



National Council of La Raza

Affiliate Topline Findings from Qualitative and Quantitative Phases

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Background

For over 35 years, NCLR has been improving the lives of Hispanic Americans through advocacy, programs and research. Coinciding with a change in leadership, NCLR recognizes that the needs of its constituencies have been evolving and the organization needs to evolve its brand to remain relevant to its key constituencies.

In its Five-Year Strategic Plan completed last October, NCLR added two areas of emphasis, one being a renewed commitment to the affiliate network, and the other being an establishment of an integrated marketing and communications strategy. In doing so, NCLR recognized a need to solidify the NCLR “brand” and increase the visibility of the organization.

The research conducted by Cheskin provides a comprehensive portrait of the perceptions and desires of the affiliates and is a key step towards the development of the Integrated Marketing and Communications Strategic Plan. Cheskin also collaborated with the Bridgespan Group for an online survey to support the research efforts of both organizations.

Research Objectives

To get a data-driven understanding of how NCLR can:

- Improve services & communication with selected constituents/sectors
- Increase the organization's visibility
- Sharpen a positive public image and "brand" among stakeholders and general public
- Use the research to inform all constituents of the work performed by NCLR, including programs and fund raising

More specifically:

- Identify perceived benefits Affiliates get from their association with NCLR
- Identify desired benefits from the association
 - Understand differences between Affiliates that have had longer relationship with NCLR vs. newer Affiliates in terms of rationale for joining, benefits expectation, knowledge of NCLR and its services and programs etc.
 - Level of satisfaction with the relationship
 - Ways to improve levels of satisfaction
- Understand receptiveness to signaling the alliance with NCLR by displaying the NCLR logo on their letterhead, building etc.. What would it take?
- Identify type of accountability expected from NCLR. To what extent are they willing to be accountable to NCLR?
- Knowledge of and satisfaction with Raza Development Fund
- NCLR Regional office effectiveness and service satisfaction

A combination of qualitative and quantitative research was conducted.

Qualitative Research

- Twenty in-depth telephone interviews lasting approximately 45 minutes on average were conducted with affiliates. Affiliates were chosen to represent a mix of levels of depth in interaction with NCLR (including several delinquent affiliates) as well as a mix of geographic locations across the country. Interviews were conducted with Executive Directors or Presidents of each organization between March and April 2005.
- A focus group was also conducted with the Affiliate Council in Washington DC during the Affiliate Council Meeting on March 8, 2005.

Quantitative Research

- In collaboration with the Bridgespan Group, a web-based survey was created and e-mail invitations were sent to all 312 affiliates. A total of 94 Affiliates completed the survey.
- Statistical significance between subgroups was assessed using the chi-square test for categorical variables and t-test for continuous variables and a p-value of .10 or less
- Non-Response Bias - Respondents compared to non-respondents
 - No statistically significant differences in age, years affiliated, or region
 - However, respondents were more likely to have programs in education, workforce, or advocacy
 - We also hypothesize that the most involved affiliates were more likely to respond to the survey as 28% of respondents reported having had a staff members serve on either the affiliate council or the board of directors

Summary of Findings

NCLR Identity

Across both phases of research, NCLR was clearly seen as the largest, most influential Hispanic advocate in the US among affiliates.

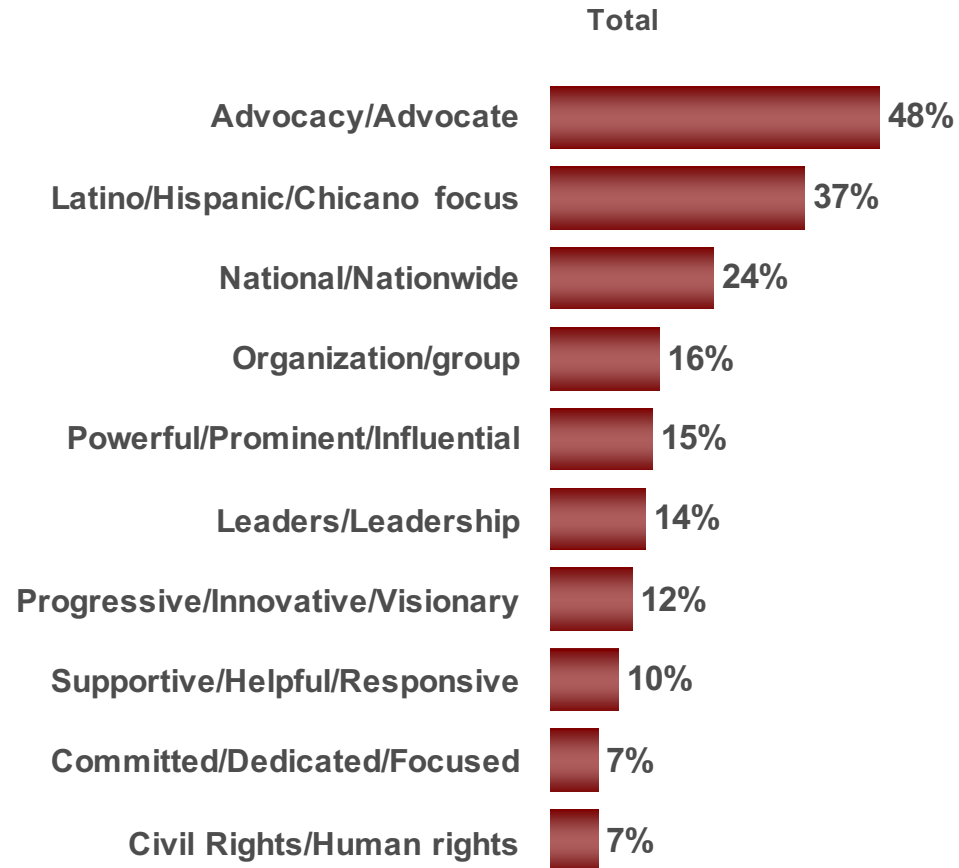
Awareness

- Most were familiar with the mission, history and legacy of NCLR, but were unsure about NCLR's program and policy areas of focus, other than areas an affiliate works on with NCLR.
- Some expressed a desire to know more about what NCLR does as they feel they only know and interact with a very small part of the organization.

NCLR identity from the qualitative interviews

- NCLR's identity was first and foremost as an advocate
- Many also saw the organization's identity as similar to that of Raul, using words such as credible, impactful, respected, professional, and politically savvy.
- The organization was frequently described in qualitative interviews as Mexican-American oriented. The quant work substantiated affiliates perceiving NCLR not highly effective in representing all Latinos, yet this is seen as very important. Many expressed concerns about being able to break away from the Mexican-American focus due to the legacy and the given demographics of our country.
- NCLR was seen as above all other national Hispanic organizations in terms of power and influence.
- Affiliates also expressed concern regarding NCLR trying to accomplish too much and needing to focus.

The quantitative findings validate the qualitative results of affiliates describing NCLR as the most prominent and influential Latino advocacy group in the nation. NCLR is greatly admired with many positive qualities used to describe the organization.

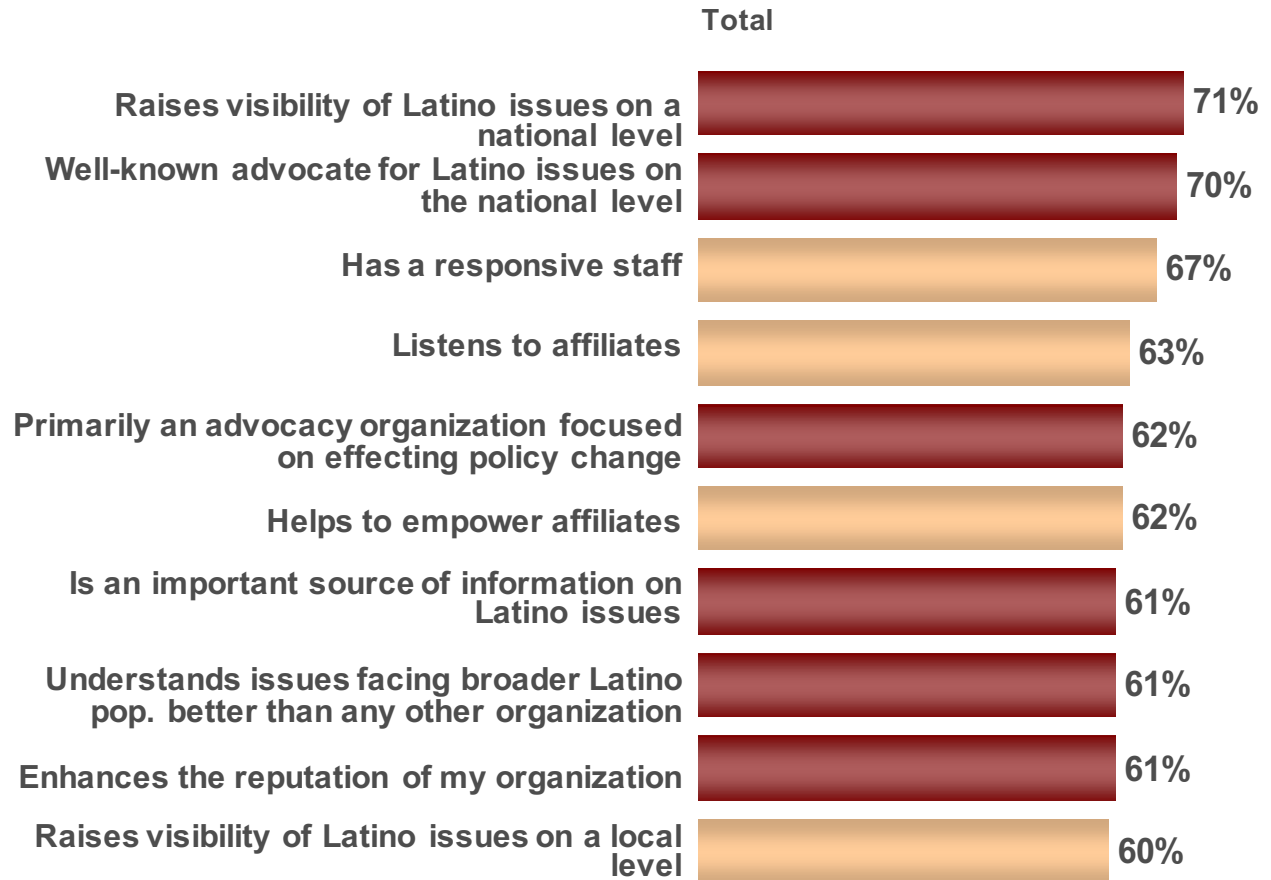


Q1: If you had to choose three words or phrases to describe NCLR, what would they be?
Top responses shown. (n=94)

Top 10 Most Important Areas of NCLR Involvement

Affiliates were asked to rate the importance and NCLR's effectiveness on 29 different attributes developed from the qualitative findings.

Items affiliates perceived as most important for NCLR's involvement also tend to be areas where they also perceive NCLR to be highly effectiveness. These top items related mostly to national visibility and advocacy of Latino issues.



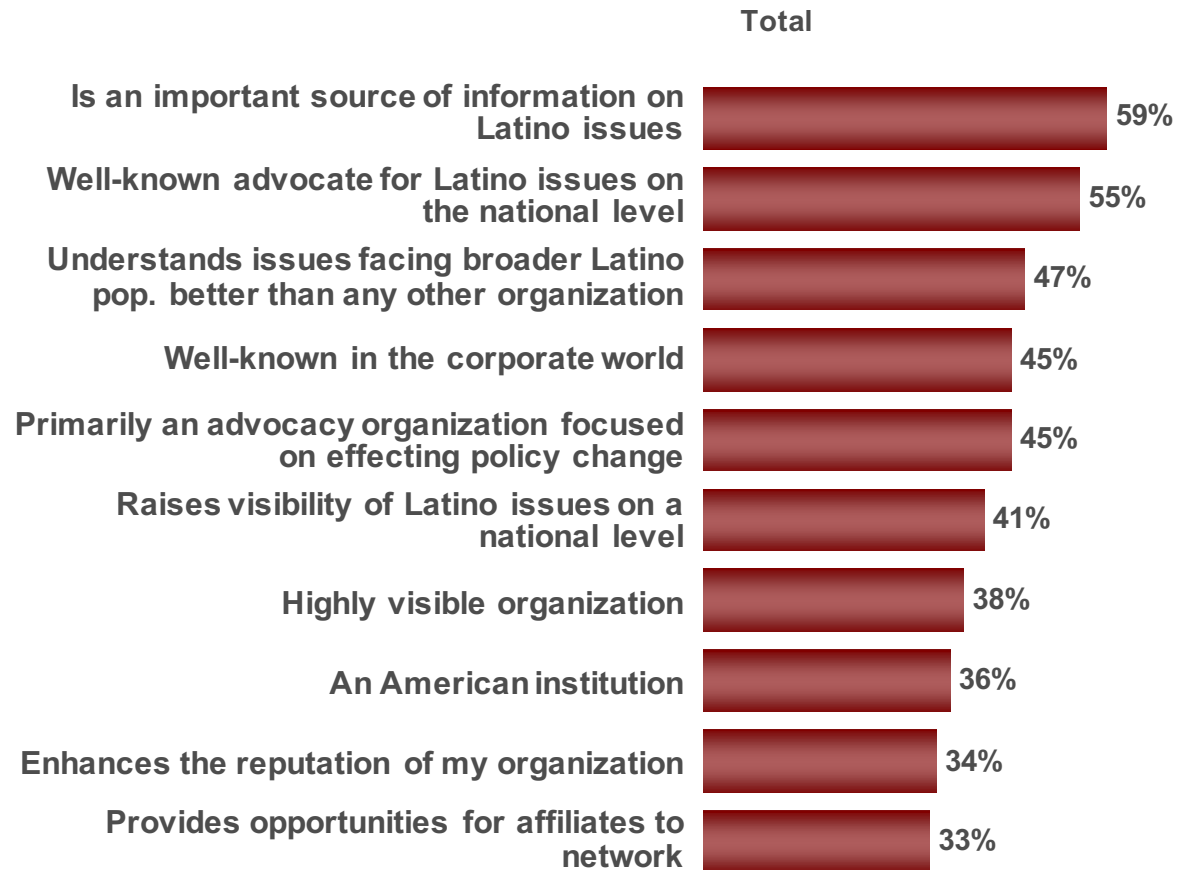
 Above Average Effectiveness  Below Average Effectiveness

Q7: Please indicate how important each area is to you in terms of NCLR's involvement. Use a scale from 1 to 10 where 1 means it is not at all important, and 10 means it is extremely important. (Percentages represent percent of respondents who rated importance a 9 or 10. n=94)

Top 10 Areas NCLR Involvement Considered Most Effective

Top 2 Box

When the same 29 attributes are sorted by NCLR's effectiveness (rather than importance), NCLR's greatest strengths are perceived to its information it provides as well as the advocacy work.



