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Executive Summary Looking Forward[®] (DEI) 2021

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Letter from the President

During the summer of 2021, Association Laboratory led the research for the American College of Surgeons Anti-Racism Summit. More than 60 surgical societies and boards of surgery participated in the research and the Summit.

Two things became apparent.

First, there was a genuine desire by leaders to improve the diversity of the profession because it was critical to patient outcomes and to ensuring that healthcare organizations provided diverse and inclusive professional communities that reflected our broader society.

Second, that this effort was fraught with potential controversy as individuals argued about their different perspectives on the issues, challenges, and potential solutions. Traditional DEI topics were conflated with emerging interpretations that were less fact based and more divisive.

It became apparent at Association Laboratory that without better information to inform these discussions, the association profession risked getting bogged down in subjective, opinion-driven debate. There would be heat but not light on the issues involved.

Looking Forward® (DEI) provides the association sector with the first look at how association executives perceive the issues of DEI, the challenges they see as being the most substantial barriers to success, and the strategies they hope will allow them to make progress. More than 400 of our peers have given us a benchmark upon which we now can build.

My goal since 1999, when I founded Association Laboratory, was to investigate what works and does not work in association leadership and to take these lessons and apply them to association strategy and structure. The company is designed to help association leaders make better decisions using this information.

Looking Forward® (DEI) is the third sector study in the Looking Forward® family of association sector research reports that are designed to give association leaders the data necessary for effective leadership. Please use this information to guide discussions within your organization. Association Laboratory is committed to helping you address the issues that are critical to success.

If I or my team can ever be of assistance, never hesitate to contact us. We look forward to working with you.



Dean West, FASAE
President and Founder
Association Laboratory Inc.



The Association Laboratory Research Alliance



Association Laboratory is proud to be the founder and leader of the Association Laboratory Research Alliance.

The Association Laboratory Research Alliance is a collaboration of 20+ state, national, specialty, and global societies of association executives designed to investigate, lead the discussion of and provide insight into the future of the association business model.



Thanks to our Partners

Association Laboratory would like to thank three companies that are essential to the continued collection and dissemination of quality association sector research.

Gravitate

Gravitate's Nucleus data analytics platform was built specifically for associations and is designed to meet the unique needs of the member industry.



It aggregates the vast amounts of powerful member data currently stored in different systems across member-based organizations (AMS, email marketing, events, learning management, online community and more) and makes insights into this data available to everyone: staff, leadership, components, the board – and even members.

The [Looking Forward® Dashboard](#) is Nucleus, specially configured to show this important sector research and allow you to explore it.

Gravitate is thrilled to have been selected as the official data analytics solution of the Association Laboratory Research Alliance and hopes you enjoy this new way to benefit from the Looking Forward study.

You are invited to browse the [Analytics for Associations Success Kit](#) to learn more about Nucleus and to contact us to discuss use cases at your organization at analytics@gravitatesolutions.com

CE21

CE21 is a cloud-based technology and services company providing a full service, Learning Management System (LMS) that delivers distance education, online registration, and physical product sales solutions.



The company serves professional education verticals including Legal, Accounting, Health Care, Insurance, Business, Education Content Providers, Professional & Trade Associations, and Non-Profit Organizations.

[Association Laboratory uses CE21's LMS system to give us more capacity and capability to provide leading edge content to association leaders. You can see the system in action on \[Association Laboratory's Knowledge Center\]\(#\).](#)

CE21's award-winning LMS can help your organization deliver a best-in-class e-learning experience designed specifically for your most important customers – your learners.

Built for today but designed with the flexibility to take on tomorrow's changing needs, CE21 provides an elegant, mobile-optimized online learning environment that will transform your organization into a 24/7 on-demand value provider.

For more information visit CE21.com.

Advancing Organizational Excellence

[AOE](#) is specifically designed by association executives to serve the unique needs of associations. With roots dating back to 1990, AOE has decades of experience serving associations and organizations with special expertise in scientific and technical industries and professions. The award-winning company provides a range of services including marketing, public relations, crisis communications and social media consulting.



The [AOE DEI Practice Group](#) provides a data-driven solution to associations seeking to investigate and implement more effective DEI policies and procedures. The AOE proprietary benchmarking assessment tool allows you to pin-point where you are on your DEI journey and create an implementation roadmap that fits your culture and strategic objectives.

AOE is committed to providing best-in-class services and investing all profits earned right back into the industries they serve. When you hire AOE, you invest in yourself, and you invest in your industry.

Because of their model, AOE keeps service fees lower than the standard market rate. Further, because AOE is not owned by private shareholders, any profit earned at the end of the year is reinvested in the marketplace. Few consulting firms can claim that they are keeping rates low and putting their profits back into supporting their clients and the industry they serve.

For more information, contact Kimberly Kayler at Kimberly.Kayler@aoeteam.com.

Current Status of DEI in the Association Sector

Looking Forward® (DEI) 2021 asked respondents to identify the current state of DEI discussions at their association. Response options regarding current perceptions of DEI were grouped into the following domains.

- **Importance** – How important is DEI to the future success of the association?
- **Definition** – How is individual diversity defined?
- **Focus of Concern** – Where are concerns about the lack of DEI most prevalent?
- **Initiation Point** – Where did the discussions surrounding DEI begin?
- **Visibility** – Does the association have a distinct and public statement on DEI?
- **Baseline Data** – Does the association currently collect information on the individual diversity of members?
- **Evaluation** – What is the perceived effectiveness of the association’s efforts on DEI?

The Importance of Diversity

Looking Forward® (DEI) 2021 asked respondents to assess the importance of DEI to the success of their association. The following shows the response to this question by all respondents.

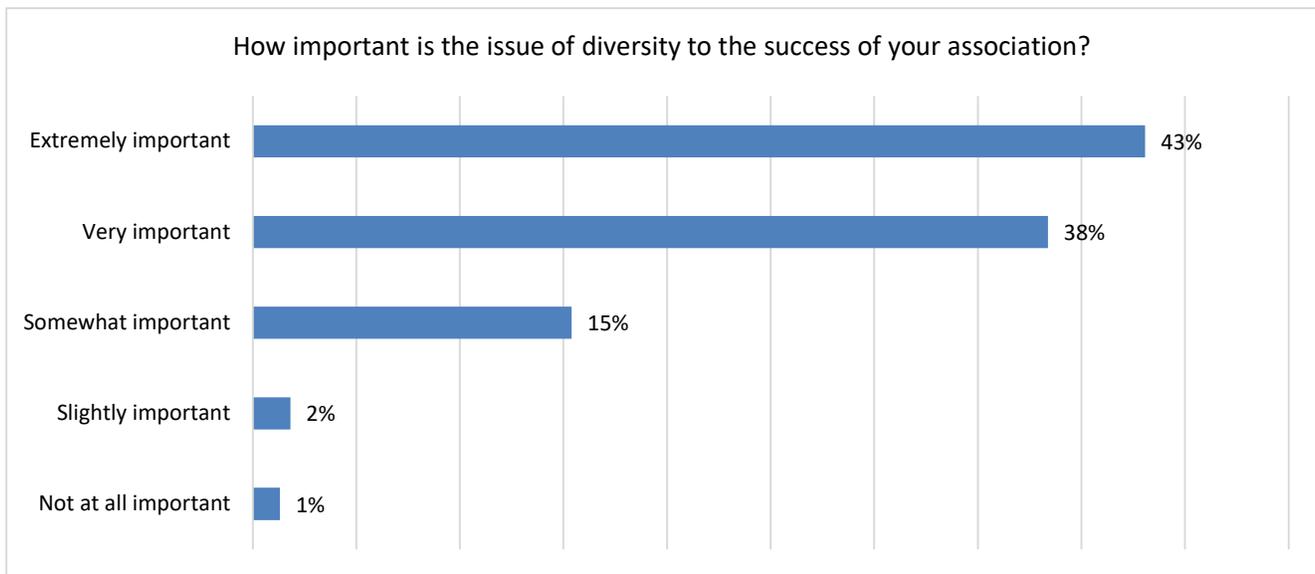


FIGURE 1 LOOKING FORWARD® DEI 2021

Question text: *How important is the issue of diversity to the success of your association?*

A plurality (43%) of respondents stated that the issue of diversity is extremely important to the success of their association with an additional 38% stating it was very important. The data clearly shows that respondents consider DEI critical to their future success.

Following this question, respondents were asked to describe how they evaluated the importance of diversity. Respondents often incorporated diversity concepts into the broader DEI arena. Those who indicated that diversity was more important identified the following themes.

- **Reflect Society** – There was a desire that the association be more demographically reflective of the broader community.
- **Values** – Diversity was considered an essential value that needed to be incorporated into the Mission and Mission-based goals of the association.
- **Leadership Visibility** – Diversity was considered an issue in which the association needed to take visible leadership, demonstrating to other stakeholders that diversity was an important area for the industry or profession to address.
- **Strategic Priority** – Diversity (and DEI) was considered an essential strategy important to addressing professional or industry issues such as workforce challenges, patient care, etc.

Respondents who indicated that diversity was less important identified the following themes.

- **Existing Diversity** – Some respondents indicated their organizations or profession were already diverse and, as a result, did not feel the need to emphasize this issue beyond other priorities.
- **Lack of Consensus** – Some respondents indicated there was confusion or disagreement over the meaning or need for DEI and, as a result, had minimized efforts in this area.
- **Merit-based Focus** – The association was focused on objective, merit-based considerations without regard to individual demographics.
- **Prioritization** – While diversity and DEI was considered important, other issues, for example worker safety, were considered more important.

Perceptions of DEI are as varying as the constituencies that associations serve. It will be critical for association leaders to recognize this situation and take the wide variety of perspectives into account when determining the priority of DEI over other topics and in attempting to make progress on DEI issues.

The issue of “Equity”.

Looking Forward® (DEI) 2021 examined diversity, equity, and inclusion as a holistic concept. It did not ask for separate information on distinct diversity, equity, or inclusion issues. As a result, one weakness in the study is examining these three attributes individually.

Throughout the study, though, diversity and inclusion were frequently cited in the qualitative responses to the questionnaire. The issue of “equity” was seldom mentioned.

While the nature of the questions may have resulted in this response, **Association Laboratory concludes** that associations are seeking to build an inclusive environment serving a diverse group of people, but that the issue of equity is still either poorly defined or understood or less of a priority given competing demands. The concepts of diversity and inclusion are not new to the association community, but the concepts of equity are relatively modern and, as a result, may not be as widespread in their understanding, support or use by associations.

The Definition of Personal Diversity

Looking Forward® (DEI) 2021 focuses on individual diversity, not organizational or other types of diversity, for example type of member or member company. The study asked respondents to identify which kind of *individual diversity* they considered most critical to address in the coming year.

