



Results of the 2012 CASE Compensation Survey:
Community College Respondents

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Council for Advancement and Support of Education

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Introduction

Survey Background

CASE has conducted compensation surveys to track trends in the profession and to help members benchmark salaries since 1982. Following a major overhaul of the survey instrument and data collection system the previous year, CASE Research fielded the Compensation Survey again in October 2011. All individual CASE members at colleges, universities and independent schools in Canada and the United States were eligible to participate. For more information, visit www.case.org/compensation.

Survey Methodology

At the close of the 2011/2012 CASE Compensation Survey, a total of 146 usable responses were collected from individual CASE members at community colleges. Survey respondents represented a broad range of demographic profiles reflecting discipline/primary function, institution enrollment size, geographic area, and supervisory level and tenure.

Statistics in the Report: How to Interpret

All financial figures in this report are presented in U.S. dollars (USD). The majority of the community college respondents (126) represented U.S. institutions. The remaining 20 respondents reported salary data in Canadian dollars (CAD). The CASE research team converted the Canadian financial responses into USD for the results presentation based on the exchange rate observed on January 3, 2012.

Percentages are rounded to the nearest one-tenth of a percent. Because of rounding, not all percentages may add to 100. In some cases, totals add to more than 100 percent due to respondents' ability to select more than one response to a question.

Commonly used statistics in this report include the following:

Median. When all values for a given question are rank-ordered from lowest to highest (or the reverse), the value in the middle position is the median. Half the values are above this point and half are below. If there is an even number of values, the median is derived by taking the values just below and just above the midpoint and averaging the two.

The median is often preferred over the mean as a more representative measure because median values are not added and then divided by the number of respondents (as the mean is) but rather are chosen from the position of the value at the midpoint of the values. Thus, the median is less vulnerable to being skewed by very high or very low individual values. However, when both the mean and the median measures are provided, readers can get a sense of the range of responses to a question if there is a big difference between the two measures.

Mean (or Simple Mean or Average). The mean is calculated by summing all responses to a question and dividing by the number of respondents to that question. Unless there are clear outliers that need to be excluded from the calculation (i.e., a few responses that are far outside the expected range of values for a given question), the mean includes each value reported. A mean computation is affected by extremely high or low values, which can skew results.

Understanding the Data

Data presented in this report provide the broadest possible look at the results of the 2011/2012 CASE Compensation Survey to help identify patterns across the profession. Given the diversity and complexity of the community college membership base, not every direct comparison of individual salaries is possible. The tables that follow present multiple factors that strongly influence salary, such as years of experience, management responsibility, discipline and highest degree earned.

For example, Table 1.12 on p. 19 [Median and Mean Salaries for the Top Five Sub-areas of Responsibility for the Primary Area of Development/Fundraising] indicates that the median salary for a community college major gifts officer is \$80,549. This figure is the midpoint in the range of all major gift salaries within the development/fundraising respondent pool. In addition, the mean salary for a community college major gifts officer is \$83,515, and the percentage of respondents within the development discipline who reported major gifts as an area of responsibility was 46.2 percent.

The sample size constitutes an important aspect of any empirical study in which the goal is to make inferences about a population from a sample. Larger sample sizes typically facilitate increased precision when estimating unknown parameters. The response rate for this survey is large enough to show statistically valid and meaningful patterns among the CASE community college membership. However, going deeper into results from subsets of respondents requires caution when interpreting the findings. Some of the filtered categories contain very low numbers of respondents, and consequently their results have been removed from the tables.

Data Tables for Community College Respondents

CASE 2012 Compensation Survey, Report for Community Colleges

**Table 1.1: Annual Salary Median, Mean and
Distribution of Ranges (n = 146)**

| Median Salary | \$76,500 | |
|-------------------------------|---------------|----------------|
| Mean Salary | \$81,882 | |
| <hr/> | | |
| Ranges | Number | Percent |
| Less than \$40,000 | 5 | 3.4% |
| \$40,000 to \$49,999 | 12 | 8.2% |
| \$50,000 to \$59,999 | 24 | 16.4% |
| \$60,000 to \$69,999 | 18 | 12.3% |
| \$70,000 to \$79,999 | 18 | 12.3% |
| \$80,000 to \$89,999 | 23 | 15.8% |
| \$90,000 to \$99,999 | 15 | 10.3% |
| \$100,000 to \$124,999 | 14 | 9.6% |
| \$125,000 to \$149,999 | 8 | 5.5% |
| \$150,000 or more | 9 | 6.2% |

