Grantee Perception Report®

PREPARED FOR THE
John D. and Catherine T. MacArthur Foundation
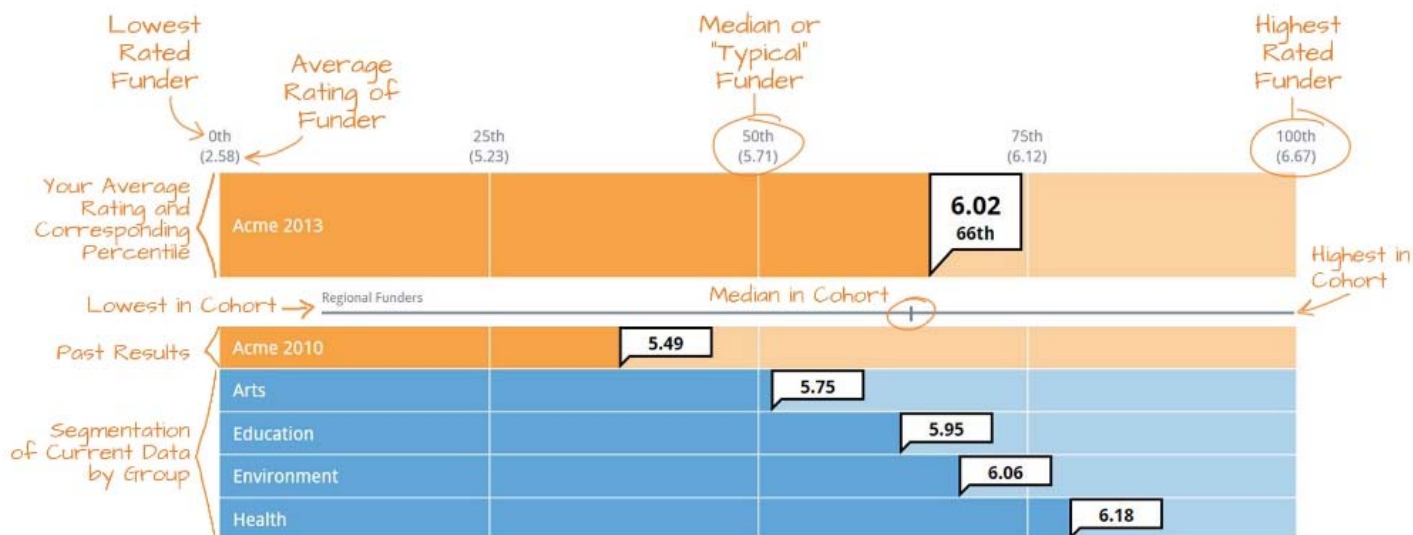
JANUARY 2017

CEP

THE CENTER FOR
EFFECTIVE PHILANTHROPY

The online version of this report can be accessed at cep.surveyresults.org.

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Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.

Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.

5.81*
60th

Note: CEP conducted extensive statistical testing on these ratings. When identifying trends over time, CEP referred to differences as "significant" regardless of effect size.

Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.

Key Measures	Trend Data	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields		5.94	75th Custom Cohort
Community Impact Impact on Grantees' Communities		5.02	22nd Custom Cohort
Organizational Impact Impact on Grantees' Organizations		6.24	61st Custom Cohort
Responsiveness Responsiveness of Staff		6.24	38th Custom Cohort
Communications Clarity of Communications about Goals and Strategy		5.52	29th Custom Cohort
Selection Process Helpfulness of the Selection Process		4.92	49th Custom Cohort
Reporting/Evaluation Process Helpfulness of the Reporting and Evaluation Process		4.47	49th Custom Cohort

Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. Only words mentioned by at least three grantees are included. The color of each word is stylistic and not indicative of its frequency. Forty-four grantees described MacArthur as "supportive," the most commonly used word.

This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. http://www.componentace.com.

Survey Population

Survey	Survey Fielded	Number of Responses Received	Survey Response Rate
MacArthur 2016	September and October 2016	778	62%
MacArthur 2007	May and June 2007	324	61%

Survey Year	Year of Active Grants
MacArthur 2016	June 2015 - June 2016
MacArthur 2007	2006

Throughout this report, John D. and Catherine T. MacArthur Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at http://www.effectivephilanthropy.org/assessments/gpr-apr/.

In order to protect the confidentiality of respondents, results are not shown when CEP received fewer than five responses to a specific question.

Subgroups

In addition to showing MacArthur's overall ratings, this report shows ratings segmented by Foundation Strategy.

Foundation Strategy	Number of Responses
Big Bets	109
Enduring Commitments	109
Exiting Areas	500

Subgroup Methodology

Foundation Strategy: Using grantee-reported data on program area from the survey, CEP categorized grantees into three different overarching Foundation strategies. These categories were created based on criteria provided by MacArthur.

- **Note:** 25 grantees identified as part of the MacArthur Award for Creative and Effective Institutions program, and 35 grantees either did not know their program area or did not respond to this question in the survey. These 60 responses are excluded from this grouping.
- **Big Bets** includes the following program areas:
    - Climate Solutions
    - Criminal Justice
    - Impact Investments
    - Nuclear Challenges
    - On Nigeria
- **Enduring Commitments** includes the following program areas:
    - Chicago
    - Journalism & Media
- **Changing Work** includes the following program areas:
    - American Democracy
    - Cities
    - Conservation and Sustainable Development
    - Digital Media and Learning
    - Discovery
    - Girls' Secondary Education in Developing Countries
    - Housing
    - Human Rights
    - International Peace and Security
    - Juvenile Justice
    - Migration
    - Philanthropy
    - Policy Research
    - Population and Reproductive Health
    - US Climate Adaptation
    - Other Program Area
    - **Note:** Grantees listed within "Other Program Area" were asked to specify their program area. Most commonly, grantees indicated receiving funding via Arts & Culture, Documentary Open Call, Holiday Awards, International Connections Fund, Media & Culture, and other special projects.

Comparative Cohorts

Customized Cohort

MacArthur selected a set of 12 funders to create a smaller comparison group of large, private, internationally-focused funders that more closely resembles MacArthur in scale and scope.

Custom Cohort

Andrew W. Mellon Foundation
Bill & Melinda Gates Foundation
Carnegie Corporation of New York
Ford Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
Margaret A. Cargill Foundation
Robert Wood Johnson Foundation
The David and Lucile Packard Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation

Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	41	Funders with median grant size of $20K or less
Large Grant Providers	58	Funders with median grant size of $200K or more
High Touch Funders	24	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	29	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	52	Funders that make at least 90% of grants proactively
Responsive Grantmakers	54	Funders that make at most 10% of grants proactively
International Funders	39	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	51	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	51	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	128	All private foundations in the GPR dataset
Family Foundations	52	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	28	All health conversation foundations in the GPR dataset
Corporate Foundations	18	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	22	Funders that are primarily based outside the United States
Recently Established Foundations	47	Funders that were established in 2000 or later

Grantmaking Characteristics

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

Median Grant Size

0th ($2K)	25th ($36K)	50th ($75K)	75th ($186K)	100th ($2142K)

MacArthur 2016 — **$300K** 86th

Custom Cohort

MacArthur 2007 — $300K

Big Bets — $405K

Enduring Commitments — $300K

Exiting Areas — $300K

Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Foundation Strategy ▼]

Average Grant Length

0th (1.1yrs)	25th (1.8yrs)	50th (2.2yrs)	75th (2.7yrs)	100th (5.3yrs)

MacArthur 2016 — **2.8yrs*** 80th

Custom Cohort

MacArthur 2007 — 3.3yrs

Big Bets — 2.2yrs

Enduring Commitments — 3.2yrs

Exiting Areas — 2.9yrs

Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Foundation Strategy ▼]

Median Organizational Budget

0th ($0.0M)	25th ($0.8M)	50th ($1.4M)	75th ($2.5M)	100th ($36.5M)

MacArthur 2016 — $2.4M 74th

Custom Cohort

MacArthur 2007 — $3.2M
Big Bets — $4.7M
Enduring Commitments — $2.4M
Exiting Areas — $2.0M

Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Foundation Strategy ▼]
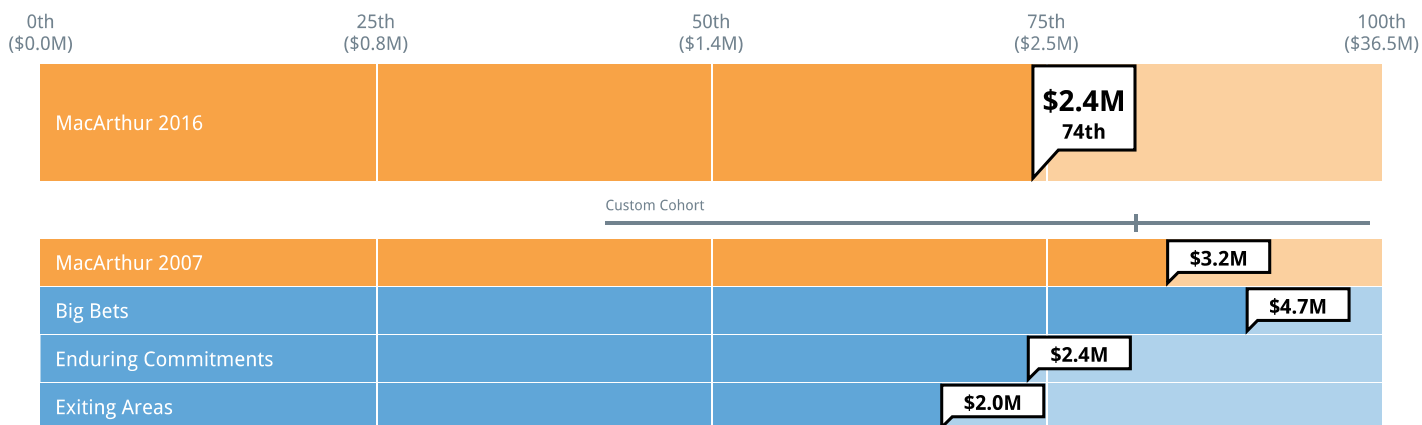
Type of Support (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	20%	19%	21%	14%
Percent of grantees receiving program/project support	72%	72%	64%	74%
Percent of grantees receiving other types of support	7%	9%	15%	12%

Grant History (Overall)	MacArthur 2016	Average Funder	Custom Cohort
Percentage of first-time grants	30%	29%	32%

Program Staff Load (Overall)	MacArthur 2016	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$2.9M	$2.7M	$5.7M
Applications per program full-time employee	17	29	14
Active grants per program full-time employee	32	34	24

Impact on and Understanding of Grantees' Fields

"Overall, how would you rate the Foundation's impact on your field?"

1 = No impact   **7** = Significant positive impact
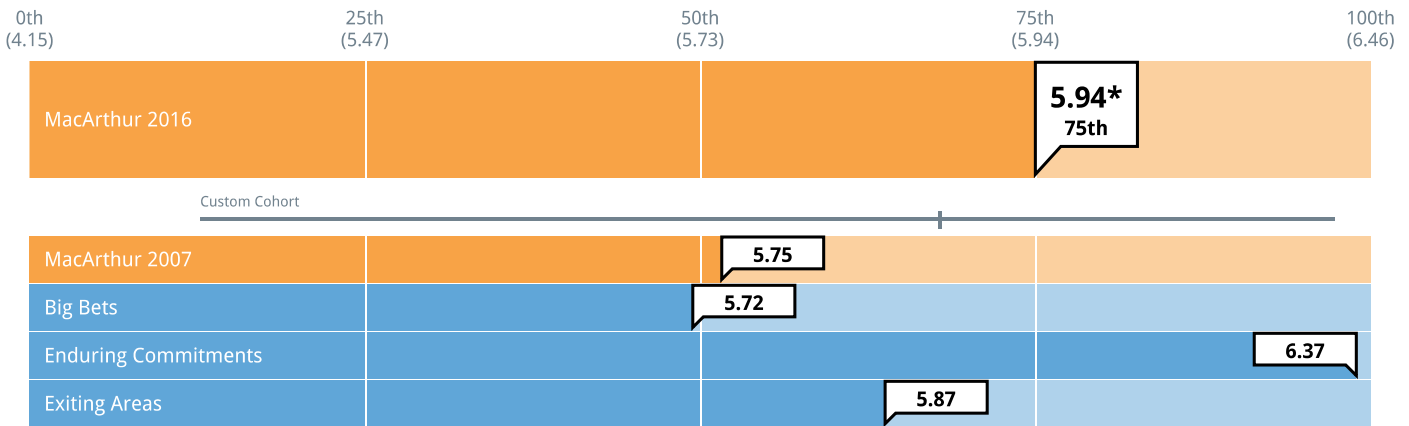
0th (4.15)	25th (5.47)	50th (5.73)	75th (5.94)	100th (6.46)

MacArthur 2016 — **5.94*** 75th

Custom Cohort

MacArthur 2007	5.75
Big Bets	5.72
Enduring Commitments	6.37
Exiting Areas	5.87

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** Foundation Strategy ▼

"How well does the Foundation understand the field in which you work?"

1 = Limited understanding of the field   **7** = Regarded as an expert in the field

0th (4.17)	25th (5.43)	50th (5.67)	75th (5.92)	100th (6.39)

MacArthur 2016 — **5.96*** 78th

Custom Cohort

MacArthur 2007	5.79
Big Bets	5.97
Enduring Commitments	6.21
Exiting Areas	5.91

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** Foundation Strategy ▼

12
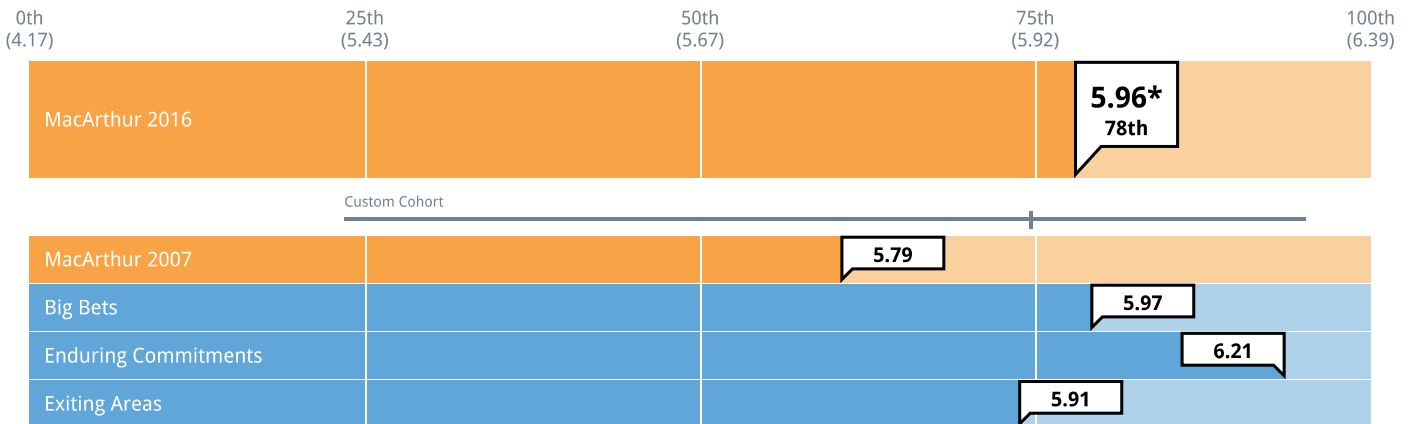
Advancing Knowledge and Public Policy

"To what extent has the Foundation advanced the state of knowledge in your field?"

1 = Not at all   **7** = Leads the field to new thinking and practice

0th (2.69)	25th (4.68)	50th (5.08)	75th (5.40)	100th (6.30)

MacArthur 2016 — **5.68*** 91st

Custom Cohort

- MacArthur 2007 — 5.49
- Big Bets — 5.69
- Enduring Commitments — 5.81
- Exiting Areas — 5.66

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

"To what extent has the Foundation affected public policy in your field?"

