

Donor Perception Report® (DPR) Subscriber Assessment Survey: Results Brief

Purpose, Methods, and Overview

This brief highlights key findings from the third Donor Perception Report® (DPR) Subscriber Assessment survey conducted by Learning for Action (LFA), an independent research, evaluation, and strategy firm, on behalf of the Center for Effective Philanthropy (CEP).

To conduct the 2015 assessment, LFA deployed an online survey to DPR subscriber foundations. LFA compared the 2015 survey results with data from two previous DPR assessments (conducted in 2011 and 2013) for this analysis.

This brief highlights community foundation reflections on, and overall satisfaction with, the DPR tool and process, the perceived value of the DPR, and changes inspired by the DPR across three cohorts grouped for the purposes of analysis as follows: 2011, 2013, and 2015. The brief also highlights select findings comparing first-time and repeat DPR subscriber results from the 2015 assessment. The full set of results from the cross-cohort analysis and first-time versus repeat subscriber analysis is included at the end of this brief.

About the 2015 Survey Response Rate and Sample¹

- **10 of 27** first-time and repeat users (37%) conducting the DPR between September 2013 and February 2015 responded to the 2015 DPR Subscriber Assessment survey.
- Of the 10 subscribers included in this assessment, **six** were **first-time users** and **four** were **repeat users**.
- **60%** of 2015 first-time and repeat-subscriber respondents were the foundation's primary contact with CEP during the DPR process.
- **Of the seven respondents** who answered this question, **14%** of 2015 respondents identified as CEO/Executive Director, **29%** identified as Vice President of Donor Services/Relations, **43%** identified as Donor Engagement/Development, and **14%** of respondents had some other position in their foundation.

¹2015 responses are based on data from 10 subscribers who completed the DPR Subscriber Assessment Survey. All percentages are based on this response rate.

Result Highlights

Overall Satisfaction with the DPR Experience

- 2015 respondents reported high satisfaction with the DPR experience overall.** On average, 2015 respondents rated their experiences as a 6.1 on a 7-point scale (see Exhibit 1). This high level of satisfaction is consistent with the level of satisfaction among respondents in 2011 and 2013 cohorts.
- Subscriber interactions with CEP staff continue to be a highly valued aspect of the DPR experience.** CEP staff responsiveness has remained high since 2011 (see Exhibit 2). CEP staff responsiveness showed gains to 6.6 on a 7-point scale in 2015, after a slight drop from 6.7 in 2011 to 6.4 in 2013. The changes across the cohorts are not statistically significant.
- While ratings of CEP staff helpfulness in responding to DPR subscriber inquiries continue to be high in absolute terms, ratings on helpfulness show a small drop from 2013 (which was a substantial drop from 6.9 for the 2011 cohort; see Exhibit 2). The decrease from 2011 to 2013 was statistically significant, as was the change from 2011 to 2015; however, the small decrease from 2013 to 2015 was not statistically significant.

Exhibit 1. Overall Satisfaction with the DPR Experience

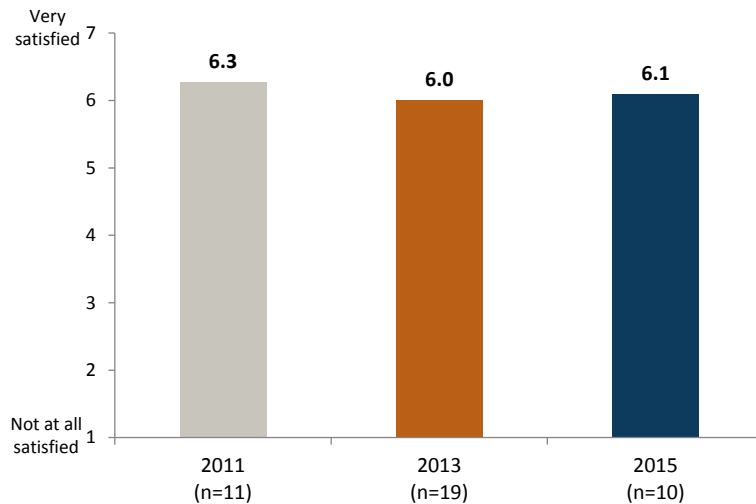
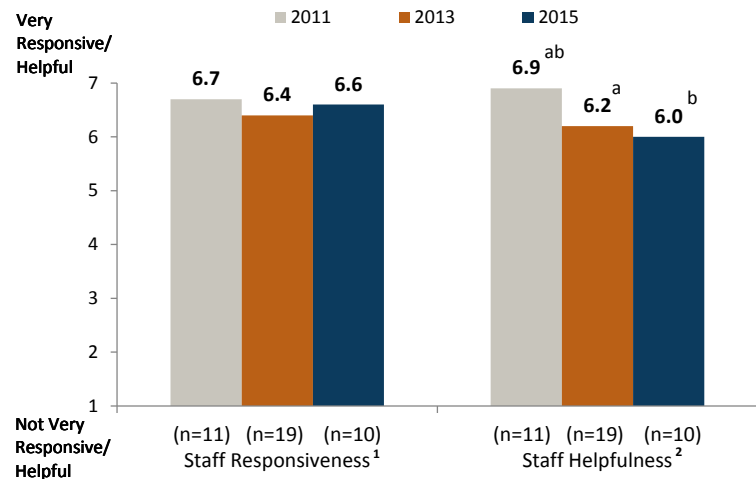


Exhibit 2. Satisfaction with CEP Staff



¹ Scale 1 = "Not at all responsive" to 7="Very responsive"

² Scale 2 = "Not at all helpful" to 7="Very helpful"

^a Statistically significant difference between the 2011 and 2013 groups, $p < .05$

^b Statistically significant different between the 2011 and 2015 groups, $p < .05$

- Ratings of the extent to which CEP's work reflected a clear understanding of the specific organizational context of community foundations experienced a decrease from 2013 (5.8) to 2015 (5.4), with repeat users reporting slightly lower ratings than first-time users. These

findings were not statistically significant, but may be an area for CEP to examine in order to enhance user experiences.

- 2015 DPR user ratings of the quality of CEP’s in-person presentation are high (6.3), and show an increase from 2013 (6.0). First-time users in 2015 reported slightly higher ratings (6.4) than repeat users (6.0).
- In open-ended comments, 2015 respondents report CEP staff to be knowledgeable and to have a broad understanding of the role of community foundations, as well as of the nuances that emerge from individual organizations’ data. Respondents praised CEP staff for their professionalism, their helpfulness, and the personal attention received. DPR subscribers value CEP staff as “tremendous partners in the process.” Respondents appreciated efforts by their CEP contact to understand their organization’s unique context, needs and goals.
- 2015 DPR respondents offered some recommendations for enhancing the DPR process. One respondent indicated that their foundation would benefit from more specific recommendations on strategies or next steps for implementing change. Two subscribers mentioned that they would benefit from feedback from CEP informing the foundation how they could maximize their DPR experience, such as strategies for soliciting greater donor response to the DPR.

CEP staff was **knowledgeable, engaged,** and incredibly **willing to serve.**

We were **impressed** by the **friendly, personal attention** by CEP staff and your willingness to help **customize our survey.**

Donor Perception Report (DPR) Subscribers

Recommending the DPR and Intent to Repeat

A subscriber’s intent to re-commission the DPR and inclination to recommend it to a colleague reflect satisfaction with the product and process. Results from the 2015 survey on both of these indicators show that DPR subscribers are highly satisfied with their overall experience.

