

Rutgers Institute for Ethical Leadership Evaluation Report

December 2011

About this report

This evaluation report was prepared by the Improve Group, an independent evaluation and planning firm with the mission to help organizations deliver effective services. The Improve Group gathered new data from interviews, focus groups and surveys. Responses were kept anonymous. The Institute for Ethical Leadership (IEL) has only received specific feedback provided in this report. Additionally, the Improve Group assessed raw data from IEL program evaluation forms from 2006-2010. The research design, data collection, analysis and reporting expertise of the Improve Group particularly emphasizes building the capacity of local organizations to make information meaningful and useful.

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Executive Summary

From July to October 2011, an evaluation was conducted for the Institute for Ethical Leadership (IEL) at Rutgers Business School. The purpose of this evaluation was to better understand how the IEL has impacted individuals and organizations through its nonprofit programming, the perception of the IEL and its programs, and the emerging needs in the nonprofit community. Information for this evaluation was collected through a variety of methods including interviews, focus groups, and surveys. Data was collected through multiple sources including a partner, funders, nonprofit leaders that participated in IEL programs, and nonprofit leaders that have not attended IEL programs, but are within the target audience for the programs. Existing participant evaluations of the Certificate and Common Ground programs were also used to inform the evaluation findings.

The key findings presented below emerged from the data collected for the evaluation. Since qualitative data was used to inform the evaluation, findings reflect trends, commonalities, and differences among participant responses. To illustrate how many participants talked about a particular theme, specific terms were used throughout the report which include - One; A few (indicating 2 or 3 participants); Many (indicating a majority of participants); Most (indicating over 75% of participants); and All.

Key Findings:

Impact of IEL programs on individual participants

The IEL programs impacted participants by helping them build skills to operate in a complex world, learn to more effectively navigate personal relationships, gain improved self-awareness and self-confidence, increase values-based behaviors and develop skills for managing nonprofit organizations.

Impact of IEL programs on the organizations whose employees attend

In addition to making an impact on individual participants, organizations whose employees attended IEL programs were also impacted. Changes that were identified by participants within their organizations included focusing work on the mission of the organization, building organizational capacity and effectiveness, and working effectively with the board.

Community perception of the IEL

Participants reported that the IEL is supportive and responsive to nonprofit leaders and a trusted partner. Most participants would recommend IEL programs to their peers. The non-participants reported that they didn't have enough information to rate the IEL in this area.

Perception of IEL programs

Overall, participants value that the IEL's approach is different from other programs out there. IEL programs focus on nonprofit leaders and their leadership qualities such as personal growth and not the technical aspects of the field in which they work or their job as a leader or manager. The IEL allows participants to learn from their peers, get help and feedback on real issues they are facing, gain perspective from working with others, practical examples that can be used every day, and personal support.

Emerging leadership development needs in the nonprofit community

Participants were asked to share emerging leadership development needs in the nonprofit community and identified the following areas: sustainability and fundraising, building skills for changing technologies, and building skills to develop leaders within the nonprofit organization. Participants also identified topics areas that would be of interest to nonprofit leaders and would help their organization grow.

What keeps people from attending IEL programs?

Participants gave insights to what keeps people from attending Institute of Ethical Leadership programs. The issues are cost, time, and relevance.

Recommendations: How can the IEL meet nonprofit leaders' needs?

Participants were asked to share what they thought the IEL could be doing to help leaders address current challenges for nonprofits. Their recommendations included focusing on the IEL's strengths, offering on-going support, incorporating practical and real-world problems in programming, deciding whether consulting services is a role for the IEL, partnering with others, focusing on young leaders, marketing programs to leaders, providing opportunities to network with those outside the nonprofit sector, offering credit for participating, and learning from successful nonprofits. Participants also gave feedback and recommendations on program structure and the best way to effectively deliver programming to nonprofit leaders.

Background

About the Institute for Ethical Leadership

The Institute for Ethical Leadership at Rutgers Business School seeks to create awareness and provide training and education about the importance of ethical leadership. Part of a large research university, Rutgers Institute for Ethical Leadership (IEL) believes that a sure means for improving the conduct of leaders while creating healthy and sustainable organizations is through cultivating, recognizing, and rewarding sustainable ethical practices. Under the direction of co-founders Alex J. Plinio and James Abruzzo, and Research Director Ann Buchholtz, PhD, the IEL aspires to establish itself as the place that leaders, across all sectors, look to for guidance, partnership, and support to develop and improve the ethical culture among their executive and board leadership and within their organizations. Working with business and government entities, nonprofit and philanthropic organizations, and within the University, the IEL provides leaders and future leaders with the education, training, research, and critical-thinking tools needed to make ethical decisions for real-world challenges. Our mission is to strengthen ethical leadership to enhance civil society.

Since 2005, the IEL has been a valuable resource to the nonprofit community by assisting current executives and future leaders to strengthen their personal and leadership development. The IEL provides leadership development through training and education, speaker series, conferences and symposia, certificate programs, and coaching. We contribute to a more effective nonprofit sector through leaders who are able to strengthen their organizations and build more vibrant communities for all citizens.

Institute for Ethical Leadership Programs

The IEL nonprofit programs described below were included in this evaluation. For a complete list of programming, please visit the IEL website: www.business.rutgers.edu/iel/programs.

Common Ground Program brings together 10-12 nonprofit executives for peer group sessions that foster discussion of issues affecting leadership in their organization. Sessions, which are held once a month for 10 consecutive months, are led by a facilitator whose role is to guide the session and lend structure to the process, while creating a supportive and safe environment where participants can explore, in strict confidence, mutual challenges in order to secure practical solutions. The facilitator also provides individual coaching to participants. These executives also have the opportunity to receive an emotional intelligence assessment and coaching through the IEL.

Nonprofit Executive Leaders Certificate Program is designed to give 18-20 nonprofit executives the tools to advance their knowledge and skills, increase their leadership capacity, gain credentials for enhancing their future, and reap the benefits of networking with experts and colleagues in the field. During a three-day intensive program, a distinguished group of presenters comprised of nonprofit experts and nationally recognized practitioners conduct in-depth presentations and engage the group in challenging discussions on a wide range of topics. Participants meet six months later to discuss progress against goals set during the Program.

Nonprofit Emerging Leaders Certificate Program leads 18-20 mid-managers who are interested in building their skills and developing their talents through a rigorous and engaging curriculum that emphasizes personal and professional leadership development. Participants learn the nuts and bolts of what is entailed in leading

a nonprofit organization. The program runs for three consecutive days with a half day follow-up session six months later to evaluate and review lessons learned.

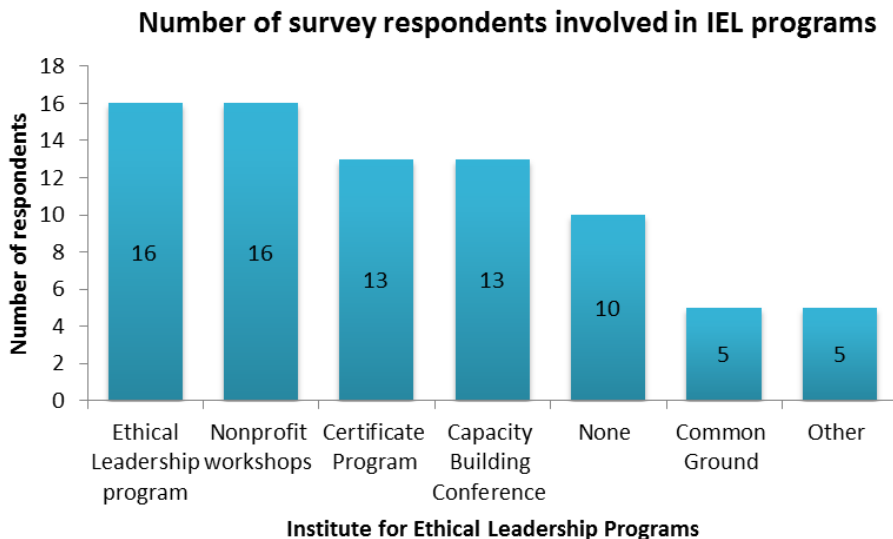
Workshops focus on a variety of topics for nonprofit executives and managers as well as individuals transitioning from a career in the for-profit or government sectors to the nonprofit sector. Past topics included, but were not limited to, communication, board relations, fund development, life and career planning. These full or half-day workshops gave individuals education and training on specific topics, opportunities to set goals, and network with their peers.

