Foundations Respond to Crisis: Lasting Change?

Data Collection Instruments
November 2021

This document contains the survey instrument and interview protocols used to collect data for CEP's *Foundations Respond to Crisis: Lasting Change?* report.

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Exploring Philanthropy's Support of Grantees

This survey should take approximately 20 minutes to complete.
Please complete this survey by **May 7, 2021**.

Introduction

In 2020, in the United States, the COVID-19 pandemic, resulting economic downturn, and demands for addressing systemic racism and its related disparities prompted many foundations to think differently about how they approach and conduct their work. In this study, we aim to understand whether foundations have been making changes to their practices in response to these events and whether they are incorporating these changes into the ways they will work going forward. This survey asks about types of grants provided, reporting requirements, support for organizations that serve the communities most affected, and planned changes to grantmaking budgets.

If there is another senior leader in your organization who is best positioned to answer the questions in this survey, **please feel free to forward this survey link to that person**.

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

- All numeric rating responses to this survey will be reported in aggregate.
- If we quote part of your responses to an open-ended question, we will mask all identifying information in the quote 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 and the navigation pane at the left of your screen. You may also minimize the navigation pane by clicking on the triple bar icon.
- **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.

FOUNDATIONS' SUPPORT OF NONPROFITS AND THE COMMUNITIES THEY SERVE

In January 2020, the World Health Organization declared the coronavirus outbreak a Public Health Emergency of International Concern. This outbreak would ultimately become a global pandemic, resulting in economic upheavals, and exacerbating existing systemic racial, ethnic, gender and other disparities. In response, some foundation leaders made changes to how they conduct their work to better support their grantees.

Please consider the following reference points as you progress through the survey:
- *Prior to the pandemic*: Practices in effect prior to January 2020.
- *After the pandemic*: Practices that will continue after the COVID-19 pandemic is contained in the United States.

1. In comparison to its work with grantees prior to the COVID-19 pandemic, to what extent did the foundation work differently with grantees in 2020? *(Request response)*
   - ☐ In 2020, the foundation's work with grantees was **not at all different.**
   - ☐ In 2020, the foundation's work with grantees was **somewhat different.**
   - ☐ In 2020, the foundation's work with grantees was **very different.**

2. *(Display only if "In 2020, the foundation's work with grantees was **somewhat different**." or "In 2020, the foundation's work with grantees was **very different**." was selected in the previous question.)* To what extent has the foundation sustained the changes it made to its work with grantees into 2021?
   - ☐ The foundation **did not sustain** any changes into 2021.
   - ☐ The foundation sustained **some** changes into 2021.
   - ☐ The foundation sustained **most** changes into 2021.
   - ☐ The foundation sustained **all** changes into 2021**.**

3. *(Display only if "The foundation sustained **some/most/all** changes into 2021." was selected in the previous question.)* Compared to how it approached its work prior to the COVID-19 pandemic, what are the three most significant changes the foundation has made that it **plans to sustain** after the pandemic is contained?

   - _____
   - _____
   - _____

4. Please describe any practices that the foundation would *like to* continue after the pandemic is contained but is unlikely to, and why.
   _____
   _____
   _____

MAKING UNRESTRICTED GRANTS

Terminology
Unrestricted Funding: Funding that is not restricted to use for a particular program or expense. Sometimes referred to as core or general operating support.

5. Is the foundation now providing a higher percentage of **unrestricted grant dollars** than it had been prior to the pandemic? *(Request response)*
   ☐ Yes
   ☐ No
   ☐ Not sure

6. Approximately what percentage of the foundation's annual grantmaking budget is **unrestricted support**?
   ☐ No grant dollars **(0%)**
   ☐ A small percentage of grant dollars **(1-24%)**
   ☐ A moderate percentage of grant dollars **(25-49%)**
   ☐ A large percentage of grant dollars **(50-99%)**
   ☐ All grant dollars **(100%)**

7. *(Display only if "Yes" was selected in question 5.)* After the pandemic is contained, will the foundation continue to provide **unrestricted grant dollars** at this new, higher level?
   ☐ Yes
   ☐ No
   ☐ Undecided