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Table 1.2: Median and Mean Salary, by Advancement Discipline (n = 146)

| Primary Area of Responsibility | Median | Mean | Number |
|---|---------------|-------------|---------------|
| Advancement Services | \$55,000 | \$58,727 | 13 |
| Alumni Relations | \$54,000 | \$54,323 | 13 |
| Communications and/or Marketing | \$72,000 | \$75,772 | 25 |
| Development/Fundraising | \$77,000 | \$80,664 | 52 |
| Overall Management of Multiple Advancement Functions | \$93,000 | \$102,238 | 43 |

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Table 1.3: Median and Mean Salary, by Years of Experience (n = 146)

By Years in Advancement

| Years | Median | Mean | Number |
|-------------------|----------|-----------|--------|
| Less than 3 years | \$60,000 | \$69,091 | 23 |
| 3 to 5 years | \$62,143 | \$63,152 | 26 |
| 6 to 10 years | \$65,000 | \$71,733 | 35 |
| 11 to 15 years | \$88,000 | \$94,310 | 24 |
| 16 to 20 years | \$88,516 | \$103,345 | 22 |
| More than 20 | \$92,848 | \$104,750 | 16 |

By Years at Institution

| Years | Median | Mean | Number |
|-------------------|----------|----------|--------|
| Less than 3 years | \$75,000 | \$79,009 | 53 |
| 3 to 5 years | \$62,793 | \$66,358 | 36 |
| 6 to 10 years | \$87,032 | \$95,491 | 35 |
| 11 to 15 years | \$82,000 | \$94,177 | 11 |
| 16 to 20 years | * | * | 4 |
| More than 20 | \$92,695 | \$98,742 | 7 |

*insufficient data

By Years in Position

| Years | Median | Mean | Number |
|-------------------|----------|-----------|--------|
| Less than 3 years | \$75,000 | \$77,342 | 74 |
| 3 to 5 years | \$69,935 | \$75,599 | 38 |
| 6 to 10 years | \$94,935 | \$96,558 | 28 |
| 11 to 15 years | \$90,000 | \$104,600 | 5 |
| 16 to 20 years | * | * | 1 |
| More than 20 | * | * | 0 |

*insufficient data

CASE 2012 Compensation Survey, Report for Community Colleges

Table 1.4: Median and Mean Salary, by Age Group (n = 137)

| Age Groups | Median | Mean | Number |
|-------------------|---------------|-------------|---------------|
| 18 to 25 | na | na | 0 |
| 26 to 30 | \$46,500 | \$49,068 | 10 |
| 31 to 35 | \$71,608 | \$68,981 | 14 |
| 36 to 40 | \$72,000 | \$72,347 | 13 |
| 41 to 45 | \$88,533 | \$99,960 | 20 |
| 46 to 50 | \$70,000 | \$77,861 | 25 |
| 51 to 55 | \$75,000 | \$80,167 | 21 |
| 56 to 60 | \$90,000 | \$94,182 | 22 |
| 61 plus | \$88,500 | \$92,091 | 12 |

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Table 1.5: Median and Mean Salary, by Credential

| Highest Level of Education (n = 146) | Median | Mean | Number |
|---|---------------|-------------|---------------|
| High School | * | * | 4 |
| Associates's | \$59,500 | \$56,281 | 8 |
| Bachelor's | \$71,400 | \$76,287 | 59 |
| Master's | \$80,000 | \$84,187 | 59 |
| Doctorate | \$105,500 | \$116,456 | 12 |
| Other | * | * | 4 |

*insufficient data

| Professional Certificate Held (n = 144) | Median | Mean | Number |
|--|---------------|-------------|---------------|
| I do not hold any | \$75,000 | \$78,889 | 100 |
| Certified fundraising executive (CFRE) | \$82,582 | \$90,577 | 20 |
| Certificate in nonprofit management | \$80,000 | \$84,229 | 9 |
| Accredited in public relations (APR) | * | * | 3 |
| Certified financial planner (CFP) | * | * | 2 |
| Certified public accountant (CPA, CA) | * | * | 1 |
| Other (please specify) | \$82,000 | \$80,376 | 9 |

