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EXECUTIVE SUMMARY
DEMOGRAPHICS

• For the purpose of analysis, MOs are segmented by size. Roughly one-fourth (26%) have 50 or fewer member firms, more than one-third have 51 to 100 (36%) and another 38% have more than 100.
  • The largest MO in this survey has 504 member firms while the smallest has 26.
  • Although the average number of member firms is 114, the median is 85, indicating that some large MOs are skewing the average size.

• Although a majority (57%) of MO Executive Directors are full-time staff, there are a large number who are employed through an AMC (21%) or have contractor status (17%).
  • Executive Directors (EDs) of Small MOs (those with 50 or fewer member firms) are more likely to be employed by an AMC (42%) compared to 29% of Medium MO EDs (51 to 100 member firms) and 0% of Large MOs EDs (more than 100 member firms).
  • Conversely, Executive Directors of Large MOs are all full-time staff (100%) compared to Medium (41%) and Small (17%) MO EDs.

• Overall, the average number of full-time (2.5) and part-time staff (0.3) is nearly three per MO. However, Large MOs have considerably more staff than Medium and Small MOs.

• The most common member categories are Engineering Firm (67%) and Affiliate (64%). Associate is a distant third (36%).
WEBINARS

• A large majority (78%) of MOs did not offer a single webinar in 2019. Those that did held no more than four, with one exception. ACEC-NY held 15 webinars, by far more than any other MO.
  • MOs reported holding a combined total of 35 webinars in 2019. MOs with more members were more likely to hold webinars.

• Although nearly half (48%) of MOs do not plan to hold any webinars in 2020, the remainder do, resulting in a large overall increase.
  • MOs report planning a combined total of 151 webinars in 2020. MOs with more members are planning to hold more webinars.
    • 25% of Small MOs plan to hold at least one webinar
    • 47% of Medium MOs plan to hold at least one webinar
    • 76% of Large MOs plan to hold at least one webinar

• The most popular platform for hosting webinars is Zoom (63%) followed by WebEx (33%), GoToMeeting (29%) and Microsoft Teams (21%).
EDUCATION/LEADERSHIP DEVELOPMENT

• The most popular types of leadership development education are a multi-month series (62%) and 1 or 2-day seminars (38%).
• The most popular types of programs geared towards young professionals are leadership training (74%) and happy hours/social events (28%).
• Very few MOs (14%) place age restrictions on Programs focused on Young Professionals.
GROUPS/COMMITTEES

• About four out of ten MOs (39%) have at least one group that aligns with an ACEC coalition. The most common alignment is with the Coalition of American Structural Engineers (CASE).

• Only 15% of MOs have groups that meet according to firm size.

• About one-third (31%) of MOs currently have a diversity and inclusion policy in place.

• One-third (33%) of MOs currently have a diversity and inclusion committee.

• The most common discipline-focused group/committee among MOs is civil-transportation (76%) followed by environmental (61%) and water/wastewater (57%).

• About one-fourth (26%) of MOs have groups/committees focused on the private markets.

• About one-fourth (23%) of MOs have programs/events focused on the private markets.

• MOs are most likely to have Subject Matter Experts (SMEs) who can talk to the media on the topics of highways (82%), bridges (78%) and waterways/ports/dams (62%).
FELLOWS PROGRAM

• Only 15% of MOs currently have a Fellows Program, however another 11% are in the process of creating one.
  • Small MOs (33%) are more likely than Large and Medium MOs (24% each) to have or to be in the process of creating a Fellows Program.

• More than half of MOs with a Fellows Program indicate an individual must be a National Fellow in order to qualify.
STATEWIDE MO CONFERENCES

• More than three-fourths of MOs (76%) currently have a major statewide conference.
  • All Large MOs (100%) currently have a statewide conference compared to 71% of Medium and 50% of Small MOs. In addition, 24% of Medium MOs are currently planning one.

• The average number of attendees at the most recent MO statewide conferences is 355.
  • Not surprisingly, Small MOs had a lower average attendance (99) compared to Medium (304) and Large (486) MOs.

• The average number of Sponsors at the most recent MO statewide conferences is 23.
  • Small MOs had a lower average number of sponsors (7) compared to Medium (21) and Large (29) MOs.
EEA COMPETITION

• Nearly all MOs (96%) currently have an EEA competition and those that do not are in the process of creating one.

• The median number of submissions received is 22.
  • Small and Medium MOs had a lower median number of submissions (14 and 12, respectively) compared to Large (30) MOs.

• The median number of awards given is 15. This represents roughly two-thirds (68%) of submissions.
  • Small and Medium MOs gave a lower median number of awards (11 and 12, respectively) compared to Large (20) MOs.

