



2015 GEO Member Survey Final Report June 2015



harder+company
community research

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Executive Summary

Grantmakers for Effective Organizations (GEO) contracted Harder+Company to survey their members to learn about how members perceive GEO's programs and services, what impact they have had on individual members and their organizations and what GEO can do to improve and support members in the future. We used two data sources for this report: an online survey of over 600 members, and follow-up telephone interviews with a sample of survey respondents.

Our research shows that GEO is highly regarded by its members, who appreciate the high quality of their reports and conferences. Ninety-nine percent of GEO members rated their experience with GEO as favorable or highly favorable. In interviews and survey comments, members often spoke about GEO's leadership in philanthropy as a trusted source of knowledge about good practice in grantmaking. GEO has an impressive impact on the practices of individual grantmakers — 74 percent of the members we surveyed report that they were more aware of practices that support nonprofit success and over half of the members surveyed in this study report that GEO's advice helped them improve their own grantmaking practice.

For the past several years GEO has promoted a number of organization practices for grantmakers such as providing general operating support, collaborating for greater impact, strengthening relationships and learning for improvement. Members value GEO support in making these changes and credit GEO's advice for helping their organization improve their organizational learning (58 percent), grantmaker collaboration (38 percent) and stakeholder engagement (35 percent). GEO has also helped change grantmaking practice among members, including increased levels of support for grantee learning and evaluative practices (41 percent), grantee collaboration (36 percent) and grantee capacity building (33 percent). At the same time, members also comment that they see a lot more room for improvement in their own learning and evaluation practices, an area where smaller organizations feel especially challenged due to their small number of staff.

Members have high aspirations for the changes they want to make — over 40 percent cited one or more areas where they still want to improve their work. Survey findings show that GEO could help members by providing more support for implementing change, perhaps organized into different strands for types and sizes of organizations and for individuals' position in the organization. In follow up interviews, several members commented on how valuable the conversations with GEO staff have been in supporting them to change organizational practices. Small organizations who are not on either coast would also welcome more local opportunities which would help them stretch their limited budgets.

This report provides additional details about the full set of survey questions that can inform GEO's future plans and improvements.



Introduction

GEO is a diverse community of over 4,000 individuals from more than 500 grantmaking or affinity organizations, working to reshape the way philanthropy operates. GEO provides grantmakers with the resources and connections to build knowledge and improve practice in areas that are most critical to nonprofit success. GEO helps grantmakers strengthen relationships with grantees, support nonprofit resilience, use learning for improvement and collaborate for greater impact.

Overview of the Survey

Since becoming a staffed organization in 2001, GEO has surveyed its members on a regular basis to ensure that it is meeting their needs and interests. An essential component of GEO's performance information system is a comprehensive member survey which it has conducted approximately every three years. GEO uses the member survey to learn about its overall impact and the relative effectiveness of its various programs and services, and to obtain anonymous feedback from members to help strengthen its performance and guide future program decisions. Because key information is collected at multiple points in time, the survey enables GEO to look at trends in the aggregate as well as changes over time for individual respondent members. GEO has commissioned Harder+Company Community Research (Harder+Company), a California-based consulting firm, to conduct its member services survey every three years since 2006.

The scope of the 2015 survey was similar to the previous surveys and included the following key questions:

- How has GEO impacted individual members?
- How has GEO impacted member organizations? What changes in grantmaker practice can be connected to member participation in GEO?
- Which of GEO's activities have the greatest impact on its members and does this differ based on member characteristics?
- What challenges are GEO's members facing in their organizations?
- What changes are GEO's members anticipating at their organizations?
- How do members rate GEO's current programs and services?
- How do members rate their overall experience? Does this vary among members and has it changed over time?
- What suggestions do members have for GEO?
- What future offerings are of interest to members?

Methodology

Harder+Company used two data collection methods for this report: an online survey, and follow-up telephone interviews with a sample of survey respondents to enhance the interpretation of the survey data.

Harder+Company distributed the survey via email to 3,934 GEO members with valid contact information in February and March 2015. In late February, Harder+Company sent members a personalized link to the survey; subsequent reminders with the personalized survey link were sent in March. That month, GEO also sent a follow-up email with a generic link to the survey to encourage members who had not yet completed the survey to do so. In the last week of the survey's implementation, GEO staff made phone calls to all primary contacts reminding them to complete the survey. The total number of surveys completed online by GEO members in 2015 was 616, for an overall response rate of 16 percent (Figure I.1). The response rate among primary contacts was 44 percent (224 out of 504; not pictured).

This report also includes survey data from the 2009 member services survey (n=506) and the 2012 member services survey (n=458).

Figure I.1| All Years: GEO Member Survey Response Rates

2015	Total Survey Respondents	n= 616	Overall Response Rate	16%
2012	Total Survey Respondents	n= 458	Overall Response Rate	17%
2009	Total Survey Respondents	n= 506	Overall Response Rate	26%

In addition, we conducted brief follow up interviews with 14 members in June 2015 to learn more about key topics of interest to GEO.

Reporting Data and Statistical Significance

In this report we use several data reporting conventions to simplify communication of the results:

- Exhibits often report findings from multiple response categories. These combined categories are always noted below the figure or table.
- Percentages displayed in the narrative are derived by excluding missing data (due to respondents not answering specific items) and 'not applicable' responses if they were minimal and did not have material importance.

- However, we include ‘not applicable’ responses if the quantity reached a level that, in our view, affected the findings or revealed something important about foundation practice.
- Percentages in the tables and charts may not total 100 percent due to rounding. Additionally, please note that due to rounding there may be a discrepancy of one percentage point between data points that appear in multiple exhibits.
- Most figures in the body of the report present results for all respondents. However, in some charts we exclude non-grantmakers (e.g., questions about GEO's impact) as grantmakers are GEO's primary intended target. All figures provide a note about this.
- Full data tables with 2015 data are provided in the Appendix.

A p-value, a measure of statistical significance, is provided in many of the tables presented in this report. When a p value is less than or equal to .05, the finding is referred to as “statistically significant.” Statistical significance means that the changes between the data points are not due to random chance. Therefore, a statistically significant finding means the change is a real difference.

Demographics of Survey Respondents

Among the 616 GEO members who participated in the 2015 survey, 88 percent were grantmakers and 36 percent were primary contacts (Figure I.2). In addition, responses to the question about how familiar survey respondents were with GEO’s resources and services were categorized as “low familiarity with GEO” and “high familiarity with GEO.” Members who rated their familiarity with GEO’s services and resources as a 1 (low familiarity) or a 2 were included in the “low familiarity with GEO” category while members who rated their familiarity with the services and resources GEO offers its members as a 3 or a 4 (high familiarity) were included in the “high familiarity with GEO” category. This level of familiarity with GEO variable is used to explore variations in members’ experiences throughout this report.

Figure I.2 | All Years: Demographics of GEO Member Survey

Survey Respondents Are:	2009	2012	2015
Grantmakers	89%	71%	88%
Primary Contacts	30%	37%	36%
Highly Familiar with GEO	62%	57%	67%

Note: Results presented here include all respondents.

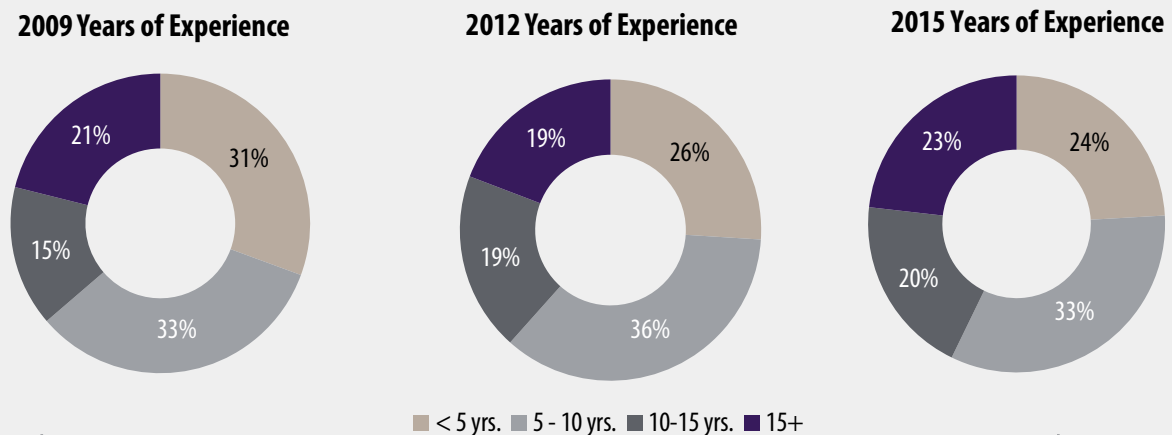
Over time, the proportion of respondents who are CEOs, Executive Directors or other organizational executives has increased. In 2009, 24 percent of respondents were executives, while 37 percent of respondents in 2015 were executives (Figure I.3a). As the proportion of survey respondents who occupy senior positions in their organizations has increased, so has the average amount of time respondents have spent working in organized philanthropy (Figure I.3b).

Figure I.3a | All Years: Organizational Role of GEO Member Survey

Survey Respondents Organizational Role:	2009	2012	2015
CEOs, Executive Directors or Other Executives	24%	29%	37%
Program, Administrative or Other Directors	18%	22%	19%
Evaluation, Research or Internal Learning Staff	7%	9%	9%

Note: Results presented here include *all respondents*.

Figure I.3b | Years of Experience in Organizational Philanthropy



Compared to 2009 and 2012, 2015 had a slightly higher percent of respondents with **over 5 years of experience**

Note: Results presented here include *all respondents*.

Organization of this Report

This report presents findings from the 2015 GEO Member Survey compared to the findings from the 2012 and 2009 member surveys as well as the follow up interviews.

- Section one describes the impact of GEO membership on individual members.
- Section two identifies the impact of GEO membership on organizational members.
- Section three explores grantmakers' experience preparing for and implementing organizational change, and identifies key opportunities for GEO to strengthen its position as a resource for grantmakers undergoing organizational changes.
- Section four contains members' ratings of specific resources and services including the annual GEO National Conference, digital resources such as the GEO website, the GEOList listserv, e-newsletters, social media, and in-person programming through webinars, staff appearances and new member orientations.
- Section five describes members' overall satisfaction with GEO and their current and anticipated engagement with GEO.
- Section six summarizes members' suggestions for GEO.



Section 1

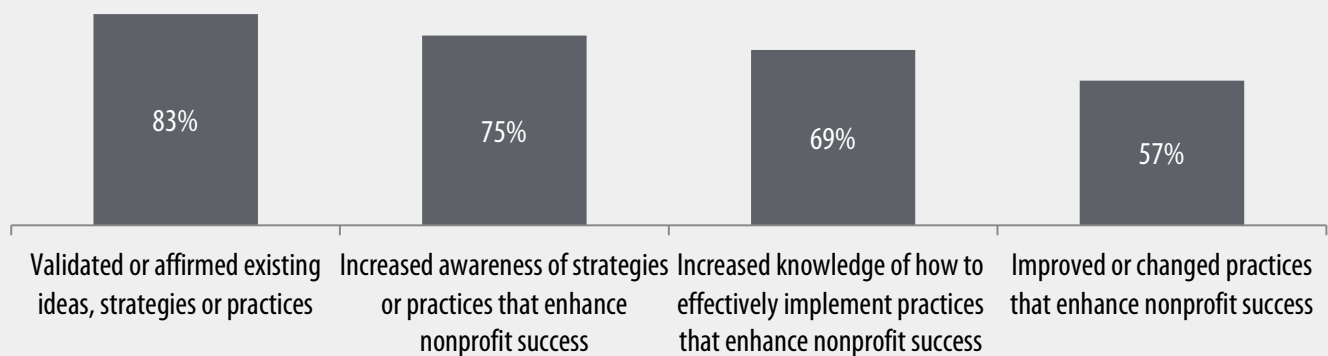
Impact of GEO on Individuals

Overview

Although membership in GEO is primarily through organizational affiliation, many of the resources GEO provides are aimed at strengthening practices among individual grantmakers. As in previous years, the 2015 GEO Member Survey included several questions to identify areas where individuals report changes or enhancements in their knowledge of and support for effective grantmaking practices, and the role that GEO has played in strengthening them. The results below are for grantmaking members of GEO only.

Figure 1.1 below shows that GEO continues to help grantmaking members expand their awareness of and strengthen their practices that support nonprofit success, particularly by validating or affirming individual members' ideas, strategies or practices. In follow up interviews, members describe this as GEO's unique niche in the field, a topic that they are well known and trusted for. The proportion of GEO members who report that their membership validates or affirms existing ideas, strategies or practices has remained consistently high over time. From 2009 to 2015, individual members have also remained consistent in noting that GEO membership has increased their awareness and knowledge of strategies or practices that promote nonprofit success. Over time, this awareness has been matched by a steady proportion of individual GEO members who report that their membership has improved or changed grantmaking practices that enhance nonprofit success.

Figure 1.1 | 2015: Overview of GEO's Impact on Individuals who Answered "to a Moderate" or "Great Extent"*



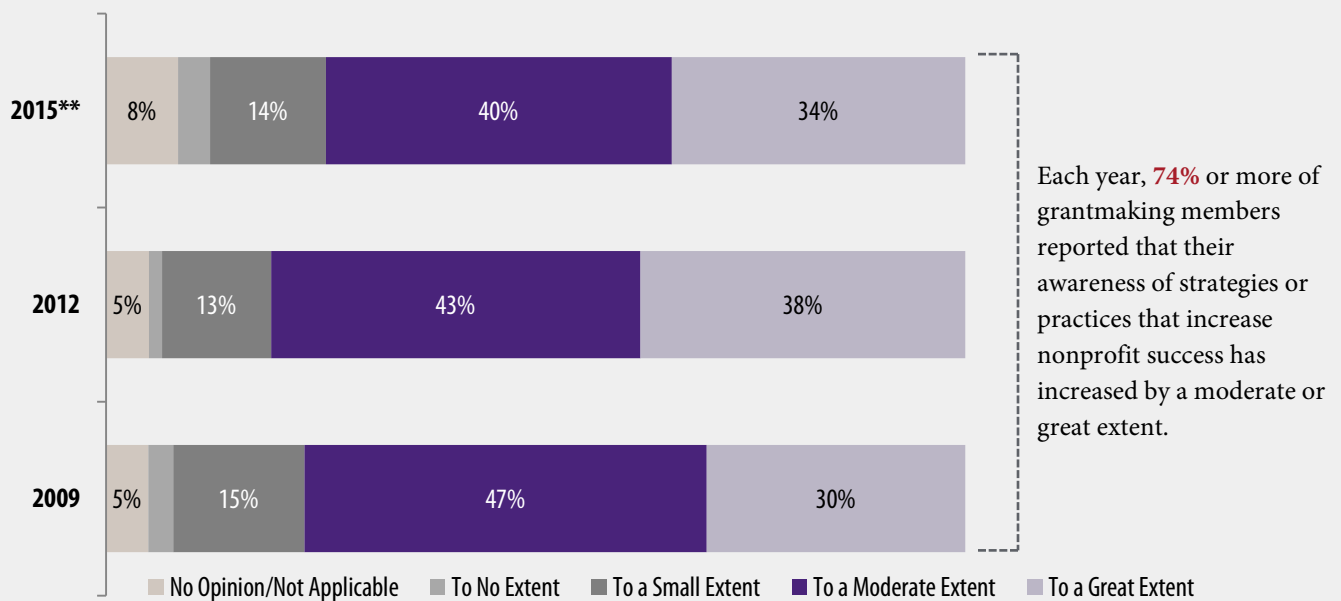
*Note: Results presented here include members from **grantmaking organizations only**;*

**Results include respondents from 2015 who answered "to a moderate extent" or "to a great extent."*

Increased *Awareness* of Strategies or Practices that Enhance Nonprofit Success

Membership in GEO has a considerable and sustained impact on grantmaker awareness of strategies or practices that enhance nonprofit success. Since 2009, three-quarters or more of GEO members have indicated that their membership has increased their awareness of these strategies and practices to a moderate or a great extent (Figure 1.2).

Figure 1.2 | All Years: Increased Awareness of Strategies or Practices that Enhance Nonprofit Success Responses



Note: Results presented here include members from **grantmaking organizations only**;

** 40.3 percent of respondents indicated their awareness had increased to a moderate extent while 34.2% reported their awareness had increased to a great extent. Due to rounding, figure 1.1 notes that these total 75%.

