Institute *for* Sustainable
Philanthropy

PHILANTHROPIC ORIENTATION:

WHAT IS IT AND WHY DOES IT MATTER?

By

Dr Adrian Sargeant and Emma Bryant

TABLE OF
CONTENTS

INTRODUCTION

We have been asked by Brook Recognition to define and scope what it might mean for an organization to have a "philanthropic orientation" and to look at the relationship between the extent to which such an orientation has been adopted, and key aspects of organizational performance.

An organization's strategic orientation is important because it shapes the strategy it will implement to create the behaviours necessary to sustain or enhance its overall performance (Gatignon and Xuereb, 1997; Slater et al., 2006). So unsurprisingly there has been considerable academic and professional interest in different strategic orientations and how these in turn might help develop differing levels of performance. Notable in the marketing literature has been the conceptual and empirical work on "market orientation", which gives primacy to customer needs and ensuring satisfaction with the organization's goods and services. Many studies have explored the relationship between the degree of market orientation attained and business performance, finding statistically significant relationships (e.g. Jaworski and Kohli, 1993; Dobni and Luffman, 2003). A few studies have even examined the impact of market orientation in the nonprofit sector, again identifying relationships with variables such as revenue growth or fundraising performance (e.g. Bennett, 1998; Caruana et al., 1998).

So the notion of a strategic orientation would appear to be important. Yet despite a plethora of different strategic orientations being highlighted, there has to date been little effort to study orientations that might have *specific relevance* for nonprofit organizations and specifically, for their ability to raise money to pursue their mission.

In this paper we explore one possible orientation, namely a philanthropic orientation.

Of course, if one is going to orient towards something it is first necessary to be precise about what that something might be.

As a concept, philanthropy has been variously defined as:
"Love of mankind"

(Johnson's Dictionary, 1755)

"The love of mankind; benevolence towards the whole human family; universal goodwill. It differs from friendship, as the latter is an affection for individuals."
(Websters Dictionary, 1828)

"Voluntary action for the public good."
(Payton, 1988)

What the majority of the extant definitions have in common is a focus on love for others or love for mankind. So, if that is what philanthropy is, what would it mean for an organization to be oriented towards philanthropy and thus appreciate philanthropy as critical for its future survival and success?

We posit:

"An organization with a high degree of philanthropic orientation will be very receptive to, and welcoming of, a variety of philanthropic sources of income. It is also an organization that recognizes the unique nature of philanthropy and the central role that whole-organization stewardship can play in developing that philanthropy and the wellbeing of those who might offer it."

The balance of this report will address the discrete sets of attitudes and/or behaviors that might be indicative of a philanthropic orientation and explore the outcomes we would expect to see associated with its achievement.

DEVELOPING A
PHILANTHROPIC ORIENTATION

Our focus here is on the development of a philanthropic orientation and thus a strategic orientation that would be highly receptive to, and welcoming of, a variety of philanthropic sources of income. Importantly it would also be respectful of the nature of philanthropy and the role that all might play in developing it.

In a recent qualitative study (Sargeant and Day, 2018) we identified three key factors associated with a philanthropic orientation that emerged from our interviews with senior fundraising practitioners in Australia. These were found to be donor orientation (or centricity), the embedding of philanthropy at the heart of an organization and the celebration of shared philanthropic successes. We briefly review these factors below and then move on to other possible dimensions of the construct highlighted by the wider literature.

Donor Centricity

The first key element of philanthropic culture that emerged from our interviews was found to be donor centricity. Indeed, it was regarded by many as the "backbone" of philanthropic culture. Donor centricity was seen as a high-level focus on donor (or supporter) needs. Rather than regard donors as a "piggy-bank" they are seen as individuals with a discrete set of needs that the organization should respond to and nourish. The following quotes are illustrative of our conversations.

"If you're truly serious about growth it isn't optional. Fundamentally you have to understand the needs of your supporters and build all that you do around delivering that. But more than just the fundraisers doing that – its everyone's responsibility. Just takes a while for them to get it."

*"I would like to say that we genuinely do try to be the very best in this area. When I say the very best, that's not necessarily the very best as in any kind of league table or anything, but what I mean is **our** very best. That we truly are putting our donors at the center of what we do. Our strategy map actually*

specifies that that's what we do, and donors are at the center of what we do."

In a philanthropic culture, the organization as a whole cares quite genuinely about the needs of its donors and the satisfaction of those needs is considered of equal importance to the satisfaction of the needs of the beneficiary. Some of those needs might be explicit and reflect a particular individual's motivation, while others may be intrinsic and reflect a much deeper (or higher order) human need. The emerging science of wellbeing tells us that these higher order needs might include:

1   A need for connectedness with others that they care about. This could be beneficiaries, other donors, a charismatic leader, the organization, the brand or (in the context of faith giving) a God figure.

2   A need to feel competent in expressing their love for others. This is a core need in the context of philanthropy.

3   A need to feel that they have exercised some autonomy in achieving the desired outcomes or the nature of their own experience. The more autonomy people

experience, the greater the degree of wellbeing obtained.

4   A need to experience growth as an individual. In the context of giving this may be a need to grow as a moral person through the articulation of personal philanthropy.

5   A need to experience clarity in respect of one's purpose in life. The more clarity we experience the higher the level of personal wellbeing we experience.

6   A need to be accepting of the person that one is today and has been in the past. The more accepting we are of our former selves the greater the level of wellbeing we experience.

Psychologists now refer to these needs as fundamental human needs (Ryff, 1989; Ryan and Deci, 2001) and by giving active consideration to these elements, organizations can greatly enhance the wellbeing that donors experience when they give to the organization. While a "good" in its own right, individuals who experience a greater sense of wellbeing are also be more generous in their support. Fundraisers should thus review their interactions with supporters to see

if greater value might be generated on each of these six dimensions. Critically – it is not enough to simply make people feel connected, for example, fundraisers must also help individuals to form judgements about how well they are doing on each dimension. While we are very good, as human beings, at judging when our lower order needs have been met (i.e. we know when we are no longer cold, hungry or thirsty), individuals experience much higher degrees of ambiguity around the extent to which their higher order needs have been met.

It is worth noting that this is of much more than passing or academic interest. In our recent experimental testing we have successful doubled giving for clients by focusing on (and priming) dimensions of these needs. So while the notion of donor centricity has always been regarded as important, the science of wellbeing is now opening a massively significant opportunity to deliver ever greater donor value.

Philanthropic Core

When an organization adopts a philanthropic orientation, it is also more likely that philanthropy and fundraising will be firmly embedded in the organization's core. For a philanthropic orientation to be adopted, the organization has to consciously reflect on the nature of philanthropy and how the organization as a whole will respond to and nurture it. The development of philanthropy cannot be something that is the sole responsibility of the fundraising team, everyone (including members of the Board or governing body) must see it as their responsibility. Everyone should be offered training in the basics and everyone should have fundraising (or at least supporting fundraising) in their job descriptions. Again, the following quotations are illustrative of our discussions.

"Fundraising is routinely a part of induction for new members of staff. It isn't that we expect everyone to 'do' the fundraising, its more that we want them to appreciate how it works and to be able to articulate and be proud of the case for support."

