

Sabbatical Study: Survey of Interim Leaders

Dear Colleagues,

Can you give us 15-20 minutes of your time to tell the nonprofit world about the benefits of sabbaticals?

In return, we will give you a \$20 gift for use with a major online retailer if you complete the survey by **Wednesday, March 4, 2009**.

Five foundations that award sabbaticals to staff at nonprofit organizations--including yours in the recent past--are sponsoring the attached survey. The five want to document for other foundations the impact on you and the organization derived from the sabbatical awardee's planned absence. Your survey responses will go to the creators of the survey--staff at Third Sector New England and CompassPoint Nonprofit Services. They will collate the completed surveys (from sabbatical awardees, interim leaders, and board members) and draft a report for the five sponsors. A final report will be produced for distribution to philanthropists in North America. Your responses will be kept **CONFIDENTIAL** by Third Sector and CompassPoint. No names will be attached to data or statements in the report.

You can take the survey and receive your \$20 gift card by clicking "Next Page" below.

If you have trouble accessing the survey, or have any questions, please contact Natasha D'Silva at CompassPoint--natashad@compasspoint.org, 415.541.9000.

THANK YOU!

Alston/Bannerman Fellowship Program
Barr Foundation
The Durfee Foundation
The Virginia G. Piper Charitable Trust
Rasmuson Foundation
Third Sector New England
CompassPoint Nonprofit Services

A couple of instructions about taking the survey: For each question, choose the answer(s) that come closest to being true for you. In some cases, the question instructs you to select a certain number of responses from a list, please choose the number of responses requested. The best way to take the survey is all at once; it takes approximately 15 to 20 minutes to complete.

Please tell us about yourself.

1) Which of the following best describes your role in your organization when you replaced the sabbatical awardee as interim leader during his/her sabbatical?

- Deputy Director
- Chief Operations Officer
- Chief Financial Officer
- Director of Programs
- Program Director
- Community Organizer
- Other (please specify)

If you selected other, please specify

2) How many years have you been in this role?

_____years

3) In what year did you act as interim leader?

- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- Other (please specify)

If you selected other, please specify

4) How many months did you act as the interim?

_____months

5) Did you act as the interim for any period of time after the return of the sabbatical awardee?

- Yes (please explain below)
- No

Additional comments

6) Which of the following foundations or fellowship programs funded your executive or organizer's sabbatical?

- m Alston/Bannerman Fellowship Program
- m Barr Foundation
- m The Durfee Foundation
- m The Virginia G. Piper Charitable Trust
- m Rasmuson Foundation

7) Are you still with the organization that employed you during your interim leadership role?

- m Yes
- m No

8) If you responded no to question 7, did you stay in the nonprofit sector?

- m No
- m Yes and I work in the same field
- m Yes, but I work in a different field
- m Other (please comment below)
- m Not applicable

Additional comments

9) If you are employed by a different nonprofit organization, what position do you now hold?

- m Not applicable
- m Executive Director/CEO
- m Program Director
- m CFO
- m COO
- m Manager or Director of Program
- m Lead Organizer/Organizer
- m Other (please specify)

If you selected other, please specify

10) If you left the nonprofit sector, can you tell us why and what you are doing now?

11) What is the primary field of the organization for which you work(ed) when you acted as an interim?

- Human services (non-healthcare)
- Health/mental health
- Arts/culture
- Environment
- Public benefit/advocacy
- Education
- International/foreign affairs
- Religious/spiritual
- Animal welfare
- Other (please specify)

If you selected other, please specify

12) At the time you acted as interim, what was the operating budget for the organization?

- \$0-\$100,000
- \$100,001-\$500,000
- \$500,001-\$1,000,000
- \$1,000,001-\$3,000,000
- \$3,000,001-\$7,500,000
- over \$7,500,000

13) How long have you worked as a paid staff member in the nonprofit sector?

_____years

14) What is your current age?

_____years old

15) What is your gender?

- Male
- Female
- Transgender
- Inter-sex
- Decline to state,
- Self-identify: please explain

Additional comments

16) What is your race/ethnicity? (Check all that apply)

- African American
- Asian/Pacific Islander
- Latino/a
- Middle Eastern
- Native American

- q White/Anglo
- q Decline to state
- q Other (please specify)

If you selected other, please specify

Please tell us about the structure of the sabbatical/fellowship program.

17) I was provided an orientation by the sabbatical funder and/or my organization prior to the sabbatical awardee's absence

- m Yes
- m No
- m Not offered/not applicable

18) I was provide supportive meetings by the sabbatical funder and/or my organization during the sabbatical awardee's absence

- m Yes
- m No
- m Not offered/not applicable

19) I used coaching, mentoring, consulting, and/or other support that was provided to me

- m Yes
- m No
- m Not offered/not applicable

20) Funds were provided for organizational support/development while the sabbatical awardee was away

- m Yes
- m No
- m Not offered/not applicable

21) To what degree do the following statements describe your experience as interim leader?

