SPEA UNDERGRADUATE HONORS THESIS

Donor Retention Strategies of Monroe County Nonprofits

Best Practices Versus Capacity

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Donor Retention Strategies of Monroe County Nonprofits: Best Practices versus Capacity

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In the United States, the trend of low donor retention, the rate at which donors continue to support organizations from one year to the next, has been a cause of concern for the nonprofit sector. To remedy this issue, academic research has identified best practices nonprofit organizations should implement to increase their donor retention rates. Yet many organizations continue to lose up to 60% of their donors following the donor's first gift. Why does this issue of retention rates still persist?

This thesis identifies four overarching best practices that shape a successful donor retention program: having the ability to segment donors; allowing donors to have flexibility in the type and frequency of communication that they have with an organization; maintain high levels of quality service; and operate honestly. Next, this thesis challenges the feasibility of fully implementing these best practices within local nonprofit organizations. Survey responses were collected from a sample group of Monroe County fund development professionals to assess their knowledge of donor retention best practices and their ability to implement those practices. The thesis concludes with a discussion of the results and identifies further areas of research.

Introduction

Nonprofit organizations have found it increasingly difficult to raise funds over the past ten years (Sargeant 2001). Many organizations invest in activities for recruiting new donors to raise funds, where in reality the overall return on these investments are low; it can be up to five times as expensive to recruit a new supporter than to engage with an already existing one (Sargeant 2008). Instead, by making small changes in donor retention, or the act of keeping donors from one year to the next, organizations can yield a much higher return on investment. By increasing retention by just 10%, a nonprofit could see a 150-200% increase in their donors' projected value as these donors may upgrade their gifts, give in multiple ways, or recommend others to give as well (Sargeant 2008).

Because of the high potential for increasing philanthropic dollars by increasing donor retention, many academics have researched strategies for increasing donor retention. Even so, donor retention rates have continued to fall. This indicates a disconnection between academic findings and real-world practice. Do development professionals working in organizations know about these academic findings, and if they know, do their organizations have the capacity to implement them fully?

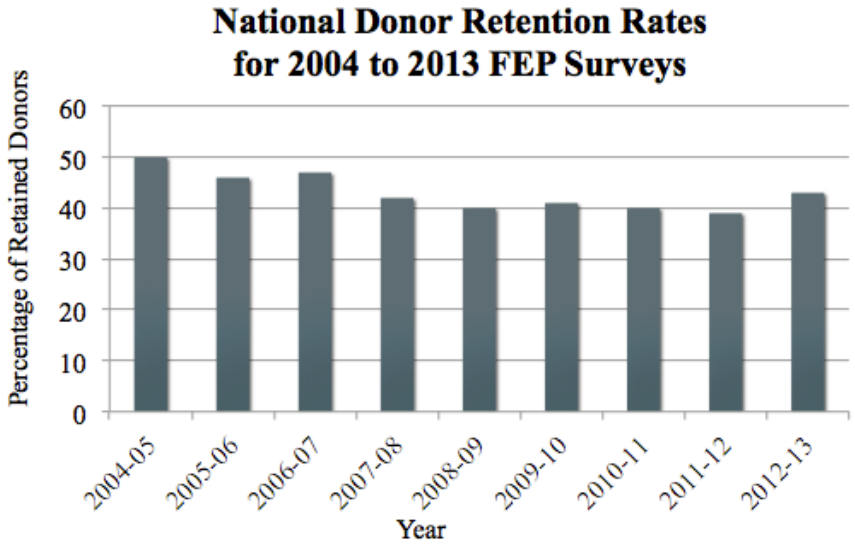
Best Practices Research

In order to understand what suggested best practices exist, a literature review of the current body of academic research was conducted. First, it is important to understand how donor retention rates are calculated. An organization can determine their donor retention rate by taking the number of donors who gave in one calendar year and dividing

it by the number of those specific donors who then returned the next year. Tracking the total difference in donors from one year to the next is important, but it does not give a full picture.

For a clearer picture, organizations should also track each *individual* donor and their giving trends. Since 2006, the Association of Fundraising Professionals and the Urban Institute have spearheaded the Fundraising Effectiveness Project (FEP), which tracks donor retention rates in over 6,000 nonprofits nationally. Having a higher number of donors in a given year than the previous year does not necessarily mean that an organization's donor base has grown in a healthy way. An organization may have a large loss of donors from one year to the next, which could be hidden because the organization was able to recruit a large percentage of new donors (Levis and Williams 2011). Continually recruiting new donors is not sustainable for a large majority of nonprofits. Efforts are better spent cultivating current donor relationships.

Figure 1: National Donor Retention Rates



Source: Fundraising Effectiveness Project.

Figure 1 displays the results from the Fundraising Effectiveness Project's research from 2004 to 2012. Though the trend is not continuously consistent, the national retention rates have decreased from 2004 to the last year of available data. In this data, donor retention includes new donor retention, repeat donor retention, and overall donor retention.

Next, it is important to understand why a donor defects, or discontinues giving to an organization. Knowing the reason why a donor stops giving is essential when trying to stay connected with them. Reasons for donor defection can be categorized as either natural or unnatural (Sargeant 2001). The difference between these two categories is the level of control the organization has over the defection. Natural defection occurs due to external factors that an organization has no control over. A donor passing away, moving away, or becoming bankrupt are examples of natural defection. On the other hand, organizations have much more control over unnatural defection, which is donor dissatisfaction or disinterest with the organization. For example, donors may defect unnaturally because the organization contacts them too frequently or another organization has a stronger appeal overall (Sargeant 2001).

Donor Loyalty

In order to increase their donor retention rate and affect unnatural defection, organizations need to maintain a donor's loyalty (McGrath 1997; O'Reilly et. al 2012; Sargeant 2008; Sargeant and Woodliffe 2007). The exact definition of donor loyalty can be hard to pin down. O'Reilly et. al describes loyalty as an "essential behavior for nonprofit organizations to evoke in their supporters to increase the total value support

through increased donation of time and funds to the organization" (pg. 66). Sage Nonprofit Solutions defines loyalty as the emotional connection or relationship between a donor and an organization, where the relationship itself is defined by the donor's perception (pg. 3). Sargeant and Jay identify loyalty as a "function of genuine enthusiasm and commitment [that] an individual has for a nonprofit's mission" and the "key to developing lifetime value in a donor" (pg. 6). A common thread that emerges through these definitions is loyalty having a close connection to relationships and behavior.

O'Reilly et. al analyzed donor loyalty by looking at the donors' demographics and personality. In the study, loyalty is segmented into three classifications: sole, divided, and switching loyalty. First, sole loyalty exists when 100% of a donor's support is given to only one organization. Second, a donor may have divided loyalty, meaning that they support multiple organizations. These two classifications are similar in that they both involve the continued support from a donor over a period of time. The final classification of loyalty is defined as switching loyalty. These donors donate to many different organizations, and this behavior implies a lower level of giving because it is sporadic and not dependable. This classification of donor also does not give continually over a period of time, unlike the sole or divided loyalty donors. All three types of donors may provide either, or a combination of, time or money.

