

# Charlotte Nonprofit Sector 2013 Priorities Research Project

September 2013

Prepared by:





The Lee Institute's mission is to serve and strengthen organizations and individuals who share a commitment to building great communities.

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2013 Priorities Research Project  
September 2013**

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# CHARLOTTE NONPROFIT SECTOR 2013 PRIORITIES RESEARCH PROJECT

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September, 2013

## Purpose

In January 2013, The Lee Institute launched an informal research project to identify the Charlotte nonprofit sector's current priorities, concerns and capacity-building needs.

Nearly five years after the beginning of the financial crisis, we wanted to learn more about how local nonprofits had adapted to the economic downturn and to significant changes in private donor behavior, government funding, and public demand for services. Many charities are understandably reluctant to speak publicly about either their adaptive behaviors over the last five years or the ongoing strains that accompany reduced budgets and uncertain futures. The Lee Institute wanted to provide sector leaders and practicing executive directors with confidential, anonymous avenues to be candid about their needs and challenges, thereby providing those of us who support the sector with a better understanding of their environment.

This research project had dual purposes: First, it would inform our work at The Lee Institute and enable us to more effectively meet the capacity-building needs of our nonprofit clients and colleagues. The more we know about the state of the local charitable sector, the more strategically we can develop programs and tailor that address practical, immediate organizational needs. Second, the research results would be shared with all participants, providing new perspectives to sector leaders and executive directors alike. Respondents would have the opportunity to see how their views fit within the larger sector, and how their opinions complement or contrast with those of other key stakeholders.

The Lee Institute designed this self-funded project to provide a snapshot of a specific moment in the life of Charlotte's nonprofit sector. It was not intended to achieve rigorous academic standards for research methodology, but was instead meant to serve as a community conversation catalyst by reflecting two different groups of nonprofit stakeholders' perspectives on the same sector. Our hope is that these results will encourage additional dialogue about the nonprofit field and the need for the wider community to address the 'new realities' of charitable work in Charlotte.

## Methodology

In early 2013, The Lee Institute conducted two parallel and complementary research tracks.

### *Sector Leader Interviews*

The process began in January 2013 with five months of personal interviews with 24 nonprofit sector leaders: funders, board members and CEOs of nonprofits that serve the wider nonprofit field. The goal was to include the perspectives of community leaders who have a '50,000 foot view' of the nonprofit sector. A complete list of interview participants is shown in *Appendix A*; the list includes executives from the Foundation For The Carolinas, the Charlotte Chamber, the Leon Levine Foundation, the John S. and James L. Knight Foundation, Charlotte Center City Partners, the Arts & Science Council, the United Way of Central Carolinas, Carolinas HealthCare Foundation, and the City of Charlotte.

Questions for these sector leaders focused on emerging issues, capacity-building challenges, potential collaborations, sustainable leadership, innovation, and envisioning a more robust nonprofit sector in the future. Responses were de-identified and aggregated as they were analyzed and themed, ensuring anonymity for each participant. Interview questions are included in *Appendix B: Sector Leader Interview Questions*.

### *Executive Director Online Surveys*

Initial responses from sector leader interviews informed the questions created for the Executive Director Online Survey, which was distributed in February 2013 and concluded in late March 2013. The Lee Institute designed these questions to unearth more detail around the emerging issues and capacity-building concerns discussed in the early sector leader interviews. These survey questions focused on key challenges, emerging trends, professional development, leadership and succession, board operations, financial stability and collaboration. Online survey responses were anonymous, and results were analyzed by individual questions instead of by entire response, preventing any attempts to discern the identity of a respondent. Survey questions are included in *Appendix D: Executive Director Survey Questions*.

The survey was emailed to 81 nonprofit organizations within Mecklenburg County, with a focus on established organizations with at least one paid staff member. ("Established" was generally defined as groups with at least a five-year track record.) Nonprofits in the arts, health and human service, social equity, leadership development, children's advocacy, education and other fields were invited to apply. Groups ranged from large social service nonprofits such as Crisis Assistance Ministry to smaller arts organizations like Theatre Charlotte, with singular agencies such as the Humane Society also represented. The survey was not distributed to hospitals or

universities because the scope of their operations makes their key challenges outliers in relation to the majority of Charlotte nonprofits.

Overall, 60 nonprofit executive directors completed the survey. Although responses were anonymous, general demographic and organizational information about the survey participants is included in *Appendix C: List of Organizations Invited to Complete Executive Director Survey* and *Appendix E: Demographic Report on Executive Director Respondents*.

## Key Findings

### *Sector Leader Interviews*

Across more than 20 hours of responses to seven key interview questions, five major themes emerged from the 24 sector leaders:

#### **1. Innovation suffers from the convergence of declining resources and increasing demand for services.**

Leaders spoke frequently about the intersection of two trends: an increase in demand for charitable services, whether they support homeless assistance, animal rescue, arts education or other efforts, juxtaposed with a decrease in contributed revenue, including government, workplace campaign, corporate, foundation, and individual gifts to varying degrees.

Interview participants were concerned with the ‘downstream impact’ of this resource shortage, particularly in the areas of innovation and mission focus. They feared that decreased donations may be leading some nonprofits to chase grant dollars that are outside their core mission areas. And they believed that operating in an environment of scarcity has exhausted many nonprofit leaders and led to less innovation and creativity.

“Charlotte needs a training program for innovation in the nonprofit sector.”