	1-Not at all	2	3	4-Very Much So
The sabbatical	m	m	m	m

awardee prepared me well for taking over as interim				
The board of directors was supportive of me during my time as interim	m	m	m	m
Staff were supportive of me during my time as interim	m	m	m	m
Since acting as interim, I see the "big picture" more clearly	m	m	m	m
I have a better understanding of the role of leadership in my organization	m	m	m	m
I received advice at the sabbatical awardee's re-entry point on how best to coordinate and support his/her return to the organization	m	m	m	m

22)

What was the most important factor contributing to the success of your interim leadership and why?

Would you recommend other elements to help improve the experience of being an interim during a leader's sabbatical?

23) I contacted the sabbatical awardee during his/her leave

- m Yes, please explain below
- m No

Additional comments

24) The sabbatical awardee contacted the organization:

- Never
- Once or twice
- Several times
- With regularity

25) **Optional question:** To the best of your knowledge why did the sabbatical awardee contact or not contact the organization during his/her leave?

26) Please share your thoughts on the effect of the interim leadership/your leader's sabbatical on you

Please tell us about the impact of the sabbatical on your organization.

27) As a result of the planning and learning surrounding the sabbatical, I would say that the organization has changed in the following ways:

	1-Strongly disagree	2	3	4-Strongly Agree
The sabbatical awardee delegates major responsibilities to me and others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job has been restructured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

such that I carry some of the duties I carried as interim leader				
The management team has been restructured	m	m	m	m
I have a greater sphere of decision-making authority	m	m	m	m
Managers are better skilled in their positions	m	m	m	m
The board of directors is more effective	m	m	m	m

28) As a result of the planning and learning surrounding the sabbatical, we have a succession plan in place for the leader of the organization

- m Yes
- m No
- m Other (please specify)

If you selected other, please specify

29) As a result of the planning and learning surrounding the sabbatical, we have succession plans in place for some or all of the organization's managers

- m Yes
- m No
- m Other (please specify)

If you selected other, please specify

30) Any additional ways the organization has a stronger culture of shared leadership (distributed leadership) as a result of the sabbatical?

31) The sabbatical experience has resulted in changes to my organization's personnel policies in the following ways:

	Yes	No	Not sure
A sabbatical leave benefit is now available to employees	m	m	m
We have increased the amount of paid time off for employees	m	m	m
We are more rigorous in encouraging employees to use their vacation time	m	m	m
We have increased funding for staff professional development	m	m	m
Other (if yes, please specify below)	m	m	m

32) Did the interim leadership experience provide you with a new vision for your organization (at any level, community strategies, programs, management)?

- Yes (Please comment below)
- No

33) Please explain

34) If yes, have you been able to influence the organization to take on all or parts of the new vision?

- Yes (Please comment below)
- No
- Not applicable

35) Please explain:

Please tell us about the impact of your interim leadership on you.

36) At the end of acting as an interim leader, I had:

	1- Not At All	2	3	4-Very Much So	Not Applicable
Enjoyed being an interim leader	m	m	m	m	m
Stress from working over-time during this awardee's absence	m	m	m	m	m
Greater confidence in doing my normal job	m	m	m	m	m
More productive relationship with other staff	m	m	m	m	m
Decided that I would stay in my job longer than I had previously projected	m	m	m	m	m
More productive relationships with the people our organization serves (clients,	m	m	m	m	m

constituents, customers)					
A better partnership with the board of directors	m	m	m	m	m
Better relationships with the organization's funders	m	m	m	m	m
Better relationship with the sabbatical awardee	m	m	m	m	m

37) Looking back during your time as an interim leader what were the

Most serious challenges? _____

Negative aspects? _____

Most important lessons learned? _____

38) Any additional comments?

Please tell us about any impacts of the sabbatical program on your nonprofit community.

39) The impact of the sabbatical program on the community has been that:

	1- Not At All	2	3	4-Very Much So
Sabbaticals as	m	m	m	m

a strategy for rejuvenating and retaining nonprofit leaders are more prevalent				
There is greater interconnectedness among nonprofit leaders who have received sabbatical awards	m	m	m	m
There is greater attention on developing the next generation of nonprofit leaders	m	m	m	m

40) Any other impacts that you see from the sabbatical program that extend to the community?

41) In order for us to send you your \$20 voucher, we will need the following information:

Organization name: _____

Your e-mail address: _____



Thank You!

We will be e-mailing you your \$20 gift card on Tuesday, March 10. Please check your junk mail folder to ensure that it does not get sorted incorrectly by your spam filter. Please contact Natasha D'Silva at natashad@compasspoint.org if you have any questions.