THE CENTER
FOR EFFECTIVE
PHILANTHROPY

Foundations Respond to Crisis: A Three-Part Series

Survey Instruments and Interview Protocol

This document contains the survey instruments and interview protocol used to collect data for CEP's three-part series *Foundations Respond to Crisis*.

Table of Contents

Exploring Philanthropy's Support of Grantees during COVID-19: Foundation Perspectives
(Unsigned Foundations)
This survey should take approximately 20 minutes to complete.
Please complete this survey by **August 20, 2020**.

Introduction

During recent months, we have been living through a global health pandemic and the resulting economic crisis, which has highlighted and exacerbated longstanding inequities in our society. CEP is conducting a study to understand how foundations are supporting grantees as well as the people and communities hit hardest by the impacts of COVID-19. It is our hope that this research will inform field-wide discussions and foundation-specific efforts.

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

THE PLEDGE

In the spring of 2020, as the negative effects of the COVID-19 pandemic on nonprofit organizations were becoming apparent, hundreds of foundations signed a pledge, hosted by the Council on Foundations.

1. Was the foundation aware of this pledge?
   - ☐ Yes
   - ☐ No

2. *(Display only if "No" was NOT selected in the previous question.)* Did the foundation sign the pledge?
   - ☐ Yes *(Display the message: "This survey is intended for foundations that did not sign the pledge. We are also surveying foundations that did sign the pledge. Please email research analyst, Kate Gehling, at kateg@cep.org if you would like to take the survey for pledge signatories. We would value the opportunity to hear your perspective.")*
   - ☐ No

3. *(Display only if "No" was NOT selected in the previous question.)* Please describe why the foundation decided not to sign the pledge.
   _____
   _____
   _____

RESPONDING TO THE PANDEMIC

LOOSENING OR ELIMINATING RESTRICTIONS ON CURRENT GRANTS

Loosening or eliminating the restrictions on current grants (This can include converting project-based grants to unrestricted support; accelerating payment schedules; and not holding grantees responsible if conferences, events, and other project deliverables must be postponed or canceled.)

4. Has the foundation implemented this practice? *(Request response)*
   - ☐ Yes, loosening or eliminating restrictions on grants, when needed, was the foundation's practice before the pandemic
   - ☐ Yes, the foundation implemented this practice in response to the pandemic
   - ☐ No *(skip to next section)*

5. Which of the following best describes how the foundation has implemented this practice?
   - ☐ Some of the foundation's program areas have implemented this practice
   - ☐ Most of the foundation's program areas have implemented this practice
   - ☐ All of the foundation's program areas have implemented this practice

6. Since the pandemic began, for approximately what percentage of the foundation's grantees has it taken the following actions, when applicable?

	No grantees (0%)	A small % of grantees (1-24%)	A moderate % of grantees (25-49%)	A large % of grantees (50-99%)	All grantees (100%)	N/A
Proactively converted restricted grant funds to unrestricted funding	☐	☐	☐	☐	☐	☐
Offered to discuss converting restricted grant funds to unrestricted funding	☐	☐	☐	☐	☐	☐
Accelerated payment schedules	☐	☐	☐	☐	☐	☐
Refrained from holding grantees responsible for missed grant aims (e.g., cancelled or postponed conferences, events, project deliverables)	☐	☐	☐	☐	☐	☐

7. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 4.)* Will **loosening or eliminating restrictions on grants, when needed,** be permanently incorporated into the foundation's grantmaking practices?
   ☐ Yes, in some of the foundation's program areas
   ☐ Yes, in most of the foundation's program areas
   ☐ Yes, in all of the foundation's program areas
   ☐ No
   ☐ Undecided

MAKING NEW GRANTS AS UNRESTRICTED AS POSSIBLE

Making new grants as unrestricted as possible

8. Has the foundation implemented this practice? *(Request response)*
   ☐ Yes, making new grants as unrestricted as possible was the foundation's practice before the pandemic
   ☐ Yes, the foundation implemented this practice in response to the pandemic
   ☐ No *(skip to next section)*

9. Which of the following best describes how the foundation has implemented this practice?
   ☐ Some of the foundation's program areas have implemented this practice
   ☐ Most of the foundation's program areas have implemented this practice
   ☐ All of the foundation's program areas have implemented this practice

10. Before the pandemic began, approximately what percentage of the foundation's grant dollars were of each of the following grant types?

	No grant dollars (0%)	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%)
Flexible program/project support	☐	☐	☐	☐	☐
Unrestricted support	☐	☐	☐	☐	☐
Organizational strengthening support	☐	☐	☐	☐	☐
Multiyear support	☐	☐	☐	☐	☐
Multiyear unrestricted support	☐	☐	☐	☐	☐

11. Compared to its pre-pandemic practices, how has the percentage of grant dollars the foundation provides changed for each of the following grant types?

	Current percentage of grant dollars is lower	Current percentage of grant dollars is the same	Current percentage of grant dollars is higher
Flexible program/project support	☐	☐	☐
Unrestricted support	☐	☐	☐
Organizational strengthening support	☐	☐	☐
Multiyear support	☐	☐	☐
Multiyear unrestricted support	☐	☐	☐

12. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 8.)* Will **making new grants as unrestricted as possible** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas
☐ Yes, in most of the foundation's program areas
☐ Yes, in all of the foundation's program areas
☐ No
☐ Undecided

SUPPORTING ORGANIZATIONS LED BY COMMUNITIES MOST AFFECTED

Supporting organizations created and led by the communities most affected by the pandemic

13. Has the foundation implemented this practice by supporting organizations led by people of color, people with disabilities, and/or people from lower-income communities? *(Request response)*

☐ Yes, supporting organizations led by people of color, people with disabilities, and/or people from lower-income communities was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this practice in response to the pandemic

☐ No *(skip to next section)*

14. Which of the following best describes how the foundation has implemented this practice?

☐ Some of the foundation's program areas have implemented this practice

☐ Most of the foundation's program areas have implemented this practice

☐ All of the foundation's program areas have implemented this practice

15. Before the pandemic began, did any of the foundation's grant dollars go to organizations led by CEOs/Executive Directors from the following communities? (*Select all that apply*)

☐ 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

☐ People with disabilities

☐ People from lower-income communities

☐ None of the above *(mutually exclusive)*

☐ Not sure *(mutually exclusive)*

16. *(Display only if a response other than "None of the above" or "Not sure" was selected in the previous question.)* Before the pandemic began, approximately what percentage of the foundation's grant dollars went to organizations led by CEOs/Executive Directors from the following communities?

(Display only the items selected in the previous question.)	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
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	☐	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐	☐

17. Compared to its pre-pandemic practices, how has the percentage of grant dollars the foundation provides to organizations led by CEOs/Executive Directors from the following communities changed?