- All (100%) of 2015 respondents indicated that they would recommend the DPR to a colleague foundation.** For individual organizations, the DPR helps community foundations benchmark themselves against other community foundations, and inform strategic planning processes. For repeat users, the DPR also track trends in their results. Respondents are eager for additional organizations to participate in the DPR process to supply data that will improve benchmarking against other community foundations.

As more foundations undertake this work, **the data will improve and provide greater benchmarking opportunities.**

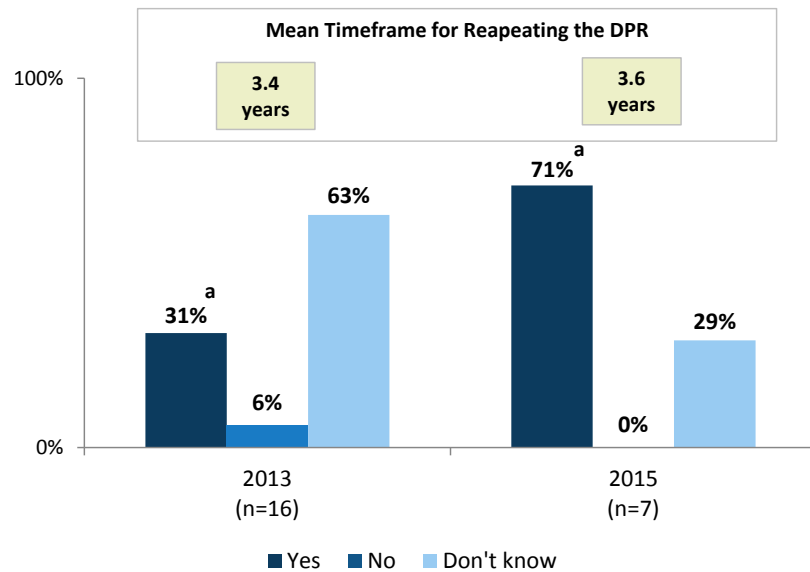
It is **good to apply the same metrics over time** so that you can track progress.

Donor Perception Report (DPR) Subscribers

- Nearly three-fourths (71%) of 2015 respondents intend to commission the DPR again in the future.** The remaining 29% are unsure whether or not they will re-commission the DPR (see Exhibit 3). The proportion of 2015 respondents that intend to re-commission the DPR is substantially higher – more than double – the proportion of respondents indicating intent to re-commission in the 2013 cohort, a statistically significant increase ($p < .01$). While 6% of 2013 respondents did not intend to re-commission the DPR in 2013, none (0%) of 2015 respondents indicated they did not intend to re-commission the DPR in the future.

- Two respondents, both first-time users, indicated they were unsure whether they would commission the DPR in the future.** Open-ended responses indicate this is primarily due to the need for board and/or management input and approval.

Exhibit 3. Intent to Re-commission the DPR¹



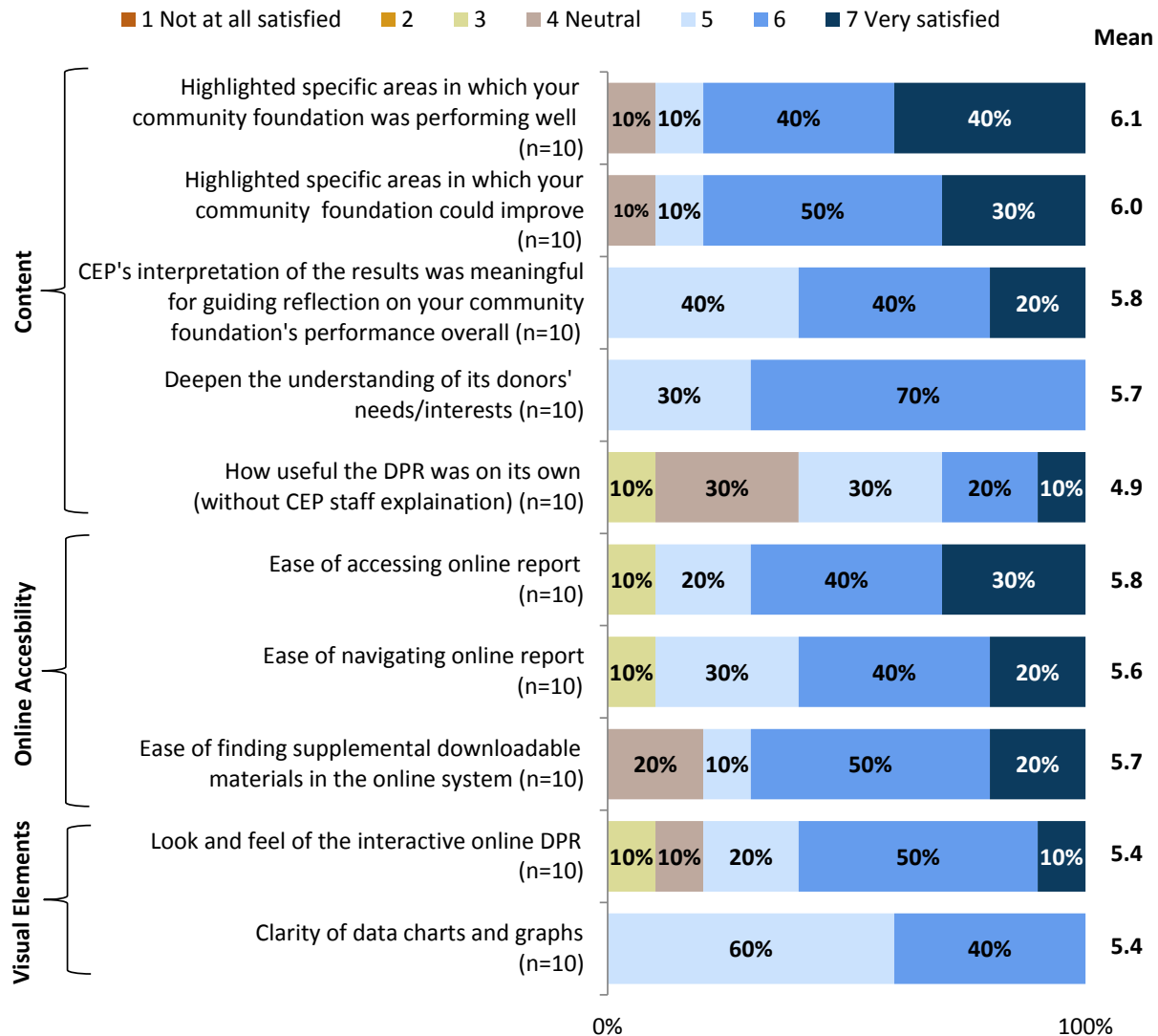
^a Statistically significant increase in subscribers who intended to re-commission in 2013 versus those who intend to re-commission in 2015, $p < .01$.

¹ Data were not collected for this survey item in 2011.

Satisfaction with the DPR Report, Services, and Features

DPR subscribers shared their satisfaction with, and the helpfulness of, various aspects of the DPR report, services, and features.

Exhibit 4. Satisfaction with Aspects of DPR Report
2015 Survey Data¹



¹ The sum of the percentages may be more or less than 100% due to rounding

- 2015 respondents were generally satisfied or very satisfied with aspects of the DPR report – especially the content highlighted in the report.** Notably, 80% of respondents gave a rating of 6.0 or higher for content in the report that highlighted specific areas where the funder was performing well, as well as content that highlighted areas for improvement (see Exhibit 4). However, one respondent (10%) indicated a neutral level of satisfaction on both of these aspects of the DPR. More than half (60%) of respondents were also satisfied with CEP's interpretations of the results, and with the ability of the DPR to deepen the organization's understanding of its donors (70%).

