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THE FUTURE OF GEORGIA'S
Nonprofit Leadership

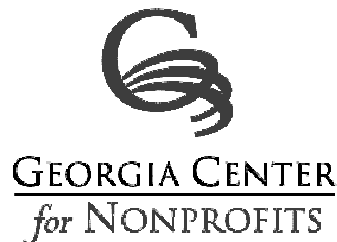
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THE FUTURE OF GEORGIA'S **Nonprofit Leadership**



Sponsored by the Georgia Center for Nonprofits
and The Annie E. Casey Foundation
Written by Paige Hull Teegarden
Management Performance Concepts and TransitionGuides

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Introduction

Effective leadership is a critical element of successful organizations. Not surprisingly then, the period of executive leadership transition—the departure of a current, and the hiring of a new executive director or chief staff officer—is fraught with risk. Further, research has shown that an “era” of transition is looming as baby-boomers, who head so many of our successful nonprofits, are reaching retirement age.

Since 2000 The Annie E. Casey Foundation has supported pioneering research to understand the potential scope of executive leadership transitions in the nonprofit sector, and identify and develop promising practices for assisting nonprofits in successfully managing these transitions. It is also exploring the Foundation’s role in assisting grantees to move successfully through the organizational challenges of leadership transition.

The Foundation’s work builds on a growing corpus of knowledge about executive transitions in nonprofits developed by the Neighborhood Reinvestment Corporation, CompassPoint Nonprofit Services and Maryland Association of Nonprofit Organizations. Conducted during the last decade, this research highlights the risks of failed transitions, noting that poorly managed executive transitions incur high costs to organizations and communities. For example, too frequently there is repeat executive turnover and extended periods of under-performance. In extreme circumstances, organizations go out of business, leaving a wake of broken commitments and financial entanglements.

This research also indicates that most transitions (as many as 60 percent) are “non-routine” and occur due to an organizational crisis or the departure of a founder or visionary leader. In addition, this research identifies other issues associated with executive transitions. For example, *Daring to Lead*, a research report done by CompassPoint in 2001, discovered that 35 percent of executives plan to leave their jobs within two years. The study also found nearly two-thirds of executives are in the top position for the first time and fewer than half plan to take on another executive director position. The existing research and direct work with over 200 nonprofits during executive transitions over the last three years confirms that a growing number of executive transitions is inevitable, and that there are many pitfalls as well as opportunities ahead.

This survey of organizations in Georgia is part of the first national study of leadership transition in the nonprofit sector. Georgia is one of approximately six local partners and nearly two dozen national nonprofit organization networks partnering in the study this year. The aim of this study is to better understand how leadership transitions will impact organizations in the nonprofit sector and inform the further development of strategies to address the pending generational shift in leaders. The results from this survey will be combined with results from all the other participating organizations and geographies to form a national report *The State of Executive Leadership and Transitions in the US*. This comprehensive report will be completed in December 2004.

Response Rate

There were 110 unique respondents who indicated they were based in Georgia. This is out 938 who were invited to participate, meaning there was a 12 percent response rate to the survey. Further, assuming that the respondents are not skewed in ways that we are not aware of, the responses are suggestive about the population of 5714 nonprofit organizations in Georgia. For more information about the methodology used for this survey, please see the Appendix.

Key Findings

The following is a summary of the key findings from this survey. Details, including graphs, are in the main body of the report. Most nonprofits in Georgia responding to the survey are medium-sized organizations with 41 percent having between 6 and 20 staff members and 66 percent having budgets between half million and two million dollars.

Executive Director Stability and Potential Transitions

A majority of nonprofit organizations in Georgia have had relatively stable leadership over the past 10 years with 73 percent having had one or two executives.

Organizations in Georgia are likely to face an increase in the number of executive transitions in the next several years. Fifty-eight percent of them have had an executive transition in the past 10 years and 42 percent can expect a transition in the next five years. Eleven percent of organizations are likely to experience a change in leadership in the next two years. Further, 58 percent of the current executives are over 50 years old, and labor force participation rates decline at 62 years old. This implies a growing number of transitions as these executives begin to retire.

Describing the Current Executives

The average Georgia executive is a white woman in her fifties with five to seven years of experience as an executive, and has at least a bachelor's degree. Eighty-three percent of executives are over 40, and a significant number, 58 percent, are over 50 years old. Thirty-eight percent of Georgia executives have been in their current positions for more than eight years.

Eighty-five percent of executives are white; 6 percent are African American. In comparison, 45 percent of the organizations serve primarily white communities; 16 percent serve predominately African American communities; and 28 percent serve mixed communities.

Thirteen percent indicated they were founders of their organizations.

Career Paths of Executives

In terms of their careers, a majority of Georgia executives are in executive positions for the first time (51 percent). Many had experience at some point in their careers in for-profit companies, and 58 percent have over 10 years, experience in the nonprofit sector.

When they are ready to leave their current positions, 12 percent plan to take another executive job and 44 percent plan to retire or semi-retire.

Depth of Management Capacity of Organizations

Some nonprofit organizations in Georgia have some middle management, which may serve as a training ground for executives. Over 30 percent of the organizations have deputy directors, and a majority have program directors. The deputy directors are younger and slightly more diverse than the executives.

Thirty percent earned more than \$100,000 and another 25 percent earn between \$50,000 and \$70,000. Most organizations, 76 percent, are likely to offer retirement and health benefits to executives and staff.

Organization Experience with Transition and Succession Plans

Very few organizations used external assistance when they hired their current executives. The most commonly used resource was executive search firms, used by 12 percent of organizations. Another 10 percent used external consultants.

Most organizations appear to approach change in leadership from a search-and-hire framework rather than an executive transition management framework.

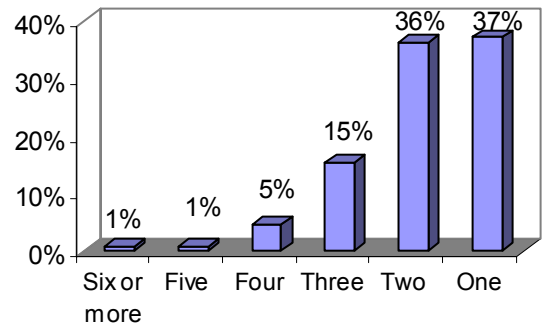
Sixty-nine percent of organizations do not have a succession plan, and only 5 percent have identified a potential successor from within the organization.

Executive Director Stability and Potential Transitions

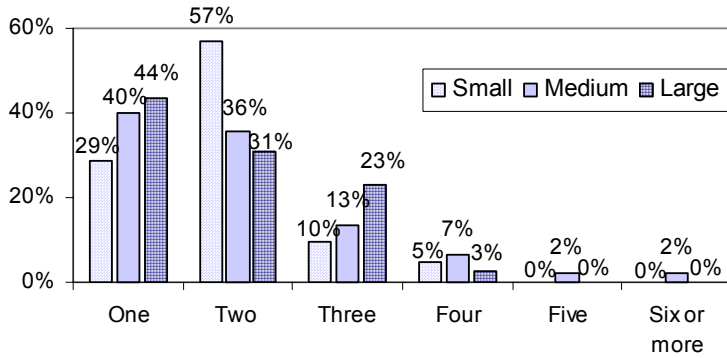
A large majority of nonprofit organizations in Georgia have had relatively stable leadership over the past 10 years, with 73 percent having had one or two executives. This relative stability is countered by the 22 percent of organizations that have had three or more executives in the past 10 years.

