alumni
ACCESS

VAESE
Voluntary Alumni Engagement in Support of Education

2017 VAESE

The Alumni Relations Benchmarking Study

Voluntary Alumni Engagement in Support of Education

M12706

Voluntary Alumni Engagement in Support of Education

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Dear Colleague,

I'm pleased to present the 2017 VAESE Alumni Relations Benchmarking Study.

This is the second year Access Development has conducted this comprehensive assessment of higher education alumni relations practices.

This year's study includes 866 completed responses from 581 unique institutions worldwide, representing alumni professionals in 17 countries on five continents. Notwithstanding the international participation, 91% of respondents hail from institutions within the United States, with all 50 states represented.

All types and sizes of institutions are represented. Some report their alumni database exceeds 750,000 alumni, while others have fewer than 5,000 total alumni.

We're pleased to see that the vast majority of large institutions participated, with 74% of all NCAA Division 1 institutions represented. Additionally, of the 65 schools comprising the Power 5 Conferences, 85% of these institutions participated.

We have not included responses from institutions who do not employ at least one part-time FTE serving in an alumni relations/engagement capacity. Wherever possible, we have combined responses from the same institution, or selected responses from the highest ranking executive, with the aim of avoiding bias in favor of one institution, or one particular type of institution. When considering the total number of institutions that meet this criteria, our overall margin of error is a respectable +/- 2.69%.

I'm happy to discuss this report with alumni and advancement professionals and answer specific questions about our data and analysis.

I invite you to connect with my professional network via LinkedIn. You can also find more information about Access Development and Alumni Access via Facebook or Twitter.

Thank you for your interest.

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LinkedIn Profile

When looking at the most significant data we've learned from this study, here are 10 numbers that shouldn't be ignored:

Alumni Communication

10.3% The average institutional opt-out or "churn" rate. It measures the percent of alumni who ask to be listed as "Do Not Call," "Do Not Contact," "Do Not Solicit," etc. This new, higher rate reflects a 26.3% increase over last year.

26% The percent of alumni organizations that do not track their opt-out rates. If your organization is one of those that ignore or neglect your opt-out trends, you're wasting a lot of time, effort and resources. See this article about churn rates for alumni organizations.

32% The percent of higher education institutions in the U.S. that report an alumni opt-out rate of 10% or greater. The data suggests an increasing number of alumni are choosing to take more control over who communicates with them.

Alumni Benefits

93% The percent of alumni organizations who choose not to offer alumni benefits, or who report they see little or no engagement from the benefits they do offer. In fact, 79% of institutions believe that appealing to alumni loyalty and philanthropy is all that's needed to motivate their alumni to engage/join/give.

While the majority of alumni organizations don't focus on trying to incentivize alumni to engage, the data shows that opt-out rates and poor engagement rates (especially among young alumni) are likely lagging indicators that show institutions aren't making a strong enough case for support among their alumni.

83.2% The percent of alumni professionals who believe their organization does a poor job, or needs to do more to attract and engage young alumni. Attracting and engaging young alumni has become increasingly challenging, and the data indicates that young alumni want to communicate via their mobile device, on social media, or via web chat, yet few institutions are equipped to do so... and that correlates to the next number:

73.4% The percent of alumni professionals who believe their organization needs to update the technology solutions/benefits they offer their alumni/ae. The previous two stats indicate a correlation between engaging young alumni and offering technology tools that are popular among younger audiences.

7% The percent of alumni organizations reporting the benefits they offer have a strong influence on alumni engagement. While only a small percentage of alumni organizations offer engaging benefits, surprisingly most are NOT dues-paying organizations. Many of these alumni organizations use benefits as a tool to attract, incentivize and engage alumni. See our article here about the 3 Highest Rated (not lame) Alumni Benefits.

Alumni/Advancement

64.9% The percent of alumni organizations that are integrated with institutional fundraising, or are working toward integration. Just **4%** report they are not integrated and have no plans to integrate. The assimilation of alumni relations and institutional fundraising is an ongoing trend that we identified in last year's study. We've recently written about the issue in this article "Is Alumni Relations Becoming Subordinate to Fundraising."

6.1% The percent increase in the number of alumni organizations who report their alumni budget has increased in 2016. Overall, **38%** of alumni organizations report an increase in budget in 2016. Still, **56%** report their budget has decreased or remained the same.

4 The average number of solicitations higher education institutions send to new graduates within the first twelve months after they graduate.

This raises ongoing questions about the increasing assimilation of alumni relations with institutional fundraising, and how cultivation and engagement efforts may be taking a back seat to the demands of fundraising. See this article and analysis here: When Development Treats Alumni Like Their ATM.

27 %

01/07   02/07   03/07   02/07

Using The VAESE To Identify Peer Alumni Organizations

At the risk of stating the obvious, the size, reach and funding of your alumni organization makes a huge difference on how effective you are at alumni engagement. Not surprisingly, there's a significant gap that exists between the well-funded alumni organizations, and those that must scratch out an existence.

Alumni organizations mature in phases, and all organizations fit somewhere in the continuum between a small alumni organization with a part-time employee, and the multi-million dollar alumni enterprise with C-level executives and an endowment revenue stream. Knowing where your organization fits into that continuum requires good data, along with the ability to properly analyze and utilize business intelligence to make good decisions. The survey data reveals that many organizations struggle year after year with gathering and analyzing their business data. And it starts with being unable to find reliable, rigorous data they can use.

When alumni and advancement executives look for actionable data, it is difficult to find trustworthy benchmark comparisons. The VAESE study was created to help solve that issue. But we've discovered that a number of alumni organizations are comparing their organizations with the wrong peer alumni organizations.

The standard for comparing peer alumni organizations is not necessarily the same as those for peer academic institutions. Academic institutions will use factors such as liberal arts vs. a professional or technical curriculum, the number and quality of faculty, endowment size, or the number of undergraduate and graduate programs.

For alumni organizations, the most common method of comparison is to use athletic conference affiliation. This can be helpful, but it isn't always accurate. Every institution differs in how they embrace alumni relations. Institutions from the same athletic conference may have started their alumni relations program at very different stages. Some began their alumni programs early on, while others have been playing catch-up for decades.

Other senior executives wrongly believe they should compare their alumni organization with their athletic rivals, but doing so ignores institutional history, focus, resources, culture, staffing, etc.

Rather than comparing such factors as the size of the institution's athletic budget or the number of alumni staff, executives should consider variables such as total number of alumni, whether the institution is private or public, the degree to which alumni relations and development/fundraising operations are integrated; whether they are dues-paying or non dues-paying, etc. All of these can be important factors in finding the right peer alumni organization.

This report includes ten groupings of the most common differentiators among alumni organizations. They include:

- Private Institutions (receiving little or no tax-payer funds) vs. Public Institutions (government sponsored and/or partly funded by tax-payers)
- 100,000+ alumni vs. fewer than 100,000 alumni
- Dues-paying organizations vs. Non dues-paying

- Integrated alumni/development organizations vs. non-integrated alumni organizations
- Power 5 Conference Schools vs. Non-Power 5 Conference Schools

You'll find 44 separate metrics measuring institutional and organizational demographics, along with the most common practices used to attract and engage alumni. Hopefully this data can provide your organization with sufficient comparable information to help you make well-informed decisions.

On a final note, this year's VAESE study uses the Power 5 Conference Schools as a comparable category, instead of a broader category we used last year comparing all NCAA Division 1 Conference Schools. The Power 5 Conference Schools represent 65 institutions that comprise the ACC, Big East, Big 12, SEC, and Pac-12 conferences. These organizations are unique because of their size, budgets, reach, and exposure. They are so different in comparison to most other alumni organizations, that data accuracy suggests we separate their data from all other organizations. Their responses are often statistical outliers for the general population of alumni organizations, and can skew overall results in ways that may be deceiving or confusing.

Additionally, we can give these organizations better, more accurate information they can use to compare themselves. With the help of Andy Washburn at Nebraska, we were able to attract a high participation rate from the Power 5 Conference S   chools. We are pleased that 85% of these institutions participated, giving us a decent margin of error of +/- 4.91%.

The State Of Alumni Relations In Higher Education

For all higher education professionals employed to attract, connect with and engage your alumni, this 2nd annual VAESE Alumni Relations Benchmarking Study offers new data to help you do your job better and make smarter business decisions.

This survey is a snapshot of the state of the industry, from both a granular and higher level, and can help us identify trends that matter and those that don't.

For most big budget alumni organizations, times are pretty good. Budgets, membership, engagement and staffing all show indications that trends are heading in the right direction.

But things aren't quite so rosy for medium and small alumni organizations.

The data shows many changes are occurring that have a big influence on how alumni professionals are accomplishing their jobs. Not only is technology having a greater impact on alumni relations, but complaints persist about staffing and funding shortages, forcing many executives to make difficult decisions about goals and priorities.

But the data suggests something more insidious is occurring above and beyond a shortage of staff or resources. We see ample evidence of alumni and advancement officers failing to execute many of the basic fundamentals of alumni/advancement, with many engaging in self-defeating and short-sighted practices such as:

- Asking for money without a strong & compelling case for support
- Soliciting alumni before they've been sufficiently cultivated
- Not offering alumni real benefits that will incentivize engagement and giving
- Not showing donors the positive results of their gifts
- Not sufficiently thanking and recognizing gifts and contributions
- Ignoring non-giving alumni and making them feel like second-class citizens
- Ignoring disaffected alumni, and not tracking institutional opt-out trends
- Having no process in place to repair strained relationships

Many factors may contribute to institutions ignoring these best practices. It appears, however, that many placed in leadership roles are making poor business decisions because they lack rudimentary business acumen and experience. We see evidence of a clear disconnect between well-established fundraising and engagement best practices, and key decisions made by alumni and advancement front offices. Unfortunately, some are establishing institutional goals based on faulty assumptions or even wishful thinking,

instead of using readily available and commonly accepted best practices that would help them succeed.

The VAESE study exposes this sad reality. Here are a few statistical nuggets as evidence:

The survey reveals that 70% of alumni organization State their top goal for next year is to increase alumni engagement. However, of those schools who profess such interest in engaging their alumni:

- 5% don't have an alumni website.
- 12% do not use common analytics like "opens," "clicks" or "likes," to measure email and social media efforts.
- 17% are failing at database management, collecting email addresses for fewer than 30% of their alumni.
- 18% don't know the demographics of their alumni, and can't venture a guess

regarding the percentage of GOLD alumni (Graduates of the Last Decade).

- 19% do not use any tools whatsoever to measure the effectiveness of their engagement efforts.
- 24% don't offer their alumni any type of career services benefit.
- 42% have never surveyed their alumni.
- 46% choose not to offer their alumni any benefits, but instead appeal to their alumni's philanthropic generosity and/or loyalty as their primary method of getting alumni to engage, join or give.

I realize budgets are tight and resources are hard to come by. But as in any business enterprise, leaders must make tough decisions based on realistic business objectives. (And if you cringe at the thought of your alumni and advancement operation as a commercial enterprise,

you're in the wrong profession.) If daily, weekly and monthly tasks are driven by reacting to circumstances, rather than being proactive with setting and striving to achieve specific business goals, then your program is destined for mediocrity or failure.

I recommend several great resources at the CASE website, along with many wonderful online training programs, or attending in-person seminars and conferences. One of the best things about working in alumni relations is that our organizations don't compete with each other. We are a wonderfully and uniquely collaborative group. You can usually get sound, competent and helpful advice from other alumni professionals at any nearby alumni organization. All you have to do is ask.

Alumni professionals' anxiety index

The Anxiety Index is a tool used to measure how alumni professionals feel about their work in alumni relations. It's a metric that has immediate relevance and increased meaning over time as we compare the results from year to year.

It is calculated by measuring responses to a series of questions relating to alumni professionals' most pressing fears and concerns. The Anxiety Index combines the results from three broad categories:

Institutional Support: This score relates to general concerns about the institution's willingness and ability to sustain the alumni organization and its programming, such as budgets, staffing, and fears of reorganization. It also reveals the level to which alumni professionals feel their institution is invested in the work of alumni relations, and whether they sense their work is being neglected or ignored by administrators.

Organizational Concerns: This score relates to concerns about the alumni organization itself, and the worries they have related to leadership, alumni engagement, the ongoing demands of technology, and sharing of workloads among staff members.

Job Security: This score relates to questions about employment, their fear of losing their job, whether they lose sleep about work-related issues, and their personal future in alumni relations.

This year's study of the Alumni Professionals' Anxiety Index offers these insights: Consistent with last year's results, we see a relative tie between the two most common issues causing anxiety among alumni relations professionals:

1- "Not having enough staff to complete necessary tasks" Two of three respondents—or 64.1%— report that being understaffed is either "very" or "somewhat concerning."

2- Similarly, we see the ongoing "concern about the lack of alumni engagement." 64% of respondents report that disengaged alumni rank at the top of their list as the most anxiety-causing concern.

Institutional Support
Alumni professionals' anxieties relating to all the questions in the category of Institutional Support jumped 6.3% over last year. The largest jump (8%) relates to the issue of "not having enough time in the day to complete necessary tasks."

The second biggest worry was a 7.9% jump regarding alumni professionals who fear their work is "being ignored/neglected by (their) superior."

These responses pose an interesting dilemma for executives who manage alumni professionals. Managers seem to be quite busy with their own responsibilities. So much so, that concerns about a micro-managing leadership style may be less prevalent industry-wide.

But as the pendulum swings in the other direction, is the hands-off approach too much of a good thing? Is your silence conveying a message of dissatisfaction with the work of your subordinates? Are you neglecting recognition of your staff's accomplishments, dedication, and work ethic? Are you providing sufficient

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opportunities for career development and advancement? Do you reward success and allow for sufficient downtime?

Technology Matters:

The issue from the Anxiety Index showing the biggest change over last year's results points to fears about how alumni professionals are coping with "the increasing demands of technology on your job." The index for this issue was up 19% over last year.

This correlates with our research indicating a major disruption in communication preferences taking place among all consumers, but especially your educated and tech-savvy alumni. Telephone and voice communications are being supplanted by email, mobile apps and web chats. (See the research and related analysis in this article "Alumni Phonathons: Not Dead...Yet").

In addition, alumni organizations are increasingly relying on technology, and the demands on alumni professionals include mastering such tasks as:

- Using technology to better understand business and marketing analysis, market structures, segmentation, consumer behavior, accounting, finance, and enterprise strategy

- Social marketing, along with an understanding of how to create actionable reporting analytics that direct the organization's ongoing business communication decisions

- Using technology tools to conduct controlled research and analysis aimed at identifying alumni trends and subsequently directing programming decisions

- Understanding and troubleshooting IT resources like SaaS databases, cloud computing, SEO, web design, CSS, HTML, web analytics, m-commerce, mobile optimization, etc.

If you are an alumni and/or advancement decision-maker with the responsibility for staff development, are you doing enough to keep your staff up-to-date on their skills?

Is training your staff a "necessary evil" that seems to be a drag on your budget, or do you see staff development as a way of expanding your output capacity? See our article here about keeping up with the demands of staff development.

