

DEVELOPMENT PULSE SURVEY RESULTS

MARCH 2021



PRIZMAH

Center for Jewish Day Schools

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Prizmah is dedicated to creating a strategic and systematic approach to research, data collection and knowledge sharing. We work to collect learning and insights from the field of Jewish day schools and yeshivas in order to inform, inspire and empower each individual school and community.

This fourth pulse survey report seeks to provide a profile of Jewish day school development in the 2019-2020 and 2020-2021 school year and understand the effects of the COVID pandemic on Jewish day school fundraising.*

The survey was fielded from January 18 to February 5, 2021. The following is a report and analysis of the findings.

Please note that Canadian schools that responded submitted financial data in CAD and was then converted to USD for analysis. Due to rounding some charts may not total to 100%.

Special thanks to Amy Adler, Hannah Olson, Elliott Rabin, and Marc Wolf for their support and guidance on this study.

*Prizmah conducted three previous pulse surveys during the COVID-19 pandemic:

[Fall 2020 Admission Survey Results December 2020](#)

[Fall 2020 Planning Second Pulse Survey Results August 2020](#)

[Fall 2020 Scenario Planning Survey Report May 2020](#)

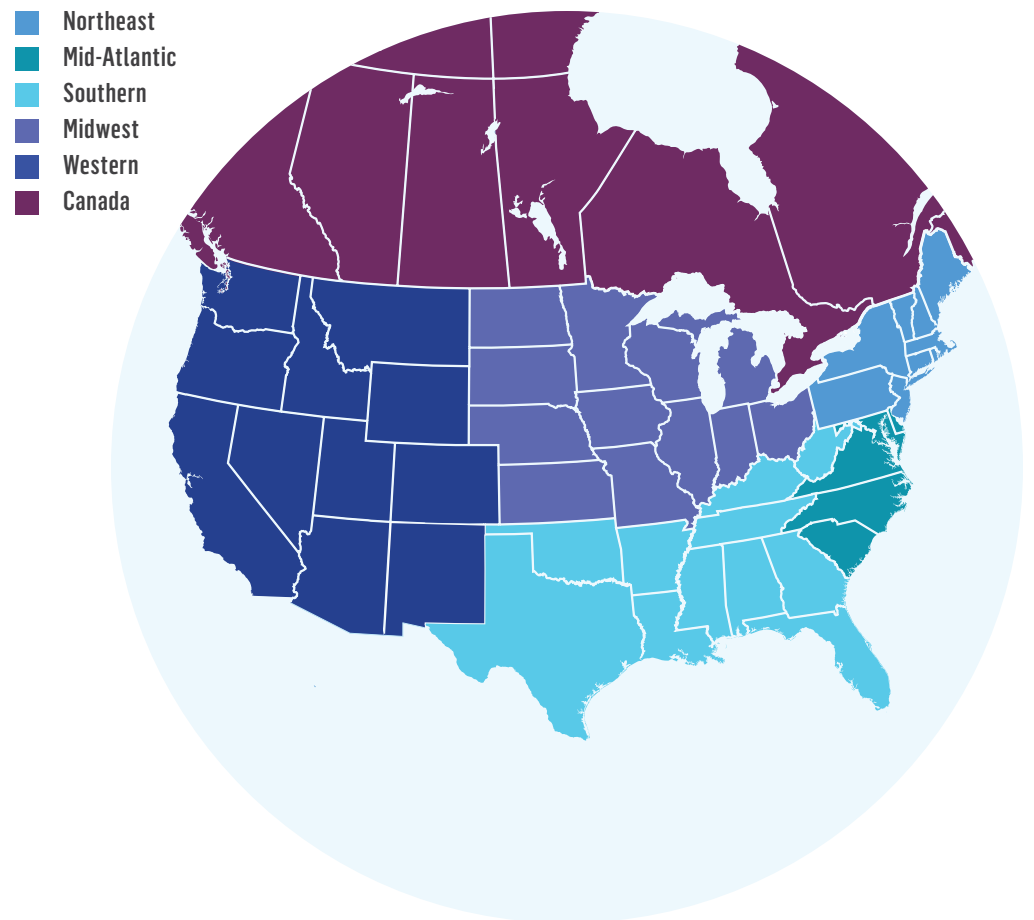
PROFILE OF RESPONDENTS

Thank you to the 112 respondents who completed the survey, the majority of whom are development professionals. Responding schools span North America and have various enrollment sizes. The respondents vary in size, geography and denominational identity. Community, Conservative, Pluralistic and Reform schools compose 63% of the respondents, with the remainder, 37%, identifying as Orthodox or Modern Orthodox. The largest percentage of respondents were from the Northeast, representing 36% of respondents.

SCHOOL RELIGIOUS AFFILIATION	NUMBER OF SCHOOLS	PERCENT OF SCHOOLS
Community	45	40%
Conservative	7	6%
Modern Orthodox	30	27%
Orthodox	11	10%
Pluralistic	15	13%
Reform	4	4%

REGION	NUMBER OF SCHOOLS	PERCENT OF SCHOOLS
Northeast	35	31%
Western	24	21%
Southern	15	13%
Canada	15	13%
Midwest	14	13%
Mid-Atlantic	9	8%

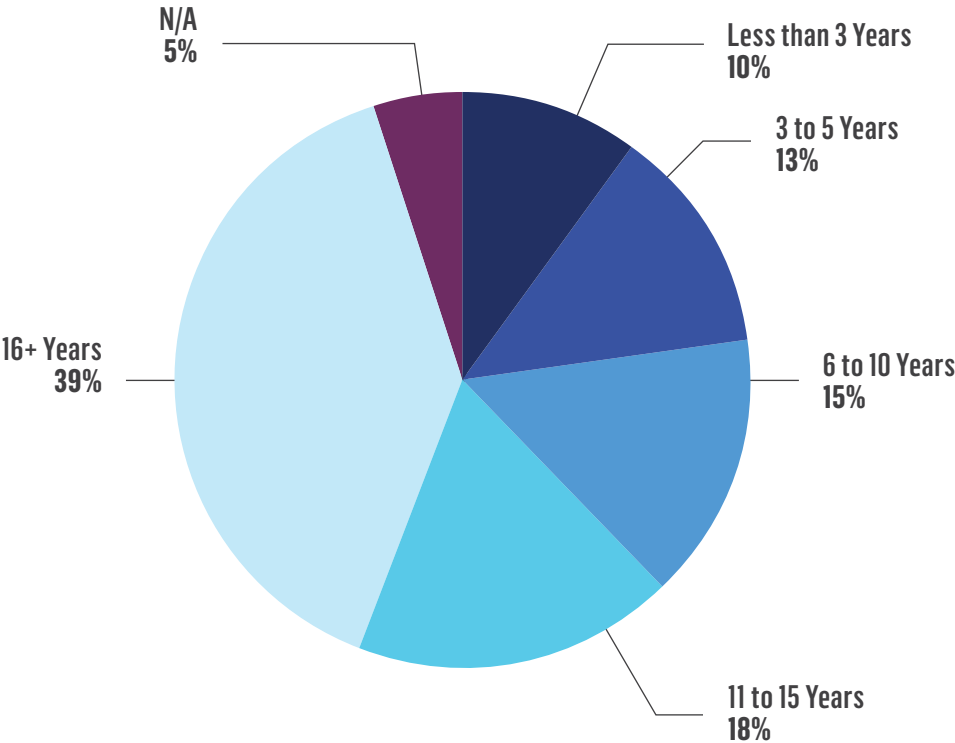
ENROLLMENT SIZES	NUMBER OF SCHOOLS	PERCENT OF SCHOOLS
Under 100	16	14%
101-200	22	20%
201-300	19	17%
301-400	14	13%
401-500	11	10%
501-600	9	8%
600+	21	19%



