



Early Evidence of the Movement Advancement Project's Impact

Compiled for LGBT Movement Stakeholders
January 18, 2008



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1. Background/MAP's Mission



- A group of committed, long-term donors to the LGBT movement founded the Movement Advancement Project (MAP) in February 2006
- MAP is a **think tank that produces and disseminates research aimed at increasing the productivity of investments in the LGBT movement**
 - By examining key strategic and operational issues facing the movement, we help funders and organizations achieve common understanding of the strategic situation, of short- and long-term movement priorities, and of promising avenues to achieve key wins
 - We believe that, over time, individuals and foundations will give more as they're better able to see how their contributions make a difference
- MAP has a core team of 3.7 professionals and 0.5 admin. MAP's total expenses were \$765,000 in 2006 and about \$910,000 in 2007¹
- This document briefly reviews the evidence that MAP has made substantial progress toward achieving its mission in its 23 months' existence

¹ MAP is an independently financed operating program of the Gill Foundation, its fiscal sponsor, and so does not have its own financial statements



MAP Logic Model* (page 1 of 2)



1. MAP PRODUCES and DISTRIBUTES REPORTS

Movement Strategies

- *Momentum Report* on movement-wide progress
- *Strategic Issue Reports* on religion, youth, race, communications, etc.

↓ Informs: ↓

“Big Picture” Overviews

- *Strategic Philanthropy Supporting LGBT Civil Rights*
- *LGBT Civic Life from State to State* online database and maps

↑ informs: ↑

Movement Finances & Ops

- *Financial & Operating Overview*
- *Standard Annual Reports* on key organizations & funders
- Surveys of state political organizations & community centers

2. REPORTS REACH FUNDERS & ORGANIZATIONS OVER TIME

DISTRIBUTION PATHS



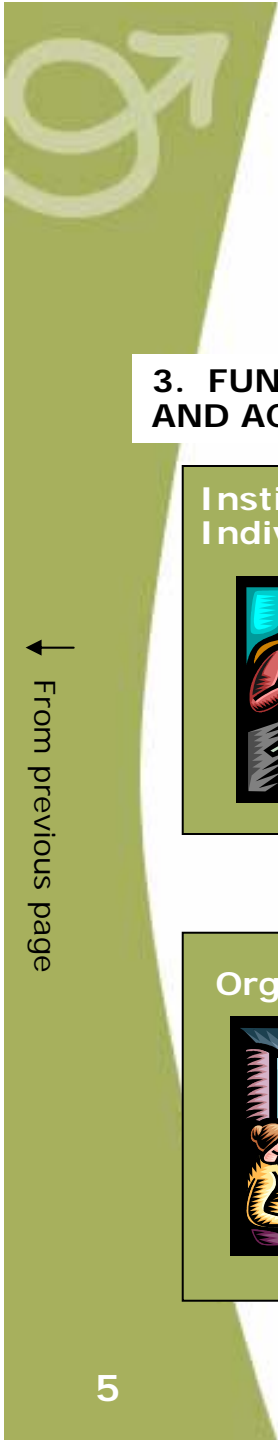
Institutional & Individual Funders

Organizations



To next page ↓

*A “logic model” is a theory that connects the outputs that any single nonprofit entity can reasonably achieve to the wholesale social change to which it aspires



