

GoettlerAssociates

Fund Raising MattersSM

The Road Ahead: Outlook 2013 Survey



Outlook 2013: The Road Ahead

Appendix: Response Data

April, 2013

presented by:



GoettlerAssociates

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A Fund-Raising Matters Survey: OUTLOOK 2013

1. What is the focus of your organization's mission?		
Answer Options	Response Percent	Response Count
Health Care	31.6%	85
Education	29.0%	78
Human or Social Services	12.3%	33
Arts/Culture	13.4%	36
Recreation	1.9%	5
Fund-Raising (e.g., community foundation, United Way, Other	4.1%	11
	7.8%	21
<i>answered question</i>		269
<i>skipped question</i>		0

2. What is your organization's total annual operating budget?		
Answer Options	Response Percent	Response Count
less than \$500,000	13.8%	37
between \$500,000 and \$1.0 million	10.4%	28
\$1.1 million - \$2.5 million	14.1%	38
\$2.6 million - \$5.0 million	6.7%	18
\$5.1 million - \$7.5 million	7.1%	19
\$7.6 million - \$10 million	5.2%	14
\$10 million - \$20 million	9.7%	26
More than \$20 million	33.1%	89
<i>answered question</i>		269
<i>skipped question</i>		0

3. How many full-time professional development (fund-raising) personnel are employed by your organization?		
Answer Options	Response Percent	Response Count
none	13.8%	37
part-time (less than one)	5.6%	15
one	28.3%	76
2	15.2%	41
3 - 5	17.5%	47
6 - 10	8.6%	23
more than 10	11.2%	30
<i>answered question</i>		269
<i>skipped question</i>		0

4. What portion of your organization's total annual operating budget is derived from voluntary contributions (a.k.a. charitable giving)?		
Answer Options	Response Percent	Response Count
less than 10%	47.9%	128
between 10% and 25%	24.7%	66
between 26% and 50%	8.2%	22
between 51% and 75%	7.9%	21
more than 75%	11.2%	30
<i>answered question</i>		267
<i>skipped question</i>		2

5. Are you the Chief Development Officer?		
Answer Options	Response Percent	Response Count
Yes	59.3%	159
No	40.7%	109
<i>answered question</i>		268
<i>skipped question</i>		1

6. How long have you been employed in your current position (with this organization)?

Answer Options	Response Percent	Response Count
Less than one year	6.9%	11
About two years	10.6%	17
Less than 5 years	10.0%	16
More than 5 years	72.5%	116
Comments (Optional)		9
<i>answered question</i>		160
<i>skipped question</i>		109

7. Comparing fund-raising results in the current year (calendar or fiscal) with last year, did your organization raise more money or less money?

Answer Options	Response Percent	Response Count
We raised a lot more this year	10.6%	28
We raised more this year	36.6%	97
Our results were about the same as last year	29.8%	79
We raised less this year	20.8%	55
We raised significantly less this year	2.3%	6
<i>answered question</i>		265
<i>skipped question</i>		4

8. What factors caused total contributions to decrease? (select all that apply)

Answer Options	Response Percent	Response Count
Fewer Individuals gave (decrease in number of donors)	50.0%	28
Individual donors made smaller gifts	60.7%	34
Fewer Corporations gave (decrease in number of donors)	30.4%	17
Corporate donors made smaller gifts	30.4%	17
Fewer Foundations gave (decrease in number of donors)	23.2%	13
Foundation donors made smaller grants	16.1%	9
<i>answered question</i>		56
<i>skipped question</i>		-5

9. Do you believe this year's fund-raising results are part of a discernable trend?

Answer Options	Response Percent	Response Count
Yes	27.6%	16
Maybe	31.0%	18
No	27.6%	16
I don't know	13.8%	8
<i>answered question</i>		58
<i>skipped question</i>		-3

10. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	Response Percent	Response Count
Fewer donors (decrease in number of gifts received)	42.9%	24
Donors are still giving, but they are giving less	58.9%	33
Decrease in support of Events	23.2%	13
Less support of Direct Appeals (Mail, Phone, Online)	28.6%	16
More restrictions and conditions on giving	35.7%	20
Comments (Optional)		9
<i>answered question</i>		56
<i>skipped question</i>		-5

11. In your opinion, which of these factors contributed most to the organization's decrease in fund-raising?		
Answer Options	Response Percent	Response Count
A specific organizational issue/condition (planning,	42.9%	24
Specific industry related or regional market condition	5.4%	3
General economic conditions	44.6%	25
Changes in federal, state or local regulations	7.1%	4
Comments (Optional)		10
<i>answered question</i>		56
<i>skipped question</i>		-5

12. Are there any other factors that contributed to the decrease in funding?	
Answer Options	Response Count
	25
<i>answered question</i>	25
<i>skipped question</i>	244

13. What factors caused total contributions to increase? (select all that apply)		
Answer Options	Response Percent	Response Count
More Individuals gave (increase in number of donors)	57.9%	70
Individual donors made larger gifts	71.1%	86
More Corporations gave (increase in number of donors)	17.4%	21
Corporate donors made larger gifts	7.4%	9
More Foundation gave (increase in number of donors)	14.0%	17
Foundation donors made larger grants	15.7%	19
<i>answered question</i>		121
<i>skipped question</i>		-4

14. Do you believe this year's fund-raising results are part of a discernable upward trend?		
Answer Options	Response Percent	Response Count
Yes	25.6%	31
Maybe	37.2%	45
No	25.6%	31
I don't know	11.6%	14
<i>answered question</i>		121
<i>skipped question</i>		-4

15. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)		
Answer Options	Response Percent	Response Count
More donors (increase in number of gifts received)	63.2%	74
Same donors are giving, but they are giving more	54.7%	64
Increase in support of Events	30.8%	36
More support of Direct Appeals (Mail, Phone, Online)	27.4%	32
Fewer restrictions and conditions on giving	9.4%	11
Comments (Optional)		15
<i>answered question</i>		117
<i>skipped question</i>		-8

16. In your opinion, which of these factors contributed most to the organization's increase in fund-raising?

Answer Options	Response Percent	Response Count
A specific organizational issue/condition (planning, resources, personnel, strategy)	66.4%	79
Specific industry related or regional market condition	3.4%	4
General economic conditions	29.4%	35
Changes in federal, state or local regulations	0.8%	1
Comments (Optional)		19
<i>answered question</i>		119
<i>skipped question</i>		-6

17. Are there any other factors that contributed to this increase in funding?

Answer Options	Response Count
	47
<i>answered question</i>	47
<i>skipped question</i>	-78

18. Comparing operating conditions in the current year (calendar or fiscal) with last year, how has the demand for your organization's programs and services changed?

Answer Options	Response Percent	Response Count
Increased	50.4%	123
About the Same	43.0%	105
Decreased	5.3%	13
I don't know	1.2%	3
<i>answered question</i>		244
<i>skipped question</i>		25

19. What are your organization's expectations for revenue in the year ahead? (please indicate opinion for each revenue source [row] below)

Answer Options	Increase	No change	Decrease	I don't know	Not Applicable	Response Count
Corporate funding (gifts/sponsorships/etc.)	95	112	16	10	13	246
Foundation funding	89	99	26	10	21	245
Gifts from individuals	181	42	15	7	1	246
Government grants and program funding	40	104	47	15	38	244
Earned revenue	101	81	22	13	27	244
<i>answered question</i>						247
<i>skipped question</i>						22

20. Based on the current market conditions and your recent fund-raising response, WHAT RESULTS DO YOU ANTICIPATE for this NEXT year?

Answer Options	Will Increase	Will NOT change	Will Decrease	I wish I knew	Not Applicable	Response Count
The total number of donors	158	53	19	15	2	247
The dollar amount of gift transactions	132	64	24	25	1	246
Attendance/participation at Special Events	104	105	16	6	13	244
Response to direct mail appeals	73	114	23	19	16	245
Response to telemarketing appeals	20	50	16	8	149	243
Response to on line giving appeals	104	63	4	17	54	242
Response to major/capital gift appeals	128	50	16	15	31	240
Comments (Optional)						25
<i>answered question</i>						247
<i>skipped question</i>						22

21. Please indicate which of the following actions your organization is planning (or considering) for the year ahead.

Answer Options	Will Expand	Will NOT change	Will Decrease	I wish I knew	Not Applicable	Response Count
Programs and Services	126	107	8	4	1	246
Staffing and/or staff benefits	59	158	22	3	3	245
Marketing and Communication initiatives	169	66	7	1	2	245
Fund-raising and development initiatives	187	51	3	4	1	246
Volunteer and Board engagement	149	79	4	11	1	244
Other (please specify)						9
					<i>answered question</i>	247
					<i>skipped question</i>	22

22. As a result of the current (and recent) market and organizational conditions, please indicate changes that you HAVE ALREADY made to your current fund-raising efforts:

Answer Options	Increased Efforts	Decreased Efforts	Began New Program	Eliminated Program	Made No Changes	Response Count
Major Gift Program	140	7	17	0	62	226
Use of Social Media	145	2	23	0	61	231
Online Web-based Giving (Donate Now)	115	3	23	1	86	228
Online Friends asking Friends (peer-to-peer)	43	4	11	0	160	218
Direct Mail Program	69	22	12	3	120	226
Special Events	92	15	18	2	103	230
Telemarketing	20	12	5	13	165	215
Annual/Recurring Gifts Campaign	129	2	14	0	79	224
Planned & Deferred Gifts Program	110	1	13	4	99	227
Overall strategy and methods	181	1	7	0	31	220
Comments (Optional)						13
					<i>answered question</i>	232
					<i>skipped question</i>	37

23. Please indicate ANTICIPATED or PLANNED changes to your future fund-raising efforts:

Answer Options	Will Increase Efforts	Will Decrease Efforts	Will Launch New Program	Will Eliminate Program	No Changes Anticipated	Response Count
Major Gift Program	164	3	17	0	42	226
Use of Social Media	153	0	13	1	56	223
Online Web-based Giving (Donate Now)	134	0	15	0	75	224
Online Friends asking Friends (peer-to-peer)	79	1	14	1	124	219
Direct Mail Program	82	20	12	1	110	225
Special Events	93	11	12	2	103	221
Telemarketing	28	8	3	11	162	212
Annual/Recurring Gifts Campaign	143	0	11	0	70	224
Planned & Deferred Gifts Program	150	0	20	2	51	223
Overall strategy and methods	186	0	10	0	27	223
Comments (Optional)						13
					<i>answered question</i>	232
					<i>skipped question</i>	37

24. What specific initiatives are you planning or considering for this coming year?

Answer Options	Yes	Maybe	No	I don't know	Response Count	
Organization-wide Strategic Planning Process	116	34	75	5	230	
Targeted Strategic Development Planning Process	143	43	34	8	228	
Branding/positioning campaign	103	50	60	15	228	
Development of new marketing and communications	149	58	22	3	232	
New or redesigned web site	113	33	72	9	227	
Updating or expanding Information Technology	100	47	63	17	227	
Campaign Planning (or Feasibility) Study	50	31	130	16	227	
Capital (major gifts) Fund-raising Campaign	105	33	76	11	225	
Comments (Optional)					20	
					<i>answered question</i>	232
					<i>skipped question</i>	37

25. Does your organization's governing board have a sub-committee focused on fund-raising (or development)?		
Answer Options	Response Percent	Response Count
Yes	49.8%	116
Yes, BUT it operates infrequently or inconsistently	25.8%	60
No	24.5%	57
Comments (Optional)		17
<i>answered question</i>		233
<i>skipped question</i>		36

26. In your opinion, does the organization's governing board understand it's role and importance in fund raising?		
Answer Options	Response Percent	Response Count
Yes	29.9%	69
Somewhat	51.9%	120
No	18.2%	42
Other (please specify)		11
<i>answered question</i>		231
<i>skipped question</i>		38

27. Does the development office participate and/or regularly report to the organization's governing board?		
Answer Options	Response Percent	Response Count
Yes	76.1%	172
Yes, But inconsistently	11.1%	25
No	12.8%	29
Other (please specify)		10
<i>answered question</i>		226
<i>skipped question</i>		43

28. Is the organization's C.E.O. actively engaged in fund raising		
Answer Options	Response Percent	Response Count
Yes	69.7%	161
Yes, but inconsistently or ineffectively	19.5%	45
No	10.8%	25
Other (please specify)		13
<i>answered question</i>		231
<i>skipped question</i>		38

29. Does the organization have an annual fund-raising (or development) plan?		
Answer Options	Response Percent	Response Count
No, we don't have a written plan for annual fund-raising	24.1%	55
Yes, we have a plan BUT it hasn't been updated nor	7.5%	17
Yes, the development staff prepares an annual fund-	34.6%	79
Yes, we have a development plan that is coordinated	30.7%	70
I wish I knew	0.4%	1
Not Applicable	2.6%	6
Comments (Optional)		9
<i>answered question</i>		228
<i>skipped question</i>		41

30. Thank you for completing this survey, if you would like to receive a copy of the survey results, please submit your e-mail address. (a response is not required)		
Answer Options	Response Percent	Response Count
Email Address:	100.0%	177
<i>answered question</i>		177
<i>skipped question</i>		92

A Fund-Raising Matters Survey: OUTLOOK 2013

1. What is the focus of your organization's mission?

2. What is your organization's total annual operating budget?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
less than \$500,000	11	7	1	7	11	13.8%	37
between \$500,000 and \$1.0 million	6	5	4	7	6	10.4%	28
\$1.1 million - \$2.5 million	8	5	4	12	9	14.1%	38
\$2.6 million - \$5.0 million	2	3	4	5	4	6.7%	18
\$5.1 million - \$7.5 million	2	9	5	1	2	7.1%	19
\$7.6 million - \$10 million	2	4	4	3	1	5.2%	14
\$10 million - \$20 million	11	9	3	1	2	9.7%	26
More than \$20 million	43	36	8	0	2	33.1%	89
<i>answered question</i>							269
<i>skipped question</i>							0

3. How many full-time professional development (fund-raising) personnel are employed by your organization?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
none	5	6	2	12	12	13.8%	37
part-time (less than one)	4	1	1	3	6	5.6%	15
one	28	16	14	10	8	28.3%	76
2	18	12	5	3	3	15.2%	41
3 - 5	14	14	7	8	4	17.5%	47
6 - 10	7	12	3	0	1	8.6%	23
more than 10	9	17	1	0	3	11.2%	30
<i>answered question</i>							269
<i>skipped question</i>							0

4. What portion of your organization's total annual operating budget is derived from voluntary contributions (a.k.a. charitable giving)?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
less than 10%	56	43	13	5	11	47.9%	128
between 10% and 25%	11	26	8	11	10	24.7%	66
between 26% and 50%	1	3	6	6	6	8.2%	22
between 51% and 75%	4	3	4	10	0	7.9%	21
more than 75%	12	2	2	4	10	11.2%	30
<i>answered question</i>							267
<i>skipped question</i>							2