Q8: Please rate how effective NCLR is in each area. Use a scale from 1 to 10 where 1 means it is not at all effective, and 10 means it is extremely effective. (Percentages represent percent of respondents who rated importance a 9 or 10. n=94)

The Affiliate-NCLR Relationship

Satisfaction

- Affiliates are generally satisfied with their relationship with NCLR, yet satisfaction levels are below their willingness to recommend. This suggests a strong belief in NCLR and support for the cause.
- Affiliates in the West had the lowest level of satisfaction

While NCLR is best regarded for its advocacy, research and analysis is also viewed as highly effective and very important

- Keeping affiliates informed on issues that impact their communities helps them serve their constituencies better.

Serving the same audience

- Some affiliates in the qualitative work felt that as the service delivery mechanisms for NCLR's programs, affiliates should be considered NCLR's primary audience. However, most affiliates saw the Hispanic community at large as NCLR's most important audience.
- While most affiliates view the Hispanic population as the shared primary audience, some in the qualitative interviews expressed concern that corporate partners appear to have more focus than affiliates do.

Key Issues on Services

Advocacy and Programs

- NCLR's effectiveness and emphasis is naturally seen as advocacy. Affiliates see themselves as the key to programs for the Hispanic population. NLCR needs to distinguish its added value on the program side as NCLR's is not currently seen as highly effective on program work, nor is its involvement seen as highly important.

Geographic scope

- NCLR's impact is seen highly effective on a national level, specifically in DC where it is viewed as most important. There is expressed desire for more impact on a local and regional level, especially among those in smaller or more rural communities where they hope NCLR will have a lot more clout than they currently do.

Funding

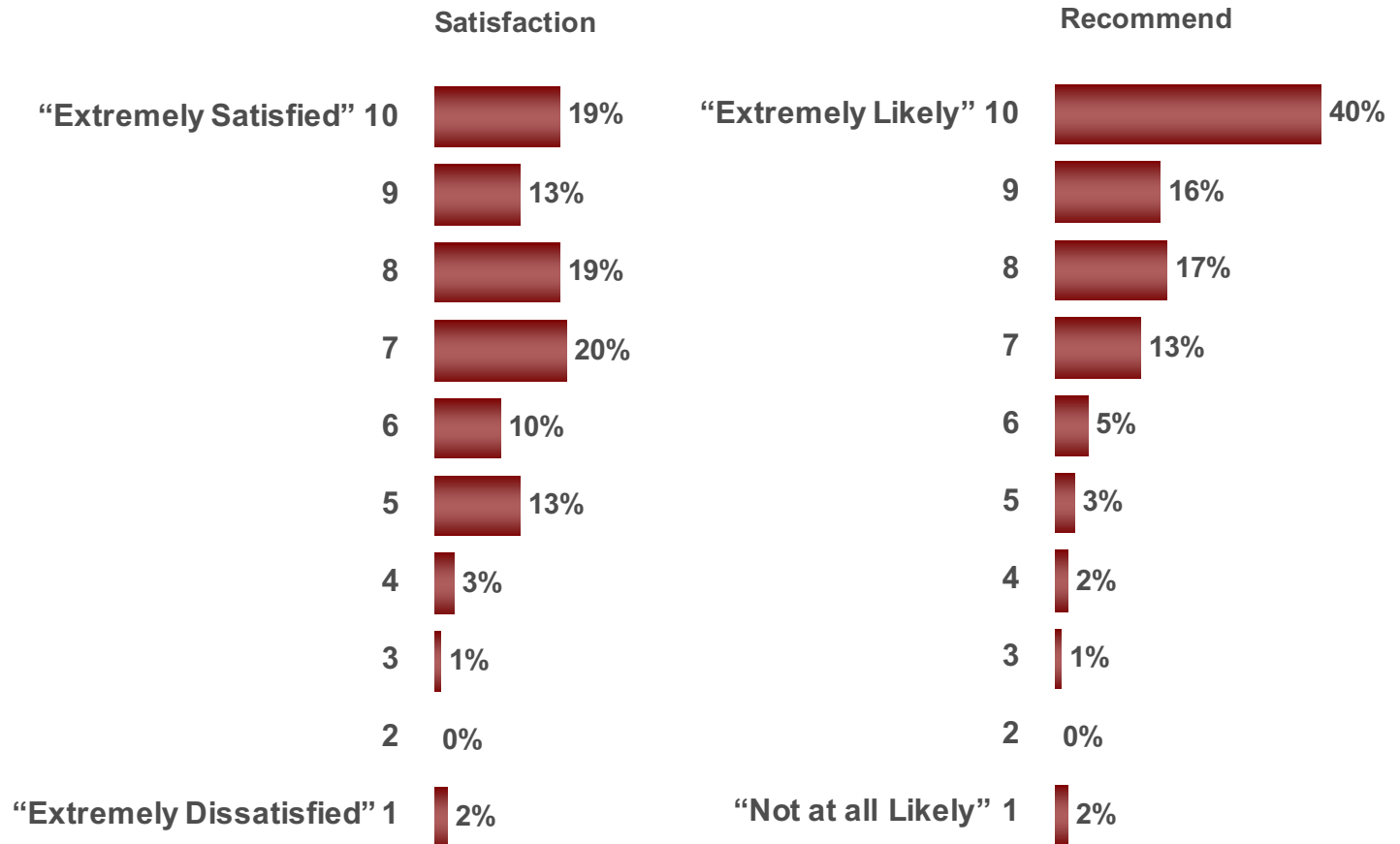
- Apart from more impact on a regional level, affiliates place importance on areas related to funding (such as facilitating opportunities), but do not rate NCLR as highly effective in this area.

Usage of Programs and Services

- Barriers to using NCLR's programs and services include primarily not knowing about the service as well as cost barriers (either cost of the program or travel costs).

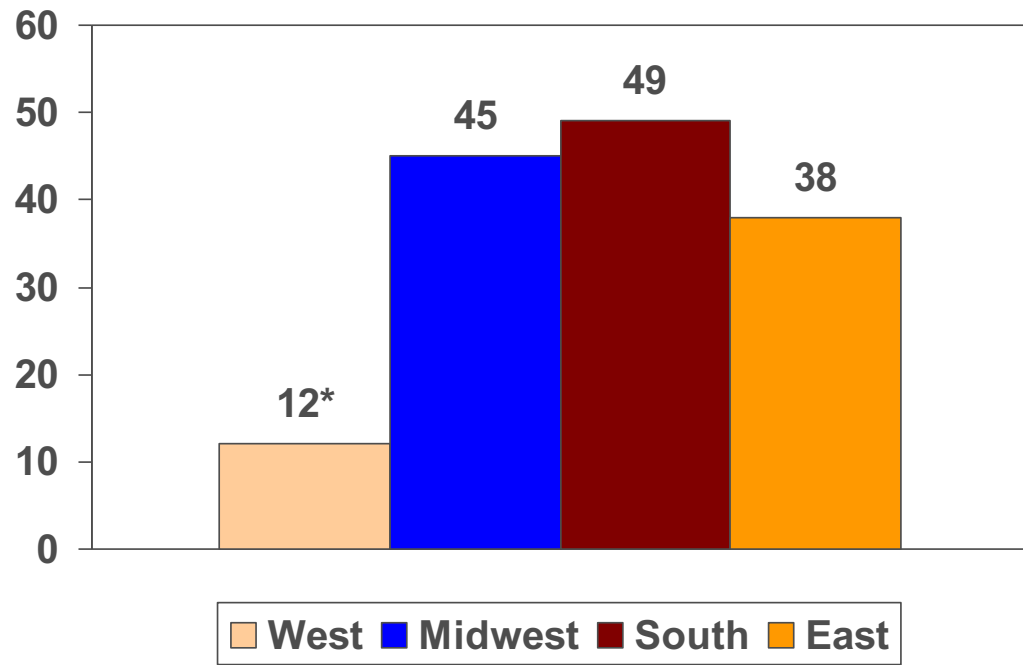
Satisfaction with Relationship and Willingness to Recommend

While respondents are generally satisfied, there is more variability in satisfaction than in affiliates willingness to recommend joining NCLR, suggesting a strong support for the cause even when less than fully satisfied.



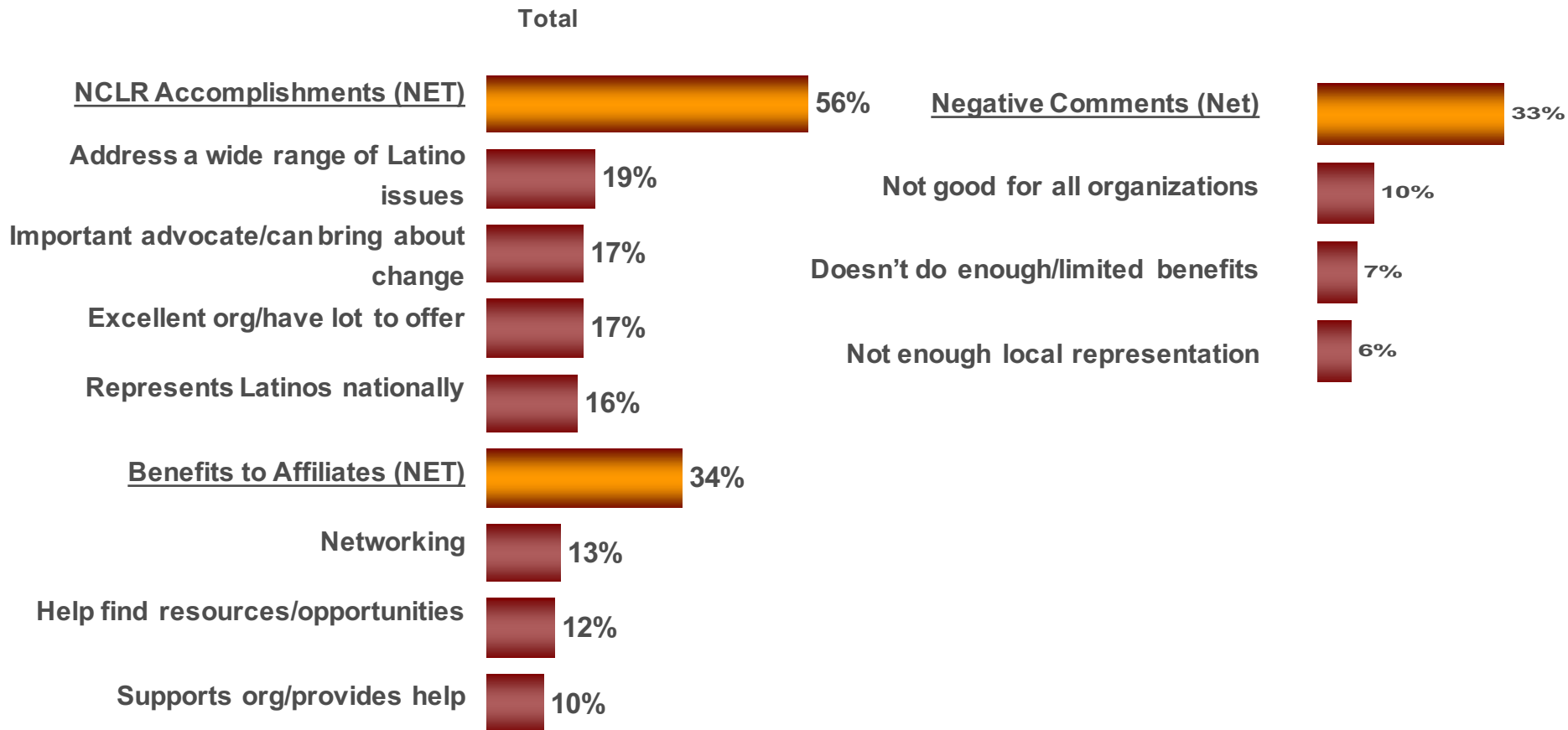
Q2: Overall, how satisfied are you with your relationship with NCLR? Q3: How likely are you to recommend joining NCLR to your colleagues in other organizations? (n=94)

While there were not any statistically significant differences in willingness to recommend across regions, the western region had the lowest level of satisfaction with NCLR.



Q2: Overall, how satisfied are you with your relationship with NCLR? (n: West=41, Midwest=22, South=37, East=13) * statistically significant difference at the 95% level of confidence.

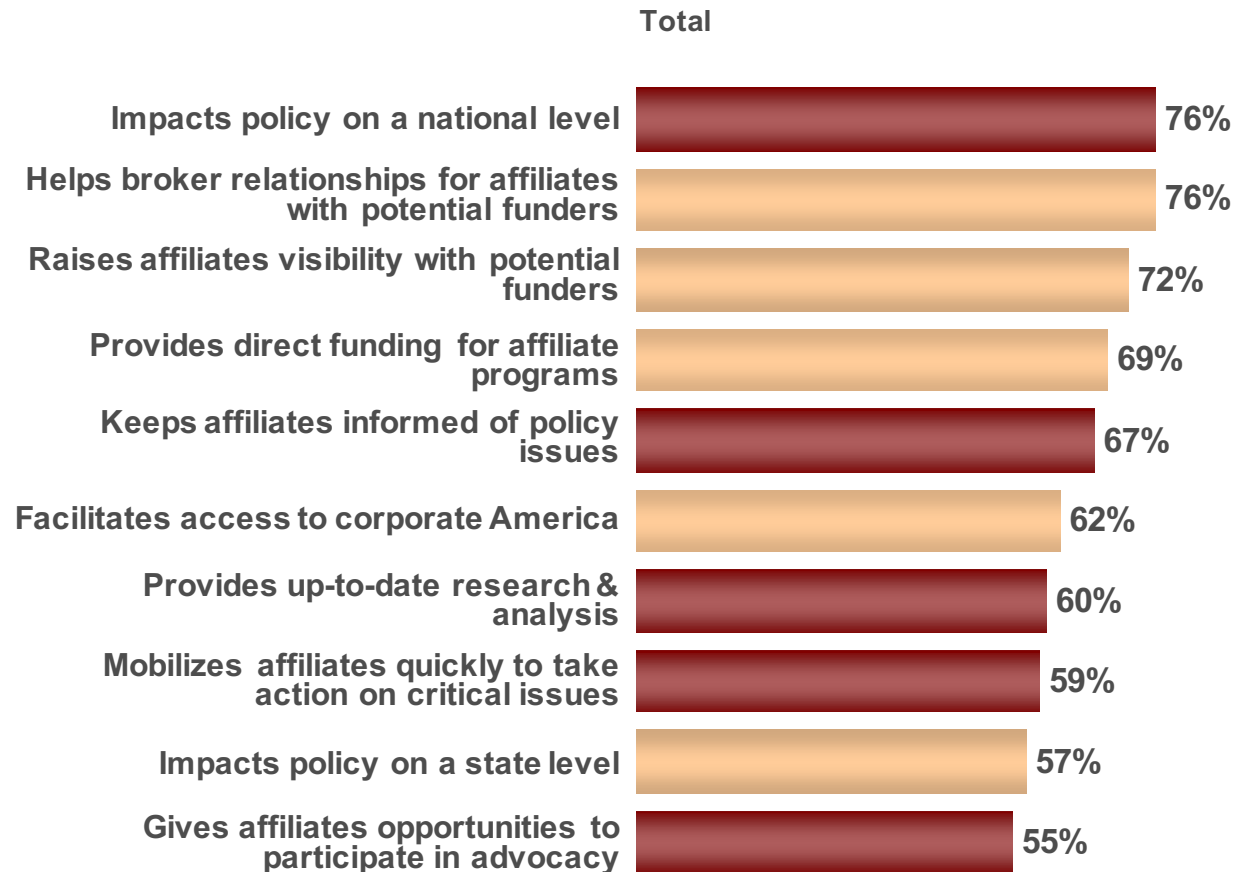
There is a lot of pride in NCLR’s accomplishments as affiliates’ recommendations are more driven by NCLR’s overall accomplishments than by the direct benefits they receive.



