

Introduction to the Survey

Welcome and thank you for taking this survey!

The purpose of this survey is to help the Robert Sterling Clark Foundation explore trends in how its grantees make use of its flexible funding grants to support organizational and/or programmatic capacity. The Foundation will use the results to build a stronger evidence-based case for investing in leaders with a trust-based, flexible-funding approach. Your individual information will not be shared with RSCF, except in aggregate.

A bit of background to start us off:

RSCF awards multiyear flexible and professional development grants to organizations engaged in leadership programming, advocacy and research. This survey is specifically asking about multiyear general operating funds.

We recently reached out to our grantees to explore how they use these funds to support capacity and found they coalesced around five key areas:

- 1) Program quality
- 2) Workplace culture
- 3) Experimentation, learning and adaption
- 4) Mission/financial alignment, and
- 5) Inclusion and equity.

We structured the survey around these five areas broken down into criteria we think best represent how those areas relate to flexible funding. For each, we ask you to rate the criteria as they were before you received RSCF funding and now along a continuum. You can also note that you did not use the funding for that criterion. Some areas have more associated questions than others, but this only reflects a desire for nuance not prioritization. If none of these areas apply, there is also an opportunity to add and describe your own areas. If all of them apply, great! Answer as you best see fit.

Please keep in mind this is *arubric-style survey* with descriptions for each answer choice, so please take the time to read each question carefully. We are using a rubric rather than a scale to make sure that each answer you give is clearly understood by us; each criterion includes a comment box as well. Please also keep in mind RSCF is most interested in change over time - not "high scores" - and will not be able to see your individual responses.

The survey should take between 15 and 20 minutes. We are asking each organization to fill out only one survey, collaborating with whomever you think should contribute.

We realize it's not an easy task to identify the distinct impact of one funder providing flexible funding to your organization. However, your input will not only inform RSCF's board and staff, but

it will also help make the case for how any one foundation can make a difference with multiyear, flexible support.

1. Name of your organization

2. When did you first receive funding from RSCF?

Key Area of Investment: Program Quality

Now we will ask you to tell us the status of your organization on a set of criteria related to Program Quality before receiving funding and now. If you did not use RSCF funding for any criterion, choose "N/A". Your individual information will not be shared with RSCF except in aggregate.

3. Program Quality: Program Development

	Content relies on neither analysis of issues NOR insights from beneficiaries.	Content regularly relies on either analysis of issues OR insights from beneficiaries.	Content regularly relies on BOTH analysis of issues and insights from beneficiaries.	N/A: Didn't use RSCF funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

4. Program Quality: Program Staffing

	Program frequently or always staffed with outside experts or appropriately trained staff.	Program sometimes staffed with outside experts or relevantly trained staff.	Program infrequently staffed with outside experts or relevantly trained staff.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

5. Program Quality: Program Logistics

	Program supported with highest quality logistics (food, space, or technology)	Program supported with moderate quality logistics (food, space, or technology)	Program supported with lesser quality logistics (food, space, or technology)	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Program Quality: Program Outreach and Follow-up

	Program neither conducts either outreach NOR follow-up	Program regularly conducts either outreach OR follow-up	Program regularly conducts BOTH outreach and follow-up	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

7. Program Quality: Program Evaluation

	Little programmatic evaluation tied to decision-making	Programmatic evaluation tied to decision-making, but inconsistent across organization	Ongoing, organization- wide programmatic evaluation tied to decision-making	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

8. Program Quality: Other

Please describe another
criterion related
to Program Quality that
changed as a result of
RSCF funding:

Before RSCF funding
(describe):

After RSCF funding
(describe):

Key Area of Investment: Workplace Culture and Managing Personnel

Now we will ask you to tell us the status of your organization on a set of criteria related to Workplace Culture and Managing Personnel before receiving funding and now. If you did not use RSCF funding for any criterion, choose "N/A". Your individual information will not be shared with RSCF except in aggregate.

9. Workplace Culture/Management: Compensation

	Salaries, benefits, and raises are higher than others in the field	Salaries, benefits and raises are about the same as others in the field	Salaries, benefits and raises are lower than others in the field	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

10. Workplace Culture/ Management: Human Resources

	HR policies are neither based on best practices NOR consistently applied.	HR policies are not based on best practices OR not consistently applied.	HR policies are BOTH based on best practices and consistently applied.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

11. Workplace Culture/ Management: Staff Development

	Staff are regularly given opportunities for growth and development	Staff are sometimes given opportunities for growth and development.	Staff opportunities for growth and development are infrequent.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

12. Workplace Culture/ Management: Staff Well-being

	Staff's well-being is affected by work AND organization neither recognizes NOR addresses	Staff's well-being is affected by work AND organization recognizes but does not address	Staff's well-being is not affected by work OR issues are recognized and addressed	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Workplace Culture/ Management: Staffing Levels

	All positions are adequately staffed with little turnover.	All positions are adequately staffed but some experience high rates of turnover.	Some positions are inadequately staffed AND some experience high rates of turnover.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

14. Workplace Culture/ Management: Other

Please describe another criterion related to Workplace Culture/Management that changed as a result of RSCF funding:

Before RSCF funding (describe):

After RSCF funding (describe):

Key Area of Investment: Experimentation, Learning, and Adaptation

Now we will ask you to tell us the status of your organization on a set of criteria related to Experimentation, Learning and Adaptation before receiving funding and now. If you did not use RSCF funding for any criterion, choose "N/A". Your individual information will not be shared with RSCF except in aggregate.