- Ratings of satisfaction with the usefulness of the DPR on its own and the extent to which the DPR helped deepen subscribers' understanding of their donors' needs and interests both experienced drops in scores from 2011, though these decreases were not statistically significant. CEP could enhance the DPR experience by exploring ways to enhance the usefulness of the DPR on its own without CEP explanation, as only 30% of respondents were satisfied or very satisfied with this aspect of the DPR.
- CEP may also want to examine satisfaction levels related to the ability of the DPR to deepen the understanding of its donors' needs/interests and the clarity of data charts and graphs, as no respondents (0%) were "very satisfied" with these aspects of the DPR.
- CEP recently transitioned to a new online format for the DPR report. Overall, **2015 respondents were satisfied or highly satisfied with the accessibility of the new online report format.** Seventy percent of respondents gave a 6+ rating for the ease of accessing the report online and ease of finding supplemental downloadable materials. Sixty percent gave a 6+ rating for the ability to navigate the online report. However, at least one respondent (10%) indicated mild dissatisfaction with the DPR in the following domains: usefulness of the DPR on its own; ease of accessing and navigating the online report; and look and feel of the online DPR. To improve the online experience, CEP could consider improvements to accessibility of supplemental downloadable reports, as 20% of respondents were neither satisfied nor dissatisfied about this aspect of the DPR. One subscriber would like the online component to be "easier to use," and one respondent felt the online login was "cumbersome."

It was **easier to present the findings** in a hard-copy format. Sometimes I can **better capture their attention when I present paper that they can leaf through**, rather than an email that might get **lost in the shuffle**.

We used the online report more frequently due to the functionality permitting the user to view the response by segmenting constituents.

The **online tool** has really enabled us to **use and understand the results at a whole new level**.

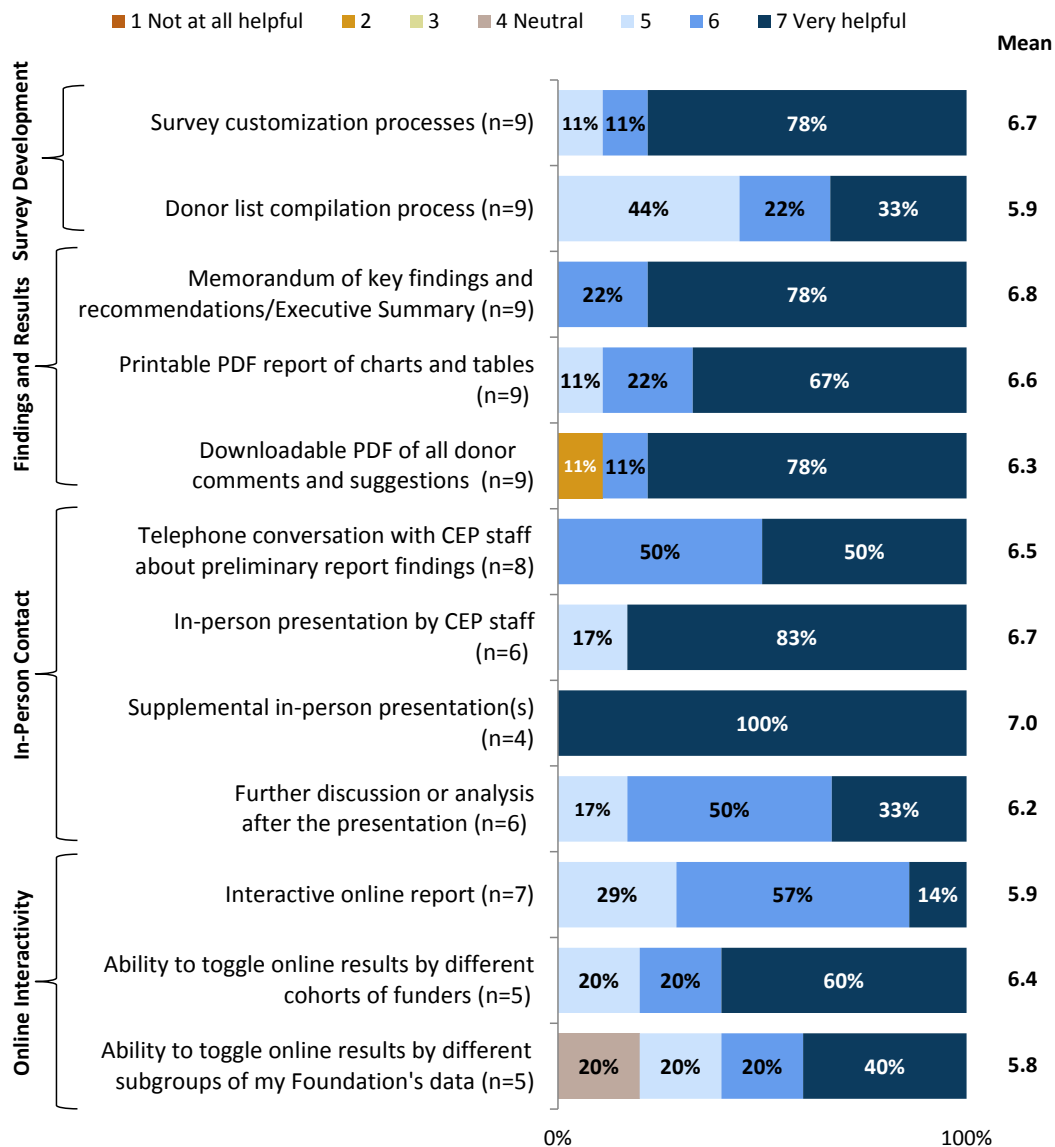
Donor Perception Report (DPR) Subscribers

- Despite the relatively high level of satisfaction with the new online format, some subscribers may not be using the online tool to its full potential.** Eighty-eight percent (88%) of respondents used the PDF version of the DPR report more frequently than the online report. Respondents reported using the PDF more frequently as it was easier to access, easier to distribute to staff, board and/or donors, easier to utilize for talking points in meetings, and easier to incorporate selectively into other reporting platforms. Those who utilized the online report indicated that the interactive functionality allowing for segmentation of data was a value-add over the static PDF report. Only 12% of subscribers indicated using the online report of charts and tables more frequently, suggesting that there may be an opportunity for CEP to engage users more fully with online report options and functionality.

Helpfulness of the DPR Report, Services, and Features

- 2015 respondents reported very high ratings on the helpfulness of DPR services and features (see Exhibit 5), showing increases in ratings across all aspects for which 2013 comparison data were available.

Exhibit 5. Helpfulness of DPR Services and Features
2015 Survey Data¹



¹The sum of the percentages may be more than 100% due to rounding.

