



## Results of National Survey of Executives of Civic Leadership Programs

*Next Step is to Launch a Collaborative Pilot Study to Deliver an Evidence-Based Approach to Improving Impact, Starting with Measuring Impact*

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**To:** Civic Leadership Program Community  
**Date:** June 19, 2017

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### CONTENTS

1. Introduction
2. Summary of Survey Results
3. Thoughts on Moving Forward
4. CLP Measurement and Engagement Pilot Program
5. Detailed Explanation of Methodology
6. Topline Survey Results

### INTRODUCTION

This is the second survey Starr Opinion Research has conducted of senior executives of U.S. Civic Leadership Programs (CLPs). You may click [here](#) to download the report from the first survey. We have also successfully conducted internal surveys of alumni of individual CLPs.

Thank you to everyone who participated in the survey.

The main purpose of the surveys was to demonstrate Starr Opinion Research's ability to study civic leadership program audiences with methodological rigor. **We achieved this goal.** In addition, with each survey, **we are teasing out new facts and developing hypotheses that will shape our approach to future research.**

Our research indicates civic leadership programs should step back and look at past impact to prepare for future activities. It is clear the basic framework for civic leadership programs has been successfully replicated. **New CLPs today experience the same early startup phase challenges and successes as their established peers.** They are developing new social networks, instilling basic leadership culture and skills, identifying staff and funding, and building awareness in communities.

**As CLPs learn and grow they mature.** With time, staff masters the programming, fundraising and recruitment. However, a new set of issues have emerged, with no obvious blueprint for action by the founders of this movement. How should the programs harness the growing number of program alumni? Should the program evolve from networking and skills enhancement to something more public? How much enthusiasm from each alumnus wanes with each year's increasing distance from their completion of the program, and how can this be reignited and sustained? Can smaller communities, which struggled in the early years, transform to a solid financial future once it reaches a critical mass of alumni?

**It is critical at a certain stage to reflect and understand these changes and determine the needs and practices to most effectively channel the organizations' efforts to deliver more community impact.** This reflection is a natural next step, and, as with other evolving professions and industries, research-based measurement and analysis play a central role.

## **SUMMARY OF SURVEY RESULTS**

### ***Selected Insights from the 2017 Survey of Civic Leadership Program Executives***

*Starr Opinion Research collected 89 online interviews between February 22<sup>nd</sup> and March 21<sup>st</sup>, 2017 from senior executives of CLPs in the United States. The estimated margin of sampling error for the survey is  $\pm 9.83$  percentage points at the 95% confidence interval. A more detailed explanation of the methodology is on page eight.*

*Below are ten highlights from the survey that we believe would be of most interest to Civic Leadership Programs. They cover topics ranging from the current size of program; self-assessments; top issues in the community; professional development, fundraising and endowments; and, shared assumptions and beliefs about their approach to leadership in communities. The topline results from the full survey begin on page nine.*



#### **Continuous Growth of the CLP Community**

**34:** The average class size in a core or flagship leadership program.

**855:** The average number of alumni from each core program.

**724,185:** The projected number of current alumni who have graduated from core programs from our database of 847 identified programs.

**752,983:** The projected number of alumni next year – an annual increase of approximately 29,000 alumni.



### Focus on Investments in Jobs and Commerce

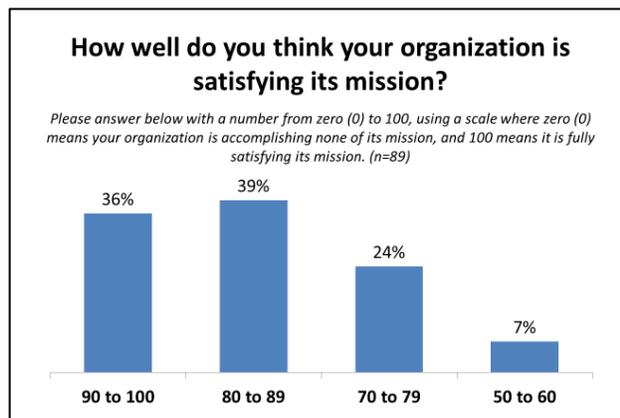
Of the many issues that senior executives indicated are important to their communities, the greatest concentration appear to be in the areas of financial investment in jobs and commerce, with:

- **62%** citing workforce development, job opportunities and higher education as one of three areas of greatest concern that can be addressed locally;
- **43%** economic development; and,
- **30%** infrastructure and transportation.



