

Network of Nonprofit Search Consultants Strategic Alignment Survey Results

In March 2024, the Board of Directors of the Network of Nonprofit Search Consultants (NNSC) surveyed its members as part of a broader strategic alignment process. The survey had a **61% response rate** with 49 of 80 members completing the survey.

Survey results will be used to inform NNSC's strategy, including updating and refining priorities to serve its membership base, clarifying the organization's value proposition, and determining the organization's growth over time. These findings will be augmented by interactive sessions with the membership in Seattle later this month.

The survey is organized into four sections: Personal Data & Views on the Field; Membership Satisfaction, Membership Participation, and Value Proposition. Key findings from the survey include:

- The membership is experienced and well-tenured. Four of five respondents identified as firm owners, and 55% have been in their position for over 10 years.
- The majority of member firms have national reach and a generalist approach to clients. Just under half of respondents work on 10 to 30 searches per year.
- NNSC members tend to stick around; over half have been members for more than 5 years, and a full quarter for more than 10. The most frequent way people found out about NNSC was from other members' referrals.
- Succession planning and scaling business growth were respondents' most frequently cited concerns about their firm. The advancement of artificial intelligence and increased competition within the search industry were the most pressing concerns respondents had about the field.
- Networking and community were the most frequently cited reasons for joining, and overall, respondents report high rates of satisfaction with their membership, with 98% satisfied or somewhat satisfied, and high rates of belonging.
- The majority members cited that the current size felt "just right," and additional comments indicate that while open to growth, members are eager to maintain a sense of intimacy as the association has had in the past.
- The vast majority of respondents are actively engaged in NNSC's programs and offerings. Over 90% attended at least one conference in the past two years, and 68% attended more than one. About three-fourths of respondents either frequently or occasionally attend the Zoom member calls.
- Respondents overwhelmingly felt that the conference-related professional development and owners calls should be prioritized for additional resources. Over 80% were interested or somewhat interested in adding a communications tool that allows members to communicate directly with one another.
- What members cited appreciating most about NNSC (networking, community, professional development, best practices, etc.) is strongly aligned with what they cite as NNSC's value, indicating a value proposition that is well-aligned with offerings.

- A few respondents mentioned increasing the frequency of meetings, with specific interest in including member-organized regional meetings in the future. Action toward this goal would need to be calibrated with the available volunteer base.
- Respondents appeared to be very willing to raise NNSC member dues to accommodate the growing costs of running the association, as well as continuing to raise the value proposition of the organization. The average fee from total responses was \$829.

Overall, the survey provides clarity that **NNSC is a powerful and unique network within our niche industry**. Members appear to be very pleased with our services and offerings, and the insights shared in this survey will provide excellent guidance to the Board of Directors as they revisit the organization's purpose and how it can deliver on its mission in a way that is strategic and reflects the organization's limited financial resources.

Strategic Alignment Task Force

Tom O'Connor, Co-Chair

Carlyn Madden, Co-Chair

John Tarvin, Board Chair

Agnes Zach, Treasurer

Gabriel Lucas, Program Committee Co-Chair

Michelle Hynes, Facilitator and Consultant

Johnny Hadlock, Association Manager

1. Personal Data and Views on the Field

Which of the following best describes your role?

- 78% Firm Owner
- 18% Senior Leadership
- 4% Recruiter

Gender

- 39% Female
- 22% Male
- 39% No Response

Age

- 10% 40 to 49
- 10% 50 to 59
- 12% 60 to 69
- 8% 70 to 79
- 60% No Response

Race

- 49% White
- 51% No Response

Describe your core client base

- 65% Generalist Firm

How would you describe your primary geographic reach?

- 53% United States
- 41% Specific regional or state focus
- 4% Global
- 2% Canada

Approximately how many search clients does your firm serve a year?

- 8% Fewer than 10
- 29% 10 to 20
- 18% 20 to 30
- 12% 30 to 40
- 10% 40 to 50
- 8% 50 to 75
- 10% 75 to 100

How long have you been in your current position?