The primary focus will be on racial, ethnic, and gender diversity. The following shows the response to this question by all respondents.

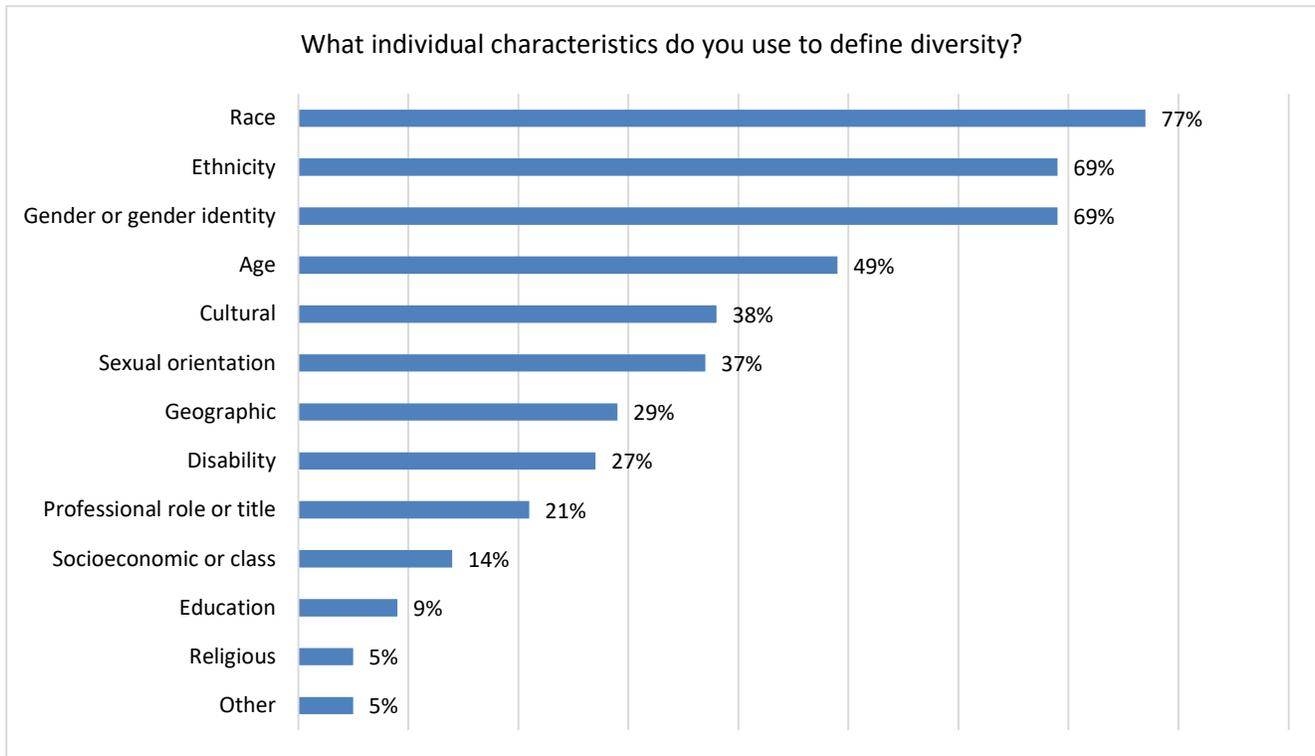


FIGURE 2 LOOKING FORWARD® DEI 2021

Question text: Individual or personal diversity can have many meanings to different people. When your association considers "individual diversity" which of the following areas are most critical over the next year? Select up to five.

Concerns About Association Stakeholder Diversity

Associations are often concerned about the diversity of the association’s volunteer or staff leadership. Looking Forward® (DEI) assessed the level of concern regarding the diversity of different stakeholder or leadership groups. The following chart identifies the level of concern by respondents with their association’s diversity within different areas of association leadership.

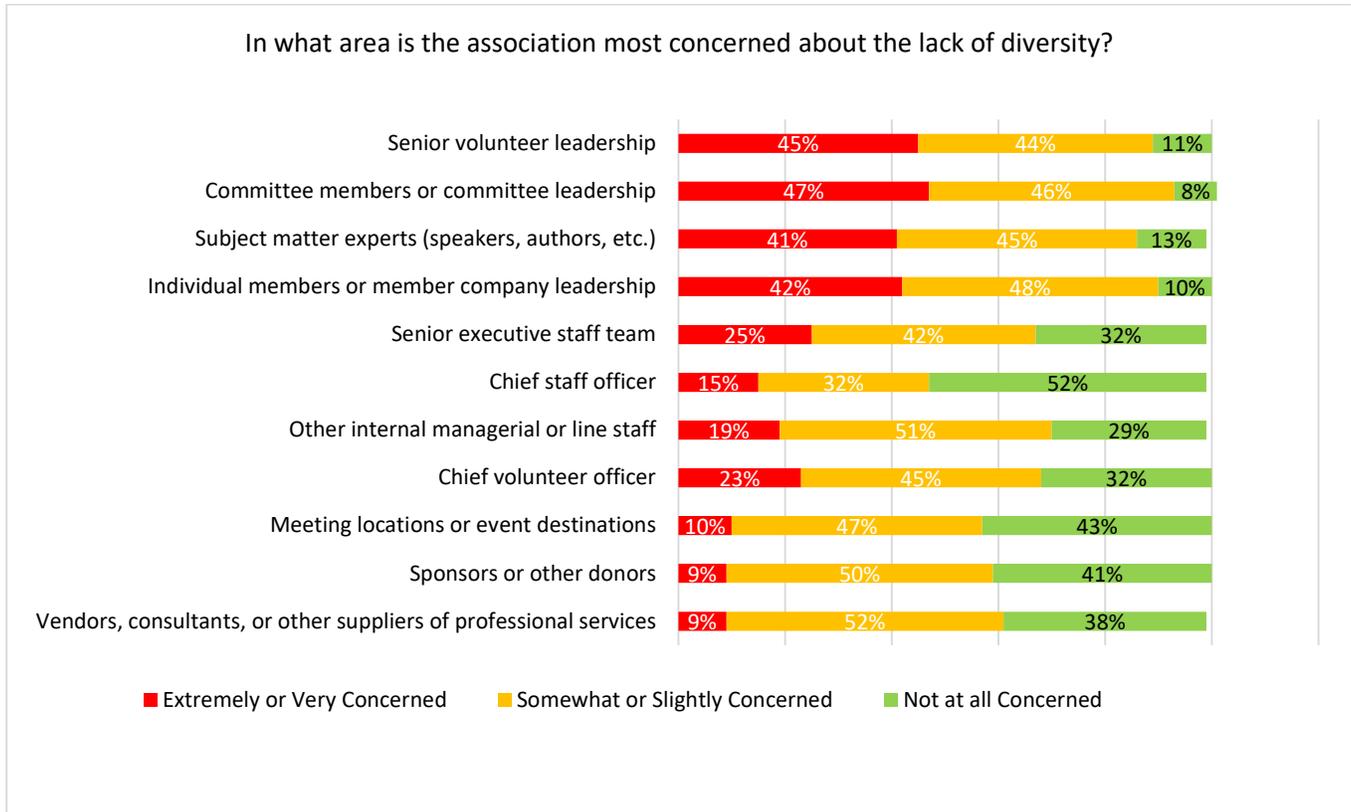


FIGURE 3 LOOKING FORWARD® DEI 2021

Question text: How concerned is your association’s leadership about a lack of diversity in each of the following?

Initiation Point

Top-down change is often used to make changes quickly, for example during an association turnaround situation. Since people are naturally resistant to change, a top-down approach often creates or increases resistance.

The biggest problem in changing any organization is resistance to change. The more complex, controversial, or personal the topic, the more challenging change becomes.

As a result, Association Laboratory believed it was important to identify the source or initiation point of DEI discussions. Are these bottom-up demands of members or top-down initiatives of volunteer leadership or staff?

By understanding the direction of change, the association can select strategies that improve the likelihood of success.

Looking Forward® (DEI) shows that discussions centered around diversity typically start internally with relatively weak influence from external sources. 70% of discussions of DEI began at the Board of Directors or staff level. The following shows the response to this question by all respondents.

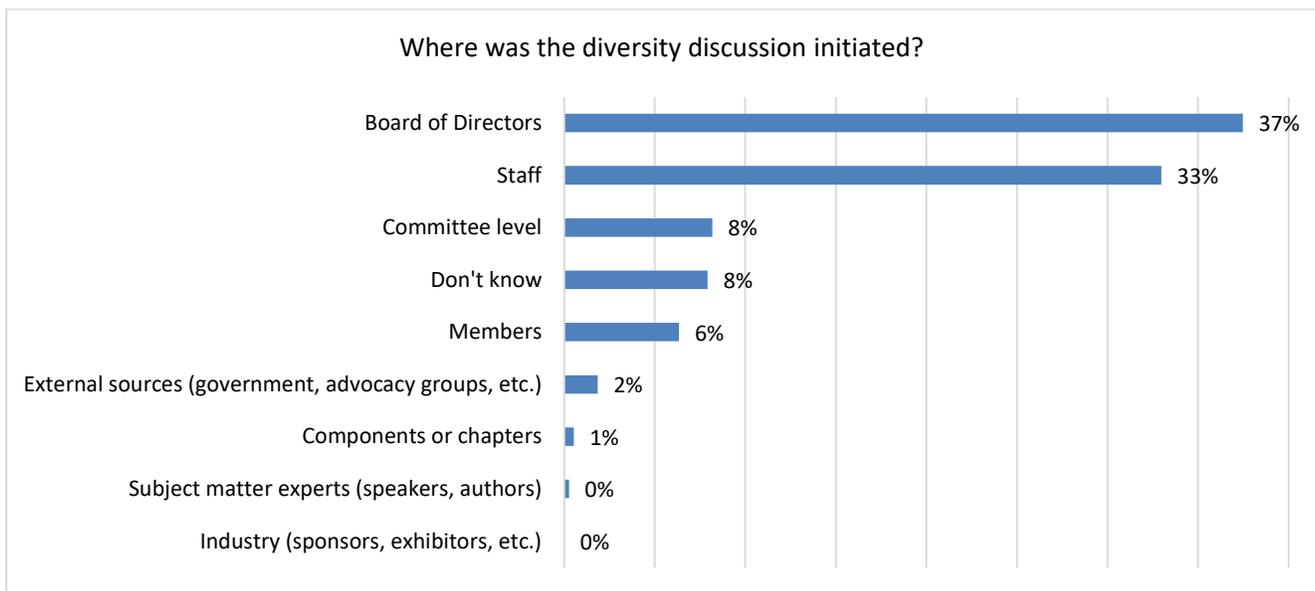


FIGURE 4 LOOKING FORWARD® DEI 2021

Question text: Where was the discussion of diversity first conceived or initiated at the association? Select only one.

