

Nonprofit Fundraising Study

Covering Charitable Receipts at U.S. Nonprofit Organizations in 2011

April 2012

Nonprofit Research Collaborative



blackbaud[®] Campbell Rinker



Acknowledgements

The Nonprofit Research Collaborative (NRC) thanks all respondents who took the survey in January and February 2012. Your willingness to share information about your organization makes it possible for this report to appear.

Members of the NRC also thank GuideStar for its leadership in the first year of surveys. We welcome two new members, Campbell Rinker and Convio, for 2012.

Most important, we thank every individual who made this report possible, from concept and survey design through data analysis and proofreading. The partner organizations have a true collaborative that makes the NRC and each report a reality.

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Prior reports from the *Nonprofit Fundraising Survey* can be found at

<http://www2.guidestar.org/rxg/news/publications/index.aspx>

This report and links to earlier reports can be found at

www.NonprofitResearchCollaborative.org

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Introduction

Every nonprofit fundraiser and manager wants to know, “How did we do this year?” People especially want to know their own results compared to peer groups. The Nonprofit Research Collaborative (NRC), through its Nonprofit Fundraising Survey, offers the largest national survey of charitable receipts available in the United States and covering an entire calendar year.

More than 1,600 organizations answered survey questions in early 2012 about charitable receipts from January through December 2011. Responding groups included large and small organizations (by budget size) and organizations from every subsector, from Arts, Culture & Humanities to Religion.

Questions ranged from changes in charitable receipt amounts in 2011 compared with 2010 to expectations for 2012. Sections of this report share findings from the major sections of the survey.

The first 20 or so pages of this document share results about charitable receipts in 2011, including comparison with results from similar surveys from 2002 through 2010. This first section also compares what charities expected would happen in 2011 with what actually did and covers findings about charitable receipts from 10 different fundraising methods.

A special section of the survey focused on how board members of charitable organizations are engaged in fundraising. This report includes some key findings, such as the percentage of responding charities that require a gift from every board member, the average minimum gift from board members, and various activities that board members undertake to help their nonprofit organizations raise funds more successfully.

The survey also asked about expectations for charitable receipts in 2012 and gave respondents a chance to comment on specific challenges or trends that they expect will play an important role in fundraising this year. This information appears as the final few pages of the report, before a presentation of the study’s methodology.

Summary of findings

Charitable receipts rose in 2011 at more than half of surveyed organizations

As of October 2011, many nonprofit organizations in an earlier survey reported continued financial difficulties (see the Late Fall 2011 Nonprofit Fundraising Survey report). However, in a sudden turn, by the end of the year, a majority of responding organizations (53 percent) saw charitable receipts increase compared with 2010.

This is the first time since 2007 that more than half of charitable organizations surveyed saw an increase in charitable receipts, but it is still not equal to the “banner year” of 2006, when 69 percent saw growth in charitable receipts in the similar GuideStar survey.

There were no statistically significant differences in the share seeing growth when analyzed by region of the country, but as in earlier studies, smaller organizations (operating budgets below \$1 million) reported increases in charitable receipts less often than larger organizations.

By type of organization (subsector), between 51 percent and 56 percent of responding charities saw increases in charitable receipts in all subsectors except Public-societal benefit (48 percent saw growth) and International (73 percent saw growth). Those two were the only statistically significantly different results compared with the overall pattern.

Six in 10 respondents met their fundraising goal

Not only did more organizations raise more in 2011, nearly 6 in 10 (59 percent) organizations met their fundraising goal in 2011. Factors associated with meeting goal include organizational size; number of paid fundraising staff; and the years of fundraising experience of the person most responsible for the organization’s fundraising (which does include volunteers).

Respondents showed diverse use of fundraising approaches and methods

Most respondents to this survey receive contributions from multiple fundraising approaches, such as annual fund and special events. A sizable share also receive funds from campaigns and planned giving, with these being more common in the larger responding organizations.

Most organizations also employ various different fundraising methods, such as direct mail, major gifts, online appeals, and others. On average, organizations used eight of the 10 methods in the survey. Very few respondents received more than 25 percent of their funds from any one method.

By fundraising method, more organizations saw increases than decreases in charitable gifts from almost every commonly used fundraising method: online, direct response (mail), special events, foundation grants, and major gifts. Board giving improved, for example, at 42 percent of organizations, held steady at 45 percent, and declined at 13 percent. This might reflect improved results from other constituent groups, so that pressures to give seen in 2010 eased up for board members.

Less widespread methods of fundraising typically showed a lower percentage of organizations seeing an increase in 2011, compared with those seeing a decrease in receipts from the method in the same year. These include telephone, planned gifts, federated campaign contributions (amount distributed by United Ways, Jewish federations, and similar groups), and congregational contributions (amounts given to other nonprofit organizations by congregations).

Board members at responding charities are usually engaged in fundraising in numerous ways

Among respondents to this survey, board members—especially in organizations with \$1 million or more in expenditures—are likely to be involved in fundraising in a combination of ways. These include being expected to give (57 percent of all respondents, and 62 percent of those with \$1 million and up in expenditures) and connecting their personal networks to the organization by providing names for letters or making introductions.

Several survey respondents offered examples of successful strategies they have used for engaging board members in fundraising. Among the innovative approaches are outright competition with publicly reported results and developing individualized plans for board members to follow in seeking support for the organization.

Outlook for 2012

Survey respondents remain optimistic about prospects for fundraising in 2012, with 71 percent expecting to raise more this year than in 2011. However, when asked about the most important trends or issues that could affect fundraising results either positively or negatively, nearly one-third (31%) mentioned local, national, or global economies as a challenge to raising funds this year.

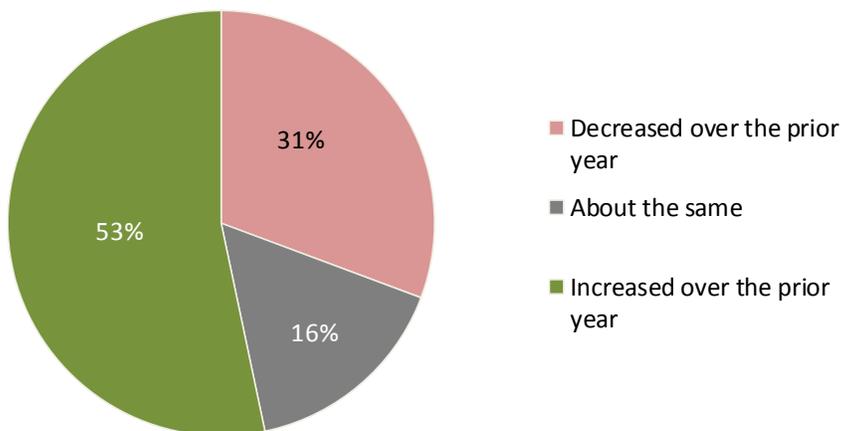
2011 results

This section presents overall results, including a summary of answers about factors that helped the organization in the year. The section then details subsets where there are statistically significant differences in the results. These include by organizational size (based on total expenditures) and for one subsector (International).

Majority of responding charities reporting growth in charitable receipts

In the last quarter of 2011, rising stock market indices, some good economic news about declining rates of unemployment, and other factors may have contributed to the burst of giving reported. By year end, 53 percent of responding charitable organizations reported an increase in charitable receipts in 2011 compared with 2010.

Figure 1: Percentage of responding organizations reporting change in charitable receipts, 2011 compared with 2010



There were no significant differences in the direction of change when results were analyzed by Census region. However, smaller organizations were less likely to see growth than larger organizations ($p < .001$)¹ (see Figure 2 on the next page).

Selected responses for the question: What single issue most positively affected results? These represent some of the most frequent themes.

- Better marketing and public awareness of our agency and its services; better online presence, including social media; more focused appeals.
- Better organization within the development department and better communication with all departments on fundraising.

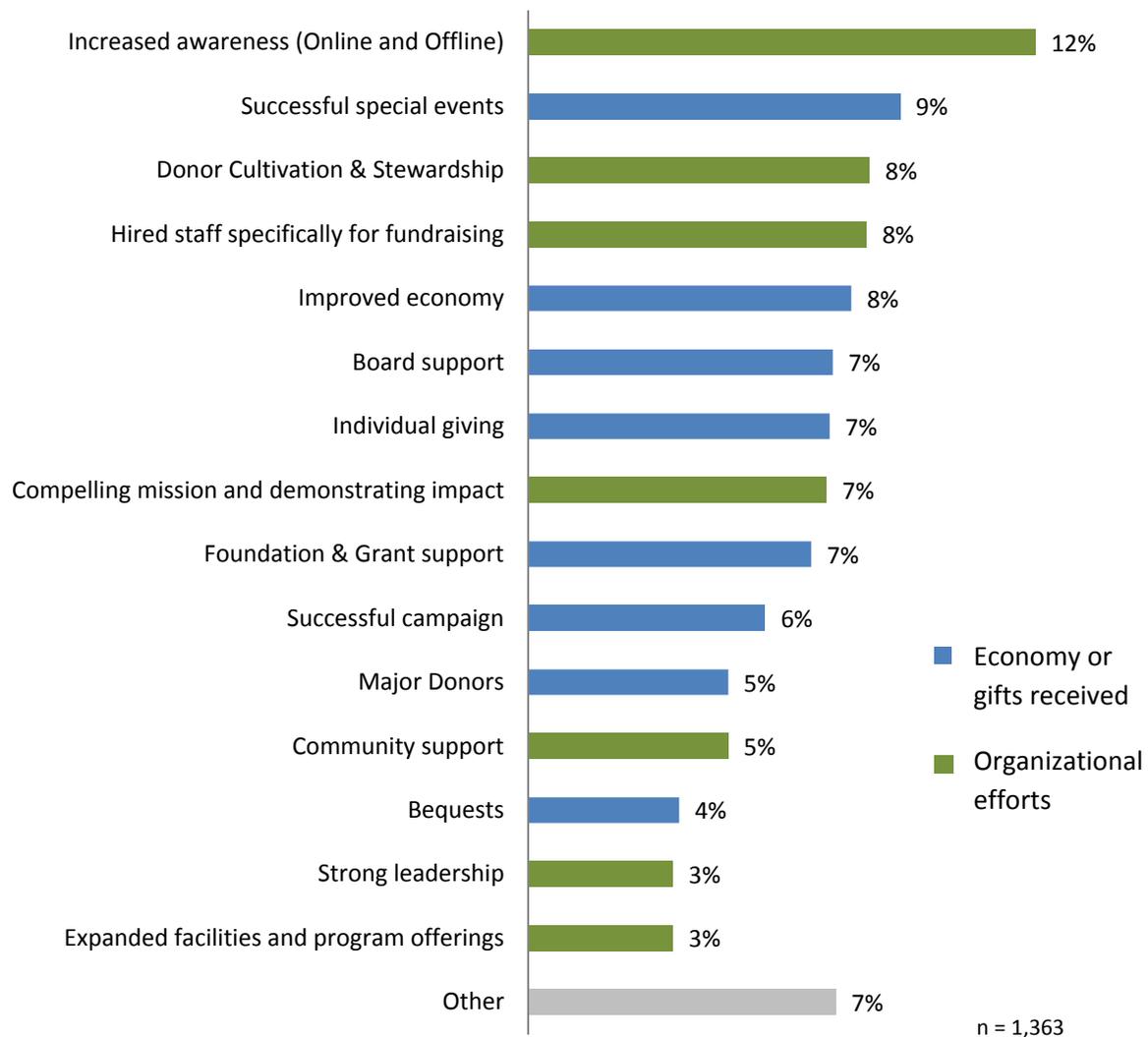
¹ p -values are reported for statistically significant results. The lower the p -value, the more likely that the same result will occur with a different set of respondents.

