

# Impact100<sup>TM</sup>

MAGAZINE

EAST BAY

**Learn About  
Impact100**

*Local*  
**Member  
and Grantee  
Spotlights**

**Membership  
Research  
Results**





Greater Chesapeake  
Chapter

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# A Letter from our Founder and CEO



**WENDY STEELE**  
Founder & CEO,  
Impact100

Twenty years ago, I pulled out a spiral notebook and began writing out the reasons women felt they couldn't give. For some, it was a matter of time commitment. For others, it was being discouraged by what they perceived as too small of a gift. I wanted all women to be invited to the giving party, and so I created an inclusive, flexible model in that spiral notebook. That model became known as Impact100.

Today, Impact100 Global offers the structure, resources, and community to ensure grants are

truly fulfilling local needs. At the same time, the Impact100 model provides enough flexibility that anyone can get involved no matter the amount of time, skills, or giving experience.

The stories within this magazine showcase the transformational work of the Impact100 chapters on a global scale. It shows what we can accomplish together and how the impact multiplies with each new chapter.

Most importantly, this magazine tells the story of Impact100 on a local level. Inside these pages are relationships that have been built, communities that have been empowered, and new initiatives that change what is possible. It brings into focus the hundreds of thousands of lives that are better because Impact100 brought individuals together to make a difference.

Looking through these pages, I am struck by the generosity of each Impact100 chapter. The Impact100 movement is thriving. By the end of 2021, our 20th Anniversary year, together, we will have given away more than \$100 million in grants to deserving nonprofits around the globe. That's amazing! What makes it even more so, is the fact that today we have even more women, in more communities, eager to expand the movement further. Imagine the Impact we will make together!

*Wendy Steele*

**Wendy Steele**

Founder & CEO, Impact100



Wendy Steele with Carrie Morgridge

*“The stories within this magazine showcase the transformational work of the Impact100 chapters on a global scale. It shows what we can accomplish together and how the impact multiplies with each new chapter.”*

**WENDY STEELE**  
Founder & CEO, Impact100

## ABOUT WENDY

As the founder and CEO of Impact100 Global and the creator of the Impact100 model, Wendy believes that in giving to others, we gain in incalculable ways and can encourage others to do the same.

The importance of giving back was instilled in her from a young age when she observed her grandfather helping countless members in his community during his banking career. This led her to see that all of us have something important to give.

Wendy's favorite aspect of Impact100 is visiting the chapters to share in their triumphs, see how they are owning the model and to witness Impact100 women changing lives.

In recognition of her work, Wendy has received multiple awards including being selected to the Forbes 50 over 50 Impact List (2021), Distinguished Honoree of the Jones Prize in Philanthropy from the Institute of Private Investors (2020), Jefferson Award for Public Service (2014).



# A Word from Carrie Morgridge



**CARRIE MORGRIDGE**  
Co-Founder, Morgridge Family Foundation

I first learned about Impact100 when I was invited to be a keynote speaker at a chapter event in Palm Beach about my book, *Every Gift Matters, How Your Passion Can Change the World*. From the moment the CEO began explaining what Impact100 does and how they

invest in transformative gifts, I was hooked. How in the world do 100 women agree on which projects to fund? I wasn't sure, so I scheduled a call with the founder, Wendy Steele.

Wendy cracked the code on collective giving when she created Impact100; an innovative model that brought at least 100 women together, each with a \$1,000 check, to create a \$100,000 transformational gift in their community. While Wendy was explaining how Impact100 was created, I was wondering, how is she putting food on the table? Her model was brilliant. Every cent of a woman's \$1,000 donation went directly to the grantee. How was Wendy able to build this movement without administration fees?

Wendy had never gotten this question before. I could tell she

## ABOUT CARRIE

Carrie Morgridge serves as a Co-Founder of The Morgridge Family Foundation (MFF). MFF invests in leaders and organizations that re-imagine solutions to some of today's greatest challenges.

Additionally, Carrie created Student Support Foundation, a national organization inspiring youth philanthropy.

Carrie graduated summa cum laude from International Academy of Design and Technology and speaks internationally on education advocacy, poverty alleviation, and philanthropy. She is the award-winning author of *Every Gift Matters* and *The Spirit of the Trail*.

Carrie is also an aggressive athlete, finishing ten Ironman competitions. She lives in Colorado and Florida with her husband John.

was stunned that I had asked it. It turned out Wendy had been running Impact100 as a volunteer, in addition to being a banker, wife, and mother of five. I knew that she had created something phenomenal, but that her personal sacrifice

was neither sustainable nor beneficial if Impact100 wanted to reach its full potential.

The Morgridge Family Foundation could see the potential of scale and really wanted to help Wendy take this

*“This magazine is a way to show the possibilities that await if we rally the Impact100 Global movement as a united force of giving.”*

## CARRIE MORGRIDGE

Co-Founder of the Morgridge Family Foundation



Carrie Morgridge and Wendy Steele with Impact100 members

organization to the next level. That is why, amongst other investments, we have deployed the MFF Publishing team to launch a research initiative that quantifies the impact of Impact100. We recognize that growing this movement takes a village, and that means engaging the existing global chapters toward a common goal. This magazine is a way to show the possibilities that await if we rally the Impact100 Global movement as a united force of giving.

I tell every woman I meet that joining Impact100 is the best way to learn how to give, collaborate, and understand firsthand what is going on in your own community. I'm so passionate about Impact100, I'm the only person to join every Impact100 chapter around the world! I hope as you read these pages, the transformative power of Impact100 lifts your spirits and inspires your own generosity. Enjoy!

*Carrie Morgridge*  
**Carrie Morgridge**  
Co-Founder of the Morgridge Family Foundation & member of all Impact100 chapters globally



# About Impact 100

## HOW IT WORKS



100 WOMEN  
\$1,000 EACH

=

\$100,000  
TRANSFORMATIONAL  
GRANT



1 WOMAN

=



1 VOTE



The global movement  
has expanded to

60+  
CHAPTERS  
WORLDWIDE

Impact100 has  
collectively made a

\$100  
MILLION  
INVESTMENT

in transformational change  
worldwide.