Q4: Please explain why you rated your likelihood to recommend joining NCLR a (rating between 1 and 10). Top responses shown. See appendix for more detail. (n=94)

Top 10 Most Important Programs & Services

The programs and services affiliates saw as most important spanned a variety of areas including advocacy (national & regional), funding (direct and improving access) and keeping affiliates informed with research and analysis.



 Above Average Satisfaction  Below Average Satisfaction

Q9: Please rate how important it is that NCLR focuses on each area. Use a scale from 1 to 10 where 1 means it is not at all important, and 10 means it is extremely important. (Percentages represent percent of respondents who rated importance a 9 or 10. n=94)

Top 10 Areas of Satisfaction with NCLR Services/Activities

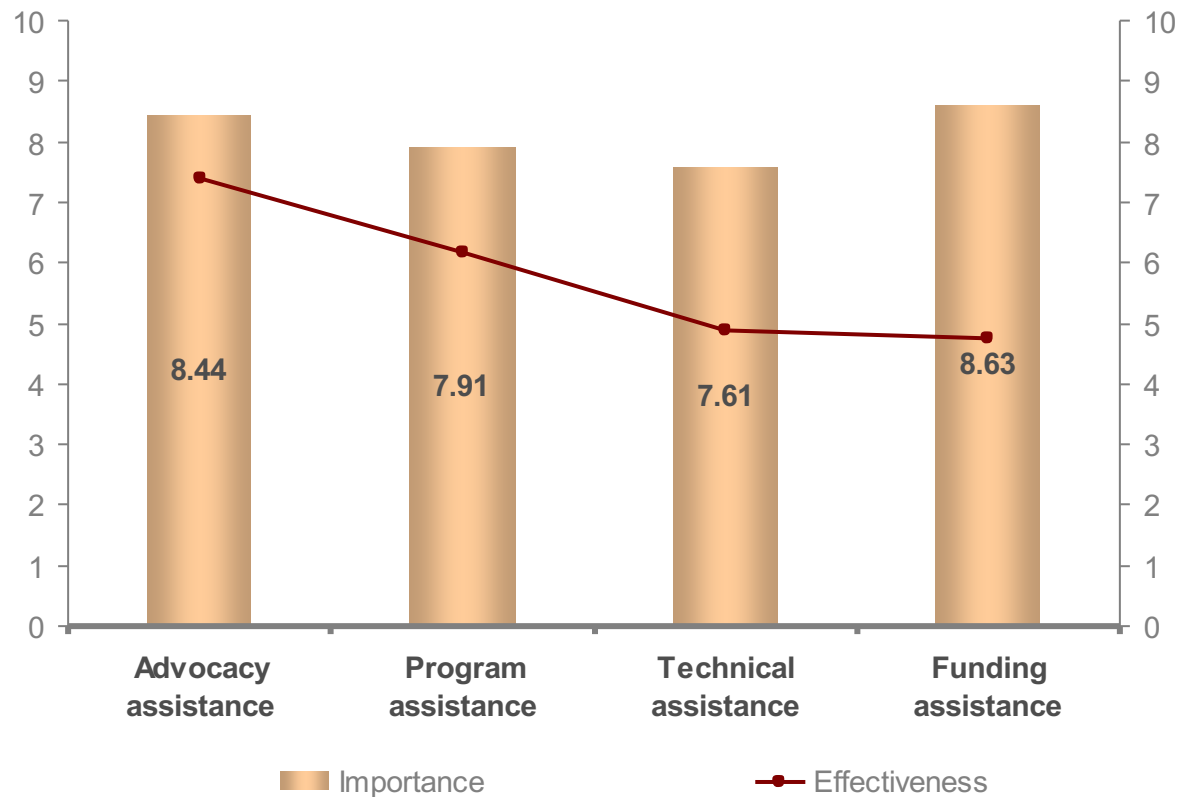
Top 2 Box

Consistent with other findings in the survey, the top areas where affiliates see NCLR as strongest is related to its advocacy and helping affiliates with advocacy (either through action alerts, training, or research and analysis).



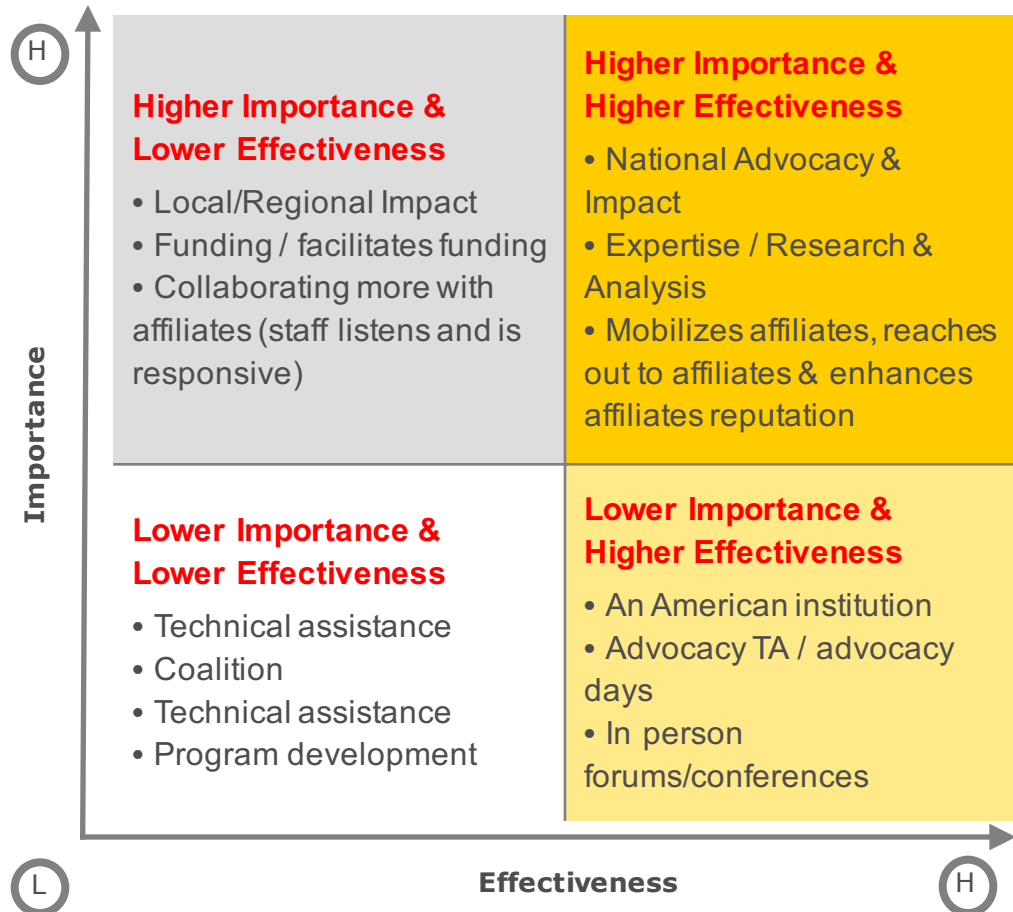
Q10: Now you will see a list of services and activities NCLR is involved in. Please rate how satisfied you have been with each area. 1= Not at all satisfied, 10=Extremely satisfied (Percentages represent percent of respondents who rated importance a 9 or 10. n=94)

When all attributes related to services and programs that were rated are aggregated, advocacy is clearly NCLR's greatest strength, while affiliates place highest importance on both advocacy and funding assistance.



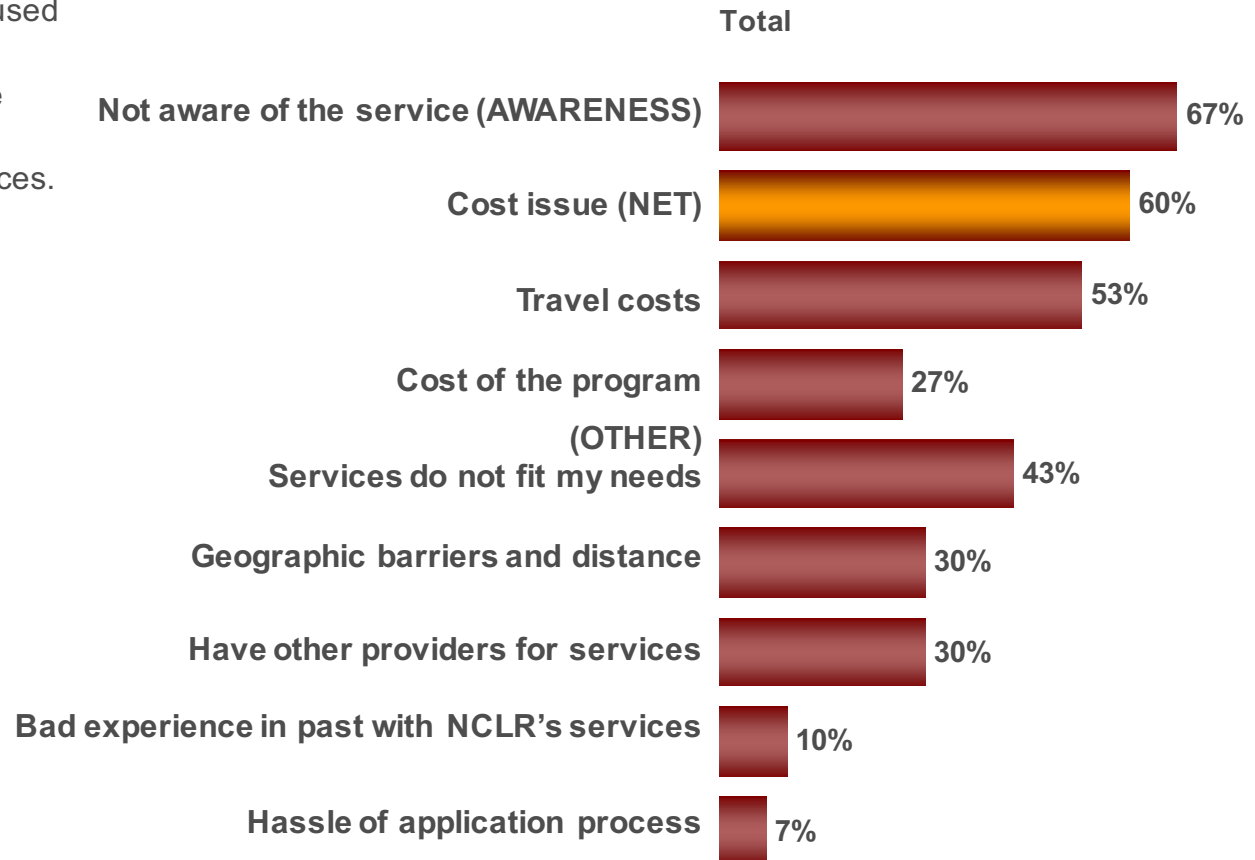
Q9: Please indicate how important it is that NCLR focus on each area.. Q10. Secondly, please rate how satisfied you have been with each area.. Use a scale from 1 to 10. (Mean ratings. n=94)

Affiliates ratings of NCLR's effectiveness were compared to their importance ratings across all the 53 attributes (29 identity and 24 program & service attributes). The comparison shows where NCLR's core strengths are (top right box), as well as where affiliates desire most improvement (top left box). This analysis assists in putting the core strengths in perspective.



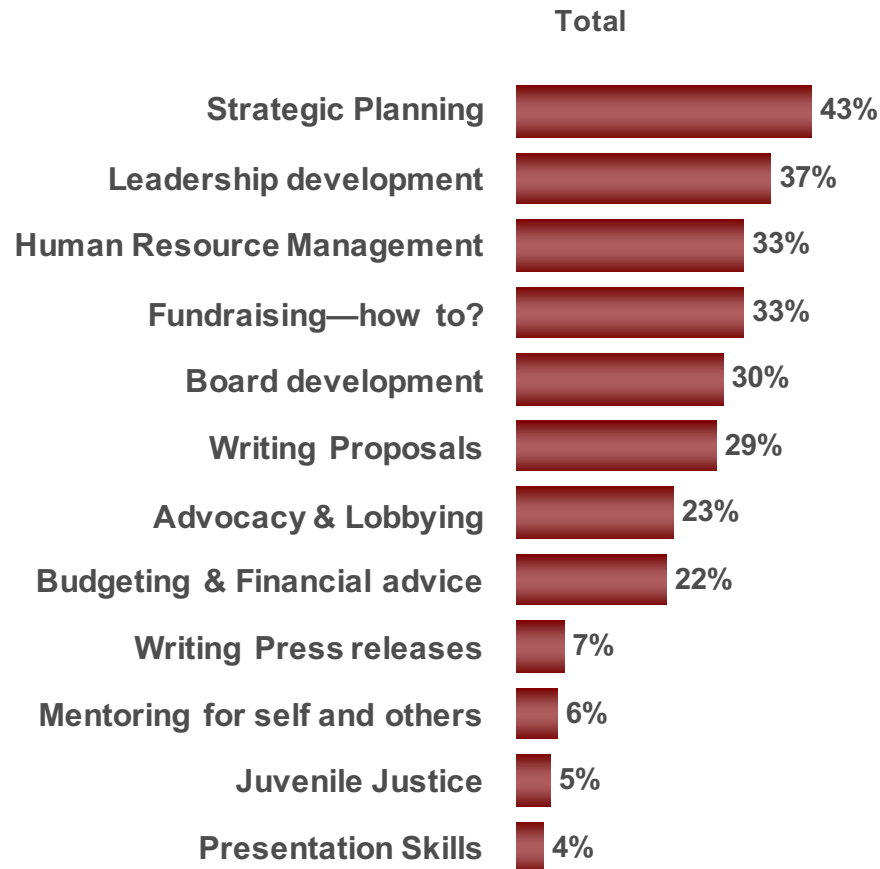
Barriers For Not Using NCLR Services

Among those who haven't used a particular service, lack of awareness and cost are the largest barriers to taking advantage of NCLR's services.



Q11: You indicated not having used particular services. What are the main reasons you have not used them? (Multiple responses allowed. Top responses shown. See appendix for more detail. n=30)

Among a list of training topics shown to affiliates to choose from, those most frequently selected related to developing the strategic future of the organization and its leadership.