Organizations attribute success to good work and to good economy

When asked what single issue most positively affected fundraising, respondents offered two main themes, each about 50 percent of all answers:

- Something specific to the fundraising practices at their organization, from “Increased awareness” mentioned by 12 percent to “Strong leadership” (3 percent), and
- Results that might be linked to the economy generally or to good fundraising practice, such as “Successful special events” (9 percent) and “Major donors” (5 percent).

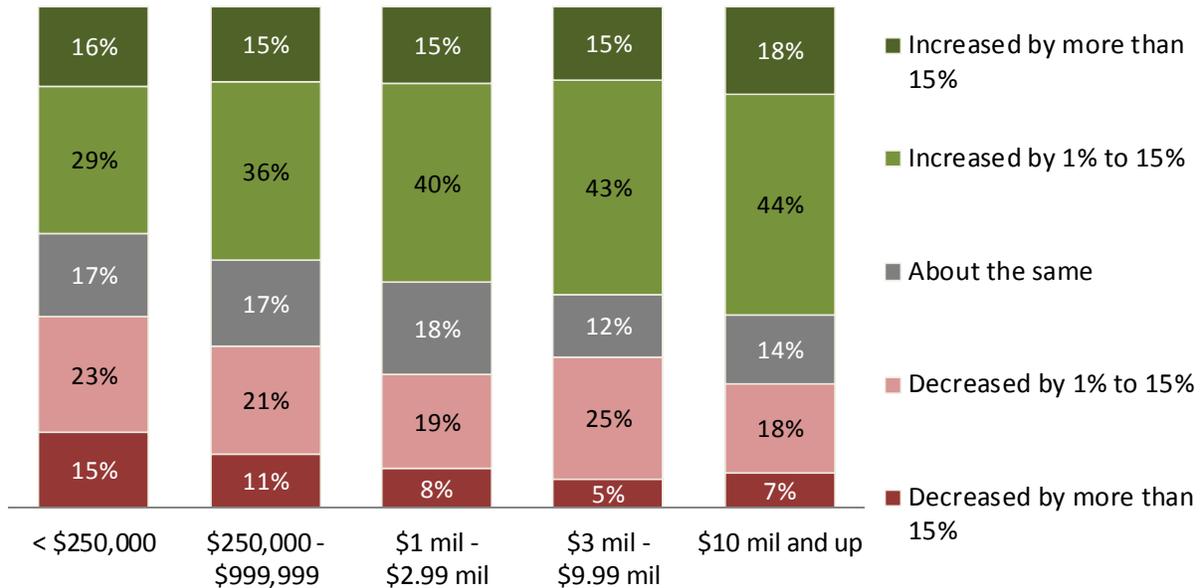
Figure 2: What issue most positively affected your organization’s fundraising in 2011?
Written responses were coded by analysts. People could offer more than one idea.



Larger organizations more likely than smaller to see increased charitable receipts

As has been the case in prior waves of the Nonprofit Fundraising Survey, larger organizations (based on expenditures) were more likely to see growth in charitable receipts than were smaller organizations. Figure 3 shows that a smaller share of participating organizations (expenditures under \$250,000) reported growth in charitable receipts for all of 2011 compared with the largest organizations (\$10 million or more in expenditures).

Figure 3: Percentage of responding organizations reporting change in charitable receipts by size, 2011 compared with 2010

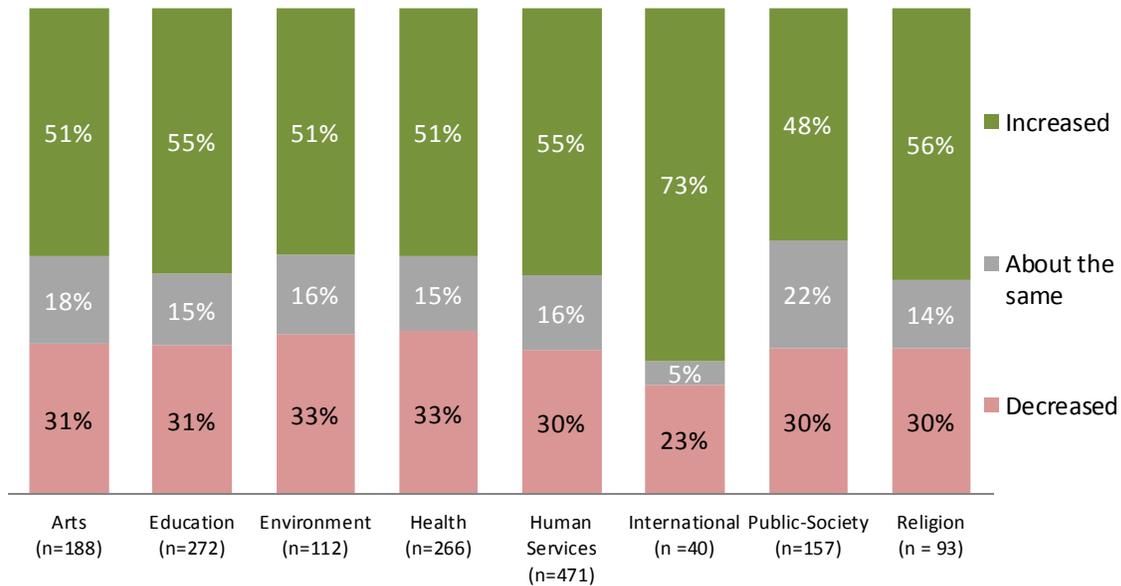


Size is based on expenditures in 2009 per the IRS Form 990 if available. Where the 990 is not available, size is based on survey respondent answer to a question about 2010 operating budget.

Organizations in the International subsector more likely to see growth than general trend

Most subsectors followed the general trend. However, organizations in the international subsector were more likely to report an increase in charitable receipts for all of 2011, with 73 percent of those respondents, compared with around 50 percent in other subsectors. The International subsector had 40 respondents in this wave.

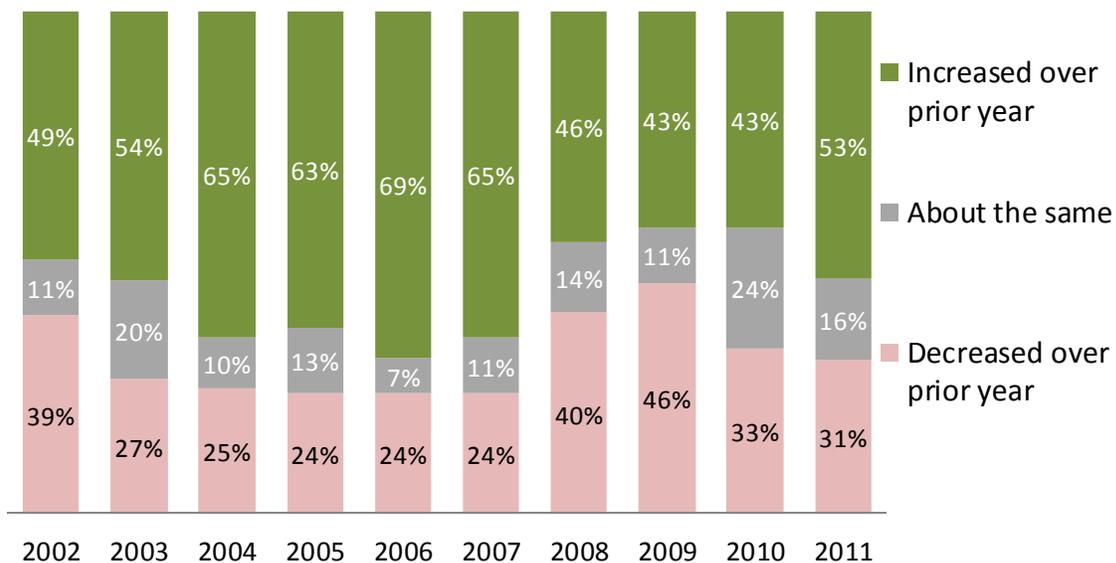
Figure 4: Percentage of responding organizations reporting change in charitable receipts by NTEE code, 2011 compared with 2010



Trends since 2002

GuideStar began conducting similar surveys in 2002 to track the impact of economic changes on charitable receipts. The Nonprofit Research Collaborative started asking questions similar to GuideStar's in 2010. Figure 5 shows responses to GuideStar's survey through 2009 and the NRC's results for 2010 and 2011. The recession years of 2008 and 2009 are markedly different from the preceding period and the most recent two years, with a higher share of organizations reporting declining charitable receipts in the recession years. The strongest year on record, based on surveys received, was 2006, when 69 percent of organizations saw an increase in charitable receipts.

Figure 5: Percentage of responding organizations reporting change in charitable receipts by year, 2002 through 2011

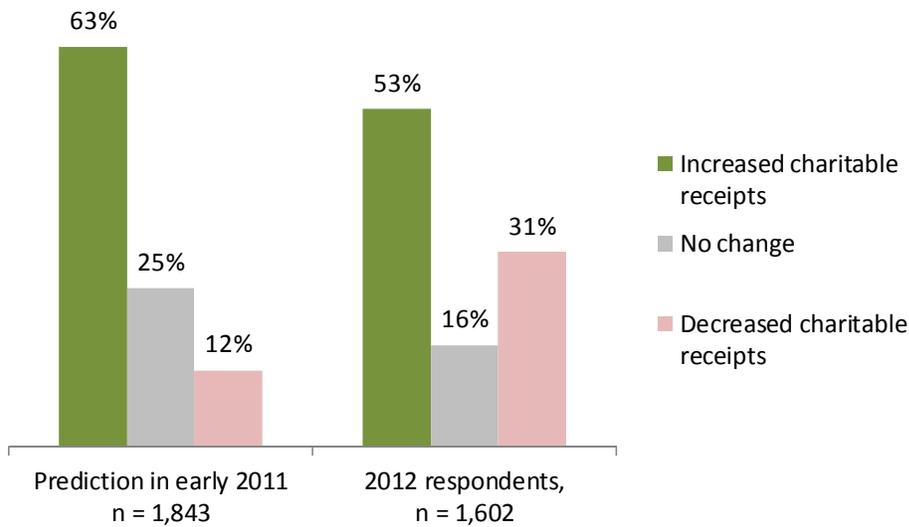


Data: 2002-2009: GuideStar; 2010 – 2011: Nonprofit Research Collaborative. Different recruitment methods for respondents in 2010 and 2011 mean direct comparison of those years with earlier years will not be meaningful.

Predicted change in charitable receipts compared with actual results

A year ago—in early 2011—63 percent of responding charities projected growth in funds raised in 2011. This is 10 percentage points above the 53 percent of respondents in early 2012 who actually saw growth in charitable receipts by the end of 2011.

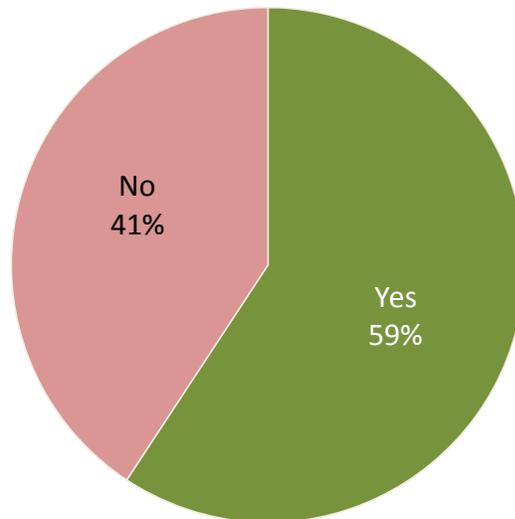
Figure 6: Predicted results for 2011 compared with actual results, 2011 and 2012 early survey respondents



Nearly 6 in 10 meet fundraising goal for 2011

In 2011, 59 percent of responding organizations said they met their fundraising goal. Among respondents, 57 percent increased their goal over the 2010 goal, 27 percent had the same goal in the two years, and 16 percent lowered their goal for 2011 compared with 2010.

Figure 7: Did your organization meet its Fiscal Year 2011 fundraising goal?