15. Experimentation: Innovation

	The organization infrequently explores new ways of doing things.	The organization sometimes explores new ways of doing things.	The organization is constantly exploring new ways of doing things.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

16. Experimentation: Taking Risks

	Staff are regularly encouraged to take risks and potentially fail.	Staff are sometimes encouraged to take risks and potentially fail.	Staff are rarely encouraged to take risks and potentially fail.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

17. Experimentation: Reflection

	The organization infrequently reflects on its work to refine its vision/strategies.	The organization sometimes reflects on its work to refine its vision/strategies.	The organization regularly reflects on its work to refine its vision/strategies.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

18. Experimentation: Other

Please describe another
criterion related
to Experimentation,
Learning and
Adaptation that changed
as a result of RSCF
funding:

Before RSCF funding
(describe):

After RSCF funding
(describe):

Key Area of Investment: Mission/Financial Alignment

Now we will ask you to tell us the status of your organization on a set of criteria related to Mission/Financial Alignment before receiving funding and now. If you did not use RSCF funding for any criterion, choose "N/A". Your individual information will not be shared with RSCF except in aggregate.

19. Mission/Financial Alignment: Mission Focus

	Few program finances flow to mission-driven programming. Funders direct flow elsewhere.	Some program finances flow to mission-driven programming.	Most program finances flow to mission-driven programming.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

20. Mission/Financial Alignment: Grants Management

	Few resources are devoted to grants management activities and staffing.	Some resources are devoted to grants management activities and staffing.	Many resources are devoted to grants management activities and staffing.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

21. Mission/Financial Alignment: Other

Please describe another criterion related to Mission/Financial Alignment that changed as a result of RSCF funding:

Before RSCF funding (describe):

After RSCF funding (describe):

Key Area of Investment: Inclusion and Equity

Now we will ask you to tell us the status of your organization on a set of criteria related to Inclusion and Equity before receiving funding and now. If you did not use RSCF funding for any criterion, choose "N/A". Your individual information will not be shared with RSCF except in aggregate.

22. Inclusion and Equity: Historically Excluded Voices

	Historically-excluded groups regularly influence program decision-making	Historically-excluded groups occasionally influence program decision-making.	Historically-excluded groups do not generally influence program decision-making.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

23. Inclusion and Equity: Staff Diversity

	Members of underrepresented groups are scarce at all levels of staff.	Staff includes members of underrepresented groups, but not in leadership.	Staff includes members of underrepresented groups at all levels.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

24. Inclusion and Equity: Staff Input

	Staff input regularly shapes organizational decision-making	Staff offer input BUT it is only occasionally incorporated into organizational decision-making.	Staff infrequently offer input OR shape organizational decision-making.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

25. Inclusion and Equity: Power Analysis

	The organization infrequently analyzes how race, class and gender affect its work.	The organization occasionally analyzes how race, class and gender affect its work.	The organization regularly analyzes how race, class and gender affect its work.	N/A: Didn't use funding for this criterion.
Before RSCF funding:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any comments?

26. Inclusion and Equity: Other

Please describe another criterion related to Inclusion and Equity that changed as a result of RSCF funding:

Before RSCF funding (describe):

After RSCF funding (describe):

Wrapping Up

We'll end with an overall question about our funding and some demographics.

27. Please estimate what percentage of RSCF flexible funds you invested in improving each of these key areas (enter in a number between 0 and 100 for each row, making sure they add up to 100).

Improving leadership
program quality

Improving workplace
culture and managing
personnel

Experimenting, learning
and adapting

Aligning finances with
mission-driven activities

Improving inclusion and
equity practice

Filling currently existing
gaps in funding
(personnel-related)

Filling currently existing
gaps in funding (non-
personnel-related)

Other area of investment

28. If you answered with another area of investment, please describe it below and how it has changed or not since receiving RSCF funding.

29. How do you think RSCF funding has supported your organizational and/or programmatic capacities overall?

30. In what way does your organization support activities that develop leaders? (check all that apply)

Implement leadership programming

Conduct research on leadership programming

Advocate for leadership programming

Other (please specify)

31. If you had to describe your organization's relationship to leadership development, which phrase would you choose?

Our primary focus is to develop leaders.

Developing leaders is part of what we do.

Other (please specify)

32. Are you a grantmaking institution?

Yes

No

33. What is/are your name(s) and organization so that our researchers can match you with your future survey responses (reminder: individual responses will not be shared with RSCF)?

34. Thank you so much for your time. If you have any reflections you would like to share on your experience of taking this survey please include them below.