DEI Statement Scope

In Looking Forward® (DEI) respondents were asked to describe whether their organization is discussing diversity and have a DEI Statement or policy in place within their organization.

The chart below shows what percent of the respondent population has a DEI statement or policy in place within their association.

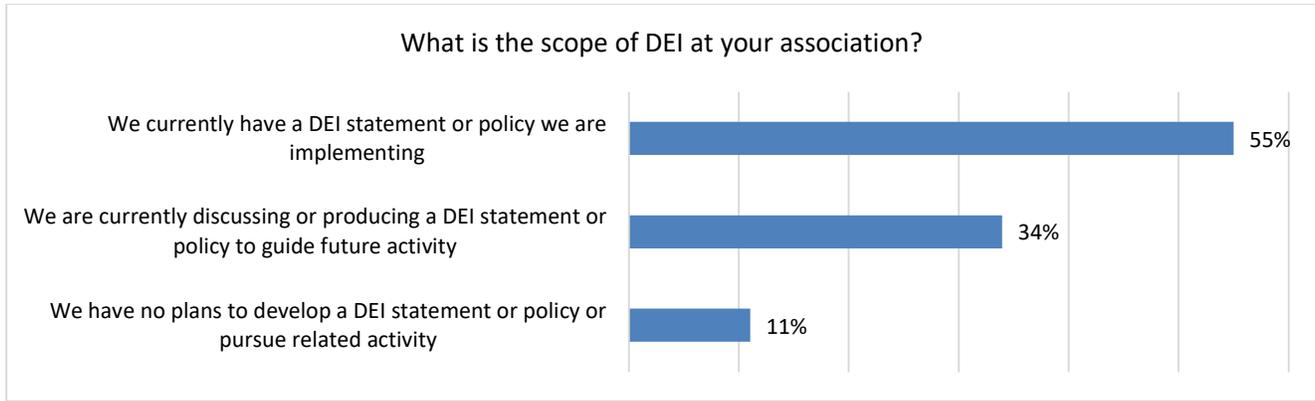


FIGURE 5 LOOKING FORWARD® DEI 2021

Question text: Which of the following best describes the status of discussions about DEI at your association? Select only one.

The responses show that most of the organizations either currently have or discussing a formal statement or policy on DEI.

Respondents who indicated their association had a DEI policy or statement were asked to describe the nature of this statement. The research goal was assessing the comprehensive nature of DEI discussions.

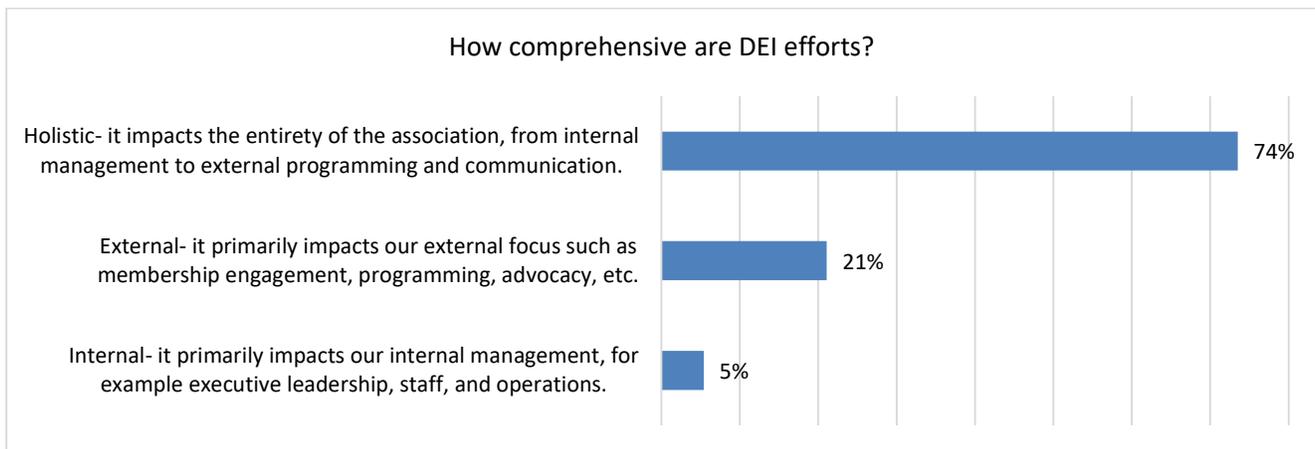


FIGURE 6 LOOKING FORWARD® DEI 2021

Question text: Which of the following best describes your DEI statement or policy? Select only one.

DEI Data Collection

In addition, respondents from Looking Forward® DEI were asked to identify the information that they collect from their members. The following identifies the information that the respondents' associations are collecting about their members.

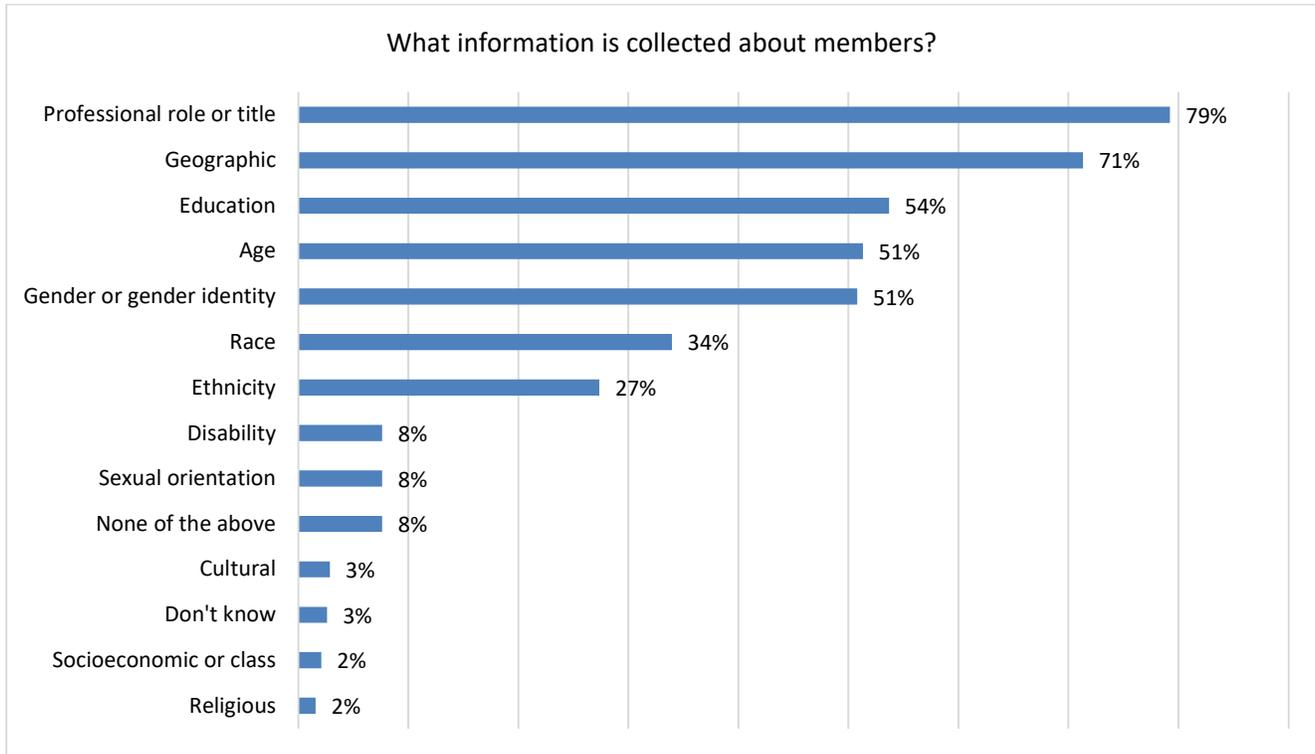


FIGURE 7 LOOKING FORWARD® DEI 2021

Question text: *What information does your association currently collect about members? Select all that apply.*

The associations are putting an emphasis on collecting professional role, geographic, and educational information as opposed to cultural, religious, and socioeconomic information of their members.

DEI Effectiveness

Association Laboratory hypothesized that DEI efforts might be focused on distinct areas of the association and as a result, exhibit different levels of effectiveness.

Then asked respondents to assess the impact of their DEI efforts on distinct stakeholder groups. The graph below depicts how effective the DEI efforts were in certain areas according to the respondents.

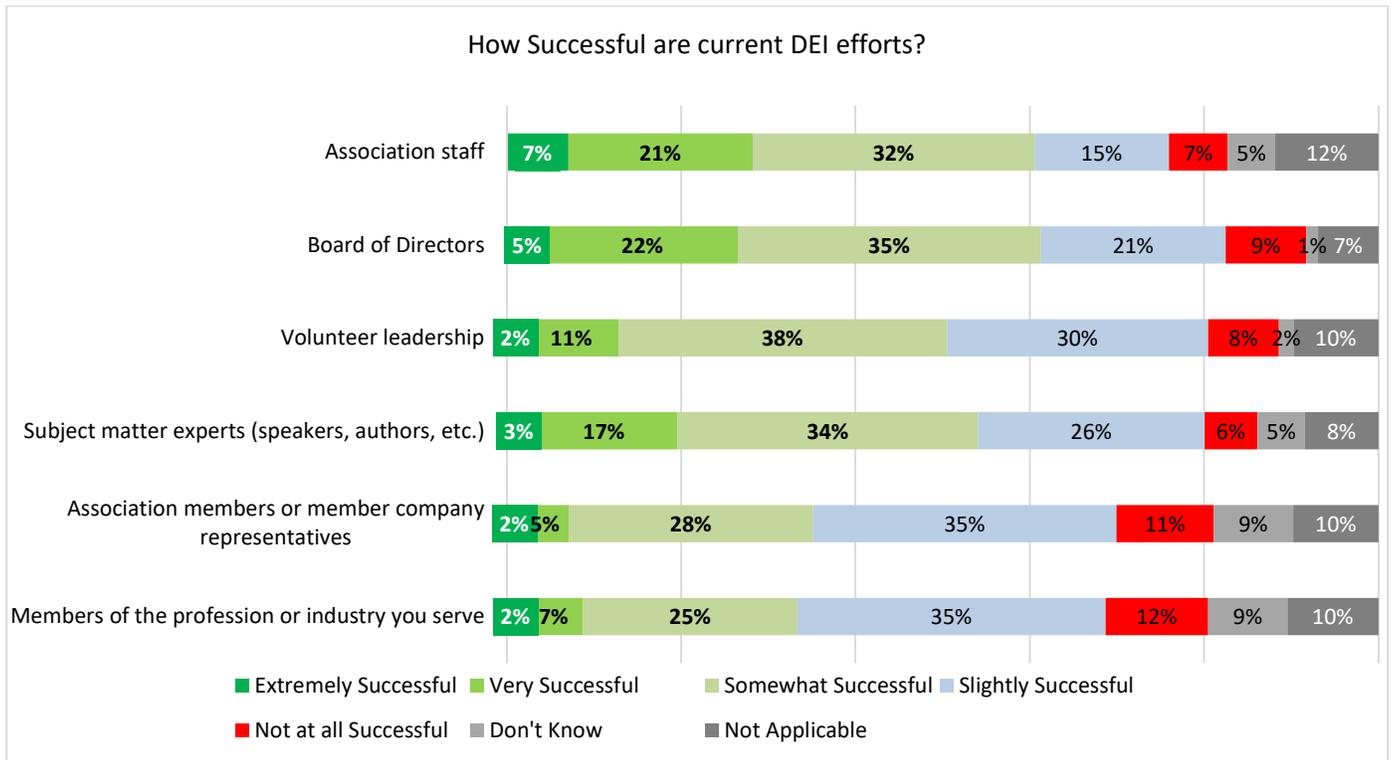


FIGURE 8 LOOKING FORWARD® DEI 2021

Question text: We've asked about your DEI efforts in a number of areas. Please rate the success of your DEI efforts in each of the following areas.

