



**New Attitudes, Old Practices: The Provision of Multiyear General Operating Support**  
**Survey Instruments and Interview Protocols**

This document contains all of the survey instruments and interview protocols used to collect data for CEP’s report *New Attitudes, Old Practices: The Provision of Multiyear General Operating Support*.

**Table of Contents**

**Survey Instruments** ..... **2**

    Foundation CEO Survey..... 2

    Foundation Program Officer Survey..... 18

    Nonprofit CEO Survey..... 32

**Interview Protocols** ..... **41**

    High Providers ..... 41

    Moderate Providers ..... 43

    Increasing Providers ..... 45

    Decreasing Providers..... 48



**Foundation CEO Perspectives on Grant Type and Duration**  
This survey should take approximately 20 minutes to complete.  
Please complete this survey by **Friday, December 20, 2019**.

## Introduction

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy. In this survey, we will be asking foundation CEOs to share their perspectives on the provision of grants of different types and durations.

The purpose of this survey is to better understand current foundation grantmaking practices and whether foundations are anticipating any changes to grantmaking practices.

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 to thoroughly protect your anonymity.

## Instructions

- **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.

## Terminology

- **Single Year Grant:** Funding that is provided for a term less than 2 years.
- **Multiyear Grant:** Funding that is provided for a term of at least 2 years.
- **Program/Project Support Grant:** Funding that is restricted to use for a particular program or project, sometimes referred to as restricted support.
- **General Operating Support Grant:** Funding that is not restricted to use for a particular program or expense. Sometimes referred to as unrestricted or core support. Nonprofit leadership may use these funds at their discretion to further their mission.
- **Multiyear General Operating Support Grant:** Funding that is both unrestricted in its use toward furthering a nonprofit's mission and provided for a term of at least 2 years.
- **Organizational Strengthening Support:** Funding that may be in the form of grants (such as capacity-building and organizational effectiveness grants), and/or assistance beyond the grant (provided by foundation staff or a third party paid by the foundation) to strengthen the infrastructure, professional development, and other needs of nonprofit organizations.

## DURATION OF GRANTS AT THE FOUNDATION

The following questions examine the grantmaking practices of the foundation at which you work. **We recognize that you may not have access to exact numbers as you are completing this survey. Please provide your best approximation for each of the following questions.**

1. Does the foundation at which you work provide **multiyear** grants (i.e., funding provided for a duration of at least 24 months)? *(Response required)*
  - Yes
  - No
  
2. *(Display only if the foundation provides multiyear grants.)* In the most recently completed fiscal year, **approximately**, what percentage of the foundation’s grantees received **multiyear** grants (i.e., a multiyear grant that started in that fiscal year or was ongoing multiyear support awarded in a previous fiscal year)?
  - \_\_\_ Percentage that received multiyear grants: *(valid number)*
  
3. In the past year, has the foundation discussed making changes to the **duration** of grants that it provides?
  - Yes, there have been discussions about **increasing** the duration of grants provided
  - Yes, there have been discussions about **decreasing** the duration of grants provided
  - No, there has been **no discussion about changing** the duration of grants provided
  
4. *(Display only if the foundation provides multiyear grants.)* How would you describe the general attitudes of each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear** grants at the foundation?

	Strongly in Favor of a <b>Decrease</b> in the %	Somewhat in Favor of a <b>Decrease</b> in the %	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. *(Display only if the foundation DOES NOT provide **multiyear grants**.)* How would you describe the general attitudes of each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear grants** at the foundation?

	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. How would you describe the degree of consensus among each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear grants** at the foundation?

	There is a <b>Diverse Mix</b> of Attitudes with <b>no Majority Attitude</b>	Some Members have <b>Differing Attitudes,</b> but the <b>Majority has Similar Attitudes</b>	<b>Almost all</b> Members have <b>Similar Attitudes</b>	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. *(Display only if the foundation provides **multiyear grants**.)* Has the foundation encountered any barriers in its efforts to provide **multiyear grants**?

- Yes  
 No  
 Unsure

8. *(Display only if the foundation has encountered barriers in its efforts to provide **multiyear grants**.)* Please describe any barriers that the foundation has had to overcome in order to provide **multiyear grants**.

---



---



---

9. *(Display only if the foundation has encountered barriers in its efforts to provide **multiyear** grants.)*  
Please describe any ongoing barriers to the foundation’s efforts to provide **multiyear** grants.

---

---

---

## TYPE OF GRANT AT THE FOUNDATION

The following questions examine the grantmaking practices of the foundation at which you work. **We recognize that you may not have access to exact numbers as you are completing this survey. Please provide your best approximation for each of the following questions.**

10. Which of the following types of grant support does the foundation at which you work provide?  
*(Please select all that apply) (Response required)*

- Program/project support grants
- Flexible program/project support grants (i.e., restricted to a program/project but with some flexible elements)
- General operating support grants
- Organizational strengthening/capacity building support

11. *(Display only if the foundation provides **flexible program/project support** grants.)* Please describe the elements that are flexible and the elements that are restricted in the flexible program/project support provided by the foundation.

---

---

---

12. *(Display only if the foundation provides **program/project support** grants.)* For program/project support grants, does the foundation restrict the proportion of funding that can be used for overhead?

- Yes
- No
- It depends

13. *(Display only if “Yes” or “It depends” was selected in the previous question.)* Please describe the foundation’s policy regarding the use of funds for overhead.

---

---

---

14. *(Display only if the foundation provides **program/project support grants**.)* In the past year, has the foundation discussed changing the percentage of grantees to which it provides **program/project support** grants?
- Yes, there have been discussions about providing program/project support grants to a **larger** percentage of grantees
  - Yes, there have been discussions about providing program/project support grants to a **smaller** percentage of grantees
  - No, there has been **no discussion about changing** the percentage of program/project support grants provided
15. *(Display only if the foundation provides **flexible program/project support grants**.)* In the past year, has the foundation discussed changing the percentage of grantees to which it provides **flexible program/project support** grants?
- Yes, there have been discussions about providing flexible program/project support grants to a **larger** percentage of grantees
  - Yes, there have been discussions about providing flexible program/project support grants to a **smaller** percentage of grantees
  - No, there has been **no discussion about changing** the percentage of flexible program/project support grants provided
16. *(Display only if the foundation provides **general operating support grants**.)* In the most recently completed fiscal year, **approximately**, what percentage of the foundation's grantees received **general operating support** grants?
- \_\_\_ Percentage that received general operating support grants (*valid number*)
17. *(Display only if the foundation provides **general operating support grants**.)* In the past year, has the foundation discussed changing the percentage of grantees to which it provides **general operating support** grants?
- Yes, there have been discussions about providing general operating support grants to a **larger** percentage of grantees
  - Yes, there have been discussions about providing general operating support grants to a **smaller** percentage of grantees
  - No, there has been **no discussion about changing** the proportion of general operating support grants provided

18. *(Display only if the foundation provides general operating support grants.)* How would you describe the general attitude of each of the following **stakeholders** toward changing the percentage of grantees receiving **general operating support** grants at the foundation?