• More than half of MOs (52%) give awards for EEA projects during the first three months of the year. Eighty-five percent give the awards during a six month period between November and April.
BOARDS OF DIRECTOR PROFILES

• The Median number of individuals serving on the board of directors is 11.
  • Large MOs report the highest number of individuals serving on their Boards of Directors (median of 14) followed by Medium MOs (10) and Small MOs (9).
• More than nine out of ten (94%) Board Chairs are male.
• Two-thirds (66%) of Board Chairs are ages 36 to 55, while the remainder are age 56 or older.
• Roughly nine out of ten Board Chairs are white (89%).
• Nearly eight out of ten (79%) Board Chairs are term limited to one year.
• More than eight out of ten (85%) Vice Chairs are male.
• Six out of ten (60%) Vice Chairs are ages 36 to 55, while most of the remainder are age 56 or older.
• Roughly nine out of ten (91%) Vice Chairs are white.
• Nearly eight out of ten (78%) Vice Chairs are term limited to one year.
BOARDS OF DIRECTOR PROFILES (CONT’D)

- Roughly nine out of ten (91%) Treasurers are male.
- Nearly three-fourths (74%) of Treasurers are ages 36 to 55, while most of the remainder are age 56 or older.
- Roughly nine out of ten (89%) Treasurers are white.
- More than half (54%) of Treasurers are limited to one year, which is significantly less stringent than for Chairs and Vice Chairs.
- The median number of other Board Members (not including Chair, Vice Chair, and Treasurer) who are male is six, compared to one female.
- The median number of other Board Members (not including Chair, Vice Chair, and Treasurer) who fall into the 36 to 55 year age range is 5 compared to 2 for those 56 and older.
- Ninety-four percent of Boards have at least one individual identifying at white. The next highest representation is among individuals identifying as Asian (19% of boards have at least one individual).
- There are a wide variety of term limits for Board Members serving in any capacity, but there are no clear trends.
FOR THE PURPOSE OF ANALYSIS, MOS ARE SEGMENTED BY SIZE. ROUGHLY ONE-FOURTH (26%) HAVE 50 OR FEWER MEMBER FIRMS, MORE THAN ONE-THIRD HAVE 51 TO 100 (36%) AND ANOTHER 38% HAVE MORE THAN 100.

- The largest MO in this survey has 504 member firms while the smallest has 26.
- Although the average number of member firms is 114, the median is 85, indicating that some large MOs are skewing the average size. Therefore, the median is a more helpful metric to use in this analysis.
ALTHOUGH A MAJORITY (57%) OF MO EXECUTIVE DIRECTORS ARE FULL-TIME STAFF, THERE ARE A LARGE NUMBER WHO ARE EMPLOYED THROUGH AN AMC (21%) OR HAVE CONTRACTOR STATUS (17%).

- Executive Directors (EDs) of Small MOs (those with 50 or fewer member firms) are more likely to be employed by an AMC (42%) compared to 29% of Medium MO EDs (51 to 100 member firms) and 0% of Large MOs EDs (more than 100 member firms).
- Conversely, Executive Directors of Large MOs are all full-time staff (100%) compared to Medium (41%) and Small (17%) MO EDs.

Q27. In your role as Executive Director, which best describes your relationship with the MO?
OVERALL, THE AVERAGE NUMBER OF FULL-TIME (2.5) AND PART-TIME STAFF (0.3) IS NEARLY THREE PER MO. HOWEVER, LARGE MOS HAVE CONSIDERABLY MORE STAFF THAN MEDIUM AND SMALL MOS.

- Large MOs have an average of 4.2 full-time staff compared to 1.9 for Medium MOs and 0.8 for Small MOs.
- While all MO sizes have the same number of part-time staff, Large MOs have more consultants (1.5) compared to Medium (1.0) and Small MOs (0.3)

Q28. Including yourself, how many total staff does your MO have in each of the below categories?

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THE MOST COMMON MEMBER CATEGORIES ARE ENGINEERING FIRM (67%) AND AFFILIATE (64%). ASSOCIATE IS A DISTANT THIRD (36%).

