



A BETTER WAY:

A National Study of Nonprofit Leadership & Fundraising in a Rapidly Changing World



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| INTRODUCTION ▶▶

Nonprofits face a multitude of complex challenges today. Not unlike every other aspect of the economy, nonprofit organizations and those who lead them are grappling with a complicated and rapidly changing labor market, increased demands for higher quality engagement and experiences from supporters, economic pressures that impact both revenue and cost, and ever-changing and increasing community needs that must be addressed every day.

We are living today in an era of constant change and friction. Nonprofit C-suite leaders and the fundraisers who support their organizations spent the last three years living and navigating through this constant change. Coming out of the COVID-19 pandemic and subsequent economic crisis, we sought to understand how both fundraisers and nonprofit leaders see the world today. Where do their perspectives align, where are they disconnected, and what does this mean for the sector at large?

One recent report - published by Giving USA - showed that giving to charities in 2022 dropped more than 10% since the prior year. This decline in giving - among the largest on record - comes as many organizations' finances are already being strained by record-high inflation.

What's more, Independent Sector found that fewer Americans trust nonprofits now than they did in 2020. Over a longer period, trust in organized religion has also dropped, from 68% in 1975 to just 31% in 2022.

Simply put,

Trust in organizations is at an all-time low in our nation.

According to our research, nonprofit leaders generally recognize that things are not as they should be within their organizations. They see numerous areas lacking excellence, they doubt the wisdom of their organization's current strategic direction, and they believe their organization's fundraising is focusing on the wrong priorities.

These findings should sound the alarm for nonprofit board members and organizational leaders. Yet, our findings also indicate a considerable disconnect between how fundraisers and nonprofit frontline staff perceive the challenges of the day and how their organizational leaders see things. That too should be a caution to the sector at large.

DickersonBakker's annual study of nonprofit leaders and staff examines key areas where respondents believe change is necessary. Our goal in commissioning this research is to help spark change across the sector, and to inspire nonprofit boards, C-suite leaders, and frontline staff to embrace a better way of leading, developing talent, engaging supporter audiences, and delivering mission impact.

“We live in a time of disruption. I've been fundraising professionally for over three decades. For most of that time, fundraising was a predictable science. An organization could do the same things year over year and expect reliably good results. That's no longer true.”

— Derric Bakker
President,
DickersonBakker

| KEY FINDINGS ▶▶

1. Things are not as they should be:

Survey respondents across all categories generally agree—improvements are needed. Most leaders do not rate their organization as ‘excellent’ in any of ten areas, and say at least one area is badly in need of improvement.

2. Staffing and donor relationships are critical areas for improvement:


When leaders and staff were asked to rate their organization’s effectiveness in ten different areas, from staff compensation to fundraising strategy, two issues consistently came up: 1) having enough qualified staff for effective fundraising, and 2) too few mechanisms to gain meaningful feedback from donors.

3. Nonprofit employees want inspired leaders with bold vision:

Nonprofit employees ranked vision, relationship building, inspiring trust, and having strong communication skills to be the most valued elements of leadership.

4. A perception divide exists between CEOs and frontline staff:

Staff members give their organizations a lower overall rating when compared to the ratings of the C-suite leadership. On average, executives are more convinced they are effectively displaying key attributes of leadership qualities than are the people they are leading. CEOs are more likely to be convinced they are using the right fundraising health measure than are other C-suite executives, who in turn are more likely to believe this than other staff.



HERE'S
WHAT WE
LEARNED

5. Overwhelming majority of fundraisers desire new strategies for success:

94% of all respondents would like to see their organization shift its fundraising strategies.

6. The nonprofit sector is grappling with a serious crisis of misalignment:

Both leadership and fundraising staff agree that their focus is misdirected, yet astonishingly, about half of the organizations examined in the study are sticking to their traditional methods year over year, risking a repeat of previous outcomes.

7. Relationship changes everything:

Not only are relationships crucial within an organization, they are crucial for effective fundraising. When asked whether their organization should focus more on raising near-term revenue or building long-term relationships with donors, the majority of leaders and staff have a desire to prioritize relationships:

- 56% want more focus on relationships with Mass-Market donors; 16% on near-term revenue.
- 50% want more focus on relationships with Mid-Level donors; 20% on near-term revenue.
- 46% want more focus on relationships with Major Donors; 19% on near-term revenue.

8. Major donors stand out from the pack:

85% of respondents said that prioritizing either acquiring new major donors or retaining and developing current major donors was most important to them.

9. There is a call for rethinking how fundraising health is measured:

66% of respondents feel their organization values the wrong metric for understanding fundraising health and 45% believe the top measure should be donor retention.

10. Mass market donor acquisition efforts can be deemphasized:

In 54% of cases, focusing on retaining and nurturing mid level and major donors and pursuing new major donors is seen as more important than acquiring new mass market donors.



HERE'S
WHAT WE
LEARNED

STUDY FINDINGS



Staffing and donor relationships are critical areas for improvement.



When respondents rate their organization on ten different areas, we see widespread perceptions that things are not as they should be.