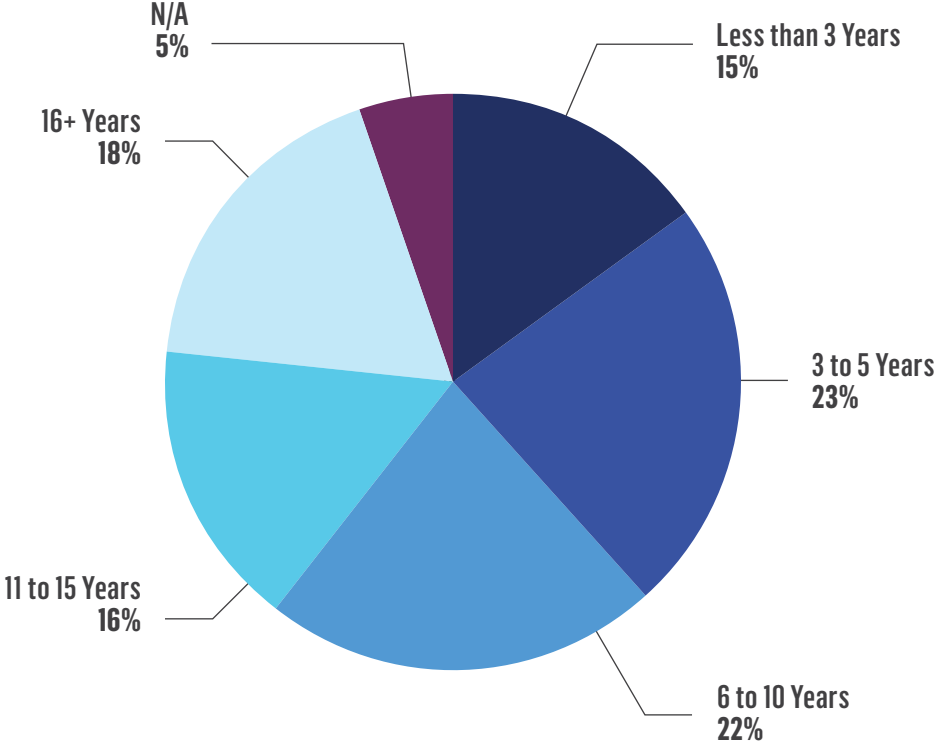
PROFILE OF RESPONDENTS

Nearly 40% of the individuals who submitted responses on behalf of their school reported having over 16 years of development experience. Thirty-six percent of respondents reported having over 11 years of experience specifically in Jewish day schools, which demonstrates that many have development experience at other organizations prior to their work in a Jewish day school.

How Many Total Years of Development Experience Do You Have?



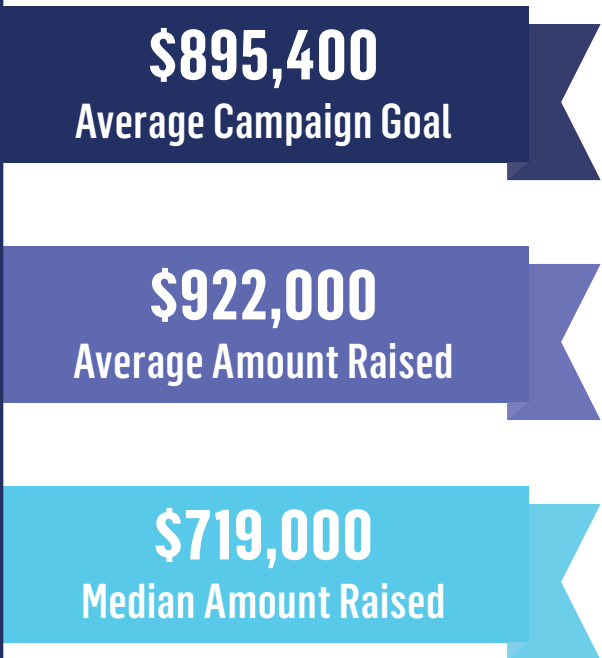
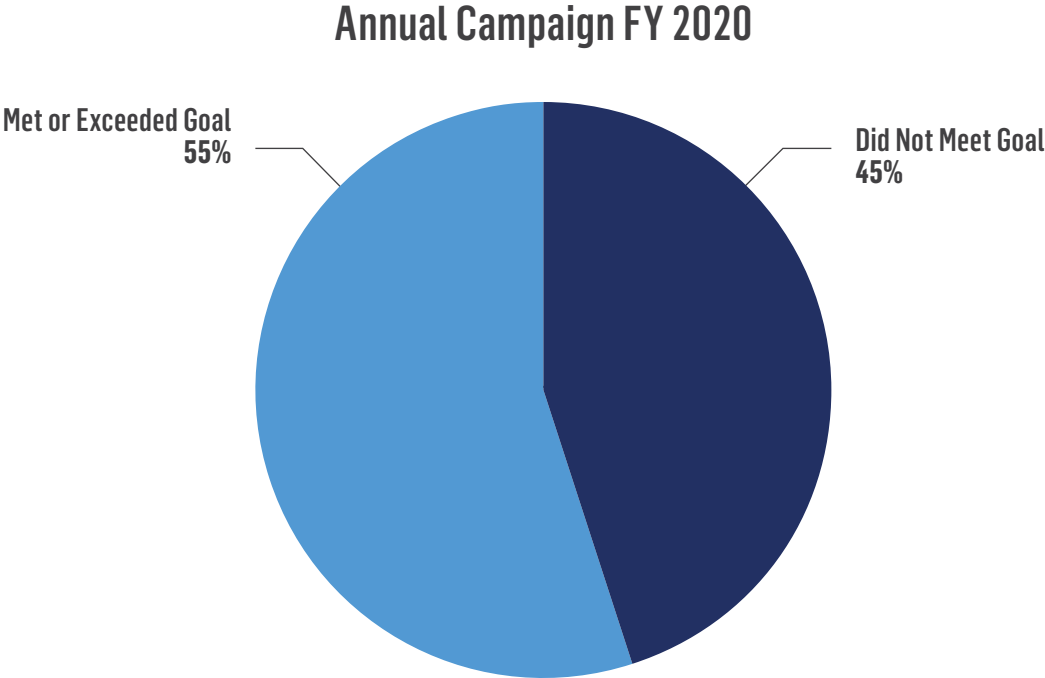
How Many Years of JDS Development Experience Do You Have?