“We need significantly more projects along the lines of SEED20 and power2give.org.”

“We must invest in innovation and R&D, in whatever form that takes in the nonprofit sector.”

“I’m worried that creative nonprofit leaders are leaving the sector because structures, boards and funders aren’t supporting innovation. Who wants to “just maintain”?”

“Many nonprofits do great work, but they don’t have enough resources to grow and to be innovative with new or expanded programs.”

“Currently: There’s no tolerance for failure in the quest for innovation. It’s a banking culture, and it’s risk averse, with no margin for error. So no one is investing in innovation and giving nonprofits space to fail, if need be.”

Sector leaders emphasized the need for nonprofits to innovate, not merely improve incrementally, and noted that financial constraints deprived nonprofits of working capital to develop new ideas or expand successful programs, while simultaneously increasing their risk aversion. They noted that Charlotte has the potential to be an incubator for nonprofit models that could scale nationally, if local groups had the resources and support to ‘do more than survive.’

## **2. Nonprofits must explore entirely new operational and business models in response to a changing environment.**

The large majority of interview participants mentioned the changing economic and leadership environment in Charlotte and the need for more adaptive nonprofits that can align their business models with the ‘new reality.’ Sector leaders put a premium on adaptive change and hoped that nonprofits could talk more openly about needed systems change among the funding, governance and program delivery structures in the region.

Leaders spoke about many nonprofits as ‘turnarounds in progress,’ with some groups successfully navigating a less pyramidal and more networked leadership and funding structure than five to ten years ago. While aware of the risk involved in speaking publicly about challenges in the nonprofit sector, interview participants emphasized the need for nonprofits to acknowledge untenable situations and work collaboratively to develop new models. They also urged executive directors and board leaders to build solutions that look forward, not back to previously successful systems and structures.

## **3. Mission redundancy carries risk, and collaboration in strategy, operations and funding is essential.**

Interview participants highlighted a perceived overlap of missions in the local nonprofit sector. Their concerns focused on eliminating redundancy and helping the collaborative ‘continuum of care’ concept take root in various sub-sectors. Several funders said that they would like to see grant proposals from multi-agency partnerships attempting to make

“How can groups that do the same thing collaborate and reduce duplication and repetitive spending on overhead? For each program with areas of overlap, how do you develop a continuum of care or services?”

“Need to place client in the middle and find all the linkages among agencies serving that client. There is a tremendous lack of understanding of the links between organizations in the same sector, in terms of programs and services.”

transformational progress on seemingly intractable social and human service issues. And multiple respondents said that since the recession began, they had been surprised by a level of collaboration and consolidation among nonprofits that was lower than expected.

“Collaboration is critical: Groups advocating for their own interests make it more difficult to aggregate and collaborate, and really move the dial on an issue.”

“Some groups are admirably trying to create a system of care, using a more holistic approach to the community.”

“We need to break down more barriers between ASC groups and United Way groups, which tend to cluster and only talk to each other. Need to create more opportunities to collaborate.”

Sector leaders also shared their view that executive directors and board members are often unaware of what their colleagues and fellow organizations are doing within the same sub-sectors. They hoped for greater communication about ‘who’s doing what’ in the nonprofit sector in Charlotte, including a possible ‘service map’ of players and programs for each major issue. They also advocated strongly for a shift to strategic plans for issues, not just organizations, which could reduce segmentation, allocate resources more effectively, invite greater collaboration and encourage more client-centric strategies.

#### **4. Sector leaders are concerned about leadership at the board and executive director levels.**

Few topics generated as much long-range concern among sector leaders as the issue of leadership development, with a focus on succession planning and staff burnout. Interview participants repeatedly cited the need for board members to be recruited and trained more effectively, with ongoing education efforts around board/staff role clarification and board member engagement. They also emphasized the generational shift on local nonprofit boards, with questions remaining about what nonprofits are doing to cultivate and recruit the next generation of board leaders. This was part of their larger concern about building the overall leadership capacity of the nonprofit sector.

Funders and board members spoke often about the high quality of current nonprofit executive directors, along with the imminent danger of their burnout from five fiscal years of ‘doing more with less.’ The shallow leadership pool at many smaller nonprofits was a concern, and leaders said the sector needed a comprehensive strategy for building its leadership ‘bench strength.’ Succession planning at the executive director level seemed rare to these leaders, who hoped more emphasis would be placed on planning for smooth and strategic future leadership transitions.



## 5. Nonprofits can benefit from demonstrating increased strategic focus, clarity and mission alignment.

Finally, sector leaders frequently noted the need for nonprofit organizations to articulate their mission, value and vision more clearly and with more specific metrics for measuring their community value. They emphasized that it is not enough for nonprofits to fulfill their missions; they must also explain why their missions are valuable to the community and why their nonprofits are uniquely qualified to achieve those missions. The need to align mission, strategy and execution was a frequent topic with respondents, who spoke of the need to ‘establish a laser focus on mission’ to survive in a limited-resource environment. Responses expressed hope that nonprofits could increase depth of focus and expertise as opposed to ‘chasing grant dollars’ that may be outside their core mission areas.

### *Executive Director Online Survey*

From 60 executive director responses (a 74% response rate), key themes surfaced around the following six issues.

#### **1. The executive directors’ greatest hope for their nonprofits is to have increased impact in their communities.**

When asked about their greatest hopes, EDs expressed a desire to fulfill their nonprofits’ missions, increase their impact and expand their ability to serve clients. Many focused on the need to grow programs to meet demand for their services and to improve outcomes for those served. They emphasized their desire to innovate and expand programs to meet the needs of the people they serve, moving beyond their original mission and finding new ways to serve their clients.

