



MEMORANDUM

From: Joshua Starr
To: Interested Parties
Re: 2016 Survey of Executives of Civic Leadership Programs (CLPs)
Date: February 24, 2016

CONTENTS

1. Overview: Cover note and Methodology
2. Summary
3. Detailed analysis
 - a. Landscape
 - b. Staffing Priorities
 - c. Programs on Important community topics
 - d. CLP Alumni Engagement Index & alumni activities
4. Detailed methodology
5. Profile of the 120 CLP respondents
6. Topline results

Cross-tabulations available separately upon request.

COVER NOTE

This memo reviews a short survey of senior executives of civic leadership programs (CLPs), conducted by Starr Opinion Research in January and February 2016. Despite the significant influence of CLPs in American life for more than 30 years, there is a dearth of quantitative research on ways to measure and improve the impact of the organizations and their leaders. Coming from a background in research-based strategy, and with a belief that increasing the impact of the *local* civic leadership organizations can have a significant long-term positive impact across the country, **we have conducted this survey to demonstrate proven methods using applied social science to provide useful insights for civic leadership programs.**

This survey covers a sliver of a larger body of potential work that can be conducted for individual CLPs. Our forthcoming white papers will address areas such as measuring impact and improving leadership networks, leadership engagement and much more. Moreover, by utilizing email addresses, we can conduct high quality research at a reasonable cost, and deliver valuable guidance. **We hope this survey, which we sponsored, starts conversations towards research-driven benefits for your communities.**

Thank you to the senior executives who participated in this survey.

METHODOLOGY

Starr Opinion Research collected 120 online interviews between January 13 and February 5, 2016 from senior executives of CLPs in the United States. Invitations to participate were sent to our national universe of 837 program. The estimated margin of sampling error for the survey is ± 8.28 percentage points at the 95% confidence interval. The margin of error will be larger among subgroups of respondents.

SUMMARY

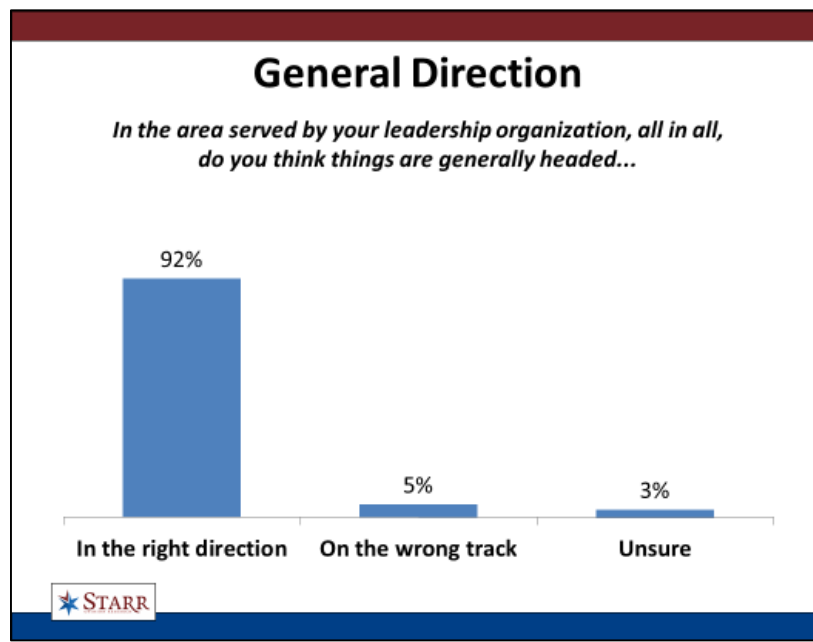
- **CLPs are in growth mode.** Executives are up to four times more likely to be looking for staff to help them grow (programming, alumni relations, communications, and, most likely, development) than to help stabilize their program (senior executives, administrative assistance).
- **Fundraising is the most sought-after expertise.** However, for many CLPs, alumni are under-utilized in helping to raise funds.
- **Whether a CLP has addressed a key topic might indicate whether a CLP has sufficient capacity.** Assuming nearly all communities are facing tense relationships between law enforcement and underprivileged citizens, this is an area for non-partisan CLPs, and their alumni-leaders, to provide much-needed local trusted leadership. Six in ten CLPs have organized a program on this topic; four in ten have not.
 - From the **CLP Alumni Engagement Index**, comprised of seven behaviors – all related to alumni practices – we created three categories: low (36% of all CLPs), medium (39%) and high performance (25%). The categories positively correlate to whether a CLP has had a program on law enforcement and underprivileged communities.
 - In general, the ability to reach a high performance level with alumni is based on low- or no-cost management practices and not on the number of alumni or age of the program.
 - Interestingly, CLPs in the South are significantly more likely to have had programming on this issue than CLPs in the Midwest.
- **There is a market for high quality CLP alumni programming in which minimum dues should be set at more than \$75 per year.** Programs with low value and low cost achieve low enrollment.
 - Analysis indicates offering further programming on leadership and boardroom skills have a positive influence on alumni engagement and warrants further exploration.
- **Many Chamber-based CLPs can improve alumni engagement with one low-cost practice.** If they have not done so yet, CLPs based in Chambers would benefit from creating a separate alumni-based Board of Directors and Programming Committee for the CLP.
- **CLPs can increase community impact using research-based guidance including benchmarking with other CLPs and finding best practices that fit with a CLPs' local values.** The average CLP is more than 25 years old and has more than 750 alumni. There are significant opportunities to improve communities by increasing engaging with their alumni.

DETAILED ANALYSIS

Landscape Assessment

Nearly all senior executives of CLPs are optimistic about the direction of the territory served by their organization. More than nine in ten (93%) believe the area served by their CLP is generally headed in the right direction. This optimistic mood is consistent across all subgroups in the survey.

This level of optimism is notably high relative to opinions collected from other groups, broad and narrow, across the United States. It would be worthwhile in follow-up research to examine reasons why these senior executives are exceptionally upbeat, and identify language to better measure a broad, trackable assessment.



Staffing Priorities

Top tier staffing need: Fundraising. Second tier needs: Alumni and Programming. A plurality of senior executives – one in three (32%) – indicates their top priority for hiring is in fundraising and development. This was more than twice the need for the two next-most desired functions, for an alumni-related staffer (15%) and someone to handle programming (15%).

In a third tier of desired functions:

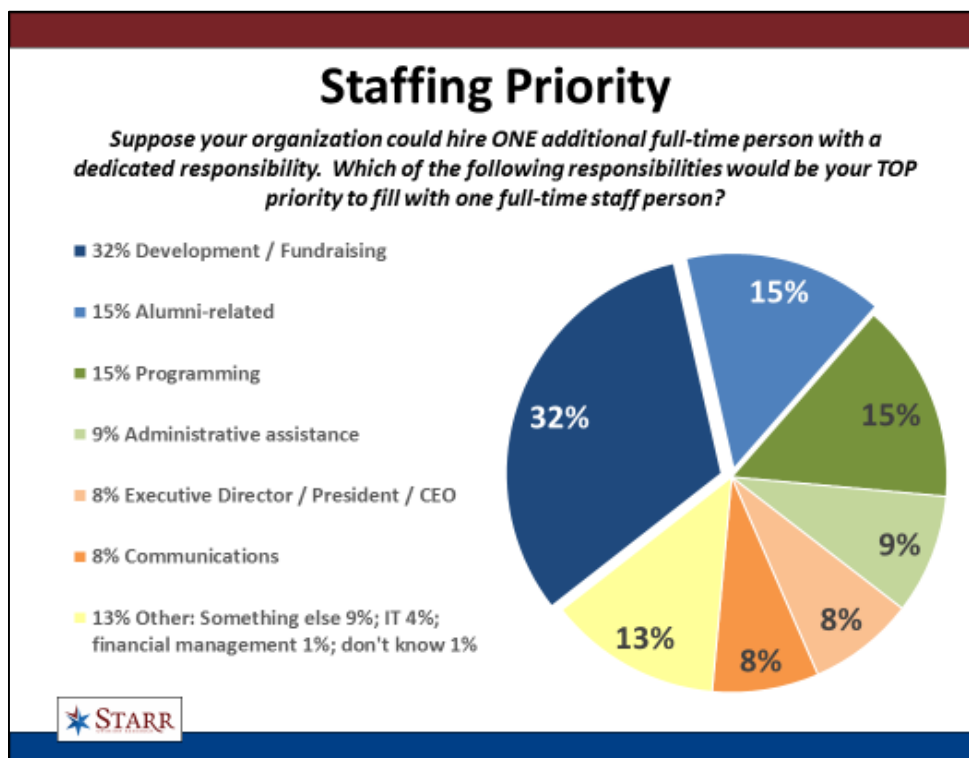
- 9% need administrative assistance;
- 8% are looking for a top executive; and,

- 8% need someone to specialize in communications.

