

Diversity in Giving

.....
The Changing Landscape
of American Philanthropy



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FOREWORD

By **Emmett D. Carson**

When I first began writing about African-American philanthropy 30 years ago (and later ethnic philanthropy), the phrase was considered an oxymoron. For many, it was inconceivable to think that people of color, who were believed to lack financial resources and a giving tradition, could engage in philanthropy. Today, it has been widely documented, if not fully embraced, that every racial and ethnic group has a rich philanthropic tradition supported by its religious and spiritual beliefs. The Diversity in Giving study advances research in this area by showing that, notwithstanding America's motto of *e pluribus unum* (out of many, one), fundraising in the 21st century will require a differentiated approach tailored to the interests, values, and traditions of the many rather than a one-size-fits-all approach based on the interests, values, and traditions of white Americans.

As people of color become majorities in communities across America, successful nonprofit organizations will need to have a diverse donor base to sustain and grow their operations. The Diversity in Giving study provides invaluable insight about how nonprofit organizations can customize their fundraising approaches to attract diverse donor communities. I would go a step further. Ultimately, the most successful nonprofit organizations will realize that to attract and maintain a diversified funding base will require that their boards, staff, and programming also be diverse. Nothing less than a complete transformation in this regard will be sufficient. For nonprofit organizations courageous enough to undertake this difficult journey, Diversity in Giving is essential reading for getting started.

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INTRODUCTION

America is in the midst of a dramatic cultural shift, but evidence suggests that organized philanthropy may be stuck in the past. As the nation becomes more ethnically and racially diverse, it is more important than ever to consider whether the fundraising playbook is due for an overhaul.

Do our current fundraising efforts reach the full spectrum of Americans who might support them? Are we speaking the language—literally and figuratively—of tomorrow's donors? Do the fundraising channels we depend upon exclude some ethnic and racial groups? Do we have the cultural competency to reach all Americans who might support nonprofits?

We launched this study as a step toward answering these and similar questions.

This paper is based on a survey of 1,096 U.S. adults who say they have donated to a nonprofit organization in the past 12 months.

The survey was conducted in October 2014 using the web-enabled KnowledgePanel®, a probability-based panel designed to be representative of the U.S. population. (See footnote.) The survey was offered in English and Spanish, and it over-sampled African-American, Asian, and Hispanic respondents to facilitate meaningful comparisons among the groups.¹

Overall, we found that white donors are over-represented in the donor universe. We also found that donor priorities, values, and habits differ somewhat as we look at specific ethnic or racial donor sub-groups. In most cases the differences are subtle. In a few cases they are significant. In all cases, they are useful pointers toward a more inclusive approach to fundraising.

1. Initially, participants are chosen scientifically by a random selection of telephone numbers and residential addresses. Persons in selected households are then invited by telephone or by mail to participate in the web-enabled KnowledgePanel. For those who agree to participate, but do not already have Internet access, GfK provides at no cost a laptop and ISP connection. People who already have computers and Internet service are permitted to participate using their own equipment. Panelists then receive unique log-in information for accessing surveys online, and then are sent emails throughout each month inviting them to participate in research.

THE DONOR GAP

Looking at the entire universe of donors, whites are over-represented compared to their overall proportion of the population.¹ In fact, the demographic picture of the donor universe looks more like the racial and ethnic makeup of America in 1990 than that of America today.

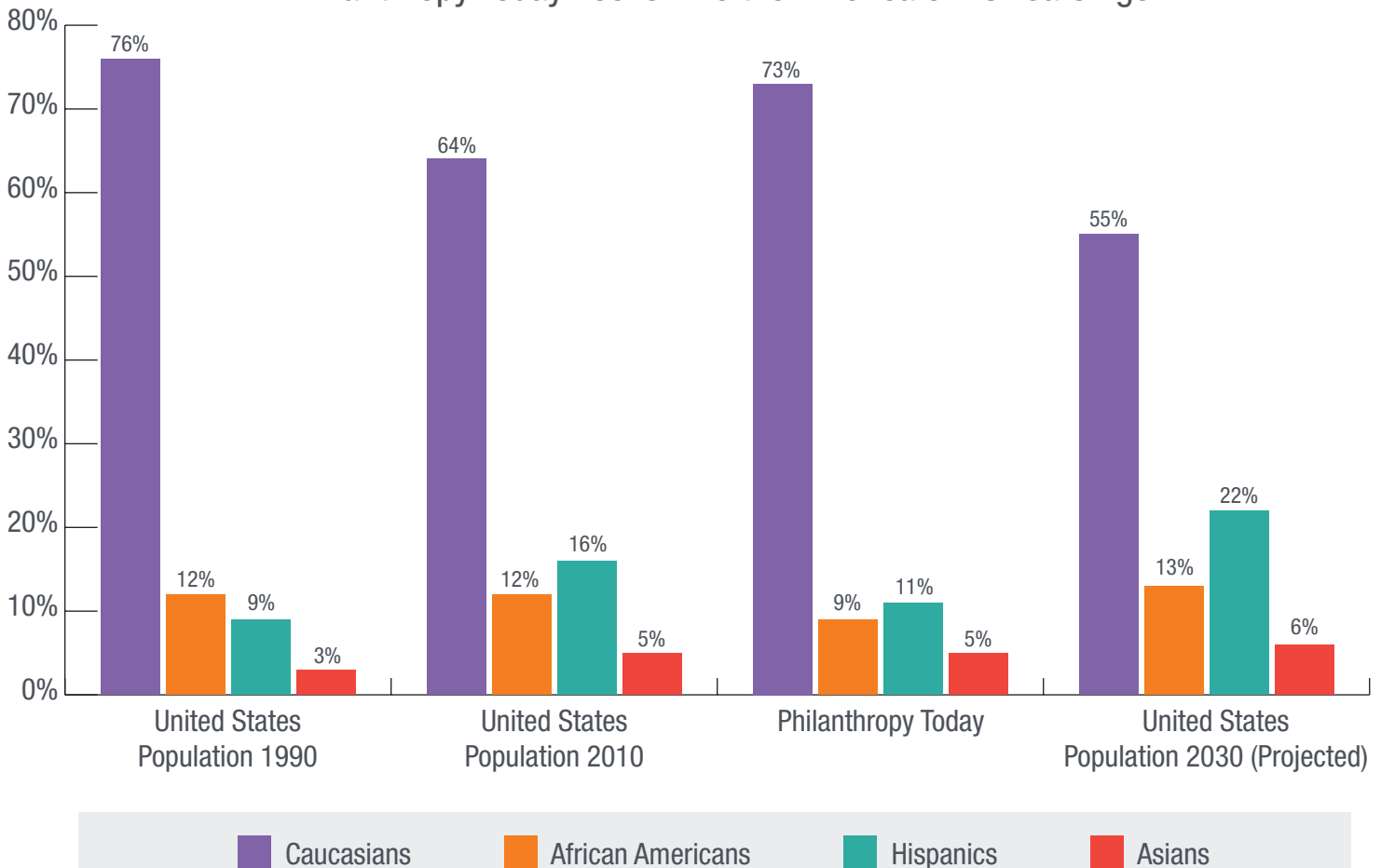
Nearly three-fourths of donors today are non-Hispanic whites, despite the fact that whites make up only 64 percent of the population. Conversely the study finds that both African-Americans and Hispanics are under-represented in the donor universe. Asian donor participation appears congruent with the Asian population size.