Medium-sized organizations (between six and 20 staff) have been more likely to have more executive directors than small or large organizations. Eleven percent of medium-sized organizations have had four or more executives in the past 10 years, compared with 5 percent of small (fewer than five staff) and 3

Number of Executives in the Past 10 Years



Comparison of the number of executive directors by the size of paid staff



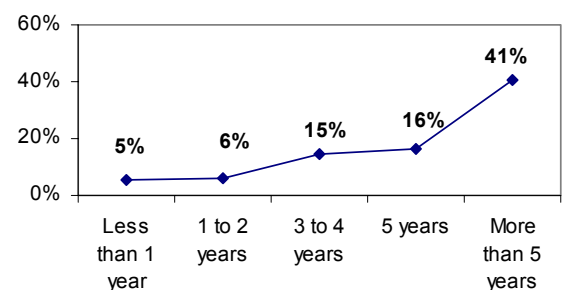
percent of large organizations (over 20 staff). Medium-sized organizations averaged more than two executives while large and small organizations averaged 1.8 executives over the past 10 years. The difference was statistically significant.

Eleven percent of organizations are likely to experience a change in leadership in the next two years, and 42 percent are likely to experience an executive transition within five years.

Organizations in Georgia are likely to continue with a slight upward trend in the number of transitions. Fifty-eight percent of them have

had an executive transition in the past 10 years, and 42 percent expect a transition in the next five years. Considering that many executives are over age 50 and over 40 percent plan to retire or semi-retire after leaving their current positions, it is clear that many long-time executives are planning to remain in their current positions until retirement. This would suggest that it is particularly important to find other challenging and interesting positions for up-and-coming leaders who will not be able find executive positions until this group of longer-term executives decides to move on.

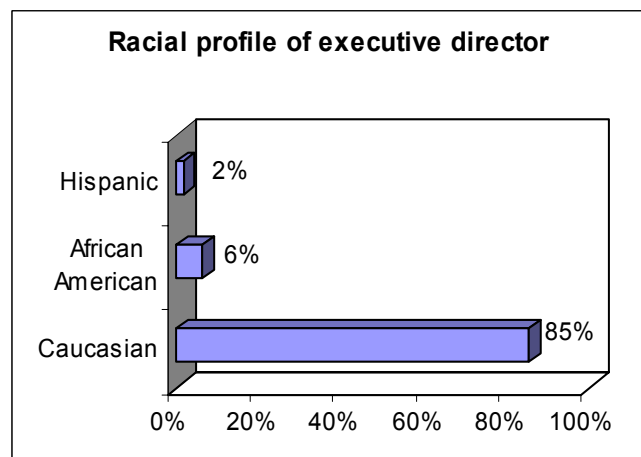
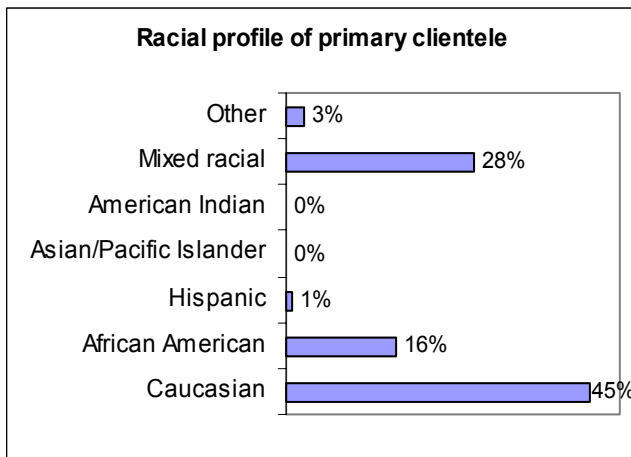
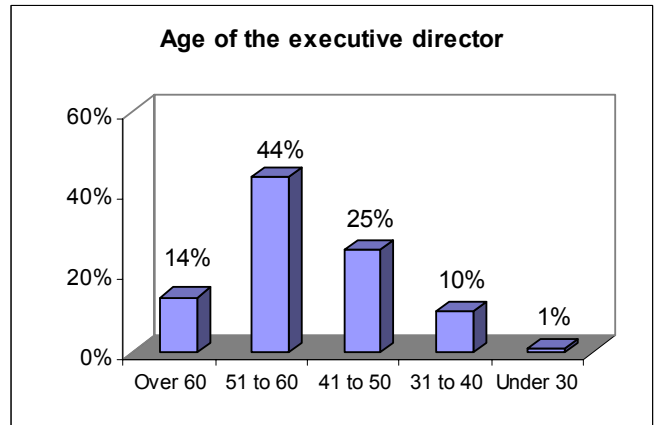
Anticipated Years Remaining as Executive Director



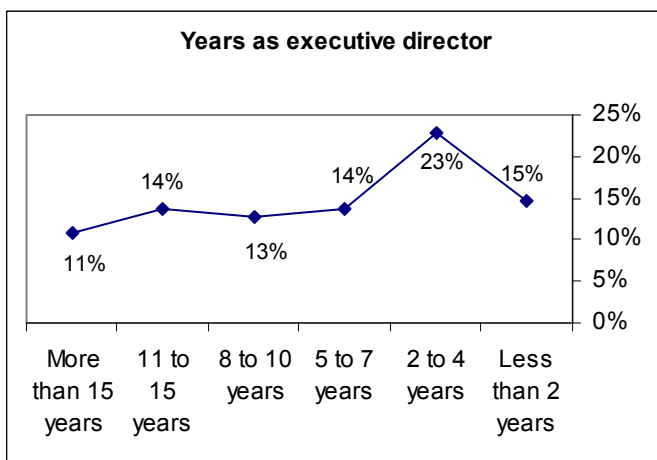
Describing the Current Executive

The average Georgia executive is a white woman in her fifties with about seven years of experience as an executive, and has at least a bachelor's degree.

The pool of executive directors is heavily weighted toward those over 40 years old, with 83 percent over this age and a significant number, 58 percent, over 50 years old. Baby-boomers in their fifties are often interested in exploring other careers; it is possible that organizations in Georgia will see significant numbers of executives exploring retirement or semi-retirement from nonprofits as they reach their fifties in order to pursue other interests. Only 11 percent of the executives are under 40.



Eighty-five percent of executives are white; 6 percent are African American. In comparison, 45 percent of the organizations serve primarily white communities; 16 percent serve predominately African American communities; and 28 percent serve mixed communities. All of the African American executives served African American communities (100 percent). Fifty-four percent of executives were women.



Thirty-eight percent of Georgia executives have been in their current positions for four years or fewer. Only 15 percent have been on the job for fewer than two years. On the other hand, 25 percent have been in their jobs for over 10 years. This distribution demonstrates that new leadership has come to organizations in Georgia recently.

Thirteen percent of executives indicated they helped found their organizations.

Most executives have at least a bachelor's degree; 33 percent had a master's degree, and 38 percent had only a bachelor's degree.