<table>
<thead>
<tr>
<th>Member Categories</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering Firm</td>
<td>67%</td>
</tr>
<tr>
<td>Affiliate</td>
<td>64%</td>
</tr>
<tr>
<td>Associate</td>
<td>36%</td>
</tr>
<tr>
<td>Full Member/Member Firm/Regular Member</td>
<td>29%</td>
</tr>
<tr>
<td>Life Member/Retired</td>
<td>24%</td>
</tr>
<tr>
<td>Vendor/Supplier</td>
<td>16%</td>
</tr>
<tr>
<td>Surveying Firm</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
</tr>
</tbody>
</table>

Q13. Please list each membership category you offer. Select All That Apply

- There are no differences among MOs when it comes to the top two member categories. However, there are a few differences among other categories:
  - Small MOs (55%) are more likely to have an Associate category compared to Medium and Large MOs (29% each).
  - Large MOs (35%) are more likely to have a Life Member/Retired category than Medium (24%) and Small MOs (9%).
  - Small MOs (27%) are more likely to have a Vendor/Supplier category compared to Medium and Large MOs (12% each).
A large majority (78%) of MOS did not offer a single webinar in 2019. Those that did held no more than four, with one exception. ACEC-NY held 15 webinars, by far more than any other MO.

- MOs reported holding a combined total of 35 webinars in 2019. MOs with more members were more likely to hold webinars.
- Small MOs reported holding no webinars in 2019, while 24% of Medium MOs and 35% of Large MOs held at least one webinar.

Q2. In 2019, how many statewide educational webinars, if any, did you conduct for your members? If you are not certain, please make your best guess.
ALTHOUGH NEARLY HALF (48%) OF MOS DO NOT PLAN TO HOLD ANY WEBINARS IN 2020, THE REMAINDER DO, RESULTING IN A LARGE OVERALL INCREASE.

- **MOs report planning a combined total of 151 webinars in 2020.** MOs with more members are planning to hold more webinars.
  - 25% of Small MOs plan to hold at least one webinar
  - 47% of Medium MOs plan to hold at least one webinar
  - 76% of Large MOs plan to hold at least one webinar

- The MOs planning to hold the most webinars are:
  - ACEC-MN (12)
  - ACEC-NJ (12)
  - ACEC-WI (15)
  - ACEC-NY (20)
  - ACEC-VA (20)

Q3. In 2020, how many statewide educational webinars, if any, do you plan to conduct for your members? If you are not certain, please make your best guess.
THE MOST POPULAR PLATFORM FOR HOSTING WEBINARS IS ZOOM (63%) FOLLOWED BY WEBEX (33%), GOTOMEETING (29%) AND MICROSOFT TEAMS (21%).

- Other platforms mentioned are:
  - UberConference
  - Confritel

- One MO reports it is still evaluating platforms to use.
- There are no meaningful differences by size of MO.

Platforms Used to Hold Webinars
- Among Those Hosting Webinars - n = 24

- Zoom: 63%
- WebEx: 33%
- GoToMeeting: 29%
- Microsoft Teams: 21%
- Adobe Connect: 4%
- Skype: 4%
- Other: 13%

Q4. Which of the following platforms do you/will you use to host your webinars? Select All That Apply

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THE MOST POPULAR TYPES OF LEADERSHIP DEVELOPMENT EDUCATION ARE A MULTI-MONTH SERIES (62%) AND 1 OR 2-DAY SEMINARS (38%).

- Small MOs tend to favor 1 or 2-day seminars (42%) over a multi-month series (25%).
- “Other” types of leadership development mentioned include:
  - Quarterly Meetings
  - PSMJ Project Management Bootcamps
  - Emerging Leader Program
  - Roundtables
  - Professional Development Program Legislative Day
  - Multi-day Regional Convention
  - Annual Conference

Q5. Which of the following types, if any, of leadership development education are you currently offering in your state? Select All That Apply

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The most popular types of programs geared towards young professionals are leadership training (74%) and happy hours/social events (28%).

- All Large MOs offer various types of programs, whereas 12% of Medium MOs and 16% of Small MOs offer none.
- “Other” types of programs mentioned include:
  - YPs at chapter meetings
  - Encourage firms to bring younger members to quarterly meetings and get involved
  - One seminar per year
  - Mid-level designer meetings quarterly
  - Emerging Professional Webinar/Speaker series
  - Business Practices Programs
  - Annual Conference

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• Large MOs are less likely to place age restrictions (6%) compared to Medium and Small MOs (20% each).
ABOUT FOUR OUT OF TEN MOS (39%) HAVE AT LEAST ONE GROUP THAT ALIGNS WITH AN ACEC COALITION. THE MOST COMMON ALIGNMENT IS WITH THE COALITION OF AMERICAN STRUCTURAL ENGINEERS (CASE).

- Large MOs are more likely to have at least one of these groups (47%) compared to Medium (35%) and Small (33%) MOs.
Only 15% of MOS have groups that meet according to firm size.

- Large and Medium MOs (18%) are more likely than Small MOs (8%) to have groups that meet according to firm size.
ABOUT ONE-THIRD (31%) OF MOS CURRENTLY HAVE A DIVERSITY AND INCLUSION POLICY IN PLACE.