“That we’ll have the vision to create programs that will have a significant impact on our community.”

“We have grand ambitions for the next ten years. We’d like to achieve those ambitions and sustain them and position ourselves strategically to continue to innovate and remain powerfully relevant to the community and artists.”

Survey respondents spoke frequently about the need to remain relevant to the community and to demonstrate the value of their missions and programs. Several noted that their greatest challenge was to step off the ‘hamster wheel’ to focus on strategy, mission and relevance. One executive director wished ‘to be effective enough that there is less demand for our services and that we can solve this [social service] issue once and for all.’

## **2. Creating a sustainable financial model that supports this greater impact is a top priority.**

To achieve this goal of greater community impact and mission fulfillment, the executive directors are searching for sustainable financial models, which were their second highest-ranked priority. Their concerns centered on diversifying funding streams, increasing capitalization, cultivating major gifts and building individual donor bases. The large majority of respondents described their organizations as ‘only somewhat prepared’ financially for another economic downturn.

Financial sustainability was also framed in terms of the programmatic growth it would enable. Executive directors said they were working toward ‘stable growth to allow increasing impact,’ and ‘freedom from financial worries so we can focus on service and impact.’ Multiple respondents also cited the need to fund innovation and new programs as a prime driver in the search for sustainable financial models.

## **3. Client needs are poorly served by the convergence of reduced funding and increased demand for services.**

Similar to the sector leader interviews, nonprofit executive directors expressed concern over the intersection of decreased contributed revenue and increased community need for charitable services. They often framed this challenge in terms of client needs:

1. “We’re seeing greater demand for services with the same and often less resources to meet the growing needs of the community.”
2. “It’s hard to serve more customers with the same or less staff.”
3. “The needs of our clients continue to grow in spite of the ‘recovering’ economy.”
4. “I worry about meting out commitments to our clients.”

## **4. Staff development and retention is a major concern, exacerbated by the recession and staff reductions over the last five years.**

Executive directors identified staff recruiting, burnout and retention as several of their top concerns, while acknowledging that the sector is doing a poor job of cultivating the ED’s own successors. Although the majority of respondents said their organizations have succession plans in place for their board chairs, an equally large majority said there were no plans for executive director succession. This appears problematic in light of the 70% of ED respondents who said they planned to leave their current jobs within the next five years.

“Ensuring that our organization has not only adequate financial resources, but also more than enough human resources (staff, board, other volunteers) to continue to expand services.”

“It's been a growing concern over more than 3 years but seems to be heightening as a need ...recruiting growing and developing the caliber of key leaders who can guide, manage operations and staff teams of an ever changing workforce in a complex, sophisticated, challenging market and professional environment.”

Survey respondents frequently described their concern about exhausting their employees, whom they called “overworked and underpaid.” Many referred to their organizations as too short-staffed to fulfill their missions and meet community demand, with concerns about turnover and retention of strong employees. They also noted the challenge of identifying and recruiting outstanding new team members and finding the next generation of ‘capable, mission-driven leaders.’

## 5. Nonprofits lack the time and financial resources to be innovative in the long term.

Executive directors felt constrained in their desire to innovate and create new programs, primarily by lack of time and working capital. Surveys indicate that on average, they spend less than 10% of their time focused on innovation, strategy and long-term planning, instead focusing on short-term operational and fundraising needs. Several respondents noted that agencies are ‘merely adapting the new economic environment, when they should be innovating.’

“Our community has a lack of sophisticated understanding regarding the complexities of cultural non-profit budgets, especially our need to plan and make commitments for future activities (exhibitions in particular). This lack of long-term strategic thinking and goal setting is corrosive and self-defeating.”

Participants also expressed a desire to have the resources to innovate and adapt more quickly. As one chief executive said, “We are not well equipped to understand these global environmental changes, let alone respond to them in a timely fashion.” Another noted, “We need our own venture capital to experiment programmatically. We can’t afford to try things differently, and we can’t afford to keep doing things the same way. Our budget doesn’t allow us to fail in an experiment.”

**6. Executive directors would like to engage in more inter-agency collaboration, and they ask for assistance to incentivize that process.**

The majority of executive directors said that they were collaborating with outside agencies and partners more now than three years ago, and they cited numerous collaborations in progress in the Charlotte nonprofit sector. These included program partnerships, marketing collaborations and back office shared services. But they repeatedly cited the lack of time, communication and funding as barriers to collaboration, asking for external assistance to create and expand collaborations.

When asked what would make future collaborations more likely, executive directors replied:

- Neutral conveners to bring nonprofit leaders together to discuss collaborations;
- Third-party facilitation to support nascent collaborations;
- Greater risk tolerance and commitment to innovation from boards and funders;
- Special incentives and grants from funders to support new partnerships;
- Better communication among executive directors to increase awareness of peer organizations' work.