"They need to appreciate how important fundraising is from day one. So we work on it from day one – developing their understanding and encouraging them to think of the role they might play."

It was interesting to note that many

of our Australian leaders took such trouble to integrate fundraising into the organization that they found themselves with more relationships or "bridges" between functions than other members of the organizational leadership team. This created in itself an opportunity to add value for peers because they could often forge connections that no-one else could. This was seen as important because it reinforced the non-monetary value that fundraising could offer and helped with further embedding it into the organization as a whole.

Celebration of Philanthropic Success

A further component of philanthropic orientation that emerged from our Australian interviews was the level of pride that the organization develops in respect of its income generation and those who facilitate that to happen. As fundraising leaders succeed in gaining wins and gradually shifting the tone and baseline acceptance of fundraising, they also begin to see fundraising and philanthropy recognized by more and more people within the organizational community.

Many of those we interviewed noted the pride that their organization had

in its service provision and the leaders and frontline service staff who were delivering their outcomes. What appeared to mark out a higher degree of philanthropic orientation was the extent to which the organization was similarly proud of its ability to attract philanthropy and meet the needs of and steward relationships with, its supporters. Such pride arose out of a fundamental understanding that money and mission should be seen as one in the same thing.

"So for me the constant default is always helping people understand why we are doing what we're doing. For us that's actually firstly, serving donor aspirations, so that's philanthropy. That understanding enables us to match the projects that are really important within (our organization), with those that are important to particular donors. And ultimately that matching delivers improved health care. That's how we talk about that."

Case Quality

Putting our Australian interviews aside, the wider literature suggests that a philanthropic orientation should allow organizations to develop a strong and compelling case for support (Sargeant and Shang, 2017; Ahern and Joyaux,

2008; Sprinkel Grace, 2005). Although this might suggest that "case quality" should be seen as a consequence of adopting a philanthropic orientation, one could also argue that it is an essential part of the construct itself. In our review of practitioner reflections we were struck by how many of our peers now refer to the primacy of the "why" question (Ahern and Joyaux 2008). It is argued that too many nonprofits focus on the needs of their beneficiaries and then convert these needs into program objectives which in turn drives the creation of a case for support that is based on "what" the organization does. The difficulty with such an approach, is that it removes the donor from direct contact with the beneficiary and the organization itself is then positioned as having needs, so that the service (i.e. the what) can be provided. There is now an emerging consensus that to stimulate greater and more meaningful philanthropy, organizations need to reflect on why they exist and why they do what they do (Johnson, 2000). The answer to these "why" questions typically results in a much more meaningful and emotionally compelling case for support and one that everyone associated with the organization can feel proud to play their part in fulfilling.

Board Engagement and Involvement

The wider literature on fundraising and philanthropy suggests that nonprofits with a higher degree of philanthropic orientation are those where philanthropy is routinely discussed by the governing body or Board and where all members of these bodies play a role in its development. It is hard to encourage others to offer philanthropic support if members of the Board aren't giving to support the mission personally. In this respect it isn't the size of the financial contribution that is important, rather it is the way in which Board giving charges the fundraising function. Fundraisers can then encourage others to give because "all our Board are giving" or because particularly inspiring (named) individuals on that Board are giving. It also provides encouragement to fundraisers who see these key individuals giving and are encouraged by the buy-in to the mission. As they give, Board members are also seen to value both the giving of money and those who facilitate it and a personal gift can thus be a powerful statement of personal support.

Of course Boards can assist in many other ways, adding greater meaning

for other supporters of the organization by engaging with them through events, meetings and personal conversations. Board members can also facilitate the fundraising process by serving as advocates, ambassadors and (occasionally) by asking for money. A philanthropic orientation requires that all these activities take place and take place joyfully.

In our previous work on outstanding fundraising we found that for organizations to be successful in achieving rapid funding growth they needed to have at least one, but ideally two fundraising champions on the Board. This was felt particularly necessary when a Board needed help to adjust to more of a philanthropic orientation. If this cultural shift could be led by or championed by a respected individual it was perceived as being much more likely to succeed.

Professional Engagement

A further factor that we moot as worthy of inclusion is the notion of professional engagement. By this we mean that organizations with a philanthropic orientation would properly recognize the profession responsible for stewarding relationships with philanthropic supporters. Hank Rosso

famously regarded fundraising as the "servant of philanthropy" and it would therefore follow that those who provide that service should be properly recognized as the professionals they are. That requires organizations to treat fundraisers or development officers the same as they would other categories of professional and it requires too that they would adequately invest in their education, training and support. The absence of such an investment inevitably leads to a decline in the quality of the donor experience.

We also believe that organizations with a philanthropic orientation would engage fully with the development of the philanthropy of the society in which they are based. Joining professional associations, lobbying for change and taking an active part in shaping best practice. They would also be organizations that would be actively trying to shape the environment in which they were operating, again with the intention of bolstering philanthropic giving and the quality of the donor experience.

Innovation Orientation

The final factor that we suggest for inclusion is the extent to which organizations are oriented towards

innovation and have a culture that is supportive thereof. Organizations that are philanthropically oriented should be willing to identify potential improvements to their current approach to stewarding donor relationships and to respond meaningfully as a consequence. In the for-profit context, for example, Berthon et al. (1999, p. 37) define innovation orientation in terms of technological superiority: firms that "devote their energy toward inventing and refining superior products." This conceptualization comprises both openness to innovation (Zaltman et al., 1973) and a genuine capacity to innovate (Burns and Stalker, 1977). Similarly, Hult (1998, p. 44) conceptualizes innovativeness as "the notion of openness to new ideas as an aspect of a firm's culture" and Hult et al. (2004, p. 430) view innovativeness "as the capacity to introduce ...some new process, product, or idea in the organization."

To be clear on our rationale for inclusion, innovation offers organizations a number of benefits. In the business sector, for example, firms with a higher degree of this factor are better prepared for major environmental changes because they are to an extent "ahead of the curve" (Day, 1994) are closer to their customers (Webster, 2004) and are better placed to identify opportunities as they emerge (Lumpkin and Lichtenstein, 2005). As a consequence, they can experience higher levels of profitability and customer satisfaction (Sung and Choi, 2014; Schlegelmilch et al., 2003).

Finally, innovation orientation is of interest because it has been found to counteract negative employee outcomes, such as turnover intentions, which in the context of fundraising ensures continuity and the development of longer term and more meaningful relationships (Govaerts et al., 2011; Mikkelsen et al., 1998).

Possible Links with Performance

The resultant model of philanthropic orientation is depicted in Figure 1. Here we posit links between philanthropic orientation and a number of desirable outcomes, growth in philanthropic revenue, first and subsequent year retention rates and how good fundraisers feel about their professional identity and how important that identity is to their sense of self. These latter dimensions matter as they significantly influence staff turnover and retention, which again will shape the quality of the donor experience (Hartsook, 1999).