8. Has the foundation made it an organizational priority to provide more unrestricted support after the pandemic is contained?
   ☐ Yes
   ☐ No

9. *(Display only if "Yes" was selected in question 5.)* Is the foundation now providing more **multiyear, unrestricted support** than it had been prior to the pandemic?
   ☐ Yes
   ☐ No
   ☐ Not sure

10. *(Display only if "Yes" was selected in the previous question.)* After the pandemic is contained, will the foundation continue to provide **multiyear, unrestricted support** at this new, higher level?
    ☐ Yes
    ☐ No
    ☐ Undecided

CHANGING SELECTION, REPORTING, AND EVALUATION PROCESSES

11. In response to the COVID-19 pandemic, has the foundation made changes to its application process to reduce the burden on applicants?

☐ Yes

☐ No

12. *(Display only if "Yes" was selected in question 11.)* After the pandemic is contained, will the foundation sustain the changes it made to its application process?

☐ Yes, the foundation will sustain **some** of the changes it made to its application process.

☐ Yes, the foundation will sustain **most** of the changes it made to its application process.

☐ Yes, the foundation will sustain **all** the changes it made to its application process.

☐ No, the foundation **will not sustain** any of the changes it made to its application process.

☐ Undecided

13. In response to the COVID-19 pandemic, has the foundation made changes to its reporting requirements to reduce the burden on grantees?

☐ Yes

☐ No

14. *(Display only if "Yes" was selected in question 13.)* After the pandemic is contained, will the foundation sustain the changes it made to its reporting requirements?

☐ Yes, the foundation will sustain **some** of the changes it made to its reporting requirements.

☐ Yes, the foundation will sustain **most** of the changes it made to its reporting requirements.

☐ Yes, the foundation will sustain **all** the changes it made to its reporting requirements.

☐ No, the foundation **will not sustain** any of the changes it made to its reporting requirements.

☐ Undecided

15. In response to the COVID-19 pandemic, has the foundation made changes to the evaluation processes used to promote learning from grant funded work?

☐ Yes

☐ No

16. *(Display only if "Yes" was selected in question 15.)* After the pandemic is contained, will the foundation sustain the changes it made to its evaluation processes?

☐ Yes, the foundation will sustain **some** of the changes it made to its evaluation processes.

☐ Yes, the foundation will sustain **most** of the changes it made to its evaluation processes.

☐ Yes, the foundation will sustain **all** the changes it made to its evaluation processes.

☐ No, the foundation **will not sustain** any of the changes it made to its evaluation processes.

☐ Undecided

17. *(Display only if "Yes" was selected in question 11, 13, or 15.)* Please describe the changes the foundation has made to its application, reporting, and/or evaluation processes **that it will sustain** after the pandemic is contained.

_____
_____
_____

ORGANIZATIONS THAT SERVE COMMUNITIES MOST AFFECTED

In the United States, the communities most affected by the COVID-19 pandemic, economic downturn, and/or demands for addressing systemic racism include:
- *Asian or Asian American communities*
- *Black or African American communities*
- *Hispanic, Latino, Latina, Latinx, or Latin American communities*
- *Middle Eastern or North African communities*
- *Native American, Native Alaskan, or Indigenous communities*
- *Native Hawaiian or Pacific Islander communities*
- *Older adults*
- *People with disabilities*
- *People from lower-income communities*
- *Undocumented immigrants*

18. Compared to its process prior to the COVID-19 pandemic, has the foundation changed any aspects of its grant application and/or grantee selection process to reach more nonprofits serving communities most affected?

	Yes	No
Grant application process	☐	☐
Grantee selection process	☐	☐

19. *(Display only if "Yes" was selected in the previous question.)* After the pandemic is contained, will the foundation sustain the changes it made to its grant application and/or grantee selection process to reach more nonprofits serving communities most affected?

