# STANFORD SURVEY ON LEADERSHIP AND MANAGEMENT IN THE NONPROFIT SECTOR

IN COLLABORATION WITH

STANFORD



StanfordSOCIAL INNOVATION<sup>Review</sup>



BoardSource\* Empowering Boards. Inspiring Leadership.

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# TABLE OF CONTENTS

Executive Summary1
Survey Responses7
Demographic Information7
Perspectives on the Sector13
Mission 16
Strategy20
Impact Evaluation29
Insight and Courage 42
Organization and Talent45
Funding57
Board Governance62
Scaling63
Questions for Donors/Funders65
Methodology71
Survey Analysis72
About the Authors75
Acknowledgments76
About the Survey Collaborators
Contact Information77

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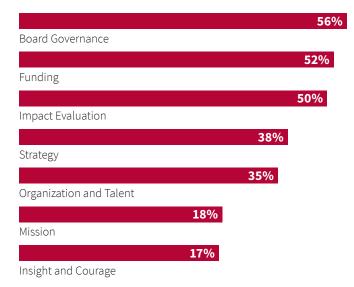
# **EXECUTIVE SUMMARY**

The Stanford Survey on Leadership and Management in the Nonprofit Sector was conducted in collaboration with the Center for Social Innovation at Stanford Graduate School of Business, the Stanford Center on Philanthropy and Civil Society, Stanford Social Innovation Review, GuideStar, and BoardSource. In this survey, more than 3,000 stakeholders from the nonprofit sector-including nonprofit executives and staff, board members, and donors-provided detailed information about the leadership and management practices of a nonprofit organization with which they are involved. William F. Meehan III and Kim Starkey Jonker oversaw this survey to inform research for their book, Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector.1 "This comprehensive survey generated highly informative empirical data that highlights our observations from decades of experience in the sector. In order to be best in class, a nonprofit needs to excel in all areas of nonprofit leadership and management. And our survey found that most nonprofits fall far short in their efforts to achieve significant impact," explains Meehan.

More than 80 percent of nonprofit organizations struggle with at least one of the seven fundamental elements of nonprofit leadership and management, thus hampering their overall performance and their ability to achieve their goals. In *Engine of Impact*, Meehan and Jonker delineate seven essential components of strategic leadership that a nonprofit must master in order to maximize its impact: mission, strategy, impact evaluation, insight and courage, organization and talent, funding, and board governance. Meehan and Jonker posit that to be truly high performing, a nonprofit needs to be strong in all seven of these areas and cannot have a weakness in any of them. As they explain in *Engine of Impact*, "an inability to master even one component can prevent an organization from achieving its goals."<sup>2</sup>

Statistical analysis of responses from executives, staff, and board members at nonprofit organizations revealed that only 11 percent of these organizations are strong in all seven elements of strategic leadership.<sup>3</sup> The analysis also found that more than 80 percent of organizations struggle in at least one of these areas.<sup>4</sup> More than one-quarter (28 percent) of respondents indicated that their organization performs well in two or fewer of these areas.

Analysis of responses from nonprofit executives, staff, and board members revealed that the three leading challenges facing their organizations are board governance, funding, and impact evaluation. In each of these areas, more than half of respondents indicated that their organization struggles to perform well.<sup>5</sup> Percentage of organizations struggling with each of the 7 elements of strategic leadership



We will now turn to each of these three leading challenges:

# 1. More than half of nonprofits have weak board governance.

A nonprofit cannot thrive for long without strong board governance. Yet governance is one of the most challenging areas for nonprofits to get right. Survey responses indicate that 56 percent of organizations struggle with board governance.

This finding is also supported by other studies and credible recent data. For example, the 2015 Survey on Board of Directors of Nonprofit Organizatons, sponsored by Stanford Graduate School of Business and the Rock Center for Corporate Governance and overseen by David F. Larcker, Nicholas E. Donatiello, William F. Meehan III, and Bryan Tayan, found that "[t]he skills, resources, and experience of directors are not sufficient to meet the needs of most nonprofit organizations" and that "[b]oard processes fall short":

Over a quarter of nonprofit directors do not have a deep understanding of their organization's mission and strategy. Nearly a third are dissatisfied with the board's ability to evaluate organizational performance. A majority do not believe their fellow board members are very experienced or engaged in their work.<sup>6</sup>

Designed to build on the Rock Center study, the Stanford Survey on Leadership and Management in the Nonprofit Sector also explores board members' roles, responsibilities, and overall performance. The Stanford Survey on Leadership and Management in the Nonprofit Sector found that nonprofit board members often do not play the roles that they should, especially with respect to fundraising and succession planning.

Each nonprofit board member has a responsibility to give money and participate in fundraising activities. Not every board member can give large amounts of money, but all board members have a responsibility to give generously according to their ability and to participate in fundraising activities. Yet many board members fall short with respect to these responsibilities. In the survey, less than half (49 percent) of nonprofit executives and staff members concurred with the statement "The financial giving to my nonprofit by its board members is currently very strong (i.e., all board members donate consistently/ generously, and their donations are large enough to make a real difference to the organization)." And only 42 percent believe that that their nonprofit's board plays a very strong role in fundraising activities.

One of the most important roles of any nonprofit board is to hire, fire, and plan for the succession of the executive director and to ensure that the organization conducts succession planning for the senior management team. Despite its importance, succession planning is not prevalent in the nonprofit sector, and many boards fall short in this area. In fact, 53 percent of nonprofit executives and staff disagreed to varying degrees with the statement "My organization conducts thorough and proactive succession planning for the executive director and top executives." And 31 percent do not believe that "the founder/executive director of my organization has a realistic sense of when and how succession should occur."

Effective nonprofit boards periodically review and assess the performance of each board member (typically through their governance committee). Unfortunately, frank discussions and board self-assessments happen rarely in today's nonprofit sector. Only half (51 percent) of respondents who are nonprofit board members indicated that they receive regular and specific feedback on their participation and involvement that helps them to improve their performance.



2. More than half of nonprofits struggle with fundraising. Many organizations have difficulty meeting fundraising goals and have limited capacity to generate major gifts from individuals or to fully leverage their board in "giving and getting."

Fundraising is a significant challenge for many nonprofit organizations. Analysis of survey responses found that 52 percent of organizations struggle in this area. The Rock Center survey of nonprofit board directors underscored these challenges. In that survey, 40 percent of nonprofit directors admitted that their organizations had been unable to meet fundraising targets, and 29 percent said that they had experienced serious financial difficulty.

Individuals are a critically important source of potential donations for most nonprofits—more so than corporations or foundations. A mere 5 percent of the \$373 billion of philanthropic giving in 2015 came from corporations, and only 15 percent of that sum came from foundations, whereas 71 percent of the total came from living individuals. (The remaining 9 percent came in the form of bequests from individuals).<sup>7</sup> Yet the nonprofit sector

largely fails to appreciate the importance of individual giving. This is reflected in fundraising strategies that place greater priority on foundations than on individuals, and in organizations' limited efforts to build their capacity to raise money (especially major gifts) from individuals.

Data from the Stanford Survey on Leadership and Management in the Nonprofit Sector underscored these challenges. Only half (50 percent) of respondents believe that their organization's efforts to obtain donations from individuals are very effective. And only 40 percent of nonprofit executives and staff agreed to some degree with the statement "My organization's current efforts to raise major gifts from individuals (according to my organization's definition of 'major gifts') are very effective."

A cardinal principle of fundraising is to start with your board—the best source of funding for any nonprofit. Yet many nonprofit organizations do not fully leverage their boards in "giving and getting." As discussed above, only 49 percent of nonprofit executives and staff indicated that the financial giving by board members to their organization is very strong, and only 42 percent believe that that their board plays a very strong role in fundraising activities.



3. Half of nonprofits struggle with impact evaluation. In many organizations, impact evaluation is inadequate or unreliable, and its usefulness for refining program strategy remains limited.

The survey found that 50 percent of organizations struggle with impact evaluation.<sup>8</sup> While impact evaluation is becoming more prevalent across the nonprofit sector, many organizations still do not conduct regular, external impact evaluations and do not use the findings to refine their organization's theory of change or its overall strategy.

Many nonprofit organizations do not rely on external evaluators or conduct evaluations regularly. While more than three-quarters (80 percent) of respondents agreed (to some degree) that their organization measures/evaluates its impact and performance, only half (52 percent) indicated that their organization uses external evaluations (e.g., third-party evaluators) for measurement and evaluation. And an even smaller number (40 percent) said that their organization conducts external evaluations regularly. Importantly, the usefulness of evaluations is limited because many organizations do not incorporate the results of their evaluations into a feedback loop that informs their strategy and programmatic approach. By discovering what works and what does not, an organization can hone its theory of change and its strategy over time. The survey revealed that only 57 percent of nonprofit executives and staff regularly use findings from their impact evaluation and performance measurement efforts to refine their organization's theory of change or its overall strategy.

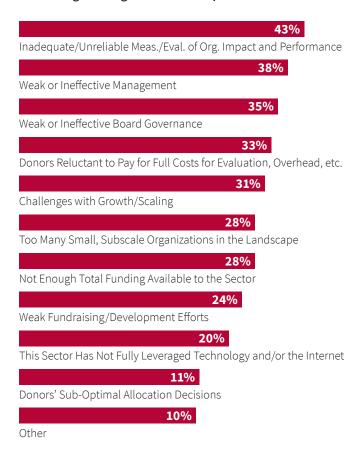
Funders play a critical role in the nonprofit sector, but the survey found that they often do not provide the support needed to foster strategic leadership in their grantees. For example, many funders do not demand impact evaluations, and few of them fund such evaluations: only 42 percent of nonprofit executives and staff said that more than half of their donors demand impact evaluation, and only 11 percent said that more than half of their donors are willing to pay for such efforts. For rigorous and reliable impact evaluation to become the norm in the nonprofit sector, funders must start demanding and paying for impact evaluations.

Other notable findings from the Stanford Survey on Leadership and Management in the Nonprofit Sector:

Survey respondents indicated that impact evaluation and board governance are leading challenges for the overall nonprofit sector. They also cited "weak or ineffective management" as a leading challenge for the sector.

The survey asked, "What do you think are the top challenges facing the overall nonprofit sector as a whole today (not just your own organization)?" Respondents were instructed to select the top three challenges from a list. The percentage of respondents (out of 2,984 who answered this question) selecting each option appears below.

# Percentage of respondents selecting each item from a list of challenges facing the overall nonprofit sector



# Many nonprofits engage in program activities that lack focus, impairing performance.

In *Engine of Impact*, Meehan and Jonker explain that a fundamental axiom of corporate strategy is that more-focused strategies outperform less-focused ones. Countless studies of firms in the private sector, they

write, have "demonstrated that a strategy of focus beats diversification. Companies that performed best were those focused on a single business, or set of closely related businesses, in which their core competencies provided them with identifiable competitive advantage."<sup>9</sup> Focus is as important in the nonprofit sector as it is in the private sector, Meehan and Jonker argue: "In guarding against mission creep, it is critical that nonprofits shun the urge to diversify their program areas and activities."<sup>10</sup>

Yet many organizations follow a diversified strategy. In the Stanford Survey on Leadership and Management in the Nonprofit Sector, nonprofit executives and staff were asked, "Would you characterize your organization's program activities as focused or diversified?" More than one-third (37 percent) of respondents indicated that their organization is diversified to some degree. Notably, a large proportion of nonprofit executives and staff indicated that they do not view diversification as a problem. When asked, "How focused or diversified do you think your organization's program activities should be?" 24 percent said that their organization's program activities should be diversified to some degree.

# Many nonprofits struggle with fundamental organization and talent management practices.

Basic practices necessary for creating a high-performing organization, such as setting clear expectations for performance, providing feedback, and firing low-performing employees, are persistent challenges for many nonprofit organizations. In the Stanford Survey on Leadership and Management in the Nonprofit Sector, nearly one-quarter (24 percent) of nonprofit executives and staff indicated that they do not believe that their organization sets clear expectations for performance. Moreover, 27 percent indicated that they do not believe that their organization's culture encourages and rewards high performance.

Almost one-third (32 percent) of nonprofit executives and staff indicated that they do not receive regular and specific feedback that helps them improve. Nearly one-quarter (22 percent) indicated that they do not receive enough positive feedback and recognition for their contributions to keep them feeling highly motivated. And only 53 percent agreed with the statement "When employees are underperforming consistently according to clear expectations for performance, they do not stay for long in my organization."

# The majority of nonprofit organizations are not ready to scale their impact.

In recent years, scaling has become perhaps the most researched, discussed, and written-about topic in the nonprofit sector. Yet it remains a core challenge across the sector. When asked to identify the top three challenges facing the nonprofit sector as a whole today, 31 percent of respondents cited "challenges with growth/scaling," and 28 percent cited "too many small, subscale organizations in the landscape."

For certain nonprofits under certain conditions, scaling is a powerful way to increase impact. But the critical yet oft-neglected first step in scaling is to dispassionately assess an organization's *readiness* to scale its impact. The model of strategic leadership provides a lens for doing so. Strategic leadership combines strategic thinking and strategic management. *Strategic thinking* (which encompasses mission, strategy, impact evaluation, and insight and courage) pivots around a commitment to factbased problem solving. *Strategic management* (which encompasses organization and talent, funding, and board governance) involves a keen-eyed focus on execution.