Figure 1.
Hypothesized Model

| Innovation Orientation |
| Professional Engagement |
| Board Engagement |
| Case Quality |
| Celebration |
| Philanthropic Core |
| Donor Centricity |

Philanthropic Orientation

| Revenue Growth |
| Donor Retention |
| Fundraiser Identity |

But at this point our model is built solely from the literature and our conversations with senior practitioners. Below we will refine and validate the model, developing appropriate measures for each of the constructs we delineate.

METHODOLOGY

To address these issues a survey instrument was constructed. We began by adapting pre-validated scales, but expanded the item pool, adding items designed to capture the nuances of fundraising and philanthropy. Further items were also developed to "round out" each construct following consultation with senior fundraising practitioners. They were asked to reflect on our definitions and add any additional items that in their view captured attitudes or behaviours indicative of each underlying construct. The resulting item pool was then input to the design of a digital questionnaire. That questionnaire measured each of the hypothesized components of philanthropic orientation and explored the relationship (if any) between these elements and key aspects of fundraising performance. We also explored the structure of philanthropic orientation itself determining whether our hypothesized model was indeed the best way to interpret the data.

As we will later show, some modifications to our hypothesized model proved necessary and ultimately offered a better perspective on the data.

The questionnaire was administered to the professional community in July and August of 2018. In total 752 individuals participated. The survey was hosted on the Qualtrics platform. The sample was purposive with the survey link being distributed through a variety of different fundraising networks.

A breakdown of the sample is provided in Tables 1–3 and indicates that a wide spectrum of nonprofits were represented in our study. While the majority of the organizations studied were small, a significant number of larger organizations also participated making it possible to account for any "size" effects in our analysis. The majority of our respondents were from the USA and Canada, reflecting the targeting of our approach.

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Table 1.
Profile of Respondents by Sector

Sector	% of Respondents
Religion	6.0
Education (University)	12.8
Education K–12	5.2
Education (Other)	3.7
Human Services	25.6
Foundation	3.1
Health (General Hospital)	3.4
Health (Children's Hospital)	**0.5**
Health (Research)	1.8
Health (Other)	11.7
Public Society Benefit	5.0
Arts, Culture and Humanities	11.2
International Affairs	3.9
Environmental/Animals	6.0

Table 2.
Profile of Respondents by Country

Sector	% of Respondents
USA	72.5
Canada	7.8
UK	6.5
Australia	5.7
Ireland	1.1
New Zealand	1.1
Germany	0.8
Haiti	**0.5**
Tanzania	0.5
South Africa	0.5
India	0.5
Norway	0.3
Afghanistan and Pakistan	0.3
Belize Central America	0.3
Central African Republic	**0.3**
Luxembourg	0.3
Switzerland	0.3
Italy	0.3
Zimbabwe	0.2

Table 3.
Profile of Respondents by Donated Revenue.

Revenue Category	% of Respondents
$0 – $5,000,000	57.4
$5,000,001 – $10,000,000	12.1
$10,000,001 – $15,000,000	4.6
$15,000,001 – $20,000,000	2.6
$20,000,001 – $30,000,000	4.6
$30,000,001 – $50,000,000	2.8
$50,000,001 – $75,000,000	2.6
$75,000,001 – $100,000,000	**2.8**
$100,000,001 +	10.5

We then explored aspects of organizational performance that would later be utilized to assess the validity of our model. As indicated in Table 4, approximately two thirds of respondents had recently achieved growth in fundraising revenue. Only 12.1% had witnessed a decline with a further 21.8% reporting their revenue as static.

The mean percentage increase in revenue was found to be 27.92% with a standard deviation of 50.35 indicating considerable variation in response. The median growth rate was found to be a more conservative 15%

Table 4. Revenue Growth/Decline	
Pattern	% Indicating
Increased	66.0
Remained Static	21.8
Decreased	12.1

Those participants that had experienced a decline in revenue reported a mean decrease of 18.49% (standard deviation 16.18). The median decrease was found to be 14%. We also posed questions concerning levels of loyalty and retention. The mean first year donor retention rate was found to be 47.68% (standard deviation 22.01) and the median was found to be 48%.

Subsequent year on year retention was found to be a mean of 50.07% (standard deviation 23.78) and the median was 50%.

We then captured two measures related to fundraiser identity, identity importance (i.e. how important being a fundraiser is to an individual's sense of self) and identity esteem (how good it feels to be a fundraiser. We measured these as indicated in Table 5. Statements 1 and 2 measured identity importance and statements 3 and 4 measured identity esteem. Respondents were asked to indicate the extent to which they agreed with each of the statements using a scale which ranged from 1 = strongly disagree to 7 = strongly agree. The results indicate a general level of agreement with each of the statement items. It clearly felt good to most people in our sample to be a professional fundraiser and that identity was generally important to them.

Table 5.
Fundraising Identity Importance and Estee

Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
1. Being a fundraiser is an important part of who I am	9.6	10.9	79.5	5.60	1.80
2. Being a fundraiser is essential to my sense of who I am	24.2	17.7	58.2	4.71	1.80
3. Being a fundraiser feels good	7.3	8.8	83.8	5.71	1.36
4. Being a fundraiser makes me feel good about myself	7.8	11.7	80.5	5.60	1.42

Finally, we posed questions designed to assess fundraiser confidence that they would be able to meet or exceed their income targets for the coming year. Table 6 contains the detail of this analysis. Again, seven point scales were employed for the purposes of measurement, this time where 1 = not all confident and 7 = extremely confident. Most of our respondents were confident of hitting their targets, but only around half were confident that they would exceed them.

Table 6.
Fundraiser Confidence

Statement	% Not Confident	% No Opinion	% Confident	Mean Score	Std Dev
How confident are you that you will achieve your fundraising targets for the coming year	14.3	12.2	73.4	5.17	1.53
How confident are you that you will exceed your fundraising targets for the coming year	27.6	20.6	51.9	4.34	1.75

We then measured each of our hypothesized components of philanthropic orientation. Each component was measured by a battery of attitudinal questions measured on seven points scales where 1 = strongly disagree and 7 = strongly agree. In each table we provide the percentages of individuals who agreed with each question, the percentage of individuals who disagreed with each question, the mean score on the original seven point scale and the associated standard deviation.

The results for donor centricity are provided in Table 7. What is immediately striking is that although most of the

mean scores are positive none of the items achieves a mean of above 5.5 on our seven point scales. This is disappointing given the widespread acceptance in our sector that donor centricity is a desirable perspective to adopt. It is particularly disappointing that donor satisfaction appears not to receive the attention it merits, given it is the single biggest driver of subsequent loyalty (Sargeant and Jay, 2004). Only

a quarter of respondents claimed to measure it, and only 64% of respondents were focused on it in the development of their strategy. Finally, perhaps the most shocking aspect of our results is that a little under one third of respondents felt that their organization cared more about the money than the philanthropic needs and aspirations of their donors.