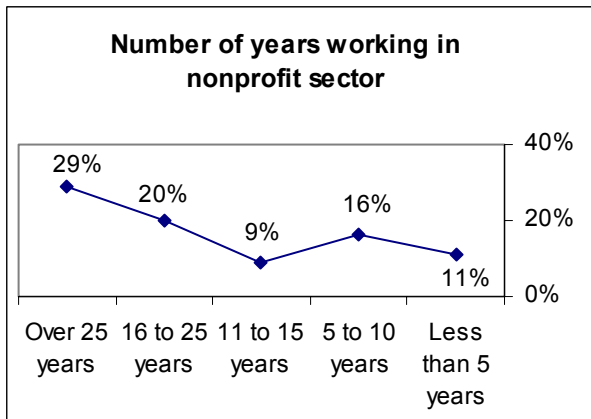
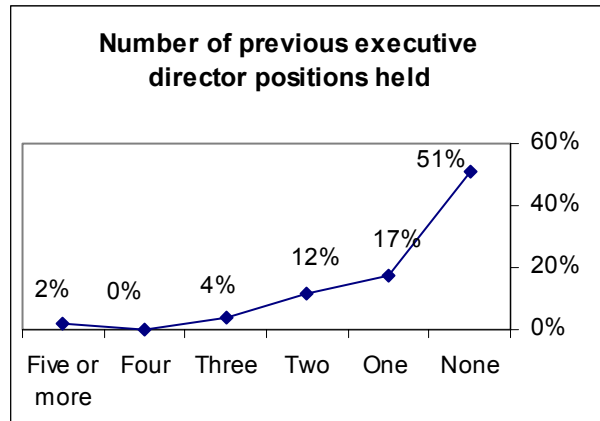
Another 16 percent had either law degrees or

doctorates.

Career Paths of Executives

In terms of their careers, a majority of Georgia executives are in their position for the first time (51 percent). Many have had experience at some point in their careers in for-profit companies, and 58 percent have over 10 years experience in the nonprofit sector. Organizations in Georgia are unlikely to lose significant numbers of executives to other sectors. However, it is worth noting that only 12 percent plan to take another executive job; 44 percent plan to retire or semi-retire. Another 6 percent expect a position as a consultant.

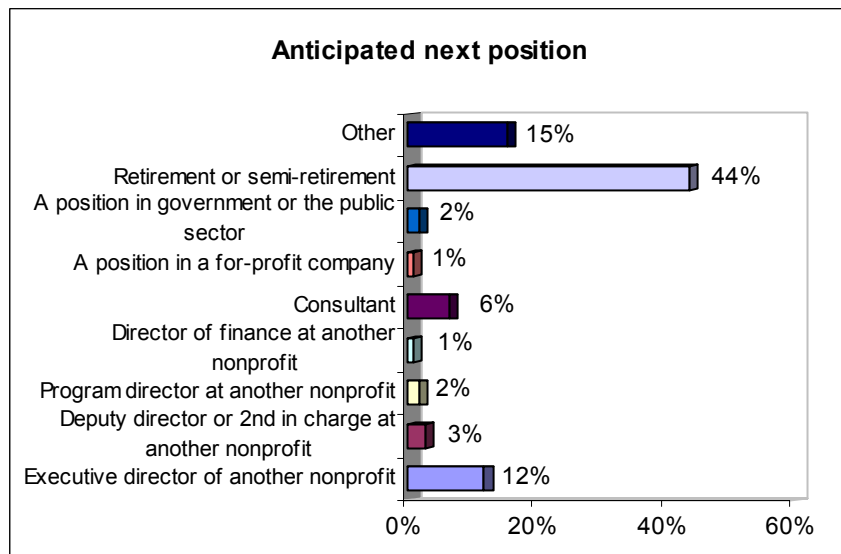
Thirty-five percent of Georgia executives have served as executives before taking their current positions. Seventeen percent have had one other executive position and 18 percent have had more than one other executive position. This is a seasoned group of executives, and as they retire it will be important to have developed the competencies of young potential leaders to take their place.



While almost half of executives are in this position for the first time, over 58 percent have over 10 years of experience working in the nonprofit sector, and almost 30 percent have over 25 years in the sector. Forty-one percent worked for a nonprofit immediately before becoming the executive director. The next highest percentage, 17 percent, came from a position with a for-profit company, and 8 percent came from working in education.

In terms of other experience, 46 percent have worked for a for-profit company at some point in their careers, 26 percent have worked in education, 21 percent worked in government, 24 percent were self-employed, and 13 percent had been consultants.

Finally, most respondents indicated they are not planning to leave their current positions to work in other sectors. Twelve percent are planning to take another executive director position in the nonprofit sector, and 44 percent are planning to retire or semi-retire. Only 6 percent indicate they anticipate becoming a consultant, and another 2 percent indicate an interest in government or the public sector. Twenty-four percent of executives intend to look for positions in other sectors for their next jobs.



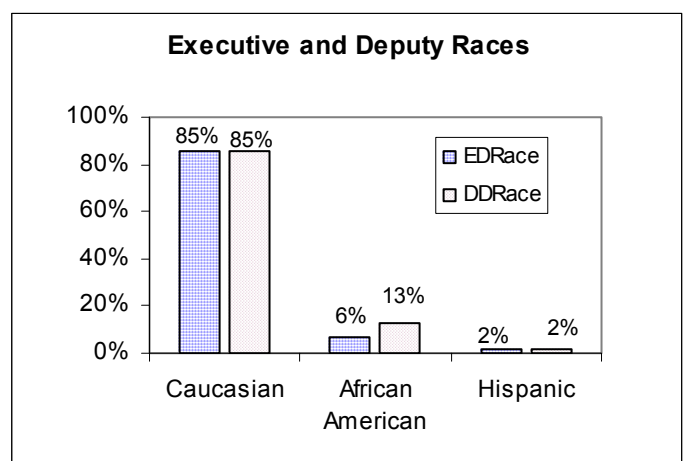
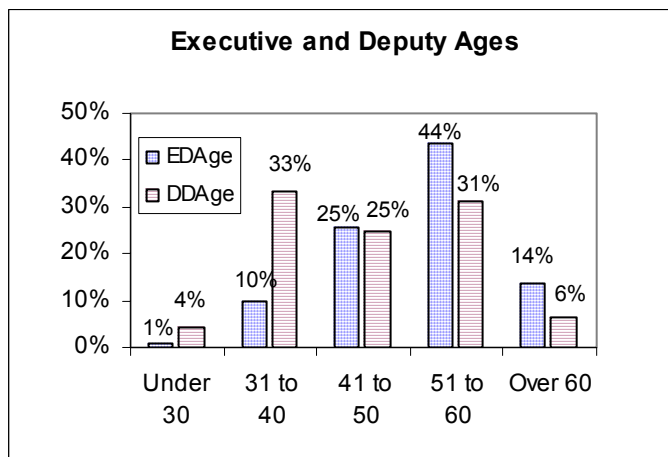
Depth of Management Capacity of Organizations

Many organizations in Georgia have some middle management, which may serve as a training ground for executives. Over 30 percent of the organizations have deputy directors, and a majority have program directors. The deputy directors are younger and slightly more diverse than the executives.