- Large MOs are more likely to have a policy in place (50%) compared to Medium (18%) and Small (25%) MOs.
- A large percentage of Large (38%) and Medium (41%) MOs are currently in the process of creating one.
- More than half (58%) of Small MOs do not currently have a policy and have no plans to create one.

Q10. Is there an inclusion and diversity policy in place for your MO?
ONE-THIRD (33%) OF MOS CURRENTLY HAVE A DIVERSITY AND INCLUSION COMMITTEE.

- Large MOs are more likely to have a committee in place (53%) compared to Medium (29%) and Small (8%) MOs.

Q11. Does your MO have an inclusion and diversity committee?
THE MOST COMMON DISCIPLINE-FOCUSED GROUP/COMMITTEE AMONG MOS IS CIVIL – TRANSPORTATION (76%) FOLLOWED BY ENVIRONMENTAL (61%) AND WATER/WASTEWATER (57%).

- The most common three groups/committees are the same among all size MOs.
- Large MOs are more likely to have groups in any area (94%) compared to Medium (82%) and Small MOs (25%).

Most Prevalent Committees/Groups in Discipline-Focused Areas

<table>
<thead>
<tr>
<th>Discipline-Focused Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil – Transportation</td>
<td>76%</td>
</tr>
<tr>
<td>Environmental</td>
<td>61%</td>
</tr>
<tr>
<td>Water/Wastewater</td>
<td>57%</td>
</tr>
<tr>
<td>Civil – Structural</td>
<td>33%</td>
</tr>
<tr>
<td>Civil – General</td>
<td>22%</td>
</tr>
<tr>
<td>Land Development</td>
<td>22%</td>
</tr>
<tr>
<td>Airports</td>
<td>20%</td>
</tr>
<tr>
<td>Computer/Comms/Systems</td>
<td>17%</td>
</tr>
<tr>
<td>Nuclear/Petroleum/Energy</td>
<td>17%</td>
</tr>
<tr>
<td>Mechanical</td>
<td>15%</td>
</tr>
</tbody>
</table>

Q12. In which of the following discipline-focused areas, if any, does your MO have groups-committees? Select All That Apply
No MO reported having a group/committee in the following areas:
- Chemical
- Coastal
- Fire/Earthquake/Hazards/Safety
- Forensic
- Industrial
- Marine & Coastal
ABOUT ONE-FOURTH (26%) OF MOS HAVE GROUPS/COMMITTEES FOCUSED ON THE PRIVATE MARKETS.

- Large MOs (41%) are more likely than Medium (12%) and Small MOs (25%) to have groups/committees focused on the private market.

Q24. Does your MO have a committee(s)/group(s) focused on the private markets?

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ABOUT ONE-FOURTH (23%) OF MOS HAVE PROGRAMS/EVENTS FOCUSED ON THE PRIVATE MARKETS.

- Medium MOs (35%) are more likely than Large (22%) and Small MOs (8%) to have programs/events focused on the private market.

Q25. Does your MO deliver any programs or events specific to private markets?
MOS are most likely to have subject matter experts (SME) who can talk to the media on the topics of highways (82%), bridges (78%) and waterways/ports/dams (62%).

Although small MOs are just as likely as medium and large MOs to have SMEs in the top two categories listed in the graph, they are less likely to have SMEs in all other categories.

“Other” mentioned include the following:
- Water
- Waste Water
- Solid Waste Management
- Stormwater Management
- Public Involvement
- Railroads
- Airports
- Geotechnical
- Flood Prediction/Management
- Environmental

Q26. For which of the following categories, if any, does your MO have a subject matter expert in your membership who could take calls/requests from the media? Select All That Apply
ONLY 15% OF MOS CURRENTLY HAVE A FELLOWS PROGRAM, HOWEVER ANOTHER 11% ARE IN THE PROCESS OF CREATING ONE.

- Small MOs (33%) are more likely than Large and Medium MOs (24% each) to have or to be in the process of creating a Fellows Program.
MORE THAN HALF OF MOS WITH A FELLOWS PROGRAM INDICATE AN INDIVIDUAL MUST BE A NATIONAL FELLOW IN ORDER TO QUALIFY.

• There are too few MOs with a Fellows Program to analyze the results by MO size.

Q15. Are your MO Fellows required to be a National Fellow in order to qualify as an MO Fellow?

MO Fellows Are Required to be a National Fellow - Among Those With A Fellows Program - n = 7

- Yes: 57%
- No: 43%
MORE THAN THREE-FOURTHS OF MOS (76%) CURRENTLY HAVE A MAJOR STATEWIDE CONFERENCE.

