Q1 What is your primary area of responsibility at a foundation or nonprofit?

Answered: 380   Skipped: 0

Answer Choices	Responses	
Program leadership	**12.63%**	48
Research and evaluation leadership	**1.32%**	5
Communication leadership	**42.89%**	163
President, CEO, executive director, or COO	**17.11%**	65
Trustee or board of directors	**3.95%**	15
Consultant or service provider	**9.47%**	36
Other	**12.63%**	48
Total		**380**

Q2 Leaders at nonprofits and foundations have a wide variety of opinions about communication, as reflected in the statements listed below. For each statement, please tell us whether you disagree or agree.

Answered: 380   Skipped: 0

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Total
I think our organization should stay under the radar so we do not take the spotlight away from grantees or the people we serve.	28.91% 109	33.42% 126	14.59% 55	8.22% 31	10.61% 40	3.18% 12	1.06% 4	377
When foundations communicate effectively about an issue, it helps their nonprofit grantees work more boldly.	0.27% 1	0.53% 2	0.80% 3	11.73% 44	16.27% 61	39.20% 147	31.20% 117	375
Communication can make program dollars go farther (for example, by attracting donors and partners, or by making sure more people know about the issue).	0.53% 2	0.79% 3	0.00% 0	1.85% 7	6.60% 25	41.69% 158	48.55% 184	379
Foundations often have greater access to policymakers than nonprofits do, and it helps nonprofits when foundations use this access to advocate.	1.85% 7	2.64% 10	4.75% 18	20.32% 77	17.68% 67	33.51% 127	19.26% 73	379
I have to make choices based on limited resources, so I need to invest in doing the work rather than talking about the work.	11.90% 45	28.84% 109	14.55% 55	13.23% 50	15.87% 60	10.05% 38	5.56% 21	378
Foundations can advance social change by funding communication resources (like message development, media training, and campaign materials) and sharing them with grantees and other nonprofits and foundations working on the same issue.	0.53% 2	0.00% 0	1.06% 4	3.17% 12	13.49% 51	40.21% 152	41.53% 157	378
Communication support is a "nice to have," but it does not directly advance the mission of nonprofit or philanthropic organizations.	56.53% 212	32.00% 120	6.40% 24	2.93% 11	1.33% 5	0.27% 1	0.53% 2	375
Communication is not a high priority because it is too difficult to measure its value.	42.74% 162	38.79% 147	8.44% 32	1.58% 6	5.01% 19	2.11% 8	1.32% 5	379
Effective communication is essential for engaging all of the people we work with (such as donors, partners, grantees, volunteers, board members, the people we serve).	0.79% 3	0.00% 0	0.53% 2	0.79% 3	2.11% 8	24.27% 92	71.50% 271	379

Q3 Thinking about where you work, please tell us how often the following statements are true:

Answered: 380   Skipped: 0

	Never	Rarely	Sometimes	Often	Always	Total
My organization communicates to increase transparency about our work.	**1.33%** 5	**9.81%** 37	**24.14%** 91	**44.83%** 169	**19.89%** 75	377
My organization uses communication to help accomplish its mission.	**0.53%** 2	**3.96%** 15	**17.68%** 67	**37.20%** 141	**40.63%** 154	379
The CEO/executive director/president of my organization believes communication advances our goals.	**0.53%** 2	**1.86%** 7	**15.43%** 58	**31.38%** 118	**50.80%** 191	376
At my organization, the highest ranking communication leader has a seat on the executive/management team.	**9.24%** 34	**7.34%** 27	**9.78%** 36	**16.85%** 62	**56.79%** 209	368
My organization communicates to share learning about what has and has not worked.	**3.17%** 12	**20.84%** 79	**34.30%** 130	**30.34%** 115	**11.35%** 43	379
Communication helps my organization ensure that the progress made in program areas "sticks" and leads to lasting change.	**2.42%** 9	**10.48%** 39	**37.63%** 140	**32.80%** 122	**16.67%** 62	372
At my organization, we determine our strategy (goals, audience, and message) before choosing tactics (such as press releases, social media, or annual report).	**1.33%** 5	**6.93%** 26	**25.33%** 95	**41.07%** 154	**25.33%** 95	375
We spend as much or more time at my organization communicating with external audiences (like grantees or donors) as we do with internal audiences (like the board).	**1.34%** 5	**12.03%** 45	**29.41%** 110	**32.35%** 121	**24.87%** 93	374

Q4 Within our sector, we talk a lot about the integration of communication and program work. For each statement, please tell us whether you disagree or agree:

Answered: 378   Skipped: 2

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Total
At my organization, everyone is responsible for thinking about communication and building it into the work.	3.99% 15	12.50% 47	12.77% 48	6.12% 23	28.99% 109	23.14% 87	12.50% 47	376
I am not sure what communication has to offer when we are at the stage of planning strategies, programs, or initiatives.	35.98% 136	32.54% 123	15.61% 59	8.20% 31	5.29% 20	1.85% 7	0.53% 2	378
I feel confident making the case for investing in strategic communication.	0.54% 2	1.08% 4	1.61% 6	5.91% 22	17.20% 64	34.41% 128	39.25% 146	372
We should not communicate until programmatic work is complete and we have something meaningful to say.	20.80% 78	34.67% 130	24.53% 92	8.27% 31	8.00% 30	2.67% 10	1.07% 4	375
At my organization, communication is a strategic partner with program work. We work together to ensure that we get the most value toward our organization's mission.	2.14% 8	5.36% 20	6.97% 26	8.85% 33	24.13% 90	29.49% 110	23.06% 86	373
Without effective communication, we could not raise the support we need (such as funding, partners, good will).	0.53% 2	3.48% 13	1.60% 6	6.68% 25	12.03% 45	34.76% 130	40.91% 153	374
I really wish we had more data to prove that communication investments are worth making.	1.34% 5	6.15% 23	4.55% 17	13.90% 52	23.26% 87	31.82% 119	18.98% 71	374

Q5 What are the barriers to communication at your organization? Check all that apply.

Answered: 378   Skipped: 2

Answer Choices	Responses	
Not enough staff time	**62.96%**	238
Not enough budget	**42.06%**	159
Difficulty prioritizing what to communicate	**37.83%**	143
It's not a priority compared to other activities	**33.07%**	125
A desire to remain humble or quiet	**31.48%**	119
It's too hard to measure results	**30.69%**	116
Concern about stirring up controversy	**29.37%**	111
Lack of clarity about audiences	**28.04%**	106
Lack of skills or expertise	**26.72%**	101
The organizational culture doesn't value it	**19.58%**	74
Fear of publicity	**14.55%**	55
None of these barriers apply to my organization	**11.11%**	42
The board is resistant	**9.79%**	37
Management doesn't expect it or ask for it	**7.94%**	30
Total Respondents: 378		

Q6 Please estimate the relative amount of time your organization spends communicating with each of the following audiences. This will be a rough estimate, and audiences may be left blank. However, the total of all your responses must add up to 100. Do not include the percent sign.

Answered: 346   Skipped: 34

Answer Choices	Average Number	Total Number	Responses
Grantees	22	6,891	313
Board of directors / trustees	18	5,970	336
Donors	17	4,497	263
The general public, or a significant segment or demographic of the public	15	4,528	301
The people our organization serves (constituencies, beneficiaries)	13	3,362	254
Peer organizations (other foundations or other nonprofits)	11	3,519	308
Practitioners in the field of our issue area	9	2,462	266
Policymakers	9	2,453	274
Volunteers	4	918	217
Total Respondents: 346			

Q7 Are there other audiences with whom your organization communicates? If so, please list:

Answered: 54   Skipped: 326

Q8 Think about someone who is influential at your organization and skeptical about the value of communication. First, identify this person's role or function.

Answered: 241   Skipped: 139

Answer Choices	Responses	
Trustee or board member	**39.00%**	94
Member of the executive or leadership team	**30.29%**	73
Donor or funder	**4.56%**	11
Program officer or program director	**25.31%**	61
Communication officer or communication director	**0.83%**	2
Total		**241**

Q9 Now, tell us how you would respond if this person asked you the following question:"Why are we investing so much time, energy, and money in communication?"

Answered: 247   Skipped: 133

Q10 What type of organization do you represent?

Answered: 380   Skipped: 0

Answer Choices	Responses	
Nonprofit/public charity	**23.42%**	89
Private foundation	**41.05%**	156
Community foundation	**24.74%**	94
Other	**10.79%**	41
Total		**380**

Q11 Using the menus below as a guide, please choose the item that best describes the size of your organization.

Answered: 326   Skipped: 54

Public charity, annual revenue					
	Up to $100,000	More than $100,000 and up to $1 million	More than $1 million and up to $10 million	$10 million or more	Total
Choose the menu that best describes your organization	2.02% 2	28.28% 28	43.43% 43	26.26% 26	99

Private foundation, total annual grantmaking					
	Up to $5 million	More than $5 million and up to $15 million	More than $15 million and up to $100 million	$100 million or more	Total
Choose the menu that best describes your organization	17.95% 28	22.44% 35	31.41% 49	28.21% 44	156

Community foundation, total annual grantmaking					
	Up to $15 million	More than $5 million and up to $15 million	More than $15 million and up to $100 million	$100 million or more	Total
Choose the menu that best describes your organization	41.38% 36	14.94% 13	35.63% 31	8.05% 7	87

Q12 What program or issue areas are part of your organization's mission? Please check all that apply.

Answered: 380   Skipped: 0

Answer Choices	Responses	
Arts	**39.74%**	151
Education	**64.74%**	246
Environment	**40.53%**	154
Health	**61.05%**	232
Human services	**46.32%**	176
International	**19.74%**	75
Civil rights, social action & advocacy	**34.47%**	131
Other public benefit	**28.42%**	108
Total Respondents: 380		

Q13 Where is the focus of your organization's service delivery, programs, or grant making? Please check all that apply.

Answered: 380   Skipped: 0

Answer Choices	Responses	
Local	**62.89%**	239
State	**42.37%**	161
Multi-state/regional	**27.37%**	104
National	**36.32%**	138
International	**26.05%**	99
Total Respondents: 380		