	Strongly in Favor of a <b>Decrease</b> in the %	Somewhat in Favor of a <b>Decrease</b> in the %	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. *(Display only if the foundation DOES NOT provide general operating support grants.)* How would you describe the general attitude of each of the following **stakeholders** toward changing the percentage of grantees receiving **general operating support** grants at the foundation?

	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. How would you describe the degree of consensus among each of the following **stakeholders** toward changing the percentage of grantees receiving **general operating support** grants at the foundation?

	There is a <b>Diverse Mix</b> of Attitudes with <b>no Majority</b> <b>Attitude</b>	Some Members have <b>Differing Attitudes,</b> but the <b>Majority has</b> <b>Similar Attitudes</b>	<b>Almost all</b> Members have <b>Similar Attitudes</b>	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. *(Display only if the foundation provides **general operating support grants**.)* Has the foundation encountered any barriers in its efforts to provide **general operating support grants**?

- Yes
- No
- Unsure

22. *(Display only if the foundation has encountered barriers in its efforts to provide **general operating support grants**.)* Please describe any barriers that the foundation has had to overcome in order to provide **general operating support grants**.

---

---

---

23. *(Display only if the foundation has encountered barriers in its efforts to provide **general operating support grants**.)* Please describe any **ongoing** barriers to the foundation's efforts to provide **general operating support grants**.

---

---

---

24. *(Display only if the foundation provides **organizational strengthening/capacity building support**.)* In the most recently completed fiscal year, **approximately**, what percentage of the foundation's grantees received **organizational strengthening/capacity building support**?

\_\_\_ Percentage that received organizational strengthening/capacity building support (*valid number*)

25. *(Display only if the foundation provides **general operating support grants AND organizational strengthening/capacity building support**.)* In the most recently completed fiscal year, **approximately**, what percentage of the foundation's grantees received both a **general operating support grant** and **organizational strengthening/capacity building support**?

\_\_\_ Percentage that received both a general operating support grant and organizational strengthening/capacity building support (*valid number*)

26. *(Display only if a percentage greater than 0 is entered in the previous question.)* Please describe why you think it's important to provide a combination of both general operating support grants and organizational strengthening/capacity building support.

---

---

---

## PERSPECTIVES ON COMBINATIONS OF GRANT DURATION AND TYPE AT THE FOUNDATION

The following questions examine the grantmaking practices of the foundation at which you work. **We recognize that you may not have access to exact numbers as you are completing this survey. Please provide your best approximation for each of the following questions.**

27. *(Display only if the foundation provides **multiyear grants**.)* Which of the following types of **multiyear** grants does the foundation at which you work provide? *(Please select all that apply) (Response required)*

- Multiyear grants of at least \$100,000
- Multiyear program/project support grants
- Multiyear flexible program/project support grants
- Multiyear general operating support grants
- Multiyear organizational strengthening/capacity building support

28. *(Display only if the foundation provides **multiyear general operating support grants**.)* In the most recently completed fiscal year, **approximately**, what percentage of the foundation's grantees received **multiyear general operating support** grants?

\_\_\_ Percentage that received multiyear general operating support grants *(valid number)*

29. *(Display only if the foundation provides **multiyear general operating support grants**.)* Which of the following best describes the provision of **multiyear general operating support** grants at the foundation?

- Multiyear general operating support grants are **rarely** provided to grantees
- Multiyear general operating support grants are **sometimes** provided to grantees
- Multiyear general operating support grants are **almost always** provided to grantees

30. *(Display only if the foundation DOES NOT provide **multiyear general operating support grants**.)* In your best estimation, will the foundation provide **multiyear general operating support** grants in the next year? *(Response required)*

- Yes
- No

31. *(Display only if the foundation DOES NOT provide **multiyear general operating support grants** AND "No" was selected in the previous question.)* Please describe why the foundation does not provide **multiyear general operating support** grants.

---

---

---

32. *(Display only if the foundation DOES NOT provide **multiyear general operating support grants** AND “No” was selected in the previous question.)* Has the foundation ever considered providing **multiyear general operating support** grants?

- Yes
- No

33. *(Display only if the foundation DOES NOT provide **multiyear general operating support grants** AND WILL NOT provide them in the next year BUT has considered providing them.)* Were there barriers that influenced the foundation’s decision not to provide **multiyear general operating support** grants?

- Yes
- No
- Unsure

34. *(Display only if “Yes” was selected in the previous question.)* Please describe the barriers that influenced the foundation’s decision not to provide **multiyear general operating support** grants.

---

---

---

35. *(Display only if the foundation DOES NOT provide **multiyear general operating support grants** AND WILL NOT provide them in the next year.)* How likely is it that the foundation will consider providing **multiyear general operating support** grants in the future?

- Very unlikely
- Somewhat unlikely
- Neither likely nor unlikely
- Somewhat likely
- Very likely

36. *(Display only if the foundation provides **multiyear general operating support grants**.)* Please describe why the foundation provides **multiyear general operating support** grants.

---

---

---

37. *(Display only if the foundation provides **multiyear general operating support grants**.)* Please describe the key factors that the foundation considers when determining which grantees will receive **multiyear general operating support** grants and which will not.

---

---

---

38. *(Display only if the foundation provides **multiyear general operating support grants**.)* In the **past year**, how has the percentage of grantees to which the foundation provides **multiyear general operating support** grants changed, if at all?

- In the past year, the foundation has provided multiyear general operating support grants to a **larger** percentage of grantees
- In the past year, the foundation has provided multiyear general operating support grants to **about the same** percentage of grantees
- In the past year, the foundation has provided multiyear general operating support grants to a **smaller** percentage of grantees
- Unsure

39. *(Display only if “larger” or “smaller” was selected in the previous question.)* Please describe why this change was made.

---

---

---

40. *(Display only if the foundation provides **multiyear general operating support grants**.)* In your best estimation, how will the foundation’s provision of **multiyear general operating support** grants change, if at all, in the **next year**? *(Response required)*

- In the next year, the foundation **will stop** providing multiyear general operating support grants
- In the next year, the foundation will provide multiyear general operating support grants to a **smaller** percentage of grantees
- In the next year, the foundation will provide multiyear general operating support grants to **about the same** percentage of grantees
- In the next year, the foundation will provide multiyear general operating support grants to a **larger** percentage of grantees

41. *(Display only if “will stop,” “larger,” or “smaller” was selected in the previous question.)* Please describe why this change is being planned.

---

---

---

42. *(Display only if “will stop” or “smaller” was selected in question 40.)* Will some of the foundation’s grantees continue to receive **multiyear general operating support** grants?

