

**2026**

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**2 NONPROFIT TRENDS PRESENTATION**

CERINI & ASSOCIATES, LLP | CERTIFIED PUBLIC ACCOUNTANTS PRESENTS

**PRESENTER:**  
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Cerini & Associates, LLP

**JANUARY 28, 2026  
8:30 - 10:00 AM**

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# Nonprofit Trends-2026

Kenneth Cerini



# The Big Picture



The sector is entering a “*survival to redesign*” phase amid continued economic pressure



Revenue outlook is uncertain, with overall revenue streams more fragile and unpredictable



Government funding is under pressure and corporate philanthropy has become more impact focused



**65%** of nonprofits report severe labor shortages



Rapid adoption of **AI** to address staffing gaps and operational inefficiencies



# 2026 Economic Outlook: What Matters for Nonprofits Of The Sector NY

**Baseline:** Estimated real GDP growth of approximately 2.2% for the year

**Inflation:** Finished 2025 at 2.6% (lowest since March 2021). Expected to rise again in early 2026 before settling down at about 2.4% by the 4<sup>th</sup> quarter of 2026.

**Labor market:** Unemployment around 4.6% with modest softening then stabilization

**Rates:** Fed interest rate is 3.5% to 3.75%. This is expected to drop by about ¼% during 2026.

Rising costs in essentials, such as housing, healthcare, and food can limit discretionary spending which can slow growth in certain sectors of the economy

The potential expiration of certain ACA enhanced credits could result in significant increase in health costs for many lower socio-economic Americans



# Economic Crosswinds Nonprofits Should Plan Around

- ▶ Consumer pressure: housing, food, healthcare costs; uneven demand by income tier
- ▶ Tariff/trade uncertainty easing throughout 2026, but will still impact overall inflation and supply chains
- ▶ Stock market: modest, earnings-driven gains support foundation payouts. Fluctuations in the market could impact timing of much needed funds
- ▶ Decreases in immigration can restrict labor supply
- ▶ While younger staff are still interested in social change, salary increases are more important
- ▶ Volatility risks: policy changes, supply chain shocks, geopolitics



# Implications for Funding & Demand



Giving outlook supported by markets and policy;  
total giving hit ~\$592.5B in 2024 (+3.3% real growth)



Demand up in food, housing, health, workforce—plan  
for sustained caseload growth



Costs elevated: staffing/benefits, tech, facilities—  
budget with scenarios & reserves



Government funding pressure (social services,  
environment, immigration, arts)—diversify revenue



Talent: slight easing in hiring; retention hinges on  
flexibility, development, communication



# The One Big Beautiful Bill Act: What's In It for Charitable Giving

- ▶ Expands itemizers; adds a charitable deduction for non-itemizers (universal incentive)
- ▶ Increased SALT deduction
- ▶ QCD rules unchanged; relative attractiveness rises under new deduction rules



# OBBBA: Expected Impact on Nonprofits

- ▶ Mid-level donor growth from increased itemized deductions; position monthly giving as default
- ▶ Foundation giving lift with increased market returns
- ▶ Competition for attention intensifies—win early pledges with segmented messaging
- ▶ Board/finance: refresh revenue mix; stress-test exposure to major/corporate gifts
- ▶ Estate tax limits did not sunset and increased the new permanent threshold to \$15 million per person, which is now indexed for inflation. Any amounts in excess of that threshold continue to be taxed at a 40% federal tax rate.



# Fundraising Stats

## FUNDRAISING STATISTICS

### GIVING TUESDAY STATISTICS

\$ 4 billion donated in the U.S. on GivingTuesday, a **13 % increase from 2024**  
38.1 million Americans participated a **6 % increase from 2024**

Participation breakdown:

  
**19.1M Gave Financial Gifts**  
+3% from 2024

  
**13.5M Donated Goods**  
+4% from 2024

  
**11.1M Volunteered**  
+20% from 2024

  
**20.9M Spoke Out**  
+6% from 2024

**65% of 2024 GivingTuesday donors gave again in 2025**

### DONOR RETENTION

Average donor retention: 46%



**FIRST TIME**  
23%



**REPEAT**  
60%



**MONTHLY**  
60%

**Repeat donors provide over 60% of total fundraising dollars**

### RECURRING GIVING STATISTICS



**57% of donors** are enrolled in a recurring giving program, **up from 46% in 2024**

Monthly donors give **\$24/month** that is **\$288 a year—\$173 more** than the average one-time gift of \$115.