Are CLPs 4x More Likely to Be in Growth Mode? Staffing priorities can possibly be organized into two buckets: stability and growth. Under the stability category, we might include the need for a top executive (8%) and for administrative assistance (9% - something many CLPs likely cover with volunteers). Assuming a top executive will handle fundraising at the early stages of a CLP, most of the CLPs expressed a need for growth: raising funds (32%), adding staff responsible for programming (15%), adding a person to manage the growing ranks of alumni (15%) and a communicator to all stakeholders (8%). Based on these categories, the needs of CLPs are four times greater for growth than stability (70% to 17%).

These results may reflect a growing need of CLPs to capitalize on the large number of alumni that have accumulated over many years of shepherding community leaders through their program. Moreover, since the growth functions would have been less important during the years of building up the program, these results reflect the maturity of the programs.

In addition, these results underscore the importance of utilizing talented and willing alumni. In areas such as fundraising, recruiting and possibly as program managers and communicators, many successful senior executives create a pipeline of volunteer talent from their alumni. Of course, as programs grow, executives will look to replace volunteers with full-time professionals to grow their programs and revenue.



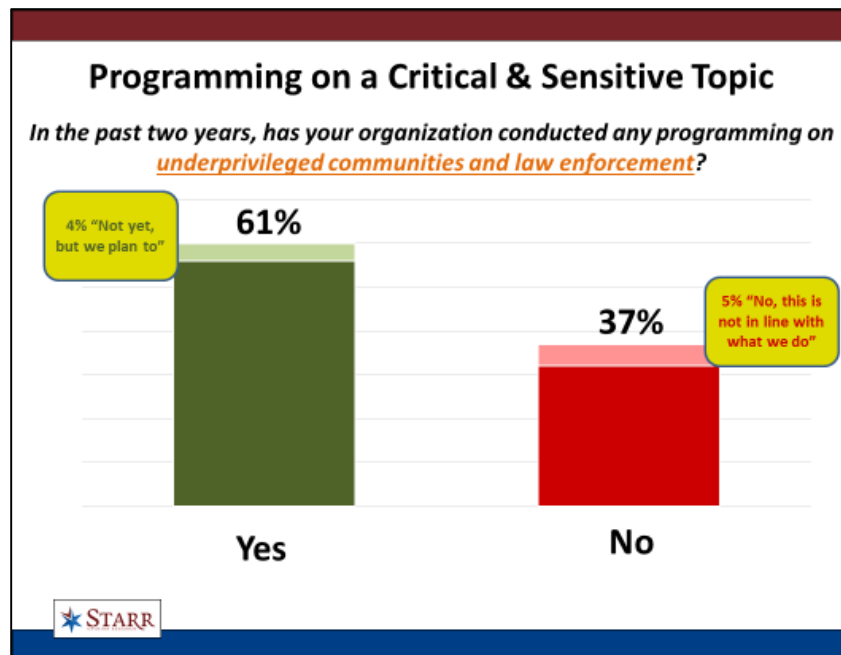
Staffing Priority	Overall % that said this was a top hiring priority	Subgroups of CLPs that are MORE likely to cite this staffing priority	Subgroups of CLPs that are LESS likely to cite this staffing priority
Development / Fundraising	32%	None	None
Alumni-Related	15%	31+ years old (21%)	Up to 20 years old (10%)
Programming	15%	None	None
Administrative Assistance	9%	None	Chamber of Commerce structure (14%)
Executive Director	8%	Up to 20 years old (20%) Independent structure (12%)	Chamber of Commerce structure (0%)
Communications	8%	Chamber of Commerce structure (14%)	Not Chamber of Commerce (4%)

Programs on Important Community Topics

We hypothesize that a critical issue in American communities is the loss of trust between law enforcement and underprivileged communities. A majority of CLPs - six in ten (61%) - have conducted programming related to this issue in the past two years. Nearly four in ten CLPs (37%) have not.

Perhaps this is an issue in which CLP alumni-leaders, in a non-partisan manner, can step in to drive a process to rebuild this trust.

We would be interested in further primary and secondary research to determine whether this is an issue that impacts *all* communities and, if so, whether this question would be viewed as a proxy for whether a CLP is prepared to fulfill a broader mission of being a non-partisan, trusted leader on *major* civic issues.

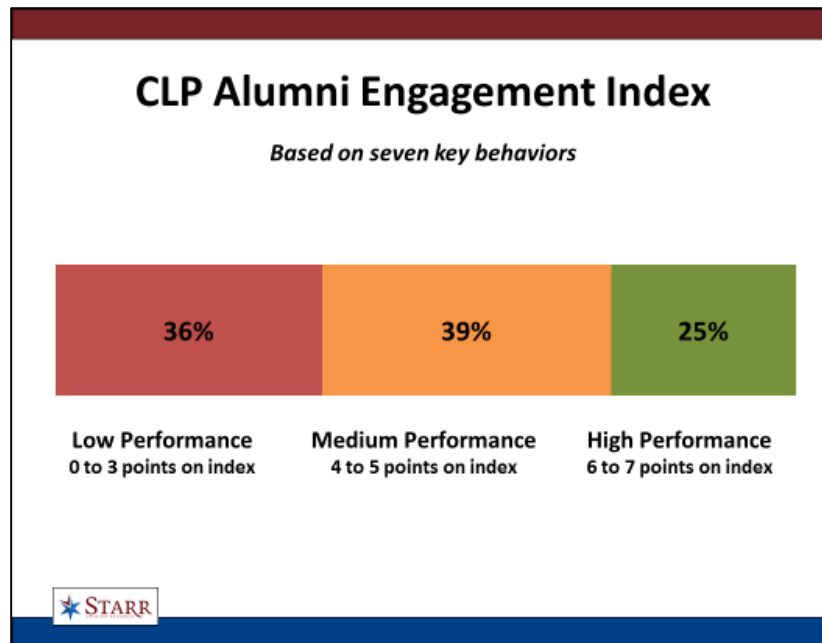


CLPs that have had programming in the last two years related to law enforcement and underprivileged communities (61%)	
CLPs More Likely to Say Yes	CLPs Less Likely to Say Yes
<i>Statistically Significant at the 95% Level or Higher</i>	
High Performance on CLP Alumni Engagement Index (82%) 31+ years old (74%) South (77%) Alumni fundraise (73%) Depend on alumni funding to operate (76%) Hold events for alumni on public issues (73%) Continue training on leadership/boardroom (72%) Publishes a newsletter (70%) Have an active alumni online presence (69%)	Low Performance on CLP Alumni Engagement Index (32%) <=20 years old (50%) Midwest (38%) Alumni do not fundraise (52%) Don't depend on alumni to operate (52%) Hold events for alumni on public issues (47%) Do not train on leadership/boardroom (52%) Do not publish a newsletter (49%) Have an active alumni online presence (50%)
<i>Statistically Significant at 85% to 90% Level (seen as "directionally" noteworthy)</i>	
700 or more alumni (74%) Charge alumni dues (72%) Survey alumni (68%) Communicate via Facebook/Twitter (65%)	21 to 30 years old (56%) Fewer than 700 alumni (56%) Do not charge alumni dues (54%) Does not offer alumni programming (46%) Does not survey alumni (50%) Does not communicate via FB/Twitter (50%)

Notably, Chamber of Commerce -based CLPs were *equally* likely to have held these events (60%) as those not based with a Chamber (61%).