(Display only the items selected in question 18.)	Yes	No	Undecided
Grant application process	☐	☐	☐
Grantee selection process	☐	☐	☐

20. *(Display only if "Yes" was selected in the previous question.)* Please describe the changes the foundation made to its grant application and/or grantee selection process, to reach more nonprofits serving communities most affected, **that it will continue** after the pandemic is contained.

_____
_____
_____

21. We recognize that many foundations do not systematically track information about grant dollars going toward the specific communities that grantees serve. To the best of your knowledge, what percentage of the foundation's grant dollars are **currently** directed to organizations **serving** the following communities? *Note:* We acknowledge that the communities listed below are not discrete and that grant dollars may serve multiple communities simultaneously. Totals may exceed 100%.

	A small % of grant dollars (1-24%)	A moderate % of grant dollars (25-49%)	A large % of grant dollars (50-99%)	All grant dollars (100%)	**Not sure**	We do not currently provide grant dollars to this community
Asian or Asian American communities	☐	☐	☐	☐	☐	☐
Black or African American communities	☐	☐	☐	☐	☐	☐
Hispanic, Latino, Latina, Latinx, or Latin American communities	☐	☐	☐	☐	☐	☐
Middle Eastern or North African communities	☐	☐	☐	☐	☐	☐
Native American, Native Alaskan, or Indigenous communities	☐	☐	☐	☐	☐	☐
Native Hawaiian or Pacific Islander communities	☐	☐	☐	☐	☐	☐
Older adults	☐	☐	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐	☐	☐
Undocumented immigrants	☐	☐	☐	☐	☐	☐

22. *(Display only if question 21 was not skipped.)* How confident are you in the accuracy of the grant dollar estimates you provided in the previous question?
   ☐ Not at all confident
   ☐ Slightly confident
   ☐ Somewhat confident
   ☐ Quite confident
   ☐ Very confident

23. *(Display only if question 22 was not skipped.)* Please explain your level of confidence in estimating the percentage of grant dollars the foundation currently directs to organizations **serving** communities most affected by the COVID-19 pandemic, economic downturn, and/or demands for addressing systemic racism in the United States.

_____
_____
_____

24. How would you describe the percentage of the foundation's grant dollars directed to organizations **serving** the following communities **prior to the pandemic**?

(Display only the items for which "A small/moderate/large % of grant dollars," "All grant dollars," or "Not sure" was selected in question 21.)	Prior to the pandemic, the percentage of grant dollars was **lower**	Prior to the pandemic, the percentage of grant dollars was **the same**	Prior to the pandemic, the percentage of grant dollars was **higher**	This was not previously part of the foundation's grantmaking **(N/A)**	**Not sure**
Asian or Asian American communities	☐	☐	☐	☐	☐
Black or African American communities	☐	☐	☐	☐	☐
Hispanic, Latino, Latina, Latinx, or Latin American communities	☐	☐	☐	☐	☐
Middle Eastern or North African communities	☐	☐	☐	☐	☐
Native American, Native Alaskan, or Indigenous communities	☐	☐	☐	☐	☐
Native Hawaiian or Pacific Islander communities	☐	☐	☐	☐	☐
Older adults	☐	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐	☐
Undocumented immigrants	☐	☐	☐	☐	☐

25. After the pandemic is contained, how will the percentage of grant dollars that the foundation is providing to support organizations **serving** the following communities change?

	The percentage of grant dollars will **decrease**	The percentage of grant dollars will **stay the same**	The percentage of grant dollars will **increase**	**Undecided**
Asian or Asian American communities	☐	☐	☐	☐
Black or African American communities	☐	☐	☐	☐
Hispanic, Latino, Latina, Latinx, or Latin American communities	☐	☐	☐	☐
Middle Eastern or North African communities	☐	☐	☐	☐
Native American, Native Alaskan, or Indigenous communities	☐	☐	☐	☐
Native Hawaiian or Pacific Islander communities	☐	☐	☐	☐
Older adults	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐
Undocumented immigrants	☐	☐	☐	☐

26. Approximately what percentage of the foundation's grant dollars are currently going to organizations **led by CEOs or Executive Directors** from the following communities?