	Current percentage of grant dollars is **lower**	Current percentage of grant dollars is the **same**	Current percentage of grant dollars is **higher**	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	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐

18. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 13.)* Will **supporting organizations led by people of color, people with disabilities, and/or people from lower-income communities** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

REDUCING WHAT IS ASKED OF GRANTEES

Reducing what is asked of grantees by postponing reporting requirements, site visits, and other demands on their time

19. Has the foundation implemented this practice? *(Request response)*

☐ Yes, reducing what is asked of grantees, when needed, was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this practice in response to the pandemic

☐ No *(skip to next section)*

20. Which of the following best describes how the foundation has implemented this practice?

☐ Some of the foundation's program areas have implemented this practice

☐ Most of the foundation's program areas have implemented this practice

☐ All of the foundation's program areas have implemented this practice

21. Since the pandemic began, for approximately what percentage of the foundation's grantees has it taken the following actions, where applicable?

	No grantees (0%)	A small % of grantees (1-24%)	A moderate % of grantees (25-49%)	A large % of grantees (50-99%)	All grantees (100%)	N/A
Postponed reporting requirements	☐	☐	☐	☐	☐	☐
Reduced/simplified reporting requirements	☐	☐	☐	☐	☐	☐
Postponed in-person and/or virtual site visits	☐	☐	☐	☐	☐	☐

22. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 19.)* Will **reducing what is asked of grantees, when needed,** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

CONTRIBUTING TO EMERGENCY RESPONSE FUNDS

Contributing to community-based emergency response funds and other efforts to address the health and economic impact on those most affected by this pandemic

23. Has the foundation implemented this practice? *(Request response)*

☐ Yes, contributing to community-based emergency response funds, when needed, was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this practice in response to the pandemic

☐ No *(skip to next section)*

24. Which of the following best describes how the foundation has implemented this practice?

☐ Some of the foundation's program areas have implemented this practice

☐ Most of the foundation's program areas have implemented this practice

☐ All of the foundation's program areas have implemented this practice

25. Since the pandemic began, approximately what percentage of the foundation's grant dollars have been contributed to the following:

	No grant dollars (0%)	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%)
Community-based emergency response funds	☐	☐	☐	☐	☐
Other efforts to address the health and economic impact on those most affected by the pandemic (i.e., funding to organizations serving communities most affected)	☐	☐	☐	☐	☐

26. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 23.)* Will **contributing to community-based emergency response funds, when needed,** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

COMMUNICATING PROACTIVELY AND REGULARLY

Communicating proactively and regularly with grantees about decision-making and responses to the pandemic without asking more of them

27. Has the foundation implemented this practice? *(Request response)*

☐ Yes, communicating proactively and regularly with grantees about decision-making and responses while not asking more of them was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this practice in response to the pandemic

☐ No *(skip to next section)*

28. Which of the following best describes how the foundation has implemented this practice?

☐ Some of the foundation's program areas have implemented this practice

☐ Most of the foundation's program areas have implemented this practice

☐ All of the foundation's program areas have implemented this practice

29. Compared to its pre-pandemic communications with grantees, how frequently is the foundation communicating with grantees regarding decision-making?

☐ The foundation is communicating **less frequently** regarding decision-making.

☐ The foundation is communicating **just as frequently** regarding decision-making.

☐ The foundation is communicating **more frequently** regarding decision-making.

30. Since the pandemic began, how has the foundation been communicating with grantees regarding decision-making and responses to their current needs without asking more of them?

_____
_____
_____

31. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 27.)* Will **communicating proactively and regularly with grantees about decision-making and responses without asking more of them** be permanently incorporated into the foundation's grantmaking practices?

- ☐ Yes, in some of the foundation's program areas
- ☐ Yes, in most of the foundation's program areas
- ☐ Yes, in all of the foundation's program areas
- ☐ No
- ☐ Undecided

LISTENING TO GRANTEES AND ESPECIALLY TO THOSE COMMUNITIES LEAST HEARD

Listening to grantee partners and especially to those communities least heard, lifting up their voices and experiences to inform public discourse and decision-making, and acting on their feedback

32. Has the foundation implemented this practice? *(Request response)*

- ☐ Yes, listening to grantees and communities least heard was the foundation's practice before the pandemic
- ☐ Yes, the foundation implemented this practice in response to the pandemic
- ☐ No *(skip to next section)*

33. Which of the following best describes how the foundation has implemented this practice?

- ☐ Some of the foundation's program areas have implemented this practice
- ☐ Most of the foundation's program areas have implemented this practice
- ☐ All of the foundation's program areas have implemented this practice

34. Has the foundation included feedback from grantees and/or the people and communities they serve in shaping its response to the pandemic?

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

35. *(Display only if "Yes" was selected for at least one item in the previous question.)* Has the foundation made any changes to its practices as a result of the feedback it received from grantees and/or the people and communities they serve?

	Yes	No
Grantees *(Display only if "Yes" was selected for "Grantees" in the previous question.)*	☐	☐
The people and communities that grantees serve *(Display only if "Yes" was selected for "The people and communities that grantees serve" in the previous question.)*	☐	☐

36. *(Display only if "Yes" was selected for "Grantees" in the previous question.)* What changes has the foundation made to its practices as a result of the feedback it received from grantees?

_____
_____
_____

37. *(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 35.)* What changes has the foundation made to its practices as a result of the feedback it received from the people and communities that grantees serve?

_____
_____
_____

38. *(Display only if "Yes" was selected for at least one item in question 35.)* Has the foundation communicated with grantees and/or the people and communities they serve about the changes made as a result of their feedback?

	Yes	No
Grantees *(Display only if "Yes" was selected for "Grantees" in question 35.)*	☐	☐
The people and communities that grantees serve *(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 35.)*	☐	☐

39. *(Display only if "Yes" was selected for at least one item in question 34.)* Has the foundation lifted up the voices of grantees and/or the people and communities they serve to inform public discourse (e.g., hosting webinars featuring grantee/community voices, promoting content created by grantees/communities)?

	Yes	No
Grantees *(Display only if "Yes" was selected for "Grantees" in question 34.)*	☐	☐
The people and communities that grantees serve	☐	☐

(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 34.)		

40. *(Display only if "Yes" was selected for "Grantees" in the previous question.)* Please describe how the foundation has lifted up the voices of grantees to inform public discourse.

_____
_____
_____

41. *(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 39.)* Please describe how the foundation has lifted up the voices of the people and communities that grantees serve to inform public discourse.

_____
_____
_____

42. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 32.)* Will **listening to grantees and communities least heard** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

SUPPORTING GRANTEES' ADVOCACY

Supporting, as appropriate, grantee partners advocating for important public policy changes to fight the pandemic and deliver an equitable and just emergency response for all

43. Has the foundation implemented this practice? *(Request response)*

☐ Yes, supporting, as appropriate, grantees' advocacy for important public policy changes was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this practice in response to the pandemic

☐ No *(skip to next section)*

44. Which of the following best describes how the foundation has implemented this practice?

☐ Some of the foundation's program areas have implemented this practice

☐ Most of the foundation's program areas have implemented this practice

☐ All of the foundation's program areas have implemented this practice

45. Before the pandemic began, was the foundation supporting any grantees in advocating for public policy changes? (*Select all that apply*)

☐ Yes, by providing grants

☐ Yes, by lending its own voice

☐ No *(mutually exclusive)*

46. Since the pandemic began, how has the foundation supported grantees in advocating for public policy changes that promote an equitable and just emergency response to the pandemic (e.g., expanding paid sick leave, increasing civic participation, increasing access to affordable health care, expanding income and rental assistance)? (*Select all that apply*)

☐ The foundation has supported grantees' advocacy by providing grants.