5. Are you the Chief Development Officer?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Yes	57	48	22	15	17	60.2%	159
No	28	29	11	21	20	39.8%	109
<i>answered question</i>							268
<i>skipped question</i>							1

6. How long have you been employed in your current position (with this organization)?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Less than one year	2	3	4	1	1	6.9%	11
About two years	4	4	2	3	4	10.6%	17
Less than 5 years	5	5	5	0	1	10.0%	16
More than 5 years	46	37	11	11	11	72.5%	116
<i>answered question</i>							160
<i>skipped question</i>							109

7. Comparing fund-raising results in the current year (calendar or fiscal) with last year, did your organization raise more money or less money?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
We raised a lot more this year	10	9	4	2	3	10.6%	28
We raised more this year	34	24	17	11	11	36.6%	97
Our results were about the same as last year	19	27	5	16	12	29.8%	79
We raised less this year	18	16	6	7	8	20.8%	55
We raised significantly less this year	4	1	1	0	0	2.3%	6
	85	77	33	36	34	1	265
<i>answered question</i>							265
<i>skipped question</i>							4

8. What factors caused total contributions to decrease? (select all that apply)

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Fewer Individuals gave (decrease in number of donors)	9	9	4	2	4	50.0%	28
Individual donors made smaller gifts	13	12	3	2	4	60.7%	34
Fewer Corporations gave (decrease in number of donors)	4	4	3	4	2	30.4%	17
Corporate donors made smaller gifts	4	6	1	3	3	30.4%	17
Fewer Foundations gave (decrease in number of donors)	5	5	1	2	0	23.2%	13
Foundation donors made smaller grants	3	5	0	1	0	16.1%	9
	38	41	12	14	13		118
<i>answered question</i>							56
<i>skipped question</i>							5

9. Do you believe this year's fund-raising results are part of a discernable trend?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Yes	6	3	1	3	3	27.6%	16
Maybe	7	4	2	2	3	31.0%	18
No	5	7	2	1	1	27.6%	16
I don't know	2	3	2	0	1	13.8%	8
<i>answered question</i>							58
<i>skipped question</i>							3

10. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Fewer donors (decrease in number of gifts received)	9	8	2	3	2	42.9%	24
Donors are still giving, but they are giving less	15	6	6	2	4	58.9%	33
Decrease in support of Events	4	5	1	1	2	23.2%	13
Less support of Direct Appeals (Mail, Phone, Online)	5	5	0	2	4	28.6%	16
More restrictions and conditions on giving	4	8	2	5	1	35.7%	20
<i>answered question</i>							56
<i>skipped question</i>							5

11. In your opinion, which of these factors contributed most to the organization's decrease in fund-raising?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
A specific organizational issue/condition (planning, resources, personnel, strategy)	8	9	2	2	3	42.9%	24
Specific industry related or regional market condition changes	0	1	0	0	2	4.1%	3
General economic conditions	9	6	5	3	2	46.9%	25
Changes in federal, state or local regulations	2	0	0	1	1	6.1%	4
<i>answered question</i>							56
<i>skipped question</i>							69

12. Are there any other factors that contributed to the decrease in funding?							
What is the focus of your organization's mission?							
Answer Options	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	Response Percent	Response Count
	9	5	4	2	5		21
<i>answered question</i>							21

13. What factors caused total contributions to increase? (select all that apply)							
What is the focus of your organization's mission?							
Answer Options	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	Response Percent	Response Count
More Individuals gave (increase in number of donors)	22	17	12	9	10	57.9%	70
Individual donors made larger gifts	28	24	16	8	10	71.1%	86
More Corporations gave (increase in number of donors)	7	3	5	4	2	17.4%	21
Corporate donors made larger gifts	1	1	4	0	3	7.4%	9
More Foundation gave (increase in number of donors)	8	3	3	3	0	14.0%	17
Foundation donors made larger grants	6	5	5	2	1	15.7%	19
<i>answered question</i>							121
<i>skipped question</i>							4

14. Do you believe this year's fund-raising results are part of a discernable upward trend?							
What is the focus of your organization's mission?							
Answer Options	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	Response Percent	Response Count
Yes	6	14	5	0	6	25.6%	31
Maybe	14	10	10	8	3	37.2%	45
No	19	3	4	2	3	25.6%	31
I don't know	4	6	0	2	2	11.6%	14
<i>answered question</i>							121
<i>skipped question</i>							4

15. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)							
What is the focus of your organization's mission?							
Answer Options	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	Response Percent	Response Count
More donors (increase in number of gifts received)	23	21	14	7	9	63.2%	74
Same donors are giving, but they are giving more	19	23	8	6	8	54.7%	64
Increase in support of Events	15	6	7	4	4	30.8%	36
More support of Direct Appeals (Mail, Phone, Online)	11	6	8	4	3	27.4%	32
Fewer restrictions and conditions on giving	1	2	4	2	2	9.4%	11
<i>answered question</i>							117
<i>skipped question</i>							8

16. In your opinion, which of these factors contributed most to the organization's increase in fund-raising?							
What is the focus of your organization's mission?							
Answer Options	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	Response Percent	Response Count
A specific organizational issue/condition (planning, resources, personnel, strategy)	28	20	12	9	10	66.4%	79
Specific industry related or regional market condition change	2	1	0	1	0	3.4%	4
General economic conditions	11	12	7	2	3	29.4%	35
Changes in federal, state or local regulations	1	0	0	0	0	0.8%	1
<i>answered question</i>							119
<i>skipped question</i>							6

17. Are there any other factors that contributed to this increase in funding?

18. Comparing operating conditions in the current year (calendar or fiscal) with last year, how has the demand for your organization's programs and services changed?							
Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Increased	45	32	18	13	15	50.4%	123
About the Same	26	36	11	16	16	43.0%	105
Decreased	4	5	1	2	1	5.3%	13
I don't know	2	0	0	1	0	1.2%	3
	77	73	30	32	32		244
<i>answered question</i>							244
<i>skipped question</i>							25

19. What are your organization's expectations for revenue in the year ahead? (please indicate opinion for each revenue source [row] below)							
Answer Options	What is the focus of your organization's mission?					Response Count	
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Corporate funding (gifts/sponsorships/etc.)							
Increase	27	25	14	15	14	95	
No change	35	37	14	15	11	112	
Decrease	8	4	1	2	1	16	
I don't know	4	3	1	0	2	10	
Not Applicable	4	4	1	1	3	13	
	78	73	31	33	31	246	
Foundation funding							
Increase	25	30	12	12	10	89	
No change	32	29	15	13	10	99	
Decrease	10	4	1	6	5	26	
I don't know	4	4	0	1	1	10	
Not Applicable	7	5	3	1	5	21	
	78	72	31	33	31	245	
Gifts from individuals							
Increase	50	59	27	22	23	181	
No change	19	7	2	7	7	42	
Decrease	6	4	1	2	2	15	
I don't know	3	2	0	2	0	7	
Not Applicable	0	1	0	0	0	1	
	78	73	30	33	32	246	
Government grants and program funding							
Increase	11	13	3	5	8	40	
No change	33	33	14	15	9	104	
Decrease	15	7	11	10	4	47	
I don't know	7	5	0	1	2	15	
Not Applicable	10	15	3	2	8	38	
	76	73	31	33	31	244	
Earned revenue							
Increase	26	28	14	20	13	101	
No change	29	28	9	8	7	81	
Decrease	10	4	2	4	2	22	
I don't know	5	5	1	1	1	13	
Not Applicable	7	8	4	0	8	27	
	77	73	30	33	31	244	
<i>answered question</i>							247
<i>skipped question</i>							22

20. Based on the current market conditions and your recent fund-raising response, WHAT RESULTS DO YOU ANTICIPATE for this NEXT year?						
Answer Options	What is the focus of your organization's mission?					Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	
The total number of donors						
Will Increase	45	45	21	27	20	158
Will NOT change	22	14	7	4	6	53
Will Decrease	6	8	2	0	3	19
I wish I knew	5	5	1	2	2	15
Not Applicable	0	1	0	0	1	2
	78	73	31	33	32	247
The dollar amount of gift transactions						
Will Increase	31	46	22	17	16	132
Will NOT change	25	14	4	10	11	64
Will Decrease	12	9	2	1	0	24
I wish I knew	9	4	3	5	4	25
Not Applicable	0	0	0	0	1	1
	77	73	31	33	32	246
Attendance/participation at Special Events						
Will Increase	24	32	14	18	16	104
Will NOT change	38	33	12	11	11	105
Will Decrease	5	4	3	3	1	16
I wish I knew	2	3	1	0	0	6
Not Applicable	6	1	1	1	4	13
	75	73	31	33	32	244
Response to direct mail appeals						
Will Increase	23	19	13	10	8	73
Will NOT change	37	35	13	13	16	114
Will Decrease	8	9	2	3	1	23
I wish I knew	4	8	1	3	3	19
Not Applicable	5	2	1	4	4	16
	77	73	30	33	32	245
Response to telemarketing appeals						
Will Increase	4	12	2	0	2	20
Will NOT change	6	25	7	5	7	50
Will Decrease	2	10	0	1	3	16
I wish I knew	1	4	0	3	0	8
Not Applicable	63	22	20	24	20	149
	76	73	29	33	32	243
Response to on line giving appeals						
Will Increase	24	34	18	13	15	104
Will NOT change	16	27	8	8	4	63
Will Decrease	1	2	0	0	1	4
I wish I knew	6	5	0	2	4	17
Not Applicable	28	5	4	9	8	54
	75	73	30	32	32	242
Response to major/capital gift appeals						
Will Increase	44	43	16	12	13	128
Will NOT change	9	18	6	8	9	50
Will Decrease	6	1	4	3	2	16
I wish I knew	5	4	1	3	2	15
Not Applicable	12	6	3	4	6	31
	76	72	30	30	32	240
Comments (Optional)						23
					<i>answered question</i>	247
					<i>skipped question</i>	22

21. Please indicate which of the following actions your organization is planning (or considering) for the year ahead.						
Answer Options	What is the focus of your organization's mission?					Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	
Programs and Services						
Will Expand	45	27	19	18	17	126
Will NOT change	29	43	10	10	15	107
Will Decrease	2	0	2	4	0	8
I wish I knew	2	2	0	0	0	4
Not Applicable	0	0	0	1	0	1
	78	72	31	33	32	246
Staffing and/or staff benefits						
Will Expand	14	14	10	9	12	59
Will NOT change	55	51	13	21	18	158
Will Decrease	5	6	7	2	2	22
I wish I knew	2	1	0	0	0	3
Not Applicable	2	0	1	0	0	3
	78	72	31	32	32	245
Marketing and Communication initiatives						
Will Expand	47	50	25	24	23	169
Will NOT change	22	22	5	8	9	66
Will Decrease	5	0	1	1	0	7
I wish I knew	1	0	0	0	0	1
Not Applicable	2	0	0	0	0	2
	77	72	31	33	32	245
Fund-raising and development initiatives						
Will Expand	54	59	26	24	24	187
Will NOT change	19	13	4	7	8	51
Will Decrease	1	1	1	0	0	3
I wish I knew	2	0	0	2	0	4
Not Applicable	1	0	0	0	0	1
	77	73	31	33	32	246
Volunteer and Board engagement						
Will Expand	41	44	24	23	17	149
Will NOT change	35	20	6	4	14	79
Will Decrease	1	2	0	0	1	4
I wish I knew	0	5	1	5	0	11
Not Applicable	1	0	0	0	0	1
	78	71	31	32	32	244
Other (please specify)						8
					<i>answered question</i>	247
					<i>skipped question</i>	22

22. As a result of the current (and recent) market and organizational conditions, please indicate changes that you HAVE ALREADY made to your current fund-raising efforts:

Answer Options	What is the focus of your organization's mission?					Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	
Major Gift Program						
Increased Efforts	46	48	20	9	17	140
Decreased Efforts	3	2	0	1	1	7
Began New Program	1	3	3	8	2	17
Eliminated Program	0	0	0	0	0	0
Made No Changes	18	17	6	12	9	62
	68	70	29	30	29	226
Use of Social Media						
Increased Efforts	31	52	24	19	19	145
Decreased Efforts	2	0	0	0	0	2
Began New Program	7	6	0	7	3	23
Eliminated Program	0	0	0	0	0	0
Made No Changes	30	12	6	5	8	61
	70	70	30	31	30	231
Online Web-based Giving (Donate Now)						
Increased Efforts	30	38	21	11	15	115
Decreased Efforts	1	1	0	1	0	3
Began New Program	10	5	2	3	3	23
Eliminated Program	0	1	0	0	0	1
Made No Changes	28	25	5	16	12	86
	69	70	28	31	30	228
Online Friends asking Friends (peer-to-peer)						
Increased Efforts	10	15	9	5	4	43
Decreased Efforts	1	1	1	0	1	4
Began New Program	2	4	1	2	2	11
Eliminated Program	0	0	0	0	0	0
Made No Changes	54	46	17	23	20	160
	67	66	28	30	27	218
Direct Mail Program						
Increased Efforts	22	23	11	7	6	69
Decreased Efforts	9	8	1	2	2	22
Began New Program	3	3	0	2	4	12
Eliminated Program	1	0	0	2	0	3
Made No Changes	33	36	17	17	17	120
	68	70	29	30	29	226
Special Events						
Increased Efforts	25	27	10	17	13	92
Decreased Efforts	6	2	5	1	1	15
Began New Program	3	4	4	4	3	18
Eliminated Program	1	1	0	0	0	2
Made No Changes	35	35	11	9	13	103
	70	69	30	31	30	230
Telemarketing						
Increased Efforts	2	14	2	1	1	20
Decreased Efforts	2	6	1	1	2	12
Began New Program	1	2	0	2	0	5
Eliminated Program	3	2	1	5	2	13
Made No Changes	55	44	24	20	22	165
	63	68	28	29	27	215
Annual/Recurring Gifts Campaign						
Increased Efforts	36	44	21	15	13	129
Decreased Efforts	1	0	0	1	0	2
Began New Program	4	4	2	1	3	14
Eliminated Program	0	0	0	0	0	0
Made No Changes	27	21	5	13	13	79
	68	69	28	30	29	224
Planned & Deferred Gifts Program						
Increased Efforts	34	36	14	10	16	110
Decreased Efforts	1	0	0	0	0	1
Began New Program	5	3	1	1	3	13
Eliminated Program	0	1	1	2	0	4
Made No Changes	29	30	13	17	10	99
	69	70	29	30	29	227
Overall strategy and methods						
Increased Efforts	53	60	26	20	22	181
Decreased Efforts	1	0	0	0	0	1
Began New Program	1	3	2	0	1	7
Eliminated Program	0	0	0	0	0	0
Made No Changes	9	6	2	10	4	31
	64	69	30	30	27	220
Comments (Optional)						12
					<i>answered question</i>	232
					<i>skipped question</i>	37

