

The Charles and Lynn Schusterman Family Philanthropies Fellowship Program Cohort 5 Post-Program Memo

Prepared For
The Charles and Lynn Schusterman Family Philanthropies

Prepared By
Learning for Action

Summary of Findings

This memo highlights results from the 2021 SPF Fellowship Evaluation Cohort 5 Post Program survey. Of the 27 invited to participate, 24 Fellows responded, for an 89% response rate.

Fellowship Impact

Cohort 5 Highlights

This section highlights key findings from the Cohort 5 Post-Program Survey.

Cohort 5 Fellows were asked to share the extent to which they experienced shifts in their own leadership as a result of their experience with the Schusterman Fellowship on a 5-point scale.¹ The leadership shifts on average most impacted by the Fellowship are listed below:

- 4.0** I have a stronger understanding of my leadership growth edges
- 4.0** I have a stronger understanding of my leadership strengths
- 3.9** I feel more fulfilled physically, mentally, emotionally, and spiritually
- 3.9** I have incorporated changes in how I am leading self

these findings correspond to what was shared in the qualitative data, which traced much of the leadership growth to more **clarity around their own leadership** and **understanding the importance of balance in their roles as leaders**. Cohort 5 Fellows also described an overall **increased confidence** in their leadership as a result of their participation in the Fellowship.

Cohort Comparisons

This section compares Cohort 5 Post-Program Survey responses to the aggregate responses of Cohorts 1-4 on their Post-Program Survey administered approximately 3 months following the completion of their Fellowship programming.

On every measure, Cohorts 1 through 4 reported greater average leadership shifts at the time of their Post-Program Surveys than Cohort 5. Those with **statistically significant differences** between Cohorts 1 through 4 and Cohort 5 are illustrated to the right. This difference may be due in part to Cohort 5 Fellows' reported **inability to engage with the Fellowship offerings as deeply** as they would have liked, given the upheaval of 2020 and the competing and more pressing demands of work and family.

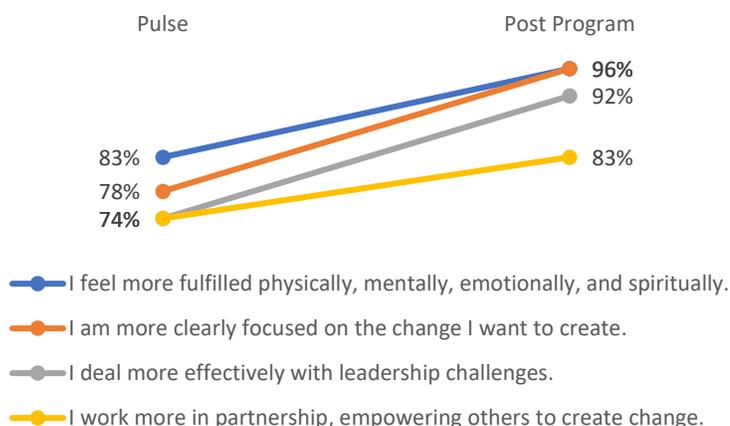


¹ Scores are on a 5-point scale where 1=not at all, 2=slightly, 3=somewhat, 4=very much, and 5=extremely.

Comparisons Over Time

This section compares findings from the Pulse Survey of Cohort 5, administered in August 2020, to Cohort 5 responses to the Post-Program Survey, administered in March 2021. Note that the Post-Program Survey had a response rate of 24, while the Pulse Survey had a response rate of 23.

From the Pulse Survey to the Post-Program Survey Cohort 5 Fellows showed a continued **increase** in their feelings of **leadership growth attributable to the Fellowship programming**. For all the leadership growth areas, a greater percentage of Fellows at the Post-Program Survey than the Pulse Survey responded that they *somewhat, very much, or extremely* attributed the growth to the Fellowship.



Fellowship Components

Cohort 5 Highlights

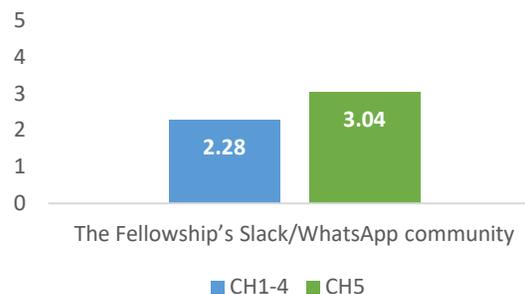
Fellows reported that in-person gatherings had the biggest impact on both their individual growth as leaders and on the development of a strong network of leaders. A particular exercise mentioned in a few interviews as being particularly impactful was when small groups of Fellows shared and strategized around real leadership challenges faced by their peers.