- Yes
- No

43. *(Display only if the foundation provides **multiyear general operating support grants**.)* How would you describe the general attitude of each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear general operating support** grants at the foundation?

	Strongly in Favor of a <b>Decrease</b> in the %	Somewhat in Favor of a <b>Decrease</b> in the %	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

44. *(Display only if the foundation **DOES NOT** provide **multiyear general operating support grants** **BUT** will provide them in the next year.)* How would you describe the general attitude of each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear general operating support** grants at the foundation?

	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

45. *(Display only if the foundation provides **multiyear general operating support grants** OR if the foundation DOES NOT provide **multiyear general operating support grants** BUT will provide them in the next year.)* How would you describe the degree of consensus among each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear general operating support grants** at the foundation?

	There is a <b>Diverse Mix</b> of Attitudes with <b>no Majority Attitude</b>	Some Members have <b>Differing Attitudes</b> , but the <b>Majority has Similar Attitudes</b>	<b>Almost all</b> Members have <b>Similar Attitudes</b>	<b>Unsure</b>
Members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. *(Display only if the foundation provides **multiyear general operating support grants** OR if the foundation DOES NOT provide **multiyear general operating support grants** BUT will provide them in the next year.)* Has the foundation encountered any barriers in its efforts to provide **multiyear general operating support grants**?

- Yes
- No
- Unsure

47. *(Display only if “Yes” was selected in the previous question.)* Please describe any barriers that the foundation has had to overcome in order to provide **multiyear general operating support grants**.

---



---



---

48. *(Display only if “Yes” was selected in question 46.)* Please describe any ongoing barriers to the foundation’s efforts to provide **multiyear general operating support grants**.

---



---



---

49. *(Display only if the foundation provides **multiyear general operating support grants**.)* Please describe any **drawbacks** the foundation has experienced related to its provision of **multiyear general operating support grants**.

---



---



---

50. *(Display only if the foundation provides **multiyear general operating support grants** OR if the foundation DOES NOT provide **multiyear general operating support grants** BUT it is considering providing them in the next year.)* What advice, if any, would you share with foundation CEOs who wish to start providing multiyear general operating support grants or who wish to increase their provisions of multiyear general operating support grants?

---

---

---

## CURRENT PERSPECTIVES ON GRANT DURATION AND TYPE

The following questions assess general attitudes toward the different grant durations and types that a foundation might provide. There are no right or wrong answers. We greatly appreciate your candor.

51. In recent years, there has been a discussion in the philanthropic sector about whether foundations should provide more **multiyear general operating support** grants. Please describe your personal perspective on this topic.

---

---

---

52. Which grant **duration** do you believe is more effective for encouraging each of the following?

	<b>Single Year</b> Grants are More Effective	Single Year and Multiyear Grants are <b>Equally</b> Effective	<b>Multiyear</b> Grants are More Effective
Sustainability of Grantee Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability of Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification of Grantee Revenue Sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Grantee Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Foundation Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility of Foundation to Respond to Emerging Funding Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to do Budgetary Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to Plan for the Future of their Programmatic Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to Plan for their Operational Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Grantee Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Foundation Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantee Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence on Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engagement of Foundation Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Social Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

53. Which **type** of grant support do you believe is more effective for encouraging each of the following?

	<b>Program/Project Support Grants are More Effective</b>	<b>Program/Project and General Operating Support Grants are Equally Effective</b>	<b>General Operating Support Grants are More Effective</b>
Sustainability of Grantee Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability of Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification of Grantee Revenue Sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Grantee Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Foundation Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevention of Grantees' "Mission Creep"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honesty in Grantees' Reporting of their Budgets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Efficiency on the Part of Grantees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Efficiency on the Part of Foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Grantee Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Foundation Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantee Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence on Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engagement of Foundation Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Social Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

54. At the foundation, do you use terminology other than **general operating support** when referring to unrestricted funding that nonprofit leadership can use, at their discretion, to further their nonprofit's mission?

- Yes (please provide the terminology used at the foundation: \_\_\_\_\_)
- No
- Not applicable

## DEMOGRAPHICS

The following questions are about you and your background.

55. How many years have you been in your current role at the foundation?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 6 years
- At least 6 years but less than 10 years
- 10 years or longer

56. Have you ever worked for a nonprofit organization (excluding foundations)?

- Yes
- No

57. Please select the option that represents how you describe yourself:

- Female
- Male
- Prefer to self-identify  
(optional, please describe): \_\_\_\_\_
- Prefer not to say

58. What is your race? (Please select all that apply)

- African American/Black
- American Indian or Alaska Native
- Asian (Including the Indian subcontinent)
- White
- Hispanic/Latino(a)
- Pacific Islander or Native Hawaiian
- Not listed (optional, please describe): \_\_\_\_\_
- Prefer not to say



### **Program Officer Perspectives on Grant Type and Duration**

This survey should take approximately 15-20 minutes to complete.

Please complete this survey by **Friday, December 20, 2019**.

#### **Introduction**

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy. In this survey, we will be asking program officers to share their perspectives on the provision of grants of different types and durations.

The purpose of this survey is to better understand current foundation grantmaking practices and whether foundations are anticipating any changes to grantmaking practices.

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

#### **Instructions**

- **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

#### **Terminology**

- **Single Year Grant:** Funding that is provided for a term less than 2 years.
- **Multiyear Grant:** Funding that is provided for a term of at least 2 years.
- **Program/Project Support Grant:** Funding that is restricted to use for a particular program or project, sometimes referred to as restricted support.
- **General Operating Support Grant:** Funding that is not restricted to use for a particular program or expense. Sometimes referred to as unrestricted or core support. Nonprofit leadership may use these funds at their discretion to further their mission.
- **Multiyear General Operating Support Grant:** Funding that is both unrestricted in its use toward furthering a nonprofit's mission and provided for a term of at least 2 years.
- **Organizational Strengthening Support:** Funding that may be in the form of grants (such as capacity-building and organizational effectiveness grants), and/or assistance beyond the grant (provided by foundation staff or a third party paid by the foundation) to strengthen the infrastructure, professional development, and other needs of nonprofit organizations.