Of Least Concern

As for the least anxiety causing issues among alumni/advancement professionals, is their "fear of losing their job." We can report that 90.8% of alumni professionals have "little" or "no concern" about losing their job. Another impressive result points to how well we get along with our co-workers. Most organizations aren't facing significant issues with fellow employees not pulling their weight, as 79% report they have "little" or "no concern" about the work ethic of their fellow employees.

ALUMNI PROFESSIONALS' ANXIETY INDEX

Category	Very Concerned	Somewhat Concerned	A little concerned	No Concern
Your fear of not having enough staff to complete necessary tasks	94			27
The lack of engagement among your alumni constituents	81			26
Your fear of not being able to catch up on your work	56			48
The lack of strategic leadership	54			89
Your fear that alumni relations is being neglected by the institution's administration	48			90
Your fear of having your organization's budget cut	44			57
The increasing demands of technology on your job	31			81
The lack of technological skills among your office staff	30			106
Your fear of being ignored/neglected by your superior	24			152
Your losing sleep about your work/job in alumni relations	21			125
Your fear that your alumni relations office will be reorganized	18			116
Your fear of not being able to find a new job if you lost this job	16			138
The work ethic of your fellow employees in your office	13			157
Your fear of losing your job	7			171

■ Very Concerned   ■ Somewhat Concerned   ■ A little concerned   ■ No Concern

Summary of VAESE Results

As stated previously, this study looks at the many facets of alumni engagement. We've pulled the most pertinent stats as it relates to these relevant topics:

1. Organizational structures
2. Staffing
3. Technology
4. Budgeting
5. Marketing & communication
6. Membership
7. Programming

Organizational

- 89.6% of alumni organizations are dependent or interdependent on their institution for financial support.
- 60.9% of respondent organizations report an annual programming budget (excluding salaries) of $250,000 or less.
- 59% of respondent organizations report a total annual budget (including salaries) of $500,000 or less.
- 73% of alumni organizations report to being a nondues-paying model.

- The typical alumni organization can communicate with 61% of its alumni.
- Alumni organizations that are fully integrated with the fundraising/development operation (sharing people and other resources) have on average, a 56% larger budget than alumni organizations that are not integrated.
- 56% of alumni organizations have the same or smaller budget than five years ago.
- 33% of alumni organizations in North America have at least half of their alumni living in a different state/province than the main/primary campus.
- 10.5% of alumni organizations are financially and/or organizationally autonomous of their institution.

Staffing

- 56% of alumni offices have six or fewer full-time employees.
- 73.6% of alumni organizations have 1 FTE or less dedicated to administrative or clerical functions.

- 62% of alumni organizations have not seen an increase in their office staff in the past 5 years, and 22% have seen a decrease in their staff.
- 52.9 is the average age of executive directors/senior alumni executives, meaning the majority were born prior to 1964. When excluding the senior alumni executive, the average age of all other full-time professional alumni staff members is 34.5 years. Most of these staff members were born after 1980. The gap between senior alumni executive and staff is 20.4 years, or a typical generation. As most senior alumni executives are digital immigrants, and most alumni staff are digital natives, this article talks about the Digital Generation Gap in Alumni Relations.

Technology

- 73.4% of alumni organizations believe they need to update the technology solutions they offer to engage alumni.
- 41.8% of Power 5 Conference Schools report having a dedicated mobile app to communicate with their alumni.

Only 8.2% of all other schools report to having a dedicated mobile app.

- 13.8% of non-dues paying organizations have a dedicated mobile app, while 36.1% of dues-paying organizations have a mobile app.

- 73% of senior alumni executives report to using Facebook daily, versus 40% who use LinkedIn daily.

- 20% of senior alumni executives report they are not tech savvy and/or are not interested in using technology to engage alumni.

- 36% of senior alumni executives report to never using Twitter

- 66% of senior alumni executives report they are "mostly" or "somewhat" proficient with technology, versus 88% of staff members that rate themselves the same way. "

Marketing & Communications

- 93% of alumni organizations don't offer any alumni benefits, or the benefits they do offer aren't compelling enough to engage alumni.

- 32% of alumni organizations choose

not to offer their alumni any benefits, but instead appeal to their alumni's philanthropic generosity and/or loyalty in order to get alumni to engage, join or give.

- 79% of alumni organizations use response rates (opens/clicks/visits, etc) as a primary tool to measure the effectiveness of their communication and engagement efforts. 77% use social media amplification metrics such as shares/reposts.

- 18% of alumni organizations have between 10-29% of their alumni living internationally.

- 61% of organizations have seen alumni opt-out rates increase or not improve. Only 8.5% have seen a decrease in opt-out rates.

- 28 is the average number of emails alumni organizations send "most or all of their alumni" per year. Power 5 Conference Schools send an average of 36 emails per year.

- 47% of alumni organizations report to having a mailable address for four out of five of their alumni constituents.

- 22% of alumni organizations send less than 1 email per month to "most or all of their alumni."

- 57.9% of private institutions have a student call center/phonathon. This compares to 45.3% of public institutions.

Membership

- 81% of alumni organizations report that "Loyalty/giving back to alma mater" is the most common reason why members join.

- 72% of alumni organizations report "lack of engagement" as the top reason why members don't renew.

- 69% of alumni organizations' top goal for this year is to boost alumni engagement.

- 59% is the average membership renewal rate for dues-paying organizations.

- 57% of alumni organizations report that using telephone solicitations to solicit to new members, is "somewhat or not effective".

- 46% of dues-paying alumni organizations report an increase in membership over the past year, 56% report an increase over the past 5 years.

- 42% of alumni organizations report that person-to-person requests are the most effective method of soliciting NEW members to join.

- 23% of alumni organizations report to having a dues-paying structure, offering benefits for a paid membership.

- 20% of alumni organizations' top goal for this year is to increase member acquisition or retention.

Programming

- 87% of respondent organizations report they "do a poor job," or "need to do more" to attract and engage young alumni.

- 80% of alumni organizations report that "blogs, social media and e-newsletters" have the most impact on alumni engagement. 71% say "clubs, chapters and reunions" are the most impactful.

- 77% of alumni organizations have success in engaging their alumni using compelling content, such as print publications, social media, blogs, e-newsletters, etc. Of all methods to engage alumni, content creation is the most effective tool.

- 65% of alumni organizations view networking and mixers as their most popular career services benefit. The second most popular is LinkedIn (60%).

- 20.7% of organizations cite the most frequently used alumni survey instrument is the CASE Member Magazine Readership Survey. 37.8% of alumni organizations do not conduct alumni engagement studies.

- 48% of alumni organizations use ROI as a primary tool to measure the effectiveness of their engagement efforts.

- 14% of alumni organizations offer benefits that have a strong influence on motivating alumni to engage/join/give.

Comparative Survey Data

In addition to offering the overall survey results, we have segmented the data into five pertinent segments. They include:

Private vs. Public: Identifies the type of institution as it relates to being a private or non-government owned/funded institution versus a publicly owned/funded institution. For the purpose of this specific comparison, we've excluded the very small percentage of for-profit institutions.

Power 5 Conference vs. Non Power 5 Conference: The Power 5 Conference Schools represent 65 institutions that comprise the ACC, Big East, Big 12, SEC and Pac-12 conferences. These organizations are unique because of their size, budgets, reach, and exposure. They are so different in comparison to most other alumni organizations, that data accuracy suggests we separate their data from all other organizations. Their responses are often statistical outliers for the general population of alumni organizations, and can skew overall results in ways that may be deceiving or confusing.

Total Alumni: Identifies institutions that report having 100,000 or more total alumni, versus those with less than 100,000 total alumni.

Dues-Paying organizations vs. Non Dues-Paying: Identifies institutions that offer benefits for alumni paying a membership fee verses non dues-paying model in which alumni have equal access to alumni benefits/programming. For the purpose of this specific comparison, we've excluded the very small percentage of institutions offering a tiered benefits model for both donors and alumni.

Integrated Alumni/Development Organizations vs. Non-Integrated Alumni Organizations: Institutions that have integrated their alumni/development organizations often operate quite differently than those that aren't integrated.

Contents:

Section I: Institutional Demographics

1. What best describes your institution?

n=858 Answer Options	Overall Response	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Private	37%	15.5%	22.4%	14.1%	52.8%	8.3%	49.5%	43.7%	21.4%
Public	49%	82.5%	76.1%	81.8%	29.2%	86.7%	33.9%	39.5%	72.3%
For-profit	1%	0.0%	0.0%	0.0%	1.5%	0.0%	1.0%	1.1%	0.9%
2-year Community/Jr	2%	0.0%	1.5%	0.0%	3.6%	0.0%	3.6%	2.6%	1.8%
Higher Ed not in the USA	6%	0.0%	0.0%	2.0%	4.6%	1.7%	5.2%	5.3%	3.6%

INSTITUTION TYPE (PUBLIC/PRIVATE/OTHER)

2-year Community/Jr, 2%
Higher Ed not in the USA, 6%
For-profit, 1%
Private, 37%
Public, 49%
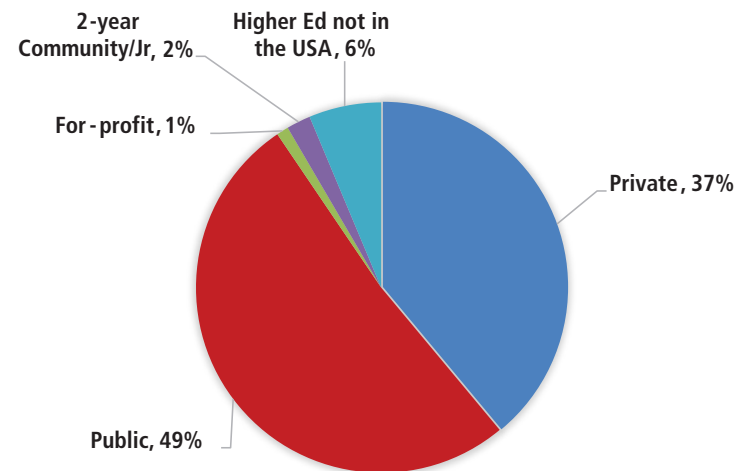
2. Identify the country your organization resides:

PARTICIPATION BY COUNTRY

Other
3%

United Kingdom
4%

Canada
2%

Australia
1%

United States
91%
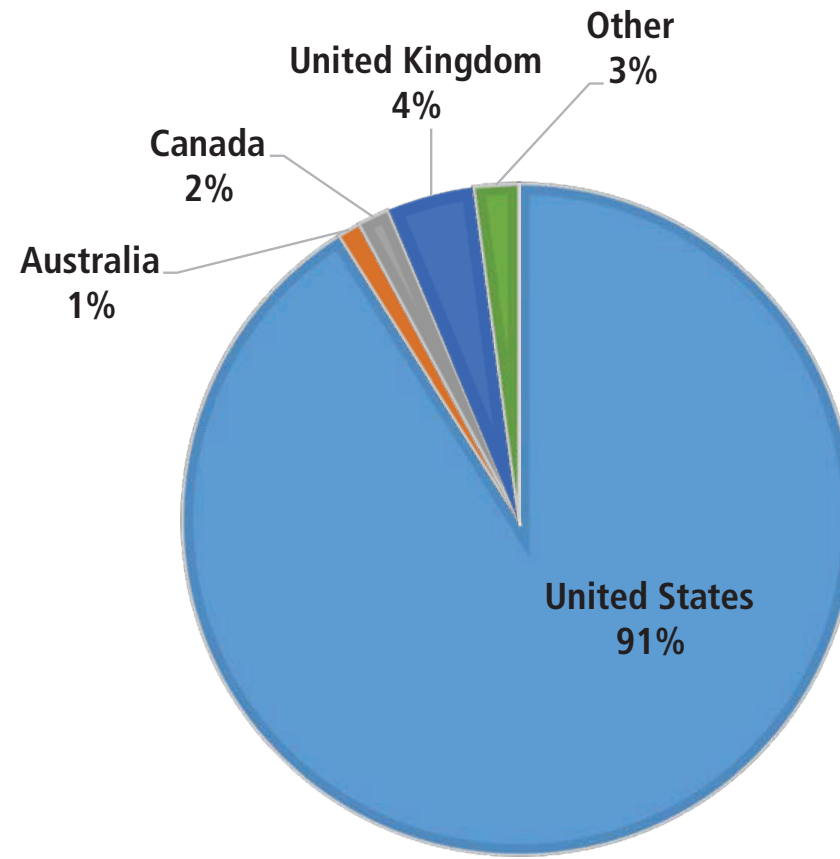
*May not add to 100% due to rounding

3. What is your CASE District?

RESPONDENTS BY CASE DISTRICT
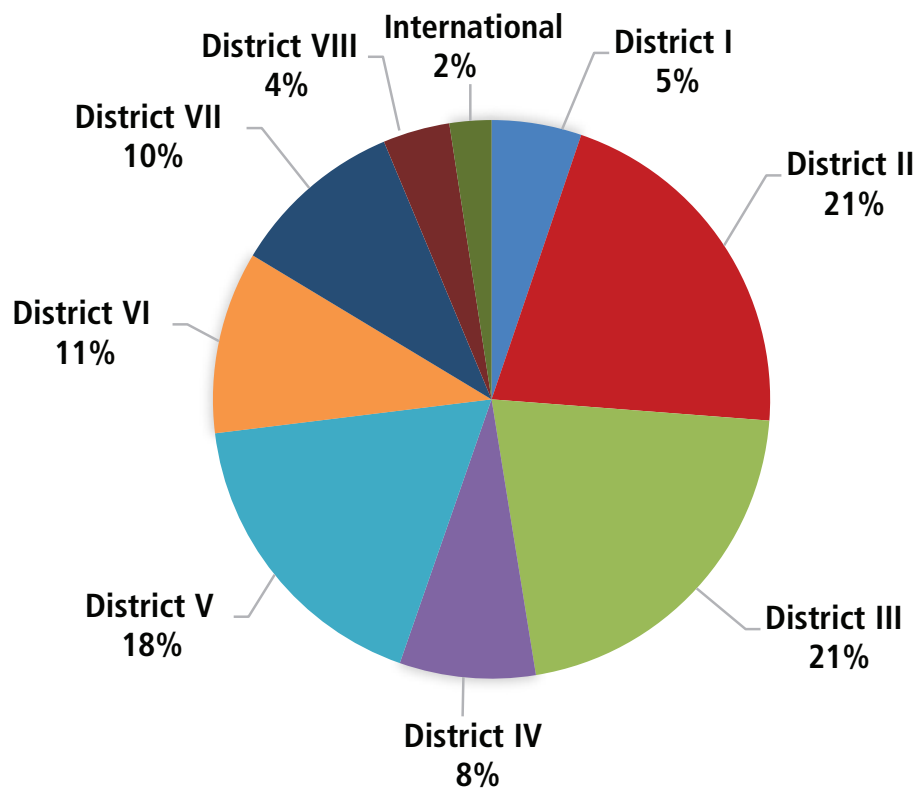
4. How would you describe your alumni organization's connection with your institution/school?