ANNUAL FUND FISCAL YEAR 2020

The COVID-19 pandemic at the end of the 2020 fiscal year brought acute unforeseen challenges to schools, including increased opening costs and tuition assistance requests. Forty-five percent of schools reported they did not meet their 2020 fiscal year goal.*

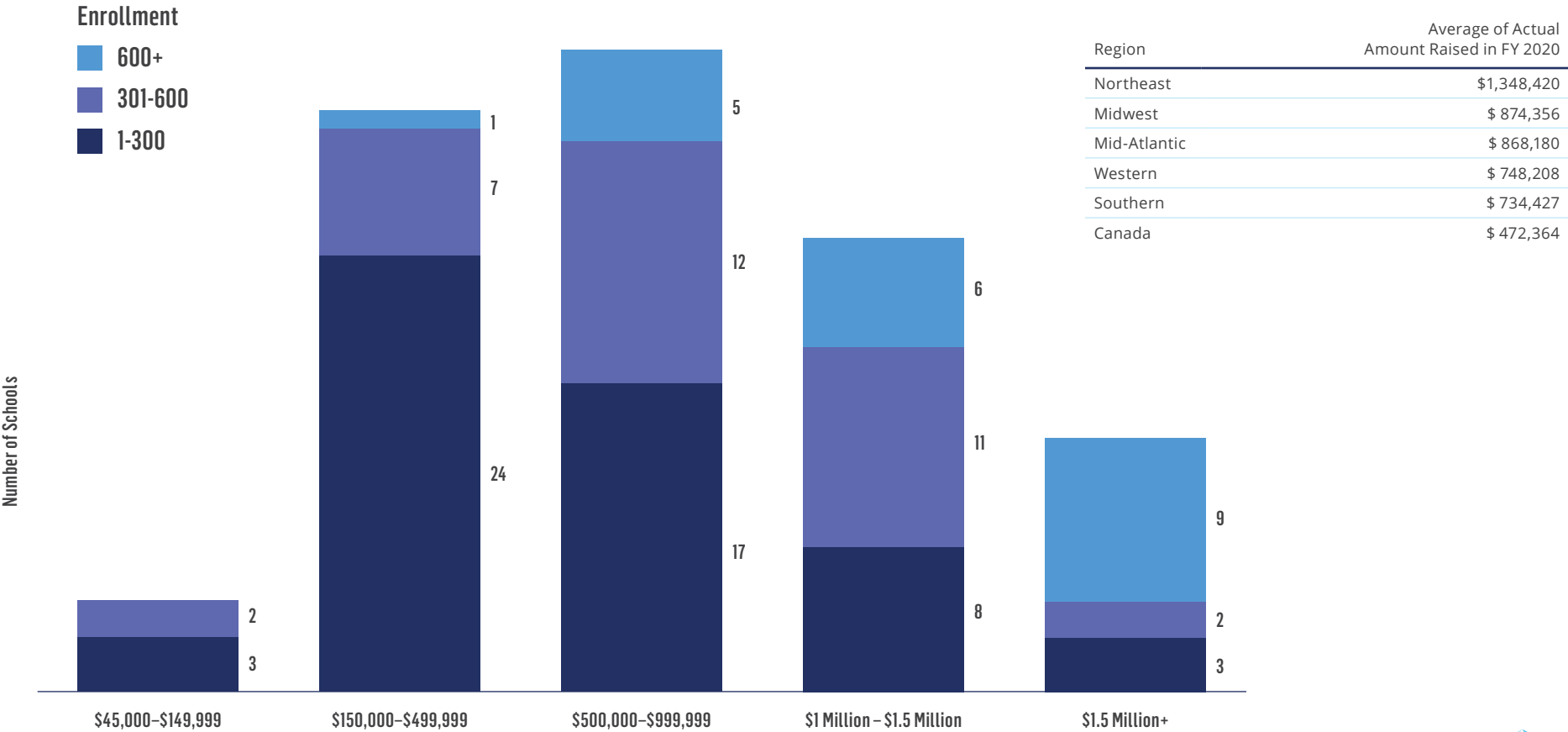
Of the schools that didn't meet their goal, the average shortfall was \$161,000. Seven schools reported annual campaign deficits of over \$300,000. Of the schools that exceeded their annual campaign goal, the average excess was \$211,000. Five schools reported raising over \$430,000 above their annual campaign goal.



ANNUAL FUND FISCAL YEAR 2020

When comparing how much money schools raised in the 2020 fiscal year and their enrollment, schools with larger enrollment generally raised more money. Nine of the fourteen schools that raised over \$1.5 million in the 2020 fiscal year had enrollment of 600 students. Only 6 schools with enrollment over 600 students reported raising less than a million dollars compared to 21 schools with enrollment between 301 and 600. On average, schools in the Northeast raised the most in their annual campaign.