## DURATION OF GRANTS IN YOUR PROGRAM

The following questions examine the grantmaking practices of the *program in which you work*. **We recognize that you may not have access to exact numbers as you are completing this survey. Please provide your best approximation for each of the following questions.**

1. In the most recently completed fiscal year, **approximately**, what percentage of the grantees with which you work received **multiyear** grants (i.e., a multiyear grant that started in that fiscal year or was ongoing multiyear support awarded in a previous fiscal year)? *(Response required)*  
\_\_\_\_\_
2. *(Display only if the foundation provides multiyear grants.)* Please describe the key factors you consider when determining what **duration** of grant to provide to a grantee.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. Did you receive training at your foundation on how to decide which grantees to provide with **single year** grants versus **multiyear** grants?  
 Yes  
 No
4. *(Display only if “No” was selected in the previous question.)* Would you have liked to receive training on how to decide which grantees to provide with single year grants versus multiyear grants?  
 Yes  
 No  
 Unsure
5. *(Display only if the foundation provides multiyear grants.)* How confident do you feel when making determinations about whether to provide **single year** grants versus **multiyear** grants?  
 Not at all confident  
 Slightly confident  
 Moderately confident  
 Very confident  
 Extremely confident

## TYPE OF GRANT IN YOUR PROGRAM

The following questions examine the grantmaking practices of the *program in which you work*. **We recognize that you may not have access to exact numbers as you are completing this survey. Please provide your best approximation for each of the following questions.**

6. In the most recently completed fiscal year, **approximately**, what percentage of the grantees with which you worked received **general operating support** grants? *(Response required)*  
\_\_\_\_\_
7. In the most recently completed fiscal year, **approximately**, what percentage of the grantees with which you worked received **organizational strengthening/capacity building support**?  
\_\_\_\_\_
8. *(Display only if the foundation provides general operating support grants.)* Please describe the key factors you consider when determining what **type** of grant support to provide to a grantee.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
9. Did you receive training at your foundation on how to decide which grantees to provide with **program/project support** grants versus **general operating support** grants?  
 Yes  
 No
10. *(Display only if “No” was selected in the previous question.)* Would you have liked to receive training on how to decide which grantees to provide with program/project support grants versus general operating support grants?  
 Yes  
 No  
 Unsure
11. *(Display only if the foundation provides general operating support grants.)* How confident do you feel when making determinations about whether to provide **program/project support** grants versus **general operating support** grants?  
 Not at all confident  
 Slightly confident  
 Moderately confident  
 Very confident  
 Extremely confident

## MULTIYEAR GENERAL OPERATING SUPPORT IN YOUR PROGRAM

The following questions examine the grantmaking practices of the *program in which you work*. **We recognize that you may not have access to exact numbers as you are completing this survey. Please provide your best approximation for each of the following questions.**

12. In the most recently completed fiscal year, **approximately**, what percentage of the grantees with which you worked received **multiyear general operating support** grants? *(Response required)*

\_\_\_\_\_

13. *(Display only if the foundation DOES NOT provide multiyear general operating support grants.)* Please describe why you do not provide **multiyear general operating support** grants.

---

---

---

14. *(Display only if the foundation DOES NOT provide multiyear general operating support grants.)* Has providing **multiyear general operating support** grants to the grantees your program funds ever been considered?

- Yes  
 No

15. *(Display only if “No” was NOT selected in the previous question.)* Were there barriers that influenced the decision not to provide **multiyear general operating support** grants to the grantees with which you work?

- Yes  
 No  
 Unsure

16. *(Display only if “Yes” was selected in the previous question.)* Please describe the barriers that influenced the decision not to provide **multiyear general operating support** grants.

---

---

---

17. *(Display only if the foundation DOES NOT provide multiyear general operating support grants.)* In your best estimation, will you provide **multiyear general operating support** grants in the next year?

- Yes  
 No

18. *(Display only if “Yes” was NOT selected in the previous question.)* How likely is it that you will consider providing **multiyear general operating support** grants in the future?

- Very unlikely
- Somewhat unlikely
- Neither likely nor unlikely
- Somewhat likely
- Very likely

19. *(Display only if the foundation provides **multiyear general operating support** grants.)* Please describe the key factors you consider when determining which grantees will receive **multiyear general operating support** grants and which will not.

---

---

---

20. *(Display only if the foundation provides **multiyear general operating support** grants.)* In the **past year**, how has the percentage of grantees to which you have provided **multiyear general operating support** grants changed, if at all?

- In the past year, I have provided multiyear general operating support grants to a **larger** percentage of grantees
- In the past year, I have provided multiyear general operating support grants to **about the same** percentage of grantees
- In the past year, I have provided multiyear general operating support grants to a **smaller** percentage of grantees
- Unsure

21. *(Display only if “larger” or “smaller” was selected in the previous question.)* Please describe why this change was made.

---

---

---

22. In the past year, did any of the grantees with which you work request **multiyear general operating support** grants?

- Yes
- No
- Unsure

23. *(Display only if the foundation provides **multiyear general operating support grants** and “Yes” was selected in the previous question.)* How did you respond to the grantees’ request(s) for **multiyear general operating support** grants?

- I **approved all requests** for multiyear general operating support grants
- I **approved some requests and declined other requests** for multiyear general operating support grants
- I **declined all requests** for multiyear general operating support grants
- I have **not yet responded to requests** for multiyear general operating support grants

24. *(Display only if the foundation provides **multiyear general operating support grants**.)* Have you encountered any barriers in your efforts to provide **multiyear general operating support** grants?

- Yes
- No
- Unsure

25. *(Display only if the foundation has encountered barriers in its efforts to provide **multiyear general operating support grants**.)* Please describe any barriers that you have had to overcome in order to provide **multiyear general operating support** grants.

---

---

---

26. *(Display only if the foundation has encountered barriers in its efforts to provide **multiyear general operating support grants**.)* Please describe any ongoing barriers to your efforts to provide **multiyear general operating support** grants.

---

---

---

27. *(Display only if the foundation provides **multiyear general operating support grants**.)* What advice, if any, would you share with program officers who wish to start providing **multiyear general operating support** grants or who wish to increase their provisions of multiyear general operating support grants?

---

---

---

**PERSPECTIVES ON MULTIYEAR GENERAL OPERATING SUPPORT AT THE FOUNDATION**

The following questions examine perspectives about multiyear general operating support at the foundation at which you work.

28. To your knowledge, have there been substantive conversations at the foundation regarding whether to provide **multiyear general operating support** to grantees?

- Yes
- No
- Unsure

29. *(Display only if “Yes” was selected in the previous question.)* What changes, if any, arose as a result of these conversations?

---



---



---

30. *(Display only if the foundation provides **multiyear general operating support grants**.)* How would you describe the general attitudes of each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear general operating support** grants at the foundation?

	Strongly in Favor of a <b>Decrease</b> in the %	Somewhat in Favor of a <b>Decrease</b> in the %	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. *(Display only if the foundation **DOES NOT** provide **multiyear general operating support grants**.)* How would you describe the general attitudes of each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear general operating support** grants at the foundation?

	In Favor of <b>No Change</b> in the %	Somewhat in Favor of an <b>Increase</b> in the %	Strongly in Favor of an <b>Increase</b> in the %	<b>Unsure</b>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. How would you describe the degree of consensus among each of the following **stakeholders** toward changing the percentage of grantees receiving **multiyear general operating support** grants at the foundation?

	There is a <b>Diverse Mix</b> of Attitudes with <b>no Majority Attitude</b>	Some Members have <b>Differing Attitudes</b> , but the <b>Majority has Similar Attitudes</b>	<b>Almost all</b> Members have <b>Similar Attitudes</b>	<b>Unsure</b>
Executive Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**FUTURE GRANTMAKING PRACTICES IN YOUR PROGRAM**

The following questions examine your beliefs about future grantmaking practices for the *program in which you work*.