Answer Options	Overall Response	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Autonomous / Independent	10.5%	4.0%	14.7%	16.7%	15.3%	8.5%	8.9%	19.6%	3.8%	8.3%	14.3%
Semi-autonomous / Inter-dependent	45.7%	36.5%	59.9%	63.1%	49.2%	63.4%	37.6%	72.5%	35.7%	43.8%	58.9%
Not autonomous / Dependent	43.9%	59.5%	25.4%	20.2%	35.6%	28.0%	53.5%	7.8%	60.5%	47.9%	26.8%

n=844

ALUMNI ORGANIZATION'S CONNECTION TO INSTITUTION

Autonomous 10.5%

Not Autonomous 43.9%

Semi-Autonomous 45.7%
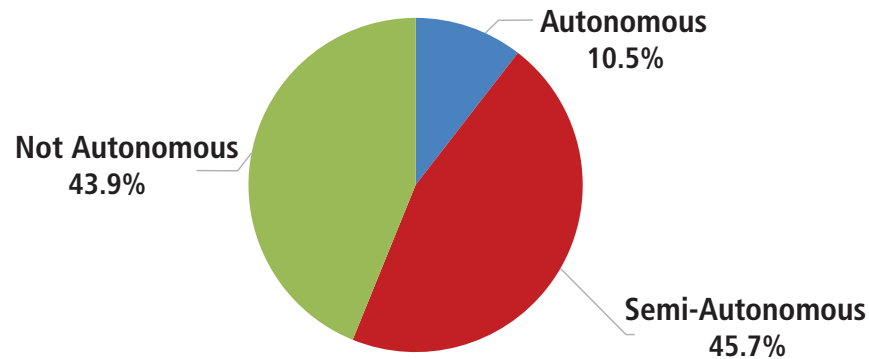
5. When it comes to the integration of the fundraising/development operation and the alumni relations operation at your institution, how would you describe the level of integration?

ALUMNI/FUNDRAISING INTEGRATION

Discussed integration, but no plans
4%

Not integrated & have no plans to integrate
4%

We collaborate but are not integrated
31%

Not integrated but working to integrate
10%

Fully integrated
51%
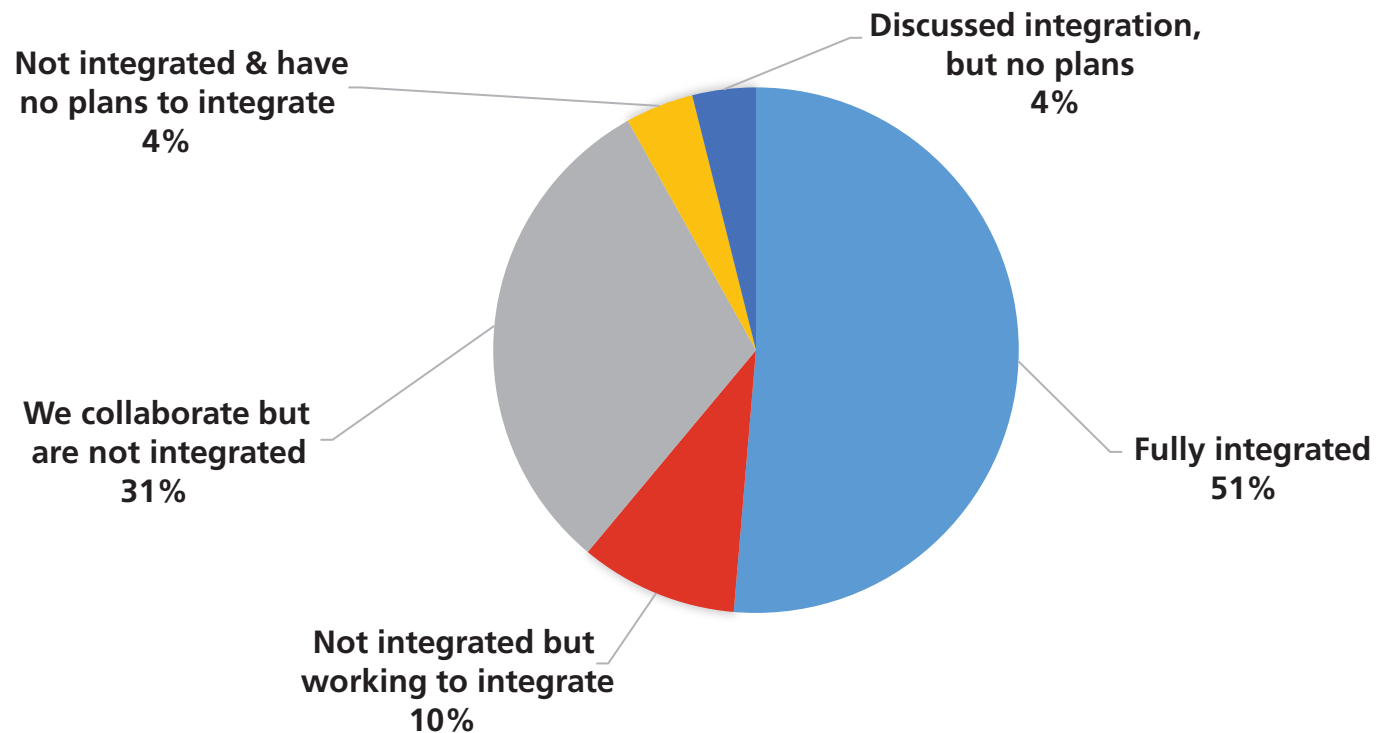
6. How many FTEs (full-time equivalent employees) are currently working in an alumni relations and/or engagement capacity? (Please exclude those who work primarily in an institutional fundraising capacity.)

n=649 Answer Options	Overall Response	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Less than 1	1.9%	1.6%	2.2%	0.0%	0.0%	0.0%	3.8%	2.0%	2.5%	2.6%	0.9%
1	13.7%	18.4%	10.1%	0.0%	3.3%	0.0%	24.4%	3.9%	21.5%	18.0%	7.0%
2	11.8%	19.2%	7.3%	0.0%	6.7%	1.2%	21.8%	13.7%	13.3%	13.8%	8.8%
3	7.3%	8.8%	5.6%	1.2%	6.7%	2.4%	11.5%	5.9%	8.9%	9.5%	3.5%
4	7.3%	7.2%	7.3%	1.2%	8.3%	3.6%	7.7%	2.0%	8.2%	9.5%	4.4%
5	7.7%	8.8%	7.3%	1.2%	8.3%	8.3%	7.7%	2.0%	11.4%	10.1%	3.5%
4-6	21.4%	23.2%	20.7%	2.4%	33.3%	16.7%	23.1%	13.8%	25.9%	25.4%	15.8%
7-9	7.7%	6.4%	8.4%	1.2%	16.7%	9.6%	5.8%	3.9%	6.9%	6.8%	7.9%
10-14	7.7%	10.4%	6.1%	17.5%	6.7%	10.8%	5.7%	9.9%	5.0%	5.3%	10.5%
15-19	5.3%	3.2%	7.3%	10.5%	8.3%	13.2%	1.2%	5.9%	3.7%	5.2%	6.3%
20-29	13.6%	4.8%	19.6%	36.2%	13.4%	25.2%	1.2%	25.6%	5.0%	8.0%	22.9%
30-39	3.4%	0.0%	5.7%	11.8%	1.7%	8.4%	0.0%	7.9%	2.5%	3.6%	3.5%
40-49	2.5%	1.6%	2.9%	7.1%	3.4%	4.8%	1.2%	2.0%	2.5%	1.0%	4.5%
50 or more	3.5%	2.4%	4.5%	12.8%	0.0%	8.3%	0.0%	5.9%	1.9%	0.5%	8.8%

7. Within your alumni organization, how many FTEs are primarily dedicated to administrative or clerical functions? (Exclude those involved directly in programming, events, and/or engagement.)

n=640		Private	Public	Power 5	Non-Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Overall Response	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Less than 1	32.6%	30.3%	14.9%	0.0%	16.9%	6.0%	35.8%	11.8%	29.2%	25.9%	17.1%
1	40.9%	36.1%	28.6%	6.0%	35.6%	16.7%	41.7%	21.6%	37.0%	37.8%	18.9%
2	9.1%	18.0%	15.4%	16.7%	23.7%	17.9%	13.2%	15.7%	13.6%	15.7%	16.2%
3	3.2%	5.7%	6.3%	7.1%	10.2%	7.1%	4.0%	5.9%	4.5%	3.8%	8.1%
4	3.8%	1.6%	10.3%	16.7%	5.1%	13.1%	1.3%	15.7%	2.6%	3.8%	10.8%
5	2.8%	2.5%	5.7%	14.3%	3.4%	7.1%	1.3%	3.9%	3.9%	4.3%	6.3%
6	1.3%	2.5%	2.9%	6.0%	0.0%	4.8%	0.7%	3.9%	2.6%	2.2%	3.6%
7	0.8%	0.0%	2.3%	4.8%	0.0%	3.6%	0.0%	2.0%	0.6%	1.1%	1.8%
8	1.1%	0.8%	2.9%	6.0%	0.0%	3.6%	0.7%	2.0%	1.3%	2.2%	1.8%
9	0.6%	0.0%	1.7%	3.6%	0.0%	2.4%	0.0%	2.0%	0.6%	1.1%	0.9%
10	1.3%	0.0%	4.0%	6.0%	1.7%	6.0%	0.7%	2.0%	2.6%	1.6%	3.6%
11	0.4%	0.0%	1.1%	2.4%	0.0%	1.2%	0.0%	2.0%	0.0%	0.0%	1.8%
12	0.4%	0.0%	1.1%	2.4%	0.0%	2.4%	0.0%	3.9%	0.0%	0.0%	1.8%
13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
14	0.2%	0.0%	0.6%	1.2%	0.0%	1.2%	0.0%	2.0%	0.0%	0.0%	0.9%
15	0.2%	0.0%	0.6%	1.2%	0.0%	1.2%	0.0%	2.0%	0.0%	0.0%	0.9%
16	0.4%	0.8%	0.6%	2.4%	0.0%	1.2%	0.0%	2.0%	0.0%	0.0%	1.8%
17-18	0.2%	0.0%	0.6%	1.2%	0.0%	1.2%	0.0%	2.0%	0.0%	0.0%	0.9%
19-20	0.6%	1.6%	0.0%	1.2%	3.4%	2.4%	0.7%	0.0%	0.6%	0.5%	1.8%
21-40	0.2%	0.0%	0.6%	1.2%	0.0%	1.2%	0.0%	0.0%	0.6%	0.0%	0.9%

8. Within the past five years, has the number of employees in your alumni organization increased, decreased or remained the same?

n-640		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Increased	38.0%	35.0%	48.6%	60.0%	46.8%	54.8%	34.8%	49.0%	37.6%	44.2%	41.9%
Decreased	22.3%	24.3%	13.8%	6.7%	19.1%	14.3%	20.6%	9.8%	21.7%	17.9%	16.3%
Remained the same	38.5%	40.8%	36.2%	31.7%	34.0%	29.8%	43.9%	41.2%	40.1%	36.5%	41.9%
Don't know	1.2%	0.0%	1.4%	1.7%	0.0%	1.2%	0.6%	0.0%	0.6%	1.3%	0.0%

9. Within the past five years, has your budget for alumni programs and activities increased, decreased or remained the same?

n=602		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Increased	38.4%	36.9%	39.6%	58.3%	34.0%	50.0%	32.1%	43.1%	36.1%	40.1%	38.4%
Decreased	23.6%	29.1%	19.4%	10.0%	21.3%	14.3%	27.6%	21.6%	24.1%	22.3%	25.6%
Remained the same	32.4%	29.1%	35.3%	21.7%	42.6%	29.8%	35.9%	29.4%	34.8%	33.8%	29.1%
Don't know	5.6%	4.9%	5.8%	10.0%	2.1%	6.0%	4.5%	5.9%	5.1%	3.8%	7.0%

10. What is your alumni organization's annual budget? (Please include salaries & benefits for employees.)

Answer Options	n=510 Response Percent	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Up to $50,000	8.5%	10.5%	6.6%	0.0%	8.3%	0.0%	12.9%	5.1%	7.1%	11.7%	3.1%
$50,000 - $100,000	12.2%	17.1%	9.4%	0.0%	2.8%	1.6%	17.7%	5.1%	14.2%	12.5%	10.8%
$100,001 - $150,000	8.5%	10.5%	7.5%	2.6%	5.6%	0.0%	12.9%	7.7%	7.9%	10.8%	4.6%
$150,001 - $200,000	6.4%	7.9%	4.7%	0.0%	2.8%	0.0%	9.7%	0.0%	9.4%	7.5%	4.6%
$200,001 - $250,000	9.0%	17.1%	2.8%	0.0%	5.6%	1.6%	12.9%	7.7%	9.4%	10.8%	4.6%
$250,001 - $300,000	3.7%	2.6%	4.7%	0.0%	2.8%	1.6%	4.8%	5.1%	3.9%	4.2%	3.1%
$300,001 - $350,000	3.7%	1.3%	5.7%	0.0%	2.8%	1.6%	4.8%	0.0%	5.5%	3.3%	4.6%
$350,001 - $400,000	2.7%	1.3%	3.8%	0.0%	8.3%	1.6%	3.2%	5.1%	2.4%	2.5%	3.1%
$400,001- $450,000	1.1%	1.3%	0.9%	0.0%	2.8%	1.6%	0.8%	0.0%	0.8%	1.7%	0.0%
$450,001- $500,000	3.2%	2.6%	3.8%	0.0%	8.3%	6.3%	1.6%	2.6%	3.9%	3.3%	3.1%
$500,001 - $600,000	5.9%	7.9%	3.8%	0.0%	5.6%	4.8%	6.5%	0.0%	7.9%	5.8%	4.6%
$600,001 - $700,000	2.7%	1.3%	3.8%	2.6%	5.6%	4.8%	1.6%	2.6%	3.1%	0.8%	6.2%
$700,001 - $800,000	1.6%	0.0%	2.8%	0.0%	5.6%	3.2%	0.8%	2.6%	1.6%	2.5%	0.0%
$800,001 - $900,000	1.6%	1.3%	1.9%	2.6%	2.8%	1.6%	1.6%	0.0%	2.4%	0.8%	3.1%
$900,001 - $999,999	2.7%	2.6%	1.9%	0.0%	5.6%	3.2%	2.4%	0.0%	3.9%	2.5%	3.1%
$1 million - $1.5 million	4.8%	2.6%	6.6%	7.7%	16.7%	14.3%	0.0%	10.3%	3.1%	4.2%	6.2%
$1.51 million - $2 million	3.2%	3.9%	2.8%	7.7%	2.8%	4.8%	2.4%	5.1%	2.4%	0.8%	7.7%
$2 million - $2.5 million	1.6%	2.6%	0.9%	2.6%	2.8%	3.2%	0.8%	2.6%	1.6%	2.5%	0.0%
$2.51 million - $3 million	3.7%	2.6%	4.7%	12.8%	2.8%	7.9%	1.6%	2.6%	3.1%	3.3%	4.6%
$3 million - $3.5 million	1.6%	1.3%	1.9%	5.1%	0.0%	3.2%	0.8%	0.0%	2.4%	1.7%	1.5%
$3.51 million - $4 million	3.2%	1.3%	4.7%	15.4%	0.0%	9.5%	0.0%	10.3%	1.6%	1.7%	6.2%
$4 million - $4.5 million	1.1%	0.0%	1.9%	5.1%	0.0%	3.2%	0.0%	5.1%	0.0%	0.0%	3.1%
$4.51 million - $5 million	0.5%	0.0%	0.9%	2.6%	0.0%	1.6%	0.0%	0.0%	0.0%	0.8%	0.0%
$5 million - $6 million	3.2%	0.0%	5.7%	15.4%	0.0%	9.5%	0.0%	12.8%	0.0%	1.7%	6.2%
$6 million - $7 million	1.6%	0.0%	2.8%	7.7%	0.0%	4.8%	0.0%	5.1%	0.8%	0.8%	3.1%
$7.1 million - $10 million	0.5%	0.0%	0.9%	2.6%	0.0%	1.6%	0.0%	0.0%	0.8%	0.0%	1.5%
$10 million +	1.6%	0.0%	1.9%	7.7%	0.0%	3.2%	0.0%	2.6%	0.8%	1.7%	1.5%