- 2% less than 1 year
- 4% 1 to 3 years
- 12% 3 to 5 years
- 27% 5 to 10 years
- 55% more than 10 years

How long have you been in the executive search field?

- 6% 3 to 5 years
- 22% 5 to 10 years
- 35% 10 to 20 years
- 37% more than 20 years

How's business these days compared to this time last year?

- 49% Good and growing
- 29% Good but plateauing
- 14% Feeling neutral
- 8% Not meeting expectations

How many people does your firm employ?

Full-Time Employees

- 6% Solo practice
- 24% none
- 24% 1 to 5
- 27% 5 to 10
- 8% 10 to 15
- 4% 15 to 20
- 10% more than 20

Part-Time Employees

- 65% none
- 8% 1 to 5
- 4% 5 to 10
- 2% over 10

Consultants

- 14% 1 to 5
- 22% 5 to 10
- 2% 10 to 15
- 4% over 15
- 4% as needed

What are your biggest concerns for your firm?

Most popular themes, in order of frequency mentioned:

- Succession planning
- Scaling business growth
- Internal team development
- Business development
- AI and technology
- Growing competition

Other responses included:

- Expanding into new markets (industries, services, geographies)
- Staffing searches
- Shifting industry trends
- Client issues

- Business operations
- Candidate diversity
- Forecasting and monitoring cash flow

What are your biggest concerns about the field of executive search?

Artificial intelligence and technology integration.

- Effectively incorporating into business practices to save time and resources.
- AI's long-term implications on client demand.
- Increased fee pressure from enhanced AI offerings.
- "I also fear what some prospective client orgs *think* they can do with AI instead of a firm because they don't fully understand our process and value."
- "The nonprofit search space is not doing enough to prepare for AI's advances and how it will shape the future of candidate identification and selection."

Increasing and shifting competition.

- Impact of larger nonprofit-focused firms growing and acquiring solo practices and small firms.
- Increased competition from larger corporate (SHREK) firms taking nonprofit market share without understanding nonprofit needs.
- The industry is already crowded with a low-barrier to entry that affects quality.
- "Is there an emerging trend of sole proprietors joining larger firms? How is that going to affect the market/competition?"
- "Independent contractors underbid us for new contracts."
- "I'm hearing about firms contracting and merging this week especially and it makes me a bit paranoid."
- "Increased competition through new players and legacy firms entering new markets. On the other hand, some contraction of the field, creating large firms with substantial infrastructure and supports."

Marketplace concerns and economic unpredictability.

- The effect that a potential recession could have on business development.
- "A sense of unpredictability in the market that is making potential clients more cautious about the cost of a search firm or taking longer to make decisions."
- "A post-pandemic pull back on search demand. Nonprofit fundraising will be tough amidst this challenging election cycle."

Managing client expectations and understanding about search firms' value.

- "Clients do not always understand the value we bring. Yes, we find candidates (which is what most clients think is the majority of our value), but much of our value lies in the actual recruiting, vetting, and negotiating."
- "I am constantly educating people on what we do and how much we actually contribute to the process."
- "Do search committees have the patience for the time a strong search takes?"

Search firms' role in advancing racial diversity in the field.

- "I feel that executive recruiters have an opportunity to be constructive change agents in helping employers diversify their leadership hiring."
- "Placing racially diverse leaders in organizations not ready for their leadership."

Emerging executives' interest in leadership

- "Many of us (myself included) are Boomers and I think how we view and effect executive search may not be as effective with younger leaders."
- "I am concerned about a lack of people who are interested in being leaders in the future. It's going to be harder and harder to find "the" candidate."

Decreased demand for services.

- "Much of our business comes from clients that tried unsuccessfully to manage a search on their own. When the candidate market softens and there are fewer failed internal searches, how will this affect our business?"

2. Membership Satisfaction

How long have you been a member of NNSC?

- 10% Less than a year
- 22% 1 to 3 years
- 10% 4 to 5 years
- 31% more than 5 years
- 25% more than 10 years

How did you hear about NNSC?