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When asked to select their organizations' top five challenges and top four organizational development priorities from extensive lists of options, the executive directors created these rankings:

| <b>Top Five Challenges<br/>(in descending order of importance)</b>   | <b>Top Four Priorities<br/>(in descending order of importance)</b>  |
|--|---|
| <ol style="list-style-type: none"><li>1. Financial sustainability</li><li>2. Insufficient staffing levels</li><li>3. Organizational visibility / marketing</li><li>4. Staff burnout</li><li>5. Strategic planning and thinking</li></ol> | <ol style="list-style-type: none"><li>1. Measuring and describing the organization's impact on the community</li><li>2. Fundraising</li><li>3. Strategic planning and thinking</li><li>4. Leading and managing change</li></ol> |

## Common Ground

From the perspectives of these two stakeholder groups --- both sector leaders and nonprofit executive directors – numerous areas of agreement emerged. There was little disagreement, in fact, about the critical issues facing the Charlotte nonprofit sector, and clear consensus on the following topics.

- The need for programmatic, structural and brand **innovation**, in addition to adaptation and process improvements.
- The need to build the overall **leadership capacity** of the local nonprofit sector, with attention to executive director succession and staff retention and cultivation.
- The need to create new, sustainable **financial models** that recognize the increasing demand for charitable services and provide working capital to catalyze growth and impact, moving nonprofits beyond ‘merely surviving.’
- The need for **adaptive change** in Charlotte’s dramatically shifting economic and leadership environment, emphasizing clarity of mission and the creation of strategic plans for critical community issues.
- The need for greater **collaboration**, increased interagency communication and learning, and the creation of ‘continuum of care’ models in nonprofit sub-sectors.
- The need for **support and incentives** (funding, facilitation and risk tolerance) to realize this increase collaboration and innovation.

## About The Lee Institute

The Lee Institute is a non-profit consulting practice based in Charlotte, North Carolina, and serving clients throughout our fourteen-county region. Our mission is to serve and strengthen individuals and organizations who share a commitment to building great communities. The Lee Institute was founded in 1997 in honor of Bill Lee, an exceptional corporate and civic leader and former CEO of Duke Power Company.

Lee Institute clients include non-profit organizations, foundations, government agencies, civic leaders and community initiatives. Our experience as a non-profit gives us a unique perspective on the challenges facing public and community organizations. Our services include:

- Process design and facilitation;

- Non-profit capacity building, including strategic planning and positioning, board development, mergers and restructuring;
- Community and citizen engagement;
- Leadership development, including the flagship American Leadership Forum program for the Charlotte region; and
- Building and advancing issue-specific collaborations to address strategic community needs.

For additional information about this research project, research responses or about Lee Institute services, please contact executive director Andi Stevenson at [astevenson@leeinstitute.org](mailto:astevenson@leeinstitute.org) or 704.714.4454.

Organizations Participating in Sector Leader Interviews

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**ORGANIZATIONS**

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- Charlotte Observer
  - The C.D. Spangler Foundation Inc.
  - PNC Bank
  - UNC Charlotte
  - Charlotte Chamber
  - Foundation For The Carolinas
  - Wells Fargo
  - Charlotte Mecklenburg Library
  - Piedmont Natural Gas
  - The Jimmie Johnson Foundation
  - Carolinas HealthCare Foundation
  - Charlotte Center City Partners
  - Carolinas HealthCare System
  - Charlotte Regional Partnership
  - Arts & Science Council
  - Snyder's-Lance Inc.
  - Jewish Federation of Greater Charlotte
  - John S. and James L. Knight Foundation
  - AT&T
  - The Leon Levine Foundation
  - The City of Charlotte
  - United Way of Central Carolinas
-

## Appendix B Sector Leader Interview Questions

1. What are the top trends and emerging issues you're seeing in the Charlotte nonprofit sector?
2. What are the top two or three priorities (excluding fundraising) you believe the Charlotte nonprofit sector needs to focus on?
3. And circling back, what are you seeing in fundraising ---- what trends or opportunities?
4. And at the leadership level ---- what issues should we be paying attention to for executive directors and boards?
5. What collaborations or partnerships have you seen that have been especially innovative or successful?
6. And more broadly, what have you seen nonprofits (either here or nationwide) do that's been innovative, especially in response to the economic environment?
7. If you could envision the sector being more successful, more sustainable in five years, how would that look? What needs to change for us to get there?



**Organizations Invited to Complete Executive Director Online Survey**

Note: 60 of these 81 invitees completed the survey, a response rate of 74%

**ORGANIZATIONS**

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|   |
|---|
| 100 Black Men of Greater Charlotte                |
| 24 Hours of Booty                                 |
| Actor's Theatre of Charlotte                      |
| Ada Jenkins Center                                |
| American Red Cross – Greater Charlotte            |
| APPARO  |
| Arc of Mecklenburg County, The                    |
| Bechtler Museum of Modern Art                     |
| Big Brothers Big Sisters of Greater Charlotte     |
| Boy Scouts of America, Mecklenburg County Council |
| Care Ring   |
| Carolina Raptor Center                            |
| Center for Community Transitions, The             |
| Charlotte Children's Choir                        |
| Charlotte Community Health Clinic                 |
| Charlotte Family Housing                          |
| Charlotte Speech and Hearing Center               |
| Charlotte Symphony                                |
| Charlotte-Mecklenburg Senior Centers              |
| Children's Home Society                           |
| Children's Theatre of Charlotte                   |
| Child's Place, A                                  |
| Citizen Schools of North Carolina                 |
| Clayworks   |
| Communities In Schools                            |
| Community Building Initiative                     |
| Community School of the Arts                      |
| Council for Children's Rights                     |
| CPCC / WTVI Charlotte                             |
| CPCC Services Corporation                         |
| Crisis Assistance Ministry                        |
| CW Williams Community Health Center               |
| Davidson College: Friends of the Arts             |
| Davidson Community Players                        |
| Discovery Place                                   |
| Florence Crittenton Services                      |