IMPACT100'S  
FLEXIBLE,  
DEMOCRATIC  
GIVING  
CIRCLE  
APPROACH

empowers women to be  
active changemakers in  
their community

WITHOUT IMPACT100,

women often face roadblocks to giving their time,  
treasure, and talent (i.e. families, careers, lack of access to  
information, resources, or connections)

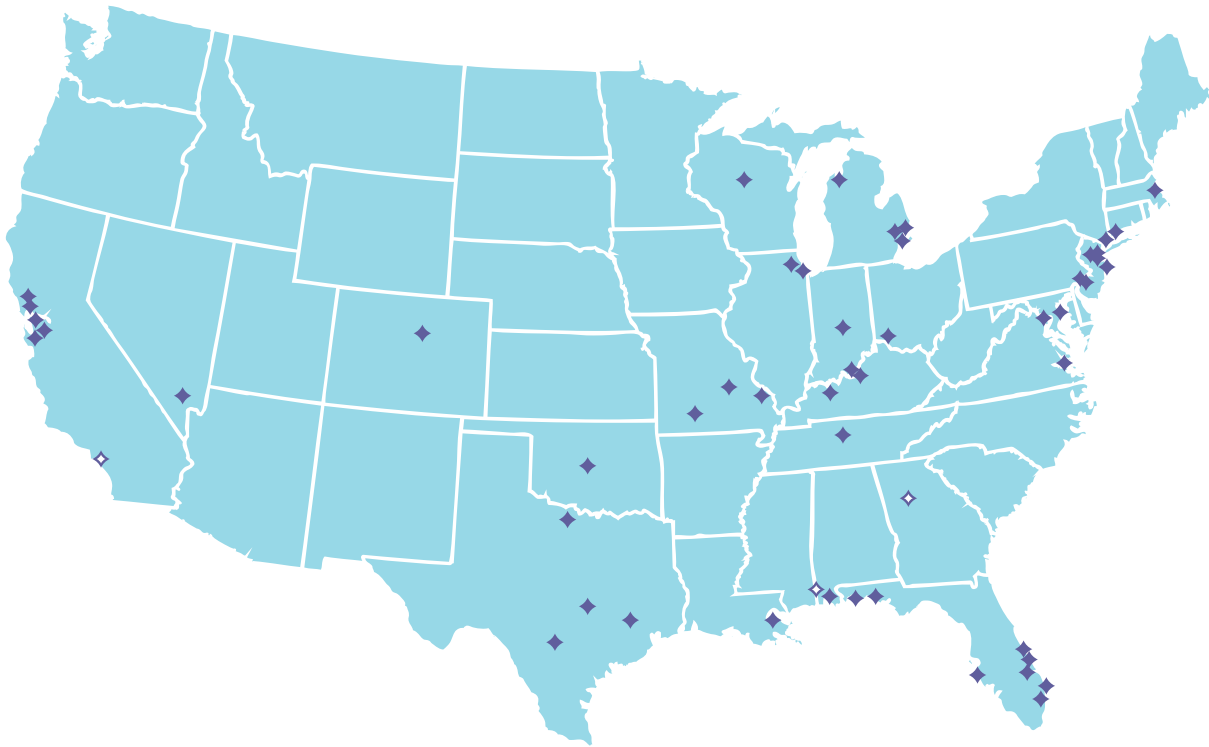


CHAPTERS ARE VOLUNTEER-LED

## THE GROWING REACH OF IMPACT100

- ◆ ESTABLISHED
- ◆ IN DEVELOPMENT

### UNITED STATES



### AUSTRALIA & NEW ZEALAND



### UNITED KINGDOM





## IMPACT100 IN CONTEXT

### What is a giving circle?

A giving circle is defined as a hyper-local group of people who pool their resources to more effectively give back. Giving circles are often brought together by a common interest or quality, such as gender, race, religion or a passion for the environment. Given the local and specific focus of these groups, their grassroots activism often breathes new life into underrepresented and underfunded organizations and causes.

Charitable giving has become more and more a social act. As a result, the popularity of giving circles grew significantly over the last two decades. The Future of Giving, a report on trends in philanthropy by sparks&honey and the Morgridge Family Foundation, found that the number of giving circles increased 225 percent from 2006-2017.

Not only are giving circles popular, they're effective. A 2018 study by the Women's

Philanthropy Institute and the Collective Giving Research Group found that giving circles engage people new to philanthropy and that those giving circle members leverage their experience by building powerful philanthropic social networks.

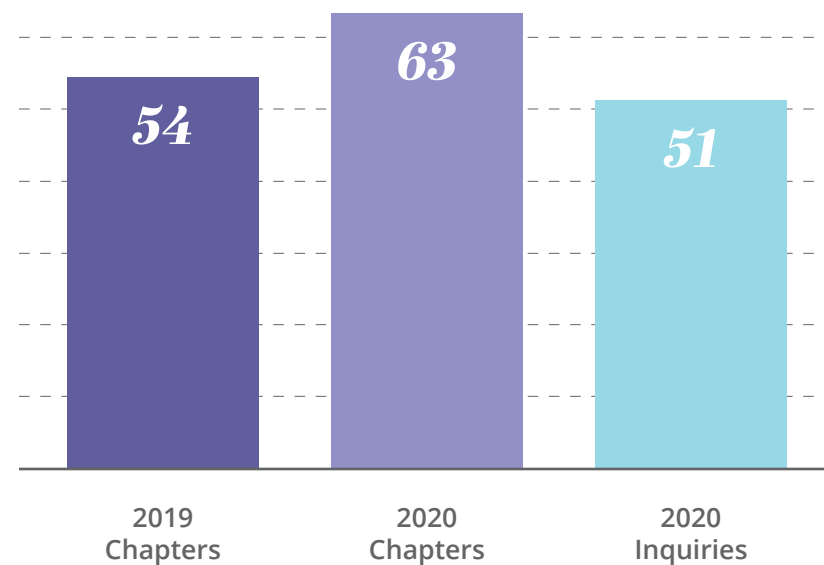
As giving continues to grow and evolve, there's no doubt that giving circles will play an important role in shaping future philanthropists and their priorities.