Factors associated with meeting fundraising goal

In analysis, we find that several factors are statistically associated with meeting the fundraising goal among respondents to this survey. The following are factors with statistical significance:

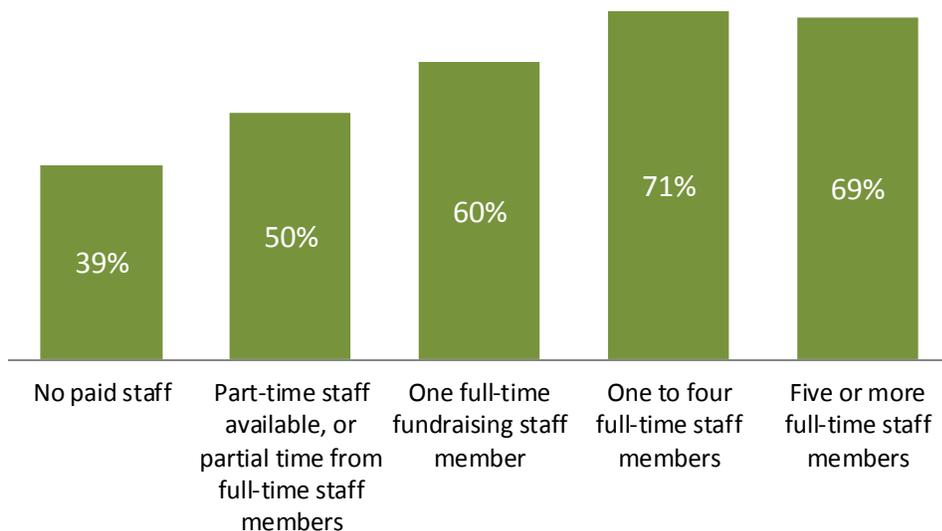
- The number of paid staff focused on fundraising, with more paid staff associated with a greater probability of reaching goal (the maximum for paid staff was "5 or more").
- Years of experience of the person most responsible for fundraising, with more years of experience associated with reaching goal, independent of organizational size.
- The organization's size (based on expenditures), which also correlates with fundraising staffing levels.

Number of fundraising personnel

The probability of meeting the fundraising goal is associated with the number of paid fundraising personnel for respondents to this survey.

- In all size groups, organizations with all-volunteer fundraising staff or with part-time personnel assigned to fundraising were less likely to meet their 2011 fundraising goal than were those with at least one full-time fundraising staff member. This was true across size groups, even for the very small organizations with less than \$250,000 in expenditures in 2009 (or self-reported budget for 2010).
- For the majority of organizations responding to this survey, meeting the 2011 fundraising goal was most likely to be associated with having at least one paid fundraising staff member and up to four.
- For responding organizations with expenditures above \$3 million, however, meeting the 2011 fundraising goals was more likely with five or more paid personnel working on development (72 percent of the largest organizations with five or more personnel met their goal, contrasted with 67 percent or less when there were fewer personnel).

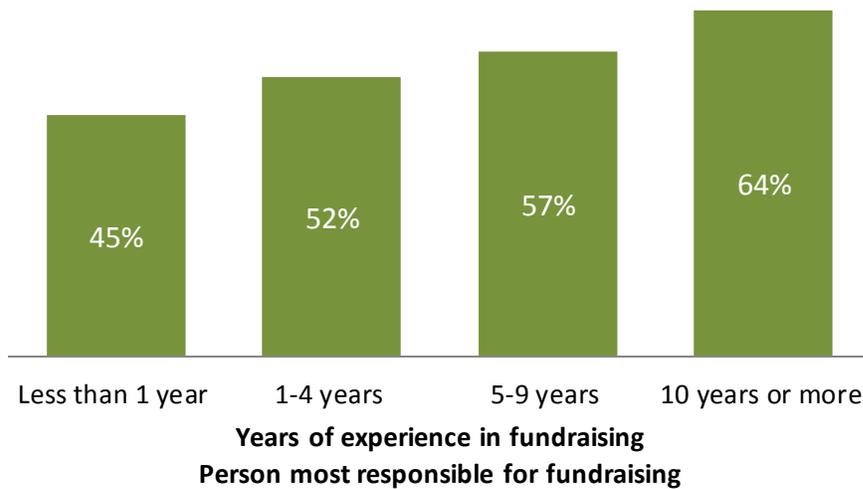
Figure 8: Percentage of organizations that met their fundraising goal, all responding organizations, by size of fundraising staff



Experience of person most responsible for fundraising associated with meeting goals

Among responding organizations, those with more experienced fundraising personnel—which includes paid and volunteer—were more likely to meet their fundraising goals in 2011.

Figure 9 : Percentage of responding organizations that met their 2011 fundraising goal, based on years of experience of the person most responsible for fundraising



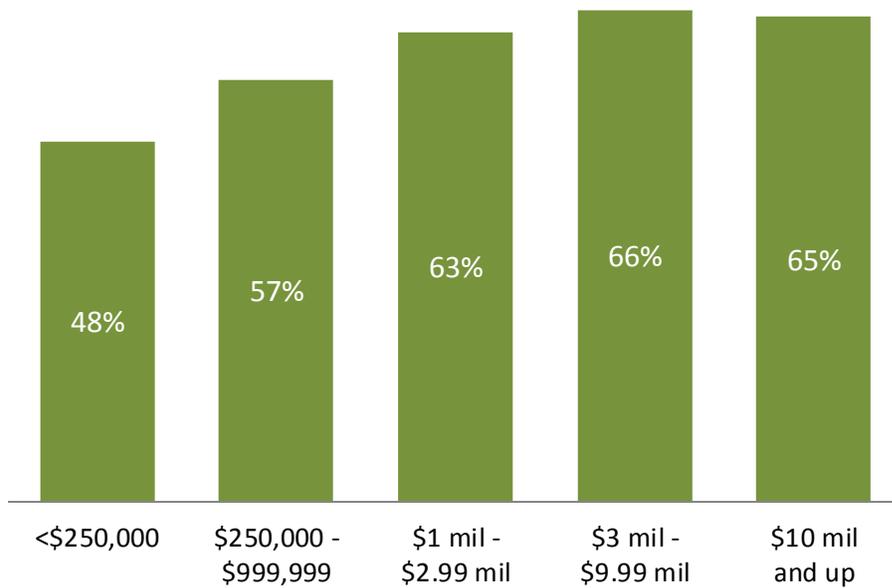
Conclusion is based on a chi-2 test for the four values of fundraising experience and whether the organization met its fundraising goal.

There is no statistically significant result based on the size of the organization, nor by National Taxonomy of Exempt Entities (NTEE) when analyzing years of experience in combination with meeting fundraising goals.

Smaller organizations remain less likely than larger to meet goals

Despite the overall positive results, smaller organizations, especially those with less than \$250,000 in expenditures, were less likely to meet their goals ($p < .001$) than were larger organizations. This is consistent with findings from earlier waves of the Nonprofit Fundraising Survey.

Figure 10: Percentage of responding organizations meeting fundraising goal, 2011, by organizational size



Size is based on expenditures in 2009 per the IRS Form 990, if available. Where the 990 is not available, size is based on survey respondent answer to a question about 2010 operating budget. Conclusion is reached using a chi-2 test for size and the binary variable for whether organization met its goal.

Benchmarks for share of charitable receipts from fundraising approaches

Most organizations use a mix of fundraising strategies, each with its own prospect pool and communications tools. These are often divided into four staffing units: annual fund, events, campaigns, and planned giving. The topic of major gifts, which can also be a staffing unit, is treated later as a fundraising method. We added special campaigns as an approach after receiving reports from the field that this type of focused effort became more frequent during the recession.

This survey finds that most responding organizations are not reliant on any one approach, although nearly 20 percent rely more heavily on annual campaigns than do other organizations. Table 1 shows the percentage of respondents that indicated each option for the percentage of total charitable receipts that could be tracked to each of these fundraising approaches.

- Annual campaigns account for 1 to 9 percent of total charitable receipts for 18 percent of respondents and account for more than 75 percent of total charitable receipts for another 18 percent.
- Just under a quarter of respondents do not use special events at all (22 percent). However, a fairly large share of respondents (28 percent) received 1 to 9 percent of their total contributions from events or sales, and a similarly sized group (22 percent) received 10 to 25 percent of their total from events or sales.
- While nearly half did not use special campaigns at all, almost 4 in 10 (38 percent) received 1 to 25 percent of their total funds in 2011 from this focused fundraising initiative. Without historical data, it is not certain whether this is unusual or not, but anecdotes suggest that it is.

Table 1: Percentage of responding organizations by percentage of total charitable receipts from each fundraising approach

Darker shade in cell indicates a higher percentage of respondents selected that answer

Fundraising approach	Percentage of total charitable receipts						Sum
	0%	1-9%	10-25%	26-50%	51-75%	76-100%	
Annual campaign	8%	18%	18%	21%	17%	18%	100%
Special events or sales	18%	31%	23%	16%	8%	4%	100%
Special campaign	37%	26%	19%	11%	5%	4%	100%
Capital or endowment	60%	17%	9%	7%	4%	3%	100%
Bequests	49%	32%	11%	5%	2%	2%	100%
Other	40%	24%	12%	8%	7%	9%	100%

Surprisingly, the distribution does not vary dramatically by size of organization.

Table 2: Percentage of responding organizations by percentage of total charitable receipts from each fundraising approach, smallest organizations

Darker shade in cell indicates a higher percentage of respondents selected that answer

\$250,000 - \$999,999 N = 306	Percentage of total charitable receipts						
	Fundraising approach	0%	1-9%	10-25%	26-50%	51-75%	76-100%
Annual campaign	6%	24%	19%	19%	17%	16%	100%
Special events or sales	15%	28%	28%	17%	8%	4%	100%
Special campaign	41%	20%	20%	13%	4%	2%	100%
Capital or endowment	67%	14%	11%	4%	3%	2%	100%
Bequests	64%	23%	7%	3%	1%	2%	100%
Other	33%	20%	14%	9%	11%	12%	100%

The smallest organizations are the least likely to receive bequests or to have capital or endowment campaigns but are not different from large organizations in the percentage of their funding from an annual campaign or from a special event:

- Forty-three percent of small organizations and 36 percent of large ones receive 1 to 25 percent of funding from an annual fund, and
- Forty-six percent of small organizations and 59 percent of large ones receive 1 to 25 percent of their funding from special events.

With the sample sizes, these results are not statistically significantly different.

