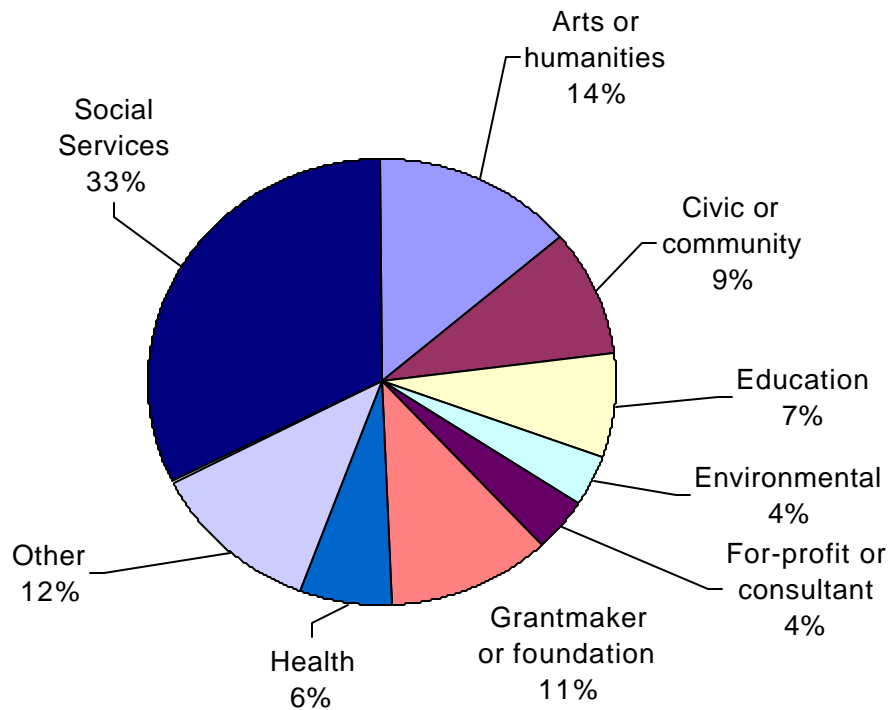


The Sixth Annual Nonprofit Executive Series  
**Building the Entrepreneurial Nonprofit**

## *Pre-conference Survey*

Prior to the conference, just over 100 visitors to the website completed a short survey about their organizations and their interest in the topic. The survey included one open-ended item requesting comments and questions to help speakers and panelists prepare their presentations. Here is a summary of the results, including many of the comments and questions raised.

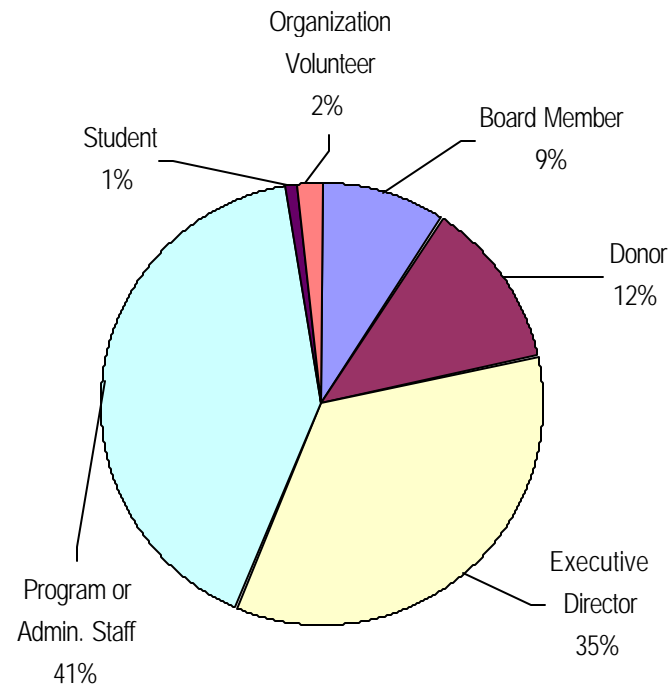
# *Responses came from many areas*



- 108 survey respondents
- 1 of 3 (32%) from social service orgs
- 410 people registered for conference