### So, where does Impact100 fit in?

While Impact100 closely resembles giving circles in its model and functions, it sets itself apart in a few key ways.

Impact100 is both a grassroots and top-down organization. Interest in starting a chapter and mobilizing members happens at the local level, while resources, structure and tools come from Impact100 Global. While each chapter determines their specific focus areas and

### Chapter Count & Inquiries: 2019-2020



Oakland Chapter membership at their 2019 Grant Announcement Event

chooses their own grantees, they share a common goal and model. Chapters around the world can communicate and learn from each other.

In just a single year - in the midst of a pandemic - 9 new Impact100 chapters were launched around the world, while 51 additional communities raised their collective hands to inquire about starting their own chapters. Impact100 Global is the fuel that accelerates this growth—turning connected, local missions into a cohesive global movement so that more women in more communities can change the world.

There are nearly as many communities eager to launch an Impact100 chapter as there are existing chapters. This abundance of interest means Impact100 has the potential to grow exponentially in the coming years. We not only have the potential—we have the plan. Together, there is no limit to the impact that we can achieve.

*In just a single year - in the midst of a pandemic - 9 new Impact100 chapters were launched around the world, while 51 additional communities raised their collective hands to inquire about starting their own chapters.*



# A Letter from your Chapter President



**CAROL NITZ**

**East Bay Chapter President**

If you are like many people, you have independently given time and money to worthy charities over the years. In June 2016, a group of Bay Area women were presented an opportunity to do more. The impetus came from Nancy Clark, a Danville businesswoman and Board member of a Sonoma County non-profit. While reviewing the organization's financials, she noticed a very generous grant from a new donor, Impact100 Sonoma.

Curious, Nancy learned more about Impact100's all-volunteer, women-led philanthropic model. Inspired by the concept of creating a greater impact by pooling members' donations, she

was amazed to find that no such organization existed in her area. So she invited a small group of friends to hear from the women of Impact100 Sonoma. Afterward, she asked, "Are you interested in starting something similar here?" The response was an immediate "Yes!" Energized, the women got busy and Impact100 East Bay was born.

In September 2017 the East Bay chapter proudly awarded its first grant: \$55,000 to Oakland-based MISSEY (Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth) to support a pilot program that provided technical and life skills training to the young women it serves.

In subsequent years, Impact100 East Bay's membership has grown and so too have the chapter's transformational grants:

- Opportunity Junction was

awarded a grant of \$103,000 in 2018 for its Roadmap to College program, which assists at-risk youth in completing college and core employment programs.

- In 2019 CASA (Court Appointed Special Advocates) of Contra Costa County received a \$108,000 grant to launch a unique teletherapy program that allows foster youth more consistent access to therapists. The outcome was so successful that the model has attracted interest from other counties and the State.

- Members selected Covenant House of California as the 2020 grant recipient, awarding \$109,000 to deliver on-site, robust mental health services for homeless youth in Oakland.

- Two grants will be awarded in September 2021 for the very first time: a \$100,000 Impact Grant and a \$25,000 Community

Grant! The dual grants are made possible by adding and retaining members along with the support of several women who have generously sponsored new members.

Immense unmet needs continue to challenge so many in Alameda and Contra Costa counties. Through the grant applicant vetting process, the women of Impact100 East Bay have come to know many local nonprofits that heroically serve these populations. Their contributions to our communities motivate us to do even more. We'd like nothing better than to support every grant finalist that meets our rigorous selection criteria.

The equation is simple: the more members we have, the greater our ability to provide multiple grants that will assist those in need. The goal is to attract 150 members in 2022 and to double that within the next five years.

Impact100 East Bay is making a big difference. You can help us achieve our goals for the future by contacting [membership@impact100eastbay.org](mailto:membership@impact100eastbay.org).



## East Bay



Serving  
**ALAMEDA  
& CONTRA  
COSTA  
COUNTIES**  
CALIFORNIA

**2016**  
Year Founded

**125**  
Number of Members

**\$500K**  
given to  
**6 GRANTEES**

**Focus Areas:**  
**Arts and Culture**  
**Education**  
**Environment, Recreation  
and Preservation**  
**Family**  
**Health and Wellness**



# Member Spotlight

FEATURING



**JUDITH  
FEUER**

*Member since 2020*



**SUE  
SCHWARTZMAN**

*Founding Member*

## Why did you join Impact100 East Bay?

**JUDITH:** I was introduced to Impact100 by Nancy Clark, founding member of our East Bay chapter. I mentioned to her that I was looking to become more involved in and give back to our community. She suggested I attend an upcoming meeting so that I could see firsthand the impact of the collective contributions of the members. At my first meeting, I was inspired by the women in attendance and the impact they are having on our community. I knew this was something I wanted to be a part of and to contribute to. The work that so many non-profit organizations in our region are doing is invaluable and to be able to help support that work is dynamic and thrilling.

## Describe a meaningful moment from your Impact100 experience.

**JUDITH:** The most meaningful moment to date for me was the 2020 gala celebration where the winner of the \$109K award was announced. It was an opportunity for the worthy finalists to talk about their organizations, the work they do every day to improve the lives of those in our community, the specific project this award would fund, and a chance to hear from folks involved in their respective organizations. This moment gave each Impact100 member a chance to understand the magnitude and meaning of the award to the finalist organizations and the benefit they would be able to provide to those in need. I don't think there was one dry eye in the

virtual house that evening as we celebrated those deserved organizations and the lives they are impacting day in and day out.