23. Please indicate ANTICIPATED or PLANNED changes to your future fund-raising efforts:						
Answer Options	What is the focus of your organization's mission?					Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS	
Major Gift Program						
Will Increase Efforts	52	54	23	16	19	164
Will Decrease Efforts	3	0	0	0	0	3
Will Launch New Program	5	3	2	5	2	17
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	10	11	4	8	9	42
	70	68	29	29	30	226
Use of Social Media						
Will Increase Efforts	40	50	23	22	18	153
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	7	2	1	1	2	13
Will Eliminate Program	1	0	0	0	0	1
No Changes Anticipated	21	13	5	7	10	56
	69	65	29	30	30	223
Online Web-based Giving (Donate Now)						
Will Increase Efforts	37	38	23	18	18	134
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	3	5	0	5	2	15
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	29	23	6	7	10	75
	69	66	29	30	30	224
Online Friends asking Friends (peer-to-peer)						
Will Increase Efforts	16	23	17	11	12	79
Will Decrease Efforts	0	0	0	0	1	1
Will Launch New Program	3	5	1	5	0	14
Will Eliminate Program	0	1	0	0	0	1
No Changes Anticipated	47	35	11	15	16	124
	66	64	29	31	29	219
Direct Mail Program						
Will Increase Efforts	28	22	9	11	12	82
Will Decrease Efforts	5	7	2	2	4	20
Will Launch New Program	3	5	0	2	2	12
Will Eliminate Program	0	0	0	0	1	1
No Changes Anticipated	33	32	18	16	11	110
	69	66	29	31	30	225
Special Events						
Will Increase Efforts	25	26	12	16	14	93
Will Decrease Efforts	6	1	2	1	1	11
Will Launch New Program	3	2	3	2	2	12
Will Eliminate Program	0	0	0	1	1	2
No Changes Anticipated	34	36	11	11	11	103
	68	65	28	31	29	221
Telemarketing						
Will Increase Efforts	4	18	3	1	2	28
Will Decrease Efforts	2	3	1	0	2	8
Will Launch New Program	2	0	0	1	0	3
Will Eliminate Program	1	5	0	3	2	11
No Changes Anticipated	54	38	23	25	22	162
	63	64	27	30	28	212
Annual/Recurring Gifts Campaign						
Will Increase Efforts	41	49	22	16	15	143
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	3	1	3	3	1	11
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	24	17	4	12	13	70
	68	67	29	31	29	224
Planned & Deferred Gifts Program						
Will Increase Efforts	46	49	20	15	20	150
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	3	5	4	5	3	20
Will Eliminate Program	0	1	0	0	1	2
No Changes Anticipated	17	14	5	9	6	51
	66	69	29	29	30	223
Overall strategy and methods						
Will Increase Efforts	60	56	26	22	22	186
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	1	3	2	3	1	10
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	8	6	1	6	6	27
	69	65	29	31	29	223
Comments (Optional)						
						12
					<i>answered question</i>	232
					<i>skipped question</i>	37

24. What specific initiatives are you planning or considering for this coming year?							
Answer Options	What is the focus of your organization's mission?					Response Count	
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Organization-wide Strategic Planning Process							
Yes	34	34	11	17	20	116	
Maybe	9	10	5	6	4	34	
No	23	24	13	8	7	75	
I don't know	4	1	0	0	0	5	
	70	69	29	31	31	230	
Targeted Strategic Development Planning Process							
Yes	41	41	21	21	20	144	
Maybe	16	13	3	7	4	43	
No	9	10	5	3	7	34	
I don't know	3	5	0	0	0	8	
	69	69	29	31	31	229	
Branding/positioning campaign							
Yes	25	39	14	12	20	110	
Maybe	18	14	4	9	4	49	
No	23	14	6	8	7	58	
I don't know	4	3	4	2	0	13	
	70	70	28	31	31	230	
Development of new marketing and communications tools/initiatives							
Yes	42	48	18	22	20	150	
Maybe	18	16	8	6	4	52	
No	9	5	3	3	7	27	
I don't know	1	1	1	0	0	3	
	70	70	30	31	31	232	
New or redesigned web site							
Yes	25	38	17	21	20	121	
Maybe	10	12	2	3	4	31	
No	29	17	10	7	7	70	
I don't know	5	2	1	0	0	8	
	69	69	30	31	31	230	
Updating or expanding Information Technology Capabilities							
Yes	26	32	16	13	20	107	
Maybe	11	16	5	8	4	44	
No	27	14	6	8	7	62	
I don't know	5	7	2	2	0	16	
	69	69	29	31	31	229	
Campaign Planning (or Feasibility) Study							
Yes	15	16	6	5	20	62	
Maybe	12	9	3	4	4	32	
No	38	41	18	18	7	122	
I don't know	5	3	2	2	0	12	
	70	69	29	29	31	228	
Capital (major gifts) Fund-raising Campaign							
Yes	30	37	12	12	20	111	
Maybe	10	7	5	6	4	32	
No	23	22	11	12	7	75	
I don't know	4	3	1	1	0	9	
	67	69	29	31	31	227	
						<i>answered question</i>	232
						<i>skipped question</i>	37

25. Does your organization's governing board have a sub-committee focused on fund-raising (or development)?							
Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Yes	31	42	18	11	14	49.8%	116
Yes, BUT it operates infrequently or inconsistently	17	17	4	13	9	25.8%	60
No	24	10	8	7	8	24.5%	57
	72	69	30	31	31	100%	
						<i>answered question</i>	233
						<i>skipped question</i>	36

26. In your opinion, does the organization's governing board understand it's role and importance in fund raising?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Yes	21	22	10	6	10	29.9%	69
Somewhat	35	36	17	17	15	51.9%	120
No	14	11	3	8	6	18.2%	42
	70	69	30	31	31	100%	
<i>answered question</i>							231
<i>skipped question</i>							38

27. Does the development office participate and/or regularly report to the organization's governing board?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Yes	55	53	25	23	16	76.1%	172
Yes, But inconsistently	6	10	2	3	4	11.1%	25
No	10	5	3	4	7	12.8%	29
	71	68	30	30	27	100%	226
<i>answered question</i>							226
<i>skipped question</i>							43

28. Is the organization's C.E.O. actively engaged in fund raising

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
Yes	49	54	17	22	19	69.7%	161
Yes, but inconsistently or ineffectively	10	10	12	6	7	19.5%	45
No	11	5	1	3	5	10.8%	25
	70	69	30	31	31	100%	231
<i>answered question</i>							231
<i>skipped question</i>							38

29. Does the organization have an annual fund-raising (or development) plan?

Answer Options	What is the focus of your organization's mission?					Response Percent	Response Count
	Health Care	Education	Human or Social Services	Arts/Culture	ALL OTHERS		
No, we don't have a written plan for annual fund-raising	16	16	5	8	10	24.1%	55
Yes, we have a plan BUT it hasn't been updated nor revised for years	4	5	1	4	3	7.5%	17
Yes, the development staff prepares an annual fund-raising plan for INTERNAL USE	24	25	9	13	8	34.6%	79
Yes, we have a development plan that is coordinated across multiple divisions/departments and reviewed with the board (or other supervisors).	24	22	13	4	7	30.7%	70
I wish I knew	0	1	0	0	0	0.4%	1
Not Applicable	1	0	0	2	3	2.6%	6
	69	69	28	31	31	100%	
<i>answered question</i>							228
<i>skipped question</i>							41

A Fund-Raising Matters Survey: OUTLOOK 2013

1. What is the focus of your organization's mission?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Health Care	11	6	8	2	2	2	11	43	31.6%	85
Education	7	5	5	3	9	4	9	36	29.0%	78
Human or Social Services	1	4	4	4	5	4	3	8	12.3%	33
Arts/Culture	7	7	12	5	1	3	1	0	13.4%	36
Recreation	0	2	1	2	0	0	0	0	1.9%	5
Fund-Raising (e.g., community foundation, United Way, et	9	0	0	0	1	0	1	0	4.1%	11
Other	2	4	8	2	1	1	1	2	7.8%	21
	37	28	38	18	19	14	26	89	1	
<i>answered question</i>										269
<i>skipped question</i>										0

2. What is your organization's total annual operating budget?

3. How many full-time professional development (fund-raising) personnel are employed by your organization?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
none	17	8	6	4	1	1	0	0	13.8%	37
part-time (less than one)	5	3	4	1	0	0	1	1	5.6%	15
one	10	9	14	7	5	4	10	17	28.3%	76
2	2	2	9	1	5	3	6	13	15.2%	41
3 - 5	3	6	3	3	6	5	7	14	17.5%	47
6 - 10	0	0	1	2	2	1	1	16	8.6%	23
more than 10	0	0	1	0	0	0	1	28	11.2%	30
<i>answered question</i>										269
<i>skipped question</i>										0

4. What portion of your organization's total annual operating budget is derived from voluntary contributions (a.k.a. charitable giving)?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
less than 10%	9	2	12	8	10	6	15	66	47.9%	128
between 10% and 25%	4	11	9	2	4	7	11	18	24.7%	66
between 26% and 50%	7	2	4	4	2	0	0	3	8.2%	22
between 51% and 75%	4	5	7	2	1	0	0	2	7.9%	21
more than 75%	13	7	6	2	2	0	0	0	11.2%	30
	37	27	38	18	19	13	26	89	1	267
<i>answered question</i>										267
<i>skipped question</i>										2

5. Are you the Chief Development Officer?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Yes	24	17	22	8	13	5	19	51	59.3%	159
No	12	11	16	10	6	9	7	38	40.7%	109
<i>answered question</i>										268
<i>skipped question</i>										1

6. How long have you been employed in your current position (with this organization)?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Less than one year	2	0	0	3	0	0	1	5	6.9%	11
About two years	3	2	4	2	1	0	1	4	10.6%	17
Less than 5 years	2	3	2	0	2	0	3	4	10.0%	16
More than 5 years	18	12	16	3	10	5	14	38	72.5%	116
<i>answered question</i>										160
<i>skipped question</i>										109

7. Comparing fund-raising results in the current year (calendar or fiscal) with last year, did your organization raise more money or less money?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
We raised a lot more this year	1	0	7	1	2	2	4	11	10.6%	28
We raised more this year	13	6	13	5	8	1	9	42	36.6%	97
Our results were about the same as last year	11	8	14	9	7	4	10	16	29.8%	79
We raised less this year	11	12	3	3	2	6	1	17	20.8%	55
We raised significantly less this year	0	1	0	0	0	1	1	3	2.3%	6
	36	27	37	18	19	14	25	89		
<i>answered question</i>										265
<i>skipped question</i>										4

8. What factors caused total contributions to decrease? (select all that apply)

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Fewer Individuals gave (decrease in number of donors)	4	4	3	2	1	4	2	8	50.0%	28
Individual donors made smaller gifts	8	7	2	2	1	0	1	13	60.7%	34
Fewer Corporations gave (decrease in number of donors)	3	4	0	1	2	2	1	4	30.4%	17
Corporate donors made smaller gifts	5	2	0	1	1	2	1	5	30.4%	17
Fewer Foundations gave (decrease in number of donors)	3	1	1	0	2	0	1	5	23.2%	13
Foundation donors made smaller grants	1	0	0	1	1	0	1	5	16.1%	9
<i>answered question</i>										56
<i>skipped question</i>										5

9. Do you believe this year's fund-raising results are part of a discernable trend?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Yes	1	4	1	1	1	2	2	4	27.6%	16
Maybe	5	4	0	0	0	2	0	7	31.0%	18
No	4	1	1	1	1	2	0	6	27.6%	16
I don't know	1	2	1	1	0	1	0	2	13.8%	8
<i>answered question</i>										58
<i>skipped question</i>										3

10. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Fewer donors (decrease in number of gifts received)	3	4	2	1	1	2	2	9	42.9%	24
Donors are still giving, but they are giving less	6	4	2	2	1	3	2	13	58.9%	33
Decrease in support of Events	2	2	1	1	1	3	1	3	23.2%	13
Less support of Direct Appeals (Mail, Phone, Online)	2	1	2	0	1	4	1	5	28.6%	16
More restrictions and conditions on giving	2	4	1	1	1	3	1	7	35.7%	20
<i>answered question</i>										56
<i>skipped question</i>										5

11. In your opinion, which of these factors contributed most to the organization's decrease in fund-raising?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
A specific organizational issue/condition (planning, resources, personnel, strategy)	3	5	2	1	1	3	2	7	42.9%	24
Specific industry related or regional market condition changes	1	1	1	0	0	0	0	0	5.4%	3
General economic conditions	5	4	0	2	1	4	0	9	44.6%	25
Changes in federal, state or local regulations	2	1	0	0	0	0	0	1	7.1%	4
<i>answered question</i>										56
<i>skipped question</i>										5

13. What factors caused total contributions to increase? (select all that apply)

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
More Individuals gave (increase in number of donors)	7	3	12	5	8	1	10	24	57.9%	70
Individual donors made larger gifts	9	5	13	5	6	2	5	41	71.1%	86
More Corporations gave (increase in number of donors)	5	1	6	2	1	1	2	3	17.4%	21
Corporate donors made larger gifts	3	0	2	1	0	1	0	2	7.4%	9
More Foundation gave (increase in number of donors)	1	2	3	1	2	0	4	4	14.0%	17
Foundation donors made larger grants	2	1	4	0	2	1	1	8	15.7%	19
<i>answered question</i>										121
<i>skipped question</i>										4

14. Do you believe this year's fund-raising results are part of a discernable upward trend?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Yes	2	1	4	3	2	1	4	14	25.6%	31
Maybe	3	5	8	2	5	1	4	17	37.2%	45
No	5	0	5	1	2	0	4	14	25.6%	31
I don't know	3	0	3	0	1	0	1	6	11.6%	14
<i>answered question</i>										121
<i>skipped question</i>										4

15. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
More donors (increase in number of gifts received)	8	3	12	6	7	2	12	24	63.2%	74
Same donors are giving, but they are giving more	5	4	10	3	5	1	5	31	54.7%	64
Increase in support of Events	7	3	5	3	0	1	6	11	30.8%	36
More support of Direct Appeals (Mail, Phone, Online)	3	3	7	3	1	1	2	12	27.4%	32
Fewer restrictions and conditions on giving	1	0	2	1	3	0	0	4	9.4%	11
<i>answered question</i>										117
<i>skipped question</i>										8

