



THE CENTER FOR EFFECTIVE PHILANTHROPY

Foundation Transparency: A Survey of Foundation CEOs

This survey should take about 10 minutes to complete.

Please complete the survey by July 8th.

Introduction

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy and funded by the Fund for Shared Insight.

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 any 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 YOUR FOUNDATION

- 1) How many program area(s) does your foundation have?
 - 1 program area
 - 2 to 4 program areas
 - 5 to 7 program areas
 - 8 or more program areas
- 2) Approximately how many full-time equivalent (FTE) staff members does your foundation employ?
(*Respondents can only input numbers*)

- 3) Is your foundation a community foundation?
 - Yes
 - No

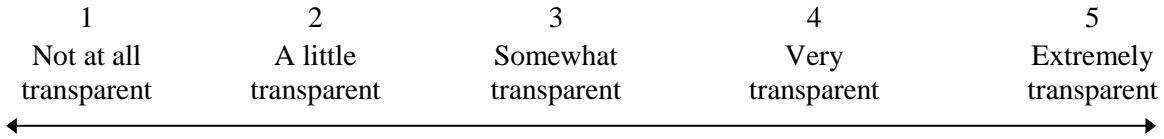
TRANSPARENCY AT YOUR FOUNDATION

- 4) Has the issue of transparency been discussed at your foundation?
 - Yes
 - No
- 5) How much of a priority is it for your foundation to be transparent?
 - Not a priority
 - A low priority
 - A medium priority
 - A high priority
- 6) What does it mean to you for a foundation to be transparent?

- 7) Which of the following best captures your perspective on what it means for a foundation to be transparent? *Please select all that apply.*
 - Communicating openly about the foundation's programmatic goals and strategies
 - Publicly sharing the foundation's financial information
 - Fulfilling the legal obligations required of foundations by government regulators
 - Holding the foundation accountable to the people and communities it serves
 - Publicly sharing information about the foundation's governance practices and policies
 - Communicating openly about the foundation's grantmaking processes and decisions
 - Sharing with other organizations what the foundation is learning through its work

 - None of the above (*mutually exclusive*)
 - N/A: I don't have a perspective on what it means for a foundation to be transparent (*mutually exclusive*)

8) In your opinion, how transparent is your foundation?



9) How important is it to your foundation to be transparent with the following groups of external stakeholders?

	Not very Important	Somewhat important	Very important
My foundation’s grantees	1	2	3
Nonprofits considering applying for a grant	1	2	3
Government policymakers	1	2	3
The general public	1	2	3
The ultimate beneficiaries of my foundation’s work	1	2	3
Other foundations working on similar issues	1	2	3
Other organizations or individuals working on similar issues	1	2	3
My community foundation’s donors (<i>only shown to respondents who said “Yes” in question 3</i>)	1	2	3
Journalists who report on philanthropy or the work foundations are doing	1	2	3

10) Does the foundation’s level of transparency about its work differ across its program areas? (*Only displayed to respondents who indicate in question 1 that their foundation has more than 1 program area*)

- Yes
- No (*skip to question 12*)

11) What is the primary reason for the difference in the levels of transparency across your foundation’s program areas?

12) How transparent do you believe your foundation currently is with respect to each of the following?

	Not at all transparent	A little transparent	Somewhat transparent	Very transparent	Extremely transparent
The foundation’s programmatic goal(s)	1	2	3	4	5
The foundation’s strategies to reach its programmatic goal(s)	1	2	3	4	5
The foundation’s investments	1	2	3	4	5
The foundation’s governance practices and policies	1	2	3	4	5

Criteria the foundation has for nonprofits considering applying for a grant	1	2	3	4	5
The foundation's process for selecting grantees	1	2	3	4	5
Who within the foundation makes decisions about which grants will be awarded	1	2	3	4	5
How the foundation uses information it requires grantees to provide during the selection and reporting/evaluation processes	1	2	3	4	5
The way the foundation assesses its performance	1	2	3	4	5
What the foundation is achieving through its work	1	2	3	4	5
The foundation's experiences with what has worked in its efforts to achieve its programmatic goals	1	2	3	4	5
The foundation's experiences with what has not worked in its efforts to achieve its programmatic goals	1	2	3	4	5

13) How often do you talk to your staff about communicating openly with the foundation's grantees?

1	2	3	4
Never	Rarely	Sometimes	Often

14) How often do you seek out opportunities to learn from other foundations' work?

1	2	3	4
Never	Rarely	Sometimes	Often

15) How often do staff from other foundations contact you to learn about your foundation's work?