**73% of recurring gifts** are on cards, but **1 in 4 fails**—choose a processor that recovers lost donations



# Fundraising Stats

## KEY DONOR INSIGHTS



**DONORS -1.9%**  
YOY CHANGE



**DOLLARS +2.9%**  
YOY CHANGE



**RETENTION -.1%**  
YOY CHANGE

### DONOR MAKE UP

MICRO (UNDER \$100)	SMALL (\$101-\$500)	MIDSIZE (\$500-\$5k)	MAJOR (\$5K-\$50K)	SUPERSIZE (\$50K+)
-10.4% YOY CHANGE	-5.4% YOY CHANGE	-4.4% YOY CHANGE	-3.4% YOY CHANGE	-4.5% YOY CHANGE
51.9% % OF TOTAL DONORS	30.9% % OF TOTAL DONORS	13.6% % OF TOTAL DONORS	2.3% % OF TOTAL DONORS	0.3% % OF TOTAL DONORS

### THE MAJORITY OF CHARITABLE DOLLARS WENT TO

- 23% TO RELIGION (\$136B)
- 14% TO HUMAN SERVICES (\$83B)
- 14% TO EDUCATION (83B)
- 11% TO PUBLIC SOCIETY BENEFIT (\$65B)
- 10% TO HEALTH (\$59B)
- 6% TO INTERNATIONAL AFFAIRS (\$36B)
- 4% TO ARTS AND CULTURE (\$24B)
- 4% TO ENVIRONMENT & ANIMALS (\$18B)

- Education and health hit record highs
- Arts and environment grew double digits
- Religion continues to decline, now just 23% of total giving in the 1980s it was 56%

### OVERALL GIVING & TRENDS

**\$590B** RECORD TOTAL GIVING IN 2024  
(ADJUSTED FOR INFLATION: +3%)

AS OF Q2 2025, TOTAL DOLLARS RAISED ROSE 2.9% YOY DESPITE A SLIGHT DROP IN DONORS

#### IMPACT OF STEWARDSHIP:

- THANK-YOU NOTES WITHIN **48 HOURS** INCREASE SECOND-GIFT LIKELIHOOD **4X**.
- PERSONAL PHONE CALLS WITHIN **24 HOURS** BOOST REPEAT GIVING BY **39%**

**47% OF FUNDRAISERS PRIORITIZE AI FOR HYPER-PERSONALIZED OUTREACH**



# Fundraising Trends for Nonprofits in 2026

## The Big Shift



Traditional government funding alone is no longer sustainable



Nonprofits must diversify revenue, strengthen community, and protect fundraising teams



Community emerges as the defining fundraising strategy for 2026



# Community as a Fundraising & Workforce Lifeline

- ▶ Why It Matters
  - ▶ Tight budgets, small teams, and emotional labor are driving burnout
  - ▶ Supporting staff is now a strategic necessity, not a nice-to-have
- ▶ Effective Organizations Are Prioritizing
  - ▶ Realistic revenue expectations
  - ▶ Clear role definitions and shared responsibility
  - ▶ Recovery cycles after major campaigns
  - ▶ Teamwide support to sustain long-term fundraising efforts
- ▶ Donor Impact
  - ▶ Community-driven fundraising builds loyalty and repeat giving
  - ▶ Small-group gatherings, peer-to-peer campaigns, memberships, and mission-based experiences increase engagement



# Diversifying Giving: Beyond Cash Donations

- ▶ Rising Importance of Asset-Based & Alternative Giving
  - ▶ Donor-Advised Funds (DAFs): Flexible giving during uncertain economic cycles
  - ▶ Stock & Crypto Gifts: Average crypto donation = \$10,978.28, +386.33% YOY
  - ▶ IRA Qualified Charitable Distributions (70.5+): Tax-efficient giving option
- ▶ Best Practice
  - ▶ Develop a gift acceptance policy
  - ▶ Educate donors early
  - ▶ Normalize asset-based giving as part of standard fundraising
  - ▶ Promote options during high-engagement periods (especially Q4)