- All Large MOs (100%) currently have a statewide conference compared to 71% of Medium MOs and 50% of Small MOs.
- In addition, 24% of Medium MOs are currently planning one.

<table>
<thead>
<tr>
<th>Response</th>
<th>Overall</th>
<th>Large MO</th>
<th>Medium MO</th>
<th>Small MO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>76%</td>
<td>100%</td>
<td>71%</td>
<td>50%</td>
</tr>
<tr>
<td>No, but in process of creating</td>
<td>9%</td>
<td>0%</td>
<td>24%</td>
<td>0%</td>
</tr>
<tr>
<td>No, and no plans to create</td>
<td>16%</td>
<td>0%</td>
<td>6%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Q16. Does your MO produce a major statewide conference?
The average number of attendees at the most recent MO statewide conferences is 355.

- Not surprisingly, Small MOs had a lower average attendance (99) compared to Medium (304) and Large (486) MOs.
- The three largest MO conferences were produced by:
  - ACEC-AZ (1,800 attendees)
  - ACEC-GA (1,300)
  - ACEC-MN (1,300)

Q17. How many attendees did your most recent statewide conference have?
THE AVERAGE NUMBER OF SPONSORS AT THE MOST RECENT MO STATEWIDE CONFERENCES IS 23.

- Small MOs had a lower average number of sponsors (7) compared to Medium (21) and Large (29) MOs.
- The MO conferences with the most sponsors were:
  - ACEC-AZ (156 sponsors)
  - ACEC-GA (97)
  - ACEC-TN (56)
  - ACEC-SC (55)
Nearly all MOS (96%) currently have an EEA competition and those that do not are in the process of creating one.

- All Large MOs (100%) currently have an EEA competition compared to 94% of Medium MOs and 92% of Small MOs.

Q19. Does your MO have an EEA competition?

- Yes: Overall 96%, Large MO 100%, Medium MO 94%, Small MO 92%
- No, but in process of creating: Overall 4%, Large MO 0%, Medium MO 6%, Small MO 8%
- No, and no plans to create: Overall 0%, Large MO 0%, Medium MO 0%, Small MO 0%
The median number of submissions received is 22.

- Small and Medium MOs had a lower median number of submissions (14 and 12, respectively) compared to Large (30) MOs.
- The MOs with the most submissions were:
  - ACEC-NY (155)
  - ACEC-TN (52)
  - ACEC-PA (48)

Q22. How many submissions for projects did you receive last year?
THE MEDIAN NUMBER OF AWARDS GIVEN IS 15. THIS REPRESENTS ROUGHLY TWO-THIRDS (68%) OF SUBMISSIONS.

- Small and Medium MOs gave a lower median number of awards (11 and 12, respectively) compared to Large (20) MOs.
- The MOs which bestowed the most awards gave one to each submission:
  - ACEC-NY (155)
  - ACEC-NJ (40)
  - ACEC-IL (37)
  - ACEC-OH (32)
  - ACEC-IN (30)
  - ACEC-WA (27)
  - ACEC-NE (25)
MORE THAN HALF OF MOS (52%) GIVE AWARDS FOR EEA PROJECTS DURING THE FIRST THREE MONTHS OF THE YEAR. 85% GIVE THE AWARDS DURING A SIX MONTH PERIOD BETWEEN NOVEMBER AND APRIL.

- The same trends noted above are evident when looking at Small, Medium and Large MOs.

**Month During Which Projects Receive Awards - Among Those With An EEA Competition - n = 44**

<table>
<thead>
<tr>
<th>Month</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>16%</td>
</tr>
<tr>
<td>February</td>
<td>20%</td>
</tr>
<tr>
<td>March</td>
<td>16%</td>
</tr>
<tr>
<td>April</td>
<td>11%</td>
</tr>
<tr>
<td>May</td>
<td>5%</td>
</tr>
<tr>
<td>June</td>
<td>2%</td>
</tr>
<tr>
<td>July</td>
<td>0%</td>
</tr>
<tr>
<td>August</td>
<td>2%</td>
</tr>
<tr>
<td>September</td>
<td>0%</td>
</tr>
<tr>
<td>October</td>
<td>5%</td>
</tr>
<tr>
<td>November</td>
<td>16%</td>
</tr>
<tr>
<td>December</td>
<td>7%</td>
</tr>
</tbody>
</table>

Q21. During what month do you award the projects?

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THE MEDIAN NUMBER OF INDIVIDUALS SERVING ON THE BOARD OF DIRECTORS IS 11.