Q13: Which of the following types of training would you be most interested in? (Multiple responses allowed. n=94)

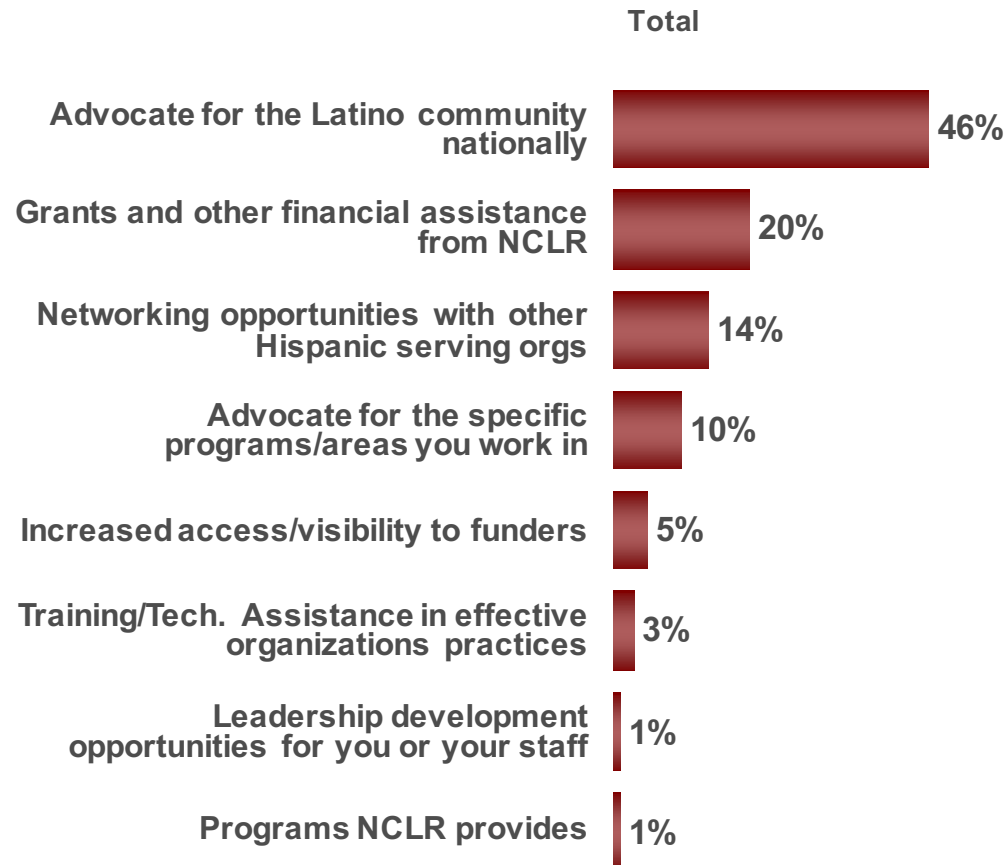
Roles

Reason for affiliation

- Affiliates see NCLR's advocacy work as the primary reason they are an affiliate. From the qualitative work we saw that they are driven by the belief that by working together, affiliates with NCLR will create a larger impact on Hispanic society and in their particular communities.
- As shown in previous sections, one of the most relevant products to affiliates is information and keeping affiliates informed of issues affecting their work. As part of their role, they see "being the eyes and ears in the community" as a large part of their role.
- Collecting data was seen as most important. In the qualitative work, however, they viewed that there currently is not a mechanism for information to flow as easily from the affiliates to NCLR as in the opposite direction. The annual conference is one important opportunity for information to flow in multiple directions.
- Apart from collecting data, affiliates see themselves as most apt to develop programs best suited to the needs of their local communities.

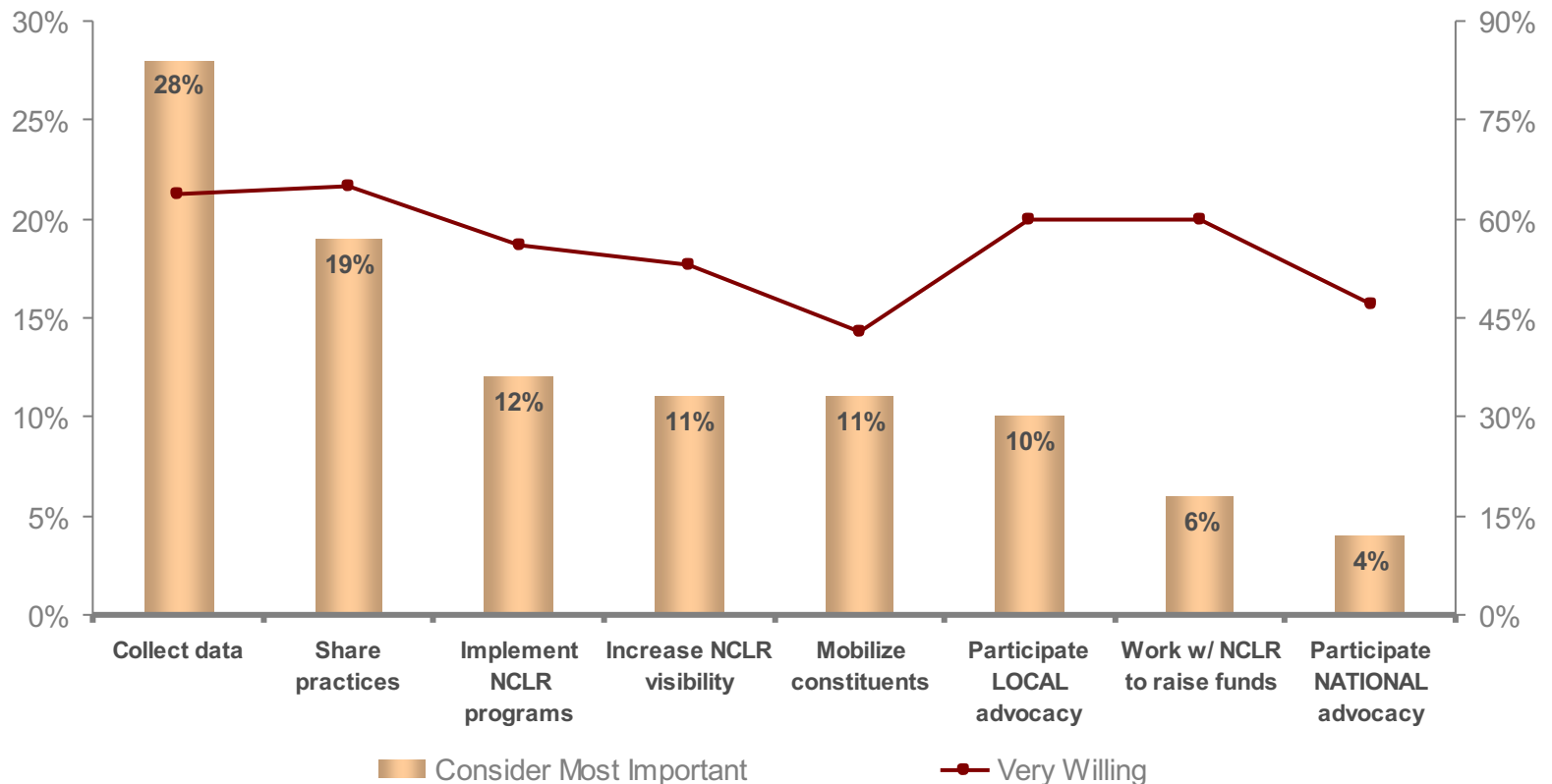
Affiliates were asked to select among a given list the top reasons why they are an affiliate. The top response by far was to support NCLR as an advocate, mentioned by nearly half of all affiliates. In the qualitative interviews, we saw that affiliates felt that NCLR was indeed making a difference in the lives of Hispanics. The next most frequently mentioned reason was related to funding, mentioned by approximately one out of five affiliates.

Those who have been an affiliate longer were more likely to cite “advocacy” than those who have been affiliated for less time.



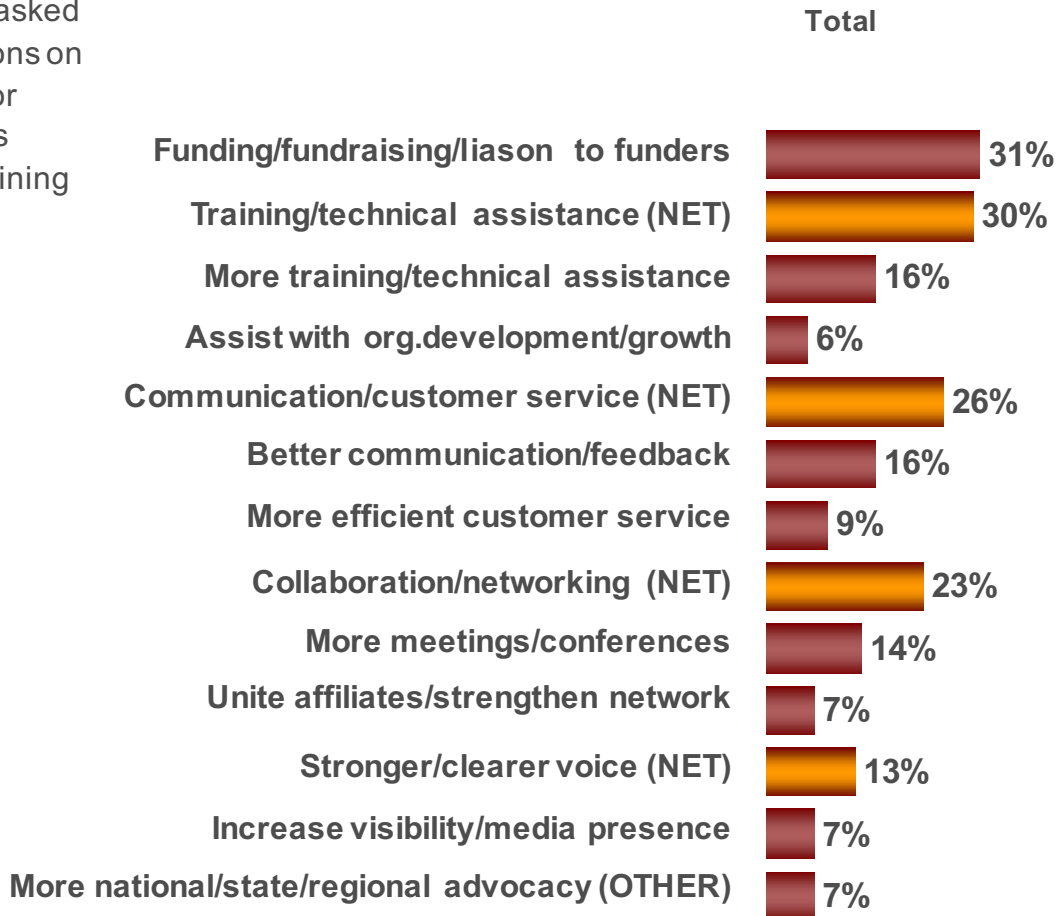
Q5: What are the top five reasons you are an affiliate of NCLR? (Top mention only. See appendix for more detail).

While Affiliates join because of NCLR's advocacy work, they see their most important role in supporting NCLR's as the link to the local community gathering local data, as well as developing and implementing programmatic work. Those in the East & Midwest were more likely to support by engaging in local advocacy and increasing NCLR's visibility than those in the Southwest & West.



Q20. Please rate your willingness to take on each role... (% of respondents selecting) Q21. Of those roles, which one do you see as most important affiliates can do to help NCLR achieve our shared mission of improving the lives of Hispanics. (% of respondents indicating "very willing") © Cheskin 2004

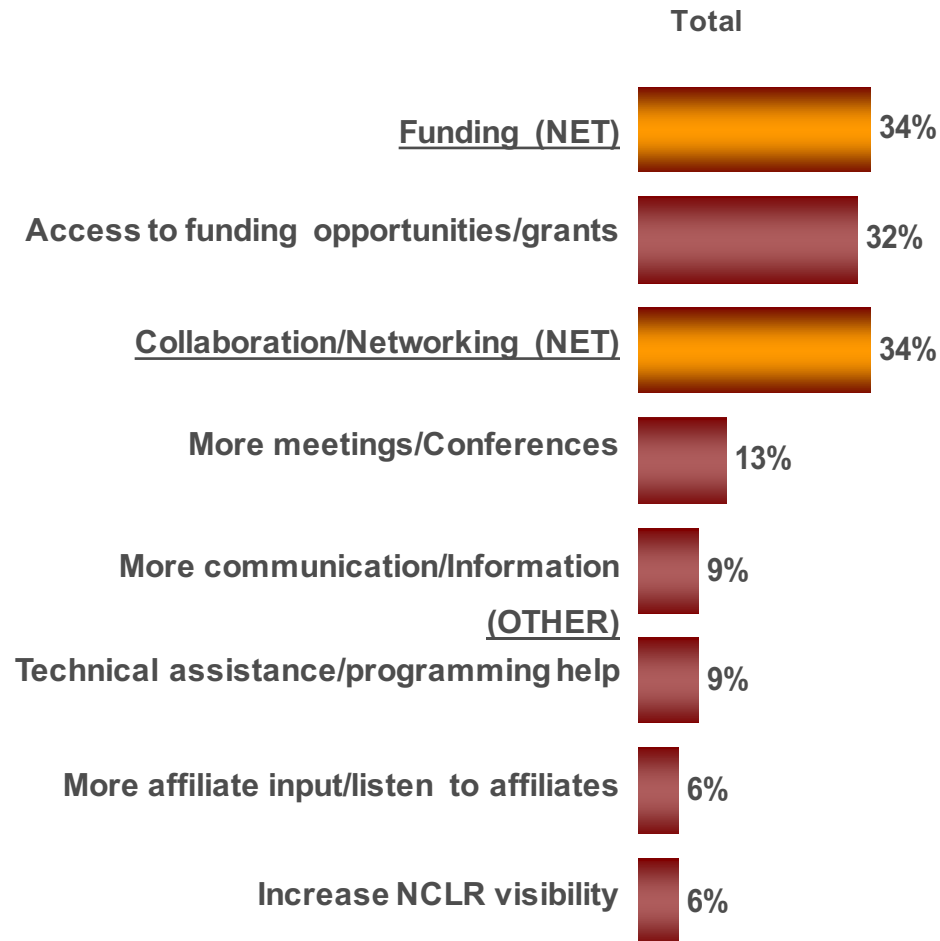
When affiliates were asked unaided for suggestions on activities to improve or create, top responses related to funding, training and communication.



