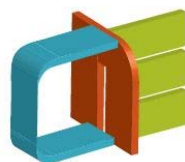


# CNE NONPROFIT SURVEY

2017 Report



**center for  
nonprofit excellence**

COMMUNITY FOUNDATION FOR MONTEREY COUNTY

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Community Foundation for Monterey County  
[www.cfmco.org](http://www.cfmco.org)



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# INTRODUCTION

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The Center for Nonprofit Excellence (CNE) of the Community Foundation for Monterey County supports local nonprofits' ability to deliver on their mission. To be effective, CNE seeks to understand the local nonprofit community and focus efforts where they will make the most difference. The CNE's annual Nonprofit Survey is a key way to learn more about local nonprofits and how we can best be of service. It is also a tool for feedback on CNE's programs and services.

In preparing for the survey, CNE identified four general preconditions to nonprofits' effectiveness in building and sustaining healthy, safe and vibrant communities:

**RESOURCES:**

Nonprofits have necessary resources and support (staff, expertise, funding) to carry out work.

**LEADERSHIP AND MANAGEMENT:**

Nonprofits are well-managed with effective leadership and equitable policies and practices.

**ADVOCACY:**

Nonprofits advocate effectively with public and private decision makers.

**COLLABORATION:**

Nonprofits collaborate on addressing root causes and/or making significant change in their area of work.

The CNE Nonprofit Survey asks questions that refer to these four areas. It identifies strengths, areas where abilities have increased or decreased, what local nonprofit staff and volunteers would like to see improve in their organizations, and what personal abilities they would like to strengthen. See how the four preconditions fit together and the abilities that are related to each general area in the Theory of Change graphic on the next page.

## 2017 Nonprofit Survey Responses

201 individuals completed the online survey during the month of September 2017.

# of respondents by organizational mission	
Children & Youth	30
Health & Human Services	38
Community Development	15
Arts, Culture & Historic Preservation	16
Environment & Animal Welfare	18
Multi-Mission	55

