An Evaluation of the Omaha Community Foundation's

2010 Nonprofit Capacity Building Initiative

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December 2010

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Executive Summary

The Omaha Community Foundation's 2010 Nonprofit Capacity Building Initiative was generally perceived to have had a positive impact on organizational capacity and leadership capacity. Moreover, it provided data that will be useful to the Omaha Community Foundation in making decisions about how the program is designed and administered going forward. In terms of organizational capacity building, half of the organizations focused on fundraising—but often in very different ways. Others addressed human resources, public relations, and strategic planning. All of the organizational leaders interviewed felt the Initiative had a positive impact, but for most, work was just getting started or still ongoing. In terms of leadership capacity building, CEOs/executive directors felt they had improved their leadership capacity and all felt the CEO Roundtable and the confidential and interactive setting it afforded were helpful. Additionally, participants provided thoughtful feedback on several administrative areas they felt might benefit from further refinement, and noted that more board involvement would be helpful in the future. The six recommendations that emerged based on the findings and a review of best practices in nonprofit capacity building are:

1. Develop a logic model for the Nonprofit Capacity Building Initiative to clarify goals and provide decision criteria going forward regarding:

   a. What type of timeline may be most reasonable to use,
   b. What areas of organizational capacity development are best suited to the desired impact of the Initiative,
   c. The best cohort selection criteria,
   d. Whether consultants should be paid, and
   e. Evaluation criteria.

2. Modify the McKinsey Assessment Tool and better frame its use at the outset to minimize confusion and maximize utility;

3. Continue to engage the 2010 cohort to foster relationships among nonprofit leadership and provide impetus for continued organizational capacity development;

4. Continue the CEO Roundtables and consider adding additional structure; and

5. Consider additional mechanisms to address board capacity and board leadership.

The Evaluation Questions: Impact and Process

This report provides information to help the Omaha Community Foundation assess the first year of its Nonprofit Capacity Building Initiative. The questions that guided the study were:

1. To what extent and in what ways has the Omaha Community Foundation's Nonprofit Capacity Building Initiative had an impact on the nonprofit organizations involved, and

2. How could the process for managing and administering the Initiative be improved?

Together, the answers to these two research questions will help Omaha Community Foundation leaders understand the impact of the Initiative and improve the effort in subsequent years. Moreover, the information obtained in this study may help peer organizations (such as other community foundations and nonprofits) better design and implement their own nonprofit capacity building investments.

The Omaha Community Foundation's 2010 Nonprofit Capacity Building Initiative

Most define nonprofit capacity building in broad terms, in part because of the range of different activities associated with nonprofit capacity building initiatives and the various mechanisms that can be used to deliver capacity building support. For example, Wing (2004, p. 155) defines capacity building "as an increase in the ability of an organization to fulfill its mission" and Kibbe (2004, p. 5) defines capacity building as "the application of knowledge and expertise to the enhancement of those factors that contribute to organizational effectiveness." The Omaha Community Foundation defines capacity building as "the activities that strengthen the infrastructure and operations of nonprofit organizations which ultimately make them more effective, efficient and better able to fulfill their mission" (Omaha Community Foundation, 2010).

The range of activities associated with nonprofit capacity building include:

- direct consulting with nonprofit organizations on specific operational or policy issues,
- staff-oriented training seminars and other professional development programs,
- targeted grant making (Kearns, 2004, p. 437),
- technology purchase,
- consulting assistance on strategic planning,
- executive director coaching, and
- board member training (Wing, 2004, p. 154).

The five ways found in the literature that capacity building support can be delivered are: direct support, general operating support grants, capital financing, support for infrastructure organizations and continual learning, and technical assistance (Enright, 2004). Nonprofits may receive funding for capacity building efforts from a variety of sources that run the gamut from large public funding organizations with a nationwide scope (i.e. the federal government) to small, private, local foundations (Carman, 2009).

The Omaha Community Foundation's Nonprofit Capacity Building Initiative began in early 2010 with a cohort of ten Omaha/Council Bluffs-area nonprofit organizations that spanned multiple service areas and served a range of populations. These agencies were chosen by the Omaha Community Foundation based on its desire to work with a diverse group of organizations in terms of agency age, service area, population served, and geographic area during the first year of the project. The Omaha Community Foundation also decided to focus on agencies with

budgets at around $2 million or less (with one exception). The nonprofits selected for the 2010 cohort were:

- The Bemis Center for Contemporary Arts,
- Charles Drew Health Center,
- Family Housing Advisory Services,
- Habitat for Humanity – Council Bluffs,
- Kids Can! Community Center,
- Latino Center of the Midlands,
- Love's Jazz and Arts Center,
- Neighborhood Center,
- NeighborWorks Omaha, and
- Youth Emergency Services (YES).

The Initiative was largely organized and facilitated by a project director on contract with the Omaha Community Foundation and consisted of a year-long effort that centered on leadership and organizational capacity development. The leadership capacity development component targeted executive directors/CEOs (from this point forward referred to as "executive directors") and consisted of:

1. Each executive director's online completion of leadership style self-assessments (the DiSC Personality Test and the Multifactor Leadership Questionnaire);
2. Access to an executive coach; and
3. The opportunity to engage in peer learning through monthly meetings. The three to four hour monthly meetings, called CEO Roundtables, included: discussion of specific management situations that executive directors were facing, the opportunity for executive directors to "tell the story" of their organization to the group and receive constructive criticism, the use of leadership readings provided by group members or the project director to facilitate discussion about personal development, and the use of a leadership-related icebreaker question at the outset of each meeting. Omaha Community Foundation staff did not participate directly in these meetings.

The organizational capacity development component targeted the organization itself and consisted of:

1. The online completion of an organizational capacity assessment tailored to nonprofit organizations (the Venture Philanthropy Partner's McKinsey Organizational Capacity Assessment Grid) by board members, the executive director, and staff;
2. Access to a consultant to work on an area identified through the organizational assessment, interviews, and discussion with the Initiative project director; and
3. A grant of $5,000 to be used for capacity needs.

After completing the McKinsey Assessment at the outset of the Initiative, the executive directors and boards of each nonprofit met with the project director to discuss the results of the assessment. As part of these meetings, the project director led a facilitated discussion, which resulted in the identification of an area on which the executive directors and boards wanted to

focus their organizational capacity development efforts for the year. Subsequently, the project director assigned a consultant (working *pro bono*) to each nonprofit to assist them in addressing their specific area of organizational capacity development.

Going forward into 2011, the Omaha Community Foundation intends to select another cohort of ten organizations to work with for the year.

Methodology of the Evaluation

Data for the evaluation were gathered using interviews, document review, and survey data. Interview data was gathered from executive directors and board presidents at the outset and conclusion of the Initiative, then coded and analyzed with the assistance of MaxQDA software using the approach set out by Rubin and Rubin (2005). Additionally, results of the McKinsey Capacity Assessment Grid provided a complementary source of information on each nonprofit's possible areas for improvement and consultant reports helped illustrate the type of assistance that was provided to the nonprofits. Lastly, survey data from a mid-term evaluation report (attached) conducted on the Initiative were used to triangulate with interview data.

Interviews

Semi-structured interviews with board presidents and executive directors were conducted at the beginning and conclusion of the Initiative. The first round interviews were used to gather information about areas targeted for organizational improvement and leadership development and to gather information about individuals' initial thoughts on how the Omaha Community Foundation might improve the Initiative going forward. Eighteen first-round interviews (9 executive directors and 9 board presidents) were conducted in total.[1]

Second round interviews conducted at the end of the year were used to gather information about each organization's experience with the Initiative over the course of the year. Either the executive director or the board president from 8 nonprofits participated in these second round interviews. Two organizations were omitted from the second round of interviews because, as of October, they had not yet had the opportunity to have a facilitated discussion with the project director about the areas of organizational capacity development that would be their focus for the Initiative. In total, 13 second-round interviews (7 executive directors and 6 board presidents) were conducted.[2] Additionally, interviews with the project director and the Omaha Community Foundation staff person leading the project were conducted to understand the overall goals of the Initiative, as well as gain insight into its components and gather understandings of how the Initiative might be improved in future years. Appendix A contains the questions used for first and second round interviews.