Challenges Facing DEI Efforts

Looking Forward® (DEI) asked respondents to assess the challenges facing their DEI efforts. Response options regarding association challenges facing DEI were grouped into the following domains.

External Stakeholder Perceptions – Challenges with externally facing strategy targeting distinct stakeholder groups.

Outreach – Challenges to effective communication with members of underrepresented groups.

Candidate Availability – Challenges surrounding the availability of individuals who meet the associations criteria for diversity.

Leadership Diversity – Challenges related to volunteer leadership and staff of the association.

Governance – Challenges surrounding the creation of a diverse decision-making structure within the association.

Challenges to External Stakeholder Perceptions

Associations pursue a wide variety of strategies in which the perception of external stakeholders are critical. Looking Forward® (DEI) 2021 assessed how a perceived lack of diversity within the association may impact a list of common external strategies. The following chart assesses the challenges created by a perceived lack of diversity in the association.

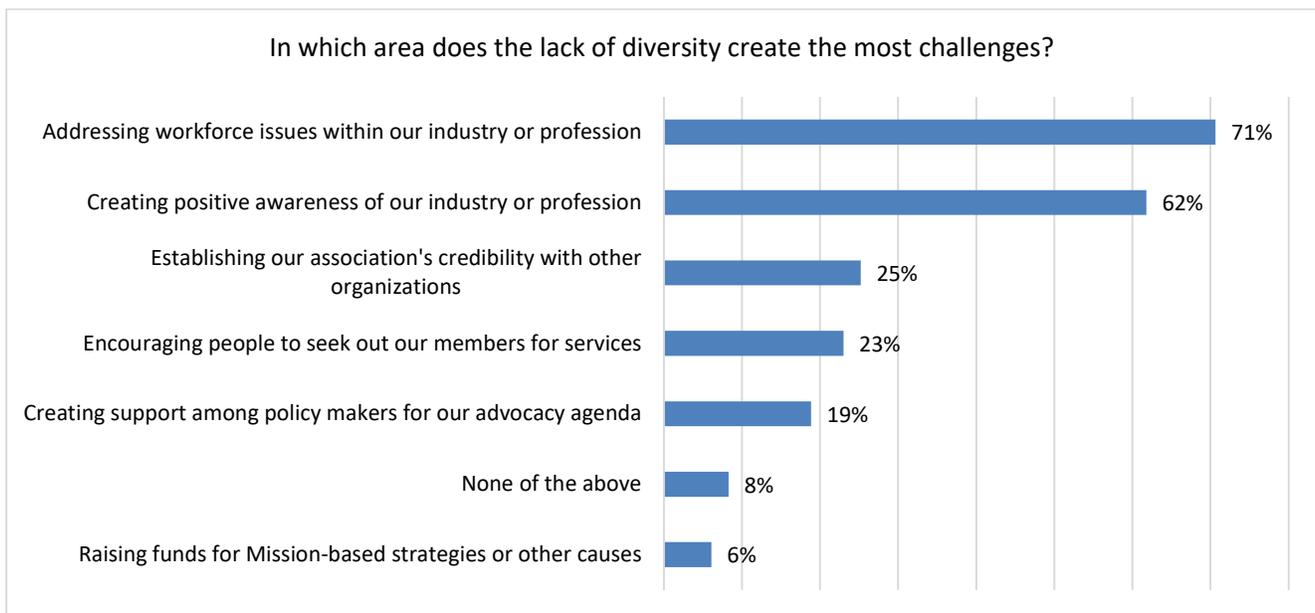


FIGURE 9 LOOKING FORWARD® DEI 2021

Question text: In which of the following stakeholder perception areas does your organization believe a lack of diversity creates the most challenges?
Select up to three.

Challenges to Underrepresented Group Outreach

Outreach is an important part for every organization, but it does have certain challenges tied to it. The chart below depicts the areas the respondents found challenging in terms of outreach.

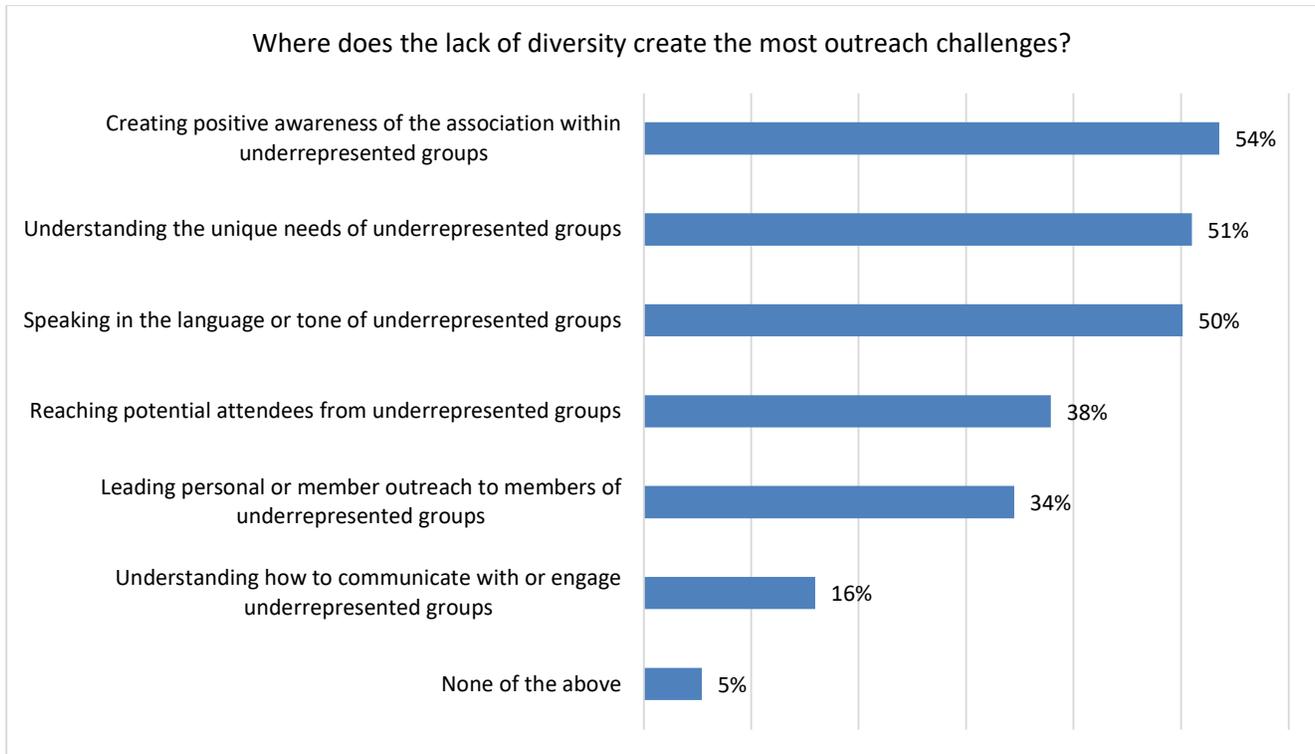


FIGURE 10 LOOKING FORWARD® DEI 2021

Question text: Where does your organization face the most substantial outreach challenges? Select up to three.

Unsurprisingly, creating positive awareness within underrepresented groups was the most frequent response. Whereas speaking the language of an underrepresented group was not a common challenge for as many respondents.

Challenges Created by Insufficient Pool of Diverse Candidates

In order to make progress diversifying a group of people it is necessary to have a sufficiently diverse pool of individuals to invite or engage.

Important areas for many associations include potential visible leaders within the industry or profession including speakers, volunteer leaders. The following identifies the percentage of respondents who identified each area in which they problems caused by an insufficiently large pool of qualified individuals necessary to improve diversity.

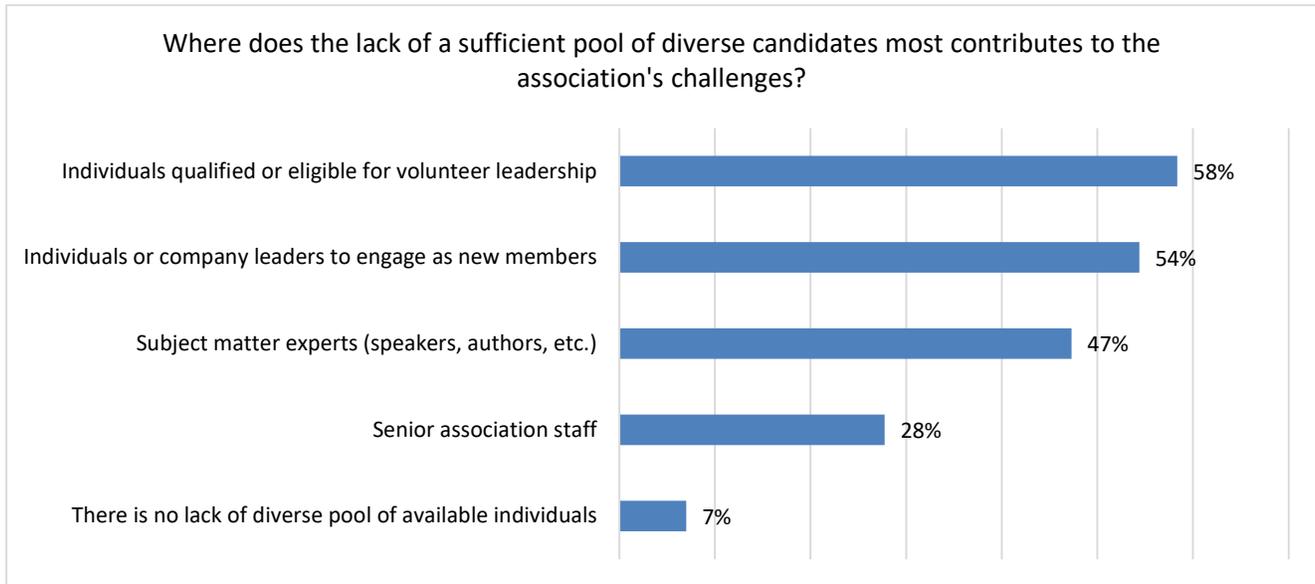


FIGURE 11 LOOKING FORWARD® DEI 2021

Question text: Where do you believe a lack of a diverse pool of available individuals most contributes to the association's challenges? Select up to three.