*insufficient data

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Table 1.6: Median and Mean Salary, by Management Status or Responsibility

| Management Status (n = 145) | Median | Mean | Number |
|------------------------------------|---------------|-------------|---------------|
| Not management | \$59,000 | \$58,064 | 24 |
| Management | \$82,000 | \$86,776 | 121 |

| Level of Management Responsibility (n = 145) | Median | Mean | Number |
|---|---------------|-------------|---------------|
| No management responsibility | \$59,000 | \$58,064 | 24 |
| Manage a budget | \$51,000 | \$51,327 | 11 |
| Supervise one or more people | \$66,263 | \$66,533 | 13 |
| Manage a budget and supervise one or more people | \$87,032 | \$93,509 | 97 |

| Nature of Management Responsibility (n = 122) | Median | Mean | Number |
|--|---------------|-------------|---------------|
| I have some management responsibility but I am not head of a major department | \$60,500 | \$65,574 | 44 |
| I head a major department but I do not report directly to the president/ chancellor/head of school or board | \$75,000 | \$75,876 | 21 |
| I head a major department and I do report directly to the president/ chancellor/head of school or board | \$104,000 | \$107,833 | 42 |
| I head an institutionally related foundation or alumni association and I report directly to its board | \$96,870 | \$103,568 | 15 |

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Table 1.7: Median and Mean Salary, by Number of Reports (n = 107)

| Number of Direct and Indirect Reports | Median | Mean | Number |
|--|-----------|-----------|--------|
| 0 | \$43,000 | \$47,221 | 9 |
| 1 | \$61,000 | \$63,702 | 21 |
| 2 to 5 | \$84,000 | \$85,421 | 45 |
| 6 to 10 | \$100,000 | \$97,071 | 11 |
| 11 to 20 | \$105,000 | \$110,962 | 13 |
| More than 20 | \$129,500 | \$148,012 | 8 |

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Table 1.8: Median and Median Salary, by Enrollment (n = 135)

| FTE Enrollment at Institution | Median | Mean | Number |
|----------------------------------|----------|-----------|--------|
| Less than 1,000 | \$67,849 | \$76,899 | 10 |
| Between 1,000 and 5,000 | \$70,384 | \$73,762 | 54 |
| Between 5,001 and 10,000 | \$87,032 | \$85,428 | 33 |
| Between 10,001 and 15,000 | \$89,000 | \$94,593 | 19 |
| Between 15,001 and 25,000 | \$72,000 | \$91,715 | 13 |
| More than 25,000 | \$89,000 | \$111,970 | 6 |

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**Table 1.9: Median and Mean Salaries for the Top Sub-areas of Responsibility
for the Primary Area of Advancement Services (n = 13)**

| Top Sub-areas of Responsibility | Median | Mean | Percent |
|---|-----------------|-----------------|----------------|
| Information technology/systems/database support | \$55,000 | \$58,885 | 76.9% |
| Gift accounting and reporting | \$60,935 | \$60,476 | 46.2% |

Note: Insufficient sample size for the other sub-areas of responsibility within advancement services.

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**Table 1.10: Median and Mean Salaries for the Top Sub-areas of Responsibility
for the Primary Area of Alumni Relations (n = 13)**

| Top Sub-areas of Responsibility | Median | Mean | Percent |
|---|---------------|-------------|----------------|
| Event planning & management/homecomings/reunions | \$53,500 | \$54,266 | 92.3% |
| Overall management of alumni relations | \$54,500 | \$55,319 | 76.9% |
| Administrative support for alumni relations | \$54,000 | \$55,857 | 53.8% |

Note: Insufficient sample size for the other sub-areas of responsibility within alumni relations.

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**Table 1.11: Median and Mean Salaries for the Top Five Sub-areas of Responsibility
for the Primary Area of Communications and/or Marketing (n = 25)**

| Top Five Sub-areas of Responsibility | Median | Mean | Percent |
|--|---------------|-------------|----------------|
| Brand management | \$74,500 | \$81,552 | 48.0% |
| Communications and public relations | \$82,000 | \$77,616 | 48.0% |
| Marketing | \$88,500 | \$85,924 | 44.0% |
| Overall management of communications and/or marketing | \$88,500 | \$85,946 | 44.0% |
| Media relations | \$79,500 | \$75,588 | 40.0% |

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**Table 1.12: Median and Mean Salaries for the Top Five Sub-areas of Responsibility
for the Primary Area of Development/Fundraising (n = 52)**

| Top Five Sub-areas of Responsibility | Median | Mean | Percent |
|--|---------------|-------------|----------------|
| Development/fundraising—major gifts | \$80,549 | \$83,515 | 46.2% |
| Donor relations/donor stewardship | \$72,500 | \$69,649 | 38.5% |
| Development/fundraising—annual giving | \$57,400 | \$61,766 | 32.7% |
| Campaign management | \$83,000 | \$90,473 | 30.8% |
| Overall management of development/fundraising | \$99,000 | \$104,351 | 30.8% |