CLP Alumni Engagement Index

The CLP Alumni Engagement Index. We created an INDEX to distinguish between CLPs based on their efforts to engage alumni. **Since our intention was to exclude costs as a factor, the variables in the Index, alumni relations practices, do not require much, if any, funding.** Each CLP was awarded one point for each positive response to each of 7 selected variables. Therefore, each CLP could be rated between a score of zero (0) and seven (7).



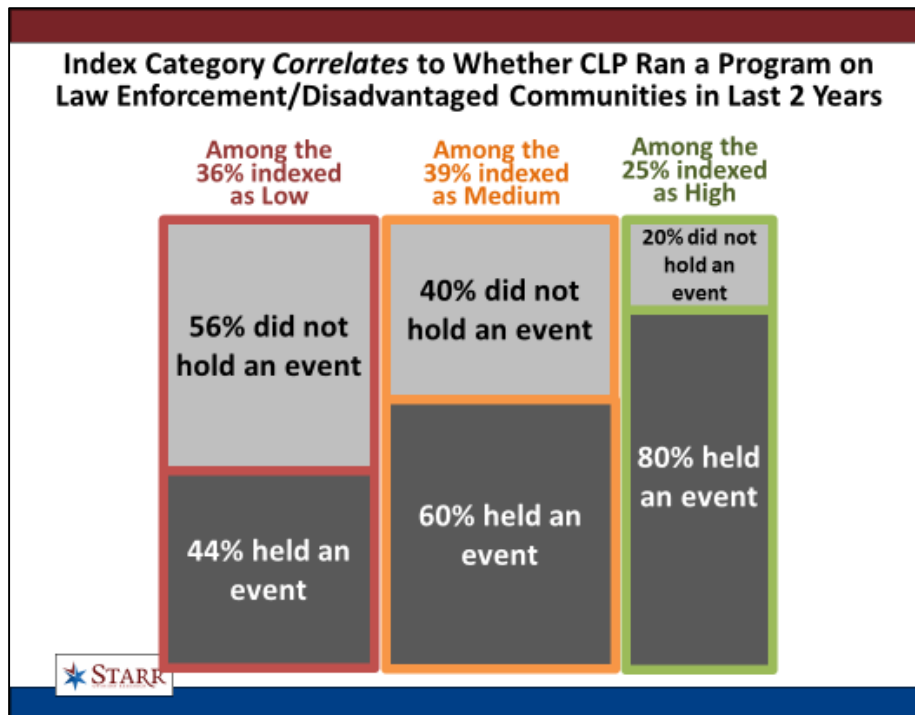
An index is relevant if it correlates to a key measure. In other words, an organization’s place in an index must predict, to a statistically-significant calculation, the likelihood of a key outcome. For this survey, our key measure was whether a CLP had programming in the last two years to deal with law enforcement and disadvantaged communities.

The CLP Alumni Engagement Index category of a CLP has a positive correlation to whether the CLP has conducted this type of program. This means that the seven elements of the index are statistically likely to be factors in whether a CLP has the culture or capacity to run a program on a tough issue facing our communities.

CLPs in the “low performance” category are *less likely* to have run this type of program, 44%, than those in the “medium performance” group (60%) and those in the “high performance” group (80%).

This index is an example of ways in which we use opinion research to help programs improve their structure and create more impact in their communities. Additional statistical analysis could also refine the identification of the most important factors in this index. Further research using multivariate statistical techniques such as cluster analysis and factor analysis could also identify paths to other outcomes that CLPs would like to achieve.

From a practical perspective, CLPS can calculate the category in which their program sits and consider shifts in their structure to better prepare themselves to have a bigger impact on issues facing their community.



The Seven Variables in the CLP Alumni Engagement Index	% of All CLPs	% of Low Performance (36% of all)	% of Middle Performance (39% of all)	% of High Performance (25% of all)
Alumni actively help us recruit applicants	84%	63%	94%	100%
Has an alumni program (irrespective of charging dues)	79%	58%	87%	90%
Alumni serve on Board of Directors	78%	47%	94%	97%
We conduct surveys of alumni	60%	23%	70%	97%
We hold activities dedicated to further developing leadership and/or boardroom skills	45%	14%	45%	90%
Alumni actively help us raise funds	43%	9%	47%	83%
We include metrics related to alumni in an annual organizational evaluation	25%	2%	13%	77%

There are some noteworthy differences between CLPs in each category of the index.

From a demographic perspective, low performing CLPs were more likely to be located in the Midwest and be part of a Chamber of Commerce, while middle and higher performers were more likely to have an independent structure. Low performers were more likely to be located in less densely populated areas, though not necessarily rural area – and high performers were more likely to be in areas with a population of 500,000 or more.

Interestingly, CLPs that have alumni programs and charge dues were *more likely* to be categorized in the higher performing area. It would be interesting to delve into this with further research as there are

different philosophies for engaging alumni (i.e. some hypothesize that eliminating dues would remove barriers for alumni to participate).

As some might expect, CLPs with higher performing rating are older and have a higher number of alumni. These are programs which probably have greater human and financial resources. *Do CLPs perform higher because they have more resources, or do they have more resources because they are using the correct practices to engage their alumni – and, therefore bringing in more revenue?*

Demographic and Behavioral Differences of CLPs based on Alumni Engagement Index		
Low Performance (36% of all)	Middle Performance (39% of all)	High Performance (25% of all)
Statistically Significant Differences at the 95% Level or Higher (BOLD=Higher)		
Average of 632 alumni Independent structure (33%) Chamber of Commerce (51%) <100k population (37%) 500k+ (21%) Midwest (49%) ALP Membership (42%) Charges alumni dues (28%) Alumni active in prgrmng (60%) Depend on alum. funding (21%) Communicate via email (70%) Publish a newsletter (33%) Active alum. online (30%) Use FB/Twtr (56%) Help place on boards (49%) Have staff for alumni (35%) Events for socializing (58%) Events on public issues (26%)	Average of 676 alumni Independent structure (60%) Chamber of Commerce (32%) Low population density (68%) Midwest (28%) ALP Membership (47%) Charges alumni dues (57%) Alumni active in prgmng (85%) Depend on alum. fnding (43%) Communicate via email (100%) Publish a newsletter (55%) Active alum. online (62%) Use FB/Twitter (70%) Events for socializing (79%) Events on public issues (51%)	Average of 1137 alumni Independent structure (60%) Chamber of Commerce (27%) <100K population (13%) 500k+ (40%) Low population density (37%) Midwest (23%) ALP Membership (80%) Charges alumni dues (57%) Depend on alum. fnding (47%) Communicate via email (97%) Publish a newsletter (80%) Active alum. online (80%) Use FB/Twitter (90%) Help place on boards (80%) Have staff for alumni (83%) Events for socializing (97%) Events on public issues (90%)
Statistically Significant Differences at 85% to 90% Level (seen as "directionally" noteworthy)		
On the right track (91%) Independent Structure (33%) Chamber of Commerce (51%) South (30%) <=20 years old (26%) 31+ years old (23%) Staffing: Administrative Assistant (15%)	On the right track (87%) Independent structure (60%) Chamber of Commerce (32%) <100k population (22%) 100k to <500k (38%) 500k+ (40%) Staffing: Administrative Assistant (4%)	On the right track (100%) Independent Structure (60%) Chamber of Commerce (27%) South (47%) <=20 years old (17%) 31+ years old (60%)

Alumni Activities

The leaders/alumni or graduates of CLPs are a priceless source of value to communities. Each alumnus has gone through a program designed by the CLP, delved into local issues, bonded with a network of peers and embraced a philosophy reflective of the local community.