Analysis of responses from nonprofit executives, staff, and board members yields these findings.<sup>11</sup>

- More than half (52 percent) of nonprofit organizations are not ready to scale their impact because they have a weakness in strategic thinking (i.e., in mission, strategy, impact evaluation, or insight and courage).
- Roughly one-quarter (27 percent) of nonprofit organizations exhibit strong strategic thinking but have a weakness in strategic management (i.e., in organization and talent, funding, or board governance) that hampers their ability to scale.
- Only a small share (11 percent) of nonprofit organizations have mastered both strategic thinking and strategic management, and are therefore ready and able to scale their impact.

"These survey results reveal many challenges in the nonprofit sector, but the situation is, ultimately, not so bleak," says Jonker. "Any nonprofit can improve its performance significantly by honing the essentials of strategic leadership."

### Endnotes

- 1 William F. Meehan III and Kim Starkey Jonker, *Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector* (Stanford: Stanford University Press, 2017).
- 2 Ibid., 23.
- 3 Among respondents who completed the survey, more than 2,200 fall into the category of nonprofit executives, staff, and board members. In identifying key findings of the survey, we have focused primarily on responses from people in this category, both because they represent the largest group of respondents and because they are critical actors through which the sector does its work.
- 4 The gap between these two figures ("11 percent" and "more than 80 percent") reflects the fact that a small percentage of respondents did not complete answers to questions that relate to one or more of the seven elements.
- 5 Based on statistical analysis of responses from more than 2,200 nonprofit executives and staff. More details can be found in the Methodology and Survey Analysis sections of this report.
- 6 David F. Larcker, Nicholas E. Donatiello, William F. Meehan III, and Brian Tayan, 2015 Survey on Board of Directors of Nonprofit Organizations, Stanford Graduate School of Business and Rock Center for Corporate Governance, 2015, 1.
- 7 Giving USA Foundation, *Giving USA 2016: The Annual Report on Philanthropy for the Year 2015* (Chicago, IL: Giving USA Foundation, 2016), 27. In using Giving USA data, we rounded the contribution amounts in each category, and thus the percentage figures that we provide differ slightly from figures in this report. The findings partly reflect the fact that an estimated \$119 billion of the \$373 billion in charitable giving went to religious congregations. That said, even if giving by living individuals accounted for all of that \$119 billion, individual giving would still account for 57 percent of the remaining amount (roughly \$254 billion).
- 8 Based on statistical analysis of responses from more than 2,200 nonprofit executives and staff. More details can be found in the Methodology and Survey Analysis sections of this report.
- 9 Meehan and Jonker, *Engine of Impact*, 32.
- 10 Ibid.
- 11 Percentages do not add to 100 percent. Refer to the Survey Analysis section of this report for additional data.

# SURVEY RESPONSES DEMOGRAPHIC INFORMATION

### 1. What is your primary affiliation/role relating to the nonprofit sector?

### All Responses (3,626 responses)



### 2. Where are your organization's beneficiaries?

### All Responses (3,419 responses)

Outside the United States Both Within the United States and Outside the United States Within the United States

- 71%

# Nonprofit Executives or Staff (2,253 responses)

(2,255165p011565)

Outside the United States 14% Both Within the United States and Outside the United States 15% Within the United States

### **Foundation Executives or Staff**

(207 responses)

65% Outside the United States 14% Both Within the United States and Outside the United States 21% Within the United States

### Nonprofit Board Members (433 responses)

15%

15%

Outside the United States 16% Both Within the United States and Outside the United States 10% Within the United States

**Other** (based on knowledge of one nonprofit) (411 responses)

**— 66**%

-73%

70%

Outside the United States 18% Both Within the United States and Outside the United States 16% Within the United States

### 3. In which subsector does your organization work?

### All Responses (3,434 responses)

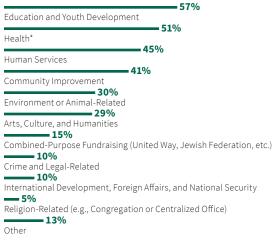
Education and Youth Development
Human Services
Health*
Community Improvement
Arts, Culture, and Humanities
Environment or Animal-Related
International Development, Foreign Affairs, and National Security
Combined-Purpose Fundraising (United Way, Jewish Federation, etc.)
Religion-Related (e.g., Congregation or Centralized Office)
Crime and Legal-Related
Other

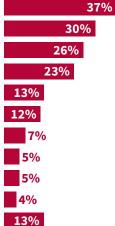
### Nonprofit Executives or Staff (2,262 responses)

- 35% Education and Youth Development **31%** Human Services - 25% Health\* = 21% Community Improvement **- 11%** Arts, Culture, and Humanities **10%** Environment or Animal-Related International Development, Foreign Affairs, and National Security **5%** Religion-Related (e.g., Congregation or Centralized Office) Combined-Purpose Fundraising (United Way, Jewish Federation, etc.) **— 4%** Crime and Legal-Related **- 15%** Other

### **Foundation Executives or Staff**

(206 responses)





### Nonprofit Board Members (438 responses)

- 37% Education and Youth Development -23% Health\* -21% Community Improvement - 20% Human Services - 18% Arts, Culture, and Humanities = 15% Environment or Animal-Related 6% Religion-Related (e.g., Congregation or Centralized Office) **— 4**% International Development, Foreign Affairs, and National Security **—** 3% Combined-Purpose Fundraising (United Way, Jewish Federation, etc.) = 2% Crime and Legal-Related **- 10**% Other

# **Other** (based on knowledge of one nonprofit) (412 responses)

- 35% Education and Youth Development - 26% Human Services - 24% Health\* = 22% Community Improvement 14% Arts, Culture, and Humanities - 8% Environment or Animal-Related - 7% International Development, Foreign Affairs, and National Security **- 5**% Religion-Related (e.g., Congregation or Centralized Office) **—**4% Combined-Purpose Fundraising (United Way, Jewish Federation, etc.) - 3% Crime and Legal-Related - 8% Other

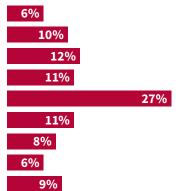
\* Includes Health Care, Mental Health, Disease Treatment, and Medical Research

Results do not equal 100% because respondents could select multiple options. Subgroup data shown only for roles with 100 or more responses.

### 4. What are the annual expenditures of your organization?

### All Responses (3,254 responses)

Over \$100 Million
\$25 Million – \$100 Million
\$10 Million – \$24.99 Million
\$5 Million – \$9.99 Million
\$1 Million – \$4.99 Million
\$500,000 - \$999,999
\$250,000 - \$499,999
\$100,000 - \$249,999
Below \$100,000



### Nonprofit Executives or Staff

(2,141 responses)	
6% Over \$100 Million 11%	
\$25 Million – \$100 Million	
\$10 Million – \$24.99 Million	
<b>12%</b> \$5 Million – \$9.99 Million	200/
\$1 Million – \$4.99 Million	28%
\$1 Million - \$4.99 Million 10% \$500,000 - \$999,999	• 28%
\$1 Million - \$4.99 Million <b>10%</b> \$500,000 - \$999,999 <b>8%</b> \$250,000 - \$499,999	28%
\$1 Million - \$4.99 Million <b>10%</b> \$500,000 - \$999,999 <b>8%</b>	28%

### **Foundation Executives or Staff**

(194 responses) 12%	
Over \$100 Million 13%	
\$25 Million – \$100 Million 15%	
\$10 Million – \$24.99 Million 15%	
\$5 Million – \$9.99 Million	
	30%
\$1 Million – \$4.99 Million	30%
<b>7%</b> \$500,000 – \$999,999	<b>30</b> %
<b>7%</b> \$500,000 – \$999,999 <b>2%</b> \$250,000 – \$499,999	• 30%
<b>7%</b> \$500,000 – \$999,999 <b>2%</b>	• 30%

### Nonprofit Board Members

(433 responses)
\$5 Million – \$9.99 Million
22%
\$1 Million – \$4.99 Million
\$500,000 - \$999,999
<b>16%</b> \$500,000 - \$999,999 <b>10%</b> \$250,000 - \$499,999
16% \$500,000 - \$999,999 10%

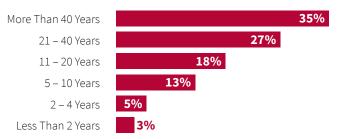
# **Other** (based on knowledge of one nonprofit) (386 responses)

7% Over \$100 Million \$25 Million - \$100 Million 10% \$10 Million - \$24.99 Million \$5 Million - \$9.99 Million \$1 Million - \$4.99 Million \$1 Million - \$4.99 Million \$2500,000 - \$999,999 \$2500,000 - \$499,999 \$2500,000 - \$249,999

9% Below \$100,000

### 5. For how many years has your organization been in existence?

### All Responses (3,419 responses)



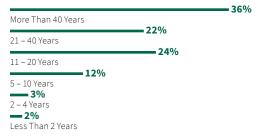
### **Nonprofit Executives or Staff**

(2,255 responses)

More Than 40 Year	S	<b>38%</b>
21 – 40 Years	1.00/	
11 – 20 Years	16% - 12%	
5 – 10 Years <b>4%</b> 2 – 4 Years <b>3%</b> Less Than 2 Years	- 1270	

### **Foundation Executives or Staff**

(204 responses)

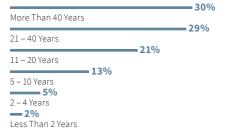


### **Nonprofit Board Members**

(438 responses) More Than 40 Years 21 - 40 Years 11 - 20 Years 5 - 10 Years 2 - 4 Years 7% 2 - 4 Years 3%

Less Than 2 Years

## **Other** (based on knowledge of one nonprofit) (407 responses)



### 6. My organization currently operates in:

### All Responses (2,972 responses)

More Than 20 Countries	7%	
10 – 19 Countries	3%	
2 – 9 Countries	12%	
1 Country	7	8%

### **Nonprofit Executives or Staff**

(1,979 responses)	
More Than 20 Countries	
- 3%	
10 – 19 Countries	
<b>———————————————————</b> — <b>12</b> %	
2 – 9 Countries	
	<b>— 78%</b>
1 Country	

### Foundation Executives or Staff

1 Country

### Nonprofit Board Members (373 responses)

- 3% More Than 20 Countries - 2% 10 - 19 Countries - 12% 2 - 9 Countries

1 Country

# **Other** (based on knowledge of one nonprofit) (354 responses)

- 84%

-77%

6%
More Than 20 Countries
 5%
 10 - 19 Countries
 13%
2 - 9 Countries

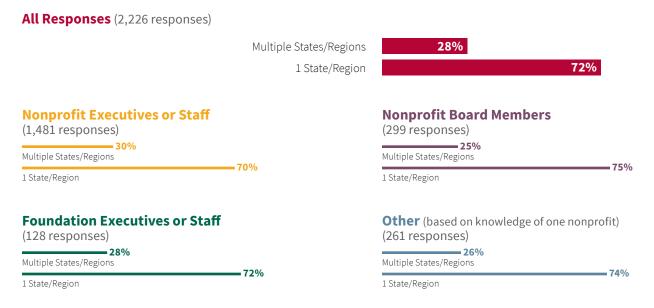
1 Country

Results may not equal 100% due to rounding. Subgroup data shown only for roles with 100 or more responses.

- 76%

### 7. My organization currently operates in:

Asked only of respondents who indicated that their organization operates in 1 country.



### 8. Please specify:

Asked only of respondents who indicated that their organization operates in 1 state/region.

### All Responses (1,549 responses)

Multiple Cities (Within 1 State) 1 City (Multiple Communities/Neighborhoods Within the 1 City) 1 City (1 Community/Neighborhood)



### **Nonprofit Executives or Staff**

(1,015 responses)

56% Multiple Cities (Within 1 State) 27% 1 City (Multiple Communities/Neighborhoods Within the 1 City) 17% 1 City (1 Community/Neighborhood)

### **Foundation Executives or Staff**

(88 responses)

**59**%

Multiple Cities (Within 1 State)

1 City (Multiple Communities/Neighborhoods Within the 1 City) 14% 1 City (1 Community/Neighborhood)



(222 responses)

### Multiple Cities (Within 1 State)

33%

1 City (Multiple Communities/Neighborhoods Within the 1 City)
27%

1 City (1 Community/Neighborhood)

**Other** (based on knowledge of one nonprofit) (185 responses)

44% Multiple Cities (Within 1 State) 34%

1 City (Multiple Communities/Neighborhoods Within the 1 City)

1 City (1 Community/Neighborhood)

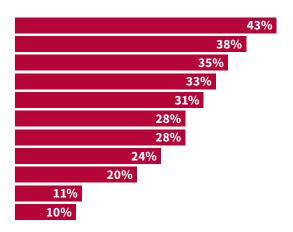
# **PERSPECTIVES ON THE SECTOR**

# 9. What do you think are the top challenges facing the overall nonprofit sector as a whole today (not just your own organization)?

Respondents were asked to select the top three challenges from a list. The percentage of respondents selecting each option appear below.