☐ The foundation has supported grantees' advocacy by lending its own voice.

☐ Other (*please specify* _____)

47. *(Display only if "Yes, the foundation implemented this practice in response to the pandemic" was selected in question 43.)* Will **supporting, as appropriate, grantees' advocacy for important public policy changes** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

ADDITIONAL RESPONSES TO THE PANDEMIC

48. In response to the pandemic, how has, or will, the foundation's grantmaking budget in the current fiscal year change from what was previously budgeted?

    ☐ The foundation has or will **decrease** its grantmaking budget.

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

    ☐ The foundation has or will **increase** its grantmaking budget.

    ☐ The foundation has **not yet decided** how or if its grantmaking budget will change.

49. *(Display only if "The foundation has or will increase its grantmaking budget" was selected.)* By approximately what percentage did or will the foundation increase its grantmaking budget from what was previously budgeted for the current fiscal year?

    _____ percent

50. *(Display only if "The foundation has or will decrease its grantmaking budget" was selected.)* By approximately what percentage did or will the foundation decrease its grantmaking budget from what was previously budgeted for the current fiscal year?

    _____ percent

51. *(Display only if "The foundation has not yet decided how or if its grantmaking budget will change" was NOT selected.)* Compared to the current fiscal year, how will the foundation's grantmaking budget change in the next fiscal year?

    ☐ The foundation will **decrease** its grantmaking budget.

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

    ☐ The foundation will **increase** its grantmaking budget.

    ☐ The foundation has **not yet decided** if or how its grantmaking budget will change.

52. People of color, people with disabilities, people from lower-income communities, and undocumented immigrants have been particularly adversely affected by the public health and economic consequences of COVID-19. Since the pandemic began, has the foundation made any new efforts to support organizations serving the following communities? (*Select all that apply*)

    ☐ 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

    ☐ People with disabilities

    ☐ People from lower-income communities

    ☐ Undocumented immigrants

    ☐ None of the above *(mutually exclusive)*

53. *(Display only if a response other than "None of the above" was selected in the previous question.)* Everyone belongs to multiple groups that compose their social identity. Since the pandemic began, has the foundation made any new efforts to support organizations serving **women** from the following communities? (*Select all that apply*) *(Display only the items that were selected in the previous question.)*

☐ 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

☐ None of the above *(mutually exclusive)*

54. Has the foundation changed any aspects of its grant application process in order to reach more nonprofits led by people from communities most affected by the pandemic (e.g., publicizing grant opportunities outside of the foundation's usual channels, proactively contacting nonprofits led by people from communities most affected by the pandemic)?

☐ Yes

☐ No

55. *(Display only if "Yes" was selected in the previous question.)* Please describe how the foundation has changed its grant application process in order to reach more nonprofits that are led by people from communities most affected by the pandemic.

_____
_____
_____

56. Please share any other actions the foundation took in response to the pandemic that were not captured in the pledge [e.g., signing other pledges or open-letters, bond funding, changing the terms of program-related investment (PRI) loans].

_____
_____
_____

ABOUT YOU AND YOUR ORGANIZATION

57. 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* _____)

58. 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

59. Which of the following best describes the racial composition of your organization's board?
- ☐ Less than 25% people of color
- ☐ 25-49% people of color
- ☐ 50-74% people of color
- ☐ 75-100% people of color

60. What is your race or ethnicity? (*Select all that apply*)
- ☐ Asian or Asian American
- ☐ Black or African American
- ☐ Hispanic, Latino, Latina, Latinx, 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)*

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

62. 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)*

63. Are you transgender?

☐ Yes

☐ No

☐ Prefer not to say

64. Do you have a disability?

☐ Yes

☐ No

☐ Prefer not to say

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

☐ Heterosexual or straight

☐ Gay or Lesbian

☐ Bisexual

☐ Pansexual

☐ Queer

☐ Asexual

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

☐ Prefer not to say *(mutually exclusive)*

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

_____

_____

_____

Exploring Philanthropy's Pledge to Support Grantees during COVID-19: Foundation Perspectives
(Signed Foundations)
This survey should take approximately 20 minutes to complete.
Please complete this survey by **August 20, 2020**.

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

LOOSENING OR ELIMINATING RESTRICTIONS ON CURRENT GRANTS

Loosen or eliminate the restrictions on current grants. This can include: converting project-based grants to unrestricted support; accelerating payment schedules; and not holding grantees responsible if conferences, events, and other project deliverables must be postponed or canceled.

1. Has the foundation implemented this element of the pledge? *(Request response.)*
   - ☐ Yes, loosening or eliminating restrictions on grants, when needed, was the foundation's practice before the pandemic
   - ☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge
   - ☐ Yes, the foundation implemented this element in response to signing the pledge
   - ☐ No *(skip to next section)*

2. Which of the following best describes how the foundation has implemented this pledge element?
   - ☐ Some of the foundation's program areas have implemented this pledge element
   - ☐ Most of the foundation's program areas have implemented this pledge element
   - ☐ All of the foundation's program areas have implemented this pledge element

3. Since the pandemic began, for approximately what percentage of the foundation's grantees has it taken the following actions, when applicable?

	No grantees (0%)	A small % of grantees (1-24%)	A moderate % of grantees (25-49%)	**A large % of** grantees (50-99%)	All grantees (100%)	**N/A**
Proactively converted restricted grant funds to unrestricted funding	☐	☐	☐	☐	☐	☐
Offered to discuss converting restricted grant funds to unrestricted funding	☐	☐	☐	☐	☐	☐
Accelerated payment schedules	☐	☐	☐	☐	☐	☐
Refrained from holding grantees responsible for missed grant aims (e.g., cancelled or postponed conferences, events, project deliverables)	☐	☐	☐	☐	☐	☐

4. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 1.)* Will **loosening or eliminating restrictions on grants, when needed,** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

MAKING NEW GRANTS AS UNRESTRICTED AS POSSIBLE

Make new grants as unrestricted as possible, so nonprofit partners have maximum flexibility to respond to this crisis.

5. Has the foundation implemented this element of the pledge? *(Request response.)*

☐ Yes, making new grants as unrestricted as possible was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge

☐ Yes, the foundation implemented this element in response to signing the pledge

☐ No *(skip to next section)*

6. Which of the following best describes how the foundation has implemented this pledge element?

☐ Some of the foundation's program areas have implemented this pledge element

☐ Most of the foundation's program areas have implemented this pledge element

☐ All of the foundation's program areas have implemented this pledge element

7. Before the pandemic began, approximately what percentage of the foundation's grant dollars were of each of the following grant types?