# Relationship-Driven Fundraising Is Non-Negotiable

## ▶ Key Data

- ▶ Total U.S. charitable giving reached **\$592.5B** in 2024
- ▶ **67%** of giving comes from individual donors
- ▶ **81%** of affluent households donated, averaging **\$33,219**

## ▶ Winning Strategies

- ▶ Shift from short-term campaigns to long-term relationships
- ▶ Grow recurring, membership, and legacy giving
- ▶ Communicate consistently with clear impact updates
- ▶ Build donor identity, belonging, and trust



# Digital, Personalization & Burnout Prevention

## ▶ Donor Expectations

- ▶ Mobile-first, simple, fast giving experiences
- ▶ Personalized outreach based on interests and giving history
- ▶ Participatory campaigns, especially for Millennials and Gen Z

## ▶ Preventing Burnout

- ▶ **Fundraisers:** realistic goals, recovery time, recognition beyond dollars
- ▶ **Donors:** fewer asks, clearer impact, meaningful thanks, communication choice

## ▶ Trust & Transparency

- ▶ Real-time reporting is now expected
- ▶ Strong cybersecurity is critical to protect donor trust



# AI Stats

## AI IN NONPROFITS: WHAT LEADERS NEED TO KNOW (2026 SNAPSHOT)

### AI IS ALREADY HERE

*Not future. Not optional.*

- Nearly **2/3** of nonprofits are already using AI
- 90% plan** to deepen adoption
- Most common uses:
  - Communications: **67%**
  - Automating routine tasks: **44%**
  - Data analysis & reporting: **30%**

### CULTURE DETERMINES SUCCESS

*Tools don't create impact. People do.*

- AI-open cultures are **2.6x more likely to use AI strategically**
- **Only 46% of staff** say their org provides clear AI guidance
- **75% of strategic AI users** have time to experiment
- Leaders who visibly use AI **increase trust and adoption**

### TRUST & STAFF HESITATION

*Healthy skepticism is a strength.*

Top barriers to trusting AI:

- Not knowing how data is used: **29%**
- Bias and ethical concerns: **16%**
- Automating decisions that need humans: **13%**

Nonprofit staff are **1.4x more likely** to double-check AI outputs than other professionals.

### THE BIGGEST RISKS NONPROFITS MUST MANAGE

*This is where boards should focus.*

- Data privacy & security: **59%**
- Ethical & regulatory concerns: **43%**
- Integration with existing systems: **39%**
- Resistance to change: **35%**

**Only 37% of nonprofits**  
have formal AI policies in place

### REAL IMPACT ON FUNDRAISING & ENGAGEMENT

*AI strengthens human connection, it doesn't replace it.*

- **48%** use AI for donor engagement
- **55%** say AI will significantly impact fundraising

### The Biggest Benefit: Efficiency Time back = mission forward

- **70%** say operational efficiency is the top benefit
- Admin tasks reduced by **30%** on average
- Staff save **~1 hour per day** using AI



# Practical AI Use Cases That Work Now



Fundraising: predictive next-ask, propensity, wealth flags—human review



Marketing: segmentation, content drafts, A/B subject lines, channel mix



Operations: meeting notes, grant baselines, variance explanations, intake triage



Governance: board packs, policy drafts, risk registers, minutes; adopt AI policy



# Nonprofit Cybersecurity & IT Trends for 2026

- ▶ Nonprofit IT is balancing **innovation and risk**
- ▶ AI is driving efficiency in fundraising and operations
- ▶ Cyber threats are increasing, with donor data a prime target
- ▶ Cybersecurity is now a **mission-critical function**, not just an IT issue



# Top Cybersecurity Trends (2026)

## AI-Driven Defense & AI-Driven Threats

- AI is being used to launch more sophisticated phishing attacks
- AI-powered security tools enable real-time threat detection and response