This is the foundation of a CLP. The applicants and participants typically enter CLPs as an established community leader. However, as they emerge from the core CLP, there is an expectation the graduate will be empowered to do *more*. In the formative years of a CLP, the focus is on recruiting talented leaders, developing a powerful annual program and building a reputation in the community. However, the focus of the CLP broadens as it matures.

This is part of a life cycle for CLPs. After more than a dozen years of diligent programming, CLPs may have a base of more than 300 alumni. All of a sudden, the CLP has a small army of empowered leaders in the community. After 25 years of continued programming, the army may include more than 700 leaders! At some point in the life cycle, the army of alumni opens up opportunities for the CLP to do *more*. The “more” might relate to internal fundraising, expanding programming or marshalling the CLP alumni to work together on a community priority. The staff of the CLP must identify the most effective use of the army of talented, experienced and faithful community leaders.

This short survey provides snapshots of the variety of alumni activities instituted by CLPs. We identified, through the Index, that the collection of behaviors creates a culture that allows a CLP to do *more*; in this case, exemplified by having programming to, at a minimum, raise awareness and knowledge about troubling gaps between law enforcement and underprivileged communities.

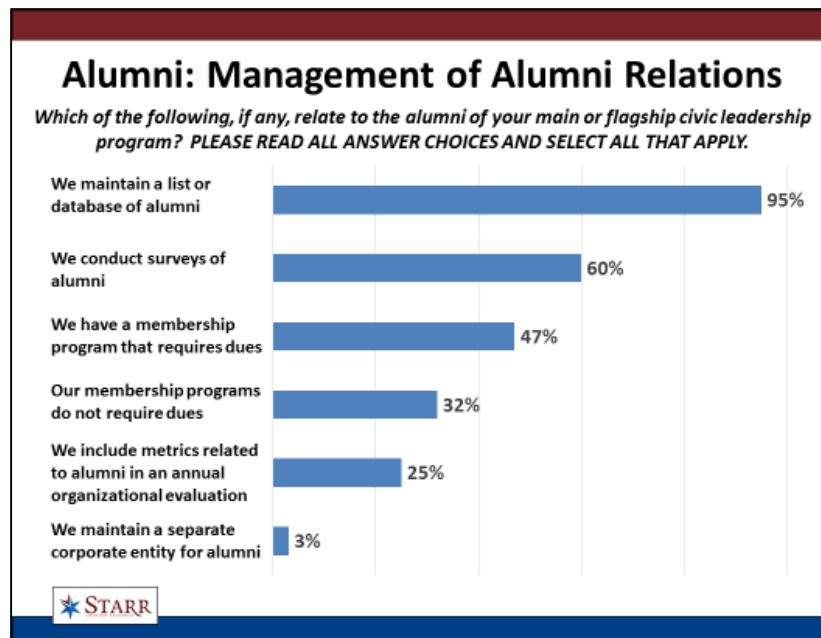
The activities we measured can be broken into six categories:

- **Management of Alumni Relations:** Some broad organizational structure for engaging alumni;
- **Role in CLP Management:** Ways in which alumni may be involved in managing the CLPs;
- **Staffing of Alumni Relations:** Investment in staff devoted to alumni relations;
- **Role in Fundraising and Outreach:** Broad roles in which alumni are used for development and recruitment;
- **Programming Offerings:** General ways programs are designed for alumni; and,
- **Communications:** Ways in which the CLP communicates with alumni.

While this short survey is designed to provide overall measures, *each* of these activities is worthy of deeper investigation into best practices and their impact in alumni engagement.

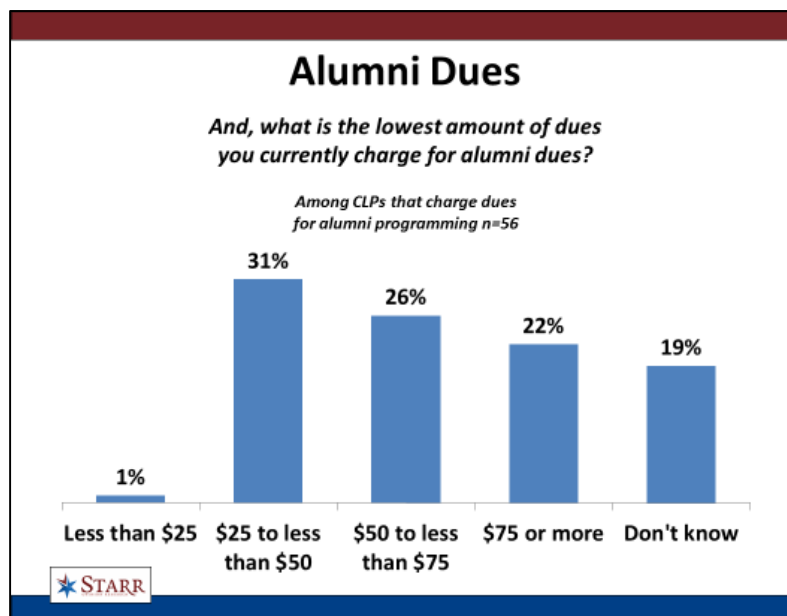
Management of Alumni Relations

- Nearly half of CLPs (47%) have an alumni membership program for which they charge dues; one in three (32%) has a program for which they do not charge dues – and, we therefore assume the remaining 31% do not have an alumni membership program.
 - CLPs **more** likely to have alumni membership programs that charge dues are older (21+ years old – 56% of them have alumni programs that charge dues), in the South (70%) and have larger alumni bases (500-999 alumni – 61% and 1,000 + alumni 56%).
 - CLPs **less** likely to have alumni membership programs that charge dues are younger (20 years old or less – 25%), located in the Midwest 934%), and have fewer than 500 alumni (21%).
- Nearly all CLPs (95%) reported they main a database of alumni.
- Three in five CLPs (60%) conduct surveys of alumni; one in four CLPs (25%) include metrics related to alumni in their evaluations of their program.
 - CLPs **more** likely to conduct surveys are from larger population areas (more than 500,000 residents – 86% of them conduct surveys), not be part of a Chamber of Commerce (68%), have a larger alumni base (more than 700 alumni – 82%) and have alumni programming (68%).
 - CLPs **less** likely to conduct surveys are from smaller population areas (fewer than 100,000 residents – 39% of them conduct surveys), be part of a Chamber of Commerce (47%), and have a smaller alumni base (700 or fewer alumni – 54%).
- Only a few CLPs, 3%, maintain a separate organization for alumni.