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**Table 1.13: Median and Mean Salaries for the Top Five Sub-areas of Responsibility
for the Primary Area of Overall Advancement Management (n = 43)**

| Top Five Sub-areas of Responsibility | Median | Mean | Percent |
|--|---------------|-------------|----------------|
| Overall management of development/fundraising | \$105,850 | \$116,798 | 48.8% |
| Overall management of advancement services | \$100,000 | \$106,636 | 39.5% |
| Development/fundraising—major gifts | \$92,000 | \$97,864 | 39.5% |
| Overall management of communications and/or marketing | \$115,395 | \$119,926 | 32.6% |
| Donor relations/donor stewardship | \$89,010 | \$88,015 | 30.2% |

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Table 1.14: Bonus Data

| | |
|--|-------|
| Respondents who said they were eligible to receive bonuses (22 of 146) | 15.1% |
| Of those eligible, respondents who actually received a bonus last year (12 of 22) | 54.5% |
| Basis of Bonus Programs (n = 22) | |
| Based on individual achievement of specific, identified performance outcomes | 54.5% |
| Based on a group's achievement of specific, identified performance outcomes | 45.5% |
| Based on overall merit | 27.3% |
| Other | 9.1% |
| Based on remaining in the job for a specific period of time or until the completion of a project | 0.0% |

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Table 1.15: Bonus Data

**(among the respondents that received a bonus
and indicated the amount)**

Bonus Amount, in ranges (n = 12)

| Ranges | Number | Percent |
|---------------------------|---------------|----------------|
| Less than \$1,000 | 1 | 8.3% |
| \$1,000 to \$2,499 | 4 | 33.3% |
| \$2,500 to \$5,000 | 1 | 8.3% |
| More than \$5,000 | 6 | 50.0% |

Bonus as a Percent of Salary, in ranges (n = 12)

| Ranges | Number | Percent |
|-----------------------|---------------|----------------|
| Less than 1.5% | 1 | 8.3% |
| 1.5% to 2.9% | 2 | 16.7% |
| 3.0% to 5.0% | 2 | 16.7% |
| More than 5% | 7 | 58.3% |

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Table 1.16: Annual Salary Adjustments

Type of salary adjustment in the latest fiscal year

(n = 146)

| Ranges | Number | Percent |
|------------------------|---------------|----------------|
| Salary decrease | 4 | 2.7% |
| No change | 64 | 43.8% |
| Salary increase | 78 | 53.4% |

**Salary adjustments compared to previous fiscal
year**

(n = 144)

| Ranges | Number | Percent |
|---------------|---------------|----------------|
| Higher | 42 | 29.2% |
| Lower | 21 | 14.6% |
| Same | 81 | 56.3% |

Appendix: Survey Questions

CASE Compensation Survey – North America

Thank you for participating in the CASE Compensation Survey. Your responses will be an invaluable resource to the profession by providing salary benchmarks for hiring managers and advancement professionals. Please base your responses on your current individual employment situation.

Please note that throughout this survey, the term “advancement” is used to describe the work of advancement services, alumni relations, communications and marketing, development and others who build and support relationships that advance educational institutions.

Confidentiality Assured

CASE is committed to the privacy of its members and survey respondents while providing access to timely information about the internal workings of educational institutions. **Information on staff compensation is not released except in the aggregate—all identifying information will be kept strictly confidential.** CASE will not share survey responses specific to an individual or organization with outside sources.

Your data will be saved each time that you click “Continue.” At the end of the survey, you will have the opportunity to review your answers and make changes.

Preloaded Information

To make completing the survey easier and to ensure data consistency, CASE has preloaded data about your institution type based on your ID number. Your institution name is provided below to ensure that we have the correct institutional characteristics connected to your record (the survey does not collect or identify salary data by institution or individual). If the institution name or other information below is incorrect, please contact CASE at (202) 328-CASE or MemberServiceCenter@case.org before completing the survey.

- I. Institutional Profile**
- II. Your Profile**
- III. Compensation Profile**
- IV. Benefits Profile**

Part I. Institutional Profile

1. Please check the highest academic degree your institution offers:

- Independent School (K-12)
- Associate's (2-yr)
- Bachelor's (4-yr)
- Master's
- Research/Doctoral
- Specialty/Professional degree(s)

2. Is your current institution public or private? Public Private

3. What is the full-time equivalent (FTE) enrollment at your institution?

- Fewer than 1,000
- Between 1,000 and 5,000
- Between 5,001 and 10,000
- Between 10,001 and 15,000
- Between 15,001 and 25,000
- More than 25,000