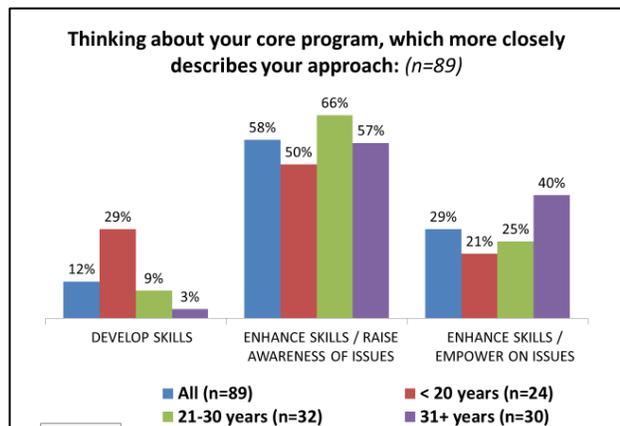
### How Are We Doing? Recognition of Room to Improve

**More than one in three** (36%) executives estimated their CLP is satisfying 90% or more of their mission (an equivalent to a classroom grade of “A”). **Two in five** (39%) estimated 80% to 89%, and **three in ten** (31%) 79% or lower.



### The Approach of CLPs Changes Over Time

As programs mature, they de-emphasize *developing skills* and shift to *enhancing leadership skills with raising awareness of issues* and later to *enabling progress on issues*.





### Interest in Professional Development

**Three in ten (29%)** senior executives already receive training, **seven in ten** do not.

- **Half (49%)** are interested in professional development, with **26% very** and **23% somewhat interested**.
- One in five (**22%**) had low interest.



### Desire for Training in Deep Impact Areas

**More than three in five (62%)** executives were **very interested** in professional development in ALUMNI ENGAGEMENT.

**More than two in five (44%)** executives were **very interested** in FACILITATING TOUGH DISCUSSIONS.

*\*Survey asked about only 10 potential areas of training. However, the two highlighted topics also emerged as the top areas in an open-ended question.*



### Take More Advantage of Easy-to-Reach Financial Opportunities

**38%** reported having an endowment or are in the process of creating one, while **only 18%** of CLPs reported receiving income from an endowment.

- **Nearly half (45%)** of those with an endowment estimate its value at **less than \$100,000**; 35% at \$100,000 to \$400,000; and, 20% with \$1 million or more. The average endowment size is \$490,000.

**Fewer than one in 20** CLPs (4%) reported income from grants from national charitable foundations.



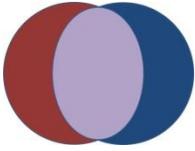
### Endowed-CLPs Add More Value to Program

	CLPs With an Endowment	CLPs Without an Endowment
Average Tuition	\$2716	\$2003
Average Costs Per Participant	\$3041	\$1879
Possible Impact of Endowment on Per Participant Basis	+\$325	-\$124



### Common Agreement: CLPs Share This Approach to Peer Trust

**Almost all executives - 96%** - agree the following statement **very much applies or mostly applies** to their CLP: *"Leaders from different backgrounds who have relationships of trust and respect are in the best position to discuss and reach agreement, as much as it is possible, on the important problems in our communities, and their solutions."*



## Assumptions and Beliefs: Strong, Broad Agreement

We tested levels of agreement and importance for a series of statements and beliefs. We found high levels of agreement among programs, indicating areas where there are common philosophies in approaching leadership in communities.

**ASSUMPTIONS:** At least two in three executives indicate their CLP strongly agrees (and 90%+ agree overall) that:

- *PROBLEMS EXIST:* There are problems in our community that need to be addressed.
- *TEAMWORK:* Collaboration among leaders increases the sustainability of change.
- *DIVERSITY PROMOTES SUSTAINABILITY:* Bringing together a diverse group of community members increases the ability to implement sustainable change.
- *BONDING BUILDS TRUST:* Shared experiences among people from different backgrounds allow for the formation of trusting and respectful relationships.
- *HONESTY IS NECESSARY FOR CHANGE:* Frank discussions among our program's leaders allow them to work towards meaningful change.