M12706

11. What is your alumni organization's annual programming budget? (Exclude salaries & benefits for employees)

n=489	OVERALL	Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non Dues	Integrated	Not Integrated
Up to $50,000	26.6%	32.9%	21.2%	2.7%	16.7%	0.0%	39.5%	13.2%	25.8%	33.9%	11.1%
$50,000 - $100,000	14.6%	17.1%	12.5%	0.0%	8.3%	4.9%	19.4%	15.8%	15.9%	15.0%	14.3%
$100,001 - $150,000	10.9%	9.8%	12.5%	0.0%	5.6%	8.2%	12.4%	5.3%	13.6%	11.0%	9.5%
$150,001 - $200,000	5.2%	8.5%	2.9%	2.7%	8.3%	6.6%	4.7%	0.0%	6.8%	6.3%	3.2%
$200,001 - $250,000	3.6%	3.7%	3.8%	0.0%	13.9%	4.9%	3.1%	5.3%	3.8%	2.4%	6.3%
$250,001 - $300,000	7.8%	7.3%	7.7%	10.8%	8.3%	8.2%	7.8%	5.3%	9.8%	6.3%	11.1%
$300,001 - $350,000	4.7%	4.9%	4.8%	2.7%	5.6%	4.9%	4.7%	2.6%	6.1%	4.7%	4.8%
$350,001 - $400,000	1.0%	0.0%	1.9%	2.7%	2.8%	3.3%	0.0%	2.6%	0.8%	0.8%	1.6%
$400,001- $450,000	1.0%	0.0%	1.0%	2.7%	0.0%	3.3%	0.0%	2.6%	0.8%	0.0%	3.2%
$450,001- $500,000	0.5%	1.2%	0.0%	0.0%	2.8%	1.6%	0.0%	0.0%	0.0%	0.8%	0.0%
$500,001 - $600,000	2.6%	3.7%	1.9%	2.7%	5.6%	4.9%	1.6%	2.6%	2.3%	0.8%	6.3%
$600,001 - $700,000	0.5%	0.0%	1.0%	0.0%	2.8%	1.6%	0.0%	2.6%	0.0%	0.0%	1.6%
$700,001 - $800,000	4.2%	4.9%	3.8%	13.5%	2.8%	4.9%	3.9%	7.9%	3.8%	3.9%	4.8%
$800,001 - $900,000	3.1%	0.0%	5.8%	8.1%	8.3%	9.8%	0.0%	5.3%	3.0%	2.4%	4.8%
$900,001 - $1,000,000	0.5%	0.0%	1.0%	2.7%	0.0%	1.6%	0.0%	2.6%	0.0%	0.0%	1.6%
$1 million - $1.5 million	4.7%	3.7%	5.8%	10.8%	5.6%	9.8%	1.6%	2.6%	3.8%	6.3%	1.6%
$1.51 million - $2 million	3.1%	1.2%	3.8%	13.5%	2.8%	6.6%	0.8%	5.3%	1.5%	3.1%	3.2%
$2 million - $2.5 million	1.6%	1.2%	1.9%	5.4%	0.0%	3.3%	0.8%	5.3%	0.8%	0.8%	3.2%
$2.51 million - $3 million	1.0%	0.0%	1.9%	5.4%	0.0%	3.3%	0.0%	5.3%	0.0%	0.8%	1.6%
$3 million - $3.5 million	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
$3.51 million - $4 million	0.5%	0.0%	1.0%	2.7%	0.0%	1.6%	0.0%	2.6%	0.0%	0.0%	1.6%
$4 million - $4.5 million	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
$4.51 million - $5 million	1.0%	0.0%	1.9%	5.4%	0.0%	3.3%	0.0%	0.0%	1.5%	0.8%	1.6%
$5 million - $6 million	0.5%	0.0%	1.0%	2.7%	0.0%	1.6%	0.0%	2.6%	0.0%	0.0%	1.6%
$6 million - $7 million	0.5%	0.0%	1.0%	2.7%	0.0%	1.6%	0.0%	2.6%	0.0%	0.0%	1.6%
$7.1 million+	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

12. When considering your alumni organization's relationship with your intercollegiate athletics department, would you say your relationship is:

Answer Options	n=809 Overall Response	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Superb: We have had no conflicts, and we work very well with each other.	6.6%	8.9%	6.2%	8.0%	6.7%	6.0%	8.0%	12.0%	5.9%	5.9%	10.7%
Excellent: We usually work well together, and any conflicts have been minor.	40.5%	43.5%	49.2%	54.5%	48.3%	48.2%	40.7%	46.0%	40.8%	44.1%	51.8%
Good: We have a few conflicts, and our relationship struggles at times.	29.4%	32.3%	34.5%	36.1%	40.0%	43.4%	30.7%	34.0%	38.2%	36.0%	30.4%
Poor: We don't have a very good relationship.	2.8%	2.4%	2.8%	1.4%	1.7%	0.0%	4.7%	2.0%	2.6%	3.8%	0.9%
Not applicable	21.6%	12.9%	7.3%	0.0%	3.3%	2.4%	16.0%	6.0%	12.5%	10.2%	6.3%

13. How many living alumni/ae make up your total database? (addressable or not)

n=594 Answer Options	Response Percent	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
0-5,000	3.0%	5.2%	1.3%	0.0%	1.9%	0.0%	4.6%	0.0%	3.1%	4.6%	1.2%
5,001-10,000	9.8%	14.1%	5.8%	0.0%	5.8%	0.0%	14.7%	10.2%	9.3%	11.8%	4.8%
10,001-25,000	15.5%	28.1%	3.8%	0.0%	5.8%	0.0%	23.4%	3.4%	21.1%	17.6%	8.3%
25,001-50,000	19.5%	27.4%	13.5%	1.7%	9.6%	0.0%	29.4%	6.8%	23.2%	21.6%	11.9%
50,001-75,000	11.8%	11.1%	12.2%	6.8%	17.3%	0.0%	17.8%	8.5%	12.9%	15.7%	8.3%
75,001-100,000	6.7%	3.0%	10.3%	1.7%	7.7%	0.0%	10.2%	5.1%	7.7%	7.2%	4.8%
100,001-150,000	9.1%	1.5%	14.7%	8.5%	25.0%	27.0%	0.0%	13.6%	8.2%	7.8%	15.5%
150,001-200,000	3.7%	1.5%	5.8%	11.9%	7.7%	11.0%	0.0%	8.5%	2.1%	0.7%	11.9%
200,001-250,000	5.7%	4.4%	7.1%	22.0%	5.8%	17.0%	0.0%	11.9%	3.6%	3.3%	10.7%
250,001-300,000	5.7%	1.5%	9.6%	13.6%	9.6%	17.0%	0.0%	15.3%	3.6%	4.6%	6.0%
300,001-350,000	3.0%	0.7%	5.1%	10.2%	3.8%	9.0%	0.0%	6.8%	2.1%	1.3%	8.3%
350,001-400,000	1.3%	0.7%	1.9%	5.1%	0.0%	4.0%	0.0%	3.4%	0.5%	0.0%	1.2%
400,001-450,000	1.3%	0.7%	1.9%	5.1%	0.0%	4.0%	0.0%	3.4%	1.0%	0.7%	2.4%
500,001-550,000	0.7%	0.0%	1.3%	3.4%	0.0%	2.0%	0.0%	0.0%	0.5%	1.3%	0.0%
550,001-600,000	0.3%	0.0%	0.6%	1.7%	0.0%	1.0%	0.0%	0.0%	0.5%	0.0%	1.2%
600,001-650,000	0.3%	0.0%	0.6%	1.7%	0.0%	1.0%	0.0%	1.7%	0.0%	0.7%	0.0%
650,001-700,000	1.0%	0.0%	1.9%	1.7%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	1.2%
700,001-750,000	0.3%	0.0%	0.6%	1.7%	0.0%	1.0%	0.0%	0.0%	0.0%	0.7%	0.0%
750,000+	1.0%	0.0%	1.9%	3.4%	0.0%	3.0%	0.0%	1.7%	0.5%	0.7%	2.4%

14. Approximately how many of your alumni/ae do you consider addressable? (with a mailable address)

n=598		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
0-5000	9.4%	13.8%	4.7%	0.0%	8.0%	0.0%	14.2%	5.3%	8.4%	12.2%	6.3%
5001-10,000	10.5%	14.6%	7.3%	0.0%	8.0%	1.1%	15.3%	7.0%	12.1%	12.2%	5.0%
10,001-25,000	18.9%	28.5%	10.7%	0.0%	4.0%	0.0%	28.4%	7.0%	24.2%	20.9%	11.3%
25,001-50,000	17.5%	26.9%	10.0%	7.3%	12.0%	1.1%	25.8%	5.3%	21.6%	20.9%	11.3%
50,001-75,000	11.5%	4.6%	16.7%	1.8%	20.0%	6.3%	14.2%	14.0%	10.0%	12.8%	8.8%
75,001-100,000	5.2%	1.5%	8.0%	3.6%	10.0%	11.6%	2.1%	3.5%	6.3%	4.7%	7.5%
100,001-150,000	6.6%	3.8%	9.3%	14.5%	18.0%	20.0%	0.0%	12.3%	4.2%	4.7%	12.5%
150,001-200,000	7.3%	3.1%	11.3%	27.3%	6.0%	22.1%	0.0%	21.1%	3.2%	2.7%	13.8%
200,001-250,000	6.3%	1.5%	10.7%	20.0%	12.0%	18.9%	0.0%	14.0%	5.3%	4.1%	12.5%
250,001-300,000	2.1%	1.5%	2.7%	5.5%	2.0%	5.3%	0.0%	1.8%	2.1%	2.0%	2.5%
300,001-350,000	1.7%	0.0%	3.3%	9.1%	0.0%	5.3%	0.0%	5.3%	1.1%	0.7%	5.0%
400,001-450,000	0.3%	0.0%	0.7%	1.8%	0.0%	1.1%	0.0%	1.8%	0.0%	0.7%	0.0%
500,001-550,000	0.7%	0.0%	1.3%	3.6%	0.0%	2.1%	0.0%	0.0%	1.1%	0.7%	1.3%
600,001-650,000	0.3%	0.0%	0.7%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%
650,001-700,000	0.7%	0.0%	1.3%	1.8%	0.0%	2.1%	0.0%	0.0%	0.0%	0.7%	0.0%
700,001-750,000	0.3%	0.0%	0.7%	1.8%	0.0%	1.1%	0.0%	0.0%	0.5%	0.0%	1.3%
750,000+	0.3%	0.0%	0.7%	1.8%	0.0%	1.1%	0.0%	1.8%	0.0%	0.0%	1.3%

15. For approximately what percentage of all your alumni/ae does your organization have a valid email address?

n=567		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
90-100%	1.1%	1.6%	1.4%	0.0%	4.4%	1.1%	1.6%	0.0%	1.6%	1.4%	1.4%
80-89%	4.4%	4.7%	5.6%	10.2%	2.2%	5.7%	4.8%	11.8%	4.3%	2.8%	9.5%
70-79%	12.6%	19.7%	7.7%	8.2%	13.3%	6.9%	16.5%	7.8%	14.4%	18.1%	8.1%
60-69%	17.4%	19.7%	17.5%	28.6%	17.8%	23.0%	16.5%	7.8%	21.8%	17.4%	21.6%
50-59%	21.3%	18.9%	28.0%	32.7%	22.2%	29.9%	20.2%	33.3%	19.7%	21.5%	20.3%
40-49%	20.6%	15.0%	23.8%	18.4%	28.9%	25.3%	16.5%	25.5%	19.7%	20.8%	20.3%
30-39%	8.7%	7.1%	4.9%	2.0%	2.2%	2.3%	8.5%	7.8%	6.9%	5.6%	9.5%
20-29%	5.5%	6.3%	4.9%	0.0%	2.2%	2.3%	6.9%	0.0%	5.9%	4.2%	5.4%
10-19%	2.8%	2.4%	3.5%	0.0%	0.0%	0.0%	4.3%	2.0%	3.7%	3.5%	0.0%
0-9%	1.1%	2.4%	0.0%	0.0%	0.0%	1.1%	1.6%	2.0%	0.5%	2.1%	0.0%
Do not know	4.6%	2.4%	2.8%	0.0%	6.7%	2.3%	2.7%	2.0%	1.6%	2.8%	4.1%

16. What percentage of your alumni/ae have opted-out of receiving communication from your organization and/or institution?

n=485		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
90-100%	0.4%	0.0%	0.7%	0.0%	2.2%	0.0%	0.6%	0.0%	0.6%	0.0%	0.0%
80-89%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
70-79%	0.4%	0.0%	0.7%	2.1%	0.0%	1.2%	0.0%	0.0%	0.0%	0.0%	1.4%
60-69%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%
50-59%	0.4%	0.0%	0.7%	0.0%	0.0%	1.2%	0.0%	2.0%	0.0%	0.0%	0.0%
40-49%	1.5%	0.8%	2.2%	0.0%	8.9%	2.4%	1.1%	2.0%	1.1%	0.7%	4.2%
30-39%	1.1%	1.6%	0.7%	2.1%	0.0%	2.4%	0.6%	2.0%	1.1%	0.7%	0.0%
20-29%	6.0%	4.9%	5.9%	4.3%	8.9%	8.4%	5.0%	6.0%	6.7%	5.1%	9.7%
10-19%	22.6%	23.6%	21.3%	19.1%	8.9%	20.5%	23.8%	28.0%	22.8%	20.3%	23.6%
0-9%	41.5%	40.7%	43.4%	44.7%	44.4%	36.1%	43.6%	42.0%	40.6%	44.9%	36.1%
Do not know	26.0%	28.5%	24.3%	27.7%	26.7%	27.7%	25.4%	16.0%	27.2%	28.3%	25.0%

17. Within the past five years, has the number of alumni opting-out of communication with your organization/institution increased, decreased, or remained the same?