**SUE:** I always say that the grants committee is where the rubber meets the road. When you read all of the grant applications or LOI's you learn so much about the community and the needs and are forever changed. There is also that moment at the grant celebration where the nonprofits tell their stories and when they bring clients that have been helped by the organization who share their personal journey.

It is always so meaningful and unforgettable. It is a few moments in time that let you know you are doing the right thing by being part of this collective good.

## What do you think democratic giving circles, like Impact100, offer their members?

**JUDITH:** Organizations like ours provide a way for those that are philanthropically inclined to use their voice for the greater good of the community and to dramatically increase the impact of that voice by contributing via a giving circle like ours. How amazing it is to give a small donation that can then be turned into a significant award that funds a vital program within our community. Not only is Impact100 a way to optimize the funding of necessary programs in our very own backyard, it is also a way to become personally involved, a way to give back, and a way to teach our younger generations what it means to help others.

## What about Impact100 inspires you to return year after year?

**SUE:** I return each year aware of the collective power and potential of a group of smart and caring women to not only draw attention to the needs in our community and make an annual impact grant, but to also educate and inspire more

philanthropy amongst members and their networks. I truly believe that the more giving, the more peace in our world.

I also appreciate the professionalism and thoroughness of the grants committee and all of the volunteers. Knowing that any of the finalists will use the grant to address such relevant and immediate local needs brings me back each year.

## What would you tell someone thinking about joining their local Impact100 chapter?

**SUE:** Look, you will NOT remember how you spent \$100/month over the year... maybe a few outfits, daily coffee, or a mani/pedi, but if you put that money aside to be part of a \$100,000 grant to help people in the community, that you will remember.

It is important to be aware of the needs around us and Impact100 is the easiest way to act on them. You have the opportunity to get as involved as you wish. Or, you can write a check. Either way, one woman, one community, and one life changing vote!

*“Look, you will NOT remember how you spent \$100/month over the year... maybe a few outfits, daily coffee, or a mani/pedi, but if you put that money aside to be part of a \$100,000 grant to help people in the community, that you will remember.”*

**SUE SCHWARTZMAN**  
*Impact100 East Bay*



## GRANTEE SPOTLIGHT

# CASA of Contra Costa

CASA (Court Appointed Special Advocates) of Contra Costa County recruits, trains and supports volunteers, including licensed mental health professionals, to provide support and services to youth in foster care.

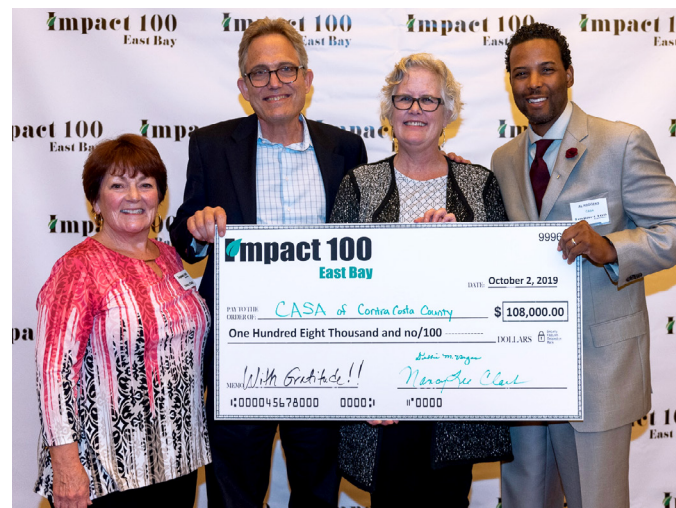
For the CASA Therapy Project, we recruit licensed therapists to provide pro bono one hour a week of therapy to a foster youth for as long as the young person wants therapy. We started this program because we discovered that many foster youth were ineligible for Medi-Cal funded mental health services because it was not considered a “medical

necessity” even though, by definition, every foster child has experienced severe trauma caused by abuse and/or neglect.

Impact100 Easy Bay was the only organization that understood the impact this program could have for foster youth and the community as a whole. They provided the seed money to get the program off the ground, and the program has been much more successful than we ever imagined. Our 18 month goal was to serve 25 foster youth, but within 12 months we had served over 50 foster youth. The program has been so successful that



CASA celebrates 40 years of Advocacy in 2021.



CASA of Contra Costa County receiving their grant check in 2019 from Chapter founder, Nancy Clark.



Teletherapy Session.

other funders have now stepped forward and we expect to roll out the program statewide within the next few months.

Impact100 Easy Bay was really wonderful before, during, and after the grant process. At the site visit it was clear they had read all the material we sent to them, including the financials, and understood what we were trying to do. They asked such intelligent questions and we had an interesting and in-depth conversation about the issues impacting foster youth. In addition, the involvement of the large Impact100 community really made us feel like we had the community behind our work. I have worked as a non-profit Executive Director for 35 years and this was far and away the best funding experience of my career.

*As a direct result of Impact100 East Bay's grant of \$108,000 over 60 foster youth have been served (versus goal of 25); over 80 therapists have expressed interest in participating; and CASA and A Home Within have received \$1,150,000 in additional grants to expand the program statewide serving 600 foster youth annually.*



## GRANTEE SPOTLIGHT

# Opportunity Junction

Driven by the fundamental belief that everyone who works hard deserves the opportunity to succeed, Opportunity Junction's mission is "to help motivated Contra Costa job seekers develop the skills and confidence to launch careers that lead to financial security."