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[1] The executive director of one nonprofit could not be reached for a first-round interview and one person is the board president for two organizations.
[2] The executive directors and board presidents from the two organizations that had not yet had a facilitated discussion were excluded, a board president included in the first round interviews left the nonprofit with which they had been affiliated, one executive director could not be reached for a second round interview, and one person is the board president for two organizations.

Content analysis using MaxQDA was conducted on transcriptions of both the first round and second round interviews. Following Rubin et al. (2005), sections of each interview transcription were first coded into themes that corresponded to the themes in the interview questions (e.g. area of focus for the organizational capacity component, perceived impact on organizational capacity, and experience with the consultant). Additionally, concepts repeatedly raised by interviewees (e.g. board involvement, the need for additional focus on goal-setting at the nonprofit level) were coded. Next, data for each code was synthesized and analyzed using MaxQDA and records of analysis were created by hand that brought together information for each theme about what was said, who said it (executive director or board president and what organization), and when it was said (first or second round interviews). These records of analysis were used to develop and document the findings presented below.

Document Review

Interview data were augmented and corroborated by (1) review of the McKinsey Capacity Assessment Grid results for each nonprofit organization and (2) review of consultant reports, which were informal emails to the project director summarizing work done and progress made. Consultant reports were available for: Charles Drew Health Center, Family Housing Advisory Services, Habitat for Humanity Council Bluffs, Latino Center of the Midlands, Love's Jazz and Arts Center, and YES. Consultant reports were not available for: the Bemis Center, KidsCan! Community Center, the Neighborhood Center, and NeighborWorks.

Survey Data

Survey data drawn from the mid-term evaluation report for the Initiative, completed in July 2010, was used to triangulate with interview data. This survey was sent to the ten executive directors participating in the Initiative. The original request to participate and two reminders were emailed. Seven executive directors completed all or part of the survey. The results of this survey are included in Appendix B.

Findings: Impact

In response to the question "To what extent and in what ways has the Initiative had an impact on the nonprofits involved?" the eight nonprofits represented in second round interviews felt the Initiative had a positive impact on both organizational capacity and leadership capacity.

Impact on Organizational Capacity

The eight nonprofits represented in second round interviews all felt that the Initiative had a positive impact on organizational capacity. Most, however, also reported that work was still ongoing in the area of organizational capacity development on which they had decided to focus.

In terms of area of focus, half of the eight nonprofits focused on fundraising and others focused on human resources, public relations, and strategic planning.

The initiative had a positive impact, but for most work was still ongoing

All of the eight nonprofits represented in the second round interviews felt their organization had been helped by the Initiative; in other words, either the executive director or the board president said the impact had been positive. This corresponds to the results of the survey conducted midway through the Initiative, in which four of six respondents felt that capacity building goals, if achieved, would make a significant difference. The key difference between interviewee responses and survey responses was that interview responses revealed—for all but one of the eight nonprofits— work was still ongoing in the area of organizational development identified. However, since the nonprofits were not working towards measurable goals per se, it is difficult to assess how much progress has been made and how much remains; both the executive director and the board president from two of the eight organizations said it might be helpful to establish a few measurable goals at the outset, so that all in the organization have a clear sense of what they are working toward.

One theme that emerged was that the Initiative helped nonprofits move forward with addressing challenges that executive directors and/or board presidents realized existed but might otherwise not have moved forward as quickly to address, or might not have addressed at all if not for the Initiative. The Initiative—in various ways—helped get the leadership "on the same page" by generally providing a better understanding around the challenges faced. For example, the Initiative provided data to assess the extent of a problem, a forum for discussing the problem, and sometimes a set of management tools to help address the problem. As one executive director put it:

> It [the Initiative] helped us to make some decisions and feel comfortable moving and/or provided some impetus or legitimacy for moving on those couple of things there that I mentioned, the development department, the finance department. At least from the CEO's standpoint, I can say that, you know, we need to do this and these are the sacrifices that we may need to make because we have validity, that was the word I was looking for…it has been validated by going through the capacity building process that we need to build our capacity in those two areas in order to be successful in the future.

Or, as a board president put it:

> I think it's been helpful to focus the board on this as a strategic initiative and we need to spend due diligence against it. We've got some basic understanding of groundwork behind us as a result of this, and now we need to take the next step. There's still a lot to do, so I think there has been progress, but still working.

As indicated by the statement of the board president above, interviewees from seven of the eight nonprofits felt that they were still just beginning to take steps to address the area of organizational capacity. (The one nonprofit that did not say this had aimed to complete a

strategic plan and the strategic plan had been completed with the help of the consultant.) In other words, while some aspects of an issue might have been clarified over the course of the year and some action planned to address it, no action had yet been taken. As one board president put it:

> My assessment would be that issues [regarding the area of organizational development on which the organization focused] have been identified and the areas of change have been identified and that I'm fully expecting that those changes will come into place in the coming year.

Accordingly, interviewees—primarily executive directors— from these nonprofits tended to feel they would have "more to show" later. One executive director thought "probably six months from now we'll be a lot farther along" and another noted that the board would probably take action in response to a recommendation later in 2010 or early 2011.

Three executive directors out of the seven interviewed in the second round talked about how they decided to spend the $5,000 grant associated with the Initiative. All spent the funding on information technology-related needs that either allowed them to better manage information or communicate information about themselves. Specifically, one reported spending the funding on software upgrades, another purchased a fund development software package, and a third rebuilt their website.

Half of the nonprofits that completed the Initiative focused on fundraising; other nonprofits addressed human capital, public relations, and strategic planning

Echoing the results from the first round interviews conducted at the outset of the Initiative, as well as a March 2010 Non-Profit Capacity-Building Survey—in which fundraising/resources was listed as the top challenge to organizational growth by nonprofit executive directors—four of the eight nonprofits decided to focus their organizational capacity building effort on fundraising-related issues. How each nonprofit decided to improve their fundraising ability varied. Specifically, one organization worked on developing case statements, another worked to develop a fundraising plan, a third collected data to and developed a proposal for additional staff that would enable the executive director to spend more time on fundraising, and a fourth worked to develop a general organizational consensus about what broad changes in their fundraising strategy were most appropriate.

The consultants in some of these cases acted as researchers and information-providers, which was helpful but perhaps seen as insufficient for affecting macro-level change by some executive directors. As the executive director of an organization that planned to work on diversifying funding but ended up creating a case statement, put it:

> I think that [i.e. the examples of case statements provided by the consultant] will be really good for our own self examination, and I think if nothing else it will help us to redo that and to make it more lively and vibrant. I think that can happen, that's where we are, just examine what our…where ours' fall on the continuum of case statements, but I think it was an excellent idea and she's provided some excellent feedback regarding that. That's our start.

The organizations that did not focus on fundraising chose, respectively, to address human resource-related needs (2), improve public relations (1), and develop a strategic plan (1). Like the organizations that focused on fundraising, these efforts are still evolving. The organization that developed a strategic plan reported having one of the best experiences with the Initiative, despite the fact that the plan developed did not meet the needs of a funder that felt the plan was too "high-level." As the board president put it:

> I mean, in spite of the funder's opinion, I think definitely it has [had a positive impact]. I mean, I think there's some things, because we did even a five-year plan, and I think she [the consultant] really held us to task as far as, you know, things we could really achieve, as far as goals and a time frame, and, and all that, and who was responsible. So I think definitely that organization was enhanced.

In relation to the potential areas for improvement cited by interviewees in first round interviews, these choices seem relatively unsurprising—except for the absence of any organizations that focused on board development. It is also interesting to note that succession planning was identified as a potential need but was not addressed. Additionally, while only one interviewee thought information technology was important, three used their $5,000 on information technology in the form of software or website upgrades.

Table 1 shows the potential areas for organizational improvement that interviewees mentioned in first round interviews, drawn from a cross tabulation of coded interviews. In terms of these interviewee responses, it is interesting that only one person (a board president from a human service organization) specifically cited the need to make changes that would allow them to better serve their client base.