n=591		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Increased	24.2%	18.8%	30.1%	21.0%	28.0%	33.0%	21.2%	33.3%	23.6%	22.5%	25.0%
Decreased	8.5%	7.5%	5.8%	3.2%	8.0%	4.1%	7.3%	1.7%	6.8%	8.6%	4.8%
Remained the same	36.9%	36.1%	36.5%	38.7%	32.0%	35.1%	37.3%	36.7%	36.6%	39.7%	27.4%
Do not know	30.5%	37.6%	27.6%	37.1%	32.0%	27.8%	34.2%	28.3%	33.0%	29.1%	42.9%

OPT-OUT RATE TREND

Increased 24%
Decreased 30%
Remained the same 37%
Do not know 9%
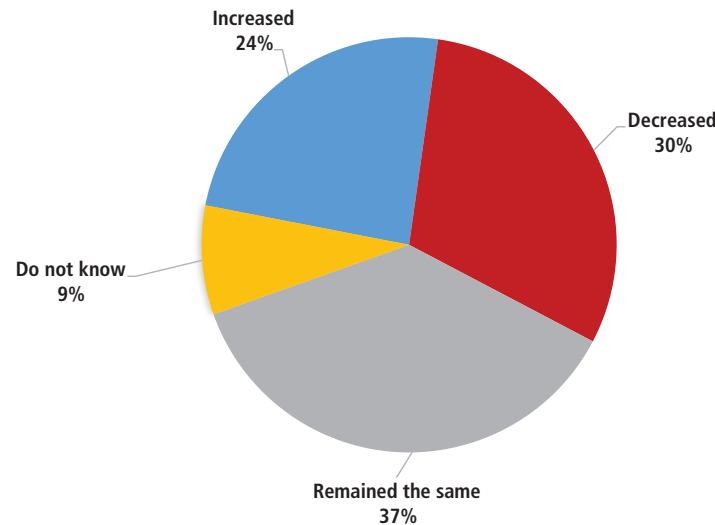
18. How many times per year do you send an email to most or all of your email database?

n=585		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Avg # emails per year to all alumni	28	28	28	36	30	33	26	30	28	30	27

19. Within the first year of graduation, how many gift solicitations does your institution typically send to new graduates?

n=397		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Average # of solicitation per year	3.80	4.06	3.78	3.20	5.07	3.90	3.70	4.32	3.85	3.21	5.30

20. Which of the following channels are used by your organization to engage your alumni/ae?

n=590		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Email	99.6%	100.0%	99.3%	100.0%	100.0%	100.0%	99.5%	99.6%	100.0%	99.3%	100.0%
Facebook	97.9%	98.4%	99.3%	100.0%	100.0%	100.0%	98.4%	100.0%	98.5%	98.6%	98.8%
Website	96.8%	96.8%	98.0%	100.0%	93.9%	97.8%	96.2%	100.0%	95.4%	97.2%	97.5%
Printed magazine/ newsletter	89.4%	87.3%	89.2%	98.2%	87.8%	95.7%	83.7%	93.4%	85.6%	85.2%	91.4%
LinkedIn	85.3%	81.7%	89.2%	87.3%	83.7%	85.9%	85.9%	82.0%	88.2%	86.6%	82.7%
Direct mail / postcard	83.6%	55.7%	76.4%	90.9%	69.4%	79.3%	81.0%	83.6%	80.5%	81.0%	77.8%
Twitter	80.0%	72.2%	81.1%	94.5%	77.6%	88.0%	70.7%	80.3%	75.4%	79.6%	77.8%
Digital/Electronic magazine	59.9%	45.2%	62.2%	74.5%	49.0%	69.6%	46.7%	65.6%	52.3%	50.0%	64.2%
Student Call Center/ Phonathon	50.8%	57.9%	45.3%	47.3%	55.1%	47.8%	52.2%	41.0%	54.4%	53.5%	39.5%
YouTube	42.0%	35.7%	47.3%	54.5%	36.7%	51.1%	36.4%	50.8%	39.0%	41.5%	39.5%
Exclusive Online community	37.6%	30.2%	29.1%	36.4%	30.6%	31.5%	27.2%	29.5%	28.7%	29.6%	27.2%
Dedicated mobile app	17.1%	16.7%	20.9%	41.8%	8.2%	23.9%	14.7%	36.1%	13.8%	12.0%	25.9%
Broadcast advertising	8.3%	4.8%	6.8%	16.4%	4.1%	10.9%	7.1%	11.5%	8.2%	10.6%	6.2%
SMS (text) messages	6.5%	11.1%	8.8%	14.5%	6.1%	14.1%	2.7%	13.1%	4.1%	3.5%	13.6%
Blog	5.8%	9.5%	14.9%	18.2%	10.2%	14.1%	12.0%	8.2%	14.4%	14.1%	11.1%
Other social media app	4.6%	18.3%	20.9%	34.5%	12.2%	29.3%	15.2%	27.9%	17.4%	17.6%	24.7%
Web chat	0.5%	4.0%	10.1%	20.0%	2.0%	16.3%	2.7%	13.1%	5.6%	5.6%	11.1%

21. Which alumni engagement study does your organization participate in?

n-510		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Count	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
CASE Member Magazine Readership Survey	20.7%	10.9%	10.2%	18.4%	5.1%	13.8%	8.6%	10.5%	10.6%	9.9%	9.9%
Custom study designed by my own institution	15.9%	20.9%	20.3%	18.4%	17.9%	22.5%	20.2%	22.8%	20.6%	19.0%	21.1%
PEG Alumni Attitude Study	10.2%	0.9%	3.9%	4.1%	2.6%	2.5%	2.5%	0.0%	3.3%	1.7%	1.4%
Purdue Index Survey	2.4%	1.8%	3.1%	4.1%	2.6%	2.5%	2.5%	7.0%	1.1%	1.7%	2.8%
Alumni Perspectives Survey	2.4%	11.8%	18.8%	16.3%	25.6%	21.3%	12.3%	15.8%	14.4%	14.9%	19.7%
None	37.8%	47.3%	28.9%	16.3%	33.3%	20.0%	46.6%	26.3%	41.1%	42.1%	31.0%
Other	10.6%	6.4%	14.8%	22.4%	12.8%	17.5%	7.4%	17.5%	8.9%	10.7%	14.1%

22. When it comes to measuring the effectiveness of your communication and engagement efforts, what tools does your organization use to make decisions?

n=452 Answer Options	Response Percent	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Digital response rates (opens/clicks/views/visits/likes etc.)	79.8%	68.9%	79.3%	88.2%	72.7%	82.6%	69.8%	76.7%	74.5%	76.9%	71.8%
Social media amplification (shares/re-posts etc.)	74.0%	72.3%	87.4%	92.2%	72.7%	89.5%	75.0%	85.0%	79.7%	80.0%	83.3%
Alumni survey	55.7%	51.3%	60.7%	70.6%	52.3%	62.8%	51.7%	65.0%	53.6%	58.5%	53.8%
Return on investment (amount spent vs. revenue)	29.4%	32.8%	27.4%	37.3%	22.7%	33.7%	27.9%	36.7%	27.6%	30.0%	30.8%
Net Promoter Score surveys	25.6%	23.5%	28.9%	49.0%	20.5%	40.7%	17.4%	28.3%	24.5%	22.3%	29.5%
Data matching back to alumni database	21.4%	16.0%	25.9%	29.4%	18.2%	26.7%	18.0%	23.3%	20.3%	22.3%	19.2%
A/B testing or split marketing test	11.5%	8.4%	14.1%	21.6%	13.6%	22.1%	6.4%	15.0%	10.4%	9.2%	15.4%
Predictive analysis	11.1%	7.6%	13.3%	21.6%	9.1%	19.8%	6.4%	20.0%	7.3%	11.5%	7.7%
Analyzing Lifetime Value	4.6%	10.9%	5.2%	2.0%	13.6%	2.3%	11.6%	3.3%	8.9%	8.5%	9.0%
None of the above	6.7%	1.7%	6.7%	5.9%	2.3%	7.0%	13.5%	10.0%	3.1%	14.6%	2.6%

23. What is your organization's top goal for next year?

| Answer Options n=380	Response Percent	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Increasing alumni engagement	69.5%	78.5%	62.6%	49.2%	67.9%	64.2%	73.7%	52.5%	76.2%	73.5%	60.7%
Increasing membership acquisition/ retention	10.6%	2.3%	17.4%	30.5%	11.3%	16.8%	5.8%	35.6%	2.1%	4.6%	22.6%
Increasing volunteer participation	6.2%	6.1%	5.2%	6.8%	1.9%	5.3%	6.8%	1.7%	7.9%	7.3%	4.8%
Increasing non-dues revenue (i.e. donations, revenue from attendance at events)	5.8%	5.4%	6.5%	8.5%	7.5%	8.4%	4.2%	6.8%	4.2%	6.6%	4.8%
Integrating with fundraising/development/ advancement	3.4%	3.1%	3.9%	3.4%	3.8%	2.1%	4.1%	0.0%	5.3%	4.0%	1.2%
Increasing our staff/ organization size	2.7%	3.1%	2.6%	0.0%	5.7%	2.2%	3.2%	0.0%	3.2%	2.0%	3.6%
Integrating with career services	1.0%	1.5%	0.6%	1.7%	0.0%	1.1%	1.1%	1.7%	1.1%	0.7%	1.2%
Increasing dues revenue	0.7%	0.0%	1.3%	0.0%	1.9%	0.0%	1.1%	1.7%	0.0%	0.7%	1.2%
Increasing diversity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

TOP ORGANIZATIONAL GOAL
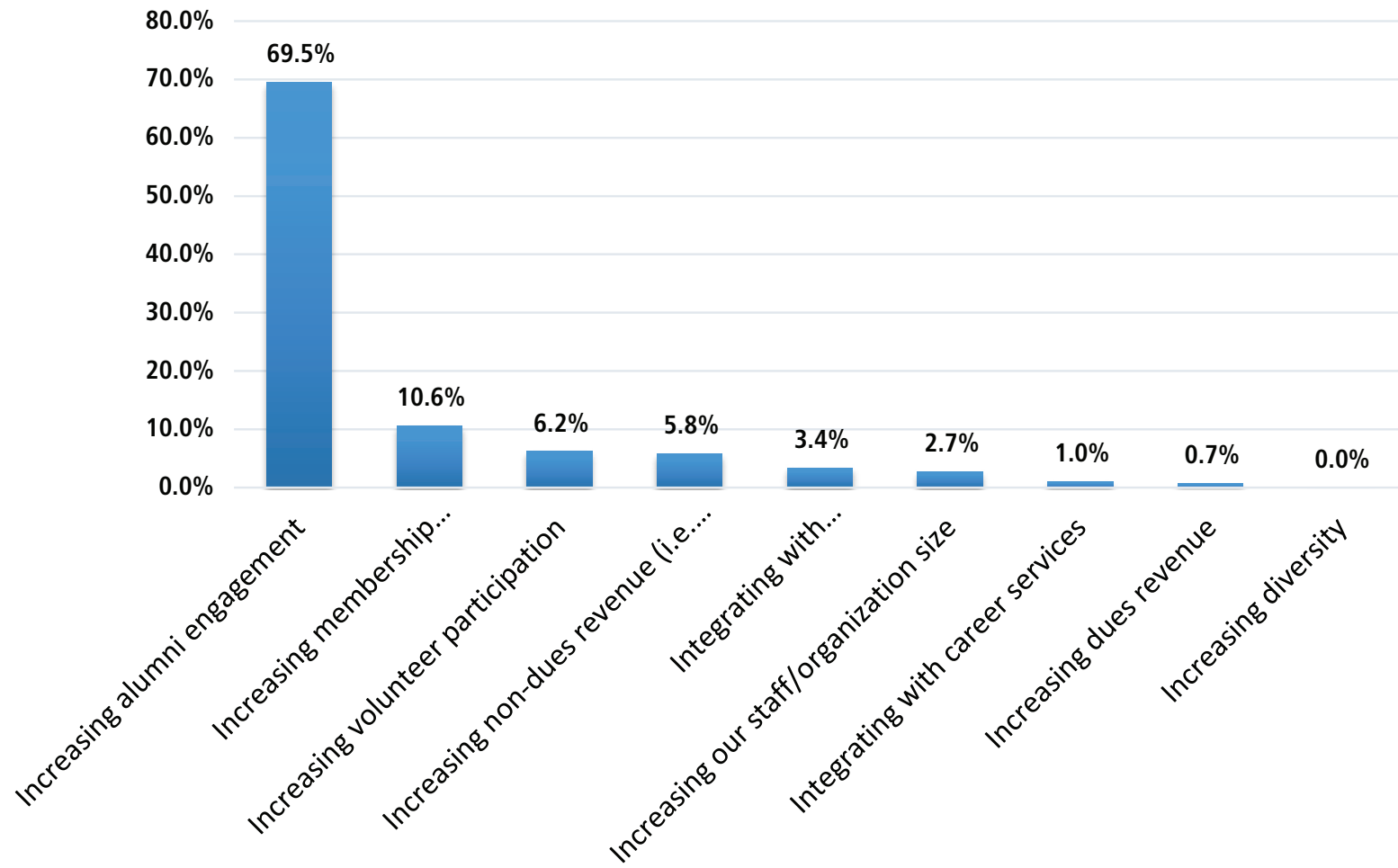
24. This question relates to the integration of alumni relations functions and alumni focused career services. Within the past five years, your organization: (check all that apply)

n=590 Answer Options	Overall	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Dues Response Percent	Non-Dues Response Percent	Integrated Response Percent	Not Integrated Response Percent
Has studied the pros and cons of increasing the level of alumni career services we offer.	52.2%	50.8%	55.3%	72.2%	63.0%	71.3%	43.7%	56.7%	52.4%	51.9%	57.1%
Has seriously considered offering more alumni career services within our existing organizational structure, but not integrating with campus career services.	36.0%	29.7%	47.5%	48.1%	50.0%	59.8%	29.3%	41.7%	38.1%	33.8%	45.5%
Has seriously considered integrating alumni relations and campus career services.	14.0%	12.7%	14.2%	18.5%	19.6%	19.5%	10.3%	18.3%	11.1%	12.8%	13.0%
Has approved the integration of alumni relations and campus career services.	12.4%	12.7%	14.2%	25.9%	13.0%	25.3%	8.6%	16.7%	11.6%	10.5%	18.2%
Has implemented the integration of alumni relations and campus career services.	12.4%	12.7%	12.8%	24.1%	6.5%	19.5%	9.2%	21.7%	7.9%	11.3%	15.6%
Has rejected the integration of alumni relations and campus career services.	6.2%	5.1%	5.7%	0.0%	13.0%	4.6%	6.3%	1.7%	6.3%	5.3%	6.5%
Has rejected offering more alumni career services within our existing organizational structure.	4.5%	3.4%	4.3%	1.9%	4.3%	3.4%	4.0%	1.7%	4.8%	3.8%	5.2%
Is still considering the integration of alumni relations and campus career services	18.0%	18.6%	14.2%	13.0%	13.0%	12.6%	17.8%	16.7%	16.9%	17.3%	10.4%
None of the above	19.1%	22.9%	13.5%	5.6%	13.0%	6.9%	23.0%	11.7%	20.6%	21.1%	11.7%
Does not apply	6.2%	4.2%	5.7%	3.7%	6.5%	3.4%	6.9%	6.7%	4.8%	3.8%	10.4%

