

2022 Nonprofit Communications

Trends Report



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In This Year's Report

Welcome to the 2022 Nonprofit Communications Trends Report!

Our mission at Nonprofit Marketing Guide is to help nonprofit communicators learn their jobs, love their work, and lead their teams. All of this requires understanding what is **really** going on in nonprofits.

While some will find the data in our annual Nonprofit Communications Trends Reports too far down in the weeds, we know that it's deep in the details where many of the truths about our collective work are found. Rather than flitting around above, we like to dig deep and to lift up what we find. As we bring these discoveries to light where you can see them, it's our hope that you too will feel seen.

Here's what we are lifting up for you this year . . .

We are taking a much closer look than in previous reports at **the range of communications team sizes** based on either the budget or the overall staffing size of nonprofit. While a third of nonprofits employ a single communications staff member, we know the workload demands more than that. We provide some benchmarks for growing your communications team.

We also share some reflections on data from this year and previous years that explain **what you might expect from your communications team as it grows from one person to six or more.**

So that you can advocate for a more **strategic use of communications within your nonprofit**, we explore two factors that indicate the level of strategic importance of communications. First is the **model used to determine the communications team's workload** and

second is **whom the communications team reports to**. We explore both factors and how they relate to communications teams of varying sizes.

Communications frequency is one strong indicator of communications effectiveness. We've updated our chart detailing how often nonprofits use 15 different communications channels. We provide the median frequency and share what we see in the data when comparing communications frequencies of more and less effective teams.

Every year we add questions that explore especially timely issues in the sector. Last year, we asked about the impact of the pandemic. This year, we asked several questions about how **nonprofit communicators are implementing diversity, equity, and inclusion (DEI) policies**, given that many nonprofits adopted or revised DEI policies in the last two years.

Finally, we asked several different questions to help us better understand how, in the long-run, nonprofit communicators can **build healthier habits around time and productivity**. Frankly, we believe there is great deal of gaslighting occurring in the nonprofit sector that is warping the expectations that others have for nonprofit communications staff, as well as the expectations that you may have for yourself.

Yes, you can get a great deal of effective work done – when the right conditions and support for your success are present. Your answers to these questions shine light on several significant problems. Now that they are clearly identified, we can work on more solutions together.



The One-Person Communications Team is Common, But Most Teams Are Bigger

If you are a communications team of one, you aren't alone! You are part of the mighty one-third of communicators who do it all for their nonprofits. It's not unlike the modern art machine on this report's cover – so many moving parts that create something both functional and beautiful for the world.

But ultimately, there's too much work to do for one person. Keeping that machine running alone is a challenge.

So, what are the odds of your team growing? The charts on the following pages can give you some perspective.

Communications Staffing Based on Budget Size

Let's look at communications staffing by organizational budget size first (see page 5). If we look at organizations with budgets between \$1 million and \$5 million, for example, we see that 35% of them have a one-person communications teams. Just 4% have only a half-time person and 14% have one and half people working on communications.

That means the rest (47%) have communications teams of two or more. For organizations with budgets between \$5 million and \$20 million, 72% have teams of two or more. For organizations with budgets over \$20 million, it jumps to 85%.

But don't think only larger organizations have bigger teams. Among nonprofits with budgets under \$1 million, 19% have communications teams with two or more people. While that's not a majority, it's still absolutely possible given the nonprofit's needs.

Communications Staffing Based on Overall Staffing Size

In many cases, it makes more sense to look at the staffing size of the organization rather than the budget.

We've provided the full breakdown by staffing size in this year's report too (see page 6).

Again, the larger nonprofits are likely to have the larger communications teams, but not exclusively.

At nonprofits with more than 20 staff, a communications team of at least two people is the norm:

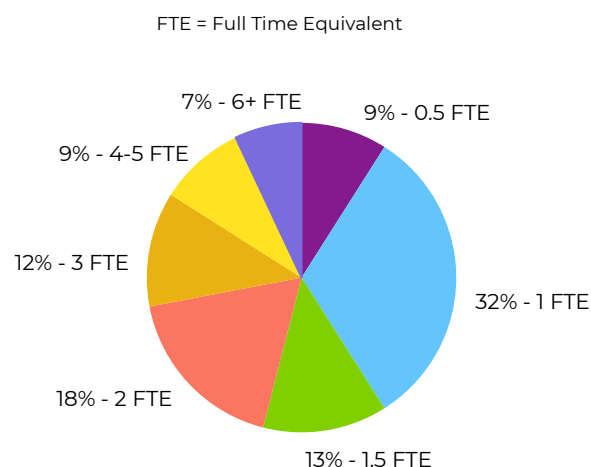
101 staff members or more	82%
51 – 100 staff members	70%
21 – 50 staff members	65%

While not the majority, even many smaller organizations have communications teams of at least two people:

11 – 20 staff members	42%
Up to 10 staff members	21%

When you are ready to make the case for adding team members, see "What You Can Expect As Your Team Grows" on pages 13-14.

Communications Team Sizes Across the Nonprofit Sector



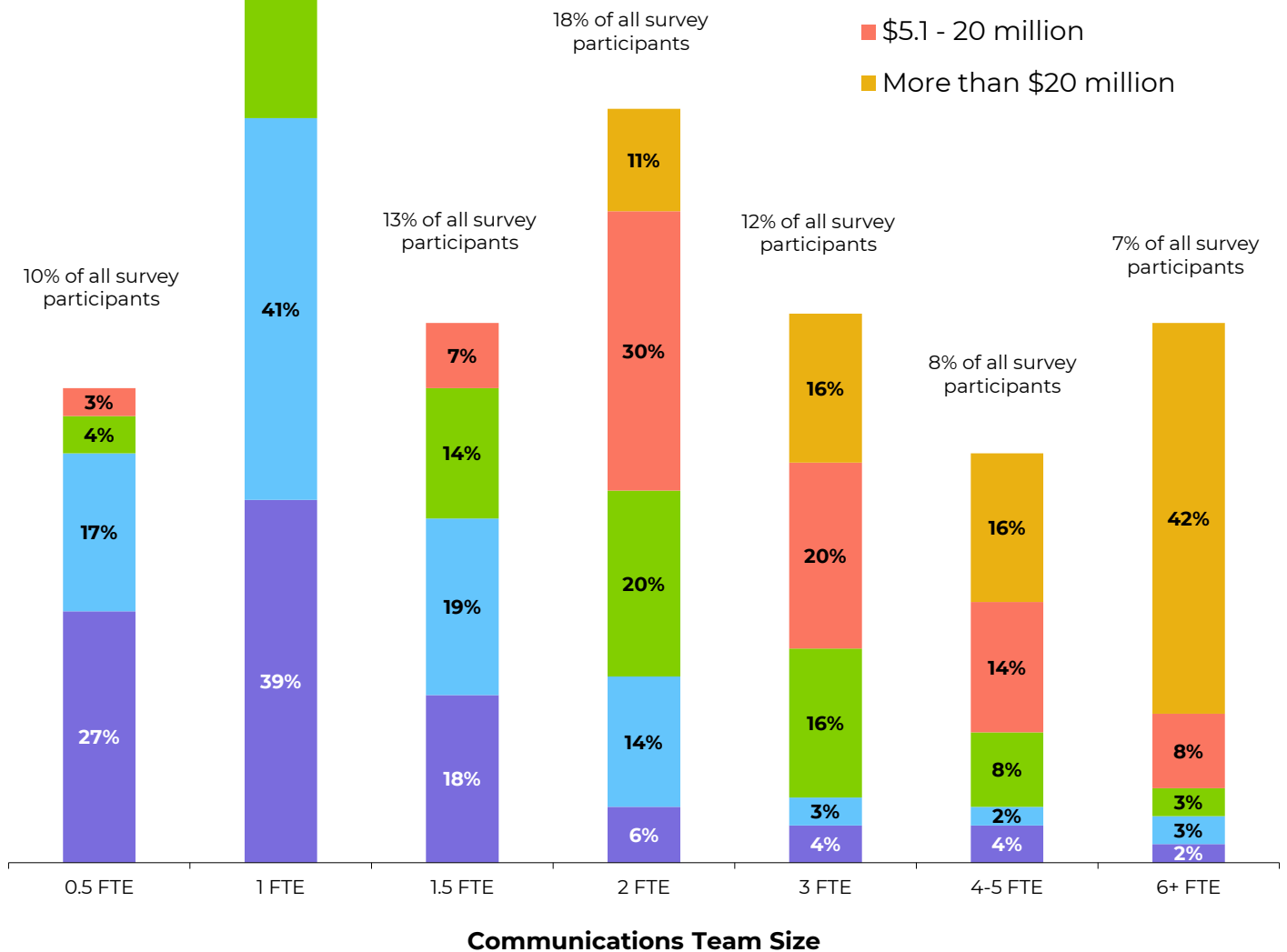
Communications Team Sizes in FTE, by Organizational Budget Size

32% of all survey participants

How To Read This Chart: Find the color that represents your nonprofit's annual budget in the key. Then look at that color across the various team sizes to see what is typical for organizations at that budget size.