- 65% Another NNSC member
- 27% From their firm
- 8% Google

Top 5 most common reasons members cited joining NNSC.

- Networking
- Community
- Professional development
- Sharing best practices
- Invitation from a trusted party

How satisfied are you with your NNSC membership?

- 84% Satisfied
- 14% Somewhat satisfied
- 2% Somewhat dissatisfied

How likely are you to renew your NNSC membership?

- 92% Likely
- 8% Somewhat likely

How likely are you to recommend NNSC membership to others in your firm?

- 78% Likely
- 12% Somewhat likely
- 4% Somewhat unlikely
- 4% Unlikely

How likely are you to recommend NNSC membership to other colleagues?

- 88% Likely
- 6% Somewhat likely
- 6% Somewhat unlikely

Do you feel a sense of belonging as an NNSC member? Are there ways that NNSC could increase your sense of belonging?

- Mostly. Not enough diversity reflected in members or ownership.
- Not so much. It's gotten too big - the chase for revenue I suspect. No value judgment. It's just the apparent goal of the EC. One in person meeting a year is enough and perhaps regional meetings for stronger engagement. The group enjoys being together when we meet but finding appropriate space, planning meals and the expense of participation can be a burden on members and the volunteers who host.
- Yes I feel a sense of belonging
- Yes -- this has shifted as NNSC has evolved from smaller to larger and done more work to broaden membership; hope we will keep that up and be able to do more with affinity groups.
- I am fine with my level of engagement. I have become less engaged but that is due to personal and professional obligations rather than NNSC.
- Not yet, but that is due to own conflicts where I have not been able to invest time
- Yes, for the most part
- Yes, I do feel a sense of belonging. Committee participation underpins that.
- I feel I am part of a national group on nonprofit search. I am updated on trends. This gives me confidence in my work.
- Yes, a great sense of belonging.
- Yes, mostly because of the conferences.
- Generally yes. Attendance at the spring/fall meetings helps to feel connected.
- I do feel a sense of belonging. The timing of recent meetings has not worked recently due to other Board or professional commitments.
- Yes, I feel a sense of belonging and I think the organization is working hard to continue to engage members.
- I do, to a degree. My biggest issue is balancing my time between our work and being able to contribute to NNSC.
- Yes, I have always felt a sense of belonging.

- Not yet, but getting there.
- I do feel a sense of belonging. Although we have grown so fast over recent years, there are a lot of members I don't know.
- Yes, I feel a sense of belonging, but had to make it myself as a volunteer. NNSC has a big opportunity to be more intentional about member onboarding - what services are offered, the website, who people are. I think this can only be achieved if we begin to batch membership onboarding to 2-3 times a year.
- Yes, it is a great group.
- Yes, I am invested. I feel I belong, but as I transition to emeritus status I will support others more often than to take up front roles. Maybe today's emeritus members can be "trail-blazers" in defining this type of membership.
- Yes I feel a sense of belonging. I think opportunities for more small group discussions could help increase that sense. Large member calls or spring/fall meetings can be overwhelming to connect with people that I don't know well, but would like to know better.
- Yes. I do feel a sense of belonging. I wish there were other opportunities at conferences to get to know more people. As we grow, I still tend to speak with those I already know. I want to build on those relationships with new people.
- Somewhat. Still a big divide between long-term members and newer members as well as large and small firms and other niches. But it is good.
- I love being an NNSC member and look forward to every conference, as well as the monthly zoom meetings. Everyone has been incredibly warm and welcoming.
- YES!! I love NNSC. I do wish we still did the owners meetings with only owners. I think we lost an opportunity to have hard conversations about growth, sales etc.
- Yes. I've found being a NNSC member to be very rewarding, both personally and professionally. Members tend to be generous with time and sharing information even when we compete against each other.
- Yes, I do feel belonging. So far, we've been a very small organization, yet our recent growth makes us feel a little too large for any sense of belonging.
- Yes. It is a great way to connect with other leaders in the sector and provides good camaraderie among our friendly competitors. I do think more options for owners of larger firms (with more than 10-15 staff) would be helpful. Many of the topics among the larger group discussions are geared toward the process of search or the technical aspects of search (referencing, background checks, committee work, etc.) For those who run larger firms, the issues around firm management, growth, market-share, etc. are all top of mind for many of us, all the time. It would be nice to have a sub-group of leaders of larger firms that gather at the annual meetings or outside of the meetings to discuss these issues.
- I am a brand new member. I feel like I am receiving a warm welcome.
- I do have a sense of belonging, much more than I do with AESC. I am always interested in having my opinion sought.
- Not yet but haven't been able to attend an in-person event yet. Have talked with a few people but don't really know anyone. As a sole proprietor, I was hoping to feel more that I was part of a community, and everyone with big firms are at such a different place than