4. Please indicate the geographic profile that best describes your institution:

A. *Metropolitan Statistical Area (MSA)* (a contiguous area of relatively high population named for its central city). Please Indicate the closest MSA to your institution:

a. [pull-down menu]

Atlanta, GA
Austin-Round Rock, TX
Baltimore, MD
Birmingham, AL
Boston, MA
Buffalo-Niagara Falls, NY
Calgary, Alta.
Charlotte, NC
Chicago, IL
Cincinnati, OH
Cleveland, OH
Columbus, OH
Dallas-Fort Worth, TX
Denver, CO
Detroit, MI
Edmonton, Alta.
Hartford-West Hartford-East Hartford, CT
Houston, TX
Indianapolis, IN
Jacksonville, FL
Kansas City, MO-KS
Las Vegas, NV
Los Angeles, CA

Louisville, KY
Memphis, TN
Miami-Fort Lauderdale, FL
Milwaukee, WI
Minneapolis-St. Paul, MN
Montréal, Que.
Nashville, TN
New Orleans, LA
New York, NY
Oklahoma City, OK
Orlando, FL
Ottawa, Ont.
Philadelphia, PA-Wilmington, DE
Phoenix, AZ
Pittsburgh, PA
Portland, OR
Providence, RI
Richmond, VA
Riverside-San Bernardino-Ontario, CA
Rochester, NY
Sacramento, CA
Salt Lake City, UT
San Antonio, TX
San Diego, CA
San Francisco-Oakland, CA
San Jose-Sunnyvale-Santa Clara, CA
San Juan-Caguas-Guaynabo, PR
Seattle, WA
St. Louis, MO
Tampa-St. Petersburg, FL
Toronto, Ont.
Vancouver, B.C.
Virginia Beach-Norfolk-Newport News, VA
Washington, DC

B. Urban description:

- a. What best describes the surroundings where your institution is located:

- Rural (population less than 30,000)
- Small town or suburb (population 30,000 - 50,000)
- Mid-sized town or suburb (population 50,001 - 250,000)
- Large town or suburb (population 250,001 - 1,000,000)
- Major urban area (population more than 1,000,000)

C. Geographic Region: Please indicate the state/province where your institution is located.

Part II. Your Profile

We are measuring progress in the diversification of the profession for a variety of areas. Your responses to the following questions help CASE provide an accurate depiction of the profession and assess the equity of compensation based on demographics.

5. What is your gender? Female Male Decline to answer

6. What is your race and/or ethnicity? Select all that apply. [skip for Canada]

- American Indian, Alaskan Native, or First Nations
- Asian
- Black or African American
- Hispanic
- White
- Decline to answer
- Other (please specify): _____

7. What is your age? _____

8. In what part of the institution are you employed?

- Central advancement office at institution (e.g., alumni relations, communications/marketing)
- Independent alumni association
- Institutionally related foundation
- School or unit-based office
- Employed on shared-time basis between institution and:
 - Foundation
 - Alumni Association
- Other (please specify): _____

9. What is the highest academic qualification you have earned?

- High school diploma
- Associate's (2-yr)
- Bachelor's (4-yr)
- Master's
- Doctorate's
- Specialty/Professional degree

10. What professional certificates do you hold?

- I do not hold any
- Accredited in public relations (APR)
- Certificate in nonprofit management
- Certified financial planner (CFP)
- Certified fundraising executive (CFRE)
- Certified public accountant (CPA, CA)
- Other (please specify): _____

11. How many years have you worked: (please round to the nearest whole number)

In advancement? _____

At your present institution? _____

In your current position? _____

12. What is your employment status?

- Full-time employee
- Part-time employee, please specify average hours worked per week: _____
- Temporary/short-term employee, please specify average hours worked per week:

13. Which best describes the level of your current position?

- Specialist
- Associate/Assistant Director
- Director/Manager
- Senior/Executive Director
- Associate/Assistant VP
- Vice President/ Vice Chancellor/Assistant Head of School
- Senior Vice President
- Associate/Assistant Dean
- Dean
- President/Chancellor/Head/Chief
- Other (please specify): _____

14. What is the level of the position to which you directly report?

- Associate/Assistant Director
- Director/Manager

- Senior/Executive Director
- Associate/Assistant VP
- Vice President/ Vice Chancellor/ Assistant Head of School
- Senior Vice President
- Associate/Assistant Dean
- Dean
- President/Chancellor/Head/Chief
- Governing Board
- Other (please specify): _____

15. What is your *PRIMARY* area of responsibility? Please choose the area that best fits.

- Advancement Services
- Alumni Relations
- Communications and/or Marketing
- Development/Fundraising
- Overall Management of Multiple Advancement Functions

16. Do you spend at least 75 percent of your time in [pipe in area that was selected in #15]?

- Yes
- No

17. The next question is about sub-areas of responsibility within your primary discipline—smaller components of your primary advancement discipline that fall under your responsibilities. You may or may not have a sub-area within your primary discipline in your current position. If you do, please answer the question below.