This does not suggest that whites are “more generous” than other racial and ethnic groups. Analysis of the data shows that factors such as income and religious engagement are far more significant predictors of giving behavior than race or ethnicity.

The under-representation of African-Americans and Hispanics suggests that organized philanthropy is not doing an adequate job of engaging non-white communities. For instance, African-American and Hispanic donors say they are solicited less frequently. Furthermore, they suggest they would give more if they were asked more often.

The goal for all fundraisers must be to meet all donors where they are, as opposed to using an outmoded one-size-fits-all model. That may necessitate shifts in fundraising channels, in messaging and language, and even in governance. Given the pressing social and economic challenges we face, this effort has never been more important.

Philanthropy Today Looks Like the America of 25 Years Ago



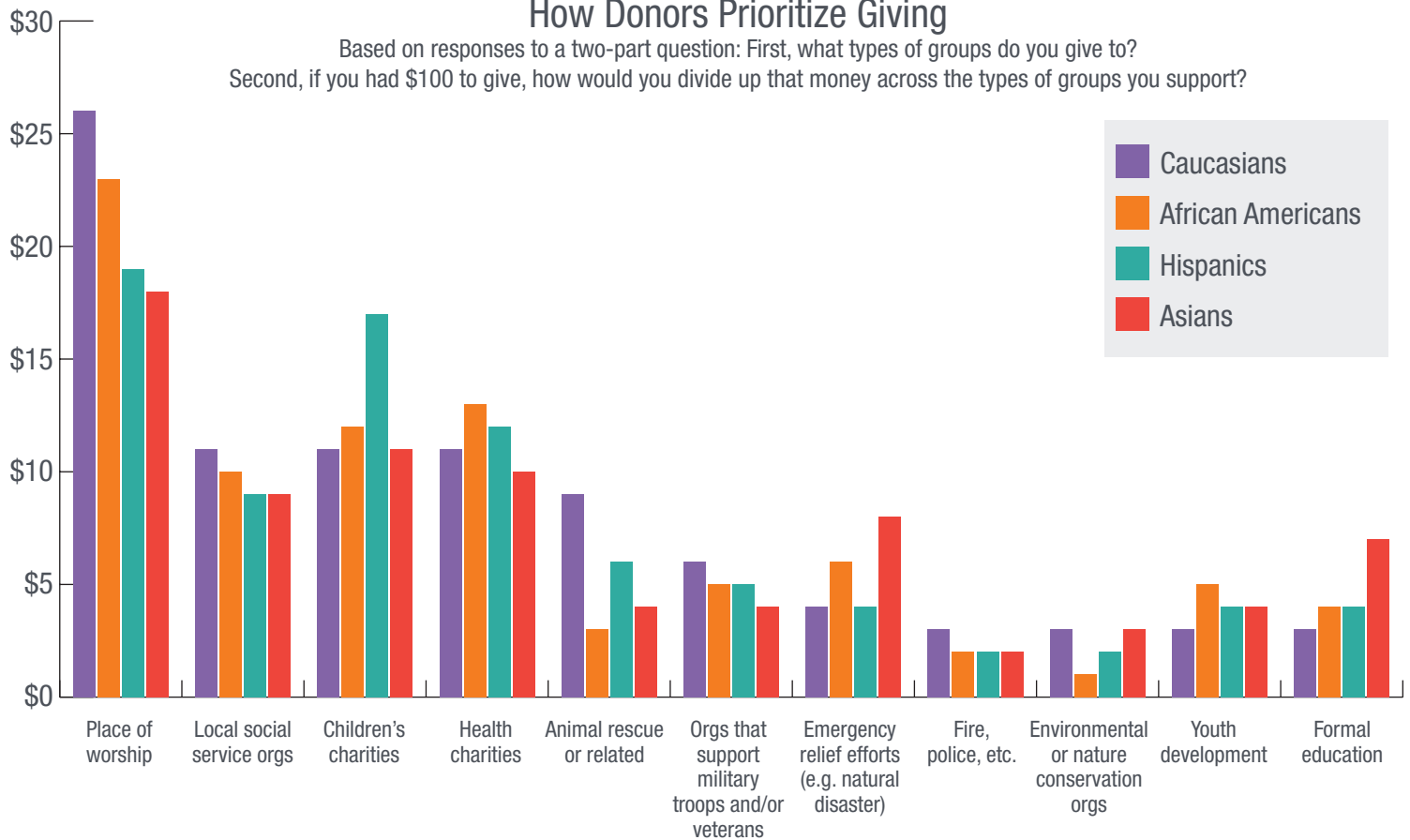
Source: Pew Research Center, The Next America – America’s Racial Tapestry is Changing: <http://www.pewresearch.org/next-america/#Americas-Racial-Tapestry-Is-Changing>

