SVP INTERNATIONAL

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Dear SVP Network,

SVP International (SVPI) is pleased to release our 2019 Member Services Report which informs SVPI's priorities for our work with affiliates in the short term, and will influence network strategy and growth in 2020 and beyond. SVPI commissioned Jen Bowen Flynn, Social Impact Consultant and former Associate Director of SVP Boston to develop questions, conduct research, and synthesize findings for this report.

Included in the report are findings and recommendations based on the perspectives of SVP Affiliate staff, Partners, and board members regarding their satisfaction with current SVPI programs, their interest in different programs in the future, and their overall experience as members of the SVP network.

Under new leadership, we have already begun to shift our upcoming programming to better reflect the needs across the network. SVPI programs will also respond to key opportunities raised in the report findings by piloting solutions and seeking your feedback on these programs so we can iterate and evolve our work.

To this end, this fall SVPI will:
- Host an SVPI webinar series to connect affiliates with SVPI resources and tools
- Facilitate a Member webinar series to share best practices and innovation directly from affiliates
- Re-Launch a bi-monthly Equity Community of Practice
- Launch a bi-monthly Marketing and Communications Community of Practice, specifically geared to affiliate staff
- Re-Launch bi-monthly leadership cohorts for affiliate Executive Directors and CEOs
- Partner with affiliate leaders to update the SVP Network Theory of Change

The report findings raise several key questions that SVPI hopes to answer while updating our Theory of Change. SVPI will continue to engage with affiliates and Partners on the following questions as we develop programming for 2020 and beyond:

- How can SVPI resource and elevate the system change and equity work of affiliates?
- What are effective ways for SVPI to support network learning and innovation, while keeping affiliates up to date about the tools/resources available for use?
- How can we foster deeper connection(s) and collaboration across the network?
- What are strategic opportunities to amplify voices within the network as thought leaders internally and sector-wide?
- What role can SVPI play in enhancing the SVP brand, being future-oriented, and creating pathways for people and organizations to join SVP?

We look forward to piloting new ways of working together and hearing from you along the way. We hope you'll help spread the word about these fall offerings and that you'll participate in our work to shape the future of the SVP Network.

Thank you for your partnership,

Emily Reitman
SVPI Program Director

Over 40 chapters strong and in 8 countries, Social Venture Partners is a global movement of over 3500 engaged donors, volunteers and skilled leaders who have invested in more than 900 individual nonprofits through $70 million (USD) in unrestricted grants. SVPI is supported in small part by dues from these affiliates, and majority funding comes from individual donors and strategic foundation partnerships.
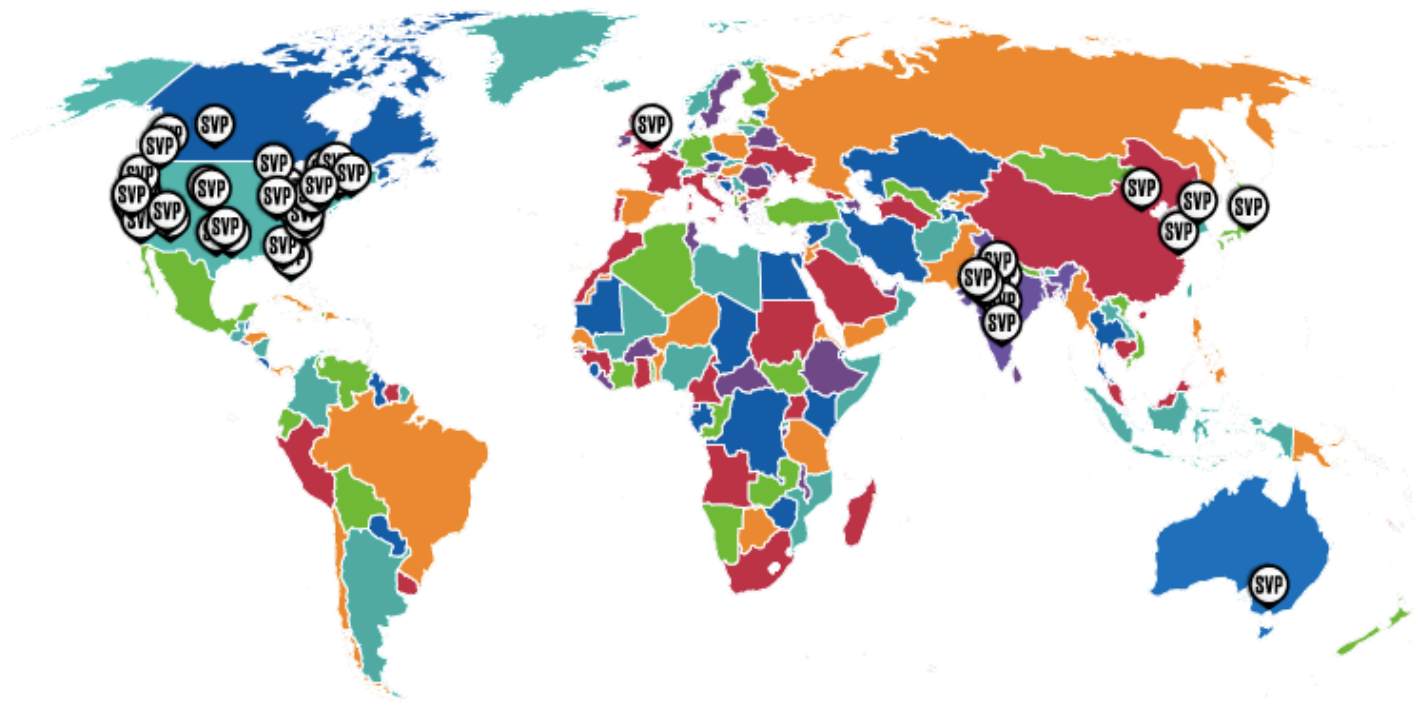
SOCIAL VENTURE PARTNERS

2019 Member Services Report

Affiliate Surveys and Interviews + Network Benchmarking

Prepared by: Jen Bowen Flynn
June 2019

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BACKGROUND

Late 2018, I was contracted by SVPI during a time of leadership and organizational transition to provide network-based research and recommendations that could inform SVPI's strategic vision related to ongoing affiliate relationship management and member services and support.

The recommendations within this report have been distilled from research gathered from:
1. SVP network-wide survey completed by 31 affiliates in January 2019,
2. Individual interviews with 15 SVP affiliate staff/Partners in February - April 2019, and
3. Benchmarking of 8 outside network organizations in March - June 2019.

The goals of the survey were to:
- Tap collective knowledge of SVP affiliates and learn what is working, could be improved, and/or could be useful in future regarding SVPI's role and services provided,
- Provide an outlet for affiliates to share their voice,
- Build trust and confidence between SVPI and affiliates, and
- Reinforce SVPI value regarding current tools and services provided.

The goals of the interviews were to:
- Drill down on the survey findings and
- Better understand survey trends with regards to:
  - SVPI areas of success and areas for improvement,
  - The role of SVPI within the network, and
  - Potential future areas of support.

The goal of the benchmarking research was to provide a cursory understanding of the types of structures, supports, resources, and value provided by similarly structured nonprofit, membership, and/or philanthropic networks.

EXECUTIVE SUMMARY

SVPI has undergone several major transitions over the past year. The following network-based research and recommendations are intended to inform SVPI's decision making about ongoing network-affiliate relationship management and member services and support moving forward.

"Purpose is your anchor."