Please select up to five sub- areas in your *PRIMARY* area of responsibility. If you spend at least 75 percent of your time in one of the following sub-areas, please choose only that one.

[Advancement Services]

- Administrative support for advancement services (4)
- Admissions/enrollment/recruitment (5)
- Annual giving (6)
- Association/club/chapter relations (7)
- Biographical record maintenance (8)

- Budget and finance (9)
- Campaign management (10)
- Campaign/development/fundraising communications (11)
- Customer service (12)
- Development/fundraising—annual giving (13)
- Development/fundraising—major gifts (14)
- Donor relations/donor stewardship (15)
- Endowment management (16)
- Event planning & management/homecomings/reunions (17)
- Gift accounting and reporting (18)
- Gift processing (19)
- Human resources (20)
- Information technology/systems/database support (21)
- Institutionally related foundation management (22)
- Internal communications (23)
- Matching gifts (24)
- Membership development (25)
- Other area in advancement services (26)
- Overall management of advancement services (27)
- Planned giving (28)
- Proposal/grant writing (29)
- Prospect management (30)
- Prospect research/development research (31)
- Publications/periodicals design and production (32)
- Publications/periodicals writing and editing (33)

- Social media management (34)
- Web/Multimedia design & production (35)
- Web/Multimedia writing and editing (36)

[Alumni Relations]

- Administrative support for alumni relations (37)
- Annual giving (38)
- Association/club/chapter relations (39)
- Awards & Recognition programs (40)
- Biographical record maintenance (41)
- Budget and finance (42)
- Career services (43)
- Education programs (44)
- Event planning & management/homecomings/reunions (45)
- Information technology/systems/database support (46)
- Legislative advocacy (47)
- Membership development (48)
- Other area in alumni relations (49)
- Overall management of alumni relations (50)
- Parent/family programs (51)
- Social media management (52)
- Student programs (53)
- Travel programs (54)
- Volunteer board/council/committee relations (55)
- Web/Multimedia design & production (56)

[Communications/Marketing]

- Administrative support for communications and/or marketing (57)
- Admissions/enrollment management (58)
- Advisory board/advocacy group relations (59)
- Brand management (60)
- Communications and public relations (61)
- Community relations (62)
- Government relations/legislative advocacy (63)
- Internal communications (64)
- Marketing (65)
- Media relations (66)
- Other area in communications and/or marketing (67)
- Overall management of communications and/or marketing (68)
- Publications/periodicals design and production (69)
- Publications/periodicals writing and editing (70)
- Social media management (71)
- Special events management (72)
- Trademark & Licensing management (73)
- Volunteer board/council/committee relations (74)
- Web/Multimedia design & production (75)
- Web/Multimedia writing and editing (76)

[Philanthropy]

- Administrative support for advancement services (77)
- Administrative support for development/fundraising (78)
- Biographical record maintenance (79)
- Budget and finance (80)

- Campaign management (81)
- Corporate and foundation relations (82)
- Campaign/development/fundraising communications (83)
- Development/fundraising—annual giving (84)
- Development/fundraising—major gifts (85)
- Donor relations/donor stewardship (86)
- Endowment management (87)
- Event planning & management/homecomings/reunions (88)
- Gift accounting and reporting (89)
- Gift processing (90)
- Human resources (91)
- Information technology/systems/database support (92)
- Institutionally related foundation management (93)
- Matching gifts (94)
- Other area in advancement services (95)
- Other area in development/fundraising (96)
- Overall management of advancement services (97)
- Overall management of development/fundraising (98)
- Planned giving (99)
- Proposal/grant writing (100)
- Prospect management (101)
- Prospect research/development research (102)
- Scholarship programs (103)
- Volunteer board/council/committee relations (104)
- Volunteer/board management (105)

[Overall Management]

- Admissions/enrollment/recruitment (106)
- Advisory board/advocacy group relations (107)
- Annual giving (108)
- Association/club/chapter relations (109)
- Awards & Recognition programs (110)
- Biographical record maintenance (111)
- Brand management (112)
- Budget and finance (113)
- Campaign management (114)
- Campaign/development/fundraising communications (115)
- Career services (116)
- Communications and public relations (117)
- Community relations (118)
- Corporate and foundation relations (119)
- Development/fundraising—annual giving (120)
- Development/fundraising—major gifts (121)
- Donor relations/donor stewardship (122)
- Education programs (123)
- Endowment management (124)
- Event planning & management/homecomings/reunions (125)
- Gift accounting and reporting (126)
- Gift processing (127)
- Government relations/legislative advocacy (128)
- Human resources (129)