1. Source: 2010 U.S. Census: <http://www.census.gov/2010census/>

OVERARCHING FINDINGS

How Donors Prioritize Giving

Based on responses to a two-part question: First, what types of groups do you give to? Second, if you had \$100 to give, how would you divide up that money across the types of groups you support?



Donors agree on the big things regardless of race or ethnicity. Three core values of civic engagement and giving cross all lines:

- The impulse to help those in need is universal.**
Majorities across all sub-groups believe it is important to support nonprofit organizations. Roughly one in three donate time as well as money by volunteering.
- Religion and faith are both drivers and indicators of giving.**
Religious organizations capture a significant proportion of all money donated. Moreover, donors who report being actively engaged in a faith community are more likely to give—and to give more—to the full spectrum of nonprofits and causes.
- Wealthier individuals donate more in absolute terms than those with mid-level or lower incomes.**
Analysis suggests that household income is a primary predictor

of how much individuals give regardless of race or ethnicity. *This is based on total amount donated, as opposed to percentage of income donated. Other studies suggest that middle and lower income donors generally donate a higher percentage of their income than wealthier individuals.¹*

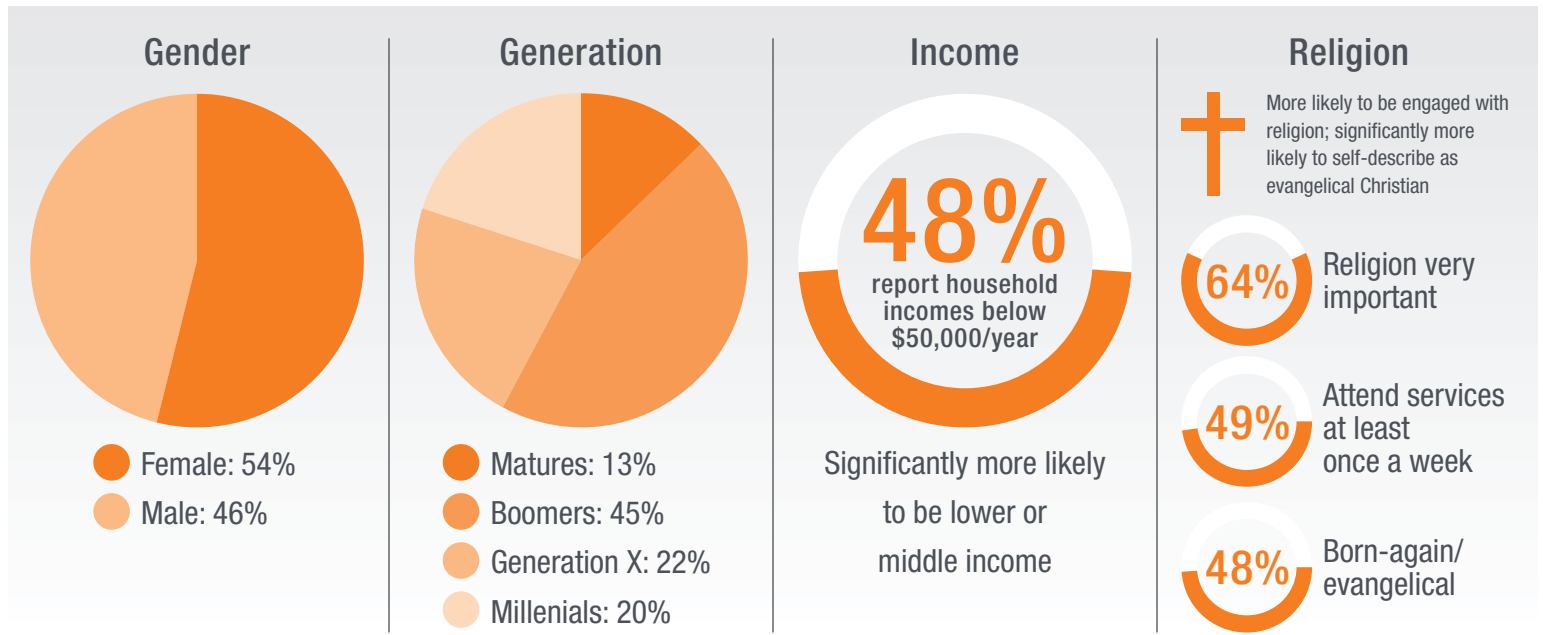
The tables in the appendix summarize giving habits, channel preferences, and priorities for the full donor universe, as well as for each of the study sub-groups.

On the following pages are closer looks at each of the three racial or ethnic² sub-groups we studied: African Americans, Hispanics, and Asians. We do not provide a separate profile of white donors, as these donors so dominate the overall giving universe that little can be learned by looking at them separately.