Challenges Created by the Lack of Leadership Diversity

The following graph identifies the percentage of respondents who identified each area as a possible challenge.

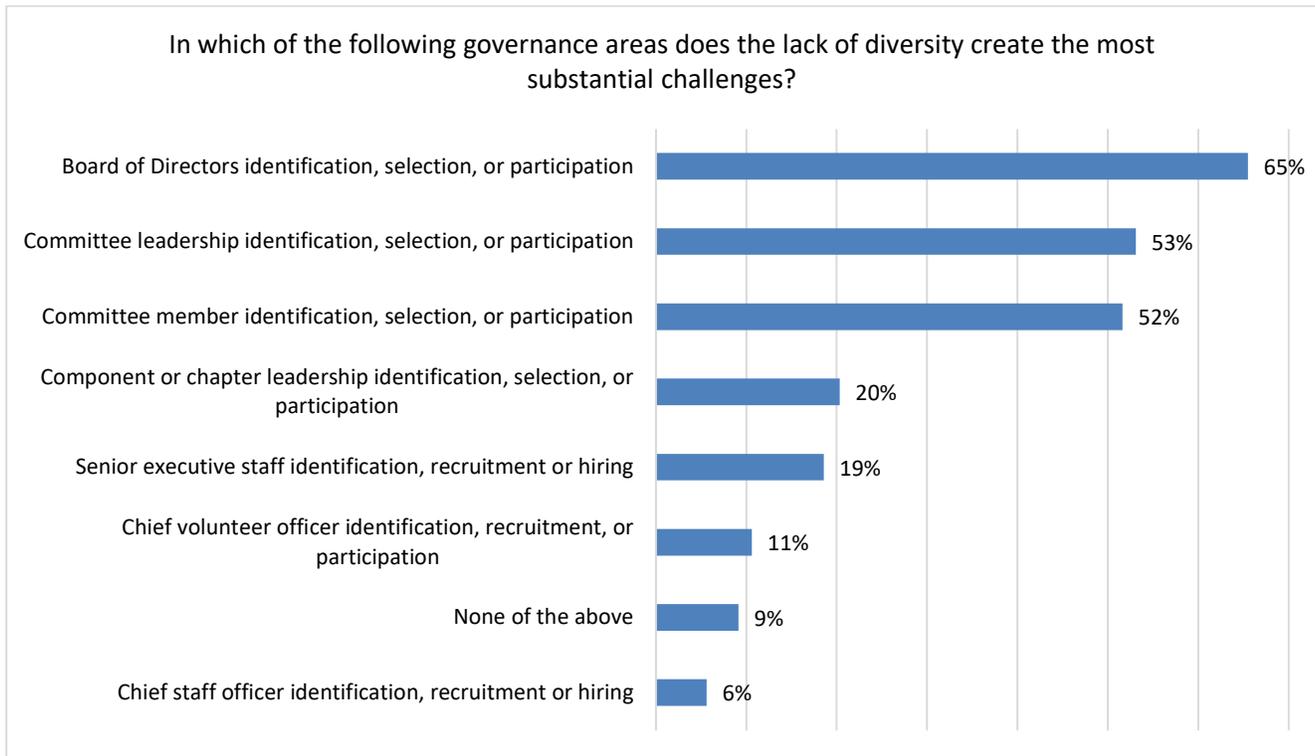


FIGURE 12 LOOKING FORWARD® DEI 2021

Question text: In which of the following governance areas does your organization believe a lack of diversity creates the most challenges? Select up to three.

Challenges to Subject Matter Expert Engagement

Associations are often concerned about the diversity of visible industry or professional leadership.

Looking Forward® (DEI) assessed in which areas of subject matter leadership the lack of diversity creates challenges. The following graph identifies the percentage of respondents who identified each area as a possible challenge.

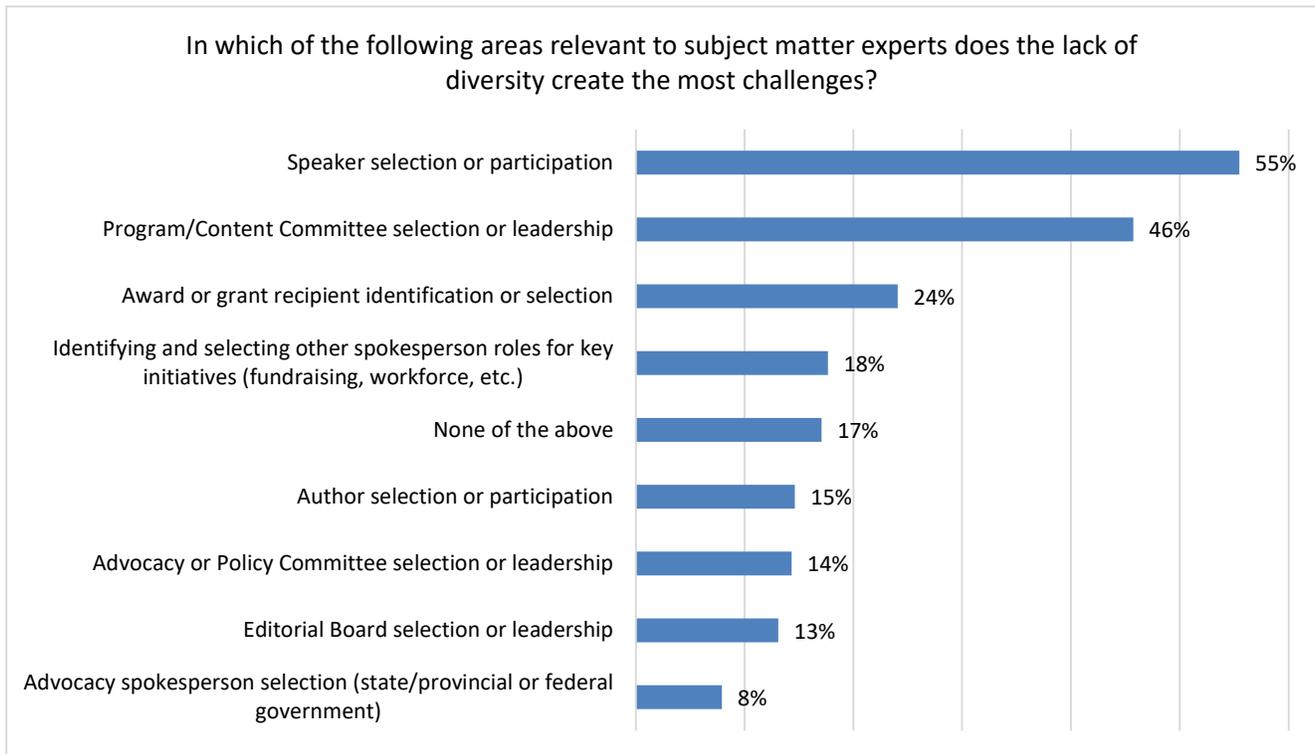


FIGURE 13 LOOKING FORWARD® DEI 2021

Question text: In which of the following subject matter expert areas does your organization believe a lack of diversity creates the most challenges?
Select up to three

The Strategies for Improving DEI

Looking Forward® (DEI) 2021 asked respondents to identify the strategies their association was pursuing to address the identified challenges. Response options regarding association strategy were grouped into the following domains.

- **Values or Organizational Planning Strategies** – The incorporation of DEI concepts into the values statements or organizational or strategic plans of the association.
- **Leadership Strategies** – Strategies specific to association leadership.
- **Membership Strategies** – Strategies specific to membership recruitment, retention, or engagement.
- **Component Strategies** – Strategies specific to components or chapter management or leadership.
- **Publication or Online Strategies** – Strategies specific to publications or content.
- **Conference or Event Strategies** – Strategies specific to face-to-face or virtual events.
- **Internal Staff or Operational Strategies** – Strategies specific to staff or the internal operations of the association.

The following summarizes the response within these domains.

Values-based or Organizational Planning Strategies

Respondents to Looking Forward® (DEI) 2021 were asked to identify how they were incorporating DEI concepts into the values or organizational or strategic planning of the association. The following chart shows the percentage of respondents who identified each strategy.



FIGURE 14 LOOKING FORWARD® DEI 2021

Question text: Over the next year, which of the following strategies does your organization plan on implementing? Select all that apply.

Leadership Strategies

Associations are looking to improve the diversity of their leadership.

Respondents to Looking Forward® (DEI) 2021 were asked to identify which leadership-oriented strategies they are implementing to address DEI concepts at their association. The following chart shows the percentage of respondents who identified each strategy.