- Large MOs report the highest number of individuals serving on their Boards of Directors (median of 14) followed by Medium MOs (10) and Small MOs (9).
- The MOs with the most individuals on their Boards are:
  - ACEC-CA (56)
  - ACEC-NY (28)
  - ACEC-FL (20)
MORE THAN NINE OUT OF TEN (94%) CHAIRS ARE MALE.

- Large MOs are more likely to have a woman serving as the Chair of the Board:
  - Large MOs – 11%
  - Medium MOs – 6%
  - Small MOs – 0%

Q30. Please indicate the gender of the current Chair of the Board.
TWO-THIRDS (66%) OF BOARD CHAIRS ARE AGES 36 TO 55, WHILE THE REMAINDER ARE AGE 56 OR OLDER.

- The same trends noted above are evident when looking at Small, Medium and Large MOs, albeit there are some differences in exact percentages.

Chair of the Board Age
n = 47

Q31. Please indicate the approximate age of the current Chair of the Board. If you are not sure, please make your best guess.

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ROUGHLY NINE OUT OF TEN CHAIRS ARE WHITE (89%).

- There are no significant differences by MO size.

Q32. Please indicate the ethnicity/race of the current Chair of the Board.
NEARLY EIGHT OUT OF TEN (79%) CHAIRS ARE LIMITED TO ONE YEAR.

- All Large MO Chairs are limited to a one-year term compared to 76% of Medium MO Chairs and 50% of Small MO Chairs.

Chair of the Board Term Limits

<table>
<thead>
<tr>
<th>Term Limit</th>
<th>Overall</th>
<th>Large</th>
<th>Medium</th>
<th>Small</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year</td>
<td>79%</td>
<td>100%</td>
<td>76%</td>
<td>50%</td>
</tr>
<tr>
<td>2 years</td>
<td>19%</td>
<td>0%</td>
<td>18%</td>
<td>50%</td>
</tr>
<tr>
<td>No Term Limit</td>
<td>2%</td>
<td>0%</td>
<td>6%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Q33. What is the maximum number of years a person can serve as the Chair of the Board?
MORE THAN EIGHT OUT OF TEN (85%) VICE CHAIRS ARE MALE.

- Large and Small MOs are slightly more likely to have a woman serving as the Vice-Chair of the Board:
  - Large MOs – 17%
  - Medium MOs – 12%
  - Small MOs – 17%

Q34. Please indicate the gender of the current Vice Chair of the Board.
SIX OUT OF TEN (60%) VICE CHAIRS ARE AGES 36 TO 55, WHILE MOST OF THE REMAINDER ARE AGE 56 OR OLDER.

- Medium MOs are much more likely to have Vice Chairs (53%) in the 56+ age range compared to Large (28%) and Small (25%) MOs.
ROUGHLY NINE OUT OF TEN (91%) VICE CHAIRS ARE WHITE.

- While all (100%) Small MO Vice Chairs are white, 94% of Medium and 83% of Large MO Vice Chairs are white.

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White (European descent)</td>
<td>91%</td>
</tr>
<tr>
<td>Black (African descent)</td>
<td>0%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>0%</td>
</tr>
<tr>
<td>Asian descent</td>
<td>4%</td>
</tr>
<tr>
<td>Middle Eastern/North African descent</td>
<td>4%</td>
</tr>
<tr>
<td>Multi-Racial</td>
<td>0%</td>
</tr>
<tr>
<td>Native American/Aboriginal descent</td>
<td>0%</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
</tr>
<tr>
<td>Not sure</td>
<td>0%</td>
</tr>
</tbody>
</table>

Q36. Please indicate the ethnicity/race of the current Vice Chair of the Board.
NEARLY EIGHT OUT OF TEN (78%) VICE CHAIRS ARE LIMITED TO ONE YEAR.

- All Large MO Chairs are limited to a one-year term compared to 76% of Medium MO Chairs and 50% of Small MO Chairs.

Q37. What is the maximum number of years a person can serve as the Vice Chair of the Board?
ROUGHLY NINE OUT OF TEN (91%) TREASURERS ARE MALE.

- Large and Small MOs are more likely to have a woman serving as the Treasurer of the Board:
  - Large MOs – 17%
  - Medium MOs – 0%
  - Small MOs – 9%

Q38. Please indicate the gender of the current Treasurer of the Board.
NEARLY THREE-FOURTHS (74%) OF TREASURERS ARE AGES 36 TO 55, WHILE MOST OF THE REMAINDER ARE AGE 56 OR OLDER.

- The same trends noted above are evident when looking at Small, Medium and Large MOs, albeit there are some differences in exact percentages.

Q39. Please indicate the approximate age of the current Treasurer of the Board. If you are not sure, please make your best guess.
ROUGHLY NINE OUT OF TEN (89%) TREASURERS ARE WHITE.