25. Of all the career services benefits available to your alumni/ae, please rate the popularity of each service you provide:

Metric calculated by adding "Very popular" & "Somewhat popular" then subtracting "Minimally popular" & "Not Popular"

Rating Career Services Benefits
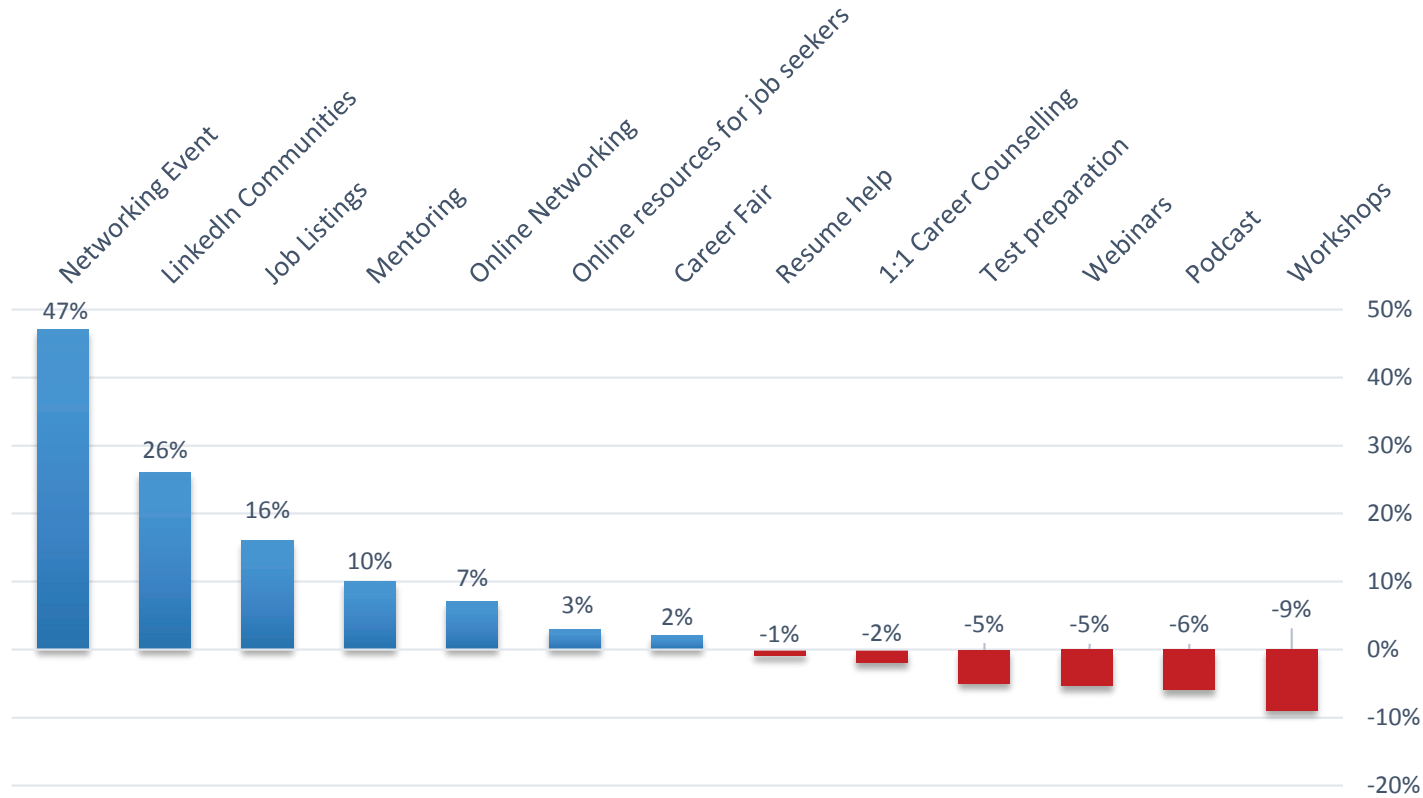
26. When it comes to offering alumni benefits, how would you rate your benefits for their influence on motivating alumni to engage/join/give?

n-510		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
Our benefits have a strong influence on motivating alumni to engage/join/give.	6.9%	2.6%	10.3%	9.4%	4.8%	6.9%	7.1%	15.0%	3.6%	3.8%	10.4%
Our benefits have a limited impact on motivating alumni to engage/join/give.	46.9%	36.8%	55.9%	69.8%	47.6%	65.5%	36.5%	61.7%	43.2%	45.8%	53.2%
We don't offer benefits, but appeal to alumni philanthropic generosity/loyalty.	32.3%	46.2%	21.3%	18.9%	33.3%	19.5%	39.4%	20.0%	36.5%	36.6%	22.1%
Offering benefits is not our focus.	13.8%	14.5%	12.5%	1.9%	14.3%	8.0%	17.1%	3.3%	16.7%	13.7%	14.3%

27. Based on its capacity to attract and engage alumni/ae, please rate the impact of each benefit you offer:

N-776

ALUMNI BENEFIT RATINGS (BY CATEGORY)
Calculated by subtracting Negative Ratings from Positive ratings
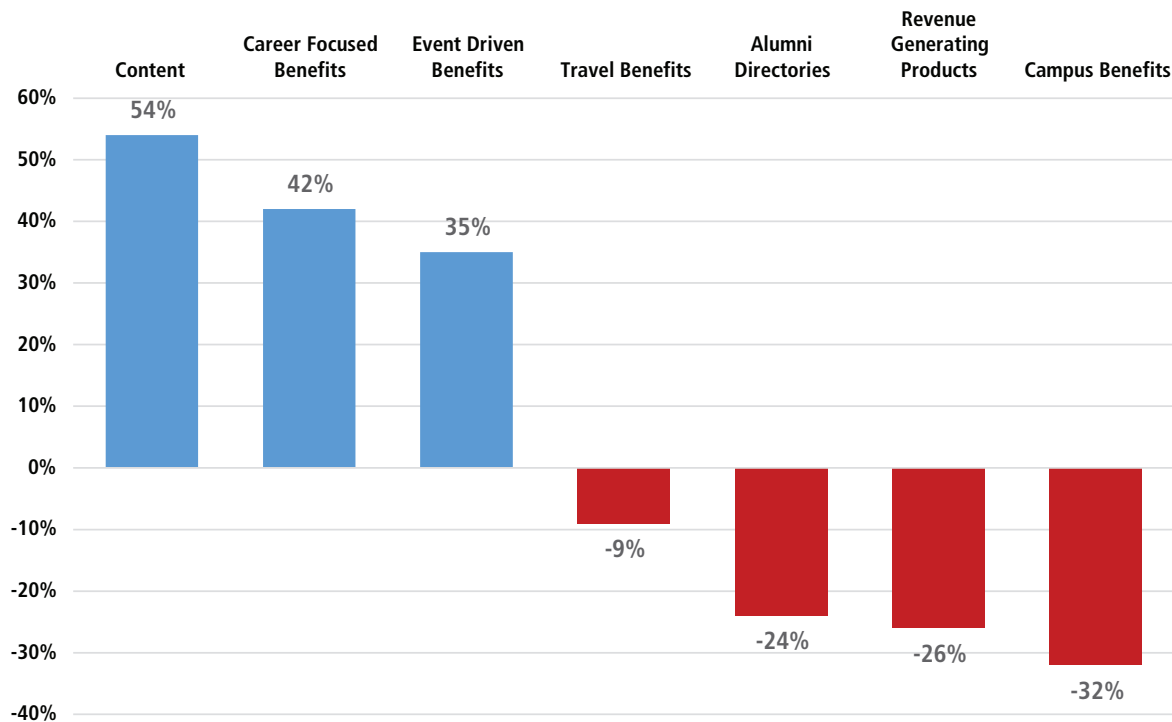
BENEFITS BY CATEGORY

Content: Targeted communication/information distributed digitally or in print

Career Focus Benefits: In-person networking and all career related services

Event Driven Benefits: reunions, chapter, club, and recognition events, etc.

Travel Benefits: Vendor operated or custom travel programs

Alumni Directories: Online communities and printed directories

Revenue Generating Products: Insurance, financial and other products/services

Campus Benefits: Seminars/lifelong ed., access to library/gym, campus discounts, lifetime email, etc.

28. As it relates to programs designed to attract and engage YOUNG alumni, which sentence best describes your organization?

N=262		Private	Public	Power 5	Non Power 5	Private	Public	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
I believe we are doing well at attracting and engaging young alumni.	16.8%	19.2%	14.8%	22.6%	12.6%	19.8%	15.6%	15.0%	16.9%	12.2%	19.2%
I believe we need to do more to attract and engage young alumni.	56.1%	53.3%	57.8%	62.3%	78.2%	57.0%	55.5%	60.0%	56.4%	62.6%	51.3%
I believe we do a poor job of attracting and engaging young alumni.	27.1%	27.5%	27.4%	15.1%	9.2%	23.3%	28.9%	25.0%	26.7%	25.2%	29.5%

29. Please answer True or False to the following statement: "I believe our organization should update the technologies we offer alumni/ae."

n=363		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Dues	Non-Dues	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
True	73.4%	70.9%	77.8%	73.6%	85.4%	78.2%	70.4%	81.4%	71.4%	73.4%	72.7%
False	12.4%	11.1%	12.6%	11.3%	14.6%	12.6%	12.4%	10.2%	13.0%	9.4%	14.3%
No opinion	14.3%	17.9%	9.6%	15.1%	0.0%	9.2%	17.2%	8.5%	15.6%	17.2%	13.0%

30. This question relates to the discussion of eliminating or adding a dues paying requirement for your alumni organization. Within the past five years, your organization (check all that apply) n=512

Consideration of a Dues-Paying Program

| Category	Percentage
Has studied the pros and cons of dues-paying vs. non dues-paying models	38.9%
Has seriously considered implementing a dues-paying or non dues-paying model	9.9%
Has approved and/or implemented a non dues-paying model	9.2%
Has approved and/or implemented a dues-paying model	4.6%
Has rejected a non dues-paying model	10.7%
Has rejected a dues-paying model	23.7%
Is still considering a non dues-paying model	5.3%
Is still considering a dues-paying model	1.5%

31. With regard to a dues-paying or non-dues-paying membership model, what best describes your organization?

n=470	Response Percent	Private Response Percent	Public Response Percent	Power 5 Response Percent	Non Power 5 Response Percent	100K+ Response Percent	<100K alumni Response Percent	Integrated Response Percent	Not Integrated Response Percent
A dues-paying alumni association that offers benefits for a paid membership	22.7%	6.1%	39.3%	57.7%	26.8%	47.0%	11.8%	13.1%	45.3%
A non dues-paying organization where alumni have equal access to alumni benefits/programming	72.7%	90.4%	54.1%	34.6%	63.4%	44.6%	84.7%	83.8%	46.7%
A tiered benefits model where alumni and non-alumni donors receive benefits according to their contribution level	4.7%	3.5%	6.7%	7.7%	9.8%	8.4%	3.5%	3.1%	8.0%

DUES-PAYING VS. NON DUES-PAYING

A tiered benefits model, 4.7%

Dues-paying, 22.7%

Non-dues-paying, 72.7%
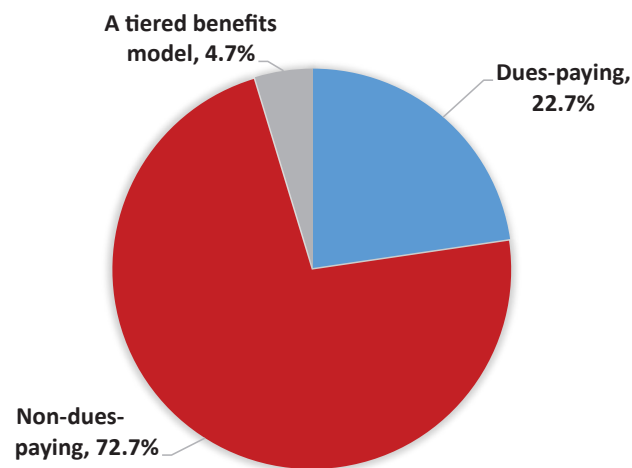
32. Within the past year, what percentage of your overall membership renewed?

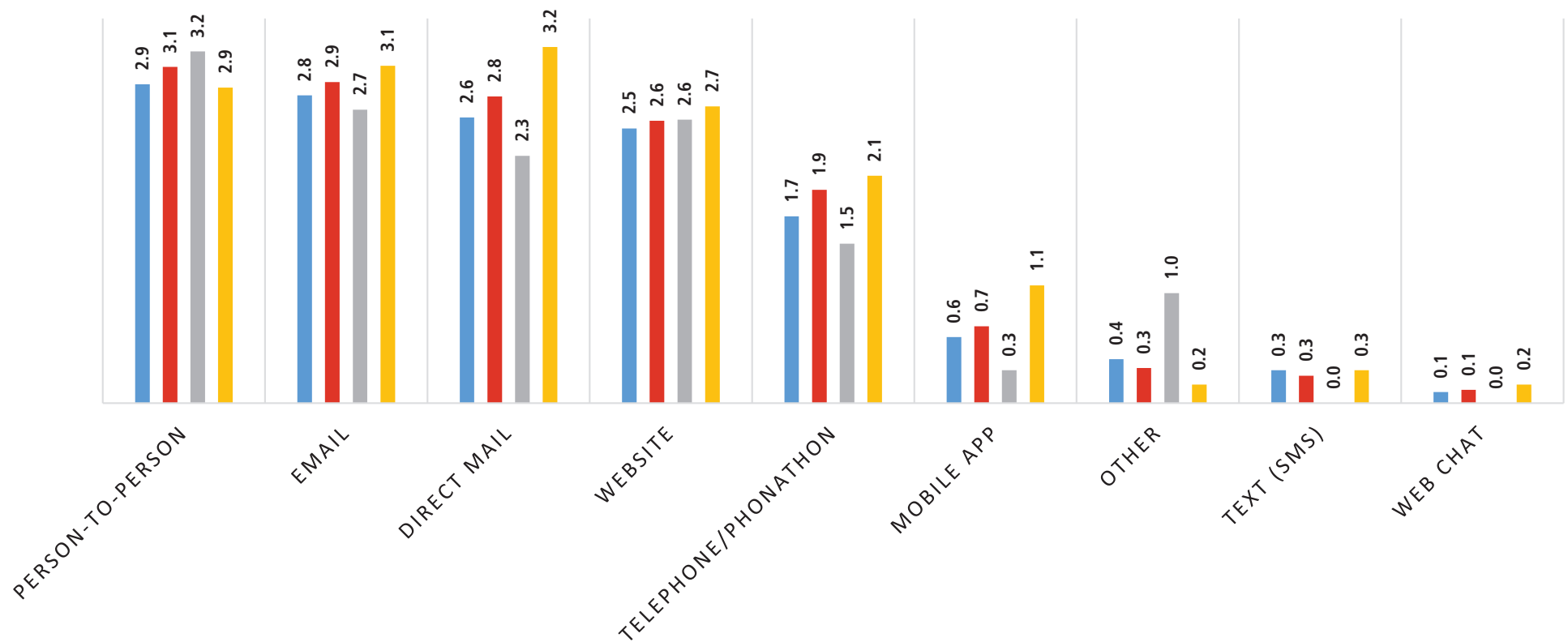| n=121		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
1-10%	26.0%	42.9%	22.9%	5.0%	57.1%	17.9%	42.9%	30.8%	20.0%
11-20%	11.9%	0.0%	14.3%	20.0%	0.0%	17.9%	0.0%	0.0%	10.0%
21-30%	11.7%	0.0%	14.3%	15.0%	14.3%	14.3%	7.1%	7.7%	15.0%
31-40%	9.7%	14.3%	8.6%	5.0%	0.0%	7.1%	14.3%	23.1%	0.0%
41-50%	14.3%	0.0%	17.1%	20.0%	28.6%	17.9%	7.1%	7.7%	25.0%
51-60%	4.8%	0.0%	5.7%	10.0%	0.0%	7.1%	0.0%	0.0%	10.0%
61-70%	4.6%	0.0%	5.7%	10.0%	0.0%	7.1%	0.0%	7.7%	5.0%
71-80%	4.7%	14.3%	2.9%	5.0%	0.0%	3.6%	7.1%	7.7%	5.0%
81-90%	7.3%	14.3%	5.7%	10.0%	0.0%	7.1%	7.1%	7.7%	10.0%
91-99%	4.9%	14.3%	2.9%	0.0%	0.0%	0.0%	14.3%	7.7%	0.0%
100%	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