“GEO continues to be THE source for grantmaking practice — we have used information from GEO sources and conferences extensively in the development and review of our grantmaking practice, and as a guide for advocating for improved practices within the sector.” — GEO Member

Responses to questions about individual impact on the 2015 survey did not vary between primary contacts and non-primary contacts. As in prior years, respondents who reported a high level of familiarity with GEO were much more likely to report increased awareness at a moderate or great extent (Figure 1.3).¹

Figure 1.3 | 2015: Respondents' Rating of Increased Awareness by Level of Familiarity with GEO



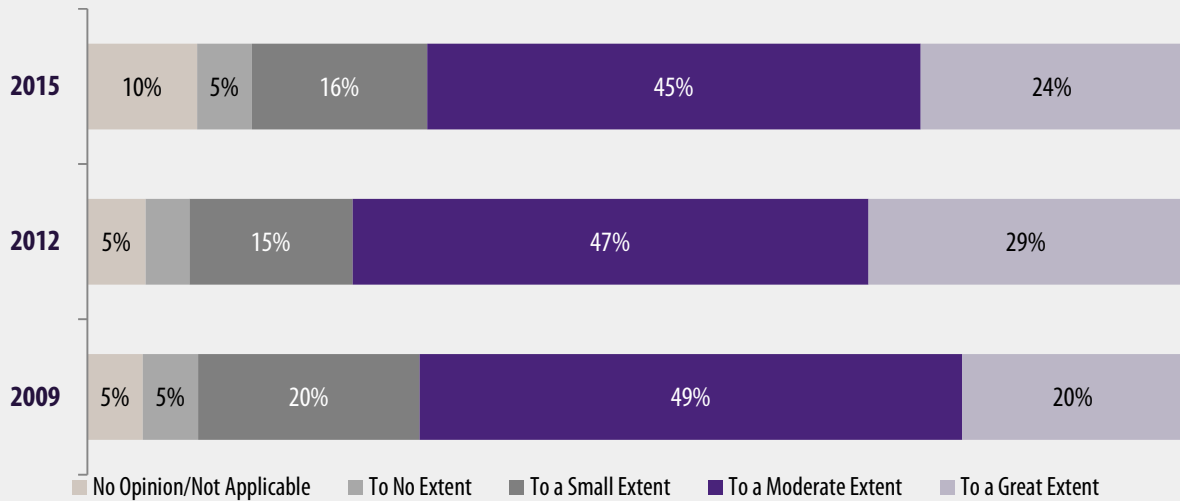
Note: Results presented here include members from **grantmaking organizations only**.

Increased Knowledge of How to Effectively Implement Practices that Enhance Nonprofit Success

GEO members consistently affirm that their membership in GEO extends beyond awareness, and actually increases their knowledge of how to effectively implement practices that enhance nonprofit success (Figure 1.4). Across the last three GEO member surveys, at least 69 percent of respondents have indicated that their membership in GEO has helped them to implement key best practices to support nonprofit success, to a moderate or great extent.

¹ These differences were statistically significant at the p<.001 level.

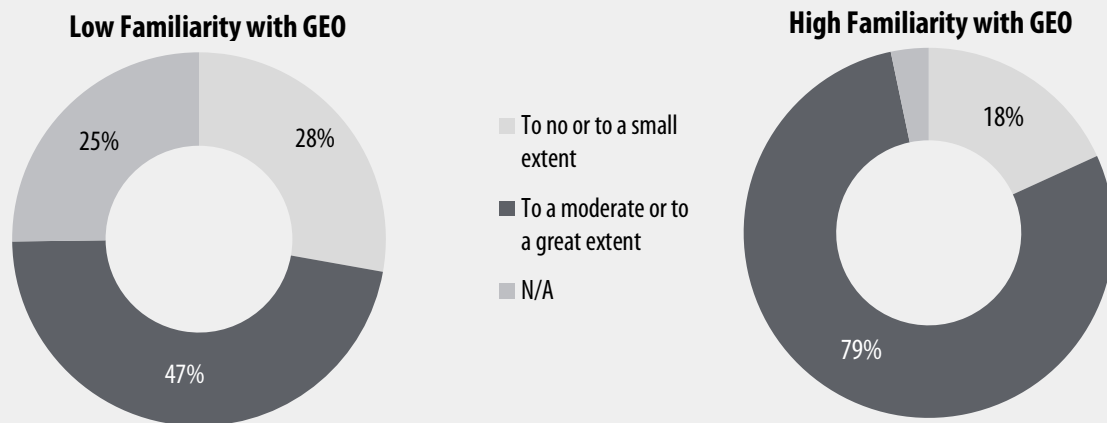
Figure 1.4 | All years: Increased Knowledge of How to Effectively Implement Practices that Enhance Nonprofit Success



Note: Results presented here include members from **grantmaking organizations only**.

As was the case for the question about increased awareness of such practices, GEO members who reported a high level of familiarity with GEO were much more likely to report increased knowledge at a moderate or great extent, and respondents who indicated that their knowledge of how to effectively implement such practices had increased a moderate or great extent were likely to be highly familiar with GEO (Figure 1.5).²

Figure 1.5 | 2015: Respondents' Rating of Increased Knowledge by Level of Familiarity with GEO



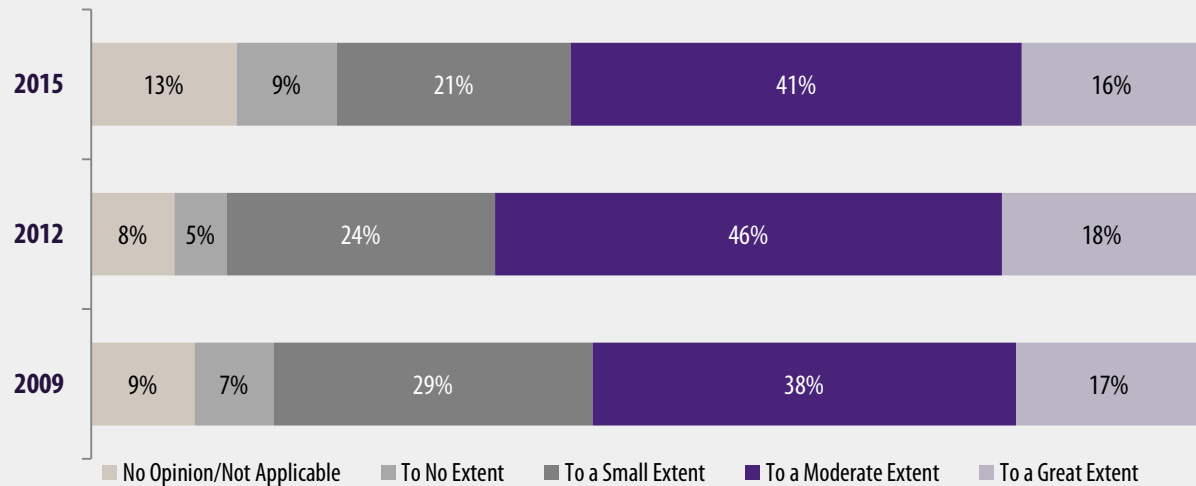
Note: Results presented here include members from **grantmaking organizations only**.

² These differences were statistically significant at the $p < .001$ level.

Improved or Changed Practices that Enhance Nonprofit Success

Increases in member awareness and knowledge are important to GEO, but GEO is most interested in whether growing awareness informs practices that enhance nonprofit success. More than half of GEO members report that engaging with GEO has led to such changes (Figure 1.6).

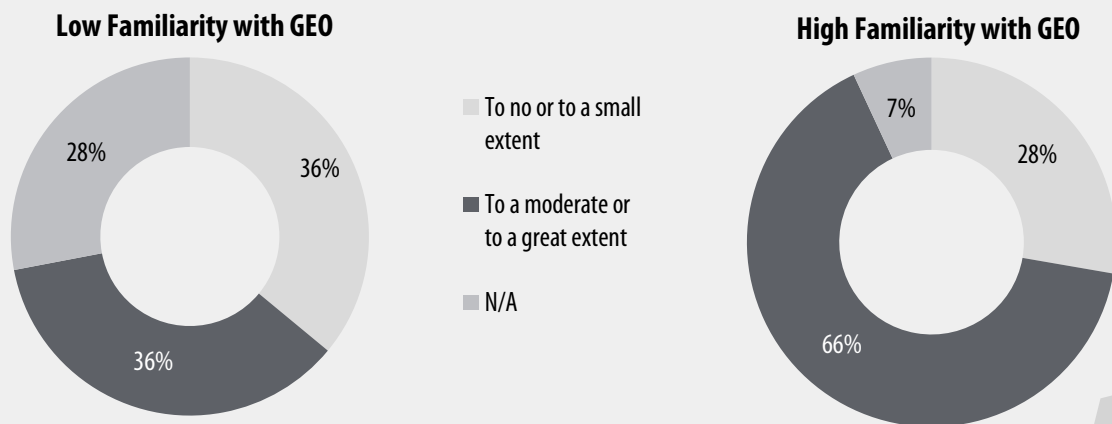
Figure 1.6 | All Years: Improved or Changed Practices that Enhance Nonprofit Success



Note: Results presented here include members from **grantmaking organizations only**.

Higher familiarity with GEO is associated with a higher likelihood of reporting making changes or improvements to practices that enhance nonprofit success (Figure 1.7).³

Figure 1.7 | 2015: Improved or Changed Practices by Level of Familiarity with GEO



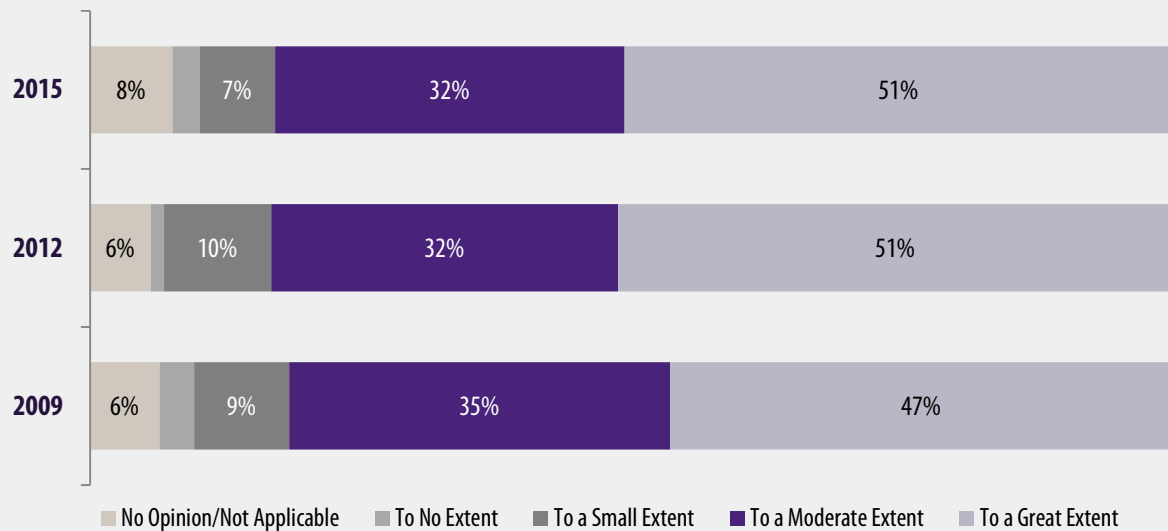
Note: Results presented here include members from **grantmaking organizations only**.

³ This association is also statistically significant at the $p < .001$ level.

Validation or Affirmation of Existing Ideas, Strategies or Practices

The area where GEO membership has the greatest impact on individuals is in validation or affirmation of existing ideas, strategies or practices. Over 80 percent of members surveyed reported that GEO membership has bolstered their understanding of practices that support nonprofit success. This proportion has remained consistent over time, even as the number of GEO members has grown exponentially (Figure 1.8).

Figure 1.8 | All Years: Validation or Affirmation of Existing Ideas, Strategies or Practices



Note: Results presented here include members from **grantmaking organizations only**.

“We are working to become more innovative and impactful, and we now have a consistent framework to refer back to. GEO helps gives us the discipline to implement and the knowledge-base to talk with collaborators and nonprofit partners.”

— GEO Member

Nearly all of the respondents with high levels of familiarity with GEO reported that their membership validated or affirmed existing ideas, strategies or practices (Figure 1.9). Close to two-thirds of survey respondents who are less familiar with GEO also indicated that their membership affirmed their beliefs or approaches to supporting nonprofit success.



Conclusion

GEO’s members belong to GEO because they are attuned to the needs of and opportunities to support nonprofit success. Through their membership, they are able to connect with like-minded peers and gain access to resources that lead to improvements in grantmaking practices. Through GEO member surveys, it is clear that familiarity with GEO’s resources is a virtuous cycle: members who avail themselves of GEO’s publications, conferences, staff expertise and other resources (discussed in much more detail in Section four below) report greater impact on their ideas, strategies and practices to enhance nonprofit success, and feel validated and affirmed in their ideas, strategies and practices. Even responses from newer members or those who are less familiar with GEO suggest that GEO membership has a consistent, positive impact among grantmakers looking to support nonprofits.



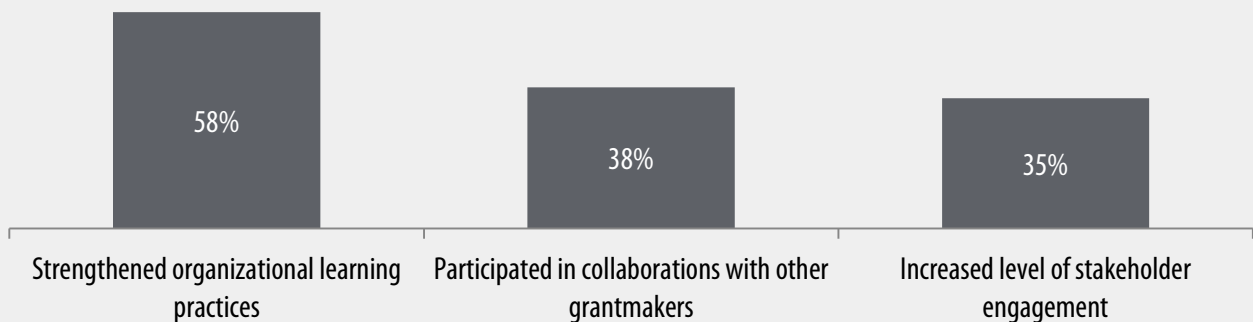
Section 2

Impact of GEO on Organizations

Overview

A wide array of grantmakers and philanthropy infrastructure organizations comprise the GEO membership. Despite the diversity of their geographies, thematic focuses and grantmaking priorities, GEO's organizational members are committed to exploring and instituting practices that support nonprofit success. The 2015 GEO Member Survey asked questions about the impact of their engagement with GEO on organizational practices and priorities. Participation in GEO continues to lead to organizational change for a substantial proportion of members, but the responses suggest it happens at a slower pace than individual change. In particular, a majority of member organizations have strengthened their organizational learning practices as a result of their involvement in GEO (Figure 2.1).

Figure 2.1 | 2015: Overview of GEO's Impact on Organizations: Respondents who Answered "to a Moderate" or "Great Extent"*



Note: Results presented here include members from **grantmaking organizations only**;
*Results include respondents from 2015 who answered "to a moderate extent" or "to a great extent."

Similar to what we found in 2012, 75 percent of respondents reported making at least one organizational change (compared to 76 percent in 2012) and 16 percent reported making organizational changes in all six of the areas described in the survey (compared to 18 percent in 2012).

Consistent with the impact on individuals, members who have a high level of familiarity with GEO were much more likely to identify strengthened organizational learning practices,⁴ increases in stakeholder engagement and participation in grantmaker collaborations (not pictured)⁵.