Launched in 2000, Opportunity Junction has grown from a start-up nonprofit running a single job training and placement program into a regional hub with five programs that assist residents from eastern Contra Costa County to address barriers to employment or advancement in their careers, all offered at no charge to participants. Programs include: the Administrative

Careers Training (ACT) program; the Healthcare Career Pathway (HCP) Certified Nursing Assistant (CNA) program; Road Map, our suite of services for 18-24 year-olds; Career Counseling and Placement Assistance; and an evening Technology Center that offers free computer classes,

internet access, and an annual Do-it-Yourself Tax Assistance program.

We enrolled 187 motivated, low-income job seekers into job training, career counseling, and our Road Map youth program. We placed 131 into

employment, averaging \$17.09 per hour, including both 106 initial placements and alumni we helped earn promotions or new positions. Altogether, we served 1,092 local residents, despite the pandemic and the lockdown.

The grant we received from Impact100 East Bay made a huge difference to the transition-aged youth in the area who were facing significant employment barriers. It allowed us to test out the best ways to help these young people develop the skills they needed to launch careers.

The women of Impact100 East Bay joined us as partners in our work in a way that we haven't experienced before in our work with funders. One offered her skills as a videographer. Another provided consultation on staff development. They come from varied professional backgrounds and have so much to contribute. They also understand that with new program development there is the need to evaluate and iterate the program design in order to achieve the most impact. The longer time horizon for these grants makes that possible.



(Immediately above) Opportunity Junction celebrates receiving their grant with members of Impact100 East Bay.

*“The grant we received from Impact100 East Bay made a huge difference to the transition-aged youth in the area who were facing significant employment barriers.”*



# The Impact of Impact100

## INTRODUCTION

While there is comprehensive and diverse literature on giving circles in general, there has been no research conducted specifically on Impact100 to measure its growth, impact on members, and influence on grant recipients. In order to fill the knowledge gap, Impact100 Global partnered with the Morgridge Family Foundation to conduct qualitative and quantitative research with 15 participating chapters. The research focused on three main tasks:

1. Highlighting the components of membership that are most empowering and measuring the value of member empowerment
2. Investigating factors that affect member satisfaction
3. Assessing the impact of chapters locally through the transformative work of their grantees

On the following pages are the highlights of this research. Through individual testimonies and collective statistics illustrating common experiences, the research painted a clearer picture of how Impact100 enacts positive and lasting change on the lives of its members, its grantees and its communities around the world.

*“One of the strongest values of Impact100 is that we know how and where the money is going to be spent.”*

**MEMBER**

*Impact100 South Australia*

## MEMBER EMPOWERMENT

Impact100’s core mission is two-fold: to enact positive change in communities around the world and to empower women to expand their role in philanthropy. Impact100 was built on the idea that participating in philanthropy is more than just giving. It is about learning, building community and empowering each other.

When researching member empowerment in Impact100 chapters, it was important to first define what empowerment means and how to recognize its existence, or lack thereof. This research defined

“empowerment” as having a few critical features, namely a sense of control over outcomes, an individual’s belief in their ability to impact those outcomes and awareness of one’s environment.

On these factors, Impact100 members rated their experience highly. Results can be seen below and on the following page.