Capacity Building Conference, sponsored by The Prudential Foundation and Victoria Foundation, convenes together about 200 CEOs, board trustees and emerging leaders in an all-day conference that focuses on how to strengthen organizational core capacities and develop synergy between the CEO and the board. The IEL works with its partners, Partnership in Philanthropy, Pro Bono Partnership, Center for Non-Profits, Nonprofit Finance Fund and the Support Center for Nonprofit Management to design, plan and host this annual conference.

Annual Ethical Leadership Conference, with more than 200 attendees each year, successfully brings corporate executives as well as representatives from nonprofit and government entities to discuss matters of ethical leadership. Topics covered include the current economic climate; ethical leadership and public trust in the business, nonprofit, academic, and government sectors; differences in how ethics, values, and beliefs are viewed and expressed by the four generations in today's workforce; the power of authentic ethical leadership; and implications of ethical leadership in social media. Previous sponsors include Prudential Financial, in partnership with the International Journal for Disclosure and Governance, and Merck & Co.

Methodology

The Improve Group collected information for this evaluation through multiple sources and made a special effort to keep the responses anonymous. From July to October 2011, interviews were conducted with one partner, two funders, and five Executive Directors that participated in IEL programs. Three focus groups were also conducted with five nonprofit leaders that have participated in IEL programs (participants) and four nonprofit leaders that have not attended IEL programs, but are within the target audience for the programs (non-participants). In addition, 43 participants responded to an online survey that was administered to people involved in IEL programs and people on a mailing list that had not participated in IEL programs. The survey was administered to only those that did not participate in interviews or focus groups. Survey respondents were asked to report how many IEL programs they had been involved with. The chart below illustrates that of the 43 respondents to the survey, some respondents were involved in more than one IEL program. Among the respondents, 16 were involved in the Ethical Leadership Program, 13 were involved in the Certificate Program, and 5 were involved in the Common Ground Program. Also, 16 respondents attended Nonprofit Workshops and 13 attended the Capacity Building Conference. Interviews, focus groups, and the survey all focused on getting feedback about the IEL programs and the leadership development needs in the nonprofit community. Another source of data was through examination and analysis of existing participant evaluations of the Certificate and Common Ground programs.



Data Analysis Process

Data from interviews, focus groups, and surveys were organized by the key evaluation questions:

1. What is the impact of IEL programs on individual participants?
2. What is the impact of IEL programs on the organizations whose employees attended?
3. What are the emerging leadership development needs in the nonprofit community?
4. How could the IEL meet those needs?
5. How is the IEL perceived in the community?

6. How are the IEL programs perceived?
7. Why have people not participated in programs in the past?

The themes and findings presented below emerged from the data collected for the evaluation. Since qualitative data was used to inform the evaluation, findings reflect trends, commonalities, and differences among participant responses. To illustrate how many participants talked about a particular theme, specific terms were used throughout the report which include - One; A few (indicating 2 or 3 participants); Many (indicating a majority of participants); Most (indicating over 75% of participants); and All.

Key Findings: Impact of IEL programs on individual participants

Through interviews, focus groups, the survey, and previous program evaluations it was learned that the IEL programs impacted participants by helping them build skills to operate in a complex world, learn to more effectively navigate personal relationships, gain improved self-awareness and self-confidence, increase values-based behaviors and develop skills for managing nonprofit organizations.

Building skills to operate in a complex world

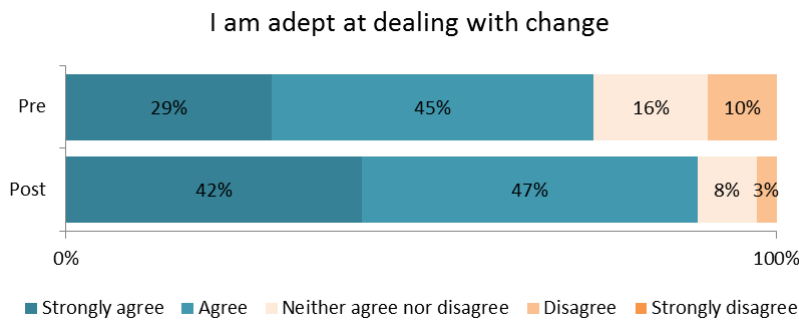
The IEL programs have had an impact on participants at the individual level in several ways. Most participants gained an **increased ability to recognize and eliminate barriers to progress**. This was especially true for participants who were going through career transitions and were new to the nonprofit sector. One participant described how the program helped them understand nonprofit bureaucracies, the dynamics of nonprofits, and the consensus that needs to be built in nonprofit organizations. Another participant talked about how the program helped identify barriers in their organization and she is now working on increasing board member participation and helping her organization gain more exposure through creating a newsletter and increasing their online presence. Participants going through career transitions also noted the program **increased their ability to navigate change** and see that their skills were transferable to the nonprofit sector.

“I came to the Institute at a time when I was transitioning to the non-profit sector. The workshop allowed me to confirm my skills were translatable, this wasn’t a pipe dream, and this was doable. It gave me perspective on where my skills were transferable. It was helpful in confirming my skills were transferable and diagnosing where I needed to change.”

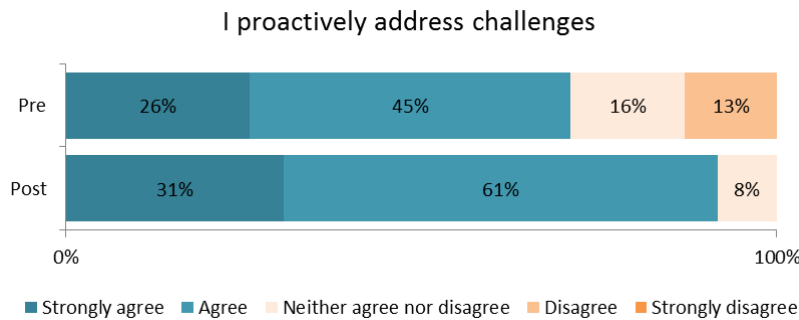
-IEL participant

Survey results

In order to better understand how participants who took the survey were impacted by the IEL’s programs, they were asked to rate how much they agreed with specific statements about their professional life right now and looking back to before they participated in IEL programming. For each area, more survey respondents indicated they agreed or strongly agreed with each statement after they participated in IEL programming than before. While 74% of participants agreed¹ that they were adept at dealing with change before their involvement with the IEL, 89% agreed that they were adept at dealing with change after their involvement with the IEL which is a 15% increase. Additionally, 71% of participants agreed that they proactively addressed challenges before their involvement with the IEL, and 92% agreed that they proactively addressed challenges after their involvement with the IEL which is a 21% increase.



There was a **15% increase** in respondents who agreed or strongly agreed that they are adept at dealing with change from before to after their involvement with the IEL.



There was a **21% increase** in respondents who agreed or strongly agreed that they proactively address challenges from before to after their involvement with the IEL.

Learn to more effectively navigate personal relationships

A few participants shared that the program **increased their ability to build trusting relationships and ability to navigate relationships**. One participant talked about gaining the ability to interact better with people when in intense and difficult situations. Another participant spoke about how the program has helped them navigate relationships with their staff and, in particular, with their Board. In addition, many participants spoke about how the program provided them with the ability to network with others from different organizations. Others shared that by gaining insights from their peers who have provided a fresh perspective on different issues, participants were able to broaden their own views and insights.

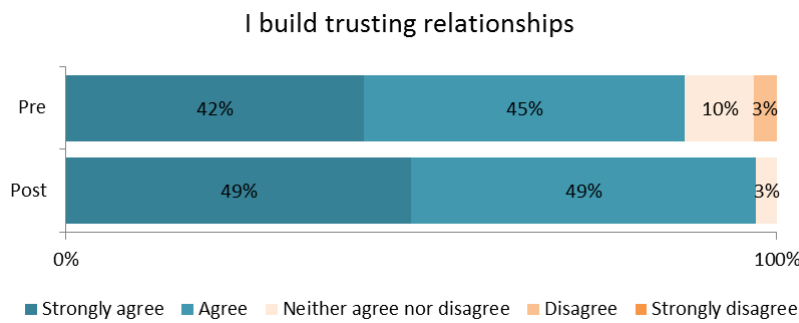
Many participants also felt the program **increased their ability to regulate their reactions** by making them aware of how they react to situations and how that impacts how others will react. One focus group participant talked about how discussions in the program helped them go slow and take a measured approach

¹ This includes all respondents that selected agree or strongly agree.

