

# The Charles and Lynn Schusterman Family Philanthropies Fellowship Program Cohorts 1-4 Senior Fellows Survey Memo

Prepared For

**The Charles and Lynn Schusterman Family Philanthropies**

Prepared By

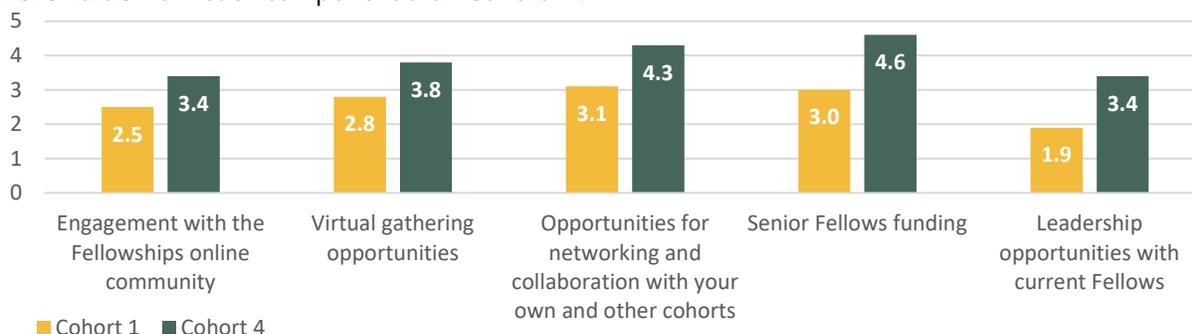
**Learning for Action**

# Summary of Findings

This memo highlights results from the 2021 Senior Fellows survey. Of the 109 invited to participate, 68 Senior Fellows responded, for a 62% response rate (Cohort 1: n=17, Cohort 2: n=21, Cohort 3: n=14, Cohort 4: n=16).

## Comparisons between Cohorts

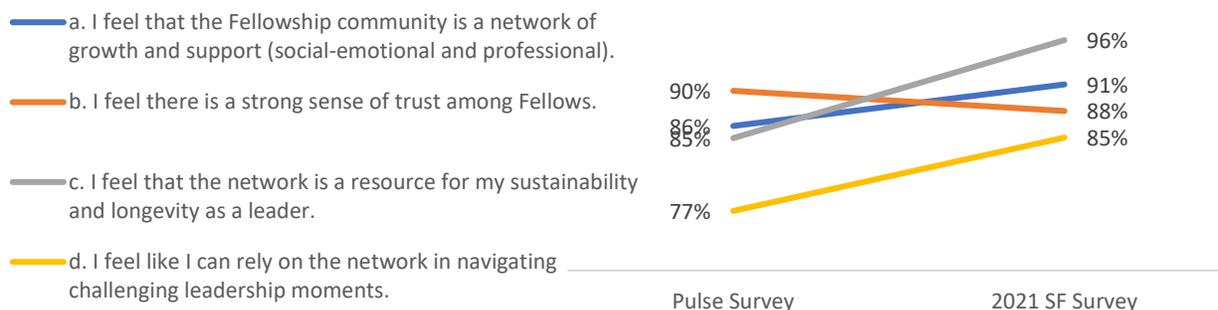
Overall, the only trends in statistically significant differences between Cohorts (in average ratings on a 5-point scale) appeared between Cohorts 1 and 4. These differences appeared on almost every measure related to value derived from **Senior Fellowship components, with Cohort 4 deriving significantly more value** from each component than Cohort 1<sup>1</sup>.



There was also a significant difference<sup>1</sup> in the extent to which Cohort 1 felt that the Senior Fellows community is a network that **supports and enhances their growth** versus that of Cohort 4 (3.4 vs. 4.2) and **how satisfied overall** Senior Fellows are with their experience (3.4 vs. 4.3).

## Pulse Survey Compared to Annual Survey

There were **no statistically significant differences**<sup>1</sup> between the responses to the four common questions asked on the Pulse Survey and the Annual Senior Fellow Survey. When looking at means, there was a **slight decrease** in the extent to which Senior Fellows felt that the community was **a network that supports and enhances growth** (3.93 to 3.65) and that there is a **strong sense of trust** in the Senior Fellows community (3.80 to 3.76); there was a **slight increase** in the extent to which Senior Fellows felt that the Fellowship **community is a resource for sustainability and longevity as a leader** (3.89 to 3.97) and that the Senior Fellowship **created a community to rely on in challenging leadership moments** (3.75 to 3.92). When looking at percentages (as shown in the graph below), the **percent of Senior Fellows who answered “somewhat (3)”, “very much (4)”, or “extremely (5)” increased on all questions except** for the extent to which they feel a **strong sense of trust**:



<sup>1</sup> All scores are on a 5-point scale where 1=not at all, 2=slightly, 3=somewhat, 4=very much, and 5=extremely.