**91.67%**

of members say they are knowledgeable about a grant’s impact

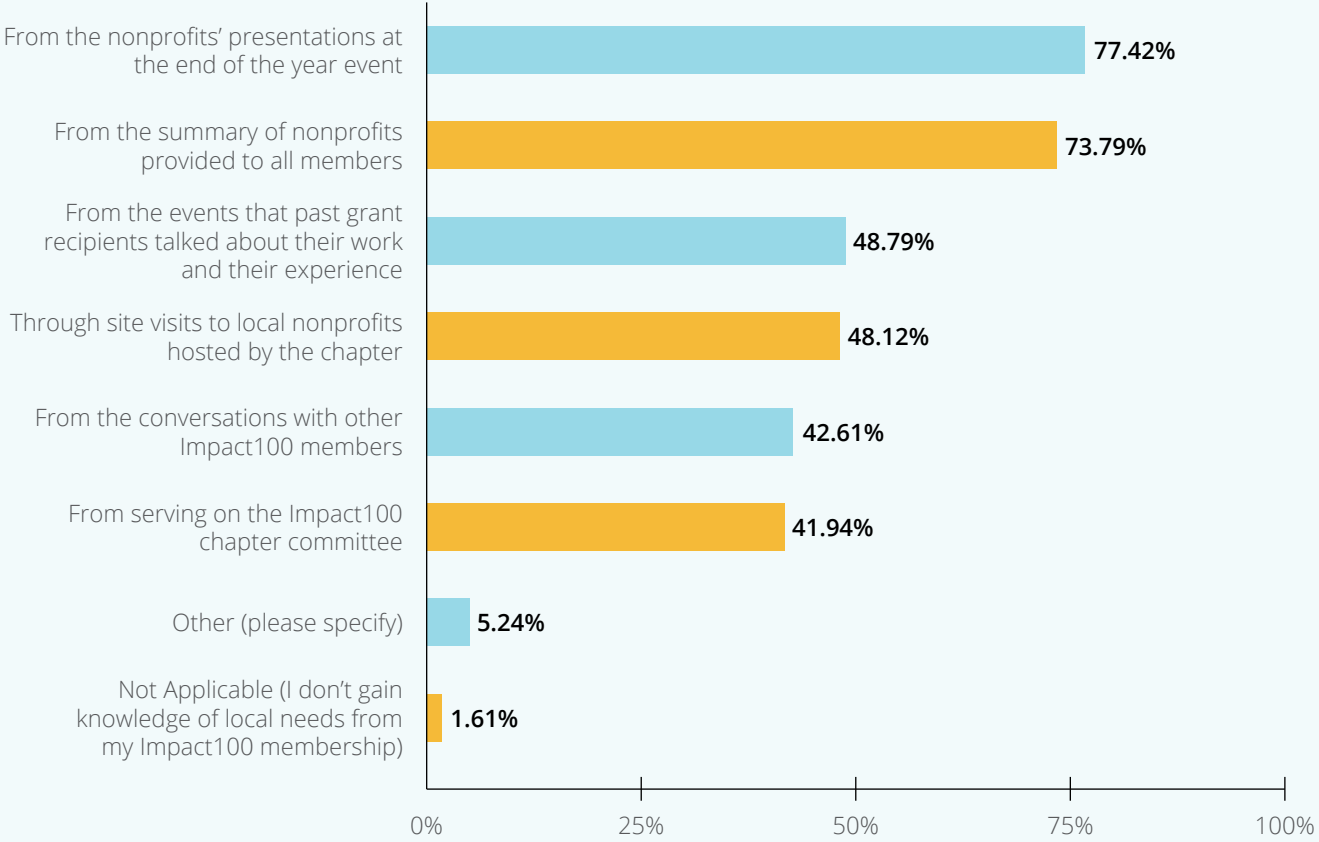
**93.15%**

of members feel that their chapter clearly communicates vision, mission, goals

**92.34%**

of members report having enough information to make voting decisions

### Proportion of members who gained knowledge about local community needs from their Impact100 membership





**88.44%**

of members feel educated about local issues and community needs

**70%**

of members who have never given a single gift of \$1,000 to a nonprofit prior to joining feel more confident in giving for charitable purposes

**>50%**

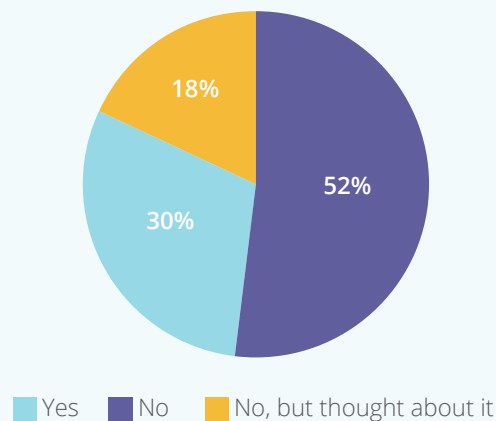
of members discovered meaningful nonprofits from participating in Impact100 and took action to provide additional support

*“The more active you are the more rewarding [Impact100] is. You learn about what is out there in the community and what organisations there are that may help people you know.”*

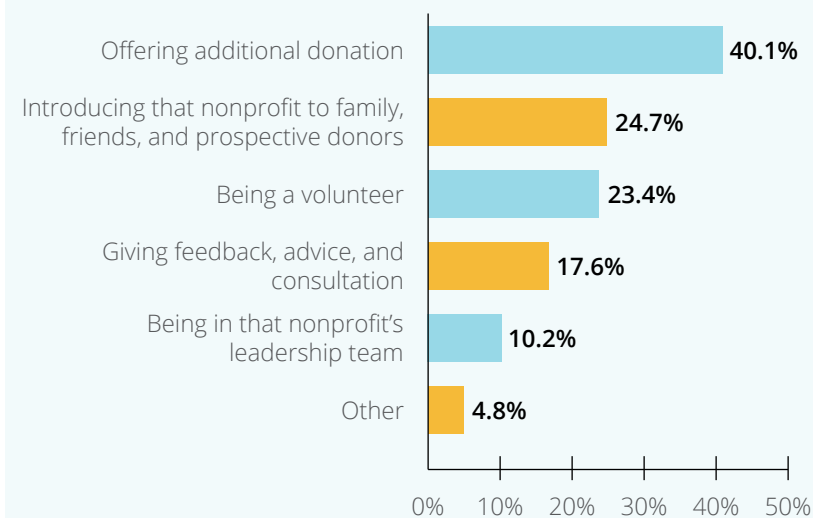
**MEMBER**

Impact100 Western Australia

**Proportion of members who take action to support nonprofit organizations they learn about through Impact100**



**What are those actions?**



## MEMBER HAPPINESS

Once the research established that a majority of Impact100 members felt empowered, a unique measurement that is critical to the success of the Impact100 model, we sought to evaluate more common measurements of donor experience: retention and happiness. On this measure, Impact100 members once again scored their chapters highly.

**78.49%**

The average annual retention rate among Impact100 chapters (78.49%) is higher than the average donor retention rate of small and medium sized nonprofits (47%)

**91.7%**

say they would recommend chapters to their friends

**89.78%**

of members plan to continue their membership

**55%**

say Impact100 helps them expand their social network



Clockwise from top: Indian River Chapter, Palm Beach County Chapter, Metro Denver Chapter



GRANTEE IMPACT

The final pillar of Impact100's mission is to enact positive and lasting change. While enabling women to become empowered and knowledgeable philanthropists is certainly an example of positive and lasting change, a key part of the organization's impact is how its grantees around the world use the transformational donations they receive from Impact100 chapters. Our research solicited direct responses from grantee organizations to evaluate how Impact100 grants of all sizes transformed the nonprofit organizations themselves as well as the people and communities they serve. The highlights from those findings can be seen below and on the following page. Overall, the grantee surveys show the value Impact100 has contributed to local communities: even small gifts make a big difference.