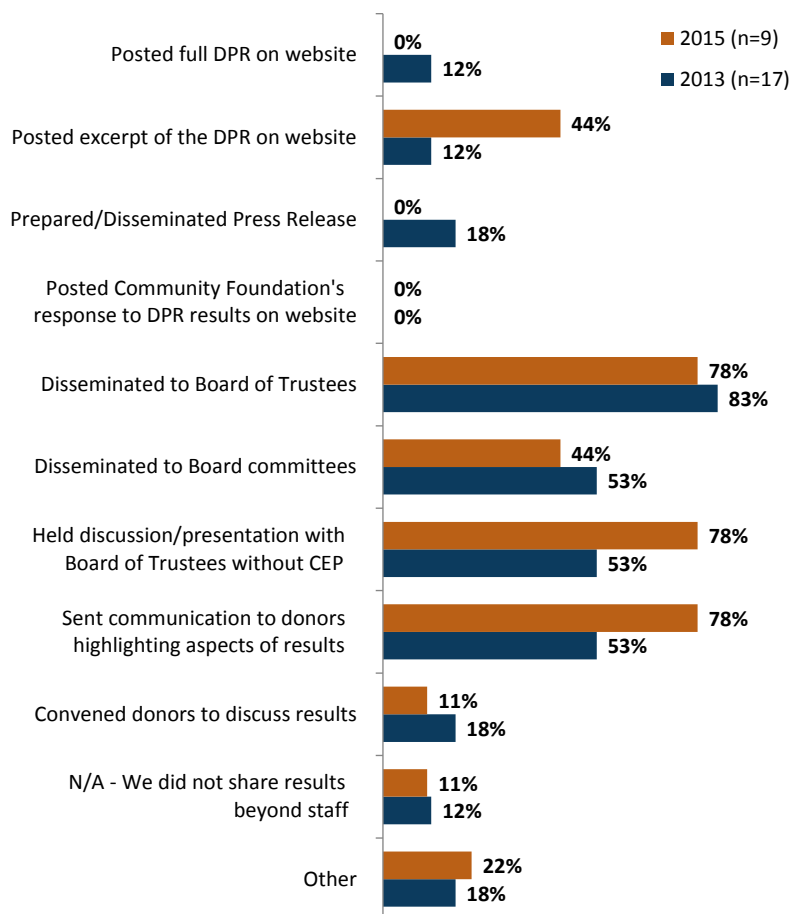
- In-person contact with CEP was rated very highly in 2015.** All (100%) of 2015 respondents rated the supplemental in-person presentation to be “very helpful” and 100% rated telephone conversations with CEP staff at least a 6 on the 7-point scale. In-person presentations and further discussion after in-person presentations were also rated highly.

- **All (100%) of 2015 DPR respondents rated the Memorandum of Key Findings and Recommendations/ Executive Summary as helpful or very helpful (a rating of 6 or higher).**
- **The services and features introduced as part of the new online report format were extremely well received.** In particular, 89% of respondents rated 6+ on the survey customization process, and 55% rated 6+ on the donor list process. A high proportion of respondents found the ability to toggle online results by different subgroups (80%), and the interactive online report (71%), as helpful or very helpful. However, one respondent (11%) reported the downloadable PDF of all donor comments and suggestions as minimally helpful. One respondent rated the ability to toggle online results as neutral. CEP may want to examine these two aspects of the DPR experience.

Approaches for Sharing DPR Results

- More than 75% of 2015 respondents to the DPR assessment survey report sharing and discussing DPR results with their boards and sharing highlights of DPR results with donors.
- Patterns of sharing results over time are fairly consistent, with a notable increase in those who posted an excerpt of their DPR on their foundation's website from 12% in 2014 to 44% in 2015.

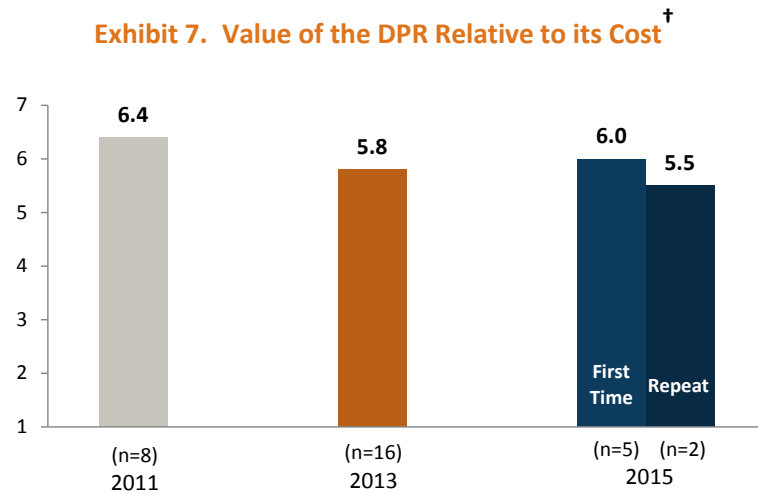
Exhibit 6. Approaches for Sharing DPR Results¹



¹ The sum of the percentages is more than 100% because respondents could check all that apply.

Value of the DPR Overall

- 2015 respondents consider the DPR valuable relative to cost (see Exhibit 7).** 2015 first-time subscribers showed a gain from 2013 ratings, but repeat subscribers reported lower ratings than 2013 respondents. There was not a significant difference between the value of the DPR as reported by 2015 first-time and repeat users.



[†] No pairwise comparisons were statistically significant.

- 2015 DPR repeat users report slightly lower value relative to cost than 2015 first-time users. However, these findings were not statistically significant.

Although it was a significant investment **it was considered worthwhile.**

The cost of the survey seemed reasonable based on the information gathered. **It also helped** to have comparative data from other foundations that participated.

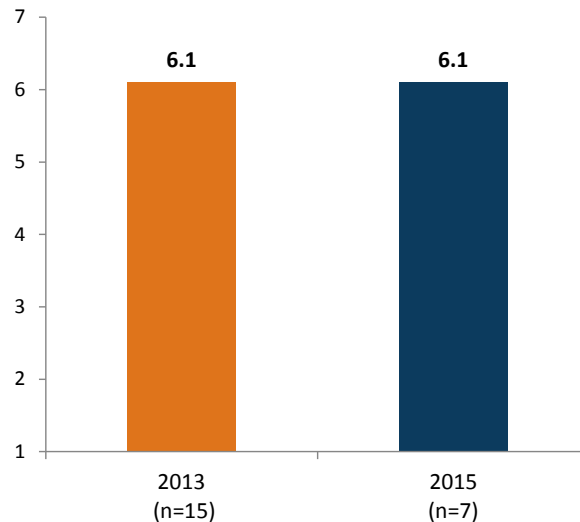
Working with an agency that had been recommended by [...] and had sound data collection and assessment methodology gave credibility to the results and justified the time and resource allotment required. **I felt confident presenting the survey to our [governing body] and our donors.**

Donor Perception Report (DPR) Subscribers

Usefulness of the DPR

- 2015 DPR respondents rated the usefulness of the DPR very highly.** Respondents valued receiving detailed feedback on donor services and areas for improvement that were “key resources” in subsequent and ongoing strategic planning processes.
- All (100%) of 2015 respondents said that the DPR was more useful (with a rating of 6 or higher) compared to other services they had commissioned to assess their overall effectiveness in working with donors (see Exhibit 8).** Responses in 2015 matched those in 2013, with both mean values equal to 6.1. 2015 DPR repeat users report slightly higher scores on the usefulness of the DPR relative to other processes for measuring effectiveness than first-time users, though this difference was not statistically significant.

Exhibit 8. Usefulness of the DPR †



† No pairwise comparisons were statistically significant.

- DPR users report utilizing results from the DPR for ongoing strategic planning processes,** and noted the unique contributions of the DPR, such as its depth and focus, were a value-add over other data sources currently or previously used to inform decision-making processes. Of particular usefulness was the ability to benchmark foundation outcomes against comparable foundations.

The **independence and anonymity** that CEP offered was vital. **It allowed our donors to truly express** their perceptions of our foundation.

Donor Perception Report (DPR) Subscribers

- 2015 DPR respondents indicated that they would benefit from additional information related to community foundation metrics and benchmarking to allow better comparison of DPR results with those of other community foundations.
- One respondent reported an interest in receiving feedback from CEP related to how the community foundation could better prepare for, implement or enhance the response rate to the DPR in future years.