16. In your opinion, which of these factors contributed most to the organization's increase in fund-raising?										
Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
A specific organizational issue/condition (planning, resources, personnel, strategy)	6	4	14	5	8	1	10	31	66.4%	79
Specific industry related or regional market condition changes	1	1	0	0	0	0	0	2	3.4%	4
General economic conditions	4	1	6	1	2	1	3	17	29.4%	35
Changes in federal, state or local regulations	1	0	0	0	0	0	0	0	0.8%	1
<i>answered question</i>										119
<i>skipped question</i>										6

18. Comparing operating conditions in the current year (calendar or fiscal) with last year, how has the demand for your organization's programs and services changed?										
Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Increased	15	13	18	11	8	6	15	37	50.4%	123
About the Same	16	9	15	5	9	6	9	36	43.0%	105
Decreased	2	1	0	1	0	1	1	7	5.3%	13
I don't know	1	0	1	0	0	0	0	1	1.2%	3
	34	23	34	17	17	13	25	81		244
<i>answered question</i>										244
<i>skipped question</i>										13

19. What are your organization's expectations for revenue in the year ahead? (please indicate opinion for each revenue source [row] below)										
Answer Options	What is your organization's total annual operating budget?								Response Count	
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Corporate funding (gifts/sponsorships/etc.)										
Increase	14	7	16	8	6	5	11	28		95
No change	15	14	13	6	9	5	10	40		112
Decrease	3	1	2	1	1	0	2	6		16
I don't know	2	0	0	0	0	3	0	5		10
Not Applicable	1	2	4	1	1	0	2	2		13
	35	24	35	16	17	13	25	81		246
Foundation funding										
Increase	7	10	13	8	10	4	11	26		89
No change	14	10	8	5	6	6	11	39		99
Decrease	4	2	6	1	1	2	2	8		26
I don't know	3	0	1	0	0	1	0	5		10
Not Applicable	7	2	6	2	0	0	1	3		21
	35	24	34	16	17	13	25	81		245
Gifts from individuals										
Increase	23	19	23	14	16	9	17	60		181
No change	8	2	9	2	1	3	6	11		42
Decrease	3	2	2	0	0	0	2	6		15
I don't know	1	1	1	1	0	1	0	2		7
Not Applicable	0	0	0	0	0	0	0	1		1
	35	24	35	17	17	13	25	80		246
Government grants and program funding										
Increase	8	3	7	6	3	0	4	9		40
No change	7	12	17	5	8	3	14	38		104
Decrease	5	3	3	4	3	5	3	21		47
I don't know	4	3	1	1	0	1	1	4		15
Not Applicable	10	3	7	0	3	4	3	8		38
	34	24	35	16	17	13	25	80		244
Earned revenue										
Increase	15	12	19	7	8	4	12	24		101
No change	9	4	11	7	6	4	10	30		81
Decrease	2	2	3	1	0	2	0	12		22
I don't know	1	1	1	0	1	1	0	8		13
Not Applicable	7	5	1	1	2	2	3	6		27
	34	24	35	16	17	13	25	80		244
<i>answered question</i>										247
<i>skipped question</i>										22

20. Based on the current market conditions and your recent fund-raising response, WHAT RESULTS DO YOU ANTICIPATE for this NEXT year?										
Answer Options	What is your organization's total annual operating budget?								Response Count	
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
The total number of donors										
Will Increase	21	16	24	13	15	8	17	44	158	
Will NOT change	9	5	5	2	0	3	5	24	53	
Will Decrease	2	1	4	0	1	1	2	8	19	
I wish I knew	3	2	2	1	0	1	1	5	15	
Not Applicable	0	0	0	1	1	0	0	0	2	
	35	24	35	17	17	13	25	81	247	
The dollar amount of gift transactions										
Will Increase	14	13	18	10	12	7	13	45	132	
Will NOT change	15	6	9	3	3	3	4	21	64	
Will Decrease	1	3	4	0	1	2	5	8	24	
I wish I knew	5	2	4	3	1	1	3	6	25	
Not Applicable	0	0	0	1	0	0	0	0	1	
	35	24	35	17	17	13	25	80	246	
Attendance/participation at Special Events										
Will Increase	20	11	16	10	3	5	14	25	104	
Will NOT change	10	11	17	4	11	3	6	43	105	
Will Decrease	0	1	1	1	3	4	4	2	16	
I wish I knew	1	0	0	0	0	1	0	4	6	
Not Applicable	4	1	1	2	0	0	0	5	13	
	35	24	35	17	17	13	24	79	244	
Response to direct mail appeals										
Will Increase	9	8	6	5	6	5	8	26	73	
Will NOT change	16	8	18	5	8	5	13	41	114	
Will Decrease	2	2	2	4	2	1	2	8	23	
I wish I knew	5	2	5	1	0	0	1	5	19	
Not Applicable	3	3	4	2	1	2	0	1	16	
	35	23	35	17	17	13	24	81	245	
Response to telemarketing appeals										
Will Increase	1	2	2	1	0	1	2	11	20	
Will NOT change	4	5	8	6	3	3	6	15	50	
Will Decrease	1	1	2	0	2	2	2	6	16	
I wish I knew	0	1	3	1	0	0	1	2	8	
Not Applicable	29	15	19	9	12	7	13	45	149	
	35	24	34	17	17	13	24	79	243	
Response to on line giving appeals										
Will Increase	8	11	15	10	10	5	11	34	104	
Will NOT change	10	4	5	4	5	4	7	24	63	
Will Decrease	0	0	1	0	1	1	1	0	4	
I wish I knew	0	5	4	0	0	1	0	7	17	
Not Applicable	16	4	9	3	1	2	5	14	54	
	34	24	34	17	17	13	24	79	242	
Response to major/capital gift appeals										
Will Increase	12	13	12	7	12	8	11	53	128	
Will NOT change	8	3	8	4	4	1	9	13	50	
Will Decrease	4	2	3	1	0	2	1	3	16	
I wish I knew	2	1	2	3	0	1	0	6	15	
Not Applicable	8	4	8	2	1	0	3	5	31	
	34	23	33	17	17	12	24	80	240	
Comments (Optional)									9	
									answered question	247
									skipped question	22

21. Please indicate which of the following actions your organization is planning (or considering) for the year ahead.										
Answer Options	What is your organization's total annual operating budget?								Response Count	
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Programs and Services										
Will Expand	17	13	15	11	7	6	12	45	126	
Will NOT change	16	10	18	3	9	6	12	33	107	
Will Decrease	2	1	1	2	1	0	0	1	8	
I wish I knew	0	0	0	1	0	1	1	1	4	
Not Applicable	0	0	1	0	0	0	0	0	1	
	35	24	35	17	17	13	25	80	246	
Staffing and/or staff benefits										
Will Expand	9	7	8	5	4	3	7	16	59	
Will NOT change	24	17	23	10	11	8	11	54	158	
Will Decrease	1	0	3	2	2	2	4	8	22	
I wish I knew	0	0	0	0	0	0	2	1	3	
Not Applicable	1	0	0	0	0	0	1	1	3	
	35	24	34	17	17	13	25	80	245	
Marketing and Communication initiatives										
Will Expand	24	20	21	13	16	10	18	47	169	
Will NOT change	11	4	12	2	1	2	6	28	66	
Will Decrease	0	0	2	1	0	1	1	2	7	
I wish I knew	0	0	0	0	0	0	0	1	1	
Not Applicable	0	0	0	1	0	0	0	1	2	
	35	24	35	17	17	13	25	79	245	
Fund-raising and development initiatives										
Will Expand	27	19	24	14	14	10	17	62	187	
Will NOT change	7	5	9	2	3	1	7	17	51	
Will Decrease	0	0	1	0	0	1	0	1	3	
I wish I knew	1	0	1	0	0	1	0	1	4	
Not Applicable	0	0	0	1	0	0	0	0	1	
	35	24	35	17	17	13	24	81	246	
Volunteer and Board engagement										
Will Expand	25	11	23	14	12	3	15	46	149	
Will NOT change	7	9	6	3	4	10	9	31	79	
Will Decrease	1	1	2	0	0	0	0	0	4	
I wish I knew	2	1	4	0	1	0	1	2	11	
Not Applicable	0	0	0	0	0	0	0	1	1	
	35	22	35	17	17	13	25	80	244	
									answered question	247
									skipped question	22

22. As a result of the current (and recent) market and organizational conditions, please indicate changes that you HAVE ALREADY made to your current fund-raising efforts:

Answer Options	What is your organization's total annual operating budget?								Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million	
Major Gift Program									
Increased Efforts	15	14	13	11	14	5	14	54	140
Decreased Efforts	1	1	2	0	0	0	1	2	7
Began New Program	1	3	4	1	1	3	2	2	17
Eliminated Program	0	0	0	0	0	0	0	0	0
Made No Changes	13	4	13	4	2	5	6	15	62
	30	22	32	16	17	13	23	73	226
Use of Social Media									
Increased Efforts	19	11	23	12	12	11	13	44	145
Decreased Efforts	0	0	1	0	0	0	1	0	2
Began New Program	4	4	3	1	1	1	2	7	23
Eliminated Program	0	0	0	0	0	0	0	0	0
Made No Changes	10	7	6	3	4	1	7	23	61
	33	22	33	16	17	13	23	74	231
Online Web-based Giving (Donate Now)									
Increased Efforts	13	7	14	10	13	8	8	42	115
Decreased Efforts	0	1	1	0	0	1	0	0	3
Began New Program	5	2	4	1	0	0	5	6	23
Eliminated Program	0	0	1	0	0	0	0	0	1
Made No Changes	14	12	12	5	4	4	9	26	86
	32	22	32	16	17	13	22	74	228
Online Friends asking Friends (peer-to-peer)									
Increased Efforts	2	2	5	5	8	2	5	14	43
Decreased Efforts	0	2	1	0	0	0	0	1	4
Began New Program	0	0	3	1	0	2	0	5	11
Eliminated Program	0	0	0	0	0	0	0	0	0
Made No Changes	30	16	21	9	9	9	17	49	160
	32	20	30	15	17	13	22	69	218
Direct Mail Program									
Increased Efforts	9	5	9	2	8	4	6	26	69
Decreased Efforts	2	1	1	3	1	1	3	10	22
Began New Program	3	1	0	1	0	2	0	5	12
Eliminated Program	0	1	0	1	0	0	0	1	3
Made No Changes	19	13	21	9	8	6	13	31	120
	33	21	31	16	17	13	22	73	226
Special Events									
Increased Efforts	16	9	16	7	5	7	10	22	92
Decreased Efforts	1	1	2	0	4	3	2	2	15
Began New Program	3	3	0	2	1	1	2	6	18
Eliminated Program	0	0	1	1	0	0	0	0	2
Made No Changes	12	9	14	6	7	2	9	44	103
	32	22	33	16	17	13	23	74	230
Telemarketing									
Increased Efforts	1	1	1	0	2	2	1	12	20
Decreased Efforts	1	2	2	1	0	0	3	3	12
Began New Program	0	1	1	1	0	1	0	1	5
Eliminated Program	2	0	2	5	2	0	1	1	13
Made No Changes	27	16	24	8	13	10	16	51	165
	31	20	30	15	17	13	21	68	215
Annual/Recurring Gifts Campaign									
Increased Efforts	13	11	16	6	11	8	13	51	129
Decreased Efforts	1	0	1	0	0	0	0	0	2
Began New Program	3	1	1	3	0	2	1	3	14
Eliminated Program	0	0	0	0	0	0	0	0	0
Made No Changes	14	9	12	7	5	3	9	20	79
	31	21	30	16	16	13	23	74	224
Planned & Deferred Gifts Program									
Increased Efforts	16	11	12	5	10	3	10	43	110
Decreased Efforts	0	0	1	0	0	0	0	0	1
Began New Program	3	1	3	2	0	1	0	3	13
Eliminated Program	0	0	1	0	1	1	0	1	4
Made No Changes	12	10	15	9	6	7	12	28	99
	31	22	32	16	17	12	22	75	227
Overall strategy and methods									
Increased Efforts	23	18	23	12	16	9	16	64	181
Decreased Efforts	0	0	0	0	0	1	0	0	1
Began New Program	1	0	1	2	1	0	0	2	7
Eliminated Program	0	0	0	0	0	0	0	0	0
Made No Changes	7	2	6	2	0	3	3	8	31
	31	20	30	16	17	13	19	74	220
	<i>answered question</i>								232
	<i>skipped question</i>								37

23. Please indicate ANTICIPATED or PLANNED changes to your future fund-raising efforts:									
Answer Options	What is your organization's total annual operating budget?								Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million	
Major Gift Program									
Will Increase Efforts	16	14	18	11	15	12	14	64	164
Will Decrease Efforts	0	0	1	0	0	0	2	0	3
Will Launch New Program	4	1	3	3	0	1	4	1	17
Will Eliminate Program	0	0	0	0	0	0	0	0	0
No Changes Anticipated	10	6	10	3	1	0	3	9	42
	30	21	32	17	16	13	23	74	226
Use of Social Media									
Will Increase Efforts	22	10	24	12	12	11	12	50	153
Will Decrease Efforts	0	0	0	0	0	0	0	0	0
Will Launch New Program	3	1	1	1	2	0	3	2	13
Will Eliminate Program	0	0	0	0	0	0	1	0	1
No Changes Anticipated	8	9	7	4	2	1	6	19	56
	33	20	32	17	16	12	22	71	223
Online Web-based Giving (Donate Now)									
Will Increase Efforts	15	9	22	11	14	7	12	44	134
Will Decrease Efforts	0	0	0	0	0	0	0	0	0
Will Launch New Program	5	3	2	1	1	0	3	0	15
Will Eliminate Program	0	0	0	0	0	0	0	0	0
No Changes Anticipated	12	8	9	5	1	6	7	27	75
	32	20	33	17	16	13	22	71	224
Online Friends asking Friends (peer-to-peer)									
Will Increase Efforts	9	7	13	7	10	6	7	20	79
Will Decrease Efforts	0	1	0	0	0	0	0	0	1
Will Launch New Program	3	2	1	1	0	0	2	5	14
Will Eliminate Program	0	1	0	0	0	0	0	0	1
No Changes Anticipated	19	10	19	8	6	7	13	42	124
	31	21	33	16	16	13	22	67	219
Direct Mail Program									
Will Increase Efforts	10	7	15	4	7	6	8	25	82
Will Decrease Efforts	2	2	1	3	2	1	3	6	20
Will Launch New Program	4	1	0	1	0	1	0	5	12
Will Eliminate Program	0	0	1	0	0	0	0	0	1
No Changes Anticipated	16	11	16	9	7	5	11	35	110
	32	21	33	17	16	13	22	71	225
Special Events									
Will Increase Efforts	18	9	17	8	6	7	9	19	93
Will Decrease Efforts	1	1	2	1	1	1	1	3	11
Will Launch New Program	2	0	0	3	0	0	3	4	12
Will Eliminate Program	0	0	1	0	1	0	0	0	2
No Changes Anticipated	11	11	13	3	7	4	9	45	103
	32	21	33	15	15	12	22	71	221
Telemarketing									
Will Increase Efforts	0	3	1	2	3	7	1	11	28
Will Decrease Efforts	1	2	0	2	0	0	1	2	8
Will Launch New Program	1	0	1	0	0	0	0	1	3
Will Eliminate Program	4	0	2	1	1	0	1	2	11
No Changes Anticipated	25	16	27	11	9	6	17	51	162
	31	21	31	16	13	13	20	67	212
Annual/Recurring Gifts Campaign									
Will Increase Efforts	21	11	19	9	10	12	12	49	143
Will Decrease Efforts	0	0	0	0	0	0	0	0	0
Will Launch New Program	2	0	1	3	2	1	0	2	11
Will Eliminate Program	0	0	0	0	0	0	0	0	0
No Changes Anticipated	9	9	13	5	4	0	10	20	70
	32	20	33	17	16	13	22	71	224
Planned & Deferred Gifts Program									
Will Increase Efforts	20	14	17	10	14	8	14	53	150
Will Decrease Efforts	0	0	0	0	0	0	0	0	0
Will Launch New Program	2	0	4	4	2	3	1	4	20
Will Eliminate Program	0	1	0	0	1	0	0	0	2
No Changes Anticipated	8	6	10	3	0	2	8	14	51
	30	21	31	17	17	13	23	71	223
Overall strategy and methods									
Will Increase Efforts	22	17	24	15	13	11	21	63	186
Will Decrease Efforts	0	0	0	0	0	0	0	0	0
Will Launch New Program	2	0	2	1	2	1	0	2	10
Will Eliminate Program	0	0	0	0	0	0	0	0	0
No Changes Anticipated	6	4	7	1	0	1	1	7	27
	30	21	33	17	15	13	22	72	223
	<i>answered question</i>								232
	<i>skipped question</i>								37