## Zero Trust & Multi-Factor Authentication (MFA)

- “Never trust, always verify” approach to system access
- Mandatory MFA to protect remote work environments and donor databases

## Data Privacy & Compliance

- Heightened focus on safeguarding sensitive data
- Especially critical for health, child, refugee, and client information

## Confidential Computing

- Growing use of cloud-based confidential computing
- Data remains encrypted even while in use

## The Human Element

- Human error remains the leading cause of breaches
- Continuous cybersecurity awareness training is essential



# Top IT & Technology Trends (2026)

- ▶ **Generative AI & Automation**
  - ▶ Content creation, personalized donor outreach, analytics, and workflow automation
- ▶ **Mobile-First Engagement**
  - ▶ SMS marketing, mobile wallets, and simplified mobile giving experiences
- ▶ **Cloud Migration & Optimization**
  - ▶ Improved collaboration, scalability, cost control, and security
- ▶ **Unified Data & CRM Integration**
  - ▶ Connecting donor, volunteer, and program data into a single source of truth
- ▶ **Digital Trust & Transparency**
- ▶ **Real-time reporting and dashboards to strengthen donor confidence**




# Top Nonprofit Marketing Trends for 2026


- ▶ Short-form + long-form video for reach + depth; community-first storytelling
- ▶ AI as a Creative Co-Pilot: Nonprofits are moving beyond basic AI tools, using them to create personalized, data-driven content and optimize donor engagement.
- ▶ Authentic, Unpolished Storytelling: There is a shift away from highly curated, high-production campaigns toward raw, human-centered stories that build deeper, trust-based connections.
- ▶ Hyper-Personalization and Micro-Audiences: Instead of broad appeals, organizations are focusing on tailored messaging for smaller, specific donor segments, increasing relevance and response rates.
- ▶ Mobile-First and Instant Giving: As digital donors demand speed and ease, one-click checkouts, mobile-friendly forms, and SMS engagement are becoming essential.
- ▶ Community-Centered Content: Local and user-generated content is emerging as a powerful way to drive engagement and demonstrate real-time impact.
- ▶ Interactive and Immersive Experiences: Nonprofits are leveraging interactive tools, such as impact calculators and virtual tours, to more deeply connect supporters to their mission.
- ▶ Trust and Transparency: With declining trust in institutions, clear, transparent reporting and communication of measurable impact are more important than ever.



# Social Media Statistics



## Facebook




3 Billion Monthly Users  
2.1 Billion Daily Users  
Average time spent 35 mins

Average Number of Nonprofits Post a Week **5.5**


Age demographics: Facebook's largest audience is 18-34 year olds with 42.8%

37% of NFPS use Facebook Fundraising Tools.  
35% of nonprofits raised more money than they expected

**96%** of nonprofits use Facebook



## Instagram




2 Billion Monthly Users  
500 Million Daily Users  
Average time spent 33.9 mins

Average Number of Nonprofits Post a Week **4.9**


Age demographics: Facebook's largest audience is 18-34 year olds with 62.3%

12% of online donors have donated to a nonprofit through Instagram.  
Of those, 83% say that they will do so again

**92%** of nonprofits use Instagram



## TikTok




1.04 Billion Monthly Users  
82.2 Daily Active Users  
Average time spent 52 mins

Average Number of Nonprofits Post a Week **2**


Age demographics: Facebook's largest audience is 18-34 year olds with 55%

Nonprofits on TikTok in 2025 average a 3.0% engagement rate, outperforming most other platform

**27%** of nonprofits use TikTok



## X (Twitter)



1.04 Billion Monthly Users  
82.2 Million Daily Users  
Average time spent 95 mins


Average Number of Nonprofits Post a Week **8**

Age demographics: X's largest audience is 25-34 year olds with 37.5%


Of those that give via Social media 13% give because of X

31% of Nonprofits are considering leaving X

**60%** of nonprofits use Twitter



## LinkedIn




310 Million Monthly Users  
73 Million Daily Users  
Average time spent 46 mins

Average Number of Nonprofits Post a Week **3**


Age demographics: LinkedIn's largest audience is 18-34 year olds with 75.1%

42% of US donors use LinkedIn to research nonprofits to support and 26% discover donation opportunities on LinkedIn

**86%** of nonprofits use Facebook



## YouTube



2.54 Billion Monthly Users  
122 Million Daily Users  
Average time spent 48 mins

YouTube donations share: About 5% of social media-driven donations come from YouTube, compared to 56% from Facebook and 21% from Instagram

YouTube for Nonprofits Program: Offers donation buttons, free ad credits (up to \$10,000/month via Google Ad Grants), and training resources to help nonprofits grow audiences and fundraising.

