

**Cultivation and Stewardship Task Force  
Summary of the 2013 Survey  
October 2013**

The Cultivation and Stewardship Task Force created a survey for the membership of the International Council of Fine Arts Deans and administered the survey in the summer of 2013. This document summarizes the results of the survey.

There were forty-two respondents to the survey, yielding a response rate of 12.80%. (This calculation includes 177 institutional members, ninety-two associate members, six affiliate members, and fifty-three emeritus members.)

Of the respondents, 85.71% indicated that they engage in fundraising in their role as dean or associate/assistant dean. The survey respondents represented a range of institutions as follows:

Public	71.43%
Private	26.19%
Doctoral	35.71%
Masters	33.33%
Baccalaureate	16.67%
Associate	2.38%
Special Focus	4.76%

Of those who responded to the question, 38.10% stated that fundraising was not “indicated as being one of the primary tasks for which you would be responsible” when they interviewed for their position. Of the respondents, 33.33% feel that they do not “have the skills and experience” that they need to be successful in fundraising. The skills, resources and support that the respondents feel that they need are:

Identifying potential donors	50%
Coordinating alumni activities	56.25%
Developing proposals for individuals	50%
Making “the ask”	75%
Having a development director in my unit	43.75%
Financial resources for marketing, events, outreach, board cultivation	75%

When indicating the amount of time that respondents dedicate to fundraising, the responses were:

0%	7.69%
1% - 25%	51.28%
25%-50%	35.90%
50%-75%	5.13%
75%-100%	0

The majority of the respondents (63.41%) have a person or persons on their staff who is responsible for fundraising. None of the respondents have ten or more persons in this capacity. 3.57% have between six and ten persons in that capacity, and 96.43% have between one and five persons in that capacity.

Nearly sixty percent of the respondents indicated that their fundraising staff have ten or more years of experience. Less than fifteen percent of the respondents indicated that their fundraising staff have zero to five years of experience. (Only twenty-seven people responded to this item.)

Salaries for fundraising staff ranged from a low in the range of \$35,000 for a development assistant to a high of \$125,000. In some cases the respondent covered the cost of the salary, but in other instances another office covered all or part of the salary.

Activities in which the respondents' fundraising staff engage during an average year include:

Direct mail campaigns	81.25%
Special events (galas, etc.)	87.50%
Identifying potential donors (research)	93.75%
Donor cultivation	96.88%
Donor recognition	90.63%
Working only with alumni	43.75%
Hosting alumni events nationally or internationally	62.50%
Working with an advisory board or friends group	81.25%

When asked to indicate the amount of revenue that their division generated through fundraising in the 2012 – 2013 fiscal year, the responses ranged from \$30,000 to \$12.6 million. Comments for this question included statements such as “not all fundraising is revenue. Bequests and endowments are a large part of our efforts as well. Constant effort goes into maintaining bequest gifts especially. Combining all efforts 12-13 would be approximately 3 mil” and “average of \$4 million/year.”

The majority of the respondents (77.78%) indicated that the amount that their division has generated through fundraising has increased over the past five years. Only 2.78% indicated that the number had decreased for their division during that time. The largest gifts that the respondents and/or their development officers have brought to their institutions were \$25 million, \$18 million and \$8 million. Ten of the respondents cited amounts of \$500,000 or less.

More than half of the respondents (54.76%) indicated that their institution is currently engaged in a capital campaign. Goals for their divisions ranged from \$4 million to \$300 million, but many of the respondents indicated that goals for their divisions were not set at the time of the survey.

When asked to state what the minimum amount their institution requires to establish an endowed fund, the respondents cited numbers ranging from \$2,500 to \$250,000, but the highest threshold

amount was £750,000. Comments ranged from “this is new for the college so no minimum - just personal expectations” to “\$25,000 for a scholarship \$250,000 for a Professorship.”

More than half of the respondents (61.54%) indicated that they do not feel that their institution provides them with adequate support for their fundraising activities. Among the comments that the respondents made concerning what they need were:

- everything. The Arts are not supported in our environment
- Better campaign coordination of project based fundraising (vs. donor driven fundraising).
- Additional dedicated support personnel and a grant writer.
- We self fund our staff. One or two more staff in the dean's office are needed to be most effective
- To put more effort into prospect identification and introduce the arts to the high level donors managed by the VP or Development.
- Provide me with support (eg. Associate Dean) so I have more time to devote to fundraising

When the survey asked the respondents to indicate what fundraising topic(s) they would find to be of interest for ICFAD conference sessions, slightly more than half of the respondents made comments. Their suggestions ranged from topics such as friends groups, working with alumni, and long-term strategies. Their responses were as follows:

- Working with Friends groups.
- Ways and means to stay in contact with alumni
- Donor cultivation, strategies, etc.
- Developing and fostering alumni relations that lead to support opportunities
- Cultivation for the Arts Working with Advisory Boards on Fundraising
- Fundraising for the Arts
- Small gifts...large gifts strategies
- UNLESS YOU CAN BRING IN SOMEONE WITH A PROVEN TRACK RECORD -- A REAL PRO, I WOULD SAY AVOID THE TOPIC.
- cultivating donors

- Preparing sponsorship proposals to get funding
- Case studies of success and innovative ideas
- Harnessing the potential for giving from the creative industries who need and Employ the creative originality of our graduates.  
dean education
- 1. Making the ask (especially for big gifts) 2. Engaging department heads and faculty in the fundraising process
- Any
- I defer to others. Thanks!
- Branding giving campaigns.
- Donor cultivation
- Cultivating new donors in a city with many competing philanthropic organizations.
- Long-term strategy planning.
- Prospect Research; Making the "ask"; donor cultivation ideas; the "new" donor.
- Working with advisory boards
- Any. Everything helps.
- I've heard them all in my 18 years as Dean

*Respectfully submitted to the ICFAD Board of Directors in October 2013*