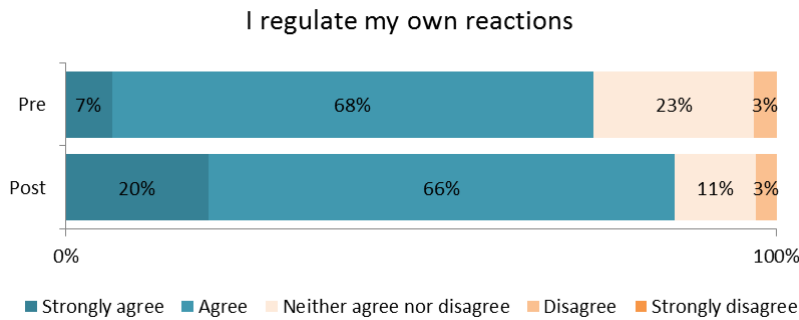
instead of following their instinct to attack the problem. A few participants specifically mentioned the emotional intelligence workshop as being helpful. One focus group participant found that it helped confirm that they are doing a lot of things right. Another focus group participant agreed that the emotional intelligence piece provided very useful insight into their management style.

Survey results

While 87% of participants agreed that they built trusting relationships before their involvement with the IEL, 97% agreed that they built trusting relationships after their involvement with the IEL which is a 10% increase. Additionally, 74% of participants agreed that they regulated their own reactions before their involvement with the IEL, and 86% agreed that they regulated their own reactions after their involvement with the IEL which is a 12% increase.



There was a **10% increase** in respondents who agreed or strongly agreed that they build trusting relationships from before to after their involvement with the IEL.



There was a **12% increase** in respondents who agreed or strongly agreed that they regulate their reactions from before to after their involvement with the IEL.

Improve self-awareness and confidence as a leader

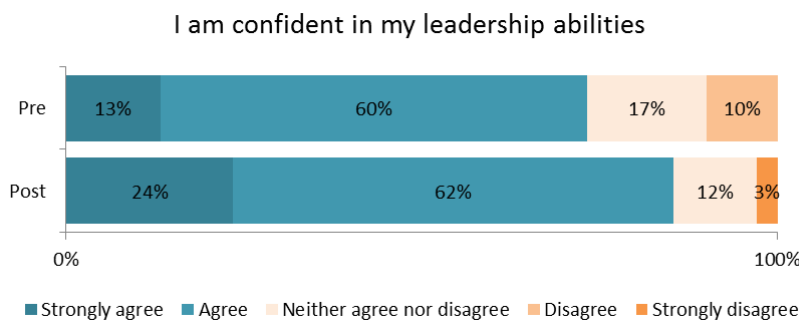
Most participants also talked about how the program has **increased their self-confidence**. One focus group participant mentioned that participating in the program helped them gain confidence in their leadership style and develop it further. Another focus group participant talked about how, through the program, they gained more knowledge in the nonprofit arena and key networking contacts helped them be more confident in their approach with their organization and in looking for career opportunities. For those going through career transitions, the program gave them the confidence in their ability to perform in their new roles. Participants said that their skills were transferable and the program gave them valuable mentoring and a place to practice and work on new skills.

“[Common Ground] has given me direction and improved my self-confidence which has helped in being a more decisive and directive leader which helps the organization focus.”
 -IEL participant

Most participants also felt the program **increased their self-awareness**. The programs helped participants think through how others in their organization perceive them. One participant, who was new to their organization, was able to focus on how people perceived her coming to the organization from the outside. The program helped her understand signals she was giving off without realizing it. For another participant, the program helped them see how the way they behave or respond can trickle down to how the staff and organization run.

Survey results

While 73% of participants agreed that they were confident in their leadership abilities before their involvement with the IEL, 85% agreed that they were confident in their leadership abilities after their involvement with the IEL which is a **12% increase**.



There was a **12% increase** in respondents who agreed or strongly agreed that they are confident in their leadership abilities from before to after their involvement with the IEL.

Increased values-based behaviors

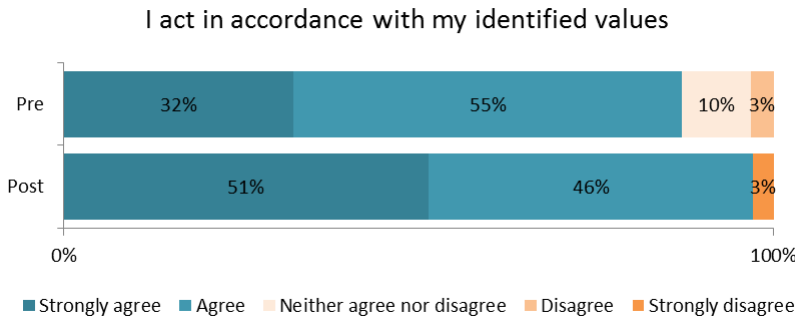
Many participants shared that their involvement with the IEL has **improved their values-based behaviors**. One participant also felt the program helped participants reflect inward on what is important to them and how they behave based on their own values. Another participant shared how the program has exposed participants to different leadership styles which allowed them to question their natural leadership style and seek to be more fluid in using various styles in the appropriate context.

“I think it has had a positive impact on [my leadership competency and capabilities]. I have been able to gain from the insights of my peers who have provided a "fresh" perspective on the issues I have presented. This has allowed me to broaden my own views and insights.”
 -IEL participant

Many participants mentioned that the program **increased their ability to handle ethical dilemmas**. Participating in the program gave one participant the confidence to bring up ethical issues despite risking being viewed as less than a team player.

Survey results

While 87% of participants agreed that they acted in accordance with their identified values before their involvement with the IEL, 97% agreed that they acted in accordance with their identified values after their involvement with the IEL which is a 10% increase.



There was a **10% increase** in respondents who agreed or strongly agreed that they act in accordance with their identified values from before to after their involvement with the IEL.

Building skills for managing nonprofit organizations

In addition to helping them recognize and eliminate barriers to progress, most participants also felt the programs **increased their ability to make and execute difficult decisions and to tackle challenges**. One participant commented that IEL co-founders have become good mentors; they help participants think through ideas, give great feedback, and connect participants with others in the nonprofit sector. A few participants specifically shared in the interviews and focus groups that their involvement with the IEL has helped them make difficult human resources decisions that benefit their organizations. The IEL provided valuable opportunities to talk with their peers about challenging situations. These participants shared that talking objectively with peers made them see clearly that a staffing change was needed for the good of the organization. One participant shared that by being able to talk through the challenges of human capital, they became convinced they needed to let go a low-performing employee which led to the hiring of an employee that has performed at a very high level.

“Common Ground has been a lifesaver. I look forward to it every month. It’s a wonderful group and we get individual coaching. The program is so deep and rich that it’s hard to [choose just one area of greatest impact]... Emotional intelligence has increased, self-awareness, navigating change. It has helped me figure out how to interact with people in very intense and difficult situations. It has helped me manage staff. It’s helped me identify and recognize changes I may not have been ready to accept without it. It’s helped recognize things about myself. It helped me regulate my own reactions. It’s helped me navigate relationships with the staff and Board in particular.”

-Common Ground participant

Key Findings: Impact of IEL programs on the organizations whose employees attended

Through interviews, focus groups, the survey, and previous program evaluations, we learned that in addition to making an impact on individual participants, organizations whose employees attended IEL programs were also impacted. Changes that were identified by participants within their organizations included focusing work on the mission of the organization, building organizational capacity and effectiveness, and working effectively with the board.

Focusing work on the mission of organization

One area where organizations have been impacted is an **increase in mission driven results**. One participant commented on how, as an organization, they have grown and increased their mission in both the amount they do and the impact they have on others. Another participant talked about how their organization's senior staff team has strategized on mission impact, priorities, and measurement of outcomes. Staff are now more confident in their ability able to participate in those conversations through the knowledge gained in the process and there is now better participation on senior-staff levels. A couple of other participants mentioned how they haven't experienced change in this area yet, but they are working on doing so.