Preferred content types: Short-form videos and impact stories dominate nonprofit strategies, with 73% of consumers preferring short-form video

**66%** of nonprofits use Facebook



# Biggest HR Challenges Facing Nonprofits in 2026

- ▶ **Talent Competition in a Transformed Market**
  - ▶ Nonprofits compete with for-profit employers offering flexibility, career mobility, and competitive pay
  - ▶ The traditional “mission premium” is no longer enough, especially for younger workers
- ▶ **Resource Constraints vs. Technology Needs**
  - ▶ AI and HR tech promise efficiency, but many nonprofits lack budget, infrastructure, or expertise
  - ▶ A growing gap exists between tech-enabled organizations and those falling behind
- ▶ **Change Fatigue**
  - ▶ Years of disruption have left staff stretched
  - ▶ Yet the pace of change is accelerating, requiring stronger change management and resilience

## STABILIZATION AND GROWTH

**79%** of nonprofits maintained or grew staff in 2025, signaling a return to stability after several volatile years.

**85%** of nonprofits plan to maintain or grow their teams, with **38% planning to add staff** and only **7% expecting reductions**. This reflects renewed sector confidence and a shift from survival to strategic growth.

## PERSISTENT CHALLENGES

### TOP CHALLENGES FOR 2026:

**81%** **Budget constraints**

**55%** **Burnout and workload**

**38%** **Lack of qualified candidates**

**Turnover:** While turnover has normalized for many, it remains elevated in fundraising, finance, and technology roles. About **15% of organizations** still report high churn, especially in mission-critical positions.

## COMPENSATION AND RETENTION

- **78% of organizations increased salaries** to keep pace with market rates, but some froze pay to protect programs.
- Pay transparency, structured salary ranges, and equity reviews are becoming standard, especially in larger organizations.
- Retention is now prioritized over recruitment, with investments in market pay, flexible work, and professional development seen as the best defense against turnover.

## HIRING MARKET REALITIES

### HIRING REMAINS DIFFICULT DUE TO:

- **Salary competition** (especially from hybrid/remote employers)
- **Shortage of mission-ready skills** (e.g., fund accounting, major gifts, bilingual services)
- **Flexibility misalignment** (many candidates want remote work, but many nonprofits require on-site roles)

**The hiring process is often slow**, leading to lost candidates. Faster, more transparent processes and clear salary bands are winning strategies.

According to the 2026 PNP Nonprofit Report

# Major Trends Reshaping Nonprofit HR

## ▶ AI & Technology Integration

- ▶ AI shifting from experimental to essential
- ▶ Automation of administrative tasks allows HR to focus on strategy, culture, and workforce planning
- ▶ Integrated HR systems provide real-time insights into performance, learning, and retention

## ▶ Preparing the Workforce for AI

- ▶ Shift to **skills-based hiring** over credentials
- ▶ Continuous upskilling and reskilling become core business priorities
- ▶ AI enables more personalized employee experiences, even with limited resources

*Key Principle:* Technology must serve people, not replace them.



# Leadership, Culture & Workforce Evolution

- ▶ **HR as a Strategic Partner**
  - ▶ HR leaders must sit at the strategy table
  - ▶ Workforce insights inform program planning, technology investments, and mission delivery
- ▶ **Leadership & Talent Development**
  - ▶ Skills-based leadership pipelines strengthen succession planning and equity
  - ▶ Remote work expands access to global talent, requiring balance between flexibility and compliance
- ▶ **Culture in Times of Change**
  - ▶ Continuous feedback replaces annual reviews
  - ▶ Well-being, flexibility, and inclusion are essential for retention
  - ▶ HR leads change management, resilience, and hybrid workforce integration