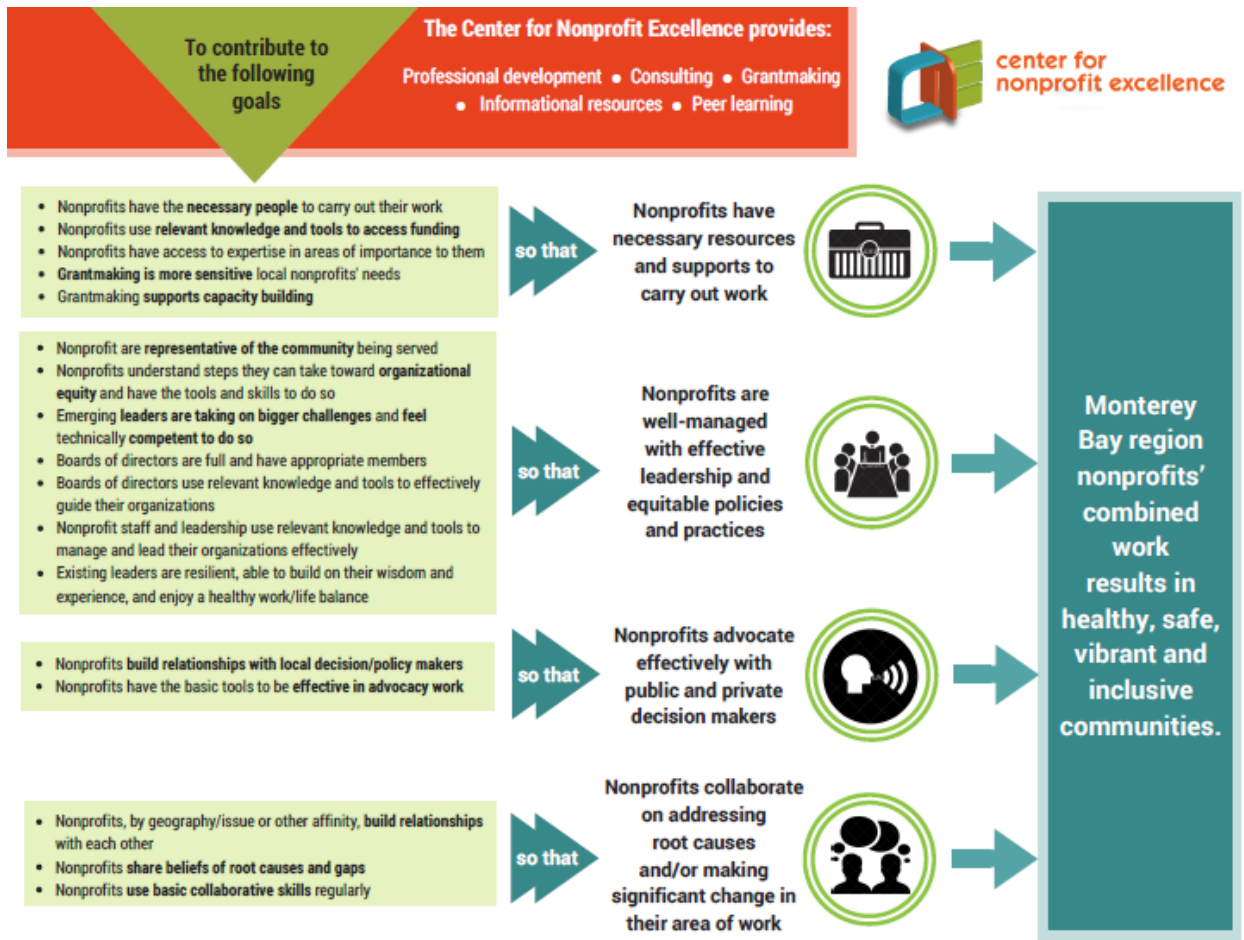
## **How CNE Uses the Information**

The information helps identify areas where CNE's work can make the most difference, based on what local nonprofits see as important. The information is shared with The Monterey Bay Capacity Builders Network, which includes the Association of Fundraising Professionals, First5 Monterey County, Nonprofit Alliance of Monterey County and others.

## **Acknowledgements**

Survey tools are part of the Evaluation System designed by Joining Vision and Action. Special thanks to the David and Lucile Packard Foundation for funding support to develop this system. Several local partners helped to deploy the online survey in 2017 including Nonprofit Alliance of Monterey County, United Way Monterey County, First5 Monterey County, Association of Fundraising Professionals Monterey Bay Chapter and others. Our heartfelt thanks to these organizations and all the individuals that responded to the survey.

# CNE THEORY OF CHANGE



A theory of change is based on assumptions about what will make change happen. The following are CNE's assumption about how we can support the changes listed on the previous page.



## Assumptions

<p>CNE will contribute to the achievement of these goals, requiring coordination and partnership with other organizations.</p>	<p>Nonprofits have a passion for, and a desire to create, healthy, safe, vibrant and inclusive communities. They recognize the connections between organizational functioning, advancement of their missions and community impact.</p>	<p>Sufficient resources exist or can be made accessible to do the capacity building work that is needed.</p>	<p>Nonprofits want to be well-managed and to have bold, effective leadership, and are willing to put in the work to get there.</p>	<p>CNE has the resources and staff to provide the knowledge, skills, support and encouragement to interested organizations.</p>	<p>CNE will have to focus its efforts on activities and strategies that provide the greatest leverage toward the aforementioned preconditions.</p>	<p>More interaction with CNE (e.g., more contacts, longer duration of those contacts) will lead to greater individual and organizational effects.</p>
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## 2017 SURVEY RESULTS BY KEY AREAS

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This section reviews survey results grouped under the four key areas the Center for Nonprofit Excellence identified as preconditions for building healthy, safe and vibrant communities: Resources, Leadership and Management, Advocacy and Collaboration.

### RESOURCES: NONPROFITS HAVE NECESSARY RESOURCES AND SUPPORTS (STAFF, EXPERTISE, FUNDING) TO CARRY OUT WORK.

Improvement was seen in:



- Nonprofits use relevant knowledge and tools to access funding.
- Nonprofits have access to expertise in areas of importance to them.
- Grantmaking supports capacity building.

Greatest strength was:

- Nonprofit staff have a network of peers they can learn from.

Decline was reported in most aspects related to:



- Nonprofits have the necessary people to carry out their work
- Grantmaking is more sensitive to local nonprofits' needs

Specific areas reported as seeing **no change and with room for improvement** (by 25% or more of respondents):



- Nonprofits have the necessary people to carry out their work (25%)
- Organization's ability to effectively seek stable and/or diverse funding (35%)
- Our organization's access to funding that supports organizational improvements (45%)
- The sensitivity of local funders to the kinds of activities that will make the most difference for my organization (25%)

Increased funding was the second most-commonly cited area in which **improvement would make a significant difference in the organization's ability to accomplish its work** (independent of change in last year). The most-commonly cited area was board development, which can have a significant effect on fund development.

Most commonly identified fund development areas in which **respondents wanted to learn or improve their abilities** over the next six months (independent of change in last year):

- Board engagement in fund development (89)
- Individual donors (73)
- Fund development planning (61)
- The ask (60)
- Planned giving (53)
- Grant proposals (51)

## LEADERSHIP AND MANAGEMENT: NONPROFITS ARE WELL-MANAGED WITH EFFECTIVE LEADERSHIP AND EQUITABLE POLICIES AND PRACTICES.

Where change was observed, **some improvement** was seen in most aspects related to:



- Nonprofits are representative of the community being served.
- Nonprofits understand steps they can take toward organizational equity and have the tools and skills to do so.
- Emerging and established leaders are addressing bigger challenges and feel competent to do this. This was also noted by others as a significant area with no change and room for improvement.
- Boards are more reflective of the community served, and for participants in the CNE Board Officers' Roundtable, are more able to develop a full and appropriate board membership.
- Nonprofit staff and leadership use relevant knowledge and tools to manage and lead their organizations effectively.
- Established leaders are resilient, able to build on their wisdom and experience.
- Organizations have the tools to affect change in systems, institutions and constituencies and are using them.

