



THE CENTER
FOR EFFECTIVE
PHILANTHROPY

Future of Foundation Philanthropy Survey

The survey should take approximately 10 minutes to complete.

Please complete this survey by **Thursday, June 2nd, 2016**.

Introduction

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy, with support from The William and Flora Hewlett Foundation.

In this survey, we will be asking you to share your perspectives about the future of foundation philanthropy as it relates to both your foundation and foundations more generally.

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.

Instructions

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.

A few tips:

- **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.

ABOUT YOU AND YOUR FOUNDATION

1. For how long have you been the CEO of your foundation?

- 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

2. At what type of organization did you work immediately prior to working at your foundation?

- Foundation or other private nonprofit funding organization
- Government organization
- Business
- College/University
- Nonprofit organization (not including a College/University)
- Other (*please specify*): _____

3. Which of the following describe the geographical scope of your foundation? (*Please select all that apply*)

- Global
- National
- Regional (i.e., multi-state)
- State
- Local

STATE OF FOUNDATION PHILANTHROPY

4. How much of a difference do you think is possible for foundations to make on important issues in society, given their resources?

- | No
difference
1 | A slight
difference
2 | A moderate
difference
3 | A significant
difference
4 | Not
sure |
|--------------------------|-----------------------------|-------------------------------|----------------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. How much of a difference do you think foundations are making on important issues in society, in light of what is possible for them to do?

| No difference | A slight difference | A moderate difference | A significant difference | Not sure |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6. Please list the three most significant barriers to your foundation's ability to make progress toward the achievement of its current programmatic goals.

Barrier 1: _____
Barrier 2: _____
Barrier 3: _____

FUTURE OF FOUNDATION PHILANTHROPY: PRESSING ISSUES

For the following items, please share your perspectives as they relate to foundations broadly, beyond your own foundation.

7. In the coming decades, how different will the context in which foundations are operating be?

| Not at all different | Not very different | Somewhat different | Very different | Not sure |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. Please list three pressing issues in society that you think will influence foundation philanthropy in the coming decades.

Issue 1: _____
Issue 2: _____
Issue 3: _____

8a. To what degree do you believe the work of foundations is currently influenced by each of the issues you listed?

| | Not at all 1 | Slightly 2 | Moderately 3 | Greatly 4 | Not sure |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| [Piped in "Issue 1" response from Question 8] | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| [Piped in "Issue 2" response from Question 8] | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| [Piped in "Issue 3" response from Question 8] | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8b. To what degree do you believe the work of foundations will be influenced by each issue you listed in the coming decades?

| | Not at all 1 | Slightly 2 | Moderately 3 | Greatly 4 | Not sure |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| [Piped in "Issue 1" response from Question 8] | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| [Piped in "Issue 2" response from Question 8] | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| [Piped in "Issue 3" response from Question 8] | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

FUTURE OF FOUNDATION PHILANTHROPY: PERSPECTIVES

9. What is one word that comes to mind when you think about the future of foundation philanthropy?

10. How hopeful are you about the ability of foundations to contribute to future progress on issues important to society?

| Not at all hopeful 1 | Not very hopeful 2 | Moderately hopeful 3 | Very hopeful 4 | Not sure |
|----------------------------|--------------------------|----------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. In your opinion, how prepared are foundations to deal effectively with changes that will affect society in the coming decades?

| | | | | |
|-----------------------------|---------------------------|-----------------------------|--------------------------|--------------------------|
| Not at all prepared 1 | Not very prepared 2 | Moderately prepared 3 | Very prepared 4 | Not sure |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. In your opinion, how prepared is your foundation to deal effectively with changes that will affect society in the coming decades?

| | | | | |
|-----------------------------|---------------------------|-----------------------------|--------------------------|--------------------------|
| Not at all prepared 1 | Not very prepared 2 | Moderately prepared 3 | Very prepared 4 | Not sure |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. In your opinion, to what extent do foundations need to change in order to address society’s future needs?

| | | | | |
|--------------------------|---------------------------|------------------------------|---------------------------|--------------------------|
| Not at all 1 | To a small extent 2 | To a moderate extent 3 | To a large extent 4 | Not sure |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13a. *[Shown only to respondents who answered Question 13 and selected “To a small extent,” “To a moderate extent,” and “To a large extent.”]* In your opinion, how do foundations need to change?

14. In your opinion, how likely is it that foundations will change in order to address society’s future needs?

| | | | | |
|---------------------------|--------------------------|---------------------------|--------------------------|--------------------------|
| Not at all likely 1 | Not very likely 2 | Moderately likely 3 | Very likely 4 | Not Sure |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

FUTURE OF FOUNDATION PHILANTHROPY: PRACTICES

Below are areas of practice that have been discussed in philanthropy as having the potential to increase the impact that foundations can have. For the following items, please share your perspectives as they relate to foundations broadly, beyond your own foundation.

15a. Please indicate the amount of promise you believe engaging in each of the following operational efforts has for increasing foundations' impact in the coming decades.

| | No promise 1 | A little promise 2 | Some promise 3 | A lot of promise 4 | Not sure |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Foundations collaborating with one another | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations limiting their lifespan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundation boards increasing their effectiveness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations engaging in impact investing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations divesting their endowments from selected industries | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations taking more risks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15b. Please indicate the amount of promise you believe engaging in each of the following efforts to share learning or seek feedback has for increasing foundations' impact in the coming decades.

| | No promise 1 | A little promise 2 | Some promise 3 | A lot of promise 4 | Not sure |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Foundations doing more to assess their own performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations being more transparent about what has worked | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations being more transparent about what has <u>not</u> worked | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations seeking to learn from the knowledge or experiences of grantees | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations seeking to learn from the experiences of those they are ultimately trying to help | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15c. Please indicate the amount of promise you believe engaging in each of the following efforts to support nonprofits has for increasing foundations' impact in the coming decades.

| | No promise 1 | A little promise 2 | Some promise 3 | A lot of promise 4 | Not sure |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Foundations supporting nonprofit capacity building | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations supporting nonprofits in efforts to assess their performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations supporting grantees to learn from their beneficiaries | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations providing more long-term general operating support to nonprofits | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations encouraging or facilitating collaborations among nonprofits | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations helping to grow or "scale" effective nonprofits | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations providing risk capital for nonprofits | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15d. Please indicate the amount of promise you believe engaging in each of the following efforts to work across sectors has for increasing foundations' impact in the coming decades.

| | No promise 1 | A little promise 2 | Some promise 3 | A lot of promise 4 | Not sure |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Foundations and businesses collaborating | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations challenging business | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations and government (local, state, or federal) collaborating | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations challenging government | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundation work informing government policy decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Foundations simultaneously collaborating with other foundations, business, government, and nonprofits | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

FINAL THOUGHTS

16. What is your biggest concern for the future of foundation philanthropy?

17. Assume for a moment that you have no constraints on how to use your foundation's endowment -- that absent present commitments, donor intent, board oversight, or staff size, you could focus your foundation's resources on anything. What would you fund and why?
