



THE CENTER FOR EFFECTIVE PHILANTHROPY

Foundation Program Officers: Roles and Perspectives

This survey should take about 20 minutes to complete.

Please complete the survey by Friday, July 29, 2016.

Introduction

Thank you for participating in our survey. 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.
- Results will be published by the [Center for Effective Philanthropy](#) in early 2017.

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 arrows 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.

PROFESSIONAL BACKGROUND AND EXPERIENCE

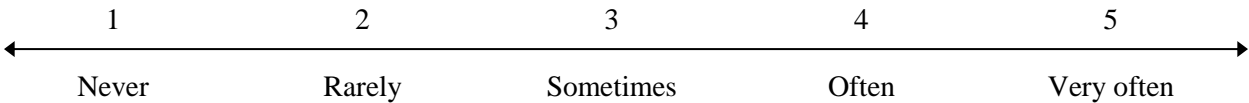
1) At what types of organizations have you previously been employed? Please select all that apply.

- Another foundation
- Nonprofit organization(s) (excluding foundations)
- Corporate/for-profit organization(s)
- Government organization(s) (municipal, state, or federal)
- Other (please specify): _____
- N/A: This is my first job.

2) Were you involved in raising money from foundations as part of your previous work at a nonprofit organization(s)? (Only shown to respondents who select “Nonprofit organization(s)” in question 1)

- Yes
- No

3) How frequently did you interact with foundation staff as part of your previous work at a nonprofit organization(s)? (Only shown to respondents who select “Nonprofit organization(s)” in question 1)

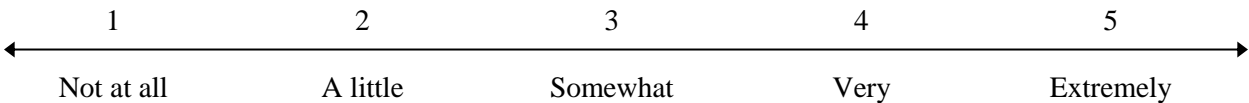


4) In your previous employment, did you work in the same issue area(s) that is the focus of your current role at the foundation? (Not shown to respondents who skip question 1 or select N/A)

- Yes
- No

YOUR ROLE AT YOUR FOUNDATION

5) Overall, how satisfied are you with your current job?



6) In what program area(s) do you primarily work? Please select all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Agriculture, fishing, and forestry | <input type="checkbox"/> International relations |
| <input type="checkbox"/> Arts and culture | <input type="checkbox"/> Philanthropy |
| <input type="checkbox"/> Community and economic development | <input type="checkbox"/> Public affairs |
| <input type="checkbox"/> Education | <input type="checkbox"/> Public safety |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Religion |
| <input type="checkbox"/> Health | <input type="checkbox"/> Science |
| <input type="checkbox"/> Human rights | <input type="checkbox"/> Social sciences |
| <input type="checkbox"/> Human services | <input type="checkbox"/> Sports and recreation |
| <input type="checkbox"/> Information and communications | <input type="checkbox"/> Other (please specify): _____ |

- 7) What is the primary geographic focus of your work at your foundation?
- Local
 - Regional
 - National
 - International
- 8) Which of the following statements is true of your work at your foundation?
- My work focuses on a single issue area.
 - My work focuses on multiple issue areas that are interrelated.
 - My work focuses on multiple issue areas that are not necessarily related.
 - My work does not focus on issue areas.
- 9) Which of the following statements is true of your work at your foundation?
- My work focuses on one geographic area.
 - My work focuses on multiple geographic areas.
 - My work does not focus on geographic areas.
- 10) Are you a full-time employee at your foundation?
- Yes
 - No
- 11) In an average week, how many hours do you work (including time spent traveling for your job)?
 _____ hours
- 12) How many years have you been in your current role at 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 more
- 13) Please rate the degree to which you agree or disagree with each of the following statements.

	Don't know/ N/A	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
My job requirements are clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job makes good use of my skills and abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a clear path for career advancement at my foundation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My career is meaningful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

My work contributes to my personal growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A primary reason I work at my foundation is because I believe in its mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My foundation has a positive impact on the issue(s) or geographic area(s) in which I work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have an appropriate amount of autonomy in my role at my foundation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I admire the leadership of my foundation's CEO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning from my colleagues at my foundation is an integral part of my professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can be honest with my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My foundation is respectful of staff of different backgrounds, races, and genders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel comfortable expressing my views with others at my foundation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14) How much do you believe you are you working toward the same goals as the following parties at your foundation?

	Don't know/ N/A	Not at all 1	Not very much 2	Somewhat 3	Very much 4	Completely 5
Board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
President/CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VP of programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

YOUR JOB RESPONSIBILITIES

15) In order to be most effective in your role, what three job responsibilities do you believe should take up the greatest amount of your time?

1. _____
2. _____
3. _____

16) What three job responsibilities currently do take up the greatest amount of your time?

1. _____
2. _____
3. _____

17) Are there responsibilities on which you believe you should be spending less time in order to be most effective in your role?

- Yes
- No

18) On what responsibilities do you believe you should be spending less time in order to be most effective in your role? Please list up to three. *(Only shown to respondents who select "Yes" in question 17)*

1. _____
2. _____
3. _____

19) How involved are you in the following processes at your foundation for your program area(s)?