**BELIEFS:** At least two in three executives indicate this is very important to their CLP (and 90%+ important overall):

- *Creating new relationships each year by bringing leaders from different backgrounds together to have meaningful shared experiences.*
- *CONFRONT TOUGH ISSUES:* People looking to confront complex problems in our community.
- *DEAL WITH OUR ISSUES:* Engaging communities in solving their own problems.
- *WORK EXTERNALLY:* Bringing together leaders from all segments of our community to work with the broader population on our community's challenges.
- *SHARERS:* People who share their experiences and best practices.
- *DIVERSE:* People with different backgrounds.
- *OPINIONS:* Different opinions.
- *OPPORTUNITY:* Giving more opportunities to members of the community to step forward.
- *ACTION:* Contributions more than formal credentials.
- *NON-PARTISAN:* Non-partisan solutions.



## Prepared to Demonstrate Leadership to the Public

**Three in four (75%)** executives completely or mostly agree... "Our Civic Leadership Programs has an obligation to publicly demonstrating how leaders from different backgrounds can work together in a civil fashion to improve our communities."

**THOUGHTS ON MOVING FORWARD**  
*Launching a Pilot Program This Summer*

**AN EVIDENCE-BASED APPROACH**

The CLP community has matured. Executives should no longer make decisions based on anecdotal evidence. The presence of collective programming experience and a large base of alumni has created an opportunity to develop a program to optimize outcomes in our communities. The program will rest on a foundation of solid independent research in collaboration with CLPs and a respect for the individual cultures and values of each.

**START WITH MEASUREMENT**

*What are efforts within our organizations that have subsequent impact on our communities? How do we measure our impact on our communities?*

We strongly subscribe to Harvard's Peter Drucker's belief that, "If you can't measure it, you can't improve it."

Starr Opinion Research plans to develop metrics to measure impact, which can be used for internal planning and to demonstrate value to stakeholders. We are interested in testing different hypotheses and identifying valid measures that can be easily collected.

**TACKLE ALUMNI ENGAGEMENT**

*What alumni activities have the greatest impact on our broader communities? What are possible things we can do to increase engagement of alumni in our communities?*

Once we understand how to measure impact, we plan to tackle an area which we believe will drive the greatest immediate impact, engagement of alumni. There are, conservatively, more than 700,000 alumni of core programs across the country. We will use similar research-based tactics that have been successfully used in similar areas such as engagement of employees in the workplace.

**WHAT IS NEXT?**

The next step is to conduct a pilot study with randomized controlled tests. This will allow us to develop and validate these ideas. A draft of this process is outlined in a graphic on the next page.

We appreciate those who have warmly welcome our follow-up calls. **We have identified significant interest in our proposal**, as nearly two in three survey respondents - 63% - provided us with their name and contact information to have a further discussion about this pilot program.

**Join us.** If you would like to participate in the pilot program, please contact me at [jstarr@starr-research.com](mailto:jstarr@starr-research.com).