1	2	3	4
Never	Rarely	Sometimes	Often

16) What factors limit your foundation's level of transparency? *Please select all that apply.*

- Staff do not have time to invest in working to be transparent
- It is difficult to have consistent levels of transparency across staff
- The foundation's board of directors is cautious about what information the foundation shares
- There is a lack of internal commitment to transparency
- People, or organizations, working in opposition to my foundation would know too much about our work
- Revealing information about projects could put grantee organizations at risk

- Sharing information about what did not work could potentially hurt grantees' chances of receiving support from other funders
- My foundation's work could potentially be misrepresented or misunderstood
- Other (*please specify*): _____
- N/A: Nothing limits my foundation's level of transparency (*mutually exclusive*)

17) What is one thing your foundation would like to work on with regard to transparency?

PERSPECTIVES ON FOUNDATION TRANSPARENCY

18) To what extent do you believe a foundation being transparent about each of the following could potentially **increase** its ability to be effective?

	Not at all	To some extent	To a significant extent
The foundation's programmatic goal(s)	1	2	3
The foundation's strategies to reach its programmatic goal(s)	1	2	3
The foundation's investments	1	2	3
The foundation's governance practices and policies	1	2	3
Criteria the foundation has for nonprofits considering applying for a grant	1	2	3
The foundation's process for selecting grantees	1	2	3
Who within the foundation makes decisions about which grants will be awarded	1	2	3
How the foundation uses information it requires grantees to provide during the selection and reporting/evaluation processes	1	2	3
The way the foundation assesses its performance	1	2	3
What the foundation is achieving through its work	1	2	3
The foundation's experiences with what has worked in its efforts to achieve its programmatic goals	1	2	3
The foundation's experiences with what has not worked in its efforts to achieve its programmatic goals	1	2	3

19) To what extent do you believe a foundation being transparent on each of the following could potentially **impede** its ability to be effective?

	Not at all	To some extent	To a significant extent
The foundation's programmatic goal(s)	1	2	3
The foundation's strategies to reach its programmatic goal(s)	1	2	3
The foundation's investments	1	2	3
The foundation's governance practices and policies	1	2	3

Criteria the foundation has for nonprofits considering applying for a grant	1	2	3
The foundation's process for selecting grantees	1	2	3
Who within the foundation makes decisions about which grants will be awarded	1	2	3
How the foundation uses information it requires grantees to provide during the selection and reporting/evaluation processes	1	2	3
The way the foundation assesses its performance	1	2	3
What the foundation is achieving through its work	1	2	3
The foundation's experiences with what has worked in its efforts to achieve its programmatic goals	1	2	3
The foundation's experiences with what has not worked in its efforts to achieve its programmatic goals	1	2	3

20) To what extent do you believe each of the following is a benefit to foundations being transparent?

	Not at all	To some extent	To a significant extent
Strengthens foundations' relationships with their grantees or potential grantees	1	2	3
Enables others to learn from foundations' work	1	2	3
Demonstrates accountability to regulators	1	2	3
Increases public trust in foundations	1	2	3
Strengthens credibility of the philanthropic sector as a whole	1	2	3
Reduces duplication of efforts among foundations, or other organizations, working toward similar goals	1	2	3
Facilitates greater collaboration between foundations and their partners	1	2	3

ATTITUDES TOWARD FOUNDATION TRANSPARENCY

21) Please indicate the extent to which you agree or disagree with each of the following statements about your foundation.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My foundation's current level of transparency is sufficient	1	2	3	4	5
My foundation risks losing credibility if, or when, we publicly discuss mistakes or flawed strategies	1	2	3	4	5
My foundation is more transparent today than it was five years ago	1	2	3	4	5
My foundation receives honest feedback from its grantees	1	2	3	4	5

Communicating openly with grantees is a priority for my foundation	1	2	3	4	5
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22) Please indicate the extent to which you agree or disagree with each of the following statements about foundations generally.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Foundations are more transparent today than they were five years ago	1	2	3	4	5
There is a consistent understanding among foundations about what it means to be transparent	1	2	3	4	5
Foundations have the right to be as private as they would like	1	2	3	4	5
Foundations that are more transparent are better able to make progress toward their programmatic goals	1	2	3	4	5
Foundations that are more transparent have more credibility overall	1	2	3	4	5
Transparency is necessary for building strong relationships with grantees	1	2	3	4	5

23) What has your foundation done to become more transparent in the past five years? (*Asked only if respondent rates a 4 or a 5 on the item "My foundation is more transparent today than it was five years ago"*)

24) If you could change one thing about the current conversation on the issue of transparency in philanthropy, what would it be?

MORE ABOUT YOUR FOUNDATION

25) Approximately how many active grantees does the foundation currently have? (*Respondents can only input numbers*)