Table 1: Potential Areas for Organizational Improvement Identified in Interviews	
Area for Improvement	**Number of First Round Interviewees Who Cited This Area (n=18)**
Funding and/or Fundraising	13
Board Development	13
Human Capital	11
Public Relations	8
Strategic Planning	5
Succession Planning	3
Information Technology	1
Service Provision	1

Table 2 shows the potential areas for organizational improvement identified through the McKinsey Capacity Assessment.

Table 2: Key Needs Identified in the McKinsey Assessment	
Need	**Number of Organizations that Identified this Need (n=10)**
Human resources management incentives	6
Funding model	5
Databases and management reporting systems	4
Human resources planning	4
Management recruiting, development and retention	4
Buildings and office space	3
Performance measurement	3
Volunteers	3
Website	3
Board composition and commitment	2
Board governance	2
Financial planning/budgeting	2
Influencing of policymaking	2
Inter-functional coordination	2
Knowledge management	2
Local community presence and involvement	2
Management of legal and liability matters	2
Performance as shared value	2
Public relations and marketing	2
Strategic planning	2
Board involvement and support	1
Computers, applications, network, and email	1
Decision making framework	1
ED and/or senior management team analytical and strategic thinking	1
ED and/or senior management team experience and standing	1
Financial operations management	1
Fundraising	1
General staff recruiting, development and retention	1
Goals/performance targets	1
Individual job design	1
Management team and staff dependence on ED	1
Overarching goals	1
Performance analysis and program adjustments	1
Planning systems	1
Revenue generation	1
Staffing levels	1

Impact on Executive Director Leadership Capacity

All executive directors interviewed at the outset and the conclusion of the Initiative felt the Initiative had a positive impact on their leadership capacity; however, each described the impact differently and ranged in their opinions as to whether the impact was direct or indirect. The seven executive directors who participated in the leadership capacity development component of the Initiative and were included in second round interviews felt the Initiative had a positive impact. For some, this impact was general. For example, they felt they had learned new skills or gained new insights—such as realizing issues were not so different across various types of nonprofits—by talking to other executive directors or "just felt that someone cared." As one executive director said:

> Yeah, I think that I've gained some valuable insight in some different areas. I'm trying to think specifically, but I think it's more things that I can't even point to in a specific sense, but I've learned just through my interactions within the Capacity Building Initiative itself.

In one case, the solution to the organizational capacity development issue revolved largely around the executive director's management skills, and in this case the executive director felt there had been a great amount of improvement.

Findings: Process

In response to the question "How could the process for managing and administering the Initiative be improved?," interviewees offered several suggestions for both the organizational capacity development component and the leadership development component of the Initiative.

Feedback on Process for Addressing Organizational Capacity

The suggested improvements for the organizational capacity development component of the Initiative touched on the type of assessment tool used and board involvement. Additional considerations raised by interviewees included consultants, cohort selection, and the future of the 2010 cohort.

Interviewees felt the McKinsey Assessment was helpful in some respects but not others

Of the 15 interviewees who discussed the McKinsey assessment in either (or both) first and second-round interviews, 8 commented on the tool's limitations. Interviewees' comments on the tool's limitations related to their sense that the survey: 1) might be tedious for some to complete, 2) was too long, 3) did not capture the nuances of their organization, and 4) asked questions that board members, in particular, might not have the knowledge base to answer. Related to this last point, three board presidents suggested that a "don't know" option should be included among the possible responses (this option was eventually added to the online assessment instrument). As

interviewees pointed out, whether all board members have the knowledge necessary to answer the questions depends on several factors. For example, it might be more likely at small organizations that board members would have such a depth of knowledge. Alternatively, especially at larger organizations, the fact that the board members could answer such questions might suggest they are micromanaging.

However, despite these critiques, six individuals (five of which also had critical comments) felt that the assessment had been helpful in the sense that it provided an opportunity to reflect on the organization as a whole, stimulated thought and discussion, and/or simply served as a starting point for conversations. As one board president put it:

> So that was very difficult, for, I think, most of the board members and other people that participated in that, in that survey. I thought it was helpful because it helped us kind of look at ourselves and kind of to think deeply about some of the things that we're doing. And in that regard, it was helpful –it gave us an opportunity to, to do some self-examination, go back and look at ourselves. But basically, to provide information to someone as to where we need help, that was difficult for me.

Among the 15 interviewees who addressed the Assessment, at least five who mentioned it had no strong response to it either in a positive or negative sense.

The tone of the comments overall paralleled those provided in response to the mid-term evaluation survey, in which five of the six responses to the question "How effective was the McKinsey assessment tool for helping to identify your organizational needs?" said it was "somewhat effective" on a Likert scale ranging from "extremely effective" to "extremely ineffective." One of the six respondents said it was "extremely effective." The only comment on this question was that the multiple variables contained within a single question made it a difficult tool but the assessment also allowed for an opportunity to further explore issues presented.

Board presidents would like to be more involved in the initiative

Of the six board presidents interviewed at the conclusion of the Initiative, all but one felt that (at least in theory) a Board President Roundtable could potentially be helpful. It could be a forum for board members to: 1) learn about what it means to be a board member/learn generally what their role is in a nonprofit, 2) find out more about the Omaha Community Foundation's Nonprofit Capacity Building Initiative, and 3) "hash out" solutions—preferably in small groups— to challenges their organizations are facing, such as how to build effective relationships with executive directors. Half of the six who felt such meetings might be helpful raised concerns about the time commitment such meetings might entail; it seemed that reasonable attendance might be difficult if meetings were monthly, or any more than monthly. Executive directors also seemed supportive of such meetings but also echoed the concern about board members having enough time in their schedules to ensure consistent attendance. Two executive directors suggested effective facilitation would be needed to prevent the discussion straying into micromanagement topics.

On a related note, three board presidents felt more information coming directly from the Omaha Community Foundation might have been helpful, and one executive director noted that it would have been helpful at the outset to have a representative from the Omaha Community Foundation come speak to the board about the Initiative. The board president described such an initial meetings as follows:

> … number one I would just say, even just what is capacity. That's a term that is sometimes loosey goosey and it means different things for different agencies. And then regarding consultant stuff I think even just they would have the heads up okay here's some tools we're going to use, we're going to use this assessment. You might hear from this consultant. Here's what's coming. Be candid. You know, be this. I think if that was all kind of laid out at the outset from an OCF person or something, then there kind of would have been like okay here's what we're doing rather than [the executive director] saying oh here's what's coming next and then something like that.

One board president observed that, during the prior year, responsibility fell to the executive director to communicate to the board information about the Initiative and its status. Rather than this, the Omaha Community Foundation might make sure such communication happens.

Additional considerations focused on consultants, cohort selection, and the future of the 2010 cohort

The seven executive directors interviewed at the conclusion of the Initiative had a range of experience with the consultants. One executive director—who also felt that the consultant did not understand the organization, spent too little time, was too structured, and was generally not a good match— suggested that paying the consultants might have yielded better results. Two executive directors who felt the consultant was a good match for their organization did note that there had been scheduling challenges. Another executive director, who overall thought the consultant—because they were an objective third party— had been helpful, did comment on the amount of time it seemed to take for the consultant to understand the organization.

Two board presidents raised the issue of cohort selection. One felt that younger organizations were those that could most benefit from the Initiative because they had more room for growth. The other observed that organizations that were likely to benefit from the Initiative were those that already had a functional board and executive director; in other words, the Omaha Community Foundation would get "more bang for their buck" from such organizations, if this was one of their goals. One possibility raised was that the Omaha Community Foundation could develop two tracks for organizations (one for organizations that are more developed and the other for those less developed). However, overall, it seemed to the interviewee that suggested this that:

> You need a fairly good solid board behind it to take advantage of it fully. If you hand that question to a board that's not pieced together well, they won't know what to do with it, they won't develop it because they're still trying to get themselves together. I think we had some of that, we've still got some of that even though I think we will grab this and take it forward.