me. A few things that would help - if the resources were organized and searchable so we could find past discussions, that would really help. I also think a listserv or discussion group would be preferable to the current model of running all questions through the administrator. It's not very personable and means there is no dialogue.

- Yes. It is the one place where people "get" what I do every day!
- Sort of but not really. There are definitely cliques. The all-member Zoom chats are not useful and only further solidify those cliques. We need to stop having whole group events. They don't build community. They actually prevent it. The same voices talk over and over again, and the friendships that already exist dominate the meetings. It's extremely frustrating.
- Sense of belonging is stellar.
- Yes, for the most part -- to be honest, I do feel as though some (though certainly not all!) of the principals from larger firms don't want to hear from those of us who are smaller, younger (firm-wise), and niche. This is greatly balanced out by the very generous people who make up the majority of the membership. Though I do really want to know what unifies us.
- Absolutely! I haven't been to a meeting in 18 months due to a variety of scheduling conflicts but will be in Seattle. Currently, I feel a little disconnected because there are about 20 new members that I haven't met! But that is ok, I will make my rounds.
- Just like in any organization there are "cliques" that emerge and we gravitate to those we know. I will try to avoid doing that next month.
- I do feel a sense of belonging and do not need to have my feelings increased.
- Yes and no. I do it because I have served on a committee but no because I feel that there is a feeling of competition that does not allow for open sharing at times.

The NNSC membership is currently at approximately 80 members, having added 23 members in the past two years. Do you think NNSC membership is...

- 45% Just right
- 16% Too small
- 12% Too large

Please use this space to tell us more about what is important to you about sustaining, growing or reducing NNSC's membership base.

- NNSC's primary benefit is building trusting relationships with a small group of owners. I would prefer to stay with a smaller cohort of people whose relationships grow instead of constantly accepting new members
- I've never understood the goal here. Apparently, it has been decided that bigger is better. If so, to what end? I suspect there are special interests among us. Has that ever been considered? Could that be an opportunity for engagement? It seems that just about anyone can be a member so in bringing newer, less experienced members into the organization, many provocative conversations do not appear on an agenda and if they do on occasion, the group is too large to fully vet them.
- I like that it is growing because we learn from each other - but I don't want to lose the trust factor in the room since we all know each other. As we get bigger, it will be

interesting to monitor retention rate of members. If we lose the intimacy of the group, we might lose why it works.