91.7%

of the surveyed grantees have used their grants to implement new programs, which aligns with Impact100's mission of empowering their grantees while creating transformative changes to their local communities

89.78%

have been able to fulfill plans of serving more people

1 of 5

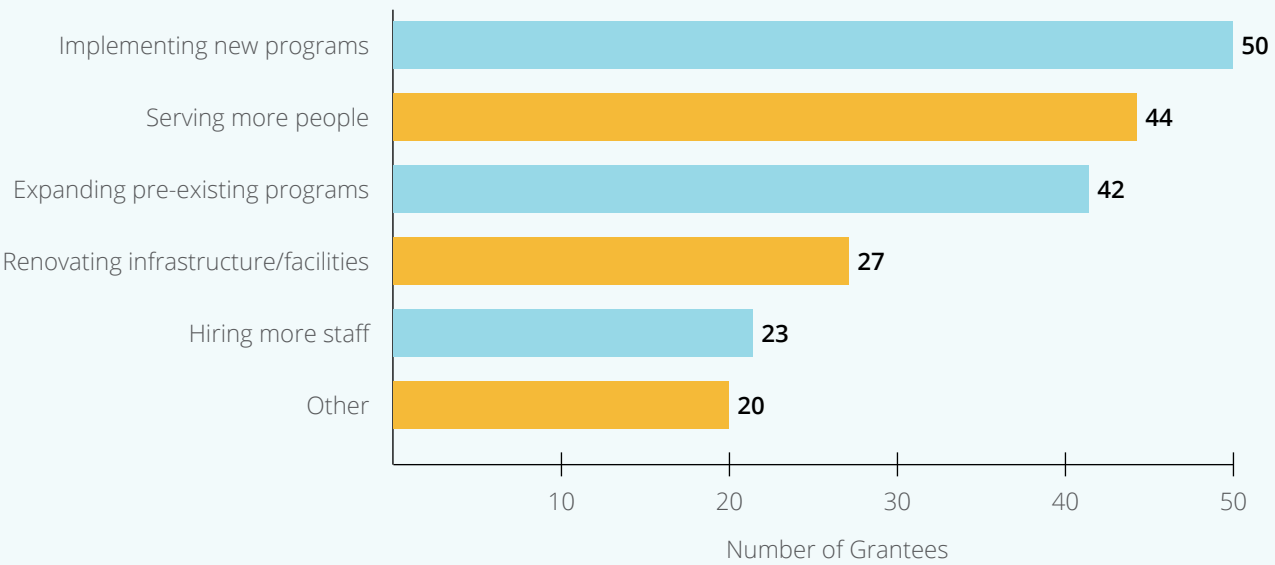
grant recipients have used their grants to hire more staff

“I am constantly impressed by the women of Impact San Antonio, and the amount of work the volunteers are able to achieve. I greatly appreciate the opportunity to understand the need in our community, and learn more about the amazing agencies that are working hard to address those needs.”

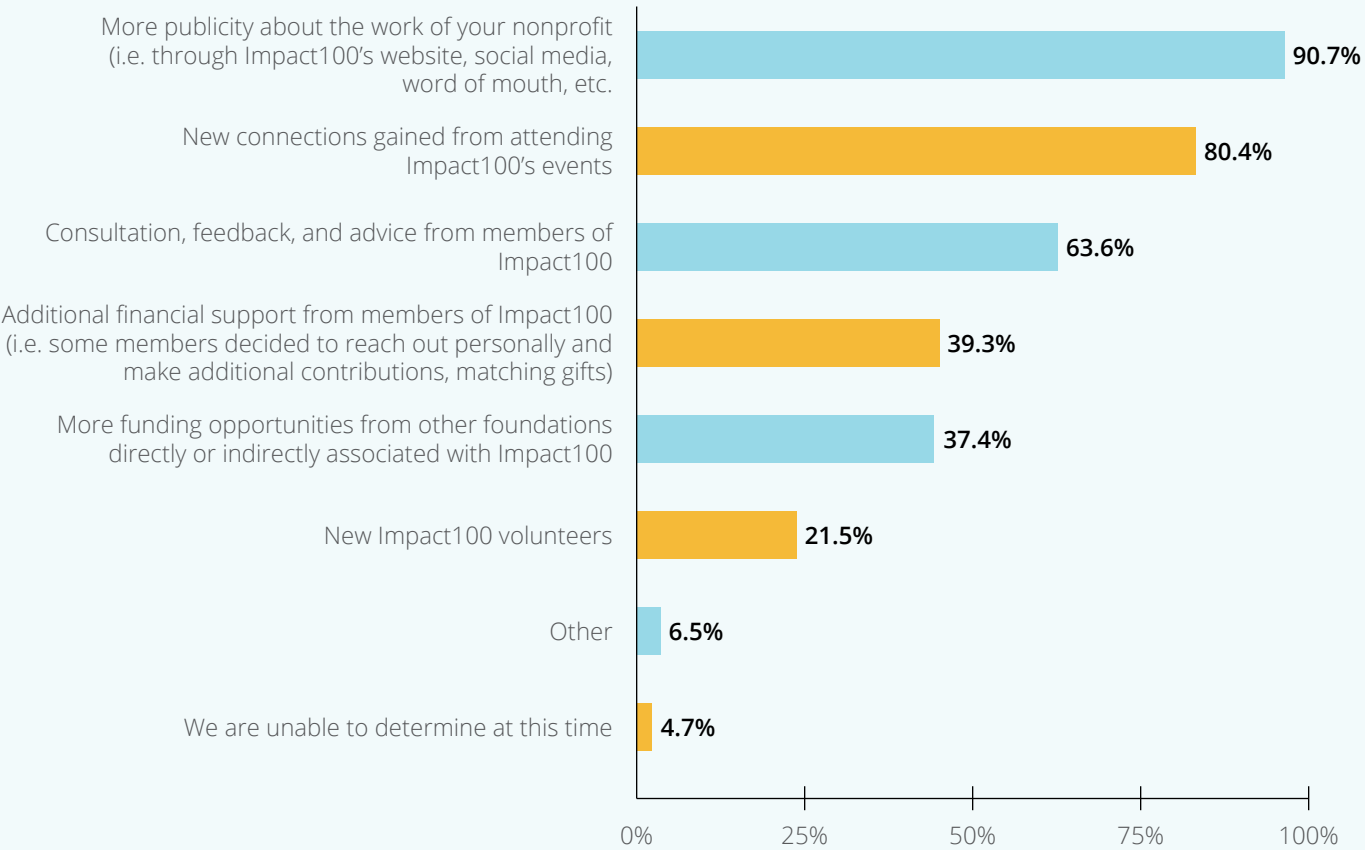
MEMBER

Impact100 San Antonio

How Impact100 grants are used



Additional benefits from being an Impact100 grantee





# Behind the Research

## PURPOSE

Last year, the Morgridge Family Foundation released a report in partnership with sparks&honey called The Future of Giving. The report dives into five cultural shifts occurring right now that affect giving today and in the future. To be successful in the long-term, organizations of all types need to pay attention to these shifts and adapt accordingly.