Table 3: Percentage of responding organizations by percentage of total charitable receipts from each fundraising approach, smallest organizations, largest organizations

Darker shade in cell indicates a higher percentage of respondents selected that answer

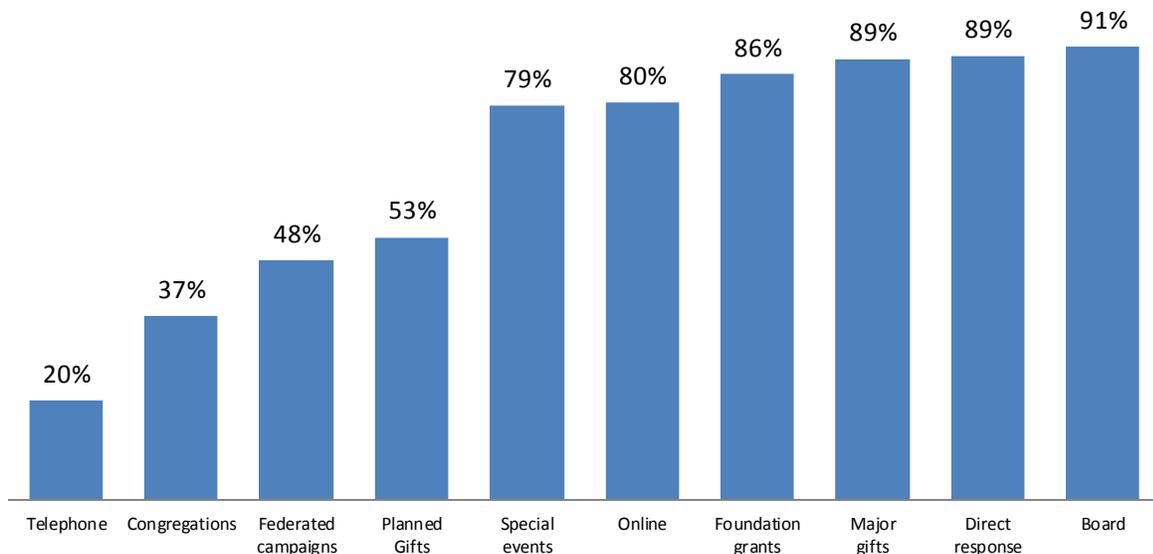
\$10 million and up N = 250	Percentage of total charitable receipts						
	Fundraising approach	0%	1-9%	10-25%	26-50%	51-75%	76-100%
Annual campaign	5%	20%	16%	25%	17%	17%	100%
Special events or sales	22%	37%	22%	11%	4%	4%	100%
Special campaign	28%	33%	17%	11%	6%	4%	100%
Capital or endowment	35%	25%	12%	15%	7%	6%	100%
Bequests	26%	46%	16%	7%	3%	2%	100%
Other	29%	29%	13%	9%	2%	9%	100%

Types of fundraising methods used

On average, organizations in this study used eight of the 10 different fundraising methods included in the survey. Roughly 80 to 90 percent of organizations in this survey use online giving, foundation proposals, special events, major gifts, direct response via the mail, and board giving to raise funds.

Some less-often used methods include telephone, gifts from congregations, and distributions from federated campaigns. A very small number of responding organizations mentioned using door-to-door fundraising.

Figure 11: Percentage of responding organizations that use each of 10 fundraising methods



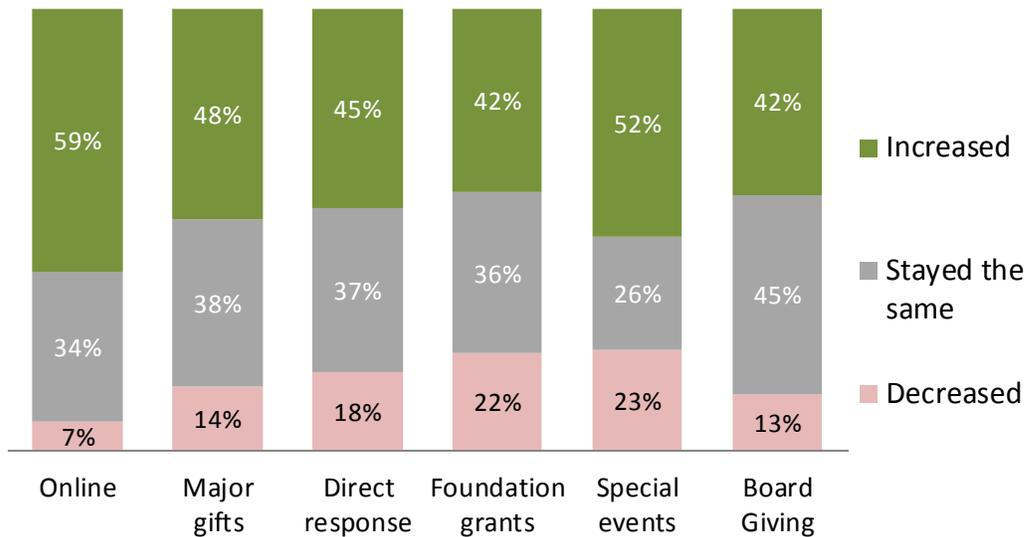
Only online and special events increased at more than 50 percent of responding organizations that use the method

The largest percentage of organizations reported growth in online giving (counts only participating organizations that used it in 2010 and 2011), with 59 percent of organizations that use online fundraising efforts seeing an increase.

At 52 percent of responding organizations that used special events, proceeds from those activities increased in 2011 compared with 2010.

The lowest percentages reported increases in foundation grants and board giving, each with 42 percent of survey respondents that use those methods.

Figure 12: Percentage of organizations reporting change in charitable receipts, 2011 compared with 2010, by fundraising method—frequently used methods



Percentages based on organizations that used the method in 2010 and in 2011.

Among the less-used approaches, a majority of respondents reported little change in charitable amounts received in 2011 compared with 2010. The most noticeable area of increase was in planned gifts received, with almost one-third (32 percent) reporting a higher amount for 2011 than they saw for 2010.

Figure 13: Percentage of organizations reporting change in charitable receipts in 2011, compared with 2010, by fundraising method—seldom-used methods



Percentages based on organizations that used the method in 2010 and in 2011.

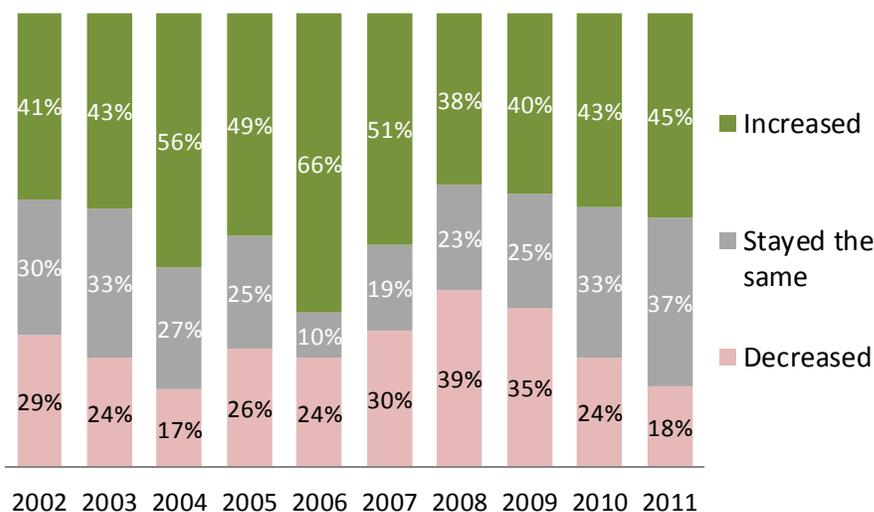
Trends in changes in charitable receipts by method, 2002–2011

The Association of Fundraising Professionals (AFP) began surveying organizations about charitable receipts for the 2001 fiscal year, following the tragedies of that fall. For this issue of the Nonprofit Fundraising Survey, we show the most recent two years of data from NRC surveys in comparison to the trend lines established by AFP. For the five methods where there are yearly responses for 2002 through 2011—

- From 2002 through 2006 for direct mail and through 2007 for forms other than planned gifts, contributions increased at a growing share of respondents.
- From 2008 through 2009, fewer than 50 percent of organizations saw increases from all methods except online giving. That is the only form that has increased consistently at more than half of survey participants.
- For 2010 and 2011, the percentage of organizations reporting an increase in contributions from all forms except planned giving has been comparable to the percentage of organizations that saw increases in 2003.
- Planned gifts received increased at one-third or less of organizations since 2010, whereas in 2003 they increased at nearly 4 in 10 organizations.

Direct mail receipts increased in each of the prior two years (2010 and 2011) at rates similar to increases observed in the early 2000s.

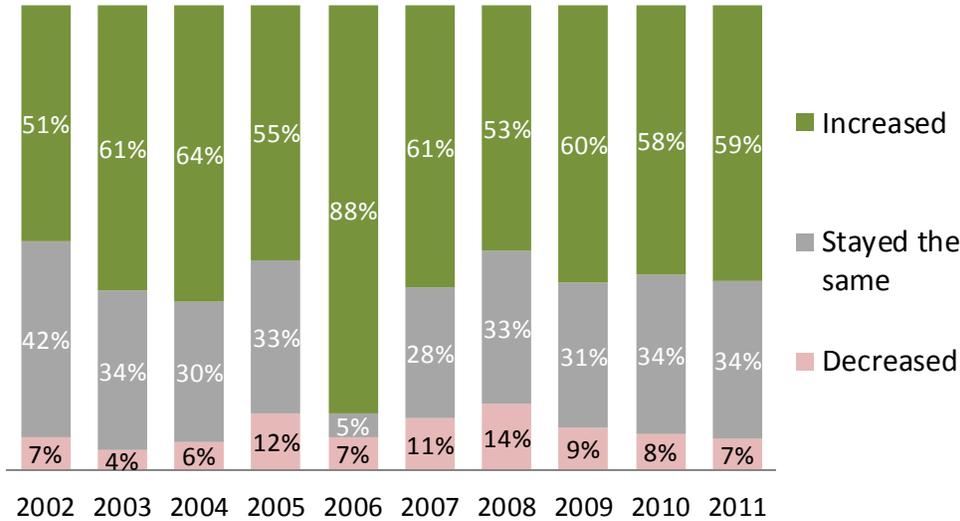
Figure 14: Percentage of responding organizations reporting change in contributions received by direct mail, 2002 - 2011



Data: 2002-2009: AFP Member Survey; 2010-2011: Nonprofit Research Collaborative

Online fundraising has increased at more than half of responding charities since these surveys began. This is the only type of fundraising to show growth consistently.

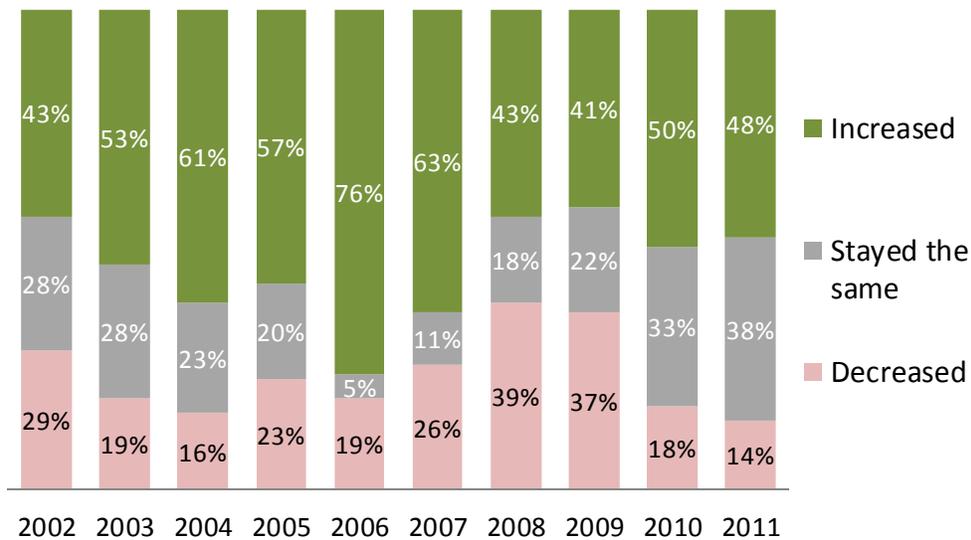
Figure 15: Percentage of responding organizations reporting change in contributions received online, 2002 - 2011



Data: 2002-2009: AFP Member Survey; 2010-2011: Nonprofit Research Collaborative

Major gift receipts have increased at more organizations in years of comparatively strong national economic growth, such as 2004 through 2007.