In terms of the 2010 cohort in the future, four executive directors and two board presidents felt it would be valuable for the cohort of executive directors to re-convene at some point in 2011, and several mentioned it might be valuable to find ways for the 2010 cohort to meet the 2011 cohort. Additional considerations raised included the hope that the Omaha Community Foundation would continue to support the organization as they took steps to implement actions to address the organizational needs that had been identified, and the suggestion that the Omaha Community Foundation "check in" with the 2010 cohort to see if additional changes had occurred as a result of the Initiative. On this last point, an executive director put it as follows:

> You let a year go by and then you perhaps do some sort of evaluation or a questionnaire, two or three questions that say after one year the experience that you've had … did you implement anything? Did you learn anything? Has your organization been better having gone through the experience? Something like that might be of value.

Feedback on Process for Addressing Leadership Capacity

All executive directors interviewed in the second round who participated in the CEO Roundtables found it to be a beneficial experience, and even those who did not participate in the CEO Roundtables themselves remarked that the executive directors with whom they worked found it to be a valuable opportunity. To further improve the experience, some interviewees suggested that more structure might be useful. Although two-thirds of those who responded to the mid-term evaluation survey of the Initiative said they had taken advantage of executive coaching and most found it "extremely helpful." This component of the leadership development process was not mentioned directly in second round interviews.

The CEO Roundtables were helpful

All seven executive directors who were affiliated with the nonprofits that participated in the Initiative for the full year and participated in the CEO Roundtables found these roundtables to be helpful. This seems to correspond to the results of the survey conducted midway through the Initiative, in which respondents said they found the CEO Roundtable and the opportunities for peer learning in a confidential environment to be the most enjoyable part of the Initiative. In interviews, executive directors also said they felt these meetings provided a forum to learn about other nonprofit organizations and engage in peer learning through exposure to others' challenges and concerns. Additionally, they appreciated the opportunity to speak candidly in a confidential setting and spoke highly of the facilitator/project director. Two participants also talked about the ability to practice their organizational "pitch" and found this to be at least somewhat helpful. As one executive director described the meetings:

> There was nothing that ran through my mind that was uncomfortable or that I didn't like [about the CEO Roundtables]. I looked forward to those Fridays when we met. It was a good experience. I mean, just to get away and know that you were communicating and interacting with peers and that you could talk about some things that you don't talk to other people about and that you knew that you'd get support and that it'd be held in confidence. That was of real value.

The comments from board presidents and the executive director who—since he only became executive director at the end of the year—did not participate in the leadership development component of the initiative all made comments that echoed those of the executive directors. The themes that emerged from these comments focused especially on the fact that it was a confidential setting and the realization it gave executive directors that the problems they faced were not unique. As one board president put it:

> So [the executive director] said it [the mix of organizations] didn't make any difference, the issues as executive directors are equally, commonly shared and Omaha is… such a small place that there's a need to connect. And what the Community Foundation did very well in setting up the meetings and guiding them was establishing the privacy aspect and so [the executive director] said there was a lot of trust and people brought issues that they probably wouldn't talk about otherwise…didn't have anybody else to talk about.. that was so much better than trying to deal with things alone.

In terms of administering the CEO Roundtables, interviewees provided input on frequency and structure

One executive director debated as to whether more structure would be helpful:

> At one [CEO Roundtable], we were looking at doing management situations and things like that. While some of those were good, I think it might have been pressure to say okay what can I say, it's something that happened within my organization so you're like okay what can I come up with if there isn't something so…but I think that it's a good concept because it helps people to learn from or to actually participate in problem solving for situations that might be occurring. Maybe that becomes less formal and it just becomes…so that you don't feel pressure to figure out something to discuss, but more of an opportunity to discuss things that might be occurring.

Two other executives director felt a little more structure, for example in the form of a well-thought out reading list provided at the beginning of the year and used throughout the meetings, would be helpful. As one of them put it:

> I think have a pre-selected reading list that maybe is kind of a progression run-off of the other, starting in January and going through the year that kind of connects the dots so maybe that means that Pete or someone at the Foundation actually figures out what those readings are and you know about them at the beginning of the year.

Lastly, some executive directors volunteered that meeting any more than monthly would be too often for them to attend regularly.

Recommendations

. Based on the comments of interviewees and a review of best practices in nonprofit capacity building, the following section presents six recommendations going forward. At the level of program design, two recommendations address the need for a logic model to clarify goals, provide decision criteria about a number of issues raised by interviewees, and establish a basis for future evaluation. A third recommendation tied to program design discusses the possible need to engage board members through a Board President Roundtable or other educational forum(s). At the level of program implementation, the other recommendations deal with the choice and administration of an organizational assessment tool, the need to continue to engage the 2010 cohort, and the possibility of adding more structure to the CEO Roundtables.

Develop a Logic Model to Clarify Goals and Provide Decision Criteria Going Forward

A logic model is a learning and management tool that visually depicts the linkages between the planned work associated with a given initiative and the intended results of the initiative. When well-designed, it clearly illustrates and communicates relationships among resources/inputs, activities, outputs, outcomes, and overall impact. It also helps ensure that linkages among these components are reasonable (W.K Kellogg Foundation, 2004). Table 3 provides additional information about each component of a logic model.

Table 3: Components of A Logic Model	
Component	**Definition**
Resources/ Inputs	The human, financial, organizational, and community resources an organization has available to direct toward the initiative.
Program Activities	The processes, tools, events, technology, and actions intended to produce the desired results.
Outputs	The direct products of the initiative.
Outcomes	The specific changes in participants' behavior, knowledge, skills, status and level of functioning. Outcomes should be SMART (Specific, Measurable, Action-oriented, Realistic, and Time-Bound).
Impact	The fundamental intended or unintended change occurring in organizations, communities or systems as a result of the initiative. Like the outcomes, the impact should be SMART (Specific, Measurable, Action-oriented, Realistic, and Time-Bound).

Source: W.K Kellogg Foundation, 2004

The process of developing a logic model and the logic model itself would help the Omaha Community Foundation make informed decisions about how to address issues highlighted by the preceding analysis of the Initiative's first pilot year, including: 1) what type of timeline may be most reasonable to use, 2) what areas of organizational capacity development are best suited to the desired impact of the Initiative, 3) the best cohort selection criteria, 4) whether consultants should be paid, and 5) evaluation criteria. All of these issues are interrelated.

Timelines

First, regarding timelines, a number of interviewees said it was too early to assess the impact of the Initiative on their organizational capacity—many said they had developed better understandings of the issues they faced but were just beginning to take action to address these issues. That said, timelines are also influenced by the type of organizational capacity building effort in which each nonprofit engages. It may be reasonable to expect smaller efforts—such as conducting a time analysis or developing a strategic plan—to be completed within a year. On the other hand, larger efforts, such as ensuring the best mix of clients to assure a stable funding stream, are likely to take longer than a year. Overall, the lesson here for the Omaha Community Foundation is to use this data from the Initiative's pilot year to clarify how long they expect it to take for the overall impact of the Initiative to be felt, as well as to clarify how long they expect it to take for individual nonprofit organizations to improve their capacity. Even in cases where the organizational capacity building project was comparatively straightforward, the data suggest that a year is only sufficient time to develop a plan for action; at least another 6 months is needed to implement the plan and assess progress towards desired outcomes.

Types of Capacity Development

Second, what types of organizational capacity development the Omaha Community Foundation encourages participating nonprofits to engage in is closely related to the issue of timelines. As discussed above, it makes sense to match a more modest (but achievable) impact with organizational development outcomes that are also more modest; such a strategy suggests that the Omaha Community Foundation may want to encourage nonprofits to engage in finding solutions to relatively controllable and finite issues that nonetheless hinder their organizational effectiveness. In contrast, it might also make sense to match a more aggressive (but achievable, given longer timeframes) impact with more sweeping organizational development outcomes; this type of strategy suggests that the Omaha Community Foundation may want to encourage nonprofits to risk tackling bigger issues over which their span of control is more limited, but whose payoff might also be greater (and which might involve expanding the length of the Initiative for each cohort). Overall, the lesson here is to use the data from the Initiative's pilot year—which suggests that nonprofits who tackled more modest organizational development issues made more progress in the year but in doing so may not have made as significant a shift as desired—to guide decisions about what type of organizational development outcomes are reasonable given the desired impact as well as the resources available. At the same time, the Omaha Community Foundation should continue to avoid a "worst practice" described in Draper (2005), where the funder imposed a pre-existing vision of what the initiative would accomplish and how this would be accomplished; this felt threatening and surprising to the nonprofits involved.