	Yes
Deputy director	33%
Fundraising/Development director	50%
Program director	67%
Finance director/CFO/Controller	65%

The table to the left shows the distribution of organizations with the most common types of middle management. Thirty-three percent of organizations have deputy directors, 50 percent have fund-raising personnel, 67 percent have program directors and 65

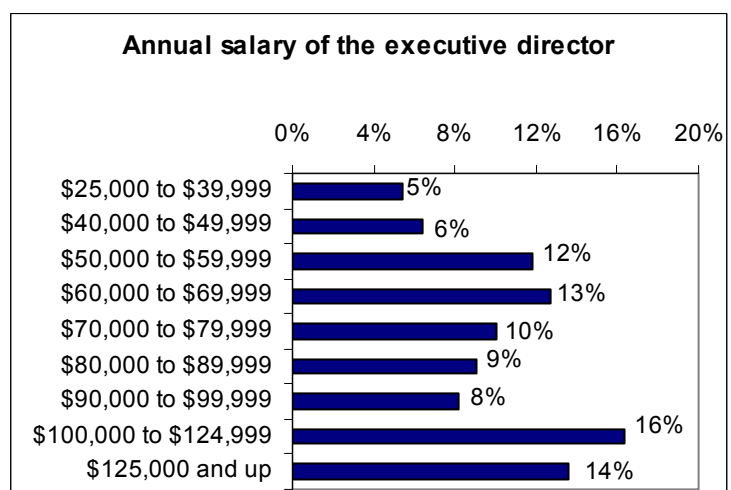
percent have finance directors. This layer of management allows individuals to build skills and experience, and potentially move into leadership positions in the future.



The deputy directors are younger than executives, with 37 percent being under 40 compared to 11 percent of executives. Further, deputy directors are slightly more diverse with 67 percent being women, and 13 percent being African American, compared to 6 percent of executives.

Thirty percent earned more than \$100,000 and 27 percent earned between \$70,000 and \$99,999. Most organizations offer retirement and health benefits to executives and staff. Specifically, 64 percent of organizations in Georgia offer retirement benefits to which the employer contributes; 80 percent offer employer-paid health insurance; and 76 percent offer retirement benefits to staff as well as executives.

Only 5 percent of organizations have identified a potential successor among the staff of the organization.



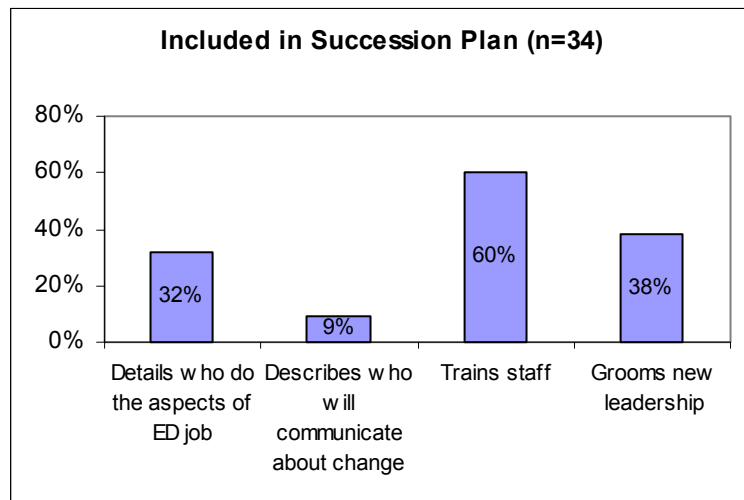
Organization Experience with Transition and Succession Plans

Very few organizations used external assistance when they hired their current executives. The most commonly used resource was executive search firm used by 12 percent of organizations. Another 10 percent used external consultants.

When the current executive director was hired, please select any of the following types of help that the organization used.	Yes
Executive search firm	12%
Management support organization.	5%
External human resources professional	2%
Consultant	10%

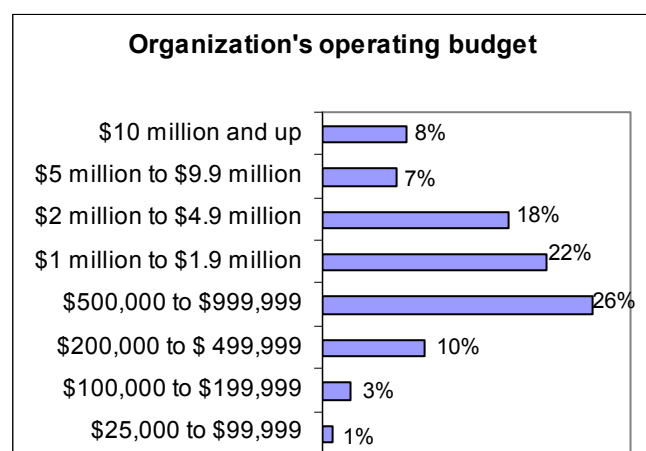
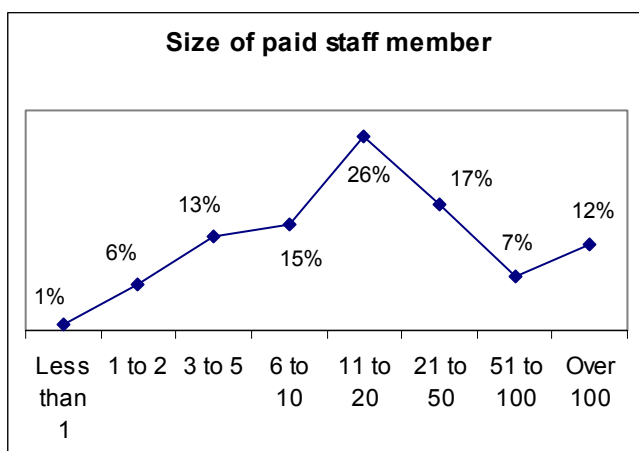
Most organizations appear to approach change in leadership from a search and hire framework as opposed to an executive transition management framework. Sixty-three percent formed a board committee to manage the search process, while 28 percent examined strategic direction and 15 percent interviewed external stakeholders, two key parts of transition management. In 22 percent of the cases, the board did not do an external search and hired an internal candidate.

Sixty-nine percent of organizations do not have a succession plan. The most common characteristic of the succession plan training staff; 60 percent of those organizations with succession plans say their plan does that. Another 38 percent indicate their plans to groom new leadership, and 32 percent of those with plans say the plan details who will do which aspects of the executive director's job.