Nonprofit's Annual Budget

- Up to \$500,000
- \$500,001 - \$1 million
- \$1 - 5 million
- \$5.1 - 20 million
- More than \$20 million

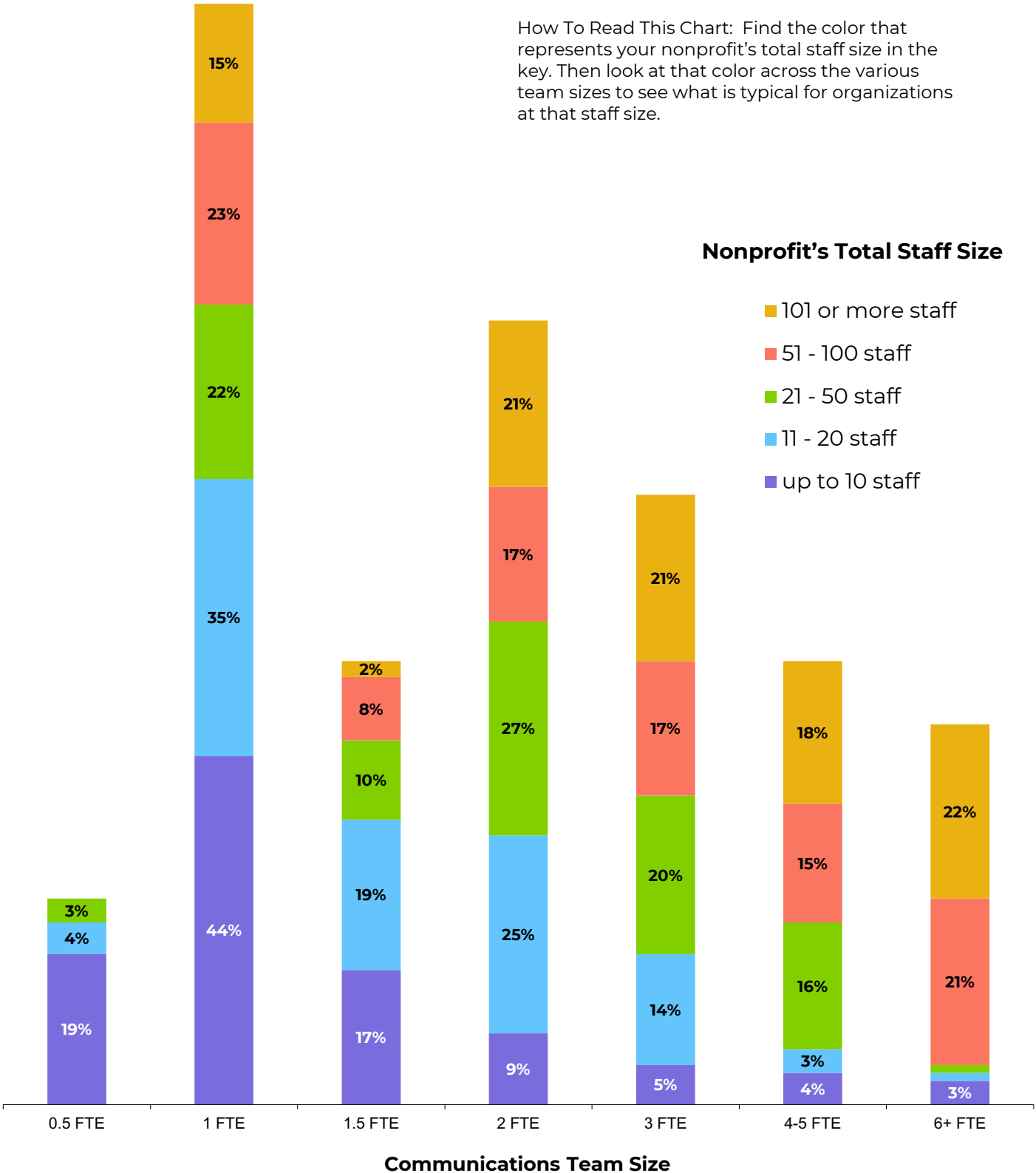


Communications Team Sizes in FTE, by Organizational Staffing Size

How To Read This Chart: Find the color that represents your nonprofit's total staff size in the key. Then look at that color across the various team sizes to see what is typical for organizations at that staff size.

Nonprofit's Total Staff Size

- 101 or more staff
- 51 - 100 staff
- 21 - 50 staff
- 11 - 20 staff
- up to 10 staff



Encouraging Strategic Communications: The Team Model Matters

We know that many nonprofit communicators wished their nonprofits used their abilities more strategically to advance the organization's mission.

Two indicators of the whether a communications team is being used strategically or not are (1) the model used to determine the communications team's workload and (2) whom that team reports to.

Let's look at the communications team models first.

- **Centralized Teams.** Communications staff set the strategy and prioritize their workload with input from across the organization. (36% of teams)
- **Integrated Teams.** Communications and fundraising staff jointly decide on communications goals and workload. (25% of teams)
- **Internal Agency Teams.** The communications staff's workload is determined by others who submit work requests or needs. (17% of teams)
- **CEO-Led Teams.** Communications staff work in service of top executives who determine the workload. (16% of teams)
- **Fundraising-Led Teams.** Communications staff work in service of fundraising leaders who determine the workload. (6% of teams)

In the 2020 Nonprofit Communications Trends Report (available at NonprofitMarketingGuide.com), we detailed why these team models matter so much to the effectiveness of communications teams. We won't repeat that explanation here but will reiterate that **Centralized and Integrated Teams – which make up 61% of nonprofit communications teams – excel in numerous ways.**

They are more effective, more likely to implement communications best practices, invest more in professional development, and excel in how valued and respected staff feel, overall job satisfaction, and positive working relationships with management.

This year, for the first time, we are sharing how communications teams of different sizes are distributed across these five team models (see page 8).

Centralized Teams are the most popular model regardless of the communications team's size, with two exceptions:

- If only a half-FTE (a half-time staffer) is devoted to communications, that staff person is more likely to operate as a CEO-led Team.

This means the executive director determines the workload. This is very common in young, small nonprofits where this half-time person often serves as an executive assistant as well.