1 = Not at all   **7** = Major influence on shaping public policy
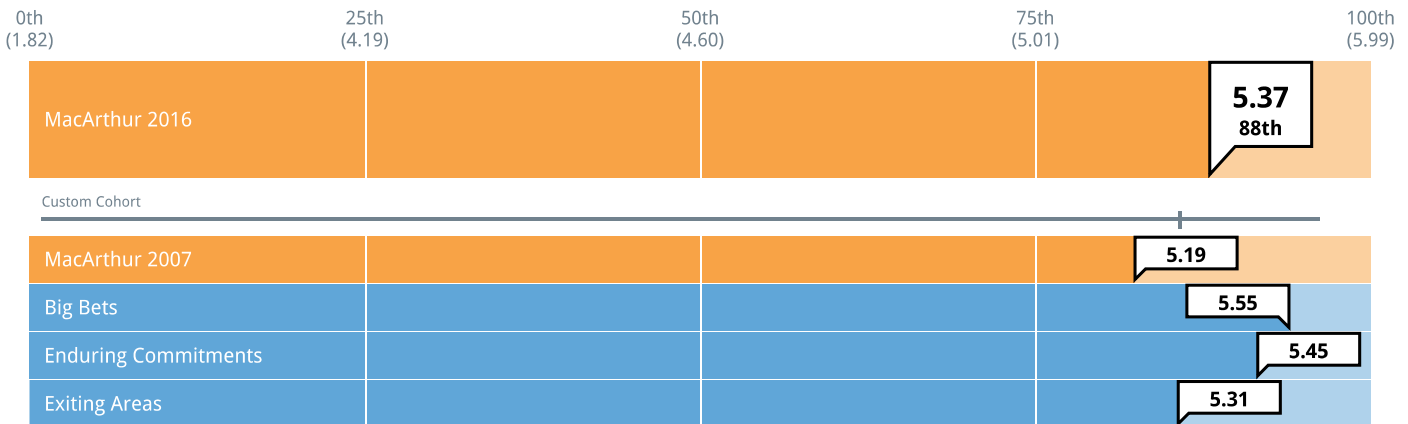
0th (1.82)	25th (4.19)	50th (4.60)	75th (5.01)	100th (5.99)

MacArthur 2016 — **5.37** 88th

Custom Cohort

- MacArthur 2007 — 5.19
- Big Bets — 5.55
- Enduring Commitments — 5.45
- Exiting Areas — 5.31

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

Impact on and Understanding of Grantees' Local Communities

"Overall, how would you rate the Foundation's impact on your local community?"
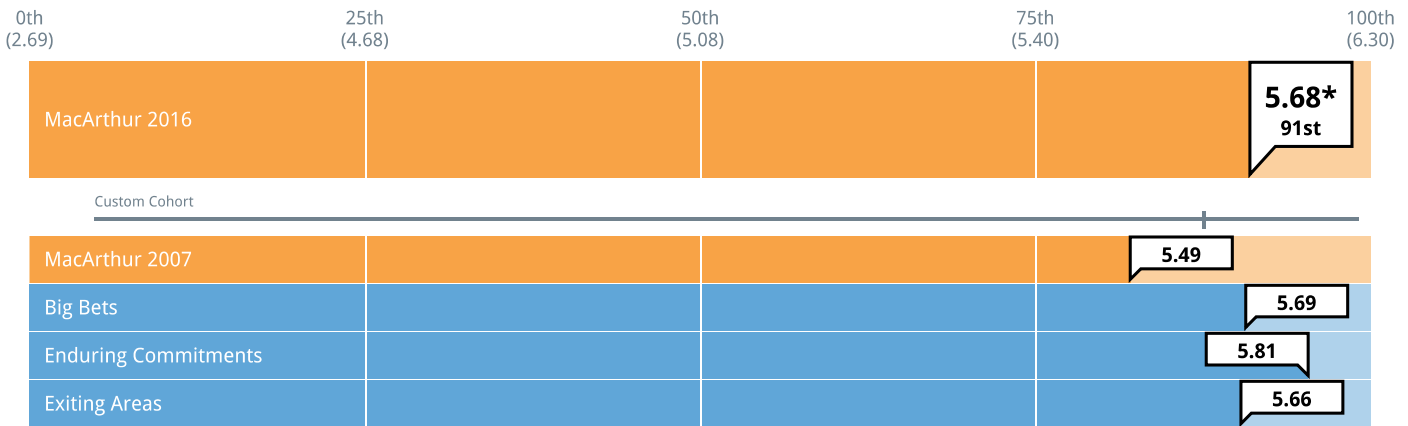
1 = No impact   **7** = Significant positive impact

0th (2.58)	25th (5.11)	50th (5.71)	75th (6.08)	100th (6.83)

MacArthur 2016   **5.02*** 22nd

Custom Cohort

MacArthur 2007   **4.75**
Big Bets   **4.69**
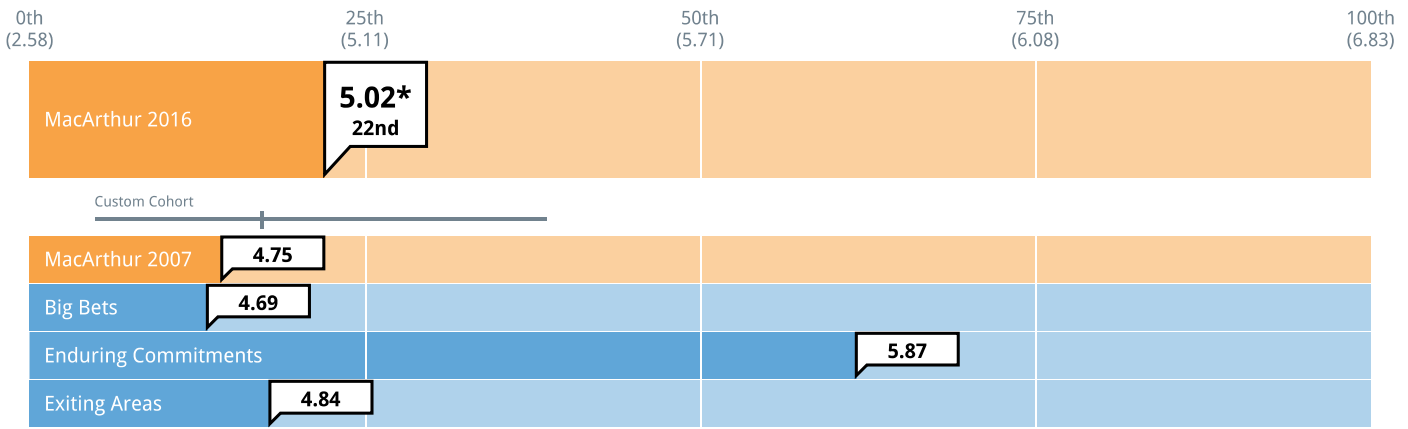Enduring Commitments   **5.87**
Exiting Areas   **4.84**

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

"How well does the Foundation understand the local community in which you work?"

1 = Limited understanding of the community   **7** = Regarded as an expert on the community

0th (3.78)	25th (5.16)	50th (5.65)	75th (6.00)	100th (6.86)

MacArthur 2016   **5.49** 41st

Custom Cohort

MacArthur 2007   **5.37**
Big Bets   **5.37**
Enduring Commitments   **6.02**
Exiting Areas   **5.35**
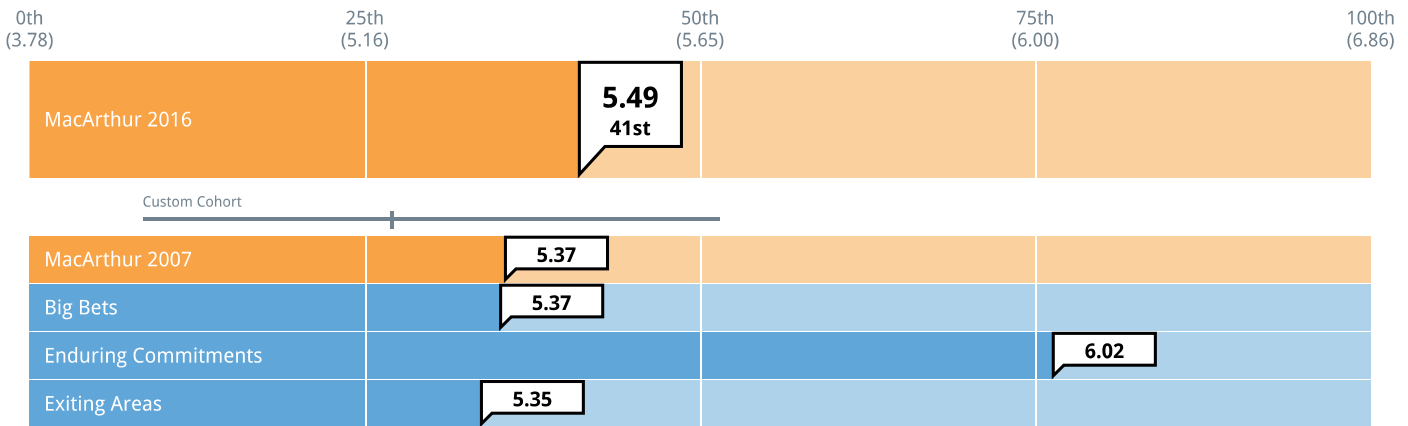
Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

Understanding of Beneficiaries

In the following questions, we use the term "beneficiaries" to refer to those your organization seeks to serve through the services and/or programs it provides. Beneficiaries are often called end users, clients, or participants.

The following questions were recently added to the grantee survey and depict comparative data from fewer than one-third of funders in the dataset.

"How well does the Foundation understand your intended beneficiaries' needs?"

1 = Limited understanding   **7** = Thorough understanding

0th (4.00)	25th (5.44)	50th (5.69)	75th (5.85)	100th (6.27)

MacArthur 2016 — **5.67** 47th

Big Bets — **5.72**

Enduring Commitments — **5.90**

Exiting Areas — **5.61**

Cohort: None ▼   Past results: ● On   ○ Off   Subgroup: Foundation Strategy ▼

"To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?"

1 = Not at all   **7** = To a great extent
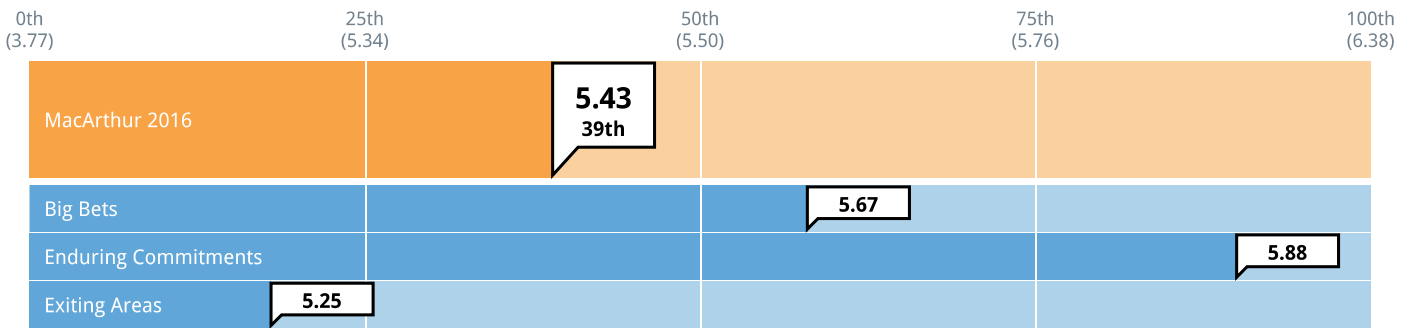
0th (3.77)	25th (5.34)	50th (5.50)	75th (5.76)	100th (6.38)

MacArthur 2016 — **5.43** 39th

Big Bets — **5.67**

Enduring Commitments — **5.88**

Exiting Areas — **5.25**

Cohort: None ▼   Past results: ● On   ○ Off   Subgroup: Foundation Strategy ▼

Impact on and Understanding of Grantees' Organizations

"Overall, how would you rate the Foundation's impact on your organization?"

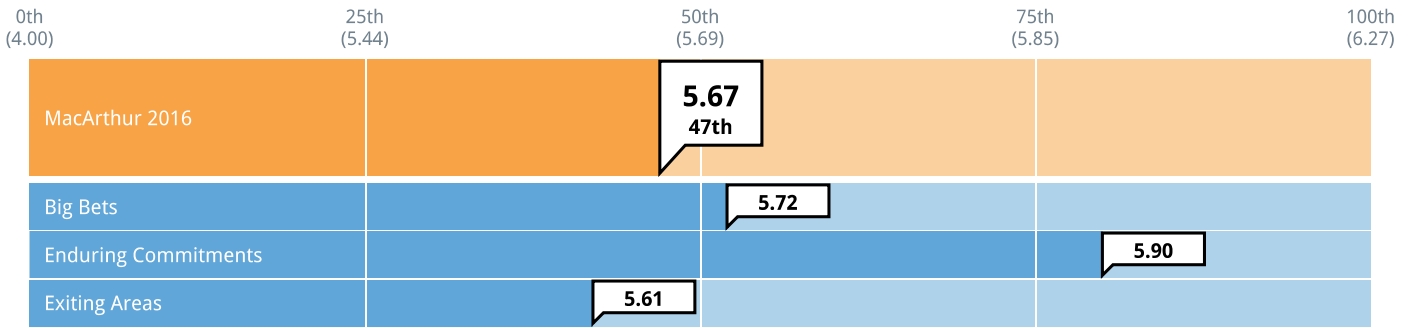**1** = No impact   **7** = Significant positive impact
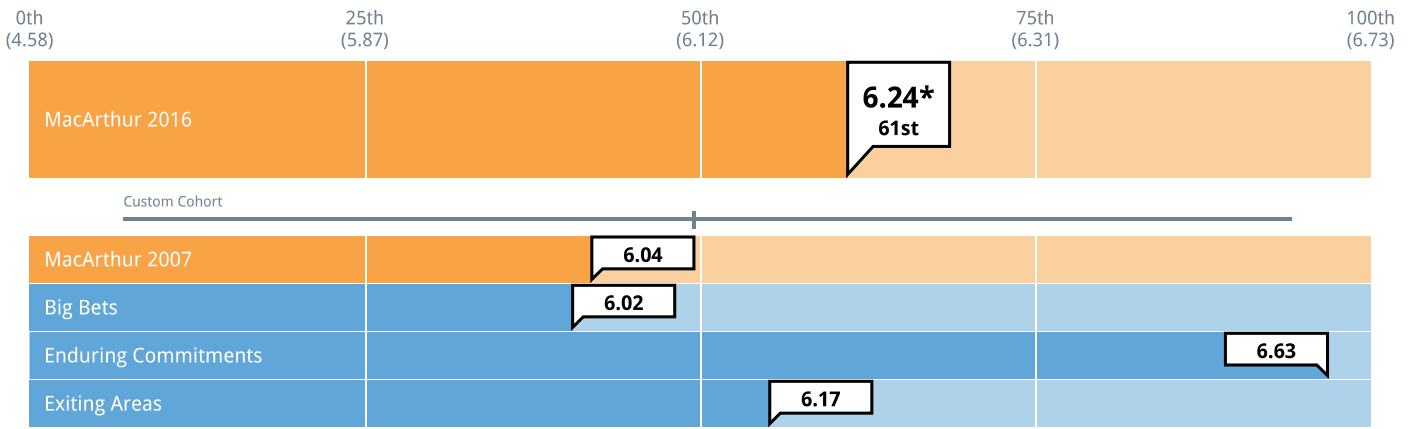
	0th (4.58)	25th (5.87)	50th (6.12)	75th (6.31)	100th (6.73)
MacArthur 2016			6.24* 61st		

Custom Cohort

MacArthur 2007	6.04
Big Bets	6.02
Enduring Commitments	6.63
Exiting Areas	6.17

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Foundation Strategy ▼

"How well does the Foundation understand your organization's strategy and goals?"