### All Responses (2,984 responses)

Inadequate/Unreliable Meas./Eval. of Org. Impact and Performance Weak or Ineffective Management Weak or Ineffective Board Governance Donors Reluctant to Pay for Full Costs for Evaluation, Overhead, etc. Challenges with Growth/Scaling Too Many Small, Subscale Organizations in the Landscape Not Enough Total Funding Available to the Sector Weak Fundraising/Development Efforts This Sector Has Not Fully Leveraged Technology and/or the Internet Donors' Sub-Optimal Allocation Decisions Other



### Nonprofit Executives or Staff

(1,935 responses)
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Inadequate/Unreliable Meas./Eval. of Org. Impact and Performance
Weak or Ineffective Management
Donors Reluctant to Pay for Full Costs for Evaluation, Overhead, etc.
Challenges with Growth/Scaling
Weak or Ineffective Board Governance
Not Enough Total Funding Available to the Sector
Too Many Small, Subscale Organizations in the Landscape
Weak Fundraising/Development Efforts
This Sector Has Not Fully Leveraged Technology and/or the Internet
Donors' Sub-Optimal Allocation Decisions
Other 10%

### **Foundation Executives or Staff**

(	1/	6	res	ро	nse	3S)
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	<b>— 50</b> %
Inadequate/Unreliable Meas./Eval. of Org. Impact and Performance	
Weak or Ineffective Board Governance	
Weak or Ineffective Management	
——————————————————————————————————————	
Challenges with Growth/Scaling	
20% Not Enough Total Funding Available to the Sector	
This Sector Has Not Fully Leveraged Technology and/or the Internet	
14% Weak Fundraising/Development Efforts	
Donors' Sub-Optimal Allocation Decisions  15% Other	

### Nonprofit Board Members (369 responses)

Inadequate/Unreliable Meas./Eval. of Org. Impact and P	erformance
Weak or Ineffective Board Governance	<b>—</b> 38%
Neak or Ineffective Management	- 36%
Weak Fundraising/Development Efforts	= 36%
Challenges with Growth/Scaling	%0
28% Too Many Small, Subscale Organizations in the Landsca	pe
27% Not Enough Total Funding Available to the Sector	
<b>24%</b> Donors Reluctant to Pay for Full Costs for Evaluation, Ov	erhead, etc
<b>—————————————————————————————————————</b>	the Interne
Donors' Sub-Optimal Allocation Decisions	
Other	

# **Other** (based on knowledge of one nonprofit) (371 responses)

nadequate/Unreliable Meas./Eval. of Org. Impact and Performance
Weak or Ineffective Management
Weak or Ineffective Board Governance
Challenges with Growth/Scaling
28% Donors Reluctant to Pay for Full Costs for Evaluation, Overhead, etc. 25%
Too Many Small, Subscale Organizations in the Landscape
Not Enough Total Funding Available to the Sector
This Sector Has Not Fully Leveraged Technology and/or the Internet
Neak Fundraising/Development Efforts
8% Donors' Sub-Optimal Allocation Decisions 10%

Results do not equal 100% because respondents could select multiple options. Subgroup data shown only for roles with 100 or more responses.

E00/

10. Fads Versus Fundamentals: Some of the concepts and trends emerging in the nonprofit sector in recent years could be classified as "fundamentals" (i.e., significant forces with the staying power to transform the sector over the long term). By contrast, other concepts/trends could be viewed as merely "fads" (i.e., they will pass by without major impact on the sector when the next popular trend comes along). On the spectrum below, please indicate to what extent you think each of the following concepts is a fundamental or a fad.

Respondents rated each concept from 1 to 7, with 1 indicating a "fundamental" and 7 indicating a "fad." Average scores appear below. We report a range of respondents because the number of people who responded for each concept/trend was different.

Clear and Focused Mission Statement	1.4
Strategic Planning	1.5
Performance Measurement/Evaluation	1.6
Collaboration	1.7
Leveraging Technology to Improve Service Delivery and Fundraising	1.8
Theory of Change	2.3
Strategic Philanthropy	2.3
Corporate Social Responsibility	2.4
Social Innovation	2.8
Impact Investing	2.8
Social Entrepreneurship	3.0
Effective Altruism	3.2
Microfinance	3.6
Venture Philanthropy	3.7
Randomized Controlled Trials (RCTs)	3.7
Social Capital Markets	4.1
Social Impact Bonds	4.2
Cash Transfers to the Poor	4.3

### All Responses (1,924 – 2,909 responses)

### **Nonprofit Executives or Staff**

(1,237 – 1,892 responses)
1.4 Clear and Focused Mission Statement
1.5 Strategic Planning
Performance Measurement/Evaluation
Collaboration
1.8 Leveraging Technology to Improve Service Delivery and Fundraising
2.2 Theory of Change
2.3 Corporate Social Responsibility
2.3 Strategic Philanthropy
Social Innovation
2.9
Social Entrepreneurship
Effective Altruism
Microfinance
3.7 Randomized Controlled Trials (RCTs) 3.8
Venture Philanthropy 4.2
Social Capital Markets 4.2
Social Impact Bonds
Cash Transfers to the Poor 4.

### Foundation Executives or Staff

(114 – 173 responses)
1.7 Strategic Planning
1.7 Collaboration
Clear and Focused Mission Statement
Performance Measurement/Evaluation
Leveraging Technology to Improve Service Delivery and Fundraising
Strategic Philanthropy 2.4
Theory of Change
Corporate Social Responsibility 2.8
Impact Investing 2.9
Social Innovation 3.3
Social Entrepreneurship 3.4
Effective Altruism 3.7
Microfinance 3.8
Randomized Controlled Trials (RCTs)
Venture Philanthropy 4.1
Social Capital Markets 4.3
Social Impact Bonds 4.5
Cash Transfers to the Poor

### Nonprofit Board Members

(212 – 359 responses)
1.5 Clear and Focused Mission Statement
1.5 Strategic Planning
Performance Measurement/Evaluation
Collaboration
1.9 Leveraging Technology to Improve Service Delivery and Fundraising
Strategic Philanthropy 2.4
Corporate Social Responsibility 2.6
Theory of Change 2.7
Impact Investing 2.8
Social Innovation
Social Entrepreneurship 3.1
Effective Altruism 3.5
Venture Philanthropy
Microfinance 3.8
Randomized Controlled Trials (RCTs)
Social Capital Markets
Social Impact Bonds
Cash Transfers to the Poor

**Other** (based on knowledge of one nonprofit) (253 – 359 responses)

1.4
Clear and Focused Mission Statement  1.5
Performance Measurement/Evaluation 1.5
Strategic Planning
Collaboration 1.0
1.8 Leveraging Technology to Improve Service Delivery and Fundraising
2.2 Theory of Change
2.3 Corporate Social Responsibility 2.4
Strategic Philanthropy 2.7
Impact Investing 2.7
Social Innovation
Social Entrepreneurship 3.2
Effective Altruism
Microfinance 3.5
Venture Philanthropy 3.6
Randomized Controlled Trials (RCTs)
Social Capital Markets
Social Impact Bonds
Cash Transfers to the Poor 4.2

## MISSION

### 11. I would characterize my organization's mission as:

### All Responses (3,081 responses)

Very Focused (Often Saying "No" to New Program Opportunities)

Focused

Somewhat Focused

Neither Broad nor Focused

Somewhat Broad

Broad

Very Broad (Engaging in a Wide Variety of Program Activities)

### **Nonprofit Executives or Staff**

### (2,047 responses)

Very Focused (Often Saying "No" to New Program Opportunities)

Focused 17% Somewhat Focused -2% Neither Broad nor Focused 12% Somewhat Broad 17% Broad

15%

Very Broad (Engaging in a Wide Variety of Program Activities)

### **Foundation Executives or Staff**

(186 responses) 7% Very Focused (Often Saying "No" to New Program Opportunities) 23% Focused 16%

Somewhat Focused

Neither Broad nor Focused

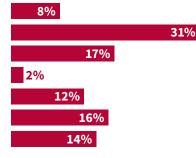
Somewhat Broad

Broad

16%

Very Broad (Engaging in a Wide Variety of Program Activities)

19%



### **Nonprofit Board Members**

(385 responses)

**8%** Very Focused (Often Saying "No" to New Program Opportunities)

41%

Focused 1 Somewhat Focused 2% Neither Broad nor Focused 14%

14%
Somewhat Broad
13%

Broad 8%

Very Broad (Engaging in a Wide Variety of Program Activities)

16%

# **Other** (based on knowledge of one nonprofit) (372 responses)

8% Very Focused (Often Saying "No" to New Program Opportunities) 33%

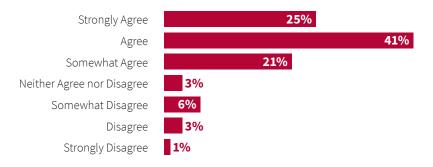
Focused

Somewhat Focused 2% Neither Broad nor Focused 11% Somewhat Broad Broad

13% Very Broad (Engaging in a Wide Variety of Program Activities)

# 12. My organization's mission guides decisions about which programs/initiatives to pursue (and which to avoid).

### All Responses (3,075 responses)

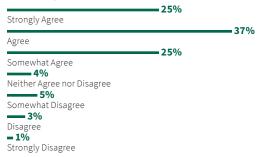


### **Nonprofit Executives or Staff**

(2,045 responses)	269/	
Strongly Agree	<b></b> 26%	<b>——— 41</b> %
Agree	- 20%	4170
Somewhat Agree	20%	
Neither Agree nor Disagree		
Somewhat Disagree		
Disagree <b>– 1%</b>		
Strongly Disagree		

### **Foundation Executives or Staff**

### (185 responses)



### Nonprofit Board Members

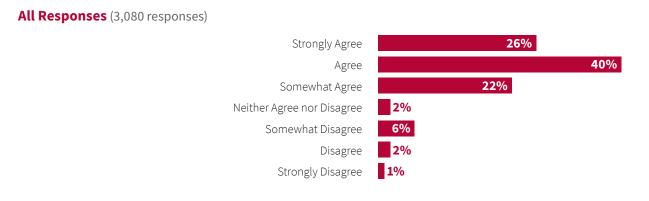
(383 responses)

	22%	
Strongly Agree	11,0	
Agree		4870
Somewhat Agree	- 21%	
Somewhat Disagree		
Disagree		
<b>– 1%</b> Strongly Disagree		

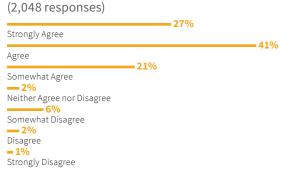
# **Other** (based on knowledge of one nonprofit) (371 responses)

	- 20%	
Strongly Agree		39%
Agree	24%	3370
Somewhat Agree 6% Neither Agree nor Disagree 6% Somewhat Disagree 4% Disagree 1% Strongly Disagree	2470	

# 13. If someone interviewed a range of stakeholders—board, staff, donors, and clients—there would be broad understanding and appreciation of my organization's mission.

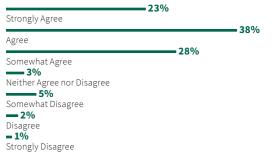


### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

### (188 responses)

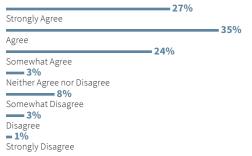


### Nonprofit Board Members

(382 responses)

		- 28%	
Strongly Agree			42%
Agree	21%		· <b>4</b> ∠ 70
Somewhat Agree <b>2%</b> Neither Agree nor Disagree <b>4%</b> Somewhat Disagree <b>2%</b> Disagree <b>1%</b> Strongly Disagree	2170		

# **Other** (based on knowledge of one nonprofit) (372 responses)



### 14. How would you rank your organization's mission statement against the following criteria?

Respondents ranked their organization's mission statement on a 7-point scale, with 7 indicating "excellent" and 1 indicating "extremely poor." Weighted average scores appear below. We report a range of respondents because the number of people who responded for each criterion was different.

### All Responses (3,000 - 3,060 responses)

Reflects What My Organization Does	5.6
Clear	5.6
Focused	5.3
Timeless	5.3
Reflects My Organization's Core Skills	5.3
Inspiring	5.3
Sticky (Memorable)	4.7

#### **Nonprofit Executives or Staff** (1 999 – 2 032 responses)

(1,999 – 2,092 Tesponses)	5.6
Reflects What My Organization Does	5.6
Clear	
Timeless	5.3
Reflects My Organization's Core Skills	
Focused	5.3
Inspiring	4.7
Sticky (Memorable)	4.1

### **Foundation Executives or Staff**

(174 – 182 responses)

	5.5
Reflects What My Organization Does	5.4
Clear	5.4
Timeless	5.4
Reflects My Organization's Core Skills	5.1
Focused	5.0
Inspiring	
Sticky (Memorable)	4.5

### **Nonprofit Board Members**

(377 – 383 responses)

	5.7
Reflects What My Organization Does	
Clear	5.7
Focused	5.6
Deflecte Mul Oreccientic d'a Corre Chille	5.5
Reflects My Organization's Core Skills	5.3
Timeless	5.3
Inspiring	
Sticky (Memorable)	4.7

# **Other** (based on knowledge of one nonprofit) (362 – 372 responses)

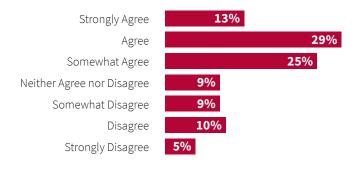
	5.6
Clear	5.5
Reflects What My Organization Does	
Focused	5.4
Timeless	5.3
Reflects My Organization's Core Skills	
Inspiring	5.3
Sticky (Memorable)	4.8

# **STRATEGY**

# 15. My organization has a theory of change or an explicit understanding of the logic of how our strategy will achieve our mission.