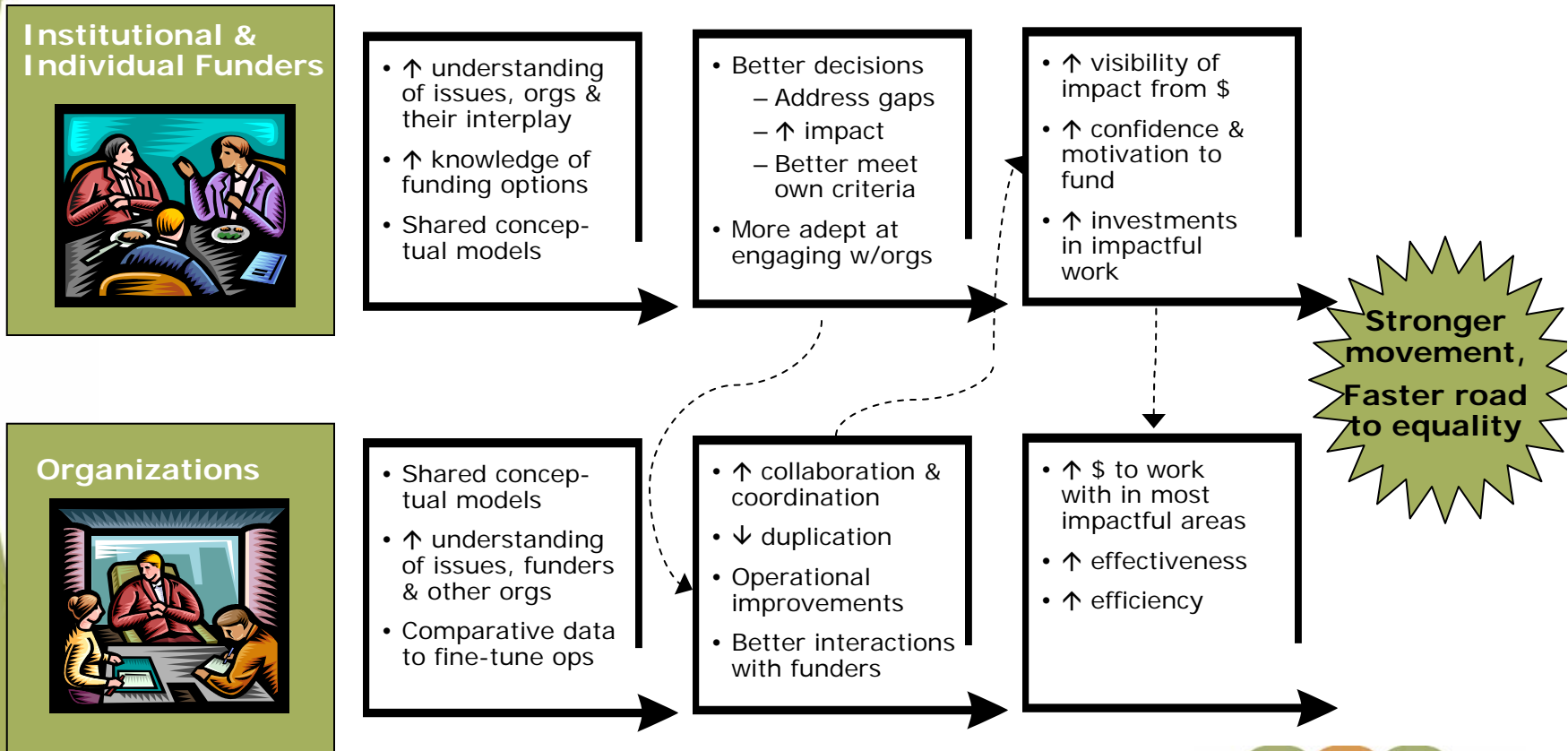
MAP Logic Model

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3. FUNDERS & ORGANIZATIONS ABSORB AND ACT (to greater or lesser extent)

4. TOGETHER WE'RE MORE SUCCESSFUL



← From previous page

Note that MAP does not control the actions on this page. MAP aspires for its work to catalyze independent actions by movement organizations and funders over time



Deliverables Completed in 2006 and 2007



- Six strategic reports:
 - *Responding to Anti-gay Religion*
 - *Supporting LGBT Youth*
 - *Issues of Racial Justice and Inclusion: A Primer for LGBT-Movement Funders*
 - *LGBT Movement Communications Toolkit*
 - *Strategic Philanthropy Supporting LGBT Civil Rights* – overview for funders considering starting or increasing LGBT movement funding
 - *2007 Momentum Report* – first biennial report on indicators of long-term, movement-wide progress toward legal, political and social equality
- 2006 and 2007 *Standard Annual Reporting (SAR)* – covered 48 orgs and 18 funders in 2007
- 2006 and 2007 *LGBT Movement CFO Conference* – professional development and networking event for lead finance officers. Thirty-nine executives representing 37 organizations attended in 2007. Content included extensive training/advice/discussion on expense allocations
- 2006 and 2007 *State of the States* report – infrastructure, capacity and program priorities of 46 state-based LGBT groups in 39 states, with the Equality Federation
- *LGBT Civic Life from State to State* – web-based resource on LGBT populations, civil society and laws in each state



Deliverables Completed in 2006 and 2007



- Presented *Strategic Philanthropy Supporting LGBT Civil Rights* to Ford Foundation program officers and VPs, ED of Annenberg Foundation, and boards of Mossier and Johnson Family Foundations
- Presented MAP's individual strategic issue reports
 - In one-on-one and small-group meetings with funders, e.g., Ford, Haas, Wellspring, Gill, OSI, Arcus, Johnson Family, Mossier, and Funders for L&G Issues
 - In one-on-one meetings with organizations, e.g., HRC, The Task Force, Task Force Policy Institute, and Log Cabin Republicans board
 - At movement events: Institute of Welcoming Resources convening, National Religious Leadership Roundtable, and Creating Change
- Hosted five 2.5-hour informational sessions for about 25 movement organizations
- At Gill Foundation's 2007 OutGiving Conference, presented three content sessions and designed and implemented an interactive experience for donor-participants diagnosing their giving styles and strategies
- Created a MAP members-only website to distribute content to validated funders and executives of the LGBT movement. The site has 325+ members
- Created the LGBT Movement CFO Network, an online community hosted by MAP for senior finance staff of movement groups