24. What specific initiatives are you planning or considering for this coming year?

Answer Options	What is your organization's total annual operating budget?								Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million	
Organization-wide Strategic Planning Process									
Yes	16	14	13	11	9	9	14	30	116
Maybe	7	2	8	2	0	1	1	13	34
No	9	6	10	4	8	2	7	29	75
I don't know	0	0	1	0	0	1	0	3	5
	32	22	32	17	17	13	22	75	230
Targeted Strategic Development Planning Process									
Yes	17	16	16	13	14	10	14	43	143
Maybe	7	3	7	3	2	1	6	14	43
No	5	2	9	1	1	1	2	13	34
I don't know	3	0	0	0	0	1	0	4	8
	32	21	32	17	17	13	22	74	228
Branding/positioning campaign									
Yes	12	12	11	10	10	7	10	31	103
Maybe	9	3	6	4	2	1	5	20	50
No	7	6	13	1	4	2	7	20	60
I don't know	4	0	2	1	0	3	1	4	15
	32	21	32	16	16	13	23	75	228
Development of new marketing and communications tools/initiatives									
Yes	22	12	21	14	16	10	16	38	149
Maybe	9	9	5	2	1	3	7	22	58
No	1	1	7	1	0	0	0	12	22
I don't know	0	0	0	0	0	0	0	3	3
	32	22	33	17	17	13	23	75	232
New or redesigned web site									
Yes	16	12	17	7	11	8	10	32	113
Maybe	5	1	4	4	1	0	3	15	33
No	7	8	12	5	5	5	9	21	72
I don't know	3	0	0	1	0	0	1	4	9
	31	21	33	17	17	13	23	72	227
Updating or expanding Information Technology Capabilities									
Yes	12	8	13	8	11	6	10	32	100
Maybe	7	5	7	2	2	3	4	17	47
No	9	7	11	6	2	2	5	21	63
I don't know	3	0	1	1	2	2	3	5	17
	31	20	32	17	17	13	22	75	227
Campaign Planning (or Feasibility) Study									
Yes	4	6	5	7	5	3	3	17	50
Maybe	5	2	3	1	2	1	3	14	31
No	16	11	20	8	9	9	16	41	130
I don't know	7	0	4	1	1	0	1	2	16
	32	19	32	17	17	13	23	74	227
Capital (major gifts) Fund-raising Campaign									
Yes	11	12	11	6	9	9	10	37	105
Maybe	6	2	5	3	2	3	1	11	33
No	10	6	15	7	4	1	8	25	76
I don't know	4	0	2	0	1	0	2	2	11
	31	20	33	16	16	13	21	75	225
			<i>answered question</i>						232
			<i>skipped question</i>						37

25. Does your organization's governing board have a sub-committee focused on fund-raising (or development)?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Yes	14	11	14	12	7	8	11	39	49.8%	116
Yes, BUT it operates infrequently or inconsistently	10	7	11	2	4	1	6	19	25.8%	60
No	10	4	8	3	6	4	5	17	24.5%	57
									<i>answered question</i>	233
									<i>skipped question</i>	36

26. In your opinion, does the organization's governing board understand it's role and importance in fund raising?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Yes	8	9	7	5	4	6	4	26	29.9%	69
Somewhat	19	9	19	9	8	7	14	35	51.9%	120
No	7	4	7	2	5	0	3	14	18.2%	42
									<i>answered question</i>	231
									<i>skipped question</i>	38

27. Does the development office participate and/or regularly report to the organization's governing board?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Yes	19	16	25	12	12	9	16	63	76.1%	172
Yes, But inconsistently	7	3	2	2	4	1	2	4	11.1%	25
No	4	3	6	1	1	3	4	7	12.8%	29
									<i>answered question</i>	226
									<i>skipped question</i>	43

28. Is the organization's C.E.O. actively engaged in fund raising

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
Yes	22	16	20	12	11	10	15	55	69.7%	161
Yes, but inconsistently or ineffectively	10	3	6	1	5	3	4	13	19.5%	45
No	2	3	7	3	1	0	2	7	10.8%	25
									<i>answered question</i>	231
									<i>skipped question</i>	38

29. Does the organization have an annual fund-raising (or development) plan?

Answer Options	What is your organization's total annual operating budget?								Response Percent	Response Count
	less than \$500,000	\$500,000 to \$1 million	\$1.1 - \$2.5 million	\$2.6 - \$5.0 million	\$5.1 - \$7.5 million	\$7.6 - \$10 million	\$10 - \$20 million	More than \$20 million		
No, we don't have a written plan for annual fund-raising	11	6	10	4	4	2	6	12	24.1%	55
Yes, we have a plan BUT it hasn't been updated nor revised for years	5	0	2	2	1	1	3	3	7.5%	17
Yes, the development staff prepares an annual fund-raising plan for INTERNAL USE	7	8	13	5	7	5	6	28	34.6%	79
Yes, we have a development plan that is coordinated across multiple divisions/departments and reviewed with the board (or other supervisors).	6	8	6	4	5	5	6	30	30.7%	70
I wish I knew	0	0	0	1	0	0	0	0	0.4%	1
Not Applicable	4	0	2	0	0	0	0	0	2.6%	6
									<i>answered question</i>	228
									<i>skipped question</i>	41

A Fund-Raising Matters Survey: OUTLOOK 2013

1. What is the focus of your organization's mission?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Health Care	5	4	28	18	14	7	9	31.6%	85
Education	6	1	16	12	14	12	17	29.0%	78
Human or Social Services	2	1	14	5	7	3	1	12.3%	33
Arts/Culture	12	3	10	3	8	0	0	13.4%	36
Recreation	2	1	1	1	0	0	0	1.9%	5
Fund-Raising (e.g., community foundation, United Way)	3	3	2	0	1	1	1	4.1%	11
Other	7	2	5	2	3	0	2	7.8%	21
	37	15	76	41	47	23	30	100.0%	269
	<i>answered question</i>							100.0%	269
	<i>skipped question</i>							0	0

2. What is your organization's total annual operating budget?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
less than \$500,000	17	5	10	2	3	0	0	13.8%	37
between \$500,000 and \$1.0 million	8	3	9	2	6	0	0	10.4%	28
\$1.1 million - \$2.5 million	6	4	14	9	3	1	1	14.1%	38
\$2.6 million - \$5.0 million	4	1	7	1	3	2	0	6.7%	18
\$5.1 million - \$7.5 million	1	0	5	5	6	2	0	7.1%	19
\$7.6 million - \$10 million	1	0	4	3	5	1	0	5.2%	14
\$10 million - \$20 million	0	1	10	6	7	1	1	9.7%	26
More than \$20 million	0	1	17	13	14	16	28	33.1%	89
	37	15	76	41	47	23	30	100.0%	269
	<i>answered question</i>							100.0%	269
	<i>skipped question</i>							0	0

3. How many full-time professional development (fund-raising) personnel are employed by your organization?

4. What portion of your organization's total annual operating budget is derived from voluntary contributions (a.k.a. charitable giving)?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
less than 10%	13	5	44	21	18	9	18	47.9%	128
between 10% and 25%	6	6	11	10	18	6	9	24.7%	66
between 26% and 50%	5	2	3	6	2	2	2	8.2%	22
between 51% and 75%	2	1	9	3	3	2	1	7.9%	21
more than 75%	11	1	8	1	6	3	0	11.2%	30
	37	15	75	41	47	22	30	100.0%	267
	<i>answered question</i>							100.0%	267
	<i>skipped question</i>							0	2

5. Are you the Chief Development Officer?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Yes	15	9	53	29	28	12	13	59.3%	159
No	21	6	23	12	19	11	17	40.7%	109
	36	15	76	41	47	23	30	100.0%	268
	<i>answered question</i>							100.0%	268
	<i>skipped question</i>							0	1

6. How long have you been employed in your current position (with this organization)?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Less than one year	0	1	5	1	3	1	0	6.9%	11
About two years	3	3	3	4	2	1	1	10.6%	17
Less than 5 years	1	0	10	1	3	1	0	10.0%	16
More than 5 years	12	5	35	23	20	9	12	72.5%	116
	16	9	53	29	28	12	13	100.0%	160
	<i>answered question</i>							100.0%	160
	<i>skipped question</i>							0	109

7. Comparing fund-raising results in the current year (calendar or fiscal) with last year, did your organization raise more money or less money?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
We raised a lot more this year	2	0	10	3	6	4	3	10.6%	28
We raised more this year	6	5	30	16	14	11	15	36.6%	97
Our results were about the same as last year	17	5	20	11	14	5	7	29.8%	79
We raised less this year	10	5	13	9	10	3	5	20.8%	55
We raised significantly less this year	0	0	2	2	2	0	0	2.3%	6
	35	15	75	41	46	23	30		
	<i>answered question</i>							99	265
	<i>skipped question</i>							1	4

8. What factors caused total contributions to decrease? (select all that apply)

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Fewer Individuals gave (decrease in number of donor)	4	2	9	6	3	2	2	50.0%	28
Individual donors made smaller gifts	7	4	7	7	4	1	4	60.7%	34
Fewer Corporations gave (decrease in number of donor)	4	2	2	3	6	0	0	30.4%	17
Corporate donors made smaller gifts	2	1	3	2	8	1	0	30.4%	17
Fewer Foundations gave (decrease in number of donor)	3	1	1	5	3	0	0	23.2%	13
Foundation donors made smaller grants	1	0	1	2	4	0	1	16.1%	9
	<i>answered question</i>							56	5
	<i>skipped question</i>								

9. Do you believe this year's fund-raising results are part of a discernable trend?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Yes	3	3	4	3	3	0	0	27.6%	16
Maybe	2	2	4	3	4	1	2	31.0%	18
No	2	0	4	3	3	1	3	27.6%	16
I don't know	2	0	2	2	1	1	0	13.8%	8
	9	5	14	11	11	3	5		
	<i>answered question</i>							58	3
	<i>skipped question</i>								

10. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Fewer donors (decrease in number of gifts received)	5	2	6	6	2	2	1	42.9%	24
Donors are still giving, but they are giving less	6	3	8	8	4	1	3	58.9%	33
Decrease in support of Events	1	0	5	2	4	0	1	23.2%	13
Less support of Direct Appeals (Mail, Phone, Online)	1	1	5	3	4	0	2	28.6%	16
More restrictions and conditions on giving	3	0	4	2	7	1	3	35.7%	20
	16	6	28	21	21	4	10		
	<i>answered question</i>							56	5
	<i>skipped question</i>								

11. In your opinion, which of these factors contributed most to the organization's decrease in fund-raising?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
A specific organizational issue/condition (planning, resources, personnel, strategy)	0	2	7	6	5	2	2	42.9%	24
Specific industry related or regional market condition changes	0	2	1	0	0	0	0	5.4%	3
General economic conditions	8	1	4	4	6	0	2	44.6%	25
Changes in federal, state or local regulations	1	0	2	1	0	0	0	7.1%	4
	9	5	14	11	11	2	4		
	<i>answered question</i>							56	5
	<i>skipped question</i>								

13. What factors caused total contributions to increase? (select all that apply)

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
More Individuals gave (increase in number of donors)	6	4	23	10	11	8	8	57.9%	70
Individual donors made larger gifts	4	5	29	9	12	13	14	71.1%	86
More Corporations gave (increase in number of donors)	1	2	9	4	5			17.4%	21
Corporate donors made larger gifts	1		4	1	2	1		7.4%	9
More Foundation gave (increase in number of donors)	1		7	4	4	1		14.0%	17
Foundation donors made larger grants			7	3	6		1	15.7%	19
	13	11	79	31	40	25	23		
<i>answered question</i>									121
<i>skipped question</i>									4

14. Do you believe this year's fund-raising results are part of a discernable upward trend?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Yes	2	1	6	3	6	9	4	25.6%	31
Maybe	4	3	15	7	6	3	7	37.2%	45
No	1	1	13	6	5	2	3	25.6%	31
I don't know	1	0	5	2	2	1	3	11.6%	14
	8	5	39	18	19	15	17		
<i>answered question</i>									121
<i>skipped question</i>									4

15. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
More donors (increase in number of gifts received)	6	4	27	11	11	8	7	63.2%	74
Same donors are giving, but they are giving more	3	3	14	10	11	12	11	54.7%	64
Increase in support of Events	5	1	14	7	6	2	1	30.8%	36
More support of Direct Appeals (Mail, Phone, Online)	2	2	10	2	5	4	7	27.4%	32
Fewer restrictions and conditions on giving	0	0	3	4	3	0	1	9.4%	11
	16	10	68	34	36	26	27		
<i>answered question</i>									117
<i>skipped question</i>									8