Building organizational capacity/effectiveness

Organizations have also experienced **increased organizational effectiveness** as a result of having employees attend programs. One participant's organization has put measures in place that came from the certificate program. Another participant gave examples of how the program has helped their organization in redoing their bylaws and in strategic planning. When one participant found previous strategies in communicating problems were not effective and resulting in inefficiency within the organization, the IEL helped them frame discussions in a different way and effectively communicate financial problems. A focus group participant talked about how their organization has engaged in several capacity building activities where they have specific needs. The involvement in these activities has been productive for staff.

"[The program] strengthened my ability to supervise, motivate and assist my staff on what they needed to do... Best thing I learned – you are there to help your subordinates do what they need to do. That's the leadership style they instilled."

–IEL Participant

Many participants also talked about how the program has impacted their organization through **increased teamwork and effective management**. One participant commented about how, even though they were already a team player, the program helped develop their leadership skills and with that they learned even greater team building skills. Another participant spoke about how the program helped their organization through strengthening their ability to supervise, motivate, and assist staff on what they needed to do. Techniques learned through the program have made their team stronger. Participants shared that they have received feedback from superiors and senior staff colleagues that they built a good team. Another participant agreed saying that their participation has benefited their organization through improving their management ability in general. Another participant shared how the resources from Common Ground were shared to strengthen the leadership skills of others in their organization. They used an article [distributed through Common Ground] discussed from the Harvard Business Review on styles of leadership to help develop several younger leaders within their organization. The article also led them to focus on talent development in which

complementary styles and skill sets have been sought which has been very effective for the organization so far.

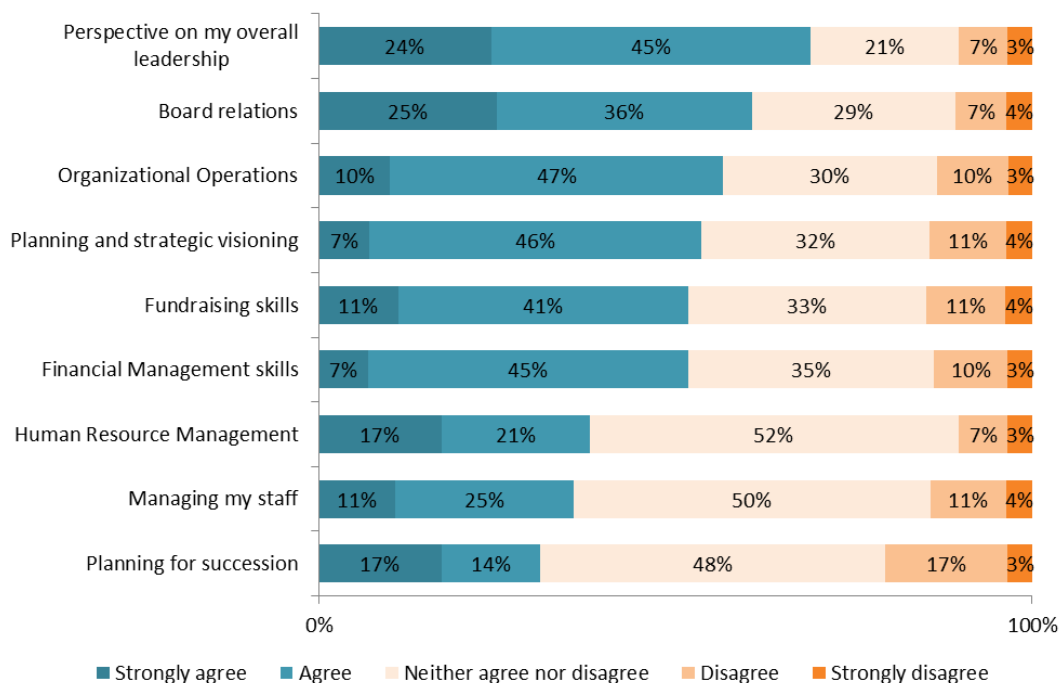
Working effectively with the Board

Another impact on the organization cited by participants was improved board relations. A few participants have worked on board relations and by communicating increased expectations to board members they have seen improved board participation on the whole. A participant whose organization already has a good relationship with their board noted that that there still has been a positive impact from their participation in the programs. With the information gleaned from the IEL and its programs, one participant shared they were able to confront a key board member to discuss what their role should be. The participant’s perception is opposite of what the board member’s perception is. Despite not winning the argument, the participant felt they now had the ability to confidently state their point.

Survey results

Survey respondents were also asked how much they agreed that participating in the IEL’s programs helped them make specific improvements in their organizations. A majority of respondents agreed or strongly agreed that participating in programs helped them make specific improvements in the following areas: their perspective on their overall leadership (69%), board relations (61%), organizational operations (57%), planning and strategic visioning (53%), fundraising skills (52%), and financial management skills (52%). Fewer respondents agreed that participating in the program helped make improvements in the areas of human resource management (38%), managing staff (36%), and planning of succession (31%). The actual percentage of respondents agreeing or disagreeing for each area can be seen in the figure below.

How much do you agree that participating in the Institute for Ethical Leadership programming helped you make specific improvements in the following areas? (N=27-30)



Key Findings: Community perception of the IEL

Most participants reported in surveys, interviews and focus groups that the IEL is supportive and responsive to nonprofit leaders and a trusted partner. The non-participants reported that they did not have enough information to rate the IEL in this area. Most participants would recommend IEL programs to their peers.

Supportive and responsive to participants' needs

Most participants feel the IEL has been responsive to the needs of nonprofit leaders. IEL staff have tried very hard to reach out to leaders, give extra support, as well as provide in-kind or pro-bono services when a crisis situation arises. They have also **provided participants with direction** and are **quick to respond**. One focus group participant commented on the IEL's ability to coach and give one-on-one support which they have not seen offered anywhere else. Some participants also gave suggestions on ways the IEL could continue to be responsive to leaders. These included doing more convening, create best practices and panels, and potentially partner with the Center for Collaborative Change in Newark.

Trusted partner in the work being done

Most participants also consider the IEL to be a trusted partner. Focus group participants mentioned that they make an effort to stay engaged with the IEL and they look forward to networking sessions. Survey respondents indicated that they appreciate the integrity of the IEL and they have been impressed with the facilitators and staff. One respondent said that do not consider the IEL to be a trusted partner because they were uncomfortable sharing their agencies information in workshops, and did not feel the IEL had thought through the kind of environment needed for that level of trust.

Strengths of IEL programs and benefits of participating – recommend to others

“I think that the Institute has a lot to offer in many different areas. I was inspired to reach my goal and develop my leadership skills. I learned about other leaders roles in their organization and I really wanted to model that.”

– IEL participant

Most participants would recommend the IEL's program to other colleagues or peers. One reason is the program presenters and content. One participant noted that everyone who presented was very knowledgeable and presented in an engaging way. Another focus group participant commented on the rich content and opportunity to network which allowed participants to work on real issues and challenges together and share best practices. Others also mentioned they enjoyed the opportunity to share experiences and interact with others. One focus group participant found it helpful to interact with peers outside of their normal sector.

Another focus group participant talked about how it was helpful to get the perspective of others and to look at things from outside of the organization. Participants also found the programs inspiring. A participant commented that the IEL has a lot to offer in many different areas and they were inspired to reach their goal and develop leadership skills through the program. A focus group participant appreciated that Common Ground offers a unique space to approach nonprofit issues in a reflective manner that is not encouraged in other venues.

A majority of survey respondents indicated that they would recommend IEL programs to colleagues or peers with (54% definitely yes; 36% probably yes). Those indicating they would probably or definitely recommend the IEL's programs cited that they would do this because it gave them a foundation to develop a vision of what an ethical and responsible leadership looks like, it was an opportunity to broaden their horizons, and that the practical applications were invaluable. One survey respondent commented that the presenters and staff who organized the workshops had a wealth of knowledge on how to successfully run a nonprofit organization and they also helped participants understand that focusing on themselves, their own health, and that controlling their own professional development was vitally important to their overall happiness. The few participants that indicated they would probably not recommend the IEL's programs felt that the program did not fit their needs – it was too general for them. One of these respondents noted that they would recommend the programs to a person that is less advanced professionally.

“The Certificate Program is a great refresher and it rounds you out. It lets you step back from the daily chaos and struggles of managing an organization. It is valuable - it provides practice knowledge. It is an intense package and provides networking opportunities. Once I found Common Ground, I couldn't live without it.”