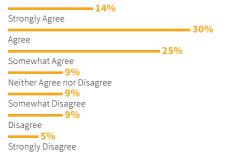
We define "theory of change" as the logical articulation of how your organization's intervention will create its expected outcomes.

### All Responses (2,963 responses)

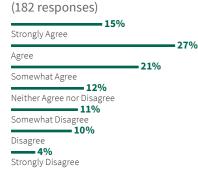


### **Nonprofit Executives or Staff**

(1,971 responses)



### **Foundation Executives or Staff**



### Nonprofit Board Members (363 responses)

 11%

 Strongly Agree
 29%

 Agree
 29%

 Somewhat Agree
 29%

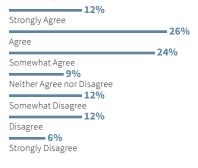
 Neither Agree nor Disagree
 7%

 Somewhat Disagree
 9%

 Disagree
 6%

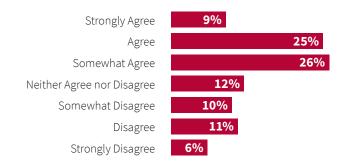
 Strongly Disagree
 6%

# **Other** (based on knowledge of one nonprofit) (360 responses)



# 16. My organization's theory of change is empirical/evidence-based. (Empirical evidence informs the description of how your organization's strategies will achieve your organization's mission.)

### All Responses (2,863 responses)



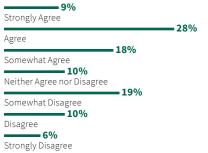
### **Nonprofit Executives or Staff**

### (1,901 responses)

10%	
Strongly Agree	26%
Agree	<b>- 27</b> %
Somewhat Agree	- 21 70
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree 6%	
Strongly Disagree	

### **Foundation Executives or Staff**

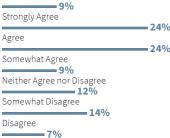
### (172 responses)



### Nonprofit Board Members (357 responses)

### Somewhat Agree 25% Somewhat Agree 25% Somewhat Agree 29% Neither Agree nor Disagree 8% Somewhat Disagree 11% Disagree 7% Strongly Disagree

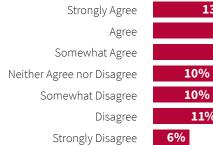
# **Other** (based on knowledge of one nonprofit) (346 responses)

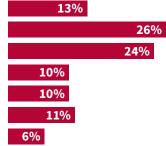


Strongly Disagree

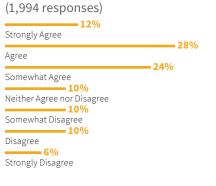
### 17. My organization has a strategic plan that is high-quality.

### All Responses (2,998 responses)





### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

(178 responses)

16% Strongly Agree 26% Agree 24% Somewhat Agree 11% Neither Agree nor Disagree 8% Somewhat Disagree 10% Disagree 6% Strongly Disagree

### Nonprofit Board Members

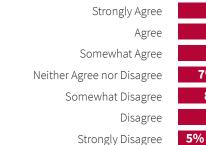
(374 responses)	
<b>12%</b> Strongly Agree	<b>24</b> %
Agree	<u> </u>
Somewhat Agree 12%	2070
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree 7%	
Strongly Disagree	

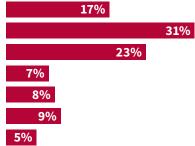
# **Other** (based on knowledge of one nonprofit) (361 responses)

13%		
Strongly Agree	<b>— 20</b> %	
Agree		24%
Somewhat Agree		2470
Neither Agree nor Disagree		
Somewhat Disagree	6	
Disagree 7%	0	
Strongly Disagree		

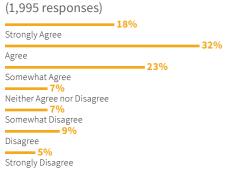
### 18. My organization has a strategic plan that guides our actions.

### All Responses (2,998 responses)



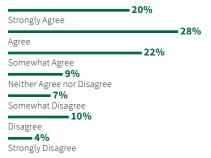


### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

(176 responses)



### Nonprofit Board Members

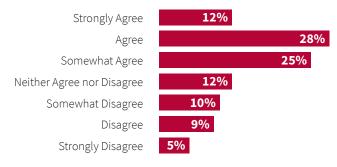
(376 responses)		
Strongly Agree		<b>— 32</b> %
Agree	25%	32 70
Somewhat Agree 6% Neither Agree nor Disagree	2370	
10% Somewhat Disagree		
Disagree 7%		
Strongly Disagree		

# **Other** (based on knowledge of one nonprofit) (361 responses)

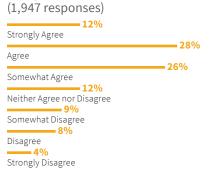
13% Strongly Agree 29% Agree 24% Somewhat Agree 6% Neither Agree nor Disagree 11% Somewhat Disagree 12% Disagree 6% Strongly Disagree

### 19. My organization's strategic planning process is fact-based and objective.

### All Responses (2,927 responses)



### **Nonprofit Executives or Staff**



### Foundation Executives or Staff

### (173 responses)

Agree 23% Somewhat Agree 23% Neither Agree nor Disagree 8% Somewhat Disagree 12% Disagree 5%

Strongly Disagree

### **Nonprofit Board Members**

(368 responses) 11% Strongly Agree 29% Agree 27% Somewhat Agree 10% Neither Agree nor Disagree 10% Somewhat Disagree 7% Disagree 6% Strongly Disagree

# **Other** (based on knowledge of one nonprofit) (352 responses)

11% Strongly Agree 23% Agree 23%

Somewhat Agree

9% Neither Agree nor Disagree

\_\_\_\_\_14% Somewhat Disagree

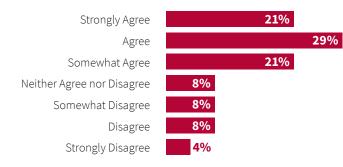
\_\_\_\_\_14%

Disagree 5%

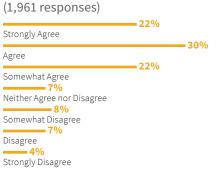
Strongly Disagree

# 20. My organization's strategic planning process engages actively with a range of stakeholders, including the board.

### All Responses (2,938 responses)

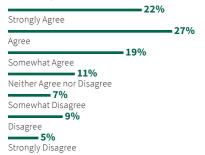


### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

### (174 responses)



### Nonprofit Board Members

(370 responses)

<b>———</b> 17%	
Strongly Agree	- 31%
Agree 21%	- 31 70
Somewhat Agree 9%	
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree 4%	
Strongly Disagree	

### Other (based on knowledge of one nonprofit) (349 responses)

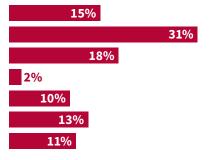
	20%	
Strongly Agree		- 26%
Agree	- 19%	20%
Somewhat Agree	- 19 %	
Neither Agree nor Disagree		
Somewhat Disagree		
Disagree 6% Strongly Disagree		

### 21. Would you characterize your organization's program activities as focused or diversified?

Asked only of nonprofit executives or staff, nonprofit board members, and other respondents (including consultants and academics).

### All Responses (2,751 responses)

Very Focused on a Program (or Programs) Related to a Core Competency Focused Somewhat Focused Neither Focused nor Diversified Somewhat Diversified Diversified Very Diversified Into Different Program Areas



### **Nonprofit Executives or Staff**

1,978 responses) 14% Very Focused on a Program (or Programs) Related to a Core Competency 29% Focused 18% Somewhat Focused 18% Somewhat Focused nor Diversified 10% Somewhat Diversified 14% Diversified 13% Very Diversified Into Different Program Areas

### **Nonprofit Board Members**

(372 responses)

19%
Very Focused on a Program (or Programs) Related to a Core Competency
 43%

Focused Somewhat Focused 3% Neither Focused nor Diversified 8% Somewhat Diversified 7% Diversified 4% Very Diversified Into Different Program Areas

# **Other** (based on knowledge of one nonprofit) (355 responses)

16% Very Focused on a Program (or Programs) Related to a Core Competency 29%

Focused

Somewhat Focused 3% Neither Focused nor Diversified

Somewhat Diversified

Diversified

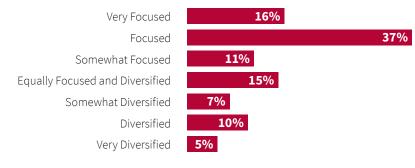
7%

Very Diversified Into Different Program Areas

### 22. How focused or diversified do you think your organization's program activities should be?

Asked only of nonprofit executives or staff, nonprofit board members, and other respondents (including consultants and academics).

### All Responses (2,738 responses)



### **Nonprofit Executives or Staff**

'ery Focused	35%
ocused	35%
iomewhat Focused	
qually Focused and Diversified	
<b>7%</b> Somewhat Diversified	
iversified	
ery Diversified	

### Nonprofit Board Members

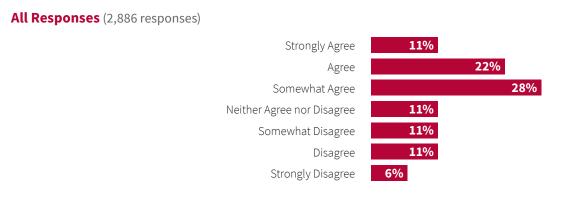
(371 responses)

19%	
Very Focused	47%
Focused	41 %0
Somewhat Focused	
Equally Focused and Diversified	
Somewhat Diversified	
Diversified	
Very Diversified	

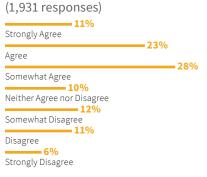
# **Other** (based on knowledge of one nonprofit) (355 responses)

19%	
Very Focused	38%
Focused	38%
Somewhat Focused	
Equally Focused and Diversified  11%	
Somewhat Diversified	
Diversified	
Very Diversified	

# 23. My organization significantly leverages the Internet and technology so that we can deliver our services more effectively and efficiently.

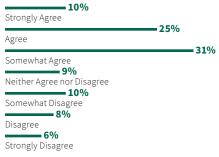


### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

(178 responses)



### Nonprofit Board Members

(358 responses) 10% Strongly Agree Agree 22% Agree 28% Somewhat Agree 13% Neither Agree nor Disagree 10% Somewhat Disagree 9% Disagree 7% Strongly Disagree

# **Other** (based on knowledge of one nonprofit) (335 responses)

- 24%

Strongly Agree

\_\_\_\_\_**19%** 

Agree

Somewhat Agree **12%** Neither Agree nor Disagree

\_\_\_\_\_\_14% Somewhat Disagree

**———**15%

Disagree 7%

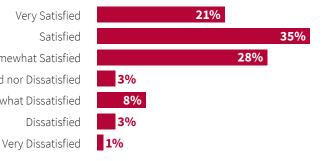
Strongly Disagree

# **IMPACT EVALUATION**

### 24. How satisfied are you with the overall performance of your organization in achieving significant impact?

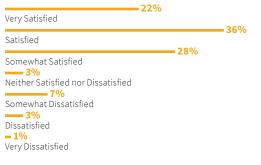
### All Responses (3,085 responses)

Very Satisfied Satisfied Somewhat Satisfied Neither Satisfied nor Dissatisfied Somewhat Dissatisfied Dissatisfied



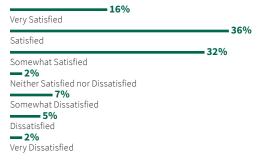
### **Nonprofit Executives or Staff**

(2,048 responses)



### **Foundation Executives or Staff**

(188 responses)

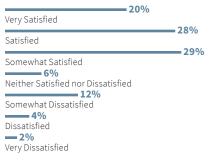


### **Nonprofit Board Members**

(384 responses)

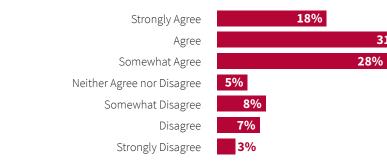
-	- 24%	
Very Satisfied	-2-770	260/
Satisfied	0.00/	<b>— 36</b> %
Somewhat Satisfied 3% Neither Satisfied nor Dissatisfied 8% Somewhat Dissatisfied 3% Dissatisfied 1% Very Dissatisfied	<b>—</b> 26%	

### Other (based on knowledge of one nonprofit) (373 responses)

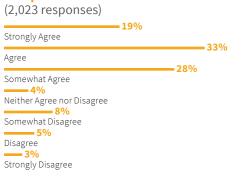


### 25. My organization measures/evaluates its impact and performance.

### All Responses (3,045 responses)



### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

### (184 responses)

17% Strongly Agree 33% Agree 27% Somewhat Agree 27% Somewhat Agree 10% Somewhat Disagree 4% Disagree 4% Disagree 3% Strongly Disagree

### **Nonprofit Board Members**

(379 responses)	
<b>11%</b> Strongly Agree	
	29%
Agree	
Somewhat Agree	
Neither Agree nor Disagree	
Somewhat Disagree 10%	
Disagree	
<b>4%</b> Strongly Disagree	

31%

# **Other** (based on knowledge of one nonprofit) (367 responses)

 18%

 Strongly Agree

 Agree

 23%

 Somewhat Agree

 7%

 Neither Agree nor Disagree

 9%

 Somewhat Disagree

 10%

 Disagree

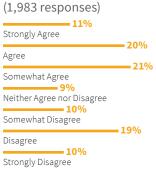
 4%

 Strongly Disagree

# 26. My organization measures/evaluates its impact and performance, including using external evaluations (e.g., by a third-party evaluator).