Specific areas of **strengths** include (more than 25% reported as strength):

- Nonprofits are representative of the community being served (29%). Among those using volunteers, this was stronger in organizations with more than 250 volunteers.
- Nonprofits understand steps they can take toward organizational equity and have the tools and skills to do so:
  - leaders' ability to implement effective practices to ensure all employees are treated fairly and equitably (29%), and
  - nonprofits' use of effective practices to ensure that the organization does not replicate (within our organization) the inequities seen in society at large (29%).
- Established leaders' ability to provide the leadership to resolve the current challenges their organization/department faces (25%).
- Boards of directors use relevant knowledge and tools to effectively guide their organizations (as reported by board members):
  - board members' ability to fulfill the responsibilities and expectations of being a board member (30%) and
  - board's use of effective governance practices (35%).
- Nonprofit staff and volunteers' ability to do job well, ability to take on bigger challenges within organization, and ability to serve effectively as a volunteer (26%).
- Leaders' ability to use their wisdom and skills in their organization (26%). Executives in the areas of Children & Youth, Health & Human Services, Environment & Animal Welfare and Multiple fields saw statistically greater increase than executives from Arts, Culture & Historic Preservation. Relatively small samples in all categories in this question.



Some **decline** was reported in aspects related to:



- Boards have the number of board members needed.
- Established leaders' ability to effectively balance work and other life activities.

Specific areas reported as seeing **no change and with room for improvement** (25% or more):



- Incorporation of the voices of the community members in our work (25%)
- Emerging leaders' ability to address bigger challenges within their organization (36%)
- Leadership and the board being reflective of the community served (e.g., race, gender, socioeconomic status, etc.) (39%)

Most commonly identified areas in which **improvement would make a significant difference in the organization's ability to accomplish its work**

- Board development (46 responses)
- Increase funding (40)
- Staffing (37)
- Stronger ED (19)
- Strategy (18)
- Board recruitment (17)
- Supervision (17)

Most commonly identified areas not related to fund development in which **respondents wanted to learn or improve their abilities** over the next six months:

- Board development (50 responses)
- Board recruitment (46)
- Communication and marketing (40)
- Strategic thinking/planning (39)
- Balancing mission, program costs and income (32)
- Collaboration (30)
- Transitions and succession planning (30)

Comments on these areas revolved around:

- Being a champion for the organization in community/Advocacy (15)
- Board recruitment (15)
- Program expansion/improvement (13)
- Strategic planning (10)
- Leadership transition/succession (9)
- Fund development (8)

## ADVOCACY: NONPROFITS ADVOCATE EFFECTIVELY WITH PUBLIC AND PRIVATE DECISION MAKERS



Where change was observed, some **improvement** was seen in nonprofits' ability to engage effectively in advocacy work. No specific areas reported as strengths.

Board members reported that groups with budgets between \$250K and \$499K increased the most. Small sample size made data for larger groups invalid.

## COLLABORATION: NONPROFITS COLLABORATE ON ADDRESSING ROOT CAUSES AND/OR MAKING SIGNIFICANT CHANGE IN THEIR AREA OF WORK.



Where change was observed, some **improvement** was reported in nonprofits' regular and effective use of basic collaborative skills.

- Leaders and managers reported their ability to collaborate effectively as an area of strength. (25%)



Specific areas reported as seeing **no change and with room for improvement** (as reported by 25% or more of respondents):

- Board and staffs' understanding of how to collaborate effectively. (29%)

Among all possible topics, collaboration was also frequently **identified as an area in which respondents would like to improve or learn more** (selected by 30 respondents).

## RESULTS BY ORGANIZATIONAL SIZE

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This section identifies areas where differences in responses were noted by organization size.

### DISTINCTIONS BY NUMBER OF EMPLOYEES

For most aspects of the survey, nonprofits generally saw their abilities **increase somewhat**. A few differences were noted based on the number of employees:



- While all sizes of staff numbers saw advocacy ability increase somewhat, those with over 100 employees increased the most.
- Organization's ability to be flexible in uncertain times was slightly higher for those organizations with more than 100 employees compared to those with fewer than 100 employees.

Top three areas of **organization's** management or leadership that, if improved, **would make a significant difference in the organization's ability and capacity to accomplish its work**:

Areas common across several, but not all, organization sizes:

1. Board development and board recruitment were one of the top three for organizations ranging from 0-30 employees.
2. Staff recruitment, retention and development was one of the top priorities for all organizations except those with 2 or fewer employees.
3. Fund development was one of the top priorities for organizations with 1-50 employees, but not for the largest organizations (51+ employees).

For larger organizations, other priorities emerged:

1. For organizations with 11-30 employees, supervision (6 of 31 responses).
2. For organizations with 31-50 employees, marketing (4 of 11 responses) and communications (3 of 11 responses).
3. For organizations with more than 51 employees, project management (4 of 24).

Top areas that respondents would like to improve upon in the next six months:

Boards of Directors were repeatedly identified by respondents from organizations with 0-30 employees:

- Board development and recruitment - as areas that would make a significant difference to the organization.
- Board recruitment and becoming or identifying a champion for the organization in the community (a role typically played by board members) - as areas they would like to improve or learn about.

The organizations with 0 employees had almost 25% of respondents show interest in board recruitment. In all other organization sizes, multiple topics were favored by respondents, and no one topic was favored by more than 20% of respondents. Some of those other topics included:

1. The smaller organizations (1-10 employees) showed an interest in topics related to organizational growth such as program improvement and expansion, fund development and strategic planning.
2. The mid-size and larger organizations (11 employees and above) showed an interest in succession planning/leadership transitions.