While these shifts do show movement between the two timepoints, it is important to underscore that the changes were small. Examining shifts in means and percentages indicates relative consistency between responses to the Pulse Survey and the Annual Senior Fellow Survey in how satisfied Senior Fellows are with the network.

## Components of the Senior Fellow Program

Senior Fellows were asked to share the extent to which they derived value from each of the components of the Senior Fellow program on a 5-point scale.<sup>2</sup> The components of the Senior Fellow program with the highest average ratings are listed below:

**3.8 Senior Fellows funding**

**3.6 Opportunities for collaboration with your own and other cohorts**

**3.4 Virtual gathering opportunities**

There were several requests in the qualitative data for an opportunity for an in-person gathering as an additional and important Senior Fellowship program component. In the past the Fellowship has held Senior Fellow gatherings on a two-year schedule, and the Fellowship may want to consider the cost-benefit of offering an in-person experience once travel becomes feasible again.

## Network of Fellows and Senior Fellows

Senior Fellows were asked to share the extent to which a series of statements reflected their experiences with the network of Schusterman Fellows and Senior Fellows on a 5-point scale<sup>2</sup>. The measures with the highest average rating are listed below:

**4.0 The network is a resource for my sustainability and longevity as a leader**

**4.0 I learn from peers in the network**

**3.9 The Senior Fellowship created a community I can rely on in challenging leadership moments**

Qualitative responses also showed that Senior Fellows use the network **for thought partnership**. This indicates that Senior Fellows find the network useful for personal leadership needs in addition to networking for themselves or their organizations.

In reflecting on the Senior Fellows Network, some Senior Fellows mentioned feeling a lack of trust outside of their original cohorts and called for SFP to consider how to intentionally support the building of meaningful connections between and among cohorts. This theme has come up in prior years' evaluations as well. It is notable that Senior Fellows provide relatively high ratings when asked whether there is a strong sense of trust among Senior Fellows (3.8), but provide qualitative responses about a lack of trust

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outside their original cohorts. It is possible that when responding to the rating question, Senior Fellows are thinking primarily of who they know or who is in their own cohort. SFP may want to pay attention to this indicator as the network grows larger, as lack of trust outside of cohorts could undermine other network goals.

There was also a request for SFP to provide additional and clear guidance on how Senior Fellows might engage with the Senior Fellows Network, as there seem to be many avenues for engagement.

## Organizational Impact

98%

of Senior Fellows have taken *some* (37%) or *a great deal* (61%) of what they learned through the Fellowship and Senior Fellow programming back to their organizations and/or professional spaces of influence.

84%

of Senior Fellows report their cumulative experience as a Schusterman Fellow and Senior Fellow *somewhat* (30%), *very much* (40%), or *extremely* (14%) contributed to improvements in systems/processes and culture at their current organization.

Forty (59%) Fellows described collaborations their organizations have had with organizations of other Schusterman Fellows in the last year. These collaborations often looked like **formal and informal thought partnership, speaking opportunities, consulting relationships, and programming development**. Many attribute their collaborations in full or in part to their experiences as a Schusterman Fellow or Senior Fellow.

## Career and Leadership Advancement

Career and leadership advancement questions asked Senior Fellows about their experiences in the last year.

### Career Advancement

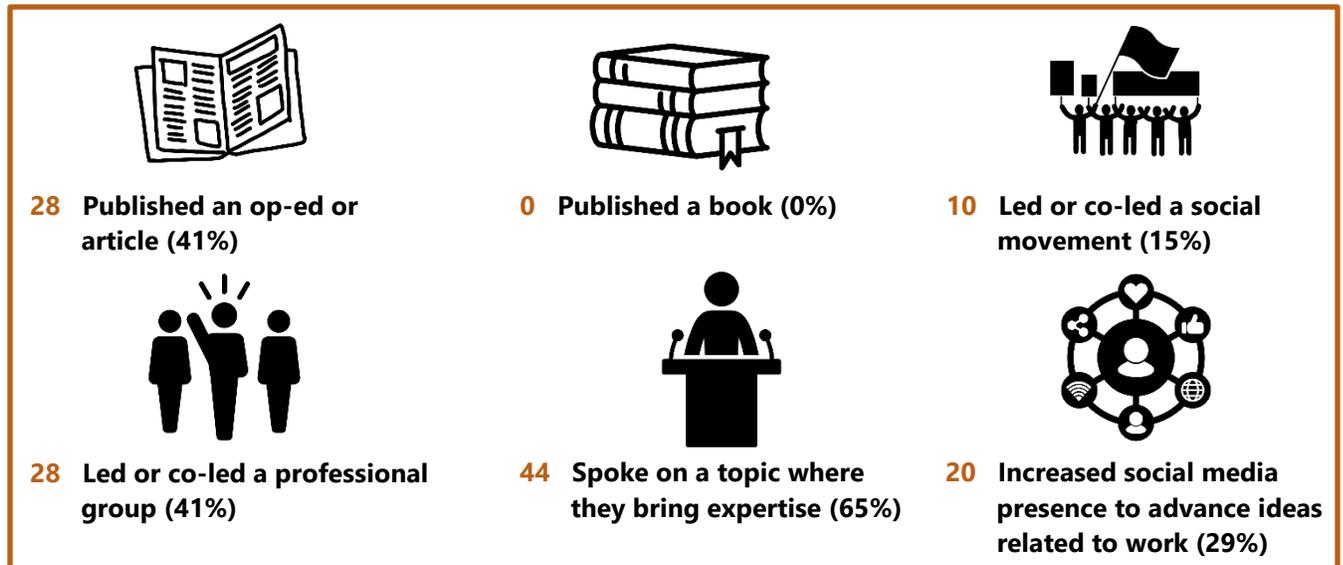
- 39** Were approached for new professional position (57%)
- 29** Were approached for new lay leadership position (43%)
- 8** Accepted a position with a different organization (12%)
- 4** Were Promoted (6%)
- 4** Moved to Senior Executive position (6%)
- 11** Started own business or nonprofit (16%)