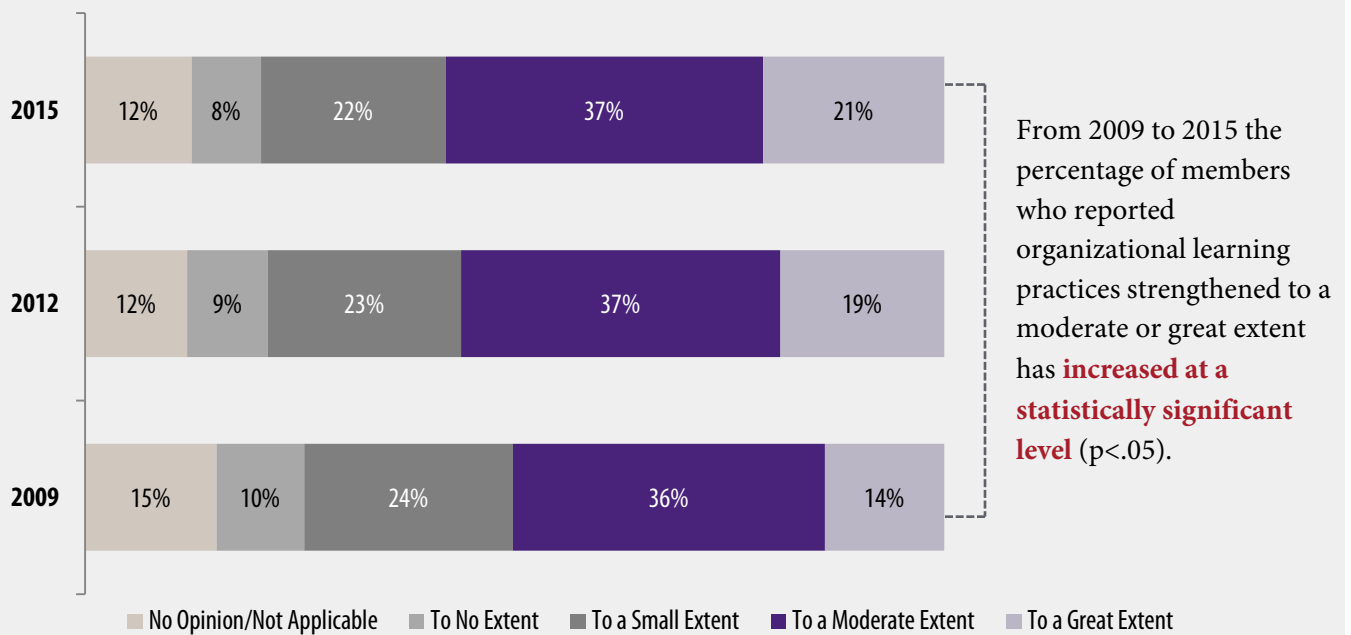
⁴ These differences were statistically significant at the $p < .001$ level.

⁵ These differences were statistically significant at the $p < .001$ level.

Strengthened Organizational Learning Practices

From 2009 to 2015, there has been a statistically significant increase in the proportion of members who report that their organization's learning practices have become stronger through their involvement with GEO (Figure 2.2). Members are also eager for additional support strengthening their organizations' learning practices; as will be discussed in section three, this was the area of greatest interest in support from GEO to effect internal change.

Figure 2.2 | All Years: Strengthened Organizational Learning Practices

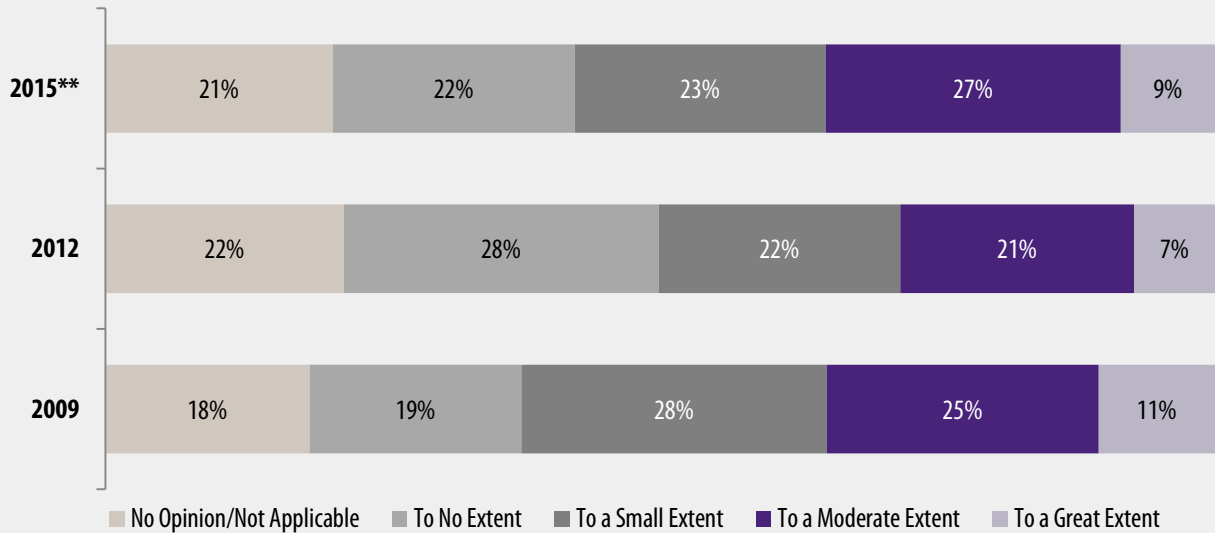


Note: Results presented here include members from **grantmaking organizations only**.

Increased Level of Stakeholder Engagement

Across all three survey years, roughly one-third of members attribute an increased level of stakeholder engagement to their involvement with GEO (Figure 2.3). Responses have not changed significantly over time.

Figure 2.3 | All Years: Increased Level of Stakeholder Engagement



Note: Results presented here include members from **grantmaking organizations only**;

** 26.6 percent of respondents indicated that stakeholder engagement increased to a moderate extent while 8.5% reported that it increased to a great extent. Due to rounding, figure 2.1 notes that these total 35%.

Members with higher familiarity with GEO reported significantly greater increases in stakeholder involvement.⁶ Nearly half of GEO members who have high familiarity with GEO reported an increase in stakeholder engagement while just over 15 percent of those with low familiarity reported such increases (Figure 2.4).

Figure 2.4 | 2015: Extent to Which Involvement in GEO Contributed to an Increase of Stakeholder Engagement

	To a moderate extent	To a great extent	Total	Statistical Significance
High Familiarity with GEO	33%	11%	44%	†
Low Familiarity with GEO	12%	4%	16%	

Note: Results on impact include members from **grantmaking organizations only**;

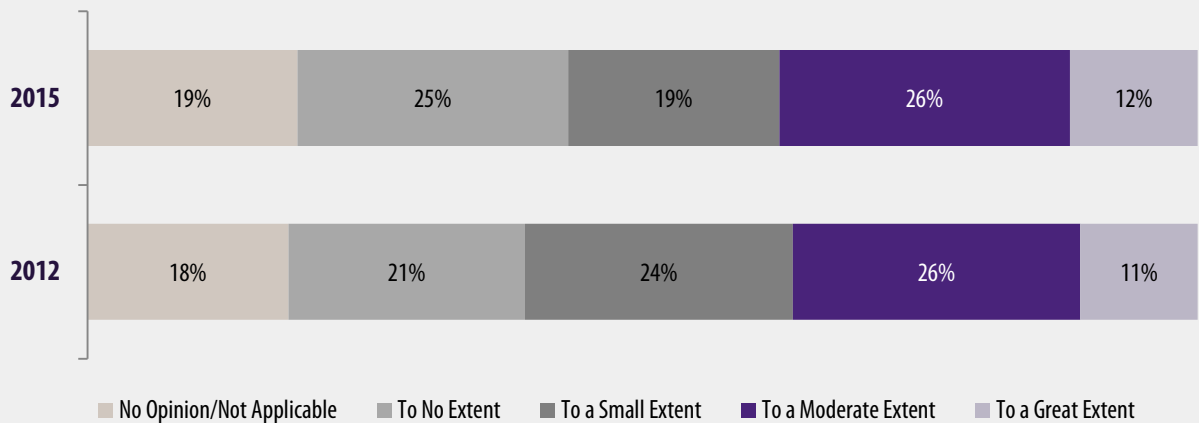
† Statistical significance ($p < .001$).

⁶ These differences were statistically significant at the $p < .001$ level.

Participation in Collaborations with Other Grantmakers

Starting in 2012, the Member Survey included a question on the extent to which involvement with GEO had affected collaborations with other grantmakers. Responses were consistent across both survey years; more than one-third of respondents indicated that membership in GEO led to changes in participation with other grantmaking organizations (Figure 2.5).

Figure 2.5 | 2012 & 2015: Participation in Collaborations with Other Grantmakers

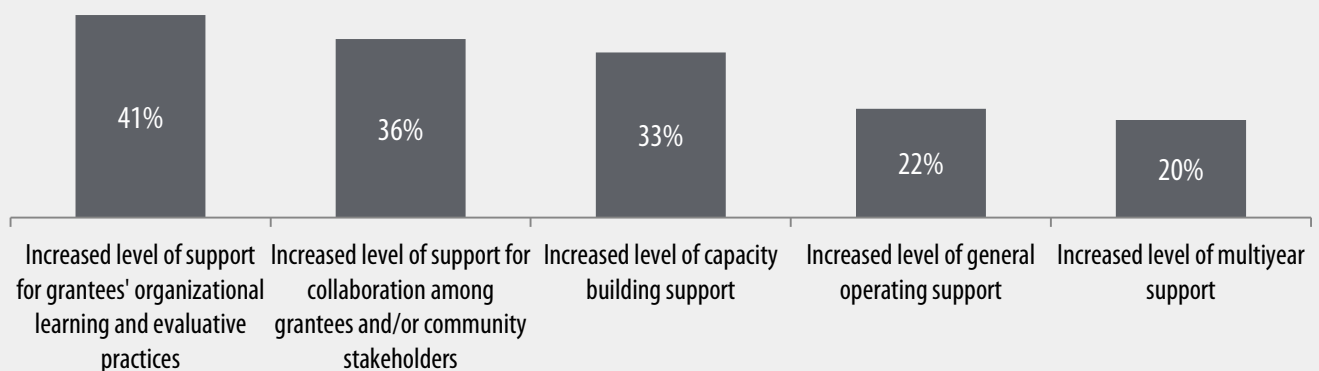


Note: Results presented here include members from **grantmaking organizations only**.

Changes in Support for Nonprofits

The Member Survey also included a series of questions about changes in members' support for nonprofits. The most significant impact of GEO membership is an increased level of support for organizational learning and evaluative practices among grantees (Figure 2.6), followed by an increase in support for collaboration among grantees and/or community stakeholders.

Figure 2.6 | 2015: Changes in Support for Nonprofits: Respondents that Answered "To a Moderate" or "Great Extent"



Note: Results presented here include members from **grantmaking organizations only**.

Lower proportions of members reported that involvement in GEO contributed to increases in multiyear and general operating support, and the percentages indicating GEO impact in these areas has declined over time.

Compared to 2009, GEO members were less likely to report that participation in GEO contributed to an increase in the level of general operating support in both 2012 and 2015 (Figure 2.7). However, GEO’s 2014 national survey of staffed foundations, “Is Grantmaking Getting Smarter?,” found that the median proportion of grant dollars GEO members devote to general operating had steadily increased from 20 percent in 2008, to 25 percent in 2011 and 30 percent in 2014. In follow up interviews, several members also said that they changed their grantmaking to focus on general operating support and longer grant terms based on GEO’s guidance. This suggests that GEO has made an impact on such practices so that now many members may feel they are already directing a sufficient proportion of their funding to general operating support.

Figure 2.7 | All Years: Extent to Which Involvement in GEO Contributed to an Increase in Support for Nonprofits

Respondents that answered to a moderate or great extent	2009	2012	2015	Statistical Significance
Increased level of general operating support	34%	23%	22%	2009/2015 [†]
Increased level of multiyear support	25%	18%	20%	
Increased level of capacity building support	34%	37%	33%	

Note: Results presented here include members from **grantmaking organizations only**;

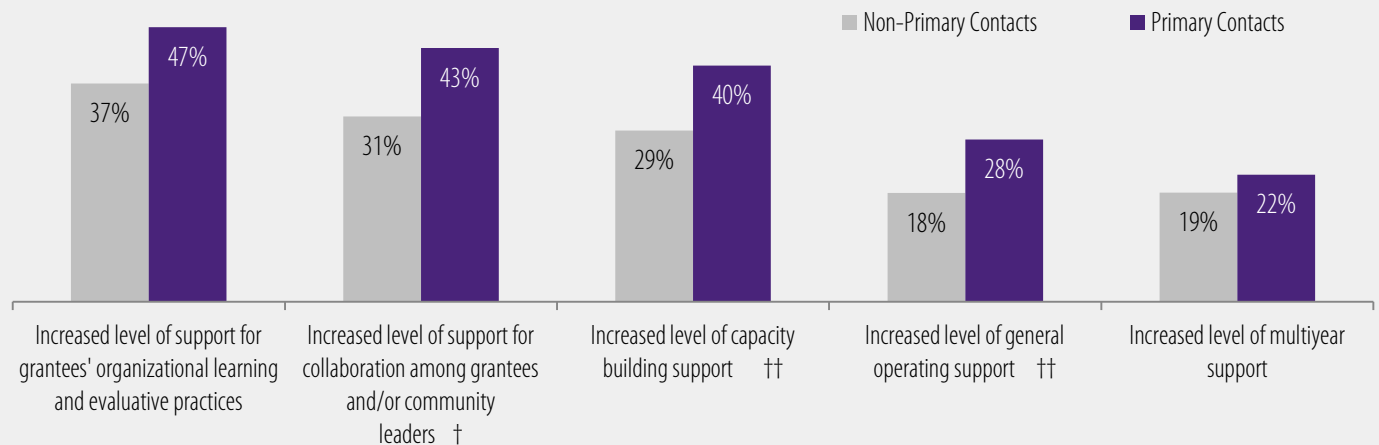
[†]Statistical significance (p<.001).

The proportion of respondents reporting that participation in GEO has led to increased levels of multiyear support has also declined from one-quarter in 2009 to roughly one-fifth in 2012 and 2015. GEO’s influence on members’ level of capacity building support has been more consistent at about one-third of respondents over the three survey years.

In 2015, members with greater familiarity with GEO were more likely to indicate that their membership increased these practices to a moderate or to a great extent across all of the practices (not pictured).⁷ Primary contacts were more likely than non-primary contacts to report that their organizations had increased several of these practices to a moderate or great extent at a statistically significant level (Figure 2.8); in particular, primary contacts were significantly more likely to point to increased support for collaboration among grantees or community leaders.

⁷ This difference is statistically significant (p<.001).

Figure 2.8 | 2015: Primary Contacts' Adoption of Practices that Support Nonprofit Success: Respondents that Answered "To a Moderate" or "Great Extent"



Note: Results presented here include members from **grantmaking organizations only**;

† Statistical significance ($p < .001$); †† Statistical significance: ($p < .05$)

Conclusion

Overall, the proportion of respondents reporting organizational-level changes is lower than the percentages reporting individual-level changes. For many of the organizational changes GEO seeks, the proportion of respondents indicating that changes have taken hold has been consistent over time. However, there is a clear trend among GEO's member organizations towards supporting learning practices for grantees and members themselves.

As is the case for individual members, familiarity with GEO is a virtuous cycle which leads organizational members to emphasize and institute practices that enhance nonprofit success. GEO's most highly involved members — primary contacts and those with high familiarity with GEO's programs and resources — continue to increase practices that support nonprofit success at levels that outpace less involved members.



Section 3

Organizational Change

GEO is interested in supporting its members in advocating for change within their organizations as well across their networks and the field. The 2015 Member Survey included some questions intended to help GEO understand how members guide their organizations through periods of change.

Organizational Challenges

Evaluation and Learning

GEO asked members what organizational challenges are keeping them up at night. By far the most frequently mentioned responses related to evaluation and learning. One of these members remarked, “I am increasingly aware that though there is significant talk about being learning organizations, informed and guided by evaluation/learning, from my vantage point, that is not the case with most foundations, even those that talk the talk.”

“As an organization we are still struggling to understand our impact and integrate monitoring and evaluation practices in our grantees' work.”