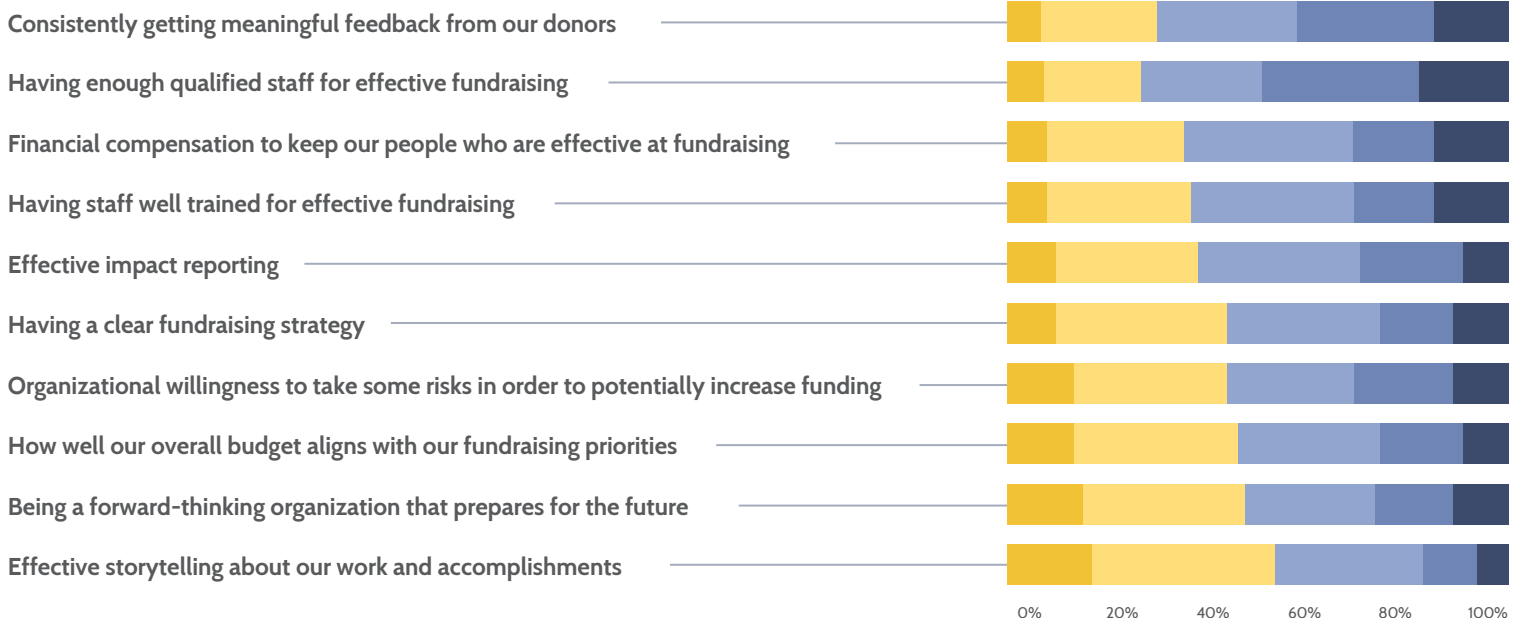
The highest rated area was called 'excellent' by fewer than 20% of respondents, and 56% did not rate their organization as 'excellent' in any area. 75% of respondents see at least one area within their organization that is badly in need of improvement.

The research shows small organizations tend to struggle more than larger ones. What's more, a trend we see in several areas of data in this report is that a disconnect exists between the opinions of C-suite executives and staff. Staff members generally rate their organizations lower when compared to the ratings of the C-suite leadership.

EXCELLENT

NEEDS A LOT OF WORK

How are we doing?



EFFECTIVE LEADERSHIP

IN DONOR-SUPPORTED ORGANIZATIONS



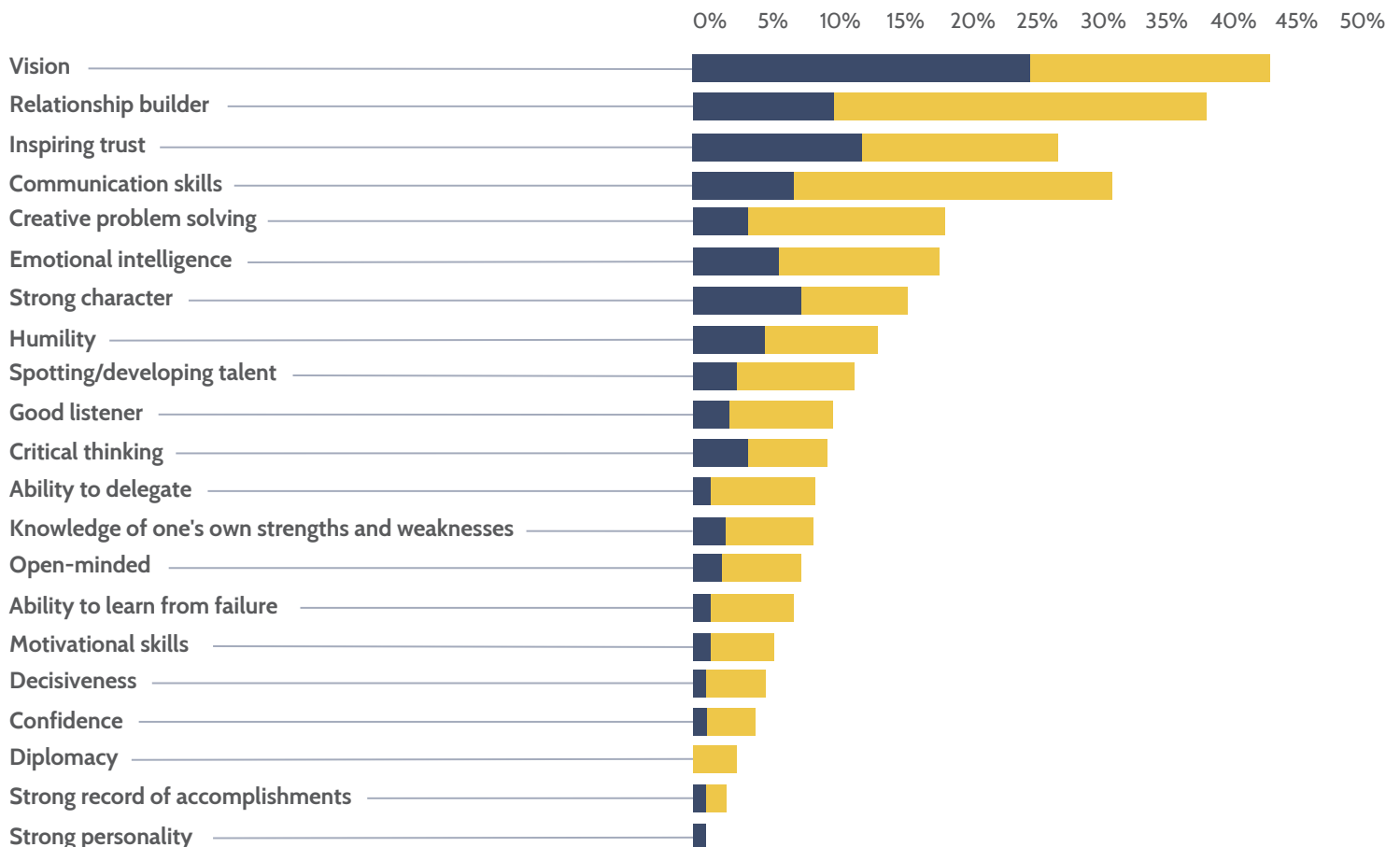
When fundraisers and leaders were asked which characteristics are most important for a leader to possess, they gave top marks for vision, relationships, inspiring trust, and strong communication skills. On the other hand, they placed less emphasis on personality, accomplishments, diplomacy, and confidence.

