Anticipated Executive Departure Timing

- 5+ years: 33%
- 3-4 years: 33%
- 1-2 years: 24%
- < 1 year: 10%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services & the Meyer Foundation.
Rate and Quality of Executive Performance Evaluation

- Had and very useful: 18%
- Had and a little useful: 29%
- Had and not useful: 8%
- No evaluation: 45%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
‘Post-Honeymoon’ Challenges for Early-tenure Executives

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Impact of the Recession on Organizations

- Not negatively impacted: 16%
- Minor: 26%
- Moderate: 38%
- Significant: 20%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Recession Anxiety and Burnout

Executives with High Recession Anxiety

- 52% Total
- 33% Somewhat burned out
- 19% Very burned out

All Executives

- 32% Total
- 24% Somewhat burned out
- 9% Very burned out

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Don't know

46% 27% 23% 4%

Whole Sample

Government Contracts are a Majority of Budget

Government Contracts are NOT a Majority of Budget

Source: Daring to Lead
2011: CompassPoint
Nonprofit Services and the Meyer Foundation.
Hours per Month Executives Spend on Their Boards

- 16% < 5 hours
- 39% 5-10 hours
- 28% 11-19 hours
- 17% 20+ hours

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Effectiveness Ratings of Professional Development Activities Utilized

- **Executive Coaching**
  - Very Ineffective: 12%
  - Somewhat Ineffective: 5%
  - Effective: 42%
  - Very Effective: 40%

- **Peer Networks**
  - Very Ineffective: 14%
  - Somewhat Ineffective: 5%
  - Effective: 35%
  - Very Effective: 47%

- **Leadership Development Programs**
  - Very Ineffective: 15%
  - Somewhat Ineffective: 5%
  - Effective: 31%
  - Very Effective: 50%

- **Nonprofit Mgmt/Certificate Programs**
  - Very Ineffective: 16%
  - Somewhat Ineffective: 7%
  - Effective: 25%
  - Very Effective: 52%

- **Professional Associations**
  - Very Ineffective: 24%
  - Somewhat Ineffective: 4%
  - Effective: 19%
  - Very Effective: 52%

- **Topical Workshops/Conferences**
  - Very Ineffective: 19%
  - Somewhat Ineffective: 3%
  - Effective: 19%
  - Very Effective: 59%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Severity of Recession’s Negative Impact

<table>
<thead>
<tr>
<th>Severity Level</th>
<th>People of color-led organizations</th>
<th>White-led organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor negative</td>
<td>19%</td>
<td>28%</td>
</tr>
<tr>
<td>Moderately negative</td>
<td>35%</td>
<td>37%</td>
</tr>
<tr>
<td>Significantly negative</td>
<td>28%</td>
<td>18%</td>
</tr>
</tbody>
</table>

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Size of Operating Budget Compared to the Previous Fiscal Year

- **26%** Smaller budget than last year
- **40%** Same budget than last year
- **34%** Larger budget than last year

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Income Sources and Operating Revenues

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.

- **Individual**: 19% (where income type is 50% + of budget) to 40% (reserve <3 months)
- **Foundation**: 13% (where income type is 50% + of budget) to 50% (reserve <3 months)
- **Government**: 28% (where income type is 50% + of budget) to 56% (reserve <3 months)
Executive Self-Assessment of Financial Analysis Skills

- Difficulty understanding: 2%
- Basic understanding but get confused sometimes: 40%
- Strong understanding: 58%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Aspects of Job: Energizing and Depleting

<table>
<thead>
<tr>
<th>Category</th>
<th>Energizing</th>
<th>Somewhat Energizing</th>
<th>Somewhat Depleting</th>
<th>Depleting</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR</td>
<td>8%</td>
<td>29%</td>
<td>46%</td>
<td>17%</td>
</tr>
<tr>
<td>Technology</td>
<td>11%</td>
<td>34%</td>
<td>40%</td>
<td>15%</td>
</tr>
<tr>
<td>Working with government funders</td>
<td>14%</td>
<td>28%</td>
<td>38%</td>
<td>20%</td>
</tr>
<tr>
<td>Financial management</td>
<td>15%</td>
<td>46%</td>
<td>33%</td>
<td>7%</td>
</tr>
<tr>
<td>Managing direct reports</td>
<td>20%</td>
<td>45%</td>
<td>30%</td>
<td>4%</td>
</tr>
<tr>
<td>Operations/administration</td>
<td>22%</td>
<td>42%</td>
<td>30%</td>
<td>6%</td>
</tr>
<tr>
<td>Working with foundations</td>
<td>28%</td>
<td>44%</td>
<td>23%</td>
<td>5%</td>
</tr>
<tr>
<td>Marketing/communications</td>
<td>30%</td>
<td>52%</td>
<td>16%</td>
<td>2%</td>
</tr>
<tr>
<td>Working with board</td>
<td>31%</td>
<td>40%</td>
<td>22%</td>
<td>7%</td>
</tr>
<tr>
<td>Public policy/advocacy</td>
<td>39%</td>
<td>40%</td>
<td>17%</td>
<td>4%</td>
</tr>
<tr>
<td>Working with individual donors</td>
<td>36%</td>
<td>44%</td>
<td>17%</td>
<td>3%</td>
</tr>
<tr>
<td>Program management</td>
<td>44%</td>
<td>43%</td>
<td>11%</td>
<td>2%</td>
</tr>
<tr>
<td>Working with collaborators/partners</td>
<td>47%</td>
<td>43%</td>
<td>9%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
### Executive’s Feelings about Amount of Time Spent on Job Functions