By using demographics and personality traits, an organization can predict a donor's loyalty type. For example, O'Reilly et. al. identified three personality traits (materialism, maximization, and the preference for consistency) and assessed their relationship to levels of loyalty. O'Reilly et. al. found that individuals exhibiting these traits should each be approached differently. A materialist places value on having

material possessions and was found to have a negative link to behaviors of charitable giving (O'Reilly et. al 2012). This negative link exists because materialists generally value possessions over having any good feelings (or the "helpers high") that come from giving charitably. Maximizers have a tendency to optimize whenever they make decisions. Because of this tendency, maximizers are more likely to experience higher levels of dissatisfaction after charitable giving because they may feel "buyers remorse", or a sense of regret after making a purchase, or donation in this case. Individuals who prefer consistency place value on human characteristics like stability or reliability. The study found that individuals exhibiting this trait donate *consistently* to fewer organizations. If an organization understands their donors' behaviors, they may be able to better predict their level of loyalty to their organization.

In addition to maintaining their donors' loyalty, organizations should actively work to increase levels of donor loyalty. Research has shown strengthening a donor's *commitment* to the organization, *trust* in the organization, and *satisfaction* with the organization can increase loyalty. With more commitment, trust, and satisfaction, a donor's giving behavior increases in favor of the organization and overall loyalty increases (Sargeant and Lee 2004; Sargeant 2008).

Commitment

Researchers have several definitions for commitment. Commitment can be defined as an "enduring desire to maintain a valued relationship" (Moorman, Zaltman, and Deshpande 1992, pg. 316), or as a "pledge of relational continuity" from one party to another (Dwyer, Schurr, and Oh 1987, pg. 19). It has also been said that at the core of

commitment lies "a willingness to make short-term sacrifices to maintain the relationship" (Anderson and Weitz 1992, pg. 19). Though these definitions vary, commitment has consistently been found to drive behavior, and it exists in two different forms. Though scholars have named these forms differently (active and passive by Sargeant and Woodliffe and affective and continuance by Fullerton), their core difference remains the same.

Active commitment exists when a donor feels genuine passion for being involved with an organization, whereas passive commitment forms from a feeling of obligation or a sense of duty to donate to an organization. In either form, there are a number of factors that either predispose commitment from the beginning or affect commitment throughout the relationship.

From the beginning, commitment may be influenced by a personal link a donor has with an organization, a shared belief between a donor and organization, and a donor's identification with an organization's mission (Fullerton 2003; Sargeant 2008; Sargeant and Woodliffe 2007). Having quality service and high levels of donor trust affect commitment throughout the relationship, because the organization plays a large role in their development (Sargeant and Woodliffe 2007). Also, the donor's perception of risk plays a role in determining levels of commitment. If the donor perceives larger consequences for the organization if the donor withdraws their gift, the donor may feel guilt and continue giving to avoid these consequences. For this reason, a higher perception of risk leads to higher levels of passive commitment (Sargeant and Woodliffe 2007).

Trust

Similar to commitment and loyalty, the exact definition of trust varies. Dwyer et al. describe trust as "one party believing that its needs will be fulfilled in the future by actions taken by the other party" (pg. 18). Zand has described trust as "a willingness to increase one's vulnerability to a person whose behavior is beyond one's control" (pg. 231), and Anderson and Weitz (1989) define it as "one party believing that its needs will be fulfilled in the future by actions taken by the other party" (pg. 315). Higher levels of trust indicate a higher likelihood that a relationship will take place between two parties. Further, if a relationship already exists, an increase in trust can generate higher levels of commitment and in turn, higher levels of loyalty (Sargeant and Lee 2004).

An organization can develop a donor's trust by exercising good judgment, demonstrating the ability to perform effectively, and having a perception of good quality of service (Sargeant and Lee 2004; Sargeant 2008). Organizations must first satisfy these characteristics internally, but more importantly, they must communicate their good judgment and effectiveness to increase their donors' awareness, and in turn increase their donors' trust. When determining a donor's perception of good quality service, organizations can assess how they're sharing their acts of good judgment and effectiveness, but must also account for the level of importance the donor puts on these aspects.

Satisfaction

When looking at donor satisfaction, an organization should compare the donor's expectation of the organization's services to the evaluation of the organization's actual

delivered services. A donor is satisfied when the actual delivered services meet or exceed their expectations (Sargeant 2008). Organizations can be seen as providing value in two different ways: cause value and service value (McGrath 1997). An organization delivers cause value through it's mission, so in theory the amount of cause value that an organization can provide is dependent upon how well it performs in working towards its mission and in sharing this information with donors. On the other hand, service value is derived from the efforts an organization puts forth specifically for the donor, such as giving feedback to donors, allowing donors the opportunity to give feedback to the organization, and the organization showing appreciation for the donor.

Service value offers greater opportunities for increasing donor satisfaction than cause value, because the organization determines the kind of communication it has with donors. For example, investing in a concerns handling system is a perfect opportunity for increasing satisfaction, because it can make communication easier between the donor and the organization. Complaints or concerns are also an excellent source of information about issues donors may have with an organization (McGrath 1997).

Conclusions

To combat decreasing donor retention rates, organizations must not only maintain, but also increase their donors' levels of loyalty by strengthening their donors' commitment, trust, and satisfaction. From this literature review, four overarching best practices emerged that suggest ways organization's can better retain their donors. A successful donor retention program should:

1. Have the ability to segment donors.

2. Allow donors to have flexibility in the type and frequency of communication that they have with an organization.
3. Maintain high levels of quality service.
4. Operate honestly.

Segmenting donors based on their loyalty and interacting with them based on their behaviors create more efficient use of the organization's energy and more effective donor communication (Sargeant 2001). Once an organization is able to better understand each donor's individualized preferences, they can then segment their donors based on these preferences, which then increases their donors' overall satisfaction.

The first best practice suggests that an organization has the appropriate software, time, and labor to segment their donors. Next, understanding donor's individualized preferences is taken further by specifying that an organization must allow the donor some choice in the type and frequency of communication that they have with an organization. Similarly, this increases satisfaction and overall donor loyalty. Finally, an organization must maintain high levels of quality service and operate honestly, which increases both donors' commitment and trust with an organization.

Survey

After best practices were identified, a qualitative survey was distributed to hundreds of professionals who work in nonprofit organizations in Monroe County, Indiana. The purpose of this survey was to determine both if professionals know the four best practices identified above, as well as the feasibility of fully implementing these best practices within their organizations.

The survey was constructed using SurveyMonkey, a web-based survey generator used by over 20 million people around the world. Before the survey was created,

resources were reviewed to ensure unbiased, simple, and effective survey questions were created and the survey was delivered to the appropriate audience (Saint Paul Public Schools; SurveyMonkey; Winett and Associates).