— GEO Member

Many respondents readily acknowledged that they are struggling to understand the impact of their investments and build learning cultures. As one member commented, “While our foundation conducts evaluations of our grant programs, and captures outcomes and outputs, we are not quite skilled at measuring and articulating our impact; we are not yet able to tell a ‘good story’ to our Board or the community.” One member noted that figuring out how to measure the foundation's impact on major social issues is challenging especially with other players having a role. A different respondent explained that as a grantmaker that typically does early-stage, catalytic grants, “we often don't know what will come out of them when we start. We also don't usually stay involved long enough to measure long-term impact. How do we know if we're being effective?”

Internal Capacity

Internal capacity is another concern of many members. As one of them expressed, “We are a small grantmaker. It's hard to get everything done. It can be overwhelming.” In the words of another respondent, “We are intentionally lean, but increasingly stretched so questions arise for me about whether we are consistently delivering on our own promises to grantees, donors and our communities.” A

different respondent commented, “I am challenged by the human resources limitation, and the scale and scope [of that] which needs to be covered by our partners is so large that sometimes I wonder if we are making any long lasting meaningful changes.”

Board Education

Board education was another common challenge mentioned. As one member explained, “Philanthropy is changing and needs to change at a pace that is uncomfortable for many seasoned trustees. They need help to understand why the change is necessary and we need help in knowing how to best bring them along and not get too far ahead of them.” In the words of

“How to bring the board along on complex, long-term systems change is a challenge that keeps me up at night — managing their expectations and eagerness for on-the-ground impact when real systems change takes many, many years.”

— GEO Member

another member, “As a staff, we are immersed in learning about best practices, community needs, and effective strategies for addressing them. How do we educate the board, bring them along, and ensure they are engaged and committed to the same work that we, as a staff, feel is critical?”

Other Challenges

Some respondents also noted that grantee sustainability and capacity building are challenges that keep them up at night, particularly in light of growing community needs and significant declines in government funding. Other challenges cited by respondents related to leadership transitions, knowledge management and sharing, managing change and making an impact given the scale of the problems they seek to address.

Organization-wide Changes or Transformations

More than half of respondents (61 percent) reported that their organizations are currently engaged in some type of organization-wide change or transformation, or expect to be over the coming two years.

Strategic Planning

Among those respondents who described the changes, almost 20 percent indicated that their organizations were undergoing or had recently undergone a strategic planning process. “We’re in the midst of rolling out a new strategic plan with a more explicit focus on racial justice and addressing economic disparity, resulting in an anticipated shift toward funding almost exclusively grassroots civic engagement and public policy advocacy,” a member explained. “We are developing our first, three-year

strategic plan,” another member commented. “As a part of this process we are revising our vision, mission, and values. We are redefining our problem statement and theory of change.”

Leadership Change

Roughly one out of six noted that their organization had recently undergone or was in the midst of a leadership change. “We have a new CEO who is interested in shifting the foundation so that it is more community-focused,” one of these respondents noted. “We had our founding CEO retire and a new CEO started last summer 2014. The internal culture of our organization has completely changed,” another member observed. Others noted significant changes at the board level. As one of them discussed, “Over the next three years, our board will turn over the majority of seats, which will throw the balance completely to a newer board with new dynamics. Staff are comfortable with the new direction and the elements of change, but a slight disconnect exists with the board.”

Growth in Assets and Staff

Some of the respondents also highlighted substantial growth in assets and staff. “We are growing into a staffed entity vs. a personal, individual philanthropy,” a member observed. “Our grant making portfolio is expected to increase by 100-200 percent per year for the next three years. We are professionalizing the organization.” Similarly, another member observed, “We have increased our endowment by \$20 million and anticipate greater availability of grant funds in 2016. Gearing up to plan for how best to use these funds in several interest areas while continuing our regular grantmaking is a challenge.”

Other

Among some of the other significant organization-wide changes or transformations members cited were restructuring, the adoption of a collective impact funding model, the development of a learning culture, a shift to more “strategic” or outcome-oriented grantmaking and increased community engagement.

“When small foundations become more engaged grantmakers, acting as advocates and partners, it means more time for staff. Determining the right staffing structure as well as an admin ratio is challenging.”

— GEO Member

Advocates for Change

Close to half of respondents (51 percent) indicated that they have “often” advocated for change in their organization’s policies or practices. In addition, one-fifth (20 percent) reported that they “often” advocated for change at peer organizations. Perhaps not surprisingly, CEOs and other executive level staff were more likely than mid-level staff such as Program Directors and Program Officers to self-identify as

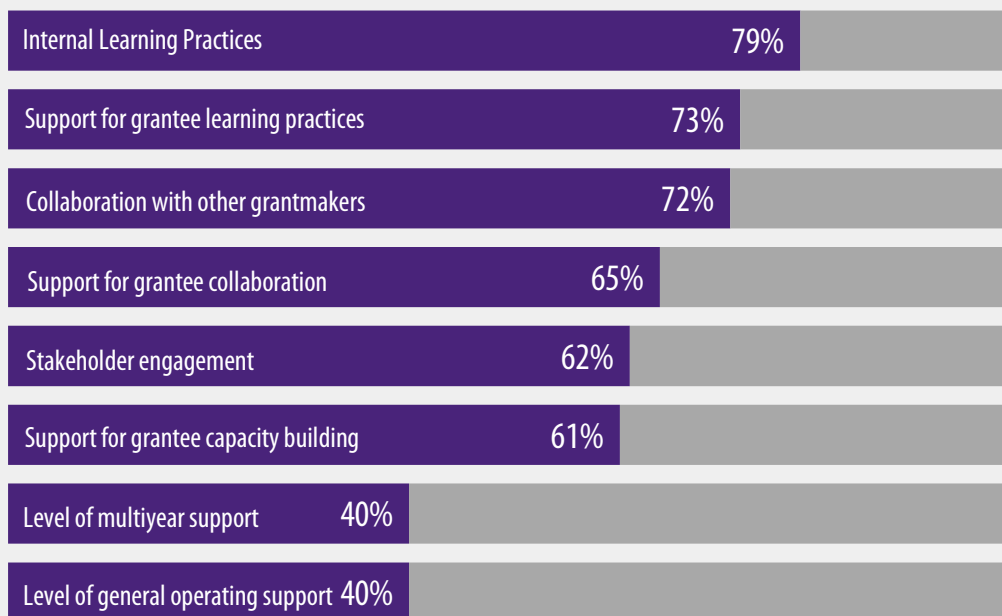
frequently advocating for changes both internally and externally. Those indicating higher familiarity with GEO were also more likely to report they frequently advocate for change

Organizational Change Goals

The survey listed a variety of the organizational practices GEO promotes and asked members to indicate if they wish to see changes in these practices at their organizations. As shown in Figure 3.1, over two-thirds of respondents expressed a desire for increases in the areas of grantmaker and grantee learning practices and collaboration. Two-thirds of respondents also reported they would like to see increases in the level of their organization’s stakeholder engagement, and well over half would like to see increases in their support for grantee capacity building.

Fewer than half indicated they would like to see increases in the level of multiyear (40 percent) or general operating support their organization provides (40 percent) (Figure 3.1). It is possible that many of these respondents believe that their organizations already provide a sufficient amount of this type of funding. In the 2014 GEO Field Survey, well over half of GEO members (55 percent) reported they “often” or “almost always” make multiyear grants, compared to one-fifth of non-members (20 percent). GEO members reported a median of 30 percent of grant dollars devoted to general operating support which (although this is considerably less than the 50 percent called for by the National Committee for Responsive Philanthropy⁸) was significantly higher than the median of 20 percent provided by non-members.

Figure 3.1 | 2015: Practices Respondents Would Like to See Increase in Their Organizations



*Note: Results presented here include members from **grantmaking organizations only**.*

⁸ Niki Jagpal, Criteria for Philanthropy at Its Best: Benchmarks to Assess and Enhance Grantmaker Impact (Washington, DC: National Committee for Responsive Philanthropy, 2009), <http://www.ncrp.org/paib>.

How GEO Can Help Members Make Changes

Survey respondents were asked what kind of help they would want from GEO in making these changes happen at their organizations: making the case, implementation, both or neither. For all but two of the practices listed more respondents wanted help implementing these changes than wanted help with making the case (Figure 3.2). Among the 40 percent of respondents desiring an increase in the level of general operating support their organization provides, nearly half indicated they would welcome help with making the case. Likewise, over one-third of those seeking an increase in multiyear support noted they would like still need help making the case.

Figure 3.2 | 2015: How GEO Can Help With These Changes

	Help me make the case	Help me implement	Help with both
Internal learning practices	13%	51%	15%
Support for grantee learning practices	17%	40%	21%
Collaboration with other grantmakers	20%	36%	9%
Support for grantee collaboration	18%	36%	14%
Stakeholder engagement	18%	35%	14%
Support for grantee capacity building	22%	28%	17%
Level of multiyear support	29%	14%	9%
Level of general operating support	32%	13%	17%

*Note: Results presented here include members from **grantmaking organizations only**.*

Conclusion

Issues related to evaluation and learning are the most commonly cited organizational challenges keeping members up at night. These are also the areas where most respondents would like to see internal changes and would welcome assistance from GEO, particularly around implementation. Internal capacity was another frequently cited challenge which may contribute to the desire of so many to see increased collaboration with other grantmakers. While grantmaker collaboration was not frequently cited as keeping members up at night, it was ranked highly as an area GEO could provide assistance on implementation.



Section 4

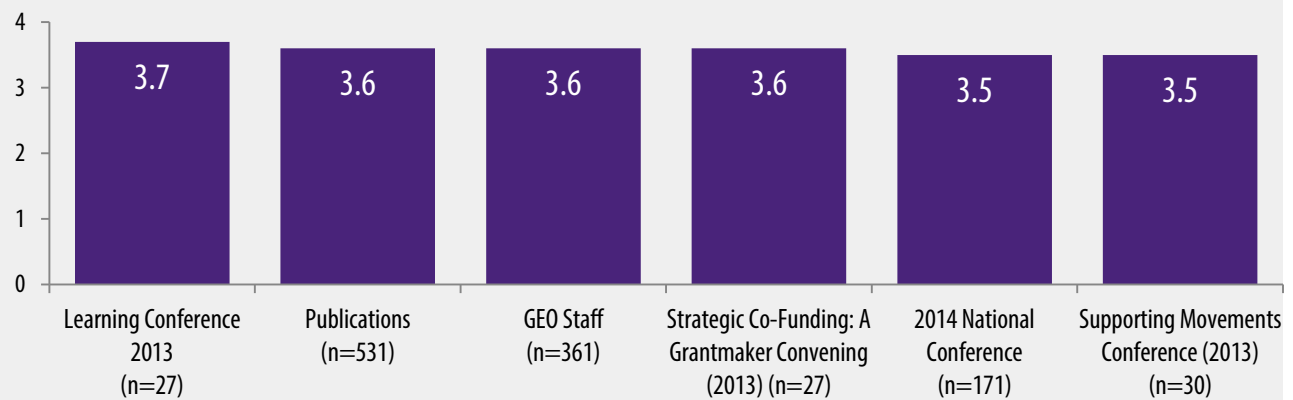
Ratings of GEO Programs and Services

In 2009, 2012 and 2015, members were asked to rate a variety of GEO’s programs and services on a scale of one (“not valuable”) through four (“very valuable”). In this section, we present findings about members’ experiences using resources offered by GEO.

Overall Experience with GEO Resources

As in previous years, GEO’s conferences, publications and staff received the highest ratings. Members value the high quality of GEO’s publications and events (Figure 4.1). It means that they can share GEO reports widely with stakeholders and can send staff to conferences with confidence about the value it will provide.

Figure 4.1 | 2015: Highest Rated GEO Resources



Note: Results presented here include **all respondents**.

GEO National Conference

In 2014, the GEO National Conference was held in Los Angeles; it received an average rating of 3.5. The GEO National Conference continues to be highly rated by members; nearly all survey respondents gave the National Conferences a score of 3 or 4 in all three survey years (Figure 4.2).

Figure 4.2 | All Years: GEO National Conference Rating Summary



Note: Results presented here include **all respondents**.

Other GEO Convenings and Gatherings

In addition to the National Conference, GEO provides members with annual opportunities to attend conferences and convenings. More than 200 survey participants reported attending targeted gatherings centered on topics such as strategic co-funding, learning and supporting movements. The Learning Conference 2013 received an average rating of 3.7, followed by Strategic Co-Funding: A Grantmaker Convening (2013) which received a mean score of 3.6 and the Supporting Movements Conference (2013) which received a mean score of 3.5 (Figure 4.3).

Figure 4.3 | 2015: GEO Conference and Convening Ratings



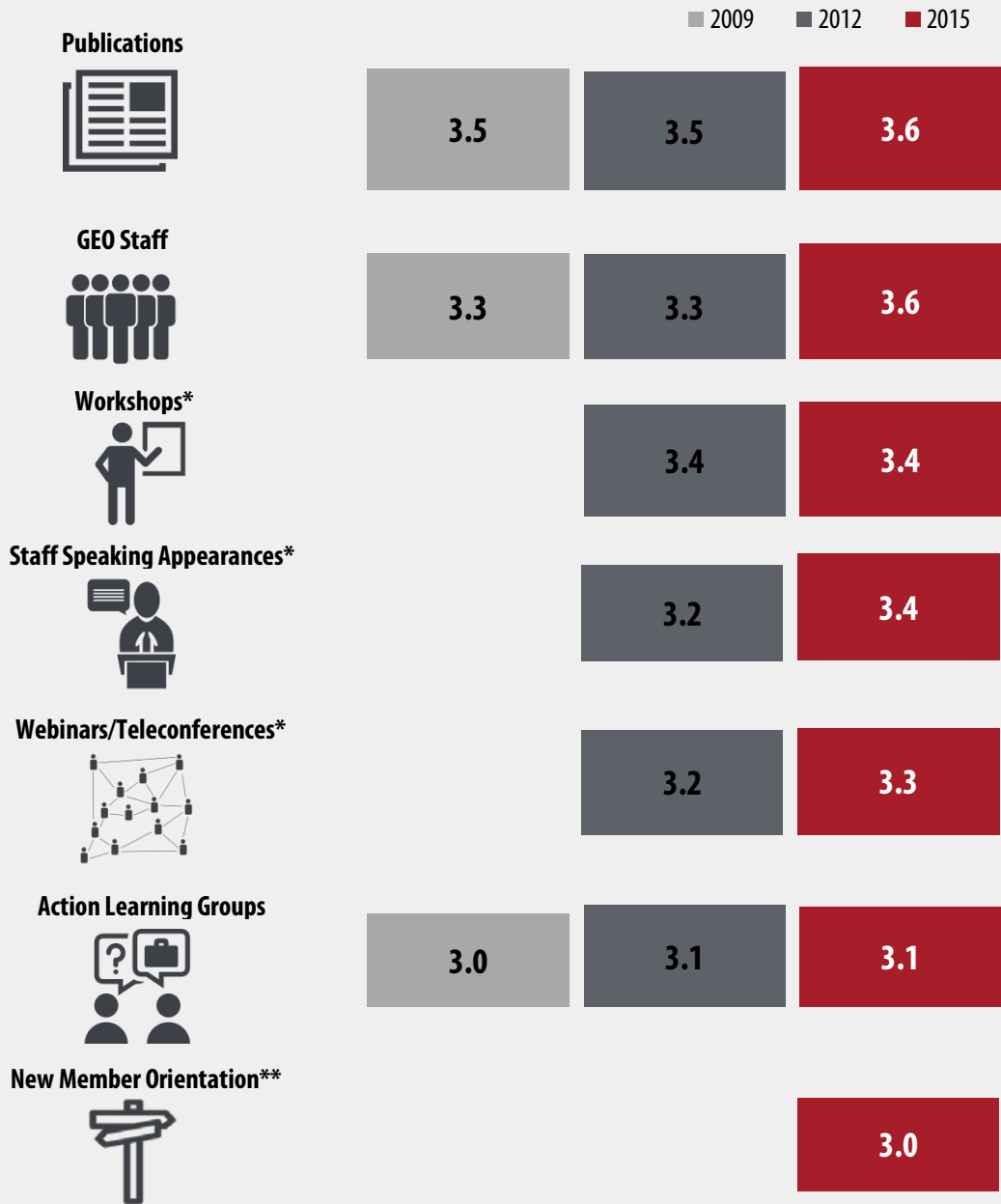
Note: Results presented here include **all respondents**.