¹ <http://www.forbes.com/sites/katiasavchuk/2014/10/06/wealthy-americans-are-giving-less-of-their-incomes-to-charity-while-poor-are-donating-more/>

² Race and ethnicity identified using GfK KnowledgePanel variables, adapted from the U.S. Census.

THE AFRICAN AMERICAN DONOR COMMUNITY



At a Glance



Religion and faith are a more important part of philanthropy than among any other group



Not as likely to give through direct response channels, but also not being asked



More than any other group, interested in supporting their unique heritage and community



Giving is more personal and spontaneous; youth development groups are of particular interest

The data suggests that many African-American donors have been left out of mainstream fundraising efforts. Giving via core fundraising channels—direct mail, email, etc.—falls well below the overall average. African-American donors say they are asked to give less often and say they would give more if only they were asked.

Giving Priorities

Religion dominates African-American donors' giving priorities. Half of this group says they donate to their place of worship more than any other nonprofit category. In addition, 75 percent of these donors say giving to their place of worship is important, far more than other donor groups. African-American donors say they give an average of 13 percent of their income to their place of worship, compared with 9 percent of donors overall.

Other nonprofit categories favored by African-American donors include local social service organizations (mentioned by 40 percent), children's welfare organizations (37 percent) and health organizations (37 percent).

One in five support youth development organizations, significantly more than the overall donor population. Similarly, African-American donors are nearly twice as likely to say they support anti-racism or anti-hate groups (12 percent of African-American donors compared with 7 percent overall).

Giving Habits and Attitudes

Compared with the overall donor universe, African-American donors are *more likely* to agree with the following statements:

- "I would support more nonprofits if I was asked more often." (20 percent of African-American donors compared with 9 percent of all donors)

- “I like when nonprofits offer their supporters promotional giveaways (i.e. T-shirts, coffee mugs, etc.)” (46 percent vs. 28 percent)
- “I like supporting nonprofits by participating in social events (i.e. parties, dinners, walks, runs, etc.)” (45 percent vs. 32 percent)
- “I feel it is my responsibility to support nonprofits which positively impact people in the African-American community” (57 percent vs. 43 percent)
- “I tend to give to nonprofits in small ways, like toy or food drives, donations at the grocery store register, etc.” (66 percent vs. 58 percent)

Compared with the overall donor universe, African-American donors are *less likely* to agree with the following statements:

- “I have an idea of how much I will budget for nonprofits each year.” (47 percent of African-American donors compared with 56 percent of all donors)
- “I have an idea of which nonprofits I will give to each year.” (65 percent vs. 79 percent)
- “I am concerned about what portion of the dollars I give to a nonprofit goes to overhead versus the cause.” (60 percent vs. 80 percent)

In addition, African-American donors say they receive fewer requests to donate: an average of 6.2 asks per month compared with 7.3 asks per month for donors overall.



One out of five African Americans says he or she would support more organizations if asked more often

Reaching African-American Donors

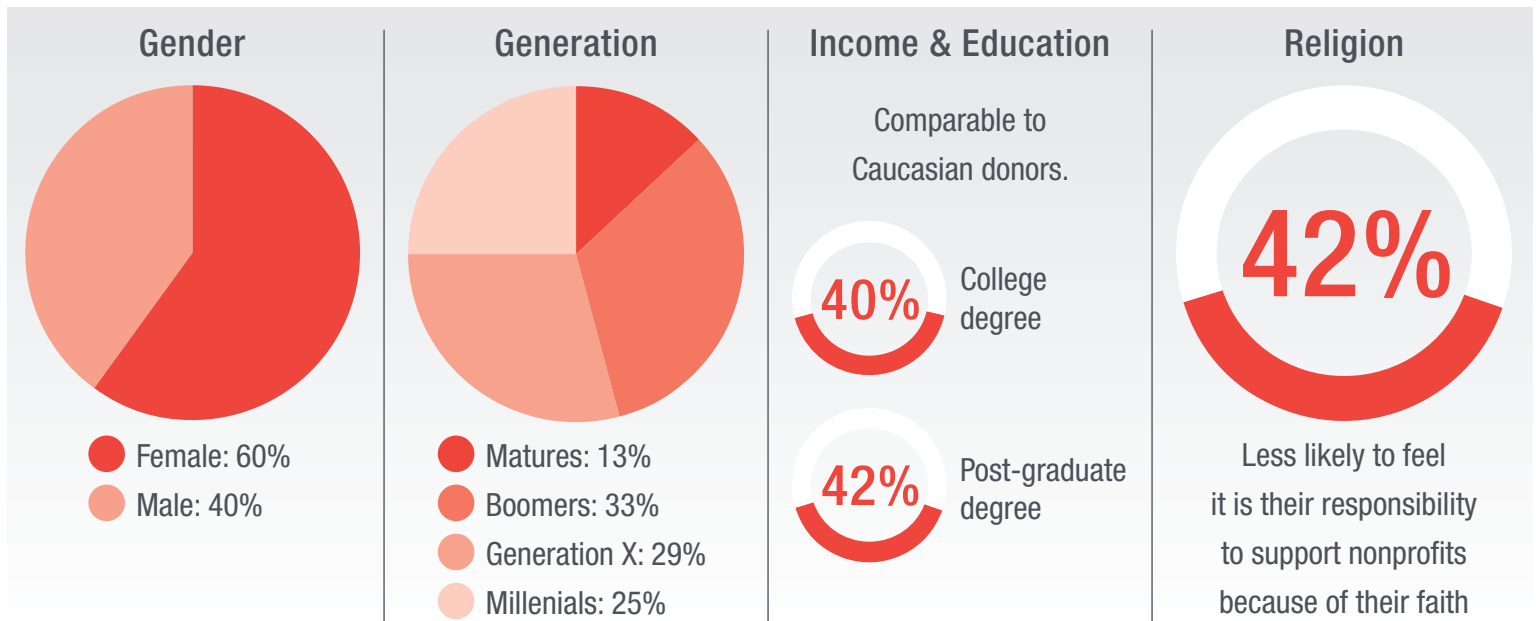
Looking at past giving channels and habits, African-American donors are *more likely* to say they:

- Have made donations at the checkout counter (49 percent of African-American donors compared with 43 percent of all donors)
- Have given to canvassers on the street or at home (28 percent vs. 18 percent)

Looking at past giving channels and habits, African-American donors are *less likely* to say they:

- Have given online via an organization's website (19 percent of African-American donors compared with 31 percent of all donors)
- Have become monthly donors to a cause (11 percent vs. 19 percent)
- Have made a tribute or memorial donation (18 percent vs. 24 percent)

THE ASIAN DONOR COMMUNITY



At a Glance



Generous U.S. donors, even though this group is more likely to have been born outside the U.S.



Younger, well educated, more likely liberal and female



Most technologically connected and willing to use alternative giving channels



Giving priorities are different—more likely to support emergency relief efforts and education; religion not as important as a driver of philanthropy



More likely to plan and research their philanthropy

organizations (35 percent). Place of worship is a close fourth, mentioned by just 34 percent of Asian donors.

While further down the list than the above, Asian donors are more likely than donors as a whole to support emergency relief (29 percent of Asian donors compared with 23 percent overall), formal education (24 percent vs. 16 percent) and youth development (18 percent vs. 14 percent).

Giving Habits and Attitudes

Compared with the overall donor universe, Asian donors are *more likely* to agree with the following statements:

- “I always visit a nonprofit’s website before I become a supporter.” (40 percent of Asian donors compared with 27 percent of all donors)
- “I like when nonprofits offer their supporters promotional giveaways (i.e. T-shirts, coffee mugs, etc.).” (36 percent vs. 28 percent)
- “I am more likely to support a nonprofit when my friends and family ask me to, than if the request comes directly from the organization itself.” (49 percent vs. 45 percent)
- “I prefer to give to organizations that make a difference by changing policies or laws.” (39 percent vs. 45 percent)

Giving Priorities

Place of worship is notably absent from the top three Asian giving categories. Most mentioned categories include health organizations (36 percent), children’s organizations (35 percent), and local social service

Compared with the overall donor universe, Asian donors are *less likely* to say they agree with the following statements:

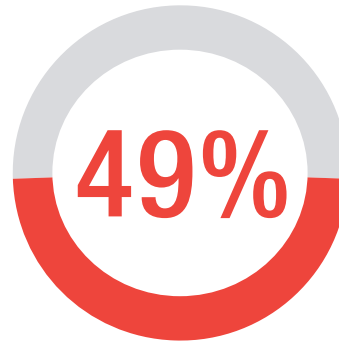
- **“I prefer to give to organizations that make a difference by providing direct services.”** (69 percent of Asian donors compared vs. 76 percent of all donors)
- **“I feel it is my responsibility to support nonprofits because of my faith or religion.”** (27 percent vs. 40 percent)

Reaching Asian Donors

Looking at past giving channels and habits, Asian donors are *more likely* to say they:

- Have given online via an organization’s website (39 percent of Asian donors compared with 31 percent of all donors)

In addition, Asians are nearly twice as likely as other donors to say they have given via a crowdfunding project.