Monroe County was chosen as the location for the study because it has a vibrant nonprofit community. According to GuideStar, a neutral nonprofit that collects and presents information about IRS-registered nonprofits in America, there are over 700 nonprofit organizations in Monroe County. These nonprofits offer a diverse range of missions, clients served, organizational structures and capacities. Also, many resources exist in Monroe County that are devoted to strengthening and supporting its nonprofit sector, such as the Nonprofit Alliance, Serve IT, the Community Foundation of Bloomington and Monroe County, Nonprofit Central at the Monroe County Public Library, and the City of Bloomington Volunteer Network.

Finally, Monroe County holds a high volume of trained development professionals. Indiana University's School of Public and Environmental Affairs (SPEA) has one of America's best-ranked Master's programs for Nonprofit Management. Also, the Lilly Family School of Philanthropy in Indianapolis, Indiana generates highly trained individuals who work and stay within the region.

The survey's structure consisted of four sections: Development Professional & Organizational Capacity; Segmenting Donors; Communications with Donors; and Operating Honestly. Sample questions from each of these four sections will be explained below. The full survey can be found in Appendix A and full survey results are available in Appendix B. In the following explanation of the survey, a "successful donor retention program" is found when implementation leads to the increased retention of donors.

Development Professional & Organizational Capacity

The first seven questions focused on the background of the professional and the organization's overall capacity. If the professional has training or certification in fundraising, development, or philanthropic studies, the likelihood is greater for them to know what best practices exist than for those who do not have this training. The subsequent questions analyzed the capacity of the organization, as well as the size of its development efforts. If an organization has a dedicated Development Director or individuals doing development work, the organization has a greater likelihood of having the capacity to implement these best practices than those organizations that do not have staff dedicated to development work.

Segmenting Donors

The next five questions explored the first best practice: successful donor retention programs have the ability to segment donors. Professionals were asked if they segment their donor base. If they responded yes, they were asked to further explain how donors are segmented, and if their donors are not segmented, why not.

Communications with Donors

The six questions in this section investigated the second best practice: successful donor retention programs allow flexibility in the type and frequency of donor communication. Did professionals allow for flexibility in both the type and frequency of

donor communication? If they did, how did they allow for flexibility? If they didn't, what inhibited them from doing so?

Quality Service and Operating Honestly

The final five questions in the survey focused on the third and fourth best practices: successful donor retention programs maintain high levels of quality service and operate honestly. If an organization informs donors on how their money was spent, there is a greater probability of a higher level of trust between the donor and the organization. If an organization's program publically acknowledges donors, and these donors chose to be acknowledged, this is an indication of a donor's commitment to the organization because they want to publically be recognized as a supporter of the organization.

Results

The completed surveys indicate preliminary trends for nonprofits in Monroe County. Even though the link to the survey was sent out to hundreds of nonprofit professionals, only 14 responses were returned. Even so, these responses reveal trends that can be explored with further research.

Development Professional & Organizational Capacity

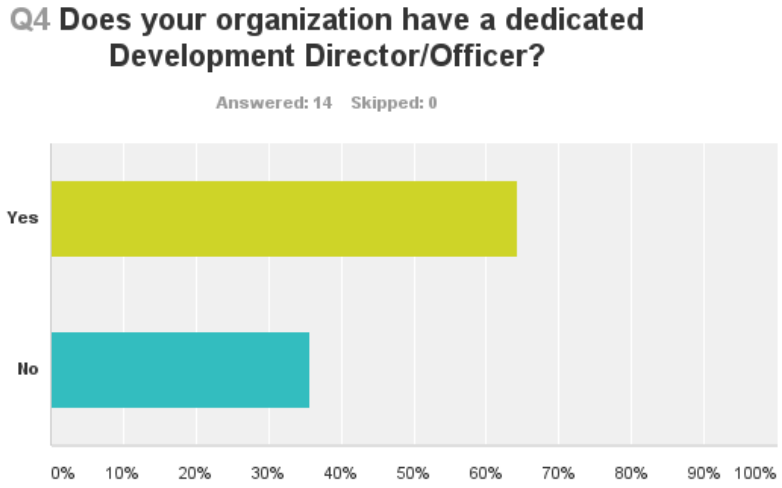
When asked if the respondent had specific training in fundraising, development work, or philanthropic studies (Fig. 2), 64% responded "yes" that they did have specific training.

Figure 2: Survey Question 1

When asked what kind of training they had received, all nine respondents who answered "yes" had earned a degree from SPEA or from the Lilly Family School of Philanthropy. From this, we can infer that there is a greater likelihood of trained professionals working in Monroe County, and that it is likely that these professionals do know the best practices needed for a successful donor retention program.

When asked if their organization had a dedicated Development Director (Fig. 3), the same percentage as in Question 1 responded that they do. This shows that a large percentage of organizations in Monroe County have the capacity for development work, or that organizations that had dedicated Development Directors had more time to respond to the survey than organizations that did not.

Figure 3: Survey Question 4

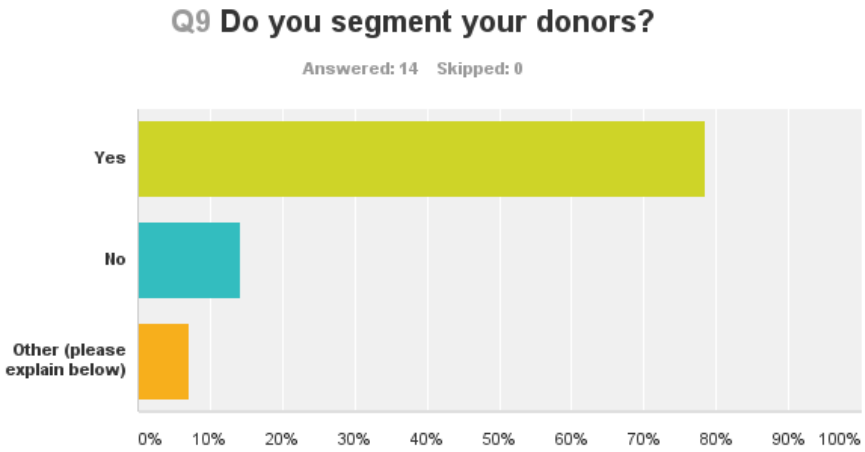


When asked how many full time equivalent staff are dedicated to development work, the average number of staff was 1.13 staff members. The most any organization recorded was 2.5 staff members. This indicates that though organizations do have capacity for development work, this capacity is limited to between 1 and 2 staff members.