Table 7. Donor Centricity					
Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
Our fundraising strategy is driven by donor satisfaction (i.e. by the quality of the service we provide them)	23.4	12.1	64.5	4.77	1.62
We survey donor satisfaction at least once a year	65.7	10.3	24.0	2.98	1.88
In our organization we care more about obtaining money from donors than about partnering with them to accomplish their philanthropic aspirations.	62.7	9.5	27.8	3.09	1.71
We give close attention to the quality of service we provide to our donors	11.9	8.1	80.0	5.47	1.45
When we plan our communications we deliberately plan for how we will make our donors feel when they read those communications.	11.9	9.7	78.4	5.46	1.54
All our publications consistently include celebrations of what the donor has achieved through their investments in our organization.	24.0	11.7	64.3	4.80	1.71
We take every possible opportunity to thank donors for their generosity.	10.5	6.3	83.2	5.50	1.47
We are always seeking opportunities to help donors become more meaningfully engaged in our organization. (e.g. volunteer opportunities, service on committees, invitations to events).	19.6	11.9	68.4	4.98	1.58
Our fundraising team members are empowered to be responsive to donor needs.	11.5	11.9	76.6	5.35	1.53
We survey our donors annually for their feedback and to identify their needs	65.5	12.7	21.8	2.98	1.86

Table 8 addresses the dimension "Philanthropic Core." The mean scores here are significantly lower than for donor centricity. Some organizations claim to have philanthropy at their core, while others appear to fall well short. In most organizations employees do not understand the contribution they might make to fundraising and many organizations make no effort to include this dimension in their processes for the induction of new staff. The only real positive in this set of results is that Directors of Development and/ or Fundraising appear largely to be reporting to a CEO or Board Chair giving fundraising the prominence it deserves. In 10% of organizations, however, that is not the case.

Table 8. Philanthropic Core					
Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
Fundraisers regularly receive information on potential donors from others in the organization.	43.2	13.2	33.6	3.92	1.71
Outside of the fundraising team all members of staff in our organization could clearly articulate our case for support.	51.0	8.9	40.1	3.67	1.84
Philanthropy is embedded at the core of our organization.	43.6	11.2	45.2	4.02	1.81
Outside of the fundraising team, in my organization, everyone understands the concepts of donor loyalty, lifetime value and donor centrism.	61.1	9.7	29.2	3.21	1.79
Organization planning regularly includes consideration of the creation of appropriate gift opportunities.	38.9	13.6	47.5	4.09	1.76
The interests and aspirations of our donors (or potential donors) is a topic regularly discussed by our senior management and governing Board.	46.0	15.3	38.6	3.75	1.82
In our organization donor stewardship is seen as everyone's responsibility.	46.0	10.6	43.4	3.94	1.85
Everyone in my organization understands the key role that they can play in supporting our fundraising.	52.5	9.3	38.2	3.68	1.73
Fundraising and philanthropy are topics covered in the induction for all new members of staff.	47.7	12.1	40.2	3.75	2.05
Fundraising has a sign off on all communications.	56.4	10.8	32.8	3.36	1.98
Fundraising has a say in the development of our brand guidelines.	35.9	10.6	53.6	4.30	2.01
Our Chief Development Officer (the person who leads the fundraising function) reports directly to either the President/ CEO of the organization or the Chair of the Board.	9.3	5.2	87.5	6.12	1.63

The third battery of statements addressed the extent to which the organization truly celebrated philanthropy. Again, the mean scores are disappointing, indicating a general level of ambivalence. Only the item "fundraisers in our organization feel valued for what they do" achieves a mean score that approaches agreement. One wonders though to what extent fundraisers can truly feel valued, if the organization does not celebrate the success of the outcomes of their work.

Table 9.
Celebration of Philanthropy

Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
Outside of the fundraising office, in our organization, we routinely celebrate the impact of philanthropy	37.1	10.5	52.4	4.18	1.75
We celebrate how philanthropy changes the lives of both beneficiaries and donors	33.8	11.4	54.8	4.31	1.72
In our organization we routinely celebrate the success of our donors achieve through their gifts	36.3	15.6	48.2	4.18	1.69
Fundraisers in our organization feel valued for what they do	24.4	10.8	64.8	4.71	1.72

The next battery of questions addressed the issue of Case Quality. Our results on this dimension are reported in Table 10. As previously, a range of mediocre mean scores are reported, although it is encouraging to note that a majority of respondents feel their case for support is strong, unique and fundamentally, emotional. Two thirds of respondents also claimed their case focused on the "why" question, which as we noted earlier is consistent with best practice.

Of greater concern are the statements that relate to the engagement or collaboration with other teams. Mean scores here are generally around 4.0 indicating a split of opinion in the sample. Clearly many fundraisers are not afforded an appropriate level of assistance or collaboration. Fundraising in many organizations would therefore appear to be siloed.

Table 10.
Philanthropic Core

Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
I feel we have a strong and compelling case for support.	14.5	6.2	79.2	5.34	1.55
Our case for support doesn't focus on what we do, it focuses on why we do what we do.	21.2	13.1	65.7	4.83	1.59
All staff have a powerful fundraising story and elevator pitch.	56.6	10.0	33.4	3.46	1.70
In our sector, our case for support is unique.	27.2	12.9	59.9	4.57	1.69
Our overall case for support is deeply emotional.	30.1	12.5	57.5	4.57	1.71
In our organization we have an inventory of gift opportunities at each gift level.	41.2	12.2	46.6	4.03	1.85
The program team regularly relate stories of mission related success to the fundraising team.	40.8	11.8	47.4	4.06	1.80
The program team regularly generate ideas for projects that could be the subject of fundraising.	41.4	12.7	45.9	3.99	1.78
In our organization the fundraising and program teams routinely collaborate.	31.6	13.1	55.2	4.46	1.72
We regularly review our case for support (i.e. every year or for every campaign)	37.0	13.1	49.9	4.22	1.92

Our findings in respect of Board Engagement are provided in Table 11. The mean scores here are higher than for other dimensions indicating (in general) that fundraisers feel they have access to one or more fundraising champions and that a longer term perspective on fundraising planning is generally adopted. It is also gratifying to note that many board induction processes appear to explicitly address the issue of philanthropy and giving. The only weaker areas we can identify here are following through on under-performing board members and the extent to which the Board can articulate an appropriate case for support. In many organizations the ambient level of support from the Board could also be significantly increased.

Table 11.
Board Engagement

Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
We have a Chief Executive willing to spend time, energy and resources to make the case for investment in fundraising.	14.5	5.3	80.2	5.50	1.67
All our Board members have made meaningful gifts in the past year to support the work of the organization.	39.3	9.7	51.1	4.20	1.97
We make it clear to new board members on recruitment and during their orientation that they will be expected to make gifts to support the mission of the organization.	27.8	12.2	60.0	4.70	1.99
We have a process in place for handling Board members who do not make a personally meaningful gift to support the mission.	57.5	19.8	22.7	3.16	1.80
In our organization we adopt a long-term perspective on fundraising.	24.8	9.7	65.5	4.85	1.83
I have one or more fundraising champions (or advocates) I can rely on, on the Board.	23.7	12.6	63.7	4.86	1.83
All members of our board could clearly articulate our case for support.	39.3	14.3	46.5	4.05	1.80
Members of our Board all play a role in facilitating success in our fundraising.	44.1	13.1	42.8	3.90	1.85
Our fundraisers would say that our Board are highly supportive of them.	36.6	15.4	48.0	4.20	1.81
Our fundraisers are comfortable to approach our Board for support in fundraising.	32.0	16.8	51.3	4.36	1.80

In Table 12 we present our results in respect of Professional Engagement. The results here are generally encouraging with almost 75% of respondents having regular access to professional development activities. It is also encouraging that over 75% feel that their organization sees fundraising as a profession and 72% are encouraged to be active in that profession. The weaker scores here relate to the extent to which nonprofits measure staff satisfaction/ commitment and the extent to which professional certification is supported. Again, one wonders to what extent the profession can truly be valued if fewer than 20% of organizations are supportive of some kind of professional certification.