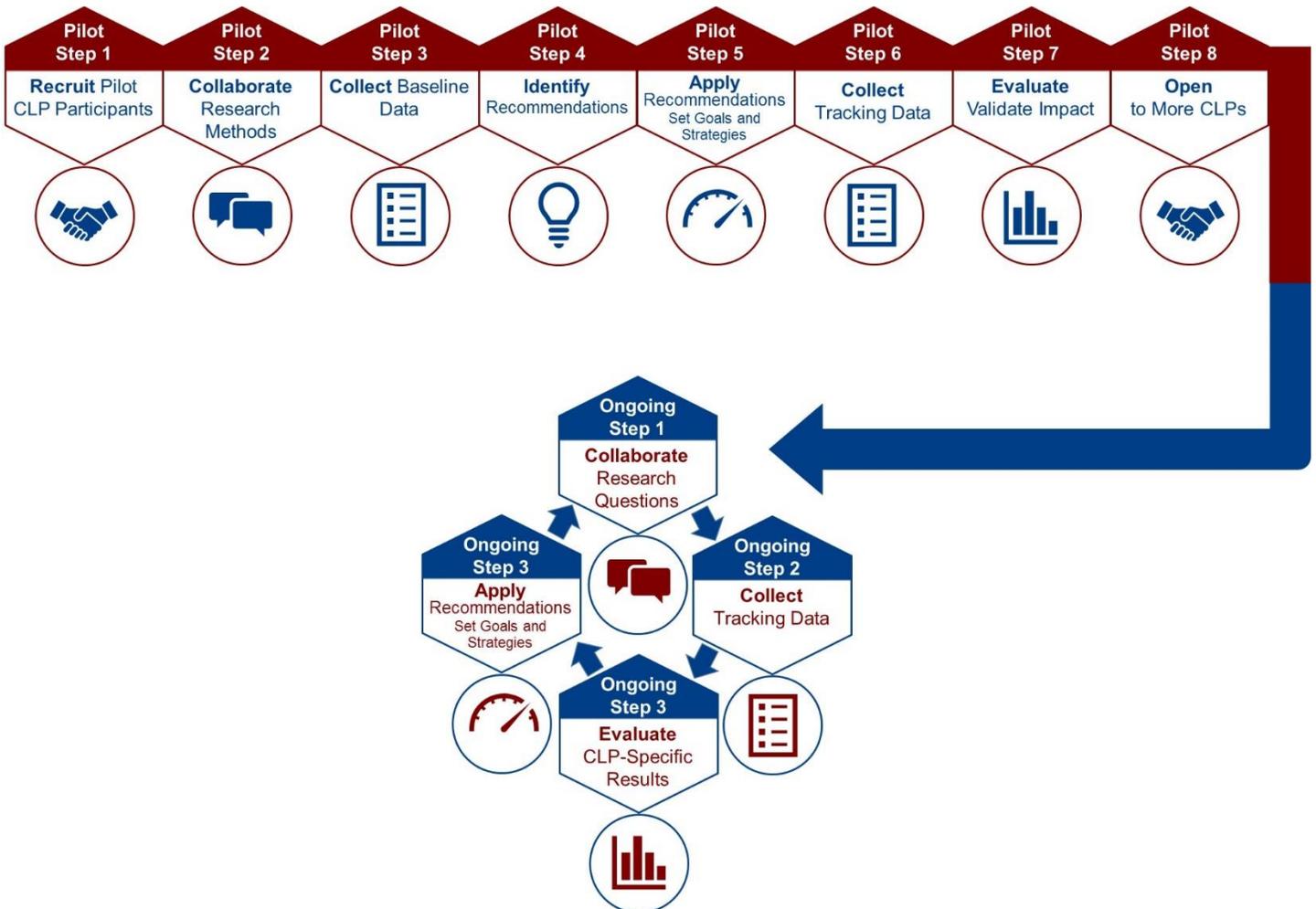
We will roll out the program in the coming month, with preparations continuing throughout the summer. Ultimately, we look forward to providing evidence-based measurement and improvement practices to all CLPs.

Thanks for your work in your community, and allowing us to play a role.

**Joshua Starr**  
President, Starr Opinion Research

## CLP MEASUREMENT AND ENGAGEMENT PILOT PROGRAM

The graphic below outlines a proposed process for conducting a pilot study among a group of Civic Leadership Programs. One key to the program is the inclusion of program leaders in developing the hypotheses to be tested, such as possible ways to measure impact and ways to engage alumni. The baseline survey will allow Starr Opinion Research to collect responses from program graduates to statistically identify the most relevant methods for measurements and driving alumni engagement. A follow-up survey, after a year of programming, would allow Starr Opinion research to identify norms for increases in impact and engagement. Participants will gain significant insights by participating in the development of the research, and will also receive the overall analysis and recommendations as well as benchmark and tracking data specific for their organization.





## **DETAILED EXPLANATION OF SURVEY METHODOLOGY**

### **SURVEY OF SENIOR EXECUTIVES OF U.S. CIVIC LEADERSHIP PROGRAMS (CLPs)**

*Starr Opinion Research collected 89 online interviews between February 22<sup>nd</sup> and March 21<sup>st</sup>, 2017 from senior executives of CLPs in the United States. Invitations to participate were sent to a national universe of 847 program.*

*The estimated margin of sampling error for the survey is  $\pm 9.83$  percentage points at the 95% confidence interval. If we were to conduct the same survey 100 times, we expect that in 95 of those surveys the responses would fall somewhere within our margin of sampling error. The margin of error will be larger among subgroups of respondents.*

*All sample surveys and polls may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error. For a deeper understanding of margin of sampling error and credibility interval, please review resources from the American Association for Public Opinion Researchers (AAPOR).*

*The survey was self-commissioned by Starr Opinion Research.*

#### **About Civic Leadership Programs**

The CLPs included in this universe share similar characteristics:

- Each year, a group of applicants are accepted into a core program. The average CLP is approximately 26 years old and has more than 850 alumni.
- Programs intentionally recruit from government, non-profit and business sectors and include applicants from different genders, races and other backgrounds.
- Programs tailor their approach and curriculum to match the culture and needs of the area served by the program, whether at the state, regional, county, or metropolitan areas or local level.