FY 2020 Annual Campaign Range of Amount Raised



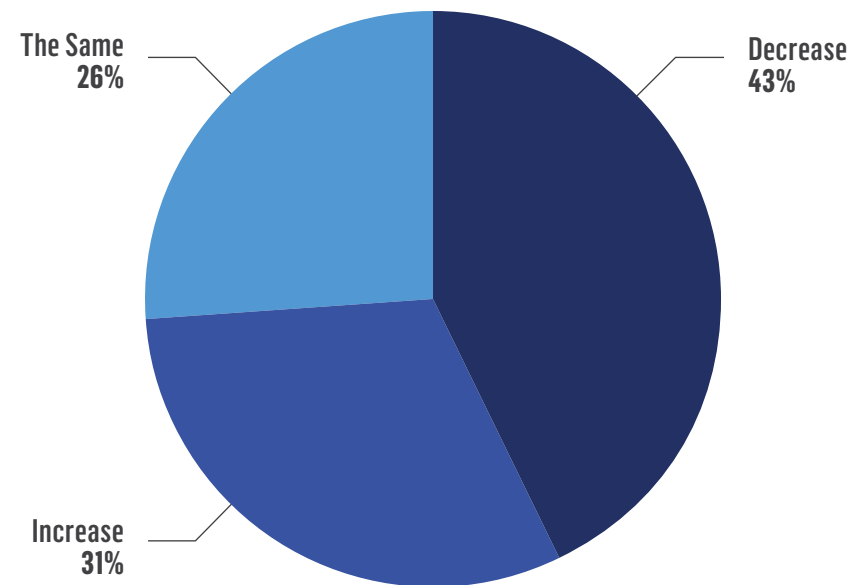
Region	Average of Actual Amount Raised in FY 2020
Northeast	\$1,348,420
Midwest	\$ 874,356
Mid-Atlantic	\$ 868,180
Western	\$ 748,208
Southern	\$ 734,427
Canada	\$ 472,364

ANNUAL FUND FISCAL YEAR 2021

When setting fundraising goals for the 2021 fiscal year, only 30% of schools increased their annual campaign goal from the prior year, while 43% of schools decreased their annual campaign goal. Schools that decreased their annual campaign goal from 2020-2021 did so on average by 17%. Fourteen schools reported decreasing their annual campaign goal by more than 20%. The data do not show a relationship between schools that decreased their annual campaign goal for the 2020-2021 budget and schools that didn't meet their goal in the prior year.



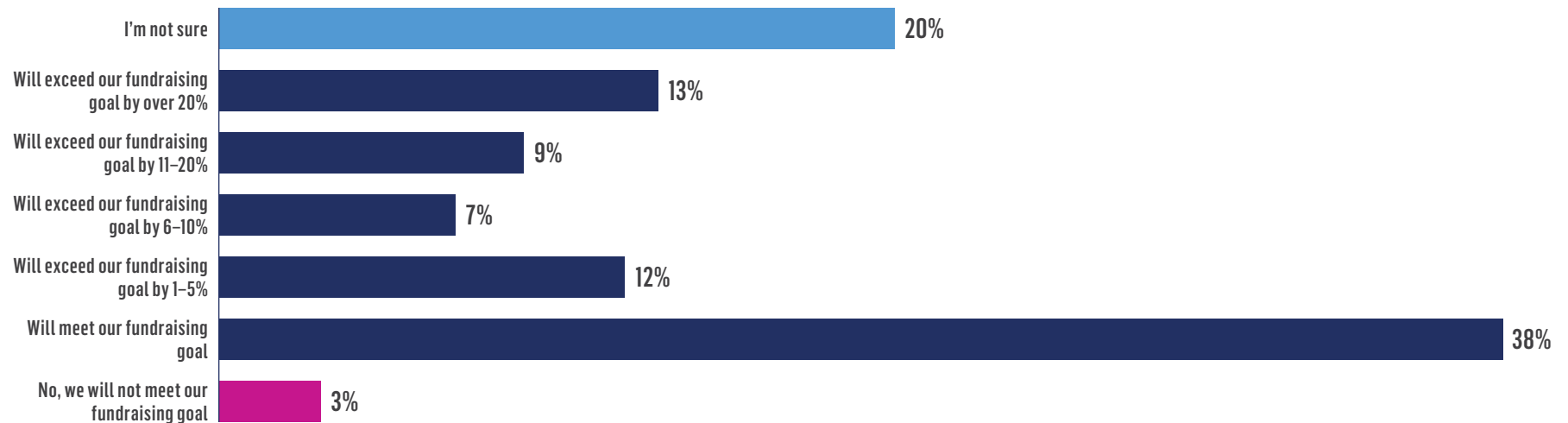
How Did the School's Annual Campaign Goal Change from FY 2020 to FY 2021?



ANNUAL FUND FISCAL YEAR 2021

Many schools saw an increase in costs related to pandemic safety measures. With an increase in expenses and a greater need for tuition assistance, how will school budgets fare at the end of the 2021 fiscal year? Twenty percent of schools are not sure if they will meet their 2021 fiscal year fundraising goals, whereas nearly 75% of schools expect at least to meet or exceed their goals. Three percent of schools indicated they will not meet their fundraising goals in the 2021 fiscal year.

Do You Project Your School Will Meet its FY 2021 Fundraising Goals?

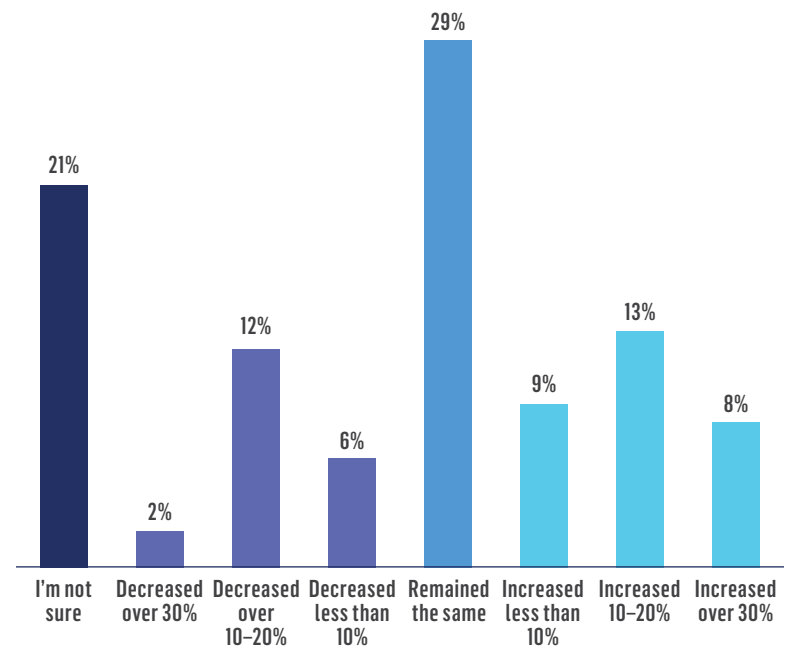


ANNUAL CAMPAIGN: PARENT PARTICIPATION

Nearly 60% of schools reported that parent participation in their 2021 annual campaign is either increasing or remaining steady to prior participation levels. Regarding the percent of people who responded “I’m not sure,” this may be attributed to schools with campaigns that have not yet launched or were ongoing when the data was collected.