Table 12.
Professional Engagement

Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
Our fundraisers have regular access to professional development activities.	20.3	6.6	73.2	5.15	1.73
In our organization fundraising is seen as a profession.	13.2	9.4	77.4	5.48	1.63
We encourage our fundraisers to take an active role in the profession.	15.8	11.8	72.4	5.32	1.62
Every year we survey staff satisfaction and commitment to the organization	46.7	13.7	39.6	3.76	2.18
We encourage our fundraisers to attend sector conferences and events.	21.0	9.7	69.3	5.07	1.79
All our fundraisers hold some sort of certification to illustrate their professional qualification (e.g. CFRE, ACFRE, Certificate in Fundraising, Diploma in Fundraising or other fundraising qualification)	69.3	11.1	19.6	2.78	1.77
As a fundraiser my organization treats me largely as a hired gun (i.e. someone paid only to bring in the money)	63.4	12.3	24.3	3.00	1.77
In my organization, employees who continuously develop themselves professionally, are being rewarded.	37.0	20.8	42.2	4.02	1.71
In my organization, employees who make effort to learn new things, earn appreciation and respect.	20.5	11.3	68.2	4.75	1.61
Our organization provides fundraisers levels of pay and respect commensurate with those of other professionals.	25.2	20.5	54.3	4.48	1.72
In my organization, fundraisers receive the fundraising education and training they need.	27.1	13.0	59.9	4.58	1.76

The final hypothesized dimension was innovation orientation. Our results in this respect are reported in Table 13. Scores here are generally weak with only a minority of organizations setting formal goals for innovation and deliberately focusing on enhancing the quality of the donor experience. Even where "agreement" means are listed the sample is generally split. Only around half of respondents, for example, believe that innovation is a core value in their organization.

Table 13.
Innovation Orientation

Statement	% Disagree	% No Opinion	% Agree	Mean Score	Std Dev
Innovation is part of our underlying culture and not just a word.	32.1	10.3	57.6	4.46	1.82
There is a coherent set of innovation goals and objectives that have been articulated for fundraising.	45.0	14.1	40.9	3.84	1.81
Innovation is a core value in this organization.	33.7	13.9	52.4	4.35	1.83
We have continuous strategic initiatives aimed at improving donor satisfaction and wellbeing.	37.6	15.8	46.7	4.11	1.71
Our strategic planning process for fundraising is opportunity oriented as opposed to process oriented.	30.9	25.6	43.6	4.23	1.63

SCALE DEVELOPMENT
AND REFINEMENT

We then ran an exploratory factor analysis on the dataset. The goal here was to determine whether our hypothesized dimensions were actually the best way to look at the data, or whether a different "structure" would be preferable. Our analysis revealed eight factors in all. All but one of our original constructs was retained in the model. Only the construct we labelled celebration of philanthropy did not hold together as anticipated with items cross loading on other dimensions of the model. That is certainly not to say that it is not important, merely that it can satisfactorily be captured by other dimensions in the model.

We also found that our donor centricity scale split into two separate components. The first we continue to label donor centricity but in addition we isolate a factor that speaks to "Feedback" in the sense of surveying donors to find out more about their needs and soliciting feedback on the quality of the organization's performance.

We also isolate a factor that we label "Collaboration" since all the items here

relate to how the organization shares information between functions and collaborates on key issues such as the design of the case for support.

The results of this analysis are summarized in Figure 2 and the technical detail of the factor analysis is reported in Appendix 1. As a technical note we ran several different models, but the fundamental structure remained the same.

We were then able to explore how well different sectors fared on each of these underlying dimensions. Remarkably few sectoral differences emerged, but Universities and Foundations scored significantly more highly on the dimension of Board Engagement. By contrast health research and arts/culture organizations, performed significantly less well on this dimension.

In respect of philanthropic core, we found that foundations scored significantly higher than other categories and health research and health (other) scored significantly lower.

No other significant differences on any

Figure 2.
Final Model of Philanthropic Orientation
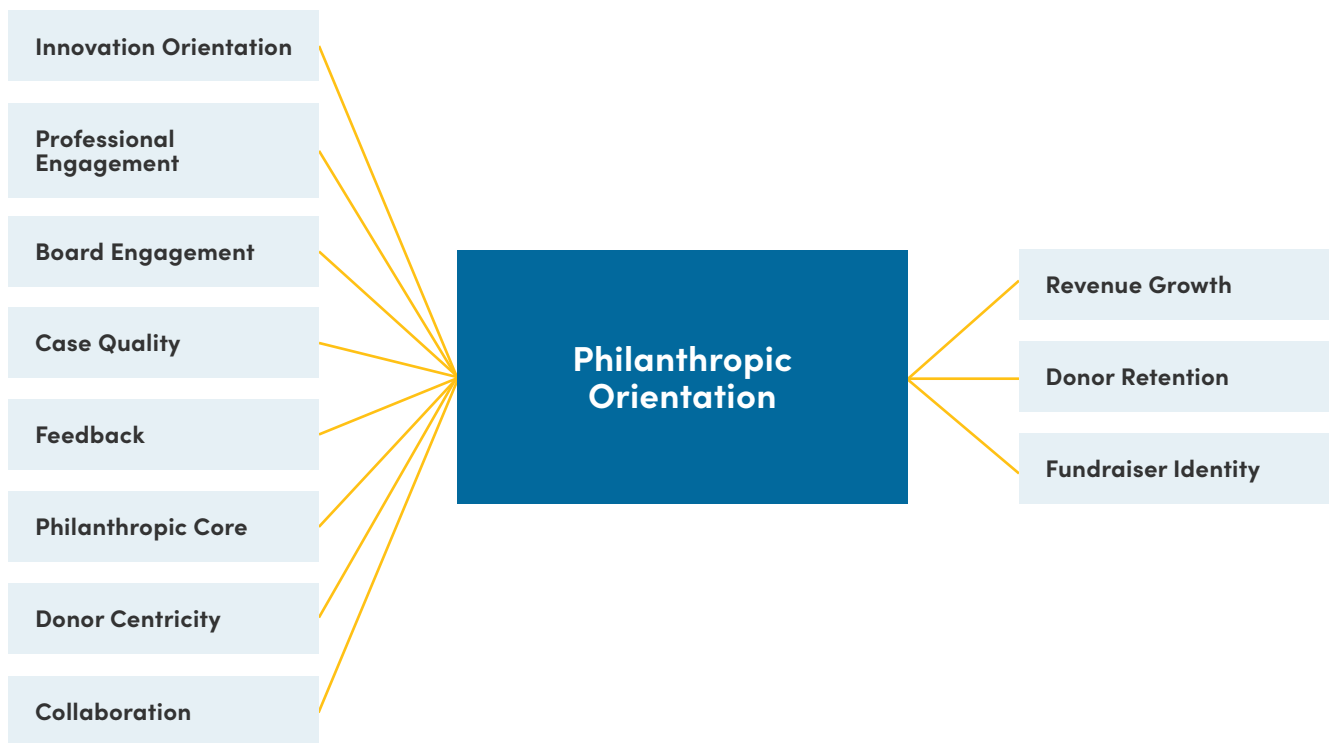
other dimensions could be observed in our data.