Respondents were typically Executive Directors for independent CLPs and President & CEO, Vice Presidents or Program Directors from CLPs operating under Chambers of Commerce.

*Note: All numbers are in percentages (%).  
Some percentages may add not add up to 100% due to rounding.*

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## TOPLINE SURVEY RESULTS

### TOPLINE ISSUES AND EVALUATIONS

**Q1. In the geographic area served by your organization, which are the three areas of greatest concern that can be addressed locally?**

*N=89*

62%	Workforce development, job opportunities, higher education
43%	Economic development
30%	Infrastructure, transportation
25%	Youth education and development
24%	Mental health, substance abuse
21%	Quality of life
20%	Housing
12%	Public safety, criminal justice system
12%	Civil rights, liberties, equality, intergroup relations
12%	Effective government
11%	Health care, public health
10%	Seniors and at-risk adult populations
7%	Tax policy
4%	Early childhood development
3%	Environmental
2%	Something else

**Q2. In the area served by your leadership organization, all in all, do you think things are generally headed...**

*N=89*

<u>2017</u>	<u>2016</u>	
88%	92%	in the right direction.
8%	5%	on the wrong track.
4%	3%	Don't know

**Q3. How well do you think your organization is satisfying its mission? Please answer below with a number from zero (0) to 100, using a scale where zero (0) means your organization is accomplishing none of its mission, and 100 means it is fully satisfying its mission.**

*N=89*

30%	90 to 100
39%	80 to 89
24%	70 to 79
7%	50 to 60

MEAN = 82

**Q4. Compared to three years ago, is your core or flagship program now...**

*N=89*

- 37% Much more effective in achieving its mission
- 40% A little more effective in achieving its mission
- 6% As effective in achieving its mission
- 6% A little less effective in achieving its mission
- 0% Much less effective in achieving its mission

**Q5. Thinking about your core program, which more closely describes your approach:**

*N=89*

- 12% We focus on developing leadership skills in our community.
- 58% We enhance leadership skills and raise awareness on issues facing our community.
- 29% We enhance leadership skills and focus on enabling progress on tackling issues in our community.

**PROFESSIONAL DEVELOPMENT & TRAINING**

**ASK OF ALL**

**Q6. Looking ahead to the next 12 months, how interested are you in some form of professional development or training for yourself or your staff?**

*N=87*

- 55% Already training or Very Interested**
- 29% I already will be offering or taking some training
- 49% Very or Somewhat Interested**
- 26% Very interested
- 23% Somewhat interested
- 12% A little interested
- 10% Not at all interested

**Q7. In what areas or topics would you be most interested in professional development or training? What else? (OPEN END)**

N=50

- 32% Facilitation / Conflict Resolution
- 18% Increasing engagement / Impact / Effectiveness / Alumni Engagement
- 18% Managing Teams / Managing Projects / Team Building
- 16% Community Organizing / Outreach
- 14% Non-profit Management / Board Management
- 12% Leadership Skills Development
- 10% Programming / Curriculum
- 10% Measurement and Evaluation
- 10% Fundraising / Finding Funds
- 8% Strategic Planning / Change Management
- 6% Marketing
- 4% Recruitment / Expand Applicant Pool / Diversity
- 4% Financial Management
- 4% Bigger Partnerships
- 2% Mentoring / Talent Management
- 2% Generational Understanding
- 18% Something Else
- 4% Unsure

**Q8. Below is a list of possible professional development opportunities. Please indicate your interest in each of these.**

N=81

	<b>Interested (Very + Somewhat)</b>	<b>Very Interested</b>	<b>Somewhat Interested</b>	<b>A Little Interested</b>	<b>Not at All Interested</b>
<b>ALUMNI ENGAGEMENT:</b> Learn techniques to engage alumni	88%	62%	26%	7%	5%
<b>FACILITATION:</b> Training on facilitating tough discussions and moving groups towards action	80%	44%	36%	14%	6%
<b>INFORMAL INTERACTION:</b> Interact informally with other senior executives of leadership programs	80%	44%	36%	15%	5%
<b>PROGRAMMING:</b> Share best practices in programming	72%	37%	35%	22%	6%