- I think we are significant leaders in the nonprofit search space and need to act like we understand that leadership role. AESC and its Boutique Firm group is good for larger firms but a mix of for-profit and nonprofit. We need to be a bit larger and could support that in the way we work with better technology, and can continue to maintain NNSC's intimacy via an improved functional and affinity group structure where various members get what they want from one another, not necessarily from central delivery. This includes bonding and relationship building with smaller subsets. NNSC could also play an important role in training and developing other team members from member firms. There are strong NNSC codes of ethics and doing this business, and our teams can learn the NNSC way. Huge value add for members firms and the industry overall, which has no other strong coordinating group.
- I haven't been to a meeting in a while so I am not sure how I will feel with a larger membership. In the past I did enjoy the size of the membership.
- No strong feelings. Growth is fine.
- I felt that engagement was more pronounced (special?) when it was smaller.
- Focus on the quality of the membership to maximize learning potential.
- I think 80 members is a good number. There is always tension between forming relationships in a small group but being inclusive to new members.
- Important to stick to criteria.
- Growing membership so that impact of best practices is more widely adopted.
- I would like to have a membership level for staff who are younger and learning the field - or a training module of best practices.
- I like the growth I've seen over the past couple of years. I see no reason to limit membership size. More is better...brings different thinking, perspectives, expertise. I like the addition of non-search consultant members. Having those in ops, research, other specialized roles, etc. offers further opportunities for dialogue and learning.
- A larger base requires more diverse education tracks.
- I think there can be measured growth. It seems this is a good space for smaller firms like ours that don't really fit into the larger corporate search environments
- I don't have an issue with the number of members-- but I think we could reconsider how to work together and how to function as a group.
- As we grow, it's important to address the niche areas of the business and break-out groups. For example, we hold owner's meetings, we should also hold break-out groups by sub-sectors -- such as education, social services, or faith. Growing the membership base will add more diversity to the membership and will make it more inclusive.
- Great colleagues, robust conversations.
- I think intentional, carefully paced growth is the way to go.
- I am less concerned with the size of the membership than I am with the diversity of programs. Several new members are relatively new (3 years) to the profession. It may be time to have different program tracks for members who are at different stages of their career or who have different responsibilities. The principal (aka owner) meetings were always valued. I understand why we moved away from having the principal meetings at

the larger meeting but if we continue to grow the membership it may be time to have member and/or program tracks as part of our ongoing and Spring/Fall meeting programming.

- The association management capacity of the organization is under-resourced and would benefit from additional funds; I would support raising dues incrementally to better serve the membership. FYI, this is not in any way a reflection of the Association Management Firm, rather it is an observation and suggestion that I would happily increase my annual dues to support the Network and extend its offerings and capabilities.

3. Member Participation

Have you attended any of these NNSC conferences in the past two years:

- 47% Spring 2022 Pasadena Conference
- 63% Fall 2022 Chicago Conference
- 49% Spring 2023 DC Conference
- 55% Fall 2023 Cleveland Conference

How often have you attended virtual member exchanges in the past two years?

- 31% Frequently
- 41% Occasionally
- 22% Rarely
- 2% Never

How often have you attended virtual paid professional development events (Hogan Assessments, DEI workshops) in the past two years?

- 20% Frequently
- 33% Occasionally
- 24% Rarely
- 20% Never

How frequently do you connect with NNSC members outside of programming?

- 20% Frequently
- 49% Occasionally
- 22% Rarely
- 4% Never

How frequently do you access the member resources pages on NNSC's website?

- 6% Frequently
- 49% Occasionally
- 33% Rarely
- 8% Never

What NNSC offerings currently hold the most value to you?

	Significant	Moderate	Minimal	None
Conference as PD	77%	15%	8%	0%
Conference as networking	75%	19%	6%	0%
Networking	62%	29%	9%	0%
“Ask a Member” emails	57%	30%	11%	2%
Members Refer Clients	51%	28%	20%	1%
Thought Leadership	46%	35%	15%	4%
Owners Zoom Calls	36%	33%	16%	15%
Member Zoom Calls	30%	37%	30%	3%
Website	24%	37%	33%	6%
Circulating RFPs	22%	20%	46%	13%
Social Media	13%	32%	44%	11%
Paid PD & Trainings	11%	43%	36%	10%

Which offerings would you prioritize increasing the quality or frequency of?

- Conference as a professional development opportunity (49%)
- Owner’s Zoom Exchanges (40%)
- Member Zoom Exchanges (32%)
- Website (28%)
- Thought Leadership (28%)
- Conference as a networking opportunity (25%)
- Networking among members (25%)
- Ask a Member emails (25%)
- Members making client referrals (19%)
- Paid professional development (17%)
- Circulating RFPs (14%)
- Increasing NNSC’s social media presence (2%)

How interested are you in NNSC adding member communication tools?