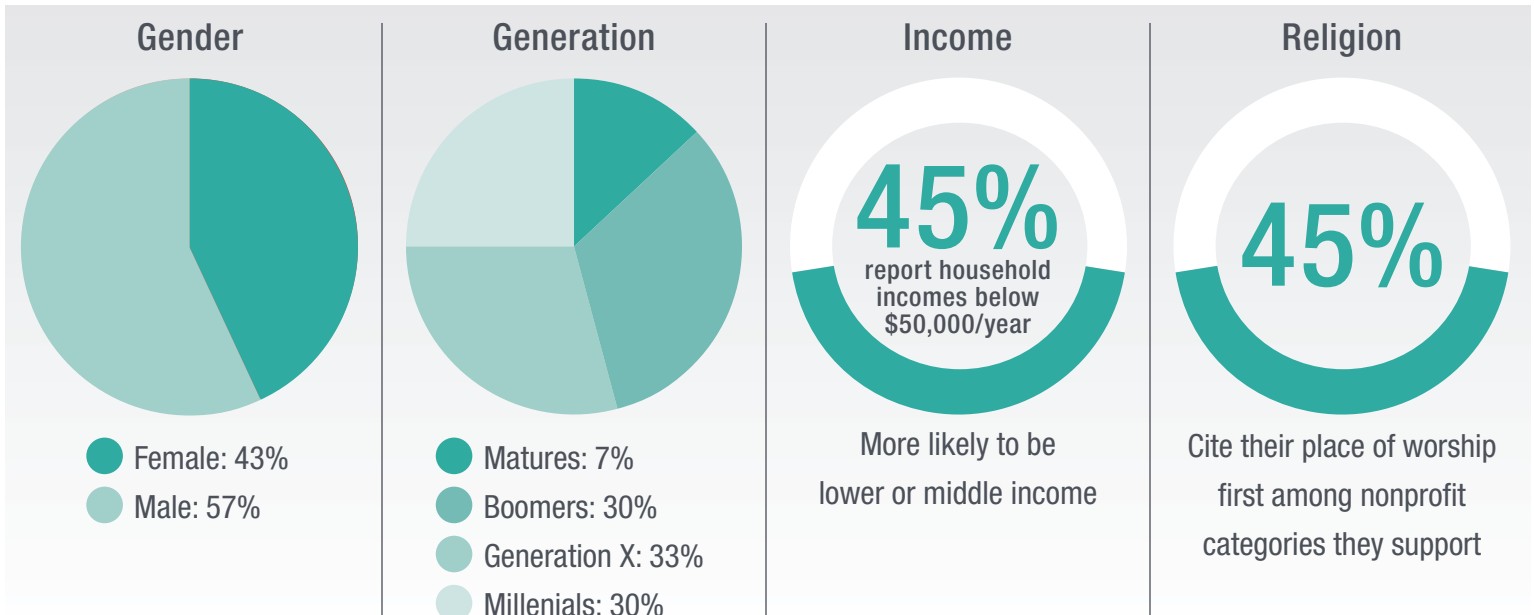


Nearly half of Asians are more likely to support a friend or family’s request for a donation to a cause, and this group is nearly twice as likely to give via crowdfunding.

Looking at past giving channels and habits, Asian donors are *less likely* to say they:

- Have made a tribute or memorial donation (19 percent of Asian donors compared with 24 percent of all donors)
- Added a donation at a grocery store checkout (38 percent vs. 43 percent)

THE HISPANIC DONOR COMMUNITY



At a Glance



Youngest of all groups and most likely to have children in their households



Strong commitment to children's causes



Much more likely to say they give spontaneously, when something pulls at their heart strings



Give larger percentage of income to church than donors overall



Not asked for donations as frequently as others, and not as likely to give through traditional direct response channels; most interested in hearing more from nonprofits

Spontaneity is the hallmark of Hispanic giving. By every measure, Hispanic donors say they are more likely to make their giving decisions “in the moment” based on what pulls on their heartstrings, rather than plan their donations in advance.

In addition, Hispanic donors appear to be underserved by core direct marketing channels. Hispanic donors are also the youngest of all donor sub-groups, and the only one that is majority male.

Hispanic donors with children at home donate significantly more (average \$930/year) than their childless counterparts (average \$618/year).

Giving Priorities

Hispanic donors are most likely to cite their place of worship first among nonprofit categories they support (45 percent). Other categories favored by Hispanic donors include children's organizations

(40 percent), health organizations (31 percent), and social service organizations (30 percent). Hispanic donors, however, are somewhat less likely to give either to health or local service organizations than donors as a whole.

Giving Habits and Attitudes

Compared with the overall donor universe, Hispanic donors are *more likely* to agree with the following statements:

- **“Most of the giving I do is spontaneous and based on who asks me and/or what pulls at my heartstrings.”** (52 percent of Hispanic donors compared with 36 percent of all donors)
- **“I would support more nonprofits if I was asked more often.”** (18 percent vs. 9 percent).
- **“I would like to support more nonprofits I care about, but I don’t know how.”** (21 percent vs. 10 percent)

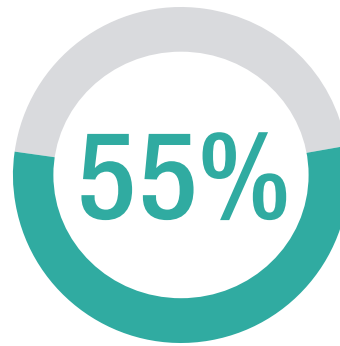
Compared with the overall donor universe, Hispanic donors are *less likely* to say they agree with the following statements:

- **“I have an idea of which nonprofits I will give to each year.”** (57 percent of Hispanic donors compared with 79 percent of all donors)
- **“I have an idea of how much I will budget for nonprofits each year.”** (39 percent vs. 56 percent);
- **“I am concerned about what portion of the dollars I give to a nonprofit goes to overhead versus the cause.”** (63 percent vs. 80 percent).

Reaching Hispanic Donors

Looking at past giving channels and habits, Hispanic donors are *more likely* to say they:

- Have given to canvassers on the street or at home (22 percent of Hispanic donors compared with 18 percent of all donors)



More than half of Hispanics say they prefer appeals in English.

- Have purchased items from commercial vendors like Amazon.com® or Target® where a portion of sales go to support a specific cause (23 percent vs. 18 percent)

Looking at past giving channels and habits, Hispanic donors are *less likely* to say they:

- Have given online via an organization’s website (23 percent of Hispanic donors compared with 31 percent of all donors)
- Have given in response to a postal mail appeal (27 percent vs. 32 percent)
- Have made a tribute or memorial donation (13 percent vs. 24 percent)

English vs. Spanish

Hispanic donors were asked whether they would prefer receiving fundraising appeals in English or Spanish. A majority—55 percent—say they prefer English. Seventeen percent say they prefer Spanish. And an additional 17 percent say they are fine with both. Among Hispanics born outside the United States, preference for Spanish is greater—37 percent prefer Spanish; 31 percent prefer English; and 17 percent prefer both.

CONCLUSION

So how does all this affect the fundraising playbook for the next 20 years?

First, it's not only the playbook that needs review; it's the players themselves. Much has been written about the lack of diversity among fundraisers. Suffice it to say a transformation of the face of giving must start with a transformation within the profession of philanthropy. While foundations have made strides in examining their missions and funding practices, much more needs to be done both by nonprofits and their business partners.