# *Survey Respondents*

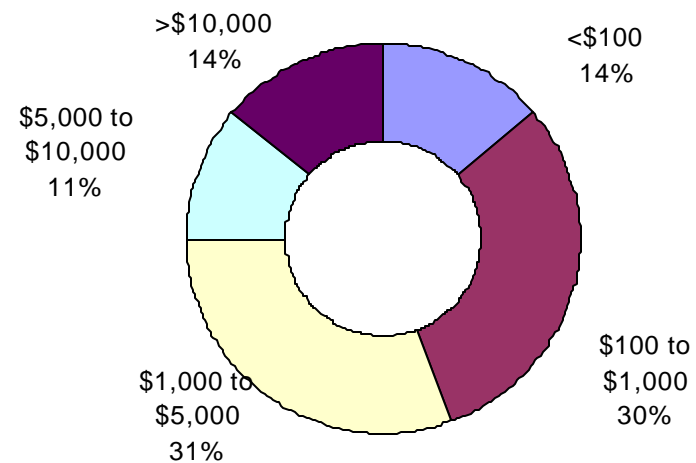
Organizational representatives:  
•Over a third of the respondents were the executive directors of their organizations; 92% planned to attend the conference.



# *Thinking about funding ...*

The budgetary pie:

- most organizations have annual budget of \$100,000 to \$5,000,000
- an equal number of respondents had budgets in the largest and smallest categories -- most organizations were mid-sized, with smaller groups at the extremes