While affiliates respect the SVPI staff and appreciate their work, they have differing ideas as to the purpose and value proposition of SVPI. During this time of leadership transition, SVPI has the opportunity to work with affiliates to define what the network office is and does as well as what the affiliates can depend on. This includes defining SVPI's value to the network of affiliates and the sector, aligning resources to its purpose, setting expectations, and delivering on those expectations.

"Tell people what you're going to do, state when you're doing it, and remind people what you've done once you're done."

Strategic, content-rich, informative, and consistent communications need to be front and center in building strong relationships and trust across the network and in staying deeply connected with affiliates and their work. Affiliates want to get behind and support SVPI; to do so, they need to know the direction, the steps, and how they fit in.

"Coming together is a beginning, keeping together is progress, working together is success."

Connections and learning are commonly consider one of the top benefits of being part of a network. SVPI doesn't need to know it all and shouldn't expect to do it all – it should tap into subject matter experts across the network (and sector). Involving affiliates in network-wide strategies and tactics moving forward allows affiliates to work together and use their knowledge and resources to support the broader network. Members of the network can collaborate to produce value for each other, while SVPI provides leadership opportunities to its members. Involving affiliates also ensures that the field will be part of the vetting, testing, and roll out of new offerings. Finally, deep affiliate engagement supports overall communications efforts; if members are involved, they know what's happening.

"Learning is a process, not an event."

Affiliates are regularly testing out new innovative practices; the philanthropy sector has established best practices as well as emerging trends in the field. Affiliates struggle to access existing network knowledge and have felt the burden of having to create their own materials from scratch or from information garnered through individual relationships with other affiliates. Knowledge management is hard, but SVPI is best positioned to do it well for the network. Key next steps to strong organizational knowledge management are to develop and implement a

solid process for defining, collecting, educating, and maintaining industry trends, best practices, and innovative practices.

"Do fewer things better."

After developing a standard approach to knowledge management, SVPI can work with affiliates to determine top network priorities pertinent to a majority of affiliates. Focusing on several major initiatives a year, SVPI, in partnership with affiliate working groups, can deliver high quality products that reinforce the network's value and keep the network satisfied and engaged.

"Don't let perfection be the enemy of the good."

According to the research, SVPI should establish a flexible, nimble, responsive approach to working with its members. Affiliates are open to working with SVPI to try various network pilot programs to explore structures best suited to member needs and SVPI capacity. New ideas do not need to be perfect. They do, however require that SVPI be willing to experiment (and potentially fail) and to ask the questions: what did we learn? how can we improve? do we scrap this idea and move on?

"Better together."

A strong network, strong affiliates, strong leaders, and strong communities are the shared vision of SVPI and its members. SVPI is uniquely positioned to facilitate the relationships, the learning, and the conversations across the network that make this vision a reality. SVPI is at an important inflection point where it can create a virtuous circle whereby it supports and is supported by its affiliate network. The findings and recommendations herein are aimed to support SVPI in that journey.

METHOD

1. 2019 SVPI Network Survey

The 36-question Survey Monkey survey[1] was released to all 43 SVP affiliate staff and board members on January 8 and was closed on January 25.

Affiliate Category	Number Participants	Individual Category	Number Participants
International	9	Staff	19
US-Based	22	Executive Directors (or affiliate leaders)	19
		Affiliate Board Chairs (past/present)	8
		Affiliate Board Members (past/present)	10
		Affiliate Partners	2
		Other	5
Total	**31**	**Total**	**63**

2. Affiliate Interviews

Of the 26 Partners and staff who offered to participate in follow-up interviews, SVPI staff identified 18 as desired candidates. "Desired candidates" fit into one or more of several categories: individuals who have offered support to and/or thoughts regarding the value/ purpose/offerings of the SVP network in the past, individuals who are new to their roles and/or SVP, individuals who are SVP veterans, individuals who offer a diverse perspective, and/or individuals who have not been deeply engaged with network conversations in the past. 45-minute phone interviews were conducted with 15 of those 18 individuals[2] between February 4 and April 11 using select questions from a dedicated interview question bank.[3] Detailed notes were taken during the interviews, and interviewees were audio recorded for accuracy.

Affiliate Category	Number Participants	Individual Category	Number Participants
International	3	Staff	2
US-Based	11	Executive Directors (or affiliate leaders)	10
		Affiliate Partners/Board Members	4
		SVPI Board Members	3
Affiliates Represented*	**14**	**Individuals Total****	**15**

*   *2 interviews were conducted with individuals from the same affiliate*
** *3 individuals served both in an Executive Director role and on the SVPI Board*

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[1] 2019 SVP Network Survey questions - Appendix A
[2] Affiliate Interviewee Listing – Appendix B
[3] Affiliate Follow-Up Interview Question Bank – Appendix C

The survey did not ask for demographic information from respondents. Based on SVPI staff's knowledge of participants:

- 12 Women/3 Men
- 2-3 People of Color

3. Benchmarking

Benchmarking research was conducted on 8 organizations[4] recommended by SVPI staff and/or by consultant. 45-minute phone calls were conducted with 10 network staff of those 8 organizations between February 25 and June 12 using select questions from a dedicated interview question bank.[5] Detailed notes were taken during the interviews, and interviewees were audio recorded for accuracy.

Interviews were conducted with 8 organizations:
- 1 Nonprofit Network
- 2 Professional Networks
- 5 Philanthropic Networks

Notes
- Useful survey terminology:
    - **SVPI Tools** are loosely defined as an instrument, document, and/or device that helps an affiliate perform a particular function(s) and is produced and offered by SVPI (e.g. Philanthropy Curriculum, Network Surveys & Reports, SVP Website, OCAT, Partner Recruitment Manual, etc.)
    - **Third Party Tools** are loosely defined as an instrument, document, device, or resource that helps an affiliate carry out a particular function(s) or connect with informational, educational, expert materials, is produced by a third party, and is offered to affiliates by SVPI (e.g. Salesforce, Survey Monkey, Board Source, etc.)
    - **SVPI Resources** are loosely defined as a source of informational, educational, and/or expert materials produced and offered by SVPI (e.g. SVP Resource Center & Resource Map, SVPI Newsletters, etc.)
    - **SVPI Offerings** are loosely defined as networking opportunities and/or convenings produced and offered by SVPI (e.g. Global Summit, Learning Labs, Cohort Groups, etc.)

- Quotes from affiliate and benchmarking interviews may have been edited slightly for brevity and clarity without changing intent.