Most Important Elements of Effective Leadership

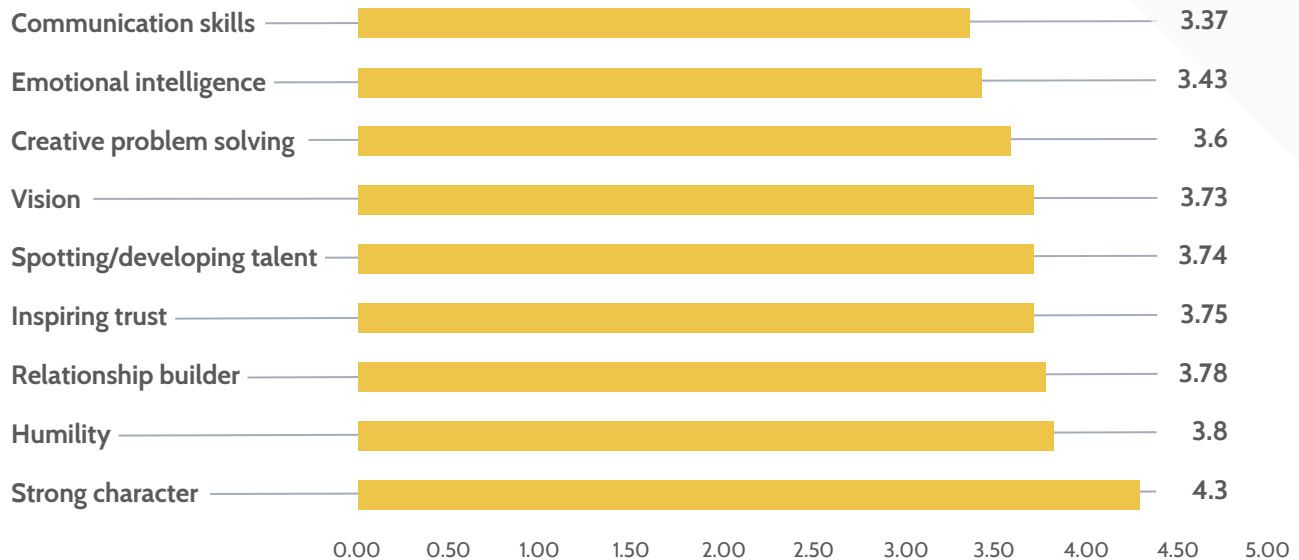
What are the most important elements of leadership in a donor-supported organization? We gave respondents 21 options and asked them to choose their top three.

1

2 OR # 3



HOW CURRENT LEADERSHIP IS RATED ON KEY ATTRIBUTES

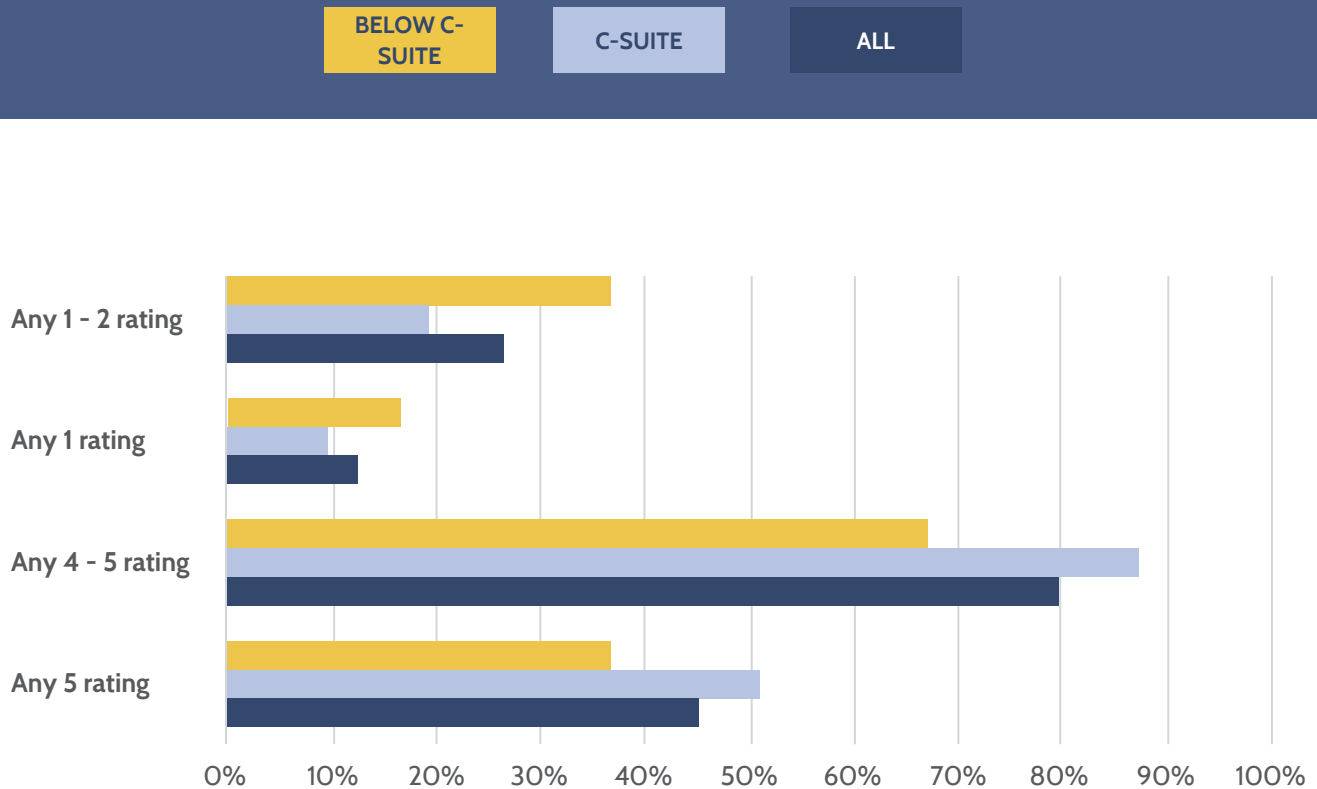


Of the top nine elements of effective leadership, respondents generally rated current leadership highest for having strong character, and lowest for possessing emotional intelligence and strong communication skills.