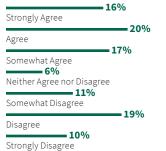
# All Responses (2,978 responses)Strongly Agree11%Agree19%Somewhat Agree19%Neither Agree nor Disagree9%Somewhat Disagree11%Disagree21%Strongly Disagree10%

### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

(180 responses)



### Nonprofit Board Members

(371 responses)		
Strongly Agree	100/	
Agree	<b>19%</b>	
Somewhat Agree	1370	
Neither Agree nor Disag	-	
Somewhat Disagree		<b>— 26</b> %
Disagree 10%		2070
Strongly Disagree		

# **Other** (based on knowledge of one nonprofit) (355 responses)

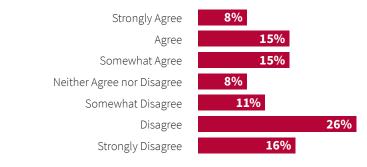
10% Strongly Agree Agree 16% Somewhat Agree 8% Neither Agree nor Disagree 13% Somewhat Disagree 24%

Disagree 11%

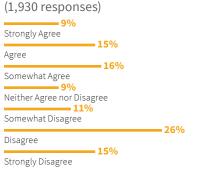
Strongly Disagree

### 27. External evaluations of my organization's impact are conducted regularly.

### All Responses (2,903 responses)



### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

 Touridation Executives of St

 (176 responses)

 13%

 Strongly Agree
 14%

 Agree
 13%

 Somewhat Agree
 13%

 Neither Agree nor Disagree
 8%

 Neither Agree nor Disagree
 10%

 Somewhat Disagree
 26%

 Disagree
 17%

Strongly Disagree

### **Nonprofit Board Members**

(367 responses)	
Strongly Agree 17	0/
Agree 14%	70
Somewhat Agree	
Neither Agree nor Disagree	
Somewhat Disagree	31%
Disagree	/-
Strongly Disagree	0

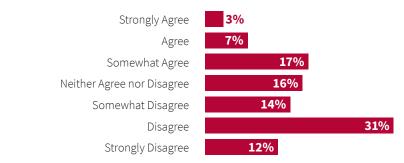
# **Other** (based on knowledge of one nonprofit) (344 responses)

7% Strongly Agree Agree 14% Agree 6% Neither Agree nor Disagree 12% Somewhat Disagree Disagree 19%

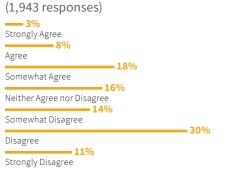
Strongly Disagree

### 28. My organization measures too many things, some of which are not critical to our performance.

### All Responses (2,915 responses)



### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

(179 responses) - 2% Strongly Agree 10% Agree 18% Somewhat Agree 17% Neither Agree nor Disagree 16% Somewhat Disagree Disagree 8%

Strongly Disagree

#### Nonprofit Board Members

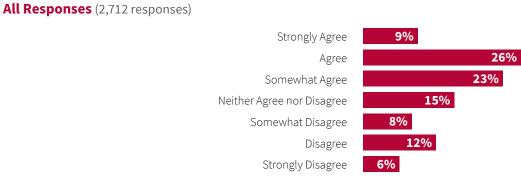
(365 responses)	
<b>– 1%</b> Strongly Agree <b>– 2%</b> Agree <b>– 12%</b>	
Somewhat Agree 17%	
Neither Agree nor Disagree	
Somewhat Disagree	- 39%
Disagree 17%	• 39%0
Strongly Disagree	

Other (based on knowledge of one nonprofit) (343 responses) Strongly Agree -**8**% Agree 19% Somewhat Agree **16%** Neither Agree nor Disagree -13% Somewhat Disagree **- 31%** Disagree **- 11%** Strongly Disagree

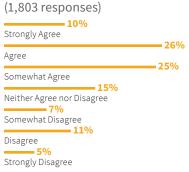
Results may not equal 100% due to rounding. Subgroup data shown only for roles with 100 or more responses.

= 29%

### 29. My organization's impact evaluation and performance measurement process has led to tangible improvements in our performance.

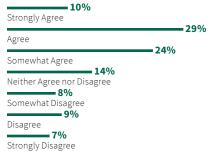


### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

#### (167 responses)



### Nonprofit Board Members

(328 responses) <b>7%</b>	
Strongly Agree	- 24%
Agree	= 24%
Somewhat Agree 15%	- 2470
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree 7%	
Strongly Disagree	

### **Other** (based on knowledge of one nonprofit) (333 responses)

20%

8% Strongly Agree 24%

Agree 24

Somewhat Agree 15%

Neither Agree nor Disagree

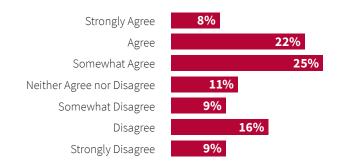
Somewhat Disagree

Disagree

Strongly Disagree

30. My organization regularly uses the learnings from our impact evaluations to further refine our organization's theory of change and/or strategy. (We define "theory of change" as the logical articulation of how your organization's intervention will create its expected outcomes. We define "strategy" as a plan of actions designed to achieve your organization's mission.)

#### All Responses (2,725 responses)



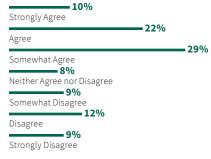
### **Nonprofit Executives or Staff**

(1,814 responses)

Strongly Agree	<b>—</b> 23%
Agree	25%
Somewhat Agree	2370
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree 8%	
Strongly Disagree	

### **Foundation Executives or Staff**

(172 responses)



### **Nonprofit Board Members**

(325 responses)

<b>6%</b> Strongly Agree	<b>— 21</b> %
Agree	<u> </u>
Somewhat Agree 13%	<u> </u>
Neither Agree nor Disagree	
Somewhat Disagree	- 20%
Disagree 10%	- 20 %
Strongly Disagree	

### **Other** (based on knowledge of one nonprofit) (333 responses)

<b>7%</b> Strongly Agree	200/
Agree	<b>—</b> 20%
Somewhat Agree	23%
Neither Agree nor Disagree	
Somewhat Disagree	21%
Disagree 11%	21%
Strongly Disagree	

# 31. My organization has had at least one randomized evaluation (e.g., randomized controlled trial, or RCT) conducted by an external third party that was pre-announced (i.e., my organization publicly announced that we were conducting the randomized evaluation before the results came in).

Asked only of nonprofit executives or staff, nonprofit board members, and other respondents (including consultants and academics). Not asked of foundation executives or staff, foundation board members, or donors/philanthropists.

### All Responses (2,272 responses)

**Nonprofit Executives or Staff** 

-21%

(1,639 responses)

Yes

No

	Yes	21%	
	No	79%	
		Nonprofit Board Members (316 responses)	
%		Yes 82	%
		<b>Other</b> (based on knowledge of one nonprofit) (284 responses)	
		Yes 78%	
		No	

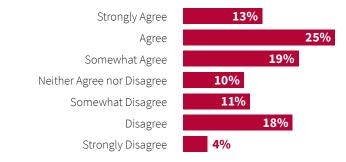
Results may not equal 100% due to rounding. Subgroup data shown only for roles with 100 or more responses.

- 799

### 32. My organization regularly undertakes randomized evaluations (e.g., randomized controlled trials, or RCTs) conducted by external third parties that are pre-announced.

Asked only of respondents who indicated that their organization has had at least one randomized evaluation conducted by an external third party that was pre-announced.

#### All Responses (454 responses)



### **Nonprofit Executives or Staff**

(329 responses)

### Strongly Agree 14%

		25%
Agree	- 19%	-2370
Somewhat Agree	1370	
Neither Agree nor Disagree		
Somewhat Disagree	18%	
Disagree	1070	

Strongly Disagree

#### Nonprofit Board Members (58 responses)

10 103p011303/

Strongly Agree	- 15 %
Agree	<b>24</b> %
Somewhat Agree	2170
Neither Agree nor Disagree	
Somewhat Disagree	

\_\_\_\_\_\_ 12% Disagree \_\_\_\_\_ 2%

Strongly Disagree

### **Other** (based on knowledge of one nonprofit) (58 responses)

**= 21%** 

- 100%



Somewhat Agree 22%

Neither Agree nor Disagree

\_\_\_\_\_10%

Somewhat Disagree

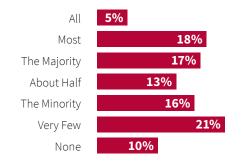
Disagree 5%

Strongly Disagree

### 33. Roughly how many of your nonprofit's donors/grantmakers demand performance measurement/impact evaluation?

Asked only of nonprofit executives or staff, and nonprofit board members.

#### All Responses (2,035 responses)



### **Nonprofit Executives or Staff**

(1,735 responses) 5%	
All	<b>— 19%</b>
Most	- 18%
The Majority	10%0
About Half	17%
The Minority	<b>20</b> %
Very Few 8%	20/0
None	

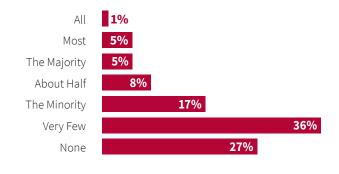
### **Nonprofit Board Members**

(300 respo	onses)	
<b>4%</b> All	- 10%	
Most	<b>- 10</b> %	
The Majority	13%	
About Half	<b>13</b> %	
The Minority	1270	<b>—</b> 27%
Very Few	20%	- 21 %0
None	2070	

### 34. Roughly how many of your nonprofit's donors/grantmakers are willing to pay for performance measurement/impact evaluation?

Asked only of nonprofit executives or staff, and nonprofit board members.





### **Nonprofit Executives or Staff**

(1,333 responses)			
<b>- 1%</b> All <b>5%</b> Most <b>5%</b> The Majority			
About Half	100/		
The Minority	1070		- 37%
Very Few		- 26%	· 3170
None		2070	

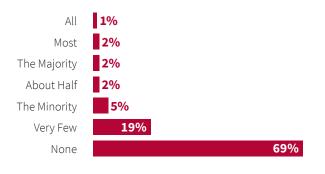
### **Nonprofit Board Members**

(206 responses)	
-1%	
All 5%	
Most 4%	
The Majority	
About Half	
The Minority	
Very Few	<b>— 34</b> %
None	<b>36</b> %

# 35. Roughly how many of your nonprofit's donors/grantmakers demand that your organization undertake randomized, pre-announced evaluations (RCTs) conducted by an external third party?

Asked only of nonprofit executives or staff, and nonprofit board members.

#### All Responses (1,773 responses)



#### **Nonprofit Executives or Staff**

(1,521 resp	onses)			
<b>- 1%</b>				
All				
<b>- 2%</b>				
Most				
<b>- 2%</b>				
The Majority				
-2%				
About Half				
<b>— 5%</b>				
The Minority	100/			
Very Fow	13%			
Very Few			69%	

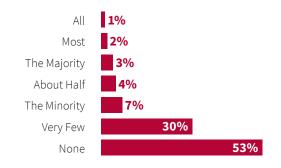
None

#### Nonprofit Board Members (252 responses) -1% All -2% Most -2% The Majority -2% About Half -5% The Minority 20% Very Few 88%

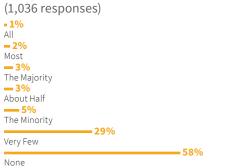
### 36. Roughly how many of your nonprofit's donors/grantmakers are willing to pay for randomized evaluations conducted by an external third party?

Asked only of nonprofit executives or staff, nonprofit board members, and other respondents (including consultants and academics).

#### All Responses (1,466 responses)



#### **Nonprofit Executives or Staff**



### **Nonprofit Board Members**

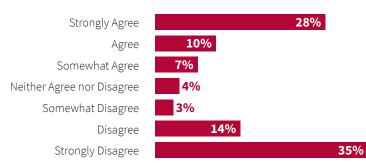
(191 responses)	
• 1% All • 2% Most • 2% The Majority • 2% About Half • 5%	
The Minority 25%	
/ery Few	63%
None	03/0

Other (based on knowledge of one nonprofit) (216 responses) 0% All - 3% Most **— 4**% The Majority **— 9**% About Half **17%** The Minority - 40% Very Few - 27% None

### **INSIGHT AND COURAGE**

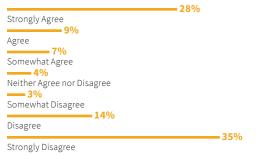
### 37. Our founder is still active in our organization.