16. In your opinion, which of these factors contributed most to the organization's increase in fund-raising?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
A specific organizational issue/condition (planning, resources, personnel, strategy)	5	2	28	12	14	8	10	66.4%	79
Specific industry related or regional market condition changes	0	1	0	1	1	1	0	3.4%	4
General economic conditions	2	2	9	5	4	6	7	29.4%	35
Changes in federal, state or local regulations	0	0	1	0	0	0	0	0.8%	1
	7	5	38	18	19	15	17		
<i>answered question</i>									119
<i>skipped question</i>									6

18. Comparing operating conditions in the current year (calendar or fiscal) with last year, how has the demand for your organization's programs and services changed?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Increased	13	6	39	24	17	13	11	50.4%	123
About the Same	16	7	29	13	20	8	12	43.0%	105
Decreased	3	0	1	2	3	1	3	5.3%	13
I don't know	1	0	1	0	1	0	0	1.2%	3
	33	13	70	39	41	22	26		
<i>answered question</i>									244
<i>skipped question</i>									25

19. What are your organization's expectations for revenue in the year ahead? (please indicate opinion for each revenue source [row] below)								
Answer Options	How many full-time professional development personnel are employed ?							Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10	
Corporate funding (gifts/sponsorships/etc.)								
Increase	5	6	32	18	21	7	6	95
No change	18	5	29	18	16	11	15	112
Decrease	3	0	4	1	3	2	3	16
I don't know	2	1	3	0	0	2	2	10
Not Applicable	5	1	3	2	1	1	0	13
	33	13	71	39	41	23	26	246
Foundation funding								
Increase	7	5	27	16	16	7	11	89
No change	12	3	31	14	16	11	12	99
Decrease	4	0	6	4	7	3	2	26
I don't know	2	2	2	2	0	1	1	10
Not Applicable	8	3	5	2	2	1	0	21
	33	13	71	38	41	23	26	245
Gifts from individuals								
Increase	17	11	55	29	30	20	19	181
No change	10	2	9	9	8	1	3	42
Decrease	3	0	4	1	3	0	4	15
I don't know	4	0	2	0	0	1	0	7
Not Applicable	0	0	1	0	0	0	0	1
	34	13	71	39	41	22	26	246
Government grants and program funding								
Increase	8	4	11	5	4	2	6	40
No change	5	4	36	23	18	7	11	104
Decrease	7	1	9	3	11	8	8	47
I don't know	3	1	5	2	2	2	0	15
Not Applicable	10	3	10	5	5	4	1	38
	33	13	71	38	40	23	26	244
Earned revenue								
Increase	14	8	32	17	16	8	6	101
No change	7	3	26	14	11	9	11	81
Decrease	3	0	8	2	3	1	5	22
I don't know	3	0	0	2	2	4	2	13
Not Applicable	6	2	5	4	7	1	2	27
	33	13	71	39	39	23	26	244

20. Based on the current market conditions and your recent fund-raising response, WHAT RESULTS DO YOU ANTICIPATE for this NEXT year?								
Answer Options	How many full-time professional development personnel are employed ?							Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10	
The total number of donors								
Will Increase	15	9	51	28	27	15	13	158
Will NOT change	9	3	14	6	11	3	7	53
Will Decrease	4	0	2	3	2	3	5	19
I wish I knew	4	1	4	2	1	2	1	15
Not Applicable	2	0	0	0	0	0	0	2
	34	13	71	39	41	23	26	247
The dollar amount of gift transactions								
Will Increase	14	7	34	20	25	17	15	132
Will NOT change	14	4	18	11	10	4	3	64
Will Decrease	1	0	10	3	2	1	7	24
I wish I knew	4	2	9	4	4	1	1	25
Not Applicable	1	0	0	0	0	0	0	1
	34	13	71	38	41	23	26	246
Attendance/participation at Special Events								
Will Increase	22	5	33	12	15	6	11	104
Will NOT change	6	5	27	21	21	11	14	105
Will Decrease	1	1	6	1	3	4	0	16
I wish I knew	1	0	1	1	0	2	1	6
Not Applicable	4	2	4	2	1	0	0	13
	34	13	71	37	40	23	26	244
Response to direct mail appeals								
Will Increase	6	5	21	9	16	9	7	73
Will NOT change	13	6	30	23	16	13	13	114
Will Decrease	2	0	9	1	6	1	4	23
I wish I knew	3	2	5	6	1	0	2	19
Not Applicable	9	0	5	0	2	0	0	16
	33	13	70	39	41	23	26	245
Response to telemarketing appeals								
Will Increase	1	1	2	3	2	4	7	20
Will NOT change	6	3	12	5	7	9	8	50
Will Decrease	2	0	4	2	3	1	4	16
I wish I knew	0	2	2	3	0	0	1	8
Not Applicable	25	7	51	24	27	9	6	149
	34	13	71	37	39	23	26	243
Response to on line giving appeals								
Will Increase	7	9	25	17	16	16	14	104
Will NOT change	8	1	19	8	13	6	8	63
Will Decrease	2	0	1	0	1	0	0	4
I wish I knew	3	1	4	3	3	1	2	17
Not Applicable	13	2	22	8	7	0	2	54
	33	13	71	36	40	23	26	242
Response to major/capital gift appeals								
Will Increase	8	4	30	24	27	16	19	128
Will NOT change	10	3	16	6	5	6	4	50
Will Decrease	4	1	6	1	4	0	0	16
I wish I knew	1	1	6	2	2	1	2	15
Not Applicable	10	4	12	4	1	0	0	31
	33	13	70	37	39	23	25	240

21. Please indicate which of the following actions your organization is planning (or considering) for the year ahead.

Answer Options	How many full-time professional development personnel are employed ?							Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10	
Programs and Services								
Will Expand	19	5	35	19	23	9	16	126
Will NOT change	13	7	32	19	16	12	8	107
Will Decrease	1	1	3	0	2	0	1	8
I wish I knew	0	0	1	1	0	1	1	4
Not Applicable	1	0	0	0	0	0	0	1
	34	13	71	39	41	22	26	246
Staffing and/or staff benefits								
Will Expand	6	5	16	10	9	7	6	59
Will NOT change	26	5	46	25	24	15	17	158
Will Decrease	2	1	8	1	7	1	2	22
I wish I knew	0	0	0	2	1	0	0	3
Not Applicable	0	1	1	1	0	0	0	3
	34	12	71	39	41	23	25	245
Marketing and Communication initiatives								
Will Expand	22	10	54	29	28	14	12	169
Will NOT change	11	2	14	8	11	7	13	66
Will Decrease	0	1	2	2	1	0	1	7
I wish I knew	0	0	0	0	1	0	0	1
Not Applicable	1	0	1	0	0	0	0	2
	34	13	71	39	41	21	26	245
Fund-raising and development initiatives								
Will Expand	22	9	54	31	31	20	20	187
Will NOT change	9	4	15	6	9	2	6	51
Will Decrease	0	0	1	2	0	0	0	3
I wish I knew	2	0	1	0	0	1	0	4
Not Applicable	1	0	0	0	0	0	0	1
	34	13	71	39	40	23	26	246
Volunteer and Board engagement								
Will Expand	20	7	46	20	27	16	13	149
Will NOT change	11	4	19	15	13	6	11	79
Will Decrease	1	2	0	1	0	0	0	4
I wish I knew	2	0	4	2	1	1	1	11
Not Applicable	0	0	0	1	0	0	0	1
	34	13	69	39	41	23	25	244

22. As a result of the current (and recent) market and organizational conditions, please indicate changes that you HAVE ALREADY made to your current fund-raising efforts:

Answer Options	How many full-time professional development personnel are employed ?							Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10	
Major Gift Program								
Increased Efforts	8	5	39	20	28	18	22	140
Decreased Efforts	2	0	4	0	1	0	0	7
Began New Program	3	2	5	3	4	0	0	17
Eliminated Program	0	0	0	0	0	0	0	0
Made No Changes	16	4	18	11	5	4	4	62
	29	11	66	34	38	22	26	226
Use of Social Media								
Increased Efforts	17	9	38	17	26	17	21	145
Decreased Efforts	0	0	1	1	0	0	0	2
Began New Program	5	0	5	7	5	0	1	23
Eliminated Program	0	0	0	0	0	0	0	0
Made No Changes	8	4	22	11	7	5	4	61
	30	13	66	36	38	22	26	231
Online Web-based Giving (Donate Now)								
Increased Efforts	10	6	30	15	18	15	21	115
Decreased Efforts	0	0	1	0	2	0	0	3
Began New Program	2	2	10	6	3	0	0	23
Eliminated Program	0	0	0	1	0	0	0	1
Made No Changes	18	5	24	13	14	7	5	86
	30	13	65	35	37	22	26	228
Online Friends asking Friends (peer-to-peer)								
Increased Efforts	3	2	10	4	10	5	9	43
Decreased Efforts	0	1	1	0	2	0	0	4
Began New Program	1	0	3	3	1	2	1	11
Eliminated Program	0	0	0	0	0	0	0	0
Made No Changes	24	10	48	26	25	13	14	160
	28	13	62	33	38	20	24	218
Direct Mail Program								
Increased Efforts	6	1	21	10	12	7	12	69
Decreased Efforts	0	1	9	2	4	3	3	22
Began New Program	2	0	3	2	1	1	3	12
Eliminated Program	2	0	0	0	0	1	0	3
Made No Changes	20	11	30	21	20	10	8	120
	30	13	63	35	37	22	26	226
Special Events								
Increased Efforts	14	7	28	18	12	7	6	92
Decreased Efforts	0	0	4	2	4	4	1	15
Began New Program	4	0	3	2	4	3	2	18
Eliminated Program	0	0	0	0	1	1	0	2
Made No Changes	12	6	31	14	17	7	16	103
	30	13	66	36	38	22	25	230
Telemarketing								
Increased Efforts	1	0	3	2	3	4	7	20
Decreased Efforts	0	1	3	2	2	0	4	12
Began New Program	0	0	2	1	2	0	0	5
Eliminated Program	1	0	7	1	2	2	0	13
Made No Changes	27	11	45	27	26	15	14	165
	29	12	60	33	35	21	25	215
Annual/Recurring Gifts Campaign								
Increased Efforts	9	7	38	22	23	14	16	129
Decreased Efforts	0	1	1	0	0	0	0	2
Began New Program	3	0	3	1	4	1	2	14
Eliminated Program	0	0	0	0	0	0	0	0
Made No Changes	18	4	21	12	11	6	7	79
	30	12	63	35	38	21	25	224
Planned & Deferred Gifts Program								
Increased Efforts	11	6	30	17	20	12	14	110
Decreased Efforts	0	1	0	0	0	0	0	1
Began New Program	2	1	8	1	1	0	0	13
Eliminated Program	0	0	2	0	1	1	0	4
Made No Changes	15	4	26	17	16	9	12	99
	28	12	66	35	38	22	26	227
Overall strategy and methods								
Increased Efforts	18	9	52	32	31	18	21	181
Decreased Efforts	0	0	0	0	0	1	0	1
Began New Program	2	0	2	0	1	0	2	7
Eliminated Program	0	0	0	0	0	0	0	0
Made No Changes	8	3	8	3	5	2	2	31
	28	12	62	35	37	21	25	220

23. Please indicate ANTICIPATED or PLANNED changes to your future fund-raising efforts:

Answer Options	How many full-time professional development personnel are employed ?							Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10	
Major Gift Program								
Will Increase Efforts	12	6	48	28	31	16	23	164
Will Decrease Efforts	0	0	2	0	1	0	0	3
Will Launch New Program	3	2	4	4	3	1	0	17
Will Eliminate Program	0	0	0	0	0	0	0	0
No Changes Anticipated	14	4	12	4	2	4	2	42
	29	12	66	36	37	21	25	226
Use of Social Media								
Will Increase Efforts	16	13	41	23	24	17	19	153
Will Decrease Efforts	0	0	0	0	0	0	0	0
Will Launch New Program	2	0	6	3	2	0	0	13
Will Eliminate Program	0	0	0	1	0	0	0	1
No Changes Anticipated	11	0	17	9	10	3	6	56
	29	13	64	36	36	20	25	223
Online Web-based Giving (Donate Now)								
Will Increase Efforts	14	9	32	25	27	11	16	134
Will Decrease Efforts	0	0	0	0	0	0	0	0
Will Launch New Program	4	2	6	2	0	1	0	15
Will Eliminate Program	0	0	0	0	0	0	0	0
No Changes Anticipated	11	2	26	9	10	8	9	75
	29	13	64	36	37	20	25	224
Online Friends asking Friends (peer-to-peer)								
Will Increase Efforts	11	6	19	15	12	5	11	79
Will Decrease Efforts	0	1	0	0	0	0	0	1
Will Launch New Program	2	1	4	1	3	1	2	14
Will Eliminate Program	0	0	0	0	1	0	0	1
No Changes Anticipated	16	5	39	18	21	14	11	124
	29	13	62	34	37	20	24	219
Direct Mail Program								
Will Increase Efforts	7	3	28	16	13	6	9	82
Will Decrease Efforts	0	2	6	4	4	2	2	20
Will Launch New Program	2	0	4	1	1	1	3	12
Will Eliminate Program	0	0	0	1	0	0	0	1
No Changes Anticipated	21	8	26	14	19	11	11	110
	30	13	64	36	37	20	25	225
Special Events								
Will Increase Efforts	11	8	29	17	17	7	4	93
Will Decrease Efforts	0	1	5	0	1	3	1	11
Will Launch New Program	2	0	1	1	4	2	2	12
Will Eliminate Program	0	0	1	0	0	1	0	2
No Changes Anticipated	14	4	27	18	15	7	18	103
	27	13	63	36	37	20	25	221
Telemarketing								
Will Increase Efforts	2	0	6	4	5	6	5	28
Will Decrease Efforts	0	2	2	2	0	0	2	8
Will Launch New Program	1	1	1	0	0	0	0	3
Will Eliminate Program	2	0	4	1	3	1	0	11
No Changes Anticipated	24	9	49	24	26	12	18	162
	29	12	62	31	34	19	25	212
Annual/Recurring Gifts Campaign								
Will Increase Efforts	13	7	43	26	25	15	14	143
Will Decrease Efforts	0	0	0	0	0	0	0	0
Will Launch New Program	2	0	3	0	3	2	1	11
Will Eliminate Program	0	0	0	0	0	0	0	0
No Changes Anticipated	15	5	17	9	9	5	10	70
	30	12	63	35	37	22	25	224
Planned & Deferred Gifts Program								
Will Increase Efforts	15	8	44	20	31	14	18	150
Will Decrease Efforts	0	0	0	0	0	0	0	0
Will Launch New Program	1	0	9	4	3	3	0	20
Will Eliminate Program	0	1	1	0	0	0	0	2
No Changes Anticipated	14	3	7	10	4	5	8	51
	30	12	61	34	38	22	26	223
Overall strategy and methods								
Will Increase Efforts	17	10	57	34	29	19	20	186
Will Decrease Efforts	0	0	0	0	0	0	0	0
Will Launch New Program	2	1	2	0	3	2	0	10
Will Eliminate Program	0	0	0	0	0	0	0	0
No Changes Anticipated	11	1	4	2	4	0	5	27
	30	12	63	36	36	21	25	223