# PNP Comp Study

## NEW YORK - Median Salary Ranges

POSITIONS	BUDGET SIZES AND 2026 MEDIAN SALARY RANGES				
	Under \$2M	\$2.1M - \$10M	\$10.1M - \$20M	\$20.1M-\$50M	\$50.1M - \$100M+
<b>Senior Management</b>					
CEO/PRESIDENT	180-189K	230-239K	340-349K	340-349K	420-429K
EXECUTIVE DIRECTOR	140-149K	180-189K	290-299K	310-319K	300-309K
CHIEF OPERATING OFFICER	110-119K	150-159K	210-219K	220-229K	240-249K
CHIEF STAFF/DEPUTY DIRECTOR	100-109K	130-139K	180-189K	180-189K	200-209K
<b>Finance</b>					
CFO/VP FINANCE	120-129K	160-169K	190-199K	220-229K	280-289K
DIRECTOR OF FINANCE	70-79K	120-129K	130-139K	170-179K	180-189K
CONTROLLER	70-79K	100-109K	130-139K	130-139K	170-179K
STAFF ACCOUNTANT	60-69K	70-79K	80-89K	80-89K	80-89K
BOOKKEEPER	60-69K	60-69K	60-69K	60-69K	75-84K
<b>Fundraising &amp; Resource Development</b>					
CHIEF DEVELOPMENT OFFICER/VP DEV	90-99K	150-159K	200-209K	240-249K	250-259K
DIRECTOR OF DEVELOPMENT	80-89K	120-129K	120-129K	140-149K	140-149K
DIRECTOR OF MAJOR GIFTS	NA	110-119K	120-129K	130-139K	130-139K
DIRECTOR OF FOUNDATION/CORPORATE RELATIONS	NA	100-109K	130-139K	150-159K	150-159K
DIRECTOR ADVOCACY/GOV RELATIONS	NA	100-109K	110-119K	150-159K	150-159K
DIRECTOR OF SPECIAL EVENTS	60-69K	80-89K	90-99K	100-109K	100-109K
GRANTS WRITER	60-69K	70-79K	90-99K	80-89K	80-89K
DEVELOPMENT ASSOCIATE	50-59K	60-69K	60-69K	60-69K	60-69K
<b>Marketing &amp; Public Relations</b>					
CMO/VP MARKETING/COMMUNICATIONS	NA	120-129K	170-179K	220-229K	220-229K
DIRECTOR MARKETING/COMMUNICATIONS	80-89K	100-109K	100-109K	130-139K	130-139K
MARKETING MANAGER	70-79K	70-79K	70-79K	80-89K	90-99K
SOCIAL MEDIA PROFESSIONAL	60-69K	70-79K	70-79K	80-89K	80-89K
MARKETING ASSOCIATE	50-59K	60-69K	60-69K	60-69K	60-69K
<b>Programs</b>					
CHIEF PROGRAMS OFFICER/VP PROGRAM	80-89K	150-159K	190-199K	230-239K	240-249K
DIRECTOR OF PROGRAMS	70-79K	110-119K	120-129K	130-139K	130-139K
PROGRAM ASSOCIATE	60-69K	60-69K	60-69K	70-79K	70-79K
PROGRAM COORDINATOR	50-59K	50-59K	60-69K	60-69K	60-69K