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Not Enough</th>
<th>Just Right</th>
<th>Too Much</th>
<th>None/No Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing/communications/PR</td>
<td>54%</td>
<td>36%</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>53%</td>
<td>27%</td>
<td>16%</td>
<td>3%</td>
</tr>
<tr>
<td>Networking, external relationships, partnering</td>
<td>52%</td>
<td>43%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Public policy &amp; advocacy</td>
<td>47%</td>
<td>37%</td>
<td>4%</td>
<td>15%</td>
</tr>
<tr>
<td>Organizational strategy &amp; vision</td>
<td>37%</td>
<td>59%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Working with board of directors</td>
<td>36%</td>
<td>51%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>Finance analysis &amp; planning</td>
<td>36%</td>
<td>51%</td>
<td>13%</td>
<td>1%</td>
</tr>
<tr>
<td>Managing and developing staff</td>
<td>32%</td>
<td>52%</td>
<td>13%</td>
<td>4%</td>
</tr>
<tr>
<td>Program management</td>
<td>16%</td>
<td>57%</td>
<td>22%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Functions with Dedicated Staff by Size of Staff

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.

Program    Human        Fundraising     Technology      Finance        Operations/        Marketing/           Public policy/
resources              administration    communications   advocacy         administration   communications   advocacy

Paid Staff
Size 0-5  6-25  26-50  51-100  101+

<table>
<thead>
<tr>
<th>Paid Staff Size</th>
<th>0-5</th>
<th>6-25</th>
<th>26-50</th>
<th>51-100</th>
<th>101+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations/</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Effectiveness Ratings of Professional Development Activities Utilized

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Very Ineffective: 12%
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Effective: 40%

Peer Networks
Very Ineffective: 5%
Somewhat Ineffective: 5%
Very Effective: 35%
Effective: 47%

Leadership Development Programs
Very Ineffective: 5%
Somewhat Ineffective: 5%
Very Effective: 31%
Effective: 50%

Nonprofit Mgmt/Certificate Programs
Very Ineffective: 7%
Somewhat Ineffective: 16%
Very Effective: 25%
Effective: 52%

Professional Associations
Very Ineffective: 4%
Somewhat Ineffective: 24%
Very Effective: 19%
Effective: 52%

Topical Workshops/Conferences
Very Ineffective: 3%
Somewhat Ineffective: 19%
Very Effective: 19%
Effective: 59%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services & the Meyer Foundation.
Executives Satisfaction with Board Performance

- Very satisfied: 20%
- Somewhat satisfied: 48%
- A little satisfied: 23%
- Not at all satisfied: 9%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Percentage of Executives Reporting Significant Board Support by Area

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy/advocacy</td>
<td>32%</td>
</tr>
<tr>
<td>Supervision and guidance to you in your ED role</td>
<td>45%</td>
</tr>
<tr>
<td>Fund development</td>
<td>47%</td>
</tr>
<tr>
<td>Other technical mgmt expertise</td>
<td>47%</td>
</tr>
<tr>
<td>Strategic decision making and planning</td>
<td>59%</td>
</tr>
<tr>
<td>Community ambassadorship</td>
<td>65%</td>
</tr>
<tr>
<td>Financial oversight</td>
<td>73%</td>
</tr>
</tbody>
</table>

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Board Participation in Fundraising Activities

- Making a personal contribution
- Donor identification
- Donor cultivation
- Asking for gifts

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
**Hours per Month on Board Work and Satisfaction with Board Performance**

- **Very satisfied**
  - Less than 5 hours: 13%
  - 5-10 hours: 34%
  - 11-19 hours: 12%
  - 20-29 hours: 7%
  - 30 or more hours: 34%

- **Somewhat satisfied**
  - Less than 5 hours: 14%
  - 5-10 hours: 27%
  - 11-19 hours: 11%
  - 20-29 hours: 5%
  - 30 or more hours: 36%

- **A little satisfied**
  - Less than 5 hours: 20%
  - 5-10 hours: 27%
  - 11-19 hours: 12%
  - 20-29 hours: 5%
  - 30 or more hours: 36%

- **Not at all satisfied**
  - Less than 5 hours: 14%
  - 5-10 hours: 30%
  - 11-19 hours: 31%
  - 20-29 hours: 26%
  - 30 or more hours: 8%

Source: *Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.*
Path to the Executive Director Position

- Previously on Board: 17%
- Founder: 20%
- Previously on Staff: 31%
- Hired from Outside: 32%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Anticipated Executive Departure Timing

- 33% for 5+ years
- 33% for 3-4 years
- 24% for 1-2 years
- 10% for < 1 year

Source: Daring to Lead 2011: CompassPoint Nonprofit Services & the Meyer Foundation.
How Executives’ Predecessors Left the Organization

- Voluntary: 65%
- Forced out/Fired: 33%
- Don’t know: 3%

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.
Executive Compensation

- $200k+ 2%
- $150 to 200k 6%
- $100 to 150k 18%
- $75 to 100k 22%
- $50 to 75k 28%
- $30 to 50k 13%
- $0-30k 10%

*excluding benefits and other non-monetary compensations

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.