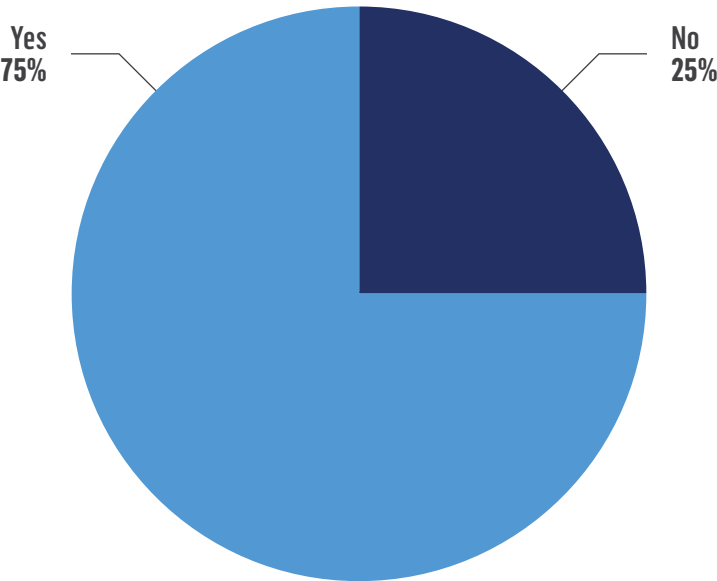
Compared to FY 2020, How Has the Number of Parents Participating in your Annual Campaign Changed in FY 2021?



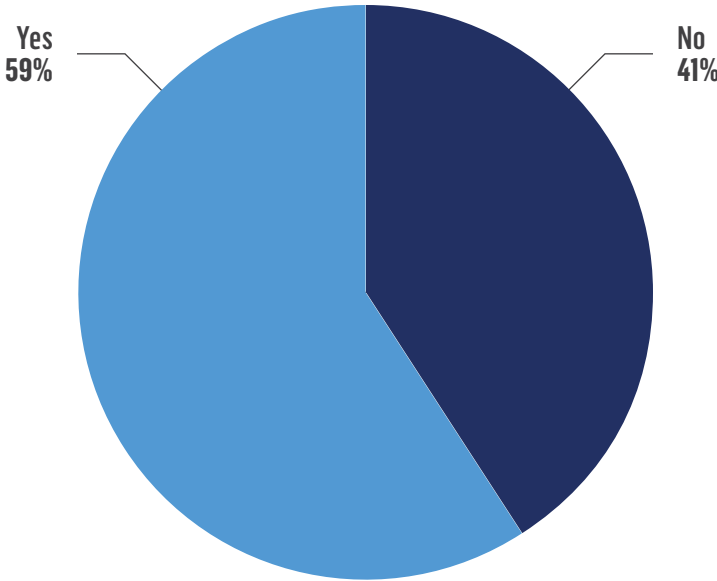
ENDOWMENT CAMPAIGNS

Three-quarters of responding schools have an endowment. Schools that did not report an endowment shared that their annual campaign or a current capital campaign were more pressing needs. Of schools that reported having an endowment, 41% are not actively soliciting gifts. Reasons why they are not actively soliciting gifts include focusing on the annual campaign or COVID campaigns and pausing their solicitations due to COVID.

Does Your School Have an Endowment?



Percent of Schools with Endowments Actively Soliciting Endowment Gifts



- No
- Yes

ENDOWMENT VALUATIONS

Of the schools that reported having an endowment, the average valuation of the endowments increased with enrollment size. That increase seems to level off for schools with enrollment over 500. The respondents representing the top five highest valued endowments are from schools with enrollment over 400. Three out of the five are from schools with enrollment over 600.

Enrollment	Average Valuation of School Endowment	Number of Schools	Endowment Valuations	
Under 100	\$842,391	11	Range	\$18,000 – \$46 Million
101-200	\$1,120,784	12	Median	\$1,000,000
201-300	\$2,706,460	14	Average	\$4,950,883
301-400	\$5,562,015	8		
401-500	\$13,353,167	11		
501-600	\$5,309,000	8		
600+	\$8,995,680	14		