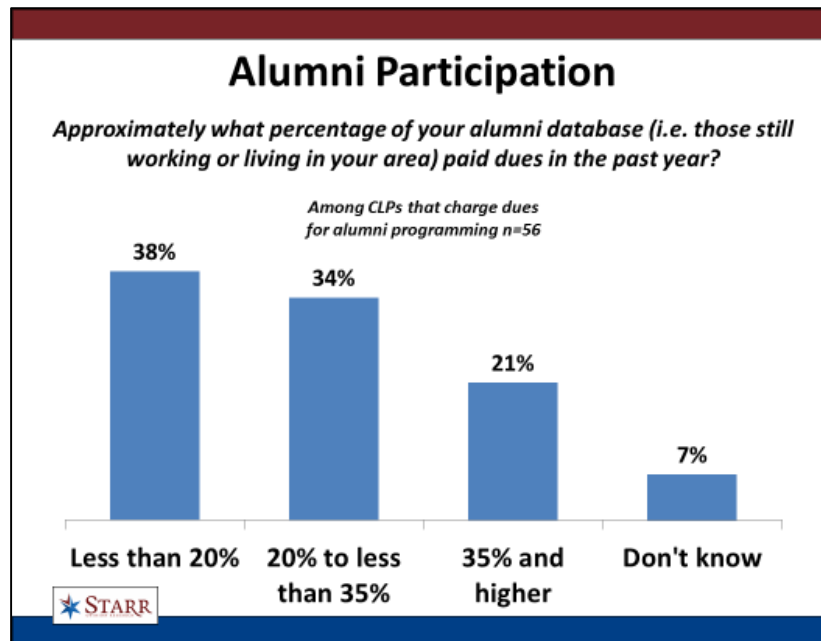


Alumni: Dues, Participation Rates and Cash Flow

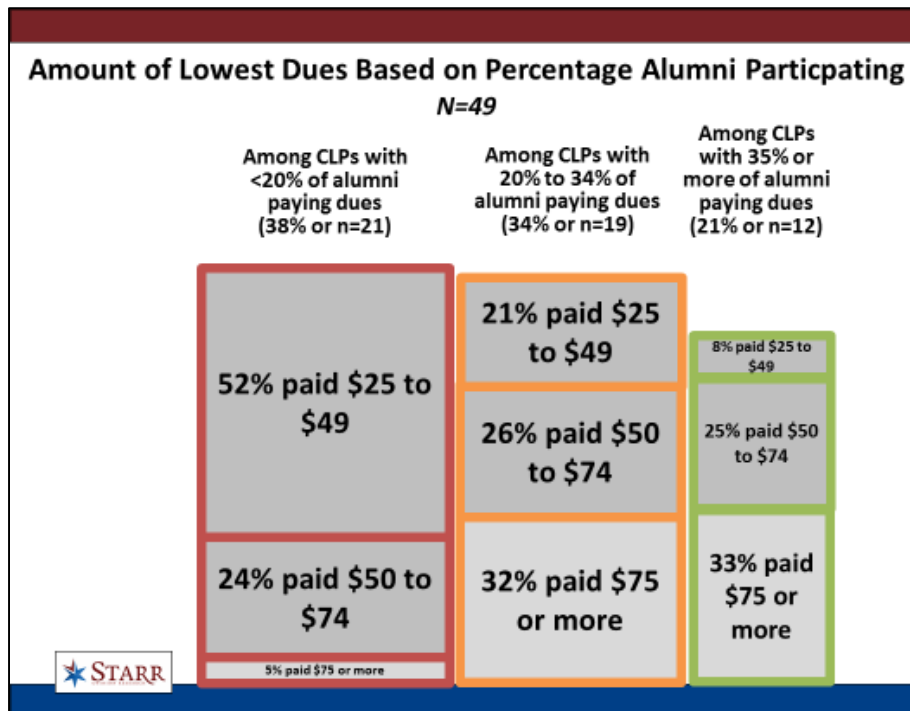
- Among the 47% of programs that charge dues for an alumni membership program, there is a wide division in the amount they charge. Note that for the purpose of conservative estimates, we asked for the lowest amount charged; it would be interesting to pursue more information about whether and how programs scale alumni dues and what is included in the program.
 - Almost no programs (1%) charge less than \$25 per year.
 - Three in ten CLPs (31%) charge between \$25 and \$49.
 - One quarter of CLPs (26%) charge \$50 to \$74.
 - More than two in ten CLPs (22%) charge \$75 or more.



- Among the 47% of programs that charge dues for an alumni program, there is also a range of participation levels in the alumni membership programs. On this topic, further investigation could examine if any groups are more or less likely to participate, how the programs are communicated and the benefits of the program.
 - Nearly four in ten CLPs (38%) have alumni participation rates below 20%.
 - One in three CLPs (34%) report that 20% to 34% participate.
 - One in five CLPs (21%) say they have participation rates of 35% and higher.



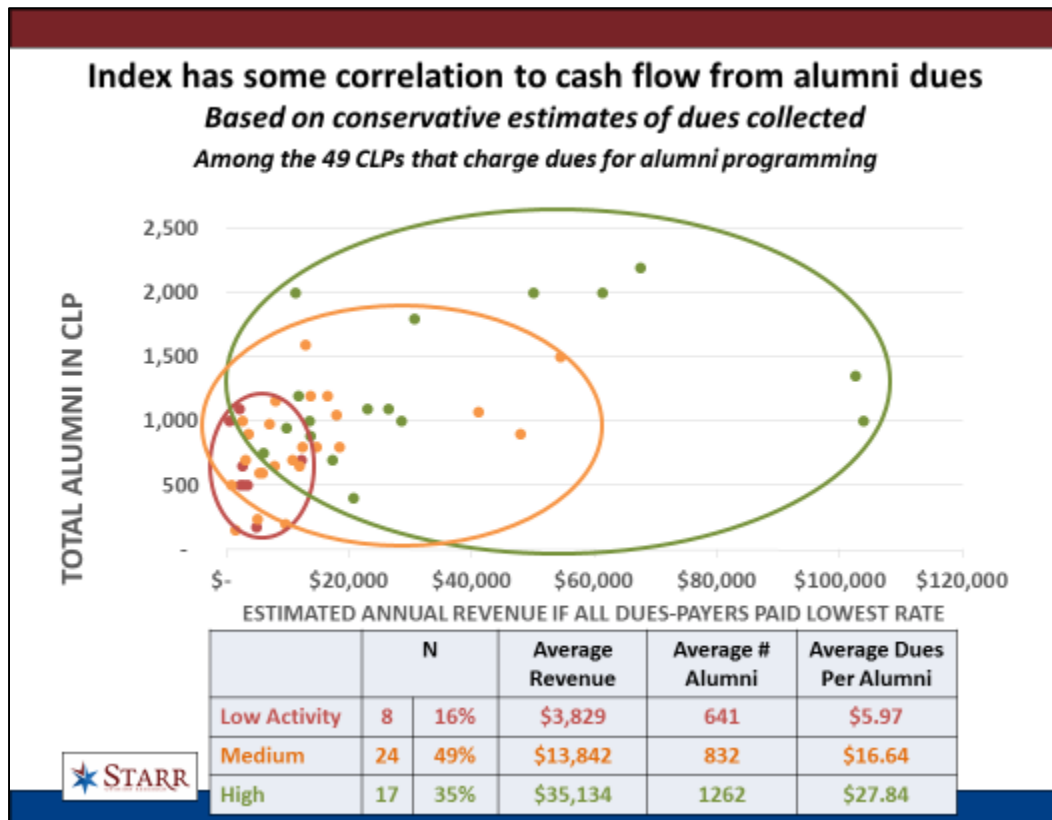
- It appears that CLPs with higher participation rates (35% and higher) are also able to charge the highest dues. Conversely, the CLPs with the lowest participation (under 20%) are charging the least. From a broad perspective, it appears that CLPs with the most success are offering benefits that are more attractive and valuable than those offered by the CLPs with the lowest participation rates. From another perspective, it appears there is a significant opportunity for CLPs to offer more benefits in their alumni program, get higher participation AND charge more.
 - Among the CLPs with the lowest level of participation (under 20%):
 - More than half of CLPs (52%) are charging \$25 to \$49;
 - One quarter (24%) are charging \$50 to \$74; and,
 - 5% are charging \$75 or more.
 - For CLPs achieving 20% to 35% participation rates:
 - One in five (21%) charge \$25 to \$49;
 - One in five (26%) is charging \$50 to \$74); and,
 - One in three (32%) is charging \$75 or more.
 - For the most successful CLPs, with 35% participation and higher:
 - Fewer than one in ten (8%) charge \$25 to \$49;
 - One in four (25%) charges \$50 to \$74); and,
 - One in three (33%) charges \$75 or more.



The CLP Alumni Engagement Index has some correlation to the ability of CLPs to raise cash flow from alumni dues, as seen in the next chart. We calculated a conservative amount of cash flow from dues by multiplying the percentage of reported dues-payers against the number of alumni (also reported in the survey), and multiplied this by the lowest amount of dues charged. Please note this calculation does not take into account other sources of revenue from alumni programming. Also, please note that these calculations are from the 49 CLPs that reported they charge alumni dues.

- CLPs in the Low Alumni Activity category of the index had an average revenue from dues of \$3,829; from another perspective, they received \$5.97 in revenue per alumnus (irrespective of whether the alumnus paid dues);
- In the Medium Alumni Activity segment, average revenue from dues was \$13,842 and \$16.64 per alumnus;
- In the High Alumni Activity group, the average revenue from dues was \$35,134 and \$27.84 per alumnus.