- While all (100%) Small MO Treasurers are white, 82% of Medium and 89% of Large MO Vice Chairs are white.
MORE THAN HALF (54%) OF TREASURERS ARE LIMITED TO ONE YEAR, WHICH IS SIGNIFICANTLY LESS STRINGENT THAN FOR CHAIRS AND VICE CHAIRS.

- Large MOs (67%) are more likely to limit their Treasurer to a one-year term compared to Medium (47%) and Small (45%) MOs.
- Small MOs (27%) are more likely to have no term limit on their Treasurer compared to Medium (18%) and Large (11%) MOs.

Q41. What is the maximum number of years a person can serve as the Treasurer of the Board?

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THE MEDIAN NUMBER OF OTHER BOARD MEMBERS (NOT INCLUDING CHAIR, VICE CHAIR, AND TREASURER) WHO ARE MALE IS SIX, COMPARED TO ONE FEMALE.

- As noted previously, Large MOs have a larger number of Board Members altogether, but they are also likely to have more women serving on the Board (median = 3) than Medium (1) and Small (0) MOs.
- Looking at the data another way, 94% of Large MOs and 82% of Medium MOs have at least one woman serving on the Board compared to only 25% of Small MOs.

Q42. Please indicate the number of Board Members that fall into each of the following gender categories. DO NOT include the Chair, Vice Chair or Treasurer
The median number of other board members (not including Chair, Vice Chair, and Treasurer) who fall into the 36 to 55 year age range is 5 compared to 2 for those 56 and older.

- As a result of their size, Large MOs have a larger number of Board Members falling in the 36 to 55 age range (9) compared to Medium (4) and Small (4) MOs.
NINETY-FOUR PERCENT OF BOARDS HAVE AT LEAST ONE INDIVIDUAL IDENTIFYING AT WHITE. THE NEXT HIGHEST REPRESENTATION IS AMONG INDIVIDUALS IDENTIFYING AS ASIAN (19% OF BOARDS HAVE AT LEAST ONE INDIVIDUAL)

- Two of the three Boards indicating “zero” individuals identifying as white indicated “not sure” for all Board Members.
- Large MOs generally are more diverse than Medium and Small MOs. Below are the percentages of Boards with at least one individual identified as Black, Hispanic/Latino and Asian (in order):
  - Large – 17%, 17% and 28%
  - Medium – 6%, 12% and 24%
  - Small – 0%, 8% and 0%

Q44. Please indicate the number of Board Members that fall into each of the following ethnic/race categories. DO NOT include the Chair, Vice Chair or Treasurer.
There are a wide variety of term limits for board members serving in any capacity, but there are no clear trends.

- One noticeable difference is that Medium MOs (41%) are more likely to have no term limits compared to Large and Small MOs (17% each).

Q45. What is the maximum number of years a person can serve on the Board in any capacity?
RESEARCH CONDUCTED BY

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METHODOLOGY

- The Institute for Association and Nonprofit Research (IFANR) invited all MO Executive Directors (or equivalent) of the American Council of Engineering Companies (ACEC) to participate in this survey.
- Data collection occurred between March 20 and April 2, 2020.
- A total of 52 invitations were emailed to potential respondents.
- Individuals who did not respond to the first email were sent two follow-up reminder emails. Finally, those who did not respond to any of the emails was contacted by ACEC Foundation staff and urged to complete the survey.
- In all, 47 individuals responded to the survey for an overall response rate of 90%. Please note, not every respondent answered every question.
- Individuals could respond using a laptop/desktop computer, tablet or smartphone; 11% of respondents completed the survey using a mobile device.
- Throughout this report meaningful differences are segmented by the number of MO member firms (Small – 50 or less, Medium – 51 to 100, and Large more than 100).
PARTICIPATING MOS

- ACEC-AL
- ACEC-AR
- ACEC-AZ
- ACEC-CA
- ACEC-CO
- ACEC-CT
- ACEC-DE
- ACEC-FL
- ACEC-GA
- ACEC-HI
- ACEC-IA
- ACEC-ID
- ACEC-IL
- ACEC-IN
- ACEC-KS
- ACEC-KY
- ACEC-LA
- ACEC-MA
- ACEC-MD
- ACEC-MI
- ACEC-MN
- ACEC-MO
- ACEC-MS
- ACEC-MT
- ACEC-MW
- ACEC-NC
- ACEC-ND
- ACEC-NE
- ACEC-NH
- ACEC-NJ
- ACEC-NM
- ACEC-NV
- ACEC-NY
- ACEC-OH
- ACEC-OK
- ACEC-OR
- ACEC-PA
- ACEC-RI
- ACEC-SC
- ACEC-SD
- ACEC-TN
- ACEC-TX
- ACEC-UT
- ACEC-VA
- ACEC-WA
- ACEC-WI
- ACEC-WV
- ACEC-WY
STATISTICAL NOTES