The survey showed where we had **huge opportunities.**

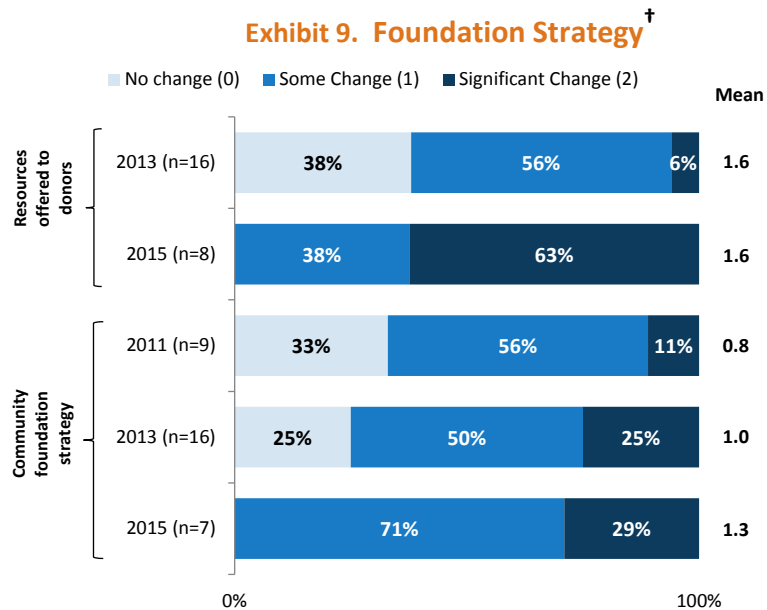
Donor Perception Report (DPR) Subscribers

Changes Inspired by DPR Results

The DPR gathers anonymous, candid donor assessments of community foundation practices, and then benchmarks those data against a comparison dataset. The extent to which community foundations utilize the DPR data to inform organizational change is the greatest indicator of the tool's usefulness and effectiveness. Community foundations shared changes they made in the areas of: donor engagement;² foundation strategy;³ internal organizational practices;⁴ and foundation performance.⁵ Among these four areas, DPR findings continue to inspire the most change in the areas of donor engagement and foundation strategy (see Exhibits 9 through 11).

- 2015 respondents report a statistically significant increase as compared to the 2013 cohort in the degree of changes made to resources offered to donors from 0.7 in 2013 to 1.6 in 2015 (see Exhibit 9).**

- Subscribers report substantive changes to community foundation strategy as a result of DPR findings (see Exhibit 9).** One-third (29%) report significant change to community foundation strategy, and the remaining 71% report some change to this aspect of their work. The percent of respondents indicating no change in this area has experienced a continuous decrease across cohorts, from 33% in 2011, to 25% in 2013. No (0%) respondents indicated that the DPR report led to no changes in strategy in 2015.



[†] No pairwise comparisons were statistically significant.

[One aspect of our model was] highlighted as a **real game changer** for us. **We took that model, applied it to existing donors.**

The DPR was a **key element** in our **strategic planning** process.

Donor Perception Report (DPR) Subscriber

² The donor engagement area consists of five components: communications with existing donors; approaches to working with existing donors; approaches to engaging new donors; attitudes toward work with donors; and resources offered to donors.

³ The foundation strategy area consists of two components: community foundation strategy; and allocation of resources for donor services.

⁴ The internal organizational practices area consists of three components: the foundation's perspective on its role in the community; staffing levels; and collaboration among donor staff and others in the foundation.

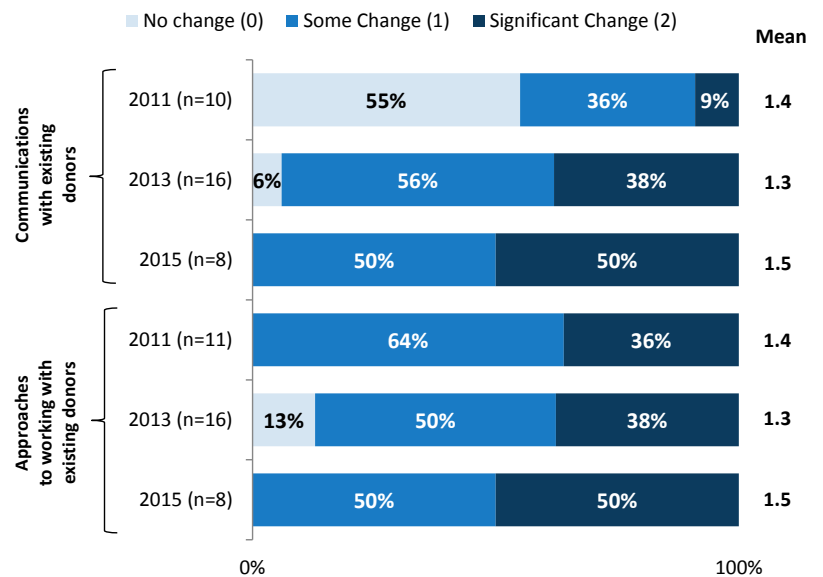
⁵ The community foundation performance area consists of two components: addressing performance of a particular donor services/staff member and addressing performance of or approach to a donor services.

- Across cohorts, DPR subscribers also report increases in the degree of change made related to collaboration among staff and the community foundation's perspective on its role in the community (though these increases across cohorts are not statistically significant). Subscribers also report a slight drop from 2013 to 2015 in the DPR's impact on staffing levels.

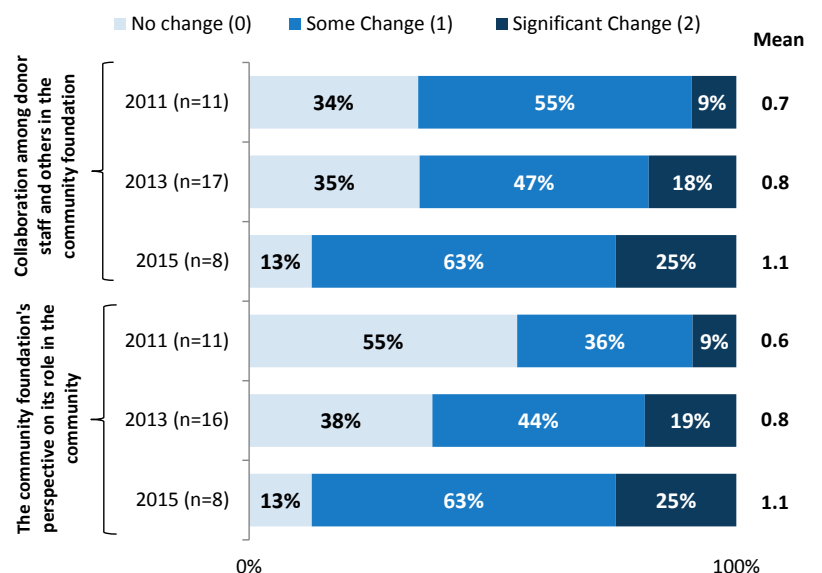
- The degree to which community foundations made changes in approaches to engaging new donors was substantially higher among repeat users (1.5) than first-time users (0.5) in 2015 (though statistical significance testing is not reported due to the small number of repeat user respondents). This may be an area CEP wants to examine in subsequent years to determine if this is indeed a trend (See Exhibit 10).

- Across cohorts over time, DPR subscribers also report increases in the degree to which they make changes related to internal organizational practices (see Exhibit 11),** such as collaboration among staff, and the community foundation's perspective on its role in the community (though these increases are not statistically significant). Subscribers in the 2015 cohort also report a slight drop as compared to the 2013 cohort in the degree to which the DPR affected staffing levels.

- Two community foundations commissioned a consultant to help implement changes indicated by the 2015 DPR. They utilized their consultants to: facilitate internal conversations (50%); to help design the change process (50%); and to design or update foundation processes (50%). Foundations did not use consultants to gather additional data (0%).