Segmenting Donors

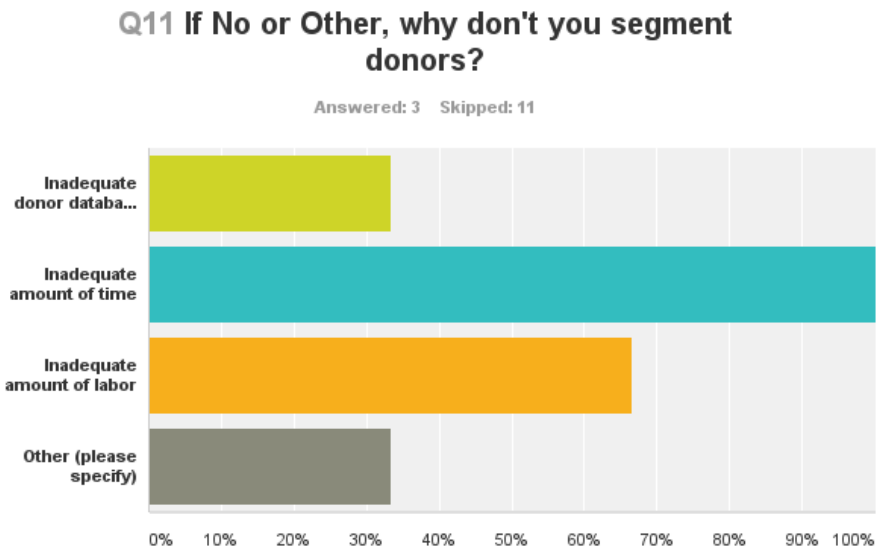
When asked if the organization segments their donors (Fig. 4), 79% of respondents replied "yes". Some organizations responded that they only segment simply by active or non-active, but other organizations segment with more complexity, such as their relationship to the organization, their giving history, and giving level.

Figure 4: Survey Question 9



The "other" respondent provided more specific information: "We do not segment using our database, but we do segment manually (which is not ideal, but with constrained resources is what we are able to accomplish)". This response supports the trend of organizations in Monroe County having capacity, but this capacity is constrained and not ideal for the work they would like to accomplish.

Figure 5: Survey Question 11



Three of the respondents do not segment their donors. Figure 5 shows the results of why they do not segment their donor base. These respondents could select multiple reasons for why they do not segment their donors, as well as specify another reason if they had one that was not listed. Reasons for not segmenting include inadequate donor database software, amount of time, and amount of labor. All responded that they did not segment their donors due to an inadequate amount of time, closely followed by inadequate amount of labor. The other respondent clarified that they segment their donors, but their current practices are not "robust enough to be as effective as they could be."

Communications with Donors

When asked if the organization offers choice in the type of communication that donors receive from them (Fig. 6), 69% answered "yes". However, when asked if they offer choice in the amount of communication (Fig. 7), 38% of organizations responded "yes".

Figure 6: Survey Question 15

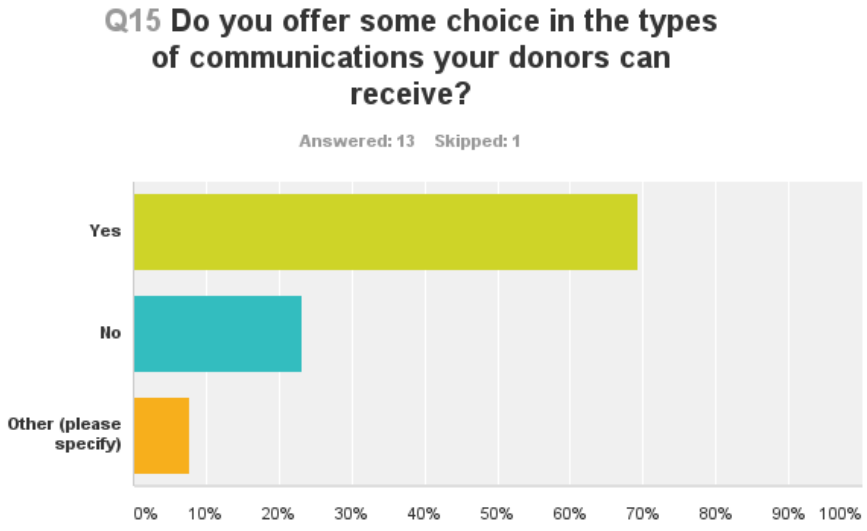
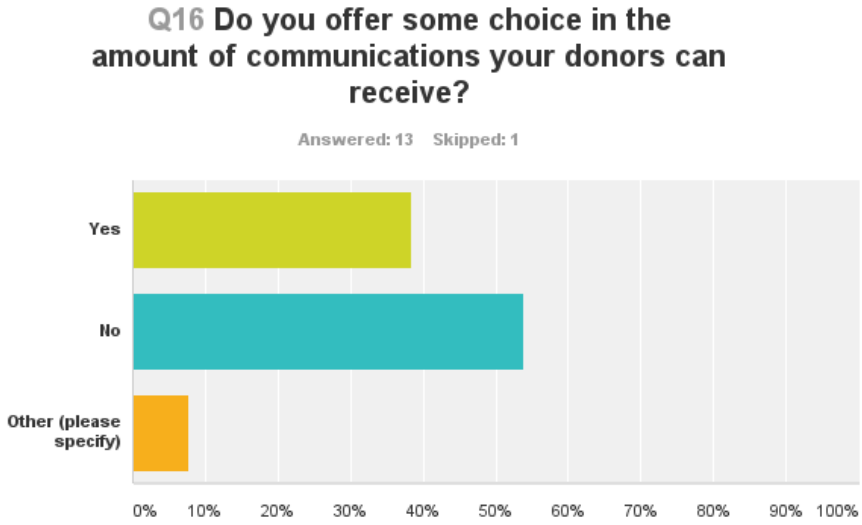


Figure 7: Survey Question 16



The "other" response for both of these questions was "not yet, but it is in our plan for fiscal year 2016". This illustrates that though organizations may not be able to offer this kind of flexibility, they are aware that they should and plan to do so in the future. The respondents who answered "yes" to both were asked if they fulfilled these offers, which all responded that they could. These results indicate that it is easier for organizations to have choice in the type of communication, like direct mail versus email, rather than the frequency of donor communication.

Quality Service and Operating Honestly

Respondents were asked what level of control they felt they had personally over their donor's perception of the organization's ethics, ability to perform, and quality of service (Fig. 8). Respondents felt that they had more control over the donor's perception

of the organization's ability to perform effectively and their quality of service than they did the organization's ethics.