- 38% Interested
- 45% Somewhat Interested
- 15% Somewhat Disinterested
- 2% Not at all Interested

Are you interested in a volunteer leadership role with NNSC?

- 64% Yes or Already Do, or in the Future
- 36% No

4. Value Proposition

Should NNSC raise member dues from \$550 per general member?

- 55% Yes
- 35% Maybe
- 10% No

What amount would you be willing to pay for membership dues?

- 26% \$750 or less
- 42% \$750 - \$999
- 32% \$1,000 or more

The average response was \$829.

What's NNSC's value to you?

- Networking and information-sharing
- Learning from other owners.
- Sharing best practices, bonding with members, talking "search" to people who know it!
- This is the only association focused on nonprofit search. It has a significant role to play not just as a nice community in which we gather with some fantastic people, but because we really set the standard for this part of the industry. These are leaders I trust but also significant leaders in the space. They have seen it all and are shaping the field forward.
- The friendships and professional connections I have made.
- Network of colleagues in the same space to connect with and learn.
- Discussing best practices in nonprofit search industry
- Collegiality, professional development and resources.
- Professional development and connection to those who do what I do.
- Shared interest in continuous learning around quality nonprofit search.
- The value is in the networking, idea sharing, and resource utilization. It is reassuring to know that we are experiencing the same challenges as other similar size firms.
- Networking, professional development, sharing of best practices, legal guidance.
- As a fairly new professional in executive search, NNSC is a place to gain insight and learn from others. It is helpful to understand how others recruit and how they operate their business. It's also helpful to discuss new laws but at the same time, we all come from different states and it is not helpful to all.
- Thought partnership, continued education, collegial interaction with people who understand what I go through in my job, reinforcement of best practices, friendships, the ability to raise the bar for the profession and the partner organizations we serve.

- The opportunity to be part of a network of high-quality search consultants to learn and share best practices from each other. Also, the potential for business development, referrals, etc. is a secondary, but lower, value.
- I thought the value would be a transparent and open space to make each other's firms better and provide professional development related to the business.
- In my early days with NNSC, it was invaluable. Today, less so. I've found the bi-annual conferences a little repetitive.
- Networking, referrals, knowledge-sharing.
- Great people sharing best practices.
- The networking and the professional development.
- Learn more about how others do search.
- The ability to calibrate my thinking with others, learn about best practices, and commiserate with others doing what we do. While simple, that is often so helpful.
- Educational resources and networking with my colleagues.
- It's a group of professionals who work in the same space as I do. At every other conference, we're always the "vendors."
- Best practices in the industry.
- A strong feeling of connection to peers.
- Great value. I keep up with trends in the industry and learn from others, while having camaraderie and community. I love the meetings and the friendships I have formed through NNSC.
- NNSC is very valuable to me. I think it's a great association overall. We're fortunate to have members willing to give time and effort to make it so functional and valuable.
- Learning and networking with fellow search colleagues.
- Networking. Professional Development. Understanding industry trends.
- Learning. Hearing from peers. Sharing information.
- As a new member, opportunity to connect with national peers, and refer client leads. I hope to receive high-quality search referrals, and I also hope to have a good network of trusted search consultants I can refer business to.
- To network and share knowledge/trends with other professionals in nonprofit recruiting (in other words, largely as professional development).
- It is a forum for discussion and a place to think about the executive search field in general. I don't often take the time for brainstorming and I find myself energized after each conference in a way that sustains me.
- Only professional development opportunity for nonprofit searches that I can find. Can get general search professional development in other areas, but the focus on nonprofits is important to me.
- A community of like-minded professionals I can confide in and learn from.
- Camaraderie. Professional Development. Sharing of best practices.
- Indescribable. I love this group so much. I had no idea how much of a lifeline this would be when I first joined. But, wow. What an experience!
- NNSC is incredibly valuable to me as a firm owner who is new to the search industry. Having insights and perspectives from peer firms is helpful in navigating challenges with clients and candidates, the ebb and flow of business development trends, best practices,

and, most of all, understanding that we are not unique in terms of what we are experiencing at any given time.