1 = Limited understanding   **7** = Thorough understanding
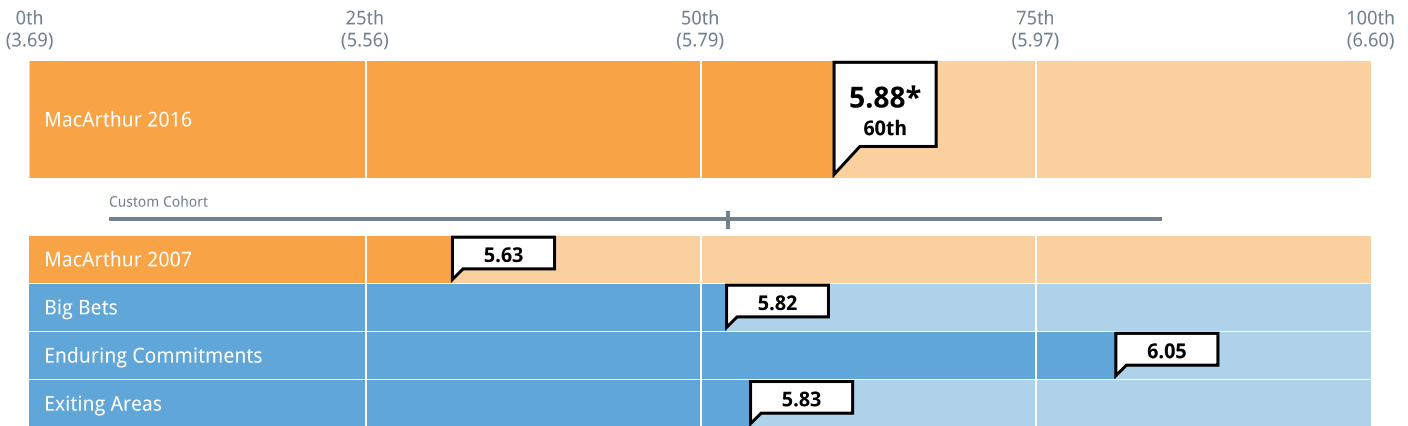
	0th (3.69)	25th (5.56)	50th (5.79)	75th (5.97)	100th (6.60)
MacArthur 2016			5.88* 60th		

Custom Cohort

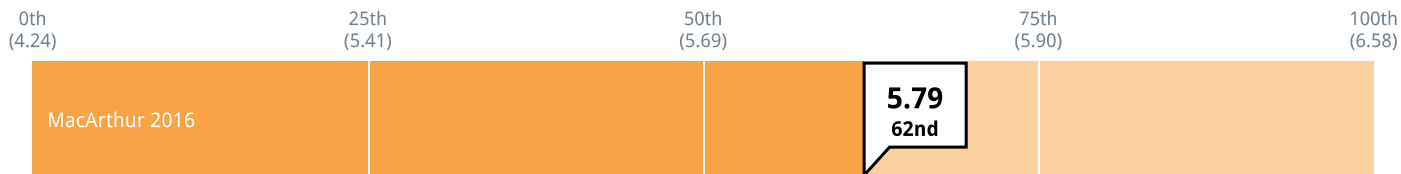| MacArthur 2007 | 5.63 |
Big Bets	5.82
Enduring Commitments	6.05
Exiting Areas	5.83

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Foundation Strategy ▼

"How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?"

1 = Limited understanding   **7** = Thorough understanding

0th (4.24)	25th (5.41)	50th (5.69)	75th (5.90)	100th (6.58)

MacArthur 2016 — **5.79** 62nd

Custom Cohort

Big Bets		5.73		
Enduring Commitments			6.03	
Exiting Areas		5.77		
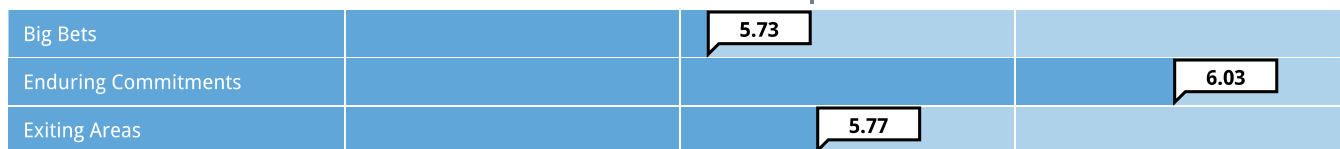
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

"How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?"

1 = Did not improve ability   **7** = Substantially improved ability

0th (4.07)	25th (5.22)	50th (5.48)	75th (5.72)	100th (6.31)

MacArthur 2016 — **5.46*** 47th

Custom Cohort

MacArthur 2007			5.88	
Big Bets	5.40			
Enduring Commitments			5.98	
Exiting Areas	5.31			
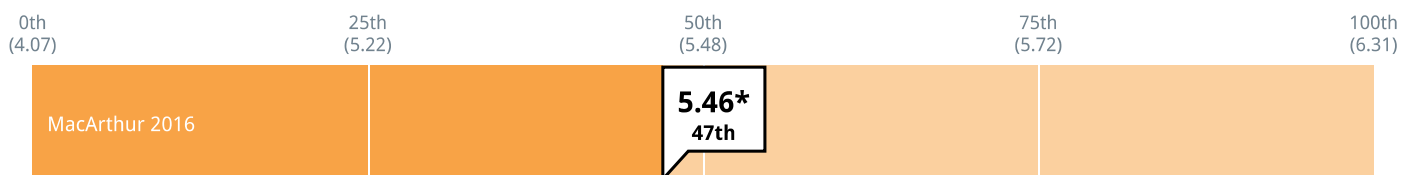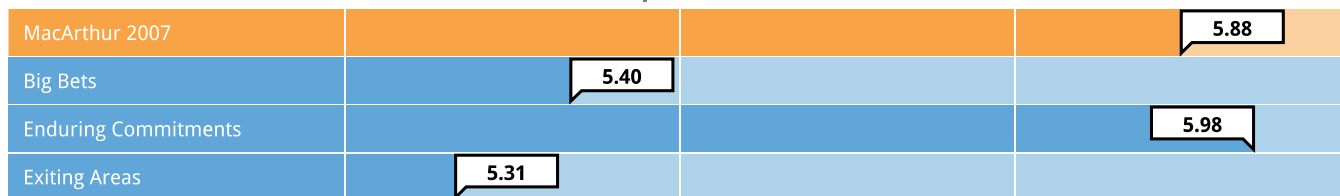
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

Effect of Grant on Organization

"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

Primary Effect of Grant on Grantee's Organization (Overall)	MacArthur 2016	Average Funder	Custom Cohort
Enhanced Capacity	27%	29%	23%
Expanded Existing Program Work	28%	26%	28%
Maintained Existing Program	17%	20%	14%
Added New Program Work	29%	25%	35%

Primary Effect of Grant on Grantee's Organization (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Enhanced Capacity	21%	48%	20%
Expanded Existing Program Work	35%	21%	28%
Maintained Existing Program	8%	18%	19%
Added New Program Work	35%	13%	32%

Effect of Grant on Organization

Grantee Challenges

"How aware is the Foundation of the challenges that your organization is facing?"

1 = Not at all aware   **7** = Extremely aware

0th (4.00)	25th (5.02)	50th (5.27)	75th (5.50)	100th (6.37)

MacArthur 2016 — **5.29** / 52nd

Custom Cohort

- Big Bets — **5.18**
- Enduring Commitments — **5.73**
- Exiting Areas — **5.20**
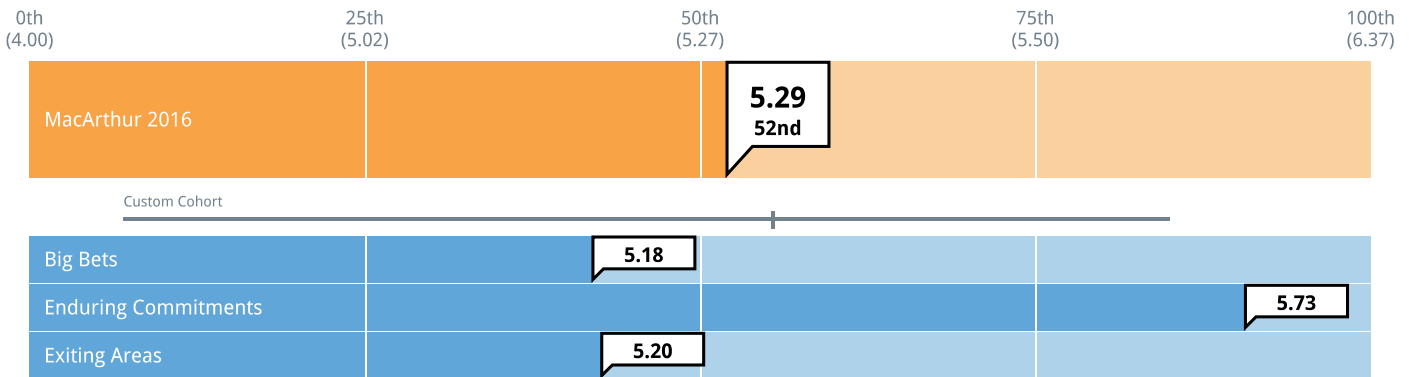
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

"To what extent does the Foundation take advantage of its various resources to help your organization address its challenges?"

1 = Not at all   **7** = To a very great extent

0th (3.61)	25th (4.48)	50th (4.76)	75th (5.01)	100th (5.93)

MacArthur 2016 — **4.73** / 47th

Custom Cohort

- Big Bets — **4.84**
- Enduring Commitments — **5.05**
- Exiting Areas — **4.60**
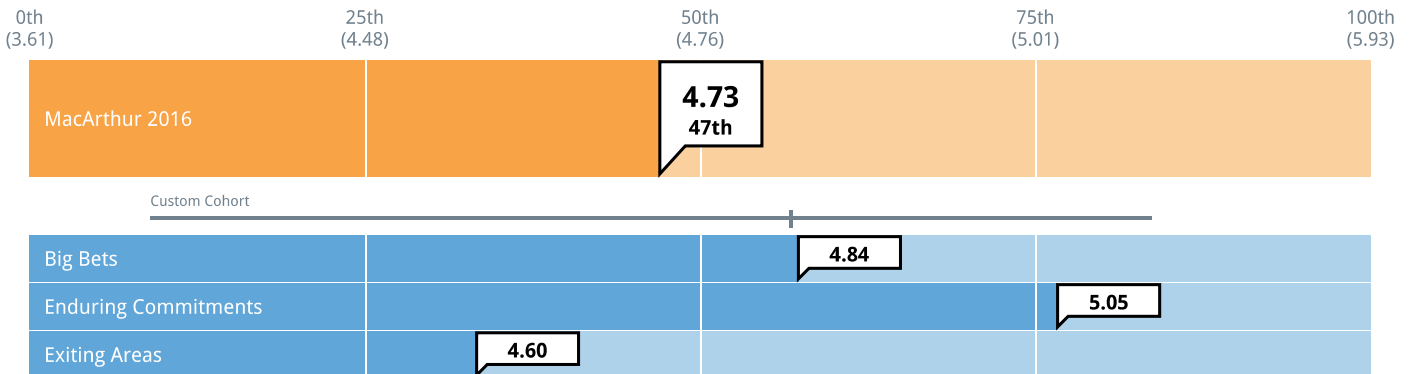
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

Funder-Grantee Relationships

Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as "relationships." The relationships measure below is an average of grantee ratings on the following measures:

1. Fairness of treatment by the foundation
2. Comfort approaching the foundation if a problem arises
3. Responsiveness of foundation staff
4. Clarity of communication of the foundation's goals and strategy
5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

1 = Very negative   **7** = Very positive

0th (4.80)	25th (6.01)	50th (6.18)	75th (6.35)	100th (6.72)

MacArthur 2016 — **6.10** 36th

Custom Cohort

MacArthur 2007 — 6.01
Big Bets — 6.03
Enduring Commitments — 6.31
Exiting Areas — 6.07

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼
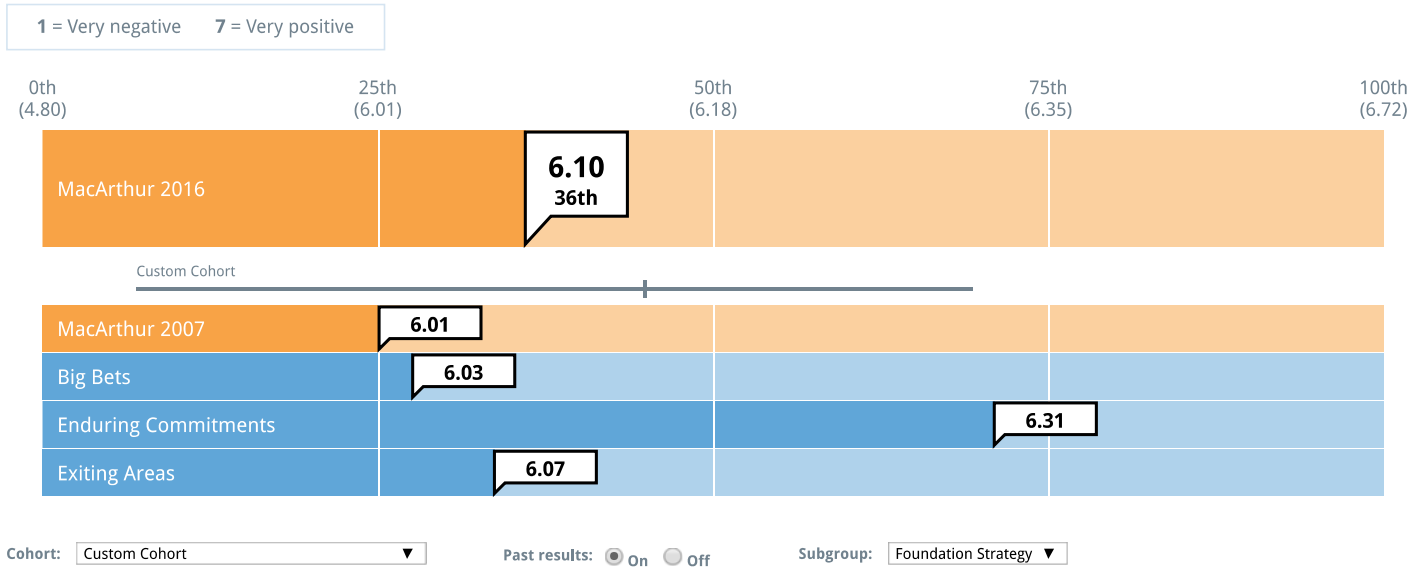
Quality of Interactions

"Overall, how fairly did the Foundation treat you?"

1 = Not at all fairly   **7** = Extremely fairly

0th (5.38)	25th (6.35)	50th (6.53)	75th (6.66)	100th (6.90)

MacArthur 2016 — 6.53* 49th

Custom Cohort

MacArthur 2007	6.36
Big Bets	6.44
Enduring Commitments	6.72
Exiting Areas	6.50
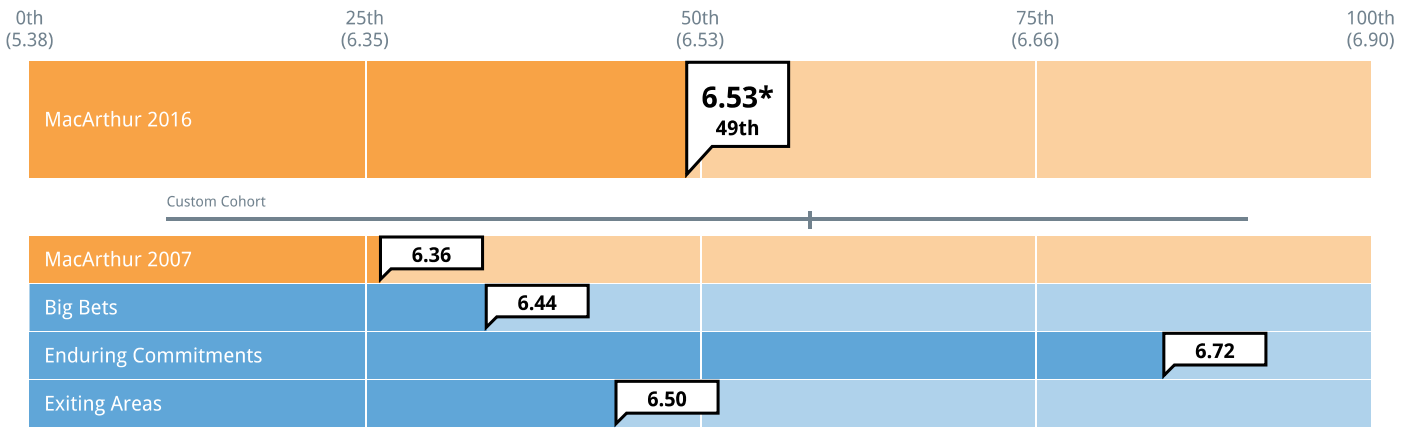
Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** Foundation Strategy ▼

"How comfortable do you feel approaching the Foundation if a problem arises?"