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[4] Benchmarking Organization List Appendix D
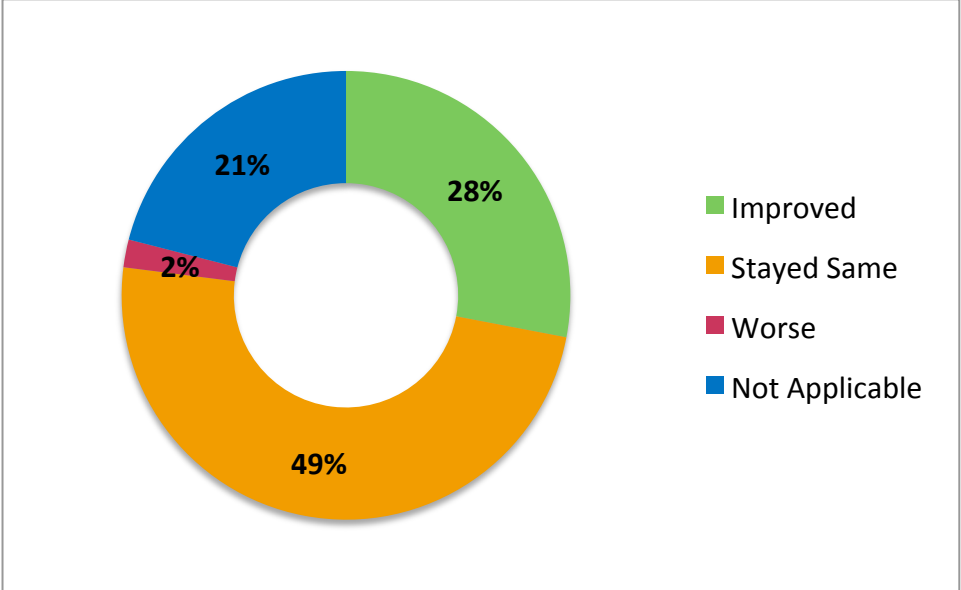[5] Benchmarking Interview Question Bank – Appendix E
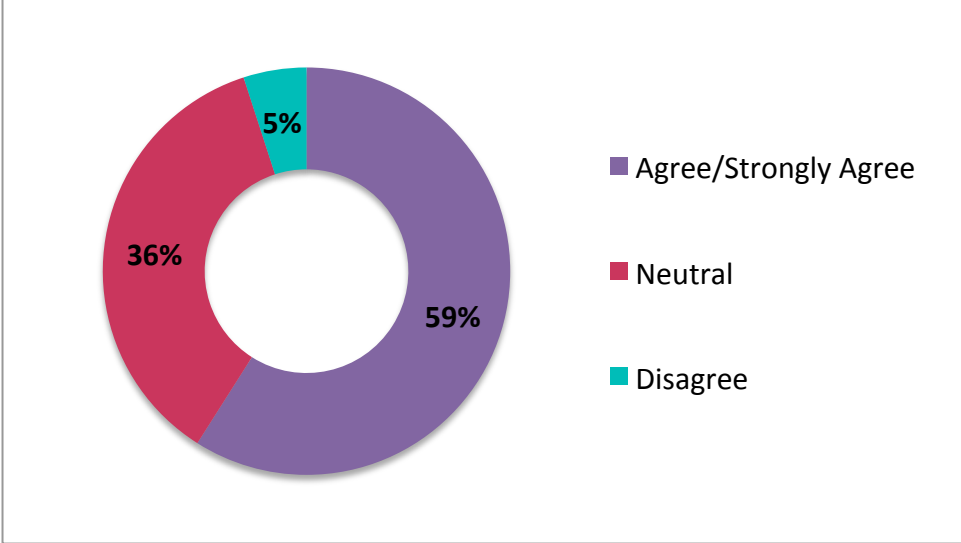
RESULTS & THEMES

SVP NETWORK SURVEY

The survey provided some consistent results in several areas and some inconclusive findings in other areas that required deeper exploration during the interviews.

SVPI Customer Service

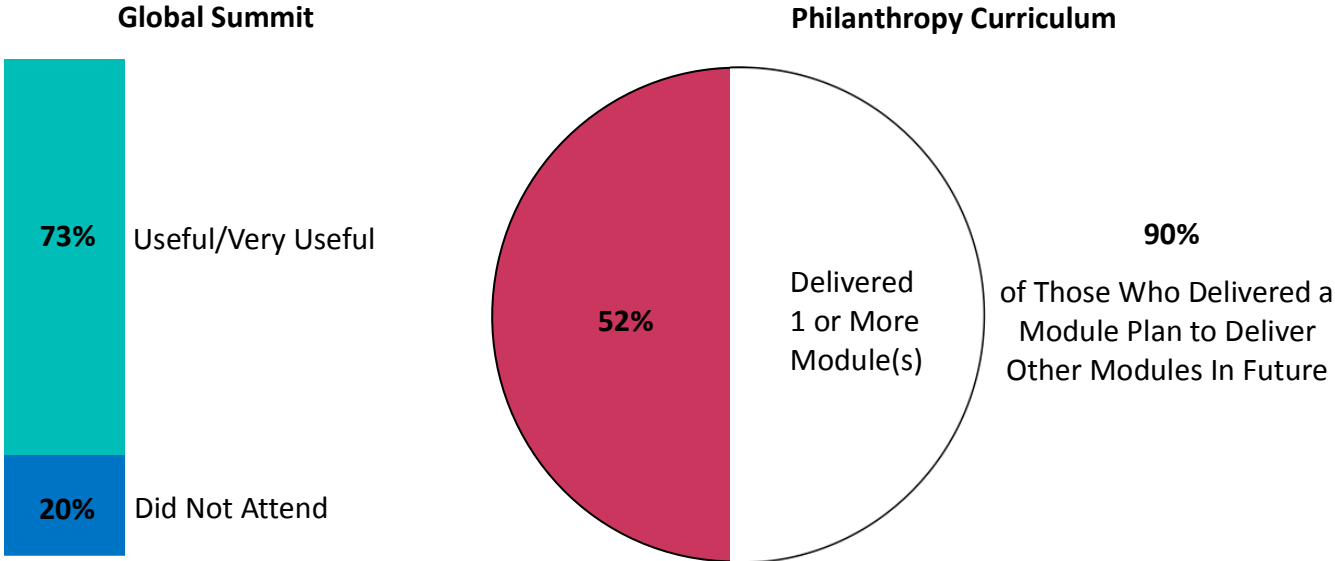SVPI's support to affiliates in 2018, relative to 2017, was:

- Improved — 28%
- Stayed Same — 49%
- Worse — 2%
- Not Applicable — 21%

Affiliates received the support they needed in 2018 from SVPI.

- Agree/Strongly Agree — 59%
- Neutral — 36%
- Disagree — 5%

Affiliate Satisfaction

Global Summit

73% Useful/Very Useful

20% Did Not Attend

Philanthropy Curriculum

52% Delivered 1 or More Module(s)

90% of Those Who Delivered a Module Plan to Deliver Other Modules In Future

Top Rated SVPI Tools and Resources Currently Offered ("Most Useful")
- Organizational Capacity Assessment Tool (OCAT)
- SVPI Newsletters (AMPed, CEO)
- Network Surveys
- Website
- Philanthropy Curriculum

Access and Knowledge
There is a general lack of knowledge from staff and Board of current tools/resources available and how to access them
- 70% indicated they didn't use particular SVPI tools because they were unaware of the tool's availability
- 48% indicated they didn't use particular SVPI resources because they were unaware of the resource's availability

Priorities for Tools, Resources, Offerings in the Future
Affiliates rated top areas where SVPI could provide greatest value to network moving forward:
- 85% want more strategic opportunities for networking, relationship building, small group connections within the network in the future
- Over 50% of respondents see the following as top SVPI priorities for the future:
  - Updated/stronger tools (e.g. website, OCAT, branding, curriculum, etc.)
  - Knowledge management, best practice sharing, and network collaboration
  - Network leadership (e.g. mission, brand, equity, etc.)

AFFILIATE INTERVIEWS

The interviews evoked some consistent themes across a variety of topics.

Innovative Thought Leadership

- Deep desire for SVPI to play a **dual role** of providing innovative thought leadership both **internally** (within the network) **and externally** (within the global giving community)

"When I first came to SVP, I quickly figured out that the network didn't provide much thought leadership (e.g. ideas re: making shifts to program model, having a greater impact, partner recruitment). To figure something out, I need to piecemeal together other ideas from around the network. I'd like to see that change to SVPI leading in connecting the affiliates to one another and critical resources and connecting the network within the broader community of philanthropy and social change."

"I'd like to see SVPI act in bold and courageous ways. But there is no standard across the network of what it means to do venture philanthropy. Every affiliate should have a clear WHY. We need to own the legacy that venture philanthropy was founded on principles, intentionally or not, of white privilege. What does that mean for VP now? What does that mean for SVP? What are we doing about it today and moving forward?"