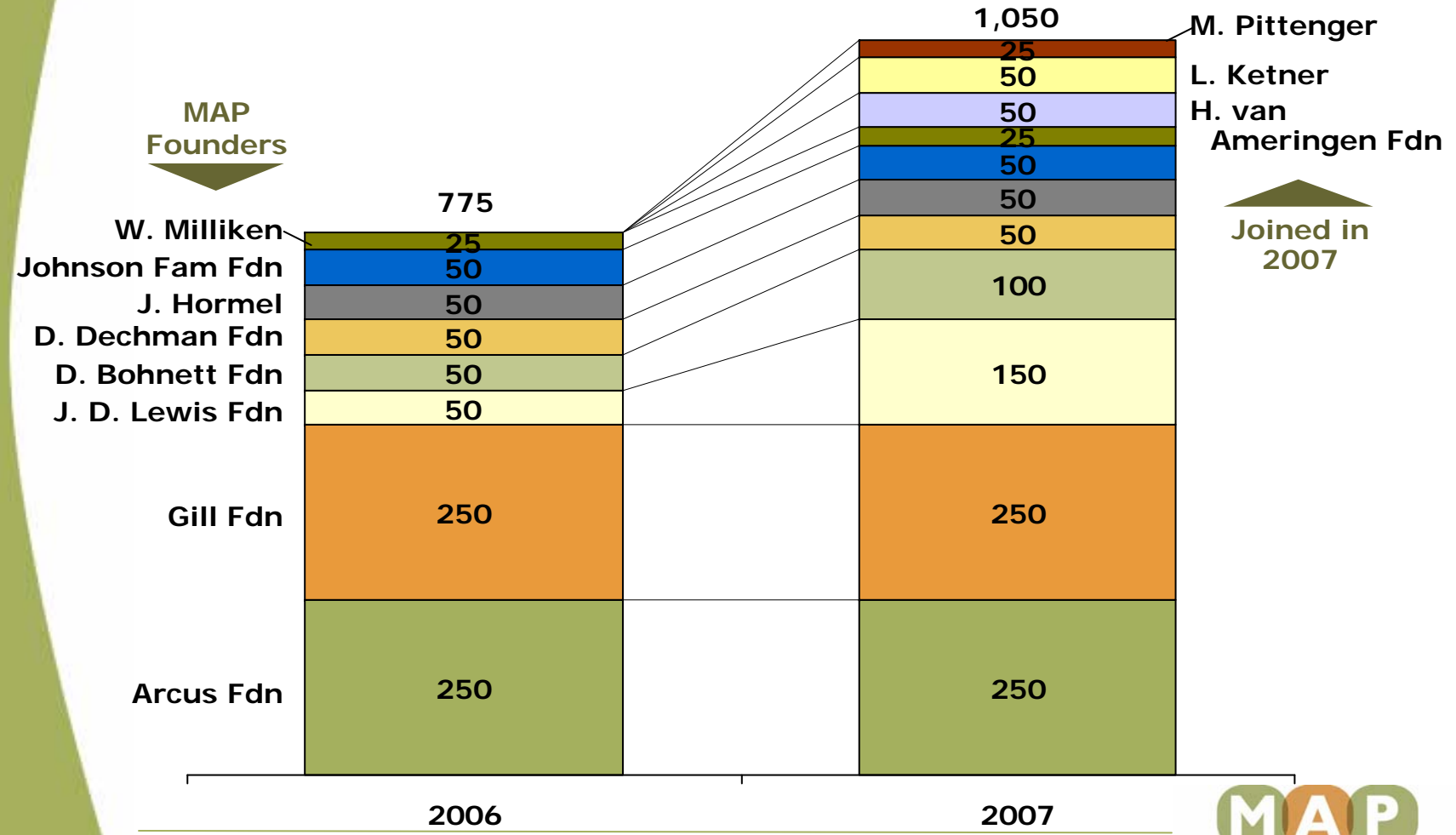
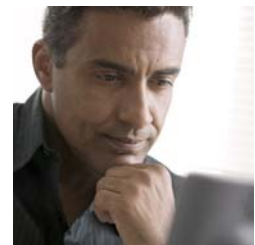
Early Feedback from Funders