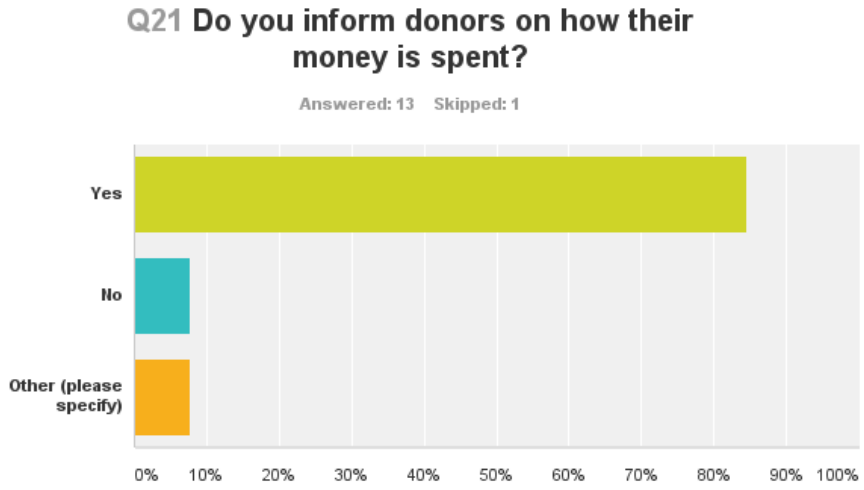
Figure 8: Survey Question 23 Summary Data

Q23 How much control do you personally feel that you have over the following?

	Have much control	Have some control	Have little control	Have no control	Total	Weighted Average
Donor's perception of organization's ethics	38.46% 5	23.08% 3	38.46% 5	0.00% 0	13	2.00
Donor's perception of organization's ability to perform effectively	38.46% 5	53.85% 7	7.69% 1	0.00% 0	13	1.69
Donor's perception of organization's quality of service	30.77% 4	61.54% 8	7.69% 1	0.00% 0	13	1.77

Eighty five percent of the respondents said that they inform their donors on how their money is spent (Fig 9). One organization does not and one organization sometimes informs their donors. Because these organizations communicate with their donors about where their money is going, there is more likely a high level of trust between the donors and the organizations. This level of communication is also a common indication of honest operations (Sargeant and Lee 2004).

Figure 9: Survey Question 21



Conclusions

From these results, a number of conclusions can be drawn. First, many practitioners working in nonprofit organizations in Monroe County are professionally trained. Therefore, these practitioners most likely know what best practices are required for successful donor retention, even if they are not the exact four best practices laid out in this paper. Second, local organizations have staff dedicated to development work. Even so, most often their organization's capacity is limited to just one staff member. Finally, fully implementing these best practices is unrealistic.

Though most organizations do segment their donors, they segment them to a relatively simple degree. Offering donors choice in the type and frequency of communication that they receive from organizations may be possible, but again only in a basic way of either direct mail or email. Offering choice in the type of communication is easier than offering choice in the frequency of communication. Professionals do feel they have some control in donor's perception of their organization's ability to perform effectively and produce quality service, but professionals do not feel that they have a large amount of control.

Further research should be conducted to determine what realistic best practices organizations could implement. Though these survey results are preliminary, if the trends continue with added respondents, it is likely that organizations with smaller budgets have limited capacity for development. It is recommended that academia provide practitioners with realistic donor retention strategies that can be implemented within this size of nonprofit.

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Appendix A - Survey Questions

General Information

Thank you for your time. This anonymous survey should take 10-15 minutes.

In the United States, the trend of high donor attrition rates has been a cause of concern for the nonprofit sector. To remedy this issue, academic research has identified best practices nonprofit organizations should implement to increase their donor retention rates. Yet many organizations continue to lose up to 60% of their donors following the donor's first gift. Why does this issue of retention rates still persist?

This survey analyzes Monroe County nonprofits' knowledge of donor retention best practices and their ability to implement these practices.

For this survey, Development is defined as an organizational process which involves fundraising, but is more than fundraising. Development is growth of mission, which includes planning, communication, and fundraising. Donor retention is applied broadly to include lapse donors giving again, existing donors giving again at the same amount, and existing donors giving again at a higher amount.

Next

Personal & Organizational Background

* 1. Do you have training/certification specifically in fundraising, development, philanthropic studies, etc?

- Yes
- No

2. If Yes, what kind of training/certification and from where?

* 3. What category best describes your organization?

- Arts, Culture, Humanities
- Education, Research
- Environment, Animals
- Health
- Public, Social Benefit
- Religion
- Other (please specify)

* 4. Does your organization have a dedicated Development Director/Officer?

- Yes
- No

* 5. How many staff or FTE (full time equivalent) are dedicated to Development?

* 6. Please refer to your most recent IRS Form 990/990EZ. What was your organization's total functional expenses? This can be found in Part IX Column (A) Line 25 on Form 990, and can be found in Part I Line 17 on Form 990EZ.

* 7. Please refer to your most recent IRS Form 990/990EZ. What was your organization's total functional expenses for fundraising? This can be found in Part IX Column (D) Line 25 on Form 990, or if filed a Form 990EZ, please estimate.

Pre Nex

Segmenting Donors

* 8. What kind of donor database software does your organization use?

* 9. Do you segment your donors?

- Yes
- No
- Other (please explain below)

10. If Yes, how do you segment your donors?

11. If No or Other, why don't you segment donors?

- Inadequate donor database software
- Inadequate amount of time
- Inadequate amount of labor
- Other (please specify)

* 12. Please rank your Development program on the following:

	Very successful	Successful	Neutral	Unsuccessful	Very unsuccessful
Ability to acquire new donors					
Ability to inspire lapsed donors to give again					
Ability to inspire existing donors to give again at the same amount					
Ability to inspire existing donors to give again at a higher amount					

Pre Nex

Communications with Donors

* 13. How often do you communicate with each level of donor? (as you define them)

	3+ times a month	1-3 times a month	Once every 1-3 months	Once every 4-6 months	Once every 7-12 months	Less than once every 12 months
low giving amount	○	○	○	○	○	○
medium giving amount	○	○	○	○	○	○
high giving amount	○	○	○	○	○	○

14. Please rank the order of how you would most likely communicate with each level of donor (as you define them):

	1st Method	2nd Method	3rd Method	4th Method
Low giving				
Medium giving				
High giving				

* 15. Do you offer some choice in the types of communications your donors can receive?

- ○ Yes
- ○ No
- ○ Other (please specify)

* 16. Do you offer some choice in the amount of communications your donors can receive?

- ○ Yes
- ○ No
- ○ Other (please specify)

17. If answered Yes to question 15 and/or 16, how do you offer choice in the type and/or amount of communications your donors can receive?

18. If answered Yes to question 15 and/or 16, are you able to actually fulfill these promises?

Pre Nex

Donor Satisfaction

* 19. Does your Development program have a system for dealing with complaints?

- Yes
- No
- Other (please specify)

20. If answered Yes to question above, please explain your system of dealing with complaints below:

* 21. Do you inform donors on how their money is spent?

- Yes
- No
- Other (please specify)

* 22. Does your Development program publicly acknowledge donors?

- Yes
- No
- Other (please specify)

* 23. How much control do you personally feel that you have over the following?

	Have much control	Have some control	Have little control	Have no control
Donor's perception of organization's ethics				
Donor's perception of organization's ability to perform effectively				
Donor's perception of organization's quality of service				

24. If you are interested in receiving survey results, please include email address below:

Survey is complete. Please click done below. Thank you again for your time!