- *Common Ground participant*

Those that were non-participants spoke about whether the IEL's services would be helpful for them or someone in their position. One non-participant commented that the gap the IEL is trying to fill is much needed and that they only wish they had known about them sooner. They think the programs will be incredibly helpful to them and their colleagues. Another non-participant mentioned that the IEL would be helpful for them because they are always looking for professional development opportunities focused on the nonprofit sector and their unique challenges.

Key Findings: Perception of IEL Leadership programs

In the interviews, focus groups and survey, participants were asked to talk about the value of the IEL

“The Institute for Ethical Leadership provides training and support for leadership in a space that is not otherwise provided. Although issues of reflection, an open sharing of ideas, and developing the necessary character for leadership effectiveness are essential, they are emphasized in very few other places. “

– *Common Ground participant*

approach. Overall, participants found value in the IEL programs that is distinct from what they could find in other programs. In particular, they value that IEL programs focus on nonprofit leaders and their leadership qualities such as personal growth and not the technical aspects of their fields or management. The IEL allows participants to learn from their peers, get help and feedback on real issues they are facing, gain perspective from working with others, hear practical examples that can be used every day, and access personal support.

Benefits from networking and learning from peers

For many participants, the opportunity to **interact with peers and network** was something they particularly noted was beneficial and that they thought worked well in IEL programs. One participant talked about how listening to other executives in the program was useful because you hear that others have similar problems and get their perspective of what is normal. They added that this is comforting when you are in an isolated position within your organization. A focus group participant likened the ability to interact with peers as their support group since there are so few opportunities for nonprofit leaders to gain from the rich experiences of their peers. A focus group participant agreed, commenting that through the program they learned best practices from other CEO's and to receive peer support for issues unique to the nonprofit CEO position. Another participant talked about how the program enabled them to solidify relationships with people they normal only see in passing and by doing this they have continued their relationships beyond the program.

“Listening to other executives in the program feels useful. It is lonely at the top. Being an executive director is an isolating experience. Hearing that others have similar problems is comforting.”

– *Common Ground participant*

Group coaching was also viewed as something that worked well in the programs. One participant described how they were able to bring up a dilemma they had that involved staff and through group coaching received targeted, insightful help. He was conflicted about what to do about the problem, but the group provided feedback and was unanimous in their suggestions. He felt that since the group was less involved with the individual and situation they were able to give him an independent perspective that made the decision clearer.

Relevance and diversity of speakers

Many participants mentioned the **speakers and facilitators** that were used worked well. One participant mentioned how they found it interesting to hear people across the sector. A focus group participant commented on how the speakers and activities were very relevant as well as the panel discussions.

Key Findings: Emerging leadership development needs in the nonprofit community

Through interviews and focus groups, participants were also asked to share emerging leadership development needs in the nonprofit community. Participants identified needs in the areas of sustainability and fundraising, building skills for changing technologies, and building skills to develop leaders within the nonprofit organization. Participants also identified topics areas that would be of interest to nonprofit leaders and would help their organization grow.

Sustainability and fundraising

Assistance around planning for sustainability and fundraising was a need mentioned by most participants. One participant mentioned that the IEL is already doing this, but suggested that they may want to increase their efforts in helping nonprofits learn innovative new ways to run their organizations or fundraise. They pointed out that nonprofits are like businesses, but are not always run as businesses and that it is important for nonprofits to learn how to manage budgets and have a strategic plan. Another participant talked about how things have changed with nonprofits and financial resources is a big issue. Nonprofits are required to cut expenses, enact staff furloughs and salary freezes; therefore, sustainability, both financially and programmatically, is important to their future. Many participants commented on how there is a need for nonprofits to gain strategic fundraising and planning skills. Participants also stated that providing the Board with the skills needed to be successful fundraisers is needed.

Building skills for changing technologies

A few participants shared that nonprofit leaders need help **embracing new technology**. One participant pointed out that technology has been evolving and we are now at an important transition point and a lot of nonprofit leaders are not using the new technology yet. The participant believes there is a lack of understanding around new technology by Executive Directors and leaders struggle with how to embrace and use new technology to its fullest. The participant sees a need to empower others to work with new technology and navigate this process in a strategic way so that the nonprofit is catering to all of its stakeholders' needs. Another participant commented that there continues to be a need for senior leaders to understand how to relate to and lead across generational and technological divides.

Building skills to develop leaders within the nonprofit organization

Most participants mentioned the need for nonprofits to foster leadership development within their organizations, including non-Executive staff members and Board Members. One participant mentioned that board training and facilitation skills would be beneficial. A focus group participant also pointed out that Board management and development is clearly needed and wanted by many Executive Directors.

Additional topics of interest to nonprofit leaders

During interviews, focus groups, and previous program evaluations, participants listed a number of topics that they would like to know more about and topics that would help their organization grow. These topics included:

Internal management/human resource topics:

- Managing staff
- Human resource skills
- Conflict resolution
- Internal controls to problems
- Teambuilding skills
- Stress management
- Managing across generations

Board related topics:

- Board relations
- Board recruitment
- Board related topics such as increased federal and state oversight over transparency issues
- Perspective on overall leadership

Marketing and outreach topics:

- Brand building
- How to run a successful email or mailing campaign
- Tapping volunteer networks

Nonprofit organization specific topics:

- Assessing needs of the nonprofit
- Ethical privacy and technology
- Regulatory guidance
- Structure priorities for nonprofits
- Helping organizations collaborate with each other
- Current issues facing the sector
- Infrastructure
- Succession Planning

Key Findings: What keeps people from attending IEL programs?

During the interviews and focus groups participants gave insights to what keeps people from attending Institute of Ethical Leadership programs. The issues brought up by participants centered on cost, time, and relevance.

Cost and current economic times

One participant mentioned that with the current economy, boards are not ready to invest in leadership development because they are worrying about keeping the lights on. A focus group participant talked about how their board does not fully comprehend the value of the IEL and they cannot think of an easy way that the IEL could convey info directly to board members. A non-participant commented that their Board would have to approve the money and set goals or outcomes for performance. This would need to be planned in advance, but they don't think they would face board resistance if the goals were appropriate and it helped them network. The non-participant also mentioned that lower cost workshops can usually be incorporated into existing professional development budgets and if programs address real needs of nonprofits, then they would be more appealing, but it is difficult to commit to time and money for long-term programs. Another focus group participant that identified cost of services as being a barrier suggested the IEL assist in payment for their services by doing co-fundraising to support executives in their programs.

One participant noted that the programs can be difficult for smaller nonprofits to commit to, as they do not have a lot of resources and time on their hands. The IEL can help smaller nonprofits attend by keeping programming relevant to what people need, making current offerings as available as possible, and looking into funding scholarships.

Finding time in busy schedules

Time was also identified as being a barrier to participating. One participant pointed out that their work schedule will not allow a large investment in professional development time. They commented that most nonprofit organizations are working with less – less staff and less pay - which gives little time for anything else.

Relevance of topics and content

Another barrier to participating was the **relevance of the material** to potential participants. One participant commented that some colleagues will not attend because the information is too junior for them. The participant suggests that courses and workshops tailored to the executive leadership level would be more attractive.

Participants shared that in order for them to attend IEL programming, the topics covered would have to **solve real world problems** and daily struggles that leaders face. One participant commented that they need approaches that have practical application in a setting with an experienced group of peers that can add sophistication to the practical application. Participants had several suggestions on topics of interest. Please see a full list of these suggestions under, “Emerging leadership development needs in the nonprofit community.”

Recommendations: How can the IEL meet nonprofit leaders' needs?

During interviews and focus groups, participants were asked to share what they thought the IEL could be doing to help leaders address current challenges for nonprofits which included focusing on the IEL's strengths, offering on-going support, incorporating practical and real-world problems in programming, deciding whether consulting services is a role for the IEL, partnering with others, focusing on young leaders, marketing programs to leaders, providing opportunities to network with those outside the nonprofit sector, offering credit for participating, and learning from successful nonprofits. Participants also gave feedback and recommendations on program structure and the best way to effectively deliver programming to nonprofit leaders.

"I think it is important for people to know that they can never know enough - there is always something to learn. The Institute helped me learn new things and about myself. It is important for the Institute to be open to criticism and be open to listening to needs of individuals they serve. Hiring an evaluator to do these interviews is a good example of how they already do this."