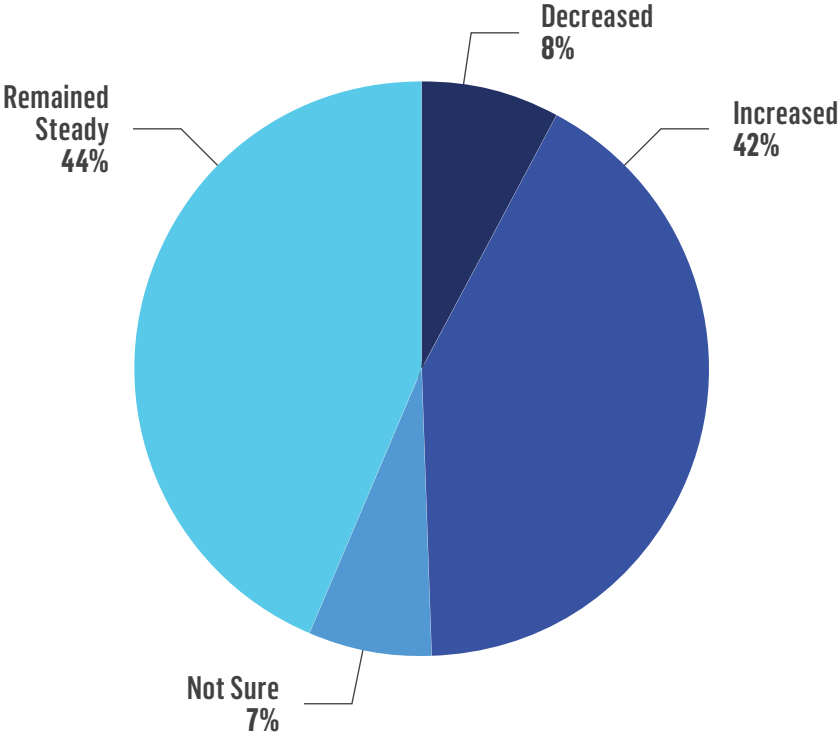
Top 5 Reported Endowment Valuations



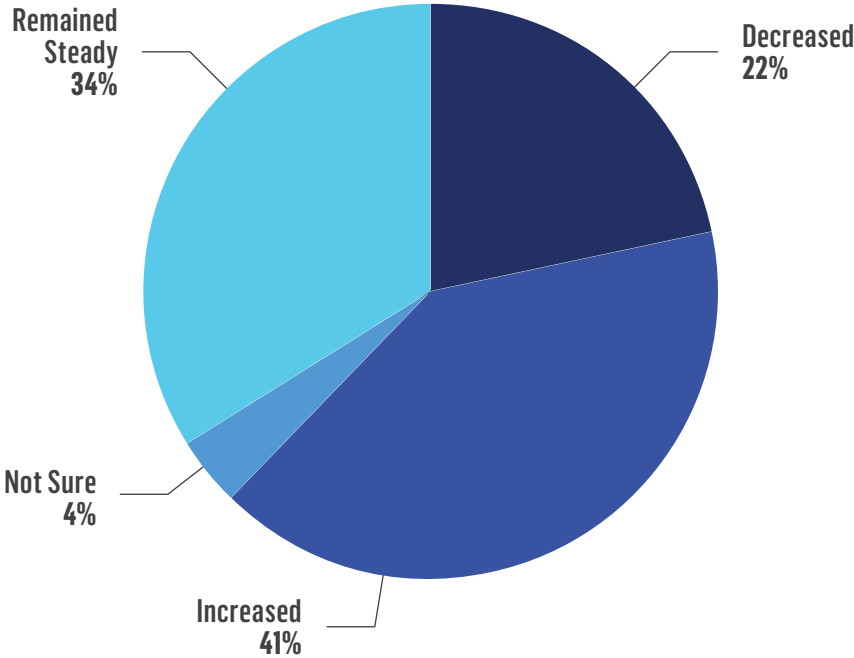
COVID-19: DONOR CONTRIBUTIONS

When asked about whether donors increased or decreased their gifts since the onset of the pandemic, 86% of schools reported that contributions from major donors have remained steady or increased since March 2020. Over 40% of schools reported an increase in contributions from both major and other donors. Eight percent of schools reported that major donors decreased their gifts, and 22% reported a decrease from other donors.

Since March 2020, Contributions from Major Donors



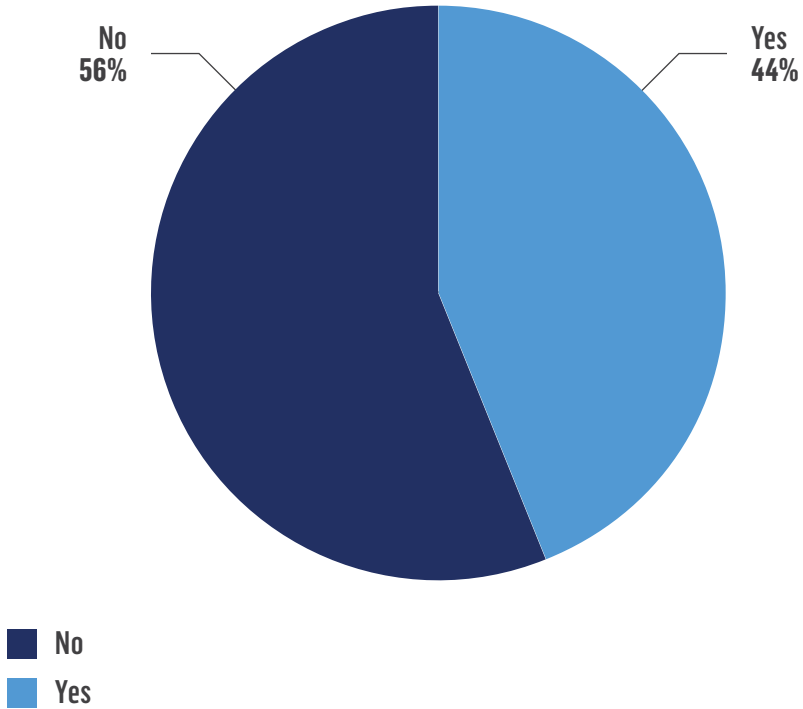
Since March 2020, Contributions from Donors (Excluding Major Donors)



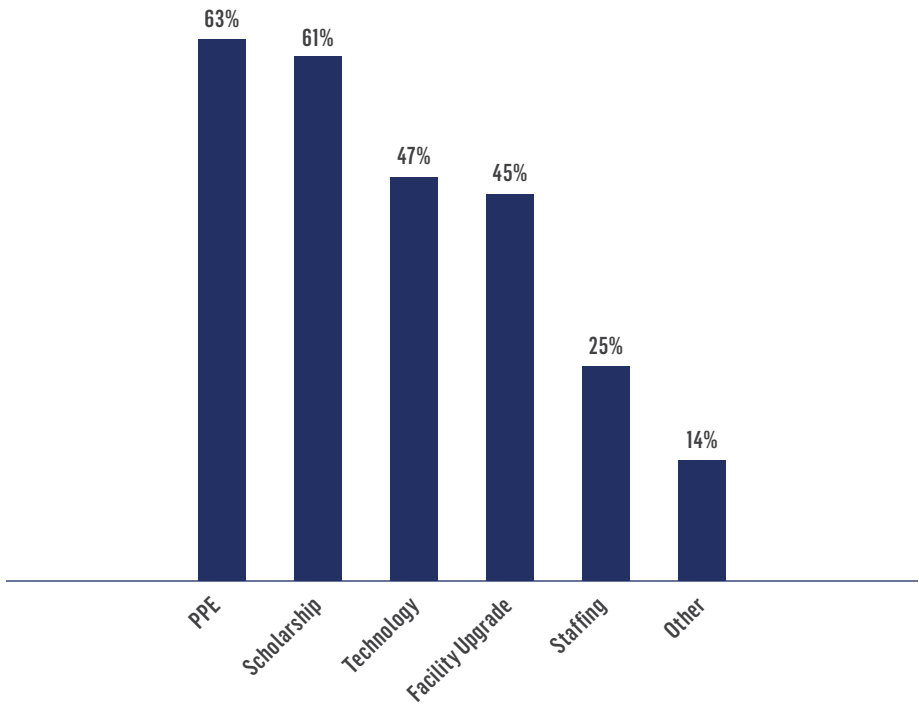
COVID-19: EMERGENCY CAMPAIGNS

With increased expenses associated with the COVID pandemic, many schools had to decide whether or not to run an emergency fundraising campaign; 44% chose to do so. The top three purposes for the emergency campaign were to cover PPE expenses, increased scholarship needs and new technology costs.

Did Your School Run an Emergency Campaign for COVID?



Designated Purposes for Emergency Campaigns



COVID-19: EMERGENCY CAMPAIGNS

Schools that ran emergency campaigns were effective in raising funds. The average amount raised was \$269,420. Four schools reported raising over \$1,000,000.

Only two schools reported accessing the corpus of their endowment to fund pandemic-related emergency needs.