Cohort Comparisons

This section compares Cohort 5 Post-Program Survey responses to the aggregate responses of Cohorts 1-4 on their Post-Program Survey administered approximately 3 months following the completion of their Fellowship programming.

Respondents from Cohort 5 named **individual coaching sessions** and **in-person gatherings** as the most impactful program components. This is consistent with what Fellows in previous Cohorts reported; when looking at means, in-person gatherings were the most impactful component for Cohorts 1-4, though slightly more impactful for Cohort 5 at the post-program timepoint (4.50 vs. 4.48).²

Among the components of the Fellowship program that contributed to leadership growth, the only statistically significant difference between Cohorts 1-4 and Cohort 5 was for **the Fellowship's WhatsApp community**³, with Cohort 5 reporting WhatsApp having a greater impact on their growth as leaders.



² Scores are on a 5-point scale where 1=not at all, 2=slightly, 3=somewhat, 4=very much, and 5=extremely.

³ Fellows from Cohorts 1-4 were asked about their experiences with Slack.

Network of Fellows

Cohort 5 Highlights

This section highlights key findings from the Cohort 5 Post-Program Survey.

Overall, Cohort 5 Fellows view the Network of Fellows positively. Cohort 5 fellows were asked to share the extent to which a series of statements reflected their experiences with the network of Schusterman Fellows on a 5-point scale.⁴ The **measures focusing on the Network as a tool supporting individual leadership** tended to be **rated higher** than those focused on other types of support provided by the Network. The measures with the highest average rating by Cohort 5 Fellows are listed below:

The Network...

4.1 shares information and resources that advance my work and leadership

4.1 is a resource for my sustainability and longevity as a leader

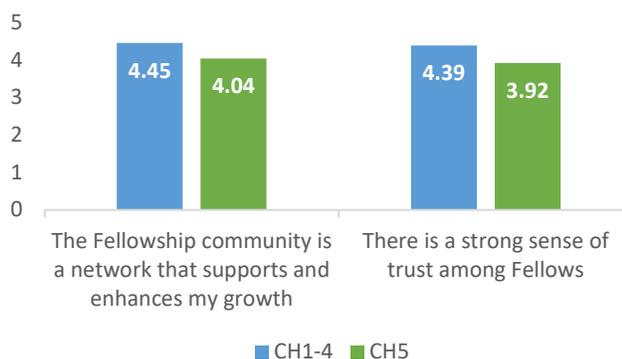
4.1 is a resource for making connections that advance my work and leadership

This Cohort was the first to be introduced to the Network of Fellows prior to completion of the Fellowship cycle. Fellows had mixed feedback on this, with some noting that it **helped them understand the full range of connection possibilities** while still in the Fellowship and others **feeling overwhelmed and confused by how to plug into this larger network**. Overall, though, Cohort 5 Fellows expressed excitement at the caliber of their companions in the Network and look forward to being more deeply involved in the future.

Cohort Comparisons

This section compares Cohort 5 Post-Program Survey responses to the aggregate responses of Cohorts 1-4 on their Post-Program Survey administered approximately 3 months following the completion of their Fellowship programming.

Cohort 5 had statistically significantly **lower average ratings** on the Network measures **related to trust and community** than Cohorts 1-4.⁴ A consistent theme in the interviews and open-ended responses was that an opportunity for connection and relationship building was lost by not having the final in-person convening and that **building relationship virtually was challenging**.



This is somewhat in contrast to feedback shared by Cohort 5 participants on the most important impact of the Fellowship in which a theme emerged around a community of peers to lean on and trust. While Cohort 5 may have felt that the Fellowship as a community of trust and support was a meaningful impact

⁴ Scores are on a 5-point scale where 1=not at all, 2=slightly, 3=somewhat, 4=very much, and 5=extremely.