1 = Not at all comfortable   **7** = Extremely comfortable

0th (5.29)	25th (6.03)	50th (6.20)	75th (6.35)	100th (6.78)

MacArthur 2016 — 6.20 49th

Custom Cohort

MacArthur 2007	6.11
Big Bets	6.24
Enduring Commitments	6.26
Exiting Areas	6.19
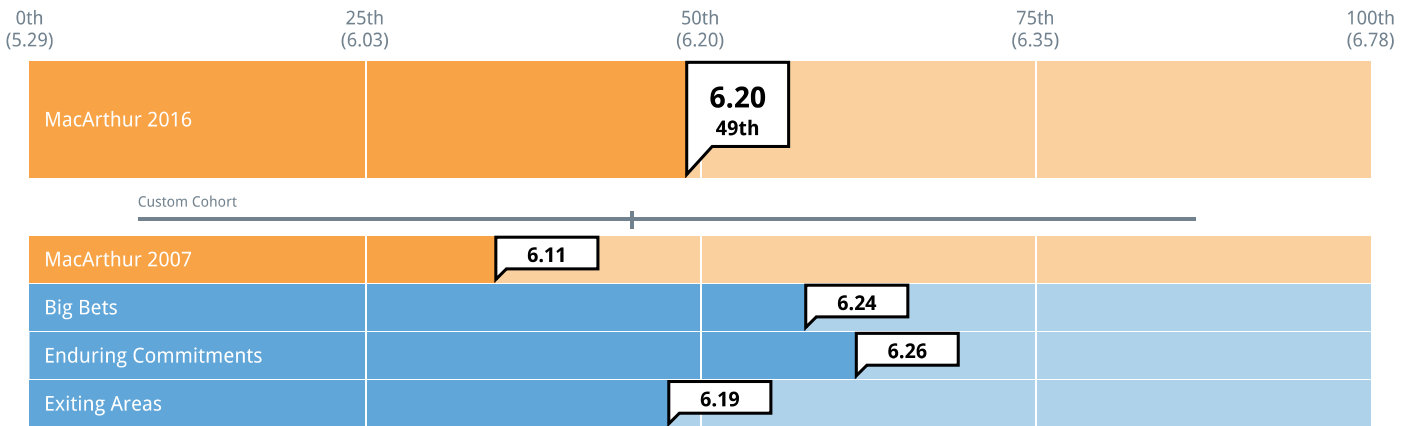
Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** Foundation Strategy ▼

"Overall, how responsive was the Foundation staff?"

1 = Not at all responsive   **7** = Extremely responsive

	0th (4.90)	25th (6.10)	50th (6.35)	75th (6.54)	100th (6.91)
MacArthur 2016			6.24 — 38th		
Custom Cohort					
MacArthur 2007		6.22			
Big Bets	6.18				
Enduring Commitments				6.49	
Exiting Areas	6.18				
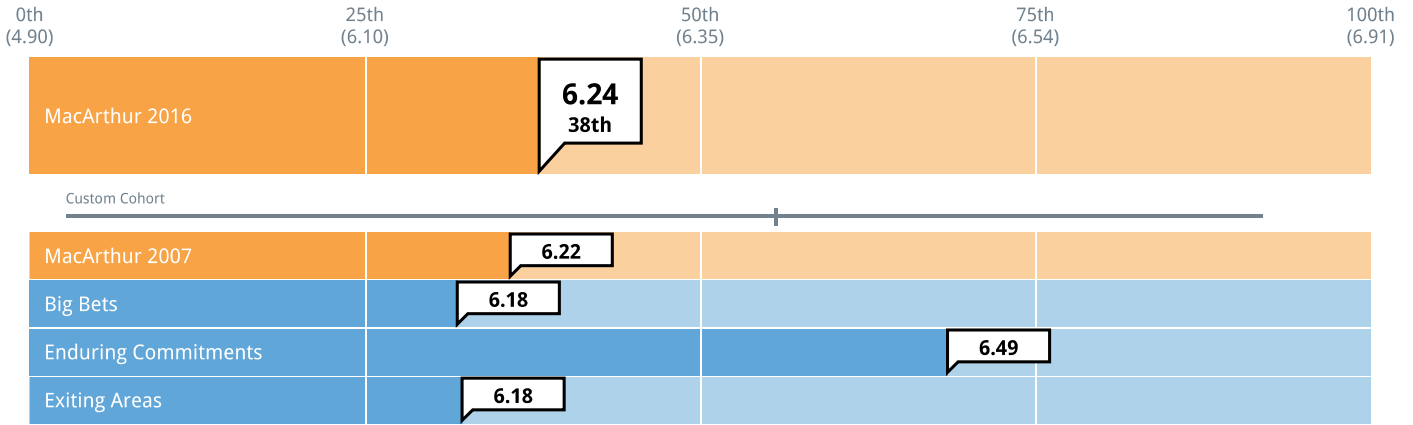
Cohort: [Custom Cohort ▼]   Past results: ⦿ On ○ Off   Subgroup: [Foundation Strategy ▼]

Interaction Patterns

"How often do/did you have contact with your program officer during this grant?"

Frequency of Contact with Program Officer (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Weekly or more often	2%	5%	3%	3%
A few times a month	8%	16%	11%	11%
Monthly	15%	17%	15%	19%
Once every few months	63%	50%	52%	55%
Yearly or less often	11%	11%	19%	12%

Frequency of Contact with Program Officer (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Weekly or more often	5%	1%	2%
A few times a month	19%	6%	6%
Monthly	24%	14%	15%
Once every few months	48%	61%	66%
Yearly or less often	4%	17%	11%

"Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Program Officer	10%	9%	15%	13%
Both of equal frequency	50%	59%	49%	51%
Grantee	40%	33%	36%	36%

Initiation of Contact with Program Officer (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Program Officer	11%	6%	9%
Both of equal frequency	50%	49%	51%
Grantee	38%	46%	40%

Contact Change and Site Visits

"Has your main contact at the Foundation changed in the past six months?"

Proportion of grantees responding 'Yes'

0th (0%)	25th (5%)	50th (13%)	75th (24%)	100th (90%)

MacArthur 2016 — **12%** 47th

Custom Cohort

Big Bets — **7%**

Enduring Commitments — **7%**

Exiting Areas — **14%**
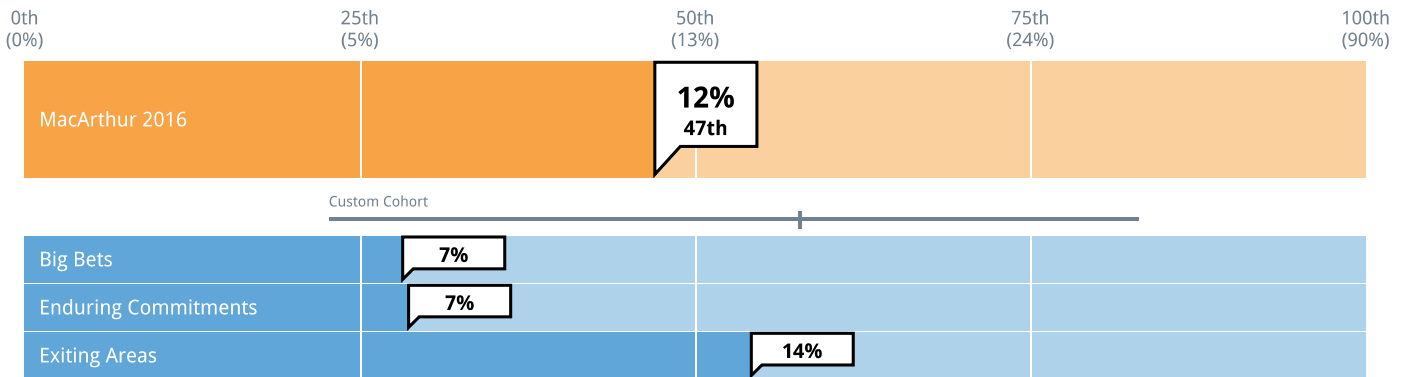
Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

"Did the Foundation conduct a site visit during the course of this grant?"

Proportion of grantees responding 'Yes'
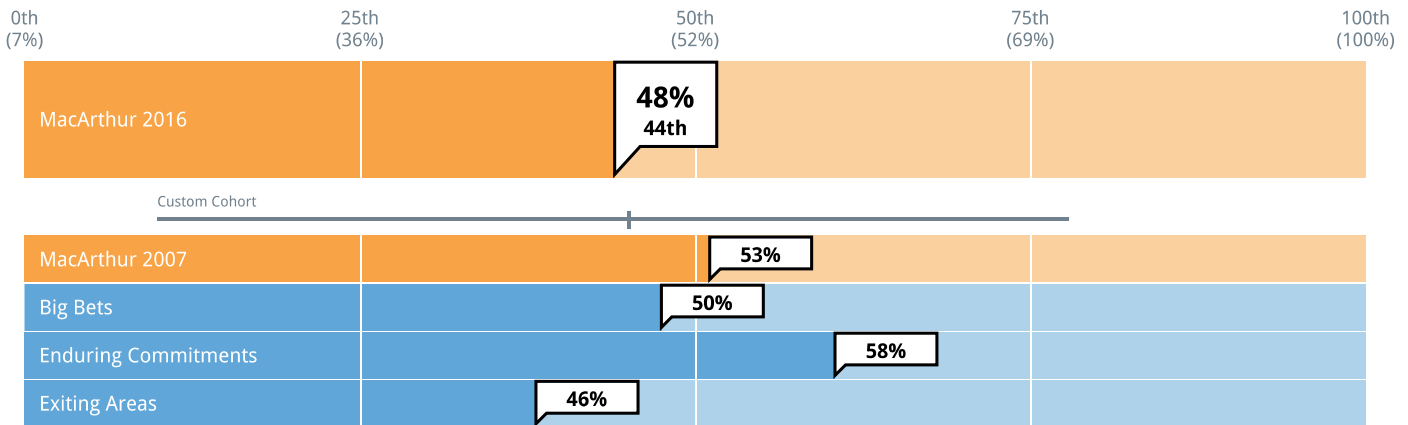
0th (7%)	25th (36%)	50th (52%)	75th (69%)	100th (100%)

MacArthur 2016 — **48%** 44th

Custom Cohort

MacArthur 2007 — **53%**

Big Bets — **50%**

Enduring Commitments — **58%**

Exiting Areas — **46%**

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

CONFIDENTIAL

Foundation Communication

"How clearly has the Foundation communicated its goals and strategy to you?"

1 = Not at all clearly   **7** = Extremely clearly

0th (3.65)	25th (5.48)	50th (5.73)	75th (6.00)	100th (6.57)

MacArthur 2016 — **5.52** 29th

Custom Cohort

MacArthur 2007 — 5.48
Big Bets — 5.49
Enduring Commitments — 5.93
Exiting Areas — 5.42
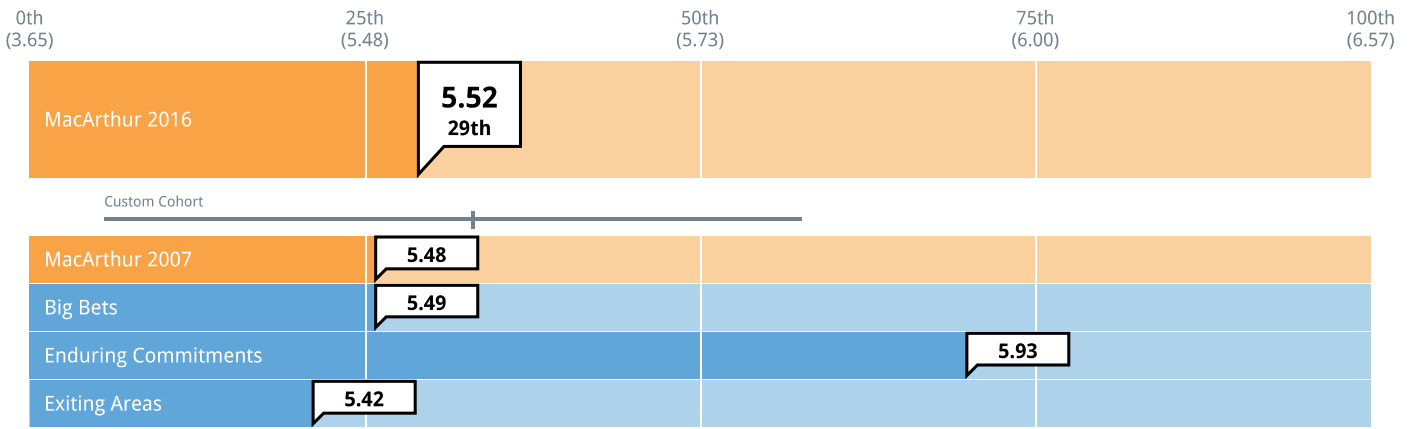
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

"How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?"

1 = Not at all consistent   **7** = Completely consistent
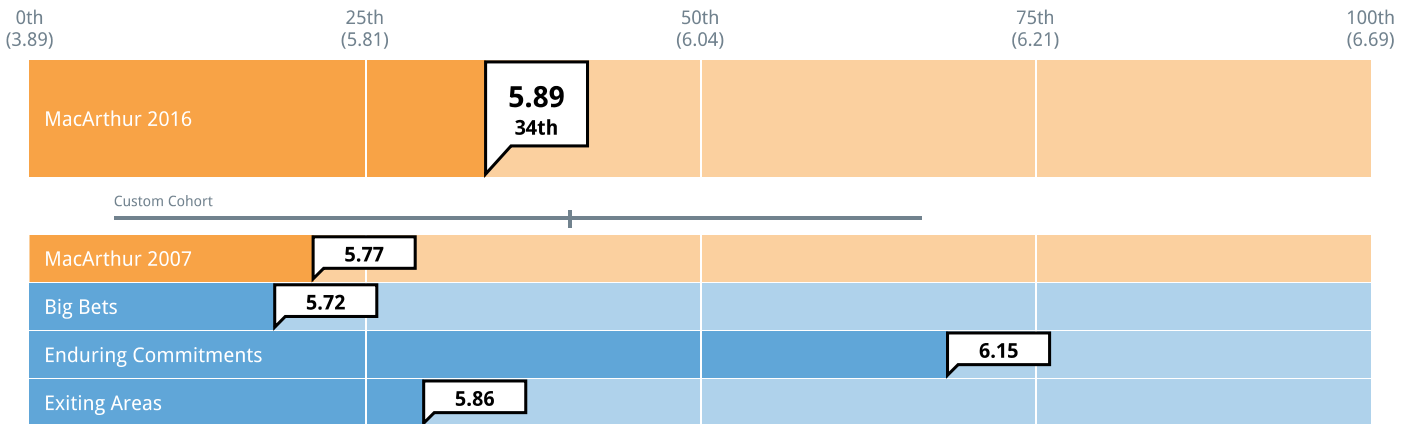
0th (3.89)	25th (5.81)	50th (6.04)	75th (6.21)	100th (6.69)

MacArthur 2016 — **5.89** 34th

Custom Cohort

MacArthur 2007 — 5.77
Big Bets — 5.72
Enduring Commitments — 6.15
Exiting Areas — 5.86

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

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Communication Resources

Grantees were asked whether they used each of the following communications resources from MacArthur and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall

■ MacArthur 2016   ■ MacArthur 2007   ■ Custom Cohort   ■ Median Funder

Website

MacArthur 2016	75%
MacArthur 2007	71%
Custom Cohort	75%
Median Funder	81%

Funding Guidelines

MacArthur 2016	66%
MacArthur 2007	57%
Custom Cohort	67%
Median Funder	68%

Annual Report

MacArthur 2016	27%
MacArthur 2007	40%
Custom Cohort	25%
Median Funder	29%

Individual Communications

MacArthur 2016	91%
MacArthur 2007	92%
Custom Cohort	92%
Median Funder	89%

Group Meetings

MacArthur 2016	42%
MacArthur 2007	44%
Custom Cohort	45%
Median Funder	37%

The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

Helpfulness of Communication Resources - Overall

■ MacArthur 2016   ■ MacArthur 2007   ■ Custom Cohort   ■ Median Funder

Website
MacArthur 2016	5.39
MacArthur 2007	5.15
Custom Cohort	5.27
Median Funder	5.65

Funding Guidelines
MacArthur 2016	5.84
MacArthur 2007	5.33
Custom Cohort	5.71
Median Funder	5.96

Annual Report
MacArthur 2016	5.30
MacArthur 2007	4.77
Custom Cohort	5.14
Median Funder	5.29

Individual Communications
MacArthur 2016	6.58
MacArthur 2007	6.63
Custom Cohort	6.57
Median Funder	6.55