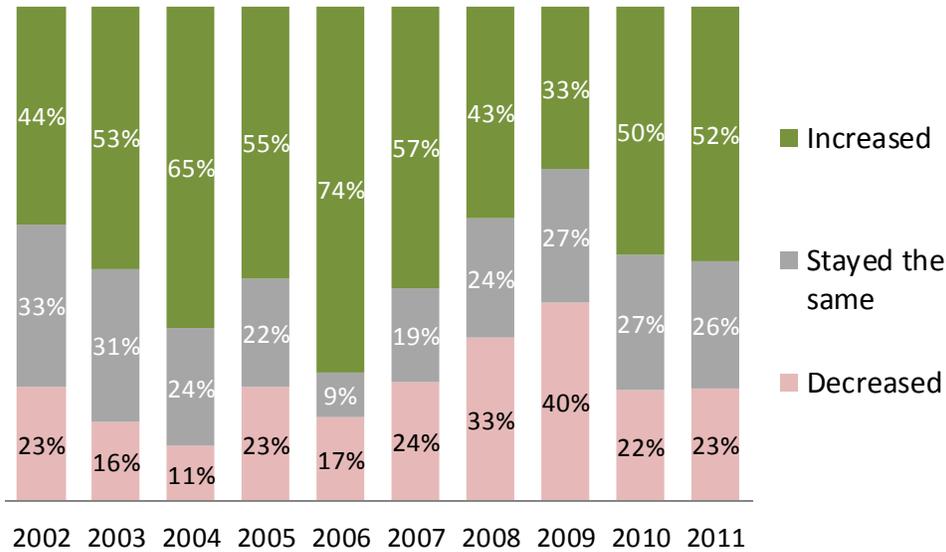
Figure 16: Percentage of responding organizations reporting change in contributions received from major gifts, 2002 - 2011



Data: 2002-2009: AFP Member Survey; 2010-2011: Nonprofit Research Collaborative

Special event proceeds also show growth in more organizations during years of strong economic growth.

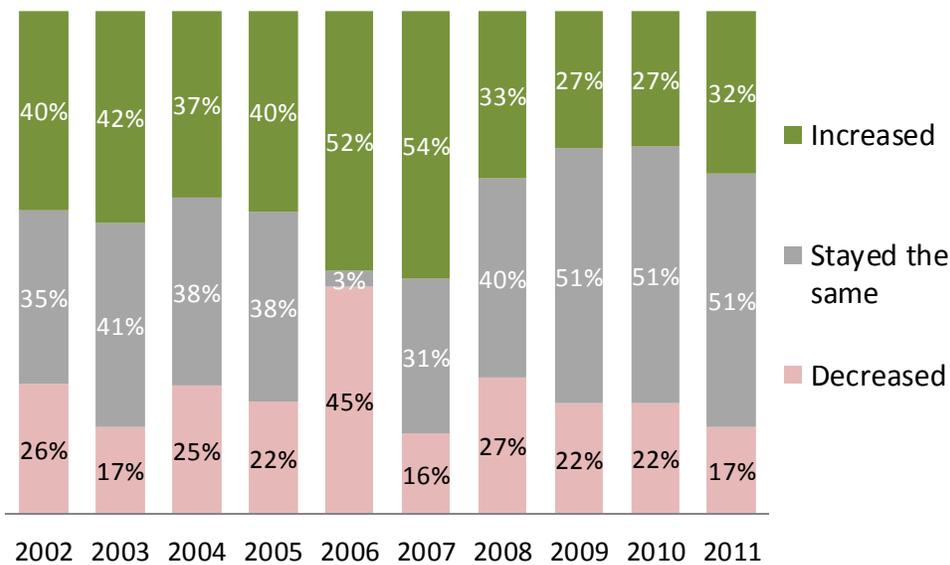
Figure 17: Percentage of responding organizations reporting change in contributions received through special events, 2002 - 2011



Data: 2002-2009: AFP Member Survey; 2010-2011: Nonprofit Research Collaborative

Receipts from planned gifts are less tied to overall economic change than are receipts from other types of giving. They do not increase at as many organizations in good years, nor decrease at as many in bad years.

Figure 18: Percentage of responding organizations reporting change in contributions received through planned gifts, 2002 - 2011



Data: 2002-2009: AFP Member Survey; 2010-2011: Nonprofit Research Collaborative

Benchmarks for share of total charitable receipts by fundraising method

This wave of the Nonprofit Fundraising Survey asked organizations about the percentage of total charitable receipts attributed to each of ten fundraising methods, from board gifts (used by nearly all organizations) to telephone appeals (used by 20 percent in this survey).

For six of the 10 types covered, 60 percent or more of respondents that used the method reported that the method contributed between 1 and 9 percent of total charitable receipts. This includes board giving, planned gift receipts, online contributions, telephone requests, receipts from federated campaigns such as United Way and Jewish federations, and contributions from congregations.

For four of the types covered, 60 to 71 percent of organizations that use the method reported receiving less than 25 percent of their total—and the distribution was roughly equal between 1 to 9 percent and 10 to 24 percent. These types are major gifts other than board member giving, special events, direct response mail, and grants from foundations.

Table 4 shows that 64 percent of responding organizations reported between 1 and 9 percent of their charitable funds raised came from board member gifts.² Only 4 percent reported receiving no gifts from board members.

A third (33 percent) said that 1 to 9 percent of funds came from major gifts, and just over half (54 percent) said that 1 to 9 percent came from planned gifts received.

Table 4: Percentage of responding organizations that indicated the share of all charitable receipts by fundraising method – Major Donor type methods
Darker shade in cell indicates a higher percentage of respondents selected that answer

Fundraising method	Percentage of total charitable receipts						Sum
	0%/NA	1-9%	10-25%	26-50%	51-75%	76-100%	
Board	4%	64%	23%	6%	2%	1%	100%
Major gifts, not board	6%	33%	32%	18%	8%	3%	100%
Planned gifts received	24%	54%	12%	6%	3%	1%	100%

Table 5 reports the share of total contributions by fundraising methods traditionally associated with annual campaigns, such as online giving, direct response mail, events, and telephone appeals. Direct response mail, events, and online fundraising are all

² In an interesting comparison, the 2007 AFP State of Fundraising report noted that 65 percent of respondents received between 1 and 9 percent of total funds raised from board members. The results from before the recession from AFP members are statistically identical to this year's result.

used by more than 90 percent of survey respondents. Direct mail accounts for a larger share of total contributions, with almost 70 percent reporting that they received 10 percent or more of their total contributions from this method.

Table 5: Percentage of responding organizations that indicated the share of all charitable receipts by donation method – Annual-fund type methods

Darker shade in cell indicates a higher percentage of respondents selected that answer

Fundraising method	Percentage of total charitable receipts						Sum
	0%/NA	1-9%	10-25%	26-50%	51-75%	76-100%	
Direct response/mail	4%	26%	31%	18%	13%	7%	100%
Online	7%	65%	19%	5%	2%	1%	100%
Special events	8%	39%	27%	15%	7%	4%	100%
Telephone	47%	4%	1%	<1%	<1%	<1%	100%

In this group, 65 percent of responding organizations reported receiving between 1 and 9 percent of their total charitable gifts from online gifts.

Table 6 reports the percentage of responding organizations based on the percentage of their total charitable receipts from three different types of institutions: federated campaigns such as United Way and Jewish federations, foundations, and religious congregations. These types of gifts occur at 60 to 70 percent of responding organizations. Foundation grants account for the largest proportion of charitable revenue, with 41 percent reporting that such grants are 10 percent or more of their charitable receipts.

Table 6: Percentage of responding organizations that indicated the share of all charitable receipts by donation method – Institutional donors*

Darker shade in cell indicates a higher percentage of respondents selected that answer

Fundraising method	Percentage of total charitable receipts						Sum
	0%/NA	1-9%	10-25%	26-50%	51-75%	76-100%	
Foundation proposals	31%	29%	18%	10%	5%	8%	100%
Contributions from federated campaigns	32%	53%	11%	3%	1%	1%	100%
Contributions from congregations	40%	48%	8%	2%	1%	1%	100%

* Due to a data collection error, corporations and corporate foundation data could not be analyzed in this wave.

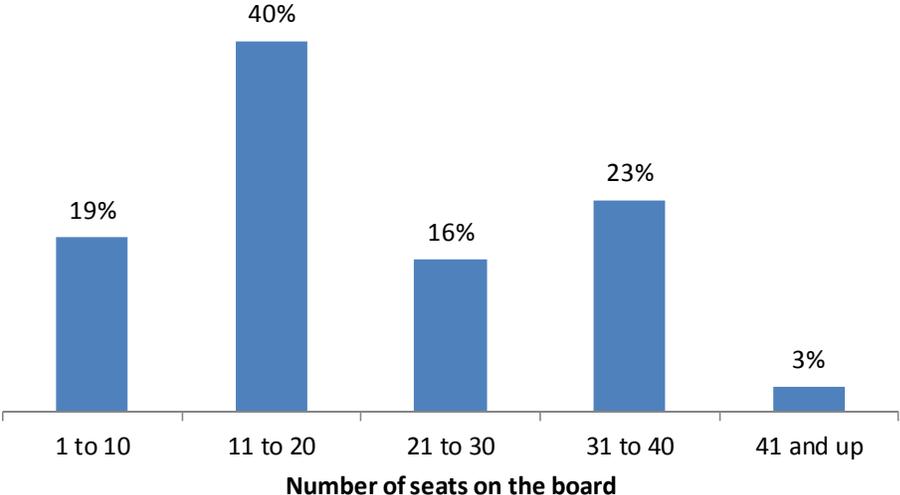
Board size and expected giving

One of the primary roles of a board member is to secure a nonprofit organization's ability to meet its mission by helping to raise funds. Some organizations require all board members to make a contribution; some set minimum expected gift amounts. Many organizations engage board members in specific fundraising tasks. In this section, we review survey responses about board size and giving expectations first before moving to the following section about how board members are engaged.

Board member size varies little across organization size

While smaller organizations, on average, have 13 board members and the largest have an average of 24, for all responding organizations, the average number of board members is 18. This includes unfilled seats. Forty percent of responding organizations reported having between 11 and 20 seats on the board.

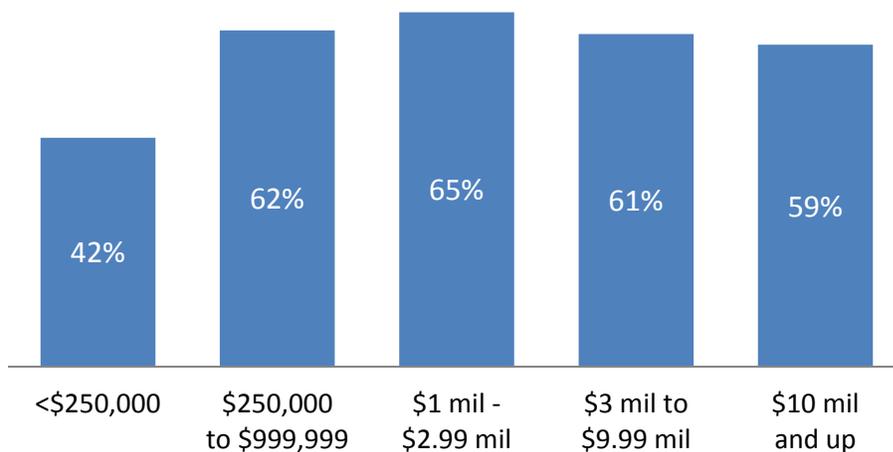
Figure 19: Percentage of responding organizations by number of seats on the board



Above \$250,000 size, majority of organizations require board contribution

Nearly 6 in 10 respondents to this survey (57 percent) work in organizations that require board members to make a financial contribution to the organization. In a statistical test, the smallest organizations were least likely to require a contribution, and the difference is statistically significant ($p < .01$).

Figure 20: Percentage of responding organizations that require board members to make a financial contribution, by size of organization



Size is based on expenditures in 2009 per the IRS Form 990, if available. Where the 990 is not available, size is based on survey respondent answer to a question about 2010 operating budget. Conclusion is based on a chi-2 test for the nominal values 1 through 5 for size and whether the organization requires board member contributions.

Ninety percent of responding organizations that require a contribution report that they tell a prospective board member about that expectation at the time of recruitment.