“Attending GEO conferences challenged us to consider how burdensome our application and reporting processes are to grantees. We have modified all of our grant reporting and application documents which should certainly make our processes more straightforward and meaningful for grantees.” — GEO Member

Additional GEO Resources

In 2009, 2012 and 2015 GEO members also rated the value of GEO publications, GEO staff and the action learning groups. Notably, average ratings for GEO staff reach their highest level in 2015. In 2012 and 2015, members also rated the value of GEO workshops, staff speaking appearances and webinars.

Figure 4.4 | All Years: GEO Resources Ratings Summary



Note: Results presented here include **all respondents**;

*Values were only collected in 2012 & 2015; ** Values were only collected in 2015.

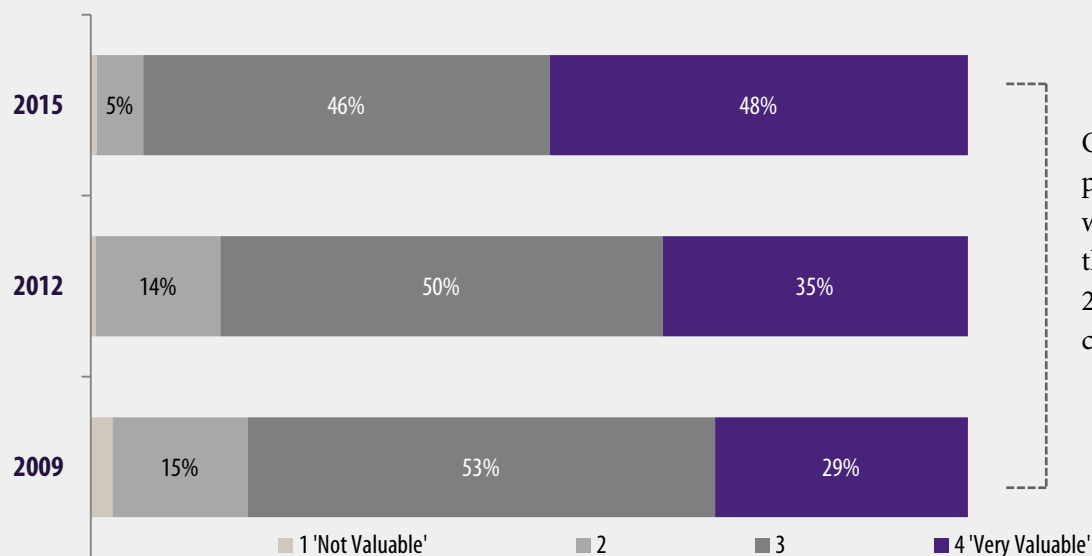
Overall Experience with GEO Digital Resources

GEO invited members to provide feedback on its digital resources, including its website, listserv, e-newsletter, social media channels and The Smarter Grantmaking Playbook, GEO's online resource of more than 50 questions and answers in the areas of strengthening relationships with grantees, supporting nonprofit resilience, learning for improvement and collaboration.

Website

GEO also provided members with a wide array of digital resources. The GEO website was the highest rated digital resource across all three years. In 2015, 94 percent of respondents (n=430) rated the website a value of 3 or 4, with an average score of 3.4. The website resource rating has consistently increased over each of the three survey years (Figure 4.5). Improved ratings for the GEO website in 2015 may show that members appreciate the recent redesign.

Figure 4.5 | All Years: Website Rating Summary



On average, **87%** of participants rated the GEO website with a 3 or 4 for their overall experience in 2009, 2012 and 2015 combined.

Note: Results presented here include **all respondents**.

GEOList (Listserv)

The GEOList (Listserv) was the second highest-rated digital resource across all three years. In 2015, 90 percent of respondents rated the website a value of 3 or 4, with an average score of 3.4 (Figure 4.6). Like the website, the ratings for the GEOList have increased over time.

E-Newsletters

GEO e-newsletters were the third digital resource available for members to rate in all three years. Across the three years, members continued to recognize the e-newsletters as a valuable resource. In 2015, 90 percent of respondents rated the website with a value of 3 or 4 and the e-newsletters received an average rating of 3.3 (Figure 4.7).

GEOs Social Media Channels

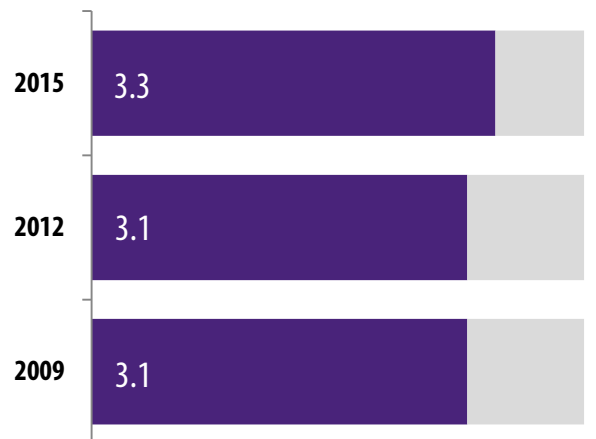
In 2012 and 2015, respondents were asked to rate the value of GEO's social media channels, which include outlets such as Twitter and Facebook. Social media channels were not as valuable to survey participants as other digital resources, and received an average rating of 2.7 in 2015 (Figure 4.8). This represented a slight increase over 2012, and the proportion of respondents who rated social media channels as "not valuable" has likewise decreased (Figure 4.9).

Figure 4.6 | All Years: GEOList Listserv Average Ratings



*Note: Results presented here include **all respondents**.*

Figure 4.7 | All Years: E-Newsletters Average Ratings



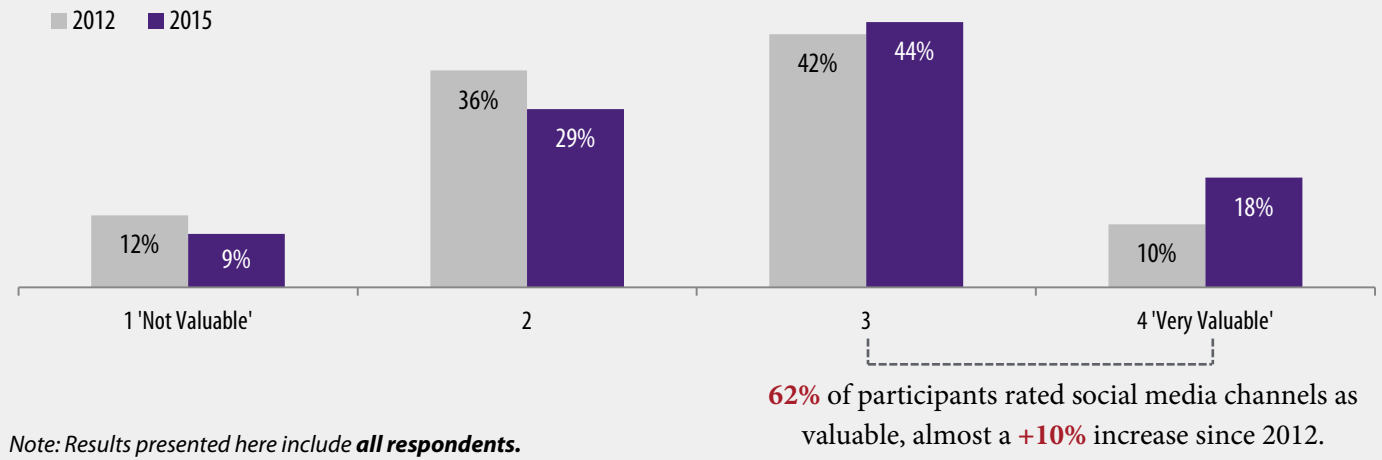
*Note: Results presented here include **all respondents**.*

Figure 4.8 | 2012 & 2015: Social Media Channels Average



*Note: Results presented here include **all respondents**.*

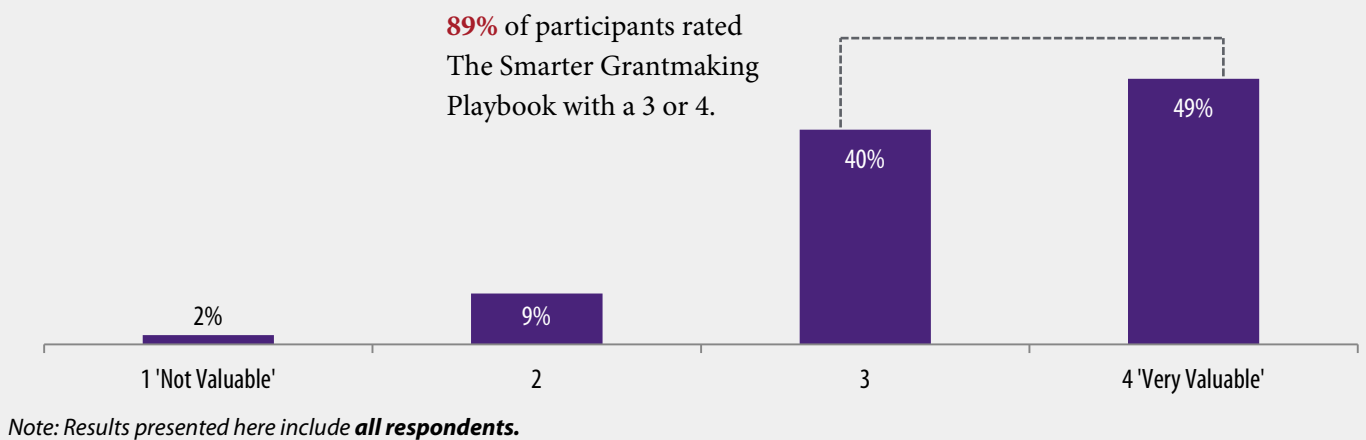
Figure 4.9 | 2012 & 2015: Social Media Channels Rating Summary



The Smarter Grantmaking Playbook

In 2015, respondents were also asked to rate the value of The Smarter Grantmaking Playbook, which received a high average rating of 3.4. Almost 90 percent of all respondents rated The Smarter Grantmaking Playbook with a score of a 3 or 4 (Figure 4.10).

Figure 4.10 | 2015: The Smarter Grantmaking Playbook Rating Summary



Conclusion

GEO provides a variety of programs and services to meet the needs and preference of members. GEO members consistently rate the resources highly in 2015, particularly the publications, GEO staff and conferences. Digital resources and social media have become more important communications tools for everyone, and member ratings suggest that GEO's updated website is appreciated by members, who rated it higher than in previous years.



Section 5

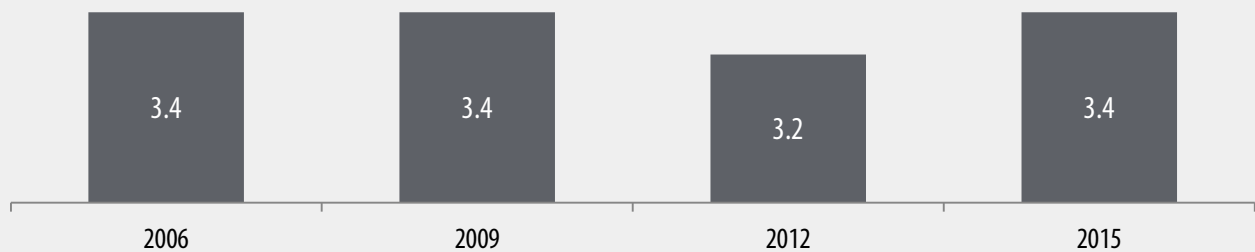
Member Satisfaction and Engagement

Member Satisfaction

Overall, GEO members reported being extremely satisfied with their membership experience. In 2015, 99 percent of Member Survey respondents rated their overall experience with GEO as favorable or highly favorable, and the mean satisfaction rating was 3.4 (out of 4).

Members' level of satisfaction with GEO has remained consistent across nearly a decade; the average rating of members' overall experience has been between 3.2 and 3.4 since 2006 (Figure 5.1).

Figure 5.1 | All Years: Members' Overall Satisfaction with GEO



Note: Results presented here include **all respondents**.

Almost all members, regardless of their level of familiarity with GEO, rated their overall experience as favorable or highly favorable (Figure 5.2). A higher proportion of members who are more familiar with GEO rated their overall experience as highly favorable.⁹

Figure 5.2 | 2015: Members' Overall Experience with GEO by Level of Familiarity with GEO



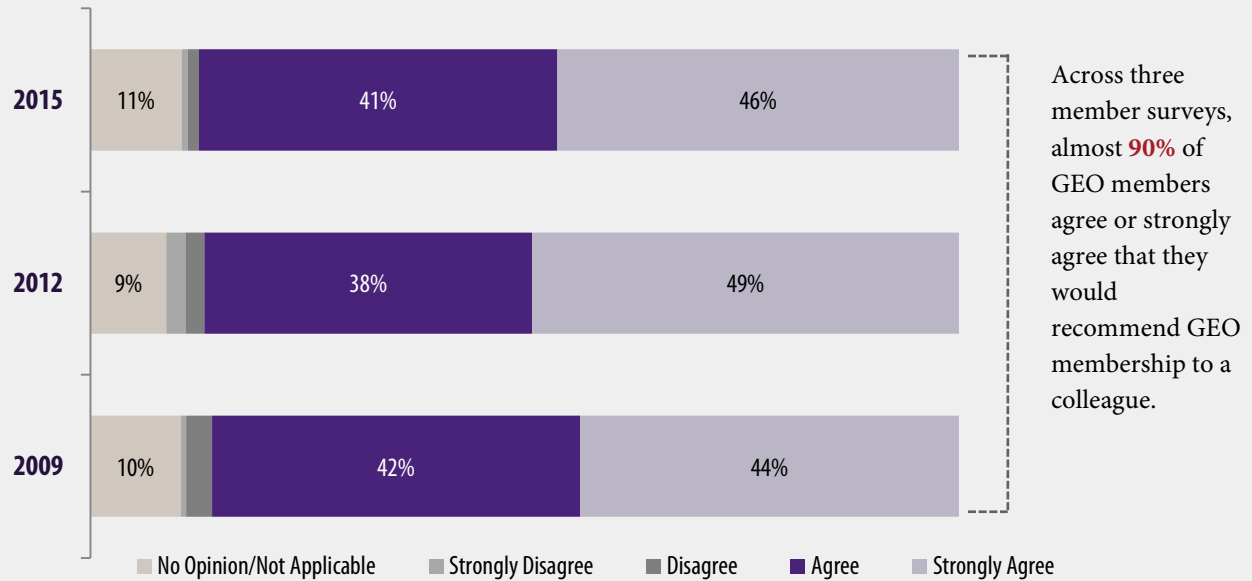
At least 97% of participants reported a favorable or highly favorable experience with GEO regardless of level of familiarity.

Note: Results presented here include **all respondents**.

⁹ This difference was statistically significant at the $p < .001$ level.

Nearly all GEO members agree or strongly agree that they would recommend GEO membership to their colleagues (Figure 5.3). This has remained extremely consistent over time.

Figure 5.3 | All Years: Members Would Recommend GEO Membership to a Colleague

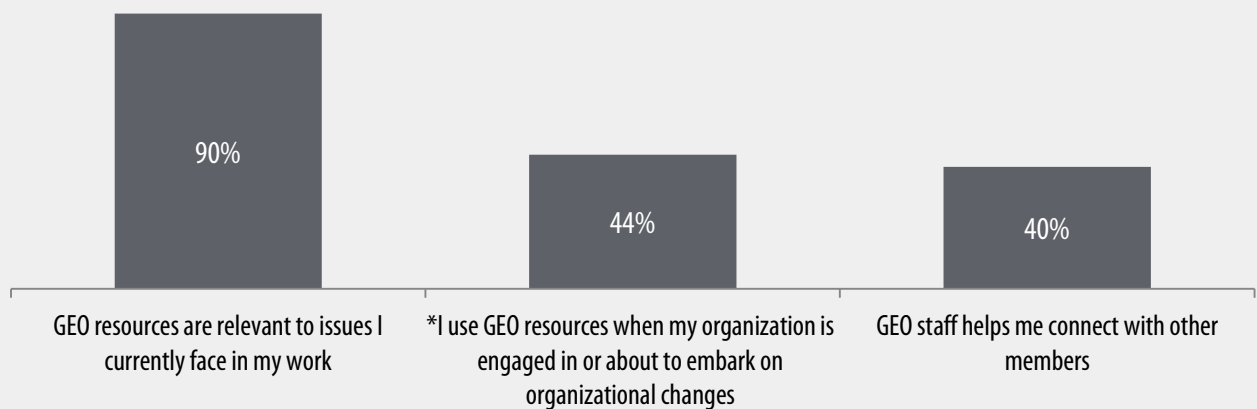


Note: Results presented here include **all respondents**.