\$129,515
Median Amount Raised

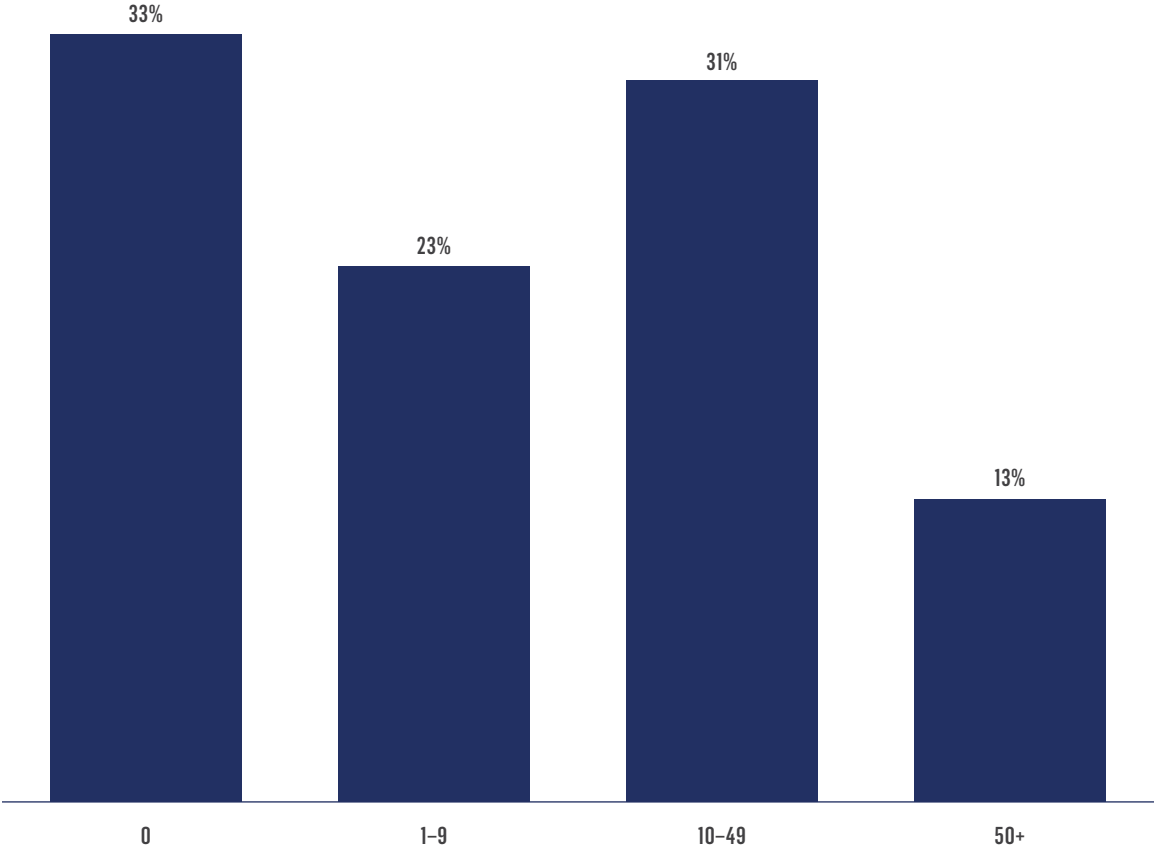
\$269,420
Average Amount Raised

Emergency COVID Campaign	Ran an Emergency Campaign	Did Not Run an Emergency Campaign
Has an Endowment	37 schools	42 schools
Does Not have an Endowment	10 schools	18 schools

COVID-19: NEW DONOR ENGAGEMENT

Nearly three-quarters of schools that ran an emergency campaign found them to be effective tools to engage new donors. Forty-four percent of schools reported more than 10 new donors contributing to their emergency campaigns.

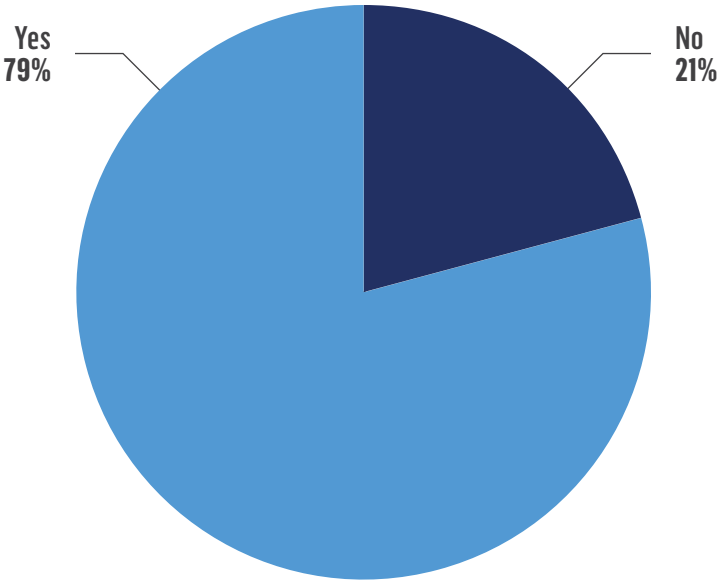
New Donors Contributing to Emergency Campaigns



COVID-19: FEDERATION & ORGANIZATIONAL FUNDING

A majority of schools reported receiving COVID-specific relief funds from their local federation or other Jewish organizations. The average amount received was \$101,000; the maximum was \$440,000. On average, schools in the Midwest received the largest amount of funding from local federations or other Jewish organizations.

Did Your School Receive COVID-Specific Relief Funds from Your Local Federation or Other Jewish Organization?



■ No
■ Yes

Total Reported COVID-Specific Relief Funds from Local Federations and Other Jewish Organizations

Average	\$101,000
Median	\$75,000
Max	\$440,000

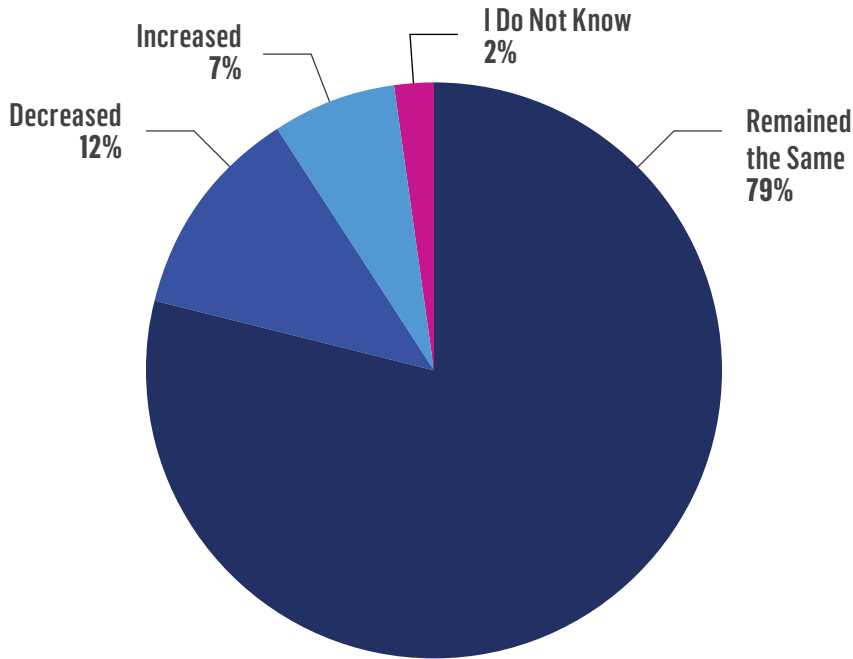
Total Reported COVID-19-Specific Relief Funds from Local Federations and Other Jewish Organizations