Exhibit 10. Donor Engagement[†]


[†] No pairwise comparisons were statistically significant.

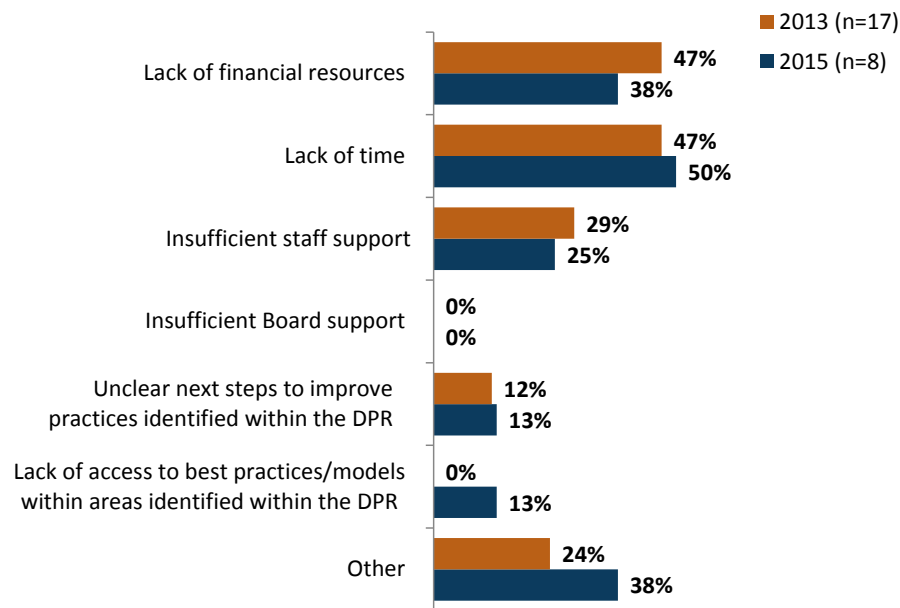
Exhibit 11. Internal Organizational Practices[†]


[†] No pairwise comparisons were statistically significant.

Barriers to Making Change

- 2015 respondents consider the DPR valuable, but cite several barriers to implementing changes suggested by the DPR.** Primary barriers to creating changes indicated by the DPR include lack of time (50%), lack of financial resources (38%), and insufficient staff support (25%) (see Exhibit 12).

Exhibit 12. Barriers to Making Change¹



¹ The sum of the percentages is more than 100% because respondents could check all that apply.

- First-time users report lack of time as a primary barrier (60%), while repeat users report insufficient staff support as the primary barrier to making change (67%). Interestingly, no (0%) first-time users report insufficient staff support as a barrier to making change.
- Other barriers to change cited by 2015 respondents in open-ended comments include staffing changes and the acknowledgement that the process of change takes time.
- DPR subscribers would also benefit from CEP assistance in developing actionable next steps to implement impactful changes inspired by the DPR.

Conclusion

The 2015 DPR Subscriber Assessment results reveal a high level of satisfaction with the DPR as an assessment tool for community foundations. While ratings of interactions with CEP staff continue to be high, subscriber ratings of the helpfulness of CEP staff have dropped steadily since 2011, and warrant reflection. Subscribers have responded positively to CEP's new online reporting format, though initial data indicates that users may not be utilizing the online features to their fullest potential. Subscribers report substantive organizational changes as a result of DPR findings and rate the DPR as high value for the cost. CEP may want to consider recommendations to assist subscribers in benchmarking their outcomes and in creating actionable next steps from DPR findings.

Donor Perception Report® (DPR) Subscriber Assessment Survey: Cohort Analysis Summary

Note: Statistical significance is not reported for n<5.

Exhibit 13. General Impressions of the DPR Process

	Mean		
	2011	2013	2015
	¹ Scale: 1 = "Not at all satisfied" to 7 = "Very satisfied" ² Scale: 1 = "Not at all responsive" to 7 = "Very responsive" ³ Scale: 1 = "Not at all helpful" to 7 = "Very helpful"		
Overall Satisfaction	6.3 (n=11)	6.0 (n=19)	6.1 (n=10)
Responsiveness of CEP Staff to Questions	6.7 (n=11)	6.4 (n=19)	6.6 (n=10)
Helpfulness of CEP Staff Responses	6.9 ^{ab} (n=11)	6.2 ^a (n=19)	6.0 ^b (n=10)

^a Statistically significant difference between the 2011 and 2013 groups, $p < .05$.

^b Statistically significant difference between the 2011 and 2015 groups, $p < .05$.

Exhibit 14. Satisfaction with Aspects of the DPR Report[†]

	Mean		
	2011	2013	2015
	Scale: 1 = "Not at all satisfied" to 7 = "Very satisfied"		
The clarity of data charts and graphs in the DPR report	-	-	5.4 (n=10)
The look and feel of the interactive online DPR	-	-	5.4 (n=10)
Ease of accessing online report (e.g., login process)	-	-	5.8 (n=10)
Ease of navigating your online report	-	-	5.6 (n=10)
Ease of finding supplemental downloadable materials in the online system (e.g., Print-Ready PDF Report, PDF Table of Donor Comments)	-	-	5.7 (n=10)
The extent to which CEP's interpretation of the results was meaningful for guiding reflection on your community foundation's performance overall	6.3 (n=11)	5.9 (n=18)	5.8 (n=10)
The extent to which the DPR report highlighted specific areas in which your community foundation was performing well	6.2 (n=11)	6.1 (n=18)	6.1 (n=10)
The extent to which the DPR report highlighted specific areas in which your community foundation could improve performance	6.2 (n=11)	6.1 (n=18)	6.0 (n=10)
How useful the DPR was on its own (without CEP staff explanation)	5.4 (n=11)	5.4 (n=18)	4.9 (n=10)
The extent to which the DPR helped deepen the community foundation's understanding of its donors' needs/interests	6.1 (n=11)	5.6 (n=18)	5.7 (n=10)

[†] No pairwise comparisons were statistically significant.

Exhibit 15. Version of DPR Accessed Most Frequently

	Percentage		
	2011	2013	2015
Printable PDF report of charts and tables	-	-	88% (n=8)
Online report of charts and tables	-	-	12% (n=8)

Exhibit 16. Helpfulness of DPR Services and Features[†]

	Mean Scale: 1 = "Not at all helpful" to 7 = "Very helpful"		
	2011	2013	2015
Survey customization processes	-	6.2 (n=16)	6.7 (n=9)
Donor list compilation process	-	5.5 (n=11)	5.9 (n=9)
Memorandum of Key Findings and Recommendations/Executive Summary	-	-	6.8 (n=9)
Interactive online report	-	-	5.9 (n=7)
Ability to toggle online results by different cohorts of donors	-	-	6.4 (n=5)
Ability to toggle online results by different subgroups of my community foundation's data. (e.g., donor tier, geography)	-	-	5.8 (n=5)
Printable PDF report of charts and tables	-	-	6.6 (n=9)
Downloadable PDF of all donor comments and suggestions for the community foundation	-	-	6.3 (n=9)
Telephone conversation with CEP staff about preliminary report findings	-	5.9 (n=18)	6.5 (n=8)
In-person presentation by CEP staff	-	6.1 (n=12)	6.7 (n=6)
Supplemental in-person presentation(s) (e.g., to the board)	-	-	7.0 (n=4)
Further discussion or analysis after the presentation	-	5.5 (n=10)	6.2 (n=6)

[†]No pairwise comparisons were statistically significant.

