g., making the case, meeting metrics, increasing momentum).

Hybrid Work

- The percentage of Gift and Alumni Relations officers working a hybrid schedule continues to increase and is significantly larger than the percent of the staff working in the office.
- Fulltime remote work has become rare.
- The majority of Gift/Alumni Relations officer and CAOs/Gift and alumni relations officers want to work a hybrid schedule if given a chance.
- Eighty-five percent of CAOs/Gift and alumni relations officers have given their Gift and alumni relations officers the choice of working a hybrid schedule.

Burnout & Staff Shortages

- The most frequently cited concerns for Advancement professionals are losing staff and sustaining the morale of the remaining staff. Seventy percent of gift/alumni relations officers and 61% of CAOs/senior advancement staff indicate that their greatest concerns are staff shortages and resignations.
- The percent of gift officer vacancies has increased significantly.
- Advancement is facing “The Great Resignation,” as nearly 40% of gift/alumni relations officers have considered leaving their jobs due to burnout.

Technology

- In-person meetings and video-conferencing are the “new normal” for engaging donors. The “old normal” of phone calls has not returned.

SELECTED VERBATIM COMMENTS: WHAT DO YOU FEEL IS THE MOST SUBSTANTIAL CHANGE TO YOUR WORK IN ADVANCEMENT OVER THE PAST TWO YEARS?

Adapting to virtual opportunities with donor and alumni engagement. Responding to alumni who are far left and far right on issues they perceive to be applicable to the institution. Being a "woke" institution, too liberal, too conservative etc. (Chief Advancement Officer)

Alumni interest in meaningful volunteer opportunities has risen dramatically. This is requiring the Alumni staff to be nimble, creative, and to grow the network of collaborations across campus in order to provide these volunteer outlets. This is often an ambiguous and matrixed process, which can be challenging for staff to undertake while maintaining the quality of the Alumni Engagement program. There is a heightened need for staff training in "volunteer management" as well as better utilization of technology to provide streamlined ways of deploying, educating, and supporting these volunteers. (AVP/SENIOR)

Being more intentional with programming and evaluating metrics. Changing the "old ways" to be innovative ways of programming. (AVP/SENIOR)

Constituents are more open to connecting virtually than ever before enabling broader connections and faster progression in relationships. (AVP/SENIOR)

COVID reduced travel to zero and we are now encouraging staff to get back out on the road. While we were able to continue existing relationships, engaging with new prospects was difficult and there has been a decline in meaningful prospect interactions with Gift Officers. (AVP/SENIOR)

Embracing technology and using it because we want to, not have to. Learning to meet alumni "where they are" and how they want to be engaged. (Chief Advancement Officer)

Hybrid work and organizing ourselves to get work done despite not being in the room together. Burnout management. (AVP/SENIOR)

It's been a roller coaster and I'm tired of the word "pivot"! Racial injustice and our nation's attempt to do better has caused dramatic shifts in our program content and a much more intentional effort to have diverse speakers present. But the most substantial change is that I spend far more time thinking about the mental health and wellness of my staff. I must retain my team and do everything I can to ensure they are satisfied at their jobs. (Chief Advancement Officer)

Our ability to effectively cultivate entry-level and mid-level major gift prospects has been incredibly challenging. The uncertainty of the continuing pandemic, concerns about personal investments, and rising costs have all severely hampered the willingness of our alumni to engage in and advance major gift discussions. We will be in good shape for FY 2022, but I have strong concerns about FY 2023 and FY2024. (Chief Advancement Officer)

Recruiting gift officers (hired 15 in the past 9 months) is completely different today; creating opportunities to proactively listen to team members and adapt to their needs when we want to talent; huge shift in focus to DEI; zero tolerance for toxic behavior (AVP/SENIOR)

Robust virtual programming with a content focus has engaged not only new alumni presenters but has increased program engagement as well. We will continue to pair this with strategic in person events as we begin to host events again. We are also smarter about using Zoom for donor meetings and this will continue even as we get on the road again - some donors prefer to meet this way. (Chief Advancement Officer)