	Under \$2M	\$2.1M - \$10M	\$10.1M - \$20M	\$20.1M-\$50M	\$50.1M - \$100M+
<b>Human Resources/Talent Management</b>					
VP/CHIEF HUMAN RESOURCES OFFICER	NA	120-129K	180-189K	200-209K	220-229K
DIRECTOR OF HR/TALENT MANAGEMENT	80-89K	110-119K	120-129K	140-149K	140-149K
HR MANAGER	70-79K	75-84K	75-84K	85-94K	85-94K
BENEFITS MANAGER	NA	70-79K	70-79K	70-79K	70-79K
HR ASSOCIATE	50-59K	60-69K	60-69K	60-69K	60-69K
<b>Membership &amp; Meetings</b>					
VP/DIRECTOR OF MEMBERSHIP	NA	100-109K	140-149K	140-149K	140-149K
MEMBERSHIP MANAGER	60-69K	70-79K	70-79K	80-89K	80-89K
VP/DIRECTOR OF MEETINGS	NA	100-109K	140-149K	140-149K	140-149K
MEETING PLANNER	50-59K	50-59K	60-69K	70-79K	80-89K
<b>IT &amp; Database Management</b>					
CTO/CIO/VP	NA	210-219K	210-219K	210-219K	210-219K
DIRECTOR OF IT	80-89K	115-124K	135-144K	135-144K	175-184K
NETWORK ADMINISTRATOR	70-79K	80-89K	80-89K	90-99K	110-119K
DATABASE MANAGER	60-69K	60-69K	80-89K	80-89K	80-89K
WEBSITE MANAGER	NA	76-85K	76-85K	86-95K	95-104K
<b>Administration &amp; Support</b>					
EXECUTIVE ASSISTANT	60-69K	60-69K	70-79K	80-89K	80-89K
ADMINISTRATIVE ASSISTANT	50-59K	50-59K	60-69K	60-69K	60-69K
OFFICE MANAGER	60-69K	60-69K	60-69K	60-69K	60-69K
RECEPTIONIST	35-44K	35-44K	35-44K	35-44K	35-44K



# Board Governance Trends for 2026

## Active, Accountable, and Impactful Board Leadership

### ▶ The New Expectation

- ▶ Boards are no longer a formality – they are **strategic partners** in mission success
- ▶ 2026 boards are expected to be **engaged, accountable, and forward-thinking**
- ▶ Strong governance strengthens resilience, transparency, and long-term impact
- ▶ Giving linked to ability to give not a set number for all
- ▶ Board members bring skills, perspective, contacts, and thought leadership



# Active & Accountable Boards Drive Results

## ▶ What's Changing

- ▶ Boards are moving beyond compliance to active oversight of:
  - ▶ Organizational performance
  - ▶ Risk management
  - ▶ Stakeholder trust

## ▶ Best Practices

- ▶ Clear, consistent reporting through dashboards and centralized data
- ▶ Regular follow-up on strategic goals and risk indicators
- ▶ Meeting agendas should link to strategic plan
- ▶ Board members leading specific projects to enhance engagement



# Active & Accountable Boards Drive Results

- ▶ **Action Step**

- ▶ Implement board scorecards or quarterly dashboards tracking:
  - ▶ Governance engagement
  - ▶ Fundraising follow-through
  - ▶ Committee activity
  - ▶ Strategic inquiry and oversight



# Board Recruitment: Beyond “Give and Get”



## A Broader Definition of Value

Time, talent, and networks are as critical as financial contributions

High-impact boards include members with:

- Finance, legal, technology, marketing, or compliance expertise
- Community relationships and advocacy reach
- Mission-aligned passion and leadership capacity



## Recruitment Best Practices

Use a **skills matrix** to identify gaps

Recruit intentionally through professional and community networks

Prioritize diversity of background, perspective, and experience

Recognize non-financial contributions such as volunteer leadership and influence



# Upskilling Boards & Sustaining Engagement

- ▶ **Continuous Learning Is Essential**
- ▶ Ongoing training in:
  - ▶ Regulatory and compliance updates
  - ▶ Cyber and digital risk
  - ▶ Ethical oversight and governance best practices
- ▶ **Why It Matters**
  - ▶ Educated boards ask better questions and support stronger decisions
  - ▶ Scenario planning and tabletop exercises improve risk readiness
- ▶ **Action Step**
  - ▶ Schedule annual board education sessions aligned with emerging risks and strategy



# Accountability, Succession & Long-Term Resilience

- ▶ **Creating a Culture of Accountability**
  - ▶ Clear expectations for attendance, participation, and committee roles
  - ▶ Regular board self-assessments or peer feedback
  - ▶ Transparent communication with stakeholders
- ▶ **Planning for Continuity**
  - ▶ Formal succession planning reduces disruption
  - ▶ Skills matrices guide leadership transitions and future recruitment
  - ▶ Strong committees extend board capacity and accountability





# Thank You

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