- All eight of MAP's founding (2006) donors gave MAP the same or more in 2007. One funder doubled and one tripled their support from 2006 to 2007 and three additional funders came on
- More than 120 individual and institutional donors have signed up as members of MAP's secure website
- MAP has received scores of emails/letters from donors lauding our work and its utility. A few are excerpted in the next two pages. We have received virtually no negative feedback from funders
- In facilitated table discussions at the Gill Foundation's March 2007 Outgiving (at which MAP was invited to present), donors indicated pressing needs for strategic information on the movement and organizations' effectiveness
- In a formal survey, 2/3rds or more of funders agreed that the 2006 Standard Annual Reporting (SAR) pilot met all four of its objectives and none disagreed that it had met any objective



Funders' Contributions to MAP (\$000s)





Sample Quotes from Funders (page 1 of 2)



Stephen Foster (Overbrook Foundation), 3/15/07	"I'm very impressed by the data you put together and I can assure you that I'll be using it as I twist a few arms susceptible to GLBT funding pleas...I can only imagine how valuable it might be if you could get it into the hands of philanthropic advisors, the world of GLBT community foundations and others."
Randall Miller (Haas, Jr. Fund), 2/22/07	"The Haas, Jr. Fund is currently crafting our faith funding strategy and I just wanted to tell you how helpful the MAP report [<i>Responding to Anti-Gay Religion</i>] has been in making the case to increase support to LGBT faith groups and others."
David Bohnett, 9/21/07	"We know that for many of the organizations that participated [in SAR], the time, effort and energy to compile this data was significant. We believe that this report will help raise additional funds for the organizations that participated and provide them tools and data to operate more efficiently and effectively."
Roger Doughty (Horizons), 11/4/07	"SAR is a remarkable piece of work and incredibly informative."
Ray Mulliner (for Jim Hormel), 4/3/07	"MAP...gives donors at all levels an opportunity to evaluate and be better informed about the organizations and ultimately the LGBT movement."
Joanne Herman (GLAD & Point Fdn boards), 3/18/07	"I find MAP's work well done and tremendously insightful. It will certainly help me going forward."



Sample Quotes from Funders (page 2 of 2)

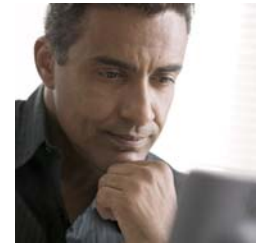


Patricia Evert (Gill Foundation), 12/20/07	"The OutGiving donors that we work with are eager to learn how to be more strategic with their giving. MAP's overview of the LGBT movement and research on key issues have been invaluable tools both as presented at our national and regional OutGiving conferences, and in individual meetings with donors. "
Bill Brownson (JP Morgan Private Client Services), 3/29/07	"I'd like to introduce you to some colleagues in the Private Bank in New York City. Our firm has philanthropic advisors who work with clients on a wide array of philanthropic topics that include from time to time LGBT issues. Your work with MAP would be most helpful for them to hear."
Cathie Hartnett (Mossier Foundation), 10/6/07	"Thank you so much for coming to the board meeting. Your presentation [<i>Strategic Philanthropy Supporting LGBT Civil Rights</i>] was absolutely fabulous and much appreciated."
John Bare (Horizons Foundation board), 12/13/07	"While guiding Horizons through a process to determine our program priorities for the next 3-5 years, I used some of the data from MAP. They were very helpful in our approving 3 priority strategies and 4 priority areas which will be used for 25-35% of our grantmaking, and hopefully educate and motivate our donors and funders."
Anonymous funder in SAR pilot survey, 12/06	"I have already used it [SAR] to further demonstrate the inadequacy of our investment in youth outreach, particularly leadership development. I've used it to dispel vague perceptions about various groups with real facts."
Anonymous funder in 12/06 survey	[Re SAR] "Well done. Very useful. Very informative. Replaced many perceptions with facts. THANKS!"



Selected Quotes from Donor Discussions at OutGiving 2007

(courtesy of Gill Foundation)



Donors, grouped in tables of about 10 each, engaged in facilitated discussions of obstacles to making their giving more strategic and satisfying, and what resources would be most helpful. Variations on “provide information and analysis” appeared in the flip chart records 2.5x as often as any other request. Below are some sample quotes on that subject:

Obstacles to Giving More

- “Lack of information from organizations: places, successes, results, auditing, metrics”
- “Need better data/information – how money is spent, where needs are, how much is needed”
- “No measurable results; Can’t see influence”
- “Can/should we give? Measurable results”
- “So many needs. Which are highest leverage? Can be paralyzing”
- “Absence of goals. Landscape large. Struggle long”
- “We need a symphony but we have a cacophony on the hottest issues”