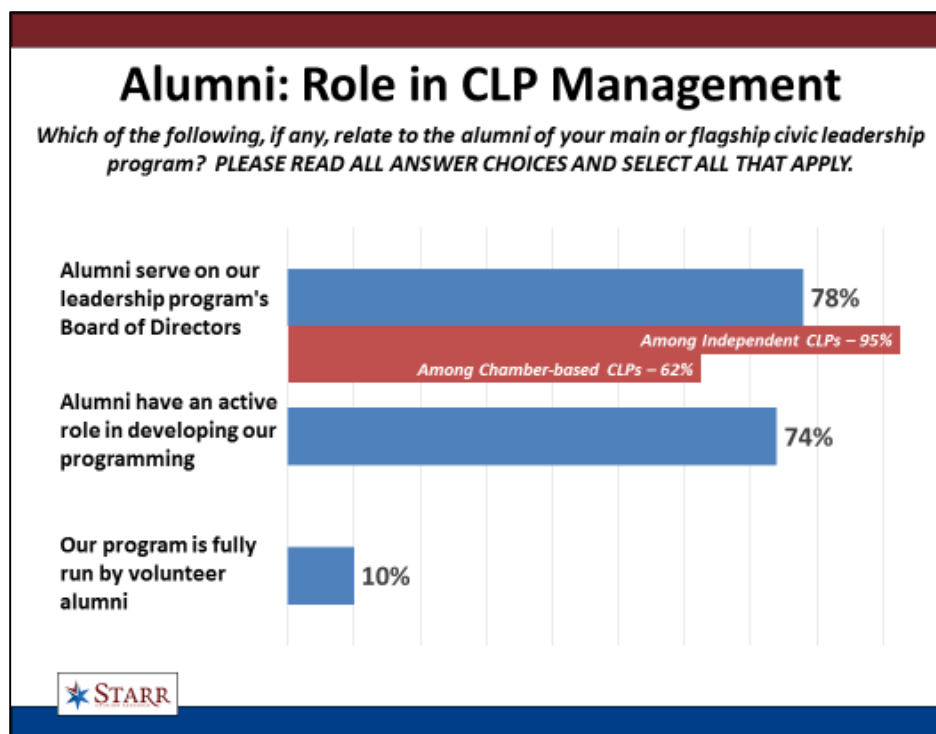
This analysis indicates CLPs that want to have an alumni membership program - and will need to rely on alumni dues - should consider providing high value/quality programming and charge higher dues. A deeper investigation might look at the impact of dues on the ability of alumni with a modest income to participate and possible ways to gracefully provide financial assistance.



Alumni: Role in CLP Management

In general, alumni perpetuate their community's values and culture by taking an active role in the management of their CLP. This survey demonstrated most programs include alumni in overall oversight as well as in programming.

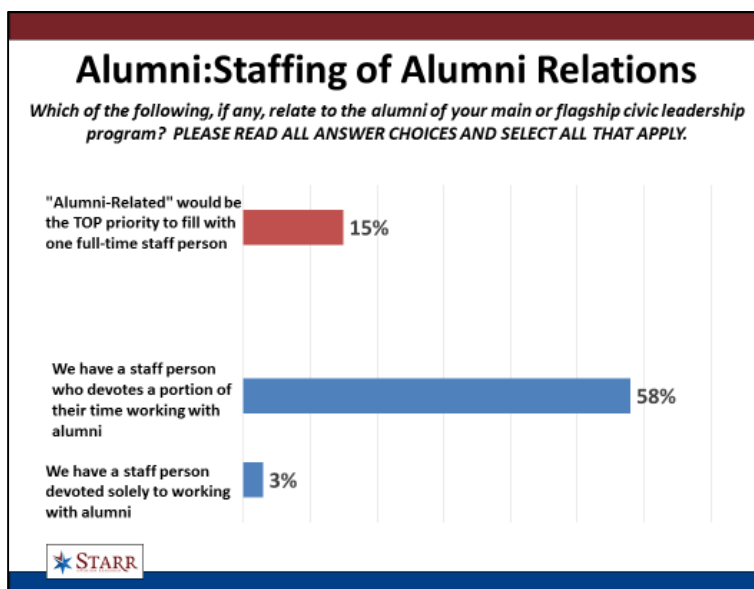
- In more than three in four CLPs (78%), alumni are serving on the Board of Directors.
 - In 95% of independent CLPs, alumni sit on the Board of Directors, versus 62% of CLPs affiliated with a Chamber of Commerce (a difference of 33 percentage points).
- At three in four CLPs (74%), alumni take an active role in the development of programming.
- One in ten CLPs (10%) reported their program is fully run by alumni volunteers.
 - Three in four of these volunteer-sustained organizations are part of a Chamber of Commerce; half of them have an alumni base of 500 to 999, with an average of 474 alumni.



Alumni: Staffing

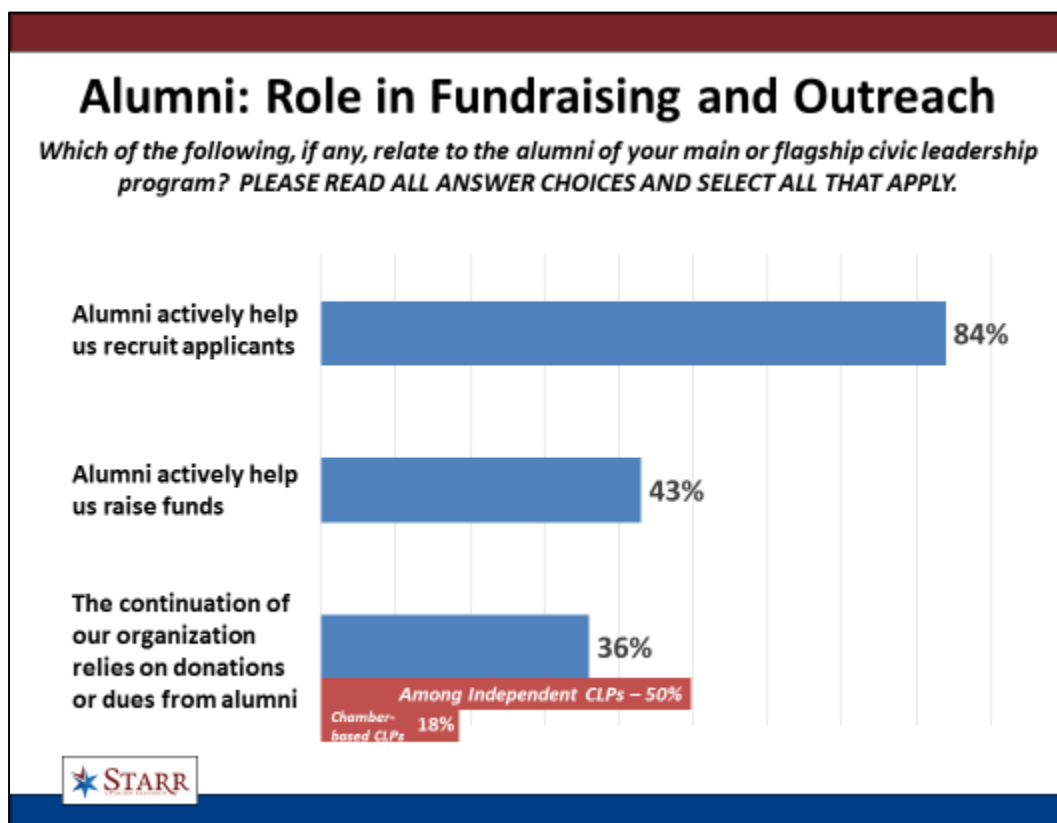
As alumni rolls continue to increase, we anticipate CLPs will continue to hire more staff that are devoted to alumni relations. As indicated earlier, 15% of CLP senior executives indicate this is their top priority for their next hire.