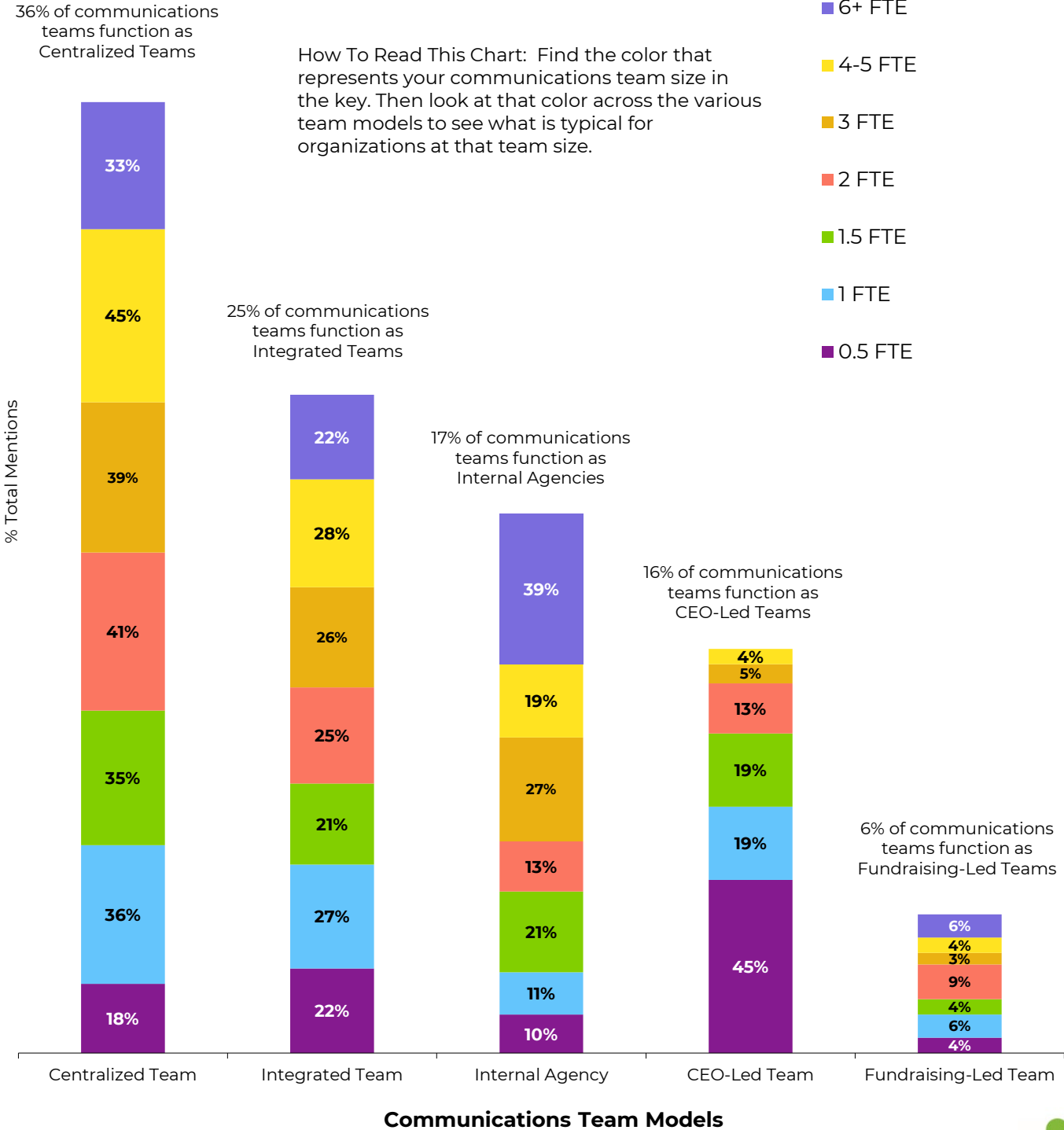
As soon as a full FTE is devoted to communications work, that person is more likely to operate as a Centralized Team of one.

- The second exception is the larger communications teams of 6 or more. They are more likely to operate as an Internal Agency than as a Centralized Team. While large Internal Agency teams tend to be more highly skilled, they are typically less involved in developing the communications strategy, instead taking directions from multiple (often competing) parts of the organization. As teams grow to 6 or more people, we encourage you to be very thoughtful about the team model you use.



Communications Team Models by Communications Team Size

Communications Team Size



Encouraging Strategic Communications: Whom the Team Reports to Matters

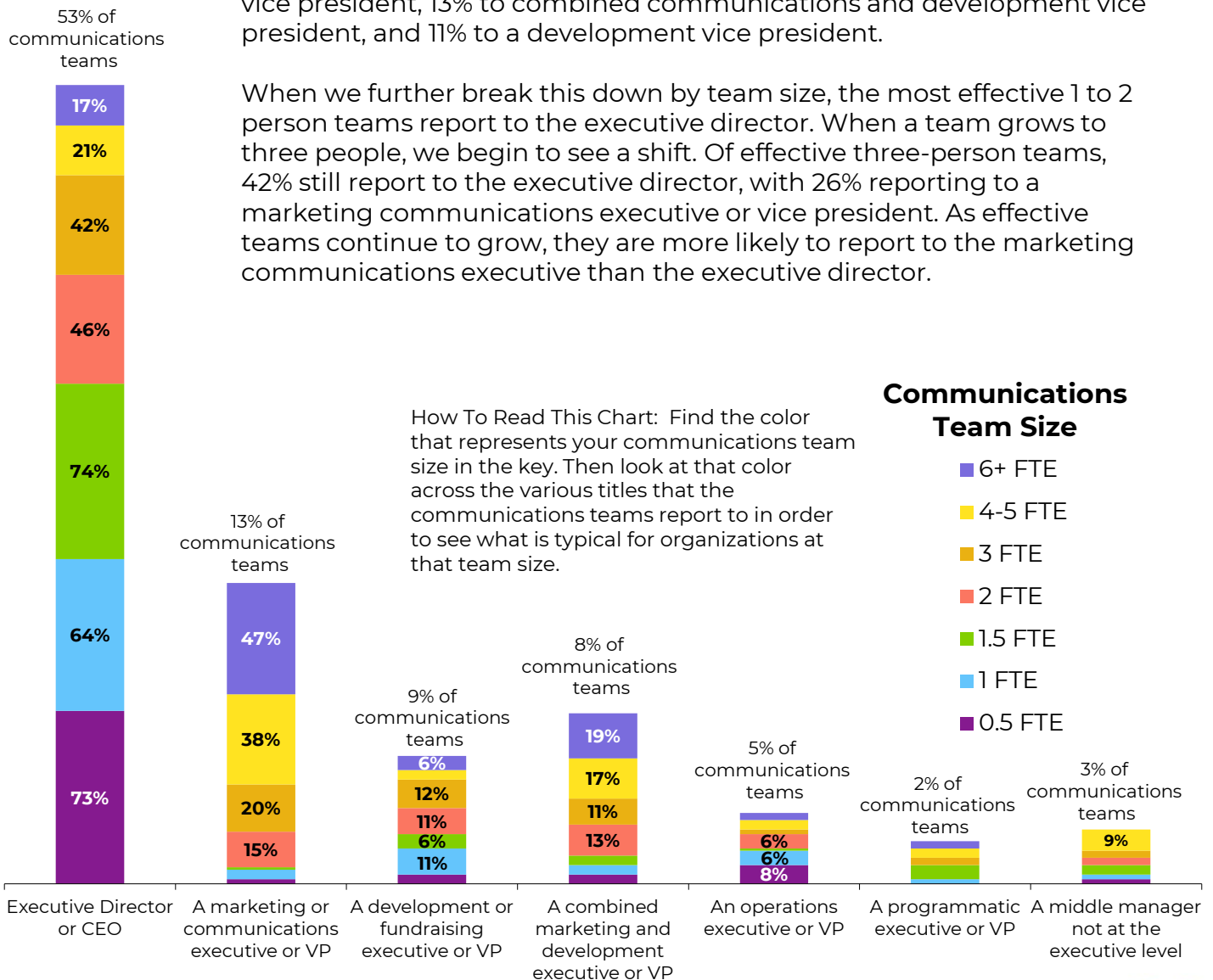
The second indicator of whether a communications team is being used strategically is whom that team reports to.

The majority (53%) of communications teams report to the executive director or CEO. Another 40% report to another executive or vice president responsible for managing either marketing and communications (13%), development (9%) or a combination of the two (8%).

Only 10% of communications teams report to another manager within the nonprofit, such as an operations executive (5%), a programmatic executive (2%) or another middle manager not at the executive level (3%).

When looking specifically at the most effective communications teams, we know they are at the table when decisions are discussed and made, rather than being told after that fact. Within the most effective teams, 43% report to an executive director, 19% to a marketing communications vice president, 13% to combined communications and development vice president, and 11% to a development vice president.

When we further break this down by team size, the most effective 1 to 2 person teams report to the executive director. When a team grows to three people, we begin to see a shift. Of effective three-person teams, 42% still report to the executive director, with 26% reporting to a marketing communications executive or vice president. As effective teams continue to grow, they are more likely to report to the marketing communications executive than the executive director.

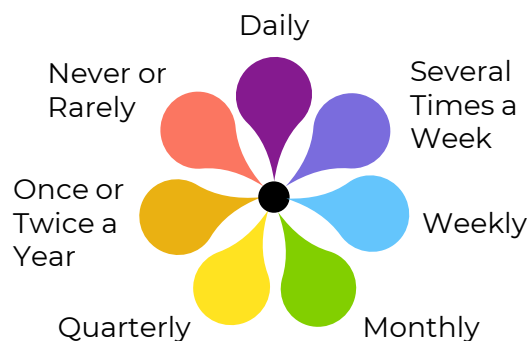


How Often Nonprofits Communicate

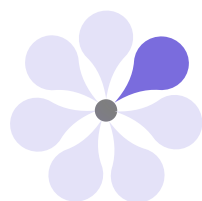
Communications frequency is one strong indicator of effectiveness. If you don't get your messages in front of the right people often enough, it's hard to accomplish your communications, marketing, and fundraising goals. Ineffective teams reliably underestimate the frequency needed to break through to people.