	<b>Interested (Very + Somewhat)</b>	<b>Very Interested</b>	<b>Somewhat Interested</b>	<b>A Little Interested</b>	<b>Not at All Interested</b>
<b>LEADERSHIP THEORY:</b> Explore new research and theories on leadership	70%	38%	32%	21%	9%
<b>DIVERSITY:</b> Learn how to expand your pool of applicants	61%	29%	32%	22%	18%
<b>MANAGEMENT:</b> Non-profit management courses for creating and expanding revenue-generating services and programs	61%	24%	38%	18%	21%
<b>CERTIFICATION:</b> A certification program accrediting you in all key management areas in this field	60%	23%	38%	14%	26%
<b>STRATEGIC PLANNING:</b> Learn about strategic planning	50%	19%	31%	33%	17%
<b>MENTORING:</b> A formal mentoring program between veteran and new executives	38%	10%	28%	41%	22%

### ENDOWMENTS

**Q9. Which of the following were sources of money for your organization in the last 12 months?  
Please select all that apply.**

*N=77*

- 95% Tuition from your programs
- 75% Sponsorships, advertisements or in-kind donations from corporations or their foundations
- 73% Sponsorship, advertisements, cash donations or in-kind donations from individual alumni
- 56% Fees/tickets for attending events
- 39% Grants from local charitable foundations
- 29% Application fees
- 23% Revenue from other services
- 18% Our endowment
- 5% Membership / Alumni dues (volunteered)
- 4% Grants from national charitable foundations
- 3% Other

**Q10. What is the current full tuition for a participant in your core or flagship program? Please enter a dollar amount.**

N=74

31% Less than \$1,000  
31% \$1,000 to <2,500  
24% \$2,500 to <\$4,000  
14% \$4,000 or higher

MEAN = \$2,215 Low \$150, high \$8,000

**Q11. And, what is the approximate cost for each participant in your core program? Please enter a dollar amount.**

N=71

38% Less than \$1,000  
34% \$1,000 to <2,500  
13% \$2,500 to <\$4,000  
14% \$4,000 or higher

MEAN = \$2,212, Low \$150, High

10% Tuition is same as costs (the average tuition in this category is \$986)

59% Tuition is greater than costs, an average of \$1,014 (the average tuition that is in this category \$2,192)

31% Tuition is lower than costs, an average of \$2,025 (\$2,553)

**Q12. Does your organization have an endowment?**

N=78

29% Yes  
9% No, but we are creating one  
62% No

**Q13. AMONG ORGANIZATIONS WITH NO ENDOWMENT: Which of the following are reasons your organization does not have an endowment? Please select all that apply.**

N=63

- 33% We never considered it
- 19% Our organization is too small
- 11% We do not need the money
- 8% Our structure or bylaws forbid it
- 6% Focused on basic financial operations (volunteered)
- 6% Too much work to set it up
- 3% No one would contribute
- 13% Something else

**Q14. AMONG ORGANIZATIONS WITH AN ENDOWMENT: What is the estimated current value of your endowment? Please enter in thousands of dollars; for example, entering 300 is equivalent to \$300,000.**

N=20

- 45% Under \$100,000
- 35% \$100,000 to \$400,000
- 20% \$1 million or higher

MEAN= \$490,000

#### **COMMON UNDERLYING PERCEPTIONS AND VALUES OF CIVIC LEADERSHIP PROGRAMS**

**Q15. "Leaders from different backgrounds who have relationships of trust and respect are in the best position to discuss and reach agreement, as much as it is possible, on the important problems in our communities, and their solutions." Does this statement apply to how your organization thinks about leadership...**

N=75

- 96% APPLIES (Mostly + Very Much)**
- 80% Very much
- 16% Mostly
- 4% Somewhat
- 0% A little
- 0% Not at all

**Q16. Civic leadership organizations may have varying assumptions and approaches in their community. For each of the following statements, please rate how much your organization agrees. How much does your organization agree that...**