	A small % of grant dollars (1-24%)	A moderate % of grant dollars (25-49%)	A large % of grant dollars (50-99%)	All grant dollars (100%)	**Not sure**	We do not currently provide grant dollars to this community
Asian or Asian American communities	☐	☐	☐	☐	☐	☐
Black or African American communities	☐	☐	☐	☐	☐	☐
Hispanic, Latino, Latina, Latinx, or Latin American communities	☐	☐	☐	☐	☐	☐
Middle Eastern or North African communities	☐	☐	☐	☐	☐	☐
Native American, Native Alaskan, or Indigenous communities	☐	☐	☐	☐	☐	☐
Native Hawaiian or Pacific Islander communities	☐	☐	☐	☐	☐	☐
Older adults	☐	☐	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐	☐	☐
Undocumented immigrants	☐	☐	☐	☐	☐	☐

27. *(Display only if question 26 was not skipped.)* How confident are you in the accuracy of the grant dollar estimates you provided in the previous question?

☐ Not at all confident
☐ Slightly confident
☐ Somewhat confident
☐ Quite confident
☐ Very confident

28. *(Display only if question 27 was not skipped.)* Please explain your level of confidence in estimating the percentage of grant dollars the foundation currently directs to organizations **led by those from** communities most affected by the COVID-19 pandemic, economic downturn, and/or demands for addressing systemic racism in the United States.

_____
_____
_____

29. Women have been disproportionately affected by the economic downturn resulting from the COVID-19 pandemic. They have more frequently faced job losses and exited the work force to assume more childcare and eldercare responsibilities. Has the foundation taken any actions to address the economic consequences of the pandemic on women?

☐ Yes
☐ No

30. *(Display only if "Yes" was selected in the previous question.)* Please describe the actions the foundation has taken to address the economic consequences of the pandemic on women **that it will continue** after the pandemic is contained.

_____
_____
_____

31. Compared to its efforts prior to the pandemic, has the foundation made any new efforts specifically to support organizations serving **women** from the following communities? (*Select all that apply*) *(Display only the items that were selected in question 21.)*

☐ Women from Asian or Asian American communities

☐ Women from Black or African American communities

☐ Women from Hispanic, Latino, Latina, Latinx, or Latin American communities

☐ Women from Middle Eastern or North African communities

☐ Women from Native American, Native Alaskan, or Indigenous communities

☐ Women from Native Hawaiian or Pacific Islander communities

☐ Women with disabilities

☐ Women from lower-income communities

☐ Undocumented women

☐ Older women

☐ None of the above *(mutually exclusive)*

RE-IMAGINING FUNDER-GRANTEE RELATIONSHIPS

32. Compared to its practices prior to the COVID-19 pandemic, have the foundation's staff made any changes to their practices to be more proximate to grantees and/or the people and communities they serve? *(Request response)*

	Yes	No
Grantees	☐	☐
The people and communities that grantees serve	☐	☐

33. *(Display only if "Yes" was selected for "Grantees" or "The people and communities that grantees serve" in the previous question.)* To what extent has greater proximity between foundation staff, grantees and/or the people and communities grantees serve improved the foundation's **understanding of the fields or communities it supports**?

☐ Not at all

☐ Somewhat

☐ Very much so

34. *(Display only if "Yes" was selected for "Grantees" or "The people and communities that grantees serve" in question 32.)* To what extent has greater proximity between foundation staff, grantees and/or the people and communities grantees serve improved the foundation's **understanding of the context in which grantees work**?

☐ Not at all

☐ Somewhat

☐ Very much so

35. *(Display only if "Somewhat" or "Very much so" was selected in question 33 or 34.)* Please describe the ways in which being more proximate to grantees and/or the people and communities they serve has improved the foundation's understanding of grantees' fields, the communities they support, and/or the context in which they work.

_____
_____
_____

36. After the pandemic is contained, will the foundation's staff **sustain** the changes they made to their practices to be more proximate to grantees and/or the people and communities grantees serve?