Help that Would be Most Useful

- “Advice on target states/strategic opportunities”
- “Vision – big pictures”
- “Greater look at effectiveness”
- “Cause organizations to communicate with donors on uses of, and results from, the contributions”
- “Cause organizations to collaborate more and divvy up work; highlight effective collaborations”

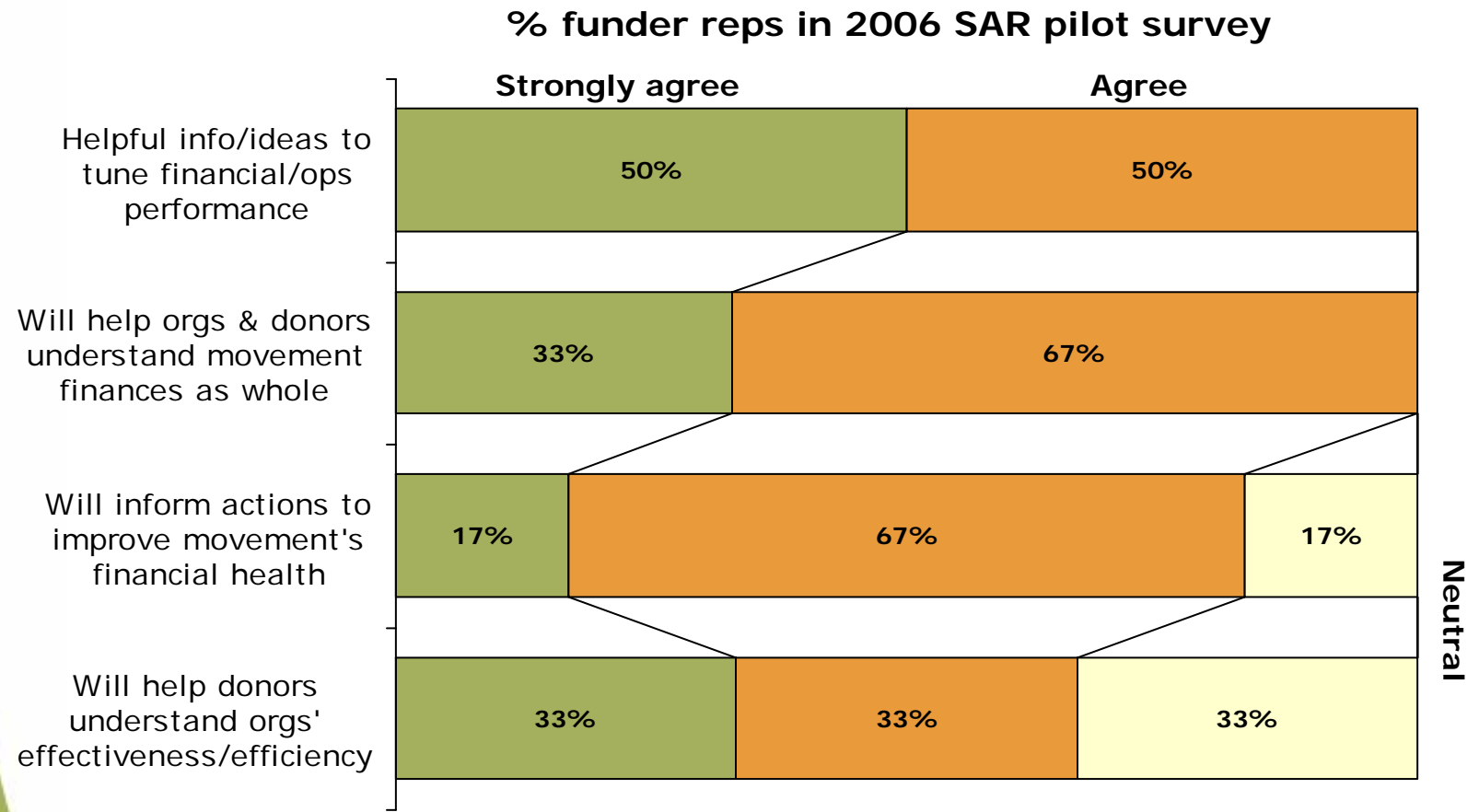
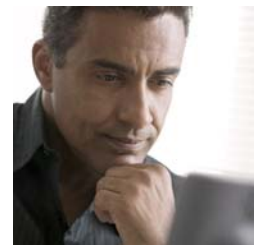
Note: MAP does not participate in planning or running OutGiving Conferences, nor does MAP do any direct donor solicitation on behalf of the LGBT movement



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Funders Say SAR Pilot Met Its Goals



Note: There were no "disagree" or "strongly disagree" responses



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Early Feedback from Organizations