## DISTINCTIONS BY BUDGET SIZE

For most aspects of the survey, nonprofits saw their abilities **increase somewhat**. A few differences were noted based on budget size:



While only three organizations with budgets between \$5M and \$9.9M responded to this question, those who did increased their ability to effectively seek stable and/or diverse funding significantly, and more so than organizations of all other budget sizes.

Among respondents who reported interacting with CNE, when reflecting on their organization's access to funding that supports organizational improvements:

- Those with budgets under \$249K saw some decrease while others' ability got somewhat better.
- Those with budgets over \$10M improved more than most other budget sizes.
- 46% of all nonprofits (all sizes combined) saw this as an area that has not changed and could use improvement.

Top three areas of organization's management or leadership that, if improved, **would make a significant difference in the organization's ability and capacity to accomplish its work:**

Areas common across several organization budget sizes:

1. Board development, increase in funding, and increased staffing.
2. Interestingly, organizations with more than \$5M budgets did not identify an increase in funding or staffing as one of their top areas, focusing instead on strategy development and collaboration.
3. The smallest organizations (budgets under \$100K) placed equal importance on increasing numbers of board members, staff and volunteers.

Top areas that respondents would like to improve upon or learn more about this in the next six months:

Areas common across several organization budget sizes:

1. For all but the largest organizations (those with budgets over \$5M), program expansion and improvement.
2. Organizations with budgets over \$1M identified succession/transition planning and developing champions in the community.
3. Organizations with budgets under \$500K identified board recruitment.

## RESULTS BY ROLE

# of respondents by role	
Executive Director	67
Management or Senior Staff	43
Staff member	26
Board member	44
Volunteer	10

By Role	Cross tab by Budget							
	Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1,000,000 to \$4,999,999	\$5,000,000 to \$9,999,999	More than \$10,000,000	
Executive Director	8	11	10	10	22	3	3	
Management or Senior Staff	6	10	3	4	12	2	5	
Staff member	0	4	3	2	11	1	5	
Board member	19	11	4	5	4	1	0	
Volunteer	5	2	1	0	2	0	0	

### EMERGING LEADERS

Top three areas of **organization's** management or leadership that, if improved, would make a significant difference in the organization's ability and capacity to accomplish its work:

1. Funding (mostly mid-size organizations) and
2. Staffing (mostly larger or mid-size) often went hand in hand in comments:

"More sustainable funding, program and staffing structures."  
"Building/maximizing staff capacity."

3. Boards: several comments about stuck or stagnant boards:

"Board is stagnant. It lacks ability to communicate direction, vision, strategies. Does not want to fundraise or advocate. Comfortable just being a loose, out of touch governing body."

### Changes in emerging leaders' abilities from Nonprofit Survey



- Where change observed, abilities increased somewhat in most areas. Strongest increase was observed in ability to collaborate effectively. (Mean score 3.4 of 4)



- On average, where change observed, ability to effectively balance work (2.5 of 4) and other life activities and the level of support they have in role as a leader (2.9 of 4) have *decreased somewhat* (see below).



- Notably, 35.7% of emerging leaders saw *no change with room for improvement* in their ability to address bigger challenges within the organization.

### Emerging Leaders

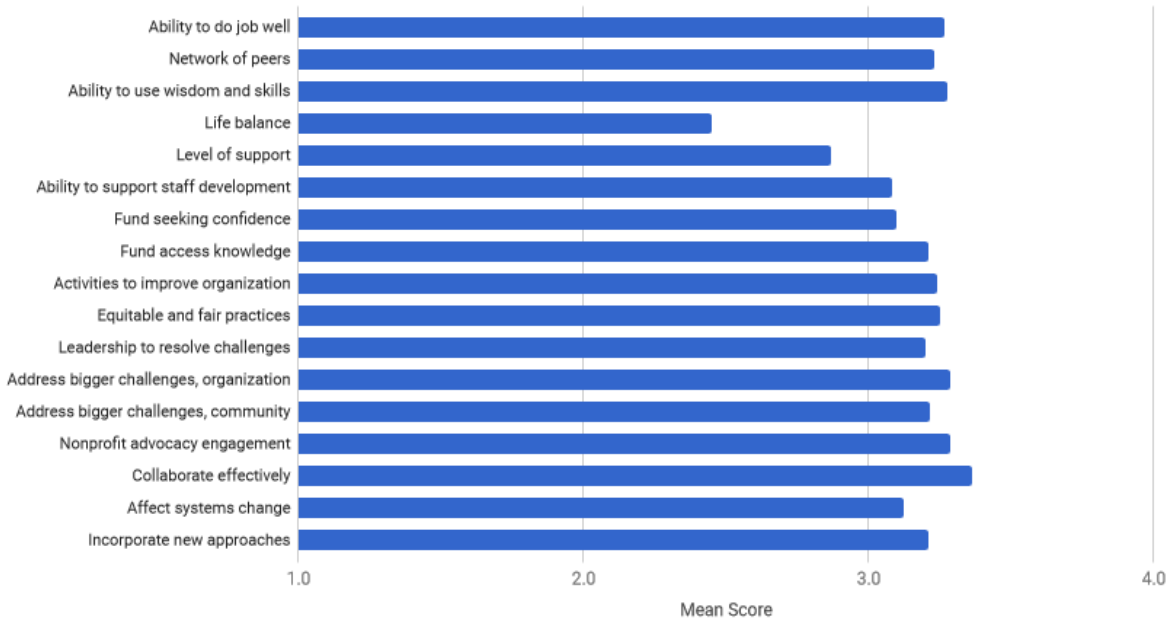


Figure 1 4-point scale from 1 "Decreased significantly" to 4 "Increased significantly"

Strategic Planning is an area related to emerging leaders and their particular area of work that they would really like to improve upon or learn about in the next six months that received many comments:

"Board development and strategic planning is crucial for our organization(s) to grow and prosper in order to make a difference."