33. Within the past year, what percentage of your new first year members renewed?

n=121		Private	Public	Power 5	Non Power 5	100K+	<100K alumni	Integrated	Not Integrated
Answer Options	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent	Response Percent
1-10%	2.1%	42.9%	22.9%	5.0%	57.1%	17.9%	42.9%	30.8%	20.0%
11-20%	10.3%	0.0%	14.3%	20.0%	0.0%	17.9%	0.0%	0.0%	10.0%
21-30%	3.1%	0.0%	14.3%	15.0%	14.3%	14.3%	7.1%	7.7%	15.0%
31-40%	3.2%	14.3%	8.6%	5.0%	0.0%	7.1%	14.3%	23.1%	0.0%
41-50%	4.0%	0.0%	17.1%	20.0%	28.6%	17.9%	7.1%	7.7%	25.0%
51-60%	7.2%	0.0%	5.7%	10.0%	0.0%	7.1%	0.0%	0.0%	10.0%
61-70%	12.4%	0.0%	5.7%	10.0%	0.0%	7.1%	0.0%	7.7%	5.0%
71-80%	18.6%	14.3%	2.9%	5.0%	0.0%	3.6%	7.1%	7.7%	5.0%
81-90%	20.6%	14.3%	5.7%	10.0%	0.0%	7.1%	7.1%	7.7%	10.0%
91-99%	13.4%	14.3%	2.9%	0.0%	0.0%	0.0%	14.3%	7.7%	0.0%
100%	5.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

34. Please Rate Your NEW MEMBER Acquisition Methods (on a 1-5 scale, with 5 being "very effective")

MOST EFFECTIVE MEMBER ACQUISITION CHANNELS

Legend: Overall, Public, Non Power 5, Power 5

Channel	Overall	Public	Non Power 5	Power 5
PERSON-TO-PERSON	2.9	3.1	3.2	2.9
EMAIL	2.8	2.9	2.7	3.1
DIRECT MAIL	2.6	2.8	2.3	3.2
WEBSITE	2.5	2.6	2.6	2.7
TELEPHONE/PHONATHON	1.7	1.9	1.5	2.1
MOBILE APP	0.6	0.7	0.3	1.1
OTHER	0.4	0.3	1.0	0.2
TEXT (SMS)	0.3	0.3	0.0	0.3
WEB CHAT	0.1	0.1	0.0	0.2

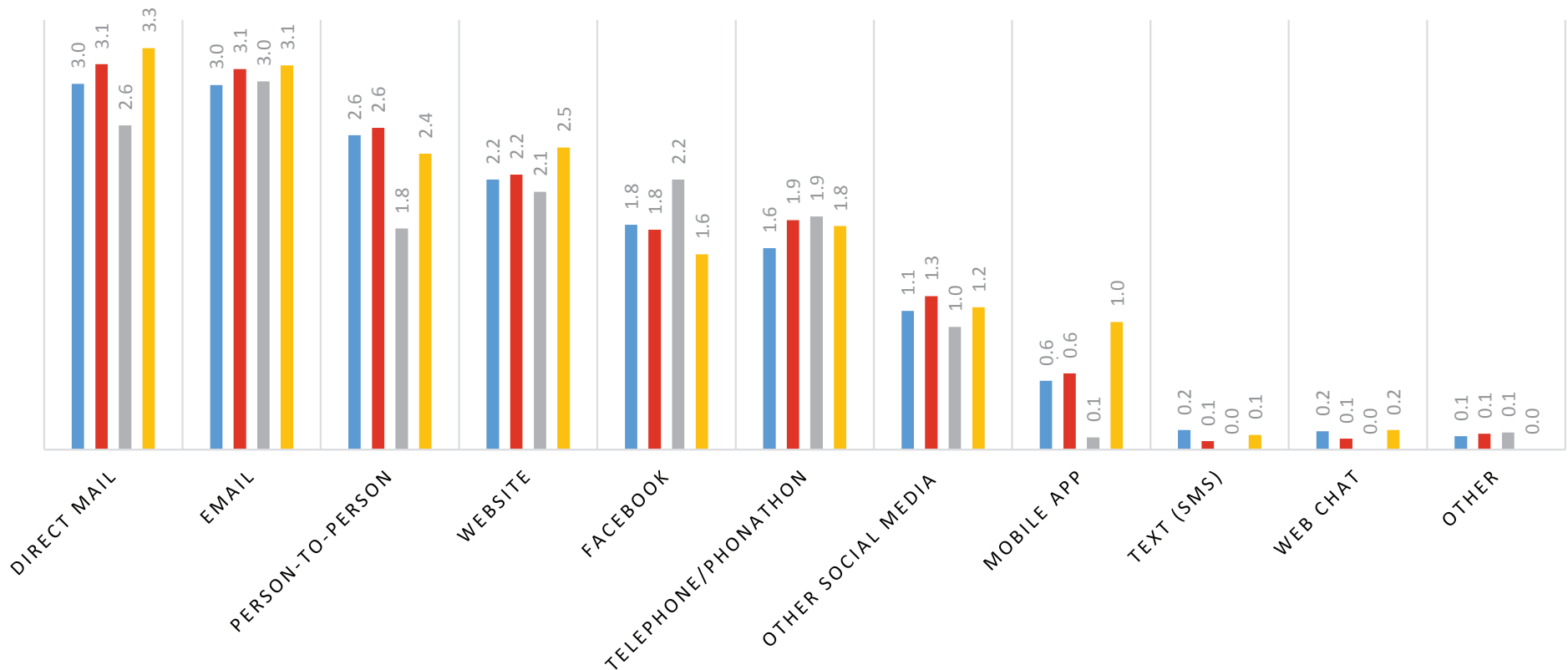**35. When it comes to asking members to RENEW membership in your alumni organization, please rate your RENEWAL methods on a 1-5 scale (with 5 being "very effective").**

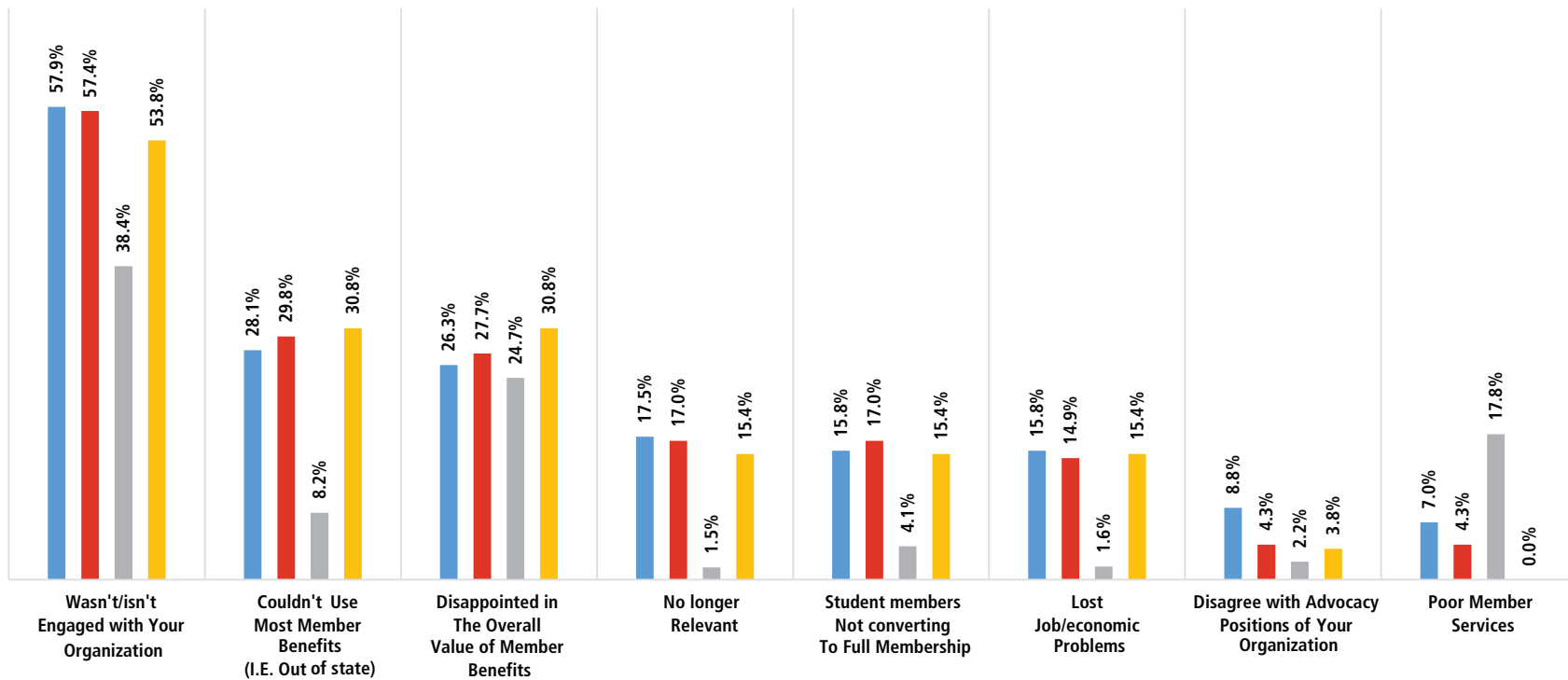## MOST EFFECTIVE MEMBER RENEWAL CHANNELS

Legend: ■ Overall ■ Public ■ Non Power 5 ■ Power 5

Channel	Overall	Public	Non Power 5	Power 5
DIRECT MAIL	3.0	3.1	2.6	3.3
EMAIL	3.0	3.1	3.0	3.1
PERSON-TO-PERSON	2.6	2.6	1.8	2.4
WEBSITE	2.2	2.2	2.1	2.5
FACEBOOK	1.8	1.8	2.2	1.6
TELEPHONE/PHONATHON	1.6	1.9	1.9	1.8
OTHER SOCIAL MEDIA	1.1	1.3	1.0	1.2
MOBILE APP	0.6	0.6	0.1	1.0
TEXT (SMS)	0.2	0.1	0.0	0.1
WEB CHAT	0.2	0.1	0.0	0.2
OTHER	0.1	0.1	0.1	0.0

36. What is the primary reason members don't renew?

PRIMARY REASON MEMBERS DON'T RENEW

■ Overall ■ Public ■ Non Power 5 ■ Power 5

| Reason	Overall	Public	Non Power 5	Power 5
Wasn't/isn't Engaged with Your Organization	57.9%	57.4%	38.4%	53.8%
Couldn't Use Most Member Benefits (I.E. Out of state)	28.1%	29.8%	8.2%	30.8%
Disappointed in The Overall Value of Member Benefits	26.3%	27.7%	24.7%	30.8%
No longer Relevant	17.5%	17.0%	1.5%	15.4%
Student members Not converting To Full Membership	15.8%	17.0%	4.1%	15.4%
Lost Job/economic Problems	15.8%	14.9%	1.6%	15.4%
Disagree with Advocacy Positions of Your Organization	8.8%	4.3%	2.2%	3.8%
Poor Member Services	7.0%	4.3%	17.8%	0.0%

37. Within the past year has your membership increased, decreased or remained the same?

n=119			Private	Public		Power 5	Non Power 5
Answer Options	Response Percent		Response Percent	Response Percent		Response Percent	Response Percent
Increased	31.3%		*	31.4%		51.7%	50.0%
Decreased	29.7%		*	25.5%		17.2%	8.3%
Remained the same	34.4%		*	39.2%		27.6%	41.7%
Unsure	4.7%		*	3.9%		3.4%	0.0%

*Insufficient responses

MEMBERSHIP TRENDS
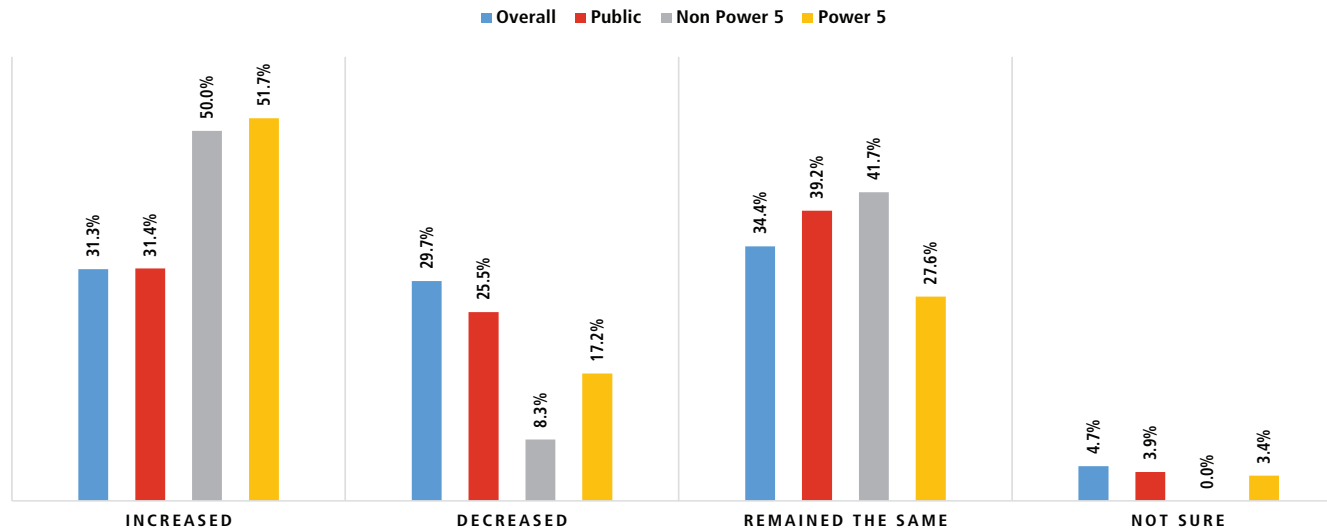
38. What is your biggest roadblock to growing your membership?

n=117			Private	Public		Power 5	Non Power 5
Answer Options	Response Percent		Response Percent	Response Percent		Response Percent	Response Percent
Getting GOLDs/ Young Alumni to join	33.3%		*	35.4%		46.4%	27.3%
Difficulty communicating the value of membership	20.0%		*	20.8%		17.9%	27.3%
Benefits lack compelling value for alumni	16.7%		*	16.7%		21.4%	18.2%
Lack of staff	10.0%		*	10.4%		7.1%	0.0%
Lack of a marketing plan or strategy	8.3%		*	4.2%		0.0%	18.2%
Diversity of our alumni / can't meet needs of each segment	8.3%		*	10.4%		7.1%	9.1%
Economic hardship of your alumni (i.e. student loan debt)	3.3%		*	2.1%		0.0%	0.0%
Lack of organizational budget resources	0.0%		*	0.0%		0.0%	0.0%
Conflict with chapters/regional	0.0%		*	0.0%		0.0%	0.0%

*Insufficient responses

Section 6: Staffing & Budget Benchmarks

Roughly two out of three alumni professionals —or 64.5% — report that being understaffed is either "very" or "somewhat concerning." According to this study the perception of under-staffing is a significant concern across the board, among alumni organizations of all sizes. Seemingly unrelated to the understaffing issue, the study also revealed that 66% of alumni professionals reported a "general lack of alumni engagement" as their most pressing concern. Are the issues of understaffing and low engagement somehow related? Are smaller alumni organizations measurably disadvantaged because they have fewer resources for both staff and programs? Conversely, do larger organizations with larger budgets have a measurable advantage over smaller organizations in engaging their alumni?