24. What specific initiatives are you planning or considering for this coming year?								
Answer Options	How many full-time professional development personnel are employed ?							Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10	
Organization-wide Strategic Planning Process								
Yes	18	4	36	17	21	9	11	116
Maybe	4	5	9	5	5	2	4	34
No	9	3	19	11	12	11	10	75
I don't know	0	1	2	1	0	0	1	5
	31	13	66	34	38	22	26	230
Targeted Strategic Development Planning Process								
Yes	15	7	42	23	29	14	13	143
Maybe	7	5	10	5	7	4	5	43
No	7	1	11	6	1	2	6	34
I don't know	1	0	3	1	0	2	1	8
	30	13	66	35	37	22	25	228
Branding/positioning campaign								
Yes	9	6	29	17	18	11	13	103
Maybe	8	1	12	9	8	5	7	50
No	10	3	20	10	7	5	5	60
I don't know	3	3	3	0	4	1	1	15
	30	13	64	36	37	22	26	228
Development of new marketing and communications tools/initiatives								
Yes	19	11	43	20	28	13	15	149
Maybe	8	2	17	13	6	7	5	58
No	4	0	5	3	3	1	6	22
I don't know	0	0	1	0	1	1	0	3
	31	13	66	36	38	22	26	232
New or redesigned web site								
Yes	13	8	31	18	21	10	12	113
Maybe	4	3	8	4	6	5	3	33
No	10	2	25	14	8	7	6	72
I don't know	2	0	2	0	3	0	2	9
	29	13	66	36	38	22	23	227
Updating or expanding Information Technology Capabilities								
Yes	12	5	27	21	14	7	14	100
Maybe	7	6	10	4	8	7	5	47
No	8	2	24	8	9	7	5	63
I don't know	2	0	4	2	6	1	2	17
	29	13	65	35	37	22	26	227
Campaign Planning (or Feasibility) Study								
Yes	3	2	20	6	9	5	5	50
Maybe	5	1	9	6	3	3	4	31
No	16	7	34	21	22	13	17	130
I don't know	6	2	2	2	4	0	0	16
	30	12	65	35	38	21	26	227
Capital (major gifts) Fund-raising Campaign								
Yes	9	2	32	15	21	13	13	105
Maybe	6	3	7	6	6	2	3	33
No	9	7	23	13	7	7	10	76
I don't know	4	1	3	1	2	0	0	11
	28	13	65	35	36	22	26	225

25. Does your organization's governing board have a sub-committee focused on fund-raising (or development)?									
Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Yes	6	8	29	19	24	10	20	49.8%	116
Yes, BUT it operates infrequently or inconsistently	15	4	17	7	8	6	3	25.8%	60
No	11	1	21	10	5	6	3	24.5%	57
	32	13	67	36	37	22	26		
<i>answered question</i>									233
<i>skipped question</i>									36

26. In your opinion, does the organization's governing board understand it's role and importance in fund raising?									
Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Yes	6	2	18	8	17	4	14	29.9%	69
Somewhat	19	5	31	24	17	14	10	51.9%	120
No	6	6	17	4	3	4	2	18.2%	42
	31	13	66	36	37	22	26		
<i>answered question</i>									231
<i>skipped question</i>									38

27. Does the development office participate and/or regularly report to the organization's governing board?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Yes	13	10	47	26	33	19	24	76.1%	172
Yes, But inconsistently	7	2	7	5	1	3	0	11.1%	25
No	8	0	12	5	3	0	1	12.8%	29
	28	12	66	36	37	22	25		
<i>answered question</i>									226
<i>skipped question</i>									43

28. Is the organization's C.E.O. actively engaged in fund raising

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
Yes	20	8	39	23	29	18	24	69.7%	161
Yes, but inconsistently or ineffectively	6	2	18	9	4	4	2	19.5%	45
No	5	3	9	4	4	0	0	10.8%	25
	31	13	66	36	37	22	26		
<i>answered question</i>									231
<i>skipped question</i>									38

29. Does the organization have an annual fund-raising (or development) plan?

Answer Options	How many full-time professional development personnel are employed ?							Response Percent	Response Count
	none	part-time (< one)	one	2	3 - 5	6 - 10	more than 10		
No, we don't have a written plan for annual fund-raising	17	4	16	10	4	3	1	24.1%	55
Yes, we have a plan BUT it hasn't been updated nor revised for years	4	2	4	2	1	3	1	7.5%	17
Yes, the development staff prepares an annual fund-raising plan for INTERNAL USE	3	4	27	9	19	6	11	34.6%	79
Yes, we have a development plan that is coordinated across multiple divisions/departments and reviewed with the board (or other supervisors).	5	1	16	14	12	9	13	30.7%	70
I wish I knew	0	0	0	0	0	1	0	0.4%	1
Not Applicable	3	1	2	0	0	0	0	2.6%	6
	32	12	65	35	36	22	26		
<i>answered question</i>									228
<i>skipped question</i>									41

A Fund-Raising Matters Survey: OUTLOOK 2013

1. What is the focus of your organization's mission?

Answer Options	Comparing fund-raising results in the current year (calendar or fiscal) with last year, did your organization raise more money or less money?					Response Percent	Response Count
	We raised a lot more	We raised more	About the same	We raised less	Significantly less		
Health Care	10	34	19	18	4	32.1%	85
Education	9	24	27	16	1	29.1%	77
Human or Social Services	4	17	5	6	1	12.5%	33
Arts/Culture	2	11	16	7	0	13.6%	36
Recreation	0	0	4	1	0	1.9%	5
Fund-Raising (e.g., Cmty Fndn, United Way, etc.)	0	5	2	3	0	3.8%	10
Other	3	6	6	4	0	7.2%	19
	28	97	79	55	6		
	<i>answered question</i>						265
	<i>skipped question</i>						0

2. What is your organization's total annual operating budget?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
between \$500,000 and \$1.0 million	0	6	8	12	1	10.2%	27
\$1.1 million - \$2.5 million	7	13	14	3	0	14.0%	37
\$2.6 million - \$5.0 million	1	5	9	3	0	6.8%	18
\$5.1 million - \$7.5 million	2	8	7	2	0	7.2%	19
\$7.6 million - \$10 million	2	1	4	6	1	5.3%	14
\$10 million - \$20 million	4	9	10	1	1	9.4%	25
More than \$20 million	11	42	16	17	3	33.6%	89
	28	97	79	55	6		
	<i>answered question</i>						265
	<i>skipped question</i>						0

3. How many full-time professional development (fund-raising) personnel are employed by your organization?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
part-time (less than one)	0	5	5	5	0	5.7%	15
one	10	30	20	13	2	28.3%	75
2	3	16	11	9	2	15.5%	41
3 - 5	6	14	14	10	2	17.4%	46
6 - 10	4	11	5	3	0	8.7%	23
more than 10	3	15	7	5	0	11.3%	30
	28	97	79	55	6		
	<i>answered question</i>						265
	<i>skipped question</i>						0

4. What portion of your organization's total annual operating budget is derived from voluntary contributions (a.k.a. charitable giving)?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
between 10% and 25%	6	24	21	13	1	24.6%	65
between 26% and 50%	1	9	10	2	0	8.3%	22
between 51% and 75%	2	7	9	3	0	8.0%	21
more than 75%	3	11	7	8	0	11.0%	29
	28	97	79	54	6		
	<i>answered question</i>						264
	<i>skipped question</i>						1

5. Are you the Chief Development Officer?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
No	11	35	34	27	0	40.5%	107
	28	97	78	55	6		
	<i>answered question</i>						264
	<i>skipped question</i>						1

6. How long have you been employed in your current position (with this organization)?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
Less than one year	1	6	2	2	0	7.0%	11
About two years	3	8	4	2	0	10.8%	17
Less than 5 years	1	7	4	3	0	9.5%	15
More than 5 years	12	41	35	21	6	72.8%	115
	17	62	45	28	6		
<i>answered question</i>							158
<i>skipped question</i>							107

7. Comparing fund-raising results in the current year (calendar or fiscal) with last year, did your organization raise more money or less money?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
We raised a lot more this year	28	0	0	0	0	10.6%	28
We raised more this year	0	97	0	0	0	36.6%	97
Our results were about the same as last year	0	0	79	0	0	29.8%	79
We raised less this year	0	0	0	55	0	20.8%	55
We raised significantly less this year	0	0	0	0	6	2.3%	6
	28	97	79	55	6		
<i>answered question</i>							265
<i>skipped question</i>							0

8. What factors caused total contributions to decrease? (select all that apply)

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
Fewer Individuals gave (decrease in number of donors)	0	0	0	24	4	50.0%	28
Individual donors made smaller gifts	0	0	0	32	2	60.7%	34
Fewer Corporations gave (decrease in number of donors)	0	0	0	15	2	30.4%	17
Corporate donors made smaller gifts	0	0	0	15	2	30.4%	17
Fewer Foundations gave (decrease in number of donors)	0	0	0	12	1	23.2%	13
Foundation donors made smaller grants	0	0	0	7	2	16.1%	9
	0	0	0	105	13		
<i>answered question</i>							56
<i>skipped question</i>							5
							118

9. Do you believe this year's fund-raising results are part of a discernable trend?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
Yes	0	0	0	14	2	27.6%	16
Maybe	0	0	0	17	1	31.0%	18
No	0	0	0	15	1	27.6%	16
I don't know	0	0	0	7	1	13.8%	8
	0	0	0	53	5		
<i>answered question</i>							58
<i>skipped question</i>							3

10. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
Fewer donors (decrease in number of gifts received)	0	0	0	22	2	42.9%	24
Donors are still giving, but they are giving less	0	0	0	29	4	58.9%	33
Decrease in support of Events	0	0	0	12	1	23.2%	13
Less support of Direct Appeals (Mail, Phone, Online)	0	0	0	15	1	28.6%	16
More restrictions and conditions on giving	0	0	0	19	1	35.7%	20
	0	0	0	97	9		
<i>answered question</i>							56
<i>skipped question</i>							5

11. In your opinion, which of these factors contributed most to the organization's decrease in fund-raising?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
A specific organizational issue/condition (planning, resources, personnel, strategy)	0	0	0	21	3	42.9%	24
Specific industry related or regional market condition changes	0	0	0	3	0	5.4%	3
General economic conditions	0	0	0	23	2	44.6%	25
Changes in federal, state or local regulations	0	0	0	4	0	7.1%	4
	0	0	0	51	5		
<i>answered question</i>							56
<i>skipped question</i>							5

12. Are there any other factors that contributed to the decrease in funding?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
	0	0	0	25	0	25	
<i>answered question</i>							25
<i>skipped question</i>							36

13. What factors caused total contributions to increase? (select all that apply)

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
More Individuals gave (increase in number of donors)	17	53	-	-	-	57.9%	70
Individual donors made larger gifts	19	67	-	-	-	71.1%	86
More Corporations gave (increase in number of donors)	7	14	-	-	-	17.4%	21
Corporate donors made larger gifts	4	5	-	-	-	7.4%	9
More Foundation gave (increase in number of donors)	3	14	-	-	-	14.0%	17
Foundation donors made larger grants	7	12	-	-	-	15.7%	19
	57	165	0	0	0		
<i>answered question</i>							121
<i>skipped question</i>							4

14. Do you believe this year's fund-raising results are part of a discernable upward trend?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
Yes	9	22	-	-	-	25.6%	31
Maybe	6	39	-	-	-	37.2%	45
No	10	21	-	-	-	25.6%	31
I don't know	2	12	-	-	-	11.6%	14
	27	94	0	0	0		
<i>answered question</i>							121
<i>skipped question</i>							4

15. In your experience, which trends are you CURRENTLY experiencing? (please select all that apply)

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
More donors (increase in number of gifts received)	21	53	-	-	-	63.2%	74
Same donors are giving, but they are giving more	15	49	-	-	-	54.7%	64
Increase in support of Events	12	24	-	-	-	30.8%	36
More support of Direct Appeals (Mail, Phone, Online)	8	24	-	-	-	27.4%	32
Fewer restrictions and conditions on giving	0	11	-	-	-	9.4%	11
	56	161	0	0	0		
<i>answered question</i>							117
<i>skipped question</i>							8

16. In your opinion, which of these factors contributed most to the organization's increase in fund-raising?							
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent n answered	Response Count
A specific organizational issue/condition (planning, resources, personnel, strategy)	22	57	-	-	-	66.4%	79
Specific industry related or regional market condition changes	1	3	-	-	-	3.4%	4
General economic conditions	4	31	-	-	-	29.4%	35
Changes in federal, state or local regulations	0	1	-	-	-	0.8%	1
	27	92	0	0	0		
<i>answered question</i>							119
<i>skipped question</i>							6

18. Comparing operating conditions in the current year (calendar or fiscal) with last year, how has the demand for your organization's programs and services changed?							
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
Increased	14	45	30	30	4	50.4%	123
About the Same	11	40	37	17	0	43.0%	105
Decreased	1	4	3	4	1	5.3%	13
I don't know	1	1	1	0	0	1.2%	3
	27	90	71	51	5		
<i>answered question</i>							244
<i>skipped question</i>							21

19. What are your organization's expectations for revenue in the year ahead? (please indicate opinion for each revenue source [row] below)							
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Count	
Corporate funding (gifts/sponsorships/etc.)							
Increase	13	39	24	17	2	95	
No change	10	40	36	24	2	112	
Decrease	1	4	6	5	0	16	
I don't know	1	3	1	4	1	10	
Not Applicable	1	4	6	2	0	13	
	26	90	73	52	5	246	
Foundation funding							
Increase	11	36	25	16	1	89	
No change	9	42	27	18	3	99	
Decrease	3	5	10	8	0	26	
I don't know	1	3	1	4	1	10	
Not Applicable	1	4	10	6	0	21	
	25	90	73	52	5	245	
Gifts from individuals							
Increase	21	72	53	32	3	181	
No change	4	13	15	8	2	42	
Decrease	2	3	3	7	0	15	
I don't know	0	1	1	5	0	7	
Not Applicable	0	0	1	0	0	1	
	27	89	73	52	5	246	
Government grants and program funding							
Increase	9	10	12	9	0	40	
No change	8	44	35	15	2	104	
Decrease	2	19	12	13	1	47	
I don't know	2	3	2	8	0	15	
Not Applicable	4	14	12	7	1	38	
	25	90	73	52	4	244	
Earned revenue							
Increase	6	40	33	20	2	101	
No change	11	30	26	11	3	81	
Decrease	3	6	4	9	0	22	
I don't know	3	4	1	5	0	13	
Not Applicable	2	9	9	7	0	27	
	25	89	73	52	5	244	
<i>answered question</i>							247
<i>skipped question</i>							18