Consultants

Third, whether consultants should be paid is at least somewhat dependent on decisions related to timelines and the scope of organizational development capacity building that each nonprofit decides to engage in. While only one executive director specifically suggested that a paid

consultant might have been more helpful, others (who nonetheless felt that the match was good) noted that there had been some scheduling difficulties with the consultant. Assuming that paid consultants would be more responsive to working within the scheduling needs of the nonprofit leadership with whom they are working, the Omaha Community Foundation may want to consider adding a stipend for consultants. That said, the amount of the stipend and the decision to offer it should ultimately be made based on how much work the Omaha Community Foundation expects the consultant to do, and how difficult this work is expected to be. In other words, decisions regarding consultant pay should be informed by the type and timeframe of outcomes the Omaha Community Foundations expects to see on the organizational capacity building side.

Cohort Selection

Fourth, as the Omaha Community Foundation develops its logic model and refines its vision of the Capacity Building Initiative, it should ensure that the goals it develops are sufficiently clear so as to provide a rationale for one type of cohort selection strategy versus another. Three board presidents raised the issue of cohort selection in second round interviews, yet had relatively divergent visions about what strategy might be best. Specifically, one felt the Omaha Community Foundation might do best to focus on newer nonprofits, while the other felt the Omaha Community Foundation might do best to focus on nonprofits with already high-functioning boards. The third noted the mix of executive directors in the first 10 years of their career with those who had longer experiences was helpful in the CEO Roundtables, which might factor into cohort selection. Additionally, multiple executive directors commented positively on the diversity of nonprofits represented at the CEO Roundtables. The literature suggests a regionally-based cohort selection strategy may offer benefits such as economies of scale, increased ability to address regional idiosyncrasies, and an improved ability to create sustainable learning systems (Kearns, 2004). However, in the absence of a logic model that presents a clear vision of the Initiative's impact linked to the Initiative's desired outcomes and intended outputs, it is difficult to make an informed decision as to what cohort selection strategy is ultimately best matched to the Initiative's intended impact.

Evaluation

The Omaha Community Foundation should also use the logic model to design future evaluations of progress made (i.e. conduct summative evaluation) and/or needed process improvements (i.e. conduct formative evaluation). The logic model, if well-designed, should highlight for the Omaha Community Foundation as well as evaluators what program activities need to be monitored and what kind of data are needed to measure progress and assess process (W.K Kellogg Foundation, 2004). At present, evaluation information is largely limited to participants' perceptions of the Initiative. Although such perceptions are a valuable and meaningful source of information, it would be helpful for the Omaha Community Foundation and future evaluators to have a clearer basis against which to assess progress. That said, nonprofits and foundations alike should be aware that it may be easier to evaluate the impact of organizational development efforts than it is to evaluate aspects of capacity building such as board performance and strategic planning. If a nonprofit wants to improve its fundraising ability, metrics to measure progress that may be used include: the total amount raised, the average size of gifts, and the percentage of

repeat donors. However, no such readily available metrics exist to measure board performance. As such, Wing (2004) notes that if foundations want to evaluate the effectiveness of capacity building in these more difficult areas, they "will need to spend a lot of time and money negotiating how performance should be measured and what improvement means" (p. 156). The length of the Initiative for each cohort will also determine to what degree change can realistically be evaluated.

Modify the McKinsey Assessment Tool and Better Frame Its Use at the Outset to Minimize Confusion and Maximize Utility

If the Omaha Community Foundation continues to provide the McKinsey Assessment Grid to participating nonprofits at the outset of the Initiative, they may want to consider modifications to this tool and how it is framed and administered to address some of the concerns that interviewees raised. Such adaptations were endorsed by McKinsey and Company, who developed the assessment tool for Venture Philanthropy Partners (McKinsey and Company, 2001). The McKinsey Assessment Grid offers the advantage of being the most comprehensive capacity assessment tool available in terms of: 1) addressing higher-level aspects of organizational capacity such as leadership rather than focusing only on technical aspects and 2) having response categories that, unlike other capacity assessment tools, are sufficiently detailed to help ensure consistency across respondents (Guthrie & Preston, 2005). It is also free.

A number of interviewees made positive comments about the McKinsey Assessment Grid because it offered an opportunity for organizational self-reflection. Experts in the field have listed conducting an assessment at the outset of a nonprofit capacity building effort as a best practice (Backer, 2010, 2001). Still, interviewees who commented on the McKinsey Assessment felt it: 1) might be tedious for some to complete, 2) was too long, 3) did not capture the nuances of their organization, and 4) asked questions that board members, in particular, might not have the knowledge base to answer. Some of these comments could possibly be addressed by using a version of the McKinsey assessment constructed by Social Venture Partners. This version includes additional questions on fundraising, communications, and board issues; reorganizes the original McKinsey Grid Assessment questions into a more intuitive taxonomy based on ten skill areas; and adds a method for nonprofits to prioritize their capacity building goals (Guthrie et al., 2005).

Additionally, in administering the assessment, the Omaha Community Foundation may want to ask only the executive committee of the board to take the assessment—along with the executive director and senior staff. As suggested by Guthrie et al. (2005), these individuals could then discuss their results among themselves and submit to the Omaha Community Foundation one agreed upon final assessment. This has the benefit of encouraging the organizational leadership to have more discussion about capacity issues and means less time and expense for OCF staff and consultants. Moreover, the Omaha Community Foundation may want to suggest that nonprofits look at the assessment process itself as a kind of capacity building activity, especially if the assessment process includes in-depth discussions between staff members and board members about the organization's capacity. Lastly, if the Omaha Community Foundation intends the assessment to primarily be a starting point for a discussion about organizational capacity, those who administer the tool should make this clear at the outset and explain that results will not

be used to "judge" the organization and that in completing the assessment it is sufficient to select the response category that is a "best fit"—even if none seem perfect.

Continue to Engage the 2010 Cohort to Foster Relationships among Nonprofit Leadership and Provide Impetus for Continued Organizational Capacity Development

The majority of executive directors who were interviewed in the second round felt that it would be valuable, in terms of sustaining relationships, for the 2010 cohort of executive directors to re-convene at some point in 2011. Several also mentioned it would be valuable to find ways for the 2010 cohort to meet the 2011 cohort. One way in which the Omaha Community Foundation could leverage these suggestions is for the 2010 cohort to mentor the 2011 cohort, perhaps with formal peer-learning training to help with this process. The degree to which the Omaha Community Foundation prioritizes such efforts depends somewhat on the logic model and how such efforts would contribute to desired outcomes and overall impact.

Another option, in lieu of the Omaha Community Foundation actively managing an "alumni group," may be to provide members of the 2010 cohort with tools that would enable them to continue to communicate, such as ensuring all members have the contact information for each other. There is some precedent for such networks becoming self-sustaining; specifically, the Foellinger Foundation reported that members of four of their cohorts "meet on their own, independently, and continue to support each other. They are very diverse groups with diverse service areas, and this effort strengthened their relationships with their peers" (Backer, 2010, p. 13). The Omaha Community Foundation may also want to communicate that they will re-visit the 2010 cohort during 2011. This would allow the Omaha Community Foundation to gather additional information about the impact of the 2010 Initiative on organizational capacity—since, at the end of 2010, most nonprofits reported that work was still ongoing regarding their chosen organizational development area of focus—and it might provide an additional incentive for leadership at these organizations to take action based on their efforts to date.

Continue the CEO Roundtables and Consider Adding Additional Structure

In several cases, interviewees directly stated that the CEO Roundtables were the most valuable part of the Initiative and one remarked that, while such forums for networking across different sectors existed at the national level, few existed at the local or regional level. Also, the development of peer-to-peer networks has been cited as a best practice in capacity building and these peer-to-peer interactions are perceived as more effective when they are structured (Backer, 2001, 2010). Certainly, the "leadership crisis" has been cited as an area that nonprofit capacity-building efforts should address and one approach that has been seen helpful in terms of allowing leaders to overcome a sense of isolation has been peer associations (Rodriguez & Herzog, 2004, p. 93).