### All Responses (2,751 responses)



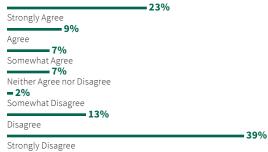
### **Nonprofit Executives or Staff**

(1,841 responses)



### **Foundation Executives or Staff**

(155 responses)



#### **Nonprofit Board Members** (348 responses)

(310105)	- 30%
Strongly Agree	_ 30 /0
Agree 4%	
Somewhat Agree	
Neither Agree nor Disagree	
Somewhat Disagree 12%	
Disagree	36%
Strongly Disagree	20/0

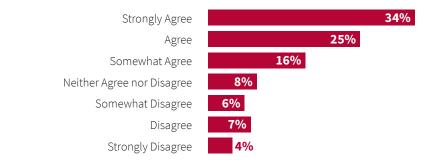
### **Other** (based on knowledge of one nonprofit) (326 responses)

	26%
Strongly Agree	20/0
Agree 6%	
Somewhat Agree 3% Neither Agree nor Disagree	
- 2% Somewhat Disagree 16%	
Disagree 18%	36%
Strongly Disagree	50%

### 38. The insight and courage of the founder of my organization are essential to the organization's impact.

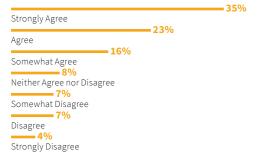
Asked only of respondents who indicated their founder is still active in their organization.

#### All Responses (1,197 responses)



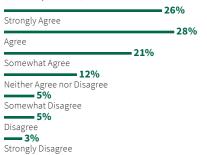
### **Nonprofit Executives or Staff**

(794 responses)

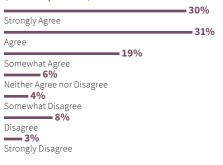


### **Foundation Executives or Staff**

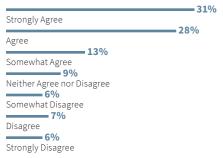
(58 responses)



#### **Nonprofit Board Members** (159 responses)



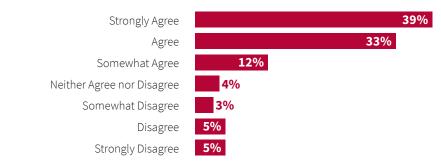
### **Other** (based on knowledge of one nonprofit) (141 responses)



### 39. The insight and courage of our non-founder executive director/CEO are essential to my organization's impact.

Asked only of respondents who indicated their founder is no longer active in their organization.

#### All Responses (1,397 responses)



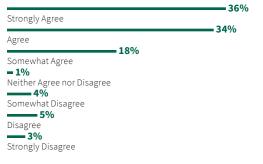
### **Nonprofit Executives or Staff**

(940 responses)

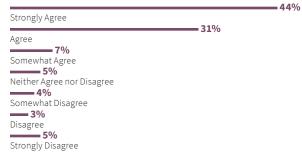
	40%
Strongly Agree	34%
Agree	54%
<b>—————————————————————————————————————</b>	
Somewhat Agree	
<b>—— 3</b> %	
Neither Agree nor Disagree	
<b>—— 3%</b>	
Somewhat Disagree	
<b>——</b> 4%	
Disagree	
<b>——5%</b>	
Strongly Disagree	

### **Foundation Executives or Staff**

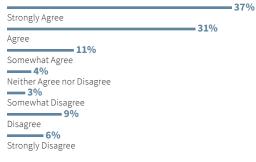
(80 responses)



#### **Nonprofit Board Members** (174 responses)



### **Other** (based on knowledge of one nonprofit) (170 responses)



### **ORGANIZATION AND TALENT**

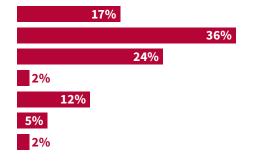
### 40. How satisfied are you with the way your organization is managed day to day?

#### All Responses (3,083 responses)

Very Satisfied Satisfied Somewhat Satisfied Neither Satisfied nor Dissatisfied Somewhat Dissatisfied Dissatisfied Very Dissatisfied

**- 38%** 

40%



### **Nonprofit Executives or Staff**

### (2,051 responses)

Very Satisfied

Satisfied 25% Somewhat Satisfied 25% Neither Satisfied nor Dissatisfied 11% Somewhat Dissatisfied 5% Dissatisfied 2% Very Dissatisfied

### **Foundation Executives or Staff**

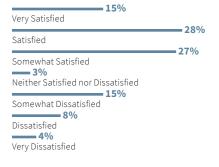
(188 responses)

20% Very Satisfied Satisfied 3% Neither Satisfied nor Dissatisfied 13% Somewhat Dissatisfied 5% Dissatisfied 3% Very Dissatisfied

#### Nonprofit Board Members (382 responses)

	-23%	
Very Satisfied	- 23 70	34%
Satisfied	-23%	3470
Somewhat Satisfied	- 23 /0	
Neither Satisfied nor Dissatisfied		
Somewhat Dissatisfied		
Dissatisfied		
<b>– 1%</b> Very Dissatisfied		

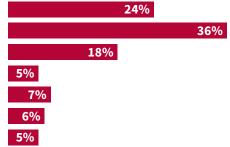
### **Other** (based on knowledge of one nonprofit) (369 responses)



### 41. I feel confident in my organization's leadership.

#### All Responses (2,949 responses)

Strongly Agree
Agree
Somewhat Agree
Neither Agree nor Disagree
Somewhat Disagree
Disagree
Strongly Disagree



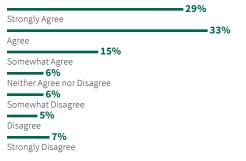
### **Nonprofit Executives or Staff**

(1,968 responses)

-	25%	
Strongly Agree	2370	38%
Agree		38%
<b>——</b> 17%		
Somewhat Agree		
<b>——</b> 4%		
Neither Agree nor Disagree		
<b>———</b> 6%		
Somewhat Disagree		
<b>——</b> 5%		
Disagree		
<b>——</b> 4%		
Strongly Disagree		

### **Foundation Executives or Staff**

(178 responses)



### **Nonprofit Board Members**

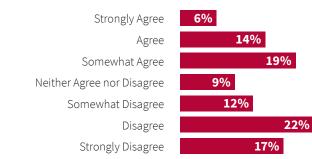
(371 responses) Strongly Agree Agree 21% Somewhat Agree 5% Neither Agree nor Disagree 7% Somewhat Disagree 6% Disagree 21%

### **Other** (based on knowledge of one nonprofit) (348 responses)

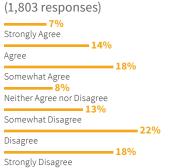
17% Strongly Agree 30% Agree 18% Somewhat Agree 10% Neither Agree nor Disagree 9% Somewhat Disagree 10% Disagree 7% Strongly Disagree

### 42. My organization conducts thorough and proactive succession planning for the executive director and top executives.

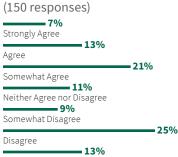
### All Responses (2,709 responses)



### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**



Strongly Disagree

### **Nonprofit Board Members**

(359 responses)	
Strongly Agree 12%	
Agree 12%	- 21%
Somewhat Agree 11%	- 22 /0
Neither Agree nor Disagree	
Somewhat Disagree	- 21%
Disagree 16%	- 22 /0
Strongly Disagree	

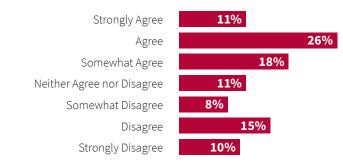
### **Other** (based on knowledge of one nonprofit) (317 responses)

7%	
Strongly Agree	17%
Agree	17%
Somewhat Agree	11%
Neither Agree nor Disagree	
Somewhat Disagree	22%
Disagree	
	20%

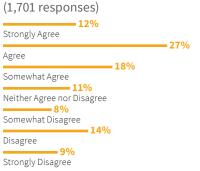
Strongly Disagree

### 43. The founder/executive director of my organization has a realistic sense of when and how succession should occur.

### All Responses (2,540 responses)



### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

#### (137 responses)

15% Strongly Agree 27% Agree 16% Somewhat Agree 12% Neither Agree nor Disagree 8% Somewhat Disagree 12% Disagree 10% Strongly Disagree

### **Nonprofit Board Members**

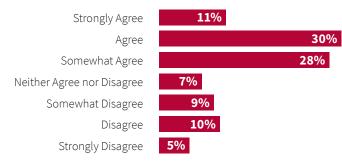
(340 responses) <b>9</b> %		
Strongly Agree		-25%
Agree	- 18%	<b>ZJ</b> 70
Somewhat Agree 14		
Neither Agree nor Disagre		
Somewhat Disagree	- 17%	
Disagree 10%	- 11 70	
Strongly Disagree		

### **Other** (based on knowledge of one nonprofit) (301 responses)

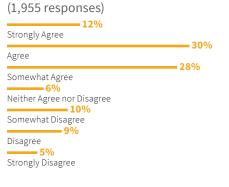
8% Strongly Agree	22%
Agree	- 19%
Somewhat Agree	19%
Neither Agree nor Disagree	
Somewhat Disagree	18%
Disagree	1070
Strongly Disagree	

### 44. My organization sets clear expectations for employee performance.

#### All Responses (2,856 responses)

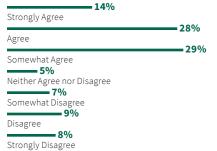


### **Nonprofit Executives or Staff**



### **Foundation Executives or Staff**

### (174 responses)



### **Nonprofit Board Members**

(326 responses)

7% Strongly Agree		<b>—</b> 36%
Agree	29%	30%
Somewhat Agree <b>10%</b>	29%	
Neither Agree nor Disagree		
Somewhat Disagree		
Disagree 3%		
Strongly Disagree		

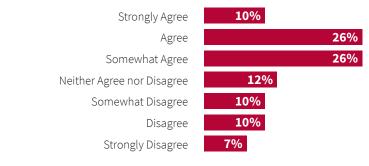
### **Other** (based on knowledge of one nonprofit) (324 responses)

9% Strongly Agree 26% Agree 28% Somewhat Agree 28% Neither Agree no Disagree 11% Somewhat Disagree 12% Disagree 6% Strongly Disagree

### 45. My organization's culture encourages and rewards high performance.

Asked only of nonprofit executives or staff, nonprofit board members, foundation executives or staff, foundation board members, respondents who have a foundation, and other respondents (including consultants and academics). Not asked of donors/philanthropists, unless they pursue giving through an organization.

#### All Responses (2,875 responses)



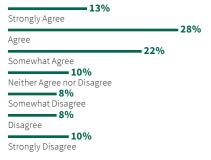
### **Nonprofit Executives or Staff**

(1,945 responses)

<b>10</b> %	
Strongly Agree	
Agree	<b>- 26%</b>
Somewhat Agree	<b>= 26</b> %
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree 7%	
Strongly Disagree	

### **Foundation Executives or Staff**

(179 responses)



### **Nonprofit Board Members**

(343 responses)

Strongly Agree		
Agree		<b>—</b> 26%
Somewhat Agree	- 19%	<b>— 27%</b>
Neither Agree nor Disagree	1970	
Somewhat Disagree		
Disagree 3%		
Strongly Disagree		

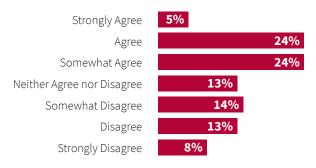
### **Other** (based on knowledge of one nonprofit) (328 responses)



### 46. When employees are underperforming consistently according to clear expectations for performance, they do not stay for long in my organization.

Asked only of nonprofit executives or staff, nonprofit board members, foundation executives or staff, foundation board members, respondents who have a foundation, and other respondents (including consultants and academics). Not asked of donors/philanthropists, unless they pursue giving through an organization.

#### All Responses (2,541 responses)

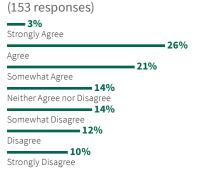


### **Nonprofit Executives or Staff**

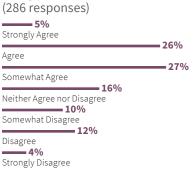
### (1,752 responses)

5% Strongly Agree	24%
Agree	<b>24</b> %
Somewhat Agree	2470
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree	
Strongly Disagree	

### **Foundation Executives or Staff**



### **Nonprofit Board Members**



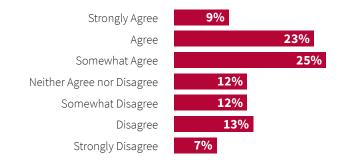
### **Other** (based on knowledge of one nonprofit) (281 responses)

4% Strongly Agree 24%
Agree 21%
Somewhat Agree 14%
Neither Agree nor Disagree
Somewhat Disagree
Disagree 6% Strongly Disagree

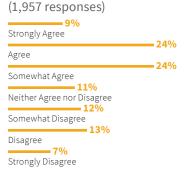
### 47. I receive regular and specific feedback on my performance that helps me improve.

Asked only of nonprofit executives or staff, foundation executives or staff, and other respondents (including consultants and academics). Not asked of nonprofit board members or foundation board members.

#### All Responses (2,456 responses)

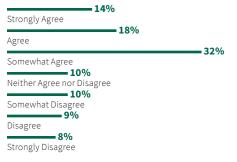


### **Nonprofit Executives or Staff**



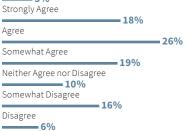
### **Foundation Executives or Staff**

(175 responses)



### **Other** (based on knowledge of one nonprofit) (271 responses)

**——** 5%

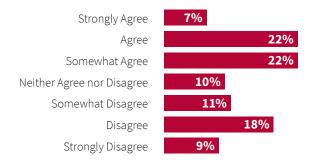


Strongly Disagree

### 48. I receive regular and specific feedback on my participation and involvement that helps me improve.

Asked only of nonprofit board members and foundation board members.