Staying well in every aspect while trying to keep staff engaged and effective through constant change. The word "exhausted" comes up often. (AVP/SENIOR)

The increasing importance of analytics and predictive modeling; donors are more ROI oriented as they consider their philanthropic plans. (Chief Advancement Officer)

The realization that much of our work can be accomplished remotely coupled with the understanding that we need to preserve face-to-face capacity, including travel for both individual contact and events. (Chief Advancement Officer)

The stress/pressure/anxiety among staff, and their reaction to it in the workplace. Also, the degree to which digital engagement can augment or often replace in-person engagement with success. (AVP/SENIOR)

There is considerable burnout in all levels of higher education, on the faculty, administration and with students. The pandemic helped to force many of the issues we are facing today but administration must continue to re-engage these constituents to improve our productivity-life fulfillment balance. (Chief Advancement Officer)

Virtual metrics (AVP/SENIOR)

A lot can be done by phone and via Zoom with donors. I believe Advancement shops can be more resource-smart and should not rely so heavily on having fundraisers on the road. I believe the "road warrior" days are behind us and it's time to embrace the advancements in technology and how they allow us to remain meaningfully connected. Travel and in-person activity can never be replaced to a certain extent but going back to high levels of travel for events and meetings just for the sake of activity feels foolish. For instance, I've found qualification to be much easier to do from home and provides a good foundation for future in-person meetings as you move donors through the cultivation cycle. (Gift/Alumni Relations Officer)

A sense of understanding and putting staff member's needs first. There's a slightly more relaxed nature to the work we do that comes when you work through a global pandemic. Things like dress is ever so slightly relaxed and the micromanaging has decreased. People trust others to do their job more and I think that this is such an incredibly important shift for a workplace to have to feel supported and motivated. (Gift/Alumni Relations Officer)

Acceptance of remote/hybrid work as a real alternative (even though institutions and individual managers still do not trust their employees to work remotely); and staff are more willing to leave when they are overworked (i.e., doing the jobs of people who have left) and underpaid. (Gift/Alumni Relations Officer)

Being able to use technology in discovery, qualification, and solicitation of prospects/donors. I would have never even considered using Zoom prior to pandemic, now from personal experience I feel it is an excellent alternative to discovery calls - no more wasted travel saving \$\$, time and personal time away from home. It's been a game changer for me. (Gift/Alumni Relations Officer)

Being able to work from home has provided me a better work life balance and I am happier. And I have more time to do my job vs. in the office when there are so many distractions (people coming into your office, social interactions in the building, etc.) (Gift/Alumni Relations Officer)

Being able to work remotely is key to my happiness and staying with the University. Hybrid schedules are also good, with the flexibility to set what works. Especially given the travel nature of my role. (Gift/Alumni Relations Officer)

Being asked to do more with less. By less, I mean less staff support as many colleagues have left. And also, less time as commuting back to work wastes two hours each day by commuting, getting ready, etc. The work has not decreased accordingly. We're actually asked to do more now that we're coming out of the pandemic - planning more events, more follow-up, higher fundraising goals, filling in for empty roles that we're having trouble filling. (Gift/Alumni Relations Officer)

Donors and prospects largely embraced the opportunities to engage with both fundraisers and the organization in virtual methods. This surprised me and opened the door to more virtual event engagement that has led to more donor qualification work. Though we still find that qualification is best accomplished in-person. Our organization was not receptive to remote work prior to the pandemic and now they are embracing it. (Gift/Alumni Relations Officer)

Donors are being asked to give to more and more philanthropies. Major donors want transparency in the school's strategic plan. They no longer will give simply because they love the school. They want to see actionable items. Additionally, the years of continuing to "build" buildings is gone. Donors want to see faculty and programmatic support. (Gift/Alumni Relations Officer)

Everyone is more comfortable using a virtual meeting platform. While in person visits are more fulfilling and probably better for cultivation, it is easier for the prospect to accept a virtual meeting for discovery. It's much easier than asking for an in-person meeting at their office or at another location. Travel for discovery purposes is not a good use of budget. Travel to make a large ask makes sense. But all of that has nothing to do with the day-to-day work. I can complete that work effectively working in a fully remote environment or maybe coming in once a week or for key meetings. I did it really well for nearly 2 years and met all of my metrics. So why do I have to be in the office? (Gift/Alumni Relations Officer)