(Display only the items selected in question 32.)	Yes	No	Not sure
Grantees	☐	☐	☐
The people and communities that grantees serve	☐	☐	☐

37. *(Display only if "Yes" was selected for "Grantees" or "The people and communities that grantees serve" in the previous question.)* After the pandemic is contained, what changes to their practices will the foundation's staff **sustain** to have greater proximity to grantees and/or the people and communities that grantees serve?

_____
_____
_____

CHANGES TO GRANTMAKING BUDGET

38. Which of the following best describes how the foundation's current fiscal year grantmaking budget compares to last year's? *(Request response)*

☐ The foundation **decreased** its grantmaking budget.

☐ The foundation **did not change** its grantmaking budget.

☐ The foundation **increased** its grantmaking budget.

39. *(Display only if "The foundation increased its grantmaking budget" was selected in question 38.)* By approximately what percentage did the foundation increase its grantmaking budget from the previous fiscal year?

_____ percent

40. *(Display only if "The foundation decreased its grantmaking budget" was selected in question 38.)* By approximately what percentage did the foundation decrease its grantmaking budget from the previous fiscal year?

_____ percent

RESPONSES FROM COMMUNITY FOUNDATIONS

41. Do you work at a community foundation? *(Request response)*
    ☐ Yes
    ☐ No

42. *(Display if "Yes" was selected in the previous question.)* Compared to its practices prior to the COVID-19 pandemic, has the foundation changed the way it engages with donors?
    ☐ Yes
    ☐ No
    ☐ Not sure

43. *(Display only if "Yes" was selected in the previous question.)* After the pandemic is contained, will the foundation **sustain** any of the changes it made to its donor engagement?
    ☐ Yes
    ☐ No
    ☐ Undecided

44. *(Display only if "Yes" was selected in the previous question.)* Please describe the changes to donor engagement that the foundation **will sustain** after the pandemic is contained.
    _____
    _____
    _____

COLLECTING DATA ON ORGANIZATIONS FUNDED

Several of the questions in this survey examine whether foundations are directing more grant dollars to organizations serving or led by those from the communities most affected by the COVID-19 pandemic, economic downturn, and/or demands for addressing systemic racism. The following questions will help us to understand whether and how foundations track the demographic characteristics of the nonprofits they support.

45. Does the foundation currently track which of its grant dollars are directed to organizations serving specific communities?
    ☐ Yes
    ☐ No

46. *(Display only if "Yes" was selected in the previous question.)* Please describe the information that the foundation uses to track the percentage of its grant dollars that are directed to organizations serving specific communities.
    _____
    _____
    _____

47. Funders and nonprofits alike use varying approaches for determining whether an organization is led by people from the community it serves. Some consider whether the CEO is from the same community as those being served by the organization. Others have broader definitions, such as whether the majority of senior leadership, the board, or staff are from the community the organization serves. Do you have an approach for determining whether an organization is led by people from the community it serves?

☐ Yes
☐ No

48. *(Display only if "Yes" was selected in the previous question.)* Please describe your approach for determining whether an organization is led by people from the community it serves.

_____
_____
_____

49. Does the foundation collect demographic data on any of the following individuals at grantee organizations?

	Ye	No	Not Sure
Board members	☐	☐	☐
Executive leadership	☐	☐	☐
Senior leadership	☐	☐	☐
Staff	☐	☐	☐

50. *(Display only if "Yes" was selected for any categories in the previous question.)* Please briefly describe the process by which the foundation collects demographic data on the individuals at grantee organizations.

_____
_____
_____

ABOUT YOU AND YOUR ORGANIZATION

The following section asks demographic questions about you and your organization, such as your role, gender, and race and/or ethnicity. This information will be used to describe the survey population in aggregate and to compare the experiences of different groups. All questions are optional, and responses are completely confidential.