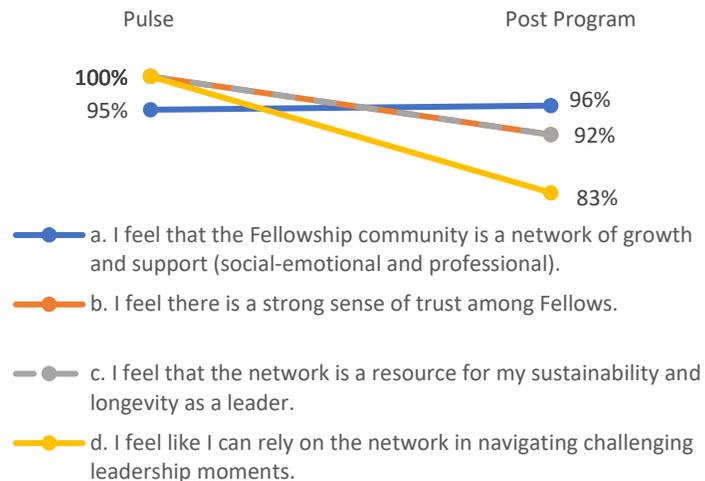
of the Fellowship, the extent to which they felt this was not as strong as Cohorts 1-4 on their Post-Program Survey.

Comparisons Over Time

This section compares findings from the Pulse Survey of Cohort 5, administered in August 2020, to Cohort 5 responses to the Post-Program Survey, administered in March 2021. Note that the Post-Program Survey had a response rate of 24, while the Pulse Survey had a response rate of 23.

While much of the qualitative feedback on the network of Fellows was positive, **there was a decrease in the percent of Cohort 5 Fellows who answered somewhat, very much, or extremely in response to the network questions between the Pulse Survey and the Post-Program survey.**

A couple of comments in the qualitative data and discussion in the interviews suggest that the mid-Fellowships introduction to the full Senior Fellows Network may have impacted these feelings. While some Fellows appreciated the early introduction, others described confusion on how to plug into the network and difficult making connections with Cohorts other than their own.



Organizational Impact

Cohort 5 Highlights

This section highlights key findings from the Cohort 5 Post-Program survey.



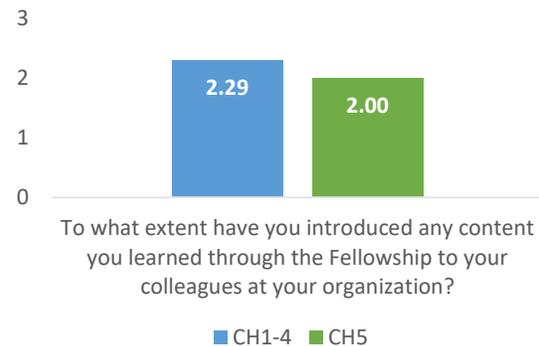
of Cohort 5 Fellows feel that their **involvement in the Fellowship** *somewhat* or *very much* **contributed to improvements in systems, processes, and/or culture at their organizations.**

The change most named because of participation in the Fellowship was **more positive collaboration and communication** within the organization.

Cohort Comparisons

This section compares Cohort 5 Post-Program Survey responses to the aggregate responses of Cohorts 1-4 on their Post-Program survey administered approximately 3 months following the completion of their Fellowship programming.

There was a statistically significant difference in the extent to which Cohorts 1-4 reported sharing Fellowship content back with their colleagues than Cohort 5.⁵ **Cohort 5 was less likely, on average, to share resources with colleagues** than Cohorts 1-4, though the difference was small. The shared resource specifically mentioned by a few Cohort 5 Fellows was the **polarities framework**.



Career and Leadership Advancement

Cohort 5 Highlights

This section highlights key findings from the Cohort 5 Post-Program survey.

The following summarizes the ways in which Cohort 5 Fellows have increased their influence in the Jewish sector or changed or advanced their careers since the start of the Fellowship.

