

## State of Nonprofits 2026

This survey should take approximately 20-25 minutes to complete.  
Please complete this survey **by Friday, February 20**.

### Introduction

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy! We recognize you have a lot of responsibilities and appreciate you making time in your day to complete this survey. To thank you for your time, you will receive a \$30 gift card after the completion of the survey. **Please ensure you reach the end and “submit” your responses to receive the gift card.**

In this survey, we will be asking you to share your perspective on what things are currently like at your organization. This includes asking you about your **staffing, finances, and relationships with funders**. The information collected will be reflected back to the nonprofit and funder communities to help provide a timely understanding of the landscape that nonprofit leaders are currently working in.

Your responses to this survey will be kept **completely confidential**. When results of this survey are shared:

- All numeric rating responses to this survey will be reported as averages and percentages, and no individual responses will be reported.
- If we quote part of your response to an open-ended question, we will mask all identifying information in the quote to thoroughly protect your anonymity.

### Instructions

- **Please do not use the forward and back buttons on your browser’s navigation bar** to move forward and back in the survey. Instead, use the directional buttons at the bottom of each screen.
- **To stop and continue the survey at a future time**, close your browser and use the survey link found in your email to resume the survey.
- **To receive your “thank you” gift card**, please make sure to hit “submit” at the very end. The gift card will be sent from "noreply@tangocard.com," so be sure to check spam and make sure there are no filters blocking messages from that address.

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## ABOUT YOUR ORGANIZATION

1. How would you describe the geographical scope(s) of your organization? *(Please select all that apply)*
  - Local
  - State
  - Regional
  - National
  - Global
2. Do your organization's efforts include a direct service component?
  - No
  - Yes
3. What are your organization's key focus areas? *(Please select all that apply)*
  - Arts, culture, and humanities
  - Civic engagement and government
  - Education
  - Environment and animals
  - Health
  - Human services
  - International/foreign affairs
  - Mutual/membership benefit
  - Public, societal benefit
  - Religion
  - Social justice
  - Other *(please specify: \_\_\_\_\_)*
4. Are any of the following populations the **primary** intended people and/or communities served by your organization? *(Please select all that apply)*
  - Individuals from lower-income communities
  - Individuals with disabilities
  - Immigrants and refugees
  - Veterans
  - People of color
  - Members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community
  - Other *(please specify: \_\_\_\_\_)*
  - None of the above *(Mutually exclusive)*

## FINANCES

5. In the **last fiscal year**, what was your organization's operating budget (in dollars)?  
\$ \_\_\_\_\_  
*(Only positive whole numbers can be entered.)*

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6. Approximately how many months of operating expenses (e.g., reserves) does your organization currently have?

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*(Only positive whole numbers can be entered.)*

7. In the **last fiscal year**, did your organization have a...

- Budget deficit
- Balanced budget (no deficit or surplus)
- Budget surplus
- Don't know/not sure

*(Qualtrics: Display only if "Budget deficit" was selected in Q7.)*

Which of the following, if any, do you believe contributed to your deficit? *(Please select all that apply)*

- Higher than expected costs
- Lower than expected foundation revenue
- Lower than expected individual giving
- Lower than expected fee for service (including government contracts)
- Timing / revenue recognition
- Other *(please specify: \_\_\_\_\_)*
- Don't know/not sure
- None of the above *(Mutually exclusive)*

*(Qualtrics: Display only if "Budget surplus" was selected in Q7.)*

Which of the following, if any, do you believe contributed to your surplus? *(Please select all that apply)*

- Lower than expected costs
- Higher than expected foundation revenue
- Higher than expected individual giving
- Higher than expected fee for service (including government contracts)
- Timing / revenue recognition
- Other *(please specify: \_\_\_\_\_)*
- Don't know/not sure
- None of the above *(Mutually exclusive)*

8. In the **current fiscal year**, do you believe your organization will have a...

- Budget deficit
- Balanced budget (no deficit or surplus)
- Budget surplus
- Don't know/not sure

*(Qualtrics: Display only if "Budget deficit" was selected in Q8.)*

Which of the following, if any, do you believe will contribute to your projected deficit? *(Please select all that apply)*

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- Higher than expected costs
- Lower than expected foundation revenue
- Lower than expected individual giving
- Lower than expected fee for service (including government contracts)
- Timing / revenue recognition
- Other (*please specify:* \_\_\_\_\_)
- Don't know/not sure
- None of the above (*Mutually exclusive*)

*(Qualtrics: Display only if "Budget surplus" was selected in Q8.)*

Which of the following, if any, do you believe will contribute to your projected surplus? (*Please select all that apply*)