"I would like to see my organization think outside the box, think in terms of doing more for the human beings in our community and making people a priority instead of being stuck on our ways of doing things."

## ESTABLISHED LEADERS

Roughly a third of qualitative responses came from those with budgets of \$1-5M.

Top three areas of **organization's** management or leadership that, if improved, **would make a significant difference in the organization's ability and capacity to accomplish its work:**

### 1. Funding

Recurring themes include active support from board in fundraising, as well as diversifying funding streams through planned giving, individual donors, and contracts.

### 2. Staffing

Recurring themes include need for stable, trained management teams (including volunteer managers) as well as retention and avoiding burnout.

"Ability to recruit sufficient staffing to scale appropriately."

"Consistency and stability of personnel."

### 3. Boards themes include board education on roles (not micromanaging), engaging fully, and fund development.

"Find and retain committed and action-based, results-oriented board members who fundraise."

Notable areas where no change was observed, and established leaders recognized these abilities as areas of *strength*:

1. Ability to implement effective practices to ensure all employees are treated fairly and equitably 29.6%.
2. Ability to use wisdom and skills in their organization 25.7%.
3. Ability to collaborate effectively 24.5%.

Notable areas where no change was observed and established leaders recognized *room for improvement*:



1. Knowledge of how to access funding for the organization 25.9%.
2. Ability to affect systems change 25%.
3. Ability to address bigger challenges in the community. 22.6%

## Changes in established leaders' abilities from Nonprofit Survey



- Where change was observed, abilities improved somewhat in most areas.
- Ability to use wisdom and skills in their organization increased somewhat more than other areas (3.4 of 4).



- Notably, ability to effectively balance work and other life activities *decreased* somewhat (2.9 of 4).

## Established Leaders

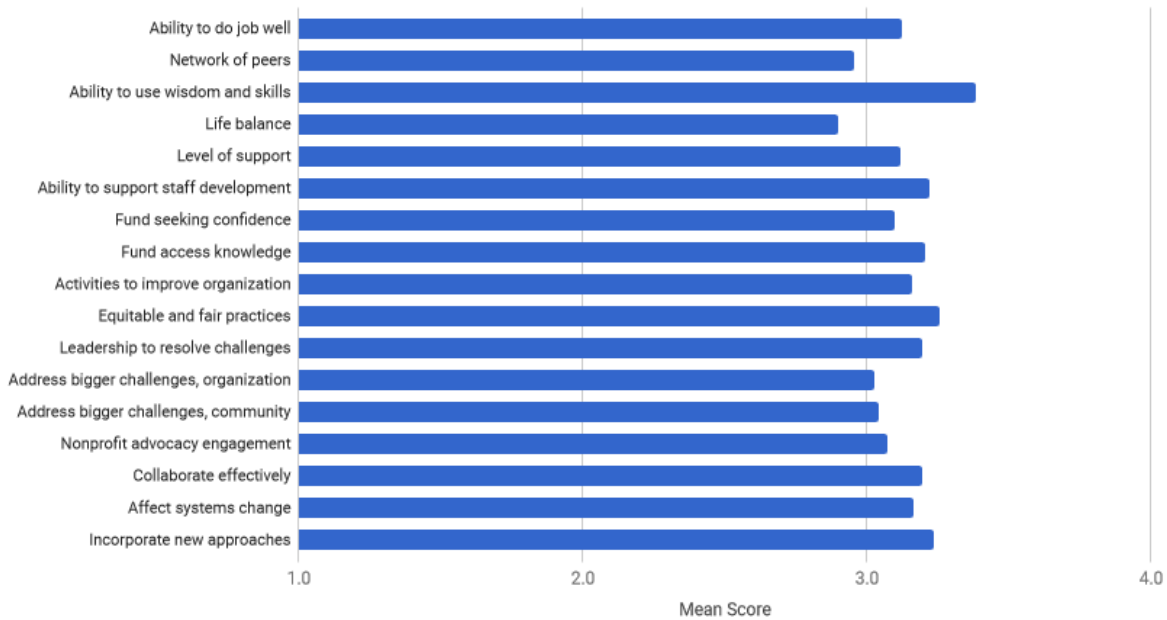


Figure 2 4-point scale from 1 "Decreased significantly" to 4 "Increased significantly"

Some areas that received many comments related to established leaders and their particular area of work that they would really like to improve upon or learn about in the next six months are:

1. Program Expansion/Improvement - themes include desire to plan for strategic growth and best practices.
2. Human Resources - themes include having adequate staffing (including volunteers) and avoiding burnout.