#### All Responses (381 responses)



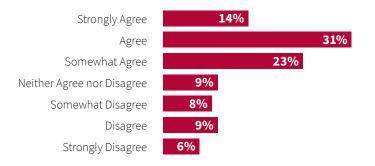
#### Nonprofit Board Members (359 responses)

7% Strongly Agree	22%
Agree	<u> </u>
Somewhat Agree	22%
Neither Agree nor Disagree	
Somewhat Disagree	18%
Disagree	- 18 %
Strongly Disagree	

### 49. I receive enough positive feedback and recognition for my contributions to keep me feeling highly motivated.

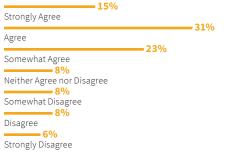
Asked only of nonprofit executives or staff, nonprofit board members, foundation executives or staff, foundation board members, respondents who have a foundation, and other respondents (including consultants and academics). Not asked of donors/philanthropists, unless they pursue giving through an organization.

### All Responses (2,866 responses)

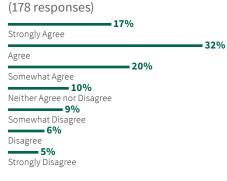


### **Nonprofit Executives or Staff**

### (1,960 responses)

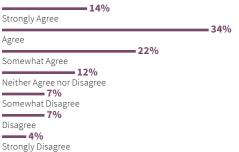


### **Foundation Executives or Staff**



### **Nonprofit Board Members**

(359 responses)



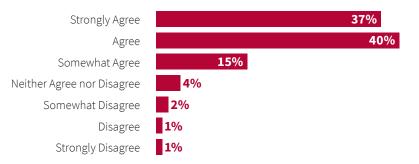
### **Other** (based on knowledge of one nonprofit) (291 responses)

### 9% Strongly Agree 26% Agree 26% Somewhat Agree 26% Neither Agree nor Disagree 9% Somewhat Disagree 14% Disagree 4% Strongly Disagree

### 50. The impact of my organization is what drives my involvement.

Asked only of nonprofit board members, foundation board members, and donors/philanthropists.

### All Responses (414 responses)



#### **Nonprofit Board Members**

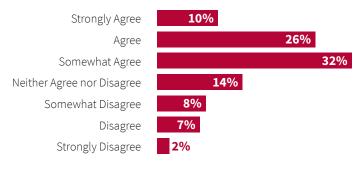
(373 responses)

	- 38%
Strongly Agree	- 39%
Agree 16%	39%
Somewhat Agree 4% Neither Agree nor Disagree 2% Somewhat Disagree 1% Disagree 1% Strongly Disagree	

### 51. Involvement with my peers is what drives me to be involved with my organization.

Asked only of nonprofit board members, foundation board members, and donors/philanthropists.

### All Responses (393 responses)



**Nonprofit Board Members** 

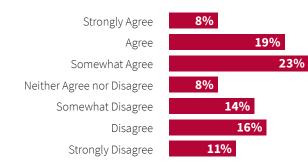
<b>— 33</b> %
- 33 70

### **FUNDING**

### 52. My organization's current efforts to obtain donations from individuals are very effective.

Asked only of nonprofit executives or staff, nonprofit board members, and other respondents (including consultants and academics).

#### All Responses (2,496 responses)



### Nonprofit Executives or Staff

(1,784 responses)	
Strongly Agree 19%	
Agree	22%
Somewhat Agree	
Neither Agree nor Disagree	
Somewhat Disagree	
Disagree 12%	
Strongly Disagree	

### **Nonprofit Board Members**

(355 responses)		
Strongly Agree	20%	
Agree		28%
Somewhat Agree <b>7%</b>		2070
Neither Agree nor Disagre	ee 16%	
Somewhat Disagree	16%	
Disagree 7%	10 70	
Strongly Disagree		

### **Other** (based on knowledge of one nonprofit) (316 responses)

<b>7%</b> Strongly Agree	<b>— 21</b> %
Agree	<b>—</b> 21%
Somewhat Agree 6% Neither Agree nor Disagree	_21/0
Somewhat Disagree	- 21%
Disagree 12%	
Strongly Disagree	

### 53. My organization's current efforts to raise major gifts from individuals (according to my organization's definition of "major gifts") are very effective.

# All Responses (2,464 responses)Strongly Agree7%Agree14%Somewhat Agree20%Neither Agree nor Disagree8%Somewhat Disagree15%Disagree20%Strongly Disagree15%

### **Nonprofit Executives or Staff**

(1,756 responses)
Strongly Agree
Agree 1370
Somewhat Agree
Neither Agree nor Disagree
Somewhat Disagree
Disagree 16%
Strongly Disagree

### **Nonprofit Board Members**

(353 responses) <b>3%</b> Strongly Agree		
14%		
Agree	26	<b>26</b> %
Somewhat Agree	20	/0
Neither Agree nor Disagree	200/	
Somewhat Disagree	= 20%	
Disagree	- 20%	
<b>11%</b> Strongly Disagree		

### **Other** (based on knowledge of one nonprofit) (316 responses)

6% Strongly Agree Agree 22% Somewhat Agree 8%

Neither Agree nor Disagree

Somewhat Disagree 20%

**- 15%** 

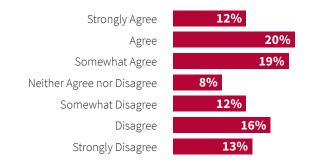
Disagree

Strongly Disagree

## 54. The financial giving to my nonprofit by its board members is currently very strong (i.e., all board members donate consistently/generously and the donations are large enough to make a real difference to the organization).

Asked only of nonprofit executives or staff, nonprofit board members, and other respondents (including consultants and academics).

#### All Responses (2,365 responses)



### Nonprofit Executives or Staff

(1,682	responses)

170/	
Strongly Agree	<b>- 18%</b>
Agree	<b>1</b> 8%
Somewhat Agree	1970
Neither Agree nor Disagree	9
Somewhat Disagree	16%
Disagree	5%
Strongly Disagree	<b>J</b> 70

### Nonprofit Board Members

(349 responses) Strongly Agree 25% Agree 19% Somewhat Agree 9% Neither Agree nor Disagree 11% Somewhat Disagree 15% Disagree 7% Strongly Disagree

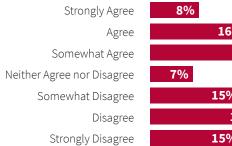
### **Other** (based on knowledge of one nonprofit) (302 responses)

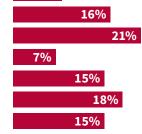


### 55. My nonprofit's board currently plays a very strong role in fundraising activities.

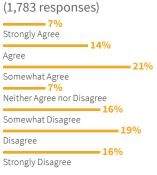
Asked only of nonprofit executives or staff, nonprofit board members, and other respondents (including consultants and academics).

### All Responses (2,506 responses)





### **Nonprofit Executives or Staff**



### **Nonprofit Board Members**

(365 responses) <b>13%</b>		
Strongly Agree	- 20%	
Agree	- 20 70	- 25%
Somewhat Agree		-23/0
Neither Agree nor Disagree		
Somewhat Disagree		
Disagree 7%		
Strongly Disagree		

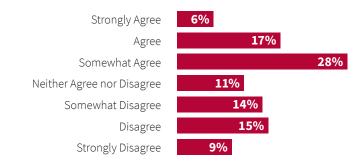
#### Other (based on knowledge of one nonprofit) (323 responses)

- 10% Strongly Agree - 21% Agree **- 19**% Somewhat Agree **- 5%** Neither Agree nor Disagree - 14% Somewhat Disagree - 17% Disagree - 14%

Strongly Disagree

### 56. My organization leverages the Internet and technology to significantly improve our fundraising efforts.

### All Responses (2,567 responses)



### Nonprofit Executives or Staff

(1,844 responses)		
<b>6%</b> Strongly Agree		
Agree	- 18%	28%
Somewhat Agree		
Neither Agree nor Disagree		
Somewhat Disagree	4% 15%	
Disagree	70	
<b>9%</b> Strongly Disagree		

#### **Nonprofit Board Members**

(357 responses)		
<b>6%</b> Strongly Agree	190/	
Agree	18%	32%
Somewhat Agree		32 70
Neither Agree nor Disagree		
Somewhat Disagree		
Disagree	1	
<b>6%</b> Strongly Disagree		

**Other** (based on knowledge of one nonprofit) (327 responses)

6% Strongly Agree 13% Agree 22% Somewhat Agree 14% Neither Agree nor Disagree 18% Somewhat Disagree 16% Disagree 11%

Strongly Disagree

### **BOARD GOVERNANCE**

Board Governance questions appear on the following pages:

### Page 47

**42.** My organization conducts thorough and proactive succession planning for the executive director and top executives.

### Page 48

**43.** The founder/executive director of my organization has a realistic sense of when and how succession should occur.

### Page 53

**48.** I receive regular and specific feedback on my participation and involvement that helps me improve.

### Page 59

54. The financial giving to my nonprofit by its board members is currently very strong (i.e., all board members donate consistently/generously and the donations are large enough to make a real difference to the organization).

### Page 60

55. My nonprofit's board currently plays a very strong role in fundraising activities.

### SCALING

## 57. If your organization has scaled to multiple locations, how much centralization exists in your organization (i.e., how much power and control is there in headquarters vs. field organizations)?

Asked only of selected respondents who work in multiple locations.

#### All Responses (840 responses)

Highly Centralized Organization, Very Strong Control by Headquarters Centralized Organization, Strong Control by Headquarters Moderately Centralized Organization, Moderate Control by Headquarters Neither Centralized nor Decentralized Moderately Decentralized Org., Mod. Autonomy for Field Orgs./Offices Decentralized Org., Strong Autonomy for Field Organizations/Offices

Highly Decentralized Org., Very Strong Autonomy for Field Orgs./Offices

36%

47%

### **Nonprofit Executives or Staff**

(571 responses)

Highly Centralized Organization, Very Strong Control by Headquarters

Centralized Organization, Strong Control by Headquarters

Moderately Centralized Organization, Moderate Control by Headquarters 5% Neither Centralized nor Decentralized

Moderately Decentralized Org., Mod. Autonomy for Field Orgs./Offices 3% Decentralized Org., Strong Autonomy for Field Organizations/Offices

Highly Decentralized Org., Very Strong Autonomy for Field Orgs./Offices

### **Foundation Executives or Staff**

(45 responses)

Highly Centralized Organization, Very Strong Control by Headquarters

22% Centralized Organization, Strong Control by Headquarters

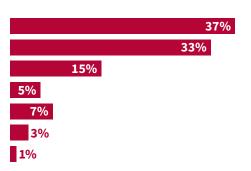
Moderately Centralized Organization, Moderate Control by Headquarters

Neither Centralized nor Decentralized

**7%** Decentralized Org., Strong Autonomy for Field Organizations/Offices

**- 2%** 

Highly Decentralized Org., Very Strong Autonomy for Field Orgs./Offices



#### Nonprofit Board Members (98 responses)

Highly Centralized Organization, Very Strong Control by Headquarters
34%

Centralized Organization, Strong Control by Headquarters

15%

Moderately Centralized Organization, Moderate Control by Headquarters

Neither Centralized nor Decentralized

Moderately Decentralized Org., Mod. Autonomy for Field Orgs./Offices

Decentralized Org., Strong Autonomy for Field Organizations/Offices **– 1%** 

Highly Decentralized Org., Very Strong Autonomy for Field Orgs./Offices

### **Other** (based on knowledge of one nonprofit) (107 responses)

Highly Centralized Organization, Very Strong Control by Headquarters

40%

Centralized Organization, Strong Control by Headquarters
11%

Moderately Centralized Organization, Moderate Control by Headquarters 3%

Neither Centralized nor Decentralized

7% Moderately Decentralized Org., Mod. Autonomy for Field Orgs./Offices

1%
 Decentralized Org., Strong Autonomy for Field Organizations/Offices

0%

Highly Decentralized Org., Very Strong Autonomy for Field Orgs./Offices

### 58. Our headquarters and field organizations:

Asked only of selected respondents who work in multiple locations.