Externally, the political climate across the US has posed increasing challenges to fundraising for higher ed institutions, as many of our more conservative alumni feel that they no longer want to support their alma mater. Internally, we have lost many colleagues who have taken jobs elsewhere. This turnstile makes it difficult to meet goals. On the bright side, the pandemic has shown that there are other ways to engage donors - virtual webinars, Zoom meetings, etc. So, we are embracing new ideas. (Gift/Alumni Relations Officer)

Having the opportunity to continue working remotely and proving that I can still be successful, and even more. The pandemic taught us to adapt, pivot, and think out of the box! Success was not immediate, but some of the changes brought about by the pandemic have proven to be more effective and have enabled us to have more of a work-life balance. (Gift/Alumni Relations Officer)

How effective we were with phone calls and video conferences to secure meetings and gift. Now the institution wants to go 100% in-person. Some donors believe it is more cost-effective to save each party's time and money to have a phone/Zoom meeting. I believe it should be a mix and include how the donor wants to meet. All our forms now have electronic, e-mailable versions, and we have improved video acknowledgements (e.g., Giving Day, calendar, and fiscal year-end) by using ThankView. Work smarter not harder. (Gift/Alumni Relations Officer)

I think the most substantial change is the ability to have virtual meetings with colleagues and with alumni who live far away. While I believe a face-to-face visit remains the best way to meet with donors, the ability to meet by Zoom or Google Meet has changed our world. (Gift/Alumni Relations Officer)

Lack of opportunity to connect with colleagues. We certainly try on-line/virtual options, but it is not the same. I am in favor of more in-person work environments, not 100%, and recognition of the constant and intentional work to develop relationships to fuel and lift up one another to accomplish team goals. (Gift/Alumni Relations Officer)

Many of the donors with whom I work are now on hybrid or remote working accommodations. As a result, trip planning and scheduling of in-person meetings has become increasingly difficult. Nothing will ever match the effectiveness of in-person meetings, and telephone or video calls are simply not a solution. Travel and meeting planning will have to be thought about differently moving forward if hybrid and remote working remain prevalent in the post-pandemic world. (Gift/Alumni Relations Officer)

Our efforts to adapt to a remote/hybrid work environment has engendered (and/or revealed) issues within our work culture that returning to work won't solve. With the day-to-day interactions and energy of the office stripped away, we all faced the existential question of why we do what we do, what the value of it is, and whether it matters in the end. Even as we begin to come back to the office, these questions need to be answered--posing a challenge for leadership, in particular, as we face burnout from the work itself. No one (I included) seems to have the energy to focus on the core issues exposed by the pandemic while we're overburdened with duties. (Gift/Alumni Relations Officer)

The ability to connect with donors virtually, as well as in person. We still place the highest value in-person meetings, but nearly everyone is comfortable with Zoom, as well, so we can have more frequent contact with the same or less travel. (Gift/Alumni Relations Officer)

The ability to connect with prospects in person. With the addition of technology such as Zoom we are able to be more inclusive with our monthly parent organization meetings and more efficient with our department meetings. Technology has also afforded us easier and greater access to our Head of School to meet with a prospect. However, because parents and alumni have not been able to be on campus, this has limited interactions with them at athletic events and arts performances, etc. to help move the relationship forward. (Gift/Alumni Relations Officer)

The biggest change has been the turnover in staff as we come out of the pandemic. We had a strong team with significant tenure entering the pandemic and have come out with only two of them remaining. (Gift/Alumni Relations Officer)

The need to prioritize and make decisions on what the most important work is so that we don't burn staff out; care for the mental health of employees; the need to make changes in compensation to compete for talent. (Gift/Alumni Relations Officer)

The pace at which we work has increased. We have many priorities and new projects to take on, but no more staff. We are working through that, and I feel confident we'll find the balance. We are also looking at our immediate staff roles and responsibilities to make adjustments as needed. This takes time and much thought. (Gift/Alumni Relations Officer)