Refinements to the existing CEO Roundtable may include more structure, which two executive directors specifically said they would have liked to have seen. For example, a reading list or syllabus could be developed at the beginning of the year and used throughout the year.

Additionally, the readings and assignments should build on each other over the course of the year such that, by the second half of the year more challenging topics are under discussion. The first half of the year, in contrast, might emphasize less difficult material, such as each executive director's "pitch" for their organization.

Consider Additional Mechanisms to Address Board Capacity and Board Leadership

Executive directors and board presidents from six of the ten nonprofits interviewed at the outset mentioned board development at a potential area for improvement; however, none of the nonprofits focused on this as part of their organizational capacity building effort and the majority of board presidents interviewed at the conclusion of the 2010 Nonprofit Capacity Building Initiative said they would like to be more involved in the Initiative. One option discussed during second round interviews with board presidents and executive directors was the creation of a Board President Roundtable. Individuals were generally supportive of this option, and felt it could be a source of information about what a board member's role is in a nonprofit as well as a place to discuss challenges they and/or their organizations are facing. In addition to considering how such an effort might align with the logic model for the Initiative, if the Omaha Community Foundation decides to implement a Board President Roundtable, they may want to consider the time demands this might place on board members' schedules, as well as consider drawing on the lessons learned from the CEO Roundtable in terms of structuring the meetings, and engage an effective facilitator to keep conversations focused.

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Appendix A: Interview Guides

Round 1

Executive Director Interview Questions

1. What did you think of the results of the McKinsey assessment? Did they seem accurate? Were you surprised by anything?
2. [If applicable]: It seemed that there were some differences between you and others who took the survey in [area], what do you think is going on with this area?
3. Were there things not covered in the McKinsey assessment you think should be noted or addressed?
4. Is there anything about how the organization functions that concerns you? How the organization is meeting its mission. How it is lead? How it holds itself accountable?
5. What area(s) do you think the organization should focus on for the coming year as part of the capacity building initiative? What do you think should be done to address these?
6. [If assessments already taken]: What did you think of the results of your leadership assessments? Did they seem accurate? Were you surprised by anything? What did you learn about yourself that might impact or change how you lead your organization?
7. What do you see as your major strengths or areas in which you excel as a leader in this organization?
8. What areas would you like to improve to enhance your and the organization's success? What support do you need from others to improve in these areas?
9. What is your assessment of the Capacity Building Initiative so far? Is there anything you think should be done differently going forward?

Board President Interview Questions

1. What did you think of the results of the McKinsey assessment? Did they seem accurate? Were you surprised by anything?
2. Were there things not covered in the McKinsey assessment you think should be noted or addressed?
3. Is there anything about how the organization functions that concerns you? How the organization is meeting its mission. How it is lead? How it holds itself accountable?
4. It seemed that there were some differences between the ED (or staff) and board members who took the survey in [area], what do you think is going on with this area?
5. What do you think of the capacity of the board to address organizational issues? What about the capacity of the CEO?
6. What area(s) do you think the organization should focus on for the coming year as part of the capacity building initiative? What do you think should be done to address these?
7. What is your assessment of the Capacity Building Initiative so far? Is there anything you think should be done differently going forward?

Round 2

Executive Director Interview Questions

1. What organizational capacity building areas did you decide to focus on as part of the non-profit capacity building initiative?

    a. What challenges, if any, did you face in deciding on which areas were top priority?

    b. Thinking back, what—if anything—would you change about the process used to identify the areas on which to focus?

    c. How and to what extent was your organization's board involved in the capacity building effort?

    d. What did you feel your role was in the organizational capacity building effort?

2. How, specifically, did the consultant help your organization to improve its capacity in the areas for improvement you identified?

3. To what extent was the support provided useful?

    a. What were the best aspects of the support provided?

    b. What were the worst aspects of the support provided?

    c. How could the support provided have been improved?

    d. How was the match between your organization's needs and the consultant's skills?

4. What is your current assessment of your organization's capacity in the areas you focused on for this project?

5. What organizational capacity areas still need improvement?

6. Regarding leadership development, what elements of the capacity building initiative were most and least helpful to you in assessing and improving your leadership capacity?

    a. To what extent and why—if at all—were the monthly meetings helpful? What changes, if any, would you make to these meetings?

7. If there are leadership areas on which you would still like to focus, what are these?

8. What is your assessment of your leadership capacity now?

9. In terms of the overall capacity building initiative (both the leadership development portion and the organizational development portion), what is your assessment? What changes, if any, would you make or like to see added in the future?

Board President Interview Questions

1. What organizational capacity building areas did you decide to focus on as part of the non-profit capacity building initiative?

    a. How did you and your organization decide to focus on these specific areas?

    b. How engaged have you and the board been in the process?

    c. What did you feel your role was in the organizational capacity building effort?

    d. What challenges, if any, did you and your organization face in deciding on which areas were top priority?

    e. Thinking back, what—if anything—would you change about the process used to identify the areas on which to focus?

2. How, specifically, did the consultant help your organization to improve its capacity in the areas for improvement you identified?

3. To what extent was the support provided useful?

    a. What were the best aspects of the support provided?

    b. What were the worst aspects of the support provided?

    c. How could the support provided have been improved?

    d. How was the match between your organization's needs and the consultant's skills?

4. What is your current assessment of your organization's capacity in the areas you focused on for this project?

5. What organizational or leadership capacity areas still need improvement?

6. In terms of the overall capacity building initiative (both the leadership development portion and the organizational development portion), what is your assessment? What changes, if any, would you make or like to see added in the future?

Appendix B: Mid-Term Evaluation Survey Results

Survey created June 30 2010; closed July 19 2010

Method:
The survey was sent to the ten executive directors participating in the Initiative. The original request to participate and two reminders were emailed. Seven people completed all or part of the survey.

Summary of Results:
The initial assessment process and the consultants assigned to their organization got somewhat mixed reviews by respondents, although most thought the McKinsey assessment was at least "somewhat effective." Most did feel capacity issues in their organization were appropriately identified and would make a significant difference if achieved.

The majority of respondents have attended most of the executive meetings and found them to be valuable for their professional growth and support and indicated that the Initiative helped them to build their capacity as EDs/CEOs. They especially seemed to value the peer-to-peer discussion and networking and the "safe" environment in which it takes place. No changes were suggested to the executive meetings. Two-thirds of respondents have taken advantage of executive coaching and most found it "extremely helpful."

What respondents seem to like most about the Initiative thus far is the sharing and peer-to-peer learning. The suggestions for changing the Initiative were to implement the program more quickly at the start, possibly meet every other month, and provide an assistant scheduler for Pete. Looking beyond the end of this year's initiative, respondents suggested continued grant and other support for capacity building (including strategic planning), professional coaching and communication, continuing the monthly meetings, roundtables with the philanthropic community, and continuing to involve the first group in the next cohort's activities. Finally, for next year's new cohort, respondents suggested using an RFP process, continuing to select small nonprofits and a diversity of organizations, and direct involvement with the philanthropic community.