33. *(Display only if the foundation provides multiyear general operating support grants.)* In your best estimation, how will your provision of **multiyear general operating support** grants change, if at all, in the **next year**?
- In the next year, I **will stop** providing multiyear general operating support grants
  - In the next year, I will provide multiyear general operating support grants to a **smaller** percentage of grantees
  - In the next year, I will provide multiyear general operating support grants to **about the same** percentage of grantees
  - In the next year, I will provide multiyear general operating support grants to a **larger** percentage of grantees
  - Unsure

34. *(Display only if “will stop, about the same, or larger” was selected in the previous question.)* Please describe why this change is being planned.

---



---



---

## YOUR ROLE WITH GRANTS OF DIFFERENT DURATIONS AND TYPES

The following questions examine your experience working with grantees receiving grants of different durations and types.

35. *(Display only if the foundation provides **multiyear grants**.)* Do you feel like you play a different role when you are working with grantees to which you have provided **multiyear** grants versus **single year** grants?

- Yes, I feel like I play a **different** role when working with grantees to which I have provided multiyear versus single year grants
- No, I feel like I play the **same** role whether working with grantees to which I have provided multiyear or single year grants

36. *(Display only if “Yes” was selected in the previous question.)* Please describe how your role with grantees differs when they are provided **multiyear** grants versus **single year** grants.

---

---

---

37. *(Display only if the foundation provides **general operating support grants**.)* Do you feel like you play a different role when you are working with grantees to which you have provided **general operating support** grants versus **program/project support** grants?

- Yes, I feel like I play a **different** role when working with grantees to which I have provided general operating support grants versus program/project support grants
- No, I feel like I play the **same** role whether working with grantees to which I have provided general operating support grants or program/project support grants

38. *(Display only if “Yes” was selected in the previous question.)* Please describe how your role with grantees differs when they are provided **general operating support** grants versus **program/project support** grants.

---

---

---

39. *(Display only if the foundation provides **general operating support grants**.)* In general, how would you describe the strength of the relationships that you tend to have with grantees that are awarded **program/project support** grants versus **general operating support** grants?

- I tend to have stronger relationships with **program/project support grantees**
- I tend to have similarly strong relationships with **program/project support** and **general operating support grantees**
- I tend to have stronger relationships with **general operating support grantees**

40. *(Display only if the foundation provides **multiyear general operating support grants**.)* Do you feel like you play a different role when you are working with grantees to which you have provided **multiyear general operating support** grants versus other types of support?
- Yes, I feel like I play a **different** role when working with grantees to which I have provided multiyear general operating support grants versus other types of support
  - No, I feel like I play the **same** role whether working with grantees to which I have provided multiyear general operating support grants or other types of support

41. *(Display only if “Yes” was selected in the previous question.)* Please describe how your role with grantees differs when they are provided **multiyear general operating support** grants versus other types of support.

---

---

---

42. *(Display only if the foundation provides **multiyear general operating support grants**.)* Do you have different approaches to assessing impact when grantees are provided **multiyear general operating support** grants versus other types of support?
- Yes, my approach to assessing impact is **different** when grantees are provided multiyear general operating support grants versus other types of support
  - No, my approach to assessing impact is **similar** regardless of the type of support provided to grantees
  - It depends
  - Unsure

43. *(Display only if “Yes” or “It depends” was selected in the previous question.)* Please describe how your approach to assessing impact is different when providing **multiyear general operating support** grants versus other types of support.

---

---

---

## CURRENT PERSPECTIVES ON GRANT DURATION AND TYPE

The following questions assess general attitudes toward the different grant durations and types that a foundation might provide. There are no right or wrong answers. We greatly appreciate your candor.

44. In recent years, there has been a discussion in the philanthropic sector about whether foundations should provide more **multiyear general operating support** grants. Please describe your personal perspective on this topic.

---

---

---

45. Which grant **duration** do you believe is more effective for encouraging each of the following?

	<b>Single Year</b> Grants are More Effective	Single Year and Multiyear Grants are <b>Equally</b> Effective	<b>Multiyear</b> Grants are More Effective
Sustainability of Grantee Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability of Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification of Grantee Revenue Sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Grantee Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Foundation Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility of Foundation to Respond to Emerging Funding Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to do Budgetary Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to Plan for the Future of their Programmatic Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to Plan for their Operational Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Grantee Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Foundation Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantee Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence on Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engagement of Foundation Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Social Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. Which **type** of grant support do you believe is more effective for encouraging each of the following?

	<b>Program/Project Support Grants are More Effective</b>	<b>Program/Project and General Operating Support Grants are Equally Effective</b>	<b>General Operating Support Grants are More Effective</b>
Sustainability of Grantee Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability of Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification of Grantee Revenue Sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Grantee Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Foundation Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevention of Grantees' "Mission Creep"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honesty in Grantees' Reporting of their Budgets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Efficiency on the Part of Grantees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Efficiency on the Part of Foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Grantee Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Foundation Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantee Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence on Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engagement of Foundation Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Social Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## YOUR ROLE AS A PROGRAM OFFICER

The following questions request information about your role as a program officer.

47. How many active grants do you currently have open? (*valid number*)

\_\_\_\_\_

48. How many years have you been in your current role at the foundation?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 6 years
- At least 6 years but less than 10 years
- 10 years or longer

49. In what program area(s) do you primarily work? (*Select all that apply.*)

- Agriculture, fishing, and forestry
- Animals
- Arts and culture
- Community and economic development
- Education
- Environment
- Health
- Human rights
- Human services
- Information and communications
- International relations
- Philanthropy
- Public affairs
- Public safety
- Religion
- Science
- Social justice
- Social sciences
- Sports and recreation
- Other (*please specify*): \_\_\_\_\_

50. Have you ever worked for a nonprofit organization (excluding foundations)?

- Yes
- No

## DEMOGRAPHICS

The following questions request demographic information about yourself and your foundation.

51. Please select the option that represents how you describe yourself:

- Female
- Male
- Prefer to self-identify  
(optional, please describe): \_\_\_\_\_
- Prefer not to say

52. What is your race? (Select all that apply.)

- African American/Black
- American Indian or Alaska Native
- Asian (Including the Indian subcontinent)
- White
- Hispanic/Latino(a)
- Pacific Islander or Native Hawaiian
- Not listed (optional, please describe): \_\_\_\_\_
- Prefer not to say

53. Does the CEO/Executive Director of your organization identify as a person of color?

- Yes
- No
- Don't know
- Prefer not to say



## Nonprofit Experiences with Multiyear and General Operating Support Grants

This survey should take approximately 15 minutes to complete.

Please complete this survey by **Friday, February 14, 2020**.