“Emotional intelligence plays an indispensable role in navigating change and leading through challenges. It’s the bridge between intention and execution, between vision and reality. As the urgency for transformative leadership mounts, nonprofit leaders are reminded: your vision lights the path, but it’s emotional intelligence and transparent communication that ensures the organization’s success.”

— Amber Christoferson
Group Vice President,
Executive Search

COMBINED RATINGS OF KEY LEADERSHIP ATTRIBUTE EFFECTIVENESS



While CEOs and frontline fundraisers generally agree on the characteristics that make for great leadership, a significant gap exists in how they rate current leadership on those very traits.



This data demonstrates the need for more transparent and candid communication in and through organizations. Leaders generally aren't communicating out, and staff feel that in various ways. The consequence is often an erosion of trust.

HOW LEADERS CAN STRENGTHEN COMMUNICATION SKILLS

1. Prioritize seeking feedback:

Encourage two-way dialogue rather than a one-way stream of information. CEOs should invite team members to share their thoughts, perspectives, and concerns openly.

2. Embrace a culture of curiosity:

Leaders should cultivate a culture of curiosity by encouraging their teams to question the status quo and to challenge existing thinking to achieve greater clarity and alignment across the organization.

3. Ensure consistency in communication:

Consistent communication helps staff to stay informed and feel connected to the organization. CEOs can use video updates, newsletters, weekly email updates, or regular all-hands meetings to share key information about the organization's achievements, challenges, and strategic direction.

4. Maintain transparency and honesty:

It's essential for leaders to be open about the current state of the organization and its future direction. This will ensure that all staff members are on the same page and understand the rationale behind decisions. Transparency fosters trust, and trust is the bedrock of effective leadership.

5. Establish clear roles and expectations:

It is important that the CEO defines the roles of different individuals and teams, and communicates expectations clearly. This clarity helps to ensure that everyone understands their role in the larger picture, fosters a sense of ownership, and reduces confusion and frustration. Regular feedback and recognition of individual and team contributions will also boost morale.

6. Get Coaching:

To support these transformation efforts, consider engaging the services of an executive coach.

A leader's ability to develop emotional intelligence is crucial to effective management of teams, building strong relationships, and navigating complex interpersonal dynamics.

Key components of emotional intelligence for leaders:

Self-Awareness

Leaders with high EI are aware of their own emotions and can identify and understand them accurately.

Self-Regulation

Managing your emotional reactions during challenging or high-pressure situations.

Motivation

Emotionally intelligent leaders are driven by passion and purpose.

Empathy

A person with empathy understands and shares the feelings of others.

Social Skills

Strong interpersonal skills are crucial for leaders. This involves effective communication, conflict resolution, and the ability to build rapport and collaborate with diverse individuals.

Active Listening

The leader should listen actively to his or her team members without interrupting or offering immediate solutions.

Adaptability

Emotionally intelligent leaders are flexible and able to adapt to changing circumstances.

Conflict Resolution

The ability to resolve conflicts constructively and empathically is a characteristic of leaders with high EI.

Feedback & Development

EI enables leaders to provide feedback in a way that is constructive and supportive. They focus on the growth and development of their team members, helping them reach their full potential.

Cultural Sensitivity

Being emotionally intelligent includes being culturally sensitive and respectful of different perspectives and backgrounds.

SUCCESSION PLANNING ▶▶

Succession planning is a process of developing talent to replace executive, leadership, or other key employees when they transition to another role, leave the company, are let go, retire, or die. For nonprofit organizations, succession plans are critical. Having a well thought-out plan prevents organizational chaos and disruption to programs and projects that are crucial to the mission of the organization.

What is the current state of succession planning among the nonprofit leaders and staff we surveyed?

IN MOST CASES, BOTH LEADERS AND STAFF ARE IN THE DARK ABOUT THEIR ORGANIZATION'S SUCCESSION PLANS

69% of non-CEOs don't know about a plan for how to replace their leaders when this becomes necessary.

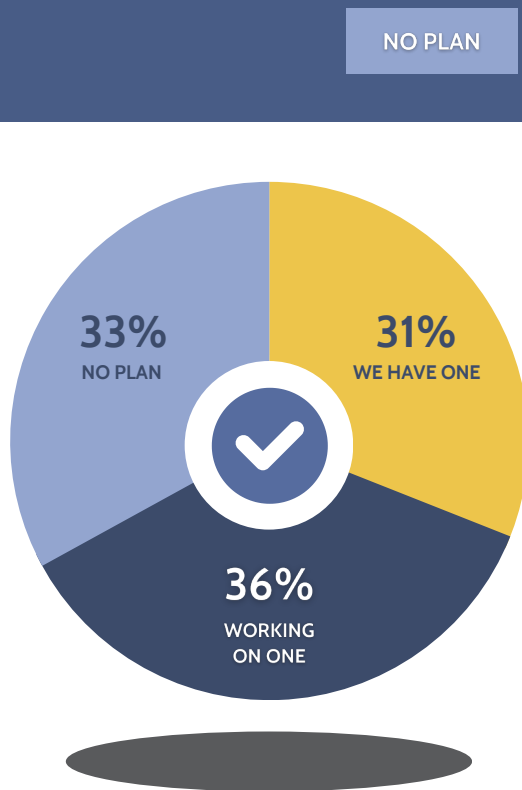
Only **31%** of CEOs have a plan for their successor.

16% have a plan, but only a small group of senior-level leaders know about it.

8% have a plan that hasn't been shared with anyone.

8% say they have a replacement plan for their role that's known to many people in the organization.

CEOs ON SUCCESSION PLANS



This data demonstrates the need for more transparent and candid communication in and through organizations. Not knowing what's next can hurt morale. Even with a younger CEO, employees need to know that there are plans for emergencies, disasters, and replacements.

Beyond building trust, having a succession plan is important for the organization's health, or even its survival, down the line. Done well, CEO succession and transition planning can increase a nonprofit organization's chances of moving forward with a CEO who will lead the organization successfully into the future.

ELEMENTS OF HEALTHY SUCCESSION PLANNING

Identify the positions needing successors:

This concept isn't just about the top leader in an organization. It's about all positions that could need a replacement if someone leaves. Ask yourself these questions:

- When will the position likely be vacant?
- How would daily operations or income be affected if this role were suddenly empty?
- Does this role require unique skills or knowledge?
- Are there any inside candidates who could take over this role today?
- Is it challenging to find qualified external hires for this role?