Of the measures of career advancement, the extent to which experiences with the Fellowship or Senior Fellows programming impacted the respective change was **greatest among those who started their own business or nonprofit**. This is reflective of a theme in the qualitative data that the programming and network provided participants with the confidence needed to take on a new endeavor.

## Influence in the Sector

78%

of Senior Fellows engaged in at least one influencing activity (53/68).



The extent to which Senior Fellows attributed this increased influence to their experiences with the Schusterman Fellowship was highest for publishing an op-ed or article (3.4) and co-leading a professional group (3.3).

## Board Leadership Roles

- 12** Joined a new board (18%)
- 11** Left a board (17%)
- 20** Increased responsibility on a board of which they were already a member (29%)

Several Senior Fellows who elaborated on their increased responsibilities named COVID as a contributing factor to the work they took on, as the pandemic presented new and pressing challenges for organizations. Others stepped into different roles, serving as a board chair or joining an executive committee.

## Other Lay Leadership Roles

46%

of Senior Fellows experienced an increase in responsibilities in their role as a lay leader in the Jewish nonprofit/Israeli civil society sector (31/67).

Several shared the extent to which they attribute their increase in responsibilities to the skills, shifts in leadership abilities, and other positive changes that occurred because of their participation in Fellowship and/or Senior Fellow programming. Senior Fellows shared that **tools and skills, changes in attitude, confidence, and perspective, and connections with other fellows** were particularly valuable.

## Network Collaboration

66%

of Senior Fellows said that in the last year they collaborated in a meaningful way with one or more Fellows or Senior Fellows (44/67).

These types of collaborations included **thought partnership; speaking engagements; consultation work; joint project, campaign, or initiative work; COVID support and response; general connection, support, or mentorship; and anti-racism work.**

The impact of some of these collaborations included **increased individual and collective Fellow learning, deeper sense of trust and support among fellows, policy or programmatic changes, successful engagements and/or project launches with wide reach.** The impacts of other collaborations are still in progress.

In addition to sharing types of collaborations and their outcomes, 37 of 68 survey respondents (54%) named the Fellows with whom they collaborated. The minimum number of names shared was one, the maximum number was ten (the limit in the survey), and the median was four. Twelve Senior Fellows (18%) were **named five or more times**, and **engaged in collaborations with Fellows outside their original cohort.**

## Leadership Shifts and Changes

Senior Fellows were asked to describe the three most important changes or shifts in their leadership in the last year, and to rate the extent to which the shift or change was due to their experience as a Fellow or Senior Fellow (on a 5-point scale)<sup>3</sup>. The changes or shifts with the highest average rating are listed below. It is important to note that the data has been organized according to the changes that Fellows rated most highly in terms of being due to their experience as a Fellow or Senior Fellow, rather than by the number of Fellows who indicated that they experienced that shift, which is represented by the ns.

- 4.2** Other leadership opportunities (n=9)
- 4.0** COVID related family challenges (n=3)
- 3.8** Self-awareness (n=12)
- 3.7** Confidence (n=10)
- 3.7** New job, role, or responsibilities (n=27)

Categories that emerged this year included: **COVID related family challenges, vision (n=8), awareness of self-care/mental health/work culture (n=8), crisis management (n=11), and shifts in work due to COVID (n=19).** Interestingly, while COVID related family challenges rose to the top of average ratings (4.0), while crisis management and shifts in work due to COVID were rated low (2.5 for both) in terms of

<sup>3</sup> All scores are on a 5-point scale where 1=not at all, 2=slightly, 3=somewhat, 4=very much, and 5=extremely.

the shift being due to their experience as a Fellow or Senior Fellow. Additional categories that received lower overall ratings in terms of the impact of the Fellowship or Senior Fellow experience, but were cited by number of Senior Fellows include: leaving a position (n=7), teamwork, management, effective leadership (n=13), work/life balance (n=5).