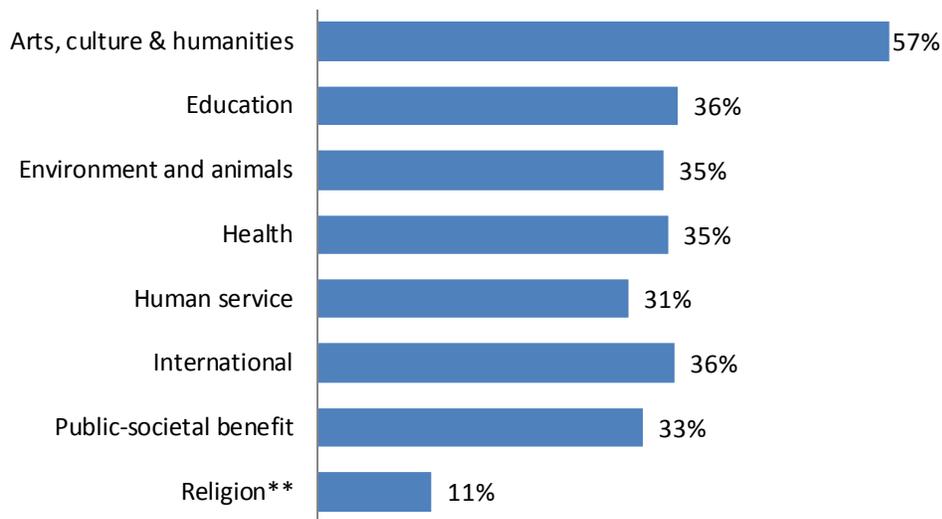
Board gift minimum at just over one-third, averages just under \$5,000

Just 35 percent reported setting a minimum gift amount for board contributions. The average gift expected is \$4,977. There was some variation by subsector.

- Arts organizations that responded have a higher minimum, at \$5,655, and a higher percentage expecting a minimum, at 57 percent.
- Education organizations had the highest average gift amount expected, at \$12,520.
- Just 11 percent of responding organizations in the religion subsector reported a minimum board member gift amount, but the average (\$4,253) is not lower than averages in most other subsectors.

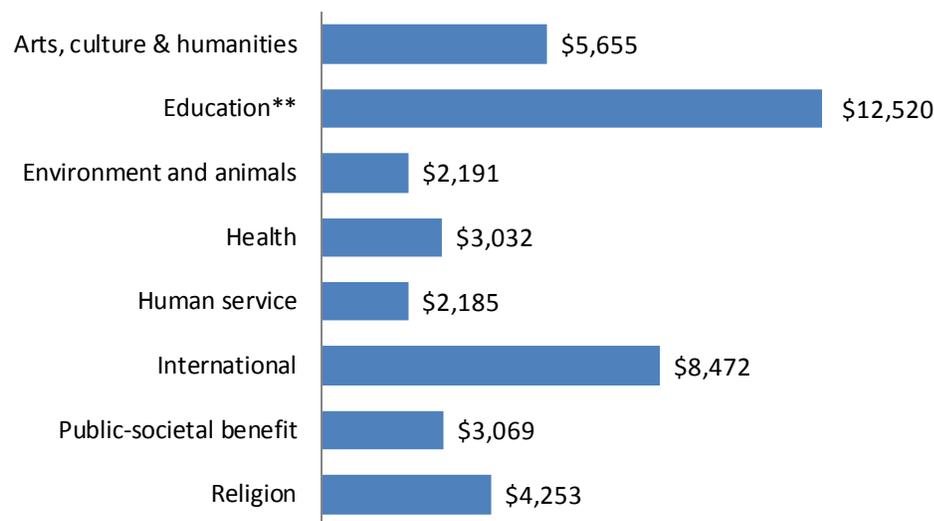
Figure 21 shows the percentage reporting a board gift minimum with the minimum amounts by subsector.

Figure 21: Percentage of respondents requiring a minimum board gift by NTEE



** p<.05; statistically significantly different from other subsectors

Figure 22: Average minimum contribution requested, when minimum is established, by subsector



** p<.05; statistically significantly different from other subsectors

By size, there is no difference in the frequency of setting a minimum amount until the expenditure category of \$10 million and up. In that group, 43 percent of responding organizations set a minimum. The minimum board contribution amount for the largest organizations ranges from \$100 to \$100,000, with an average of \$7,276.

Organizations count cash gifts; some give board members credit for other donations

Organizations can decide what to count as a board contribution, with cash or security gifts nearly always counted. Other forms of giving or securing funds are less often credited to a board member. Based on nearly 1,600 responses (not only those that require a minimum board member contribution), the most frequent type of donation counted toward a board member contribution, after cash and securities, is in-kind contributions (44 percent of responding organizations), followed by soft credit, such as for a matching gift from an employer or a gift from the donor’s company or partnership (40 percent).

Table 7: Percentage of responding charities that give a board member credit, gift types other than cash or securities, by size of organization

Type of gift	Organization size, based on total expenditures					
	<\$250,000	\$250,000 - \$999,999	\$1 mil - \$2.99 mil	\$3 mil - \$9.99 mil	\$10 mil and up	All
In-kind	51%	47%	41%	42%	37%	44%
Soft credit (matching gifts, company gifts)	27%**	41%	44%	48%	45%	40%
Gifts from friends or colleagues	36%	39%	36%	31%	23%**	33%
Tickets sold to events	25%	34%	36%	36%	30%	32%
Value of time for board work	24%**	16%	11%	8%	8%	14%

** Statistically significantly different from other size categories, p<.01

Smaller organizations are less likely to recognize soft credit and more likely to give credit for the value of time volunteered for board work. The largest organizations are less likely than other sizes to give credit for gifts made to the organization by the board member’s friends or colleagues.

About 6 in 10 track amounts that board members help raise

When asked if the organization tracks amounts that board members help raise, 57 percent of responding organizations said yes. The smallest organizations, those with less than \$250,000 in expenditures, are significantly less likely to track gifts generated through board members’ efforts (48 percent) whereas a combined 63 percent of the respondents with \$1 million or more in expenditures do track the amounts board members help “give or get.” Just over half (53 percent) of the middle-expenditure group, with \$250,000 to \$999,999, track this.

Table 8: Percentage of responding organizations that track gifts that board members help to raise, by size

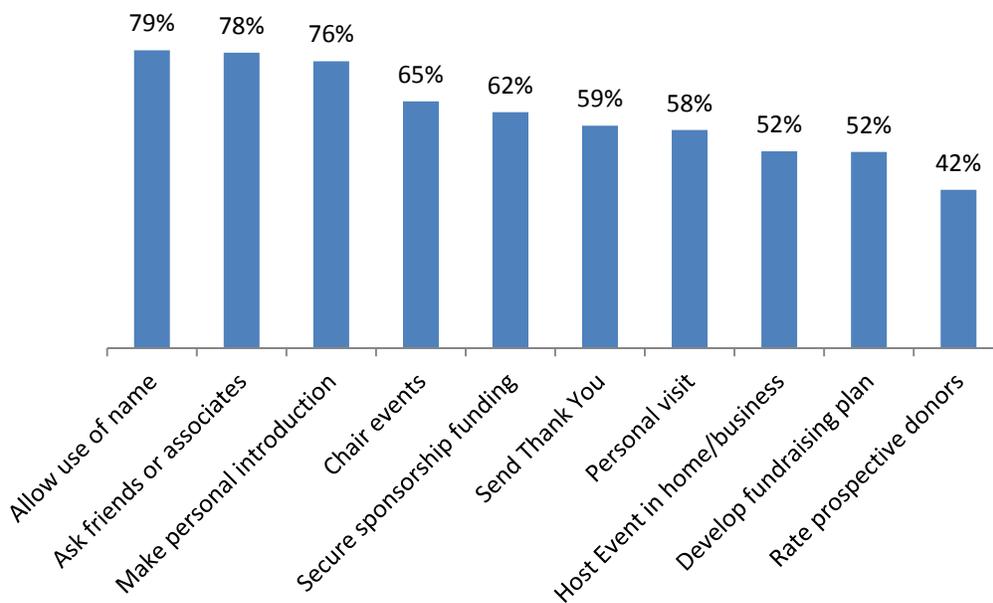
	Organizational size based on total expenditures					
	<\$250,000	\$250,000 - \$999,999	\$1 mil - \$2.99 mil	\$3 mil - \$9.99 mil	\$10 mil and up	Total
Track gifts that board members help to raise	48%	53%	66%	61%	61%	57%

The role of board members in fundraising

Board members are likely to be engaged in fundraising in every size of organization and in every type (subsector). They are particularly likely to be asked to allow use of their name, to ask their friends and associates to contribute to the organization, and to make personal introductions to prospective donors.

Members of the board are much less likely to be directly involved in developing fundraising plans or hold “get to know you” events for prospective donors at their home or business. Forty-two percent of organizations use board members to rate prospective donors’ interest in the organization’s mission and their likelihood of making a gift.

Figure 23: Percentage of responding organizations that engage board members in fundraising in each of several different ways



There are variations across size groups, with the smallest organizations less likely to engage members in each of the possible ways that their larger peers ask board members to help with fundraising. Organizations in the \$1 million to \$3 million expenditure range were the most likely to ask board members to do several fundraising steps: go on personal visits to prospective donors (62 percent); allow use of their name in fundraising (83 percent); or host events (60 percent).

Table 9: Range for the percentage of organizations that ask board members to undertake specific fundraising tasks

Task	Lowest reported percentage	Size group	Highest reported percentage	Size group
Personal visits with prospective donors	53%	< \$250,000	62%	\$1 - \$3 mil
Allow use of name in fundraising letters	69%	< \$250,000	83%	\$1 - \$3 mil
Host events in home or business	37%	< \$250,000	60%	\$1 - \$3 mil
Rate donors	34%	< \$250,000	48%	\$10 million+

Suggestions for great ways to involve board members in fundraising

Many respondents offered successful strategies that had engaged their board members in fundraising. Respondents frequently mentioned providing training or education about fundraising and giving board members clear opportunities to know and “experience” the organization’s work, either directly or otherwise. Several people wrote about active engagement of board members in fundraising planning so that they “own” the process. In addition, other common themes emerged:

- One common theme is, “create an opportunity for success, because then the board member will keep helping.” That might apply to organizing an event, making thank you calls to donors, participating in a donor call, hosting “friend raisers,” and other activities.
- Another common theme was subtle or not-so-subtle competition, including reports at board meetings about who has advanced the organization’s mission in which ways, creating “teams” of board members for fundraising.
- A third common theme was customization: working with each board member to develop how he or she will assist the organization.

Two other themes emerged: “We just make it clear what we expect;”^{*} and “Tell us if you find something, as we haven’t yet.” Quotations from survey responses follow in the shaded boxes.

^{*} The topic of recruiting people who are already comfortable with fundraising occurred in several of the comments.

Success leads to success

- A thank-a-thon...very little pressure, and a feel-good way to engage them.
- Assigning board members to steward donors throughout year through phone calls and invitations to special events.
- Having a board member meet a potential funder at a production and then taking them out to lunch. There is very little they have to do at that point to sell the organization as the funder has seen the impact firsthand.
- Having them handwrite personal thank you notes to our donors each month (in addition to the gift acknowledgment).
- Starting small, with thank you calls, then asking them to build on that success by choosing an event to be involved with or a committee to be involved with.

Competition is the American Way

- Broadcast at board meeting who is doing what—chart member contribution in time, participation, funds raised.
- Group board members into teams: Team Friends (find new donors); Team Growers (increase a select group of donors to an increased level of giving); Team Rejuvenators (get lapsed donors to reengage); Team Donors (“love” our current donors below a certain \$ level).
- Two new strategies that have helped to engage board members: board member report cards and donor lists for personal thanking.
- Providing a comparison of last 5+ years of events with written goals for next year.
- Twice-monthly conference calls to report on fundraising activity—using written reports received in advance, staff and volunteers share progress and use the time to set up next steps.