BE PROACTIVE

- **Begin Early:** Start planning before the time you think about leaving your position. This way, your organization can continue functioning smoothly even after you're gone.
- **Create Talent Pipelines:** Before you can identify successors for key roles, you need to ensure that you're creating the tools and processes to identify high potential talent in your organization early on, and developing coaching, mentoring, and development pathways to help them grow in the capacities that are essential for organizational leadership.
- **Choose a Successor:** Identify the person who will take your place well before you plan to exit, in order to have ample time to train them and prepare them for their new role. This is easiest if you have internal candidates, but many organizations determine the need to recruit outside talent. In those cases, it might be advantageous to engage an executive search firm to help you source and recruit the best possible candidate for each position.
- **Plan the Training Process:** The creation of a top-tier talent development process is another significant responsibility of a CEO. This involves creating forward-looking development plans for potential internal candidates and cross-training them for different roles within the organization.
- **Always Be Prepared:** Remember, succession planning is not just for when you plan to leave. It's also essential to have a plan for unexpected departures, like emergencies or sudden changes in leadership.

COMMUNICATE

- **Meet With Everyone Involved in Your Plan:** Schedule a meeting with all key stakeholders and share the process you're following to make these key decisions.
- **Provide Training:** The current employee should be prepared to provide training for their replacement.
- **Timeline and Onboarding Process:** Decide on a timeline for when a transition will happen. Work with key stakeholders to develop a leadership onboarding process (even for internal candidates), and gain agreement from stakeholders on the timing for these important leadership transitions.

It's common for CEOs to have a tough time when it comes to starting the process of passing on some of their duties to those who might eventually take over their roles. This can be an emotional period where CEO's grapple with feelings of loss of identity, regret for not having achieved everything they hoped to achieve, etc. However, providing these potential successors with opportunities to learn and improve their skills for the CEO or other leadership role is a crucial step the current leader can make. By giving them space to grow, they can prepare themselves for future challenges and responsibilities.

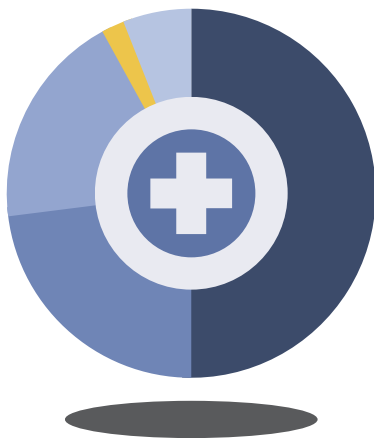
Does your organization have a succession plan yet?

If your organization needs help developing a succession plan, reach out to our team at DickersonBakker for a confidential conversation about preparing for your future.

| MEASURING FUNDRAISING HEALTH ▶▶

Seven percent of respondents have no idea what their organization values most as a measure of fundraising health. Among those who do, gross revenue growth is by far the most common metric. It's a convenient, easy to calculate, and widely known measure, but our research shows there is widespread alignment among leaders and staff that there are better ways to measure fundraising success.

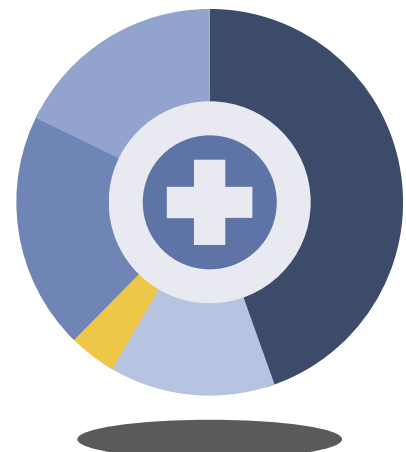
THE MEASURE OUR ORGANIZATION CURRENTLY VALUES MOST



2%	Donor File Size
6%	How Many Increase Giving
19%	Maximize Net Revenue
23%	Donor Retention
50%	Gross Revenue Growth

THE MEASURE OUR ORGANIZATION SHOULD VALUE MOST

4%	Donor File Size
14%	Maximize Net Revenue
18%	Gross Revenue Growth
20%	How Many Increase Giving
45%	Donor Retention



When we ask people which metric their organization should value most, things change dramatically. An overwhelming 66% of respondents say their organization values the wrong metric for understanding fundraising health. Only 18% believe gross revenue growth should be the top metric, while 45% believe the most important metric should be donor retention. 19% believe more focus should be on the proportion who increase their giving, and 14% believe maximizing net revenue should be the top metric.



66% of all respondents believe their organization focuses on the wrong measure of fundraising health. This includes **48%** of CEOs, and a whopping **80%** of all other staff.

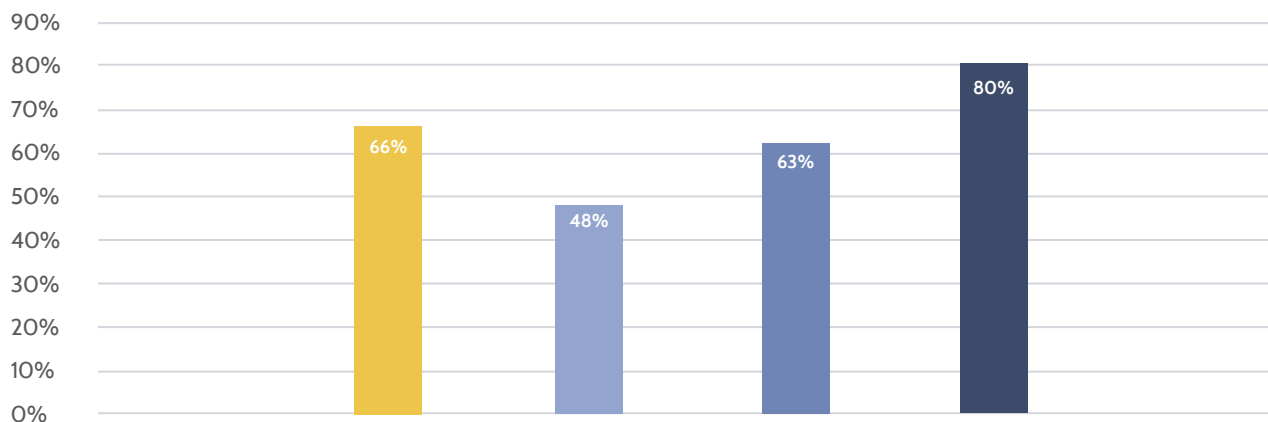
We Focus on the Wrong Measure of Fundraising Health

ALL

CEO'S

OTHER
C-SUITE

STAFF



As we have seen in other areas of this study, a disconnect exists between leaders and staff. **48%** of CEO's think their organization is using the wrong indicators to measure fundraising health, while **80%** of fundraising staff believe their organizations are measuring the wrong health indicators. This significant disconnect suggests that there is a deep divide between CEO's and their fundraising staff, and this is likely costing organizations in talent, dollars, and impact.