The pandemic environment has required multiple "pivots" - pivoting to virtual engagement and now pivoting back to in-person offerings. We have learned much but it's been tremendously challenging. Additionally, we have all attempted to balance this with our personal lives and trying to keep pace on all fronts has been very challenging. Additionally, the work environment has had multiple re-alignments of departments and direct reports - I have been directly impacted multiple times - it makes one feel like one is never quite sure what might be next - there have been many surprises and little explanation for decision making in this arena. This has been challenging for many employees (Gift/Alumni Relations Officer)

We lost donor participation when the pandemic started, and I'm not sure if we will get those donors back. It has now been two years, and people have started forming a habit of "not giving". Re-engaging those individuals will be more challenging than it would have been if their reasons for not giving were not economics-based. (Gift/Alumni Relations Officer)

Zoom (Gift/Alumni Relations Officer)

METHODOLOGY

- The **April 2022** survey was sent on March 28th to 3,240 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 April 17, 2022.
- The survey took four to five minutes to complete, with a 93% completion rate for gift/alumni officers and 86% completion rate for CAOs/gift and alumni relations officers. This includes responses to open-ended questions.
- **Responses to the April 2022 survey were received from 491 individuals (105 CAOs/senior advancement staff and 386 gift/alumni relations officers), representing 133 institutions.** Responses were received from 10 independent schools, 15 HBCUs, nine HSIs and one Tribal College. The respondent's age and years of experience in advancement are summarized below.

Years of Experience in Advancement

	Gift/Alumni Relations Officers	CAOs/Senior Advancement Staff
Five years or less	17%	3%
Six to nine years	17%	5%
10 years or more	66%	92%

Age of Gift/Alumni Relations Officer Respondents

34 or younger	13%
35-44	23%
45-54	29%
55-64	27%
65 or older	8%

- **Margin of Error:** While response rates are frequently cited as a measure of a survey's "success," the Margin of Error is the more important statistic. **It is a measure of the accuracy of the results.** The Margin of Error for the April 2022 survey is +/- 4.1% at 95% confidence level. This suggests that we are 95% certain that results of this *Advancement Moving Forward* survey are within 4.1% of the results we would have observed if we had responses from all 3,240 individuals who were sent the survey. An acceptable Margin of Error used by most surveys is typically between 4% and 8% at the 95% confidence level.
- The **November 2021** survey had 455 respondents representing 119 institutions (Margin of Error +/- 4.1% at 95% confidence level).
- The **April 2021** survey had 461 respondents representing 103 institutions (Margin of Error +/- 4.0% at 95% confidence level).
- The **January 2021** survey had 506 respondents representing 84 institutions (Margin of Error +/- 3.6% at 95% confidence level).
- The **September 2020** survey had 430 respondents representing 59 institutions (Margin of Error +/- 3.7% at 95% confidence level).
- The **June 2020** survey had 386 respondents representing 53 institutions (Margin of Error +/- 3.9% at a 95% confidence level).
- The **April 2020** survey had 416 respondents representing 48 institutions (Margin of Error +/- 3.7% at 95% confidence level).

Results of all the surveys are available at <https://www.wash-mcg.com/>.

PARTICIPATING INSTITUTIONS

Amherst College	Gettysburg College
Appalachian State University	Governor's Academy *
Arizona State University	Haverford College
Bates College	Howard University
Binghamton University	Illinois Institute of Technology
Bowdoin College	Illinois Wesleyan
Brewster Academy *	Ithaca College
Bryn Mawr College	Jackson State University
Bucknell University	Kalamazoo College
California State University - Chico	Kingswood Oxford School *
Carnegie Mellon University	Knox College
Carroll University	Lafayette College
Choate Rosemary Hall *	Lawrenceville School
Clark Atlanta University	Lenoir-Rhyne University
Colby College	Loyola University – Maryland
College of the Holy Cross	Lycoming College
College of Wooster	Middlebury College
Colorado College	Miss Porter's School*
Connecticut College	Morehouse College
Coppin State University	Mount Holyoke College
Davidson College	Nazareth College
Denison University	New England College
DePauw University	Norfolk State University
Dickinson College	North Carolina Agricultural & Technical State University
Elizabeth City State University	North Carolina Central University
Fairfield College Preparatory School *	North Carolina School of Science and Math
Fairfield University	North Carolina State University
Florida A&M University	Northeastern University
Florida International University	Northwest Indian College
Fordham University	Notre Dame Academy - Hingham *
Franklin & Marshall College	Ohio University
George Washington University	Ohio Wesleyan University
Georgetown University	Providence College