Q12: What specific activities can NCLR do better or do they need to create? What can NCLR do better? (Top responses shown. See appendix for more detail. Multiple responses allowed. n=94)

Top of mind ways NCLR can increasing value

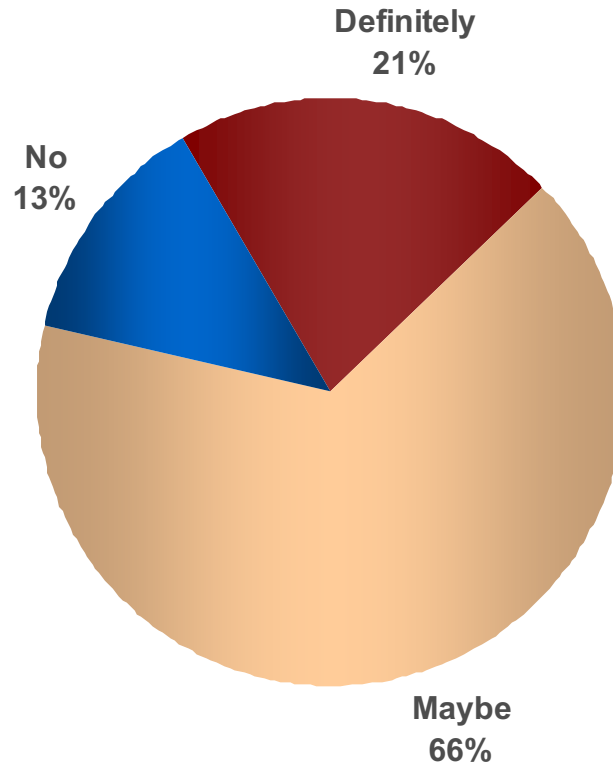
When affiliates were asked directly and unaided what NCLR could do to increase value, again, access to funding opportunities and increased collaboration were the top requests.



Q6: What ONE thing could NCLR provide that would increase its value to affiliates? (Top responses shown. Multiple responses allowed. See appendix for more detail. n=94).

Willingness to Pay Higher Membership Fee

Most affiliates are open to paying increased membership fees for expanded services from NCLR.



Q23: Would you be willing to pay an increased membership fee (current fee \$400) for expanded services from NCLR? (n=94)

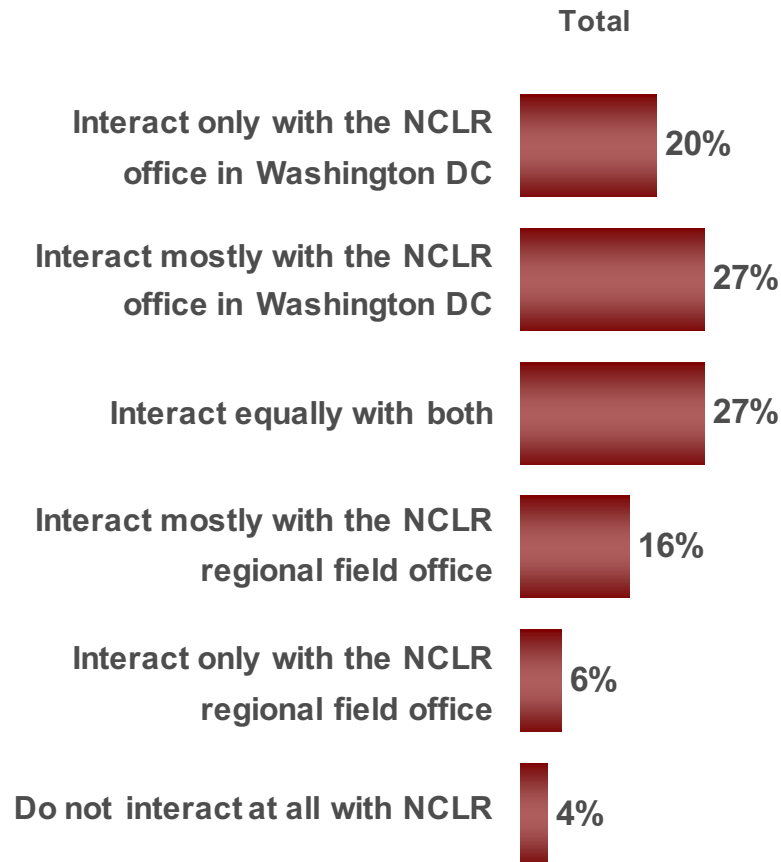
Level of Involvement

Less than a quarter of respondents interact mainly with the field office. In the qualitative interviews it was found that affiliates often did not know the role of the field office or did not know who to contact in the field office.

The results did differ by region, with affiliates on the East coast having more direct interaction with the DC office, while West coast affiliates alluding to more interaction with a field office.

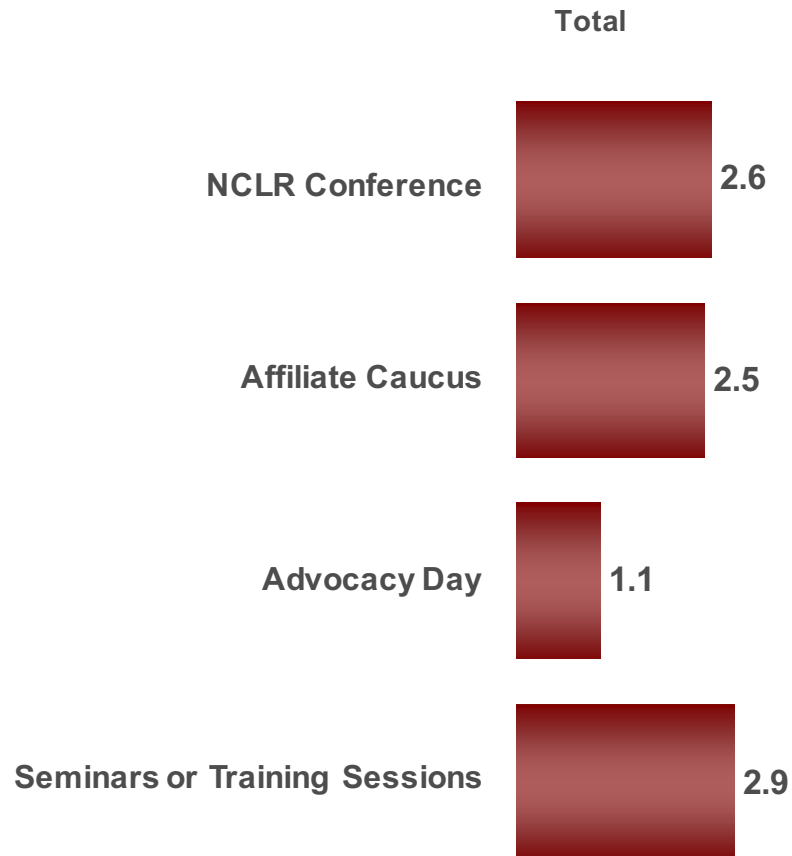
Interestingly, affiliates on the East & Midwest were more likely to rate NCLR as having a “responsive staff” than affiliates in the Southwest & West.

In the qualitative work, some expressed interest in working with field offices to have a stronger impact on local politics.



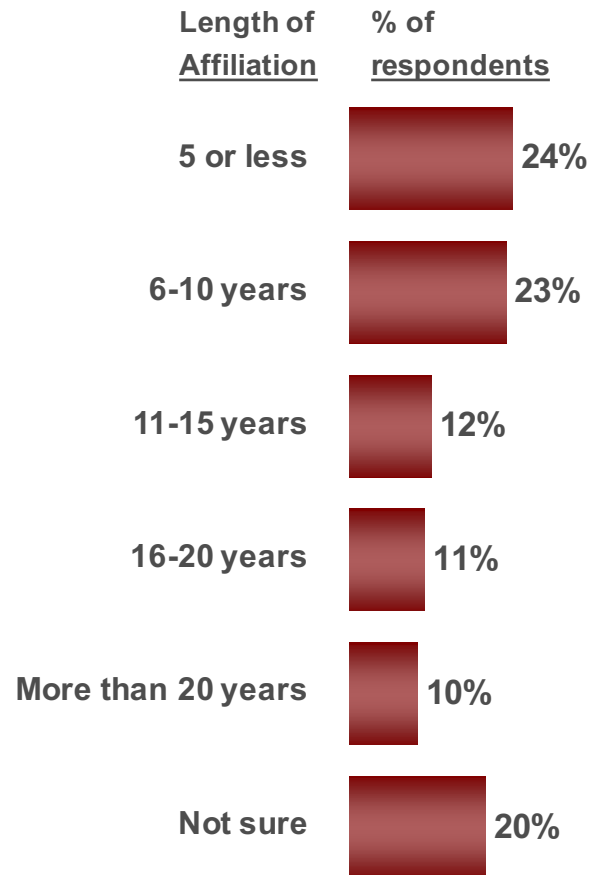
Q17: Which statement best describes your interaction with NCLR in Washington DC versus your regional field office? (n=94)

Affiliates responding to the survey have had some experience with NCLR's different activities.



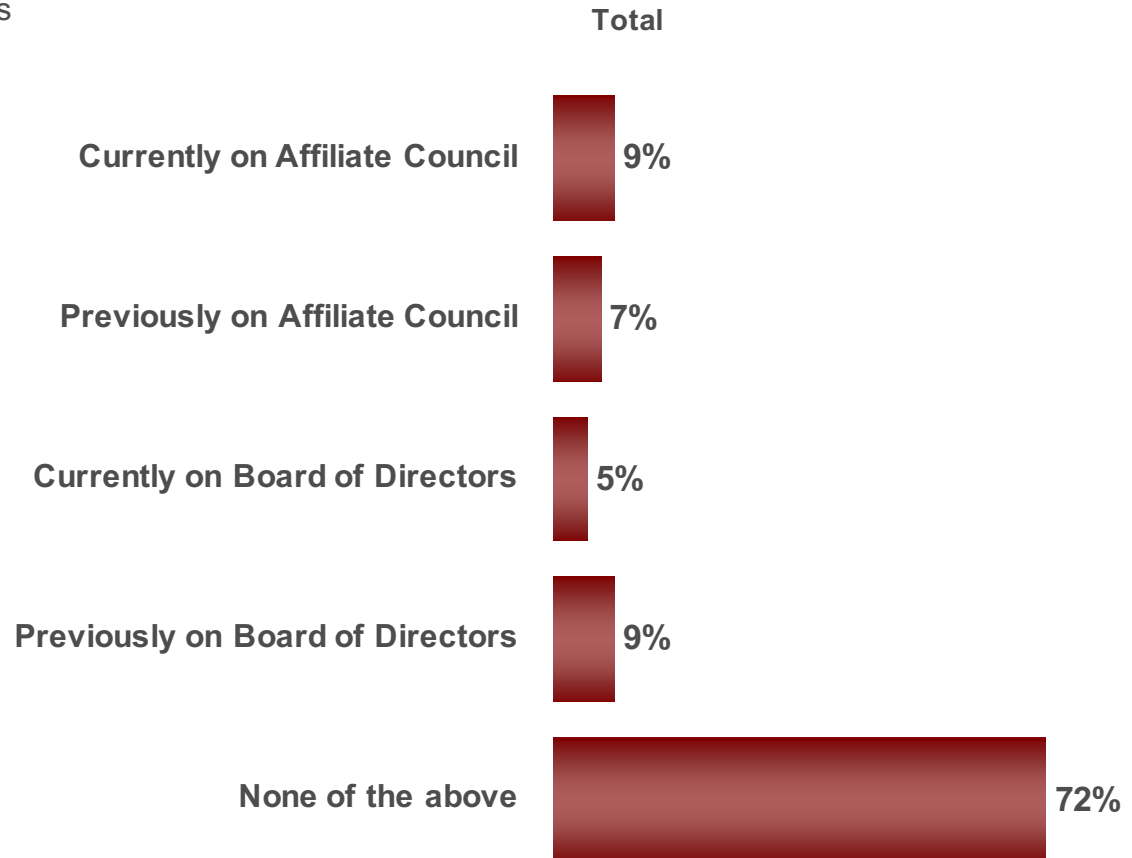
Q29: Approximately how many times has someone from your office attended each of the following types of events in the past 3 years? (Means. n=94).

Those who participated in the survey represent a broad spectrum of tenured relationships with NCLR, averaging 11.5 years of affiliation with NCLR.



Q24: How many years has your organization been an affiliate of NCLR? (n=94)

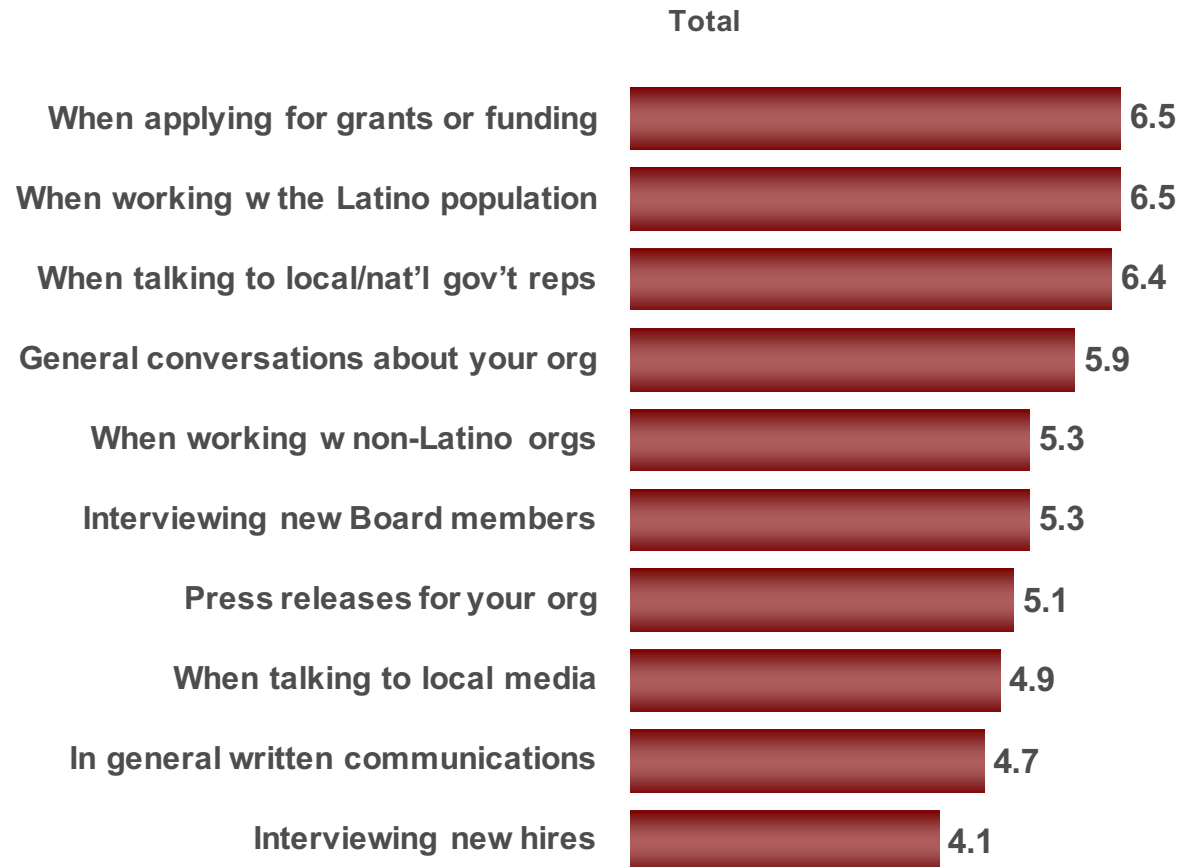
Nearly three-quarters of respondents have never had any participation in the Affiliate Council or been on the Board of Directors.