SVPI Staff

- **Deep gratitude** for the work of and respect for the SVPI staff
- Concern about amount and impact of **SVPI staff and leadership turn-over**, especially in the past 2 years
- **Communication quality and timeliness varies**, often not enough lead time, often doesn't seem like affiliates were part of conversation/decision (affiliate dues increase, SVP Connect, etc.)
- Network would benefit from SVPI's better understanding **of boots-on-the-ground affiliate experience**; such understanding would improve affiliate customer service and network strategy development

"Partners are very demanding and have incredibly high expectations. There are good things about that. When SVPI makes changes, though, it has huge impact on staff on multiple levels: change, loss, adaptation to something new, financial costs plus the added component of having to manage our Partners and their expectations. Staff is often put in a position of having to go to bat for SVPI for something we might not like, don't necessarily want, and/or didn't support."

"The short staffing at SVPI and recent turnover definitely impacts our experience with SVPI and the services. Communications aren't timely and it can take a while to hear back. Important information (Summit, SVP Connect, staffing info) is often shared last minute, which doesn't lead to a good client experience."

"There can be a real disconnect between SVPI and boots on the ground at an affiliate. SVPI could use someone with affiliate experience supporting the network; SVPI staff are amazing, but it's hard to be consistently on-point with network support and offerings simply because they've never done the job."

Affiliate Programming/Focus
- **Diversity of affiliates** in terms of their programming and focus has increased over the past 5+ years (from traditional "SVP Model" to also include incubator, accelerator, community-focus goal, etc.)
- Raises important questions:
  - What does it mean to be **part of the SVP network**?
  - What does the diversity in our affiliates mean for the **SVP brand**?

"Affiliates are independent, entrepreneurial, and support local communities – that's important. But as affiliates get more diverse in what they're doing, it's harder to explain what the SVP network is and how we all fit together. This is a key place for SVPI to partner with affiliates: define the work of the network and, with that, the supporting branding, messaging, and communications."

Network Value Proposition
- **Value proposition isn't clear**
- Value proposition is clearer to staff than to Partners and clearer to affiliates with a staff/Partner on SVPI Board
- **Partners, in general, lack connection to network**
  - Broadly and tactically – lack access to network relationships, resources, etc.

"Running a small organization is really challenging. An affiliate's human and financial resources are strapped. When I think of the network's value proposition, I think of how can SVPI best support affiliates and lead under these circumstances."

"SVPI needs to do a more thoughtful job about communicating the upside benefits of being part of network and/or being on the network Board. Our former Board chair saw the network affiliation as a possible win-win if we could take advantage of ideas from around the network and bring them back to our affiliate. Once I heard some of the progress being made by some of the other affiliates, I agreed. But you have to work pretty hard to get to that understanding, and once you do, it's really hard figuring out how to access what the network has to offer."

Lean Operations at Affiliates/Need for Backbone Support
- Affiliate **operations are exceptionally lean**
- Resources are perpetually limited; day-to-day operations at most affiliates are a struggle
- Disconnect between the philanthropic principles SVP Partners apply to working with Investees (unrestricted funds, multi-year, support operations, focus on impact not overhead, etc.) vs. their dealings with their local SVP affiliate

"In reality, affiliates seem to be starving – if we applied to be an Investee, our Partners would ask 'why don't they have more operational capacity?!' It's hard enough run our programs to grant out funds and support our portfolio, so all the really cool stuff my team and I want to do gets shelved because we don't have the resources. It would be great if SVPI recognized this reality and could find creative ways to support the operational burden of affiliates."

In-Person Convenings (Summit, Learning Labs, etc.)
- Universally seen as **deeply beneficial**, though too few staff/Partners able to attend
- **Cost prohibitive**: most affiliates would like to send more attendees than they do – affiliates feel they shouldn't be in position to decide against attending the Summit due to budgetary constraints

"There's nothing like being in person with network colleagues to motivate and build relationships. Always some good take-aways and best practice sharing, but it is expensive and time consuming for all staff. Are there ways we can think about convenings more creatively that we get the benefits with less downside?"

"There's such a small percentage of affiliate representation at our large convenings, and I think that's a problem for network cohesion, community, and satisfaction; SVPI needs to be thinking about how we increase attendance, additional ways to share best practices and resources with affiliates, and ways affiliates can get more time and connection with SVPI staff."

Cohorts/Small Group Connections
- **Deeply beneficial**, though the groupings don't always hit the mark
- **Inconsistently run** (ED Cohort meets most consistently, but facilitated very differently; Board Chair Cohort disbanded; Lead Partner Cohort disbanded; Communications Committee disbanded.)
- Desire for **more and a variety of opportunities to connect**

"We need more structured regional interactions and connection with other affiliates. The right question is how to slice those interactions: regionally, based on size and/or stage, role, program focus, topic areas?"

Knowledge Management/Best Practice Sharing
- **Rich resources** around the network and generated by SVPI over the years, but **very hard to access**
- Resource Map and Resource Center miss the mark – appear to have been **created without robust user input and/or testing**
  - Key information missing, not curated for quality, not updated regularly, not easy for user to locate what they need

"Mostly EDs reach out to colleagues and get 6-10 example documents from the folks we've built relationships with across the network, then we go and create our own thing by pulling the best we can. We are super busy and stretched, don't really have the time for that, and don't really know if we're working with the best or most innovative ideas."

"So many things we could learn from each other: tactical and visionary. We're all employing this really unique model, and we could be doing more to learn from each other on implementation. It's too hard for each affiliate to do individually, but SVPI's role should be to help determine key areas to pull together and provide best practices. Not dictate, but use it's leverage to influence."

Fund Development
- Concern for SVPI's **individual giving approach** employed over the past 2+ years
- Fundraising additional dollars from affiliate Partners resulted in **a lack of trust and concern** by affiliate staff, who felt lack of communication from SVPI

"At first, we were really excited about the new SVPI Development Director position. Then it became clear that her role was to raise money from affiliate Partners – not new sources. She had a very difficult mandate to convert local Partners to national donors. I was offended and upset that SVPI had been asking for money from our Partners without involving me."

International Network
- **Tools, resources, focus are US-centric** and often hard to translate in other countries/cultures
- Time to shift SVPI focus to being deliberately international

"I view SVPI as the US office of the network rather than international. We can't use most of the materials created by SVPI; we need to change them. It's hard for SVPI to support all affiliates across the globe – it can be hard to make those cultural translations. "

"How do our tools, resources, messaging translate into the context of different countries and cultures? Issues of race, equity, power, and privilege and who has decision-making power and authority impact all those things, and SVPI has an important role helping the network work through these issues."

Equity – philosophical, tactical, messaging

- Venture philanthropy is our wheelhouse, but it's getting lost in the conversation. **Are we doing VP through an equity lens?** Why aren't we talking about it in that way? And if we still consider VP what we do, we have a messaging issue.
- Universal desire to get clear on how equity fits into the SVP network, now and future
- How do we **de-politicize the topic**? Important issue for affiliates that are facing resistance.
- How do we **scaffold the learning**? How do we bring Partners along (reality: most Partners don't participate in all affiliate/network offerings; variable understanding and exposure across the network; perpetual problem)
- Small number of affiliates appear much further along (Seattle, Portland, LA) – other affiliates feel sense of **discrepancy/ misalignment** with what they think is happening or being championed at SVPI and other affiliates re: equity work and **where their affiliates are in the journey**.
- Does SVPI's location, closeness to Seattle or other specific affiliates/EDs/Partners skew SVPI's view of where many other affiliates are in their equity journey? **How will SVPI respond to and support affiliates that are struggling?**
- What does it mean for the affiliates that aren't getting solid traction on equity? For the network? Will there be a network mandate and, if so, what will it be?