Group Meetings
MacArthur 2016	6.30
MacArthur 2007	6.26
Custom Cohort	6.33
Median Funder	6.31

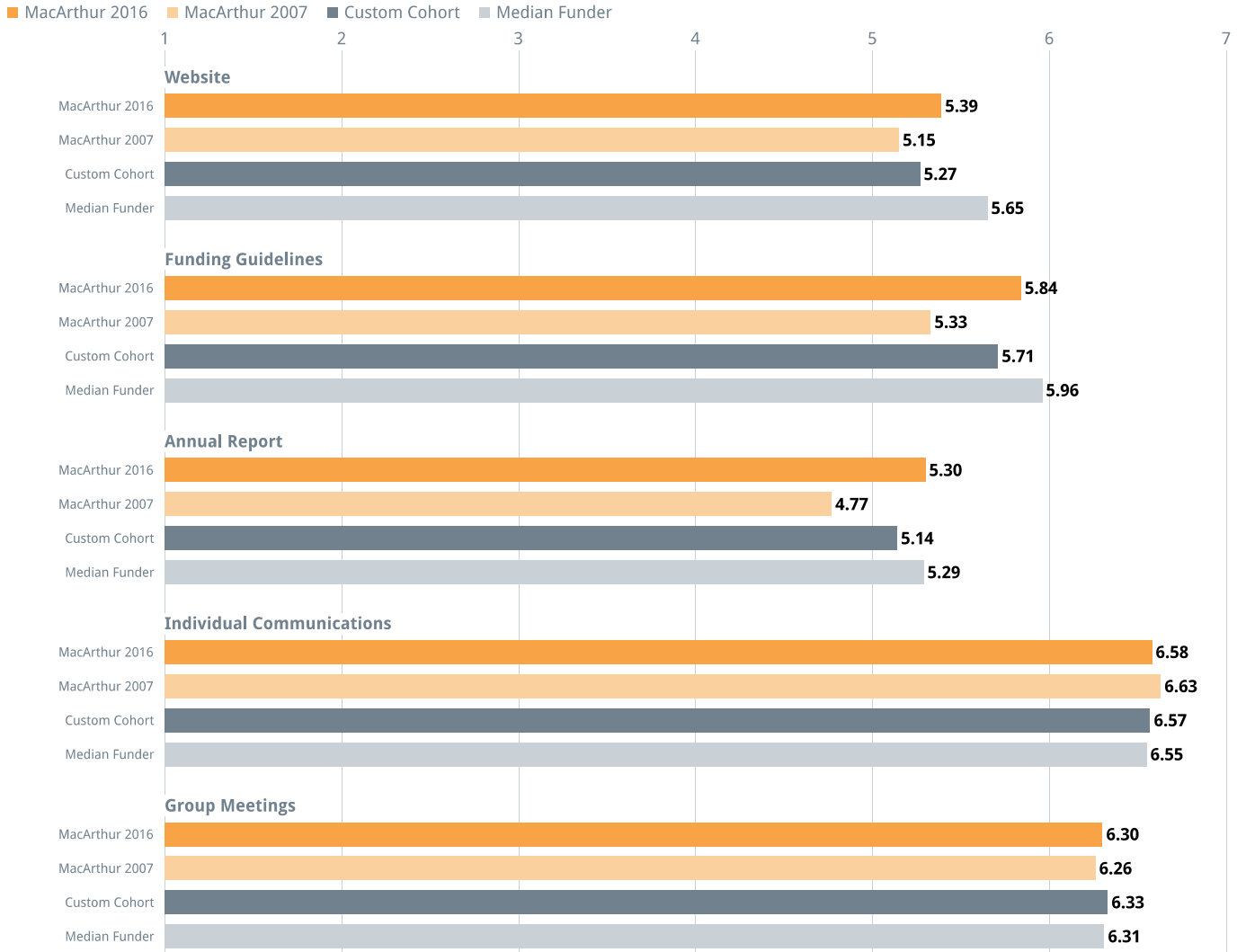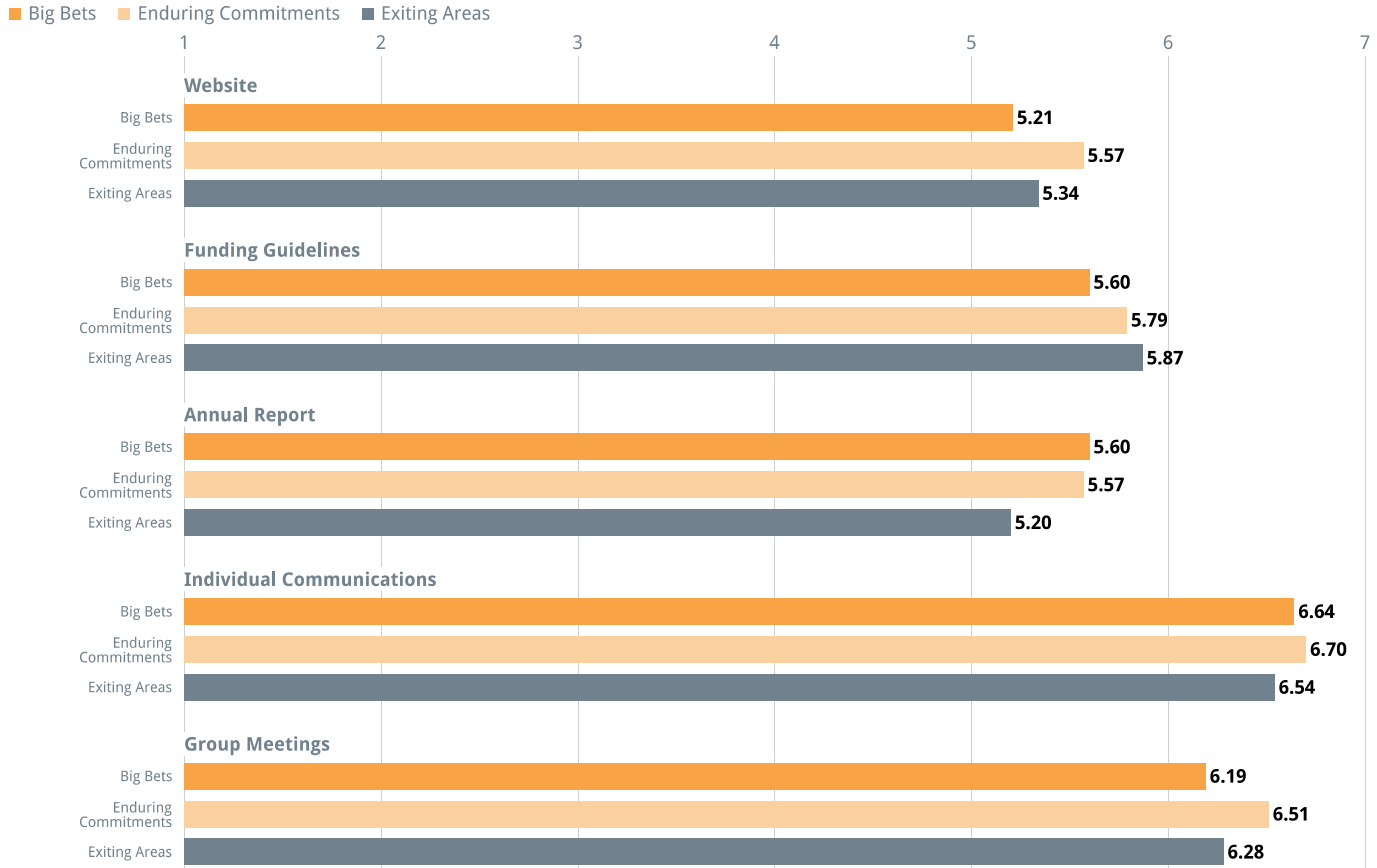The following charts show the usage and helpfulness of communications resources segmented by subgroup.

"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - By Subgroup

■ Big Bets ■ Enduring Commitments ■ Exiting Areas

Website
- Big Bets: 75%
- Enduring Commitments: 83%
- Exiting Areas: 73%

Funding Guidelines
- Big Bets: 63%
- Enduring Commitments: 70%
- Exiting Areas: 66%

Annual Report
- Big Bets: 20%
- Enduring Commitments: 32%
- Exiting Areas: 27%

Individual Communications
- Big Bets: 92%
- Enduring Commitments: 90%
- Exiting Areas: 91%

Group Meetings
- Big Bets: 55%
- Enduring Commitments: 38%
- Exiting Areas: 40%

Helpfulness of Communication Resources - By Subgroup

■ Big Bets ■ Enduring Commitments ■ Exiting Areas

Website

Big Bets	5.21
Enduring Commitments	5.57
Exiting Areas	5.34

Funding Guidelines

Big Bets	5.60
Enduring Commitments	5.79
Exiting Areas	5.87

Annual Report

Big Bets	5.60
Enduring Commitments	5.57
Exiting Areas	5.20

Individual Communications

Big Bets	6.64
Enduring Commitments	6.70
Exiting Areas	6.54

Group Meetings

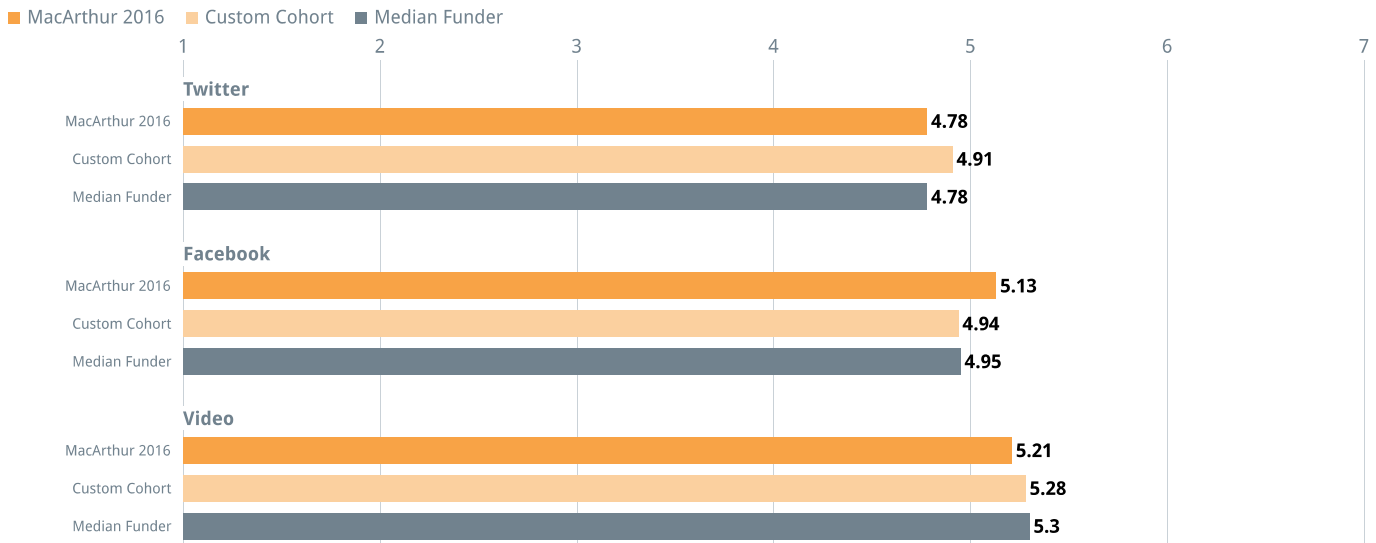|	
Big Bets	6.19
Enduring Commitments	6.51
Exiting Areas	6.28

Social Media

Grantees were asked whether they used each of the following communications resources from MacArthur and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

Usage of Social Media Resources - Overall

■ MacArthur 2016   ■ Custom Cohort   ■ Median Funder

Twitter
- MacArthur 2016: 6%
- Custom Cohort: 6%
- Median Funder: 3%

Facebook
- MacArthur 2016: 4%
- Custom Cohort: 3%
- Median Funder: 3%

Video
- MacArthur 2016: 7%
- Custom Cohort: 6%
- Median Funder: 4%

The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."
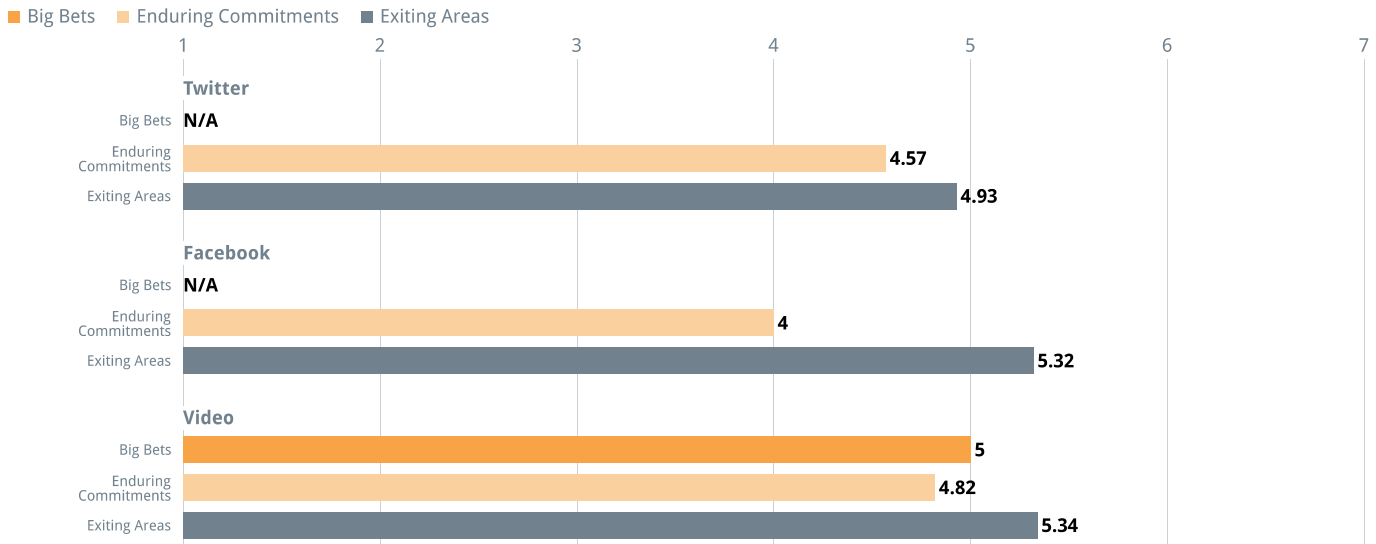
Helpfulness of Social Media Resources - Overall

■ MacArthur 2016   ■ Custom Cohort   ■ Median Funder

Twitter
- MacArthur 2016: 4.78
- Custom Cohort: 4.91
- Median Funder: 4.78

Facebook
- MacArthur 2016: 5.13
- Custom Cohort: 4.94
- Median Funder: 4.95

Video
- MacArthur 2016: 5.21
- Custom Cohort: 5.28
- Median Funder: 5.3

The charts below show the usage and perceived helpfulness of social media segmented by subgroup.
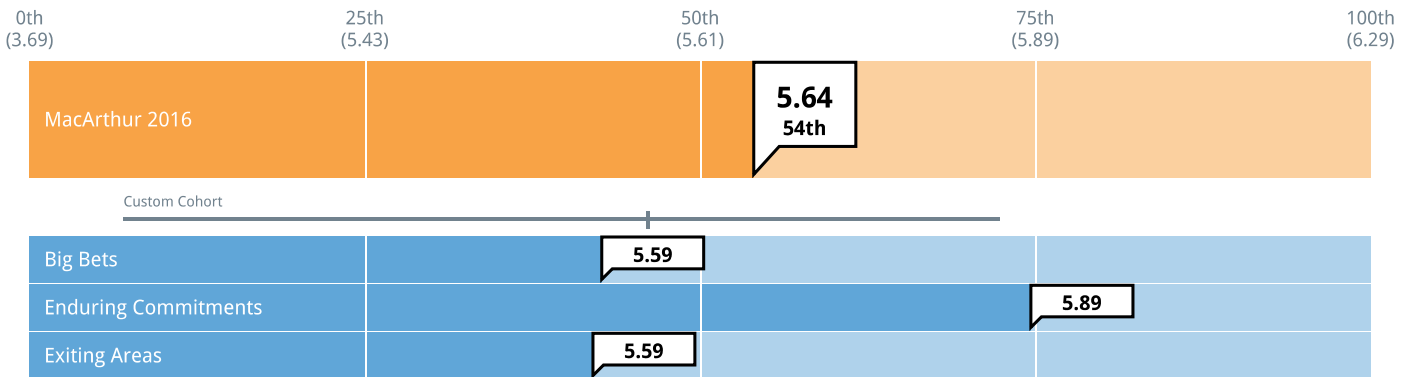
Usage of Social Media Resources - By Subgroup

■ Big Bets ■ Enduring Commitments ■ Exiting Areas

Twitter
Big Bets	5%
Enduring Commitments	6%
Exiting Areas	6%

Facebook
Big Bets	3%
Enduring Commitments	5%
Exiting Areas	4%

Video
Big Bets	7%
Enduring Commitments	10%
Exiting Areas	7%

Helpfulness of Social Media Resources - By Subgroup

■ Big Bets ■ Enduring Commitments ■ Exiting Areas

Twitter
Big Bets	N/A
Enduring Commitments	4.57
Exiting Areas	4.93

Facebook
Big Bets	N/A
Enduring Commitments	4
Exiting Areas	5.32

Video
Big Bets	5
Enduring Commitments	4.82
Exiting Areas	5.34

Funder Transparency

"Overall how transparent is the Foundation with your organization?"