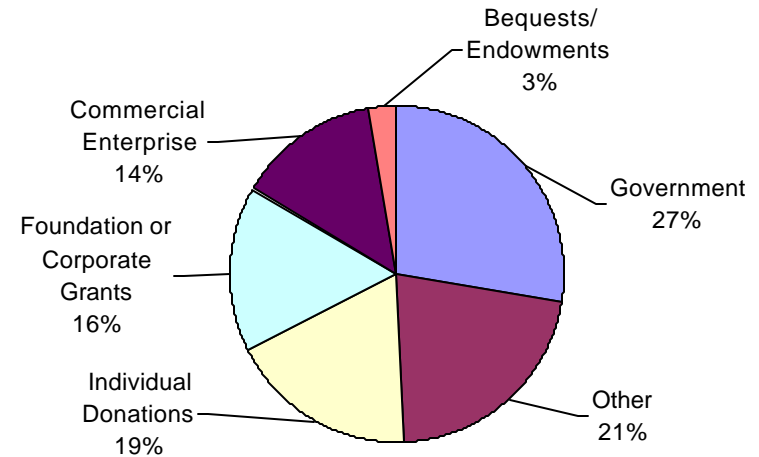


Figures in thousands

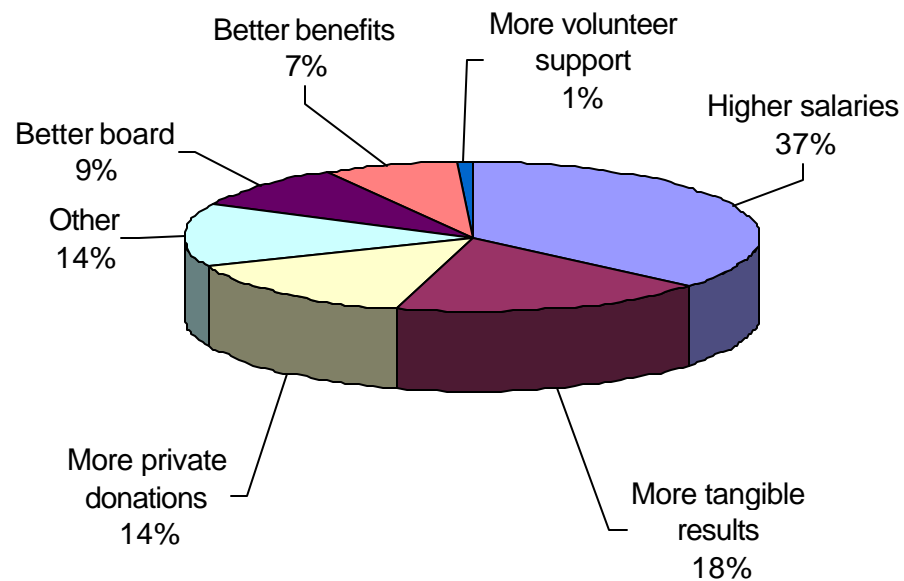
# *Thinking about funding ...*

Funding sources:

- grants, from government and private entities, are largest source (43%) of financial resources
- organizations which rely on foundation or corporate grants are more likely to have smaller budgets (<\$1 million)



# *Pressures on staff in not-for-profits*



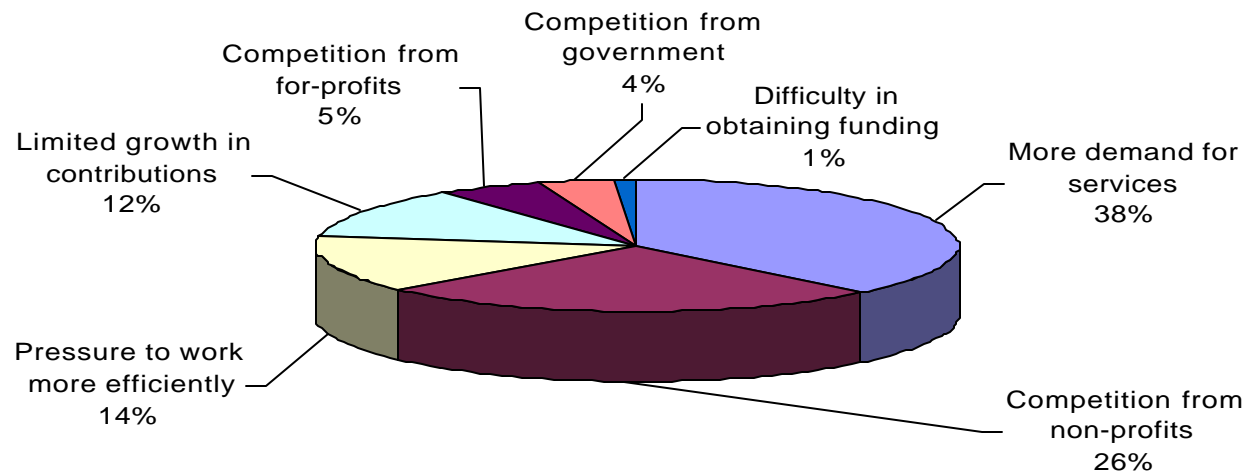
## Employee Frustrations include:

- The need for better compensation topped the list of frustrations.
- Most respondents feel well-supported by volunteers.
- Program staff were more likely to cite increased demand for services as their top pressure, while executives listed competition with other not-for-profit organizations.