Below you'll see the median communications frequencies reported by nonprofit communicators. On page 11, you'll see the full spectrum of communications frequencies for each of the 15 channels included in the survey. On page 12, we compare the medians to what the more effective and the less effective nonprofits reported, as well as some other significant differences between the more and less effective nonprofits.

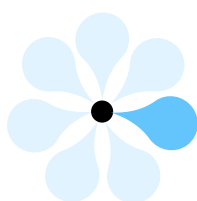
When reviewing communications frequency, remember that what's reported here is the reality, not necessarily the best practice. For example, we strongly encourage nonprofits to email more often than monthly, which is the median. We also know that posting monthly on social media isn't effective – those who are posting only monthly likely know that but are simply maintaining a basic presence rather than not using the social media site at all.



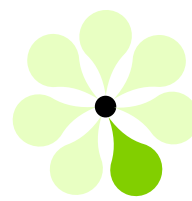
Median Communications Frequencies for Nonprofits



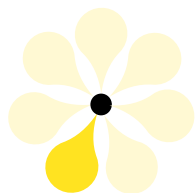
Several Times a Week: Facebook Page, Instagram Feed, Twitter



Weekly: Website Pages



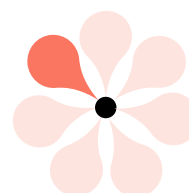
Monthly: Blog, Email Newsletter, Other Emails, YouTube, Instagram Stories, LinkedIn



Quarterly: Events, PR/Media Relations

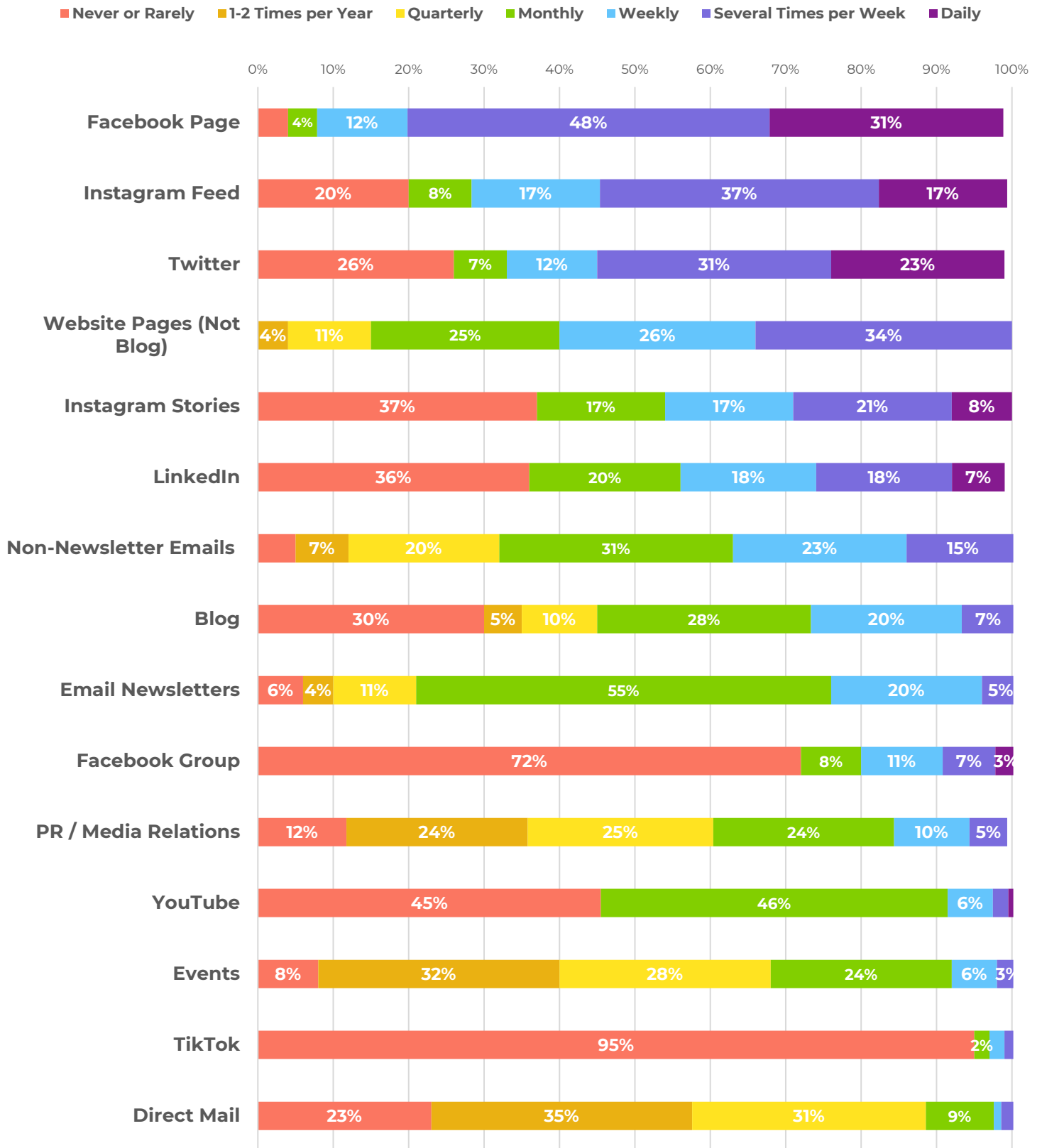


Once or Twice a Year: Direct Mail



Never or Rarely: Facebook Group, TikTok

How Frequently Nonprofits Use Communications Channels



Comparing the Communications Frequency of More Effective and Less Effective Nonprofits

	Less Effective	Median	More Effective
Facebook Page	Several times a week	Several times a week	Several times a week. However, 40% of the most effective nonprofits post daily, compared to just 24% of the less effective.
Facebook Group	Never or rarely	Never or rarely	Never or rarely
Instagram Feed	Weekly	Several times a week	Several times a week. However, 50% of the more effective nonprofits post daily, compared to just 11% of the less effective.
Instagram Stories	Monthly	Monthly	Weekly. However, 11% of the more effective nonprofits post daily, compared to 6% of the less effective nonprofits.
Twitter	Weekly	Several times a week	Several times a week. However, 28% of the more effective nonprofits post daily, compared to 18% of the less effective.
LinkedIn	Monthly	Monthly	Monthly. However, 71% of the more effective nonprofits report using LinkedIn at least sometimes compared to just 57% of the less effective.
YouTube	Monthly	Monthly	Monthly
TikTok	Never or rarely	Never or rarely	Never or rarely. However, 9% of the more effective nonprofits are trying TikTok compared to 3% of the less effective.
Website Pages	Monthly	Weekly	Weekly. However, 43% of the more effective nonprofits update their website several times a week, compared to 25% of the less effective.
Blog	Quarterly	Monthly	Monthly. However, 35% of the more effective nonprofits posts weekly or several times a week, compared to 20% of the less effective.
Email Newsletter	Monthly	Monthly	Monthly
Other Emails	Monthly	Monthly	Monthly. However, 42% of the more effective nonprofits send non-newsletter emails weekly or several times a week, compared to 32% of the less effective.
PR / Media Relations	Quarterly	Quarterly	Quarterly. However, 44% of the more effective nonprofits do media relations monthly or more often compared to 34% of the less effective.
Events	Quarterly	Quarterly	Quarterly
Direct Mail	Once or twice a year	Once or twice a year	Once or twice a year. However, 45% of the most effective nonprofits mail quarterly or monthly, compared to 35% of the less effective.



What You Can Expect As Your Communications Team Grows

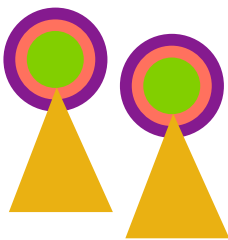
Nonprofit Communications Trends Report data over several years predict some of the ways that communications teams change as they grow. As you advocate for growing your communications team, consider some of the following commitments you might be able to make.



Team of One

Teams of one juggle it all. They often do website updates and email newsletters monthly. They may update one or two social media channels weekly or several times a week (typically Facebook, plus either Instagram or Twitter). Direct mail and media relations work may happen once or twice a year.

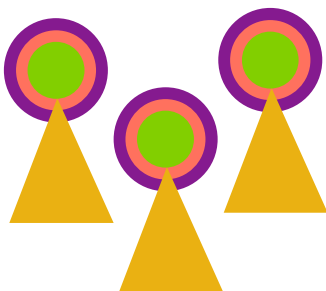
One-person teams often feel like they need to be good at so many different things that they can't be experts at anything. However, when we compare the more effective one-person teams to the less effective ones, we see that 73% of them consider their personal level of expertise or capacity "advanced" or "expert." That's compared to just 32% for the less effective. Professional development and skill building are essential to success for teams of one!