"Conversations about equity haven't resonated deeply with our partnership. We've just starting dipping our toe into topics of social justice. When we've gone to recent SVP convenings with the main focus on equity, it makes it feel like we're behind and disconnected."

"Our affiliate is in an adoption phase of making a number of substantial changes that align more with a justice lens. We're bringing forth our human, social, and financial capital for justice. We see an important place for SVPI to lead the way on this, and the recent shift is starting to build trust with my affiliate. For a while, it was unclear if our focus was misaligned with the network."

"The equity conversation is tricky our affiliate. Our focus area is poverty, and we're teeing-up conversations around equity as relates to the underlying structures that lead to poverty. None of our Partners disagree, but it's not a burning issue either. We haven't figured out ways of bringing Partners in rather than getting out ahead of them. I don't honestly know how our Partners will feel about being affiliated with an organization that is branded by and is leading the charge on equity. We haven't had much traction and don't know what the next steps are."

NETWORK BENCHMARKING

The benchmarking interviews evoked some consistent themes across a variety of topics.

Mission

- Consistently referred to dual audiences: members + sector
- Consistently referred to primary mission as **supporting members be effective and sustainable** in their local work
- Consistently referred to growing focus on education/advocacy around **root causes that impact sector/field of work**

"We're both global and we're local and grassroots. Our region-specific offices are designed to support the work of our members happening on the ground in those areas."

"Our goal and laser focus is to help our global affiliates be effective and sustainable. The supporting work we do allows our affiliates to reach more women and get women out of poverty. Whenever we consider how the worldwide headquarters spends its time and resources, we always go back to our guiding questions: 'will this strengthen affiliates? will this allow affiliates broader and/or deeper impact?'"

"In its essence, our work is two-fold. We convene, educate, and bring about collaboration for our members and, more broadly, we're working in the sector to build a new and more just economic system."

Value Proposition

Most networks quoted affiliate satisfaction surveys to answer what affiliates see as the most valuable aspect of being part of the network:

- **Networking, building community, convenings** with like-minded practitioners (for all)
- **Knowledge management** – shared tools and resources (for all)
- **Validation** and the benefits of **economies of scale** (for all)
- Industry-specific training (for most)
- Exposure to larger movement (for most)
- Shared infrastructure (for some)

"Our members value our network both as individuals and as chapter organizations. Our network provides the opportunity for professional development, for the formation of a community within the field of social change, to be part of a larger movement, and to have access to best-in-class industry tools and resources."

"Our network gives us and our chapters the power and validation of being part of larger movement."

Programming – General

- **Responsive programming** based on network needs and field trends
- Program is member-led and staff-driven
- Affiliates lead and/or are **deeply involved in development of network tools, resources, programs**

"We've been shifting our programming model as we scale, moving beyond what we've called 'Santa Claus' mode – this idea that we have things to give our chapters who are simply the recipients – to really valuing and lifting up the work of our chapters. This mean more responsive and collaborative program development, leadership roles for our chapter leaders and members, boosting peer-to-peer resource-sharing, and making sure we're providing access to the resources and support that's most valuable to our network and hardest to acquire anywhere else."

"We're not just a service provider: we're partners with our network. We're continuously listening deeply to what the network is doing, seeing, experiencing, and building strong relationships and trust. We always do a landscape scan if we want to move on a particular issue: 'what is already happening in the sector on this topic? do we need to replicate or should we redirect folks to outside resources? how can we fill gaps?' We regularly use focus groups to get our finger on the pulse of the network, use working groups to help develop programs, and use volunteer members to test and champion prototypes."

Financial Model

- For all networks, revenue generated from **network dues is small fraction of overall annual budget** (from less than 10% to 1/3 of revenue)
- Clear goals for what percentage of financial and staff **resources go to direct affiliate support** (from 50-75%)
- Raise meaningful grant, corporate, individual funds annually and, in some cases, a large portion being **pass-through dollars that go directly to affiliates**

"We're looking to foundations or investors that are interested specifically in supporting local members or particular program areas network-wide. We don't want to be in the position of taking money away from our members on the ground and are sensitive not to have our fundraising efforts put us 'in competition' with our local leaders."

"We've started looking at our business model to better plan for our network sustainability over time. We're always evaluating the true cost of our program and how to resource it, especially since it's harder to get general operating dollars. We have 8 employees who are based at our hub and support strategies and planning with our key programming with our network working groups. We have 4 employees who work remotely throughout the country and are program-specific. We use contractors frequently to extend our work and to ensure we don't overextend.

Membership Models/Agreements

Few of the identified networks have similar arrangements with its affiliates as SVPI. For those that did:

- Member agreements are **developed in concert with affiliate leadership** and reviewed/revised regularly
- New agreement components **vetted, tested, socialized before roll-out**
- Detailed criteria defined and evaluated regularly for affiliate **"good standing"**
- Agreements help **safeguard the brand**

"Our big challenge: because all our affiliates are independently incorporated and because we are not a franchise model, we are very limited from a headquarters perspective. It's a balance to provide resources and support that are useful and relevant to all when we can't influence how an affiliate organizes."

"All affiliates sign a Licensing Agreement and Membership Agreement when they are first incorporated; those are guided by our Policy Agreement. The Policy Agreement is updated every few years and includes operational expectations, legal requirements, branding requirements."

REFLECTIONS & CONCLUSIONS

SVPI MISSION, ROLE, AND VALUE PROPOSITION

SVPI Mission
While there is a mission statement for Social Venture Partners broadly, the mission, role, and value of SVPI as a network headquarters need to be clearly articulated.

- What is the mission of SVPI?
- What is SVPI's North Star?
- What does success look like for SVPI?
- Who are SVPI's beneficiaries? Who are SVPI's clients? Who are SVPI's stakeholders?
- What does SVPI offer the network? Why is that valuable and necessary? What problems does SVPI solve?
- How will SVPI deliver on its promise to the network?

Articulating and getting clarity on the higher purpose will help direct and center SVPI's organizational direction, decisions, and resource allocations.

Absent a clearly stated and embodied purpose and value, SVPI runs the risk of stakeholders defining for themselves what SVPI is and should do and if SVPI is living up to those standards.

While affiliates appreciate the work of the network office to date, they want to work with SVPI to refine and communicate 1) the value of being part of a network and 2) the role of the network office.

SVPI Value Proposition
Affiliates see the broad value of being part of the network as:
- Collaboration and learning across network
- Brand reputation and recognition
- Power to influence the sector

SVPI Role
Affiliates have voiced strong thoughts about the role of the network office:
- Support affiliates to deepen their local impact
- Provide internal leadership to the network around what SVP is/stands for/does
- Establish SVP as a leader in the philanthropy sector

In partnership with affiliates, SVPI has the opportunity to refine and communicate the network's value proposition, broadly and in detail, to ensure a stronger commitment to and greater satisfaction with being part of the SVP network.

Communication of the value and benefits of being part of the network should be center stage in SVPI marketing materials (e.g. SVPI website, etc.) and should be updated regularly to ensure alignment between what SVPI states the network benefits are and what SVPI is actually delivering.

In concert with the development of a strong value proposition, SVPI can work with affiliates to develop tools for SVPI, affiliate staff, and affiliate Boards to use to educate affiliates and their partnership on the value of the network.

This might include updating existing tools (e.g. SVPI in a Box) or developing new tools (e.g. new affiliate staff/Board orientation materials, slide templates for affiliate annual partner meetings, etc.)

