



THE CENTER FOR
EFFECTIVE PHILANTHROPY

A Survey of Foundation CEOs

Introduction

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy.

Your responses to this survey will be kept **completely confidential**. When results of this survey are shared:

- All numeric rating responses to this survey will be reported in aggregate.
- If we quote part of your response to an open-ended question, we will mask all identifying information in the quote to thoroughly protect your anonymity.

A few tips:

- **Throughout this survey we use the abbreviation “CEO” to encompass the various titles of respondents to this survey.** This is a survey of foundation chief executives – those individuals who have the highest level of responsibility for leading their foundation. We recognize that the titles of people in such a position include, among others, Executive Director, President, and Chief Executive Officer.
- **Please do not use the forward and back buttons on your browser's navigation bar** to move forward and back in the survey. Instead, use the directional buttons at the bottom of each screen.
- **To stop and continue the survey at a future time**, close your browser and use the survey link found in your email to resume the survey.

The survey should take approximately 10-15 minutes to complete.

Please complete the survey by February 1st, 2013

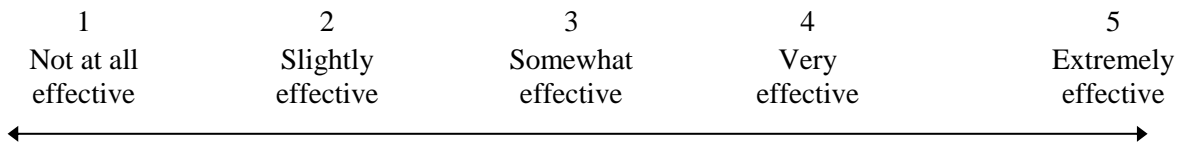
9. For how long has your foundation been working toward this goal?

- Less than 1 year
- At least 1 year but fewer than 5 years
- At least 5 years but fewer than 10 years
- At least 10 years but fewer than 20 years
- 20 years or longer

10. For how much longer is your foundation planning to work toward achieving this goal?

- Less than 1 year
- At least 1 more year but fewer than 5 years
- At least 5 more years but fewer than 10 years
- At least 10 more years but fewer than 20 years
- 20 more years or longer
- My foundation does not have a specific time frame for continuing work toward this goal

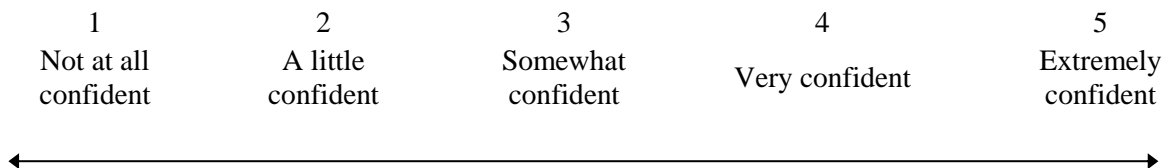
11. How effective do you think your strategy(ies) is for achieving this goal?



12. How much progress do you believe has been made to date, collectively, by *all organizations* (e.g., foundations, nonprofits, government, businesses, etc.) working toward this goal?

- A lot of progress has been made
- A moderate amount of progress has been made
- A little progress has been made
- No progress has been made
- I don't know how much progress has been made

13. How confident are you in your assessment of the progress that has been made to date, collectively, by *all organizations* (e.g., foundations, nonprofits, government, businesses, etc.) working toward this goal?



14. How much would each of the following improve your ability to assess the progress that has been made to date, collectively, by *all organizations* (e.g., foundations, nonprofits, government, businesses, etc.) working toward this goal?

	Not at all improve	Slightly improve	Somewhat improve	Significantly improve	Extremely improve
Greater consistency in the metrics/indicators used by these organizations to measure progress being made toward this goal	1	2	3	4	5
Improved communication across these organizations about what they are learning through their work toward this goal	1	2	3	4	5
More research about the contextual factors in society that surround this goal	1	2	3	4	5
More evidence-based information about what does and does not work for making progress toward this goal	1	2	3	4	5
Other (please specify): _____	1	2	3	4	5

15. How much has *your foundation* contributed to the progress that has been made to date toward this goal?

- My foundation has contributed a lot
- My foundation has contributed a moderate amount
- My foundation has contributed a little
- My foundation has not contributed at all (*skip to question 17*)
- I don't know how much my foundation has contributed

16. a. Please share the best example of a contribution your foundation has made to the progress achieved toward this goal.

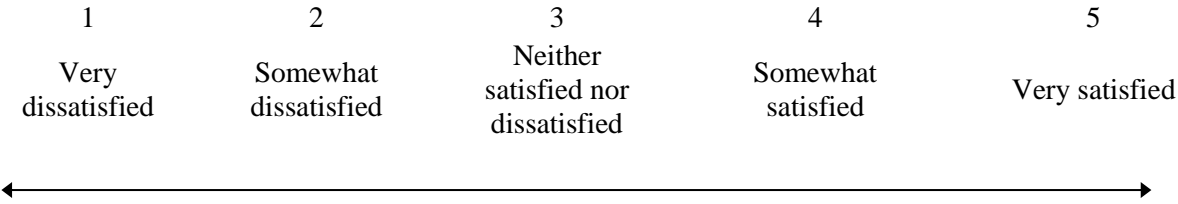
b. Please describe, as specifically as you can, the information that leads you to believe your foundation has made that contribution.