Pre Don

Appendix B – Survey Results

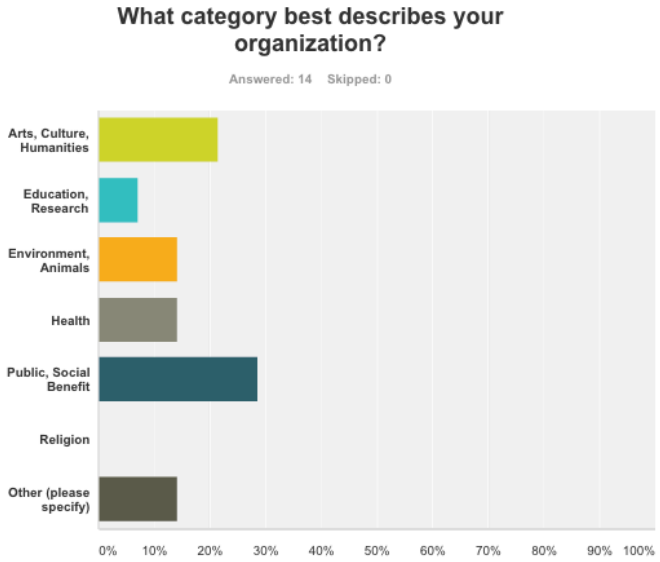
Personal & Organizational Background

* 1. Do you have training/certification specifically in fundraising, development, philanthropic studies, etc?

2. If Yes, what kind of training/certification and from where?

1. MA Philanthropic Studies IUPUI (IU)
2. CFRM - The Fundraising School, School of Philanthropy IUPUI
3. Master of Public Affairs from IU SPEA and Certificate in Fundraising, from the Fund Raising School
4. One Fund Development Course through SPEA's MPA program
5. MPA, SPEA
6. Fund Raising Certificate from the Fund Raising School IUPUI
7. BSPS from Indiana Univeristy and CNP from Nonprofit Leadership Alliance
8. Master's in Arts Administration with a Graduate Certificate in Fundraising
9. Annual Fund and Writing Effective Grant Proposals from the IU Fundraising School

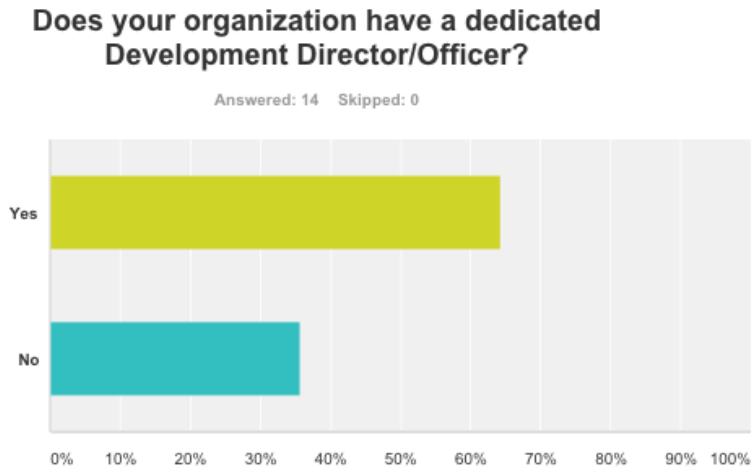
* 3. What category best describes your organization?



Other

1. Social Service
2. Health & Human Services

* 4. Does your organization have a dedicated Development Director/Officer?



* 5. How many staff or FTE (full time equivalent) are dedicated to Development?

1. 2.5
2. 0.6
3. 0.75
4. 1.25
5. 1
6. 2
7. 0
8. 1
9. 1
10. 0.5
11. 1
12. 1
13. 1.2
14. 2

* 6. Please refer to your most recent IRS Form 990/990EZ. What was your organization's total functional expenses? This can be found in Part IX Column (A) Line 25 on Form 990, and can be found in Part I Line 17 on Form 990EZ.

1. $0
2. $52,285,431
3. $263,396
4. $937,098
5. $0
6. $0
7. $0
8. $342,463
9. $452,945
10. $700,902
11. $841,455
12. $425,096
13. $672,028
14. N/A

* 7. Please refer to your most recent IRS Form 990/990EZ. What was your organization's total functional expenses for fundraising? This can be found in Part IX Column (D) Line 25 on Form 990, or if filed a Form 990EZ, please estimate.

1. $0
2. $0
3. $22,941
4. $59,950
5. $0
6. $0
7. $0
8. $17,336
9. $73,252
10. $14,443
11. $64,098
12. $64,189
13. $68,095
14. N/A

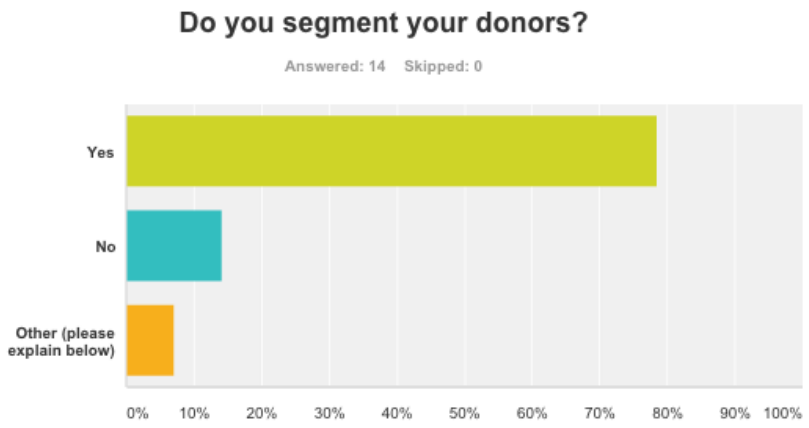
(Due to low response rates and the limited time that development professionals had to devote to completing the survey, respondents were told that they could omit questions 6 & 7 by putting a zero. These should not be treated as true zeros.)

Segmenting Donors

* 8. What kind of donor database software does your organization use?

1. eTapestry
2. Salesforce
3. Giftworks
4. Araize Fast Fund Raising
5. Excel, Salesforce
6. Blackbaud eTapestry
7. Kintera
8. Blackbaud eTapestry
9. Little Green Light
10. Ovationtix
11. Little Green Light
12. Little Green Light
13. Ovationtix
14. Raiser's Edge

* 9. Do you segment your donors?