Organization Information

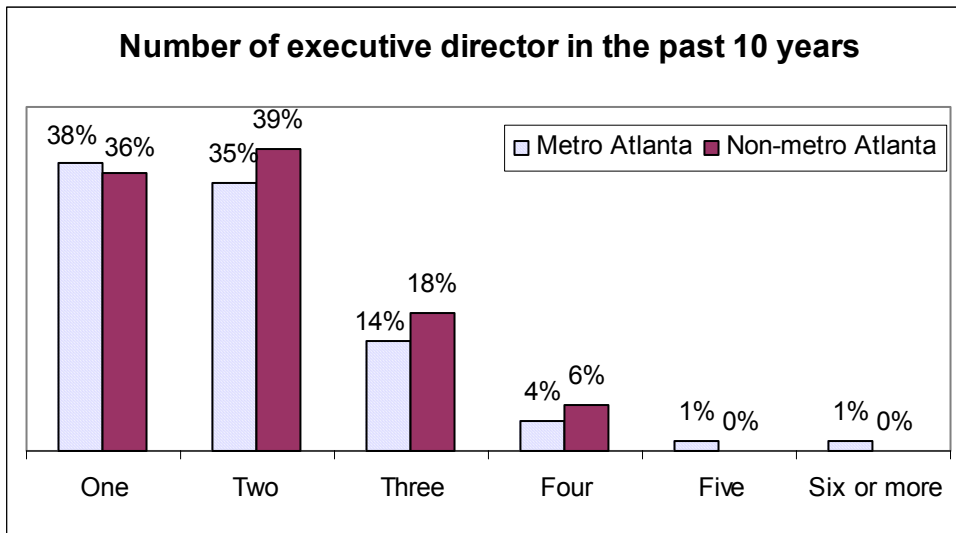
Most organizations in Georgia responding to the survey are medium-sized organizations with 41 percent having between 6 and 20 staff members and 66 percent having budgets between a half million and two million dollars.



Comparison of Organizations in Metro Atlanta versus the Rest of Georgia

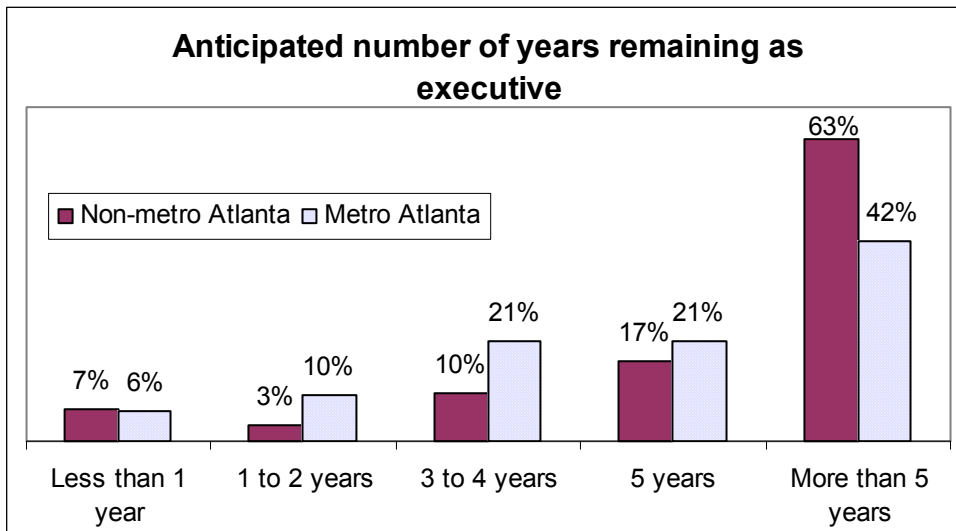
The following graphs show organizations based in metro Atlanta in comparison to organizations outside of metro Atlanta. There were 77 respondents based in metro Atlanta and 33 respondents outside of metro Atlanta.

Number of Executives



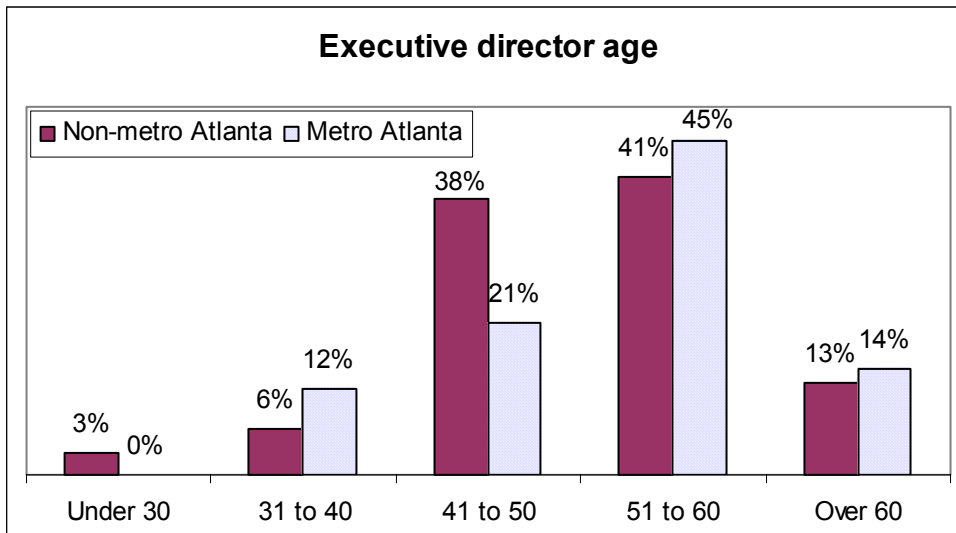
There is no obvious difference between metro Atlanta and non-metro Atlanta in terms of the number of executive directors in the past 10 years.

Future Plans



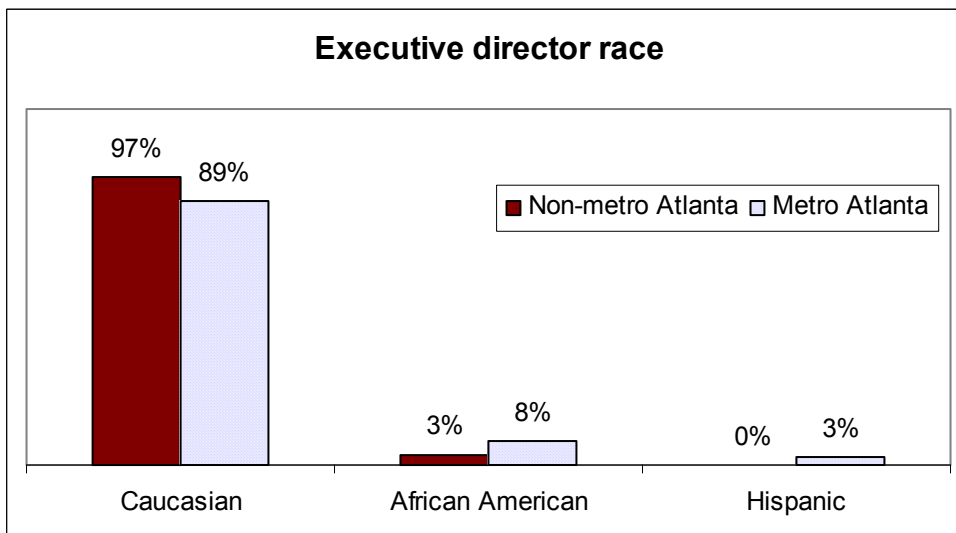
Executives of the organizations in Atlanta appear to be planning to remain in their positions for a shorter period of time than those outside metro Atlanta.

Age



Executives of the organizations in Atlanta are slightly older than those in non-metro Atlanta.