Exhibit 17. Understanding of Organizational Context[†]

	Mean		
	Scale: 1 = "Not at all well" to 7 = "Extremely well"		
	2011	2013	2015
The extent to which CEP's work reflected a clear understanding of the specific organizational context of your community foundation	-	5.8 (n=18)	5.4 (n=9)

[†]No pairwise comparisons were statistically significant.

Exhibit 18. Quality of CEP's In-Person Presentation[†]

	Mean		
	Scale: 1 = "Poor" to 7 = "Excellent"		
	2011	2013	2015
Quality of CEP's in-person presentation	-	6.0 (n=14)	6.3 (n=7)

[†]No pairwise comparisons were statistically significant.

Exhibit 19. Approaches for Sharing DPR Results

	Percentage		
	Check all that apply		
	2011	2013	2015
Posted full DPR on website	-	12% (n=17)	0% (n=9)
Posted excerpt of the DPR on website	-	12% (n=17)	44% (n=9)
Prepared/Disseminated Press Release	-	18% (n=17)	0% (n=9)
Posted Community Foundation's response to DPR results on website	-	0% (n=17)	0% (n=9)
Disseminated to Board of Trustees	-	82% (n=17)	78% (n=9)
Disseminated to Board committees	-	53% (n=17)	44% (n=9)
Held discussion/presentation with Board of Trustees without CEP	-	53% (n=17)	78% (n=9)
Sent communication to donors highlighting aspects of results	-	53% (n=17)	78% (n=9)
Convened donors to discuss results	-	18% (n=17)	11% (n=9)
N/A – We did not share our results beyond staff	-	12% (n=17)	11% (n=9)
Other	-	18% (n=17)	22% (n=9)

Exhibit 20. Changes Inspired by DPR Results

	Mean		
	Scale: 0 = "No Change" to 2 = "Significant Change"		
	2011	2013	2015
Communications with existing donors (e.g., clarity, methods)	1.4 (n=10)	1.3 (n=16)	1.5 (n=8)
Approaches to working with existing donors	1.4 (n=11)	1.3 (n=16)	1.5 (n=8)
Approaches to engaging new donors	0.8 (n=10)	0.9 (n=15)	0.8 (n=8)
Attitudes towards work with donors	-	-	0.9 (n=8)
Community foundation strategy (e.g., what it is you're trying to do, focus)	0.8 (n=9)	1.0 (n=16)	1.3 (n=7)
Collaboration among donor staff and other in the community foundation	0.7 (n=11)	0.8 (n=17)	1.1 (n=8)
The community foundation's perspective on its role in the community	0.6 (n=11)	0.8 (n=16)	1.1 (n=8)
Resources offered to donors	-	0.7 ^a (n=16)	1.6 ^a (n=8)
Staffing levels	0.6 (n=11)	0.8 (n=14)	0.4 (n=7)
Allocation of resources for a particular donor services	-	-	1.0 (n=6)
Addressing performance of a particular donor services/other staff member	-	-	0.4 (n=7)
Addressing performance of or approach to donor services	-	-	1.4 (n=8)
Other	-	-	2.0 (n=1)

^a Statistically significant difference between the 2013 and 2015 groups, $p < .001$

Exhibit 21. Ways in Which Consultants Were Used

	Percentage		
	Check all that apply		
	2011	2013	2015
To facilitate internal conversations	-	-	50% (n=2)
To design/structure the change process (e.g., identify next steps, advise on stages of implementation, etc.)	-	-	50% (n=2)
To run focus groups of donors	-	-	0% (n=2)
To collect further data through interviews with other funders	-	-	0% (n=2)

Exhibit 21. Ways in Which Consultants Were Used

	Percentage Check all that apply		
	2011	2013	2015
To design new or update existing foundation processes	-	-	50% (n=2)
Other	-	-	0% (n=2)

Exhibit 22. Barriers to Making Change in Work Based on DPR Results

	Percentage Check all that apply		
	2011	2013	2015
Lack of financial resources	-	47% (n=17)	38% (n=8)
Lack of time	-	47% (n=17)	50% (n=8)
Insufficient Board support	-	0% (n=17)	0% (n=8)
Insufficient staff support	-	29% (n=17)	25% (n=8)
Unclear next steps to improve practices identified within the DPR	-	12% (n=17)	13% (n=8)
Lack of access to best practices/models within areas identified within the DPR	-	0% (n=17)	13% (n=8)
Other	-	24% (n=17)	38% (n=8)

Exhibit 23. Usefulness and Value of the DPR Overall[†]

	Mean		
	2011	2013	2015
Useful relative to other processes for measuring overall donor effectiveness	-	6.1 (n=15)	6.3 (n=7)
Value relative to cost	6.4 (n=8)	5.8 (n=16)	5.9 (n=7)
Value of most recent DPR compared to the value of previous DPRs ¹	-	-	5.0 (n=2)

[†]No pairwise comparisons were statistically significant.

¹ This survey item is only was only administered to the Repeat Users

Exhibit 24. Recommending the DPR and Intent to Repeat

	Percentage								
	2011			2013			2015		
Recommending the DPR, or repeating the DPR, to colleague community foundations	100% (n=10)			93% (n=15)			100% (n=7)		
Intent to re-commission the DPR ¹	Yes	No	Don't know	Yes	No	Don't know	Yes	No	Don't know
	-	-	-	31%** (n=5)	6% (n=1)	63% (n=10)	71%** (n=7)	0% (n=7)	29% (n=7)
	Mean in Years								
Timeframe for repeating the DPR	-			3.4 (n=5)			3.6 (n=5)		

¹ This survey item was not administered in the 2011 DPR survey

** Statistically significant difference between subscribers who intended to re-commission in 2013 versus those who intend to re-commission in 2015, $p < .01$.

Donor Perception Report® (DPR) Subscriber Assessment Survey: First-time and Repeat User Analysis Summary

Note: Statistical significance is not reported for n<5.

Exhibit 25. General Impressions of the DPR Process[†]

	Mean	
	¹ Scale: 1 = "Not at all satisfied" to 7 = "Very satisfied" ² Scale: 1 = "Not at all responsive" to 7 = "Very responsive" ³ Scale: 1 = "Not at all helpful" to 7 = "Very helpful"	
	First-time Users	Repeat Users
	2015	2015
Overall Satisfaction ¹	6.2 (n=6)	6.0 (n=4)
Responsiveness of CEP Staff to Questions ²	6.7 (n=6)	6.6 (n=4)
Helpfulness of CEP Staff Responses ³	5.8 (n=6)	6.3 (n=4)

[†] No pairwise comparisons were statistically significant.

Exhibit 26. Satisfaction with Aspects of the DPR Report[†]

	Mean	
	Scale: 1 = "Not at all satisfied" to 7 = "Very satisfied"	
	First-time Users	Repeat Users
	2015	2015
The clarity of data charts and graphs in the DPR report	5.3 (n=6)	5.5 (n=4)
The look and feel of the interactive online DPR	5.7 (n=6)	5.0 (n=4)
Ease of accessing online report (e.g., login process)	5.8 (n=6)	5.8 (n=4)
Ease of navigating your online report	5.5 (n=6)	5.8 (n=4)
Ease of finding supplemental downloadable materials in the online system (e.g., Print-Ready PDF Report, PDF Table of Donor Comments)	5.8 (n=6)	5.5 (n=4)
The extent to which CEP's interpretation of the results was meaningful for guiding reflection on your community foundation's performance overall	5.7 (n=6)	6.0 (n=4)
The extent to which the DPR report highlighted specific areas in which your community foundation was performing well	5.8 (n=6)	6.5 (n=4)
The extent to which the DPR report highlighted specific areas in which your community foundation could improve performance	5.7 (n=6)	6.5 (n=4)
How useful the DPR was on its own (without CEP staff explanation)	4.7 (n=6)	5.3 (n=4)
The extent to which the DPR helped deepen the community foundation's understanding of its donors' needs/interests	5.7 (n=6)	5.8 (n=4)

[†] No pairwise comparisons were statistically significant.