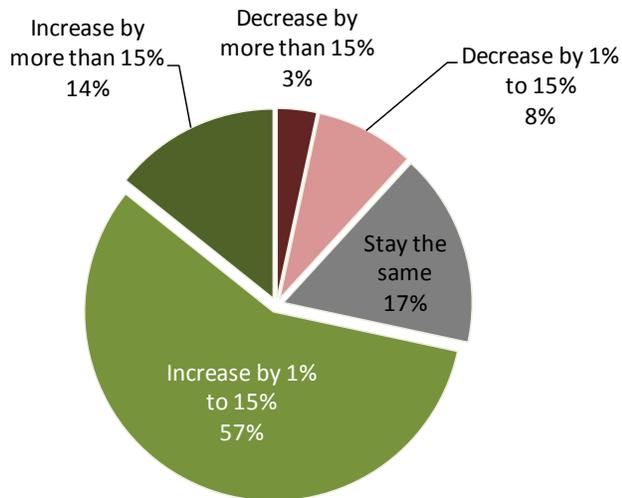
Customization

- A new strategy called AAA—Identifying each member as either an asker, ambassador, or advocate. Developing a personalized plan.
- Allow board members to share fundraising ideas and create their own giving goals.
- The most effective strategy to date has been to have one-on-one visits to listen to their ideas, questions, concerns, and ask them to complete a specific task(s).
- We give them a menu of opportunities to be involved and support our development efforts.
- Get board members who are passionate about our mission and then help them with an individualized plan for fundraising that helps to ensure success.
- Having each board member develop an individual fundraising plan to execute during the year. The Board Development Committee shepherds progress on these plans.

Outlook for 2012

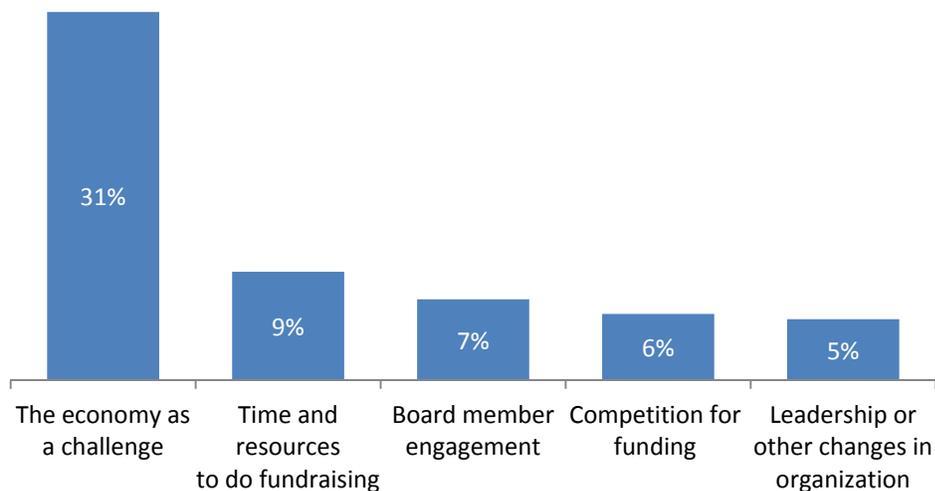
As in prior years of similar studies, a majority of respondents anticipate improved fundraising results in 2012 compared with 2011. More than 70 percent expect an increase, with most (57 percent) expecting growth in funds raised between 1 and 15 percent.

Figure 24: Anticipated direction of change in charitable receipts, 2012 compared with 2011



Survey participants identified many challenges, issues, or trends that will affect fundraising in 2012. By a large margin, survey respondents expressed concern about the economy, including global issues, national economic circumstances, and local concerns. The next most-frequent trend was the lack of resources for fundraising.

Figure 25: Coded responses about challenges for 2012 fundraising



Typical responses about the biggest challenge or trend for 2012 fundraising

- Continued repercussions of the recession and its financial and emotional effects on donors of all sorts.
- Continued difficult economy making it hard for many donors to give at pre-recession levels. This also includes business sponsorship support and/or donation of auction items.
- Greatest challenge will be trying to increase our fundraising efforts with only two staff, and we both do other jobs. We are hoping to hire or contract with a consultant to increase the asks.
- Finding time to systematically fundraise.

Conclusion

Surveys repeated year to year with the same questions help document trends in fundraising and illuminate emerging concerns and opportunities. In 2011, overall results suggest rates of change similar to those observed in 2003, as the nation was also in a period of “slow recovery” from a recession.

Organizations in this study report using a mix of fundraising approaches and in most cases, receive less than a quarter of their total charitable revenue from any one approach. This fits with long-standing counsel to build fundraising programs that incorporate short-term (annual) and long-term (planned giving, campaign) visions for the organization’s work and funding.

Survey respondents report engaging their board members in the fundraising process, especially in making connections with prospective donors. Much remains to be investigated about whether some forms of board member engagement are more successful than others in helping an organization reach its goals. The results in this study only begin to uncover the myriad of ways board members can assist the organization to meet its goal for fiscal sustainability.

Organizations responding to this study remain optimistic about fundraising potential for 2012, yet a third are concerned about slow economic growth and potential economic crises and their impact on donors’ capacity and interest in charitable giving. Historically, charitable giving follows the broader economy, often with a lag of up to a year. At the time this report appears, first-quarter stock market performance in the United States and growth in Gross Domestic Product (GDP) both set the stage for positive economic results. Nonprofit organizations can use the trend information in this study, whether about the growth in online giving, the robust results from direct mail, or the role of major gifts and annual fund, to help plan for further success in a period of hopeful—but not yet certain—economic recovery.³

³ *The Economist*, March 17–23, 2012. Lead article.

Methodology

The survey invitation was sent by email and through social media postings beginning on January 16, 2012. The online-only survey response remained open through February 3, 2012. Invitations were sent to several distinct groups:

- Prior participants in NRC surveys (called here panelists)
- Members of the Association of Fundraising Professionals
- More than 4,800 organizations on the mailing list of Campbell Rinker
- People on Blackbaud's email list

Reminders were sent at least once, and sometimes twice or three times, to people in each of these groups.

In addition, members of the NRC sent messages through their own email systems, in newsletters, and via social media outlets to recruit additional survey participants.

By source of list, response numbers are as shown.

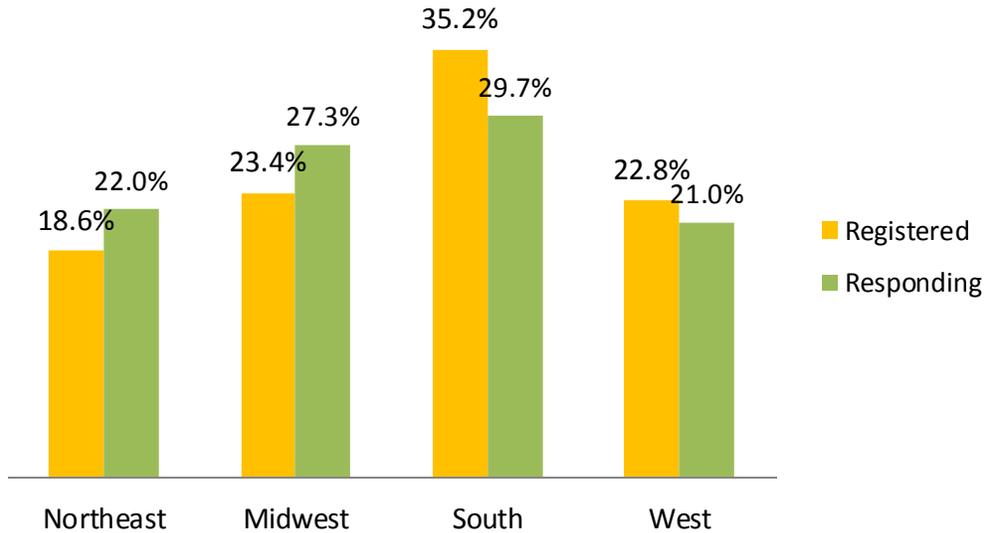
List source	Number	Percentage
AFP	417	26%
Blackbaud	234	15%
Campbell Rinker	34	2%
Center on Philanthropy	192	12%
Convio	153	10%
Giving USA	16	1%
Urban/NCCS	361	23%
Panelists	168	10%
Other	27	2%
Total	1,602	100%

We cannot calculate a total response rate given this convenience sampling approach.

The *April 2012 Nonprofit Fundraising Survey* received a total of 1,602 non-duplicated responses representing organizations with more than \$30.5 billion in expenditures in 2009 (based on IRS Forms 990).

In this file of responding charities, regions defined by the Census Bureau are roughly equally represented based on the number of registered charities within each.

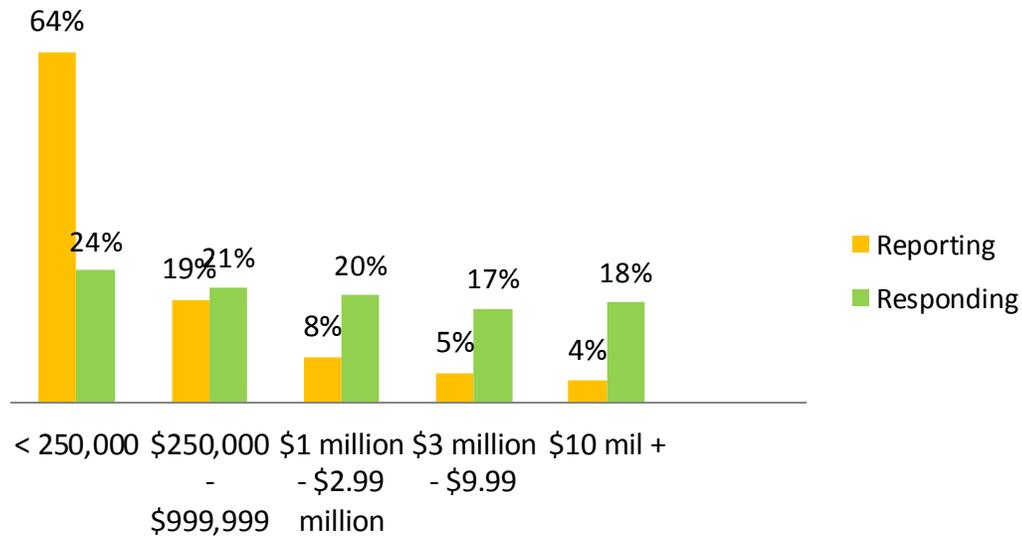
Figure 26: Percentage of responding charities by Census region compared with registered charities IRS and Business Master File, July 2011
(The sum is 100 by region—that is, add North, South, Midwest, and West for any of the categories of charity to get 100. All yellow bars together = 100, for example.)



Registered = In the IRS Business Master File as of mid-2011. Regions are as defined by the U.S. Bureau of the Census.
Responding = Response provided in this survey.

This study used reported expenditure amounts on IRS Forms 990 to categorize charities by size, after matching responding charities by Employer Identification Number (EIN) to the record maintained by the National Center for Charitable Statistics, which draws from IRS forms. Thus only reporting charities, which provide expenditure information to the IRS, could be coded for size using official data. Other organizations were coded based on their self-report of total expenditures for 2011.