	No grant dollars (0%)	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%)
Flexible program/project support	☐	☐	☐	☐	☐
Unrestricted support	☐	☐	☐	☐	☐
Organizational strengthening support	☐	☐	☐	☐	☐
Multiyear support	☐	☐	☐	☐	☐
Multiyear unrestricted support	☐	☐	☐	☐	☐

8. Compared to its pre-pandemic practices, how has the percentage of grant dollars the foundation provides changed for each of the following grant types?

	Current percentage of grant dollars is **lower**	Current percentage of grant dollars is the **same**	Current percentage of grant dollars is **higher**
Flexible program/project support	☐	☐	☐
Unrestricted support	☐	☐	☐
Organizational strengthening support	☐	☐	☐
Multiyear support	☐	☐	☐
Multiyear unrestricted support	☐	☐	☐

9. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 5.)* Will **making new grants as unrestricted as possible** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

SUPPORTING ORGANIZATIONS LED BY COMMUNITIES MOST AFFECTED

We will also support organizations created and led by the communities most affected that we may not fund currently.

10. Has the foundation implemented this element of the pledge by supporting people of color, people with disabilities, and/or people from lower-income communities? *(Request response.)*

☐ Yes, supporting organizations led by people of color, people with disabilities, and/or people from lower-income communities was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge

☐ Yes, the foundation implemented this element in response to signing the pledge

☐ No *(skip to next section)*

11. Which of the following best describes how the foundation has implemented this pledge element?

☐ Some of the foundation's program areas have implemented this pledge element

☐ Most of the foundation's program areas have implemented this pledge element

☐ All of the foundation's program areas have implemented this pledge element

12. Before the pandemic began, did any of the foundation's grant dollars go to organizations led by CEOs/Executive Directors from the following communities? (*Select all that apply*)

- ☐ 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
- ☐ People with disabilities
- ☐ People from lower-income communities
- ☐ None of the above *(mutually exclusive)*
- ☐ Not sure *(mutually exclusive)*

13. *(Display only if a response other than "None of the above" or "Not sure" was selected in the previous question.)* Before the pandemic began, approximately what percentage of the foundation's grant dollars went to organizations led by CEOs/Executive Directors from the following communities?

(Display only the items selected in the previous question.)	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
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	☐	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐	☐

14. Compared to its pre-pandemic practices, how has the percentage of grant dollars the foundation provides to organizations led by CEOs/Executive Directors from the following communities changed?

	Current percentage of grant dollars is **lower**	Current percentage of grant dollars is the **same**	Current percentage of grant dollars is **higher**	**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	☐	☐	☐	☐
People with disabilities	☐	☐	☐	☐
People from lower-income communities	☐	☐	☐	☐

15. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 10.)* Will **supporting organizations led by people of color, people with disabilities, and/or people from lower-income communities** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas
☐ Yes, in most of the foundation's program areas
☐ Yes, in all of the foundation's program areas
☐ No
☐ Undecided

REDUCING WHAT IS ASKED OF GRANTEES

Reduce what we ask of our nonprofit partners, postponing reporting requirements, site visits, and other demands on their time during this challenging period.

16. Has the foundation implemented this element of the pledge? *(Request response.)*

☐ Yes, reducing what is asked of grantees, when needed, was the foundation's practice before the pandemic
☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge
☐ Yes, the foundation implemented this element in response to signing the pledge
☐ No *(skip to next section)*

17. Which of the following best describes how the foundation has implemented this pledge element?
☐ Some of the foundation's program areas have implemented this pledge element
☐ Most of the foundation's program areas have implemented this pledge element
☐ All of the foundation's program areas have implemented this pledge element

18. Since the pandemic began, for approximately what percentage of the foundation's grantees has it taken the following actions, when applicable?

	No grantees (0%)	A small % of grantees (1-24%)	A moderate % of grantees (25-49%)	A large % of grantees (50-99%)	All grantees (100%)	N/A
Postponed reporting requirements	☐	☐	☐	☐	☐	☐
Reduced/simplified reporting requirements	☐	☐	☐	☐	☐	☐
Postponed in-person and/or virtual site visits	☐	☐	☐	☐	☐	☐

19. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 16.)* Will **reducing what is asked of grantees, when needed,** be permanently incorporated into the foundation's grantmaking practices?
☐ Yes, in some of the foundation's program areas
☐ Yes, in most of the foundation's program areas
☐ Yes, in all of the foundation's program areas
☐ No
☐ Undecided

CONTRIBUTING TO EMERGENCY RESPONSE FUNDS

Contribute to community-based emergency response funds and other efforts to address the health and economic impact on those most affected by this pandemic.

20. Has the foundation implemented this element of the pledge? *(Request response.)*
☐ Yes, contributing to community-based emergency response funds, when needed, was the foundation's practice before the pandemic
☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge
☐ Yes, the foundation implemented this element in response to signing the pledge
☐ No *(skip to next section)*

21. Which of the following best describes how the foundation has implemented this pledge element?

☐ Some of the foundation's program areas have implemented this pledge element

☐ Most of the foundation's program areas have implemented this pledge element

☐ All of the foundation's program areas have implemented this pledge element

22. Since the pandemic began, approximately what percentage of the foundation's grant dollars have been contributed to the following:

	No grant dollars (0%)	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%)
Community-based emergency response funds	☐	☐	☐	☐	☐
Other efforts to address the health and economic impact on those most affected by the pandemic (i.e., funding to organizations serving communities most affected)	☐	☐	☐	☐	☐

23. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 20.)* Will **contributing to community-based emergency response funds, when needed,** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

COMMUNICATING PROACTIVELY AND REGULARLY

Communicate proactively and regularly about our decision-making and response to provide helpful information while not asking more of grantee partners.

24. Has the foundation implemented this element of the pledge? *(Request response.)*

☐ Yes, communicating proactively and regularly with grantees about decision-making and responses while not asking more of them was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge

☐ Yes, the foundation implemented this element in response to signing the pledge

☐ No *(skip to next section)*

25. Which of the following best describes how the foundation has implemented this pledge element?

☐ Some of the foundation's program areas have implemented this pledge element

☐ Most of the foundation's program areas have implemented this pledge element

☐ All of the foundation's program areas have implemented this pledge element

26. Compared to its pre-pandemic communications with grantees, how frequently is the foundation communicating with grantees regarding decision-making?

☐ The foundation is communicating **less frequently** regarding decision-making.

☐ The foundation is communicating **just as frequently** regarding decision-making.

☐ The foundation is communicating **more frequently** regarding decision-making.

27. Since the pandemic began, how has the foundation been communicating with grantees regarding decision-making and responses to their current needs without asking more of them?

_____

_____

_____

28. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 24.)* Will **communicating proactively and regularly with grantees about decision-making and responses while not asking more of them** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas

☐ Yes, in most of the foundation's program areas

☐ Yes, in all of the foundation's program areas

☐ No

☐ Undecided

LISTENING TO GRANTEES AND ESPECIALLY TO THOSE COMMUNITIES LEAST HEARD

Commit to listening to our partners and especially to those communities least heard, lifting up their voices and experiences to inform public discourse and our own decision-making so we can act on their feedback. We recognize that the best solutions to the manifold crises caused by COVID-19 are not found within foundations.