Responses:

1. On a scale of 1 to 10, how would you rate the initial assessment process for identifying the capacity issues in your organization? (7 responses)

On a scale of 1 to 10, how would you rate the initial assessment process for identifying the capacity issues in your organization?
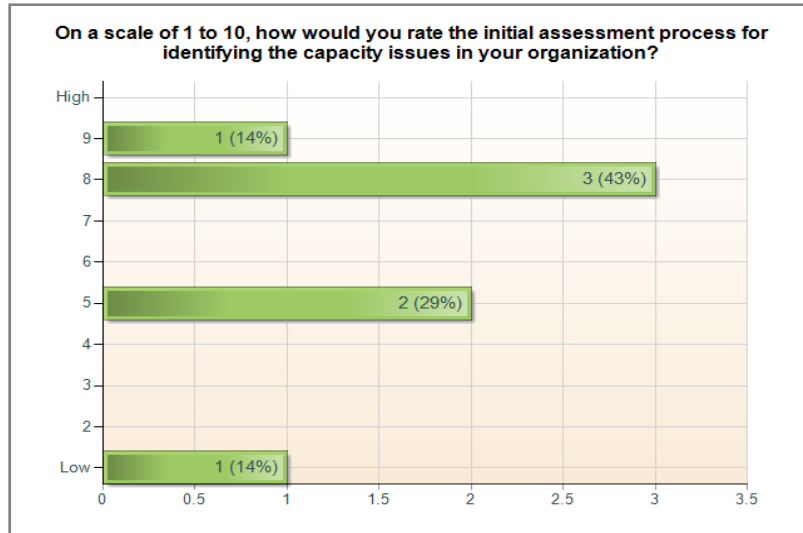
2. How effective was the McKinsey assessment tool for helping to identify your organizational needs? (6 responses)

How effective was the McKinsey assessment tool for helping to identify your organizational needs?
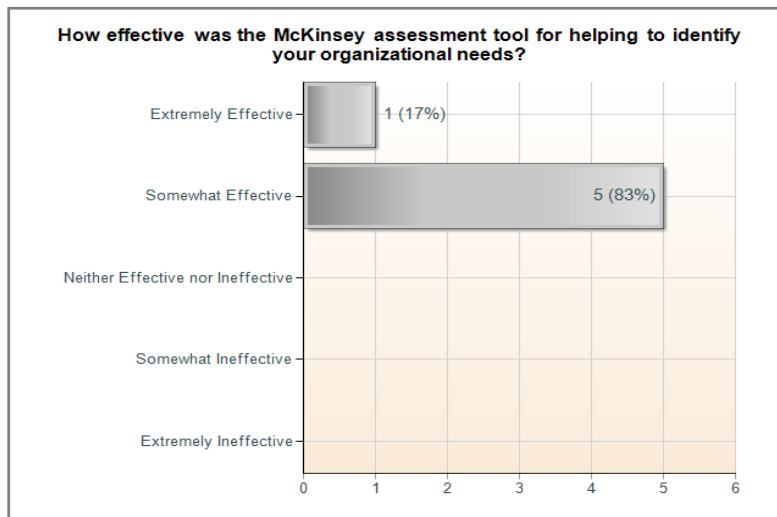
Comment: The multiple variables contained within a single question made it a difficult tool, but it allowed for an opportunity to further explore issues presented.

3. Do you think the capacity issues of your organization were appropriately identified during the initial assessment process? (6 responses)

Do you think the capacity issues of your organization were appropriately identified during the initial assessment process?

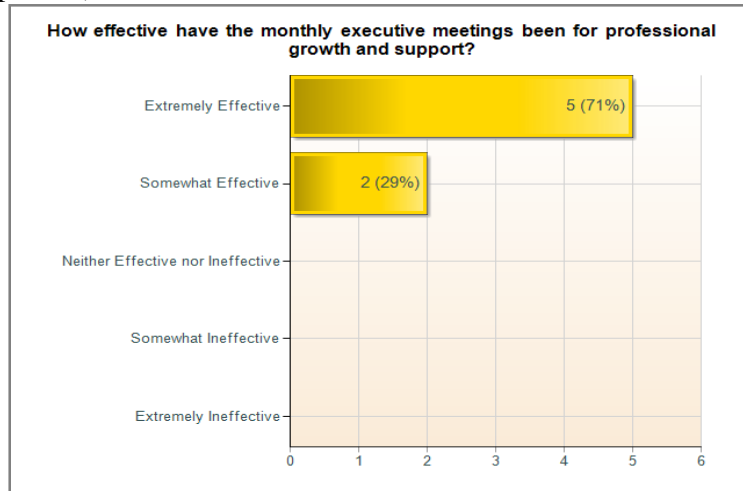|	
Additional Comment	
No	1 (17%)
Yes	5 (83%)
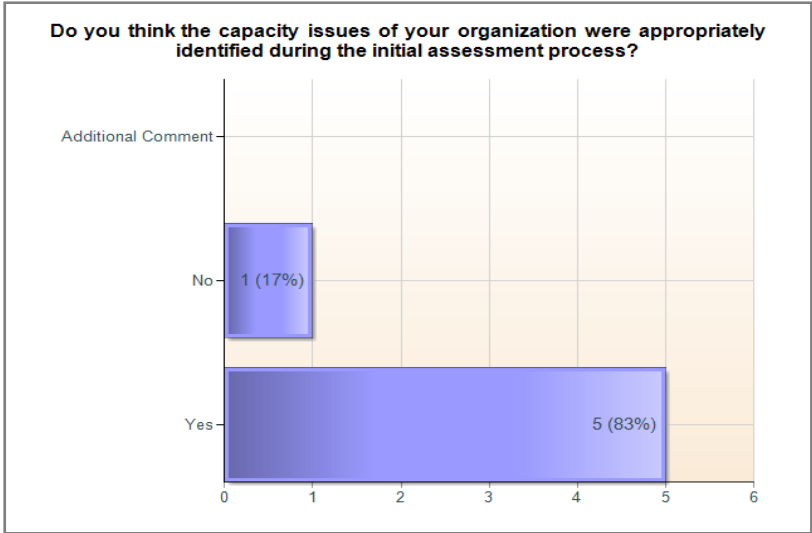
4. Do you have any other comments about the initial assessment process? (1 response)

No.

5. How many of the monthly Executive meetings have you attended? (7 responses)

How many of the monthly Executive meetings have you attended?

6	1 (14%)
5	4 (57%)
4	1 (14%)
3	1 (14%)
2	
1	
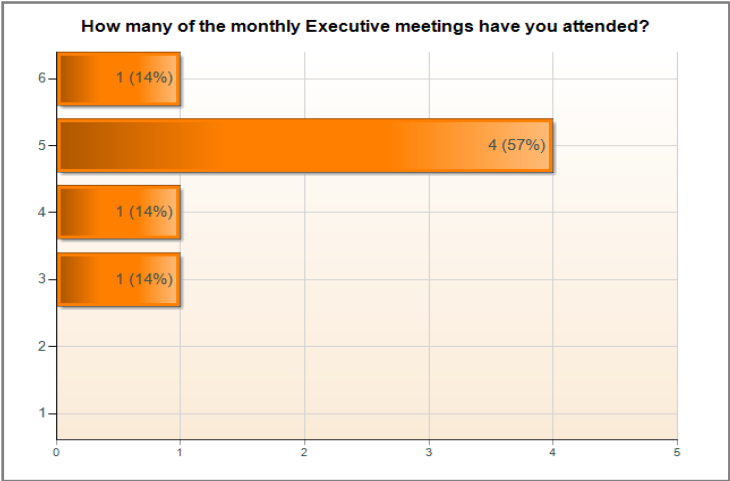
6. How effective have the monthly executive meetings been for professional growth and support? (7 responses)


7. What do you like about the meetings? (7 responses)

1	Confidentiality
2	They provide peer-to-peer insight in areas that may otherwise not be discussed. The format allows exploration and discussion of several different areas.
3	Focused conversations; space for sharing.
4	Safe environment.
5	It is nice to be able to discuss issues that affect nonprofits generally and specifically at these meetings. It has also been valuable to get out of the office and get to know colleagues from organizations I might not otherwise know. Their input has been valuable.
6	The candor.
7	The Networking and sharing of information

8. What do you dislike, or would like to change, about the meetings? (5 responses)

1	Just fine.
2	No changes.
3	I'm not sure what I would change at this point. The experience has been positive.

4	I have no problems with the format or the content.
5	Nothing, I like the process

9. Please indicate on a scale from 1 to 10, the degree to which the consultant assigned to your organization appears to have the knowledge and experience needed to help you address your organizational capacity needs. (5 responses)