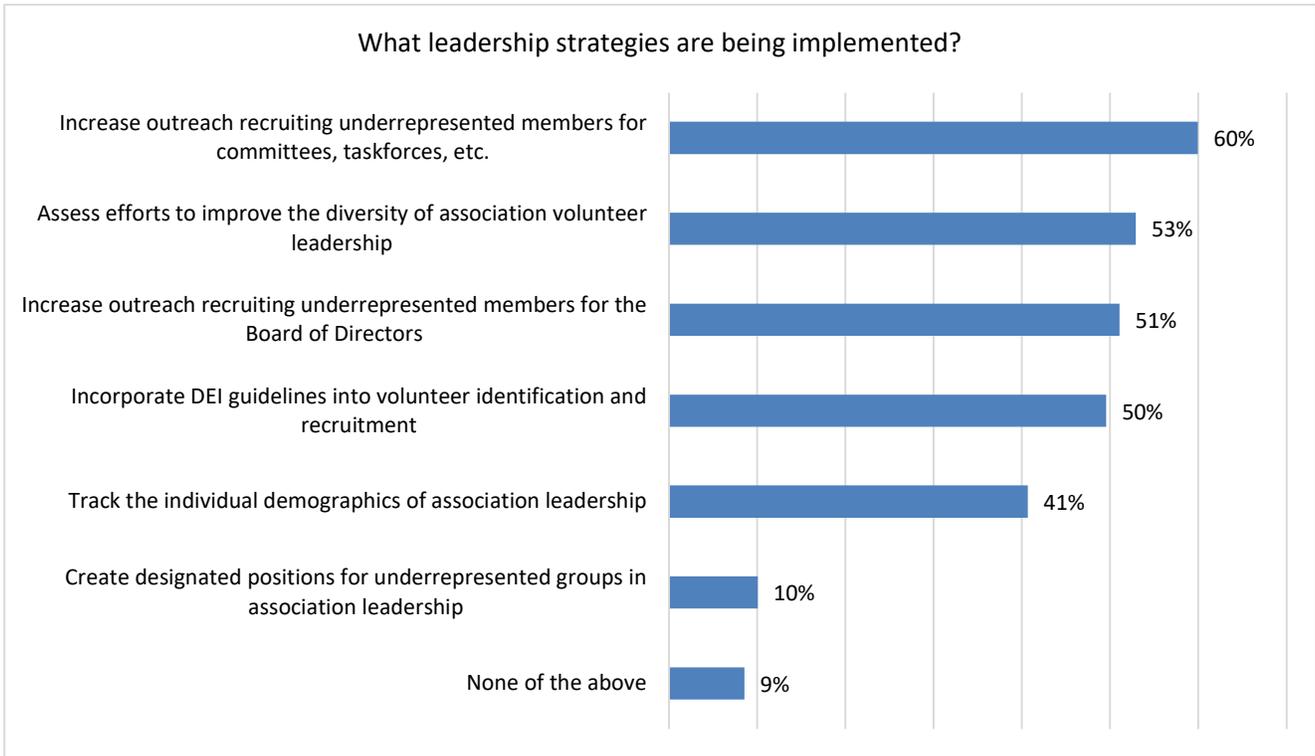


FIGURE 15 LOOKING FORWARD® DEI 2021

Question text: Over the next year, which of the following leadership strategies does your organization plan on implementing? Select all that apply.

Membership Strategies

Respondents to Looking Forward® (DEI) 2021 were asked to identify what membership strategies they were using to address DEI concepts. The following chart shows the percentage of respondents who identified each strategy.



FIGURE 16 LOOKING FORWARD® DEI 2021

Question text: Over the next year, which of the following membership strategies does your organization plan on implementing? Select all that apply.

Component or Chapter Strategies

Respondents to Looking Forward® (DEI) 2021 were asked to identify what chapter or component strategies they were using to address DEI concepts. The following chart shows the percentage of respondents who identified each strategy.

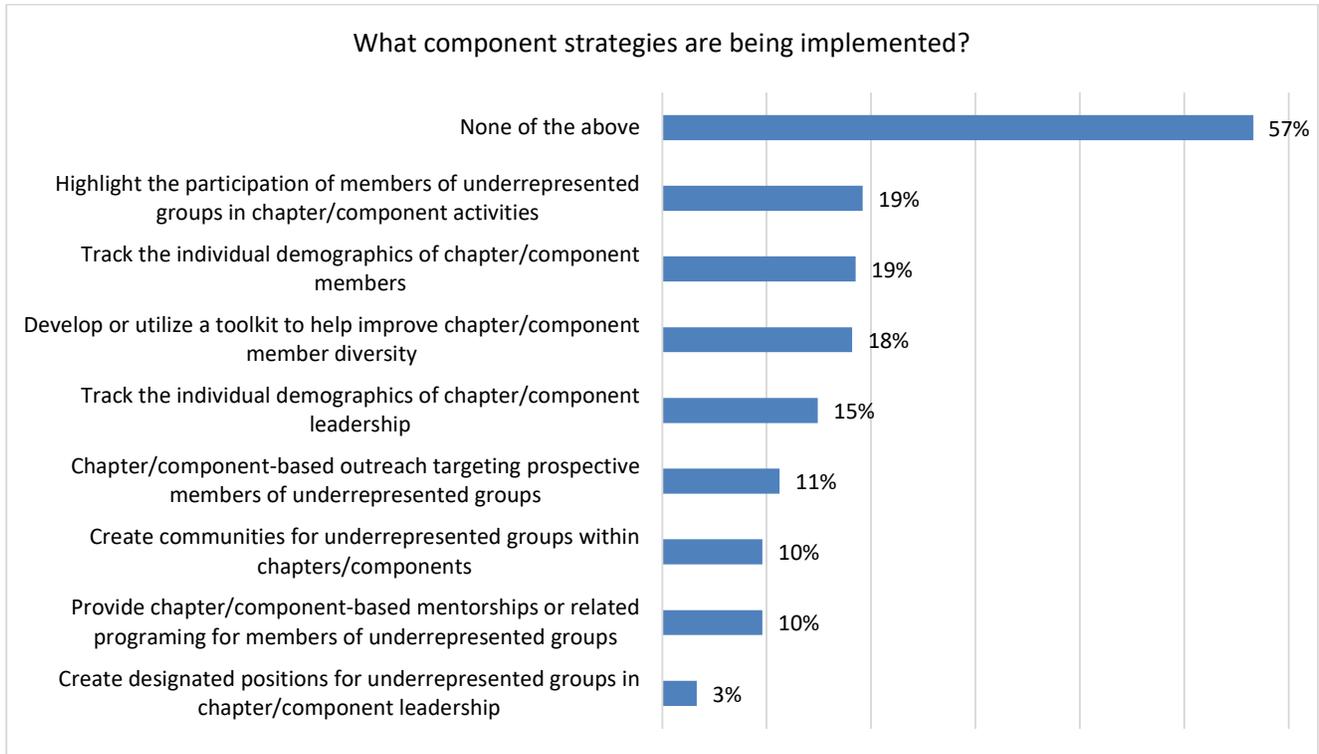


FIGURE 17 LOOKING FORWARD® DEI 2021

Question text: Over the next year, which of the following chapter or component strategies does your organization plan on implementing? Select all that apply.

Publication or Content Strategies

Respondents to Looking Forward® (DEI) 2021 were asked to identify what publications or online content strategies they were using to address DEI concepts. The following chart shows the percentage of respondents who identified each strategy.

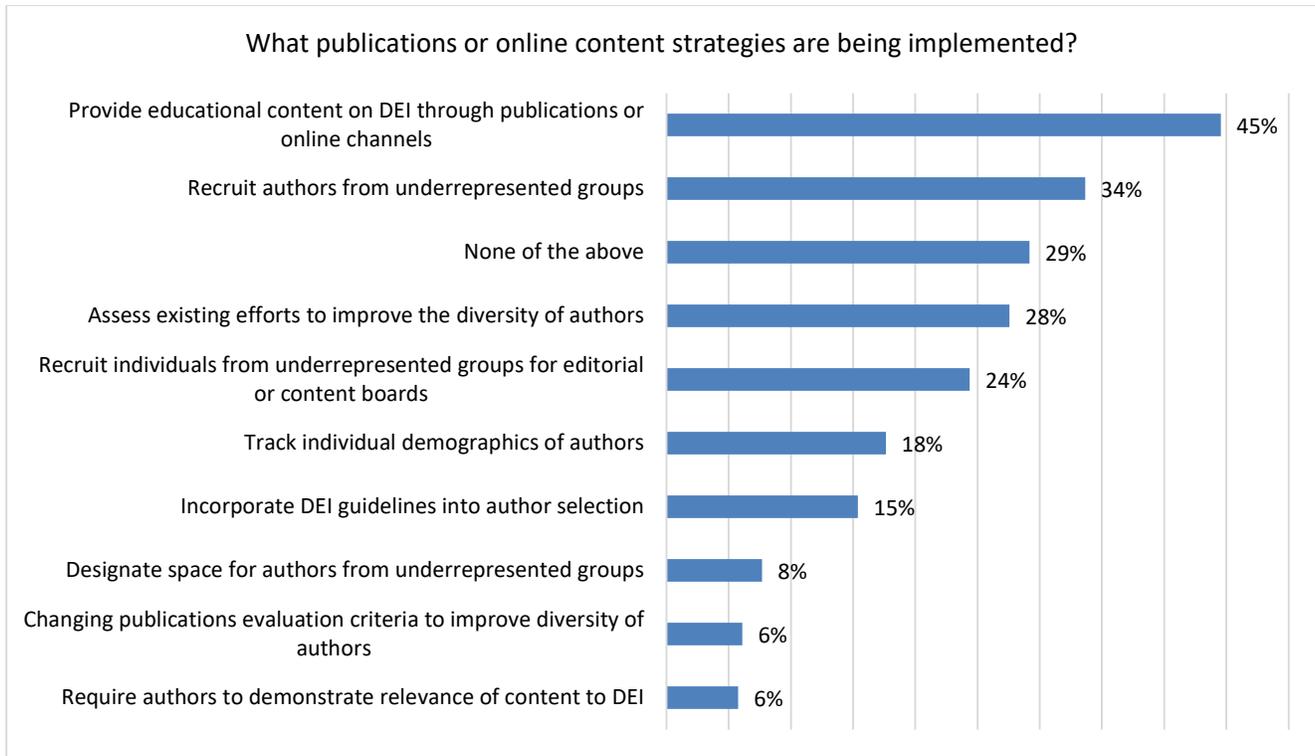


FIGURE 18 LOOKING FORWARD® DEI 2021

Question text: Over the next year, which of the following publication or online content strategies does your organization plan on implementing?
Select all that apply.

Conference or Event Strategies

Respondents to Looking Forward® (DEI) 2021 were asked to identify what conference or event strategies they were using to address DEI concepts. The following chart shows the percentage of respondents who identified each strategy.



FIGURE 19 LOOKING FORWARD® DEI 2021

Question text: Over the next year, which of the following event strategies does your organization plan on implementing? Select all that apply.

Internal Staff or Operational Strategies

Respondents to Looking Forward® (DEI) 2021 were asked to identify what internal or operational strategies they were using to address DEI concepts. The following chart shows the percentage of respondents who identified each strategy.