– IEL participant

Focusing on strengths

The IEL should **continue to focus on their strengths in leadership development** and let others focus on other areas. Participants reported that the IEL is already able to provide coaches to work with leaders and staff members, space to grow, and the right facilitators. A focus group participant added that the IEL should continue to attract participants who are considering nonprofit work as a career track since it's a great program to build confidence. Another participant cautioned that if the IEL broadens their focus, they risk that participants will be more loosely connected and may not have the same interests. The challenge is to be broadly appealing, yet not diluted. Another suggestion by a participant was to become the **safe place to practice** leadership skills and a safety net for Executive Directors.

Offer on-going support

Providing on-going support was also identified in previous program evaluations and by a focus group participant as a way to meet nonprofit needs. This support would help determine whether the information provided during the training has been applied to day-to-day operations. Another suggestion by a participant was to **pair people up with mentors or coaches** that offer guidance for individual participants.

Incorporate practical and real-world problems in programming

Another suggestion was to **provide more real world examples** in programming. One participant shared that it would be helpful for them if there were more tangible examples of succession planning – a real life example of someone who had created a plan with their organization, how the plan came to fruition, and where they stand today. This participant felt these examples would enhance the IEL's coaching and preparation. A focus group participant commented that they would like to see program or content directed to more **practical and hands-on** aspects of the job as opposed to being more theoretical. A few non-participants brought up that having a variety, between interactive and theory, works best for them. The material is more meaningful when they have the opportunity to put the work into practice immediately in some way such as working on a business case in small groups.

Decide whether consulting services is a role for the IEL

A few interviewees shared that the IEL could **become a consultant in their area of expertise**. They feel a lot of organizations have a need for assistance in doing things such as identifying innovative ways for earned and contributed income and strategic development plans. One participant noted that the field is crowded, but there is always room for the best. On the other hand, a small minority of interviewees expressed that it was a **bad idea for the IEL to get into the consulting business**. There are some organizations filling these niches, and it can be difficult for an organization within a university to be nimble enough to meet the needs of nonprofits. When the IEL has gotten into consulting in the past, this has undermined others' trust in the organization. If the IEL decides to pursue consulting, you will need to think through how you will explain this decision to stakeholders. Some interviewees instead felt that the IEL should act as instead as a convener. One participant suggested that the IEL could convene others doing capacity building work instead of competing with them in order to provide a one stop shop for those seeking these services.

Partnering with others

A few participants suggested the IEL **partner with others that do similar work**, but have strengths in other areas, to collaborate and share resources. Three focus group participants mentioned forming strategic collaborations with other universities. Potential universities identified to work with included the New Brunswick campus and Raritan Valley College.

Focus on young leaders

A few participants talked about **aiming some programming toward younger leaders** or graduate and undergraduate students. This would be practically-based programming that shifts the focus from Executive Directors and CEOs to those who want to assume these roles in the future. One participant thought this would be a good way to give students practice in applying leadership skills.

Consider ways to address the emerging leadership development needs in the nonprofit community

Participants identified several emerging leadership development needs in the nonprofit community which included sustainability and fundraising, building skills for changing technologies, building skills to develop leaders within the nonprofit organization, and several specific topics that are of interest to them. For additional details on these emerging needs, refer to page 16.

Examine how the IEL could minimize barriers to attending IEL programs

Participants identified barriers to attending programs. These barriers centered on cost, time, and relevance of program content. For additional details on these barriers, refer to page 18.

Marketing programs to leaders

In order to meet the needs of nonprofit leaders, the IEL must first reach them by marketing the programs. One non-participant commented that even though the IEL has their e-mail, they never receive notification about their programming. The IEL can't rely on people seeking them out, but rather they need to come to them. In interviews and focus groups, participants provided suggestions that may help market programs to their colleagues and peers. One suggestion that a couple focus group participants came up with was for the IEL to find a way to convey the importance and value of coaching and support. The focus group participant talked about how they get the impression that others in their field of nonprofit management don't particularly see the value of executive coaching and support. Another focus group participant agreed and

added that the value of the executive coaching is lost on many as there is not a clear understanding of what it is and how it can be a benefit.

Provide opportunities to network with those outside the nonprofit sector

A few participants think the IEL should create opportunities to network with potential funders and in smaller groups so that real relationships can be formed. One participant mentioned that they would like to attend events that connect the nonprofit sector with the financial sector.

Receiving credit for participating

Many non-participants identified that the opportunity to receive appropriate certifications or credit (college/graduate or CEUs) would make the programs more appealing. One non-participant noted that certification usually provides legitimacy which may help convey the importance of the program to others.

Learn from nonprofits and share your research

Participants also commented that the IEL could conduct their own research to learn about what makes nonprofits successful in today's environment and disseminate those findings. One participant mentioned a potential way to approach this was to learn directly from nonprofits by spending a few days within the nonprofit organizations that have great leadership and have been successful in service delivery and fundraising, to learn about their day to day operations.

Program structure recommendations

Participants gave several suggestions on how the IEL could improve programs and the experience of those attending the programs. Most of the suggestions were only mentioned by one person each. The following suggestions were provided:

- Ensure that workshop and leadership development programs are comprised of similar level participants in order to facilitate the dialogue and learning
- Incorporate homework into the program in order to raise participants' level of engagement. Assignments could include readings, recommended books, and lectures. One participant did acknowledge that despite the benefits, it can be hard to prioritize homework with their professional responsibilities and time constraints
- Greater interaction possibly in a less structured setting
- Periodic refresher sessions
- More concrete skill and information presentation in the first year
- Coordination between the consultants hired on capacity building activities
- Continue to focus on developing Executive Directors, Boards and upcoming leaders
- Perspectives from foundation leaders
- Presentations from current leaders in the field and thought leaders in particular areas that would match to an organization's mission
- Programs that help people transitioning into the nonprofit sector a would have been helpful
- Offer more cost effective offerings on a regular basis

Program specific recommendations: Common Ground

A few participants spoke specifically about the Common Ground program. One participant liked the concept of Common Ground program, but it fell short for them because things were supposed to happen organically. They felt the design can be helpful for people who have similar issues to hear how others have resolved it, but they would recommend more intentional structure. Another participant thought that the Common Ground program should be more structured in terms of being able to guide or facilitate the emergence of some issues. They suggested that there should be some sort of agenda.

Options for delivering programming

Participants were asked if the IEL was delivering programming in the most effective manner to reach nonprofit leaders.

In-person approach

Most participants shared that the **current way programming is delivered is appropriate**. One participant talked specifically about how they like the **in-person** work because they can get distracted with webinars. One non-participant commented that in-person opportunities work for them and it is appealing to have a combination of speaker with a workshop. One participant mentioned that the IEL was already meeting people on so many levels and another suggested that they continue to do what they are doing by bringing resources together, staying niche and focused and asking nonprofits what it is they need.

Webinar approach

While some participants do not like webinars, other participants mentioned the **webinar approach** as a possible option in delivering programming. One participant mentioned how webinars would be a way of reaching a lot of people, depending on the target audience. Another participant shared that webinars are fast, convenient and a good way of disseminating information on overarching topics. They may be especially appealing to emerging leaders in the field. Participants suggested that the IEL records webinars or workshops and make the presentation and materials available online for participants. Podcasts were also mentioned by one participant as a way to introduce a subject and see if there is further interest.

A blended approach and additional suggestions

A non-participant shared that while both workshops and long-term leadership development programs are appealing, the time commitments of long-term programs can be tough to manage. He pointed out that some participants may prefer long-term programs because it implies connecting the smaller dots into a big picture, but from a cost perspective a long-term program may be harder for participants to commit to. Participants suggested matching the format of the program with the topic and how much interaction may be needed. Ideas include:

- Actor's workshop
- Small group workshops
- Individual coaching which would allow participants to practice
- Half day seminars
- Lunchtime webinar

Conclusion

Through a comprehensive evaluation process including interviews, focus groups, surveys and document review, the Rutgers Institute for Ethical Leadership set out to better understand how the IEL has impacted individuals and organizations through its nonprofit programming, the perception of the IEL and its programs, and the emerging needs in the nonprofit community. Data was collected through multiple sources including a partner, funders, nonprofit leaders that participated in IEL programs, and nonprofit leaders that have not attended IEL programs, but are within the target audience for the programs.