• Statistically significant differences are evaluated at a 95% confidence interval (for a description of tests used, please see the Appendix).
• There is no margin of sampling error as this was a census of all ACEC MOs.
• Although every effort was taken to minimize survey bias, there is no way to completely eliminate all sources of potential bias. Sources of potential bias include, but are not limited to, the following:
  • Non-response bias
  • Confounding bias
  • Question wording bias
  • Question order bias
  • Habituation
  • Sponsor bias
  • Confirmation bias
F-test
When the mean is displayed for a row variable, MarketSight first runs an Analysis of Variance (ANOVA) using an F-test. Doing so tests the hypothesis that the means of multiple normally distributed populations, all having the same variance, are equal.

MarketSight tests whether or not the row variable’s means are equal to one another for all columns in the crosstab. Rejecting the test hypothesis implies that at least one of the column means is significantly different from the others.

Fisher’s Least Significant Difference (LSD) test
If the statistics option to "Correct for Type I errors in all comparisons" is disabled, MarketSight will run Fisher’s LSD test for both Pairwise tests and Contrast tests of means. MarketSight only runs Fisher’s LSD test if the ANOVA F-test first rejects the null hypothesis that all column means are equal to one another.

Fisher’s LSD test is a relatively powerful test because it uses the pooled variance estimate from the F-test, thus taking advantage of the increased sample size of all columns in the crosstab. Pooling the variance is valid because MarketSight explicitly tests for equality of variance among all columns prior to running the associated F-test.

Although the test is more powerful than either the Tukey HSD or Scheffé tests, it is more susceptible to Type I error when running multiple simultaneous tests.
TESTS OF SIGNIFICANCE FOR MEANS (CONT)

**Scheffé test**
If the statistics option to "Correct for Type I errors in all comparisons" is enabled, MarketSight will run the Scheffé test for Contrast tests of means. MarketSight only runs the Scheffé test if the ANOVA F-test first rejects the null hypothesis that all column means are equal to one another.

The Scheffé test is a conservative test for running multiple Contrast tests of Means which controls the overall Type I error rate for all possible contrasts based on the selected Confidence Level.

**Tukey-Kramer tests**
MarketSight will run Tukey-Kramer test for Pairwise tests of means. MarketSight only runs Tukey-Kramer test if the ANOVA F-test first rejects the null hypothesis that all column means are equal to one another.

Tukey-Kramer test is a conservative test for running multiple Pairwise comparisons of Means. It controls the overall Type I error rate across a number of related Pairwise tests based on the selected Confidence Level.
TESTS OF SIGNIFICANCE FOR PROPORTIONS

Chi-squared
When a Row Variable displays the Column % or Count option for individual Values, MarketSight runs a Chi-squared test. This test examines whether there is a relationship between the Column Variable(s) and the Row Variable.

Chi-squared tests involve a comparison of "actual" cell counts to "expected" cell counts in a crosstab.

The expected count for each cell is derived from a Row Variable’s actual counts as follows: multiply the cell’s row total by its column total, then divide by the sum total of all observations.

If the actual cell counts for one or more cells differ materially from their expected counts, the Chi-squared test may produce a statistically significant result which implies there is a relationship between the Column Variable(s) and the Row Variable.

A modified version of a Chi-Squared test is run for Multiple Response Variables.
Fisher’s Exact
For 2x2 crosstabs with small sample sizes, the Chi-squared test may be unreliable. Therefore, MarketSight runs an alternate test, Fisher’s Exact Test, if more than 20% of the cells in a 2x2 crosstab have an expected cell count less than 5, or if any cells in a 2x2 cross-tab have an expected cell count less than 1.

Fisher’s Exact Test calculates the true probability of observing a particular set of actual cell counts in a 2 x 2 crosstab, assuming that row and column totals are held constant.

Fisher’s Exact Test is not run for Multiple Response Variables.

z-test
MarketSight runs Z-tests for both Contrast and Pairwise tests of Column Proportions. A Z-test is used to test for a difference between two column proportions. The column proportions involved in the test are the cell counts divided by their respective column totals.

A Z-test is only run when the cells being compared have actual counts greater or equal to 5 and the column sample size minus the actual cell counts is greater than or equal to 5. If these data sufficiency conditions are not met, MarketSight runs Fisher’s Exact Test instead.

A modified version of a Z-test is run for Multiple Response Variables.
THANK YOU!

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