17. Below is a list of factors that could potentially be barriers to your foundation's ability to make progress toward this goal. In your opinion, how much of a barrier is each of the following factors to your foundation's ability to make progress toward this goal?

	Not at all a barrier	A slight barrier	Somewhat of a barrier	A significant barrier	An extreme barrier
Current economic climate	1	2	3	4	5
Current government policy environment	1	2	3	4	5
The availability of evidence-based practices related to this goal	1	2	3	4	5
Difficulty in obtaining useful data/information to understand my foundation's progress toward this goal	1	2	3	4	5
The availability of capable enough nonprofits working in the issue area(s) relevant to this goal	1	2	3	4	5
My foundation's capacity to provide the nonmonetary support needed by its grantees working toward this goal	1	2	3	4	5
My foundation's grantees' difficulty in assessing the progress they are making in their work	1	2	3	4	5
Concern about nonprofits becoming too dependent on my foundation's support	1	2	3	4	5
The proportion of its financial resources my foundation has chosen to allocate for this goal	1	2	3	4	5
The time frame in which my foundation has set out to achieve this goal	1	2	3	4	5
A shortage of expertise among my foundation's staff in the issue area(s) relevant to this goal	1	2	3	4	5
My foundation's staff's limited understanding of the experiences of the foundation's ultimate beneficiaries	1	2	3	4	5
A lack of agreement between me and my foundation's governing board about the best strategy(ies) to achieve this goal	1	2	3	4	5
A lack of agreement between me and my foundation's staff about the best strategy(ies) to achieve this goal	1	2	3	4	5
*Difficulty engaging my community foundation's donors in supporting this goal	1	2	3	4	5
Other (please specify): _____	1	2	3	4	5

*Only displayed to CEOs of community foundations

18. How satisfied are you with the progress your foundation has been able to make toward this goal?



INSTRUCTIONS

For the remaining sections of this survey, you will be asked to respond about your foundation’s work more broadly, as well as the work of foundations more generally, rather than only focusing on the one programmatic goal you provided in the previous section.

ATTITUDES

19. Below is a list of practices that have been discussed in philanthropy as having the potential to increase the impact that foundations can have. Please rate the extent to which you believe engaging in each of the following has the potential to increase a foundation’s impact. Then, indicate whether or not your foundation currently engages in each of these practices.

	The extent to which this practice has the potential to increase a foundation’s impact					My foundation engages in this practice		
	Not at all	Slightly	Somewhat	Significantly	Extremely	Yes	No, but my foundation is considering this	No
Impact investing (i.e., investment of endowment assets in pursuit of social benefit)	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with other foundations toward a shared goal	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with organizations across sectors (e.g., businesses and government) toward a shared goal	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scaling successful programs or organizations	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting nonprofits’ efforts to collect data about their performance	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeking feedback from the ultimate beneficiaries of foundations’ work	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunsetting (i.e., spending down assets on a defined timeline)	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Please indicate the extent to which you agree or disagree with each of the following statements.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Compared to a decade ago, <u>my</u> foundation has made progress in being able to understand its impact	1	2	3	4	5
Compared to a decade ago, <u>foundations</u> have made progress in being able to understand their impact	1	2	3	4	5
Foundations would be able to create more impact if their governing boards were more racially diverse	1	2	3	4	5
Foundations would be able to create more impact if their leadership teams were more racially diverse	1	2	3	4	5
Foundations keep up-to-date with best practices in the issue area(s) in which they fund	1	2	3	4	5
Foundations keep up-to-date with best practices in philanthropy	1	2	3	4	5
Foundations do a good job of publicly sharing what has not been successful in their experiences	1	2	3	4	5
The focus on foundations being able to measure their impact is having a negative influence on the choices they make about their work	1	2	3	4	5
Foundations should provide more funding to increase the availability of evidence about what works	1	2	3	4	5
Foundations take full advantage of their myriad resources to help their grantees succeed	1	2	3	4	5
Foundations would be able to create more impact if they were more transparent with the nonprofits they fund	1	2	3	4	5
Foundations are very aware of the challenges that nonprofits face today	1	2	3	4	5
Foundations do not provide enough support to develop leaders in the nonprofit sector	1	2	3	4	5
Foundations do not do a good enough job of matching grant characteristics (e.g., size, type, length of grant) to the goals of the grants they provide	1	2	3	4	5
Foundations are too risk averse	1	2	3	4	5

21. What are you most concerned about regarding the future of foundations?

MORE ABOUT YOU

22. What is your gender?

- Female
- Male
- Other
- Prefer not to say

23. What is your race/ethnicity? *(please check all that apply)*

- African-American/Black
- American Indian or Alaska Native
- Asian (including the Indian subcontinent)
- Caucasian/White
- Hispanic/Latino
- Pacific Islander
- Race/ethnicity not included above
- Prefer not to say

24. Can CEP contact you for a brief discussion of the findings that result from this survey?

- Yes
- No *(skip to the end of the survey)*

25. Please provide your contact information below:

Name: _____

Phone Number: _____

E-mail address: _____