- Information technology/systems/database support (130)
- Institutionally related foundation management (131)
- Internal communications (132)
- Marketing (133)
- Matching gifts (134)
- Media relations (135)
- Membership development (136)
- Other area in advancement services (137)
- Other area in alumni relations (138)
- Other area in communications and/or marketing (139)
- Other area in development/fundraising (140)
- Overall management of advancement services (141)
- Overall management of alumni relations (142)
- Overall management of communications and/or marketing (143)
- Overall management of development/fundraising (144)
- Parent/family programs (145)
- Planned giving (146)
- Proposal/grant writing (147)
- Prospect management (148)
- Prospect research/development research (149)
- Publications/periodicals design and production (150)
- Publications/periodicals writing and editing (151)
- Scholarship programs (152)
- Social media management (153)
- Student programs (154)

- Trademark & Licensing management (155)
- Travel programs (156)
- Volunteer board/council/committee relations (157)
- Volunteer/board management (158)
- Web/Multimedia design & production (159)
- Web/Multimedia writing and editing (160)

18. The next question is about SECONDARY areas of responsibility—major areas of responsibility that are distinct from your primary discipline. You may or may not have a secondary area of responsibility in your current position. If you do, please answer the question below.

What is your *SECONDARY* area of responsibility? Please select all that apply.

- Advancement Services
- Alumni Relations
- Communications and/or Marketing
- Development/Fundraising
- Overall Management of Multiple Advancement Functions

19. Please indicate any management responsibilities you have:

- Do not have management responsibilities
- Manage budget
- Supervise one or more people
- Manage a budget and supervise one or more people

20. What is the nature of your management responsibility?

- I have some management responsibility but I am not head of a major department
- I head a major department but I do not report directly to the president/chancellor/head of school or board
- I head a major department and I do report directly to the president/chancellor/head of school or board
- I head an institutionally related foundation or alumni association and I report directly to its board

21. How many direct and indirect reports do you have—in FTEs? _____ Please enter zero (0) if you have none.

Part III. Compensation Profile

22. What is your current annual base salary from the academic institution that employs you (excluding benefits, housing allowance, bonuses, other jobs, etc.)?

\$ _____

23. Are you eligible for a bonus? Yes/No

[click for definition: bonus = a one-time cash payment in recognition of performance not added to your base salary]

24. Which of the following best describes the nature of your bonus program(s)? (select all that apply)

- Based on my individual achievement of specific, identified performance outcomes
- Based on a group's achievement of specific, identified performance outcomes
- Based on overall merit
- Based on my remaining in my job for a specific period of time or until the completion of a project
- Other (please specify): _____

25. Did you receive a bonus or 'other cash' compensation in the most recent fiscal year from the academic institution that employs you? Yes/No

26. What was the total dollar amount of your bonus or 'other cash' compensation in the most recent fiscal year from the academic institution that employs you?

\$ _____

27. In which currency are you reporting your compensation information? [Pull-down menu]:

- Dollar, Canadian
- Dollar, US
- Other: _____

Base Salary Adjustments:

28. What type of salary adjustment did you receive in the latest fiscal year?

- Salary decrease
- No change
- Salary increase

29a. If you received a salary decrease from the previous fiscal year, what was the percentage decrease? ____%

29b. If you received a salary increase over the previous fiscal year, what was the percentage increase? ____%

30. Compared to changes in salaries in the previous fiscal year, is the change in your current base salary this fiscal year that you reported in the previous question higher, lower, or the same (i.e., please indicate how the percent change in your salary compares to the adjustment you received last year)?