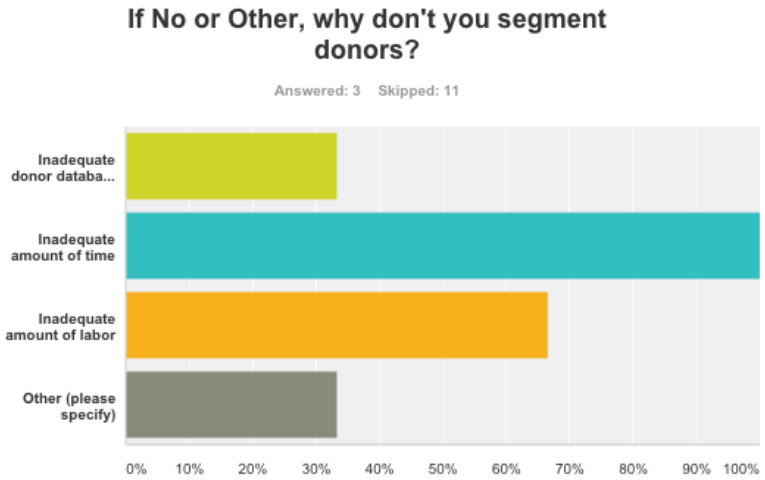


Other
1. We do not segment using our database, but we do segment manually (which is not ideal, but with constrained resources is what we are able to accomplish)

10. If Yes, how do you segment your donors?

1. Mailing status, level of giving, in active vs. active, events, level and type of involvement
2. Relationship to org (staff, board, etc.), donation amount, frequency of giving
3. Sometimes segment based on past giving or gift size or longevity
4. NAP credit list, private donor list
5. Giving campaign, new donors, repeat donors, lapsed donors
6. BFKS, Indv Giving
7. Amount Recieved, Campaign, Giving Patterns (consecutive giving, LYBUNT, SYBUNT, longstanding vs. new), Donor Type (individual, foundation, business, organization)
8. Active, nonactive
9. By giving capacity, interests, location, etc.
10. Giving levels, History with the organization (# of years giving).
11. Based on giving amount. Also some donors have specific attributes such VIP, etc.

11. If No or Other, why don't you segment donors?



Other
1. I answered this question even though I answered "yes", because our current segmenting practices are not robust enough to be as effective as they could be.

* 12. Please rank your Development program on the following:

Please rank your Development program on the following:

Answered: 14 Skipped: 0

	Very successful	Successful	Neutral	Unsuccessful	Very unsuccessful	Total
Ability to acquire new donors	0.00% 0	64.29% 9	28.57% 4	7.14% 1	0.00% 0	14
Ability to inspire lapsed donors to give again	0.00% 0	28.57% 4	64.29% 9	7.14% 1	0.00% 0	14
Ability to inspire existing donors to give again at the same amount	7.14% 1	85.71% 12	7.14% 1	0.00% 0	0.00% 0	14
Ability to inspire existing donors to give again at a higher amount	0.00% 0	7.14% 1	85.71% 12	7.14% 1	0.00% 0	14

Communications with Donors

* 13. How often do you communicate with each level of donor? (as you define them)

How often do you communicate with each level of donor? (as you define them)

Answered: 13 Skipped: 1

	3+ times a month	1-3 times a month	Once every 1-3 months	Once every 4-6 months	Once every 7-12 months	Less than once every 12 months	Total
low giving amount	15.38% 2	0.00% 0	46.15% 6	23.08% 3	15.38% 2	0.00% 0	13
medium giving amount	8.33% 1	33.33% 4	41.67% 5	16.67% 2	0.00% 0	0.00% 0	12
high giving amount	15.38% 2	30.77% 4	38.46% 5	15.38% 2	0.00% 0	0.00% 0	13

14. Please rank the order of how you would most likely communicate with each level of donor (as you define them):

Please rank the order of how you would most likely communicate with each level of donor (as you define them):

Answered: 12 Skipped: 2

1st Method

	In person	Mass direct mail	Personalized direct mail	Mass email	Personalized email	Telephone	Total
Low giving	0.00% 0	41.67% 5	25.00% 3	25.00% 3	8.33% 1	0.00% 0	12
Medium giving	0.00% 0	25.00% 3	41.67% 5	8.33% 1	8.33% 1	16.67% 2	12
High giving	41.67% 5	8.33% 1	16.67% 2	8.33% 1	16.67% 2	8.33% 1	12

2nd Method

	In person	Mass direct mail	Personalized direct mail	Mass email	Personalized email	Telephone	Total
Low giving	0.00% 0	36.36% 4	0.00% 0	27.27% 3	36.36% 4	0.00% 0	11
Medium giving	16.67% 2	8.33% 1	16.67% 2	25.00% 3	25.00% 3	8.33% 1	12
High giving	0.00% 0	8.33% 1	25.00% 3	0.00% 0	25.00% 3	41.67% 5	12

3rd Method

	In person	Mass direct mail	Personalized direct mail	Mass email	Personalized email	Telephone	Total
Low giving	12.50% 1	12.50% 1	25.00% 2	12.50% 1	12.50% 1	25.00% 2	8
Medium giving	14.29% 1	0.00% 0	0.00% 0	14.29% 1	28.57% 2	42.86% 3	7
High giving	18.18% 2	0.00% 0	27.27% 3	0.00% 0	27.27% 3	27.27% 3	11

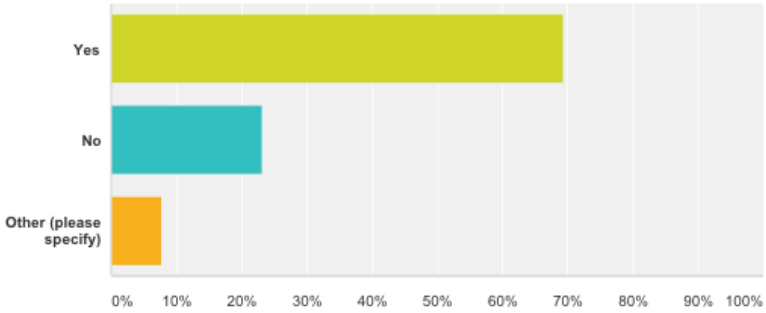
4th Method

	In person	Mass direct mail	Personalized direct mail	Mass email	Personalized email	Telephone	Total
Low giving	20.00% 1	0.00% 0	40.00% 2	0.00% 0	20.00% 1	20.00% 1	5
Medium giving	40.00% 2	0.00% 0	0.00% 0	20.00% 1	20.00% 1	20.00% 1	5
High giving	37.50% 3	0.00% 0	37.50% 3	12.50% 1	12.50% 1	0.00% 0	8

* 15. Do you offer some choice in the types of communications your donors can receive?

Do you offer some choice in the types of communications your donors can receive?