### Introduction

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy (CEP). Over the past 20 years, research from CEP and other organizations has indicated that nonprofits want more multiyear general operating support to better achieve their missions.

In this survey, we are asking nonprofit leaders to share their experiences receiving grants of different types and durations from foundations and their perspectives on why the provision of multiyear general operating support has not substantially changed over time. The questions that follow examine:

- The benefits of receiving multiyear general operating support grants
- The consequences of not receiving multiyear general operating support grants
- Your perspective on why foundations may limit their provision of multiyear general operating support to grantees

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 to thoroughly protect your anonymity.

### Instructions

- **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.

## YOUR ORGANIZATION'S FOUNDATION FUNDING

The following questions examine your organization's experiences receiving foundation funding. **We recognize that you may not have access to exact numbers as you are completing this survey. Please provide your best approximations to the following questions.**

1. In the most recently completed fiscal year, approximately, what percentage of your organization's budget was funded by foundations (e.g., private, community, corporate, health conversion)?

\_\_\_\_\_ *(If 0 is entered, skip to end of survey.)*

2. In the most recently completed fiscal year, approximately, what percentage of the funding your organization received from foundations consisted of **multiyear** grants? In this survey, we define **multiyear** grants as those that are provided for a term of at least two years.
- \_\_\_\_\_
3. In the most recently completed fiscal year, approximately, what percentage of the funding your organization received from foundations consisted of each of the following:
- % Program/Project Support Grants (Funding that is restricted to use for a particular program or project, sometimes referred to as restricted support)

\_\_\_\_\_

  - % Flexible Program/Project Support Grants (Funding that is restricted to a program/project, but with some flexible elements)

\_\_\_\_\_

  - % General Operating Support Grants (Funding that is not restricted to use for a particular program or expense, and that nonprofit leaders may use, at their discretion, to further their mission)

\_\_\_\_\_

  - % Organizational Strengthening/Capacity Building Support (Funding that may be in the form of grants, such as capacity-building and organizational effectiveness grants, and/or assistance beyond the grant to strengthen the infrastructure, professional development, and other needs of nonprofit organizations)

\_\_\_\_\_
4. In the most recently completed fiscal year, approximately, what percentage of the funding your organization received from foundations consisted of **multiyear general operating support** grants? In this survey we define **multiyear general operating support** grants as funding that is both unrestricted in its use toward furthering a nonprofit's mission and is provided for a term of at least two years.
- \_\_\_\_\_
5. Over the past three years, how has the percentage of **multiyear general operating support** grants that your organization receives from foundations changed?
- The percentage of our budget that consists of multiyear general operating support grants from foundations has **decreased**
  - The percentage of our budget that consists of multiyear general operating support grants from foundations has **remained the same**
  - The percentage of our budget that consists of multiyear general operating support grants from foundations has **increased**

6. *(Display only if “Decreased” or “Increased” was selected in the previous question.)* To what do you attribute the change in the percentage of your organization’s budget that consists of **multiyear general operating support** grants from foundations?

---

---

---

7. Has your organization ever received **organizational strengthening/capacity building support** as a complement to a **multiyear general operating support** grant?

- Yes  
 No  
 Unsure

8. *(Display only if “Yes” was selected in the previous question.)* How helpful was it to have **organizational strengthening/capacity building support** as a complement to a **multiyear general operating support** grant?

- Not at all helpful  
 A little helpful  
 Somewhat helpful  
 Very helpful  
 Extremely helpful

9. *(Display only if “Yes” was selected in question 7.)* Please describe how having both a **multiyear general operating support** grant and **organizational strengthening/capacity building support** affected your organization.

---

---

---

10. At any point in the past three years, has your organization had difficulty covering essential operating costs (e.g., rent, utilities, salaries)?

- Yes, we were unable to cover essential costs  
 No, but we were at significant risk of being unable to cover essential costs  
 No, my organization has been financially secure

11. *(Display only if “Yes” or “No, but we were at significant risk” was selected in the previous question.)* What were some of the strategies that your organization used to address this financial situation?

---

---

---

## YOUR ORGANIZATION'S EXPERIENCES RECEIVING MULTIYEAR GENERAL OPERATING SUPPORT GRANTS

The following questions examine your organization's experiences receiving **multiyear general operating support** grants. We greatly appreciate your candor.

12. *(Display only if the organization receives multiyear general operating support grants.)* What distinct benefits has your organization experienced when receiving **multiyear general operating support grants**, as opposed to other types of grants?

---

---

---

13. *(Display only if the organization receives multiyear general operating support grants.)* What challenges or downsides has your organization experienced when receiving **multiyear general operating support grants**, as opposed to other types of grants?

---

---

---

14. *(Display only if the organization receives multiyear general operating support grants.)* When you have received **multiyear general operating support grants**, what are some practices that the funder employed that you would recommend to other foundations?

---

---

---

15. *(Display only if the organization DOES NOT receive multiyear general operating support grants.)* What would you like foundations to know about how receiving a **multiyear general operating support** grant would affect your organization's ability to further its mission?

---

---

---

16. In recent years, there has been a discussion in the philanthropic sector about whether foundations should provide more **multiyear general operating support** grants to grantees. Please describe your perspective on this topic.

---

---

---

17. Few nonprofit organizations report receiving **multiyear general operating support** grants from foundations. Why do you think foundations provide few **multiyear general operating support** grants?

---

---

---

## CURRENT PERSPECTIVES ON GRANT DURATION AND TYPE

The following questions assess general attitudes toward the different grant durations and types that a foundation might provide.

18. Which grant **duration** do you believe is more effective for encouraging each of the following?

	Single Year Grants are More Effective	Single Year and Multiyear Grants are <b>Equally</b> Effective	Multiyear Grants are More Effective
Sustainability of Grantee Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability of Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification of Grantee Revenue Sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Grantee Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Foundation Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to do Budgetary Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to Plan for the Future of their Programmatic Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantees' Ability to Plan for their Operational Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Grantee Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Foundation Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantee Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees' Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence on Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Social Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Which **type** of grant support do you believe is more effective for encouraging each of the following?

	<b>Program/Project Support</b> Grants are More Effective	Program/Project and General Operating Support Grants are <b>Equally</b> Effective	<b>General Operating Support</b> Grants are More Effective
Sustainability of Grantee Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability of Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification of Grantee Revenue Sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Grantee Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Foundation Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevention of Grantees’ “Mission Creep”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Efficiency on the Part of Grantees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Efficiency on the Part of Foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Grantee Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Foundation Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantee Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees’ Fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantees’ Local Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence on Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact on Grantee Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engagement of Foundation Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achievement of Social Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## YOUR ROLE AND YOUR ORGANIZATION

The following questions request information about your current role and your organization.