Through the process of factor analysis and also a separate analysis of reliability we were able to significantly reduce the number of measurement items that are necessary to satisfactorily capture each dimension.

PHILANTHROPIC ORIENTATION AND PERFORMANCE

Having now refined our model we were able to return to the issue of any links between the degree of philanthropic orientation attained and the fundraising performance of the organization. It is important to note that there will always be a considerable amount of "noise" in any analysis of this type. As the reader will appreciate, a multitude of variables can impact on performance. There is also the issue of "delayed impact" in the sense that it can reasonably be argued that possessing a "better" culture of philanthropy today will drive future performance in 3–5 years' time, rather than being reflected immediately in what a given organization might be able to achieve. Finding cause and effect in a cross-sectional study can therefore be hard to achieve.

Despite these caveats we find evidence that the dimensions of our model do indeed drive different aspects of performance. Moreover, each component of the model played a role of some kind.

We begin by looking at first year retention running a regression model that controlled for size (donated revenue) and category of cause. We find that philanthropic core, donor centricity and case quality are all significantly (and positively) related to first year retention rate. The greater the score an organization can achieve on these elements the better the first year retention rate it would be likely to have. As table 14 shows, a one point increase in philanthropic core (on our seven point scale), is associated with over a 3 percentage point increase in first year retention. Similarly, a one point improvement in case quality would deliver a 3.5 percentage point increase in first year retention.

While these numbers are low, it must be remembered that a 10 percentage point increase in retention has been shown to drive up to a 200% increase in the lifetime value of a fundraising database (Sargeant and Jay, 2004). Small improvements in loyalty and retention make a massive difference to longer term fundraising performance.

16% of the variation in first year retention rate can be explained by our model.

Table 14.
Regression Model for First Year Retention Rate

	Coefficient	Std Error	T value	P
Professional Engagement	.9393983	1.699803	0.55	0.581
Board Engagement	2.209676	1.750181	1.26	0.209
Philanthropic Core	3.220372	1.765480	1.82	0.070
Donor Centricity	.953323	1.816646	2.18	0.031
Case Quality	3.523917	1.880320	1.87	0.050
Innovation	2.878325	1.83347	1.57	0.119
Feedback	2.505494	1.808697	1.39	–0.168
Collaboration	.822436	1.740528	0.47	0.637
Religion	6.089924	8.521151	0.71	0.476
Education	.0419019	5.587662	0.01	0.994
Human Service	–2.494042	5.300200	–0.47	0.639
Health	–8.909177	5.856491	–1.52	0.130
Arts/Culture	1.699074	6.525676	0.26	0.795
Size (Revenue Category)	–1.840896	.7131416	–2.58	0.011
Constant	50.89046	4.18203	12.17	0.000
Human Service	–2.494042	5.300200	–0.47	0.639
R2 = 0.163	F = 2.088	Sig Level = 0.013		

A similar analysis was then conducted on subsequent year retention rate. Our results are presented in Table 15. As the table shows, donor centricity, case quality and board engagement were all highlighted as significant factors in this model. A one point increase in board engagement, for example, is associated with a 3.29 percentage point increase in subsequent year retention. It is also worth noting that a one point increase in donor centricity is associated with an approximately 6 percentage point increase in retention.

It is worth noting too that 27% of the variation in subsequent retention rate can be explained by our model.

Table 15.
Regression Model for Subsequent Year Retention Rate

	Coefficient	Std Error	T value	P
Professional Engagement	2.583713	1.750204	1.47	0.144
Board Engagement	3.292916	1.811436	1.82	0.050
Philanthropic Core	2.185811	1.827270	1.20	0.233
Donor Centricity	5.997798	1.880215	3.19	0.002
Case Quality	3.313883	1.946129	1.709	0.090
Innovation	2.281948	1.900618	1.20	0.232
Feedback	2.233133	1.872000	1.19	0.235
Collaboration	.0539548	1.810144	0.03	0.976
Religion	–9.204991	8.819383	–1.04	0.298
Education	–9.154390	5.783225	–1.58	0.115
Human Service	–10.40492	5,485702	–1.90	0.060
Health	–24.90489	6.061462	–4.11	0.000
Arts/Culture	7.151849	6.754068	1.06	0.291
Size (Revenue Category)	–1.676703	.7380905	–2.27	0.024
Constant	58.88288	4.328397	13.60	0.000
$R^2 = 0.273$	F = 4.097	Sig Level = 0.000		

We then examined the issue of revenue growth. We were not able to predict the exact amount of revenue achieve, but we were able to develop a significant model capable of predicting 7% of the variation in whether or not an organization had achieved growth. That is, we attempted to distinguish between organizations that had achieved growth from

those that had not. Our logit model is presented in Table 16. Here we find that professional engagement, donor centricity, case quality and innovation are all significant factors. The stronger an organization scores on these dimensions the greater the likelihood they would be experiencing revenue growth.

Table 16.
Logit Model for Increase in Revenue (Versus Not)

Increase	Coefficient	Std Error	Z value	P
Professional Engagement	.352395	.1113703	3.16	0.002
Board Engagement	–.038174	.1178119	–0.32	0.746
Philanthropic Core	.0021456	.1198430	0.02	0.986
Donor Centricity	.2350107	.1135315	2.07	0.038
Case Quality	.3348472	.1168956	2.86	0.004
Innovation	2689632	.1152864	2.33	0.020
Feedback	.116096	.1179522	0.98	0.325
Collaboration	.0517564	.1141998	0.45	0.650
Religion	–.4392361	.5185077	–0.85	0.397
Education	.0922712	.3637577	0.25	0.800
Human Service	.3314614	.3622951	0.91	0.360
Health	.1783418	.3942817	0.45	0.651
Arts/Culture	–.171296	.4230939	–0.40	0.686
Size (Revenue Category)	–.0297468	.0420856	–0.71	0.480
Constant	.7010164	.2874965	2.44	0.015
Psuedo R2 = 0.07	Chi = 35.09	Sig Level = 0.002		

Finally, we turn our attention to the issues of fundraiser identity and confidence in their ability to meet or exceed their targets. In Table 17 we examine identity importance and professional engagement, donor centricity, case quality and feedback all appear to be relevant factors. The stronger the degree of donor centricity achieved the higher the associated identity importance. Causality is harder to unpack here because it may be that those individuals for whom their identity as a fundraiser is important may take greater care of their donors. Or it may be that the act of taking care of supporters strengthens that sense of who they are.