Several key findings emerged from this evaluation. The IEL programs impacted participants by helping them build skills to operate in a complex world, learn to more effectively navigate personal relationships, gain improved self-awareness and self-confidence, increase values-based behaviors and develop skills for managing nonprofit organizations. In addition to making an impact on individual participants, organizations whose employees attended IEL programs were also positively impacted. Overall, participants value that the IEL's approach is different from other programs out there and they reported that the IEL is supportive, responsive to nonprofit leaders, and a trusted partner.

Through the evaluation, the Institute also learned of participants' and non-participants' perceptions of emerging leadership development needs in the community, barriers to attending IEL programs and recommendations of how the Institute could meet nonprofit leaders' needs.

Appendix A: Illustrative Quotes

"I came to the Institute at a time when I was transitioning to the non-profit sector. The workshop allowed me to confirm my skills were translatable, this wasn't a pipe dream, and this was doable. It gave me perspective on where my skills were transferable. It was helpful in confirming my skills were transferable and diagnosing where I needed to change." -IEL participant

"[Common Ground] has given me direction and improved my self-confidence which has helped in being a more decisive and directive leader which helps the organization focus."-IEL participant

"I think it has had a positive impact on [my leadership competency and capabilities]. I have been able to gain from the insights of my peers who have provided a "fresh" perspective on the issues I have presented. This has allowed me to broaden my own views and insights." -IEL participant

"Common Ground has been a lifesaver. I look forward to it every month. It's a wonderful group and we get individual coaching. The program is so deep and rich that it's hard to [choose just one area of greatest impact]... Emotional intelligence has increased, self-awareness, navigating change. It has helped me figure out how to interact with people in very intense and difficult situations. It has helped me manage staff. It's helped me identify and recognize changes I may not have been ready to accept without it. It's helped recognize things about myself. It helped me regulate my own reactions. It's helped me navigate relationships with the staff and Board in particular." -Common Ground participant

"[The program] strengthened my ability to supervise, motivate and assist my staff on what they needed to do... Best thing I learned – you are there to help your subordinates do what they need to do. That's the leadership style they instilled." –IEL Participant

"I think that the Institute has a lot to offer in many different areas. I was inspired to reach my goal and develop my leadership skills. I learned about other leaders roles in their organization and I really wanted to model that." – IEL participant

"The Certificate Program is a great refresher and it rounds you out. It lets you step back from the daily chaos and struggles of managing an organization. It is valuable - it provides practice knowledge. It is an intense package and provides networking opportunities. Once I found Common Ground, I couldn't live without it." - Common Ground participant

"The Institute for Ethical Leadership provides training and support for leadership in a space that is not otherwise provided. Although issues of reflection, an open sharing of ideas, and developing the necessary character for leadership effectiveness are essential, they are emphasized in very few other places." – Common Ground participant

"Listening to other executives in the program feels useful. It is lonely at the top. Being an executive director is an isolating experience. Hearing that others have similar problems is comforting." – Common Ground participant

"I think it is important for people to know that they can never know enough - there is always something to learn. The Institute helped me learn new things and about myself. It is important for the Institute to be open to criticism and be open to listening to needs of individuals they serve. Hiring an evaluator to do these interviews is a good example of how they already do this." – IEL participant

"The notes and handouts [from Common Ground] became a guidebook that I have on the shelf. When I have a problem with a leadership issue or something comes up that is now relevant, I can refer back to the information. There were a lot of materials that were handed out in addition to the notes I took. The participants walk away with a fat manual of information. This is a reference guide that I can refer to, in succession planning."-Common Ground participant

"I find the program just as useful to confirm what I may already be doing right as it is helpful in correcting what I may be getting wrong. It is also great for provoking new ideas and giving me a broader perspective on leadership ideas, responsibilities, and ethics." --IEL participant

"I have always been team player, but the program has helped in all aspects. When your leadership skills develop, you learn even greater team building skills."–IEL Participant

"I find the program just as useful to confirm what I may already be doing right as it is helpful in correcting what I may be getting wrong. It is also great for provoking new ideas and giving me a broader perspective on leadership ideas, responsibilities, and ethics". –IEL Participant

"Yes, I believe that my participation with IEL has positively influenced the upward swing of the organization. We are doing more, and will continue to do more..." –IEL Participant

"Common Ground was a great way to learn best practices from other CEO's, and to receive peer support for issues unique to the non-profit CEO position." – Common Ground participant

"I think that one of the things that was most valuable to me was the ability to interact with peers. I often called that time my "support group." There are so few opportunities for nonprofit leaders to gain from the rich experiences of our peers". –IEL Participant

"[The key value of the program is] that you need to take time out from your busy schedule and take the time - offsite - to focus on you and your leadership skills. Having a program in place, where there are expectations that you engage with your peers in a confidential and professional way is very helpful." –IEL Participant

"IEL help refine my overall perspectives on non-profit management and provides excellent practical examples for day-to-day use." –IEL Participant

Appendix B: Data Collection Tools

Participant interview protocol

Funder interview protocol

Partner Interview protocol

Focus group protocol - participants

Focus group protocol – non-participants

Participant Survey

Institute for Ethical Leadership Evaluation: Participant interview

I want to thank you for your time today to discuss your feedback about the Institute for Ethical Leadership programs. I'm Liz Radel Freeman, an independent evaluator from the Improve Group. One of the goals of the evaluation is to get your candid feedback about how the programs are run; another goal is to learn about program successes. Your individual responses will not be identified to IEL staff without your permission. [If using a voice recorder, ask permission.]

1. What leadership program or programs did you participate in?
2. How has your participation impacted your leadership competency or capabilities? (Prompt: Would you say this training had an influence on your leadership approach or style?)
3. Have you experienced any of the following personally as a result of participating in this activity? If so, how? If not, why not?
 - a. Increased ability to navigate change
 - b. Increased ability to tackle challenges
 - c. Increased ability to recognize and eliminate barriers to progress
 - d. Increased self-awareness
 - e. Increased ability to regulate your own reactions
 - f. Increased empathy
 - g. Increased self-confidence
 - h. Increased ability to build trusting relationships
 - i. Increased ability to navigate relationships
 - j. Increased ability to make and execute difficult decisions
 - k. Increased ability to handle ethical dilemmas
 - l. Improved values-based behaviors
4. Has your participation impacted your organization? If so, how? If not, why not?
5. Have you experienced any of the following personally or within your organization as a result of participating in this activity? If so, how? If not, why not?
 - a. Increased mission driven results
 - b. Increased organizational effectiveness
 - c. Increased trust
 - d. Increased teamwork
 - e. Broader network
 - f. More supportive network
 - g. Improved Board relations
6. Are there other skills that you have gained?
7. Have you gained other knowledge not mentioned here?
8. Would you recommend the programs to other colleagues or peers? Why or why not?
9. Do you feel the IEL been responsive to the needs of nonprofit leaders?
10. What is the key value of the IEL program to you?
11. Was the program worth the cost to you?
12. What worked well in the IEL program you participated in? What could be improved upon? How?

13. What do you see as the greatest emerging need for leadership development for you and your peers?
14. What could the IEL be doing to help you and your peers address current challenges for nonprofits?
15. What would make you and your peers want to attend a leadership building activity, training or workshop? What would you look for?
16. What keeps you from attending IEL programs?
17. What are some other ways the Institute for Ethical Leadership could deliver its programming? How would you like to access IEL programming (prompts: in-person, webinar, etc.)?

Thank you so much for your participation! We'll be summarizing themes from a number of participant interviews when reporting back to the Institute for Ethical Leadership.

Institute for Ethical Leadership Evaluation: Funder interview

I want to thank you for your time today to discuss your feedback about the Institute for Ethical Leadership programs. I'm Liz Radel Freeman, an independent evaluator from the Improve Group. One of the goals of the evaluation is to get your candid feedback about how the programs are run; another goal is to learn about program successes. Your individual responses will not be identified to IEL staff without your permission.

First, I have some questions about your impressions of the IEL program.

1. From your perspective, what is the value of the IEL approach? (Prompts: What works well in the program?)
2. What could be improved upon?
3. Has the IEL been responsive to your grantees?
4. Do you consider the IEL to be a trusted partner in your work together? Is there anything else the IEL could do to become a more valued and trusted partner for you?
5. Does the IEL make good use of program funds it's provided? What makes you say that?

My next questions are about your satisfaction with the IEL.