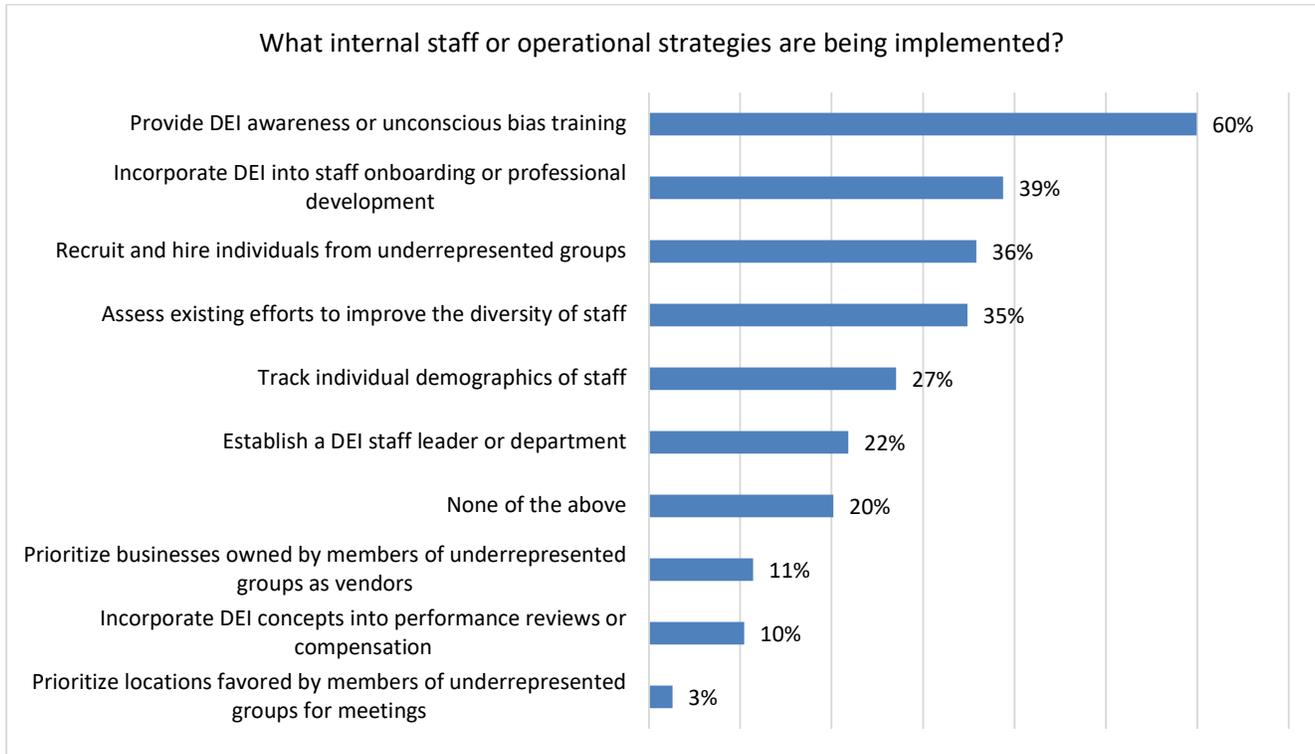


FIGURE 20 LOOKING FORWARD® DEI 2021

Question text: Over the next year, which of the following internal staff or operational strategies does your organization plan on implementing?
Select all that apply.

Barriers to DEI Strategy Implementation

Looking Forward® (DEI) asked respondents to identify the primary barriers to successful implementation of the strategies they believed were important to success. Questions regarding barriers to strategy were grouped into the following domains.

Policy – Barriers surrounding the identification and measurement of policy impact and on understanding the implications of policy changes.

Perception and Capacity – Barriers related to perceptions by stakeholder groups and long-term implications on sustainability.

Resources – Barriers to identifying and sustaining the necessary resources supporting DEI efforts.

Understanding or Measuring Policy

Respondents identified the most substantial policy challenges representing barriers to their success.

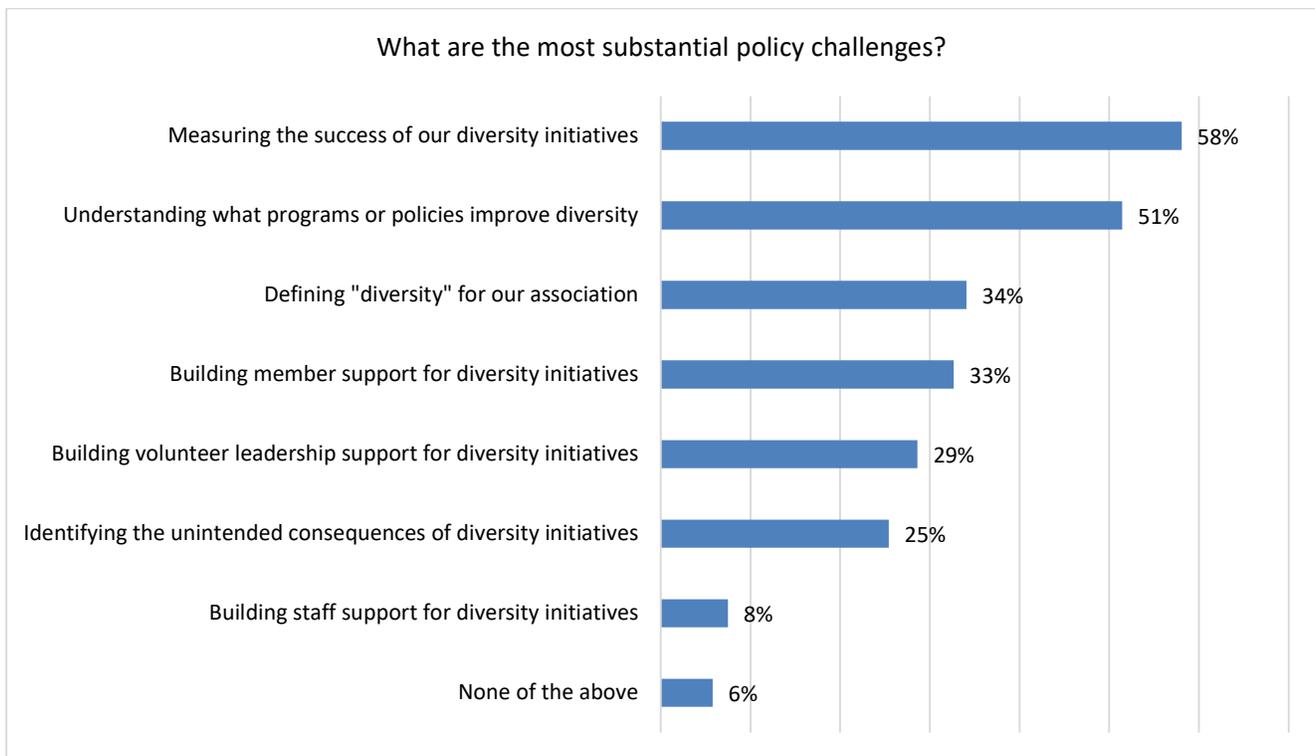


FIGURE 21 LOOKING FORWARD® DEI 2021

Question text: Where does your organization face the most substantial policy challenges? Select up to three.

Resource Creation or Sustainability

Respondents were asked to identify the most substantial resource challenges their organizations are currently facing. Pictured below is a chart of their responses.

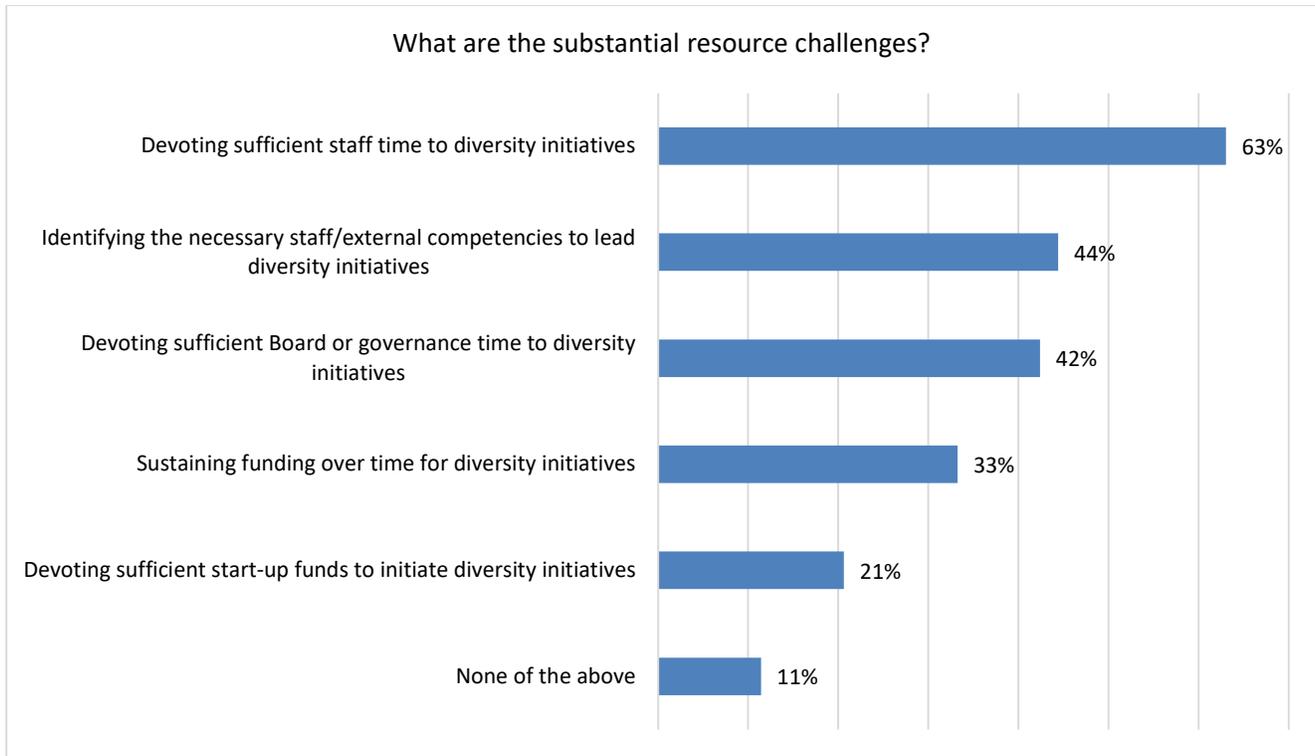


FIGURE 22 LOOKING FORWARD® DEI 2021

Question text: Where does your organization face the most substantial resource challenges? Select up to three.

Perceptions and Capacity

The following graph shows the potential barriers that respondents indicated are barriers to their association implementing their DEI initiatives.