Are African-American and Hispanic donors less likely to give via core direct response channels because they have been left out of the fundraising conversation, or because they truly prefer giving through other channels? We don't know enough to answer that question just yet. But we do have our suspicions.

The first step in solving a problem is recognizing that the problem exists. We have built a one-size-fits-all direct response fundraising machine. We mailed to the households that looked most like the households who responded in the past. We built complex look-alike models allowing us to better fish the same fishing holes for the same donors. Telemarketing and email campaigns became mere extensions of direct mail. Walt Kelly, the creator of Pogo, was correct when he wrote, "We have met the enemy, and he is us."

Here's what we do know:

The color of a person's skin is not a significant predictor of giving amount. Nor is age, education, or how long they have lived in this country. What does drive how much a donor gives is that person's connection to faith or house of worship. The amount a person gives in total dollars maps to total income.

We do know that as long as the fundraising community remains disproportionately white, we are unlikely to reach all Americans who are waiting—and wanting—to help those in need.

These conclusions may be frustrating for fundraisers just looking for some tactical tweaks to their programs. But tactical tweaks won't get us

The future of philanthropy may hinge on our ability to see—and connect with—the America of 2015 and not of 1990.

where we need to go. The changes we need are more fundamental than that. And the future of individual philanthropy may depend on whether we respond to the call.

So what can you do today and tomorrow to enable a more diverse group of Americans to give to your organization?

Just as nonprofits had to imagine new ways to reach Millennials, you will need to create new campaigns—perhaps even new channels—to reach these new donors. Rethink your key performance indicators around reach and retention in your fundraising. Consider appending ethnicity and race so you understand your donors both today and five years from now.

And we'd be remiss not to reference that there are several nonprofits that have very successfully engaged with Hispanics. They have carefully tested what works and raised millions from this generous group. So this can be done and is already being done successfully.

As we wrote above, the future of philanthropy may hinge on our ability to see the diverse America of 2015, not the America of 1990.

APPENDIX

Types of Nonprofits / Charities Donated to in Past Year by Donors

(Rank ordered by total donors, percent who self-report donating to each)	Total Donors	Whites / Caucasians	African Americans	Hispanics	Asians
Place of worship (e.g., church, synagogue, mosque, etc.)	50%	51%	50%	45%	34% ▼
Local social service organizations (e.g., shelters and food banks in your community)	45%	48%	40%	30% ▼	35% ▼
Children’s charities	37%	37%	37%	40%	35%
Health charities	35%	36%	37%	31%	36%
Animal rescue, animal shelters, or other animal protection organizations	25%	27%	12% ▼	21%	16% ▼
Emergency relief efforts in the case of a natural disaster, etc.	23%	23%	19%	17%	29% ▲
Organizations that support military troops and/or veterans	23%	25%	23%	20%	16% ▼
Formal education (e.g., K-12 schools, colleges, scholarship funds)	16%	15%	17%	15%	24% ▲
Fire, police, and emergency rescue organizations	16%	18%	13%	12%	7% ▼
Youth development (e.g., sports, extracurricular activities, out-of-school time enrichment, leadership)	14%	13%	21% ▲	13%	18%
Environmental or nature conservation organizations	12%	13%	8%	11%	16%
Organizations that help the elderly	11%	11%	17% ▲	11%	9%
Human rights and international development organizations, either at home or abroad	9%	8%	9%	11%	12%
Arts or art-related organizations or institutions, including museums and galleries	8%	9%	7%	5%	11%
Election campaigns (federal, state, or local)	8%	9%	9%	5%	5%
Advocacy organizations (groups trying to change policy or legislation)	7%	8%	6%	5%	7%
Victims of crime or abuse organizations	7%	6%	13% ▲	9%	6%
Organizations that fight hate, prejudice, and inequality	7%	5%	12% ▲	9%	8%
Organizations that support immigrants and/or refugee rights	4%	3%	3%	9% ▲	2%
Organizations that fight for gender/marriage equality	3%	3%	3%	4%	3%
Other	8%	8%	7%	8%	12%

▲ Significantly Higher than Total Donors

▼ Significantly Lower than Total Donors

APPENDIX

Giving Channels Used in Past Two Years by Donors

(Rank ordered by total donors, percent who self-report donating to each)	Total Donors	Whites / Caucasians	African Americans	Hispanics	Asians
Added a donation at checkout (i.e., \$1 for a specific organization at the grocery store)	43%	43%	49% ▲	43%	38% ▼
Responded to a letter that came in the mail with a donation by check or credit card	32%	34%	28%	27%	30%
Made a donation online through an organization's website	31%	33%	19% ▼	23% ▼	39% ▲
Made a purchase where a portion of the proceeds helped the organization (i.e., purchasing something from the charity's gift shop)	31%	32%	30%	28%	33%
Wrote a check or made a pledge at a fundraising event	30%	30%	28%	27%	31%
Made a donation in honor of, in memory of, or as a tribute to someone	24%	26%	18% ▼	13% ▼	19% ▼
Donated through a monthly giving program that directly debited from your banking account/credit card	19%	20%	11% ▼	17%	19%
Made a donation to someone who came up to you on the street or to your door	18%	16%	28% ▲	22% ▲	14% ▼
Shopped a third-party vendor (e.g., Amazon or Target) where a portion of your sales goes to help a designated organization	18%	19%	11% ▼	23% ▲	18%
Responded to a phone call from a charity by making a donation or pledge	12%	13%	14%	11%	9%
Responded to an email appeal from a charity by making a donation or pledge	10%	11%	9%	5% ▼	11%
Made a donation online through Facebook, Twitter, or another social networking site	5%	5%	5%	3%	5%
Responded to a television program or advertisement by making a donation	5%	5%	8% ▲	8% ▲	3%
Responded to a radio program or advertisement by making a donation	4%	4%	5%	6%	3%
Through a charitable giving annuity, bequest in your will, or planned donation	4%	4%	5%	3%	4%
Made a donation via a text message/SMS	3%	3%	4%	4%	4%
Other	13%	14%	7%	9%	7%