Currently, 3% report having a person devoted exclusively to working with alumni; nearly six in ten CLPs (58%) said they have someone working on alumni relations as one of their roles (i.e. part-time).



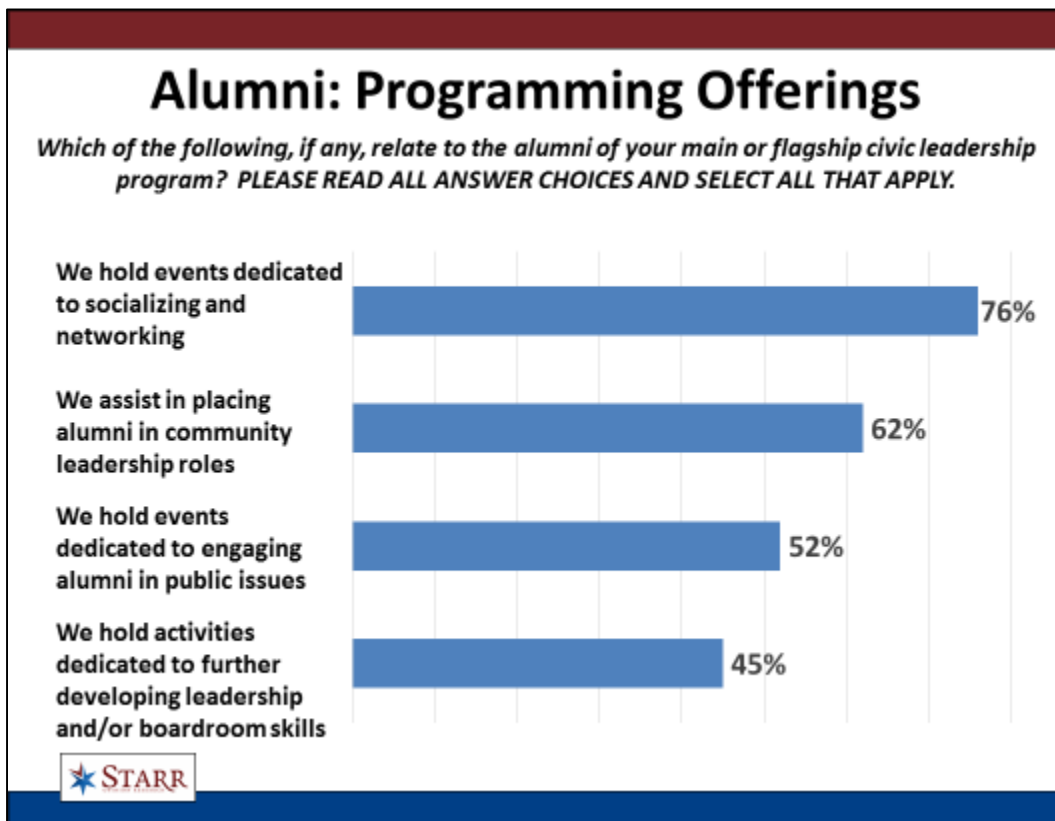
Alumni: Fundraising and Outreach

- Recruiting is a key component of perpetuating the role of CLPs in their community. Although we cannot comment on the depth or quality of these efforts, or how these efforts are directed, in more than 8 in 10 CLPs (84%) alumni actively help recruit applicants.
- We know that CLPs need to expand or strength their development and fundraising - one in three (32%) cited this as their priority for staffing. Fewer than half, 43%, said alumni are currently utilized in this area. It would be valuable to explore and understand the barriers to CLPs to using their alumni, who are accomplished in a variety of fields, in development.
- More than one in three CLPs (36%) report they rely on donations or dues from their own alumni in order to keep their doors open. CLPs deliver value to the broad community, so it would be useful to better understand barriers to remove this financial burden from well-intentioned alumni.
 - CLPs that rely on funding from alumni are more likely to be independent (50% of independent CLPs depend on their alumni contributions) than member of a Chamber of Commerce (18%) – a 32-point difference.



Alumni: Programming

- Three in four CLPs (76%) offer programs for alumni that emphasize socializing and networking.
- Six in ten (62%) assist in matching graduates with opportunities with community organizations.
- Half of the CLPs (52%) report they hold events for alumni that focus on issues important to the public.
- Nearly half of CLPs (45%) offer programming that furthers skills in areas such as leadership and boardroom responsibilities and practices. *The data analysis indicated this type of programming had a significant positive influence on alumni engagement, and warrants further exploration.*

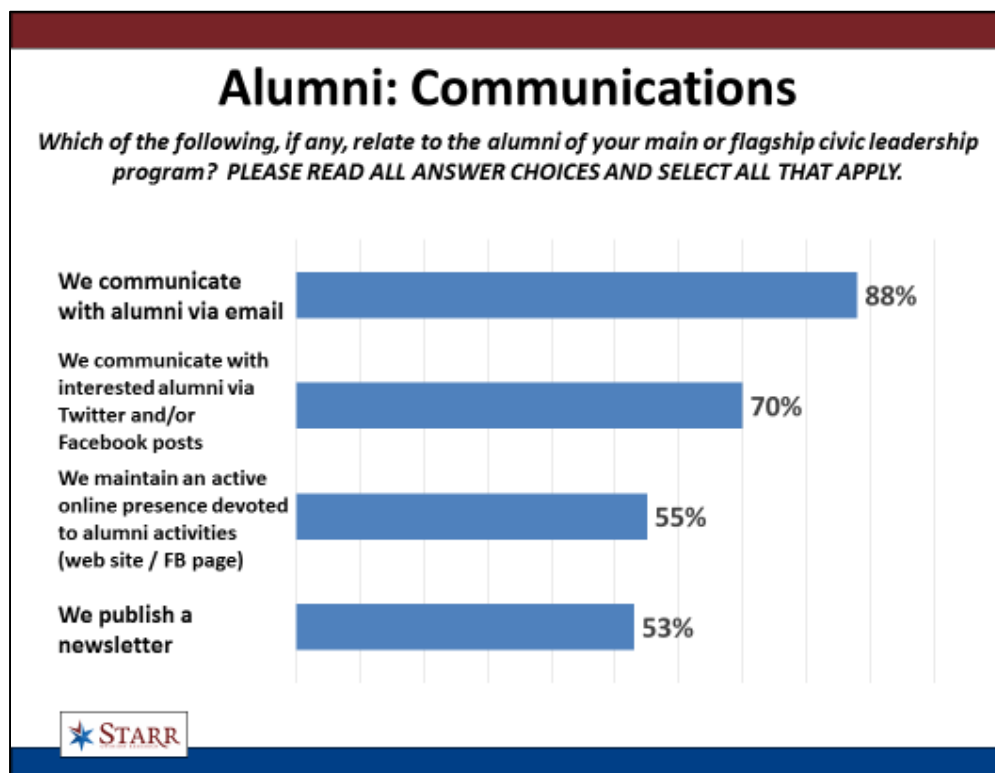


Alumni: Communications

Mass communication is a critical component of engaging alumni. As we learned earlier, nearly all CLPs (95%) can easily reach out to their alumni because they maintain a database. While we cannot comment on the quality, frequency or readership of these effort, we can report that:

- Nearly nine in ten CLPs (88%) communicate with their alumni via email. This is a communication method that ensures that all alumni receive information.

- A strong majority, seven in ten CLPs, communicate using social media such as posting tweets or Facebook updates. This is a communication method that allows sharing in-the-moment information, but is only viewed by alumni who choose to receive information from these channels, and typically are only seen if the follower checks their account.
- More than half of CLPs (55%) have a space online – whether a web site (or a page on a website) or a Facebook page -- that is devoted to sharing information related to alumni activities. As the number of alumni grow, we anticipate this is a percentage that will increase over time; having this is certainly a signal to alumni that a CLP is prepared to support their path in the community.
- A newsletter is a more formal communication, and requires more resources to produce; more than half (53%) of CLPS report they publish a newsletter. This is another area in which it would be valuable to measure the value of a newsletter overall, as well as the individual elements.
 - CLPs more likely to have a newsletter are in larger populations (in areas with 500,000 or more people, 72% publish a newsletter), older (those 21 years or older – 64%), located in the South (64%), have an independent structure (70%), and have a larger alumni base (701 or more alumni – 74%). Nine of the ten statewide CLPs reported they public a newsletter. Directionally, CLPS in medium and high density areas were more likely to publish a newsletter (63%) than those in low density rural areas (46%).