Q34: Has anyone in your organization ever held a position on the Affiliate Council or Board of Directors? (n=94)

NCLR Visibility and Communication

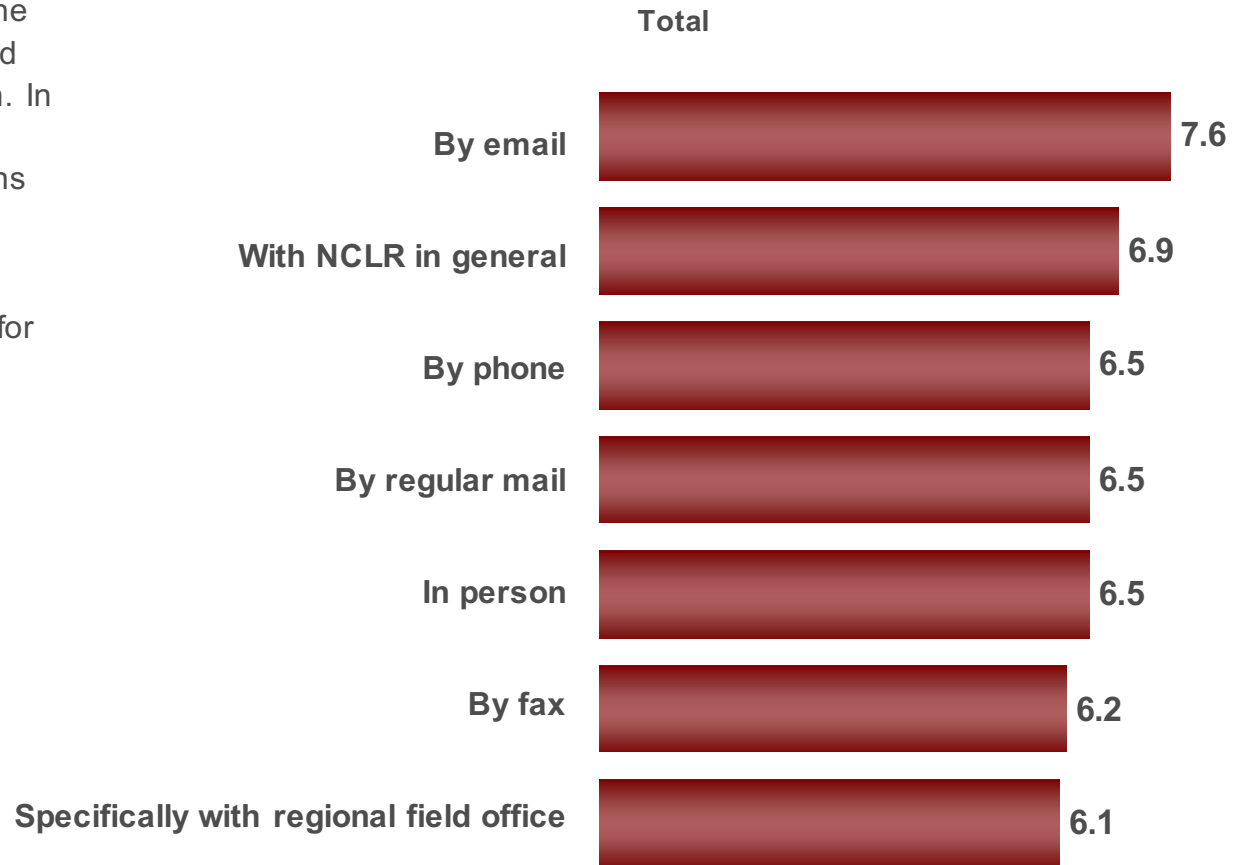
Affiliates appear to refer to their NCLR affiliation with regularity. In the qualitative work it was found that affiliates often do not include NCLR’s logo on written communications. The reason most often cited was not knowing they were supposed to. It was also clear that increased general awareness of NCLR would provide more of an incentive to display the logo.



Q18: In the various types of communication listed, how often do you refer to your organization’s affiliation with NCLR? 1=Never refer to NCLR affiliation, 10=Always refer to NCLR affiliation. (Means. n=94).

Affiliates are most satisfied with the level of e-mail communication and desire more local communication. In the qualitative work the desire for stronger personal communications and closer relationships was repeatedly emphasized.

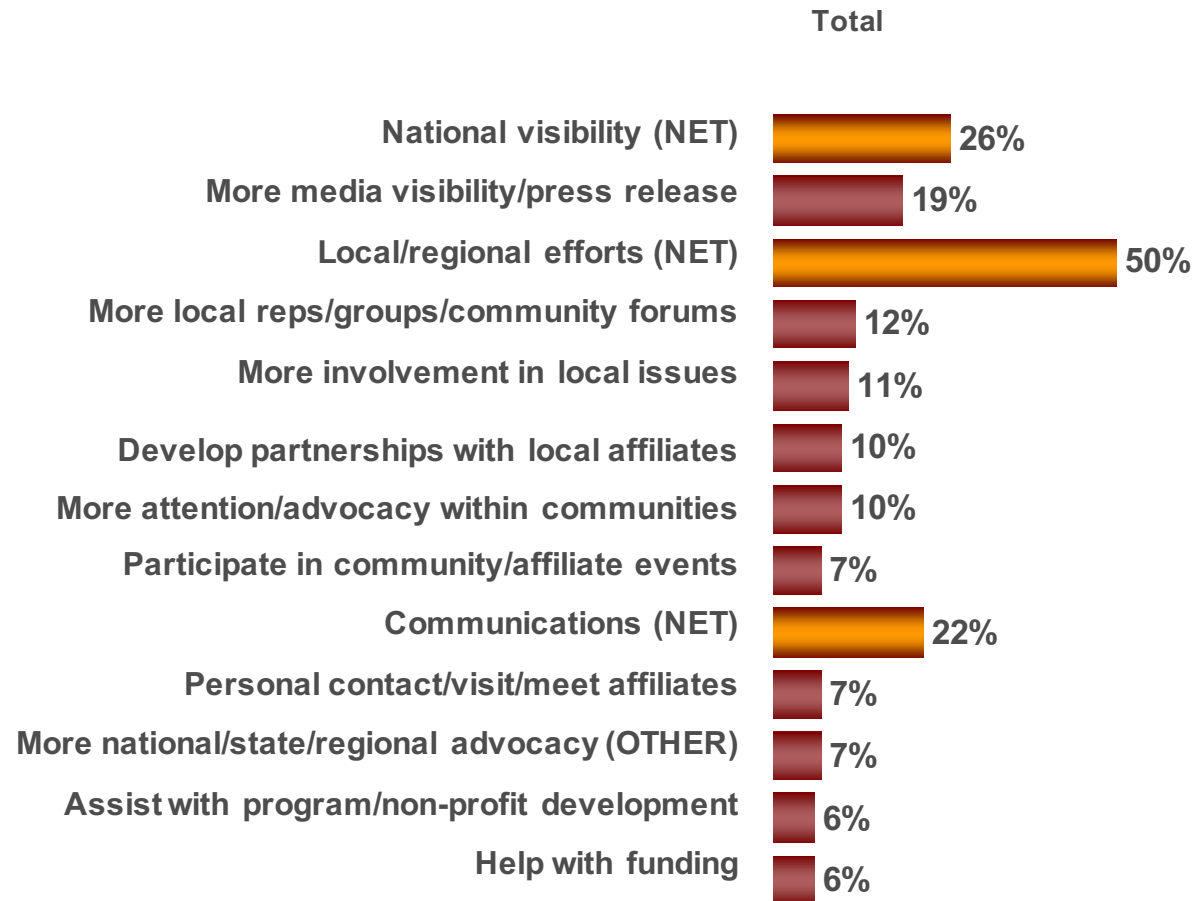
Throughout the study, the desire for more communication was emphasized by many affiliates.



Q19: How satisfied are you with the amount of communication you have with NCLR...? 1=Extremely Dissatisfied, 10=Extremely Satisfied. (Means. n=94).

When respondents were asked unaided for suggestions on improving NCLR’s visibility, a variety of suggestions ensued. Given the regional focus and expertise of affiliates, most recommendations were geared towards local efforts. From the qualitative work, it became clear that a stronger national presence is desired to support NCLR’s national impact.

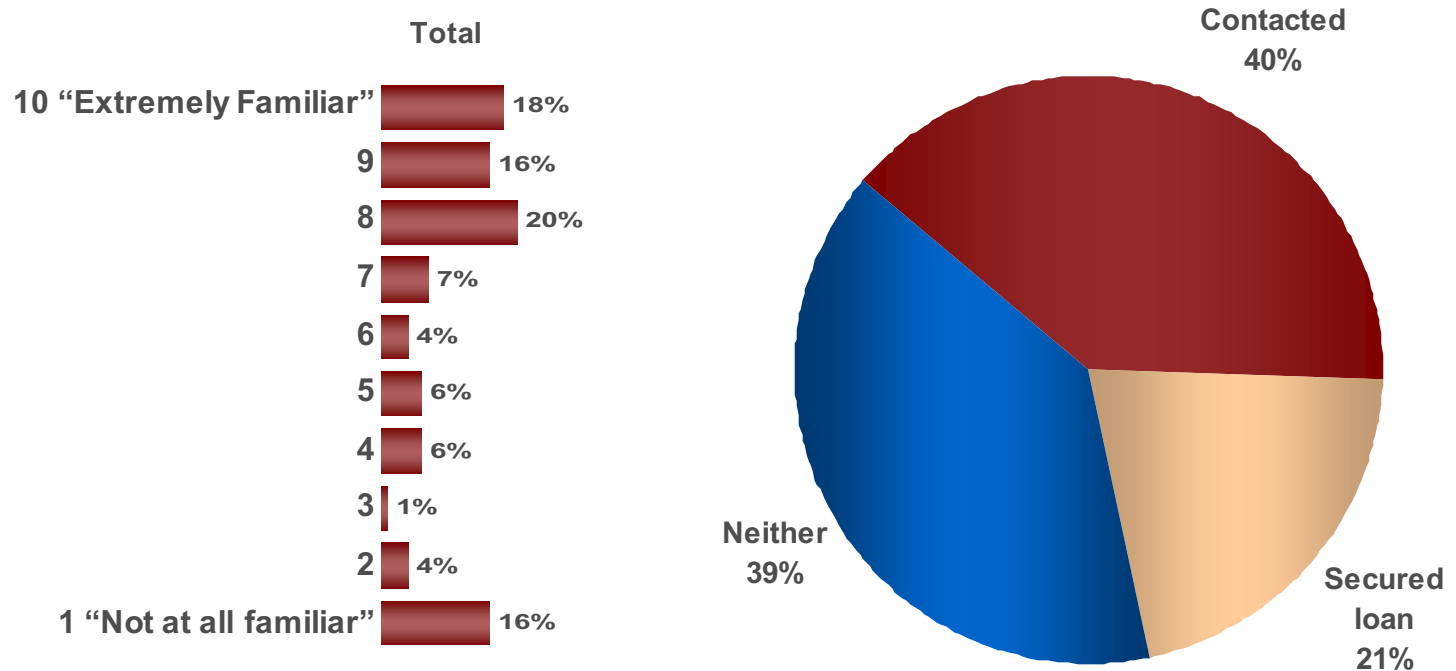
In the qualitative interviews, many affiliates believed that their organization’s names carried more weight and influence locally.



Q22: What suggestions do you have for ways in which NCLR can become better known for its programs or advocacy work, either on a national level or in your community? (Top mentions only. Multiple responses allowed. See appendix for more detail. n=94)

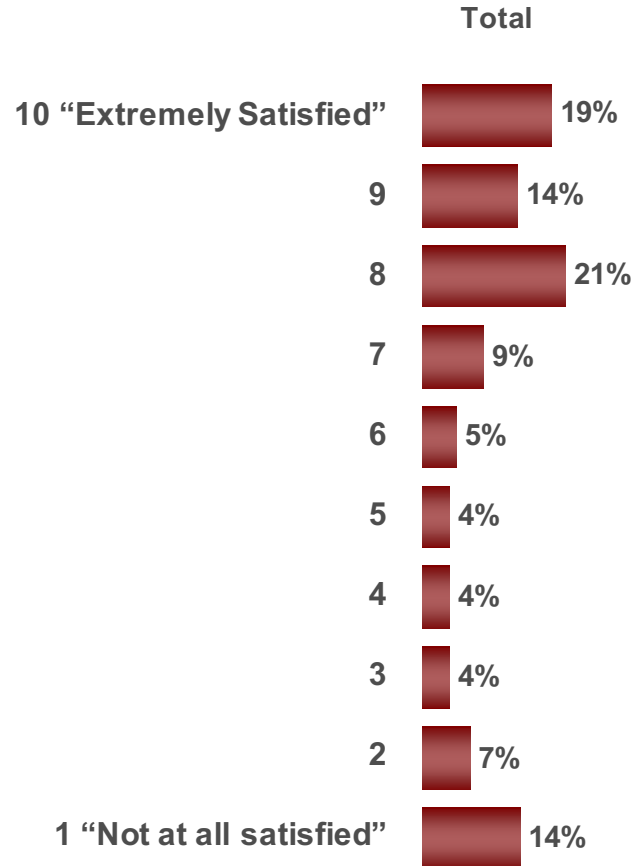
Raza Development Fund

Approximately half of affiliates felt rather familiar with RDF (score of 8 or higher) and 40% have actually contacted RDF. From the qualitative work we learned that among those who contacted RDF but did not use them said they got much better rates from their own sources, or they never quite understood RDF even after speaking with them.



Q14: How familiar are you with RDF (Raza Development Fund)? Q15. Have you ever contacted or used RDF? (n=94)

Of those who have used or contacted RDF, only about a third rated the experience a 9 or a 10. From the qualitative work some explanations of the low satisfaction stem from difficulties in understanding the process, even after meeting with representatives from RDF to concerns over RDF rates being higher than those from other options.