- More than 200 executives of, and consultants to, LGBT movement organizations have signed up as members of MAP's secure website
- MAP has received scores of emails from LGBT organizations and consultants, noting the value and quality of our work. A few are excerpted in the next two pages.
- Fewer than five organizations sent us emails or survey responses that were more negative than positive, and all pertained to the 2006 SAR pilot.
- In a formal survey of SAR participating organizations that attended the 2007 CFO Conference (12/07):
 - A large majority agreed that SAR will help movement executives and donors understand movement finances and fine-tune financial/operating performance
 - 75% plan to make systems or procedures changes based on SAR experience and CFO Conference content



Sample Quotes from Organizations & Consultants

(1 of 2)



Troy Plummer (Reconciling Ministries), 7/12/07	"Thank you for all of the great MAP work! MAP has really helped Reconciling Ministries get the attention of key movement funders. Gill, Arcus and Haas have come in with grants totaling nearly \$300,000 that have been informed in part by your work."
Jeff Lutes (ED, Soulforce), 8/13/07	"The information MAP is compiling is so vital and very much needed in our struggle for equality."
Roey Thorpe (EQ Fed), 9/12/07	"The Communications Toolkit is a great resource for activists. It offers basic how-to steps to creating a communications program all the way to high-level advice that pulls together research from across the country for the very first time. Thank you, MAP, for this thoughtful and useful tool!"
Jean-Marie Navetta (PFLAG), 9/6/07	[Re Communications Toolkit] "Overall, this is amazing and I'm really looking forward to seeing the finished product. Honestly, I think that this can (and will) be a fantastic resource for a lot of people."
Michelle Kristel (In the Life Media), 8/10/07	"Thank you for all of your efforts towards increasing organizational awareness with the ultimate goal of enhancing our movement's capacity."
Rev. Deborah L. Johnson (Inner Light Ministries, 7/23/07)	"The Racial Justice Primer is a bold and long-awaited effort. Congratulations!"
Melissa Moore (SC Equality Coalition), 8/16/07	"I really enjoyed the presentation of this project at the Equality Federation meeting...I cannot wait to get into the system. Thanks for paving the way for us!"



Sample Quotes from Organizations & Consultants

(2 of 2)