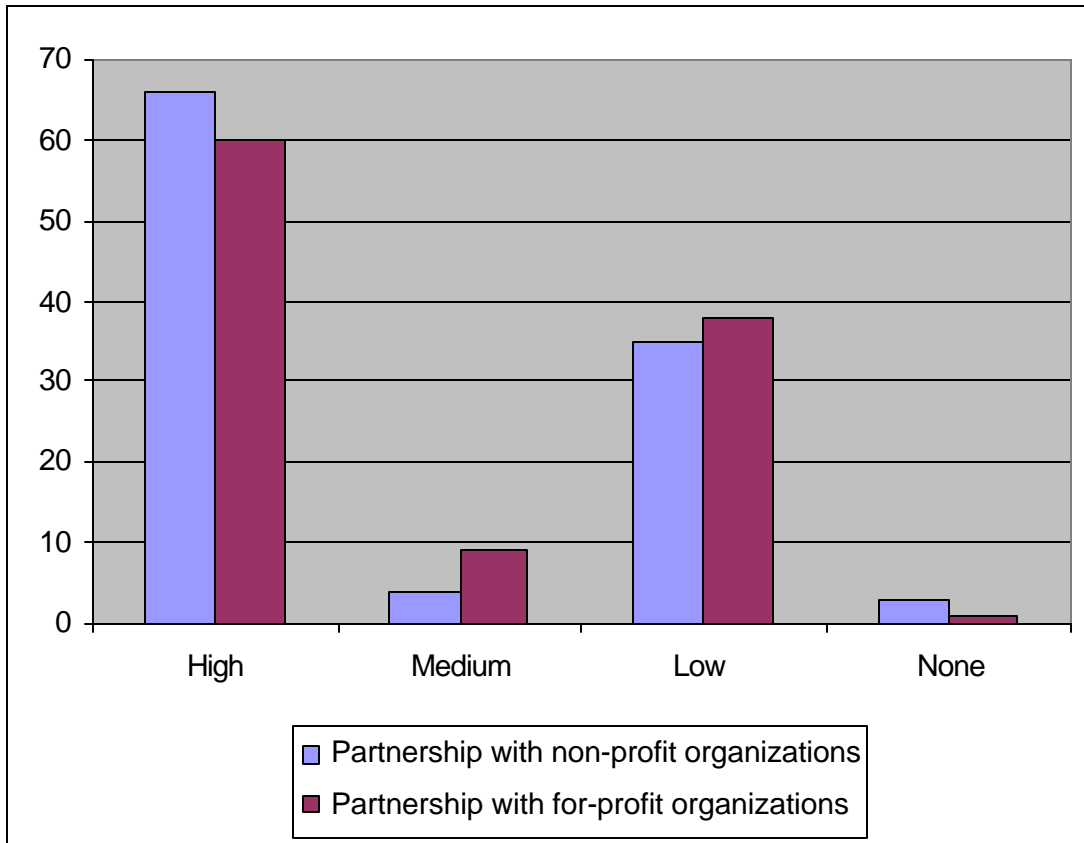
# *Not-for-profits face challenges in:*

Concerns about service delivery

- Larger organizations were more likely to cite increased demand, while smaller organizations worried more about other not-for-profit competition



# *Interest in partnerships*



Working together

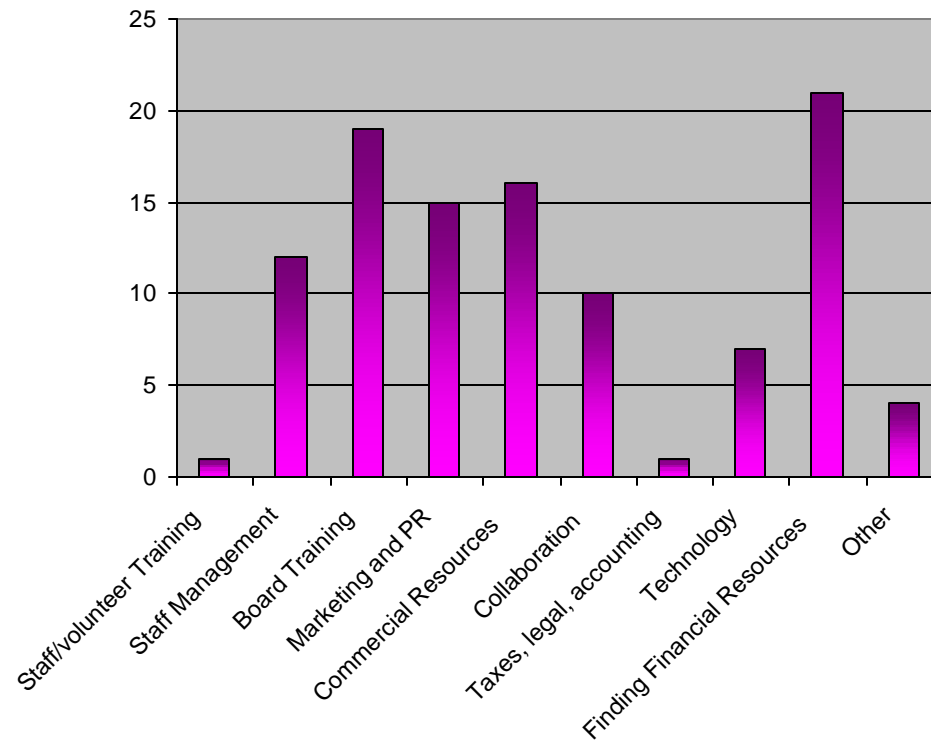
- The interest in partnerships was either strong, or low.