- Lower than expected costs
- Higher than expected foundation revenue
- Higher than expected individual giving
- Higher than expected fee for service (including government contracts)
- Timing / revenue recognition
- Other (*please specify:* \_\_\_\_\_)
- Don't know/not sure
- None of the above (*Mutually exclusive*)

**DEFINING THE CURRENT CONTEXT**

Beginning in 2025, many legislative actions, executive orders, and budget decisions from the U.S. federal government have gone into effect with the potential for wide-ranging effects on philanthropy and nonprofits. In the remainder of this survey, we refer to this set of events as the **"current context."**

9. As a result of changes in the current context, since January 2025, has your organization experienced any of the following?

	We have already experienced this	We <u>have not</u> experienced this, but we anticipate that we will	We <u>have not</u> experienced this, and <u>do not anticipate</u> that we will	Don't know	Not applicable
Reduced funding from U.S. federal government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced funding from U.S. state or local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced funding from our foundation funders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced funding from our individual donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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10. Since January 2025, has it been harder or easier to secure the following types of revenue for your organization, relative to prior years?

	Easier	About the same	Harder	Don't know	Not applicable
Small-dollar (<\$250) individual donations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Larger individual donations (\$250-<\$5000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Major gifts from individual donors (\$5000+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grants from foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding from federal government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding from state government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding from local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grants from corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Do you have concerns about your organization's financial stability?

- No
- Yes

12. *(Display only if respondent selected "Yes" in response to previous question.)* To what extent are these concerns about your organization's financial stability related to the current context?

- Not at all
- A little
- Somewhat
- Mostly
- Completely

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13. Are you considering any of the following actions? *(Please select all that apply)*
- Reducing programming or services
  - Refraining from planned cost increases related to staffing (e.g., postponing compensation increases, freezing hiring)
  - Using reserve funds
  - Using artificial intelligence (AI) tools to reduce operational costs
  - Applying for or using lines of credit
  - Using a higher than typical amount of endowment funds
  - Engaging existing funders/donors
  - Pursuing funding from new funders/donors
  - Reducing reliance on foundation funding
  - Reducing reliance on government funding
  - Decreasing or eliminating office space
  - Selling assets to maintain operations
  - Other *(please specify: \_\_\_\_\_)*
  - None of the above *(Mutually exclusive)*

14. *(If a response other than “None of the above” is selected in the previous question)* Please elaborate on the actions that your organization is considering above.

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15. Since January 2025, have you made, or are you considering, any of the following changes to your organization?

	We have made this change	We <u>have not</u> made this change, but are considering it	We <u>have not</u> made this change, and <u>are not</u> considering it	Don't know	Not applicable
Entering a fiscal sponsorship relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beginning a joint/collaborative fundraising effort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing operational functions with another organization(s) (e.g., human resources, technology, accounting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Merging with another organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making changes to our organization's 501(c)(3) status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Registering a 501(c)(4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Registering an entity outside of the U.S.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing the composition of our organization's board (including expanding the board)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### CHALLENGES

16. What is the biggest **challenge**, other than a need for increased funding, that your organization is facing? Feel free to reflect on operational, staffing, budgetary, programmatic, or other areas when considering your response.

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### CURRENT CONTEXT

17. As a result of changes in the current context, since January 2025, has your organization experienced any of the following?

	We have experienced this	We have not experienced this, but anticipate that we will	We have not experienced this, and <u>do not anticipate</u> that we will	Don't know	Not applicable
Reduction in the services we provide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction in our staffing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concerns about the well-being and safety of those that our organization is seeking to help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal challenges related to the people or issues affected by our work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Backlash or opposition to our organization's mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pressure to meaningfully reframe how we publicly describe our work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concerns about our staff or board's well-being and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tension on our organization's board (including loss of board members)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Increased demand for our services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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18. *(If respondent selects “We experienced this” in the previous question in response to “Reduction in our staffing”)* By approximately what percentage have you had to reduce your staffing since January 2025?

- 1-10%
- 11-25%
- 26-50%
- 51%-75%
- More than 75%
- Don't know/Prefer not to say

19. Since January 2025, has your organization initiated any new partnerships or collaborations (excluding those with funders) in response to the current context?

- No
- Yes

20. *(If respondent selected “Yes” in previous question)* Please describe the most important partnership or collaboration, if any, that your organization has initiated or continued to engage in to respond to the current context and the effect it has had on your organization’s work.

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21. Which of the following advocacy efforts, if any, has your organization participated in since January 2025?