Table 17.
Regression Model for Identity Importance

	Coefficient	Std Error	T value	P
Professional Engagement	.3988951	.1117095	3.57	0.000
Board Engagement	.0737157	.1116015	0.66	0.510
Philanthropic Core	–.0129168	.1152654	–0.11	0.911
Donor Centricity	.42524231	.1346359	3.16	0.002
Case Quality	.3263447	.1218981	2.68	0.008
Innovation	–.0270556	.1213813	–0.22	0.924
Feedback	.2855184	.1166354	2.45	0.016
Collaboration	.0898201	.1122254	0.80	0.425
Religion	–.0249217	.5374693	–0.05	0.963
Education	–.1809613	.3657139	–0.49	0.621
Human Service	–.1660056	.3462055	–0.48	0.632
Health	–.0530625	.3823616	–0.14	0.890
Arts/Culture	.0259772	.4106558	0.06	0.950
Size (Revenue Category)	.0453716	.0472105	0.96	0.338
Constant	5.091364	.2646809	19.24	0.000
R2 = 0.193	F = 2.612	Sig Level = 0.001		

As Table 18 clearly indicates a similar pattern of factors seem associated with identity esteem (i.e. how good it feels to be a fundraiser). Professional engagement, donor centricity, case quality and feedback are all significant. But so too is the factor we labelled collaboration. It would appear that when fundraisers work closely with other teams, it feels better to them to be a professional fundraiser. It is important to note that this is more than passing interest, because if fundraisers can experience more esteem by virtue of working for a particular organization they will be significantly less likely to leave.

Table 18.
Regression Model for Identity Esteem

	Coefficient	Std Error	T value	P
Professional Engagement	.2044123	.0899850	2.27	0.024
Board Engagement	.1470446	.0926520	1.59	0.114
Philanthropic Core	–.0343489	.0934619	–0.37	0.714
Donor Centricity	.2757970	.0961699	2.87	0.005
Case Quality	.3215203	.0995413	3.23	0.001
Innovation	–.147266	.0972135	–1.51	0.132
Feedback	.1926849	.0957497	2.01	0.046
Collaboration	.2127730	.0921409	2.31	0.022
Religion	–.5033748	.4510970	–1.12	0.266
Education	–.1494590	.2958025	–0.51	0.614
Human Service	.1987294	.2805847	0.71	0.480
Health	.1862282	.3100339	0.60	0.549
Arts/Culture	.0910323	.3454595	0.26	0.792
Size (Revenue Category)	.0306323	.0377521	0.81	0.418
Constant	5.541978	.2213904	25.03	0.000
R2 = 0.218	F = 3.057	Sig Level = 0.000		

Our final regression model focused on fundraiser confidence in their ability to meet or exceed their fundraising targets for the coming year. It appears that that confidence may be driven by professional engagement, board engagement, philanthropic core, donor centricity, case quality and feedback. Only innovation and collaboration seem not to be associated with this dimension. A one point increase in case quality, for example, (on our 7 point scales) is associated with a 0.4 point increase in fundraiser confidence.

Table 19.
Regression Model for Fundraiser Confidence

	Coefficient	Std Error	T value	P
Professional Engagement	.3280077	.1036865	3.16	0.002
Board Engagement	.3244365	.106595	3.04	0.003
Philanthropic Core	.2279060	.1076927	2.12	0.036
Donor Centricity	.3449124	.1108131	3.11	0.002
Case Quality	.4154692	.1146978	3.62	0.000
Innovation	.1114897	.1120156	1.00	0.321
Feedback	.2212413	.1103289	2.01	0.047
Collaboration	.0964571	.1061706	0.91	0.365
Religion	.3398588	.5197826	0.65	0.514
Education	–.1097390	.3408424	–0.32	0.748
Human Service	.1789073	.3233075	0.55	0.581
Health	.7747060	.3572407	2.17	0.032
Arts/Culture	–.0807773	.3980604	–0.20	0.839
Size (Revenue Category)	–.0394386	.0435004	0.91	0.366
Constant	4.592742	.2551001	18.00	0.000
R2 = 0.293	F = 4.526	Sig Level = 0.000		

CONCLUSIONS

In this report we have examined the nature of philanthropic orientation. Organizations that have a high degree or philanthropic orientation are those that recognize the unique nature of philanthropy and the central role that whole-organization stewardship can play in developing it and (crucially) the wellbeing of those who might offer it.

Through the administration of a large-scale survey of professional fundraisers we identify eight underlying components all of which have been linked with enhanced financial performance or "softer" factors affecting staff loyalty and morale such as fundraiser confidence or fundraiser identity esteem.

We have also created parsimonious measurement scales that may now be used to measure each of these components of philanthropic orientation, creating scores that can then be compared with sector averages and highlighting areas where an organization might look to improve. We can supply scores for each factor from the original survey, focussing on quartile data. Brook could then offer the facility for others to participate in the survey online and those who

complete it can see in which quartile, for each dimension, their organization is presently in.

Turning now to the survey, our results are striking in a number of respects. Firstly, the mean scores for all our measurement items were surprisingly low. Even well-established concepts such as donor centricity appear not to be fully understood or operationalized across the sector. There remains substantive room for improvement and improvement which our regression analyses suggest would make a massive difference to donor loyalty and retention. Donor centricity appeared to be (in aggregate) the most powerful factor and was associated with every aspect of performance we measured.

Second, we were struck by how few differences in respect of performance could be discerned between sectors and organizations of different sizes. We report a small number of such differences, but the reality is that non-profit organizations are remarkably similar in the level of philanthropic orientation they have been able to attain. Intuitively we thought that some sector such as higher education might perceive themselves as more

developed, but we found no evidence of that in our data.

We were struck too by our data pertaining to the quality of an organization's case for support. While the mean scores we report in our survey are broadly in the range of 5 they fall well short of the top of the scale. It is clear that there remains a significant opportunity in many nonprofits to identify and articulate a more compelling case, focused not on the provision of services, but rather what those services might achieve (or mean). It is also clear that much more needs to be done to disseminate that case around the organization. Only a third of respondents agreed that all staff could articulate an "elevator pitch." It is worth noting that many enlightened organizations are now making that a feature of their induction processes for all staff.

Turning to our other factors, Professional Engagement addressed the extent to which (in the focal organization) fundraising was seen as a profession and as a consequence, practitioners were valued and treated as professionals. It also examined the extent to which fundraisers had regular access to professional development activities and were encouraged to get involved in the wider profession,

perhaps through participation in an association or professional body. Our results indicate that almost three quarters of our sample felt they had access to professional development, but there was rather less interest in professional certification. Only 20% of our sample indicated that their team was professionally qualified. This matters because we found evidence that professional engagement was strongly associated with both fundraising growth and fundraiser identity importance/esteem.

The wider literature suggests that the degree to which the board is supportive of fundraising and fundraisers will be a significant factor in driving performance (e.g. Panas, 1984). We could find no evidence in our sample that this factor was related to revenue growth, but it did appear to influence second and subsequent year retention and levels of fundraiser confidence in their ability to meet or exceed their targets. We thought this was an interesting finding and one which perhaps speaks to the wider role of Boards in providing encouragement and support.