N=75

<b>ASSUMPTIONS</b>	<b>Agree (Strongly + Mostly)</b>	<b>Strongly Agree</b>	<b>Mostly Agree</b>	<b>Somewhat Agree</b>	<b>Agree a Little</b>	<b>Do Not Agree at All</b>
<b>PROBLEMS EXIST:</b> There are problems in our community that need to be addressed.	97%	83%	15%	1%	1%	0%
<b>TEAMWORK:</b> Collaboration among leaders increases the sustainability of change.	97%	74%	23%	3%	0%	0%
<b>DIVERSE:</b> Bringing together a diverse group of community members increases the ability to implement sustainable change.	95%	71%	24%	5%	0%	0%
<b>BONDING:</b> Shared experiences among people from different backgrounds allow for the formation of trusting and respectful relationships.	93%	72%	22%	7%	0%	0%
<b>HONEST:</b> Frank discussions among our program’s leaders allows them to work towards meaningful change.	92%	68%	24%	7%	1%	0%
<b>SHARED KNOWLEDGE:</b> Shared best practices and shared learning enable our community to more quickly understand the best approaches to change.	85%	49%	36%	13%	1%	0%
<b>MANY INVOLVED:</b> Many members of a community must be involved over time to drive long-term positive impact.	84%	62%	22%	12%	3%	1%
<b>TRY:</b> Members of the community will try different ideas; some ideas will provide benefits and others may fall short.	82%	38%	45%	14%	4%	0%
<b>LARGER:</b> A larger community of members leads to greater collective action.	80%	49%	31%	15%	5%	0%
<b>LONG-TERM CHANGE:</b> Our goal is to find and implement changes that will have a long-term positive impact.	72%	43%	29%	20%	7%	1%
<b>SOURCE:</b> There is no specific source of ideas for changes.	62%	34%	27%	21%	3%	11%

**Q17. Civic leadership organizations may weigh things as having varying worth or importance in their community. For each of the following, please rate how important each of the following is in your organization. How important is this to your organization?**

N=74

<b>VALUES / BELIEFS</b>	<b>Important (Very + Somewhat)</b>	<b>Very</b>	<b>Somewhat</b>	<b>A Little</b>	<b>Not at All</b>
Creating new relationships each year by bringing leaders from different backgrounds together to have meaningful shared experiences.	99%	89%	9%	1%	0%
<b>CONFRONT TOUGH ISSUES:</b> People looking to confront complex problems in our community.	97%	69%	28%	3%	0%
<b>DEAL WITH OUR ISSUES:</b> Engaging communities in solving their own problems.	96%	76%	20%	4%	0%
<b>WORK EXTERNALLY:</b> Bringing together leaders from all segments of our community to work with the broader population on our community's challenges.	96%	75%	21%	3%	1%
<b>SHARERS:</b> People who share their experiences and best practices.	96%	69%	27%	4%	0%
<b>DIVERSE:</b> People with different backgrounds.	95%	81%	14%	5%	0%
<b>OPINIONS:</b> Different opinions.	95%	78%	16%	5%	0%
<b>OPPORTUNITY:</b> Giving more opportunities to members of the community to step forward.	93%	74%	19%	7%	0%
<b>ACTION:</b> Contributions more than formal credentials.	92%	70%	22%	7%	0%
<b>NON-PARTISAN:</b> Non-partisan solutions.	91%	66%	24%	8%	1%

**Q18. "Our Civic Leadership Programs is open to publicly demonstrating how leaders from different backgrounds can work together in a civil fashion to improve our communities."**

N=72

**86% AGREES (Completely + Mostly)**

47% Completely agree  
39% Mostly agree  
11% Somewhat agree  
3% Agree a little  
0% Do not agree at all

**Q19. "Our Civic Leadership Programs has an obligation to publicly demonstrating how leaders from different backgrounds can work together in a civil fashion to improve our communities."**

N=72

**75% AGREES (Completely + Mostly)**

43% Completely agree  
32% Mostly agree  
18% Somewhat agree  
4% Agree a little  
3% Do not agree at all

### **KNOWLEDGE MANAGEMENT**

**Q20. What is the title of a book you are reading or have read recently that ties into civic leadership?**

21 Irrefutable Laws of Leadership  
Adapt or Die  
Between the World and Me, by Ta-Nehisi Coates  
Book of Rivals  
Chase the Lion  
Contagious, by Jonah Berger  
Crucial Conversations  
Deepening Community - Finding Joy Together in Chaotic Times, by Paul Born (2)  
Dreamland  
Everybody Leads  
Firms of Endearment  
Getting to Yes  
Give and Take, by Adam Grant  
Healing the Heart of Democracy, by Parker Palmer  
Hillbilly Elegy

Learning Leadership  
Lessons from the Castle  
Love Where You Live: How to Create Emotionally Engaging Places  
Mind  
Mistakes Were Made (But Not by Me)  
New Jersey's Postsuburban Economy, by James W. Hughes and Joseph J. Seneca  
Outliers: The Story of Success  
Overcoming Bias  
Positive Leadership, by Adam Seaman  
Primal Leadership, by Daniel Goleman  
Real Leadership: 9 Simple Practices for Leading and Living with Purpose, by John Addison and John Mann  
Rising Strong  
Seizing Success: How Mindset Makes it Happen, by Baldev Seekri  
Seven Pillars of Servant Leadership  
Squawk  
Start with Why, by Simon Sinek (3)  
Switch: How to Change Things when Change is Hard  
The Leadership Challenge by Barry Posner and James Kouzes  
The Metropolitan Revolution by Bruce Katz  
The Next Level  
The Oz Principles  
The Secret of Teams: What Great Teams Know and Do, by Mark Miller  
The Tipping Point (2)  
To Lead is to Serve, by Shar McBee  
Together is Better  
Up the Organization  
What If We're All Wrong  
Who Moved My Cheese?