TOPLINE RESULTS OF JANUARY 2016 SURVEY OF SENIOR EXECUTIVES OF U.S. CIVIC LEADERSHIP PROGRAMS (CLPs)

Starr Opinion Research collected 120 online interviews between January 13 and February 5, 2016 from senior executives of CLPs in the United States. Invitations to participate were sent to our national universe of 837 program.

The estimated margin of sampling error for the survey is ± 8.28 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 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 program. The average CLP is approximately 25 years old and has more than 750 alumni.
- Programs intentionally recruit a diverse group from professional sectors (government, non-profit and business) and possibly a host of 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, metropolitan area or local level.

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

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

PROFILE OF THE 120 CLPRESIDENTS

DEMOGRAPHIC	CATEGORIES	AMONG ALL
TERRITORY OF CLP	Statewide	8%
	Multiple counties	7%
	One county	38%
	Metropolitan area	47%
CENSUS REGION	Northeast	11%
	Midwest	34%
	South	37%
	West	18%
SIZE OF POPULATION	Under 100,000 people	28%
	100,000 to under 250,000 people	23%
	250,000 to under 500,000 people	19%
	500,000 or more people	30%
	County or Metropolitan Area CLP	22%
	Statewide CLP	8%
POPULATION DENSITY	High (900 people + per square mile)	19%
	Medium (350 to 899 PPM ²)	24%
	Low (Under 350 PPM ²)	57%
	Low (75 to 349 PPM ²)	43%
	Very low (Under 75 PPM ²)	14%
OWNERSHIP STRUCTURE	Not Chamber of Commerce	63%
	Independent (i.e. 501(c)3)	50%
	Academic Institution	3%
	Community Foundation	3%
	Multiple agencies	1%
	Other	6%
	Chamber of Commerce	38%
PROGRAM AGE	0 to 20 years	26%
	21 to 30 years	34%
	31 or more years	36%
	MEAN	25 years
NUMBER OF ALUMNI/GRADUATES OF CORE/FLAGSHIP PROGRAM	Under 500 alumni	30%
	500 to less than 1,000 alumni	35%
	1,000 or more alumni	35%
	MEAN	775 alumni
ASSOCIATION OF LEADERSHIP PROGRAMS (ALP)	Member	53%
	Not a member	47%

TOPLINE SURVEY RESULTS

LANDSCAPE ASSESSMENT

ASK OF ALL

Q1. In the area served by your leadership organization, all in all, do you think things are generally headed...

N=120

- 92% in the right direction.
- 5% on the wrong track.
- 3% I am unsure

ALUMNI ACTIVITIES

Q2. Which of the following, if any, relate to the alumni of your main or flagship civic leadership program? PLEASE READ ALL ANSWER CHOICES AND SELECT ALL THAT APPLY.

N=120

MANAGEMENT OF ALUMNI RELATIONS

- 95% We maintain a list or database of alumni
- 60% We conduct surveys of alumni
- 47% We have a membership program that requires dues
- 32% Our membership programs do not require dues
- 25% We include metrics related to alumni in an annual organizational evaluation
- 3% We maintain a separate corporate entity for alumni

77% Offer Programming

- 46% Charges for programming
- 32% Does not charge for programming

23% Does not offer programming

ALUMNI COMMUNICATIONS

- 88% We communicate with alumni via email
- 70% We communicate with interested alumni via Twitter and/or Facebook posts
- 55% We maintain an active online presence devoted to alumni activities (such as a web site or Facebook page)
- 53% We publish a newsletter

ALUMNI PROGRAMMING OFFERINGS

- 76% We hold events dedicated to socializing and networking
- 62% We assist in placing alumni in community leadership roles
- 52% We hold events dedicated to engaging alumni in public issues
- 45% We hold activities dedicated to further developing leadership and/or boardroom skills

STAFFING OF ALUMNI RELATIONS

- 58% We have a staff person who devotes a portion of their time working with alumni
- 3% We have a staff person devoted solely to working with alumni

ROLE OF ALUMNI IN CLP MANAGEMENT

- 78% Alumni serve on our leadership program's Board of Directors
- 74% Alumni have an active role in developing our programming
- 10% Our program is fully run by volunteer alumni

ROLE OF ALUMNI IN FUNDRAISING AND OUTREACH

- 84% Alumni actively help us recruit applicants
- 43% Alumni actively help us raise funds
- 36% The continuation of our organization relies on donations or dues from alumni
- 1% Something else you should know about our work with alumni
- 2% None of these
- 0% Don't know

ASK IF "WE HAVE A MEMBERSHIP PROGRAM THAT REQUIRES DUES" IN Q2

Q3. Approximately what percentage of your alumni database (i.e. those still working or living in your area) paid dues in the past year?

N=56

- 38% Less than 20%**
- 34% 20% to 34%**
- 21% 35% +**
- 12% 35% to 50%
- 8% 60% to 74%
- 2% 90% to 94%
- 7% Don't know

Q4. And, what is the lowest amount of dues you currently charge for alumni dues?

N=56

- 1% Less than \$25**
- 31% \$25 to <\$50**
- 26% \$50 to <\$75**
- 22% \$75+**
- 6% \$75 to \$79
- 15% \$80 to \$84
- 2% \$100 or more
- 19% Don't know

ASK OF ALL

STAFFING NEEDS

Q5. Suppose your organization could hire ONE additional full-time person with a dedicated responsibility. Which of the following responsibilities would be your TOP priority to fill with one full-time staff person?

N=117

32%	Development / Fundraising
15%	Alumni-related
15%	Programming
9%	Administrative assistance
8%	Executive Director / President / CEO
8%	Communications
4%	Information Technology (IT)
1%	Financial management / accounting
9%	Something else
1%	None/Don't know

TOPICAL PROGRAMMING

Q6. In the past two years, has your organization conducted any programming on underprivileged communities and law enforcement?

N=117

61%	Yes
56%	Yes
4%	Not yet, but we plan to
37%	No
5%	No, this would not be in line with what we do
32%	No
3%	Don't know

DEMOGRAPHICS

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=110 (removed 7 respondents who did not know"

30% <= 500
35% 500 - <1000
35% 1000+

MEAN: 775

THE FOLLOWING DEMOGRAPHICS ARE FROM OUR CLP DATABASE

D2. Type of CLP Structure

N=120

50% Independent (i.e. 501(c)3
38% Chamber of Commerce
3% Academic
3% Community Foundation
1% Partnership with multiple organizations
6% Other

D3. Population Density

N=120

19% High
7% Very High Density (2,000 people per square mile or more)
13% High Density (900 to fewer than 2,000 people per square mile)
24% Medium (350 to fewer than 900 people per square mile)
57% Low
43% Low Density (75 to fewer than 350 people per square mile)
14% Very Low Density (Fewer than 75 people per square mile)

D4. Type of Geographic Coverage

N=120

8% Statewide
7% Multi-County
38% County
46% Metropolitan Area
1% Portion of a city

D5. Association of Leadership Programs (ALP) Membership

N=120

53% Member
47% Not a member

D6. Census Region

N=120

11% Northeast
34% Midwest
37% South
18% West

D7. Size of Population Served

N=120

28% Less than 100,000

3% <10k
8% 10k to <25k
10% 25k to <50k
10% 50k to <100k

43% 100,000 to less than 500,000

23% 100k to <250k
19% 250k to <500k

30% 500,000 or more

9% 500k to <1MM
13% 1MM+
8% State-wide

D8. Age of CLP

N=120

26% Less than 20 years
34% 21 to 30 years
36% 31 years or more

MEAN: 25.0 years

-END-