SVPI THOUGHT LEADERSHIP

Overall
Given the SVP network structure and SVPI's relationship with affiliates, SVPI needs to pay close attention to what many affiliates consider the golden question: how to balance thought leadership at headquarters with the autonomy and innovation of local affiliates. When these network thought leader relationships get out of balance, extremes can occur: headquarters that dictate top down policies and thinking that are too prescriptive, deny freedom at affiliate-level, and breed mistrust, or a free-for-all at local level that dilutes the brand, removes sense of network cohesion, fails to build on best practices, and inhibits overall effectiveness.

In particular, affiliates are looking to SVPI to continue to lead on the purpose and direction of SVP more broadly. This came up through a variety of conversation topics.

Many affiliates referenced the SVP values discussion from the 2018 Global Summit and wonder where that work stands, what are the next steps, how affiliates will be involved. They also discussed the "SVP model," the growing disparity between affiliate programming, and the important role SVPI can play in managing the variety of affiliate programming, focus, and impact on the SVP brand.

Equity
SVPI's more recent work bringing the equity conversation to network convenings also has affiliates wondering what's next for the network. Affiliates continue to question how equity fits into what SVP is and does moving forward:

Is SVP a venture philanthropy network that does its work using an equity lens?

Most affiliates support the movement towards bringing the equity conversation to their venture philanthropy work. That said, affiliates seem to be in very different places in their journeys, with several affiliates that are further along and have centered equity in their work, to a broader group of affiliates that are in early-stage conversations locally and starting to introduce some new approaches in which equity plays an important role, to some affiliates that are struggling to convince their local partnerships that equity work does not have to be a political stance.

How SVPI talks about and positions equity continues to be set, largely, in a US-based framework, and some non-US affiliates struggle to connect the work with their local context.

Most affiliates see SVPI's internal role as connecting the network with the most current thinking and work on equity. Sharing of industry trends and best practices should happen jointly with the development of tools, trainings, and SVPI support regarding methodologies and approaches for bringing equity work to local affiliates. There is a great desire to bring tactical how-tos to the more theoretical conversations around equity.

That said, there are several affiliates that continue to struggle in getting traction on equity within their local partnerships. Those affiliates feel alienated and question whether their experiences are resonating and garnering attention at the network-level.

If SVP is a venture philanthropy network that does its work using an equity lens, then affiliates see the value of SVPI's external role in the sector. Affiliates, however, see a more pressing role of SVPI supporting affiliates in this work first, resulting in best practices, success stories, and the possible development of an SVP equity approach to share with the sector to give legitimacy to our work and value to venture philanthropy done with an equity lens. In other words, while there is general support for taking on a broader leadership role in the philanthropy sector, there is also a strong desire for SVPI to focus presently on helping develop, strengthen, and prove the work within the network.

Finally, if SVP is a venture philanthropy network that does its work using an equity lens, then affiliates are concerned that there's a gap in our internal communication. Affiliates haven't heard the equity work stated in this way and are confused as to whether the focus on equity for the past several years means SVP is looking to become a leader on equity or looking to redefine its leadership role in venture philanthropy by using an equity lens. The difference is subtle, but an important one that speaks to SVP's purpose. Getting razor-sharp clarity and communicating strategically is vital to the understanding of SVP's purpose within and outside the network.

KNOWLEDGE MANAGEMENT

SVP affiliates and other benchmarked network organizations stated again and again that one of the greatest values of being part of a network is the learning and collaboration that occurs between its members. Both groups also see the network headquarters as the ideal facilitator and keeper of knowledge management.

Having a clear process regarding knowledge management is key to success.

- What knowledge do we share?
- How do we define what is a best practice?
- How do we define what is an innovative practice?
- How do we define trends (network- and industry-wide)?
- How do we identify best and innovative practices and trends (in the network and in the sector)?
- How do we codify best and innovative practices and trends (in the network and in the sector)?
- How do we document, share, and provide access to resources?
- How do we support various learn styles (download and read, live/recorded webinars, small group discussions, trainings, etc.)?
- How do we keep the resources we generate relevant and up-to-date?

Knowledge management cannot be done in a vacuum; it requires deep connections to the network and to the industry. Subject matter experts can be found at the affiliate-level, the network-level, and the sector-level, requiring the network office to interact with a broad array of stakeholders to gather information.

SVP affiliates stated that SVPI's knowledge management work of recent years hasn't hit the mark. SVP Connect felt overbuilt for the population and variable technical skills of volunteer partners using it; the Resource Center is the wrong tool (public facing website for internal network information, poor searchability, hard to maintain, affiliates unable to upload or update information); and the Network Map doesn't provide information that is most useful and empowering to affiliates.

Extrapolating from that and applying learnings from benchmarked organizations, SVPI should be the manager and facilitator of the process, but can and should tap into the collective knowledge and expertise of the affiliates. Having affiliates lead and/or deeply involved can 1) share the resource burden of knowledge management, 2) ensure the tools being developed are, in fact, what affiliates need and want, and 3) lead to better affiliate satisfaction and adoption.

Given the variety of affiliate programming, affiliates recommend starting with resources that are most universally needed and drilling down from there.

- Determine what resources are most valuable/in highest demand within the network
- Determine what resources exist within and outside the network, what needs to be created
- Facilitate affiliate working groups to develop, test, and champion the work
- Create turnkey materials, resources, training for staff/Board on 2-5 topics/year (recruiting/onboarding new partners, developing a corporate sponsor program, OCAT tool with equity lens, etc.)
- Create quarterly network video conferences of top innovations/challenges of the past 3 months (facilitated by SVPI with content from the network)

SVPI OFFERINGS

Specific Programming
Most benchmarked networks quoted their affiliate satisfaction surveys to share what their affiliates view as the most valuable network offering:

- Knowledge Management (industry standards + topics driven by member interest, developed/delivered in a peer-to-peer model)
  - Research, Studies, Reports
  - Best Practices
  - Trainings
- Convenings
  - Annual conference
  - Regional gatherings
  - Sector-interest groups
- Marketing/Communications
  - Dissemination of stories/data re: members' work
- Networking
- Online Community

Economies of Scale
Given the previously discussed lean operations at SVP affiliates, many voiced a desire for SVPI to maximize the network scope and economies of scale by researching and facilitating offerings that would be otherwise cost-prohibitive to individual affiliates. A host of possible offerings were mentioned over the course of this work, including but not limited to:

- Benefits: retirement, life insurance, etc.
- Applications: file sharing, video conferencing, grants management, graphic design, marketing platform, etc.
- Software: Quickbooks, etc.
- Communications: graphic design, copy development, etc.
- Memberships: philanthropy-serving organizations, leading industry networks, etc.

- Professional Development: staff training, discounted professional certifications, etc.

Convenings

In addition to learning, the other top benefit of being part of a network is networking and building community. SVP affiliates have exceptionally high levels of satisfaction with convenings (e.g. Global Summit and Learning Labs).

Affiliates voiced their concern, however, regarding the percentage of affiliates that attend the Summit annual conference and how major themes and information get documented and shared, or not, with network members who are not in attendance. Some suggestions for reinforcing learning for attendees and improving communication with non-attendees at future events:

- Videoing plenary and break-out sessions
- Providing executive summary post-Summit with links to specific Summit resources
- Providing post-Summit webinars on most popular/most valuable break-out sessions

Affiliates also believe that the Global Summit should be a standard benefit of network affiliation and annual dues and that making the Summit less cost-prohibitive will result in better affiliate attendance.