Two-thirds of respondents think we're not correctly evaluating fundraising, yet something is getting in the way of changes happening.



WHAT STEPS CAN YOU TAKE TO PROMOTE THE NEEDED CHANGES IN YOUR ORGANIZATION? ►►

- Address the resistance to change: It's a universal trait that people resist change, especially in established organizations where certain processes and metrics have been in use for a long time. The C-suite, despite understanding the need for change, may find it difficult to enact because of inertia, fear of the unknown, or resistance from various stakeholders.
- Consider the long game: Fundraising is often measured in terms of immediate dollars raised, not long-term value. This can lead to an overemphasis on volume and short-term gains, instead of long-term donor relationships and sustainability. Many organizations focus on the amount of money raised without taking into account the happiness and retention of donors, which are key indicators of long-term flourishing.
- Anticipate the barriers: Think about what might stop your changes from happening and process strategies for how to beat them. Challenges can come in the form of leadership instability, stakeholder resistance, scarce resources, and competing demands. Change is difficult, and having a backup plan keeps your nonprofit on the path despite obstacles.
- Give it time: As you make changes to how you track your nonprofit's fundraising metrics, be patient. Data collected over a short amount of time may not reflect your organization's actual performance. Time will reveal the true patterns and consistent trends that you can act on.



MASS MARKET DONOR INSIGHTS

When it comes to mass-market donors:

49% report doing the same thing year after year when it comes to their organization's ability to adapt mass-market donor fundraising efforts toward what is most effective.

53% see their organization as willing to take risks, anywhere from very slightly to completely, and try new things with mass market efforts; **30%** call their organization risk averse.

33% say it's difficult to shift mass market budgets quickly.

56% want more focus on building long-term relationships with mass market donors; **16%** want more focus placed on near-term revenue.

Only **8%** see their organization as highly effective at building relationships with current mass market donors.

Only **6%** say they are highly effective at building relationships with potential mass market donors.

Only **11%** have a specific strategy for getting regular feedback from mass market donors.

80% of respondents feel their communications to mass market donors do not achieve the right mix of asking for money, but they are almost equally split between feeling the organization should ask for money more often and believing they should ask for money less often.





MID LEVEL DONOR INSIGHTS

When it comes to mid level donors, the story is strikingly similar to mass market donors. Leaders and frontline staff overwhelmingly agree that they are not focused on the right things, yet nearly half of all organizations surveyed continue to do what they've always done.

When it comes to mid level donors:

46% report doing the same thing year after year when it comes to their organization's ability to adapt mid level donor fundraising efforts toward what is most effective.

48% say their organization is on the side of willing to take risks and try new things with mid level donor strategy.

40% feel their mid level fundraising budgets can be quickly shifted to be responsive to the marketplace.

50% want more focus on building long-term relationships with mid level donors.

51% want to increase focus on asking mid level donors to give out of their assets vs. cash accounts.

51% say their organization's communications should focus on asking for money less frequently than they do.

Only **16%** say their organization has a specific strategy for getting regular feedback from mid level donors.

Only **7%** see their organization as highly effective at building relationships with current mid level donors.

Only **3%** say they are highly effective at building relationships with potential mid level donors.

Only **19%** strongly agree their organization has an intentional strategy for treating mid level donors differently from other donors.

▶▶ MAJOR DONOR INSIGHTS

85% of respondents say that prioritizing either acquiring new major donors or retaining and developing current major donors was most important to them.

Major Donors stand out from the pack

38% report doing the same thing year after year when it comes to their organization's ability to adapt major donor fundraising efforts toward what is most effective.

46% see their organization as at least somewhat willing to take risks and try new things with major donor fundraising efforts; **37%** call their organization risk averse.

48% feel their major donor fundraising budgets can be quickly shifted to be responsive to the marketplace while **29%** say it's difficult to shift their budgets quickly.

46% feel their organization needs to increase emphasis on long-term relationship building over near term revenue with major donors, including **12%** who feel this way very strongly.

55% want to do more to ask major donors to give out of their assets vs. their cash accounts.

68% feel their communications to major donors do not achieve the right mix of asking for money. **42%** feel they should ask for money less often.

Only **28%** see their organization as highly effective at building relationships with current major donors.

Only **6%** say they are highly effective at building relationships with potential major donors.

58% of respondents say their organization lacks a solid strategy for treating major donors uniquely.



RELATIONSHIP CHANGES EVERYTHING



Not only are relationships crucial within an organization, they are crucial for effective fundraising. There is a strong desire among leaders and staff to prioritize **relationships with donors** ahead of near-term revenue.

56% want more focus on relationships with Mass-Market donors; **16%** on near-term revenue.

50% want more focus on relationships with Mid-Level donors; **20%** on near-term revenue.

46% want more focus on relationships with Major Donors; **19%** on near-term revenue.

What type of experience do donors want?

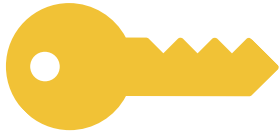
- To know that you received their gift, and that it made an impact.
- To see, hear, and feel the change that is made possible through their giving.
- A higher level of connection to your cause and value greater access to your leaders, board members, and program participants.
- To know you value them for who they are, not just for how much money they give.
- To feel confident that they can trust you with their money.
- To solve big problems in society.
- A positive experience when they interact with you.
- The opportunity to evaluate your programs and invest in areas that align with their personal values and philanthropic objectives.
- A prompt and pleasant response when they have questions or concerns about your work and relationship.
- To be seen and treated like insiders and partners, not just external cash machines.

It's why we believe deeply—and are in agreement with the majority of respondents—that the end goal is building lasting relationships with your supporters, not just raising money today.

In fact, we believe that **relationship changes everything** ►►

Balancing Strategies ▶▶

94% say they want to see their organization shift its fundraising priorities.