The extent to which philanthropy is embedded at an organization's core and thus regarded as a shared responsibility also helped build fundraiser confidence. We were, in

addition, able to find an association with first year donor retention. Our survey results also indicate a relatively low pattern of performance for this dimension. Only a minority of respondents indicate that philanthropy is embedded at their organization's core and fewer feel that fundraising ideas and concepts are widely understood. It is also disappointing that fundraising would appear to have little say in the development of other organizational communications that could potentially be used to raise funds or support the fundraising function in some way. Silo thinking would still appear to be prevalent in many corners of the sector.

Our factor analysis revealed that the dimension 'Feedback' should be separated from Donor Centricity. The extent to which organizations routinely measure donor satisfaction and take action as a consequence was seen as making its own distinctive contribution to philanthropic orientation. The mean scores for the measurement items were surprisingly low. Only a quarter of organizations claim to capture data on satisfaction and only 20% of organizations survey donors to determine their likely needs. We believe this is deeply disappointing. Unless organizations understand the motives and aspirations of their supporters they will be unable to create

meaningful donor experiences. And if they fail to understand the contribution that giving can make to feelings of supporter wellbeing they will be missing opportunities to make donors feel as good as they should, as a consequence of their giving.

Our analysis of the data also suggested that "Collaboration" with other teams should be isolated as a separate factor. We posed questions in the survey about the extent to which fundraisers worked collaboratively with other teams and in particular the program team to develop new ideas and provide evidence for the case for support. Mean scores for these items were around 4 on our 7 point scales suggesting a significant degree of ambivalence. Clearly many individuals in our sample do not feel that they are able to collaborate in a way that would be optimal.

The final factor to emerge from our model was Innovation Orientation. In our initial review of the literature we identified the role of innovation in driving an exceptional quality of service to supporters. It emerged as a relevant factor in only one of our models, namely in the context of revenue growth. Organizations achieving a higher score for innovation orientation appear significantly more likely to experience fundraising growth. We were

surprised that innovation orientation did not impact on other variables but hypothesize that it can significantly enhance client satisfaction and commitment, variables that of course we could not study in our survey of professional fundraisers. Its significance may thus be under-stated in the current work. Innovation appeared unrelated to donor retention rates or the variables measuring fundraiser identity.

In aggregate though all the dimensions of our model were associated with one or more of our measures of fundraising success. In academic terms the model has been shown to have predictive validity. There are therefore key benefits that will accrue from the use of philanthropic orientation as a diagnostic tool. It can prime organizations to reflect on their strengths and weaknesses and to identify where change may be necessary. Our survey results currently paint quite a grim picture of professional practice and hence there can be little doubt that the need for such change is both clear and pressing.

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APPENDIX

Rotated Factor Solution

	Professional Engagement	Board Engagement	Philanthropic Core	Donor Centricity	Case Quality	Innovation	Feedback	Collaboration
Q2_1	0.135	0.152	0.206	0.479	0.074	0.133	0.310	–0.116
Q2_2	0.120	0.076	0.134	0.242	0.034	0.155	0.866	0.049
Q2_3	–0.214	–0.003	–0.348	–0.553	0.062	–0.214	0.150	0.116
Q2_4	0.282	0.187	0.148	0.656	0.133	0.073	0.179	0.054
Q2_5	0.146	0.083	0.079	0.685	0.236	0.148	0.139	0.073
Q2_6	0.134	0.063	0.097	0.646	0.114	0.209	0.091	0.077
Q2_7	0.144	0.112	0.092	0.778	0.186	–0.007	0.140	0.096
Q2_8	0.199	0.213	0.232	0.615	0.104	–0.024	0.122	0.232
Q2_10	0.169	0.050	0.142	0.203	0.046	0.110	0.865	0.077
Q3_1	0.161	0.144	0.422	0.044	0.076	0.095	0.115	0.478
Q3_2	0.034	0.116	0.729	0.151	0.309	0.174	–0.047	0.117
Q3_3	0.142	0.175	0.706	0.196	0.297	0.100	0.052	0.075
Q3_4	0.064	0.171	0.751	0.174	0.214	0.094	0.212	0.027
Q3_7	0.164	0.271	0.689	0.219	0.097	0.086	0.166	0.144
Q3_8	0.157	0.226	0.743	0.162	0.110	0.153	0.111	0.172
Q3_10	0.088	0.109	0.303	0.215	0.098	0.054	0.028	0.043
Q3_11	0.160	0.120	0.150	0.181	0.164	0.078	0.030	0.167
Q5_1	0.056	0.201	0.204	0.213	0.766	0.064	–0.048	0.091
Q5_2	0.217	0.1172	0.159	0.218	0.672	0.120	0.035	–0.007
Q5_4	0.075	0.116	0.236	–0.005	0.634	0.182	0.138	0.100
Q5_5	0.086	0.080	0.168	0.203	0.754	0.137	0.013	0.114
Q5_8	0.132	0.111	0.250	0.140	0.230	0.264	0.095	0.568
Q5_9	0.273	0.156	0.258	0.108	0.166	0.290	0.040	0.527
Q6_2	0.097	0.812	0.189	0.017	0.089	0.104	0.024	–0.014
Q6_3	0.067	0.768	0.083	0.116	0.068	0.071	0.013	–0.189
Q6_4	0.140	0.740	0.153	0.062	0.121	0.087	0.121	–0.117
Q6_6	0.271	0.560	0.040	0.261	0.110	0.080	–0.066	0.420
Q6_8	0.121	0.739	0.233	0.101	0.068	0.068	0.115	0.284
Q6_9	0.157	0.721	0.195	0.124	0.174	0.077	0.063	0.370
Q6_10	0.096	0.670	0.062	0.213	0.163	0.081	–0.041	0.361
Q7_1	0.866	0.093	0.096	0.151	0.087	0.052	0.105	–0.019
Q7_2	0.762	0.137	0.131	0.194	0.091	–0.048	0.013	0.159
Q7_3	0.843	0.064	0.060	0.206	0.023	0.027	0.081	0.127
Q7_5	0.857	0.076	0.049	0.150	0.112	0.099	0.134	0.006
Q7_9	0.516	0.186	0.156	0.152	0.143	0.408	0.036	0.182
Q7_10	0.523	0.171	0.077	0.044	0.025	0.327	–0.037	0.095
Q7_11	0.807	0.146	0.115	0.158	0.099	0.232	0.106	0.036
Q8_1	0.212	0.149	0.246	0.181	0.222	0.764	0.129	0.122
Q8_2	0.178	0.332	0.155	0.187	0.216	0.562	0.311	0.036
Q8_3	0.172	0.072	0.151	0.152	0.178	0.820	0.108	0.139

Institute for Sustainable Philanthropy

Unit 12, The Business Centre, 2 Cattedown Road, Plymouth, Devon, PL4 OEG UK

Ph: +44 (0)1752 545 706 | emma@philanthropy-institute.org.uk

www.philanthropy-institute.org.uk