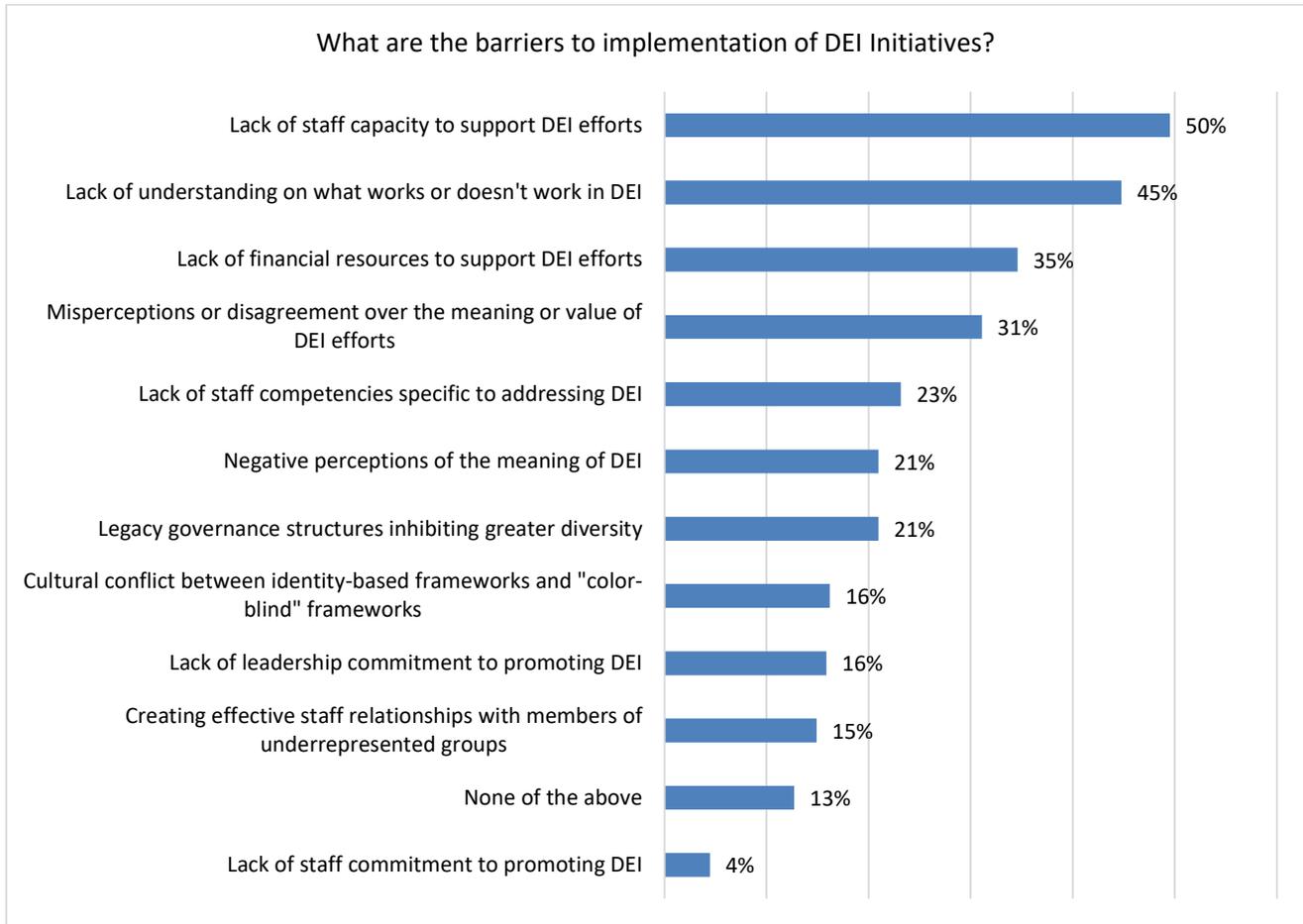


FIGURE 23 LOOKING FORWARD® DEI 2021

Question text: Which of the following are barriers to your association's efforts to implement DEI initiatives? Select all that apply.

Closing

Association sector research efforts often investigate complicated issues before their widespread acceptance by the members of a profession or industry.

For example, few doctors want stronger CME requirements, and few companies often want stricter and more expensive standards. It is us up to volunteer leaders to look at the long-term challenges and investigate solutions to these challenges that balance the needs of professions and industries with the people they serve.

It also important for associations to operate as deliberative communities, allowing for the gradual assimilation of new ideas across professions and industries.

Finally, associations should avoid reflecting or magnifying unproven concepts or ideas that diminish societal progress or inadvertently limit or destroy legacy culture or behaviors that contributed greatly to societal advancement. Associations should add light, not heat to discussions.

At Association Laboratory we've been working with a wide variety of organizations on DEI and other complex issues. Given our research in this area, here are some lessons we've learned.

First, the investigation and discussion of DEI can be incredibly controversial. This is a complicated issue without common definitions, which makes discussion very difficult. In addition, key concepts are sometimes inadvertently and/or maliciously interpreted by individuals for personal or organizational gain.

Second, the question isn't between a positive concept like DEI and some negative alternative. It is often between alternative positive viewpoints.

For example, the discussion of DEI by a surgical association was controversial because some leaders believed it conflicted with the traditional "colorblind" philosophy of medicine, that all patients regardless of race, ethnicity, etc. deserved the same care. Once race (or other attributes) was introduced, it challenged this philosophy of a colorblind treatment by introducing a qualifier.

Third, the devil is in the details of implementation. DEI policy statements are relatively benign and often generic. There are only so many ways to say it. The implementation of DEI is another matter. Do you change how you evaluate volunteer leaders based on their adherence to a subjective DEI assessment? Do you support segmenting the membership community by gender, race, sexual orientation, etc.? It is possible to disagree with these specific tactics while still being supportive of a diverse and inclusive community.

Fourth, many topics are becoming conflated. DEI, "Woke", "Systemic Racism", "Privilege", Implicit Bias, CRT, etc. are all very different concepts but it is becoming nearly impossible to discuss one without others being introduced. This conflation of topics creates a challenging leadership environment.

Fifth, while DEI has been around a long time, it has become more controversial as some proponents of DEI have started to incorporate unrelated, more controversial components into the mix and to accuse anyone who disagrees as being hostile to diversity or implying bigotry (race, gender, sexual orientation, etc.). This effectively destroys discussion within your association.

At Association Laboratory, we have taken an agnostic viewpoint as researchers. Our job is to inform and facilitate the conversation, not take sides. We don't presume something exists or does not, we simply answer the questions posed as objectively as possible.

Appendix 1: Accessing the Looking Forward® Dashboard.

The most recent, relevant, and customizable data to inform your decisions is critical in a dynamic and uncertain environment.

To succeed in a dynamic, competitive, and interconnected world, it will be critical for association leaders to make faster, better decisions. You will need to know what the future looks like now, not later.

Looking Forward® sector data is provided via a customizable dashboard, allowing you to focus on the segment of the association sector most critical to you, your staff and Board. See what issues are impacting members and identify the most likely challenges you'll face. Then download the custom report to guide discussions with your team and volunteer leaders.

[Click here for the Looking Forward® Dashboard](#)

How to use the dashboard

The Looking Forward® Dashboard provides you with an overview of the sector studies conducted by Association Laboratory. It is a simplified representation of the data. It does not, for example, provide unique N counts (respondents/individual question) for each question.

It is expected that as you select an individual report and drill down into the data and customize your report to your needs, only the most relevant data per question will be included. As a result of the different counting methodologies and the natural limitations of a published document requiring data counts at a particular time, there may be minor differences between published documents and the Looking Forward® Dashboard.

Association Laboratory produces three sector studies under the Looking Forward® banner that are critical to association sector thought leadership.

- **Looking Forward® (Impact)** – This global environmental scan of the association strategy environment identifies the factors with the greatest impact on association members and the challenges these factors create for associations.
- **Looking Forward® (Solutions)** – This study assesses more than 135 different strategies that association leaders believe are important to success given the influences on their members and the challenges these factors create.
- **Looking Forward® (DEI)** – This study, the first of its kind in the association sector, investigates sector perceptions of DEI issues, the challenges associations perceive in effective DEI work and the strategies being pursued by associations to address these challenges.

The homepage of the data dashboard identifies the different sector data sets you can access from these three studies. Simply select the study of interest and the dashboard will display top-level results. Clicking “Explore” in each chart will allow you to dig deeper into that topic area.

Each chart has a book icon in the bottom right corner, which allows you to see the question asked of respondents.

In addition, once you clicked “Explore,” you will see a list of filters along the right side of the page. These filters allow you to adjust the data set by annual budget, member size, organization type, location, profession, and organization type (meaning professional or

trade). At the bottom of each page, the printer graphic allows you to print a PDF of the page to use in conversations with your Board.

Appendix 2: Methodology

Looking Forward® (DEI) 2021 provides a picture of the current state of DEI in the association sector with a focus on diversity and the challenges and strategies considered most critical to trade and professional associations.

Association Laboratory developed and deployed an online survey to collect data from association leaders.

Response options for *Looking Forward® (DEI) 2021* were informed by an examination of secondary research and client DEI studies incorporating both quantitative and qualitative data.

Example: *“In which of the following stakeholder perception areas does your organization believe a lack of diversity creates the most challenges? Select up to three.”*

A total of 425 individuals completed the survey. The response includes:

- 191 respondents were classified as association Chief Staff Officers
- 9 respondents were Volunteer Leaders.
- 34 respondents were Assistant Executive Director/COO
- 47 respondents were Senior Domain Executive (CFO, CMO, etc.)
- 84 respondents were Association Staff Working in a Specific Domain Area
- 18 respondents held a different job title

Appendix 3: About Association Laboratory

Association Laboratory helps association leaders make better decisions through research and strategy consulting services, dissemination of association sector research insights and the education of association leaders.

The award-winning company is a national leader in developing sustainable, successful strategy for associations and has been advising associations since 1999 from offices in Washington, DC and Chicago, IL. You can learn more about us at www.associationlaboratory.com.

Research and Strategy Consulting Services

Association Laboratory is a full-service research and strategy firm. We lead evidence-based, collaborative engagements addressing the spectrum of association challenges. From strategic planning and membership model design to online education and global expansion, the company helps you identify and implement successful business strategy.

Common engagements include the following.

Strategic Planning	Membership Value Proposition and Modeling Strategy
Environmental Scanning	Online Education Strategy
Content Strategy	Component Value Proposition Strategy
Credentialing Strategy	Global Strategy
DEI Strategy	Emerging Leader Strategy

Association Sector Research and Insights

Association Laboratory collects and disseminates association sector research aggregating information collected from hundreds of association leaders; providing you with the most recent, relevant, and useful information you need to guide conversations at your association.

Association Leader Education and Competency Development

Association Laboratory produces strategic educational content designed to help association leaders develop the competencies necessary for success. Research-based and peer driven this content provides you with an engaging, effective means of improving the success of your leadership and decision-making.