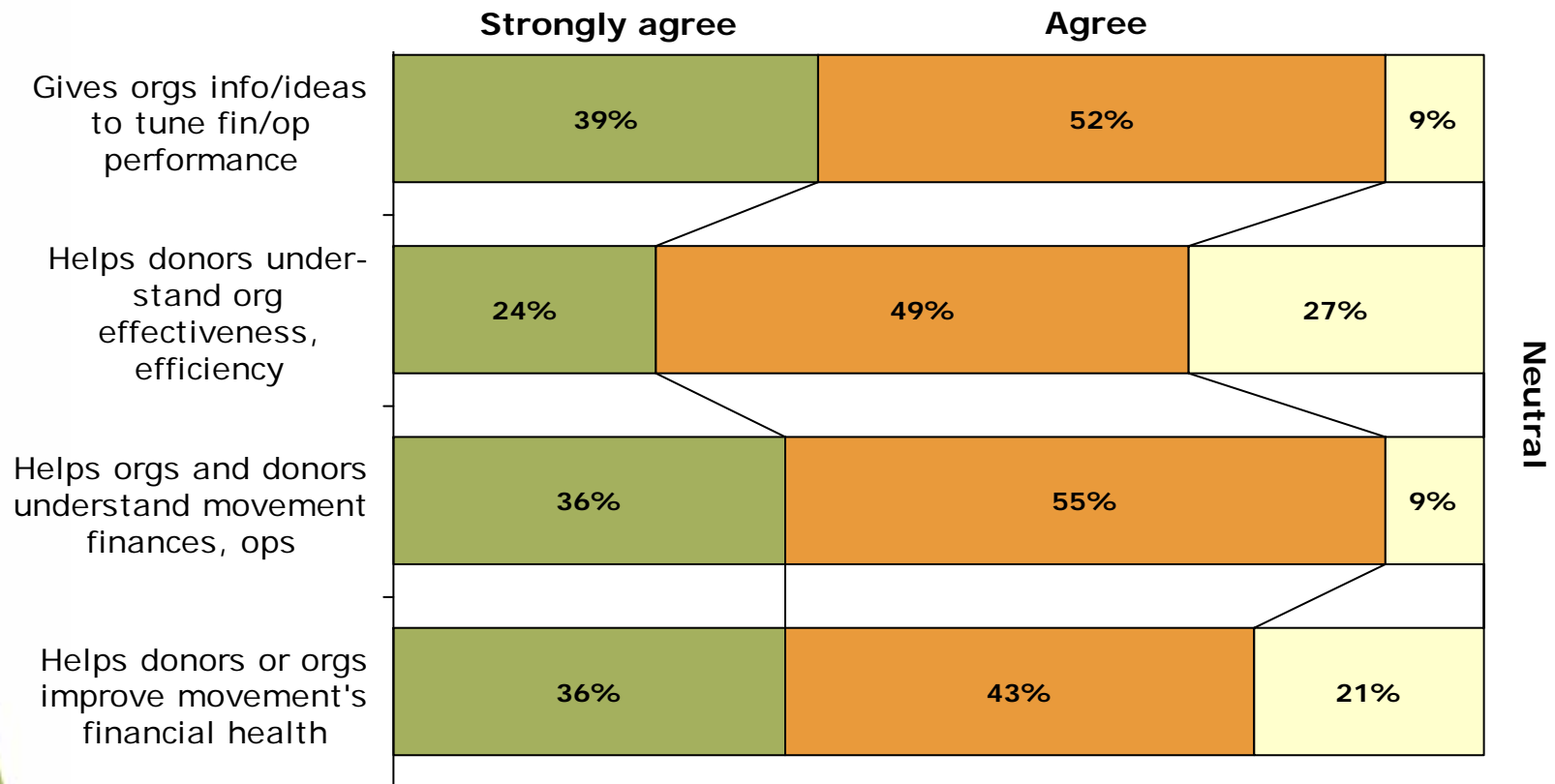
Mark Kramer (FSG Social Impact Advisors), 6/11/07	"The <i>Momentum Report</i> is an exceptionally good example of rigorous evaluation data presented with clarity and elegance in a useful and persuasive manner. It is really among the best evaluation reports I have seen, and I am a big fan."
Jerry Hauser (Management Center) , 11/13/07	"There's some incredibly impressive information in the Standard Annual Reporting project...the cross-cutting reports (like the <i>Momentum Report</i>) are brilliant. I really think what you're building, apart from being invaluable for the LGBT movement, is a fascinating model for other movements as well."
James Vellequette (R. Scott Hitt Fdn), 11/15/07	"Do you people every just sit down and rest? I have really enjoyed all that I have learned through you at OutGiving and the MAP reports."
Anonymous org in SAR/CFO Conf. survey, 12/07	"A big advantage of the conference is to get away from the office and all of the deadlines...and just have a block of time to think only about how we run our offices. To be in a room full of colleagues who understand our language and are willing to share and help each other is just great."
Anonymous org in SAR/CFO Conf. survey, 12/07	"The CFO conference is very helpful and can only improve as the conferences repeat. I think a development director conference is a natural direction and would be highly beneficial."
Anonymous org in SAR pilot survey, 12/06	"I've already presented our board with reports based on 2006 SAR to emphasize the strengths and weaknesses of our financial health – including focusing on how to improve and diversify our fundraising efforts."