- Data shows answers to two questions, totals for each color are 108

# *Demand for Training*

Requests for help center on:

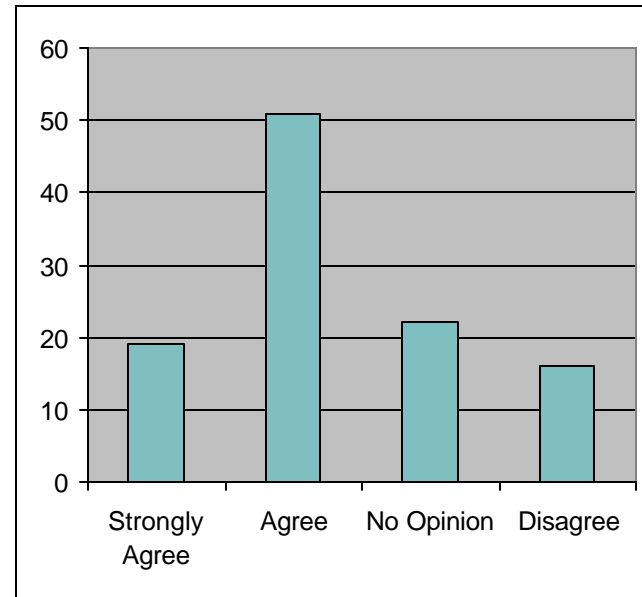
- Organizations relying on government funding were most likely to ask for help with financial resources



# *Does Rising Income Increase Donations?*

The survey asked: “Do you think recent fundraising efforts have benefited from increasing household incomes?”

Most respondents agreed; almost 30% strongly.



# *Comments from the Survey*

## **General discussion topics and issues:**

- ❖ Ethical standards for foundations and NPO's accepting money; staying true to the organization's mission and stewardship.
- ❖ Focus open forums for discussion re: the issues, concerns and joys of entrepreneurial NPO's.
- ❖ Address mismatch between the expectations of the social venture model versus realistic outcomes that social service programs are able to effect. When dealing with people's lives and behaviors, it is not always possible to produce the short-term results funders seem to be looking for.
- ❖ Present forums with global focus. We need to move beyond the not-for-profit world.
- ❖ I'd like to see (and participate in) a forum where funders and donors meet with nonprofit board and staff members to talk openly about their relationships.
- ❖ Foundations and major donors are also leaders in the nonprofit sector. They should be treated, and act, as such.
- ❖ Given the emphasis on being entrepreneurial and on the concept of "social venture investing," it is very important to educate all stakeholders about the nature of non-profit organizations and, particularly, social services provision to the most challenging populations. There are no quick solutions and there often is no "metric" that can be easily applied when we're talking about incremental changes in the lives of real human beings. However, it is those incremental changes that can make all the difference.