#### All Responses (768 responses)

Have a Very Collaborative Relationship Have a Collaborative Relationship Have a Moderately Collaborative Relationship Have a Neutral Relationship (Neither Contentious nor Collaborative) Have a Moderately Contentious, Moderately Challenging Relationship Have a Contentious, Challenging Relationship Have a Highly Contentious, Highly Challenging Relationship

### **Nonprofit Executives or Staff**

#### (526 responses)

Have a Very Collaborative Relationship

And the second s

**———**15%

Have a Moderately Collaborative Relationship

Have a Neutral Relationship (Neither Contentious nor Collaborative)

Have a Moderately Contentious, Moderately Challenging Relationship

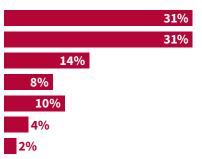
Have a Contentious, Challenging Relationship

Have a Highly Contentious, Highly Challenging Relationship

### **Foundation Executives or Staff**

(28 responses)

21% Have a Very Collaborative Relationship 32% Have a Collaborative Relationship 11% Have a Moderately Collaborative Relationship 11% Have a Neutral Relationship (Neither Contentious nor Collaborative) 11% Have a Moderately Contentious, Moderately Challenging Relationship 14% Have a Contentious, Challenging Relationship 0% Have a Highly Contentious, Highly Challenging Relationship



#### **Nonprofit Board Members**

(100 responses)

290	0
Have a Very Collaborative Relationship	42%
Have a Collaborative Relationship	42.70
Have a Moderately Collaborative Relationship	
Have a Neutral Relationship (Neither Contentious	nor Collaborative)
Have a Moderately Contentious, Moderately Challe	enging Relationship
Have a Contentious, Challenging Relationship	
Have a Highly Contentious, Highly Challenging Rela	ationship

### **Other** (based on knowledge of one nonprofit) (93 responses)

Have a Very Collaborative Relationship

Have a Collaborative Relationship

**12%** Have a Moderately Collaborative Relationship

Have a Neutral Relationship (Neither Contentious nor Collaborative)

9%

Have a Moderately Contentious, Moderately Challenging Relationship

34%

Have a Contentious, Challenging Relationship

Have a Highly Contentious, Highly Challenging Relationship

### **QUESTIONS FOR DONORS/FUNDERS**

### 59. To approximately how many different nonprofits do you make grants each year?

Asked only of donors/philanthropists, foundation executives or staff, and foundation board members.

#### All Responses (248 responses)

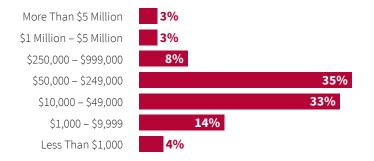


### **Foundation Executives or Staff**

### 60. What is the average size of your annual donation/grant to each nonprofit?

Asked only of donors/philanthropists, foundation executives or staff, and foundation board members.

### All Responses (243 responses)



# Foundation Executives or Staff (192 responses) 4% More Than \$5 Million 3% \$1 Million - \$5 Million 9% \$250,000 - \$999,000 \$50,000 - \$249,000 \$10,000 - \$49,000 10%

\$1,000 - \$9,999 **3%** Less Than \$1,000

### 61. Do you conduct your giving through an organization (e.g., foundation or other type of grantmaking entity)?

Asked only of donors/philanthropists.

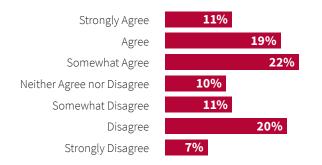
All Responses (68 responses)



### 62. My organization shares with other funders all of our due diligence [on], and assessments (both positive and negative) of, our grantees and potential grantees.

Asked only of foundation executives or staff, foundation board members, and donors/philanthropists who pursue giving through an organization.

All Responses (210 responses)



### **Foundation Executives or Staff**

(171 responses)		
Strongly Agree 16%		
Agree 1070	- 24%	
Somewhat Agree 11%	- 24 /0	
Neither Agree nor Disagree		
Somewhat Disagree	Vo	
Disagree 6%		
Strongly Disagree		

### 63. Would you characterize your organization's funding activities as focused or diversified?

Asked only of foundation executives or staff, foundation board members, and donors/philanthropists who pursue giving through an organization.

### All Responses (219 responses)

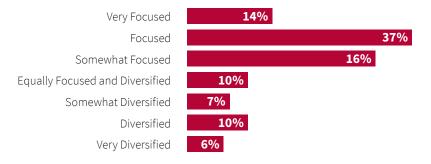
	7%	Very Focused on a Program (or Programs) Related to a Core Competency
32%		Focused
20%		Somewhat Focused
	5%	Neither Focused nor Diversified
	8%	Somewhat Diversified
/o	10%	Diversified
17%		Very Diversified Into Different Activities/Program Areas

### Foundation Executives or Staff

### 64. How focused or diversified do you think your organization's funding activities should be?

Asked only of foundation executives or staff, foundation board members, and donors/philanthropists who pursue giving through an organization.

### All Responses (219 responses)



### **Foundation Executives or Staff**

(177 responses)

 14%

 Very Focused
 36%

 Focused
 16%

 Somewhat Focused
 10%

 Equally Focused and Diversified
 7%

 Somewhat Diversified
 11%

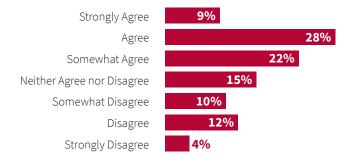
 Diversified
 6%

 Very Diversified
 6%

### 65. Before funding or re-funding a nonprofit, my funding entity looks at the scope of the nonprofit's program areas to ensure sufficient focus and minimal diversification

Asked only of foundation executives or staff and foundation board members.

#### All Responses (180 responses)



### Foundation Executives or Staff (158 responses) Strongly Agree 27% Agree 23% Somewhat Agree 16% Neither Agree nor Disagree 10% Somewhat Disagree 12% Disagree 4%

Strongly Disagree



### **METHODOLOGY**

More than 3,000 stakeholders from the nonprofit sector were surveyed about practices at their organizations and about developments in the sector overall. From November 2015 to March 2016, a wide variety of stakeholders participated in the survey: nonprofit executives and staff, nonprofit board members, foundation executives and staff, foundation board members, donors/philanthropists, and others, including consultants, advisors, academics, writers, and analysts. The survey drew self-reported, anonymous responses in which stakeholders shared perceptions about their organization (or an organization they know well). The results, therefore, reflect internal organizational *perceptions* and do not provide an external assessment of specific organizations or the entire nonprofit sector. The "Survey Responses" section of this report includes response data on all questions that were put to respondents. Some questions (as noted where relevant) were asked only of certain subgroups. For each question, "All Responses"—which includes all responses of those who were asked that question—are reported first. The responses of subgroups are then reported in cases where the number of respondents in a subgroup was greater than 100. "N/A" ("not applicable") responses are not included in the reported data. For a small number of questions, response text was adjusted for space and clarity.

### **SURVEY ANALYSIS**

The research team that designed and conducted the Stanford Survey on Leadership and Management in the Nonprofit Sector prepared the following overview of their efforts to analyze survey response data.

To assess the leadership and management performance of the nonprofit organizations represented by survey respondents, we analyzed responses from more than 2,200 nonprofit executives, staff, and board members. For this analysis, we selected a representative set of questions to serve as indicators for each of the seven areas of strategic leadership that Meehan and Jonker describe in Engine of Impact, and we studied responses to those questions. We converted these qualitative responses into points on a numerical scale to establish an average score for each respondent in each of the seven areas. Then, using a predetermined threshold, we examined these scores to assess whether respondents' organizations were strong or weak in each area. If an organization scored below the threshold for one of the seven areas, we concluded that it was struggling in that area.

On the basis of this assessment, we were able to identify certain key data points. For example, we determined the percentage of respondents' organizations that struggled in each of the seven components of strategic leadership. These results appear in the chart below.

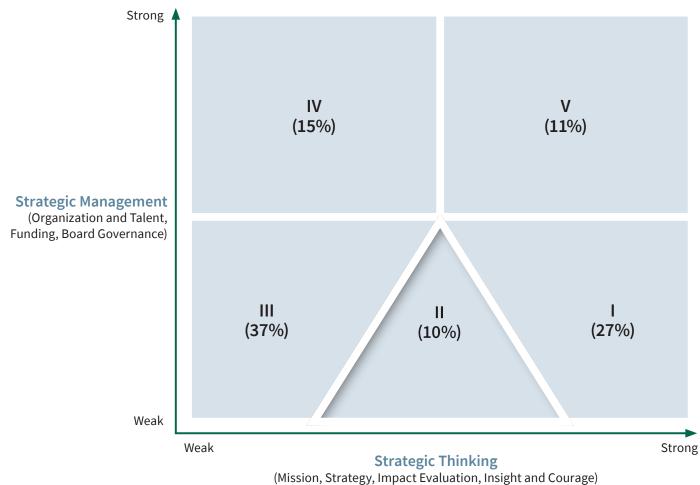
Percentage of organizations struggling with each of the seven elements of strategic leadership



In addition, we determined the number of elements in which each respondent's organization was strong or weak. Significantly, only 11 percent of organizations were strong in all seven elements of strategic leadership. More than 80 percent of organizations struggled with at least one of these elements. (The gap between those two figures reflects the fact that a small percentage of respondents did not complete answers to questions that relate to one or more of the seven elements. Consequently, their organizations could not be definitively scored as strong or otherwise—in all elements.) More than one-quarter (28 percent) of organizations were strong in two or fewer of the seven elements.

We also evaluated responses to place each respondent's organization on the Readiness to Scale Matrix, a tool that Meehan and Jonker introduce in Chapter 8 of *Engine of Impact*. This matrix sorts organizations according to their performance along two dimensions: strategic thinking (which encompasses mission, strategy, impact evaluation, and insight and courage) and strategic management (which encompasses organization and talent, funding, and board governance). Meehan and Jonker assert that organizations that exhibit weakness in strategic thinking are not yet ready to scale their impact.

To establish the distribution of survey respondents' organizations on the Readiness to Scale Matrix, we conducted additional analysis. Organizations that were strong in at least three of the four elements of strategic thinking were classified as strong in that dimension overall. Similarly, organizations that were strong in at least two of the three elements of strategic managment were classified as strong in that dimension overall. (In addition, to qualify as strong in either dimension, all elements in that dimension had to reach a minimum threshold of performance.) If a respondent did not answer any question related to one of the seven elements, we did not assign a rating for that element to the respondent's organization.



### Distribution of select survey respondents' organizations on the Readiness to Scale Matrix

We then used these classifications—combined, in certain cases, with data on an organization's budget and its years of existence—to place each organization in one of five quadrants on the Readiness to Scale matrix.\* The percentages of respondents belonging to those categories are as follows:

- Organizations in Quadrant I (27 percent) are strong in strategic thinking but not in strategic management. Meehan and Jonker suggest that these organizations are poised to scale their impact but must first strengthen their performance in strategic management.
- Organizations in Quadrant II (10 percent), like those in Quadrant I, are strong in strategic thinking but not in strategic management. They differ from their Quadrant I counterparts in two important ways: They have annual expenditures of less than \$1 million, and they have been

in existence for five or more years. These organizations, Meehan and Jonker posit, are exactly as large as they should be: They lack the resources or the ambition to support an aggressive growth plan, but their strategic thinking is at a level that enables them to provide a needed service in a single locality or to a small target population.

- Organizations in Quadrant III (37 percent) struggle with both strategic thinking and strategic management. Meehan and Jonker posit that these organizations are neither ready nor able to scale their impact anytime soon.
- Organizations in Quadrant IV (15 percent) struggle with strategic thinking but exhibit strong strategic management. Meehan and Jonker argue that these organizations, although they are able to pursue growth, are not truly ready to scale their impact.

 Organizations in Quadrant V (11 percent) excel at all seven components of strategic thinking and strategic management. These organizations, Meehan and Jonker explain, are ready to scale their impact—and, indeed, may already be doing so. This quadrant differs from the other quadrants in one crucial respect: For an organization to fall into this category, it is not enough for that organization to be strong in three of the four elements of strategic thinking, or in two of the three elements of strategic management. To meet the standard that Meehan and Jonker set forth in *Engine of Impact*, an organization must be strong in *all* areas of strategic leadership. Respondents' organizations, therefore, have been assigned to this category on the basis of that principle. In *Engine of Impact*, Meehan and Jonker explain that strategic thinking is analogous to "building and tuning the engine" and that strategic management is analogous to "finding the fuel" for that engine. Strategic thinking and strategic management are both necessary to fully scale impact.

### Endnote

\* In *Engine of Impact*, Meehan and Jonker assign a name to each of the five quadrants in the Readiness to Scale matrix. For Quadrant I, they use the label Field of Dreams; for Quadrant II, Small Is Beautiful; for Quadrant III, Scale Jail; for Quadrant IV, The Waterfall; and for Quadrant V, Promised Land.



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### **ABOUT THE SURVEY COLLABORATORS**

### The Center for Social Innovation (CSI) at Stanford Graduate School of Business

CSI is dedicated to creating social and environmental change in the world. Through research, education, and experiential learning, CSI strengthens the capacity of individuals and organizations to develop innovative solutions in poverty alleviation, access to health care and education, sustainable development, environmental protection, human rights, and other fields.

http://csi.gsb.stanford.edu

### The Stanford Center on Philanthropy and Civil Society (PACS)

Stanford PACS is a research center that develops and shares knowledge to improve philanthropy, strengthen civil society, and effect social change. It connects students, scholars, and practitioners and is the publisher of *Stanford Social Innovation Review*.

https://pacscenter.stanford.edu

### Stanford Social Innovation Review (SSIR)

*SSIR* informs and inspires millions of social change leaders from around the world and from all sectors of society—nonprofits, business, government, and engaged citizens. Its mission is to advance, educate, and inspire the field of social innovation by seeking out, cultivating, and disseminating the best in research- and practice-based knowledge.

#### https://ssir.org

### GuideStar

GuideStar is the world's largest source of information on nonprofit organizations. More than 8 million people use GuideStar data every year to make more intelligent decisions about the social sector. These decisions drive social innovation and help make the world a better place.

http://www.guidestar.org

### BoardSource

BoardSource works to inspire excellence in nonprofit governance and board and staff leadership by supporting and educating nonprofit leaders. The support that BoardSource provides is strengthened by its broader work on critical sector issues that involve opportunities for board leaders to make a difference in their communities and throughout the world.

https://www.boardsource.org

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