1 = Not at all transparent   **7** = Extremely transparent

0th (3.69)	25th (5.43)	50th (5.61)	75th (5.89)	100th (6.29)

MacArthur 2016   **5.64** 54th

Custom Cohort

Big Bets	5.59
Enduring Commitments	5.89
Exiting Areas	5.59

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** Foundation Strategy ▼

Grantees were asked to rate how transparent MacArthur is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."

Foundation Transparency - Overall

■ MacArthur 2016 ■ Custom Cohort ■ Median Funder

1	2	3	4	5	6	7

Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds

MacArthur 2016	5.22
Custom Cohort	5.16
Median Funder	5.23

Changes that affect the funding grantees might receive in the future

MacArthur 2016	5.32
Custom Cohort	5.21
Median Funder	5.21

Foundation's processes for selecting grantees

MacArthur 2016	5.13
Custom Cohort	5.12
Median Funder	5.21

Foundation's experience with what it has tried but has not worked in its past grantmaking

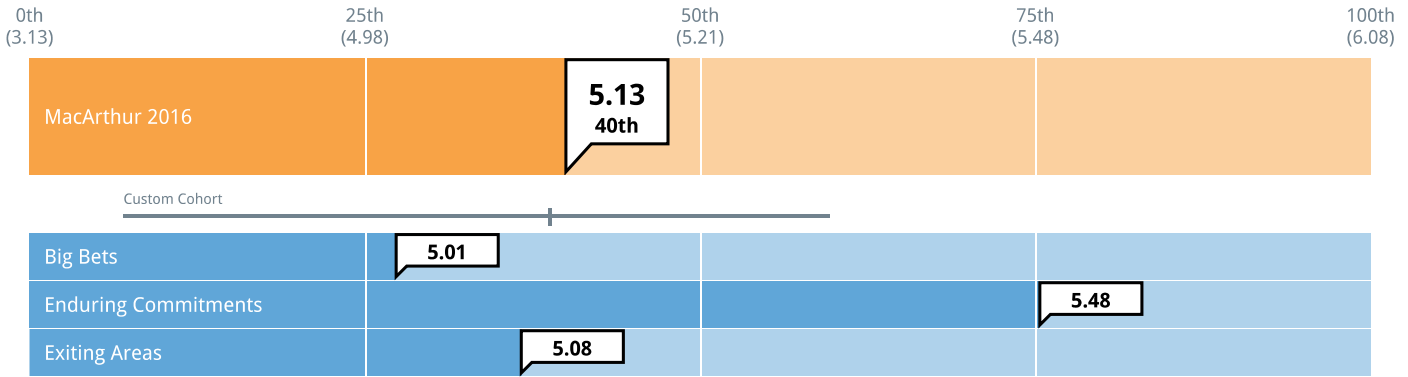| MacArthur 2016 | 4.58 |
| Custom Cohort | 4.57 |
| Median Funder | 4.52 |

Aspects of Funder Transparency

The charts below show grantee ratings of MacArthur's transparency in specific areas of its work.

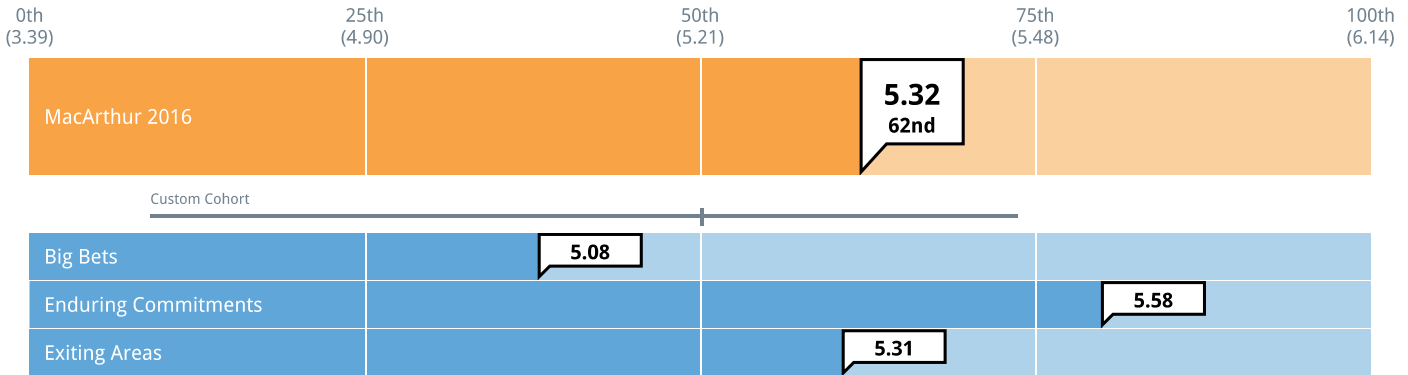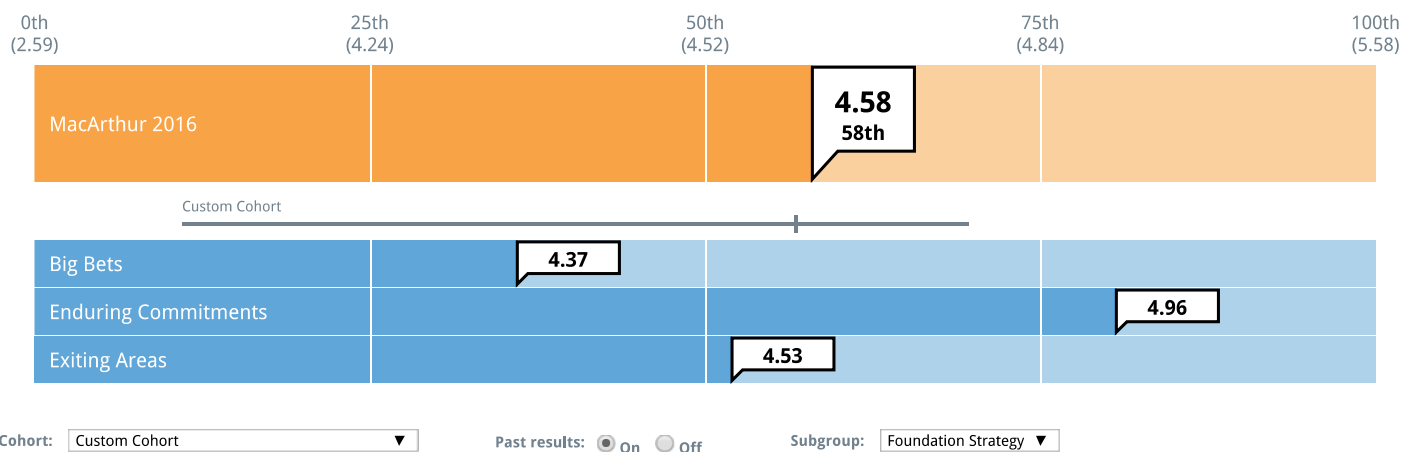## The Foundation's processes for selecting grantees

1 = Not at all transparent   **7** = Extremely transparent

0th (3.13)	25th (4.98)	50th (5.21)	75th (5.48)	100th (6.08)

MacArthur 2016 — **5.13** 40th

Custom Cohort

Big Bets	5.01
Enduring Commitments	5.48
Exiting Areas	5.08

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Foundation Strategy ▼]

Any changes that affect the funding your organization might receive in the future

1 = Not at all transparent   **7** = Extremely transparent

0th (3.39)	25th (4.90)	50th (5.21)	75th (5.48)	100th (6.14)

MacArthur 2016 — **5.32** 62nd

Custom Cohort

Big Bets	5.08
Enduring Commitments	5.58
Exiting Areas	5.31

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Foundation Strategy ▼]

Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds

1 = Not at all transparent   **7** = Extremely transparent

0th (3.37)	25th (4.92)	50th (5.23)	75th (5.50)	100th (6.27)

MacArthur 2016 — **5.22** 49th

Custom Cohort

Big Bets — 5.06
Enduring Commitments — 5.59
Exiting Areas — 5.16

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Foundation Strategy ▼
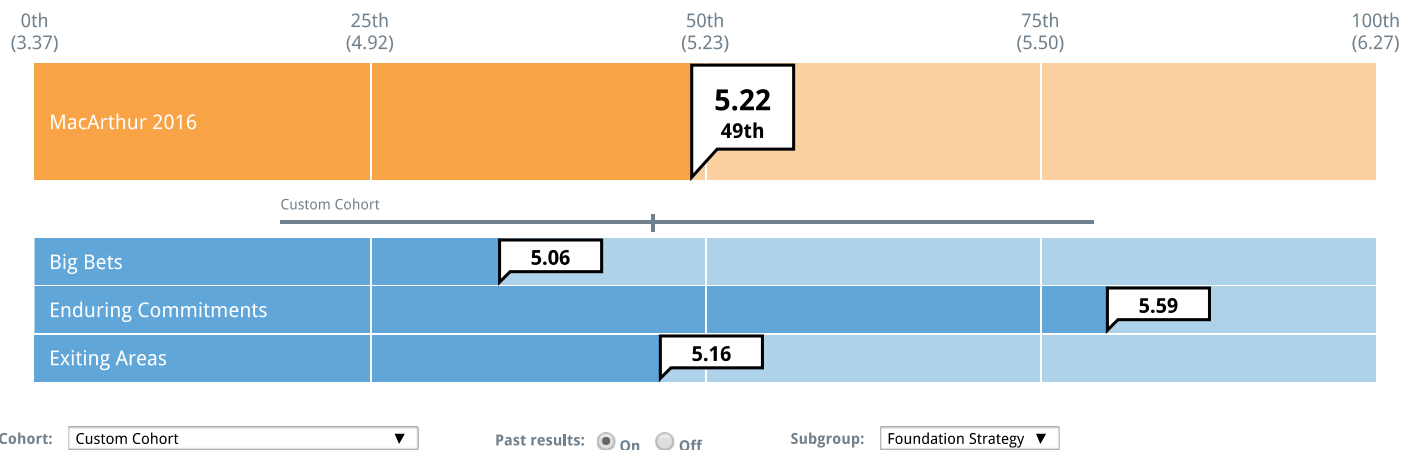
The Foundation's experiences with what it has tried but has not worked in its past grantmaking

1 = Not at all transparent   **7** = Extremely transparent

0th (2.59)	25th (4.24)	50th (4.52)	75th (4.84)	100th (5.58)

MacArthur 2016 — **4.58** 58th

Custom Cohort

Big Bets — 4.37
Enduring Commitments — 4.96
Exiting Areas — 4.53

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Foundation Strategy ▼

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Openness to Ideas about Strategy

The following question was recently added to the grantee survey and depicts comparative data from fewer than one-third of funders in the dataset.

"To what extent is the Foundation open to ideas from grantees about its strategy?"
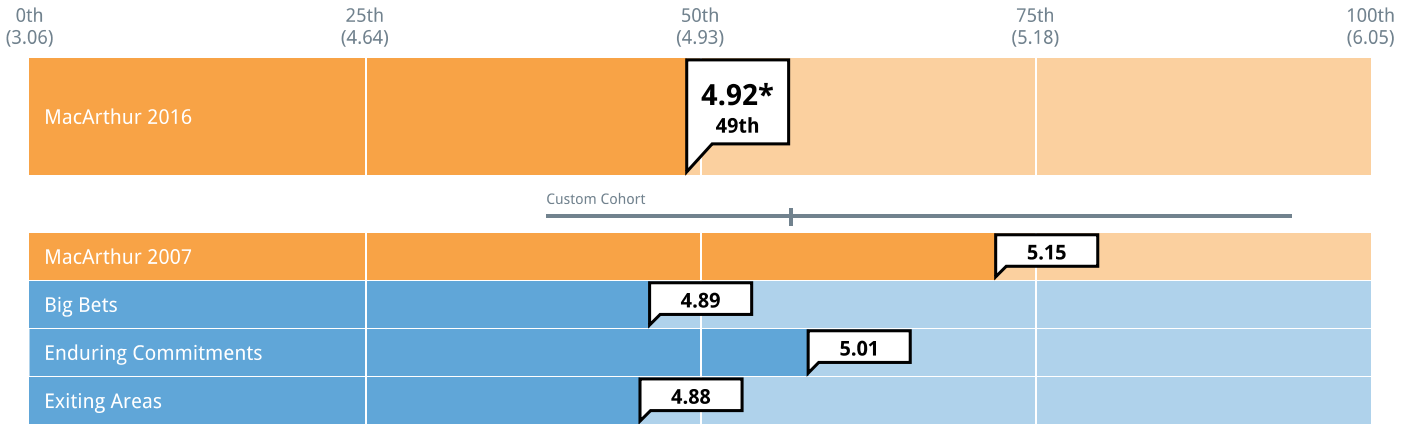
1 = Not at all   **7** = To a great extent

0th (4.14)	25th (4.96)	50th (5.20)	75th (5.45)	100th (6.08)

MacArthur 2016 — **5.11** 39th

Custom Cohort

Big Bets — **5.42**

Enduring Commitments — **5.32**

Exiting Areas — **4.96**

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** Foundation Strategy ▼
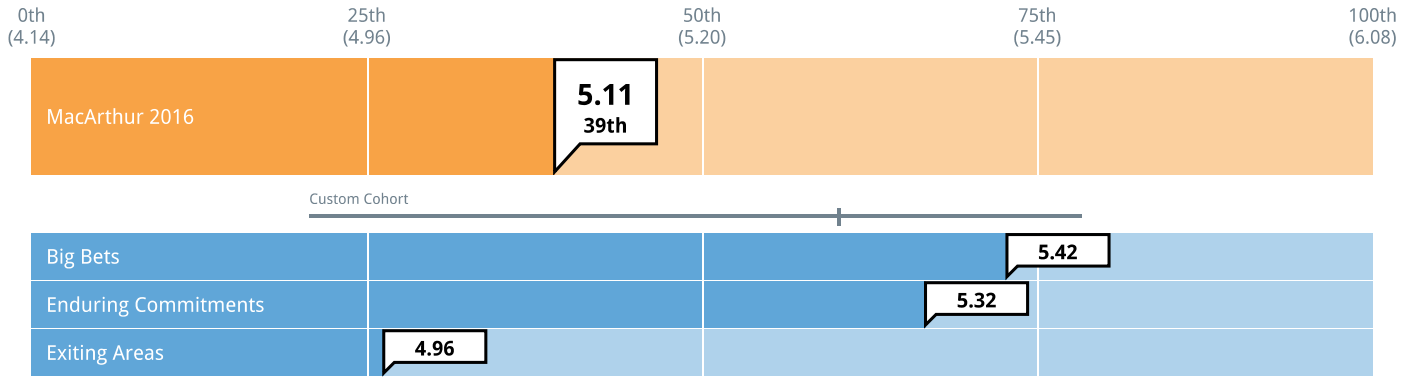
Grant Processes

> **"How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?"**

1 = Not at all helpful   **7** = Extremely helpful

0th (3.06)	25th (4.64)	50th (4.93)	75th (5.18)	100th (6.05)

MacArthur 2016 — **4.92*** 49th

Custom Cohort

MacArthur 2007 — 5.15
Big Bets — 4.89
Enduring Commitments — 5.01
Exiting Areas — 4.88