- Filed or participated in a lawsuit
- Joined or engaged with a nonprofit capacity building or infrastructure organization
- Lobbied to legislators on a policy proposal
- Other *(please specify: \_\_\_\_\_)*
- None of the above *(Mutually exclusive)*

**STAFFING, LEADERSHIP, AND BURNOUT**

22. In the **last year**, have more staff left your organization than is typical?

- Yes, more staff than typical
- No, about the same as typical
- No, fewer staff than typical
- Don't know/not sure

23. In the **last year**, have you added more staff members to your organization than is typical?

- Yes, more staff than typical
- No, about the same as typical
- No, fewer staff than typical

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- Don't know/not sure
24. In the **last year**, have you had difficulties filling staff vacancies?
- No difficulty
  - A little difficulty
  - Some difficulty
  - A lot of difficulty
25. To what degree is burnout currently impacting your organization's staff?
- Not at all impacting my organization's staff
  - Slightly impacting my organization's staff
  - Moderately impacting my organization's staff
  - Significantly impacting my organization's staff
  - Don't know/not sure
26. In the **last year**, has staff burnout been a concern to you?
- Not at all a concern
  - A little bit a concern
  - Somewhat a concern
  - Very much a concern
27. In the **last year**, has your own burnout as the Executive Director, CEO, or equivalent been a concern to you?
- Not at all a concern
  - A little bit a concern
  - Somewhat a concern
  - Very much a concern
  - I am not the Executive Director, CEO, or equivalent
28. Which of the following practices and policies, if any, does your organization use to **support** the mental health and well-being of staff? *(Please select all that apply)*
- Organization-sponsored counseling / therapy programs
  - Employee assistance programs
  - Healthcare coverage for mental health treatment
  - Healthcare coverage fully paid for by the organization
  - Wellness stipends
  - Mental health days / personal days
  - Unlimited sick time
  - Organization-wide pauses in operations
  - Sabbaticals
  - Mental health workshops / information sessions
  - Flexibility in work hours / work location
  - Subscriptions to mobile wellness services (e.g., Headspace)
  - Other *(please specify: \_\_\_\_\_)*

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- None of the above (*Mutually exclusive*)

29. How, if at all, has the current context affected the internal culture of your organization?

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### RELATIONSHIPS WITH FUNDERS

30. How supportive do you feel your foundation funders were to your organization and any challenges it faced in 2025?

- Not at all supportive
- Slightly supportive
- Moderately supportive
- Extremely supportive
- Not applicable

31. Thinking beyond your own organization, what is one significant area of need for the people and communities your organization serves that foundation funders should pay attention to in 2026?

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32. In response to the current context, what is the one most important action that your organization has taken to strengthen its sustainability?

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### ABOUT YOU

The following section asks some demographic questions about you (the person who completed most of the survey) and questions about your organization. This information will be used to describe the survey population in aggregate and to compare the experiences of different groups. **As with all the questions in this survey, this section is optional and responses will remain confidential.**

33. How many years have you been in your current role at your organization?

- Less than 1 year
- At least 1 year but fewer than 3 years
- At least 3 years but fewer than 6 years
- At least 6 years but fewer than 10 years
- 10 years or longer

34. Please select the option that represents how you describe yourself: (*Please select all that apply*)

- Gender non-conforming or non-binary
- Man
- Woman

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- Prefer to self-describe/identify (*optional, please describe:* \_\_\_\_\_)
- Prefer not to say (*Mutually exclusive*)

35. Are you transgender?

- No
- Yes
- Prefer not to say

36. Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?

- No
- Yes
- Prefer not to say

37. Do you have a disability?

- No
- Yes
- Prefer not to say

38. How would you describe your race and/or ethnicity? (*Please select all that apply*)

- African American or Black
- American Indian, Alaska Native, or Indigenous
- Asian or Asian American
- Latina, Latino, Latinx or Hispanic
- Middle Eastern or North African
- Multiracial and/or Multi-ethnic
- Pacific Islander or Native Hawaiian
- White
- Race and/or ethnicity not included above (*optional, please describe:* \_\_\_\_\_)
- Prefer not to say (*Mutually exclusive*)

39. Do you identify as a person of color?

- No
- Yes
- Prefer not to say

40. Do you have any comments, questions, or feedback that you would like to share with CEP?

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41. Thank you for completing our survey! Please confirm the email address we should send your gift card to and hit "Submit." You will be receiving two emails from "noreply@tangocard.com," one

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to choose your retailer and one to redeem your gift card. \_\_\_\_\_ (*Valid email addresses only.*)

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