▲ Significantly Higher than Total Donors

▼ Significantly Lower than Total Donors

APPENDIX

Attitudes about Giving among Donors

(Rank ordered by total donors, percent who self-report donating to each)	Total Donors	Whites / Caucasians	African Americans	Hispanics	Asians
I am concerned about what portion of the dollars I give to a nonprofit / charity goes to overhead versus the cause.	80%	85% ▲	60% ▼	63% ▼	79%
I have an idea of which nonprofits / charities I will give to each year.	79%	84% ▲	65% ▼	57% ▼	76%
I prefer to give to organizations that make a difference by providing direct services.	76%	78%	74%	74%	69% ▼
I feel it is my responsibility to support nonprofits / charities through monetary donations.	64%	66%	60%	55% ▼	61%
I tend to give to nonprofits / charities in small ways, like toy / food drives, donations at the grocery store register, etc.	58%	57%	66% ▲	60%	57%
I have an idea of how much I will budget for nonprofits / charities each year.	56%	59%	47% ▼	39% ▼	56%
I actively research how a nonprofit / charity spends its money before I become a supporter.	48%	50%	36% ▼	47%	49%
I feel it is my responsibility to support nonprofits / charities through personal acts, like volunteering.	47%	47%	54% ▲	44%	51%
I am more likely to support a nonprofit / charity when my friends and family ask me to, than if the request comes directly from the organization itself.	45%	47%	38% ▼	41% ▼	49%
I feel it is my responsibility to support nonprofits / charities because of my faith / religion.	45%	45%	50% ▲	45%	39% ▼
I don't have much time / money to give to nonprofits / charities.	44%	46%	38% ▼	37% ▼	39% ▼
I feel it is my responsibility to support nonprofits / charities which positively impact people in the [INSERT APPROPRIATE: African-American, Hispanic, Asian] community.	43%	-	57% ▲	35% ▼	33% ▼
Most of the charitable giving I do is spontaneous and based on who asks me and/or what pulls at my heartstrings.	36%	33%	40%	52% ▲	37%
I like supporting nonprofits / charities by participating in social events (e.g., parties, dinners, walks, runs, etc.).	32%	31%	45% ▲	35%	35%
I like when nonprofits / charities offer their supporters promotional giveaways (e.g., t-shirts, coffee mugs, etc.).	28%	25%	46% ▲	35% ▲	36% ▲
I feel it is my responsibility to support nonprofits / charities by signing petitions or engaging in other forms of advocacy on their behalf.	27%	26%	32% ▲	33% ▲	28%
I always visit a nonprofit / charity's website before I become a supporter.	27%	26%	26%	32% ▲	40% ▲
I prefer to give to organizations that make a difference by changing policies / laws.	24%	22%	34% ▲	27%	29%
I like to promote the nonprofits / charities I care about to my friends / family through email and social networking sites.	23%	22%	29% ▲	30% ▲	27%
I would like to support more nonprofits / charities I care about, but don't know how.	10%	8%	17% ▲	21% ▲	12%
I would support more nonprofits / charities if I was asked more often.	9%	7%	20% ▲	18% ▲	11%

▲ Significantly Higher than Total Donors

▼ Significantly Lower than Total Donors

ACKNOWLEDGMENTS

We are indebted to the colleagues who supported this work. In addition to Mark Rovner of Sea Change Strategies and Dennis McCarthy of Blackbaud, who penned this report, and Pam Loeb of Edge Research, who led the research team, we extend our sincere gratitude to the following team members. Without their support, this paper would not be what it is today.

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ABOUT THE CONTRIBUTORS

About Edge Research

Edge Research is a premier marketing research firm servicing nonprofits, associations, and corporations. Over the past 20 years Edge has helped dozens of nonprofits move to a donor-centric mindset. Research insights guide clients on how to communicate with their audiences more effectively, retain and grow their donor base, and make the changes needed to cultivate the next generation of supporters.

About Sea Change Strategies

Sea Change Strategies is a boutique consulting practice recognized for helping remarkable causes raise more money by building better donor relationships. They have been honored to serve causes including the National Audubon Society, Defenders of Wildlife, International Rescue Committee, Monterey Bay Aquarium, Southern Poverty Law Center, and Amnesty International USA.

About Blackbaud

Serving the nonprofit, charitable giving and education communities for more than 30 years, Blackbaud (NASDAQ:BLKB) combines technology solutions and expertise to help organizations achieve their missions. Blackbaud works in over 60 countries to support more than 30,000 customers, including nonprofits, K12 private and higher education institutions, healthcare organizations, foundations and other charitable giving entities, and corporations. The company offers a full spectrum of cloud and on-premise solutions, and related services for organizations of all sizes, including nonprofit [fundraising and relationship management](#), [eMarketing](#), [advocacy](#), [accounting](#), [payment](#) and [analytics](#), as well as [grant management](#), [corporate social responsibility](#), [education](#) and other solutions. Using Blackbaud technology, these organizations raise, invest, manage and award more than \$100 billion each year. [Recognized as a top company](#), Blackbaud is headquartered in Charleston, South Carolina and has operations in the United States, Australia, Canada, the Netherlands, Ireland and the United Kingdom. For more information, visit www.blackbaud.com.

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