"While I am not all that concerned with my own self-care/avoiding burnout, I am concerned about many of our employees. Limited funding and resources makes people work very hard and it is difficult to compensate people on par with skill and how hard they work. It's therefore difficult to retain good staff and I get concerned about the long-term sustainability and growth of our organization."

3. Leadership Succession/Transition - themes include desire to be intentional about change.

"My organization will be losing three key staff people due to retirement in the next five years. The board and I need to be ready for this transition."



## BOARD MEMBERS AND UNPAID VOLUNTEERS

Top three areas of **organization's** management or leadership that, if improved, **would make a significant difference in the organization's ability and capacity to accomplish its work:**

1. Boards - themes of stronger board engagement, especially as it relates to fundraising, committees/delegation, and community connections.

"Increased involvement on the part of all board members in promoting the organization's growth and financial stability."

2. Funding - themes of consistent and stable funding from various sources.
3. Staffing - responses from organizations with 0-10 employees mentioned paid Development Director, ED, AmeriCorp, marketing staff and volunteer manager.

"Obtain more funding so we could hire more professional staff."

Notable areas where no change was observed, and board members recognized these abilities as areas of *strength*:

- Ability to effectively collaborate 37.2%.
- Ability to fulfill the responsibilities and expectations of being a board member 30.2%.
- Ability to improve the organization's functioning and its management/leadership 27.3%.

Notable areas where no change was observed, and board members recognized *room for improvement*:



- Ability to effectively engage in nonprofit advocacy 26.2%.

## Board Members

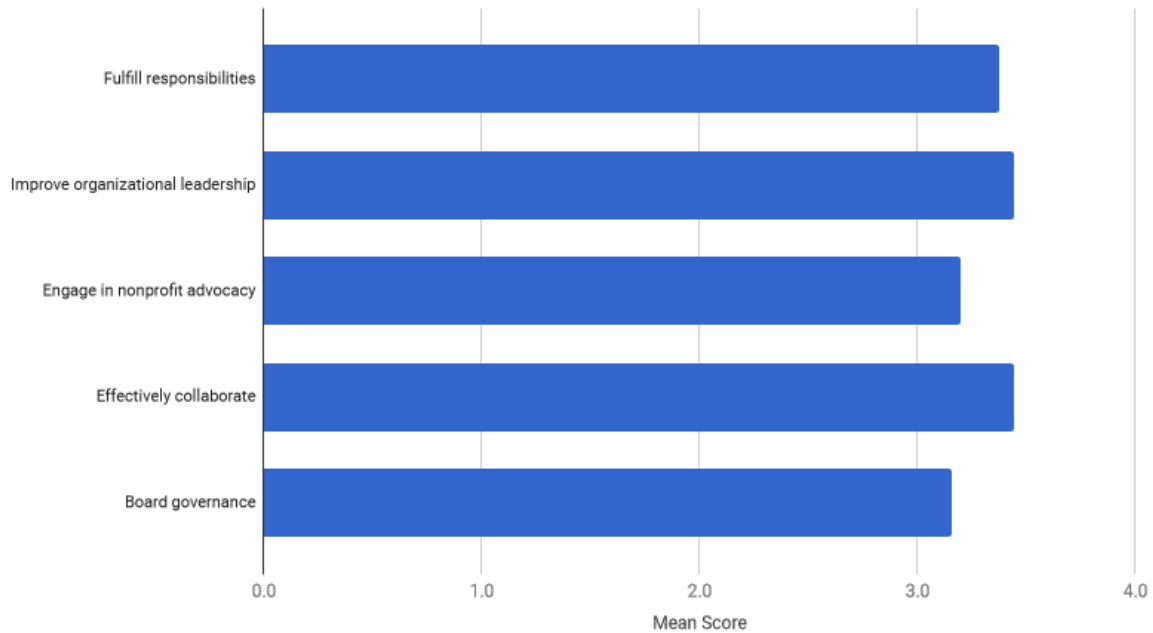


Figure 3 4-point scale from 1 "Decreased significantly" to 4 "Increased significantly"

Where change was observed, board members' abilities **improved somewhat** in all areas.

Some areas that received many comments related to board members and their particular area of work that they would really like to **improve upon or learn about** in the next six months are:

1. Being a champion in the community:  
Typically smaller organization comments included themes such as raising awareness of services/mission, challenge of engagement when community service/involvement is at a low. Prunedale and South County mentioned specifically.

"I am interested to better understand the relationship between marketing and fundraising and volunteer raising, and learning best practices in bringing these areas together."

2. Board Recruitment was typically included in comments by smaller organizations:

"It is difficult to find people who are willing to commit to be a board member and put in the work and time it takes to keep us functioning as a successful resource for seniors in Monterey County."

# STAFF

Top areas of **organization's** management or leadership that, if improved, would make a significant difference in the organization's ability and capacity to accomplish its work:

1. Staffing:  
Comments included themes for need for middle management as well as more staff overall.

"Having more middle management could greatly improve our effectiveness with handling employee issues quickly."

2. Supervision:  
Comments included themes for need for accountability and delegation.

"Establishing clear expectations of employees and creating a culture where employees are held accountable for their responsibilities. Organization as a whole remains too reactive, only focusing on the short term due to poor planning and even poorer execution of programs."