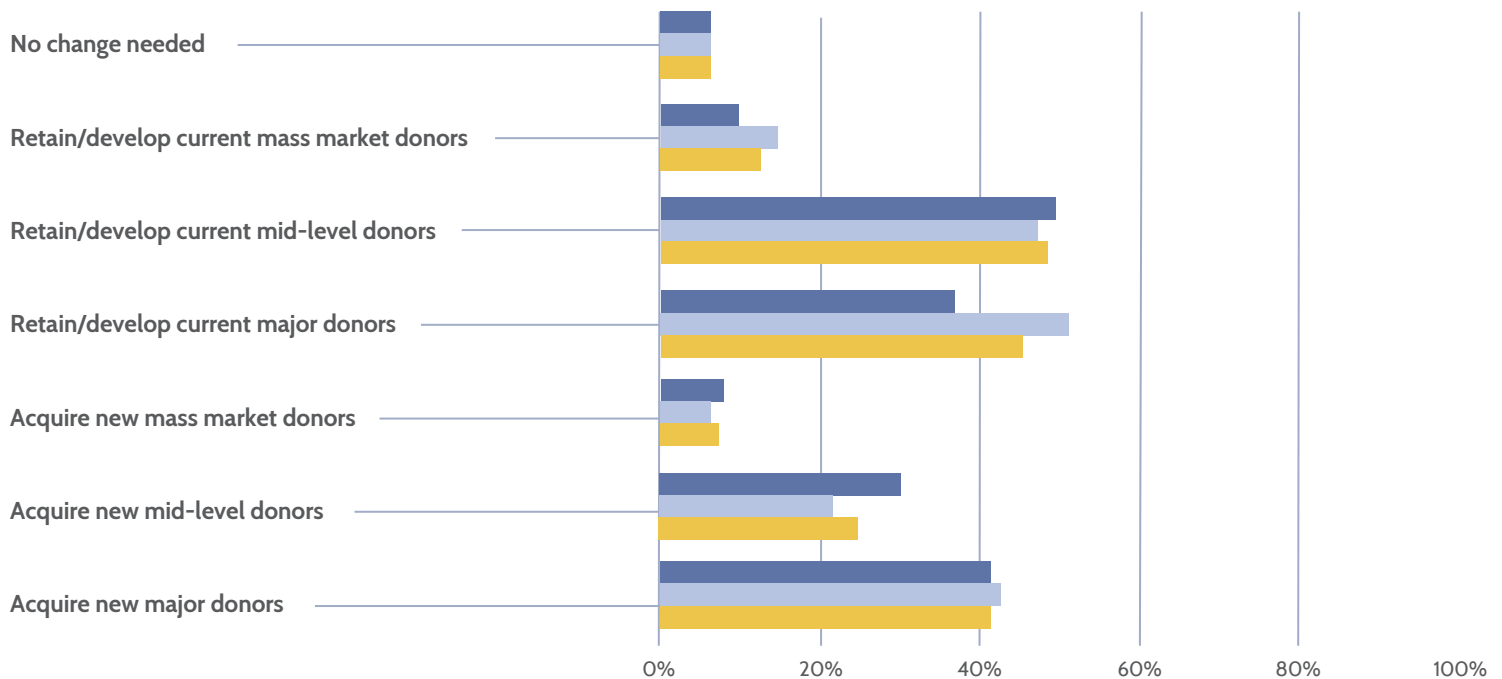
Fundraisers and leaders want more focus on securing new major donors and nurturing and growing existing ones. Respondents also want more focus placed on nurturing and growing mid-level donors.

WHAT SHOULD WE PRIORITIZE MORE?