GEO’s Relevance to Members’ Work

Grantmaker and non-grantmakers agree that GEO’s resources are relevant to issues they currently face in their work (Figure 5.4). There is less consensus among respondents when asked about GEO’s role in connecting members to one another: just under half of 2015 survey respondents felt that this was a key value of their GEO membership.

Figure 5.4 | 2015: GEO Members’ Measures of Relevance: Respondents who “Agree” and “Strongly Agree”

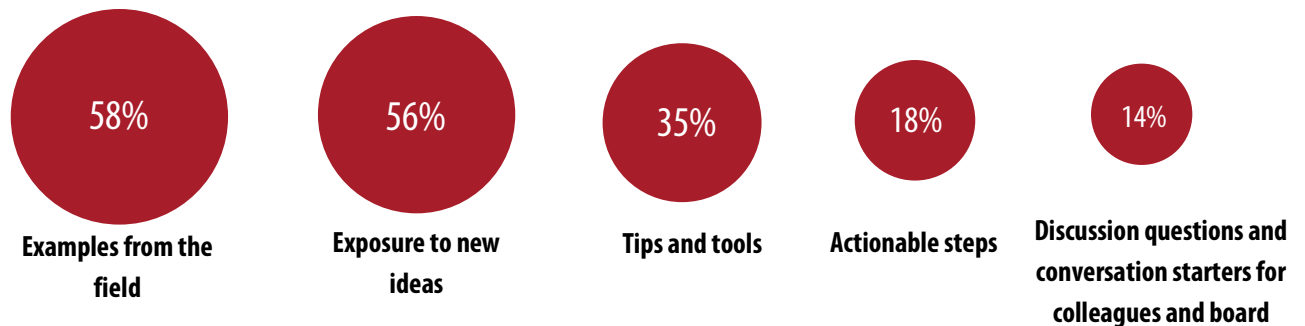


Note: Results presented here include members from **grantmaking organizations only**;

*Results include all respondents.

In 2015, GEO members were asked to indicate which benefits of GEO membership are most valuable to them. Figure 5.5 includes responses in ranked order of how often members noted that a resource was one of the most valuable benefits they derive from membership in GEO.

Figure 5.5 | 2015: Most Valuable Benefits of GEO Membership



Note: Results presented here include all respondents.

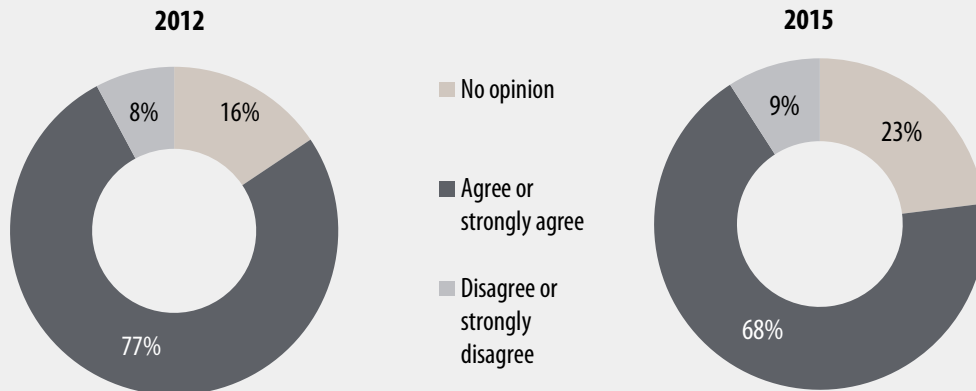
A majority of grantmaking members report that they turn to GEO for resources when their organization is engaged in or about to embark on an organizational change; this topic is explored in detail in Section three.

In 2012 and 2015, the survey asked members whether they felt that GEO adequately provides the grantee perspective on what funder practices most impact nonprofit success. A majority of respondents in both years agreed or strongly agreed, but the overall proportion declined 10 percentage points from 2012 to 2015 while the number of respondents who had no opinion increased by 50 percent (Figure 5.6). In follow up interviews, members who felt that GEO does not provide the grantee perspective noted that they hear GEO talk about grantees but don't see GEO providing grantee voice directly. Interviewees also noted that GEO often features stories from larger organizations, which they don't always find relevant.

"It is extremely helpful to have a resource that captures what our colleagues across the country are doing to build the capacity and effectiveness of grantees and nonprofits. Learning about their best practices helps contextualize and inform our work, making it stronger."

– GEO Member

Figure 5.6 | 2012 & 2015: GEO Provides the Grantee Perspective

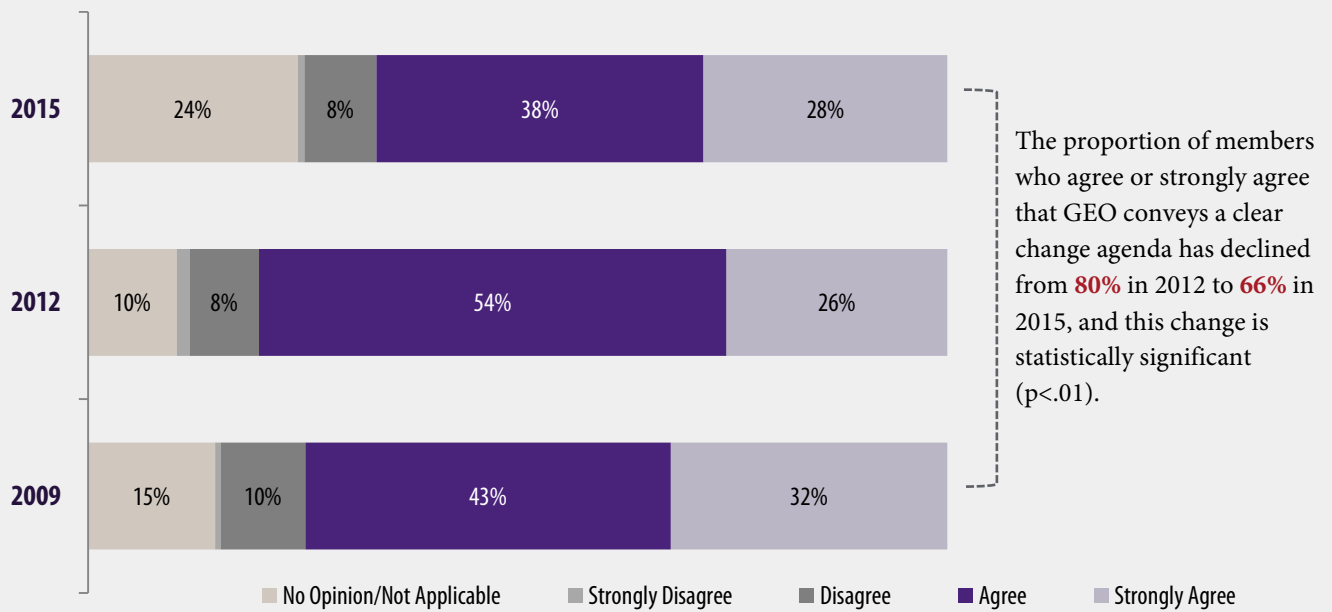


*Note: Results presented here include **all respondents**.*

Conveying a Clear Change Agenda for Philanthropy

The proportion of members who agree or strongly agree that GEO conveys a clear change agenda for philanthropy has changed over the years. In 2009, 75 percent of members agreed or strongly agreed that GEO conveys a clear change agenda, and that figure rose in 2012 to 80 percent (Figure 5.7). In 2015, however, 66 percent of GEO members agreed or strongly agreed that GEO conveys a clear change agenda in the field. In follow up interviews, members who were in executive-level positions were more able to use GEO resources to promote change in their organization or in the field compared to members in program officer roles.

Figure 5.7 | All Years: Conveying a Clear Change Agenda



Note: Results presented here include **all respondents**.

Member Engagement

A key component of the 2015 GEO Member Survey was exploring ways that members engage with GEO and areas for deeper member engagement. By far, the most common form of engagement or advocacy on behalf of a GEO practice or mindset was sharing resources; nearly 80 percent of GEO members reported that they had “sometimes” or “often” shared a resource over the past two years (Figure 5.8).

Figure 5.8 | 2015: Most Common Forms of GEO Member Engagement



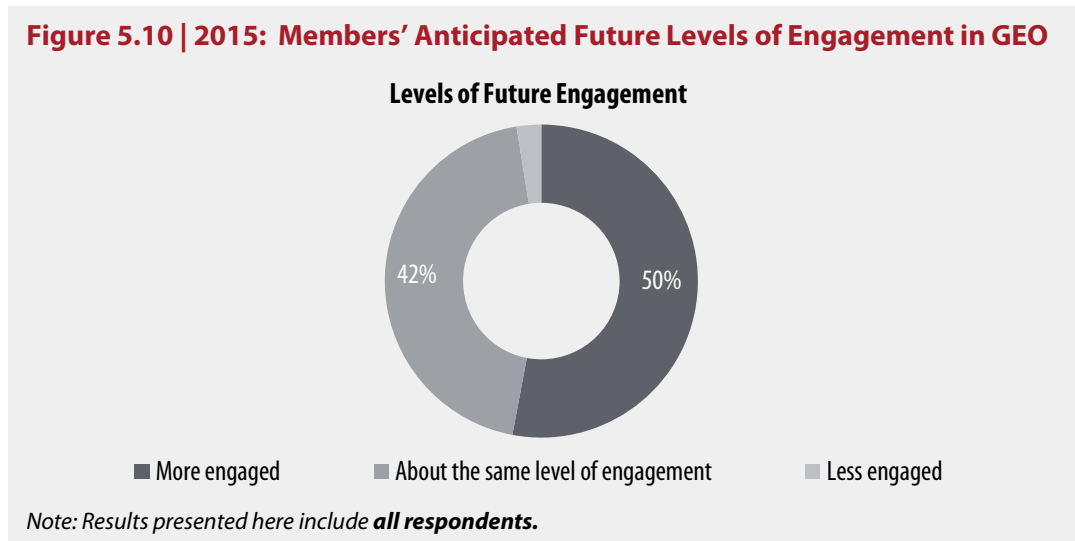
Note: Results presented here include **all respondents**.

Although relatively small proportions of GEO members reported that they had sometimes or often produced content — blogs, op-eds, tweets or brownbag discussions — that promote GEO’s ideas or practices, more than half had “sometimes” or “often” encouraged a colleague organization to join the GEO community (52 percent). This word-of-mouth promotion may have contributed to the notable growth of GEO membership (Figure 5.9).

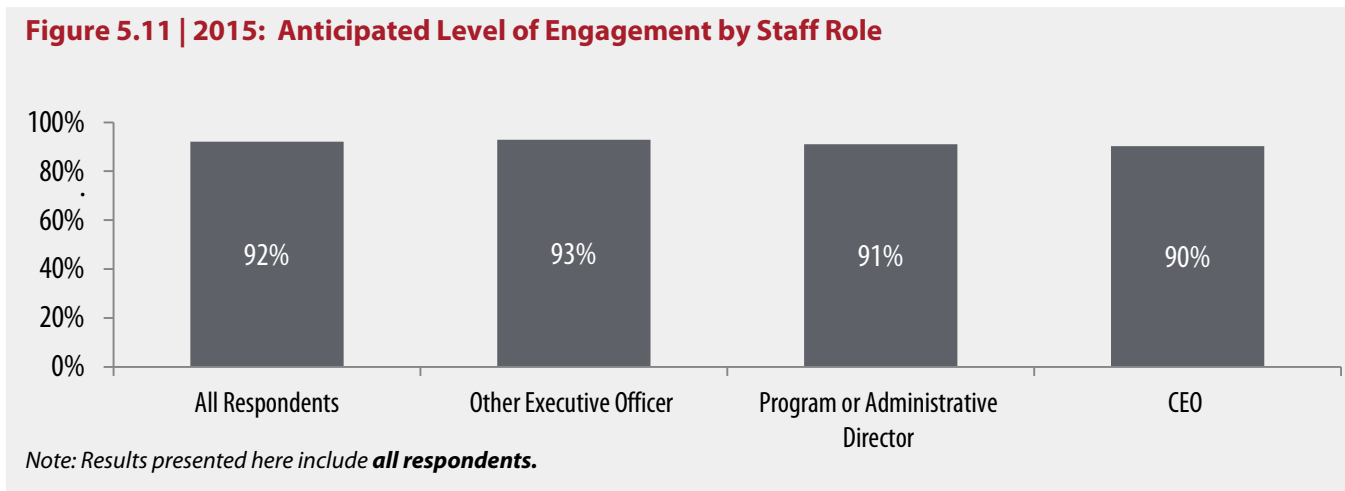
Figure 5.9 | All Years: GEO Membership Growth



The 2015 survey asked members how personally engaged in GEO they intend to be in the future. Almost no members said that they intend to be less engaged; 42 percent intend to keep their level of engagement about the same and fully half intend to become more engaged moving forward (Figure 5.10).



High proportions of CEOs and other executive directors intend to remain or become more engaged in GEO (Figure 5.11). Across other organizational positions, the proportion of members who intend to maintain or expand their level of engagement likewise remains robust.



Among members who intend to become more engaged in GEO in the future, two-thirds have ten years or less experience working in organized philanthropy (67 percent; not pictured) and three-quarters are women (75 percent; not pictured). Two-thirds of members who want to become more engaged already report high familiarity with GEO resources (68 percent; not pictured), but 58 percent of those with who are less familiar with the organization intend to increase their involvement with GEO in the future.

Conclusion

Overall member satisfaction in GEO has rebounded from 2012. Over 90 percent of members find GEO resources to be relevant and appreciate the examples and tips that GEO provides. The majority of members engage by sharing resources with others and over half encourage their colleagues to join. GEO membership has grown by over 40 percent since 2012 and members expect to stay engaged in the future.



Section 6

Member Suggestions

In addition to a request for feedback about specific GEO resources, the survey included two broader questions that asked members to provide confidential feedback intended to help GEO improve: 1) in what ways GEO could better serve member needs and interests, and 2) how GEO can help members to involve more of their colleagues in the GEO community. Slightly less than one-third of respondents addressed the first question, and just under one-quarter answered the second one. Among those who did respond, the most common suggestions related to a desire for more ways they could tap into GEO.

More Networking and Learning Opportunities by Issue Area or Theme (n=46)

When asked how GEO could better serve their needs, 29 members requested more networking and learning opportunities by issue area or theme, and an additional 17 members suggested this in response to the question of how GEO can help members involve more of their colleagues in the GEO community.

“GEO could connect us with other community foundations who are members that they see doing similar work. GEO could reach out to us more one on one about how to use their resources. We got busy and forgot to do a new member orientation but GEO should have insisted on it.” — GEO Member

To deepen relationships and maximize learning, many of these respondents suggested that GEO help connect them to other like-minded members or those doing similar work. Some of them specified GEO should organize these opportunities by position/role (e.g., change making CEOs, learning and evaluation staff, trustees) or organizational type (foundations that are spending down, community foundations, philanthropy support organizations, funder collaboratives). Two members requested GEO help foster more cross-sector conversations and connections (e.g., around shared value). Many also recommended GEO convene more in-person, small peer learning groups around specific issues or challenges. A few also suggested GEO provide more opportunities for members to lead discussions and share their expertise via webinars, the listserv or a peer mentorship program.

More Local or Regional Networking and Learning Opportunities (n=33)

Twelve members requested “a greater regional or local GEO presence” when asked how GEO could better serve their needs. An additional 21 members suggested this in response to the question of how GEO can help members to involve more of their colleagues in the GEO community. Harder+Company examined these responses to see if any large regional clusters emerged but the respondents tended to be dispersed across the Northeast, Midwest and Western United States. The largest grouping is in the San Francisco Bay Area with seven respondents, followed by six respondents in New England (five in Massachusetts and

one in Connecticut), five in the Midwest (located in four different states) and four in the Pacific Northwest (two each in the Seattle and Portland areas). Our follow up interviews suggest that demand is particularly high in the Midwest and Southwest, regions that have a less developed, but growing, grantmaking community. The audience for local events may include private and public grantmakers and smaller organizations who cannot afford the combined travel and staff costs of attending national conferences.