29. Has the foundation implemented this element of the pledge? *(Request response.)*

☐ Yes, listening to grantees and communities least heard was the foundation's practice before the pandemic

☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge

☐ Yes, the foundation implemented this element in response to signing the pledge

☐ No *(skip to next section)*

30. Which of the following best describes how the foundation has implemented this pledge element?

☐ Some of the foundation's program areas have implemented this pledge element

☐ Most of the foundation's program areas have implemented this pledge element

☐ All of the foundation's program areas have implemented this pledge element

31. Has the foundation included feedback from grantees and/or the people and communities they serve in shaping its response to the pandemic?

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

32. *(Display only if "Yes" was selected for at least one item in the previous question.)* Has the foundation made any changes to its practices as a result of the feedback it received from grantees and/or the people and communities they serve?

	Yes	No
Grantees *(Display only if "Yes" was selected for "Grantees" in the previous question.)*	☐	☐
The people and communities that grantees serve *(Display only if "Yes" was selected for "The people and communities that grantees serve" in the previous question.)*	☐	☐

33. *(Display only if "Yes" was selected for "Grantees" in the previous question.)* What changes has the foundation made to its practices as a result of the feedback it received from grantees?

_____
_____
_____

34. *(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 32.)* What changes has the foundation made to its practices as a result of the feedback it received from the people and communities that grantees serve?

_____
_____
_____

35. *(Display only if "Yes" was selected for at least one item in question 32.)* Has the foundation communicated with grantees and/or the people and communities they serve about the changes made as a result of their feedback?

	Yes	No
Grantees *(Display only if "Yes" was selected for "Grantees" in question 32.)*	☐	☐
The people and communities that grantees serve *(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 32.)*	☐	☐

36. *(Display only if "Yes" was selected for at least one item in question 31.)* Has the foundation lifted up the voices of grantees and/or the people and communities they serve to inform public discourse (e.g., hosting webinars featuring grantee/community voices, promoting content created by grantees/communities)?

	Yes	No
Grantees *(Display only if "Yes" was selected for "Grantees" in question 31.)*	☐	☐
The people and communities that grantees serve *(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 31.)*	☐	☐

37. *(Display only if "Yes" was selected for "Grantees" in the previous question.)* Please describe how the foundation has lifted up the voices of grantees to inform public discourse.

_____
_____
_____

38. *(Display only if "Yes" was selected for "The people and communities that grantees serve" in question 36.)* Please describe how the foundation has lifted up the voices of the people and communities that grantees serve to inform public discourse.

_____
_____
_____

39. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 29.)* Will **listening to grantees and communities least heard** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas
☐ Yes, in most of the foundation's program areas
☐ Yes, in all of the foundation's program areas
☐ No
☐ Undecided

SUPPORTING GRANTEES' ADVOCACY

Support, as appropriate, grantee partners advocating for important public policy changes to fight the pandemic and deliver an equitable and just emergency response for all. This may include its economic impact on workers, such as expanded paid sick leave; increasing civic participation; access to affordable health care; and expanded income and rental assistance. It should also include lending our voices to calls to action led by grantee partners, at their direction and request.

40. Has the foundation implemented this element of the pledge? *(Request response.)*
    - ☐ Yes, supporting, as appropriate, grantees' advocacy for important public policy changes was the foundation's practice before the pandemic
    - ☐ Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge
    - ☐ Yes, the foundation implemented this element in response to signing the pledge
    - ☐ No *(skip to next section)*

41. Which of the following best describes how the foundation has implemented this pledge element?
    - ☐ Some of the foundation's program areas have implemented this pledge element
    - ☐ Most of the foundation's program areas have implemented this pledge element
    - ☐ All of the foundation's program areas have implemented this pledge element

42. Before the pandemic began, was the foundation supporting any grantees in advocating for public policy changes? (*Select all that apply*)
    - ☐ Yes, by providing grants
    - ☐ Yes, by lending its own voice
    - ☐ No *(mutually exclusive)*

43. Since the pandemic began, how has the foundation supported grantees in advocating for public policy changes that promote an equitable and just emergency response to the pandemic (e.g., expanding paid sick leave, increasing civic participation, increasing access to affordable health care, expanding income and rental assistance)? (*Select all that apply*)
    - ☐ The foundation has supported grantees' advocacy by providing grants.
    - ☐ The foundation has supported grantees' advocacy by lending its own voice.
    - ☐ Other (*please specify _____*)

44. *(Display only if "Yes, the foundation implemented this element in response to the pandemic, prior to signing the pledge" or "Yes, the foundation implemented this element in response to signing the pledge" was selected in question 40.)* Will **supporting, as appropriate, grantees' advocacy for important public policy changes** be permanently incorporated into the foundation's grantmaking practices?

☐ Yes, in some of the foundation's program areas
☐ Yes, in most of the foundation's program areas
☐ Yes, in all of the foundation's program areas
☐ No
☐ Undecided

LEARNING FROM THESE EMERGENCY PRACTICES

Learn from these emergency practices and share what they teach us about effective partnership and philanthropic support, so we may consider adjusting our practices more fundamentally in the future, in more stable times, based on all we learn.

45. Please share what the foundation has learned so far from engaging in these emergency practices.

_____
_____
_____

REFLECTIONS ON THE PLEDGE

46. Which of the following best describes how the foundation has approached its implementation of the pledge elements?

☐ The foundation has implemented all pledge elements with equal priority
☐ The foundation has or will implement all pledge elements, but some are being prioritized over others
☐ The foundation has implemented some pledge elements, but will not implement others

47. *(Display if "the foundation has or will implement all pledge elements, but some are being prioritized over others" was selected).* Please describe how the foundation determined which pledge elements to prioritize.

_____
_____
_____

48. *(Display if "the foundation has implemented some pledge elements, but will not implement others" was selected).* Please describe how the foundation determined which pledge elements it would implement.

_____
_____
_____

49. What were the biggest challenges that the foundation faced when implementing elements of the pledge?

_____
_____
_____

50. To what extent did you interpret the pledge as encouraging foundations to increase their focus on racial equity?

☐ Not at all

☐ To some extent

☐ To a large extent

51. To what extent did you interpret the pledge as encouraging foundations to increase their focus on people with disabilities?

☐ Not at all

☐ To some extent

☐ To a large extent

ADDITIONAL RESPONSES TO THE PANDEMIC

52. In response to the pandemic, how has, or will, the foundation's grantmaking budget in the current fiscal year change from what was previously budgeted?

☐ The foundation has or will **decrease** its grantmaking budget.

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

☐ The foundation has or will **increase** its grantmaking budget.

☐ The foundation has **not yet decided** how or if its grantmaking budget will change.

53. *(Display only if "The foundation has or will increase its grantmaking budget" was selected.)* By approximately what percentage did or will the foundation increase its grantmaking budget from what was previously budgeted for the current fiscal year?