# *More Comments from the Survey*

- ❖ The challenge for me continues to be the expanding role of leadership and the expansive definitions attached to that role -- and the ongoing challenges of juggling the competing demands of family, work, and personal life.
- ❖ How can we turn non-profit arts rivalry into healthy, cooperative competition which increases potential industry earnings?
- ❖ The inability/unwillingness of many nonprofits to reinvent themselves to compete more effectively in a changed market.
- ❖ From a funder's perspective I believe that grantees (nonprofit organizations) should be encouraged or required to demonstrate quality results in direct services (from outcome-based or other evaluation efforts) prior to being supported in the pursuit of entrepreneurial opportunities.
- ❖ Although I represent a family foundation, I also serve on several educational organization boards. The challenge is to raise ever-increasing amounts to meet the continuing demands for service. However, it is not always apparent whether those funds are, in fact, being put to their best use. Better accountability is definitely needed. There also tends to be overlapping in providing service due to competition.

# *Specific Ideas and Comments*

- ❖ "Nuts & bolts" training on creating, maintaining and fostering investment in an organization's entrepreneurial endeavors.
- ❖ Board training, including success stories.
- ❖ In addition to attending seminars such as today's, what can my organization do in the short term and long term to achieve financial stability?
- ❖ More demands for services continues to rank high in list of challenges -- which, of course, is related to the need for additional revenue in order to increase staffing.
- ❖ I think many non-profits that are enamored with the idea of entrepreneurial activities do not, however, have the financial or knowledge base infrastructure necessary to support such activities. Additionally, it is critical that best business practices be integral to the way the organization operates and to be seen internally as congruent with the organization's non-profit mission.
- ❖ I run a trade association and all of my member organizations are also non-profits serving the very poor. My members need and expect me to focus all my energies and services on their needs. Since their budgets are low and the needs of their clients are great, they will likely not be paying clients for the entrepreneurial efforts I may institute. How can I balance the need to raise additional money to provide free services to members while at the same time needing to provide something of value to paying members (and, maybe, non-members) as the source of the additional money to provide free services to members who cannot pay the fees??

# *More Ideas and Comments*

- ❖ I am going to the conference to get ideas about new ways to earn revenue for my organization and/or ways that we might partner with other organizations to avoid duplicating services. We are a technical assistance provider ourselves but we have a difficult time raising and earning money. We have many requests for our services and a loyal group of volunteers and arts organizations that work with us but we are constantly struggling to stabilize our funding so that we can put more of our energy into providing assistance.
- ❖ In a culturally conservative environment, how can social service organizations increase their standing with the general public? Big question, but maybe you have a few thoughts.
- ❖ Strongly urge the inclusion AND emphasis, throughout the April 10th conference events, on the viability of partnerships being created between nonprofit & for profit organizations. These partnerships will bring marked improvement in outcomes for ALL issues facing nonprofits.
- ❖ I would like to hear some discussion on revenue generating activities in non-profits... when you are in potential hot water, when it's time to consult with a tax lawyer, etc.
- ❖ I would like to see some cross-training opportunities for management and staff of small, non-profits and cultural institutions with similar missions. These should be specifically focused on customer service and enhancement of interpersonal communication skills and preferably offered at low or no cost, especially for front line staff. How can we establish partnerships to provide consistent staff development opportunities for all, on a limited budget?

# *Actual Attendance*

Information above comes from the pre-conference survey. Data from the registration forms shows who actually attended:

442 people registered for the conference:

- 69 Board members
- 116 Executive Directors
- 194 Other staff members
- 25 Consultants
- 38 Others

# They represented a wide range of interests:

- 111 Social Services
- 52 Education
- 44 Arts and Humanities
- 41 Health
- 25 Community Development
- 37 Businesses
- 28 Grantmakers and fundraising organizations
- 20 Environmental groups