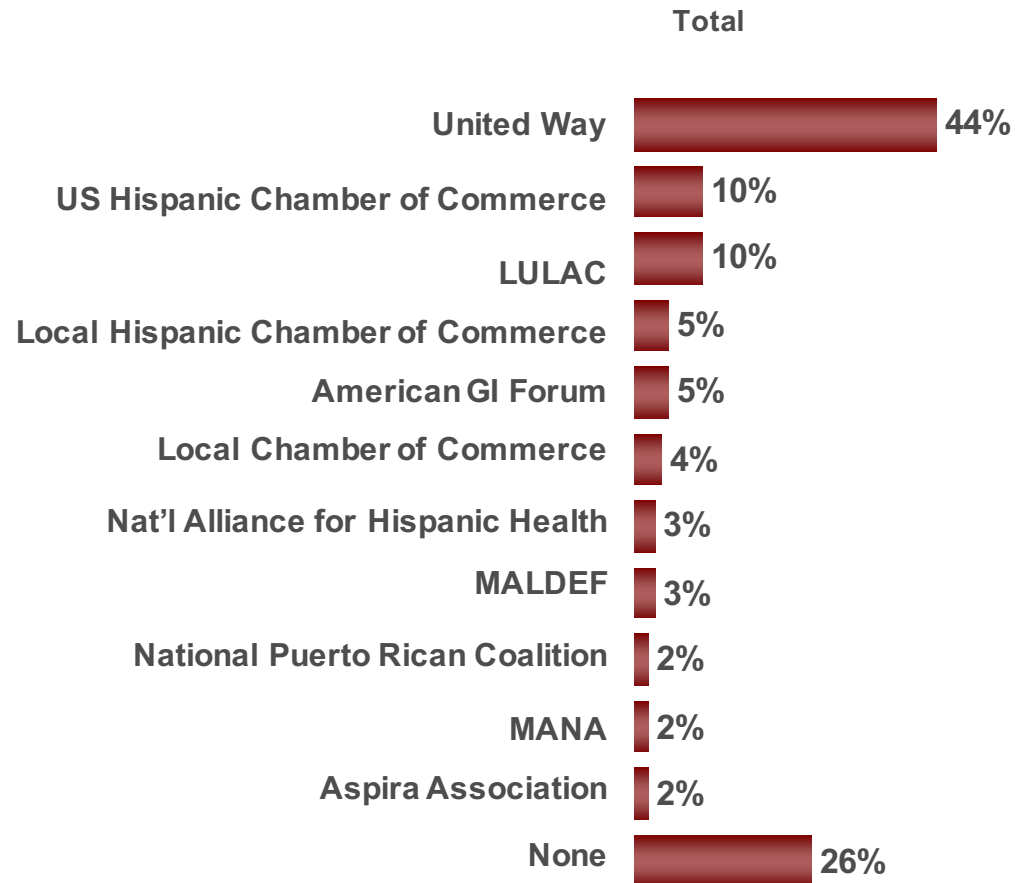
Q16: How satisfied were you with your experience with RDF?
Base: Those who have either contacted or secured a loan with RDF (n=57)

Other Organizations

Affiliates were asked to list all the other organizations they are affiliated with.

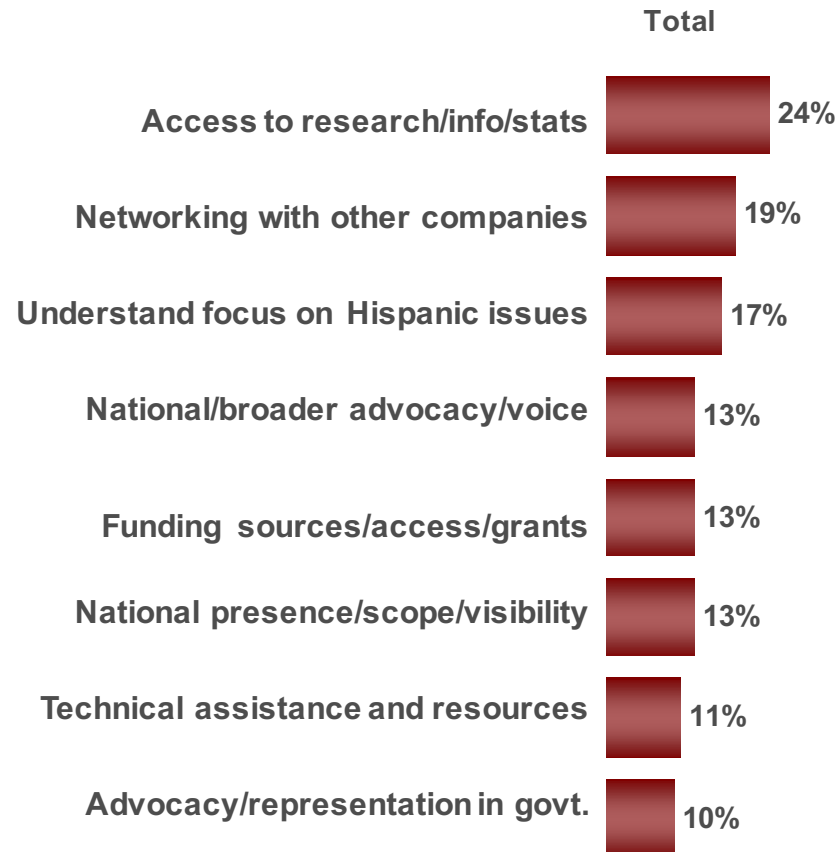
Approximately three-fourths of affiliates are affiliated with another organization, primarily the United Way. In the qualitative work we heard that often affiliates also belong to organizations more specific to their particular area of focus, such as housing.

From the qualitative work, affiliates saw MALDEF as having strong visibility, but very regional. They saw LULAC as having strong local ties, and more focused on civil rights than NCLR is. They also saw the USHCC as having strong visibility, but not in line with non-profits.



Q32: What other organizations are you affiliated with? (Top responses only shown. Multiple responses allowed. n=94).

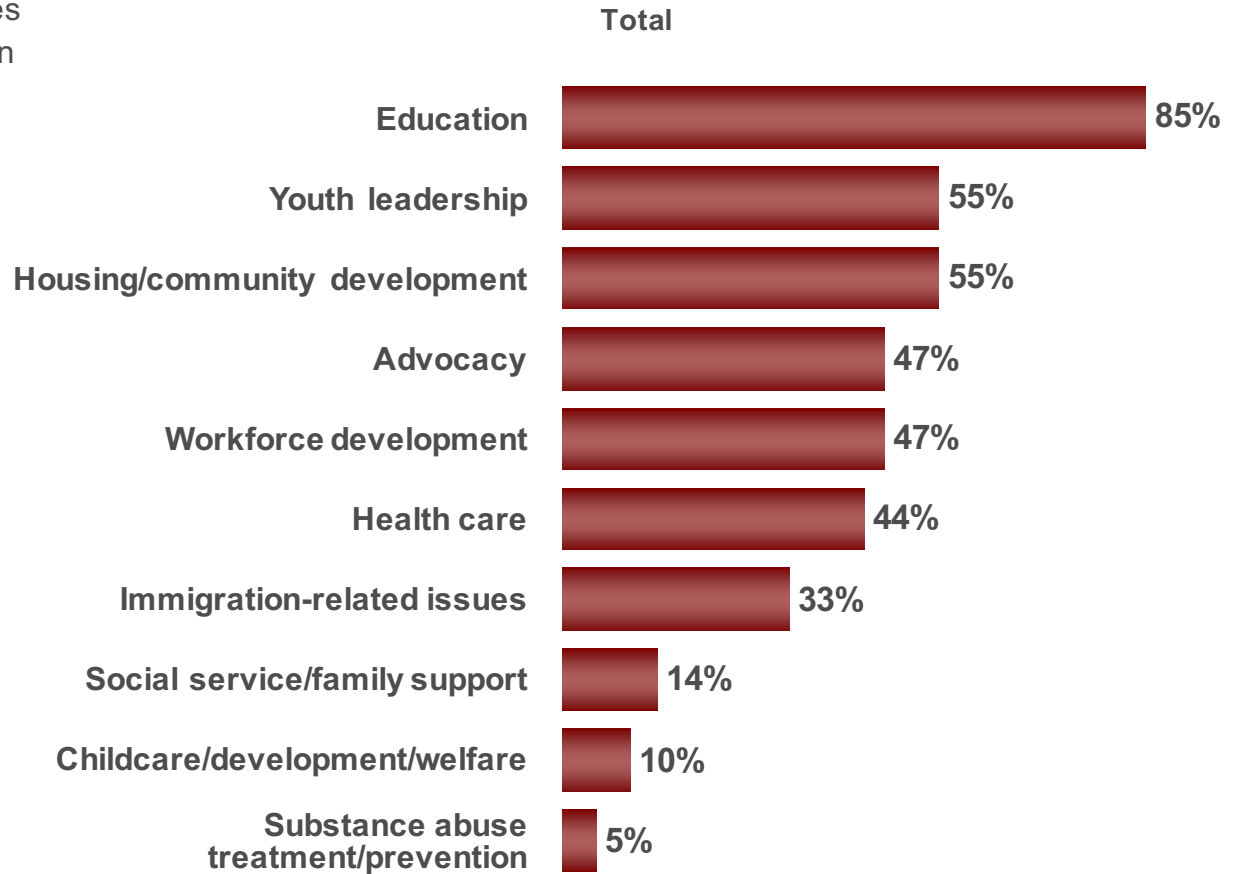
While affiliates mentioned NCLR's advocacy a top reason for joining, when comparing NCLR to other organizations the more tangible benefits (such as quality research) give NCLR an edge.



Q33: What do you gain from NCLR versus other organizations you may be affiliated with? (Top responses only shown. See appendix for more detail. Multiple responses allowed. n=70).

Profile of Affiliates' Constituencies Served

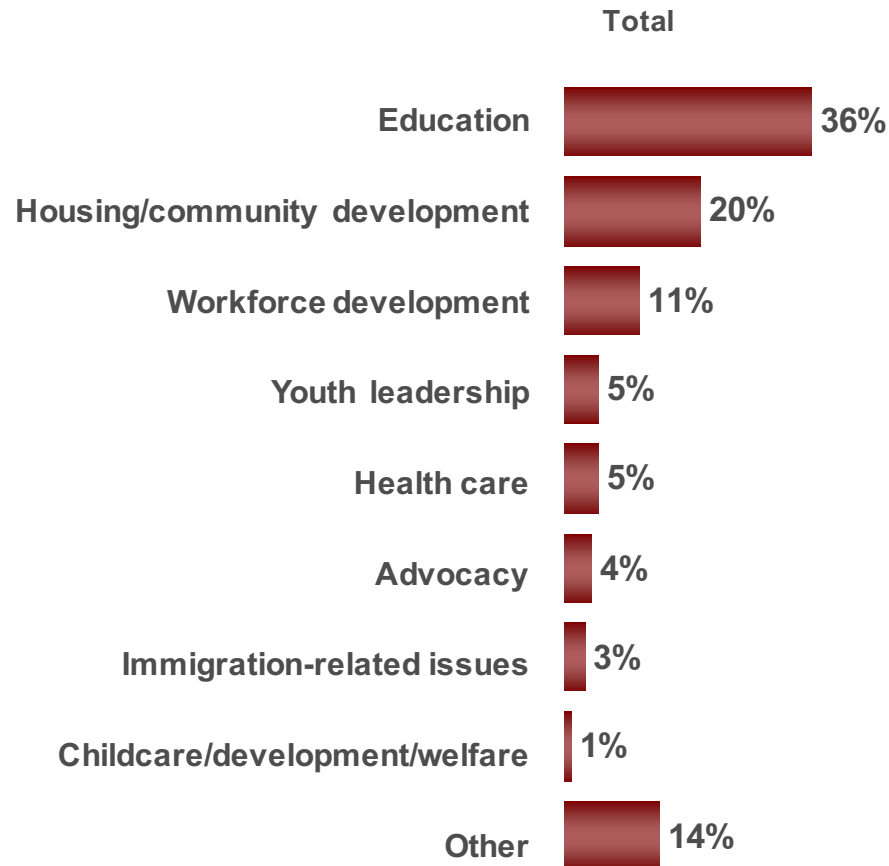
While most affiliates provide services in multiple program areas, education was the most prevalent.



Q30: In which of the following areas does your organization provide programs? (Multiple response. n=94).

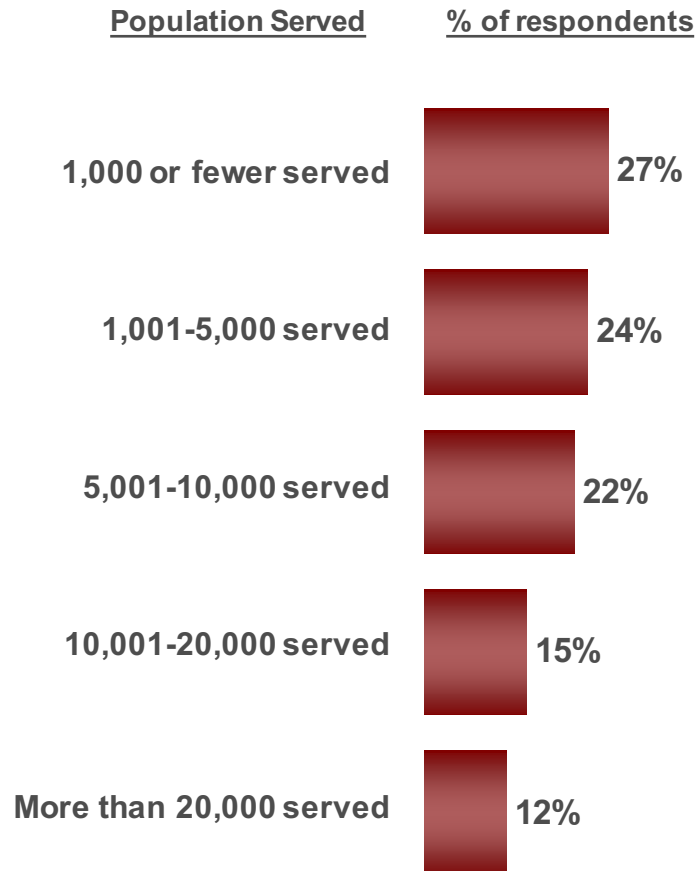
When affiliates were forced to choose the one area of primary focus, Education, and Housing/Community Development were the most prevalent.

Some areas, such as Youth Leadership, are commonly secondary areas of focus.



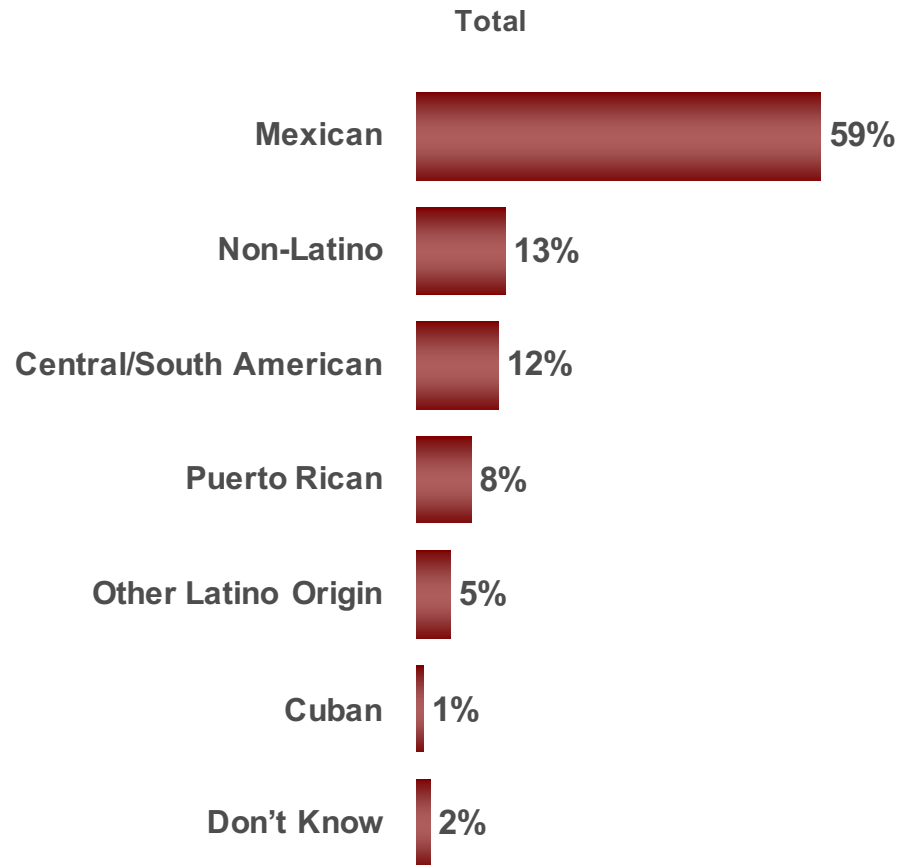
Q31: And which area would you say is your primary focus? (n=94)

Affiliates serve a large group of clients.