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**Organizations Invited to Complete Executive Director Online Survey**

| <b>ORGANIZATIONS (cont.)</b>                   |
|--|
| Freedom School Partners                        |
| Girl Scouts, Hornets' Nest Council             |
| Goodwill Industries of the Southern Piedmont   |
| Hands On Charlotte                             |
| Harvey B. Gantt Center                         |
| Historic Charlotte                             |
| Hope Haven                                     |
| Humane Society of Charlotte                    |
| International House                            |
| KinderMourn                                    |
| Latin American Coalition                       |
| Latta Plantation                               |
| Leadership Charlotte                           |
| Legal Services of Southern Piedmont            |
| Levine Jewish Community Center                 |
| Levine Museum of the New South                 |
| LGBT Community Center of Charlotte             |
| McColl Center for Visual Art                   |
| Men's Shelter of Charlotte                     |
| Mental Health Association of Central Carolinas |
| Metrolina Association for the Blind            |
| Mint Museum, The                               |
| NC Blumenthal Performing Arts Center           |
| NC MedAssist                                   |
| North Carolina Dance Theatre                   |
| Opera Carolina                                 |
| Pat's Place                                    |
| Power2give.org                                 |
| Regional AIDS Interfaith Network               |
| Right Moves For Youth                          |
| Safe Alliance                                  |
| Salvation Army of Greater Charlotte            |
| Second Harvest Food Bank                       |
| Teen Health Connection                         |
| Theatre Charlotte                              |
| Time Out Youth                                 |
| University City Partners                       |
| Urban League of Central Carolinas              |

**Organizations Invited to Complete Executive Director Online Survey**

**ORGANIZATIONS (cont.)**

Urban Ministry Center

WDAV 89.9 FM

Women's Impact Fund

YMCA of Greater Charlotte

YWCA Central Carolinas

## Appendix D Executive Director Online Survey

The Lee Institute asks for your wisdom and insight as part of our **2013 Sector Priorities White Paper** initiative. The purpose of this informal research project is to survey the key priorities, trends and challenges for Charlotte nonprofits. This will help The Lee Institute better support the nonprofit community with the services and programs its leaders believe to be most important.

Our process includes two dozen interviews with major regional funders and civic leaders, followed by this online survey of more than 100 local nonprofit executive directors. Later this year, The Lee Institute will share the results of this research with everyone who participated in its creation.

Answers will be themed and aggregated, confidential and absolutely anonymous. The survey should take about 20 minutes to complete, although we're looking for as much information as possible, so please write as much as you'd like in the comments boxes.

On behalf of The Lee Institute, *thank you* for your support of this project. We believe the results will provide you with a valuable, timely perspective on the state of the Charlotte nonprofit sector.

- 
1. What is your greatest hope for your organization?
  2. What's keeping you up at night, *besides* fundraising?
  3. Please rank your top five challenges from the list below, with "1" being the most critical current challenge for your nonprofit.
    - Financial sustainability
    - Declining individual donations
    - Recruiting board members
    - Insufficient staffing levels
    - Organizational visibility / marketing
    - Clarity of mission or vision
    - Diversity and inclusion: staff
    - Board / ED strategic alignment
    - Programmatic innovation
    - ED succession planning
    - Board engagement
    - Staff professional development
    - Strategic planning & thinking
    - Expanding audience / customers
    - Insufficient endowment
    - Declining government support
    - Declining United Way / ASC support
    - Physical and IT infrastructure
    - Attracting / retaining qualified staff
    - Evaluating programs /measuring success
    - Forging collaborative partnerships
    - Declining institutional donations
    - Diversity and inclusion: board
    - Staff burnout (including the ED)
    - Team building
  4. What else do you see as an emerging issue? I.e., What's now on your organization's

## Appendix D Executive Director Online Survey

front burner that wasn't a priority three years ago?

5. Are you serving more or fewer people (clients, patients, students, audience members) through your programs than three years ago? Please explain.
6. Are you and your executive team participating in more or fewer professional development activities (coaching, seminars, conferences, leadership programs) than three years ago?
7. Please circle the statement that best represents your agreement with the following statements:

The board understands the complementary roles of the ED and the board.

- |   |  |
|---|--|
| <input type="checkbox"/> Strongly agree             | <input type="checkbox"/> Somewhat disagree |
| <input type="checkbox"/> Somewhat agree             | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither agree nor disagree |  |

The board understands its role in fundraising.

- |   |  |
|---|--|
| <input type="checkbox"/> Strongly agree             | <input type="checkbox"/> Somewhat disagree |
| <input type="checkbox"/> Somewhat agree             | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither agree nor disagree |  |

The board understands and frequently references the org's current strategic plan, mission and values.

- |   |  |
|---|--|
| <input type="checkbox"/> Strongly agree             | <input type="checkbox"/> Somewhat disagree |
| <input type="checkbox"/> Somewhat agree             | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither agree nor disagree |  |

The board understands its role in recruiting new board members and developing future board leaders.

- |   |  |
|---|--|
| <input type="checkbox"/> Strongly agree             | <input type="checkbox"/> Somewhat disagree |
| <input type="checkbox"/> Somewhat agree             | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither agree nor disagree |  |

8. Does your organization have a board-approved succession plan in place for the board chair? The executive director?
9. Does your organization have cash reserves, and if so, how many months of operating expenses?
10. How financially well prepared is your organization for another economic downturn?