Team of Two

Teams of two most often invest the additional staff time into adding a second or third social media channel, often adding Instagram and/or Twitter to Facebook. They also increase their posting frequency to several times a week or daily in at least one of those channels.

Teams of two are also more likely to build graphic design expertise and to begin experimenting with video.

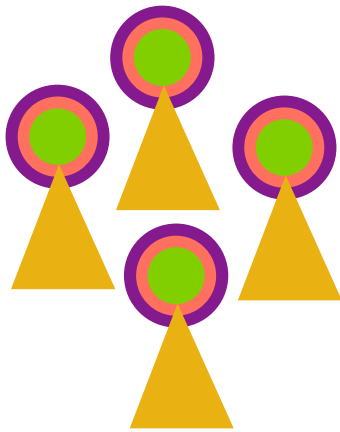


Team of Three

Teams of three reach what we call the "effectiveness sweet spot." They can more easily manage multiple communications channels at a frequency that produces results. For example, we see more emphasis on regularly updating their websites or blogs and starting to experiment with additional social channels like Instagram Stories or LinkedIn.

They may also increase their use of direct mail and media relations to quarterly or monthly.

Teams of three are more likely to develop database expertise, allowing them to segment their messaging better.

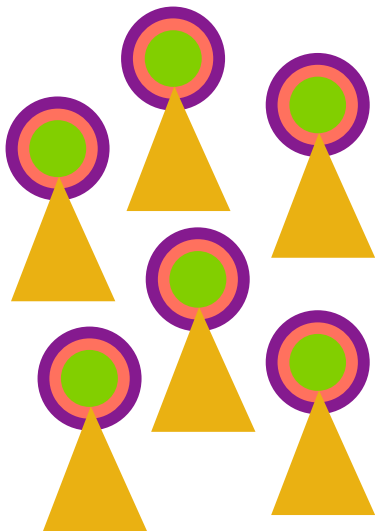


Team of Four or Five

Teams of four or five are likely to manage a more robust set of communications channels and to further increase their publishing frequency. For example, they might blog and send an email newsletter weekly rather than monthly. They may use Instagram Stories or LinkedIn more regularly while also maintaining a daily (or close) presence on Facebook, the Instagram Feed, and Twitter.

At this size, team members are more likely to begin specializing in certain types of content or managing certain channels. For example, one team member might manage social media, and another might manage email.

Teams of four or five are likely to build web development expertise internally.



Team of Six or More

Teams of six are more likely to update their websites and blog and to send emails several times a week. They are also much more likely to do media relations work weekly and direct mail monthly or weekly.

Like teams of four or five, teams of six or more are also likely to have highly skilled specialists. We also see these larger teams investing in building staff expertise in video, posting new content several times a month or weekly. Teams of six or more are also likely to have data analytics expertise.

One of the downsides of a larger team of specialists is that the odds are higher that they are managed as an Internal Agency. This means that while they may have highly skilled communications staff who produce excellent work, they are less likely to be involved in setting the communications strategy. Because they often feel disconnected from strategic decisionmaking, larger Internal Teams also tend to question the effectiveness of their work and are generally less satisfied in their work.

Larger teams also report spending significantly more time in internal meetings – the equivalent of two or more days of work in meetings.

Implementing Diversity, Equity, and Inclusion Policies in Communications

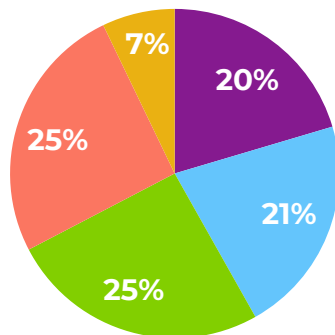
Each year, we like to add a few especially timely questions to the Trends Report Survey. Last year, we tackled the impact of the pandemic on nonprofit communicators. This year, we asked about implementing diversity, equity, and inclusion (DEI) policies in communications work.

Less than half (41%) of survey participants said their organization's DEI policy was clearly articulated. Of those with policies, only 17% said the policy provided them with clear guidance as communications

professionals. Nearly half (46%) of nonprofit communicators personally feel they have a strong understanding of DEI concepts, with another 45% saying they understand somewhat.

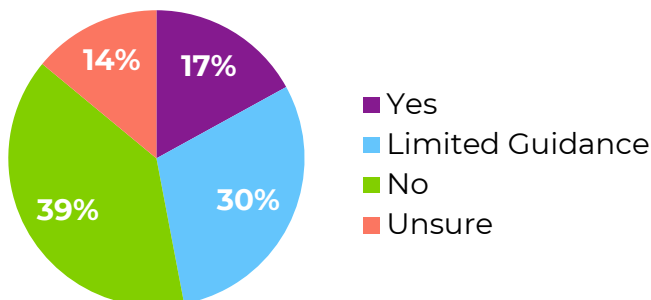
For comparison, 56% of survey participants in The Communications Network's 2021 DEI Survey said they personally felt they had a strong understanding of DEI concepts.

Does your nonprofit have clearly articulated DEI values or goals?



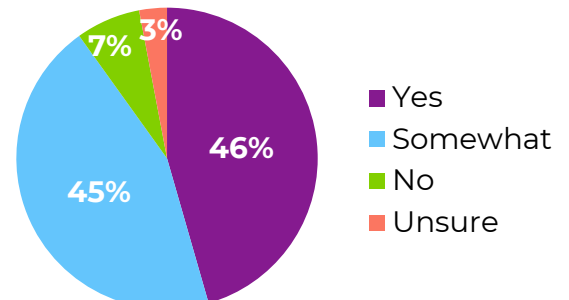
- Yes, we have a clear DEI policy that was adopted pre-2020
- Yes, we have a clear DEI policy adopted during 2020 or 2021
- Yes, we technically have DEI policy but it is not clearly articulated
- No, we do not have DEI policy
- Not sure

If you have a DEI policy, does it provide clear guidance on implementing the policy within your communications work?



- Yes
- Limited Guidance
- No
- Unsure

Do you personally feel you have a strong understanding of DEI concepts?



- Yes
- Somewhat
- No
- Unsure



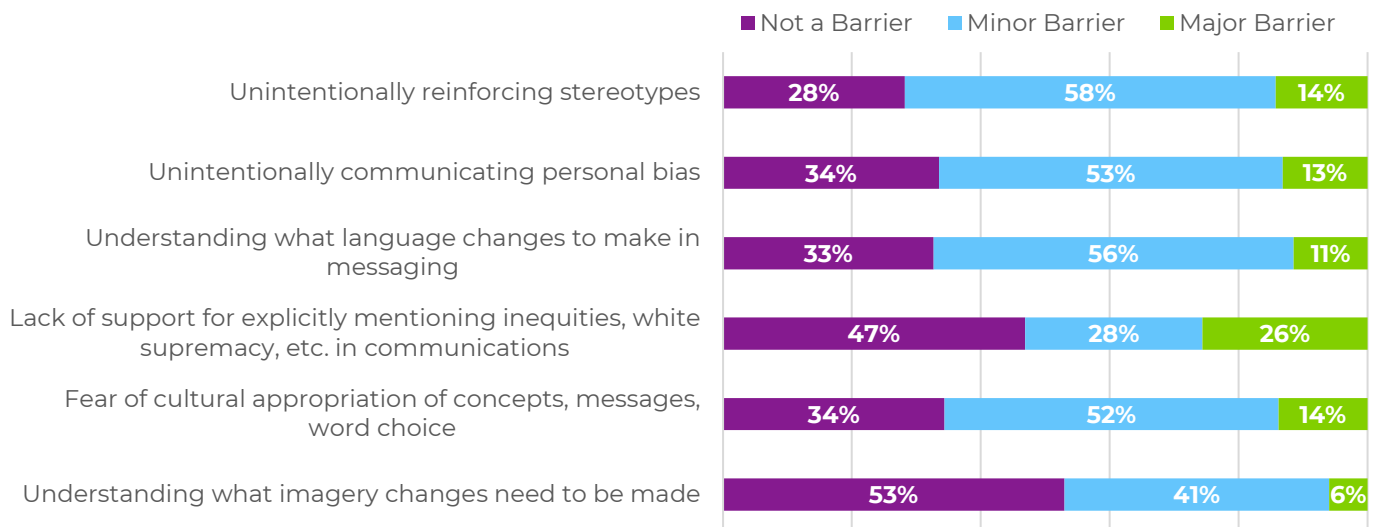
We asked nonprofit communicators to gauge their barriers and concerns with embracing DEI values and goals in their work. In general, about two-thirds identified the barriers in the survey as major or minor, and about half identified concerns in the survey as major or minor.