Organizations Agree SAR Helps Them and Movement



% responses to 2007 CFO conference survey



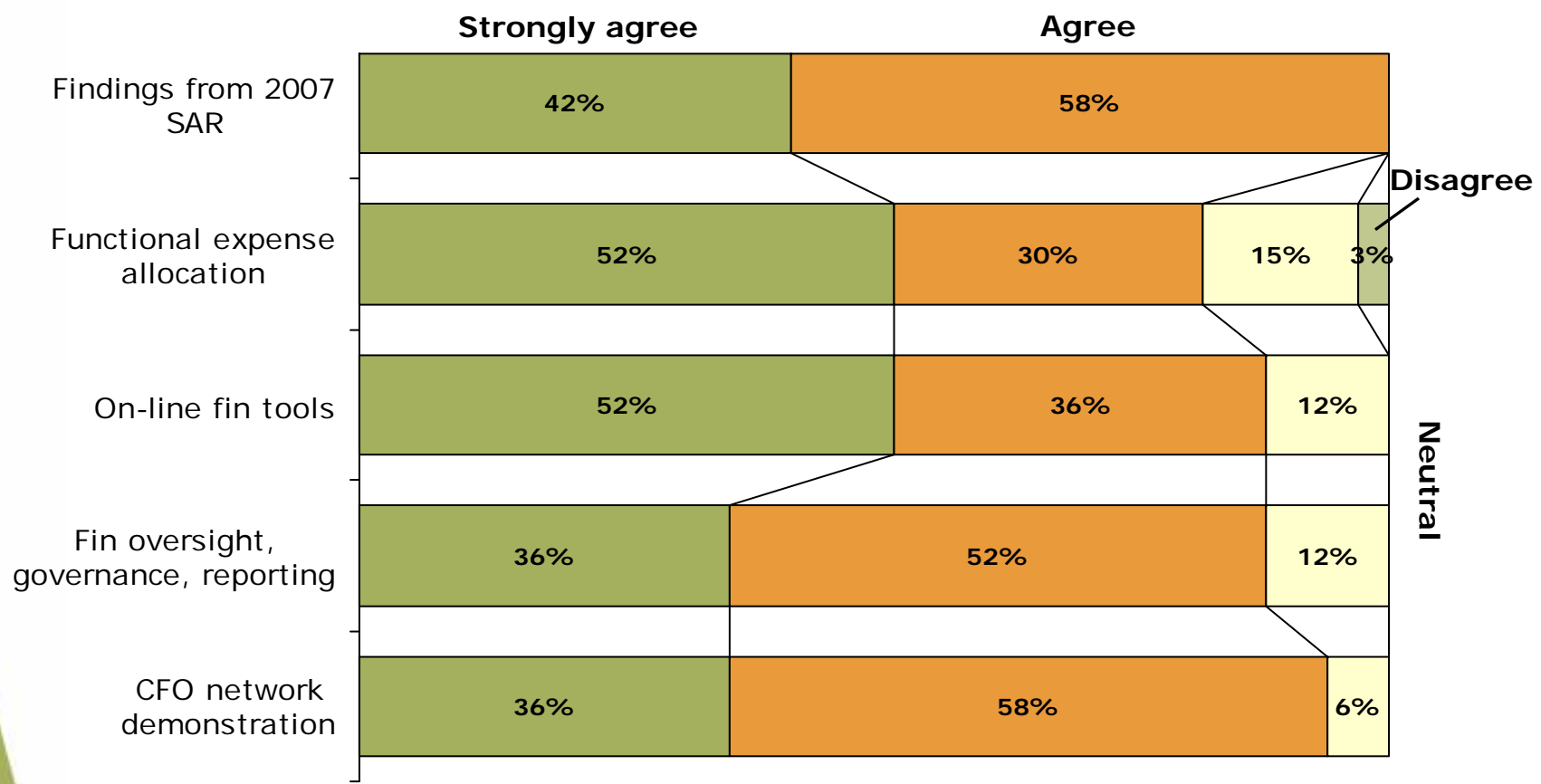
Source: 12/07 survey of financial reps who participated in the 2007 CFO Conference (85% response rate); there were no "disagree" or "strongly disagree" responses.



Organizations Call MAP's CFO Conference Useful and Practical



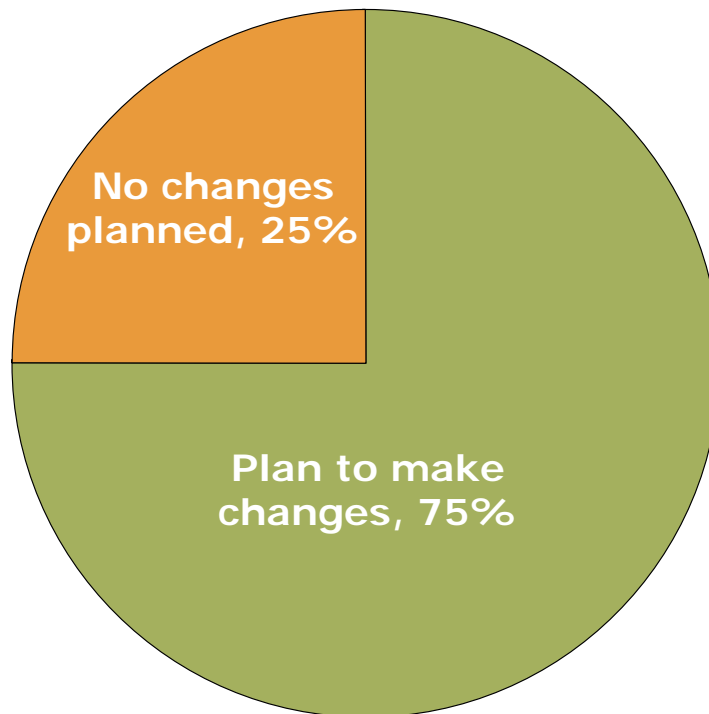
% responses to 2007 CFO conference survey



Source: 12/07 survey of financial reps who participated in the 2007 CFO Conference (85% response rate); there were no "strongly disagree" responses.



Most Organizations Plan Changes after CFO Conference



Examples of Financial/ Operating Changes

- Adjust or reconsider current functional expense allocation procedures (19 of 37 orgs)
- Transition from time estimates to timesheets (7 orgs)
- General changes to financial and operating procedures (5 orgs)
- Expand board financial oversight role (1 org)