## Appendix D Executive Director Online Survey

Very well, somewhat, or not at all?

11. On a weekly basis, what percentage of your time is spent on long-term strategy and envisioning your organization's future?
12. Compared to five years ago, is your organization collaborating with fellow nonprofits more, less or roughly the same amount?
13. What opportunities for additional collaboration do you see in the Charlotte nonprofit community?
14. What barriers prevent nonprofits in your sector from even greater collaboration?
15. What would need to happen to enable more collaboration between organizations or sector-wide?
16. Within your sector (health, arts, education, etc.), what level of inter-organizational collaboration do you see? Not enough, too much, or an appropriate amount?
17. From the following list, please rank the top four priorities for your nonprofit's organizational development. "1" is the most important priority. *I.e., given the resources, which of these issues would you most like to improve?*
  - Creating a mission and vision statement
  - Measuring and describing the org's impact on the community
  - Effective board governance
  - Strategic board recruiting
  - Strategic planning and thinking
  - Leading and managing change
  - Staff leadership development (including coaching)
  - Succession planning
  - Human resources development (policies, procedures, assessments, staff training)
  - Financial management
  - Marketing and public relations
  - Program execution and oversight
  - Fundraising
  - Change management
18. How long have you been in your current ED job?
19. Is this your:
  - First ED post
  - Second ED post
  - Third or later ED post

**Appendix D**  
**Executive Director Online Survey**

20. How long do you anticipate remaining in your current job?

- Less than a year
- One to two years
- Three to five years
- Longer than five years

21. When you leave your current job, what do you anticipate doing next?

- Retirement
- Nonprofit executive director, same field (e.g., arts, education, health)
- Nonprofit executive director, different field
- Leave the nonprofit sector
- Consultant
- Other

22. How effectively is the Charlotte nonprofit sector cultivating the next generation of:

**Executive directors** (please explain)

- Very effectively
- Somewhat effectively
- Not at all effectively

**Board members** (please explain)

- Very effectively
- Somewhat effectively
- Not at all effectively

**RESPONDENT DEMOGRAPHICS**

**1. Age**

- 25-34
- 35-44
- 45-54
- 55-64
- 65+

**2. Gender**

- Male
- Female

**Appendix D**  
**Executive Director Online Survey**

**3. Race**

- African American
- Latino
- Caucasian / White
- Asian
- Native American
- Other

**4. Sector**

- |  |  |
|--|--|
| <input type="checkbox"/> Arts                  | <input type="checkbox"/> Disaster Relief                         |
| <input type="checkbox"/> History               | <input type="checkbox"/> Children's Services & Youth Development |
| <input type="checkbox"/> Science               | <input type="checkbox"/> Domestic Violence                       |
| <input type="checkbox"/> Elderly               | <input type="checkbox"/> Education                               |
| <input type="checkbox"/> Health                | <input type="checkbox"/> Animal Welfare                          |
| <input type="checkbox"/> Homelessness          | <input type="checkbox"/> Human Services, Not Specified           |
| <input type="checkbox"/> Hunger                | <input type="checkbox"/> Above                                   |
| <input type="checkbox"/> Workforce Development | <input type="checkbox"/> Other                                   |
| <input type="checkbox"/> Diversity & Inclusion |  |

**5. Organizational budget size**

- |   |   |
|---|---|
| <input type="checkbox"/> \$100K-\$499K  | <input type="checkbox"/> \$2MM-\$4.99MM   |
| <input type="checkbox"/> \$500K-\$749K  | <input type="checkbox"/> \$5MM-\$9.99MM   |
| <input type="checkbox"/> \$750K-\$999K  | <input type="checkbox"/> \$10MM-\$19.99MM |
| <input type="checkbox"/> \$1MM-\$1.99MM | <input type="checkbox"/> \$20MM+          |

**6. Staff size**

Full time \_\_\_\_\_  
Part time \_\_\_\_\_  
Contractors \_\_\_\_\_



**Appendix E**

**Demographic Report on Executive Director Respondents**

| <b>AGE</b>       |                              |                                  |
|------------------|------------------------------|----------------------------------|
| <b>Age Range</b> | <b>Number of Respondents</b> | <b>Percentage of Respondents</b> |
| 25 -34           | 1                            | 1.67%                            |
| 35 - 44          | 11                           | 18.33%                           |
| 45 - 54          | 18                           | 30.00%                           |
| 55 - 64          | 23                           | 38.33%                           |
| 65+              | 5                            | 8.33%                            |
| No response      | 2                            | 3.33%                            |
| <b>TOTAL</b>     | <b>60</b>                    | <b>99.99%</b>                    |

| <b>GENDER</b> |                              |                                  |
|---------------|------------------------------|----------------------------------|
| <b>Gender</b> | <b>Number of Respondents</b> | <b>Percentage of Respondents</b> |
| Female        | 34                           | 56.67%                           |
| Male          | 22                           | 36.67%                           |
| No response   | 4                            | 6.66%                            |
| <b>TOTAL</b>  | <b>60</b>                    | <b>100%</b>                      |

| <b>RACE/ETHNICITY</b> |                              |                                  |
|-----------------------|------------------------------|----------------------------------|
| <b>Race/Ethnicity</b> | <b>Number of Respondents</b> | <b>Percentage of Respondents</b> |
| African American      | 6                            | 10.00%                           |
| Asian                 | 0                            | 0.00%                            |
| Caucasian / White     | 51                           | 85.00%                           |
| Latino                | 0                            | 0.00%                            |
| Native America        | 0                            | 0.00%                            |
| Other                 | 1                            | 1.67%                            |
| No response           | 2                            | 3.33%                            |
| <b>TOTAL</b>          | <b>60</b>                    | <b>100%</b>                      |