Race/Ethnicity



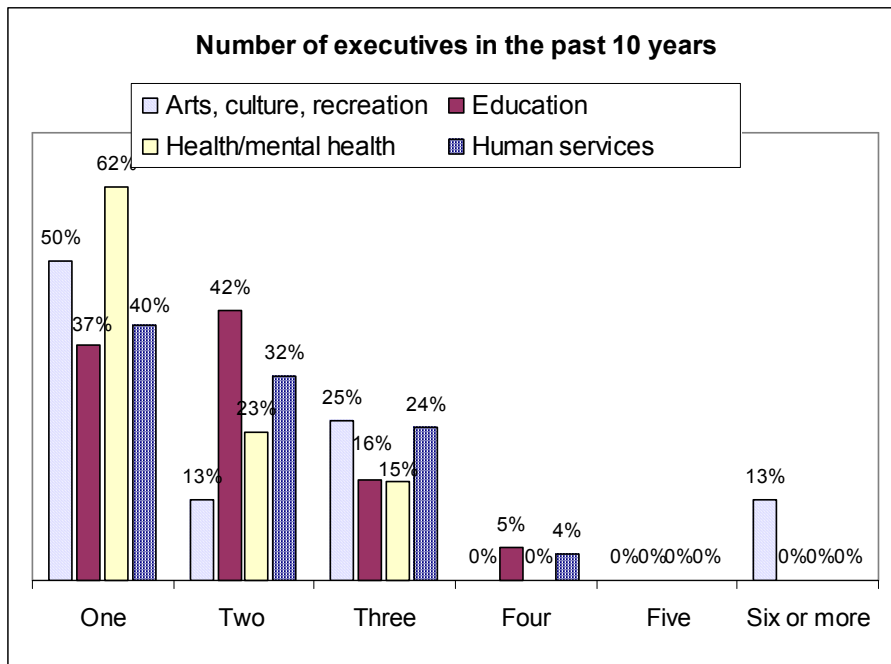
There is slightly more diversity among executives of the organizations in metro-Atlanta than among those outside Atlanta.

Comparisons by Type of Organization

The following charts show comparisons of four key variables—number of executives over past 10 years, future plans of executive, age and race—by the organization’s primary work. Please note that only categories of organizations that had more than eight cases were included and all of these sample sizes are very small, as the following table shows.

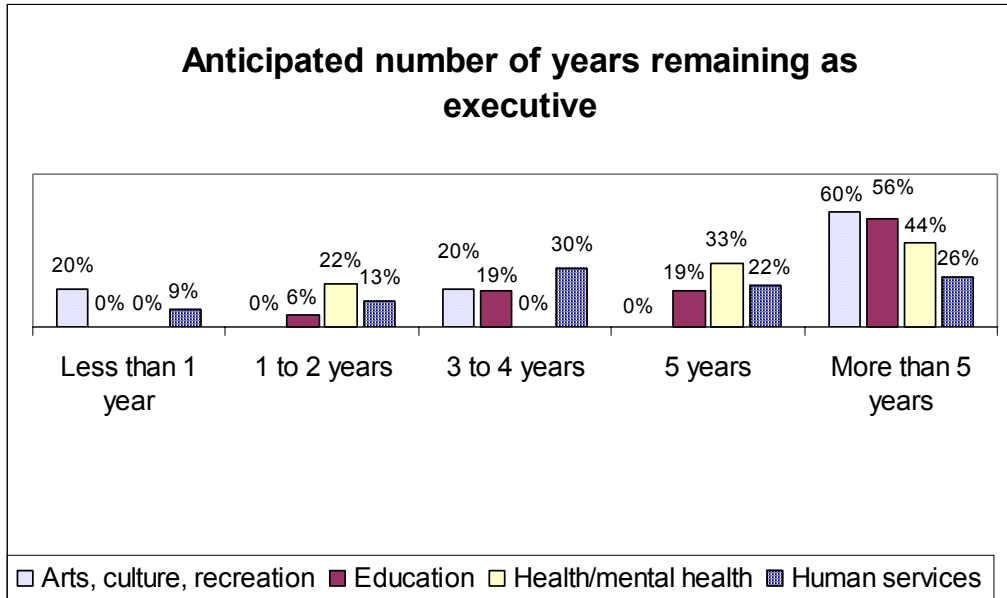
	Number of responses
Arts, Culture and Recreation	8
Education	19
Health/Mental Health	13
Human Services	25

Number of Executives



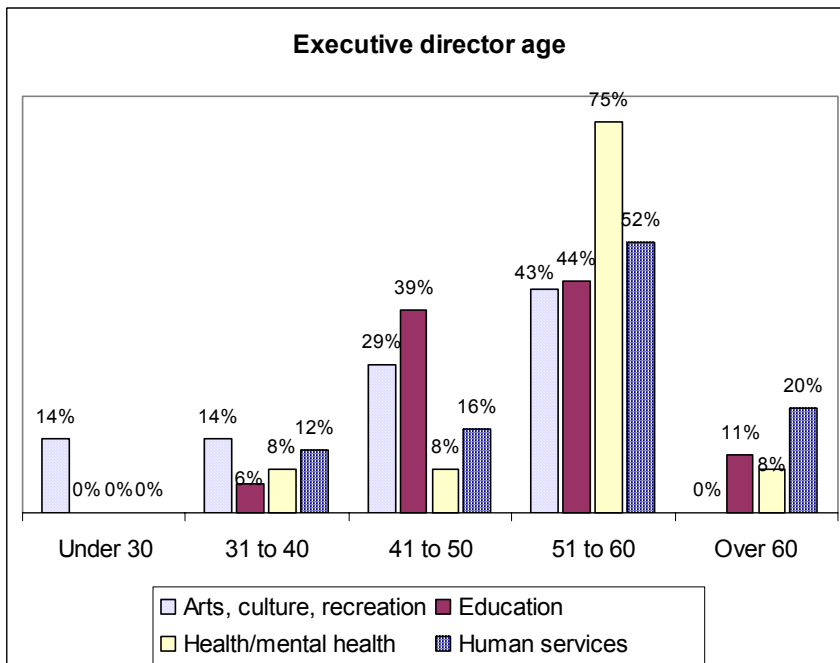
It appears that health/mental health and arts, culture, and recreation organizations are more likely than other types of organizations to have had only one executive director over the past 10 years. Sixty-two percent of health organizations and 50 percent of arts, culture and recreational organizations had only one executive director in the past 10 years.

Future Plans



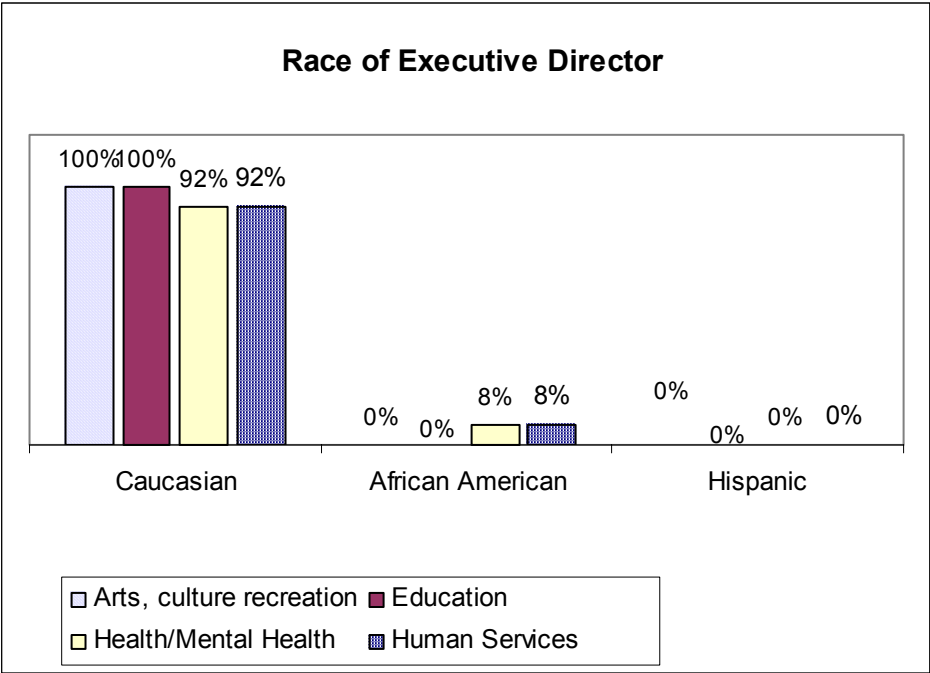
It appears that arts, culture, and recreation and human services organizations are more likely than other types of organizations to lose executives over the four years. Forty percent of arts, culture, and recreation organizations and 52 percent of human service organizations are likely to lose an executive director within the next four years.