All benchmarked networks fundraise to offset costs associated with annual network-wide conference production and provide specific and significant member discounts and benefits. Offerings include:

- Providing 1-2 event tickets/affiliate for free or at a steeply discounted cost (charging nominal amount means members have some level of "skin in the game" and show up/participate)
- Providing airfare for 1-2 people from an affiliate to attend (particularly beneficial to small/international affiliates where airfare can be cost prohibitive)

Affiliates would also like SVPI to facilitate regional in-person convenings (Asia, Canada, US mid-west, US west coast, etc.) or convenings based on topic area (community goal, capacity building best practices, etc.). SVPI does not necessarily have to generate the content for these convenings, but could rather work with the associated affiliates to identify key aspects of the convening and support where appropriate (dates, location, facilities, agenda, facilitators, etc.).

Cohorts/Small Group Connections

With 83% of affiliate survey respondents indicating they want more small group connections with other members of the network, this is clearly an important offering for affiliates. ED cohorts generally receive high marks, but EDs note that there could be better/more effective ways of creating the groups (size, stage of development, location, programming focus, etc.).

Affiliates see SVPI playing a key role in facilitating the connections between affiliate staff and Partners in a variety of ways:

- Topic-based (Partner recruitment, Board development, Fast Pitch, etc.)
- Affinity-based (equity, community focus, etc.)
- Position (ED, program staff, Board chairs, communications, etc.)

There appears to be general confusion and frustration with the starting and stopping of various cohorts in the recent past. For example, there was a Communications Committee formed several years ago that had good traction at affiliates. The agenda topics included discussion about the various communications struggles/opportunities at affiliates, useful communication tools, and network-wide tools. That committee was put on hiatus when then SVPI Communications Director left the position and was never reformulated. Affiliates cited similar uncertainty regarding Lead Partner and Board Chair cohorts and whether those groups were still active.

Helping facilitate the formation, structure, cadence, and focus of small groups could be a quick win for SVPI and one which would demonstrate responsive programming and could yield new and valuable network-wide learning and high affiliate satisfaction.

The other noteworthy piece of learning from this topic revolves around communication. Network interaction is one of a number of areas in which affiliates voiced their dissatisfaction around how information flows from SVPI to affiliates.

COMMUNICATIONS

Discussions regarding communication fell into one of two categories: information sharing within the SVP network and/or network branding.

Communication – Information Sharing within SVP Network
Overall, affiliates rated SVPI-generated newsletters (CEO and Amped) as useful tools. There is some general concern, though, about the infrequency and inconsistency of the dissemination of information and the cost/benefit of SVPI time and resources on intricate Amped graphics.

Affiliates would like more regular cadence of communication from SVPI, whether monthly or quarterly, whether Amped or from the CEO. Because individuals gather their information through a variety of sources, affiliates recommended linking newsletters in social media posts and including important topics on the SVPI website blog to ensure vital news and information is getting in the hands of affiliates in a timely fashion.

Many benchmarked networks also conduct quarterly video conferences for their full network (if not all 40+ affiliates, several calls divided by time zone groupings). In some cases, participation is mandatory, where in others it is optional. The agenda can center around a variety of topics:

- Network headquarter updates
- Affiliate involvement in network initiatives (soliciting interest in upcoming working group, reporting out from existing working group, etc.)
- Important/interesting news from the field (affiliates and/or sector)
- Dedicated social time (chance for affiliate members to reconnect outside of Global Summit)

Finally, affiliates shared that there is much room for improvement regarding timeliness of SVPI communications as pertains to the addition, removal, and alteration of SVPI offerings. Regularly scheduled internal newsletters and quarterly network audio/video conferences could go a long way to ensuring affiliates are part of decision-making process, get long lead-time heading into a change/removal of a service, get their questions answered, and/or find alternative tools and resources.

Communication – Network Branding
The diversity of affiliates, with regards to their programming and focus, is making it harder and harder to say what SVP is all about. This is a key place for SVPI to partner with affiliates: helping define the work of the network and, with that, refreshing the supporting branding, messaging, and communications.

Affiliates feel strongly that many of the SVPI-generated communication tools – graphics and content – seem dated and in need of a refresh, the SVP website template being foremost, but also the annual report template, infographics, recruitment video, etc.

IMPACT EVALUATION

When it comes time to report about the mission success of the organization, SVPI needs to grapple with and answer a few overarching questions:

- Is reporting done by affiliate or at the network level?
- What are the cost/benefits of being able to report network level impact?
- Who is responsible for the data collection?
- Are affiliates growing too distinct in their work to find common network-wide outcome measures?
- With the move to individual Salesforce instances, how can SVPI facilitate data gathering and consistency?

Clearly, the existence of 12+ years of network longitudinal data on affiliate and network health, philanthropy outcomes, and capacity building outcomes is monumental for SVPI. That said, if the data is no longer representative of the impact the SVP network aims to have, it is time to reconsider and revamp SVPI's overall impact evaluation goals and process.

FUNDRAISING

A lack of clearly defined arrangement between SVPI and affiliates regarding fundraising has resulted in a recent disruption in trust between SVPI and affiliates. Key questions for SVPI and affiliates to consider in the coming months to ensure relationship rebuilding:

- How are fundraising responsibilities and strategies shared between SVPI and affiliates?
- Do funds flow in one or both directions?
- Are donors segmented by affiliate?
- What is the network office's relationship with affiliate funders?

Affiliates see SVPI in a unique position of generating ideas for, soliciting, and supporting the following regional and network-wide fundraising efforts:

- Multi-site corporate sponsorship
- Multi-site grant applications
- Fund development training for staff/Partners

Much additional knowledge and many fundraising ideas could be generated through further and explicit benchmarking with network organizations that have highly successful revenue generation, both for the network office and for its members.

ANNUAL DUES
Though there wasn't much conversation around annual affiliate dues, there was one topic that affiliates did raise.

SVPI made a recent announcement regarding the increase in affiliate dues. This announcement came on the heels of and was followed by what affiliates perceive as a reduction in services: reduction in annual all-network convenings from 2/year to 1 every year+, no network surveys in 2018, discontinuing staff salary and benefits survey, halting facilitation of Board Chair and Lead Partner cohorts, and decommissioning of network Salesforce and SVP Connect.

Whether the reduction in services is real or perceived, this topic speaks to a larger issue around the importance of a clear and frequently articulated network value proposition, meaningful and trusting relationships with affiliates, and strategic and timely communications – all of which are discussed earlier in the report.

APPENDICES

Appendix A – 2019 SVP Network Survey questions

1. Please tell us your SVP affiliate.

2. What value do you think SVPI currently has within the SVP network TODAY? Rank the following options from 1 to 7. 1 = most closely describes SVPI's current value.7 = least closely describes SVPI's current value.
   - Invisible backbone: access to tools/resources (e.g. website, Salesforce, philanthropy curriculum, etc.)
   - Start-up support for new affiliates
   - Support of affiliates at various stages of organizational development
   - Relationship building and networking connections
   - Best practice sharing and affiliate collaboration
   - Leveraging power of the global network to influence the philanthropic sector
   - Providing leadership to move the network forward (e.g. mission, brand, equity, etc.)

3. What value do you think SVPI should have within the SVP network IN THE FUTURE? Rank the following options from 1 to 7. 1 = most closely describes SVPI's future value.7 = least closely describes SVPI's future value.
   - Invisible backbone: access to tools/resources (e.g. website, Salesforce, philanthropy curriculum, etc.)
   - Start-up support for new affiliates
   - Support of affiliates at various stages of organizational development
   - Relationship building and networking connections
   - Best practice sharing and affiliate collaboration
   - Leveraging power of the global network to influence the philanthropic sector
   - Providing leadership to move the network forward (e.g. mission, brand, equity, etc.)