51. What is your current role at the foundation?

☐ CEO/Executive Director or equivalent
☐ Vice President of Programs or equivalent
☐ Director of Strategy or equivalent
☐ Other (*please specify* _____)

52. How many years have you been in your current role at the 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

53. Do you have prior experience working for a grant-seeking nonprofit?

☐ Yes

☐ No

54. In what program area(s) does your organization work? (*Select all that apply*)

☐ Arts, Culture, and Humanities

☐ Education

☐ Environment and Animals

☐ Health

☐ Human Services

☐ International, Foreign Affairs

☐ Mutual/Membership Benefit

☐ Public, Societal Benefit

☐ Religion Related

☐ Social Justice

☐ Other (*please specify*: _____)

55. Does your board have representation from any of the following communities?

	Yes	No	Not sure
LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community	☐	☐	☐
People of color	☐	☐	☐
People with disabilities	☐	☐	☐
People with nonprofit work experience	☐	☐	☐
Women	☐	☐	☐

56. Which of the following best describes the composition of your organization's board? If you are unsure of a member's identity, please select "Not sure."

(Display only the items that where "Yes" was selected in the previous question.)	A small % of board members (1-24%)	A moderate % of board members (25-49%)	A large % of board members (50-99%)	All board members (100%)	Not sure
People from the LGBTQIA community	☐	☐	☐	☐	☐
People of color	☐	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐	☐
People with nonprofit work experience	☐	☐	☐	☐	☐
Women	☐	☐	☐	☐	☐

57. What is your race or ethnicity? (*Select all that apply*)
☐ Asian or Asian American
☐ Black or African American
☐ Hispanic, Latina/o/x, and/or Latin American
☐ Middle Eastern or North African
☐ Multiracial or Multi-ethnic
☐ Native American, Native Alaskan, or Indigenous
☐ Native Hawaiian or Pacific Islander
☐ White
☐ Race or ethnicity not included above (*optional, please describe* _____)
☐ Prefer not to say *(mutually exclusive)*

58. Do you identify as a person of color?
☐ Yes
☐ No
☐ Prefer not to say

59. How do you describe yourself? (*Select all that apply*)
☐ Woman (Cisgender or Transgender)
☐ Man (Cisgender or Transgender)
☐ Gender non-conforming
☐ Non-binary
☐ Different identity (*optional, please describe* _____)
☐ Prefer not to say *(mutually exclusive)*

60. Are you transgender?

☐ Yes

☐ No

☐ Prefer not to say

61. Do you have a disability?

According to the Americans with Disabilities Act (ADA), a person with a disability has a physical or mental impairment or medical condition that substantially limits a major life activity, or if a person has a history or record of such an impairment or medical condition. Disabilities include but are not limited to blindness, deafness, cancer, epilepsy, autism, HIV/AIDS, muscular dystrophy, major depression, missing limbs, post-traumatic stress disorder (PTSD), and intellectual disability.

☐ Yes

☐ No

☐ Prefer not to say

62. Do you consider yourself to be: (*Select all that apply*)

☐ Asexual

☐ Bisexual

☐ Gay or Lesbian

☐ Heterosexual or straight

☐ Pansexual

☐ Queer

☐ Different identity (*optional, please describe* _____)

☐ Prefer not to say *(mutually exclusive)*

63. Do you have any comments, questions, or feedback that you would like to share with CEP?

_____
_____
_____

THE CENTER
FOR EFFECTIVE
PHILANTHROPY

Exploring Philanthropy's Support of Grantees in 2020 and Beyond: A Follow-Up Study
Foundation Leader Perspectives
Foundation CEO Interview Protocol Spring 2021

Background

In 2020, the COVID-19 pandemic, resulting economic downturn, and demands for addressing systemic racism and its related disparities prompted many foundations to think differently about how they conduct their work, how they support their grantees, and their role in advancing equity for all. In this study, we aim to understand whether foundations have been making changes to their practices in response to these events and whether they are incorporating these changes into the ways they will work going forward.

CHANGES IN FOUNDATION PRACTICE

1. Thinking back to how the foundation approached its work prior to January 2020, and keeping in mind the events of 2020, what are the two or three most important changes you have made?

Additional Changes

Here we'd like to explore, in more depth, additional changes the foundation has made, and whether these changes will be incorporated into the foundation's future work.