To compare organizations of differing size, we needed a metric to determine the average dollar amount an organization spends per alumni. We called it the "Dollars Per Alumni" or DPA. It's similar to the per-pupil unit spending metric used in K-12 public education and allows states and school districts to compare themselves

with each other. Once we arrived at a DPA for all sizes of alumni organizations, we separated the total budget numbers into the amount spent for salaries and benefits (S&B), and the amount dedicated on the direct costs of alumni programming. Here's what it looks like visually:

Fig. 1: Dollars per Alumni (DPA) by Size of Alumni Database
Overall Budget vs. Programming Budget

Legend: Total $ per alum · Programming $ per alum

Data points (Total $ per alum): 25K under $6.28; 25-50K $7.15; 50-75K $5.16; 75-100K $4.99; 100-150K $7.20; 150-250K $9.78; 250K+ $13.69

Data points (Programming $ per alum): 25K under $4.44; 25-50K $4.23; 50-75K $3.07; 75-100K $2.54; 100-150K $2.64; 150-250K $2.81; 250K+ $3.35

In Fig. 2 below, alumni organizations with 25,000 or fewer alumni spend 26% of their total alumni budget on salaries and benefits (S&B), and 74% to fund alumni programs. Conversely, organizations with 250,000 or more alumni spend 75% of their budget on S&B, and 25% to fund alumni programs. What accounts for this phenomenon? Are smaller organizations that much more efficient than larger organizations? Probably not, but the numbers make it appear so in Fig. 2.

Fig. 2: Percentage of Budgets Dedicated to Salaries/Benefits vs. Alumni Programs
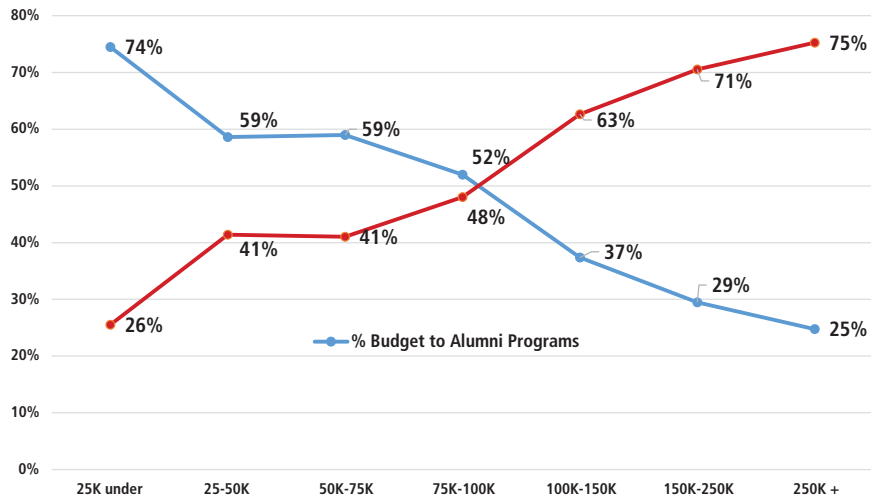
Are larger organizations overstaffed, or significantly less productive than their counterparts at smaller organizations? It's doubtful, as it's probably related to having to pay for more administrators (at subsequently bigger salaries) than is typically the case at smaller organizations. It could also relate to the bureaucracies at larger organizations placing more non-program related demands on staff members, decreasing their productivity. Maybe it's a quirk in higher education, in that it's easier to obtain funding for new salaries than to get an increase in year-over-year budget? Clearly if you are told you can't have a larger budget, but you can have a new FTE, you'll take the FTE!

The Correlation Between Budgets & Engagement

Going back to the original question: Does having more alumni staff translate to better alumni engagement? While it seems like a straightforward question, the answer is far more complex than just a staffing issue. Looking at all the VAESE data, there doesn't appear to be a direct correlation between spending more on S&B, and achieving better engagement. Clearly hiring more staff will NOT be the panacea that some alumni organizations are looking for to solve their engagement issues. In many cases, alumni and advancement executives should stop trying to hire out of their engagement quandary, and look to alternatives.

Fig. 3 shows that as an organization reaches roughly 75,000 alumni, the demands on alumni staff climbs as the ratio of total alumni per staff increases.
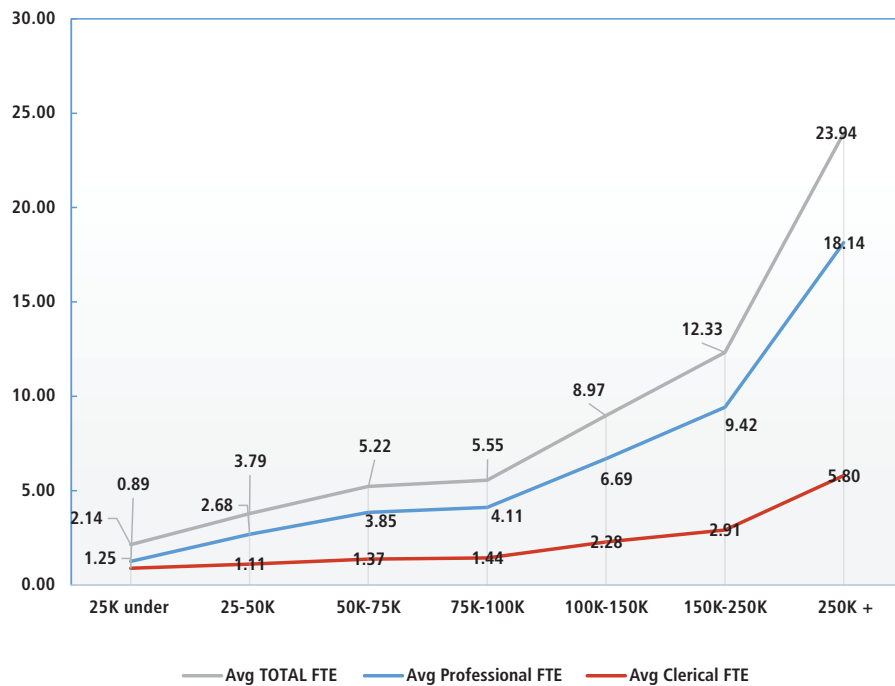
FIG. 3: Ratio of Total Alumni per One Staff Member
(1 staff per X alumni)

|	25K under	25-50K	50K-75K	75K-100K	100K-150K	150K-250K	250K +
	9,434	9,640	11,905	13,417	13,645	13,744	13,804
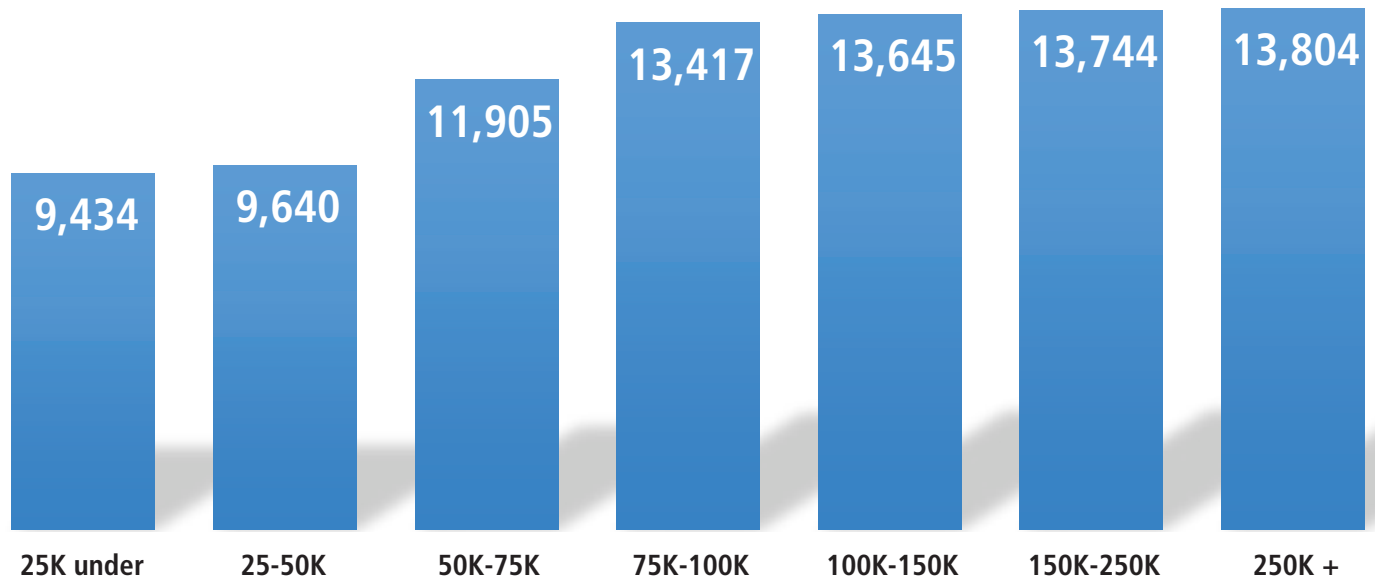
Staffing Levels Based on Organization Size

Fig. 4 indicates the trends in benchmark staffing levels as organizations become larger. Broken down by professional vs. clerical, the center (blue) line indicates the average number of professional staff. The bottom (red) line indicates the average number of clerical staff.

While it may appear a sharp increase in the number of staff occurs as the total alumni nears 250,000, a closer look reveals that the ratios of staff to alumni (see Fig. 3) remain fairly constant as organizations grow much beyond the 100,000 alumni. Likewise, larger organizations see a decrease in the total number of clerical/administrative support staff as they grow. (See Fig. 5)

Fig. 4: Staffing Levels: Comparing FTE for Professional vs. Clerical

Avg TOTAL FTE — Avg Professional FTE — Avg Clerical FTE

Fig. 5: Average Clerical Staff per Alumni Organization FTE
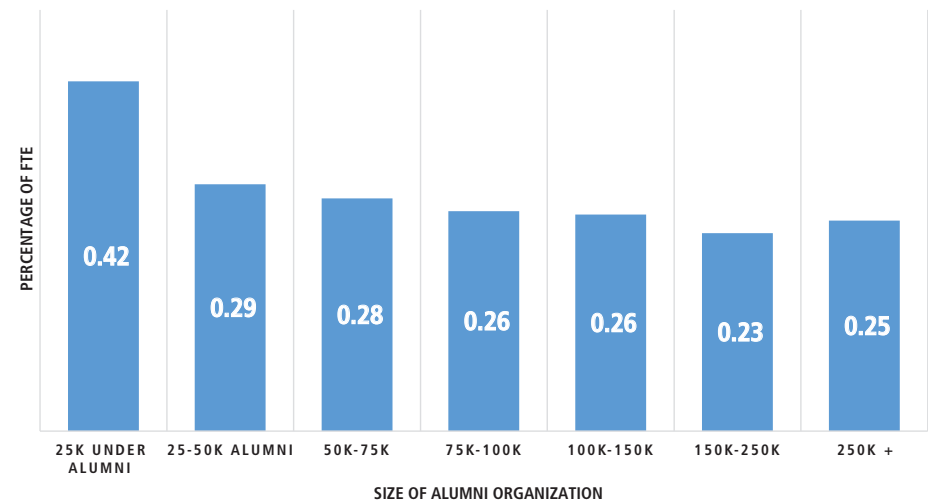
Institutional advancement and alumni relations/engagement is now, more than ever, subject to increasing economic and technological pressures. These pressures place tremendous burdens on senior advancement and alumni executives to make sound decisions about their budgets and staffing.

The solutions lie in finding creative alternatives to hiring more staff, such as outsourcing programming to vendors who can leverage the power of scale to offer alumni organizations lower-cost engagement tools that otherwise can't be built or maintained by a single institution. For example, vendors can build a better alumni mobile engagement platform than a single alumni organization can build a homegrown app. Likewise, vendors can build a nationwide in-store discount program with large, national brands that normally wouldn't bother with offering discounts to a single alumni organization. But when multiple alumni organizations join together in such a program, alumni can enjoy significant discounts that are engaging and memorable. More important, they can be a significant tool to attract and engage alumni.

About Alumni Access:

Alumni Access is America's premier alumni discount network. This turn-key alumni benefit program offers a proven, ongoing alumni engagement platform for your alumni wherever they live from coast to coast.

Some of the nation's most recognizable alumni organizations hire Alumni Access to attract and engage their tech savvy alumni, using our popular mobile app and white-labeled website. It uses a proprietary geolocation service to find nearby discounts wherever your alumni live, work or travel.

With over 200,000 participating merchants, these discounts aren't the same deals available to anyone online – these are private, in-store offers at popular national and local restaurants and retailers. And because these retailers want to attract an educated and more affluent audience, like college alumni, they offer their deepest discounts... as long as we keep these private, VIP discounts behind our password-protected platforms.

Alumni Access delivers 25-50% off, BOGO, and 2-for-1 discounts at 55,000+ restaurants, 45,000+ shopping retailers, 40,000+ movie kiosks and theaters, 44,000+ auto service centers, and at the most popular major theme parks, including those in California and Florida. Plus our unique travel booking engine offers guaranteed savings at over 200,000 hotels and car rentals worldwide. Best of all, it's uniquely priced to be affordable for higher education alumni organizations of all sizes.

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