Please indicate on a scale from 1 to 10, the degree to which the consultant assigned to your organization appears to have the knowledge and experience needed to help you address your organizational capacity needs.
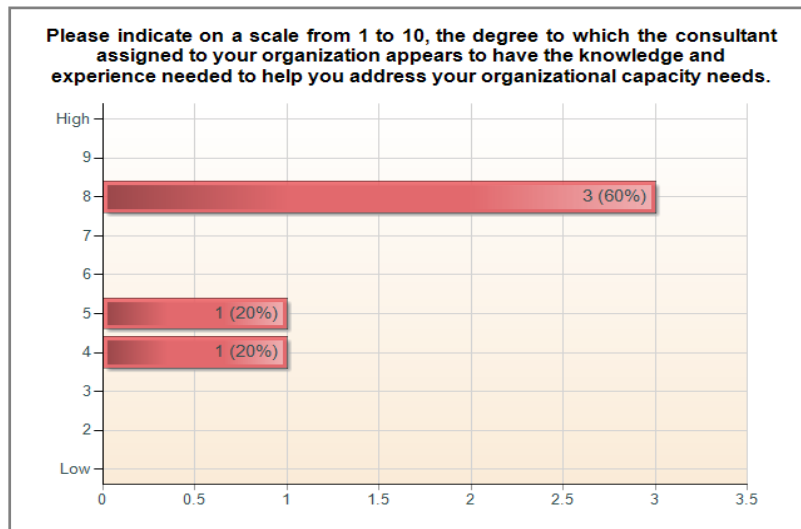
10. Please indicate on a scale from 1 to 10, the degree to which the identified capacity building goals, if achieved, will make a significant difference for your organization. (6 responses)
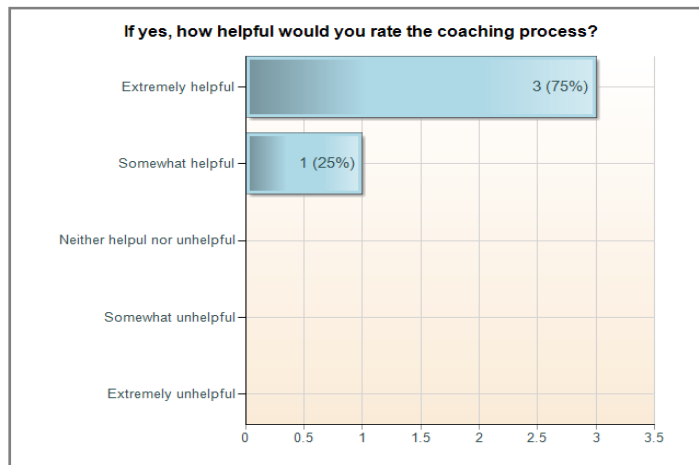

Please indicate on a scale from 1 to 10, the degree to which the identified capacity building goals, if achieved, will make a significant difference for your organization.
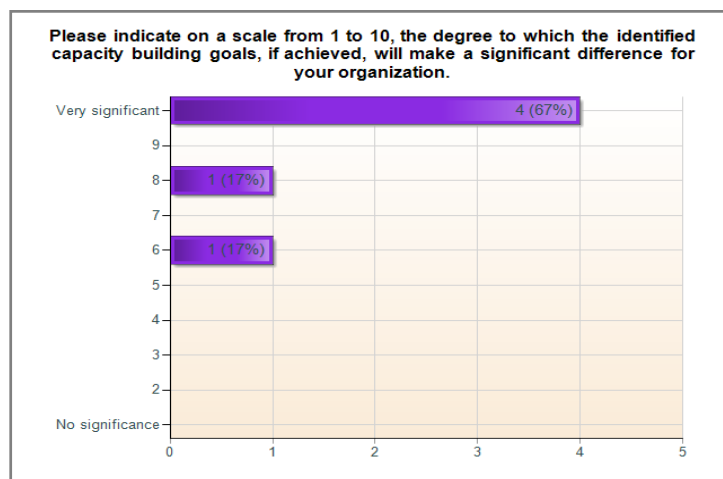
11. Have you used the opportunity for executive coaching? (6 responses)

Have you used the opportunity for executive coaching?

No	2 (33%)
Yes	4 (67%)

12. If yes, how helpful would you rate the coaching process? (4 responses)

If yes, how helpful would you rate the coaching process?

Extremely helpful	3 (75%)
Somewhat helpful	1 (25%)
Neither helpul nor unhelpful	
Somewhat unhelpful	
Extremely unhelpful	

13. Based on your experience over the first 6 months, what do you like about the Capacity Building Initiative?   (7 responses)

1	It lets us know that we all have common interests and concerns. Sharing helps us develop potential solutions
2	The open forum and value of peer-to-peer learning.
3	Opportunity to spend time making a case for huge changes.
4	Mr. Tulipana manages to touch upon critical issues facing us.
5	The opportunity to talk to other nonprofit executives about the issues they face, which in many instances are similar to those I deal with, has been positive. It has also been nice to be able to discuss significant issues with the knowledge that comments are being held in confidence amongst peers.

6	Everything
7	Being able to share the process with other EDs

14. What would you change with the Initiative for the remainder of the year? (6 responses)

1	Nothing.
2	The verdict is still out with our consultant so unsure at this point.
3	Nothing.
4	The only thing I would address would be to get the program implemented a little more quickly in terms of identifying consultants and starting the coaching. This has already been acknowledged in the monthly meetings.
5	Nothing.
6	Possibly meeting every other month.

15. On a scale from 1 to 10, to what degree has the Initiative helped to build your capacity as a CEO/Executive Director? (6 responses)

On a scale from 1 to 10, to what degree has the Initiative helped to build your capacity as a CEO/Executive Director?

A Lot — 1 (17%)
8 — 3 (50%)
6 — 2 (33%)
Not at all
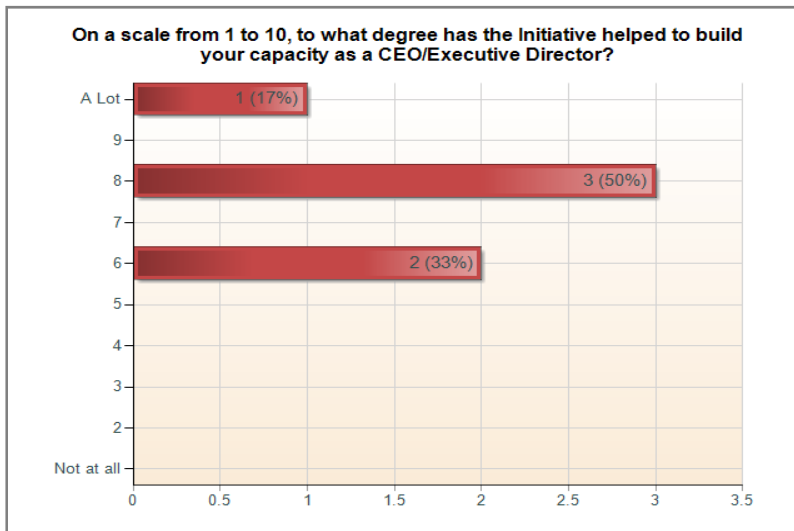
16. Looking beyond the end of this year's Initiative, what capacity building programming would be helpful to you and your organization?

1	Hard to say at this point.
2	For us, it's not so much programming that would be helpful but a grant program that would support capacity initiatives (e.g. new staff).
3	Professional coaching and communication.
4	Continuing to build capacity in the area … we are focused on. It has been suggested that continuing the monthly meetings in some form would also be of benefit.
5	Roundtables with the philanthropic community.
6	Strategic planning.

17. What suggestions do you have as we plan for next year's Initiative and a new cohort? (7 responses)

1	Continue to involve the first group in activities as time permits.
2	An assistant scheduler for Pete might be helpful.
3	RFP process may be helpful.
4	Please consider a next level for those in the current group.
5	I would continue the approach of selecting smaller nonprofits that don't have the resources to otherwise work with a consultant on capacity issues.
6	Direct involvement with the philanthropic community.
7	Continued diversity of organizations.

18. Please provide any other comments you might have about the Capacity Building Initiative. (4 responses)

1	It's a good tool for nonprofit executives.
2	For the first time in my professional career I have been made to feel as though someone really cares about my professional growth.

3	I think this project has been very valuable. In a way, while it is great to have participated in the first cohort, I wonder if it might not be even more valuable to subsequent groups now that the program has had the chance to assess the process.
4	Great program.