_____ percent

54. *(Display only if "The foundation has or will decrease its grantmaking budget" was selected.)* By approximately what percentage did or will the foundation decrease its grantmaking budget from what was previously budgeted for the current fiscal year?

_____ percent

55. *(Display only if "The foundation has not yet decided how or if its grantmaking budget will change" was NOT selected.)* Compared to the current fiscal year, how will the foundation's grantmaking budget change in the next fiscal year?

☐ The foundation will **decrease** its grantmaking budget.

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

☐ The foundation will **increase** its grantmaking budget.

☐ The foundation has **not yet decided** how or if its grantmaking budget will change.

56. People of color, people with disabilities, people from lower-income communities, and undocumented immigrants have been particularly adversely affected by the public health and economic consequences of COVID-19. Since the pandemic began, has the foundation made any new efforts to support organizations serving the following communities? (*Select all that apply*)

☐ 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

☐ People with disabilities

☐ People from lower-income communities

☐ Undocumented immigrants

☐ None of the above *(mutually exclusive)*

57. *(Display only if a response other than "None of the above" was selected in the previous question.)* Everyone belongs to multiple groups that compose their social identity. Since the pandemic began, has the foundation made any new efforts to support organizations serving **women** from the following communities? (*Select all that apply*) *(Display only the items that were selected in the previous question.)*

☐ 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

☐ None of the above *(mutually exclusive)*

58. Has the foundation changed any aspects of its grant application process in order to reach more nonprofits led by people from communities most affected by the pandemic (e.g., publicizing grant opportunities outside of the foundation's usual channels, proactively contacting nonprofits led by people from communities most affected by the pandemic)?

☐ Yes

☐ No

59. *(Display only if "Yes" was selected in the previous question.)* Please describe how the foundation has changed its grant application process in order to reach more nonprofits that are led by people from communities most affected by the pandemic.

_____
_____
_____

60. Please share any other actions the foundation took in response to the pandemic that were not captured in the pledge [e.g., signing other pledges or open-letters, bond funding, changing the terms of program-related investment (PRI) loans].

_____
_____
_____

ABOUT YOU AND YOUR ORGANIZATION

61. 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* _____)

62. 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

63. Which of the following best describes the racial composition of your organization's board?

☐ Less than 25% people of color

☐ 25-49% people of color

☐ 50-74% people of color

☐ 75-100% people of color

64. What is your race or ethnicity? (*Select all that apply*)
   ☐ Asian or Asian American
   ☐ Black or African American
   ☐ Hispanic, Latino, Latina, Latinx, 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)*

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

66. 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)*

67. Are you transgender?
   ☐ Yes
   ☐ No
   ☐ Prefer not to say

68. Do you have a disability?
   ☐ Yes
   ☐ No
   ☐ Prefer not to say

69. Do you consider yourself to be: (*Select all that apply*)
    ☐ Heterosexual or straight
    ☐ Gay or Lesbian
    ☐ Bisexual
    ☐ Pansexual
    ☐ Queer
    ☐ Asexual
    ☐ Different identity (*optional, please describe* _____)
    ☐ Prefer not to say *(mutually exclusive)*

70. Do you have any comments, questions, or concerns that you would like to share with CEP?
    _____
    _____
    _____

Exploring Philanthropy's Pledge to Support Grantees during COVID-19: Grantee Perspectives
This survey should take approximately 10 minutes to complete.
Please complete this survey by **August 20, 2020**.

Introduction

During recent months, we have been living through a global health pandemic and the resulting economic crisis, which has highlighted and exacerbated longstanding inequities in our society. In the spring, as the negative effects of the COVID-19 pandemic on nonprofit organizations were becoming apparent, hundreds of foundations pledged to act with fierce urgency to support nonprofit partners as well as the people and communities hit hardest by the impacts of COVID-19.

In this survey, we will ask you about your organization's foundation funders' commitment to the pledge. It is our hope that this research will inform field-wide discussions and foundation-specific efforts.

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.

YOUR ORGANIZATION'S FOUNDATION SUPPORT

1. From approximately how many foundations does your organization receive grants? *(Force response.)*

   ☐ 0 foundations *(skip to end of survey)*

   ☐ 1 foundation

   ☐ 2-10 foundations

   ☐ More than 10 foundations

In the spring of 2020, as the negative effects of the COVID-19 pandemic on nonprofit organizations were becoming apparent, hundreds of foundations signed the following pledge, hosted by the Council on Foundations:

"Over the days, weeks, and months ahead, each of our foundations pledges to:
- **Loosen or eliminate the restrictions on current grants.** This can include: converting project-based grants to unrestricted support; accelerating payment schedules; and not holding grantees responsible if conferences, events, and other project deliverables must be postponed or canceled.
- **Make new grants as unrestricted as possible**, so nonprofit partners have maximum flexibility to respond to this crisis. We will also support organizations created and led by the communities most affected that we may not fund currently.
- **Reduce what we ask of our nonprofit partners**, postponing reporting requirements, site visits, and other demands on their time during this challenging period.
- **Contribute to community-based emergency response funds** and other efforts to address the health and economic impact on those most affected by this pandemic.
- **Communicate proactively and regularly** about our decision-making and response to provide helpful information while not asking more of grantee partners.
- **Commit to listening to our partners** and especially to those communities least heard, lifting up their voices and experiences to inform public discourse and our own decision-making so we can act on their feedback. We recognize that the best solutions to the manifold crises caused by COVID-19 are not found within foundations.
- **Support, as appropriate, grantee partners advocating for important public policy changes** to fight the pandemic and deliver an equitable and just emergency response for all. This may include its economic impact on workers, such as expanded paid sick leave; increasing civic participation; access to affordable health care; and expanded income and rental assistance. It should also include lending our voices to calls to action led by grantee partners, at their direction and request.
- **Learn from these emergency practices** and share what they teach us about effective partnership and philanthropic support, so we may consider adjusting our practices more fundamentally in the future, in more stable times, based on all we learn."

2. Prior to taking this survey, were you aware of this pledge? *(Force response.)*
   ☐ Yes
   ☐ No *(skip to Foundation Funders' Additional Responses to the Pandemic)*

FOUNDATION FUNDERS' COMMITMENT TO THE PLEDGE

3. *(Display only if "1 foundation" was selected in question 1.)* Has your organization's foundation funder communicated to you that it signed the pledge? *(Force response.)*

☐ Yes

☐ No *(skip to Foundation Funders' Additional Responses to the Pandemic)*

☐ Not sure

4. *(Display only if "1 foundation" was NOT selected in question 1.)* Have any of your organization's foundation funders communicated to you that they signed the pledge? *(Force response.)*

☐ Yes

☐ No *(skip to Foundation Funders' Additional Responses to the Pandemic)*

☐ Not sure

5. *(Display only if "Yes" was selected in the previous question.)* Approximately how many of your organization's foundation funders have communicated to you that they signed the pledge?

☐ A few (1-24%)

☐ Some (25-49%)

☐ Most (50-99%)

☐ All (100%)

☐ Not sure

The following questions pertain to your organization's foundation funders that signed the pledge.