* Indicates Independent School

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Quinnipiac University	University of Maryland - College Park
Rollins College	University of Maryland Eastern Shore
Rutgers - The State University of New Jersey	University of Maryland Foundation
Saint Anselm College	University of Missouri System
Siena College	University of New Hampshire
Skidmore College	University of North Carolina - Chapel Hill
Smith College	University of North Carolina - Asheville
Smithsonian Institution	University of North Carolina - Charlotte
Southwestern University	University of North Carolina - Greensboro
Spelman College	University of Pittsburgh
Springfield College (MA)	University of Rhode Island
St. Andrew's School *	University of Richmond
St. John Fisher College	University of the Virgin Islands
St. Lawrence University	University of Chicago, Booth School of Business
Stonehill College	US Air Force Academy Foundation
SUNY Potsdam	Valparaiso University
Suffolk University	Vanderbilt University
Swarthmore College	Vassar College
Syracuse University	Villanova University
Texas Christian University	Virginia Museum of Fine Arts
Texas Tech University	Virginia Tech University
The Catholic University of America	Wake Forest University
The Hotchkiss School *	Washington University - Saint Louis
The University of Baltimore	Wellesley College
Towson University	Wesleyan University
Trinity College (CT)	Western Carolina University
Trinity University (TX)	Wheaton College (IL)
Union College	Wheaton College (MA)
University of Buffalo	William & Mary
University of California Irvine	Williams College
University of California Santa Barbara	Winston-Salem State University
University of Central Florida	Woodberry Forest School *
University of Houston	Xavier University of Louisiana
University of Maryland - Baltimore County	

DETAILED TABLE 1: CONFIDENCE IN REACHING GOALS

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

CAOs/Senior Advancement Staff

	April 2020 (FY20 goals)	June 2020 (FY21 goals)	Sept. 2020 (FY21 goals)	Jan. 2021 (FY21 goals)	May 2021 (FY21 goals)	Nov. 2021 (FY22 goals)	April 2022 (FY22 goals)
Not at all confident	13%	5%	0%	1%	0%	0%	1%
Not confident	27%	18%	8%	0%	8%	1%	3%
Uncertain	36%	52%	32%	32%	9%	7%	10%
Confident	9%	18%	49%	43%	39%	53%	46%
Extremely confident	15%	6%	11%	23%	44%	38%	41%

Not/Not at all Confident	41%	23%	8%	1%	8%	1%	4%
Uncertain	36%	52%	32%	32%	9%	7%	10%
Confident/ Extremely Confident	24%	25%	59%	66%	82%	91%	87%

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)	Nov. 2021 (FY22 goals)	April 2022 (FY22 goals)
Not at all confident	10%	8%	2%	1%	0%	1%	3%
Not confident	33%	24%	13%	8%	4%	3%	4%
Uncertain	36%	55%	46%	29%	16%	21%	14%
Confident	12%	10%	37%	52%	43%	53%	44%
Extremely confident	10%	4%	2%	10%	37%	21%	36%

Not/Not at all Confident	43%	32%	15%	8%	4%	5%	7%
Uncertain	36%	55%	46%	29%	16%	21%	14%
Confident/ Extremely Confident	21%	13%	39%	62%	80%	74%	80%

DETAILED TABLES 2: CURRENT AND PREFERRED WORK

Where are you currently working?