- Getting to know other search professionals is very important to me. The professional development opportunities are also valuable. NNSC is a place to exchange ideas and sympathies with firm owners/leaders who are experiencing similar booms and busts. An opportunity to build my knowledge of trends affecting the executive search field.
- It is the group that I look to for affirmation, new knowledge and leadership.
- Professional engagement with smart, funny, friendly and ethical colleagues in this always-challenging environment

What are some of the ways that NNSC could add more value?

- Dedicating more time to ownership issues like hiring staff, dealing with financial management, and general business ownership issues specifically related to search. I think we spend a lot of time on subjective operational questions because it's low-stakes, but the real value is about business ownership.
- Provide more relevant topics at the conferences. When you ask members what they want to learn more about at the next conference, listen and offer that.
- We are at a point where the industry context has shifted and continues to. We can be reactive or proactive; I hope we will be the latter. We are at an inflection point in our NNSC evolution, and I hope we will embrace it. More self-serve technology solutions to organize and index resources; perhaps annual survey that ensures our firm info is up to date so that we can reach across the orgs for affinity support; more affinity-based functional info and convening to drive forward what is happening with AI, Research, legal matters, search process, DEI, etc -- so that those who are interested / have affinity and expertise can actually drive forward content, thought leadership, policy and process, or other gains/future think for other members to benefit.
- Continued dissemination of trends and knowledge in our field such as new technology and best practices. For the most part, we are facing the same issues.
- Provide training modules on sourcing.
- If meetings were not always in the same month every year.
- Regional meetings would be helpful. Possibly having one national meeting each year in person, and also offering a regional in person meeting as well.
- A more organized documentation of the member resources and an easier way to communicate or ask questions.
- More emphasis on the changing technology.
- More training for our team and sharing of best practices.
- More technically-focused trainings. For example, behavioral and performance-based interviewing techniques. Adding certifications, particularly for research and associate-level staff.
- As a new-ish member, I think more time and exposure to the membership as time goes on will do the trick.
- I would recommend decreasing the big meetings to once a year and have smaller, regional meetings three times a year.

- Simplify and streamline our value proposition, and be clear to all members about what it is, with people self-selecting in or out so that we're all adding value commensurately.
- Continue to bring in new members. Provide space for learning and fellowship.
- Not sure if I feel a personal/professional need that it SHOULD be more "valuable"
- More opportunities to engage either formally or informally.
- We need to learn from what works in the program and what does not. Ideally we would facilitate discussions about the field and change the program based on location of the conference and what is happening in the world. I would also like to get to know more of the members. Perhaps we should have small Zoom chats with people who don't know each other well. This might encourage more people to come to the conference and to expand those we know.
- Regional meetings as well as national (adding virtual options is fine).
- I would love to see an extra day added to the conferences.
- Dare I say - three in person meetings a year??
- More opportunities to network. A searchable database from the member responses. Apologies if this exists and I'm forgetting that.
- Build the "small meeting: experience with a growing membership.
- More opportunities to connect with other leaders in similar circumstances.
- Pooled research, white papers, more visibility leading the industry.
- I'd like to be able to ask questions quickly when they come up, not go through a cumbersome process. Every search brings something unexpected and it would be nice to put them out to the group right then.
- Have sessions with firm owners more often as well as longer term members. New members should have their own session at each conference to get a brief overview of the NNSC and how to maximize their experience.
- I think we're doing a good job. I will like the Owner's Meetings to be highlighted. I'm a little fuzzy on when those are held.
- Charge more, offer more, and segment services more.
- Nothing.
- Real time communications among the membership for easier ad hoc discussions
- I am always interested in best practices and organizational culture. We often talk a lot about our clients, but how can we be better consultants - making sure our infrastructure is set up properly.
- Continue to strive to keep the culture of a small organization. I do not envision a day when our meetings fill a large ballroom.
- Nothing comes to mind.
- Overhaul the conferences to have more professional development on topics for different tracks of those in the business.