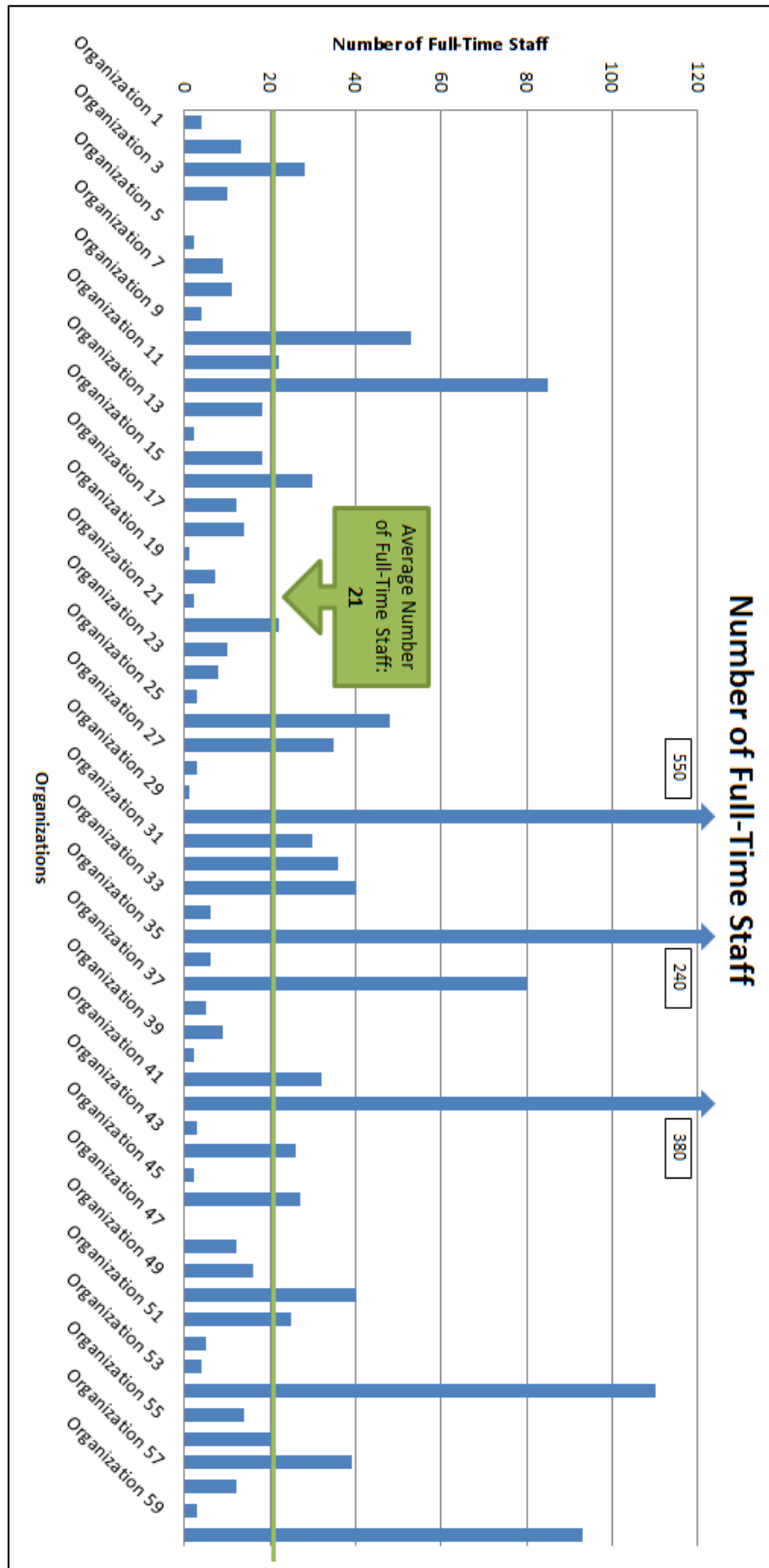
**Appendix E**

**Demographic Report on Executive Director Respondents**

| <b>SECTOR</b>                       |                              |                                  |
|-------------------------------------|------------------------------|----------------------------------|
| <b>Sector</b>                       | <b>Number of Respondents</b> | <b>Percentage of Respondents</b> |
| Animal Welfare                      | 2                            | 3.33%                            |
| Arts                                | 16                           | 26.67%                           |
| Children's Services & Youth         | 6                            | 10.00%                           |
| Development                         |                              |                                  |
| Disaster Relief                     | 1                            | 1.67%                            |
| Diversity & Inclusion               | 2                            | 3.33%                            |
| Domestic Violence                   | 0                            | 0.00%                            |
| Education                           | 2                            | 3.33%                            |
| Elderly                             | 1                            | 1.67%                            |
| Health                              | 6                            | 10.00%                           |
| History                             | 0                            | 0.00%                            |
| Homelessness                        | 3                            | 5.00%                            |
| Hunger                              | 0                            | 0.00%                            |
| Science                             | 0                            | 0.00%                            |
| Workforce Development               | 2                            | 3.33%                            |
| Human Services, Not Specified Above | 10                           | 16.67%                           |
| Other                               | 7                            | 11.67                            |
| No response                         | 2                            | 3.33%                            |
| <b>TOTAL</b>                        | <b>60</b>                    | <b>100%</b>                      |