Barriers: Unintentionally reinforcing stereotypes was the biggest barrier overall. Lack of support for explicitly mentioning inequities, white supremacy, etc. in communications topped the list of major barriers specifically.

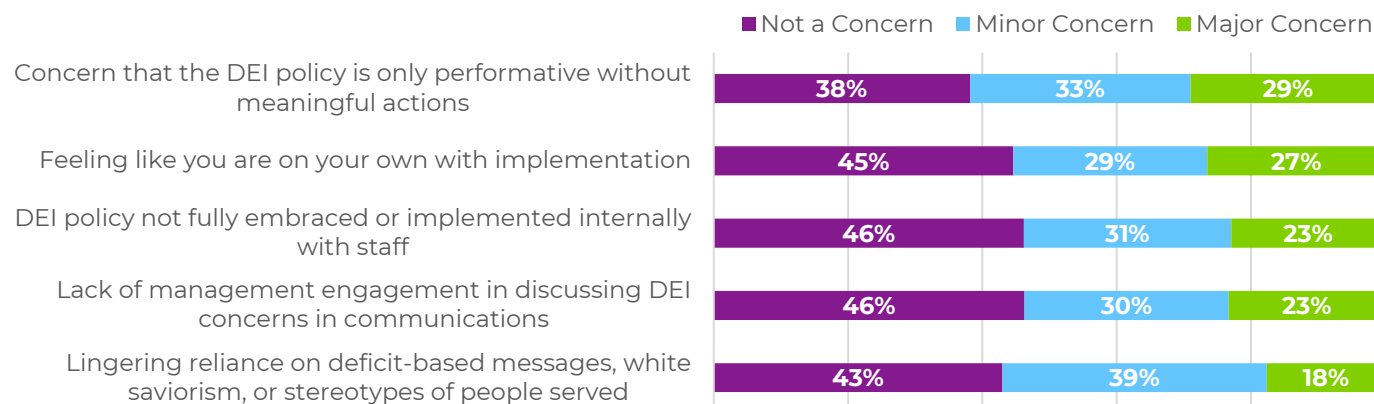
Concerns: Concern that the DEI policy is only performative without meaningful actions was the largest concern overall and topped the list of major concerns specifically.

For comparison, the most significant barriers identified in The Communications Network’s 2021 DEI Survey were “understanding what language to use in messaging” and “unintentionally communicating dominant/subordinate frames.”

What are the most significant barriers you face in embracing DEI values or goals in your communications work?



How significant are the following concerns as you try to embrace DEI values or goals in your communications work?



Building Healthier Habits Around Time and Productivity

If you work in nonprofit communications, you have too much work to do.

Too many tasks and tactics, minimal planning and forecasting, and lackluster attempts at prioritization are endemic in nonprofits. This creates a multitude of challenges for communications staff.

It would be nice if all that communications staff needed were a few more trainings in time management and personal productivity. But it's simply not true.

Instead, nonprofit communicators need a more sophisticated approach to getting the important work done – and frankly a lot of urgent, but not important work done too – within the limited number of hours they are paid for.

Our CALM not BUSY framework helps in many ways. We urge you to manage your communications for CALM by being Collaborative, Agile, Logical and Methodical. We urge you to avoid the BUSY in your work: the tasks, conversations, and approaches that are Bogus, Unrealistic, Sidestepping, and Yoked.

Each year, we ask survey questions to help us see how nonprofit communicators are feeling and how well they are adopting CALM not BUSY approaches. This year, we asked a series of questions related to how time is spent, especially in relationship to other staff. We also asked some questions that attempt to answer why, in some cases, so much time is wasted.

The Use of Time and Productivity Tactics by Nonprofit Communicators

We asked nonprofit communicators how often they used different tactics known to help people feel more in control of their workloads, time, and productivity.

Of the tactics listed “working off-site to help eliminate interruptions” was used

most often, followed by “blocking time off in the calendar when I am not available for meetings.” You can see the full list and rankings on page 18. We suspect “working off-site” got a huge boost due to the pandemic, but we didn't explicitly ask if that was the case.

When we asked which of the tactics on the list was **most** important, however, two different answers rose to the top. First was “being comfortable saying no or not yet to incoming requests,” followed by “making time for strategic work even if it's not the most urgent.”

The Amount of Time Spent on Various Activities in an Average Week

We asked survey participants to categorize how much time they spend on a handful of different tasks.

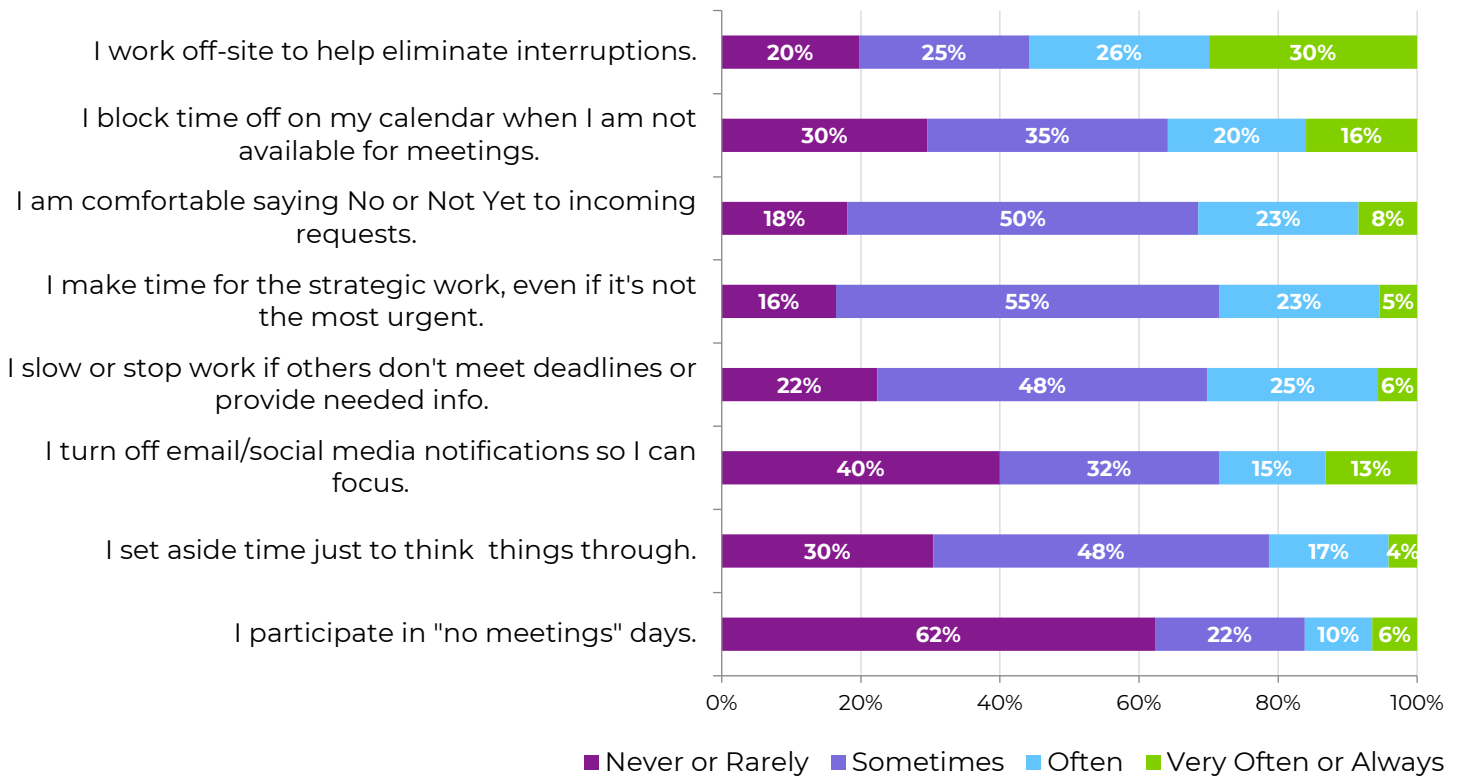
From the choices we provided, “time in internal meetings” topped the list with 26% of survey participants stating they spend up to 16 hours or more each week in internal meetings!