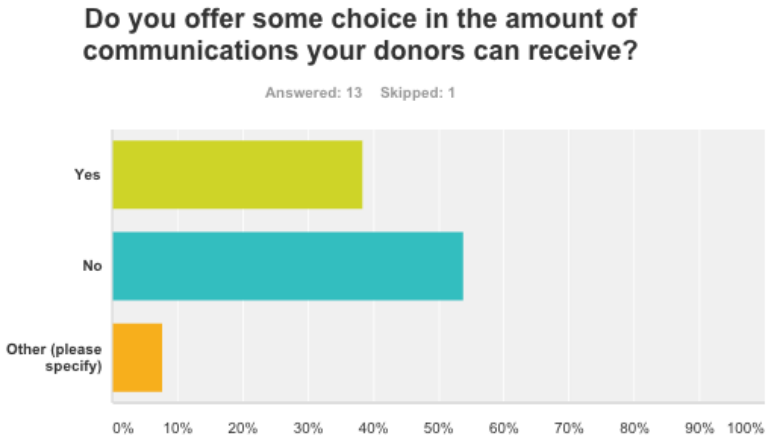
Answered: 13 Skipped: 1



Other

1. Not yet, but it is in our plan for FY16

* 16. Do you offer some choice in the amount of communications your donors can receive?



Other

1. Not yet, but it is in our plan for FY16

17. If answered Yes to question 17 and/or 18, how do you offer choice in the type and/or amount of communications your donors can receive?

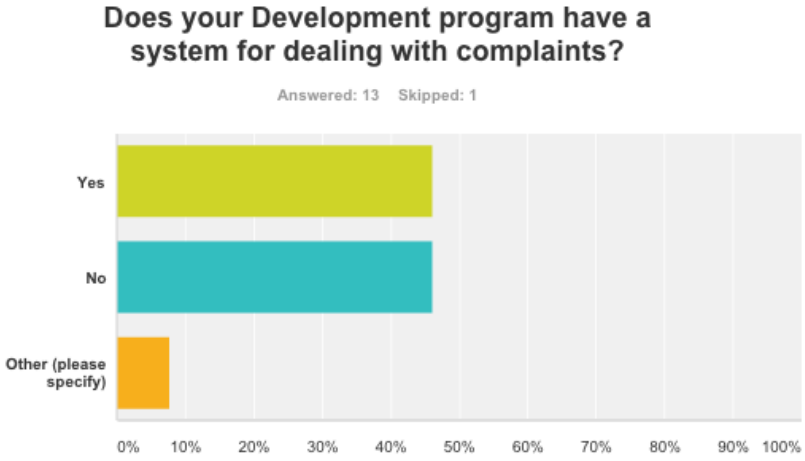
1. They can choose to receive our newsletters via email, hard copy or not at all. Some just want one or two requests per year and not the newsletter.
2. Donors have the option to ask to be removed from a list or to choose only to receive communications about a certain thing.
3. We have a print newsletter and e-newsletter donors can choose between. We also take special requests from donors who want less communication.
4. Just yes/no to mail and email. Opt-in only for our email list to respect our donors.
5. We allow our donors to "opt out" of some communications (mostly electronic ones), but it is very hard for us to keep track of individualized preferences when mass e-mailing about our current programs. It is easy to look up a donor in our database, and get a sense of whether that donor prefers a phone call or not.
6. We categorize solicitation type in our software.

18. If answered Yes to question 17 and/or 18, are you able to actually fulfill these promises?

1. Yes
2. Yes
3. Yes
4. Only in a very basic way. It is easier for us to keep track of a direct 'no", than a "preference". It is also hard for us to use that information towards targeted stewardship.
5. Yes, if the donor requests a specific type of communication we can comply with that.

Donor Satisfaction

* 19. Does your Development program have a system for dealing with complaints?



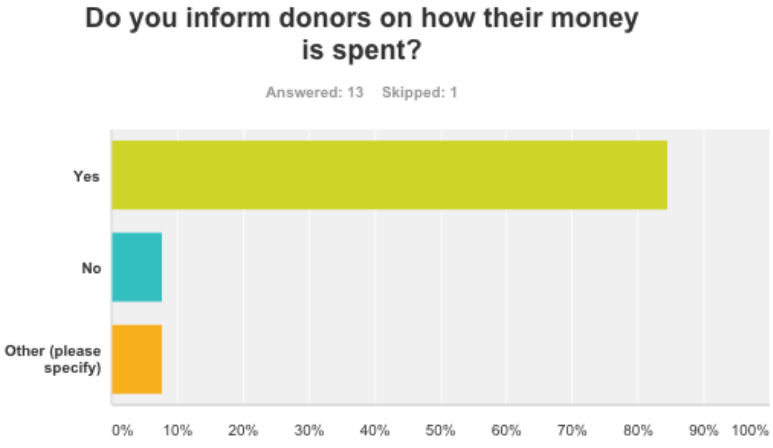
Other

1. A complaint is usually addressed by the Executive Director on a case-by-base basis.

20. If answered Yes to question above, please explain your system of dealing with complaints below:

1. phone call to development officer
2. All issues go to our Executive Director and then to the board if there is no resolution.
3. Personal call or email
4. We personally take care of the matter and usually involve the Executive Director to speak with the donor.
5. There is no formal "program" other than providing good customer service by giving an opportunity for donors to make suggestions and share concerns, and then addressing those to the best of our ability.

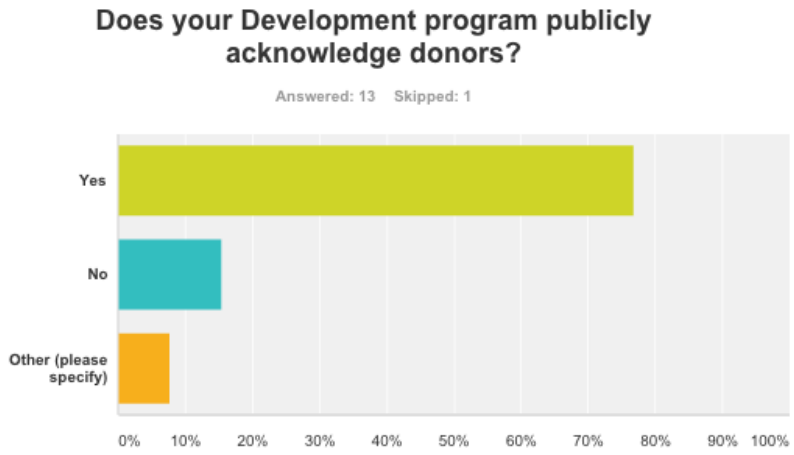
* 21. Do you inform donors on how their money is spent?



Other

1. Sometimes

* 22. Does your Development program publicly acknowledge donors?



Other

1. Only if agreed

* 23. How much control do you personally feel that you have over the following?

How much control do you personally feel that you have over the following?

Answered: 13 Skipped: 1

	Have much control	Have some control	Have little control	Have no control	Total
Donor's perception of organization's ethics	38.46% 5	23.08% 3	38.46% 5	0.00% 0	13
Donor's perception of organization's ability to perform effectively	38.46% 5	53.85% 7	7.69% 1	0.00% 0	13
Donor's perception of organization's quality of service	30.77% 4	61.54% 8	7.69% 1	0.00% 0	13

24. If you are interested in receiving survey results, please include email address below:

(The results to question 24 are confidential and have been omitted.)