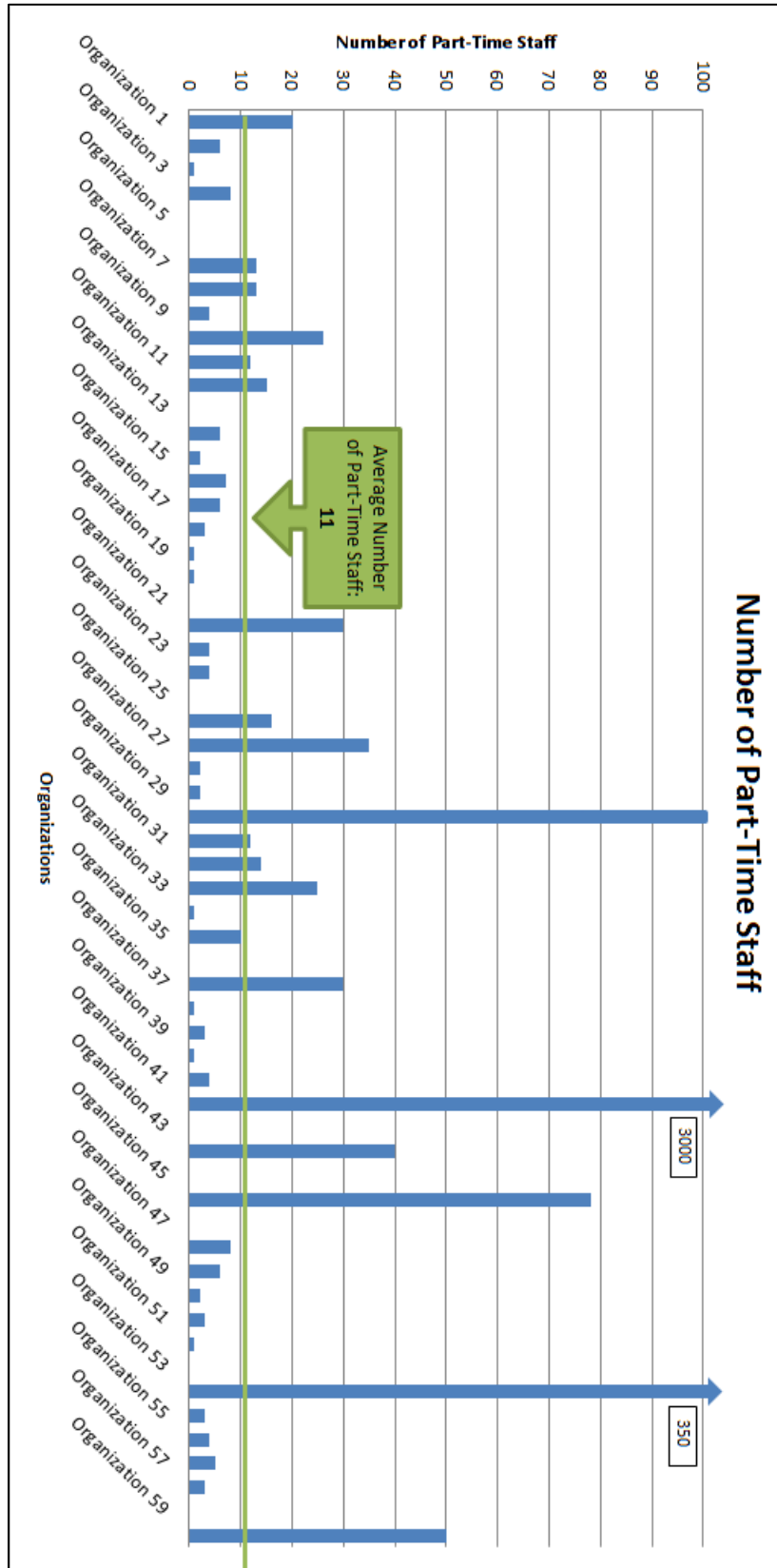
| <b>ORGANIZATIONAL BUDGET SIZE</b> |                              |                                  |
|-----------------------------------|------------------------------|----------------------------------|
| <b>Budget Range</b>               | <b>Number of Respondents</b> | <b>Percentage of Respondents</b> |
| \$100K - \$499K                   | 8                            | 13.33%                           |
| \$500K - \$749K                   | 6                            | 10.00%                           |
| \$750K - \$999K                   | 3                            | 5.00%                            |
| \$1MM - \$1.99MM                  | 12                           | 20.00%                           |
| \$2MM - \$4.99MM                  | 16                           | 26.67%                           |
| \$5MM - \$9.99M                   | 6                            | 10.00%                           |
| \$10MM - \$19.99MM                | 3                            | 5.00%                            |
| \$20MM+                           | 4                            | 6.67%                            |
| No response                       | 2                            | 3.33%                            |
| <b>TOTAL</b>                      | <b>60</b>                    | <b>100%</b>                      |

# Appendix E Demographic Report on Executive Director Respondents



# Appendix E

## Executive Director Online Survey Participants February 2013



# Appendix E Executive Director Online Survey Participants February 2013