Arguably the most important shift covered in the report is the widespread decline in societal trust. Universally, people trust institutions less, including the government, news outlets and nonprofit organizations.

Why is this relevant? Because Impact100 is part of the solution.

Collective giving, giving circles and other democratized forms of giving are proven to increase trust in nonprofits, because members are more likely to know where their money is going and how it is used. They feel more involved in the mission.

Another critical way to combat diminishing trust is to practice radical transparency. Radical

transparency for nonprofits means showing how donations are spent and measuring impact relentlessly. It means sharing data and stories and lessons learned. This research does all of that and more.

It is our hope that the stories and statistics unearthed through this research inspire more people to get involved and to support Impact100's work.



*San Antonio Chapter President Jennifer Bennett celebrates the close of their virtual 2020 Grant Award Night, where nearly \$500,000 in grants were awarded*



*2019 Young Impact Members (Western Australia Chapter)*

We hope it inspires radical transparency, not only among nonprofits but in all industries and aspects of life.

## OVERVIEW OF RESEARCH DESIGN

This Impact100 research aims at collecting information from a variety of topics, including chapter's challenges to retain and recruit members, determinants of member satisfaction, evidence of member empowerment, and community impacts. To fulfill those research purposes, this project consists of 3 major components, namely interviews with Impact100 chapter presidents, surveys with members and surveys with grantees. The specific objectives,

scopes, and methods of each component are discussed below.

## INTERVIEW WITH IMPACT100 CHAPTER PRESIDENTS

The interview with Impact100 chapter presidents took place first, from September 2020 to December 2020. Email invitations were sent directly to presidents of all 61 active chapters, 40 of which responded and confirmed their participation in the interview.

The length of each interview varied from 20 minutes to almost one hour. Interviews were all audio recorded for transcription and analysis purposes with permission

from the interviewees. During the pandemic when it was not safe to meet in person, most interviews took place online through Zoom, however, there were a few exceptions when the chapter's president would prefer a phone call. Presidents received a copy of the questionnaire prior to their interview, about the chapter's general operations, president's views around member empowerment, grant information, and some community impacts. The last 5 to 10 minutes of each interview were usually used to discuss the next steps of the project - member surveys and grantee surveys. After the interview, we sent each president and the board of directors the questionnaire we would use in each survey to review, give us feedback, and decide on whether or not they would like to participate further in the project.

## IMPACT100 MEMBER SURVEY

Helping Impact100 leaders understand their member satisfaction and telling a story of member empowerment are the two main themes of our member survey. From conversations with Impact100



presidents, retaining members stands out as a common challenge among most chapters and they all hope to learn the best practices from others. According to the 2014 research by the Centre for Effective Philanthropy, donor satisfaction is highly correlated with their desire to continue giving at a community foundation. Therefore, this part of the research is dedicated to study the current member satisfaction level, what matters to the members, and what changes are needed to make them feel more satisfied.

In terms of member empowerment, since Impact100's core mission is to “unite, empower women to give together, and to create transformational impact, locally and globally”, we aim to quantify and measure how empowered each member feels after participating in Impact100. To achieve this goal, we base our survey questions on the ground of the Theory of Empowerment by Zimmerman, which defines an empowered individual as someone exhibiting “a sense of personal control, a critical awareness of one’s environment,

and the behaviors necessary to exert control” (Zimmerman, 2000). SurveyMonkey is the online survey tool we use to collect data. Respecting the presidents’ concern around the disclosure of member’s personal information, we ask chapters to actively distribute the survey link on their own to their members through different online channels (i.e. emails, newsletter, social media). With

the great support of some Impact100 presidents and board members, we received 744 completed surveys, making this sample large enough for statistical inferences. However, the fact that only 23 chapters have members completed the survey, together with the variance in the completion rate across participating chapters (table1), may affect the representativeness of our sample.



South Jersey Chapter

**IMPACT100 GRANTEE SURVEY**

Since Impact100 functions in a decentralized fashion, where each chapter is unique and independent on its own, measuring how the movement has impacted and transformed the local community has been challenging. In this first research project focusing exclusively on Impact100, we hope to answer the following questions:

What are the purposes that the Impact100 grants have served?

How many people have been touched by the Impact100 grants? Who are they? Beyond financial support, what are the other benefits for being a grantee of Impact100?

Similar to the member survey, Impact100 chapters helped us send out the SurveyMonkey link to their past grant recipients. Overall, we have 17 chapters participated with a total of 107 completed responses. This is not a large sample, especially when considering the fact that

Impact100 has been giving out grants in 2 decades, which is one limitation to our project. We hope future research would be able to reach more grant recipients to fully demonstrate how Impact100 has been transforming local communities through the great work of its grant recipients.



Clockwise starting at left: Owensboro Chapter, The Palm Beaches Chapter, St. Lucie Chapter







Ocean First Event (Jersey Coast Chapter)

*“All of our members get information that empowers them to make important decisions throughout the year. The ongoing communication about current members is inspirational. I hope to continue to learn more from the remarkable women that are a part of the Impact experience.”*

**MEMBER**

Impact100 Jersey Coast

*“Being involved in Impact100 has really strengthened my appreciation of the issues facing the larger New Jersey community. I have a newfound appreciation for the good work being done by so many nonprofits in our area.”*

**MEMBER**

Impact100 Garden State



Rina Ramirez and Michelle Blanchfield of Zufall Health Center receive their grantee check (Garden State Chapter)



South Australia Chapter





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