Career Advancement

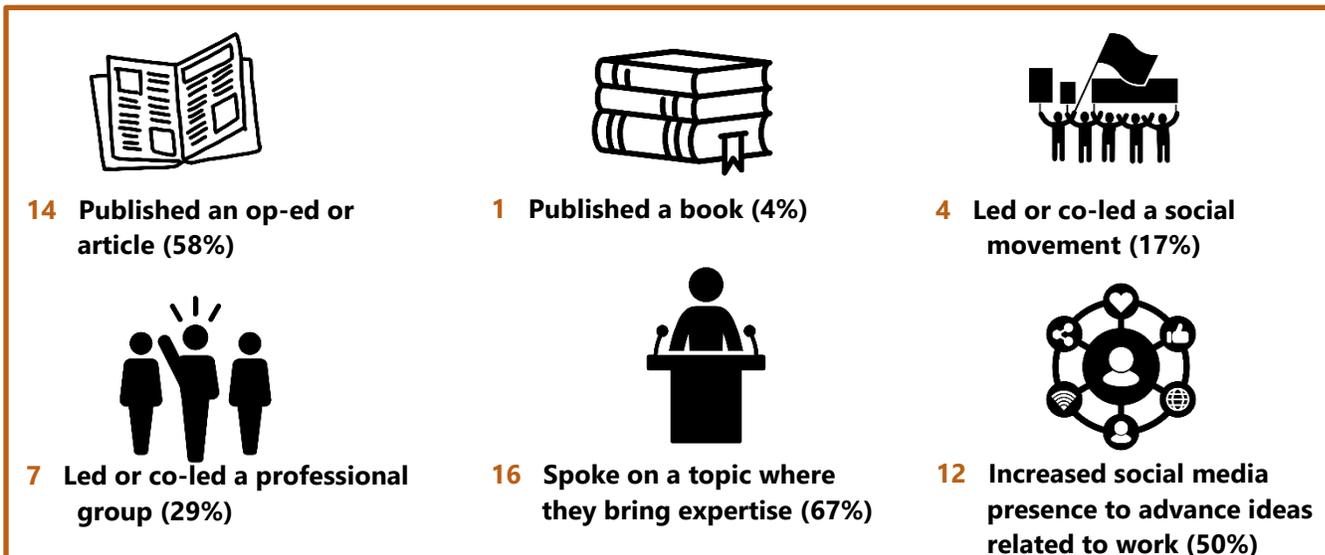
- 6** Were approached for new professional position (25%)
- 7** Were approached for new lay leadership position (29%)
- 4** Accepted a position with a different organization (17%)
- 6** Were Promoted (25%)
- 2** Moved to Senior Executive position (8%)
- 2** Started own business or nonprofit (8%)

Influence in the Sector



of Cohort 5 Fellows engaged in at least one influencing activity (21/24).

⁵ The averages on this measure are lower than on other questions, as this question only has a three-point scale rather than the five-point scale of the other questions on the Survey. In this scale 1=not at all, 2=some, 3=a great deal.



While Cohort 5 Fellows reported career advancements and increased influence in the sector since the start of the Fellowship, the extent to which they attribute each to the Fellowship varies. Overall, Cohort 5 Fellows **attribute less of their career advancement to the Fellowship than they do their increased influence in the field.**

Overall Experience

Cohort 5 Highlights

100%

of Cohort 5 Fellows **are very or extremely likely to recommend the Fellowship** to a colleague or friend.

of Cohort 5 Fellows feel the Fellowship experience was **very or extremely worth their time and effort.**

Cohort Comparisons

This section compares Cohort 5 Post-Program Survey responses to the aggregate responses of Cohorts 1-4 on their Post-Program Survey administered approximately 3 months following the completion of their Fellowship programming.

While there are some differences in average overall satisfaction with their Fellowship experience between Cohorts 1-4 and Cohort 5, none of the differences were statistically significant. This is important to note because of the switch to a virtual format midway through the Fellowship and the concern that this would have a significant negative impact on Cohort's 5 experience and satisfaction. Overall, **Cohorts 1-4 were slightly more satisfied than Cohort 5 with their Fellowship experience** at the post-program timepoint (4.59 vs. 4.42, but the difference is not statistically significant) and felt to a greater extent that the Fellowship met their expectations (4.48 vs. 4.13, but the difference is not statistically significant).⁶ Many Cohort 5 Fellows lamented the move to a virtual final gathering while expressing that it was done the best way possible, given the circumstances. A theme in the qualitative feedback was that the virtual final convening limited their ability to connect deeply and fully engage with the content.

However, **Cohort 5 Fellows are more likely than Cohorts 1-4 to recommend the Fellowship** to a friend (4.92 vs. 4.81, the difference is not statistically significant) and were slightly more convinced the Fellowship was worth their time and effort (4.83 vs. 4.82 the difference is not statistically significant).

⁶ Scores are on a 5-point scale where 1=not at all, 2=slightly, 3=somewhat, 4=very much, and 5=extremely.