

## State of GiveWell - October 2017

This is a high-level overview of the current state of GiveWell.

**1) Research** is in the best shape it's ever been in. We have areas that need improvement, but we're currently producing the highest quality research we ever have while covering more ground than we have in the past. Our top charities, collectively, have more room for more funding than they ever have before.

- This has been driven by Natalie Crispin and Josh Rosenberg who've been on the team for 8 and 4 years, respectively, growing and taking on more responsibility than they have before. They're managing almost all day to day research. The rest of the research team has continued to mature and gain experience, which has been crucial to the progress we've made.

**2) Operations** (donations processing, HR, finance, accounting, legal, office management, and staff morale and cohesion) is now a functioning area at GiveWell, built up from a highly problematic situation over the past 18 months. We still need to improve Operations substantially.

- Brief history: operations was not a high priority for most of GiveWell's history; we just found the time to do what we had to.
  - In early 2015, we hired some dedicated operations staff (entry-level generalists). By early 2016, we had a small operations team but it didn't have any central leadership. This caused a major problem: low quality work and low morale.
  - In mid-2016, we hired Sarah Ward as our Director of Operations. She leads the team and we've filled it with (mostly) people who own specific domains.
  - As of late 2017, the team structure is mostly in place but we still need to improve our metrics/assessment of the team so that we set priorities strategically and can effectively track performance.
  - We also have to make important improvements in our ability to accurately report on GiveWell's money moved metrics, our budgeting capabilities and our HR department.

**3) Donor outreach** is now a major organizational priority with the aim of substantially increasing the amount of money we direct to top charities. Our goal is to raise an additional \$60-100 million dollars in non-Good Ventures, annual money moved by giving season 2022 (5 years from now). More detail in the outreach update attachment.