4. How useful are the following SVPI tools to you?
   - Philanthropy Curriculum
   - Network Surveys & Reports
   - SVP Website
   - SVP Connect
   - Organizational Capacity Assessment Tool (OCAT)
   - Affiliate Capacity Assessment Tool (ACAT)
   - Investee Relations Guide
   - Partner Recruitment Manual
   - Grant Committee Self-Audit

5. If you answered "Don't Use" or "Not Useful" to any of the above options, please provide feedback as to why your affiliate does not use a particular tool(s) or finds it not useful.

6. How useful are the following SVPI resources to you?
   - SVP Resource Center
   - SVP Resource Map
   - Email Listservs
   - AMPed Newsletter
   - CEO Newsletter

7. If you answered "Don't Use" or "Not Useful" to any of the above options, please provide feedback as to why your affiliate does not use a particular resource(s) or finds it not useful.

8. How useful are the following 3rd party tools to you?
   - Salesforce
   - Survey Monkey
   - Board Source

9. If you answered "Don't Use" or "Not Useful" to any of the above options, please provide feedback as to why your affiliate does not use a particular tool(s) or finds it not useful.

10. How useful are the following SVPI service offerings to you?
    - Annual Network Summit
    - Learning Labs (e.g. Portland Community Impact, Tucson Equity, etc.)
    - SVPI Board/Staff Visit to Affiliate
    - Executive Director Cohorts
    - Communities of Practice

11. If you answered "Didn't Participate" or "Not Useful" to any of the above options, please provide feedback as to why your affiliate does not participate in a particular offering (s) or finds it not useful.

12. In which of the following surveys has your affiliate participated over the past 3 years?
    - Philanthropy Development Outcomes
    - Capacity Building Outcomes
    - Network Data
    - Unsure

13. For each survey you have not participated in, why not?

14. Has your affiliate used data published in the SVPI reports?
    - Yes
    - No
    - If no, why not?

15. Has your affiliate delivered any of the philanthropy curriculum modules for partner education or community engagement?
    - Yes
    - No
    - If no, why not?

16. Is your affiliate likely to use the philanthropy curriculum module(s) you've used in the past again?
    - Yes
    - No
    - If no, why not?

17. Based on your experience with past philanthropy curriculum module(s), is your affiliate likely to use other modules in the future?
    - Yes
    - No
    - If no, why not?

18. Have you participated in the SVPI-led ED cohorts?
    - Yes
    - No
    - If no, why not?

19. Have you participated in any SVPI-led Communities of Practice?
    - Yes
    - No
    - If no, why not?

20. Do you wish there were more opportunities for small group connections within the network?
    - Yes
    - No
    - If yes, what types of opportunities would you find valuable?

21. Do you agree or disagree with the following statement: We received the support we needed in 2018 from SVPI.
    - Strongly agree
    - Agree
    - Neutral
    - Disagree
    - Strongly disagree
    - Not applicable

22. SVPI's support in 2018, relative to 2017, was:
    - Much improved
    - Improved
    - Stayed the same
    - Worse
    - Much worse
    - Not applicable

23. How can SVPI best support your affiliate in 2019?

24. Please tell us your role at your SVP affiliate.
    - Executive Director
    - Staff Member
    - Board Chair
    - Board Member
    - Other

25. How long have you been with your SVP affiliate?
    - Less than a year
    - 1-3 years
    - More than 3 years

26. Are you interested in being contacted by SVPI for a brief telephone call to provide more detail about your past experience and your ideas for future SVPI support?

27. If yes, please provide your name here.

28. Is there anything else you would like to tell us?

Appendix B – Affiliate Interviewee Listing

Affiliate	Name	Role
1. Beijing	Jingjing Wang	Executive Director, SVPI Board
2. Boulder County	Jennie Abogash	CEO, SVPI Board
3. Calgary	Lindsay Read	Executive Director
4. Charleston	Joe DeGoff	Board Chair
5. Chicago	Evelyn Fitzgerald	Executive Director
6. Cleveland	Hilary Sparks-Roberts	Executive Director
7. Los Angeles	Christine Margiotta	Executive Director
8. Minnesota	Ann Herzog-Olson	Executive Director
9. Minnesota	Carla Pavone	Board Chair
10. Portland	Lauren Johnson	Executive Director
11. San Diego	Sierra Visher Krohan	Executive Director
12. Santa Barbara	Jenn Mansback	Operations Consultant
13. Seattle	Mike Quinn	Director Community Investments
14. Toronto	Andrew Colantonio	Board Member
15. Tucson	Ciara Garcia	Executive Director, SVPI Board

Appendix C – Affiliate Follow-up Interview Question Bank

- In your survey responses, you indicated you'd like to see a shift in SVPI's role in the future to focus more on X and less on Y. Can you tell me more about that?

- In your survey responses, you indicated X. Can you tell me more about that?

- When you first started with SVP – what did you think being part of network with a network office was all about? Benefits?

- How has your experience compared to your expectations? Why?

- How would you describe SVPI's role now? What should it be in the future?

- How can SVPI be most valuable to you? Your affiliate? The network?

- What's the best service SVPI provides? Why?

- What services need improvement? Why?

- What service do you wish SVPI provided? Why?

- For the past 15 or so years, SVPI conducts regular network surveys.
  Has your affiliate participated?
  Have you used the data?
  Could the surveys be improved to be more useful to you? In what way?

- Last year SVPI created the Resource Map. Has your affiliate updated your data?
  Have you used the data from other affiliates? How could it be improved to be more useful to you?

- What haven't I asked you about that you think is important for SVPI to know?

Appendix D – Benchmarking Organization List

Nonprofit Network	Name	Role
1. Dress For Success	Liz Carey Sarah Bove Emily Weber	Chief Affiliate Growth/Sustainability Officer Affiliate Sustainability Specialist Senior Manager, Affiliate Operations
Professional Networks		
2. Young Nonprofit Professionals Network	Jamie Smith	Executive Director
3. Business Alliance for Local Living Economies	Yvonne Yen Liu	Director of Network Engagement and Fellowships
Philanthropic Networks		
4. Asian Venture Philanthropy Network	Doug Miller	Founder
5. European Venture Philanthropy Network	Doug Miller Priscilla Boiardi	Founder Knowledge Center Policy Director
6. Neighborhood Funders Group	Lindsay Ryder	Membership Director
7. The Funder's Network	Maureen Lawless	VP Member Services
8. United Philanthropy Forum	Val Rozansky	VP Knowledge Services

Appendix E – Benchmarking Interview Question Bank

- I'd love to hear in your words about ORGANIZATION and what you do?

- What is your mission? What do you look towards as your organizational north star?

- What is the value proposition of being part of the ORGANIZATION network?

- What does your network say are the most valuable offerings? What are the most utilized programs? Why?

- How to you stay connected to your network? How do you stay tuned to needs, wants, and experiences of members?

- How do you think about the network's role in the sector? How to you think about the network's and members' roles in understanding/sharing sector trends and learning?

- Do you have any new programs/offerings you're planning/piloting?

- Describe your membership model: how to join, criteria, benefits, cost structure, etc.

- Describe your financial model. How do you resource your work?

- Describe your legal arrangement with your affiliates.

- Any final thoughts?

Equity (if applicable)
- Equity and social justice play a critical role in ORGANIZATION'S focus and work. Has that always been the case or has that been an evolution? Tell me more about that journey.

- Your members are presumably at different places in their equity journey; do you build that into your programming and how?