2. **Flexibility & Responsiveness to Grantees:** In comparison to the foundation's pre-2020 practice, how, if at all, have you been more flexible with and responsive to grantees?
   a. Going forward, to what extent – and why – would this continue?

3. **Changes to Grantmaking Budget:** In comparison to your last fiscal year, is the foundation changing its 2021 grantmaking budget, or considering changes in future years? Why?

4. **Systems Change & Policy Influence**: In comparison to the foundation's pre-2020 practice, have there been changes in how - and whether - the foundation engages in systems change, policy influence, or advocacy efforts?
   a. Going forward, to what extent will this be an area of focus for the foundation?

Supporting Communities Most Affected & Addressing Systemic Racism

In the United States, the communities most affected by the COVID-19 pandemic, economic downturn, and/or systemic racism include communities of color – specifically Black, Latino, Native American, and Asian communities – older adults, people with disabilities, people from lower-income communities, and undocumented immigrants, among others. Since the beginning of the pandemic and following the murder of George Floyd by the Minneapolis police, there has been increased attention to long-standing issues of systemic anti-Black racism and growing calls for racial justice. In addition, there has been increased attention to anti-AAPI racism and violence.

5. **Supporting Communities Most Affected**: In comparison to the foundation's pre-2020 practice, what has changed in how the foundation is supporting the communities most affected?
   a. More specifically, is the foundation funding organizations led by people from communities most affected by systemic inequities? Why or why not?
   b. Going forward, how and to what extent will the foundation focus on supporting communities most affected by systemic inequities?

6. **Racial Equity & Systemic Racism:** How would you describe where your foundation is at regarding addressing issues of racism, systemic racism, and advancing racial equity?
   a. Looking ahead, how and to what extent will you continue this work?
   b. What are the main challenges and opportunities for your foundation – both internally and externally – in advancing racial equity and addressing systemic racism?

7. In your opinion, beyond the work of your foundation, what is the role of philanthropy in addressing systemic racism?
   a. What must happen for this to be possible?

Additional Practices

8. **Listening to Grantees & Communities:** In comparison to the foundation's pre-2020 practice, what has changed in how foundation staff and trustees listen to and incorporate the voices of grantees and the people and communities they serve?
   a. *(if a practice)* How and to what extent has this informed your work?
   b. Going forward, to what extent will listening be a part of your work?

9. **Board Engagement:** In comparison to the foundation's pre-2020 practice, how if at all, have board meetings - and board engagement more broadly - changed?
   a. How do you see this evolving going forward?
   b. Has the foundation considered or taken steps to bring greater diversity – whether racial diversity or other kinds of diversity – to the board of directors?

10. Let's talk about issues of power and power dynamics in philanthropy. Have there been changes in how you approach this?
    a. Relatedly, how, if at all, have these crises shaped your foundation's practice when it comes to the funder-grantee relationship?
    b. Going forward, how will this inform your work?

11. Let's talk about collaboration. Have there been changes in how you approach working together with others?
    a. Going forward, how will this inform your work?

Reflections

12. We've talked a lot about changes that you have made and the foundation's future plans, and I want to ask directly: Overall, as you look ahead to the future, to what extent will future foundation practice differ from pre-2020 practices?
    a. Are there any practices you have begun over the last year or so that you stopped implementing, or that you will stop implementing? Why?
    b. *(if relevant and time permitting)* We've already discussed numerous aspects of the foundation's future plans. Are there other practices we have not yet discussed that you plan to – or hope to – incorporate into your work going forward? Why?

13. As you reflect on the changes your foundation has made since the COVID-19 pandemic began, what are the main lessons that you have learned?

CONCLUSION

14. *(time permitting)* Is there anything else you would like to share that we didn't ask you today?

THE CENTER FOR EFFECTIVE PHILANTHROPY

Foundations Respond to Crises: A Follow-Up Study
Nonprofit Leader Perspectives
Nonprofit Leader Interview Protocol Spring 2021

Background

Last year the Center for Effective Philanthropy (CEP) conducted a study exploring foundations' responses to the COVID-19 pandemic, resulting economic downturn, and demands for addressing systemic racism. In a series of three research reports released in late 2020, we published findings suggesting that most foundations were making changes to how they approach their work. These findings were based on survey responses from 236 foundation leaders and interviews with leaders from 41 foundations. These leaders represented foundations that varied in type, geographic location, assets, and giving.