ALL

C-SUITE

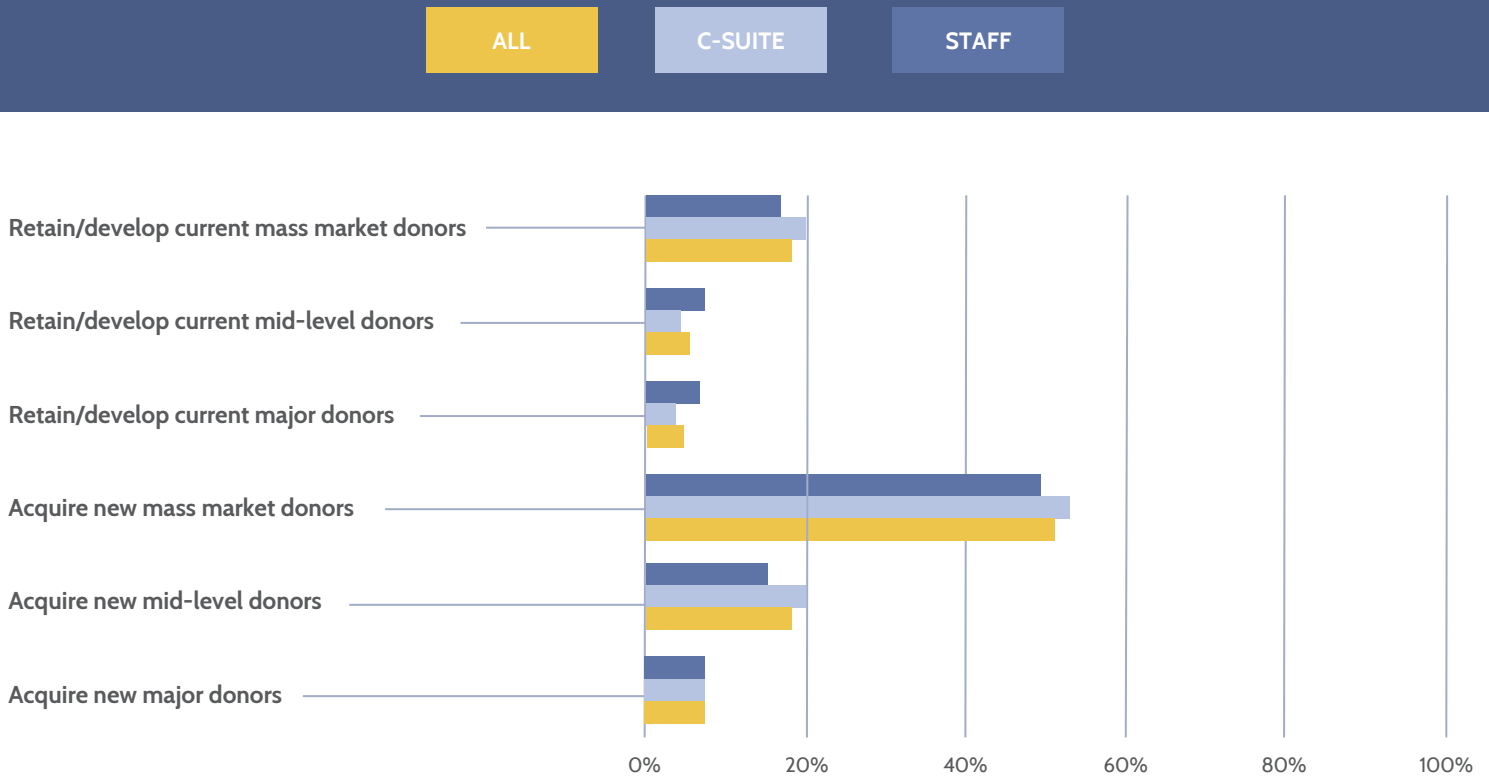
STAFF



In order to increase focus on mid-level and major donors, what should have a lower priority?

The answer is clear for a majority: sacrifice some efforts on mass market acquisition in order to shift those resources toward retaining and developing mid-level and major donors, as well as acquiring new major donors.

IN ORDER TO DO THAT, WHAT SHOULD WE PRIORITIZE LESS?



This data shines a light on a problem within many organizations. Few respondents believe their organization is good at growing and nurturing donors into higher giving categories. Only **3%** say they have confidence in their organization's ability to identify mass market donors who could become mid level donors, and the numbers are only slightly higher when it comes to turning mid level donors into major donors.

So what is preventing change?

There are likely many factors at play, and the answer will vary from organization to organization. As a leader, you can start by asking the following questions:

Is your organization averse to risk or change?

Does a culture of fear of fear exist, including a fear of change or lost revenue?

Is there an internal disagreement as to when or how to implement changes?

Are key leaders acting as obstacles rather than change agents?

Does a lack of knowledge about how to grow mid level or major donors or find potential new ones exist?

Is there insufficient information in the database to identify donors who have the potential to become major donors or mid level donors?

CONCLUSIONS FROM THE STUDY ▶▶

The nonprofit sector is stuck in a paradox

There is strong desire for change. There is widespread recognition that change needs to happen. But change is not occurring.



Roughly **50%** of respondents express willingness to take risks and explore donor strategies, yet nearly half of the survey respondents say their organization continues to adhere to the same old practices, year after year.

94% of respondents would like to see their organization shift its fundraising strategies. There is a strong desire among leaders and staff to prioritize relationships with donors ahead of near-term revenue.



▶▶ A shift is needed, and the time is now!

The data is clear: it is no longer possible to apply the long-standing rules and paradigms in today's rapidly changing environment. There is no wisdom in believing that doing the same things in the same way will yield a better result.

There is a desire for change. There is recognition that change needs to happen. But change is not occurring. So what now?

- **The nonprofit sector** needs to continue to invest in long-term revenue growth opportunities through major gifts, mid-level donors, and monthly sustainers.
- **Organizations** need to re-think how they allocate budgets to have the flexibility to make these kinds of strategic investments.
- **C-level leaders** need to invest in developing collaborative strategies with their staff and key stakeholders that align with their shared objectives.

This shift will help the sector channel its energy into producing outcomes that are different, and better, than what we've always seen.

THE RESULTS OF THIS STUDY HAVE SHOWN AN OUTCRY FOR CHANGE IN THE FOLLOWING AREAS:

- Measuring fundraising health
- Emphasizing major donor fundraising strategies
- Developing and fine-tuning key leadership attributes
- Succession planning
- Addressing staffing challenges in fundraising roles
- Asking mid level and major donors to give out of their assets
- Fine tuning a strategy for how frequently organizations are asking for gifts
- Getting regular feedback from donors
- Prioritizing strategies to identify donors who could step up in giving



If an organization is going to be successful in the future they need to think about shifting their strategy and shifting their philosophy to say 'how do we provide an exceptional service experience for our constituents so that they actually want to continue to invest in the work that we do?' ”

— **ANDREW OLSEN, CFRE**
SENIOR VP, FUNDRAISING SOLUTIONS

Seeing these changes coming, our team at DickersonBakker recognized that we needed to help our clients rethink how they engage with donors across the entire fundraising continuum versus just at the upper reaches of giving, which has been our traditional focus.

That's why we went all-in and launched a new direct response fundraising service line that's built from the ground up to elevate donor experiences and deploy scalable fundraising platforms focused on "treating every donor like a major donor," so that our nonprofit clients will be better prepared for this coming sea-change in giving.

If you're on a mission in the world and believe there's a better way to fundraise, DickersonBakker stands ready to help. Whether your nonprofit needs strategic support, talent solutions, or fundraising solutions, we have the tools to help you get the resources that match your vision.



We Are DickersonBakker

Established in 1985, DickersonBakker has been dedicated to offering expert consulting services to nonprofit clients for close to four decades. The consulting firm has garnered a notable reputation by assisting thousands of organizations in raising billions of dollars through capital campaigns, amongst other consulting services such as fund development, executive search, and grant services. With offices in North Carolina and Texas, and with a consulting team spread throughout the country, DickersonBakker has formed partnerships with nonprofit groups all over the United States and extended its services to Canada and other countries overseas.

To get more detailed information, visit www.dickersonbakker.com

Contact Info

800-382-0094

For media and other inquiries, please contact Melanie Griffin at mgriffin@dickersonbakker.com

Methodology

The data in this report was collected from 381 non-profit leaders, including 100 CEOs, 112 other C-suite executives (mostly Chief Development Officers), and 103 frontline fundraising professionals. Data was gathered from February to May, 2023, using an online questionnaire.

Both faith-based and non-faith-based organizations were included, and organizations came from a wide variety of causes: animal welfare, Christian evangelism or discipleship, health/medical, global relief and development, domestic poverty/homelessness, media, veterans, education, missions, etc..

Findings were evaluated at the 95% confidence level, with a potential sampling error of ± 4.9 percentage points (although individual questions which were not applied to every respondent may have different sample sizes, with different margins of error).

Dickerson Bakker worked closely with [Grey Matter Research & Consulting](#) on project design, questionnaire design, data collection, and analysis.