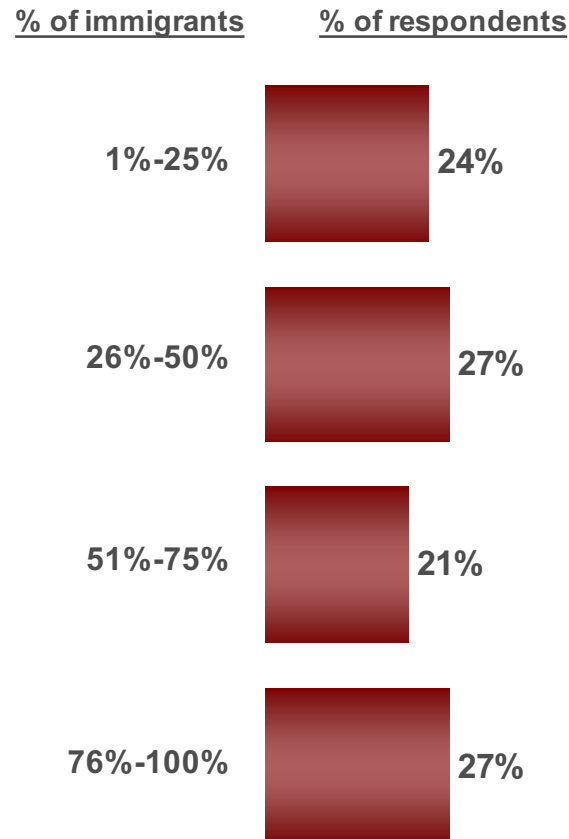
Q36: Approximately how many people does your organization serve annually? (n=94)

The populations served by affiliates is reflective of the mix of Latino origins in the United States.



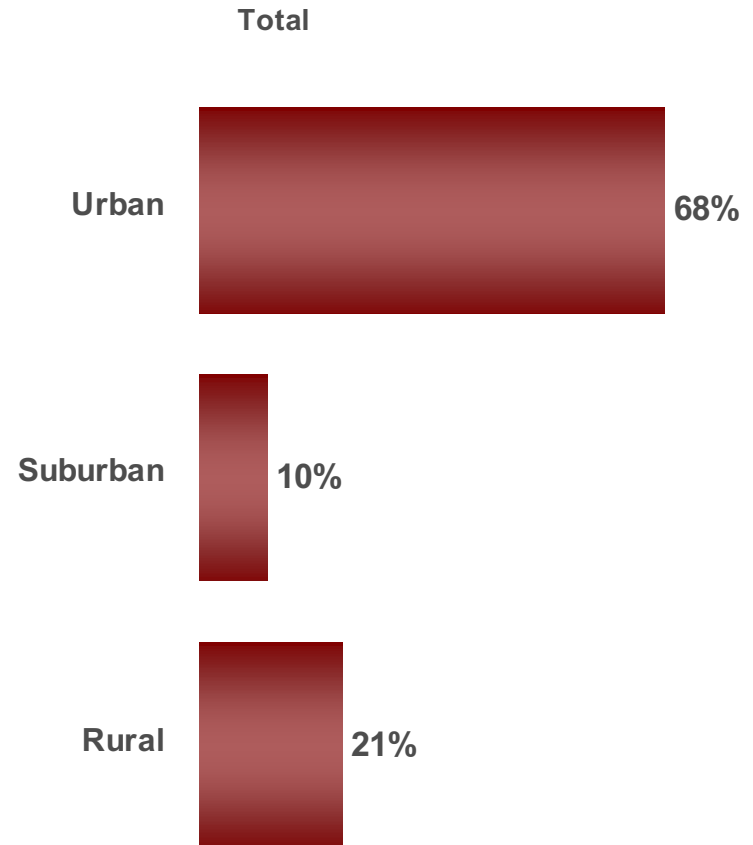
Q37: Approximately what is the composition of the people served? (Means. n=94)

On average, affiliates estimate that approximately 53% of the clients they serve are immigrants, which is higher than the overall average among the Latino population. There were directional differences indicating those in the East/Midwest serve a higher proportion of immigrants than those in the West/Southwest.



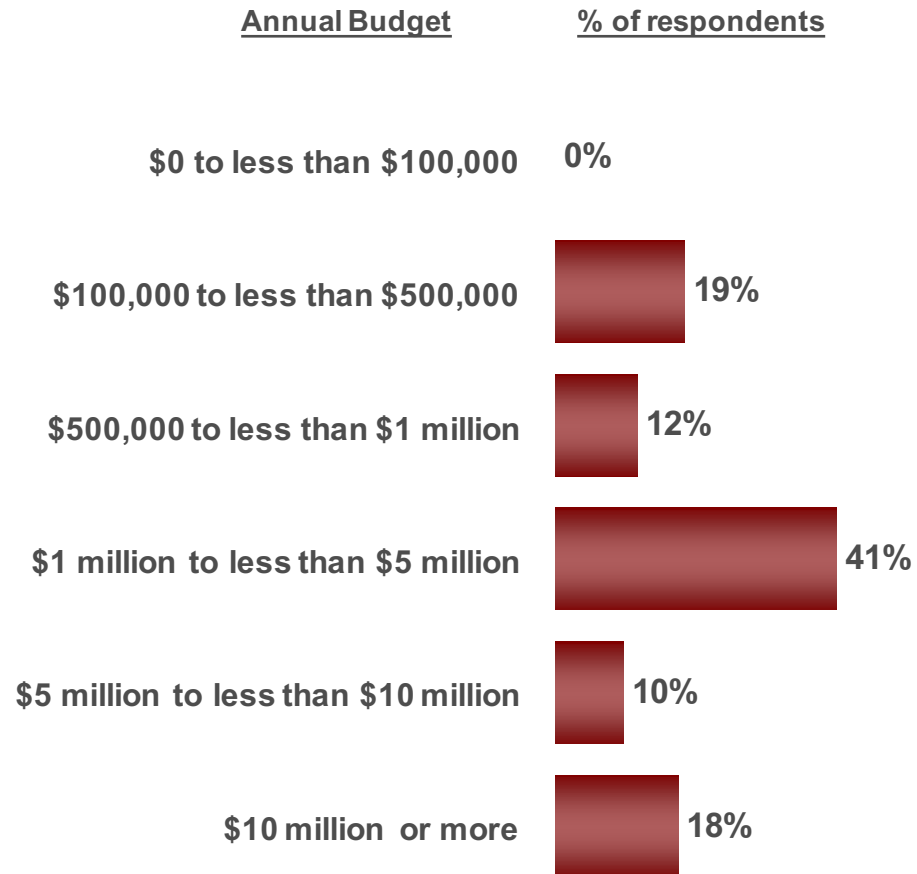
Q38: Approximately what percentage of those served are immigrants? (n=94).

Population Served is approximately two-thirds Urban

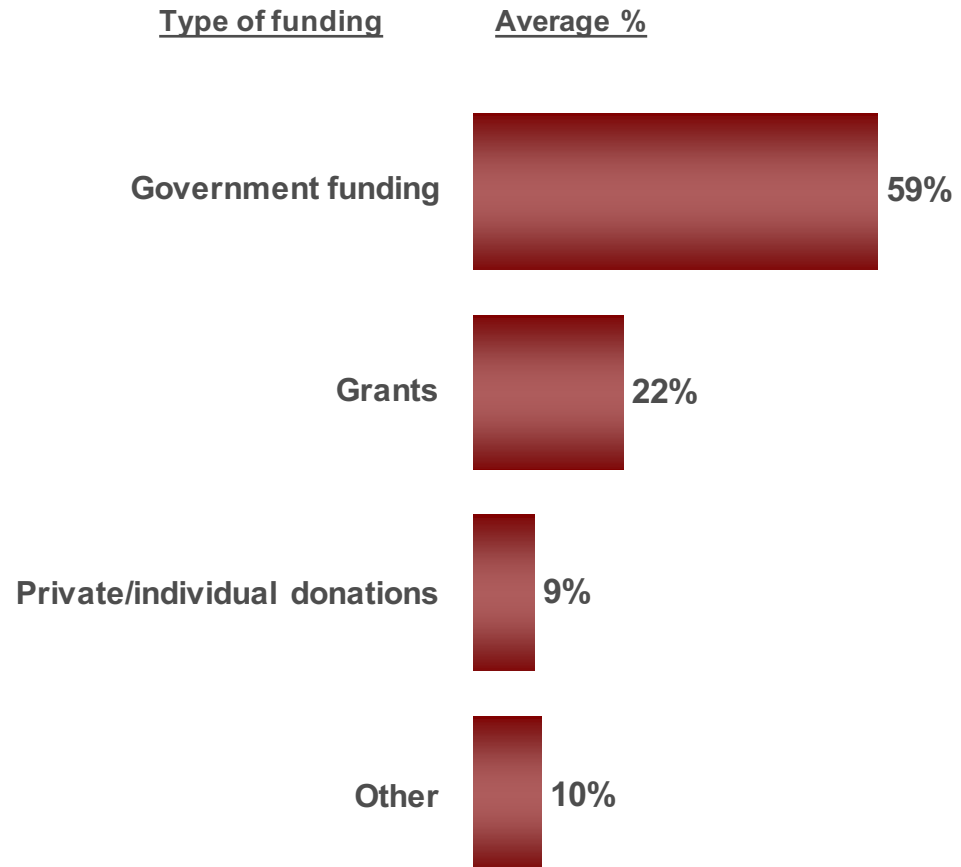


Q39: Please indicate the percentage of your work that is done in the following areas...
(Means. N=94)

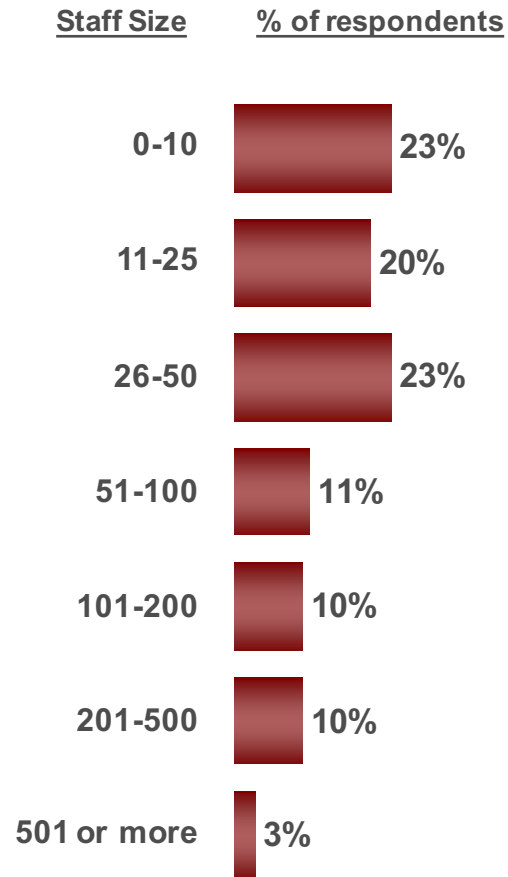
Profile of Respondents



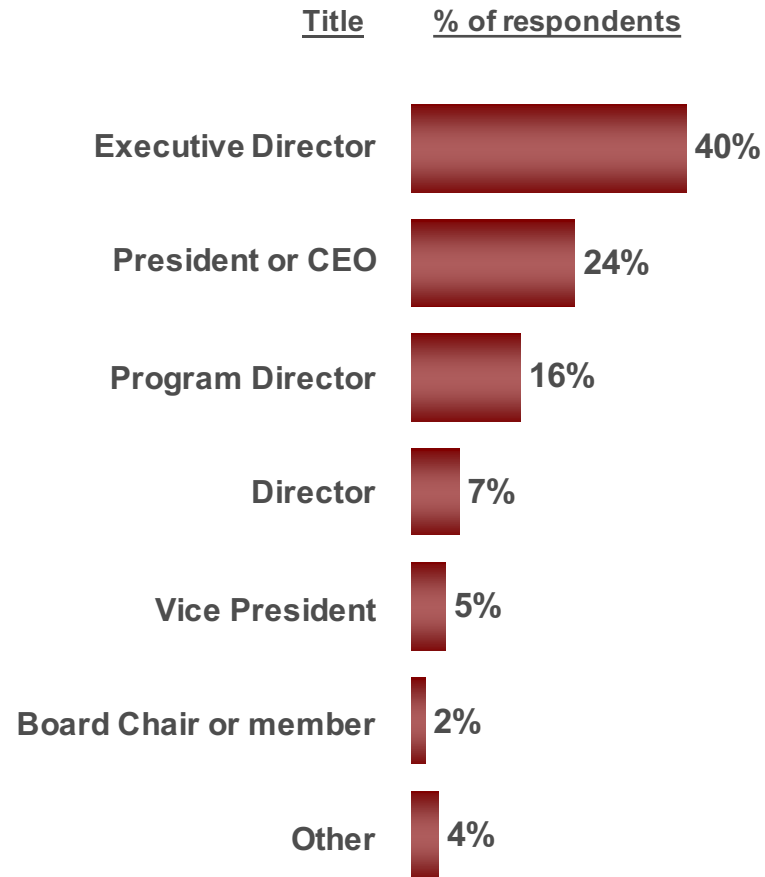
Q25: How large is your organization in terms of annual budget? (n=94)



Q26: What are your current funding sources? Please indicate the percentage of each.
(Means. N=94)



Q27: How many permanent staff work at your organization? (n=94)



Q28: Which of the following best describes your primary role in your organization? (n=94)

SOUTHWEST/WEST (NET)

50%

California

18%

Oklahoma

3%

Texas

14%

North Carolina

3%

Arizona

10%

Michigan

3%

Washington

5%

Kansas

3%

New Mexico

4%

Illinois

3%

Nevada

2%

Florida

3%

Utah

1%

Virginia

2%

Oregon

1%

Ohio

2%

Hawaii

1%

Massachusetts

2%

Colorado

1%

Maryland

2%

Delaware

2%

OTHER (NET)

2%

Puerto Rico

2%

Tennessee

1%

New Jersey

1%

Nebraska

1%

EAST/MIDWEST/SOUTH (NET)

49%

New York

6%

Minnesota

1%

District of Columbia

5%

Louisiana

1%

Wisconsin

4%

Kentucky

1%

Missouri

4%

Indiana

1%

Pennsylvania

3%

Georgia

1%

Connecticut

1%

Q35: In which state is your organization based?