We are currently conducting a follow-up study to better understand, a year later, how foundations are operating differently now than prior to the pandemic and what changes grantees have experienced in their work with foundation funders. In this interview, we will explore the following questions: What changes, if any, have nonprofits experienced in foundation and individual donor practice? What effects have these changes had on their organizations? What kinds of conversations, if any, have nonprofits had with their foundation funders and individual donors about their future grantmaking practices?

<div style="background-color: orange">INTRODUCTION</div>

1) Since early 2020, overall, how much have your experiences with your organization's **foundation funders** changed, if at all? (The remaining questions will focus on specific changes you've experienced.)

2) Since early 2020, overall, how much have your experiences with your organization's **individual donors** changed, if at all? (The remaining questions will focus on specific changes you've experienced.)

RELATIONSHIPS

Last year, foundation leaders emphasized the importance of strong funder–grantee relationships and spoke of the need to build trust, listen, understand, and work in deep partnership with grantees.

3) Since early 2020, have your relationships with your **foundation funders** changed? If so, in what ways have they changed?
    a) *(If there have been changes)* What have your **foundation funders** done differently that has contributed to these changes, if anything?
    b) *(If there have been changes)* How have these changes impacted your organization?

4) Since early 2020, have your relationships with your **individual donors** changed? If so, in what ways have they changed?
    a) *(If there have been changes)* What have your **individual donors** done differently that has contributed to these changes, if anything?
    b) *(If there have been changes)* How have these changes impacted your organization?

5) Have you had any conversations with your foundation funders and individual donors about whether these changes will continue in the future? If so, what did they say?

6) In what other ways, if any, would you like your relationships with your foundation funders and individual donors to change?

FLEXIBILITY AND RESPONSIVENESS

Last year, foundation leaders told us they were changing their practices to be more flexible and responsive. They said they were providing more unrestricted funding and reducing what they ask of grantees.

7) Compared to pre-2020, is the funding you receive from **foundations** more flexible? If so, in what ways is the funding more flexible?
    a) *(If funding was more flexible)* How did this flexibility impact your organization?

8) Compared to pre-2020, is the funding you receive from **individual donors** more flexible? If so, in what ways is the funding more flexible?
    a) *(If funding was more flexible)* How did this flexibility impact your organization?

9) Compared to pre-2020, have **foundations** asked less of your organization? If so, in what ways have they asked less?
   a) *(If funders asked less)* How have these changes impacted your organization?

10) Compared to pre-2020, have **individual donors** asked less of your organization? If so, in what ways have they asked less?
    a) *(If funders asked less)* How have these changes impacted your organization?

11) Have you had any conversations with your foundation funders and individual donors about whether these changes will continue in the future? If so, what did they say?

12) What other changes, if any, would you like foundations and individual donors to make related to flexibility and responsiveness?

EQUITY

Last year, foundation leaders told us they were placing new, or more, focus on supporting communities most affected by the pandemic and paying greater attention to racial equity in their work.

13) Since early 2020, have you noticed any changes with regard to who or what **foundations** are interested in funding? If so, what changes have you noticed?
    a) *(If there have been changes)* How have these changes impacted your organization?

14) Since early 2020, have you noticed any changes with regard to who or what **individual donors** are interested in funding? If so, what changes have you noticed?
    a) *(If there have been changes)* How have these changes impacted your organization?

15) Have you had any conversations with your foundation funders and individual donors about whether these changes will continue in the future? If so, what did they say?

16) What other changes, if any, could foundations and individual donors make to how they are, or are not, addressing racial equity through their grantmaking?

17) What other changes, if any, could foundations and individual donors make to support your organization's efforts to promote racial equity?

CONCLUSION

18) Overall, how would you assess your foundation funders' and individual donors' responses to the crises of 2020, and why?

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