	N/A	Not at all 1	Not very 2	Somewhat 3	Very 4	Extremely 5
Developing programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing strategies used to achieve programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing measures used to assess progress against programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing progress toward programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using information from assessments of progress to make improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding if a grant gets awarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding the type of support to award a grantee (e.g., general operating support, program support, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding the length of a grant awarded to a grantee (e.g., one-year grant, two-year grant, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding the size of a grant awarded to a grantee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

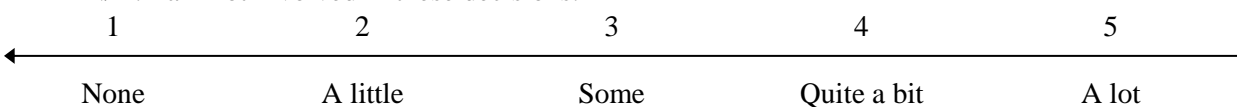
20) Please select the level of involvement you would prefer to have in each of the following processes at your foundation for your program area(s). For processes in which you are currently not at all involved, please indicate whether you would prefer to be more involved.

	N/A	Prefer to be more involved	Satisfied with current level of involvement, or lack thereof	Prefer to be less involved
Developing programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Developing strategies used to achieve programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing measures used to assess progress against programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing progress toward programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using information from assessments of progress to make improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding if a grant gets awarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding the type of support to award a grantee (e.g., general operating support, program support, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding the length of a grant awarded to a grantee (e.g., one-year grant, two-year grant, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deciding the size of a grant awarded to a grantee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

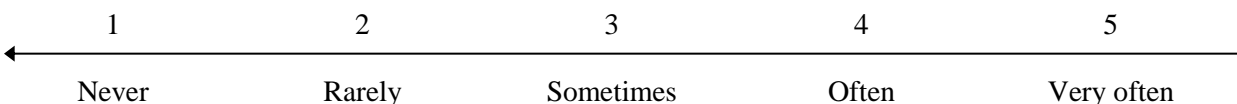
21) How much risk do you feel you can take when choosing which grantees to fund?

N/A: I am not involved in these decisions.



22) How often are your funding recommendations accepted by your foundation's leadership?

N/A: I am not involved in these decisions.



PROFESSIONAL GROWTH AND DEVELOPMENT

23) How often do you and your supervisor discuss your job performance?

- A few times a month
- Monthly
- Once every few months
- Yearly
- Less than once a year
- N/A: I have not yet discussed my job performance with my supervisor.

24) What are the biggest challenges you face in your role?

25) Please indicate whether you participated in any of the following professional development opportunities in the past year. Please select all that apply.

- Conference(s) or seminar(s)
- Job-specific training by foundation staff

- Job-specific training through a third party (e.g., Nonprofit Finance Fund, Council on Foundations, Grantmakers for Effective Organizations)
- Leadership/management coaching through a third party
- Enrollment in courses/degree programs related to skills relevant for your job
- Enrollment in courses/degree programs unrelated to your job
- Activities or events offered by relevant affinity groups
- Other (*please specify*): _____
- N/A: I have not participated in professional development opportunities in the past year.

26) In what skill set or knowledge area do you believe you could benefit the most from further professional development?

GRANTEE RELATIONSHIPS

27) How many active grants do you currently have open?

28) Typically, when your current grantees contact you, how quickly are you able to respond?

- That same day
- By the following day
- 1-3 days later
- Within the week
- Within a few weeks

29) Please indicate your level of understanding of the following aspects of your grantees' work.

	Limited understanding	Slight understanding	Moderate understanding	Considerable understanding	Thorough understanding
	1	2	3	4	5
The field(s) in which my grantees work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The community(ies) in which my grantees work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The goals and strategies of my grantees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The needs of my grantees' intended beneficiaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The social, cultural, or socioeconomic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

factors that affect
my grantees' work

30) Please rate the degree to which you agree or disagree with each of the following statements.

	Don't know/ N/A	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
Having strong relationships with grantees is important for achieving my foundation's goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning from the grantees I work with is an integral part of my professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, nonprofit organizations maximize their impact given the resources they have.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, nonprofit organizations are well-run.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, nonprofit organizations have the knowledge necessary to assess the results of their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, nonprofit organizations have the resources necessary to assess the results of their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the knowledge necessary to help the grantees I work with assess the results of their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am aware of the challenges the grantees I work with face in achieving their goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe the grantees I work with feel comfortable approaching me if a problem arises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31) If you had more time to spend with your grantees, how would you spend that time?

THOUGHTS ABOUT THE FUTURE

32) Is your foundation planning to limit its life (i.e., eventually spend down its assets)?

- Yes, the foundation plans to limit its life.
- No, the foundation plans to exist in perpetuity.
- The foundation is undecided.
- Other (*please specify*): _____

I don't know my foundation's plans.

33) By when does your foundation plan to spend down its assets? (*Only shown to those who select "Yes" in question 32*)

In a fixed number of years (*please specify the number*): _____

After a specific event occurs (*please specify the event*):

At a time to be determined in the future

Other (*please specify*): _____

34) Do you see yourself staying in philanthropy for the remainder of your career?

Yes

No

Don't know

35) At what type of organization do you plan to work after leaving philanthropy? (*Only shown to those who select "No" in question 34*)

Nonprofit organization (excluding foundations)

Corporate/for-profit organization

Government organization (municipal, state, or federal)

Other (*please specify*): _____

Don't know

36) What advice would you give someone who is just beginning their career as a program officer?

DEMOGRAPHIC INFORMATION

37) What is the highest degree or level of education you have completed?

Associate's degree

Bachelor's degree

Master's degree

Doctoral degree

Professional degree (MD, JD, etc.)

Other (*please specify*): _____

38) In what field of study is the highest degree or level of education you have completed?

Business/business administration

Communications

Finance/accounting

Health/medicine

Law

Natural sciences

Nonprofit management

Philanthropic studies

Public administration

Public policy

- Research/evaluation
- Social sciences
- Technology

Other (*please specify*):

39) What is your gender identity?

- Male
- Female
- Identify as both male and female
- Do not identify as male or female
- Prefer not to say

40) What is your race/ethnicity? Please select all that apply.

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