6. *(Display only if "1 foundation" was selected in question 1.)* Since signing the pledge, has your organization's foundation funder taken the following actions, where applicable?

	Yes	No	Not sure	N/A
Proactively converted your organization's existing project-based grant(s) to unrestricted support	☐	☐	☐	☐
Offered to discuss converting your organization's existing project-based grant(s) to unrestricted support	☐	☐	☐	☐
Accelerated payment schedules on your organization's grant(s)	☐	☐	☐	☐
Refrained from holding your organization responsible for missed grant aims (e.g., cancelled or postponed conferences, events, project deliverables)	☐	☐	☐	☐
Postponed your organization's reporting requirements	☐	☐	☐	☐
Reduced/simplified your organization's reporting requirements	☐	☐	☐	☐
Postponed your organization's in-person and/or virtual site visits	☐	☐	☐	☐
Communicated proactively and regularly with your organization about its decision-making and responses without asking more of your organization	☐	☐	☐	☐
Asked for your feedback on its grantmaking practices	☐	☐	☐	☐
Incorporated your feedback into its grantmaking practices	☐	☐	☐	☐
Lifted up the voice of your organization to inform public discourse	☐	☐	☐	☐
Lifted up the voices of the people and communities your organization serves to inform public discourse	☐	☐	☐	☐
Supported, when appropriate, your organization's engagement in public policy	☐	☐	☐	☐

7. *(Display only if "1 foundation" was selected in question 1.)* Since signing the pledge, has your organization's foundation funder provided **new** grants of the following types to your organization?

	Yes	No	Not sure
Flexible program/project support	☐	☐	☐
Unrestricted support	☐	☐	☐
Organizational strengthening support	☐	☐	☐
Multiyear support	☐	☐	☐
Multiyear unrestricted support	☐	☐	☐

8. *(Display only if "1 foundation" was NOT selected in question 1.)* Since signing the pledge, approximately how many of your organization's foundation funders have taken the following actions, where applicable?

	None (0%)	A few (1-24%)	Some (25-49%)	Most (50-99%)	All (100%)	Not sure	N/A
Proactively converted your organization's existing project-based grant(s) to unrestricted support	☐	☐	☐	☐	☐	☐	☐
Offered to discuss converting your organization's existing project-based grant(s) to unrestricted support	☐	☐	☐	☐	☐	☐	☐
Accelerated payment schedules on your organization's grant(s)	☐	☐	☐	☐	☐	☐	☐
Refrained from holding your organization responsible for missed grant aims (e.g., cancelled or postponed conferences, events, project deliverables)	☐	☐	☐	☐	☐	☐	☐
Postponed your organization's reporting requirements	☐	☐	☐	☐	☐	☐	☐
Reduced/simplified your organization's reporting requirements	☐	☐	☐	☐	☐	☐	☐
Postponed your organization's in-person and/or virtual site visits	☐	☐	☐	☐	☐	☐	☐
Communicated proactively and regularly with your organization about their decision-making and responses without asking more of your organization	☐	☐	☐	☐	☐	☐	☐
Asked for your feedback on their grantmaking practices	☐	☐	☐	☐	☐	☐	☐
Incorporated your feedback into their grantmaking practices	☐	☐	☐	☐	☐	☐	☐
Lifted up the voice of your organization to inform public discourse	☐	☐	☐	☐	☐	☐	☐
Lifted up the voices of the people and communities your organization serves to inform public discourse	☐	☐	☐	☐	☐	☐	☐
Supported, when appropriate, your organization's engagement in public policy	☐	☐	☐	☐	☐	☐	☐

9. *(Display only if "1 foundation" was NOT selected in question 1.)* Since signing the pledge, approximately how many of your organization's foundation funders have provided **new** grants of the following types to your organization?

	None (0%)	A few (1-24%)	Some (25-49%)	Most (50-99%)	All (100%)	Not sure
Flexible program/project support	☐	☐	☐	☐	☐	☐
Unrestricted support	☐	☐	☐	☐	☐	☐
Organizational strengthening support	☐	☐	☐	☐	☐	☐
Multiyear support	☐	☐	☐	☐	☐	☐
Multiyear unrestricted support	☐	☐	☐	☐	☐	☐

10. *(Display only if "Yes" was selected for at least one action in questions 6 or 7 or if a % greater than 0 was selected for at least one action in questions 8 or 9.)* Have the actions that your organization's foundation funder(s) have taken since signing the pledge had positive effects on your organization, negative effects, or both?
    ☐ Only negative effects
    ☐ Mostly negative effects
    ☐ Both positive and negative effects to an equal extent
    ☐ Mostly positive effects
    ☐ Only positive effects

11. *(Display only if "Only positive effects," "Mostly positive effects," or "Both positive and negative effects" was selected.)* Please describe the positive effects that these actions have had on your organization.
    _____
    _____
    _____

12. *(Display only if "Only negative effects," "Mostly negative effects," or "Both positive and negative effects" was selected.)* Please describe the negative effects that these actions have had on your organization.
    _____
    _____
    _____

13. If you could offer your organization's foundation funder(s) that signed the pledge one piece of advice, what would you say?
    _____
    _____
    _____

FOUNDATION FUNDERS' ADDITIONAL RESPONSES TO THE PANDEMIC

The following questions pertain to your all of your organization's foundation funders, regardless of whether they signed the pledge.

14. Has your organization received funding from any new foundation funders since the pandemic began (i.e., foundations that were not already providing grants to your organization)?
    ☐ Yes
    ☐ No
    ☐ Not sure

15. *(Display only if "1 foundation" was selected in question 1.)* In recent months, many foundations have announced that they are increasing their grantmaking from what was originally budgeted for the current fiscal year because of the current crises. Has your organization's foundation funder made such an announcement?
    ☐ Yes
    ☐ No
    ☐ Not sure

16. *(Display only if "1 foundation" was NOT selected in question 1.)* In recent months, many foundations have announced that they are increasing their grantmaking from what was originally budgeted for the current fiscal year because of the current crises. Approximately how many of your organization's foundation funders have made such an announcement?
    ☐ None
    ☐ A few (1-24%)
    ☐ Some (25-49%)
    ☐ Most (50-99%)
    ☐ All (100%)
    ☐ Not sure

ABOUT YOU AND YOUR ORGANIZATION

17. Would you describe your organization as a direct service nonprofit?
    ☐ Yes
    ☐ No
    ☐ Not sure

18. Does your organization primarily serve communities of color?
    ☐ Yes
    ☐ No
    ☐ Not sure
    ☐ Prefer not to say

19. Which of the following best describes the racial composition of your organization's board?

☐ Less than 25% people of color

☐ 25-49% people of color

☐ 50-74% people of color

☐ 75-100% people of color

20. How would you describe the geographical scope(s) of your organization? (*Select all that apply*)

☐ Local

☐ State

☐ Regional

☐ National

☐ Global

21. What is your current role at your organization?

☐ CEO/Executive Director or equivalent

☐ Finance Director or Equivalent

☐ Development Director or equivalent

☐ Other (*please specify* _____)