“Take the show on the road.”
“Provide local opportunities that are open to board and staff.”
“Have a more local presence in our state or region.”
— Suggestions from GEO Members

In follow up interviews we explored whether members would pay for additional opportunities to network and learn. The responses were mixed — people are willing to consider some additional expense “within reason,” but members from small foundations are very price sensitive. Several interviewees referred to the cost of a recently announced learning community as an example of a program that is beyond their budget.

Better Curation/Tips for “How to use GEO” (n=33)

Many respondents indicated that they wish they had more time to take better advantage of GEO resources and a few noted that it is easy to feel overwhelmed in the information age. These respondents conveyed that “more curation and cultivation of resources” would be greatly appreciated so members will be more aware of resources and can access them easily. “GEO does a good job of providing resources,” a member commented. “The difficulty is finding time to devote to exploring what’s available and figuring out how to use it.” In the words of a different member, “I’m not always aware of what is offered. I see the emails in my inbox and reports that come in the mail, but am not always going back to visit the site to dig further or see what’s out there. So maybe help with reminding me what’s available when!” A few respondents suggested that

“As with all organizations with lots of knowledge, GEO should continue to find ways to 'remind' members exactly what they have access to and what services GEO can provide. The biggest issue is not knowing about a GEO resource 'real time' when you need it.” — GEO Member

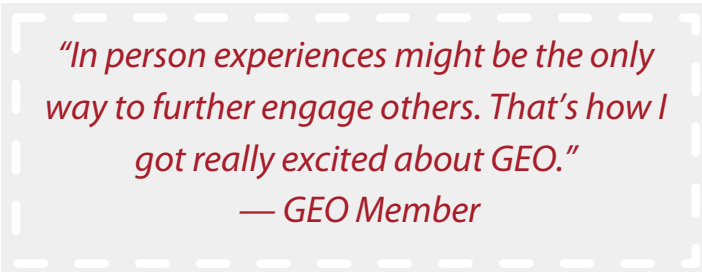
increased collaboration among philanthropy support organizations could help them sift and filter through the clutter. “With so many affinity groups and issue groups and the desire to engage with our grantees more directly, simply having time is challenging. Perhaps if GEO were to partner more frequently with others in the field, that might help — consolidate resources!”

More Support With or Greater Depth Around Implementation (n=27)

More support with implementation was requested by 17 members in response to the question of how GEO could better serve their needs and an additional 10 members in response to the question of how GEO could help them engage their colleagues in the GEO community. Many of these responses expressed a desire for GEO resources to provide greater depth around implementation, and/or that assistance be more narrowly tailored or relevant to the situation of the respondent (e.g., by position/role (including board), level of expertise, organizational type and size). “Provide more in depth training (applicable skills or knowledge), not just surface discussions,” one of them commented. “GEO might really shine by further exploring how to help members with the next level of ‘how to,’” another member expressed.

In the words of a different member, “move from higher level recommendations to really clear and usable questions, actions, or other ways to bring the high level thinking into practice specifically aimed at the different audiences [you]are trying to reach.” Similarly, another member requested “strategies for using the information you provide - how to engage management on issues, how to frame discussions for the Board, quick wins for starting to implement this in your work.” One member noted the importance of “bite sized outlines for discussion on key topics like book group questions — easy to implement.”

Many adults prefer to learn through conversation and GEO staff have a great reputation among members who have drawn on them for support. So it is not surprising that a few respondents suggested that GEO “consider how to work with individual, grantmaking



“In person experiences might be the only way to further engage others. That’s how I got really excited about GEO.”
— GEO Member

institutions that are ready to integrate the lessons you are sharing,” perhaps through a consulting program that members could tap into, or a list of recommended consultants and resources.

New/Changed Thematic Focuses (n=14)

Fourteen members suggested new or changed thematic content areas when asked how GEO could better serve their needs. The requested content areas varied widely, and included topics such as equity and diversity, transparency, knowledge management, social enterprise and how technology has changed the work of grantmakers and grantees. Some suggested resources that address topics unique to the type of organizations (e.g., public foundations, independent government funders and faith-based grantmakers.) A few respondents indicated that they already engage in the practices that GEO advocates and so they are finding the themes addressed in GEO resources to be less relevant. As one of them expressed, “I’m actually rather tired of the GEO drumbeat. I’ve heard it. I get it. We do it to the degree it makes sense. We have a strong reputation in the community as a good grantmaker. What else are we supposed to do with a small staff?” Others expressed a need for GEO to facilitate deeper, more open discussion about what is

preventing the adoption of smarter grantmaking practices. “GEO could more intentionally address other issues that get in the way: power dynamics and control; ego; dating vs. long-term commitment; trust; how practices and staff roles serve foundations more than the nonprofits they support; holding too tightly to one's ‘expertise’ and ‘strategic thinking.’”

In follow up interviews we also heard that smaller grantmakers and public sector grantmakers find GEO's material less relevant and actionable. They perceive a focus on larger, private foundations in GEO publications and events. This led several to suggest that GEO be more strategic about the audience for their materials and find ways to identify lessons and insights that are relevant to small grantmakers and public sector grantmakers.

Other Suggestions

The remaining suggestions included specific recommendations about GEO conferences, the value of using digital forums for learning/networking (e.g., webinars, Skype), the need for GEO to develop new partnerships, a desire for GEO to improve communications and increase transparency, that GEO staff do more outreach, or greater recognition that some members are based outside of the United States and/or fund internationally. Harder+Company provided GEO with the full set of member suggestions after removing any identifying information.

Conclusion

While only a third or fewer of the survey respondents offered additional comments, there was consistency in their appetite for more opportunities to learn from GEO about particular issue areas or themes. There is also strong interest in networking so people can learn from other members, and bringing these opportunities to regional settings, particularly in places outside of the coastal centers of philanthropy. This appetite for additional engagement illustrates the value that members perceive in GEO's events and materials, but any expansion of programming will have to be weighed against the price sensitivity of members in small grantmaking organizations.



Conclusion

Conclusion

Grantmakers for Effective Organizations has invited Harder+Company to conduct a series of evaluations of GEO over the past decade. Over those years, we have consistently found that GEO has a significant impact on individual members and member organizations, particularly in the area of learning and evaluation. This is an impressive record to reflect on as GEO approaches its fifteenth year as a staffed organization. During this period grantmakers have professionalized and become more concerned about effectiveness, a trend that GEO has certainly contributed to and which has likely helped boost GEO membership. In 2015, members also continued to cite learning and evaluation as their area of greatest challenge and noted they would welcome ongoing support from GEO in implementing smarter practices in this area. The value they place on learning and evaluation and the high quality of GEO's work on the subject can be observed in GEO's Learning Conference 2013 which quickly sold out and received the highest average rating of all GEO resources in this survey.

GEO may have started to see diminishing returns on its efforts to influence members to increase their levels of multiyear and general operating support. The 2014 Field Survey found that half of GEO members still devote less than 30 percent of grant dollars to it, which suggests that there is more work to be done to increase general operating support among members. GEO may wish to target its efforts around these funding practices more directly to those members who are lagging behind, and at the field level continue to coordinate its messaging around supporting resilient nonprofits with likeminded organizations.

Members continue to report that GEO's in-person activities have the greatest impact on them. Members from small and mid-sized organizations could benefit greatly from GEO convenings but often have more difficulty accessing them. Many noted they would like more face-to-face learning and networking opportunities, particularly in their regions, so they can participate more frequently and involve their colleagues and board members. This suggests that GEO consider ways to deepen its partnerships with regional associations and other philanthropy support organizations to help make GEO programming and expertise more easily accessible and expand member participation. Members greatly value GEO publications and its digital resources, but the findings suggest that the personal outreach of GEO's highly regarded staff can have the greatest impact in mobilizing members and partners and accelerating the pace of change in philanthropy.



Appendix

Please note: These responses are only for the 2015 GEO Member Survey. The most frequent response for each question and the mean response (when applicable) have been bolded throughout the tables. Open-ended responses are not reported in this document but are incorporated into the report as quotes or used to provide context throughout the sections. The values in the report are whole numbers and will not directly reflect the values from the Appendix below.

Evaluation of GEO Resources

Q1. Using a scale of 1 to 4, please rate your overall level of familiarity with the services/resources GEO offers to its members

	Total Responses (n)	Percentages (%)
1 – Low	42	6.8%
2	159	25.9%
3	289	47.0%
4- High	125	20.3%
Total	615	100%
Mean Response	2.81	

Q2. Which of the following best describes your organization?

	Total Responses (n)	Percentages (%)
Grantmaker	540	87.7%
Non-Grantmaker	76	12.3%
Total	616	100%

Q3. In the past two years, have you used any of GEOs digital resources, including the GEO website (geofunders.org), the GEOList listserv, e-newsletters, or GEOs social media channels (Twitter or Facebook)?

	Total Responses (n)	Percentages (%)
Yes	526	86.9%
No	79	13.1%
Total	605	100%
Not Sure	10	--

Q4. How would you rate your overall experience with the following GEO resources – i.e. did you gain information applicable to your work through these resources?

	Total Responses (n)	Percentages (%)
1 – Not Valuable	3	0.7%
2	24	5.3%
3	212	46.4%
4- Very Valuable	218	47.7%
Total	457	100%
Did Not Use	68	--
Mean Response	3.41	
	Total Responses (n)	Percentages (%)
1 – Not Valuable	6	1.3%
2	44	9.6%
3	172	37.6%
4- Very Valuable	235	51.4%
Total	457	100%
Did Not Use	70	--
Mean Response	3.39	
	Total Responses (n)	Percentages (%)
1 – Not Valuable	--	--
2	43	9.6%
3	229	51.0%
4- Very Valuable	177	39.4%
Total	449	100%
Did Not Use	71	--
Mean Response	3.30	

	Total Responses (n)	Percentages (%)
1 – Not Valuable	14	8.8%
2	47	29.4%
3	70	43.8%
4- Very Valuable	29	18.1%
Total	160	--
Did Not Use	359	--
Mean Response	2.71	

	Total Responses (n)	Percentages (%)
1 – Not Valuable	4	1.7%
2	22	9.4%
3	93	39.7%
4- Very Valuable	115	49.1%
Total	234	100%
Did Not Use	287	--
Mean Response	3.36	

Q5. Did you attend any of the conferences GEO held in 2013 or 2014 (in Washington DC, Miami, or Los Angeles)?

	Total Responses (n)	Percentages (%)
Yes	229	37.6%
No	380	62.4%
Total	609	100%
Not Sure	1	--

Q6. How would you rate your overall experience with the following GEO resources – i.e. did you gain information applicable to your work through these resources?

	Total Responses (n)	Percentages (%)
1 – Not Valuable	--	--
2	2	7.4%
3	7	25.9%
4- Very Valuable	18	66.7%
Total	27	100%
Did Not Attend	183	--
Mean Response	3.59	

	Total Responses (n)	Percentages (%)
1 – Not Valuable	--	--
2	--	--
3	25	35.2%
4- Very Valuable	46	64.8%
Total	71	100%
Did Not Attend	140	--
Mean Response	3.65	

	Total Responses (n)	Percentages (%)
1 – Not Valuable	1	3.3%
2	1	3.3%
3	10	33.3%
4- Very Valuable	18	60.0%
Total	30	100%
Did Not Attend	173	--
Mean Response	3.50	

2014 GEO National Conference
in Los Angeles (March 2014)

	Total Responses (n)	Percentages (%)
1 – Not Valuable	2	1.2%
2	11	6.4%
3	51	29.8%
4- Very Valuable	107	62.6%
Total	171	100%
Did Not Attend	43	--
Mean Response	3.54	

Q7. How would you rate your overall experience with the following GEO resources – i.e. did you gain information applicable to your work through these resources?

Publications

	Total Responses (n)	Percentages (%)
1 – Not Valuable	4	0.8%
2	29	5.5%
3	149	28.1%
4- Very Valuable	349	65.7%
Total	531	100%
Did Not Use/Receive/Attend	77	--
Mean Response	3.59	

GEO staff

	Total Responses (n)	Percentages (%)
1 – Not Valuable	1	0.3%
2	24	6.6%
3	110	30.5%
4- Very Valuable	226	62.6%
Total	361	100%
Did Not Use/Receive/Attend	244	--
Mean Response	3.55	

Workshops

	Total Responses (n)	Percentages (%)
1 – Not Valuable	3	1.5%
2	12	6.1%
3	84	42.9%
4- Very Valuable	97	49.5%
Total	196	100%
Did Not Use/Receive/Attend	400	--
Mean Response	3.40	

Webinars or teleconferences

	Total Responses (n)	Percentages (%)
1 – Not Valuable	2	0.7%
2	30	10.7%
3	144	51.4%
4- Very Valuable	104	37.1%
Total	280	100%
Did Not Use/Receive/Attend	323	--
Mean Response	3.25	

Action learning groups

	Total Responses (n)	Percentages (%)
1 – Not Valuable	4	5.4%
2	14	18.9%
3	25	33.8%
4- Very Valuable	31	41.9%
Total	74	100%
Did Not Use/Receive/Attend	524	--
Mean Response	3.12	

	Total Responses (n)	Percentages (%)	
Staff speaking appearances	1 – Not Valuable	3	2.1%
	2	14	10.0%
	3	49	35.0%
	4- Very Valuable	74	52.9%
	Total	140	100%
	Did Not Use/Receive/Attend	461	--
	Mean Response	3.39	
	Total Responses (n)	Percentages (%)	
New member orientations	1 – Not Valuable	8	7.3%
	2	20	18.3%
	3	44	40.4%
	4- Very Valuable	37	33.9%
	Total	109	100%
	Did Not Use/Receive/Attend	488	--
	Mean Response	3.01	

Q8. & Q9. Responses to this open-ended question have been included throughout the report

Impact of GEO

Q10. To what extent has your involvement in GEO over the past two years led to the following results for you as an individual?

	Total Responses (n)	Percentages (%)	
a. Increased <i>awareness</i> of strategies or practices that enhance nonprofit success	To No Extent	20	3.6%
	To a Small Extent	75	13.5%
	To a Moderate Extent	223	40.2%
	To a Great Extent	189	34.1%
	Not Applicable	48	8.6%
	Total	555	100%
	Total Responses (n)	Percentages (%)	
b. Increased <i>knowledge</i> of how to effectively implement practices that enhance nonprofit success	To No Extent	26	4.7%
	To a Small Extent	88	15.9%
	To a Moderate Extent	247	44.7%
	To a Great Extent	134	24.2%
	Not Applicable	58	10.5%
	Total	553	100%
	Total Responses (n)	Percentages (%)	
c. Improved or changed <i>practices</i> that enhance nonprofit success	To No Extent	48	8.7%
	To a Small Extent	115	20.8%
	To a Moderate Extent	220	39.7%
	To a Great Extent	87	15.7%
	Not Applicable	84	15.2%
	Total	554	100%
	Total Responses (n)	Percentages (%)	
d. Validation/affirmation of existing ideas, strategies, or practices	To No Extent	13	2.3%
	To a Small Extent	38	6.8%
	To a Moderate Extent	181	32.6%
	To a Great Extent	280	50.5%
	Not Applicable	43	7.7%
	Total	555	100%

Q11. To what extent has involvement in GEO contributed to the following types of changes in your organization over the last two years?