Figure 27: Responding charities by 2009 expenditure total, compared with reporting charities filing IRS forms

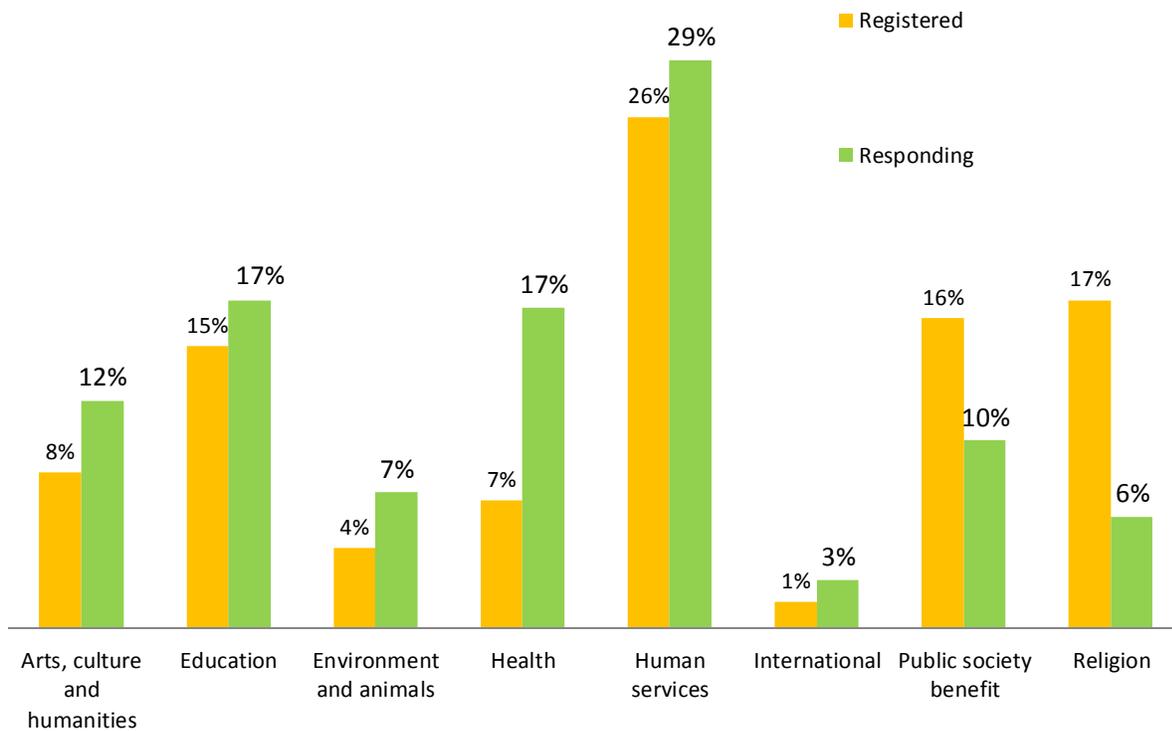


Reporting = filing an IRS Form 990 or Form 990EZ or 990-N ePostcard. Only non-religion registered charities with revenue of \$5,000 or more are required to report. Expenditure information for non-reporting charities is not available at a national level for registered nonprofit 501(c)(3) organizations.

Respondents over-represent the larger charities (\$1 million and up in expenditures) and under-represent the smallest organizations (less than \$250,000 in expenditures).

Responding charities also more or less mirrored the Reporting (filing Form 990) charities by subsector or major category under the National Taxonomy of Exempt Entities (NTEE). However, religious and public-society benefit organizations are under-represented, and arts and health organizations are both disproportionately high in this set of respondents.

Figure 28: Responding charities by subsector compared with charities registered with the IRS



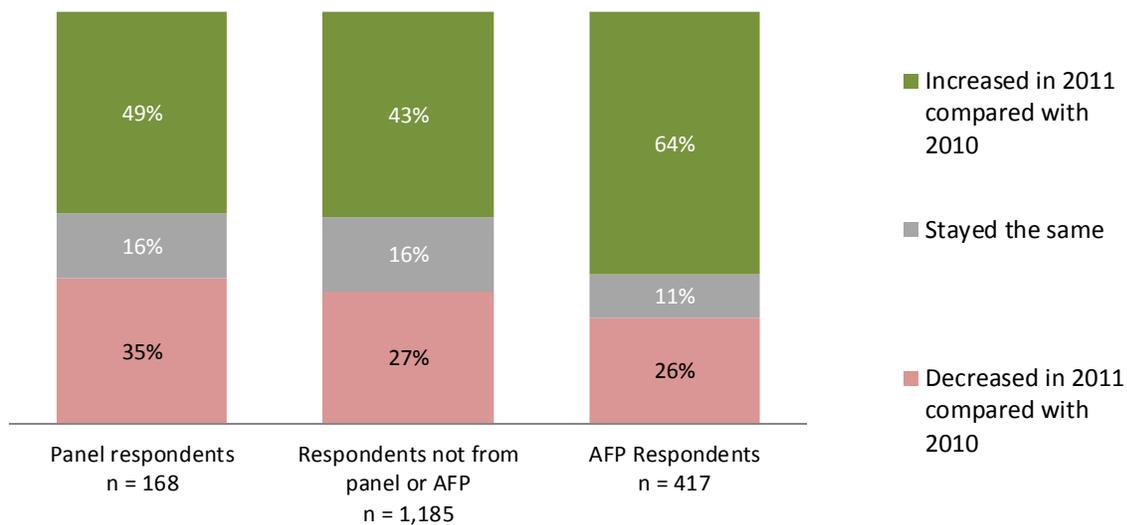
Registered = In the IRS Business Master File as of mid-2011. Charities in the BMF are coded by major category of the National Taxonomy of Exempt Entities (NTEE). Major categories are grouped here into “subsectors” as defined by *Giving USA*.
 Responding = Response provided in this survey

Change in charitable receipts differed by respondent affiliation

This survey reached people through several possible affiliations, including membership in the Association of Fundraising Professionals (AFP). More than one-quarter (26 percent) of respondents took the survey in response to AFP’s invitation. Answers from these 426 respondents varied significantly from responses from all other affiliations.

Organizations responding to the AFP invitation were much more likely to report an increase in giving and much less likely to see no change or a decline than were the other groups.

Figure 29: Percentage of respondents reporting change in charitable receipts in 2011 compared with 2010, based on source of responses

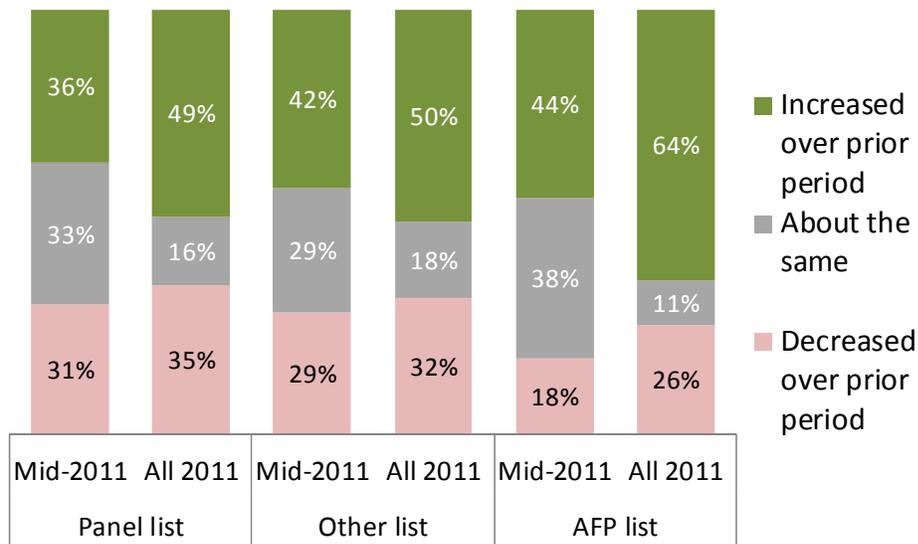


AFP respondents to the two earlier surveys about charitable receipts in 2011 did not show statistically different results from other respondents to those surveys. This is the first time in the Nonprofit Fundraising Survey that responses from one list source have been different from the general trend.

By separating prior survey respondents by list source, we see that the growth reported by AFP respondents for the entire year is consistent with the statistically significant increase in charitable receipts reported by respondents from other collaborative members. The percentage of AFP respondents reporting an increase in charitable receipts is larger than the increase reported by other survey participants, but respondents from other lists were also more likely to report an increase by the end of 2011 than they had been in mid-2011.

In the early 2012 survey, responses from people accessing the survey through the link provided by AFP showed different results, with 64 percent seeing increased charitable receipts, compared with 49 percent of the panelists and 50 percent of the respondents from other list sources. There is no similar variation in the other period shown (mid-2011) or in periods not shown (early 2011, late 2011, etc.).

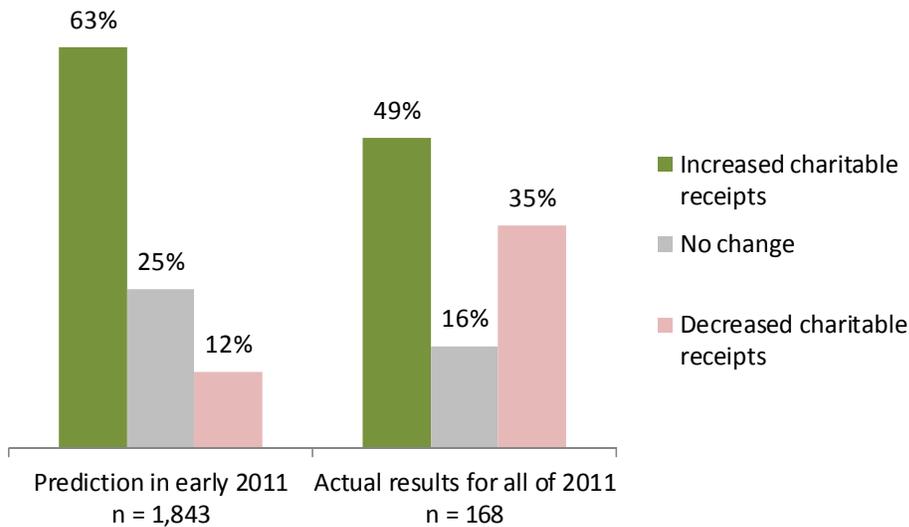
Figure 30: Percentage of respondents reporting a change in charitable receipts, by source of responses, two survey periods in 2011 compared with prior periods in 2010



Results between mid-2011 and all of 2011 for the panel list approaches statistical significance ($p < .10$). For the “other list” and the “AFP list”, the change from mid-2011 to all 2011 is statistically significant ($p < .01$ for each).

Panelists are organizations that provided survey responses in 2011 and again in 2012. Among the panelists, actual results, with 49 percent experiencing an increase in charitable receipts, lagged the prediction that 63 percent would see increases. The 49 percent with an increase is also below (although not with significance) the overall result for all respondents, of which 63 percent saw an increase in charitable receipts in 2011.

Figure 31: Predicted results for 2011 compared with actual results, all 2011 respondents and 168 respondents from 2011 that also responded in early 2012



Statistical significance

The respondents form a convenience sample. There is no margin of error or measure of statistical significance using this sampling technique, as it is not a random sample of the population studied. Chi-square tests were used throughout the analysis to compare differences between larger responding organizations and smaller responding organizations. Results included here are statistically significant using that approach.

About the Nonprofit Research Collaborative

Several organizations have formed the NRC. Each of these entities has, at a minimum, a decade of direct experience collecting information from nonprofits concerning charitable receipts, fundraising practices, and/or grantmaking activities. The collaborating partners are:

- Association of Fundraising Professionals, which surveyed members for an annual state of fundraising study from 2002 through 2010;
- Blackbaud, Inc., which publishes The Blackbaud Index and prepares a report about the State of the Nonprofit Industry;
- Campbell Rinker, which publishes the bimonthly Donor Confidence Report and conducts numerous studies among nonprofit donors and nonprofit professionals;
- The Center on Philanthropy at Indiana University, which conducts a wide range of research studies on philanthropy and giving;
- Convio, a leading provider of on-demand constituent engagement solutions that enable nonprofit organizations to maximize the value of every relationship;
- Giving USA Foundation, which has published the *Giving USA Annual Report on Philanthropy* for more than 50 years; and
- The National Center for Charitable Statistics at the Urban Institute, which tracks the finances and activities of nonprofit organizations and prepares *The Nonprofit Almanac* and other publications and resources.

The collaborative effort reduces the burden on charities, which receive fewer requests for survey participation. Survey respondents will form a panel over time, allowing for trend comparisons among the same organizations. This approach provides more useful benchmarking information than repeated cross-sectional studies.

The NRC conducts surveys twice a year.