20. What is your current role at your organization?

- CEO, Executive Director, or equivalent
- Development Director or equivalent
- Other (*please specify*): \_\_\_\_\_

21. How many years have you been in your current role at your organization?

- Less than 1 year
- At least 1 year but fewer than 3 years
- At least 3 years but fewer than 6 years
- At least 6 years but fewer than 10 years
- 10 years or longer

22. In what program area(s) does your organization work? (*Please select all that apply*)

- Agriculture, fishing, and forestry
- Animals
- Arts and culture
- Community and economic development
- Education
- Environment
- Health
- Human rights
- Human services
- Information and communications
- International relations
- Philanthropy
- Public affairs
- Public safety
- Religion
- Science
- Social justice
- Social sciences
- Sports and recreation
- Other (*please specify*): \_\_\_\_\_

## DEMOGRAPHICS

The following questions request information about your background.

23. Please select the option that represents how you describe yourself:

- Female
- Male
- Prefer to self-identify (*optional, please describe*): \_\_\_\_\_
- Prefer not to say

24. What is your race/ethnicity? (*Please select all that apply*)

- African American or Black
- American Indian or Alaska Native
- Asian (Including the Indian subcontinent)
- Hispanic or Latino(a)
- Pacific Islander or Native Hawaiian
- White
- Multiracial
- Not listed (*optional, please describe*): \_\_\_\_\_
- Prefer not to say

25. (*Display only if the respondent is "Development Director or equivalent" or "Other."*) Does the CEO/Executive Director of your organization identify as a person of color?

- Yes
- No
- Don't know
- Prefer not to say

## Foundation CEO Perspectives on Grant Type and Duration – Interview Protocol

### Perspectives from foundations providing multiyear general operating support to many grantees

#### Terminology

For this research project, we use the following definition of a **multiyear general operating support grant**: Funding that is both unrestricted in its use toward furthering a nonprofit’s mission and provided for a term of at least 2 years.

#### GPR CONTEXT: THE FOUNDATION’S GRANT TYPES AND DURATIONS

To begin the conversation, a CEP interviewer will review characteristics about the foundation’s grantmaking, as reported by grantees in the foundation’s most recent GPR. This information will include:

- Percent of grantees receiving multiyear general operating support grants, including comparative data
- Median grant length, including comparative data

#### YOUR FOUNDATION’S PROVISION OF GRANT TYPES AND DURATIONS

- 1) A brief definitional question before we dive into the interview. Can you please quickly tell us how the foundation defines what is a multiyear grant. What is the shortest grant length that you consider to be multiyear?
- 2) I’d like to talk about the process by which the foundation decided to provide so many grantees with multiyear general operating support. Has the foundation always prioritized this, or was there an intentional effort to increase the levels of multiyear general operating support?
  - a. How did this come about? Who initiated this?
  - b. How did the board and staff respond to the increase in multiyear general operating support?
  - c. How has increasing its provision of multiyear general operating support affected the foundation’s work and operations?
- 3) How does the foundation’s provision of multiyear general operating support relate to its ability to achieve its programmatic goals?
  - a. What motivates the foundation’s provision of multiyear general operating support?

- 4) What are the foundation's criteria for deciding which organizations receive multiyear general operating support, and which organizations do not?
- 5) How, if at all, do considerations of equity fit into the foundation's criteria for providing organizations with multiyear general operating support?
- 6) Has the foundation faced any challenges and barriers providing multiyear general operating support grants?
  - a. How have you overcome these challenges?
- 7) Can you please tell us more about the board's perspective and engagement in discussions about providing multiyear general operating support?
- 8) How does the foundation approach assessing impact when providing multiyear general operating support?
- 9) What advice would you share with other foundation CEOs who wish to start providing multiyear general operating support grants or who wish to increase their provisions of multiyear general operating support grants?
  - a. Has the foundation encountered any surprises in its provision of multiyear general operating support grants?

## MULTIYEAR GENERAL OPERATING SUPPORT IN THE PHILANTHOPIC SECTOR

- 10) In recent years, there has been a discussion in the philanthropic sector about whether foundations should provide more multiyear general operating support grants. What is your perspective on this topic?
  - a. Has this debate influenced the foundation's grant types and durations in any way?

## ORGANIZATIONAL STRENGTHENING

- 11) I want to ask about the separate but related topic of grants for organizational strengthening or capacity building. Does the foundation provide these types of grants?
  - a. How does the foundation approach when to provide general operating support relative to organizational strengthening grants?

## CONCLUSION

- 12) Is there anything else you would like to share that we didn't ask you today?

## Foundation CEO Perspectives on Grant Type and Duration – Interview Protocol

### Perspectives from foundations providing multiyear general operating support to some grantees

#### Terminology

For this research project, we use the following definition of a **multiyear general operating support grant**: Funding that is both unrestricted in its use toward furthering a nonprofit’s mission and provided for a term of at least 2 years.

#### GPR CONTEXT: THE FOUNDATION’S GRANT TYPES AND DURATIONS

To begin the conversation, a CEP interviewer will review characteristics about the foundation’s grantmaking, as reported by grantees in the foundation’s most recent GPR. This information will include:

- Percent of grantees receiving multiyear general operating support grants, including comparative data
- Median grant length, including comparative data

#### YOUR FOUNDATION’S PROVISION OF GRANT TYPES AND DURATIONS

- 1) A brief definitional question before we dive into the interview. Can you please quickly tell us how the foundation defines what is a multiyear grant. What is the shortest grant length that you consider to be multiyear?
- 2) Why does the foundation provide some grantees with multiyear general operating support?
- 3) How does the foundation’s provision of multiyear general operating support relate to its ability to achieve its programmatic goals?
- 4) What are the foundation’s criteria for deciding which organizations receive multiyear general operating support, and which organizations do not?
- 5) How, if at all, do considerations of equity fit into the foundation’s criteria for providing organizations with multiyear general operating support?

- 6) Have there been, or are there currently, any barriers or challenges to providing this level of multiyear general operating support?
- 7) Can you please tell us more about the board's perspective and engagement in discussions about providing multiyear general operating support?
- 8) In recent years, has the foundation considered increasing its provision of multiyear general operating support grants?
  - a. If yes – can you please tell me more about this consideration? Who was involved in those discussions?
    - i. What were the results of the discussion?
      1. Why did the foundation decide to increase its future levels of multiyear general operating support? How will the foundation implement this increase?
      2. What barriers would need to be overcome for the foundation to provide more multiyear general operating support?
- 9) How does the foundation approach assessing impact when providing multiyear general operating support?

## MULTIYEAR GENERAL OPERATING SUPPORT IN THE PHILANTHROPIC SECTOR

- 10) In recent years, there has been a discussion in the philanthropic sector about whether foundations should provide more multiyear general operating support grants. What is your perspective on this topic?
  - a. Has this debate influenced the foundation's grant types and durations in any way?

## ORGANIZATIONAL STRENGTHENING

- 11) I want to ask about the separate but related topic of grants for organizational strengthening or capacity building. Does the foundation provide these types of grants?
  - a. How does the foundation approach when to provide general operating support relative to organizational strengthening grants?