		Total Responses (n)	Percentages (%)
a. Participated in collaborations with other grantmakers	To No Extent	118	24.5%
	To a Small Extent	92	19.1%
	To a Moderate Extent	127	26.3%
	To a Great Extent	56	11.6%
	Not Applicable	89	18.5%
	Total	482	100%
b. Increased level of stakeholder engagement		Total Responses (n)	Percentages (%)
	To No Extent	112	20.5%
	To a Small Extent	119	21.8%
	To a Moderate Extent	150	27.4%
	To a Great Extent	45	8.2%
	Not Applicable	121	22.1%
Total	547	100%	
c. Strengthened our organization's learning practices		Total Responses (n)	Percentages (%)
	To No Extent	45	8.2%
	To a Small Extent	112	20.4%
	To a Moderate Extent	204	37.1%
	To a Great Extent	117	21.3%
	Not Applicable	72	13.1%
Total	550	100%	

Q12. To what extent has involvement in GEO contributed to the following types of changes in your organization's support for nonprofits over the last two years?¹⁰

		Total Responses (n)	Percentages (%)
a. Increased level of general operating support	To No Extent	169	34.8%
	To a Small Extent	78	16.1%
	To a Moderate Extent	75	15.5%
	To a Great Extent	31	6.4%
	Not Applicable	132	27.2%
	Total	485	100%
b. Increased level of multiyear support		Total Responses (n)	Percentages (%)
	To No Extent	182	37.6%
	To a Small Extent	74	15.3%
	To a Moderate Extent	73	15.1%
	To a Great Extent	22	4.5%
	Not Applicable	133	27.5%
Total	484	100%	
c. Increased level of capacity building support, including for leadership development		Total Responses (n)	Percentages (%)
	To No Extent	134	27.6%
	To a Small Extent	97	20.0%
	To a Moderate Extent	103	21.2%
	To a Great Extent	58	12.0%
	Not Applicable	93	19.2%
Total	485	100%	
d. Increased level of support for collaboration among grantees and/or community stakeholders:		Total Responses (n)	Percentages (%)
	To No Extent	121	24.9%
	To a Small Extent	102	21.0%
	To a Moderate Extent	113	23.3%
	To a Great Extent	61	12.6%
	Not Applicable	88	18.1%
Total	485	100%	

¹⁰ Note: non-grantmakers were not asked Q12

e. Increased level of support for organizational learning and evaluative practices of grantees

	Total Responses (n)	Percentages (%)
To No Extent	104	21.4%
To a Small Extent	102	21.0%
To a Moderate Extent	122	25.2%
To a Great Extent	75	15.5%
Not Applicable	82	16.9%
Total	485	100%

Organizational Challenges and Change

Q13. Responses to this open-ended question have been included throughout the report

Q14. Is your organization going through a process of organization-wide change or transformation now or anticipating one in the next year or two? (e.g., alignment of organizational values and practice, a change in mission, restructuring, major collaboration, building a learning culture or more grantee-centric mindset).

Organizational change or transformation

	Total Responses (n)	Percentages (%)
Yes, Currently (or recently completed)	242	50.9%
Yes in the next year or two	45	9.5%
Maybe in the next year or two	45	9.5%
No	102	21.5%
Uncertain	41	8.6%
Total	475	100%

Q15. Responses to this open-ended question have been included throughout the report

Q16. Listed below are a variety of organizational practices, please indicate if you wish to see changes in these practices at your organization.

a. My organization's collaboration with other grantmakers

	Total Responses (n)	Percentages (%)
I would like to see this decrease	1	0.2%
I would like to see this stay the same	98	21.3%
I would like to see this increase	336	73.0%
No opinion/not sure	25	5.4%
Total	460	100%
Not Applicable	7	--

b. My organization's level of stakeholder engagement

	Total Responses (n)	Percentages (%)
I would like to see this decrease	--	--
I would like to see this stay the same	118	25.9%
I would like to see this increase	296	64.9%
No opinion/not sure	42	9.2%
Total	456	100%
Not Applicable	9	--

c. My organization's learning practices

	Total Responses (n)	Percentages (%)
I would like to see this decrease	--	--
I would like to see this stay the same	78	17.1%
I would like to see this increase	361	79.0%
No opinion/not sure	18	3.9%
Total	457	100%
Not Applicable	8	--

d. The level of general operating support my organization provides

	Total Responses (n)	Percentages (%)
I would like to see this decrease	8	1.9%
I would like to see this stay the same	208	48.9%
I would like to see this increase	169	39.8%
No opinion/not sure	40	9.4%
Total	425	100%
Not Applicable	39	--

e. The level of multiyear support my organization provides

	Total Responses (n)	Percentages (%)
I would like to see this decrease	4	0.9%
I would like to see this stay the same	225	51.7%
I would like to see this increase	174	40.0%
No opinion/not sure	32	7.4%
Total	435	100%
Not Applicable	30	--

	Total Responses (n)	Percentages (%)
f. The level of <u>capacity building</u> support, including for <u>leadership development</u>, my organization provides	I would like to see this decrease	--
	I would like to see this stay the same	150
	I would like to see this increase	277
	No opinion/not sure	24
	Total	451
	Not Applicable	15
	Total Responses (n)	Percentages (%)
g. My organization's level of support for <u>collaboration among grantees</u> and/or community stakeholders	I would like to see this decrease	--
	I would like to see this stay the same	145
	I would like to see this increase	284
	No opinion/not sure	26
	Total	455
	Not Applicable	11
	Total Responses (n)	Percentages (%)
h. My organization's level of support for the <u>organizational learning and evaluative practices of grantees</u>	I would like to see this decrease	--
	I would like to see this stay the same	93
	I would like to see this increase	328
	No opinion/not sure	32
	Total	453
	Not Applicable	11

Q17. Responses to this open-ended question have been included throughout the report.

Q18. Of the changes you noted (Q16) that you would like to see at your organization would you want help from GEO making the case, implementing the changes, both or neither?

	Total Responses (n)	Percentages (%)
Making the case	66	19.7%
Implementation	119	35.5%
Neither making the case nor implementation	88	26.3%
Both making the case and implementation	31	9.3%
Not applicable	18	5.4%
Grantmakers—Missing, <i>desired increase</i>	13	3.9%
Total	335	100%
	Total Responses (n)	Percentages (%)
Making the case	53	17.9%
Implementation	104	35.1%
Neither making the case nor implementation	62	20.9%
Both making the case and implementation	41	13.9%
Not applicable	23	7.8%
Grantmakers—Missing, <i>desired increase</i>	13	4.4%
Total	296	100%
	Total Responses (n)	Percentages (%)
Making the case	46	12.8%
Implementation	182	50.7%
Neither making the case nor implementation	40	11.1%
Both making the case and implementation	53	14.8%
Not applicable	22	6.1%
Grantmakers—Missing, <i>desired increase</i>	16	4.5%
Total	359	100%

	Total Responses (n)	Percentages (%)	
d. Increasing the level of general operating support my organization provides	Making the case	53	31.5%
	Implementation	22	13.1%
	Neither making the case nor implementation	45	26.8%
	Both making the case and implementation	28	16.7%
	Not applicable	15	8.9%
	Grantmakers—Missing, <i>desired increase</i>	5	3.0%
	Total	168	100%
	Total Responses (n)	Percentages (%)	
e. Increasing the level of multiyear support my organization provides	Making the case	50	29.2%
	Implementation	24	14.0%
	Neither making the case nor implementation	58	33.9%
	Both making the case and implementation	15	8.8%
	Not applicable	17	9.9%
	Grantmakers—Missing, <i>desired increase</i>	7	4.1%
	Total	171	100%
	Total Responses (n)	Percentages (%)	
f. Increasing the level of capacity building support, including for leadership development, my organization provides	Making the case	60	21.7%
	Implementation	77	27.9%
	Neither making the case nor implementation	64	23.3%
	Both making the case and implementation	46	16.7%
	Not applicable	18	6.5%
	Grantmakers—Missing, <i>desired increase</i>	11	4.0%
	Total	276	100%

	Total Responses (n)	Percentages (%)
Making the case	51	18.0%
Implementation	101	35.7%
Neither making the case nor implementation	59	20.8%
Both making the case and implementation	40	14.1%
Not applicable	19	6.7%
Grantmakers—Missing, <i>desired increase</i>	13	4.6%
Total	283	100%
	Total Responses (n)	Percentages (%)
Making the case	56	17.2%
Implementation	131	40.2%
Neither making the case nor implementation	45	13.8%
Both making the case and implementation	67	20.6%
Not applicable	15	4.6%
Grantmakers—Missing, <i>desired increase</i>	12	3.7%
Total	326	100%

g. Increasing my organization's level of support for collaboration among grantees and/or community stakeholders

h. Increasing my organization's level of support for the organizational learning and evaluative practices of grantees

Value of GEO and Recommendations

Q19. How would you rate your overall experience with GEO?

	Total Responses (n)	Percentages (%)
Highly Unfavorable	1	0.2%
Unfavorable	5	1.0%
Favorable	285	57.5%
Highly Favorable	205	41.3%
Total	496	100%
No Opinion	33	--

Overall Experience with GEO

Q20. Of the benefits listed below, please select the two you value most about your GEO membership
 (Please note: "Checked" represents a respondent's most valued membership benefits)
 *The most valuable benefits selected will be bolded, not the highest value

		Total Responses (n)	Percentages (%)
Exposure to new ideas	Checked*	301	56.2%
	Unchecked	235	43.8%
	Total	536	100%
Examples from the field	Checked*	308	57.2%
	Unchecked	228	42.5%
	Total	536	100%
Actionable steps I can take	Checked*	95	17.7%
	Unchecked	441	82.3%
	Total	536	100%
Tips and tools I can use in my work	Checked*	185	34.5%
	Unchecked	351	65.5%
	Total	536	100%
Discussion questions and conversation starters I can share with my colleagues and board	Checked*	74	13.8%
	Unchecked	462	86.2%
	Total	536	100%
Not applicable	Checked*	22	4.1%
	Unchecked	514	95.9%
	Total	536	100%

Q21. Responses to this open-ended question have been included throughout the report.

Q22. Please rate how strongly you agree or disagree with the following statements:

		Total Responses (n)	Percentages (%)
a. GEO resources are relevant to issues I currently face in my work	Strongly Disagree	3	0.6%
	Disagree	18	3.4%
	Agree	239	45.3%
	Strongly Agree	237	44.9%
	No Opinion	31	5.9%
	Total	528	100%
b. GEO's staff helps me connect with other members	Strongly Disagree	10	1.9%
	Disagree	41	7.8%
	Agree	161	30.7%
	Strongly Agree	85	16.2%
	No Opinion	227	43.3%
	Total	524	100%

	Total Responses (n)	Percentages (%)	
c. I use GEO resources when my organization is engaged in or about to embark on organizational change(s)	Strongly Disagree	9	2.0%
	Disagree	75	16.4%
	Agree	195	42.6%
	Strongly Agree	78	17.0%
	No Opinion	101	22.1%
	Total	458	100%
d. GEO conveys a clear change agenda for philanthropy	Strongly Disagree	4	0.8%
	Disagree	44	8.4%
	Agree	200	38.1%
	Strongly Agree	149	28.4%
	No Opinion	128	24.4%
	Total	525	100%
e. GEO adequately provides the grantee perspective on what funder practices most impact nonprofit success	Strongly Disagree	6	1.1%
	Disagree	42	8.0%
	Agree	250	47.6%
	Strongly Agree	106	20.2%
	No Opinion	121	23.0%
	Total	525	100%
f. I would recommend GEO membership to my colleagues	Strongly Disagree	4	0.8%
	Disagree	7	1.3%
	Agree	215	41.2%
	Strongly Agree	241	46.2%
	No Opinion	55	10.5%
	Total	522	100%

Q23. Responses to this open-ended question have been included throughout the report.

Your Level of Engagement in GEO

Q24. How often have you done the following over the past two years?

	Total Responses (n)	Percentages (%)	
a. Advocated for change in my organization's policies or practices	Never	10	2.2%
	Rarely	26	5.6%
	Sometimes	189	40.7%
	Often	239	51.5%
	Total	464	100%
	Not Applicable	42	--

	Total Responses (n)	Percentages (%)	
b. Advocated for change at peer organizations	Never	108	24.8%
	Rarely	118	27.1%
	Sometimes	122	28.0%
	Often	88	20.2%
	Total	436	100%
	Not Applicable	70	--
c. Written a blog post or op-ed in support of a mindset or practice that GEO promotes	Never	268	62.0%
	Rarely	58	13.4%
	Sometimes	73	16.9%
	Often	33	7.6%
	Total	432	100%
	Not Applicable	72	--
d. Tweeted or retweeted a resource that advocates for a mindset or practice that GEO promotes	Never	250	60.7%
	Rarely	52	12.6%
	Sometimes	66	16.0%
	Often	44	10.7%
	Total	412	100%
	Not Applicable	95	--
e. Shared GEO resources	Never	41	8.4%
	Rarely	63	12.9%
	Sometimes	247	50.7%
	Often	136	27.9%
	Total	487	100%
	Not Applicable	18	--
f. Encouraged a colleague organization to join the GEO community	Never	140	30.4%
	Rarely	82	17.8%
	Sometimes	169	36.7%
	Often	69	15.0%
	Total	460	100%
	Not Applicable	44	--
g. Convened a brownbag discussion on a topic that GEO promotes	Never	275	63.4%
	Rarely	71	16.4%
	Sometimes	70	16.1%
	Often	18	4.1%
	Total	434	100%
	Not Applicable	69	--

Q25. Looking ahead, how personally engaged in GEO do you intend to be?

	Total Responses (n)	Percentages (%)
A lot more engaged	61	12.0%
A little more engaged	193	38.0%
About the same level of engagement	214	42.1%
A little less engaged	8	1.6%
A lot less engaged	4	0.8%
Not Sure	28	5.5%
Total	508	100%
Not Applicable	6	--

Q26. Responses to this open-ended question have been included throughout the report.

Background on You and Your Organization

Q27. What is your role at your organization? (Please select best answer)

	Total Responses (n)	Percentages (%)
CEO/ Executive Director	114	22.1%
Other Executive Director	72	13.9%
Program or Administrative Director	91	17.6%
Board Member	9	1.7%
Evaluation Staff	41	7.9%
Program Officer	103	19.9%
Administrative Support Staff	20	3.9%
Communication Staff	12	2.3%
Program Staff	31	6.0%
Other Executive Officer	3	0.6%
Director	6	1.2%
Grants Management	2	0.4%
Research/Knowledge Management/Learning	4	0.8%
Other	9	1.7%
Total	517	100%

Q28. How many years of experience do you have in organized philanthropy?

Respondent Years of Experience	Respondent Average's (n=514)	
	Mean Years	10.9 years
	Median Years	9.0 years
	Mode Years	15.0 years

Q29. What is your age?

Respondent Age	Total Responses (n)		Percentages (%)	
	Under 25	2	0.4%	
	25 -35	71	15.5%	
	36 -45	145	31.6%	
	46 -55	130	28.3%	
	56 -65	97	21.1%	
	Over 65	14	3.1%	
	Total	459	100%	

Q30. What gender do you identify as?

Respondent Identified Gender	Total Responses (n)		Percentages (%)	
	Male	104	22.6%	
	Female	355	77.2%	
	Prefer not to say	1	0.2%	
	Total	460	100%	

Q31. What is your race/ethnicity? Select all that apply.

(Please note: "Checked" represents the race/ethnicity(ies) a respondent selected; multiple selections were possible)

*The two most frequent race/ethnicity categories selected are bolded, not the highest value

African American/Black		Total Responses (n)	Percentages (%)
	Checked*	34	6.5%
	Unchecked	491	93.5%
	Total	525	100%
Asian American/Pacific Islander/ South Asian		Total Responses (n)	Percentages (%)
	Checked*	39	7.4%
	Unchecked	485	92.6%
	Total	524	100%
European American/White		Total Responses (n)	Percentages (%)
	Checked*	355	67.7%
	Unchecked	169	32.3%
	Total	524	100%
Latina/o		Total Responses (n)	Percentages (%)
	Checked*	29	5.5%
	Unchecked	495	94.5%
	Total	524	100%
Native American		Total Responses (n)	Percentages (%)
	Checked*	14	2.7%
	Unchecked	510	97.3%
	Total	524	100%
Prefer not to say		Total Responses (n)	Percentages (%)
	Checked*	12	2.3%
	Unchecked	512	97.7%
	Total	524	100%
		Total Responses (n)	Percentages (%)

Other

	Total Responses (n)	Percentages (%)
Checked*	8	1.5%
Unchecked	516	98.5%
Total	524	100%

Q32. Please identify your organization's current asset size, if applicable:

Organization's Asset Size

	Total Responses (n)	Percentages (%)
Under \$10m	33	8.0%
\$10m to \$24m	29	7.1%
\$25m to \$99m	80	19.5%
\$100m to \$249m	79	19.3%
\$250m to \$749m	72	17.6%
Above \$750m	117	28.5%
Total	410	100%
Not Applicable	31	--

Total number of primary and non-primary contact respondents

Primary Contacts

	Total Responses (n)	Percentages (%)
Primary Contact	223	36.2%
Non-Primary Contact	393	63.8%
Total	616	100%