Ideas and suggestions about how NNSC can add more value.

- Everyone's time is valuable. I don't think the time we spend at the conference with each other's placements is that valuable. I'd like to spend more time with a few other owners who can tell us more about growing and sustaining their firms

- More marketing so people are aware of NNSC? More thought pieces produced on trends in the search industry or nonprofits. Does NNSC produce salary surveys for nonprofit execs?
- Make the technology more self-service. Group communities or email stream feeds in which we can throw out questions to get faster responses as other associations have with less central coordination needed from our staff lead. Make NNSC resources in easier-to-navigate functional or topic repositories. A few more convened webinars or virtual meetings on topics through the year. At in-person meetings (which I highly value!) ensure strong content delivery and moderation to get at the most salient topics in an expert way.
- I would suggest considering one annual meeting and smaller regional meetings or social gatherings.
- I am interested in translating for-profit search knowledge into nonprofit search.
- Use of our 501c3 status to receive grants that will help us serve the nonprofit clients we serve.
- I am satisfied - I think it is good value.
- Adding a "junior" membership may also get more volunteers.
- I think it would be more effective if webinars were based on professional development and not a sales opportunity.
- Creating an intranet or a basecamp type methodology for communication and volunteerism-- less reliance on meetings (even though the virtual meetings make it easier-- they are usually at prime client times) and a more organized bank of retained knowledge on the website.
- There are very old-school perspectives represented in the membership, which are objectively invaluable. At times, however, those perspectives can also be accompanied by antiquated viewpoints, politically and socially insensitive comments, and inappropriate humor. There is no easy solution to this; however, it would be beneficial to establish more specific rules of engagement or a social contract amongst the group and/or remind people of these ahead of each formal gathering to mitigate the discomfort folks experience when this occurs.
- I'm largely satisfied with my membership. It's a great group of people and I'm excited to be a part of it.
- In addition to the monthly member zoom calls that have a "grab bag" focus, there could be other member calls that are specifically intended to be a deeper dive into a single topic or two. For example, discussions about references come up often, so that could be a topic for a deep dive call.
- Not sure we need more professional development at the moment. I miss the in-person Owner's Meeting, but I recognize it is exclusionary. I think we need to think through new possible programs with an outside consultant who can look at other search associations and/or come to a conference and lead a discussion about what we would like to learn about.
- Nothing comes to mind, other than perhaps extending the conferences. I'm a very happy camper.

- Consistent central site location for biannual meetings. Some selected locations were not feasible for all of us.
- It might be worth considering changes to the format of our annual meetings, conferences. Bringing in paid speakers on industry topics, perhaps someone from the corporate side, to discuss trends, practices, etc., or someone to walk through the huge changes in DEI over the past 5 years, or someone to talk through changes in talent management and how candidates are viewing the market. All of these are ideas but reflect content that would be different from the similar format, topics we discussed in the past. Our reliance on volunteers and members is a bedrock of the network, but it may be leading to repetitious topics.
- I am curious to learn more about NNSC's DEI work. One of my professional development goals is to increase my DEI competencies in executive search. I frequently have clients tell me that they want me to help them diversify their leadership hiring (often, this means an all-white leadership team wants me to help them hire their first leadership team member of color). I have worked hard to get better at this, and I am curious if and how NNSC addresses this topic.
- I'd like to see more small firms join and that there are more resources for them, but that may not be realistic.
- Update list of specialty areas for firms every two years. Make that easily accessible on the website for easy referrals. Overall, I am very happy with my membership.
- The conference needs to change. It feels like a private club, and I still feel on the outside--even though I volunteer and am active in the organization.
- I've already stated them elsewhere--but more modern communication platforms and easier breakout/ad hoc discussions.
- Ensuring that the interaction with our association manager continues to feel authentic and not transactional. Johnny is doing a great job of this and it is a lot for him to build relationships with the members, but there is great value in that.
- Honestly, I am satisfied as is.
- Understand our membership base and provide opportunities that those groups are interested in, versus highly politicized topics.