## DEMOGRAPHICS

### NUMBER OF ALUMNI

**D1. So we can better describe the programs represented in this survey, approximately how many people have graduated from your core or flagship leadership program? Please enter 9999 if you do not know.**

N=69

2017    2016

38%    30%    <= 500 alumni

29%    35%    500 - <1000 alumni

33%    35%    1000+ alumni

MEAN: 855 alumni (775 alumni in 2016)

### AVERAGE CLASS SIZE

**D2. And, how many leaders in your core or flagship program graduated from your most recently completed class?**

N=70

30%    <-25 per class

41%    26 - <40 per class

29%    40+ per class

MEAN: 34 per class (Low = 8, High = 111)

### OTHER PROGRAMS OFFERED

**D3. Many organizations offer leadership programs beyond a core or flagship program. Which of the following leadership programs, if any, do you offer in addition to a core or flagship program? Please select all that apply.**

N=70

**23%    Nothing else**

**77%    Offered other programs**

41%    High school/youth

24%    Young Professionals

11%    For other organizations, such as an internal leadership training program, as a service

11%    Supplemental programs (volunteered, off-point)

7%    College

6%    A similar core or flagship program on multiple geographic areas

6%    Senior, Retirees

6%    Gender-based, such as women or men

6%    For a professional group, such as medical professionals

4%    New residents (volunteered)

3%    Executives (volunteered)

1%    Mid-career

1%    For an ethnic/racial group such as African-American/Black, Hispanic/Latino, Asian-American or Native American

0%    For a religious group

9%    Something else

## NUMBER OF STAFF

### D4. How many full-time (40 hours+ per week) paid staff members work in your organization?

N=68

26%	Zero
22%	One
15%	Two
12%	Three
6%	Four
7%	Five
13%	Six or more

MEAN: 2.8 paid full-time staff

### D5. How many part-time (under 40 hours per week) paid staff members work in your organization?

N=66

30%	Zero
36%	One
14%	Two
11%	Three
5%	Four
3%	Five
2%	Six or more

MEAN: 2.0 paid part-time staff

Of the 26% organizations with zero paid full-time (D4), 27% *also had zero paid part-time staff* (7% of all organizations had zero part-time staff), 27% had one part-time staff and 25% have two or more.

### D6. And, how many volunteers are filling the equivalent of a full- or part-time staff role (20+ hours per week)?

N=64

44%	Zero
<b>56%</b>	<b>One or more</b>
13%	One
16%	Two
3%	Three
2%	Four
2%	Five
22%	Six or more

MEAN: 7.4 volunteers; mean rises to 13.1 among the 56% who have one or more volunteer staff.

**D7. Is the senior-most executive of your organization....**

N=70

89% Paid  
11% Unpaid

**THE FOLLOWING DEMOGRAPHICS ARE FROM OUR CLP DATABASE**

**D8. Type of CLP Structure**

N=86

<u>2017</u>	<u>2016</u>	
55%	50%	Independent (i.e. 501(c)3
30%	38%	Chamber of Commerce
5%	3%	Academic
3%	3%	Community Foundation
-	1%	Partnership with multiple organizations
7%	6%	Other

**D9. Type of Geographic Coverage**

N=89

<u>2017</u>	<u>2016</u>	
13%	8%	Statewide
8%	7%	Multi-County
35%	38%	County
44%	46%	Metropolitan Area/City

**D10. Census Region**

N=89

<u>2017</u>	<u>2016</u>	
12%	11%	Northeast
29%	34%	Midwest
42%	37%	South
17%	18%	West

**D11. Age of CLP**

N=86

<u>2017</u>	<u>2016</u>	
28%	26%	<= 20 years
37%	34%	21 - <=30 years
35%	36%	31 years or more

MEAN: 25.8 years (25.0 years in 2016)

-END-