The next most time-consuming task on the list was “reviewing and editing content created by others” with “social media content creation and management” coming in third. You can see the full list and rankings on page 18.

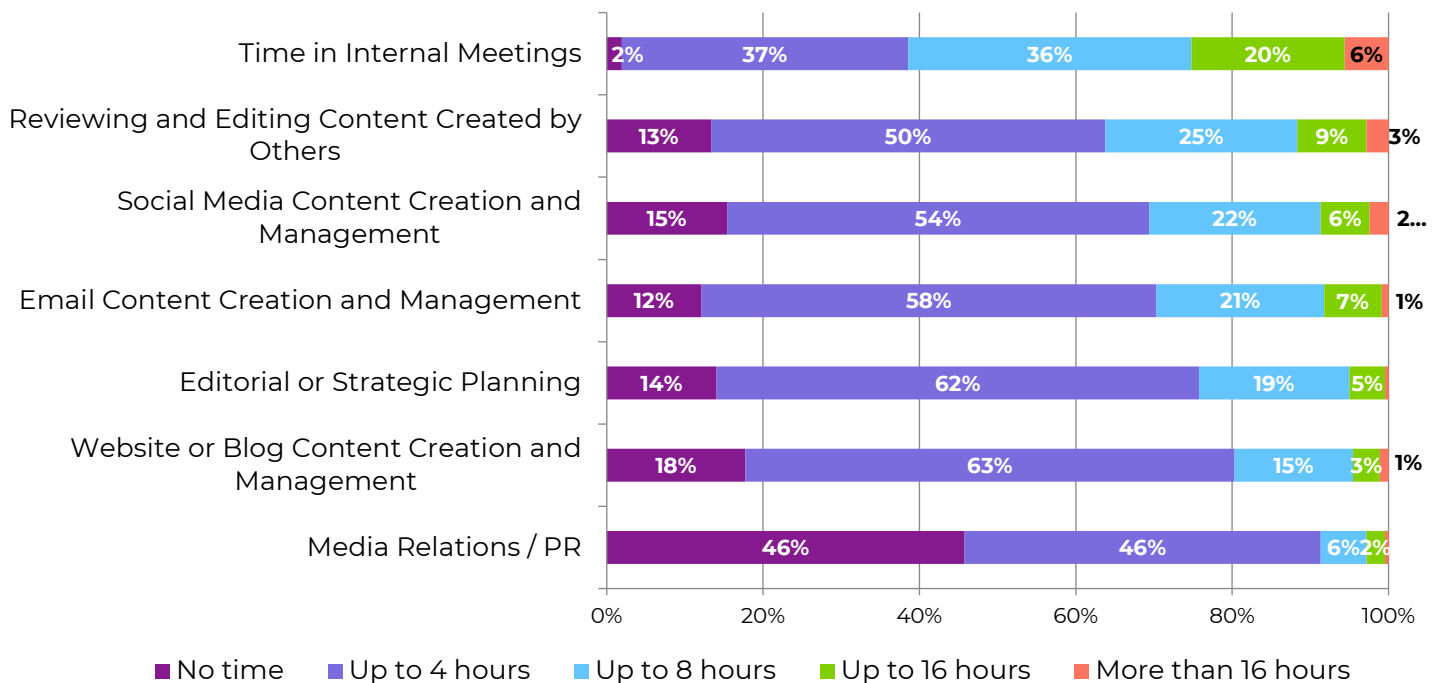
We also asked what else takes more than four hours a week and the top answers were general content creation and writing, managing email inboxes, and managing staff.

What we see too much of in these responses is what author Cal Newport calls “shallow work” as opposed to “deep work.” Time for deep work – the higher-priority, meaningful work that comes from focusing without distraction on important tasks for longer periods of time – is what nonprofit communicators desperately need more of.

Use of Time and Productivity Tactics by Nonprofit Communicators



Time Spent on Various Activities in an Average Week



We also asked two questions related to the help that nonprofit communicators receive from others.

Coverage for Your Responsibilities When You Are Away

We asked what would happen if you were out of the office unexpectedly for three days. Would someone else cover your responsibilities?

We acknowledge that for many nonprofits, the work could wait a few days with little harm. But ideally, if communications is an important strategic function, at least some of the work should take place.

For half of the survey participants, that's true. A third (33%) said a trained colleague would cover their major responsibilities. Not surprisingly, this is mostly true among larger teams. Another 17% said an untrained colleague would cover the main responsibilities, which is less ideal, but still helpful.

The other half? Forty percent said the work would just sit there and 10% said their organizations would expect them to work at least a few hours while away.

Responsibility for Enforcing Internal Deadlines with Program Staff

One of the most common collaboration challenges we hear is the failure of program staff to meet deadlines for providing information, decisions, and draft content to communications teams.

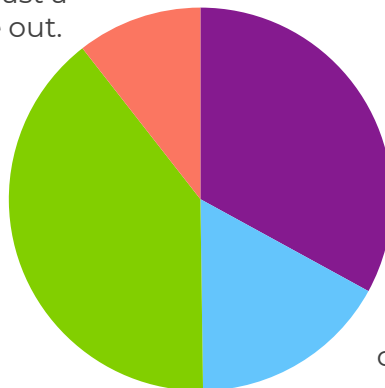
So, we wondered, whose job is it to enforce those deadlines? In almost a third of nonprofits (27%), it's no one's job. In 41% of nonprofits, it's up to the communications staff to enforce those deadlines. No wonder communications staff are so frustrated! They are responsible for the work of others whom they have little to no supervisory or management sway with.

In 19% of nonprofits, the executive director or other senior-level executives assume this responsibility, with an additional 9% saying the program staff supervisors are responsible. To us, this is where the responsibility should be. (Side note: We see many former journalists taking on communications director roles at nonprofits and they are nearly universally appalled at how communications deadlines are so often missed and mismanaged in nonprofits. This is why.)

If you were to unexpectedly be out of the office for three or more days, how would your workload be managed?

10% They would expect me to work at least a few hours while out.

40% The work wouldn't get done until I returned.



33% A trained colleague would cover my major responsibilities.

17% An untrained colleague would try to cover my main responsibilities.

Access to Technical Expertise

Nonprofit communications work is increasingly technical, requiring knowledge and experience in using complicated software that runs websites, databases, design and photography programs, etc.

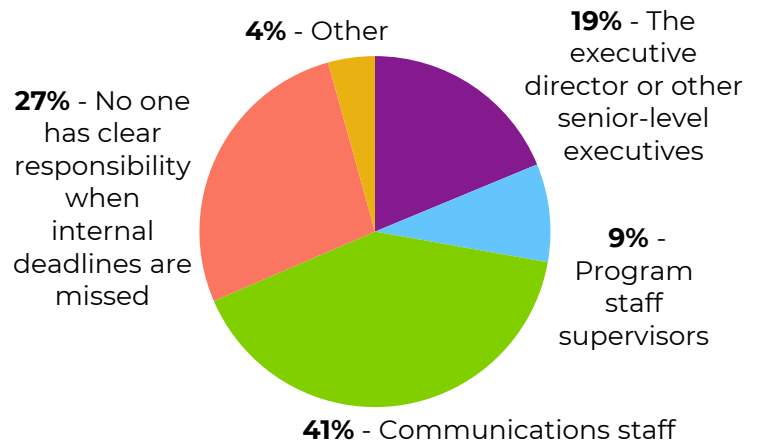
We all know that someone with training and experience can perform these tasks much more quickly and accurately than someone without these skills.

About three-quarters of nonprofits say they have access to paid staff or freelancers with intermediate or expert skills in graphic design, photo editing, and page layout.