## Staff

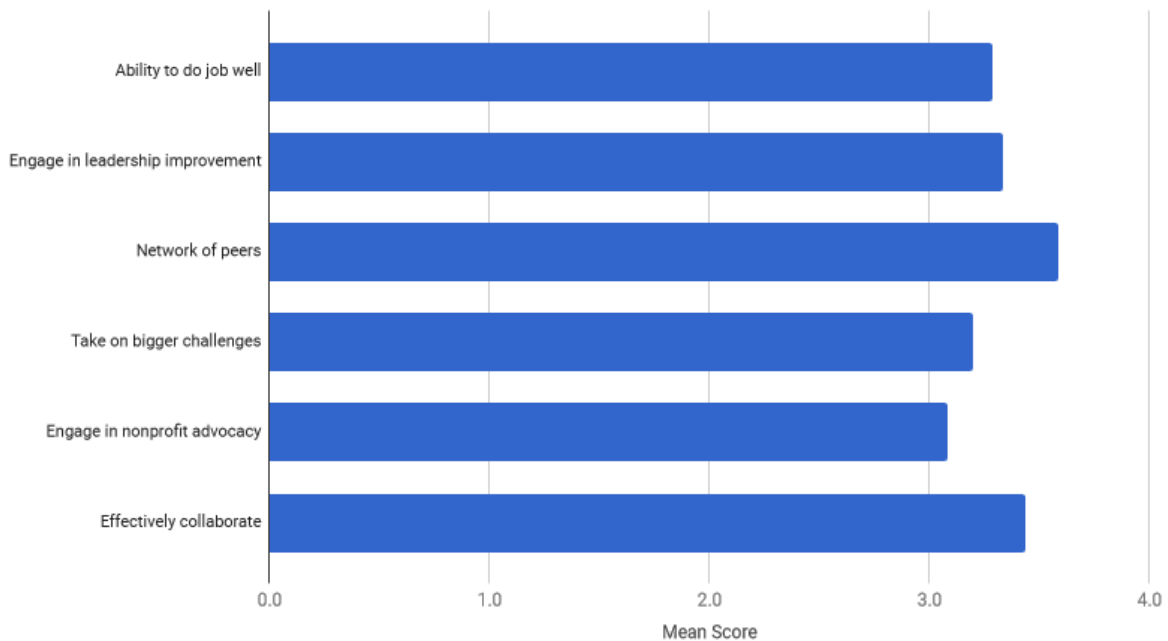


Figure 4 4-point scale from 1 "Decreased significantly" to 4 "Increased significantly"

Where change was observed, staff members' abilities **improved somewhat** in all areas.

Notable areas where no change was observed, and staff recognized these abilities as areas of **strength**: Nonprofit staff's ability to do the job well 34.6%.

Leadership and transition are areas that received many comments related to staff and their particular area of work that they would really like to improve upon or learn about in the next six months.

“My goal is to move up to a leadership position, so I believe these are steps to help with my career path and help with meeting the mission of the organization.”

## INTERACTION WITH THE CENTER FOR NONPROFIT EXCELLENCE

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Information is drawn from the Nonprofit Survey questions as well as ongoing program evaluations throughout the year.

### HOW DOES INTERACTING WITH CNE IMPACT ORGANIZATIONAL CAPACITY?

Where *Overall Change* observed in Organizations, there was a statistically significant positive correlation with contact with CNE.

Specific areas of change where contact with CNE played a role:



- Organization's ability to effectively seek stable and/or diverse funding
- Organization's access to funding that supports organizational improvements.
- Effectiveness of the management and leadership of my organization.

Frequency:

When organizations have more contact points with CNE, we do see a positive change in their cumulative organizational capacity score, but the relationship is not statistically strong.

### HOW DOES INTERACTING WITH CNE IMPACT INDIVIDUALS' KNOWLEDGE, SKILLS AND EFFECTIVENESS IN THEIR ROLES?

Where *Overall change* was observed in Executives/Senior Management, Staff, Board and Volunteers, there was **no statistical correlation with contact with CNE**.



Specific areas of change where contact with CNE played a role:

- Leaders' knowledge and confidence of how to access funding for organization.
- Leaders' ability to effectively engage in nonprofit advocacy.

Frequency

When Executives/Senior Managers as well as staff and volunteers have more contact points with CNE, we do see a positive change in their capacity score, but the relationship is not statistically strong.

When Board Members have more contact points with CNE we see a **negative change in their capacity score**, but it is not statistically strong.

Specific areas where those with no contact with CNE scored higher than those with CNE contact:

- Network of peers
- Effectively collaborate

TOP THREE MOST-USED SERVICES:

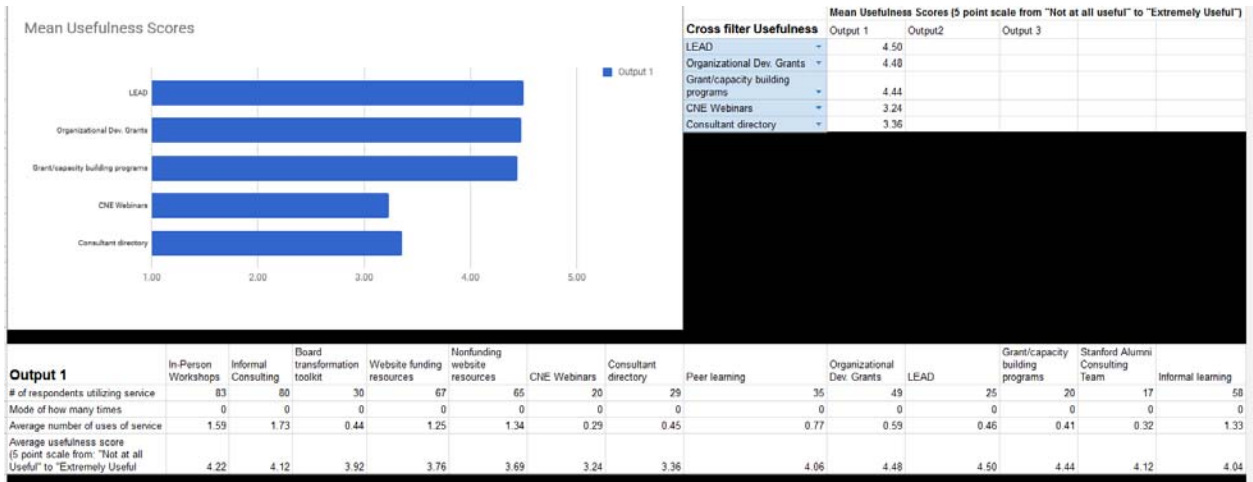
- In-person workshops
- Informal consulting
- Website funding resources

“I think you have a good balance. I love the face to face workshops... always meet a new community partner or reinforce an established relationship.”

TOP THREE MOST-USEFUL SERVICES

5-point scale from "Not at all useful" to "Extremely Useful"

- LEAD Institute (4.5 of 5)
- Organizational Development Grants (4.48 of 5)
- Grant/capacity building programs (4.44 of 5)



WANT TO SEE MORE OF:

- Make more webinars, asynchronous learning opportunities available (2).
- More in-person workshops (2).
- More lunchtime, but for others early morning and late afternoon are better.
- Cost of workshops a barrier (5).
- Greater access for communities in other areas (Southern Monterey County, Pajaro area, Santa Cruz) (5).
- More visibility and promote awareness of benefits of CNE in the community (8).

“Let the public know what You are doing now. I am unaware of your successes and what you truly do.”

## SEVERAL SUGGESTIONS FOR ROLE CNE CAN PLAY IN CONNECTING OTHERS:

"The networking is invaluable - provide more opportunities."

- Mentorship from established nonprofits to emerging leaders/nonprofits, particularly those working with communities of color (1).
- More support for all volunteer organizations and nurture of grassroots organizations that aren't duplicative (1).
- Strategic planning across organizations with common missions and synergies, how to boost "real collaboration", not just in word.
- Request to share results of surveys like this with Consultants, TA providers.

## LEAST-USED SERVICES:

- Stanford Alumni Consulting Team
- Grant/capacity building programs
- CNE webinars

## LEAST USEFUL SERVICES:

5-point scale from "Not at all useful" to "Extremely Useful"

- CNE webinars (3.24)
- Consultant Directory (3.36)
- Website funding resources (3.76)

## WANT TO SEE LESS OF:

While no common themes emerged from this question, the following were some of the comments.

"Not taking actions."

"Too many initiatives that aren't focused enough on impact."

"Providing reference materials based on theories and concepts versus real-world experiences, more practical and less theoretical materials."

"Have staff with more real-world experience working in nonprofits of different sizes and challenges."

"Less white, able-bodied, neurotypical, cisgender, asst rich people in positions of power and with seats at the table."

## ARE INDIVIDUALS AWARE OF AND DO THEY VALUE AND USE CNE SERVICES?

- 84.7% of Survey respondents are Somewhat or Quite Familiar with CNE
- 62.1% of Survey respondents interacted with CNE in any way
- Overall, CNE services were **Pretty Useful** to their work: 4.02 of 5.

“CNE provides a wealth of resources for any nonprofit. This survey has given us greater visibility to the offerings that we could be using.”

“I feel very fortunate to have an organization such as CNE available to us.  
Thank you for all you do!”

## HOW DO INDIVIDUALS PERCEIVE PARTICIPATION IN CNE SERVICES/ACTIVITIES TO HAVE AN IMPACT ON KNOWLEDGE AND ABILITY TO DO NONPROFIT WORK?

- Workshops increased knowledge of topic **somewhat** (3.44 of 4).
  - Workshop attendees feel **somewhat** confident in applying/implementing what they learned (3.37 of 4).
  - Board officers **Agree** that information and skills gained from the Roundtable participants has improved ability to an effective board officer today and in the future (4.0 of 5).



## HOW DO INDIVIDUALS PERCEIVE THE QUALITY AND CONTENT OF CNE SERVICES?

- Workshop material/content were **Pretty Useful** (3.38 of 4).
- Quality of workshop presenters was **Good** (4.7 of 5).
- 83% are likely to recommend a CNE workshop to a friend or colleague.
- Exploration of topics by Board Officers' Roundtable was **Pretty Worthwhile** (4.08 of 5).
- Facilitator of Board Officers' Roundtable was **moderately effective** (4.85 of 5).
- 54% are likely to recommend the Board Officers' Roundtable to a friend or colleague.