Age



Health/mental health organization executives are to be significantly older than the executives of other types of organizations. Eighty-three percent are over 50 years old. On the other end of the scale, 14 percent of executives of arts, culture and recreation organizations are under 30 years old, while no other organizations had executives under 30.

Executive Director Race/Ethnicity



All types of organizations were likely to have Caucasian executive directors. However, both human services and health/mental health organization executives were slightly more diverse than other types of organizations

Appendix

Survey descriptions

The nonprofit executive leadership surveys were conducted primarily using a Web-based survey instrument. However, paper surveys were available upon request. Some respondents did request hard copies and completed these paper surveys.

The timeframe for completing the survey was approximately three weeks. Many executive directors were contacted at least three times to encourage them to respond to the survey. Due to the overlapping networks asked to participate in the survey, some duplication did exist in the survey data with some responding to the survey twice.

Analysis descriptions

We excluded all the duplications in our analysis. Respondents were included in every National Partner report that was indicated from their responses. In some cases, the percentages of the categories do not add up to 100 percent because respondents did not answer all the questions. All the graphs in the report are based on unique responses unless otherwise stated.

We did note an appreciable degree of differences among the small, medium and large organizations in terms of the past and impending stability of the organizations (Q11 and Q31). To test the statistical significance of the differences, a series of T-tests were conducted. All the results shown in the report were statistically significant at 95 percent level.

Variable descriptions

Seventy-three variables are identified in the survey questions. The following table shows the variable name, description and code.

Questions	Responses and Coding
Have you completed this survey within the past 2 months?	0=FALSE; 1=TRUE
Please tell us what city your organization is located in	
Please tell us what state your organization is located in using 2 letter abbreviation	
The organization I lead received a grant from the Annie Casey Foundation in 2002, 2003, or 2004	0=no; 1=yes
The organization I lead is a member/affiliate of United Way of America	0=no; 1=yes
The organization I lead is a member/affiliate of Boys & Girls Clubs of America	0=no; 1=yes
The organization I lead is a member/affiliate of Big Brothers Big Sisters of America	0=no; 1=yes
The organization I lead is a member/affiliate of Girls incorporated	0=no; 1=yes
The organization I lead is a member/affiliate of NCCED	0=no; 1=yes
The organization I lead is a member/affiliate of Points of Light Foundation & Volunteer Center National Network	0=no; 1=yes
The organization I lead is a member/affiliate of Camp Fire USA	0=no; 1=yes
The organization I lead is a member/affiliate of Goodwill Industries International Inc.	0=no; 1=yes
The organization I lead is a member/affiliate of Alliance for Children and Families	0=no; 1=yes
The organization I lead is a member/affiliate of Georgia	0=no; 1=yes
The organization I lead is a member/affiliate of Family Support America	0=no; 1=yes
How many paid staff members are there in the organization?	1=over 100; 2=51to100; 3=21to50; 4=11to20; 5=6to10; 6=3to5; 7=1to2; 8=less than 1.
What is the organization's current operating budget?	1=10million and up; 2=5 million to 9.9 million; 3=2 million to 4.9 million; 4=1 million to 1.9million; 5=500,000 to 999,999; 6=200,000 to 499,999; 7=100,000 to 199,999; 8=25,000to 99,999; 9=less than 25,000.
Which of the following best describes the primary category of the organization's work?	1=other; 2=youth development; 3=research; 4=neighborhood revitalization; 5=human services; 6=health/mental health;

Questions	Responses and Coding
	7=environment; 8=employment/job related; 9=education; 10=arts, culture, recreation; 11=affordable housing development or management; 12=advocacy
Please enter further details for the other item you entered above	
Please select the following that most accurately describes the organization's primary clientele	1=other; 2=mixed racial and ethnic; 3=american indian; 4=asian/pacific islander; 5=latino or hispanic; 6=african american/black; 7=caucasian/white
Please enter further details for the other item you entered above	
How many executive directors has the organization had in the post 10 years?	1=i don't know; 2=six or more; 3=five; 4=four; 5=three; 6=two; 7=one
When the current executive director was hired - executive search firm	0=no; 1=yes
When the current executive director was hired - management support organization	0=no; 1=yes
When the current executive director was hired - external human resources professional	0=no; 1=yes
When the current executive director was hired - consultant	0=no; 1=yes
When the current executive director was hired - other	0=no; 1=yes
Please enter further details for the other item you entered above	
Board formed a committee to manage finding a new executive director	0=no; 1=yes
Board engaged in some strategic planning before seeking a new executive or soon after the hire	0=no; 1=yes
Stakeholders were interviewed about their perception of the organization	0=no; 1=yes
Board convened, decided to forgo an external search and hired an internal candidate	0=no; 1=yes
Organization doesn't have a succession plan	0=no; 1=yes
Details who will be responsible for each component of the executive director's job	0=no; 1=yes
Describes who will let other staff and stakeholders know about the change in executive leadership	0=no; 1=yes
Cross training of staff so they can take on management and leadership responsibilities	0=no; 1=yes
Grooms new leadership within the organization	0=no; 1=yes
Other	0=no; 1=yes
Has a successor to the current executive director been identified from among the staff of the organization?	1=no; 2=yes