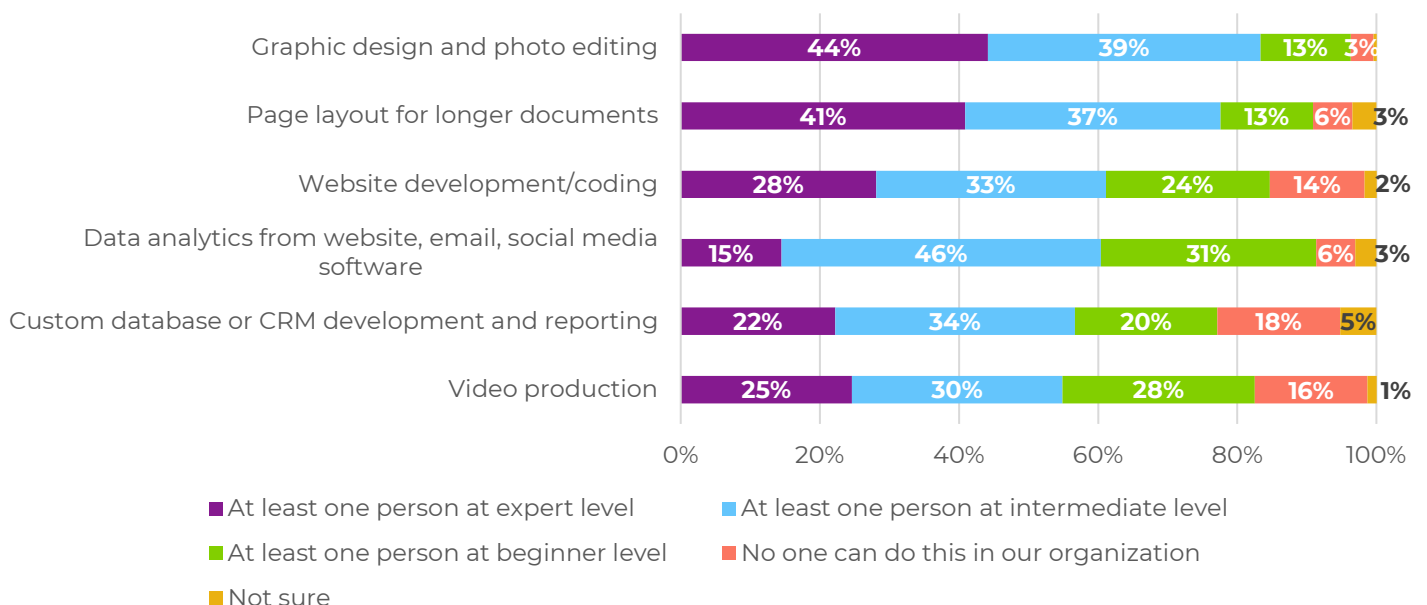
However, access to this essential expertise falls from there. Only about half of nonprofits have access to people skilled in database development and reporting or video production. See the chart below for additional details.

Again, without expertise available to communications teams, those teams will waste valuable time muddling through these responsibilities.

Responsibility for Enforcing Internal Deadlines for Program Staff to Get Information, Decisions, and Draft Content to the Communications Team



Nonprofits with Paid Staff or Freelancers with Technical Expertise



About the Trends Survey

This report is based on an online survey by Nonprofit Marketing Guide in December 2021. The survey was administered using SurveyMonkey.com, with additional statistical analysis by MarketSight.com.

Participants were recruited primarily through email and social media requests by Nonprofit Marketing Guide and colleagues in the sector. As such, it is not based on a random probability sample where all members of a population have an equal or known chance of being selected.

The full survey was completed by 464 participants, with partial responses from an additional 73 people who encountered difficulties with the SurveyMonkey interface and did not complete the second half of the survey. All 537 participants said they spend at least 50% of their time on communications or marketing work at their nonprofit organizations.

84% of participants are in the United States, 8% are in Canada, and the remainder are from other nations around the world.

Participants work for organizations of all sizes: 31% have annual budgets up to \$1 million, 35% have budgets between \$1 million and \$5 million, and 24% have budgets over \$5 million. The others were unsure.

More about the 464 participants who fully completed the survey . . .

Job Levels and Responsibilities

- 41% are Communications Directors or Managers
- 16% are Communications and Development Directors or Managers

- 13% are Communications Executives, C-Suite, or Senior Managers
- 13% are Communications Coordinators
- 7% are Communications and Development Executives, C-Suite, or Senior Managers
- Combined, these positions represent 90% of participants who completed the survey.

Personal Level of Communications Expertise and Capacity in the Current Position

- Beginners – 1%
- Capable – 8%
- Skilled – 37%
- Advanced – 43%
- Expert – 11%

How They Rate the Overall Effectiveness of Their Nonprofit's Communications in 2021

- Not at All Effective – 0%
- Slightly Effective – 7%
- Somewhat Effective – 49%
- Very Effective – 41%
- Extremely Effective – 2%

In the report, less effective nonprofits refer to those reporting their communications to be slightly or somewhat effective. More effective nonprofits refer to those reporting their communications as very or extremely effective.



Where to Find Additional Research

If the data you are seeking isn't in this year's report, it's likely in reports from recent years. Register for a free membership at NonprofitMarketingGuide.com to access these reports.

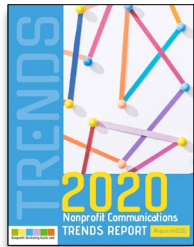
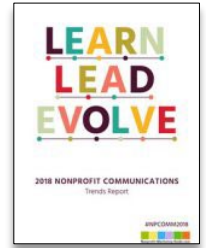


In the 2021 Report . . .

- Impact of the **pandemic** on nonprofit communicators
- New data on **managing time and boundaries**
- Relative **importance of various communications channels**
- Adoption of various **email, social media, and messaging best practices.**
- Updated data on communications team **salaries.**

In the 2018 Report . . .

- **Effectiveness** on 12 specific communications goals
- **How much content** teams typically create
- How staff rate their **levels of expertise** on a dozen communications skills
- The **types of training** communications staff get and who pays for it
- **Demographic data** for nonprofit communications staff

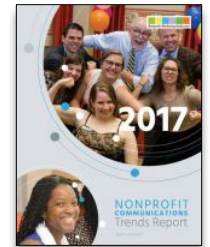


In the 2020 Report . . .

- New data on nonprofit **communications objectives**
- New data on how nonprofits **manage their email lists**
- New data on how nonprofits are **engaging supporters on social media**
- Updated data on effective **communications team models**
- The types of skills nonprofit communicators **want to develop**

In the 2017 Report . . .

- The four most popular models of **nonprofit communications teams and how they are structured**, including important differences
- Extensive data on how nonprofit communications teams can **measure their own effectiveness**
- Important differences in how **communications directors, development directors, and executive directors** view and approach communications work



In the 2019 Report . . .

- New data on priority level, experience and effectiveness for **12 marketing strategies**
- Updated data on **communications team sizes, structures, and budgets**
- Updated **communications team salaries**, including regional differences
- New data on **writing skills, annual report formats, and the use of video**
- New data on **organizational culture around communications work**

In the 2016 Report . . .

- Which **communications channels are most important**
- What **gets in the way** of nonprofit communications success
- The **importance of a strong relationship with the executive director**
- **Advice for executive directors** on how to work more effectively with communications teams





NONPROFIT MARKETING GUIDE

About Us

Nonprofit Marketing Guide helps nonprofit communicators **learn** their jobs, **love** their work, and **lead** their teams.

We want you to be effective and happy in your communications work so that your nonprofit can be successful in changing the world for the better. We also want you to keep your professionalism and energy in the nonprofit sector, knowing that you could very well make more money in the corporate world.

That's why we focus not only on the most effective marketing and communications tactics and strategies for nonprofits, but also on your personal wellness and growth in the work.

How We Are Different

We are a training and coaching company. That's all we do.

Unlike most online training providers in our sector, we are not using webinars to upsell you on software or consulting services. The training and coaching are our only services.

Public service is in our DNA. We (CEO Kivi Leroux Miller and COO Kristina Leroux) are sisters who come from a long line of public servants. Our elders include members of the Armed Forces, a nurse, a librarian, and clergy. Our spouses are a nonprofit executive director and a public high school teacher. So, while Nonprofit Marketing Guide is a private business that supports our two families, our desire to serve and to contribute to your success are at the center of our business model and world view.

What's Important to Us

Understanding and Empathy. We are constantly listening to what nonprofit communicators need and empathize with them about all of the challenges of working in the nonprofit sector. Even though we are thought leaders in the nonprofit sector, we understand that our lived experiences and “our way” are not inherently more valuable than yours or anyone else's.

Enthusiastic Problem Solving. We approach problem solving with creativity and enthusiasm. We enjoy geeking out on process or technology when it leads to making nonprofit communicators' lives easier or your work more successful.

Being Direct and Pragmatic. While we constantly cheer for and defend nonprofit communicators, we also believe in being authentic, honest, and direct, even when conversations are hard. We are not particularly interested in theory. Instead, we focus on real-world practice and results. We never want to waste your time because we know you have little to spare.

Living Our Lives in Draft. We make mistakes and get it wrong. But rather than quickly moving on, we learn as we go. Our next attempt will always be better than our last because we are committed to constant learning and doing better for ourselves and for you.

Please explore all that we have to offer you and your communications team at **NonprofitMarketingGuide.com**.