## CONCLUSION

- 12) Is there anything else you would like to share that we didn't ask you today?

## Foundation CEO Perspectives on Grant Type and Duration – Interview Protocol

### Perspectives from foundations that have significantly increased their provision of multiyear general operating support

#### Terminology

For this research project, we use the following definition of a **multiyear general operating support grant**: Funding that is both unrestricted in its use toward furthering a nonprofit’s mission and provided for a term of at least 2 years.

#### GPR CONTEXT: THE FOUNDATION’S GRANT TYPES AND DURATIONS

To begin the conversation, a CEP interviewer will review characteristics about the foundation’s grantmaking, as reported by grantees in the foundation’s most recent GPR. This information will include:

- Percent of grantees receiving multiyear general operating support grants, including comparative data
- Median grant length, including comparative data
- Percent change over time in the provision of multiyear general operating support grants

#### YOUR FOUNDATION’S CHANGE IN MULTIYEAR GENERAL OPERATING SUPPORT

- 1) A brief definitional question before we dive into the interview. Can you please quickly tell us how the foundation defines what is a multiyear grant. What is the shortest grant length that you consider to be multiyear?
- 2) I’d like to talk about the process by which the foundation decided to increase its provision of multiyear general operating support. Was the increase an intentional change effort? If so, why?
- 3) Was there support for the increase?
  - a. Who supported or advocated for the increase? Why?
- 4) Were there concerns or opposition to the increase?
  - a. Who opposed the increase? Why?
  - b. What were the concerns?
  - c. How did you address the opposition?

- 5) Has the foundation faced any other challenges and barriers providing multiyear general operating support grants?
  - a. How have you overcome these challenges?
- 6) Can you please tell us more about the board's perspective and engagement in discussions about providing multiyear general operating support?
- 7) How has staff responded to the increase in multiyear general operating support?
- 8) How has increasing its provision of multiyear general operating support affected the foundation's work and operations?
  - a. Role of program officers
  - b. Foundation's grants management system or administration
  - c. Foundation's grantee monitoring and report efforts
  - d. Foundation's approach to assessment and evaluation

#### ADDITIONAL QUESTIONS ABOUT MULTIYEAR GENERAL OPERATING SUPPORT

- 9) How does the foundation's provision of multiyear general operating support relate to its ability to achieve its programmatic goals?
  - a. What motivates the foundation's provision of multiyear general operating support?
- 10) What are the foundation's criteria for deciding which organizations receive multiyear general operating support, and which organizations do not?
- 11) How, if at all, do considerations of equity fit into the foundation's criteria for providing organizations with multiyear general operating support?
- 12) How does the foundation approach assessing impact when providing multiyear general operating support?
- 13) What advice would you share with other foundation CEOs who wish to start providing multiyear general operating support grants or who wish to increase their provisions of multiyear general operating support grants?
  - a. Has the foundation encountered any surprises in its provision of multiyear general operating support grants?

## MULTIYEAR GENERAL OPERATING SUPPORT IN THE PHILANTHOPIC SECTOR

- 14) In recent years, there has been a discussion in the philanthropic sector about whether foundations should provide more multiyear general operating support grants. What is your perspective on this topic?
- a. Has this debate influenced the foundation's grant types and durations in any way?

## ORGANIZATIONAL STRENGTHENING

- 15) I want to ask about the separate but related topic of grants for organizational strengthening or capacity building. Does the foundation provide these types of grants?
- a. How does the foundation approach when to provide general operating support relative to organizational strengthening grants?

## CONCLUSION

- 16) Is there anything else you would like to share that we didn't ask you today?

## Foundation CEO Perspectives on Grant Type and Duration – Interview Protocol

### Perspectives from foundations that have decreased their provision of multiyear general operating support

#### Terminology

For this research project, we use the following definition of a **multiyear general operating support grant**: Funding that is both unrestricted in its use toward furthering a nonprofit’s mission and provided for a term of at least 2 years.

#### GPR CONTEXT: THE FOUNDATION’S GRANT TYPES AND DURATIONS

To begin the conversation, a CEP interviewer will review characteristics about the foundation’s grantmaking, as reported by grantees in the foundation’s most recent GPR. This information will include:

- Percent of grantees receiving multiyear general operating support grants, including comparative data
- Median grant length, including comparative data
- Percent change over time in the provision of multiyear general operating support grants

#### YOUR FOUNDATION’S CHANGE IN MULTIYEAR GENERAL OPERATING SUPPORT

- 1) A brief definitional question before we dive into the interview. Can you please quickly tell us how the foundation defines what is a multiyear grant. What is the shortest grant length that you consider to be multiyear?
- 2) I’d like to talk about the process by which the foundation decided to decrease its provision of multiyear general operating support. Was the decrease an intentional change effort? If so, why?
- 3) Was there support for the decrease?
  - a. Who supported or advocated for the decrease? Why?
- 4) Was there opposition to the decrease?
  - a. Who opposed the decrease? Why?
- 5) Can you please tell us more about the board’s perspective and engagement in discussions about providing multiyear general operating support?
- 6) How has staff responded to the decrease in multiyear general operating support?

- 7) How has decreasing its provision of multiyear general operating support affected the foundation's work and operations?
  - a. Role of program officers
  - b. Foundation's grants management system or administration
  - c. Foundation's grantee monitoring and reporting
  - d. Foundation's approach to assessment and evaluation
- 8) How have grantees responded to the decrease in multiyear general operating support?

#### ADDITIONAL QUESTIONS ABOUT MULTIYEAR GENERAL OPERATING SUPPORT

- 9) How does the foundation's provision of multiyear general operating support relate to its ability to achieve its programmatic goals?
- 10) What are the foundation's criteria for deciding which organizations receive multiyear general operating support, and which organizations do not?
- 11) How, if at all, do considerations of equity fit into the foundation's criteria for providing organizations with multiyear general operating support?
- 12) How does the foundation approach assessing impact when providing multiyear general operating support?
- 13) Would the foundation consider increasing its provision of MYGOS in the future? Please explain.
- 14) What advice would you share with foundation CEOs who wish to increase their provisions of multiyear general operating support grants?

#### MULTIYEAR GENERAL OPERATING SUPPORT IN THE PHILANTHROPIC SECTOR

- 15) In recent years, there has been a discussion in the philanthropic sector about whether foundations should provide more multiyear general operating support grants. What is your perspective on this topic?
  - a. Has this debate influenced the foundation's grant types and durations in any way?

#### ORGANIZATIONAL STRENGTHENING

- 16) I want to ask about the separate but related topic of grants for organizational strengthening or capacity building. Does the foundation provide these types of grants?
  - a. How does the foundation approach when to provide general operating support relative to organizational strengthening grants?

## CONCLUSION

17) Is there anything else you would like to share that we didn't ask you today?