Exhibit 27. Version of DPR Accessed Most Frequently

	Percentage	
	First-time Users	Repeat Users
	2015	2015
Printable PDF report of charts and tables	80% (n=5)	100% (n=3)
Online report of charts and tables	20% (n=5)	0% (n=3)

Exhibit 28. Helpfulness of DPR Services and Features[†]

	Mean	
	Scale: 1 = "Not at all helpful" to 7 = "Very helpful"	
	First-time Users	Repeat Users
	2015	2015
Survey customization processes	6.8 (n=6)	6.3 (n=3)
Donor list compilation process	5.8 (n=6)	6.0 (n=3)
Memorandum of Key Findings and Recommendations/Executive Summary	6.8 (n=6)	6.7 (n=3)
Interactive online report	6.0 (n=5)	5.5 (n=2)
Ability to toggle online results by different cohorts of donors	6.5 (n=4)	6.0 (n=1)
Ability to toggle online results by different subgroups of my community foundation's data. (e.g., donor tier, geography)	5.8 (n=4)	6.0 (n=1)
Printable PDF report of charts and tables	6.3 (n=6)	7.0 (n=3)
Downloadable PDF of all donor comments and suggestions for the community foundation	6.8 (n=6)	5.3 (n=3)
Telephone conversation with CEP staff about preliminary report findings	6.4 (n=5)	6.7 (n=3)
In-person presentation by CEP staff	6.5 (n=4)	7.0 (n=2)
Supplemental in-person presentation(s) (e.g., to the board)	7.0 (n=3)	7.0 (n=1)
Further discussion or analysis after the presentation	6.5 (n=4)	5.5 (n=2)

[†] No pairwise comparisons were statistically significant.

Exhibit 29. Understanding of Organizational Context[†]

	Mean Scale: 1 = "Not at all well" to 7 = "Extremely well"	
	First-time Users	Repeat Users
	2015	2015
The extent to which CEP's work reflected a clear understanding of the specific organizational context of your community foundation	5.5 (n=6)	5.3 (n=3)

[†] No pairwise comparisons were statistically significant.

Exhibit 30. Quality of CEP's In-Person Presentation[†]

	Mean Scale: 1 = "Poor" to 7 = "Excellent"	
	First-time Users	Repeat Users
	2015	2015
Quality of CEP's in-person presentation	6.4 (n=5)	6.0 (n=2)

[†] No pairwise comparisons were statistically significant.

Exhibit 31. Approaches for Sharing DPR Results

	Percentage Check all that apply	
	First-time Users	Repeat Users
	2015	2015
Posted full DPR on website	0% (n=6)	0% (n=3)
Posted excerpt of the DPR on website	50% (n=6)	33% (n=3)
Prepared/Disseminated Press Release	0% (n=6)	0% (n=3)
Posted Community Foundation's response to DPR results on website	0% (n=6)	0% (n=3)
Disseminated to Board of Trustees	83% (n=6)	67% (n=3)
Disseminated to Board committees	33% (n=6)	67% (n=3)
Held discussion/presentation with Board of Trustees without CEP	67% (n=6)	100% (n=3)
Sent communication to donors highlighting aspects of results	83% (n=6)	67% (n=3)
Convened donors to discuss results	0% (n=6)	33% (n=3)
N/A – We did not share our results beyond staff	0% (n=6)	33% (n=3)
Other	17% (n=6)	33% (n=3)

Exhibit 32. Changes Inspired by DPR Results

	Mean	
	Scale: 0 = "No Change" to 2 = "Significant Change"	
	First-time Users	Repeat Users
	2015	2015
Communications with existing donors (e.g., clarity, methods)	1.7 (n=6)	1.0 (n=2)
Approaches to working with existing donors	1.5 (n=6)	1.5 (n=2)
Approaches to engaging new donors	0.5 (n=6)	1.5 (n=2)
Attitudes towards work with donors	0.8 (n=6)	1.0 (n=2)
Community foundation strategy (e.g., what it is you're trying to do, focus)	1.4 (n=5)	1.0 (n=2)
Collaboration among donor staff and other in the community foundation	1.3 (n=6)	0.5 (n=2)
The community foundation's perspective on its role in the community	1.3 (n=6)	0.5 (n=2)
Resources offered to donors	1.7 (n=6)	1.5 (n=2)
Staffing levels	0.4 (n=5)	0.5 (n=2)
Allocation of resources for a particular donor services	1.3 (n=4)	0.5 (n=2)
Addressing performance of a particular donor services/other staff member	0.3 (n=6)	0.5 (n=2)
Addressing performance of or approach to donor services	1.2 (n=5)	1.0 (n=2)
Other	2.0 (n=1)	-

Exhibit 33. Ways in Which Consultants Were Used

	Percentage	
	Check all that apply	
	First-time Users	Repeat Users
	2015	2015
To facilitate internal conversations	50% (n=2)	0% (n=3)
To design/structure the change process (e.g., identify next steps, advise on stages of implementation, etc.)	50% (n=2)	0% (n=3)

Exhibit 33. Ways in Which Consultants Were Used

	Percentage Check all that apply	
	First-time Users	Repeat Users
	2015	2015
To run focus groups of donors	0% (n=2)	0% (n=3)
To collect further data through interviews with other funders	0% (n=2)	0% (n=3)
To design new or update existing foundation processes	50% (n=2)	0% (n=3)
Other	0% (n=2)	0% (n=3)

Exhibit 34. Barriers to Making Change in Work Based on DPR Results

	Percentage Check all that apply	
	First-time Users	Repeat Users
	2015	2015
Lack of financial resources	40% (n=5)	33% (n=3)
Lack of time	60% (n=5)	33% (n=3)
Insufficient Board support	0% (n=5)	0% (n=3)
Insufficient staff support	0% (n=5)	67% (n=3)
Unclear next steps to improve practices identified within the DPR	0% (n=5)	33% (n=3)
Lack of access to best practices/models within areas identified within the DPR	0% (n=5)	33% (n=3)
Other	60% (n=5)	0% (n=3)

Exhibit 35. Usefulness and Value of the DPR Overall[†]

	Mean	
	¹ Scale:1 = "Much less useful" to 7 = "Much more useful" ² Scale:1 = "Very poor value for the cost" to 7 = "Excellent value for the cost" ³ Scale:1 = "Very poor value compared to previous DPRs" to 7 = "Excellent value compared to previous DPRs"	
	First-time Users	Repeat Users
	2015	2015
Useful relative to other processes for measuring overall funder effectiveness	6.2 (n=5)	6.5 (n=2)
Value relative to cost	6.0 (n=5)	5.5 (n=2)
Value for repeat subscribers compared to previous DPRs	N/A	5.0 (n=2)

[†] No pairwise comparisons were statistically significant.

Exhibit 36. Recommending the DPR and Intent to Repeat

	Percentage					
	First-time Users			Repeat Users		
	2015			2015		
Recommending the DPR, or repeating the DPR, to colleague community foundations	100% (n=5)			100% (n=1)		
Intent to re-commission the DPR	Yes	No	Don't know	Yes	No	Don't know
	60% (n=5)	0% (n=5)	40% (n=5)	100% (n=2)	0% (n=2)	0% (n=2)
Timeframe for repeating the DPR [†]	Mean in Years					
	3.0 (n=3)			4.5 (n=2)		

[†] No pairwise comparisons were statistically significant.