20. Based on the current market conditions and your recent fund-raising response, WHAT RESULTS DO YOU ANTICIPATE for this NEXT year?						
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Count
The total number of donors						
Will Increase	21	61	44	30	2	158
Will NOT change	5	16	19	11	2	53
Will Decrease	0	9	6	4	0	19
I wish I knew	1	4	2	7	1	15
Not Applicable	0	0	2	0	0	2
	27	90	73	52	5	247
The dollar amount of gift transactions						
Will Increase	20	57	37	17	1	132
Will NOT change	2	18	25	18	1	64
Will Decrease	4	6	6	7	1	24
I wish I knew	1	9	4	10	1	25
Not Applicable	0	0	1	0	0	1
	27	90	73	52	4	246
Attendance/participation at Special Events						
Will Increase	14	38	35	15	2	104
Will NOT change	12	39	29	25	0	105
Will Decrease	0	7	2	6	1	16
I wish I knew	0	3	1	2	0	6
Not Applicable	0	2	6	4	1	13
	26	89	73	52	4	244
Response to direct mail appeals						
Will Increase	10	30	15	16	2	73
Will NOT change	11	46	41	14	2	114
Will Decrease	1	5	7	10	0	23
I wish I knew	3	6	1	8	1	19
Not Applicable	1	3	9	3	0	16
	26	90	73	51	5	245
Response to telemarketing appeals						
Will Increase	6	4	5	5	0	20
Will NOT change	5	19	18	5	3	50
Will Decrease	0	4	4	8	0	16
I wish I knew	2	4	0	1	1	8
Not Applicable	14	56	46	33	0	149
	27	87	73	52	4	243
Response to on line giving appeals						
Will Increase	13	38	34	18	1	104
Will NOT change	7	24	21	9	2	63
Will Decrease	0	0	1	3	0	4
I wish I knew	4	6	1	5	1	17
Not Applicable	2	20	15	17	0	54
	26	88	72	52	4	242
Response to major/capital gift appeals						
Will Increase	19	54	29	25	1	128
Will NOT change	4	15	23	7	1	50
Will Decrease	1	7	3	3	2	16
I wish I knew	0	7	1	6	1	15
Not Applicable	2	6	14	9	0	31
	26	89	70	50	5	240
					<i>answered question</i>	247
					<i>skipped question</i>	18

21. Please indicate which of the following actions your organization is planning (or considering) for the year ahead.						
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Count
Programs and Services						
Will Expand	16	43	35	29	3	126
Will NOT change	10	41	35	19	2	107
Will Decrease	0	5	1	2	0	8
I wish I knew	0	1	1	2	0	4
Not Applicable	0	0	1	0	0	1
	26	90	73	52	5	246
Staffing and/or staff benefits						
Will Expand	8	17	17	16	1	59
Will NOT change	15	60	49	31	3	158
Will Decrease	3	8	5	5	1	22
I wish I knew	1	1	1	0	0	3
Not Applicable	0	2	1	0	0	3
	27	88	73	52	5	245
Marketing and Communication initiatives						
Will Expand	15	63	53	34	4	169
Will NOT change	9	22	18	17	0	66
Will Decrease	1	4	1	0	1	7
I wish I knew	1	0	0	0	0	1
Not Applicable	0	1	0	1	0	2
	26	90	72	52	5	245
Fund-raising and development initiatives						
Will Expand	22	65	57	40	3	187
Will NOT change	4	23	15	8	1	51
Will Decrease	1	0	0	1	1	3
I wish I knew	0	1	1	2	0	4
Not Applicable	0	0	0	1	0	1
	27	89	73	52	5	246
Volunteer and Board engagement						
Will Expand	20	49	48	28	4	149
Will NOT change	6	36	19	17	1	79
Will Decrease	0	1	1	2	0	4
I wish I knew	1	3	4	3	0	11
Not Applicable	0	0	0	1	0	1
	27	89	72	51	5	244
					<i>answered question</i>	247
					<i>skipped question</i>	18

22. As a result of the current (and recent) market and organizational conditions, please indicate changes that you HAVE ALREADY made to your current fund-raising efforts:

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Count
Major Gift Program						
Increased Efforts	22	50	37	29	2	140
Decreased Efforts	0	5	1	1	0	7
Began New Program	1	9	4	2	1	17
Eliminated Program	0	0	0	0	0	0
Made No Changes	4	19	22	17	0	62
	27	83	64	49	3	226
Use of Social Media						
Increased Efforts	19	51	45	28	2	145
Decreased Efforts	0	1	1	0	0	2
Began New Program	3	9	4	7	0	23
Eliminated Program	0	0	0	0	0	0
Made No Changes	5	24	16	15	1	61
	27	85	66	50	3	231
Online Web-based Giving (Donate Now)						
Increased Efforts	14	41	37	22	1	115
Decreased Efforts	0	1	1	1	0	3
Began New Program	2	11	5	4	1	23
Eliminated Program	0	0	0	1	0	1
Made No Changes	11	28	24	22	1	86
	27	81	67	50	3	228
Online Friends asking Friends (peer-to-peer)						
Increased Efforts	6	10	20	7	0	43
Decreased Efforts	0	2	0	2	0	4
Began New Program	2	2	2	3	2	11
Eliminated Program	0	0	0	0	0	0
Made No Changes	14	67	41	37	1	160
	22	81	63	49	3	218
Direct Mail Program						
Increased Efforts	9	24	18	15	3	69
Decreased Efforts	4	9	4	5	0	22
Began New Program	0	5	3	4	0	12
Eliminated Program	0	0	2	1	0	3
Made No Changes	14	43	38	25	0	120
	27	81	65	50	3	226
Special Events						
Increased Efforts	12	30	34	14	2	92
Decreased Efforts	2	7	2	4	0	15
Began New Program	0	9	5	4	0	18
Eliminated Program	0	2	0	0	0	2
Made No Changes	13	35	26	28	1	103
	27	83	67	50	3	230
Telemarketing						
Increased Efforts	5	6	5	2	2	20
Decreased Efforts	2	2	4	4	0	12
Began New Program	0	2	2	1	0	5
Eliminated Program	1	6	4	2	0	13
Made No Changes	17	59	48	40	1	165
	25	75	63	49	3	215
Annual/Recurring Gifts Campaign						
Increased Efforts	18	47	34	28	2	129
Decreased Efforts	0	2	0	0	0	2
Began New Program	2	3	6	3	0	14
Eliminated Program	0	0	0	0	0	0
Made No Changes	7	28	24	19	1	79
	27	80	64	50	3	224
Planned & Deferred Gifts Program						
Increased Efforts	15	40	29	24	2	110
Decreased Efforts	0	1	0	0	0	1
Began New Program	3	5	2	3	0	13
Eliminated Program	0	1	1	2	0	4
Made No Changes	8	36	34	20	1	99
	26	83	66	49	3	227
Overall strategy and methods						
Increased Efforts	20	68	53	37	3	181
Decreased Efforts	0	0	0	1	0	1
Began New Program	2	0	2	3	0	7
Eliminated Program	0	0	0	0	0	0
Made No Changes	2	11	11	7	0	31
	24	79	66	48	3	220
					<i>answered question</i>	232
					<i>skipped question</i>	33

23. Please indicate ANTICIPATED or PLANNED changes to your future fund-raising efforts:						
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Count
Major Gift Program						
Will Increase Efforts	23	58	41	40	2	164
Will Decrease Efforts	0	3	0	0	0	3
Will Launch New Program	0	10	5	1	1	17
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	3	11	20	8	0	42
	26	82	66	49	3	226
Use of Social Media						
Will Increase Efforts	17	57	46	30	3	153
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	2	6	4	1	0	13
Will Eliminate Program	0	0	1	0	0	1
No Changes Anticipated	7	17	14	18	0	56
	26	80	65	49	3	223
Online Web-based Giving (Donate Now)						
Will Increase Efforts	16	48	38	29	3	134
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	1	5	7	2	0	15
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	9	26	22	18	0	75
	26	79	67	49	3	224
Online Friends asking Friends (peer-to-peer)						
Will Increase Efforts	11	23	26	17	2	79
Will Decrease Efforts	0	0	0	1	0	1
Will Launch New Program	2	5	3	4	0	14
Will Eliminate Program	0	0	0	1	0	1
No Changes Anticipated	11	50	36	26	1	124
	24	78	65	49	3	219
Direct Mail Program						
Will Increase Efforts	12	28	19	20	3	82
Will Decrease Efforts	2	8	5	5	0	20
Will Launch New Program	1	5	1	5	0	12
Will Eliminate Program	0	1	0	0	0	1
No Changes Anticipated	11	38	41	20	0	110
	26	80	66	50	3	225
Special Events						
Will Increase Efforts	12	32	31	16	2	93
Will Decrease Efforts	2	4	2	3	0	11
Will Launch New Program	0	6	2	4	0	12
Will Eliminate Program	1	1	0	0	0	2
No Changes Anticipated	10	37	30	25	1	103
	25	80	65	48	3	221
Telemarketing						
Will Increase Efforts	3	8	7	8	2	28
Will Decrease Efforts	0	2	3	3	0	8
Will Launch New Program	0	2	1	0	0	3
Will Eliminate Program	3	3	2	3	0	11
No Changes Anticipated	16	60	51	34	1	162
	22	75	64	48	3	212
Annual/Recurring Gifts Campaign						
Will Increase Efforts	19	47	40	34	3	143
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	2	4	4	1	0	11
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	4	30	22	14	0	70
	25	81	66	49	3	224
Planned & Deferred Gifts Program						
Will Increase Efforts	21	55	38	33	3	150
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	2	9	6	3	0	20
Will Eliminate Program	0	0	0	2	0	2
No Changes Anticipated	3	15	21	12	0	51
	26	79	65	50	3	223
Overall strategy and methods						
Will Increase Efforts	25	67	51	40	3	186
Will Decrease Efforts	0	0	0	0	0	0
Will Launch New Program	2	3	1	4	0	10
Will Eliminate Program	0	0	0	0	0	0
No Changes Anticipated	0	9	13	5	0	27
	27	79	65	49	3	223
					<i>answered question</i>	232
					<i>skipped question</i>	33

24. What specific initiatives are you planning or considering for this coming year?							
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
Organization-wide Strategic Planning Process							
Yes	13	32	39	29	3		116
Maybe	3	17	10	4	0		34
No	11	30	19	15	0		75
I don't know	0	3	0	2	0		5
	27	82	68	50	3		230
Targeted Strategic Development Planning Process							
Yes	22	47	42	29	3		143
Maybe	2	19	13	9	0		43
No	3	14	8	9	0		34
I don't know	0	2	3	3	0		8
	27	82	66	50	3		228
Branding/positioning campaign							
Yes	12	34	31	25	1		103
Maybe	6	18	11	14	1		50
No	8	25	20	7	0		60
I don't know	1	6	4	3	1		15
	27	83	66	49	3		228
Development of new marketing and communications tools/initiatives							
Yes	17	48	49	32	3		149
Maybe	5	26	14	13	0		58
No	5	9	4	4	0		22
I don't know	0	1	1	1	0		3
	27	84	68	50	3		232
New or redesigned web site							
Yes	13	38	36	26	0		113
Maybe	3	8	11	10	1		33
No	11	31	18	11	1		72
I don't know	0	4	1	3	1		9
	27	81	66	50	3		227
Updating or expanding Information Technology Capabilities							
Yes	12	36	31	21	0		100
Maybe	1	22	13	10	1		47
No	11	20	16	14	2		63
I don't know	3	4	6	4	0		17
	27	82	66	49	3		227
Campaign Planning (or Feasibility) Study							
Yes	8	17	12	13	0		50
Maybe	1	17	5	7	1		31
No	16	43	43	27	1		130
I don't know	1	5	6	3	1		16
	26	82	66	50	3		227
Capital (major gifts) Fund-raising Campaign							
Yes	14	40	28	22	1		105
Maybe	1	11	11	10	0		33
No	9	29	23	14	1		76
I don't know	1	3	4	2	1		11
	25	83	66	48	3		225
						<i>answered question</i>	232
						<i>skipped question</i>	33

25. Does your organization's governing board have a sub-committee focused on fund-raising (or development)?							
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
Yes	15	40	34	25	2	49.8%	116
Yes, BUT it operates infrequently or inconsistently	8	22	18	12	0	25.8%	60
No	4	24	16	12	1	24.5%	57
	27	86	68	49	3		
						<i>answered question</i>	233
						<i>skipped question</i>	32

26. In your opinion, does the organization's governing board understand it's role and importance in fund raising?							
Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
Yes	10	25	17	16	1	29.9%	69
Somewhat	13	46	39	20	2	51.9%	120
No	3	15	12	12	0	18.2%	42
	26	86	68	48	3		
						<i>answered question</i>	231
						<i>skipped question</i>	34

27. Does the development office participate and/or regularly report to the organization's governing board?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
Yes	23	67	46	34	2	76.1%	172
Yes, But inconsistently	0	12	11	2	0	11.1%	25
No	4	6	8	10	1	12.8%	29
	27	85	65	46	3		
<i>answered question</i>							226
<i>skipped question</i>							39

28. Is the organization's C.E.O. actively engaged in fund raising

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
Yes	20	61	45	32	3	69.7%	161
Yes, but inconsistently or ineffectively	5	18	13	9	0	19.5%	45
No	1	7	10	7	0	10.8%	25
	26	86	68	48	3		
<i>answered question</i>							231
<i>skipped question</i>							34

29. Does the organization have an annual fund-raising (or development) plan?

Answer Options	We raised a lot more	We raised more	About the same	We raised less	Significantly less	Response Percent	Response Count
No, we don't have a written plan for annual fund-raising	9	16	17	12	1	24.1%	55
Yes, we have a plan BUT it hasn't been updated nor revised for years	1	3	9	4	0	7.5%	17
Yes, the development staff prepares an annual fund-raising plan for INTERNAL USE	5	38	19	17	0	34.6%	79
Yes, we have a development plan that is coordinated across multiple divisions/departments and reviewed with the board (or other supervisors).	12	24	19	14	1	30.7%	70
I wish I knew	0	1	0	0	0	0.4%	1
Not Applicable	0	1	3	2	0	2.6%	6
	27	83	67	49	2		
<i>answered question</i>							228
<i>skipped question</i>							37

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