6. Are you satisfied with the evaluation reports you've received from the IEL?
7. The IEL is in the midst of revising their evaluation approach. What tools do you recommend they consider using to share their program impacts with you?
8. Are there any improvements they should consider including?
9. What additional information would you like to know as a donor?
10. Are you satisfied with the feedback from your grantees about the programs?
11. What do you think participants gain from participating in the program?
12. How have you seen their leadership styles or approaches change? [Prompt: Are there particular skills or qualities that especially seem to be enhanced through the IEL programs?] Can you think of any specific examples?

Next, I'll be asking you about how the IEL could better serve nonprofits.

13. What do you see as some of the greatest challenges facing nonprofits today?
14. What could IEL be doing to help leaders address current challenges for nonprofits?
15. What are some other ways the IEL could deliver its programming?
16. What keeps your grantees from participating in IEL programs?
17. What could you as a funder do increase participation in IEL programs?
18. Do you have any additional comments?

Institute for Ethical Leadership Evaluation: Partner interview

I want to thank you for your time today to discuss your feedback about the Institute for Ethical Leadership programs. I'm Liz Radel Freeman, an independent evaluator from the Improve Group. One of the goals of the evaluation is to get your candid feedback about how the programs are run; another goal is to learn about program successes. Your individual responses will not be identified to Institute staff without your permission. I'll be typing while we talk, please let me know if you have any questions before we get started.

1. How long have you been involved with the Institute for Ethical Leadership? In what capacity?
2. What leadership programs are you familiar with?
3. From your perspective, what is the value of the IEL approach? (Prompts: What works well in the program?)
 - a. What could be improved upon?
4. Do you consider the IEL to be a trusted partner in your work together? Is there anything else the IEL could do to become a more valued and trusted partner for you?
5. What do you think participants gain from participating in the program?
6. How have you seen their leadership styles or approaches change? [Prompt: Are there particular skills or qualities that especially seem to be enhanced through the IEL programs?] Can you think of any specific examples?
7. Do you have any specific examples of how leadership changes in individuals participating in institute programs have led to changes within an organization?
8. What do you see as some of the greatest challenges facing nonprofits today?
9. What could the IEL be doing to help leaders address current challenges for nonprofits?
10. What are some other ways the IEL could deliver its programming to better reach its audience?

Institute for Ethical Leadership Evaluation: Focus group for participants

I want to thank you for your time today to discuss your feedback about the Institute for Ethical Leadership programs. I'm [interviewer], an independent evaluator from the Improve Group. One of the goals of the evaluation is to get your candid feedback about how the programs are run; another goal is to learn about program successes. Your individual responses will not be identified to Institute staff without your permission. I'll be typing while we talk, please let me know if you have any questions before we get started.

1. What leadership program or programs did you participate in?
2. What worked well in the IEL program you participated in? What could be improved upon? How?
3. What are some other ways the Institute for Ethical Leadership could deliver its programming?
4. How would you like to access IEL programming?
5. What would make you and your peers want to attend a leadership building activity, training or workshop? What would you look for?
6. What keeps you from attending IEL programs?
7. Would you recommend the programs to other colleagues or peers? Why or why not?
8. Do you feel the IEL been responsive to the needs of nonprofit leaders?
9. Do you consider the IEL to be a trusted partner in your work together? Is there anything else the IEL could do to become a more valued and trusted partner for you?
10. How has your participation impacted your leadership competency or capabilities? (Prompt: Would you say this training had an influence on your leadership approach or style?)
11. Have you experienced any of the following personally as a result of participating in this activity? If so, how? If not, why not?
 - a. Increased ability to navigate change
 - b. Increased ability to tackle challenges
 - c. Increased ability to recognize and eliminate barriers to progress
 - d. Increased self-awareness
 - e. Increased ability to regulate your own reactions
 - f. Increased empathy
 - g. Increased self-confidence
 - h. Increased ability to build trusting relationships
 - i. Increased ability to navigate relationships
 - j. Increased ability to make and execute difficult decisions
 - k. Increased ability to handle ethical dilemmas

- I. Improved values-based behaviors
12. Are there other skills that you have gained?
 13. Have you gained other knowledge not mentioned here?
 14. Has your participation impacted your organization? If so, how? If not, why not?
 15. "Have you experienced any of the following personally or within your organization as a result of participating in this activity? If so, how? If not, why not?
 - a. Increased mission driven results
 - b. Increased organizational effectiveness
 - c. Increased trust
 - d. Increased teamwork
 - e. Broader network
 - f. More supportive network
 - g. Improved Board relations
 16. What do you see as the greatest emerging need for leadership development for you and your peers?
 17. What could the IEL be doing to help you and your peers address current challenges for nonprofits?

Institute for Ethical Leadership Evaluation: Focus group for non-participants

I want to thank you for your time today to participate in our focus group. I'm Liz Radel Freeman, an independent evaluator from the Improve Group. Our goal today is to learn about your impressions of the Institute and about the needs of nonprofit leaders in your community. Your individual responses will not be identified to Institute staff without your permission.

1. What do you know about the Institute for Ethical Leadership?
2. Have you participated in any activities the Institute offers?
3. What do you see as the greatest emerging need for leadership development for you and your peers?
4. What could the IEL be doing to help you and your peers address current challenges for nonprofits?
5. What are some other ways the Institute for Ethical Leadership could deliver its programming? How would you like to access IEL programming?
6. Do you feel the IEL been responsive to the needs of nonprofit leaders?
7. Do you consider the IEL to be a trusted partner? Is there anything else the IEL could do to become a more valued and trusted partner for you?
8. What are your impressions about the Institute? Would their services be helpful for you, or someone in your position?
9. What would make you and your peers want to attend a leadership building activity, training or workshop? What would you look for?
10. What keeps you from attending IEL programs?

Institute for Ethical Leadership Evaluation: Survey

We're asking you to take 15 minutes to provide feedback to the Institute for Ethical Leadership about their programs. We'll be using findings to improve our programs and learn about program successes. Thank you for your time!

1. What Institute for Ethical Leadership (previously known as the *Center for Nonprofit and Philanthropic Leadership*) programs have you been involved in? (Please choose all that apply)

- Certificate Program
- Common Ground
- Nonprofit workshops
- Capacity Building Conference
- Ethical Leadership program (Annual Conference or Speaker Series)
- None
- Other (Please specify : _____)

2. Please rate how much you agree with the following statements about your professional life. (Please select one response per row)

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I am adept at dealing with change	1	2	3	4	5
I proactively address challenges	1	2	3	4	5
I regulate my own reactions	1	2	3	4	5
I am confident in my leadership abilities	1	2	3	4	5
I build trusting relationships	1	2	3	4	5
I act in accordance with my identified values	1	2	3	4	5

3. Now think back to before you participated in Institute programming. Please rate how much you agree with the following statements about your professional life before you were involved in the Institute for Ethical Leadership. (Please select one response per row)

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I was adept at dealing with change	1	2	3	4	5
I proactively addressed challenges	1	2	3	4	5
I regulated my own reactions	1	2	3	4	5
I was confident in my leadership abilities	1	2	3	4	5
I built trusting relationships	1	2	3	4	5
I acted in accordance with my identified values	1	2	3	4	5

Organizational impacts

4. How much do you agree that participating in the Institute for Ethical Leadership programming helped you make specific improvements in the following areas? (Please select one response per row.)

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
Organizational Operations	1	2	3	4	5
Planning and strategic visioning	1	2	3	4	5
Board relations	1	2	3	4	5
Managing my staff	1	2	3	4	5
Planning for succession	1	2	3	4	5
Perspective on my overall leadership	1	2	3	4	5
Fundraising skills	1	2	3	4	5
Financial Management skills	1	2	3	4	5
Human Resource Management	1	2	3	4	5

5. What is the key value of the IEL program to you?
6. Would you recommend the programs to other colleagues or peers?
- ____ Definitely yes
- ____ Probably yes
- ____ Probably no
- ____ Definitely no
- a. Why or why not?
7. Do you consider the IEL to be a trusted partner in your work together?
- ____ Definitely yes
- ____ Probably yes
- ____ Probably no
- ____ Definitely no
- a. Why or why not?
8. (Only for that respond NONE to question 1): If you have not participated in our programs, why not?
What would make our programs appealing to you or your peers?
9. May we use quotes from your answers to promote our programs? *(Please check one)*
- ____ Yes, you may use a quote
- ____ No, you may not use a quote
- ____ Please contact me first for permission
- My name and preferred contact information: _____