22. 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

23. What is your race or ethnicity? (*Select all that apply*)

☐ Asian or Asian American

☐ Black or African American

☐ Hispanic, Latino, Latina, Latinx, 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)*

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

25. 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)*

26. Are you transgender?
- ☐ Yes
- ☐ No
- ☐ Prefer not to say

27. Do you have a disability?
- ☐ Yes
- ☐ No
- ☐ Prefer not to say

28. Do you consider yourself to be: (*Select all that apply*)
- ☐ Heterosexual or straight
- ☐ Gay or Lesbian
- ☐ Bisexual
- ☐ Pansexual
- ☐ Queer
- ☐ Asexual
- ☐ Different identity (*optional, please describe* _____)
- ☐ Prefer not to say *(mutually exclusive)*

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

_____
_____
_____

THE CENTER
FOR EFFECTIVE
PHILANTHROPY

Commitment to the COVID-19 Pledge – Foundation Leader Perspectives
Interview Protocol

Background

During recent months, we have been living through a global health pandemic and resulting economic crisis, which has highlighted ongoing inequities in our society. Among them, long-standing issues of racial justice have come to the forefront due to more recent murders of several Black men and women people by the police. **CEP is conducting a study to understand how foundations are responding to these times.**

In the spring of 2020, as the negative effects of the COVID-19 pandemic on nonprofit organizations were becoming apparent, hundreds of foundations, yours included, pledged to act with urgency to support your nonprofit partners as well as the people and communities hit hardest by the impacts of COVID-19. (*Please see the appendix for the 8 elements of the pledge*)

The actions proposed in the pledge are not new, but may be increasingly necessary to help nonprofit organizations weather the current moment. CEP seeks to understand foundations' experiences implementing the elements of the pledge and, more broadly, their philanthropic responses to the present public health, economic, and social crises. This study will also examine whether changes to grantmaking strategy made in response to the current moment will be permanently implemented. It is our hope that this research will inform field-wide discussions and foundation-specific efforts.

SIGNING THE PLEDGE

1) To begin the interview, we would like to learn more about the foundation's decision to sign the pledge. Can you tell us about why the foundation decided to sign the pledge?

2) What reservations, if any, were raised about signing the pledge?
   a. Who expressed reservations, and why?
   b. How were they addressed?

3) What was the board's perspective on the foundation's signing of the pledge?

4) To what extent, if at all, were the practices in the pledge part of the foundation's work prior to the pandemic?

IMPLEMENTING THE PLEDGE

Now let's discuss implementation of the pledge.

5) Let's start with discussing what the foundation is doing with regard to some of the key elements of the pledge. *(where applicable)*
   a. What is the foundation doing to loosen restrictions on current grants and make new grants as unrestricted as possible?
   b. What is the foundation doing to support the people and communities hit hardest by the impacts of COVID-19?
   c. Another element is to support grantees' COVID-19 policy and advocacy efforts. What is the foundation doing to support grantee policy and advocacy efforts in this moment?
   d. Another element of the pledge is to listen to grantee partners and communities least heard, and to communicate proactively and regularly with grantees. What does it look like at the foundation, practically, to listen to grantees and communities? And how are you incorporating what you're hearing into your work?

6) What are the most significant challenges that the foundation has faced as it has implemented the different elements of the pledge?

7) *(if relevant and time permitting)* How, if at all, did the foundation have to change the way it works to be able to implement the pledge?

8) *(if relevant and time permitting)* How, if at all, has the foundation's implementation of the pledge differed across its various grantmaking programs?
   a. Why are there differences in implementation across teams? Have those differences been intentional?

9) Has the Foundation experienced positive effects in implementing the pledge? If so, what are they?

10) How, if at all, do you think the pledge will inform the foundation's work in the future?
    a. Which practices that weren't already in place do you plan to continue, and why?
    b. Which practices that weren't already in place will you stop, and why?

SECTOR-WIDE OBSERVATIONS AND IMPLICATIONS

11) At this point, hundreds of foundations have signed onto the pledge, committing to practices that are hardly new to the field, but that are seen as increasingly crucial in light of the impacts of the pandemic. Looking ahead, what do you think this means for the role of foundations – and for how they do their work?

BEYOND THE PLEDGE

12) In light of the current moment – a global pandemic, economic crisis, and renewed focus on racism – has your foundation's response included actions <u>not</u> included in the pledge?

13) How has your foundation responded to the reckoning with racism in our society?

14) What does our country's reckoning with racism mean for the work of your foundation?

15) Beyond the work of your foundation, what does our country's reckoning with racism mean for foundation philanthropy?

16) *(time permitting)* What, if anything, has this moment brought to light that your foundation had not previously been doing, or hadn't been considering, that you'd want to change?

ADVICE & REFLECTIONS ON THE PLEDGE

17) *(time permitting)* What have you learned as the foundation has implemented the pledge?

18) *(time permitting)* What advice would you give to other foundations for effectively implementing the pledge components?

CONCLUSION

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

Below is the full text of the pledge, available here: https://www.cof.org/news/call-action-philanthropys-commitment-during-covid-19

The rapid spread of COVID-19 has created a global health and economic crisis that is testing every one of us. We know that the shocks of this "new normal" are severe and unanticipated for our sector and grantee partners.

As leaders in philanthropy, we recognize the critical need to act with fierce urgency to support our nonprofit partners as well as the people and communities hit hardest by the impacts of COVID-19.

We invite funders and other leaders in the philanthropic sector to join us in making these commitments and collectively holding ourselves accountable to them by signing this pledge of action. Specifically, signatories pledge to the following:

1. **Loosen or eliminate the restrictions on current grants.** This can include: converting project-based grants to unrestricted support; accelerating payment schedules; and not holding grantees responsible if conferences, events, and other project deliverables must be postponed or canceled.
2. **Make new grants as unrestricted as possible**, so nonprofit partners have maximum flexibility to respond to this crisis. We will also support organizations created and led by the communities most affected that we may not fund currently.
3. **Reduce what we ask of our nonprofit partners**, postponing reporting requirements, site visits, and other demands on their time during this challenging period.
4. **Contribute to community-based emergency response funds** and other efforts to address the health and economic impact on those most affected by this pandemic.
5. **Communicate proactively and regularly** about our decision-making and response to provide helpful information while not asking more of grantee partners.
6. **Commit to listening to our partners and especially to those communities least heard**, lifting up their voices and experiences to inform public discourse and our own decision-making so we can act on their feedback. We recognize that the best solutions to the manifold crises caused by COVID-19 are not found within foundations.
7. **Support, as appropriate, grantee partners advocating for important public policy changes** to fight the pandemic and deliver an equitable and just emergency response for all. This may include its economic impact on workers, such as expanded paid sick leave; increasing civic participation; access to affordable health care; and expanded income and rental assistance. It should also include lending our voices to calls to action led by grantee partners, at their direction and request.

8. **Learn from these emergency practices and share what they teach us about effective partnership** and philanthropic support, so we may consider adjusting our practices more fundamentally in the future, in more stable times, based on all we learn.