Midwest	\$115,608
Canada	\$112,714
Western	\$112,385
Northeast	\$107,401
Mid-Atlantic	\$94,267
Southern	\$80,273

DEVELOPMENT OFFICE

When asked about changes in the number of full time equivalents (FTEs) in the development department from the 2020 to 2021 fiscal years, a majority of schools (79%) said that the number remained steady, with 12% reporting a decrease. Fifty-five percent of schools reported one or less FTE in fiscal year 2020. There’s a parallel between the number of FTEs and the average amount raised: the amount increases as the number of FTEs increases.

Did Your Development Department’s FTEs Change between FY 2020 and FY 2021?

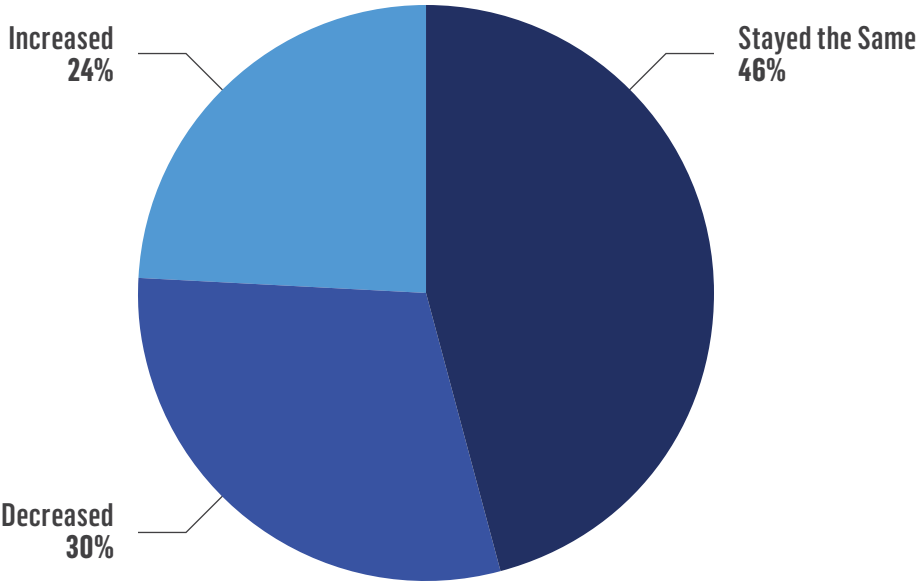


Number of FTEs FY2020	Number of Schools	Average of Actual Amount Raised in FY 2020:
1 or less	58	\$697,524
1.1-2.9	23	\$1,039,722
3+	23	\$1,297,066

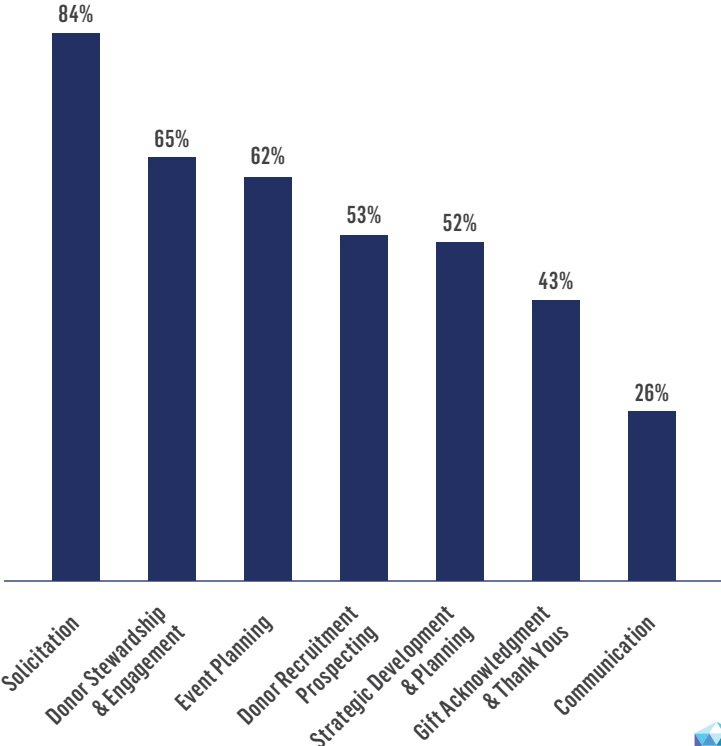
VOLUNTEER ENGAGEMENT

Since the onset of the pandemic, nearly half of schools reported volunteer engagement remaining steady. The top three ways schools are utilizing their development volunteers are solicitation, donor stewardship and engagement, and event planning.

Changes in Volunteer Engagement during the Pandemic



Identified Roles for Development Volunteers in Schools



DEVELOPMENT CHALLENGES

When asked for the single biggest development challenge respondents face, the top three reported were

35%
Cultivating New
Major Gifts

18%
General Donor Stewardship
and Cultivation

18%
Lack of Development Staff,
Support or Personnel

KEY FINDINGS

- 1** Despite the uncertainty of fundraising in the current economic climate, as indicated by reduced annual campaign budgets for the 2021 fiscal year, 79% of schools are expecting to meet or exceed their annual campaign goal. Increased giving from major donors and the steady gifts coming in from other donors since March 2020 are contributing to that expectation of success.
- 2** Three-quarters of schools reported having an endowment, although nearly half of those are not currently soliciting for endowment gifts.
- 3** The success of COVID-19 emergency campaigns was aided by new and/or lapsed donors. Sixty-six percent of schools reported acquiring new and/or lapsed donors through their emergency campaign.
- 4** Seventy-nine percent of schools reported receiving relief funds from their local federation or other Jewish organizations.

Visit the Prizmah Knowledge Center for resources to support schools during the COVID-19 pandemic:

[Development Resources](#)

[COVID-19 Resources](#)

[2020 Pulse Surveys](#)

[Webinars and Meet Ups for Development Professionals](#)