Higher Lower Same

Part IV. Benefits Profile

31. Please indicate what benefits you receive from your institution.

Non-Salary Compensation/Expense Reimbursement and Perquisites

| <u>Insurance</u> | <u>Provided</u> |
|--|--------------------------|
| Accident (business travel) | <input type="checkbox"/> |
| Accident (AD&D) —24-hr/365 days/yr | <input type="checkbox"/> |
| Dental | <input type="checkbox"/> |
| Direct medical expense reimbursement (other than premiums) | <input type="checkbox"/> |
| Medical Insurance | <input type="checkbox"/> |
| Medical Savings Accounts | <input type="checkbox"/> |
| Vision | <input type="checkbox"/> |
| Group term life | <input type="checkbox"/> |
| Group cash value life | <input type="checkbox"/> |
| Short-term disability | <input type="checkbox"/> |
| Long-term disability | <input type="checkbox"/> |
| Supplemental disability | <input type="checkbox"/> |
| Supplemental life | <input type="checkbox"/> |
| <u>Section 125 (Pre-tax) Plan</u> | |
| Pre-tax dependent care flexible spending accts (FSA) | <input type="checkbox"/> |
| Pre-tax health insurance premiums | <input type="checkbox"/> |
| Pre-tax healthcare flexible spending accts (FSA) | <input type="checkbox"/> |
| Pre-tax transportation/parking subsidy | |
| Other (please specify): _____ | <input type="checkbox"/> |
| <u>Leave</u> | |
| Paid vacation days | <input type="checkbox"/> |
| Paid sick leave | <input type="checkbox"/> |
| Paid statutory holidays | <input type="checkbox"/> |
| Personal leave | <input type="checkbox"/> |
| Paid Christmas to New Year's off | <input type="checkbox"/> |
| Compensatory time off | <input type="checkbox"/> |
| Bereavement leave | <input type="checkbox"/> |
| Paid while on jury duty | <input type="checkbox"/> |

| | |
|---|--------------------------|
| <u>Work Schedule</u> | |
| Flexible hours | <input type="checkbox"/> |
| Job sharing | <input type="checkbox"/> |
| Shorter summer hours | <input type="checkbox"/> |
| Telecommuting | |
| <u>Wellness</u> | |
| Gym membership or discounts | <input type="checkbox"/> |
| Physical fitness/wellness program | <input type="checkbox"/> |
| Smoking cessation/weight loss program | <input type="checkbox"/> |
| Employee and family assistance program | |
| <u>Financial Benefits</u> | |
| Financial planning services | <input type="checkbox"/> |
| Reimbursement for professional licenses (e.g. CPA, APR, etc.) | <input type="checkbox"/> |
| Low or no interest loans | <input type="checkbox"/> |
| Personal tax services | <input type="checkbox"/> |
| Retirement plan (403b, pension, etc.) | |
| <u>Transportation and Travel</u> | |
| Car or car allowance | <input type="checkbox"/> |
| Local transportation subsidy | <input type="checkbox"/> |
| Parking | <input type="checkbox"/> |
| Relocation expenses | <input type="checkbox"/> |
| Spouse's/domestic partner's travel expenses | <input type="checkbox"/> |
| <u>Communications and Technology</u> | |
| Cellular phone/smart phone/pager purchase (institution pays monthly fee) | <input type="checkbox"/> |
| Tablet computer or other handheld device (e.g., iPad) | <input type="checkbox"/> |
| Home computer purchase or lease (Institution pays supplies, service contract, Internet provider, etc.) | <input type="checkbox"/> |
| Home fax machine purchase or lease (Institution pays supplies, service contract, etc.) | <input type="checkbox"/> |

| | |
|---|--------------------------|
| <u>Legal and Insurance</u> | |
| Legal resource plan (e.g., divorce, estate planning, etc.) | <input type="checkbox"/> |
| Personal liability insurance | <input type="checkbox"/> |
| Professional liability insurance (as part of Institution's general policy) | <input type="checkbox"/> |
| <u>Non-Cash Incentives</u> | |
| Extra time off | <input type="checkbox"/> |
| Sabbatical after required service | <input type="checkbox"/> |
| <u>Other</u> | |
| Educational/tuition benefits for employee | <input type="checkbox"/> |
| Educational/tuition benefits for dependents | <input type="checkbox"/> |
| On-campus dependent care | <input type="checkbox"/> |
| Professional membership dues | |
| Service on external volunteer boards/committees | |
| Other (please specify): _____ | <input type="checkbox"/> |

ABOUT CASE

The Council for Advancement and Support of Education (CASE) is the professional organization for advancement professionals at all levels who work in alumni relations, communications and marketing, development and advancement services.

CASE's membership includes more than 3,500 colleges, universities and independent and secondary schools in more than 70 countries. This makes CASE one of the largest nonprofit education associations in the world in terms of institutional membership. CASE also serves more than 60,000 advancement professionals on staffs of member institutions and has more than 22,500 individual "premier-level members" and more than 230 Educational Partner corporate members.

CASE has offices in Washington, D.C., London, Singapore and Mexico City. The association produces high-quality and timely content, publications, conferences, institutes and workshops that assist advancement professionals perform more effectively and serve their institutions.

For information, visit www.case.org or call +1-202-328-2273.