Gift and Alumni Relations Officers

	Sept. 2020	Jan. 2021	May 2021	Nov. 2021	April 2022
Remotely all/most of the time	81%	91%	81%	15%	15%
Hybrid schedule	14%	3%	10%	48%	54%
In the office most/all the time	5%	6%	8%	37%	31%

Where would you prefer to work?

Gift and Alumni Relations Officers

	Sept. 2020	Jan. 2021	May 2021	Nov. 2021	April 2022
Remotely all/most of the time	53%	44%	44%	25%	22%
Hybrid work	35%	38%	39%	67%	66%
In the office most/all the time	13%	17%	17%	8%	12%

DETAILED TABLE 3: CONFIDENCE IN JOB GOALS

Confidence in accomplishing the job goals

Gift and Alumni Relations Officers

		Not/Not at all confident	Uncertain	Confident/ Very confident
Making the case for institutional priorities	November 2021	4%	8%	88%
	April 2022	2%	9%	89%
Building a pipeline of prospective donors	November 2021	6%	26%	67%
	April 2022	5%	20%	74%
Handling both home and work responsibilities	November 2021	9%	12%	78%
	April 2022	8%	9%	83%
Increasing fundraising or engagement momentum	November 2021	5%	27%	68%
	April 2022	4%	20%	76%
Meeting job performance metrics	November 2021	4%	19%	77%
	April 2022	2%	15%	83%

CAOs/Senior Advancement Staff

		Not/Not at all confident	Uncertain	Confident/ Very confident
Making the case for institutional priorities	November 2021	1%	8%	91%
	April 2022	3%	8%	88%
Building a pipeline of prospective donors	November 2021	2%	33%	65%
	April 2022	2%	27%	71%
Handling both home and work responsibilities	November 2021	7%	20%	73%
	April 2022	2%	18%	80%
Increasing fundraising or engagement momentum	November 2021	1%	29%	69%
	April 2022	3%	17%	80%
Meeting job performance metrics	November 2021	2%	19%	79%
	April 2022	0%	8%	92%

DETAILED TABLE 4: CHALLENGES

Greatest work challenges in your office going forward

	Gift/Alumni Relations Officers	CAOs/Senior Advancement Staff
Staff shortages/resignations	70%	61%
Burnout/Uncertainty	57%	65%
Staff morale	54%	46%
Energy and motivation	39%	37%
Engaging alumni/ prospects/ donors	31%	26%
Meeting metrics	18%	12%
None	3%	0%

DETAILED TABLE 5: USE OF TECHNOLOGY FOR DONOR QUALIFICATION

Gift & Alumni Officers: Use technology frequently for QUALIFICATION meetings?

SEPTEMBER 2020

	Never/Rarely	Sometimes	Frequently
Video conference (Zoom, Google meetings, WebEx)	42%	30%	28%
Phone calls	24%	37%	39%
In-person meetings	84%	8%	9%

NOVEMBER 2021

	Never/Rarely	Sometimes	Frequently
Video conference (Zoom, Google meetings, WebEx)	24%	37%	39%
Phone calls	27%	47%	26%
In-person meetings	29%	39%	33%

APRIL 2022

	Never/Rarely	Sometimes	Frequently
Video conference (Zoom, Google meetings, WebEx)	18%	44%	39%
Phone calls	26%	45%	29%
In-person meetings	18%	44%	38%

DETAILED TABLE 6: USE OF TECHNOLOGY FOR DONOR SOLICITATION

Gift & Alumni Officers: Use technology frequently for SOLICITATION meetings?

SEPTEMBER 2020

	Never/Rarely	Sometimes	Frequently
Video conference (Zoom, Google meetings, WebEx)	35%	37%	28%
Phone calls	21%	43%	36%
In-person meetings	84%	14%	2%

NOVEMBER 2021

	Never/Rarely	Sometimes	Frequently
Video conference (Zoom, Google meetings, WebEx)	22%	47%	31%
Phone calls	33%	48%	19%
In-person meetings	21%	33%	46%

APRIL 2022

	Never/Rarely	Sometimes	Frequently
Video conference (Zoom, Google meetings, WebEx)	23%	48%	29%
Phone calls	29%	50%	21%
In-person meetings	13%	36%	52%