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Foundation Strategy ▼

> **"How helpful was participating in the Foundation's reporting/evaluation process in strengthening the organization/program funded by the grant?"**

1 = Not at all helpful   **7** = Extremely helpful

0th (3.08)	25th (4.22)	50th (4.47)	75th (4.85)	100th (6.00)

MacArthur 2016 — **4.47** 49th

Custom Cohort

MacArthur 2007 — 4.48
Big Bets — 4.71
Enduring Commitments — 4.40
Exiting Areas — 4.44
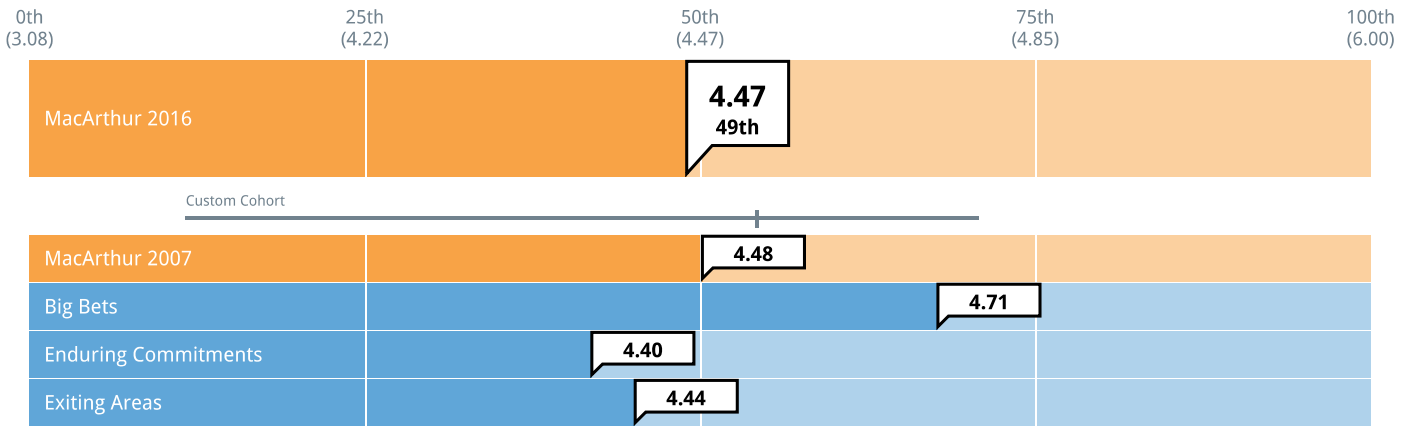
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Foundation Strategy ▼

Selection Process

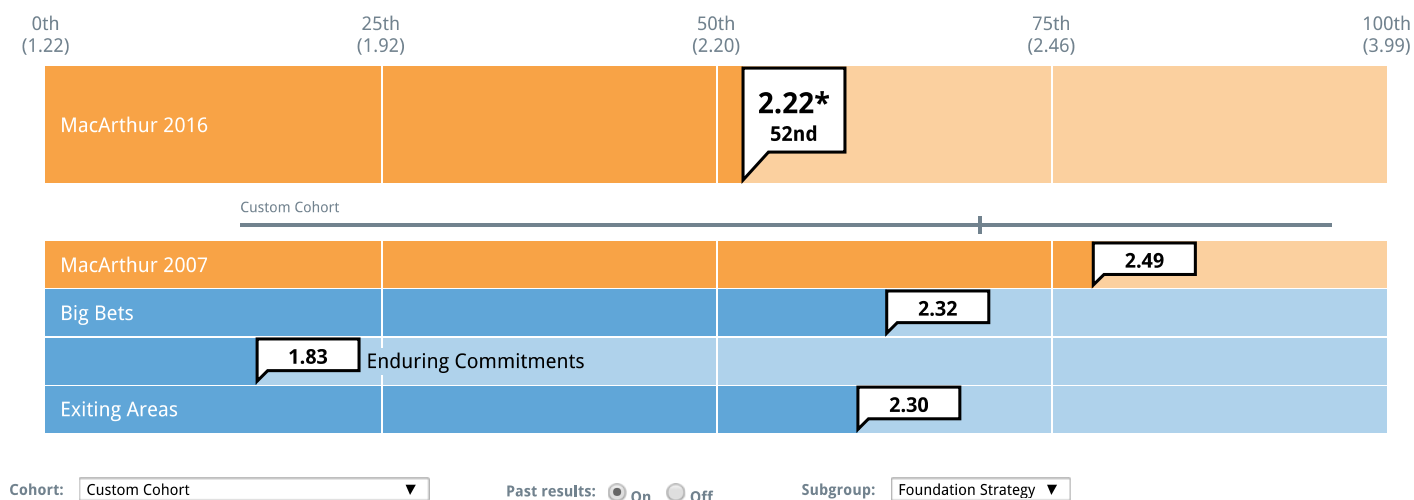| Did you submit a proposal for this grant? (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Submitted a Proposal	97%	97%	94%	97%
Did Not Submit a Proposal	3%	3%	6%	3%

"How involved was the Foundation staff in the development of your proposal?"

1 = No involvement   **7** = Substantial involvement
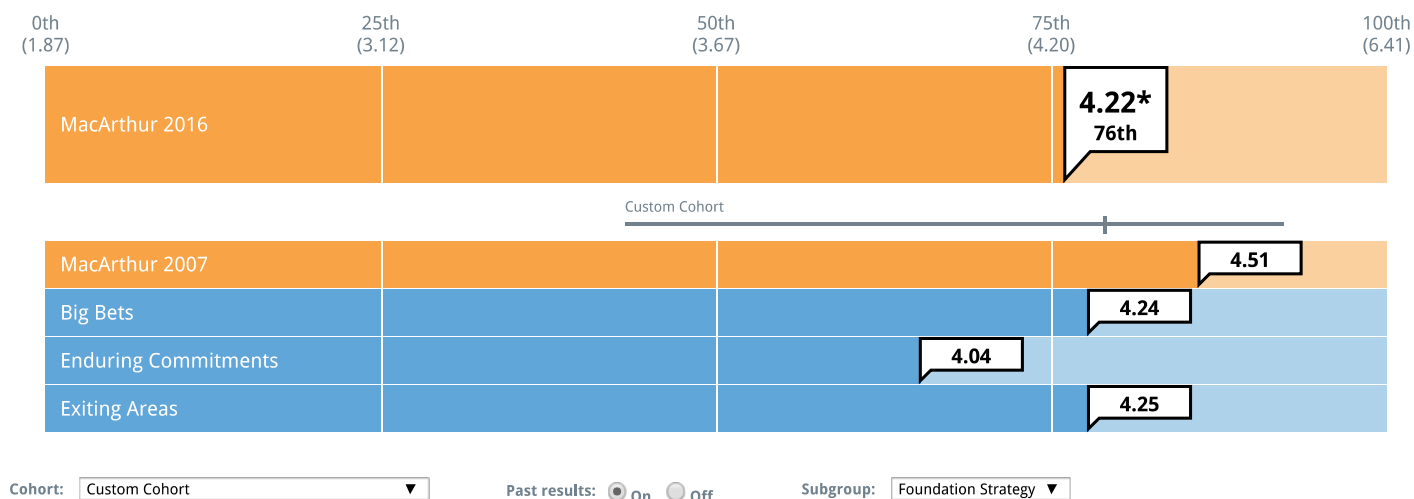
0th (1.87)	25th (3.12)	50th (3.67)	75th (4.20)	100th (6.41)

MacArthur 2016 — **4.22*** **76th**

Custom Cohort

MacArthur 2007 — 4.51
Big Bets — 4.24
Enduring Commitments — 4.04
Exiting Areas — 4.25

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

"As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?"

1 = No pressure   **7** = Significant pressure

0th (1.22)	25th (1.92)	50th (2.20)	75th (2.46)	100th (3.99)

MacArthur 2016 — **2.22*** **52nd**

Custom Cohort

MacArthur 2007 — 2.49
Big Bets — 2.32
Enduring Commitments — 1.83
Exiting Areas — 2.30

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

Time Between Submission and Clear Commitment

"How much time elapsed from the submission of the grant proposal to clear commitment of funding?"

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Less than 1 month	4%	5%	6%	5%
1 - 3 months	53%	37%	55%	50%
4 - 6 months	32%	40%	30%	32%
7 - 9 months	6%	11%	5%	7%
10 - 12 months	2%	5%	2%	4%
More than 12 months	2%	2%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Less than 1 month	5%	5%	5%
1 - 3 months	54%	55%	52%
4 - 6 months	34%	34%	31%
7 - 9 months	5%	3%	7%
10 - 12 months	1%	3%	3%
More than 12 months	1%	0%	3%

Reporting and Evaluation Process

Participation in Reporting and/or Evaluation Processes (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	59%	60%	57%	58%
There will be a report/evaluation but it has not occurred yet	35%	35%	35%	37%
There was/will be no report/evaluation	4%	2%	4%	3%
Don't know	2%	4%	3%	2%

The following question was recently added to the grantee survey and depicts comparative data from fewer than one-third of funders in the dataset.

Was an external evaluator involved in your reporting/evaluation process? (Overall)	MacArthur 2016	Average Funder
Yes, chosen by the Foundation	14%	15%
Yes, chosen by our organization	9%	9%
No	77%	76%

"After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?"

Proportion responding 'Yes'

	0th (7%)	25th (36%)	50th (50%)	75th (65%)	100th (100%)

MacArthur 2016 — **55%** **59th**

Custom Cohort

MacArthur 2007 — **55%**
Big Bets — **58%**
Enduring Commitments — **42%**
Exiting Areas — **57%**

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼
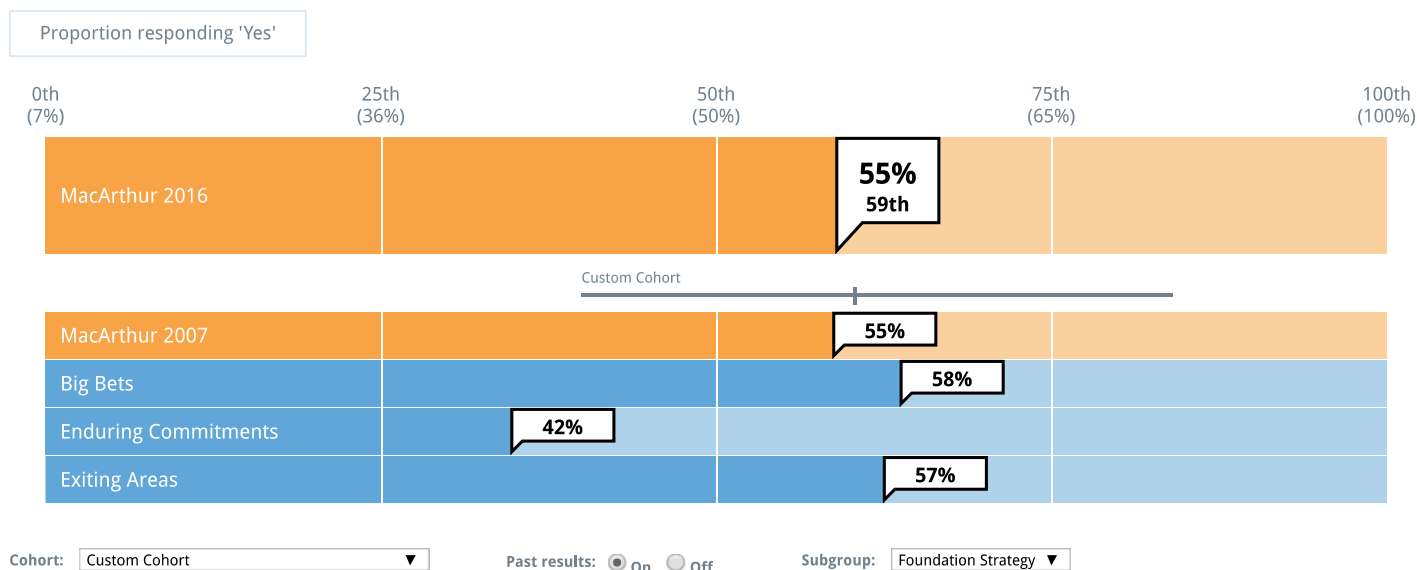
"At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?"
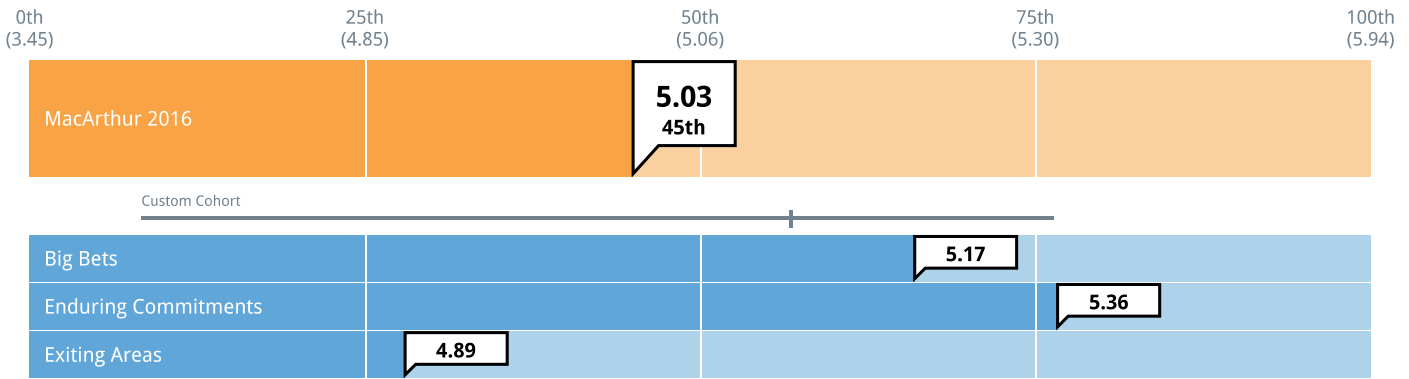
Proportion responding 'Yes'

0th (24%)	25th (58%)	50th (70%)	75th (79%)	100th (100%)

MacArthur 2016 — **74%** 56th

Custom Cohort

Big Bets — **77%**
Enduring Commitments — **67%**
Exiting Areas — **74%**
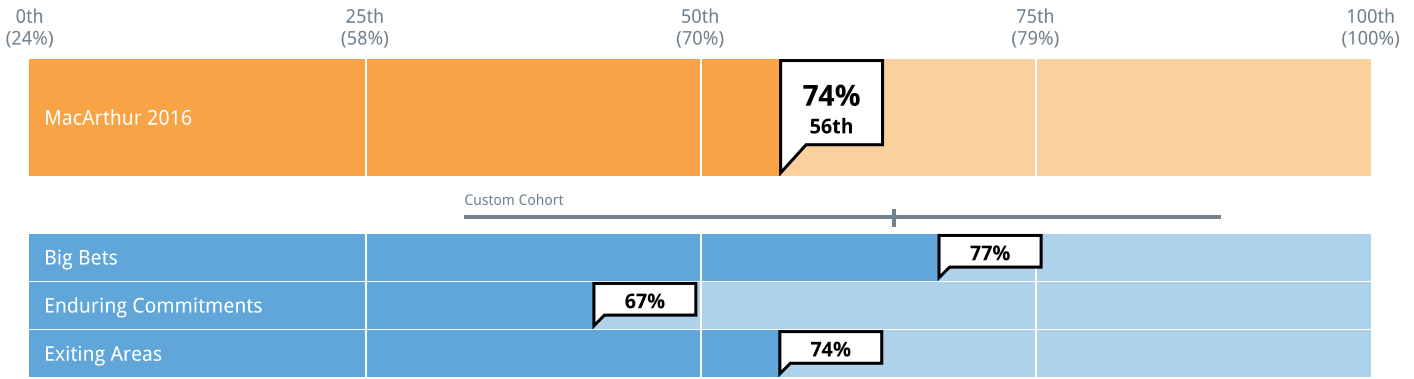
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

"How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?"

1 = Not at all helpful   7 = Extremely helpful

0th (3.45)	25th (4.85)	50th (5.06)	75th (5.30)	100th (5.94)

MacArthur 2016 — **5.03** 45th

Custom Cohort

Big Bets — **5.17**
Enduring Commitments — **5.36**
Exiting Areas — **4.89**

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

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Reporting and Evaluation Process Activities

"Which reporting/evaluation process activities were a part of your process?"