Questions	Responses and Coding
Mark all of the following positions that are currently filled - executive director/CEO/President	0=no; 1=yes
Mark all of the following positions that are currently filled - Deputy director/COO/Associate Director	0=no; 1=yes
Mark all of the following positions that are currently filled - fundraising/development director	0=no; 1=yes
Mark all of the following positions that are currently filled - Program directors	0=no; 1=yes
Mark all of the following positions that are currently filled - Finance director/CFO/Controller	0=no; 1=yes
Mark any of the following which the organization offers - retirement plan to which the organization contributes.	0=no; 1=yes
Mark any of the following which the organization offers - retirement plan to which the employee contributes.	0=no; 1=yes
Mark any of the following which the organization offers - health insurance which is partly paid for by the organization	0=no; 1=yes
Mark any of the following which the organization offers - health insurance which is paid for by the employees	0=no; 1=yes
Does the organization offer retirement benefits to staff other than the executive	1=no; 2=yes
What is the age of the executive director?	1=over 60; 2=51 to 60; 3=41 to 50; 4=31 to 40; 5=under 30
What is the gender of the executive director?	1=female; 2=male
Please mark the following which most accurately describes the executive director's race or ethnicity.	1=other; 2=american indian; 3=asian/pacific islander; 4=latino or hispanic; 5=african american/black; 6=caucasian/white
Please mark the following that most accurately describes the executive director's current annual salary.	1=125,000 and up; 2=100,000 to 124,999; 3=90,000 to 99,999; 4=80,000 to 89,999; 5=70,000 to 79,999; 6=60,000 to 69,999; 7=50,000 to 59,999; 8=40,000 to 49,999; 9=25,000 to 39,999; 10=0 to 24,999
What is the highest level of education that the executive director has completed?	1=other; 2=doctorate degree; 3=law degree; 4=master degree; 5=bachelor's degree; 6=AA degree; 7=high school
What is the age of the deputy director/COO/Associate director?	1=we don't have a 2nd in charge; 2=over 60; 3=51 to 60; 4=41 to 50; 5=31 to 40; 6=under 30
What is the gender of the deputy director/COO/Associate director?	1=we don't have a 2nd in charge; 2=female; 3=male
Please mark the following which most accurately describes the deputy director/COO/Associate director's race or ethnicity.	1=we don't have a 2nd in charge; 2=other; 3=american indian; 4=asian/pacific islander; 5=latino or hispanic; 6=african american/black; 7=caucasian/white

Questions	Responses and Coding
Please mark the following that most accurately describes the deputy director/COO/Associate director's current annual salary.	1=we don't have a and in charge; 2=125,000 and up; 3=100,000 to 124,999; 4=90,000 to 99,999; 5=80,000 to 89,999; 6=70,000 to 79,999; 7=60,000 to 69,999; 8=50,000 to 59,999; 9=40,000 to 49,999; 10=25,000 to 39,999; 11=0 to 24,999
How long have you been in your position as executive director?	1=more than 15 years; 2=11 to 15 years; 3=8 to 10 years; 4=5 to 7years; 5=2 to 4 years; 6=less than 2 years
Did you help found the organization?	1=no; 2=yes
Knowing that the future may be impossible to predict, how much longer do you imagine that you will stay in your current position as executive director?	1=more than 5 years; 2=5 years; 3=3 to 4 years; 4= 1 to 2 years; 5=less than 1 year
How many previous executive director positions have you held?	1=five or more; 2=four; 3=three; 4=two; 5=one; 6=none
How many years have you worked in the nonprofit sector?	1=over 25 years; 2=16 to 25years; 3=11 to 15 years; 4=5 to 10 years; 5=less than 5 years
Immediately prior to taking this executive director position, in which sector did you work?	1=other; 2=didn't work outside the home; 3=nonprofit organization; 4=government position; 5=in school; 6=other for=profit business/corporate sector; 7=consulting form; 8=self=employed
Please select any of the following sector in which you have worked - self employed	0=no; 1=yes
Please select any of the following sector in which you have worked - consulting firm	0=no; 1=yes
Please select any of the following sector in which you have worked - other for-profit business/corporate sector	0=no; 1=yes
Please select any of the following sector in which you have worked - universities or public education	0=no; 1=yes
Please select any of the following sector in which you have worked - government positions	0=no; 1=yes
Please select any of the following sector in which you have worked - nonprofit organizations	0=no; 1=yes
Please select any of the following sector in which you have worked - other	0=no; 1=yes
What do you anticipate your next position being?	1=other; 2=retirement or semi=retirement; 3=a position in government or the public sector; 4=a position in a for=profit company; 5=consultant; 6=director of finance at another nonprofit; 7=program director at another nonprofit; 8=deputy director or 2nd in charge; 9=executive director of another nonprofit

Questions

Responses and Coding

If you are interested in being contacted with more information, please give us your name and email address

Survey Participants

7 Stages
Action Ministries, Inc.
AID Gwinnett, Inc.
Aids Survival Project
The ALS Association of Georgia, Inc.
Alzheimer's Association—Georgia Chapter
American Cancer Society—National Home Office
American Cancer Society—Southeast Division
American Red Cross—Metropolitan Atlanta Chapter
Angel Flight of Georgia, Inc.
Appalachian Community Enterprises
ARCH Productions, Inc.
Art Papers, Inc.
Association of Southeastern Research Libraries
Athens Area Humane Society and SPCA, Inc.
Atlanta Botanical Gardens
Atlanta Committee for Public Education
Atlanta Community ToolBank, Inc.
Atlanta International Museum of Art and Design
Atlanta Leadership Development Foundation (Leadership Atlanta)
Atlanta Lesbian Cancer Initiative
Atlanta Resource Foundation
Atlanta Women's Foundation
Augusta Task Force for the Homeless, Inc.
Augusta/CRSA Habitat for Humanity
Boys & Girls Clubs of Metro Atlanta
The Bridge, Inc.
Catholic Social Services, Inc.
The Center for Children and Young Adults, Inc.
Center for the Visually Impaired
Central Atlanta Hospitality Child Care, Inc.
Challenged Child and Friends, Inc.
Charis Circle
CHRIS Homes, Inc.
Clayton Family Care
Coastal Children's Advocacy Center
Coastal Georgia Land Trust
Cobb Family Resources
Coca-Cola Scholars Foundation
Community Alliance of Metropolitan Parkway
Communities in Schools of Albany/Dougherty County, Inc.
Communities in Schools of Atlanta, Inc.
Communities in Schools of Georgia

Community Connection of Northeast Georgia
The Community Foundation for Greater Atlanta
Community Housing Resource Center
Cool Girls, Inc.
Create Your Dreams
Creative Community Services, Inc.
Crossroads Community Ministries, Inc.
DeKalb Juvenile Foundation, Inc. (DeKalb County CASA)
DeKalb Rape Crisis Center, Inc.
Dunwoody Nature Center
Easter Seals of Southern Georgia
Emory University
The Empty Stocking Fund
The Enterprise Foundation
Episcopal Charities Foundation
Families First, Inc.
Family Connection Partnership, Inc.
Family Relations Program
Fernbank Museum of Natural History
The Fledglings, Inc.
Fly-By Theatre, Inc.
Forsyth County Community Connections, Inc.
The Foundation Center—Atlanta
The Frazer Center
Friends of Georgia State Parks and Historic Sites, Inc.
Furniture Bank of Metro Atlanta
Gainesville-Hall County Neighborhood Revitalization, Inc.
Gateway House, Inc.
Georgia Advocacy Office, Inc.
Georgia Association of Homes and Services for Children
Georgia Association on Young Children
Georgia Camps
Georgia Cancer Coalition
Georgia Center for Children, Inc.
Georgia Center for Law in the Public Interest
Georgia Community Support & Solutions
The Georgia Conservancy, Inc.
Georgia Court Appointed Special Advocates, Inc.
Georgia Environmental Policy Institute
Georgia Eye Bank
Georgia Games
Georgia Humanities Council
Georgia Justice Project
Georgia Law Center for Homelessness & Poverty
Georgia Options, Inc.
Georgia Organics
Georgia River Network
Georgia Water and Pollution Control Association
Georgia Women of Achievement
Georgians for Clean Energy
Girl Scouts of Northeast Georgia