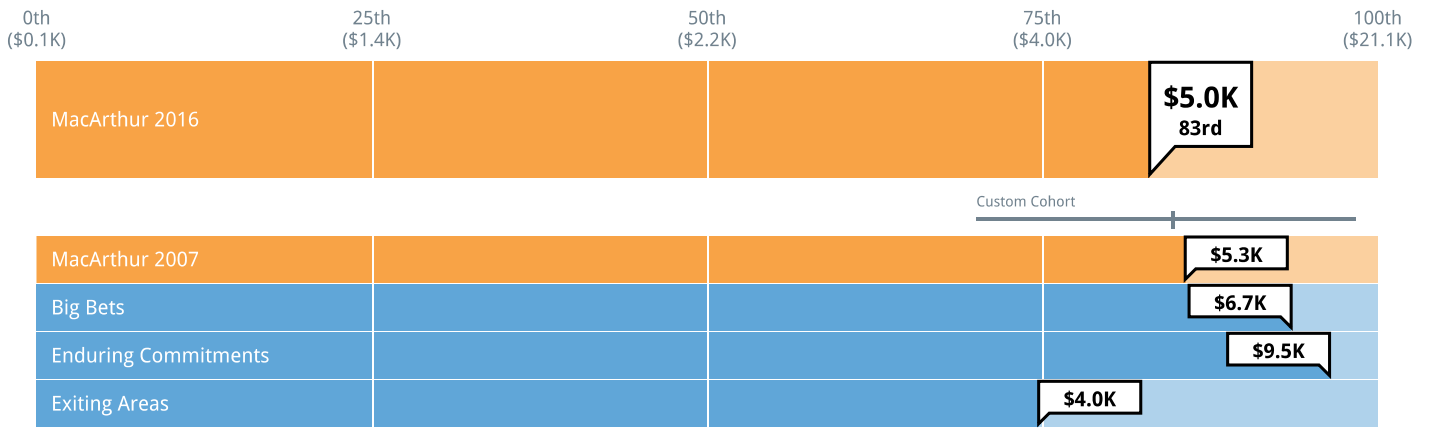## Reporting and Evaluation Process Activities

■ MacArthur 2016　■ Custom Cohort　■ Average Funder

Participated In Only Reporting Process
- MacArthur 2016: 79%
- Custom Cohort: 74%
- Average Funder: 72%

Participated In Only Evaluation Process
- MacArthur 2016: 4%
- Custom Cohort: 4%
- Average Funder: 5%

Participated In Reporting And Evaluation Processes
- MacArthur 2016: 17%
- Custom Cohort: 22%
- Average Funder: 23%
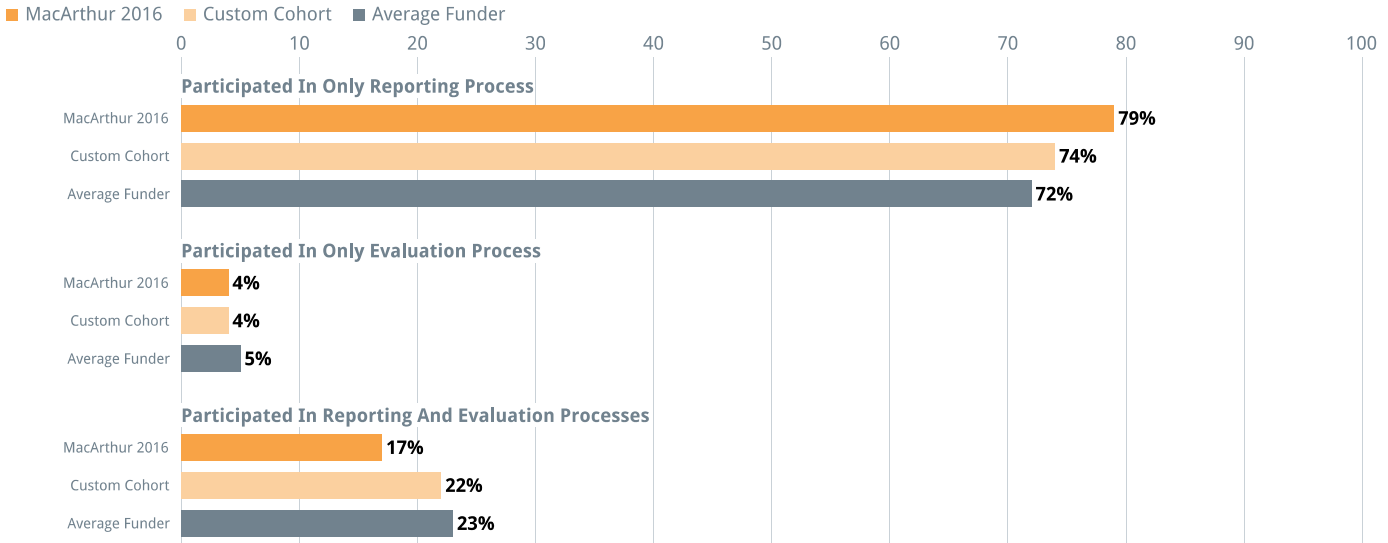
Reporting and Evaluation Process Activities - By Subgroup

■ Big Bets　■ Enduring Commitments　■ Exiting Areas

Participated In Only Reporting Process
- Big Bets: 78%
- Enduring Commitments: 84%
- Exiting Areas: 79%

Participated In Only Evaluation Process
- Big Bets: 7%
- Enduring Commitments: 3%
- Exiting Areas: 4%

Participated In Reporting And Evaluation Processes
- Big Bets: 16%
- Enduring Commitments: 13%
- Exiting Areas: 17%
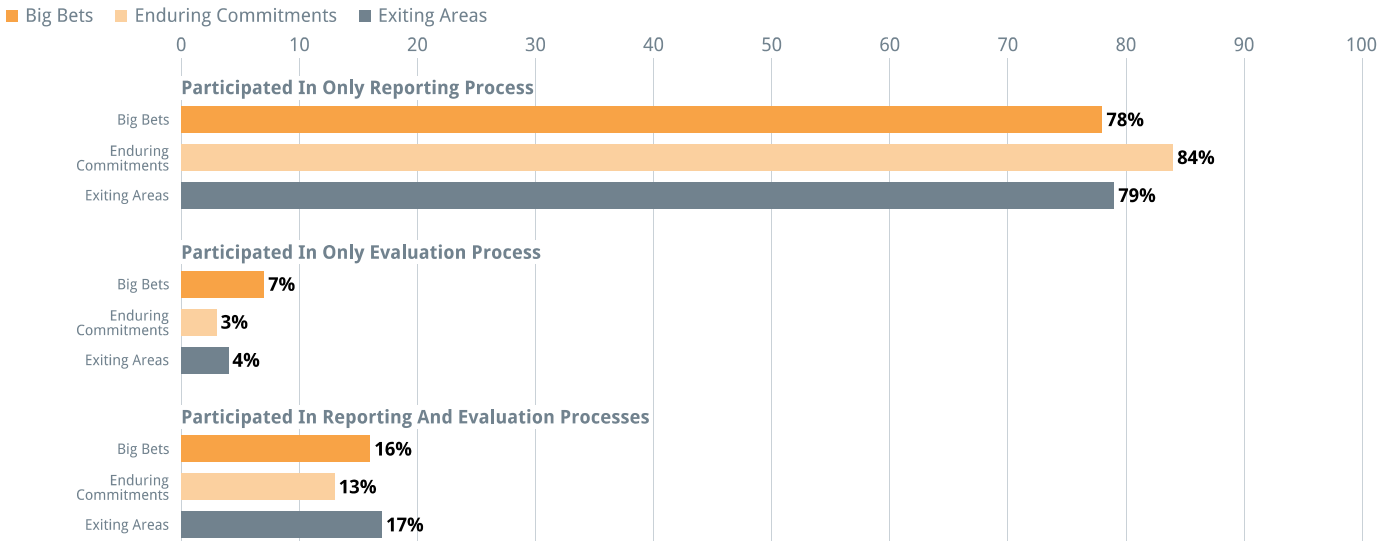
Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant

0th ($0.1K)	25th ($1.4K)	50th ($2.2K)	75th ($4.0K)	100th ($21.1K)

MacArthur 2016 — **$5.0K** 83rd

Custom Cohort

MacArthur 2007 — **$5.3K**

Big Bets — **$6.7K**

Enduring Commitments — **$9.5K**

Exiting Areas — **$4.0K**

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

Median Grant Size

0th ($2K)	25th ($36K)	50th ($75K)	75th ($186K)	100th ($2142K)

MacArthur 2016 — **$300K** 86th

Custom Cohort

MacArthur 2007 — **$300K**

Big Bets — **$405K**

Enduring Commitments — **$300K**

Exiting Areas — **$300K**
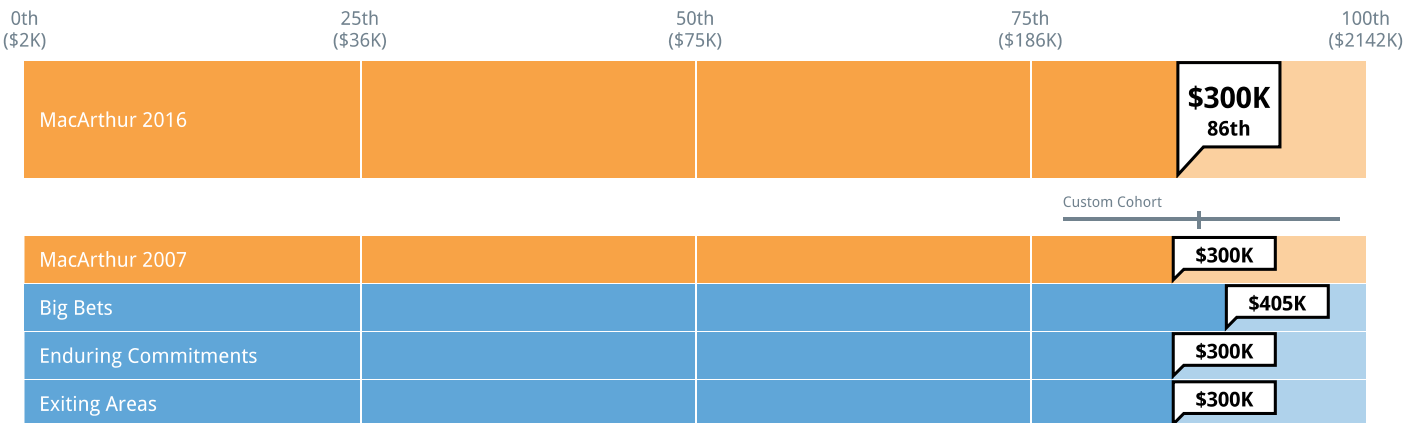
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Foundation Strategy ▼

Median hours spent by grantees on funder requirements over grant lifetime

0th (5hrs)	25th (21hrs)	50th (32hrs)	75th (58hrs)	100th (325hrs)

MacArthur 2016 — **60hrs** 77th

Custom Cohort

MacArthur 2007 — 60hrs

Big Bets — 60hrs

Enduring Commitments — 34hrs

Exiting Areas — 73hrs
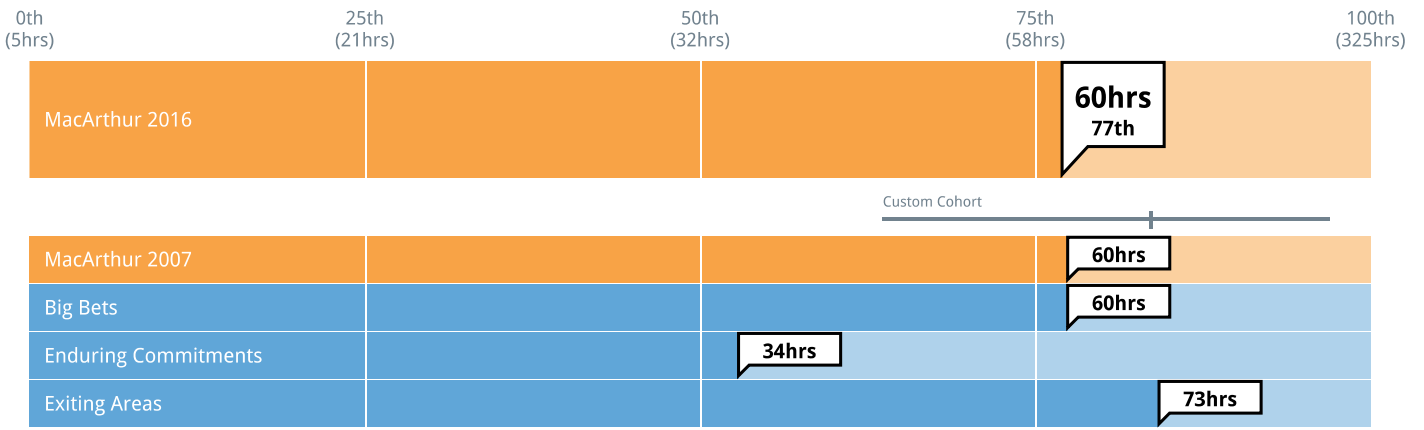
Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Foundation Strategy ▼]

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

| 0th (4hrs) | 25th (15hrs) | 50th (20hrs) | 75th (30hrs) | 100th (204hrs) |

MacArthur 2016 — **40hrs** 84th

Custom Cohort

MacArthur 2007 — 40hrs
Big Bets — 50hrs
Enduring Commitments — 23hrs
Exiting Areas — 40hrs

Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Foundation Strategy ▼]
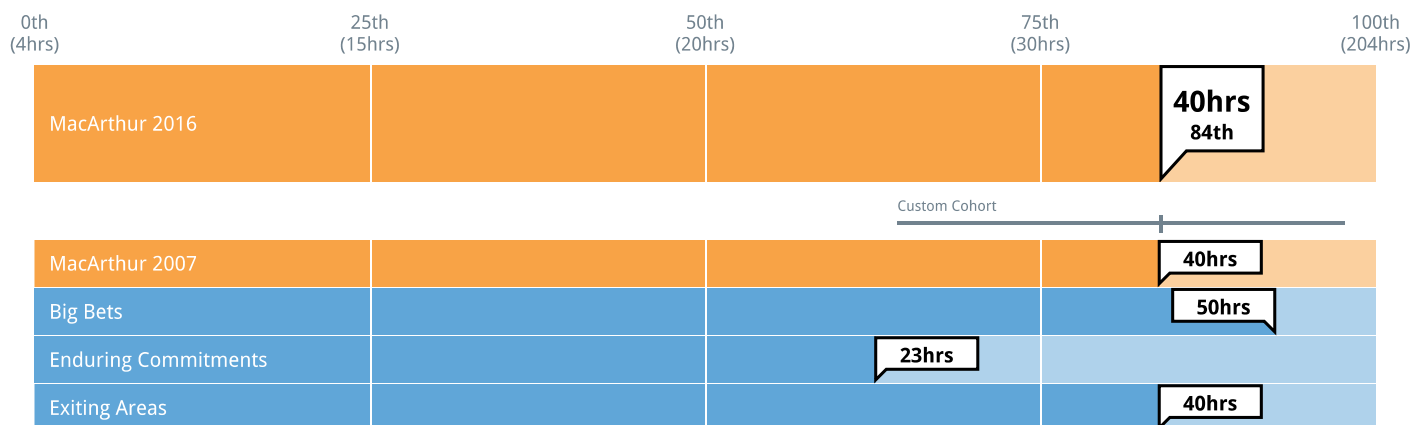
Time Spent On Proposal And Selection Process (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
1 to 9 hours	7%	6%	21%	6%
10 to 19 hours	12%	7%	21%	11%
20 to 29 hours	15%	16%	18%	15%
30 to 39 hours	10%	9%	8%	8%
40 to 49 hours	17%	19%	12%	17%
50 to 99 hours	20%	18%	11%	19%
100 to 199 hours	12%	15%	6%	14%
200+ hours	7%	9%	3%	9%

Time Spent On Proposal And Selection Process (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
1 to 9 hours	4%	14%	5%
10 to 19 hours	11%	23%	9%
20 to 29 hours	12%	20%	15%
30 to 39 hours	15%	13%	9%
40 to 49 hours	8%	16%	21%
50 to 99 hours	27%	9%	21%
100 to 199 hours	13%	4%	14%
200+ hours	11%	1%	7%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year
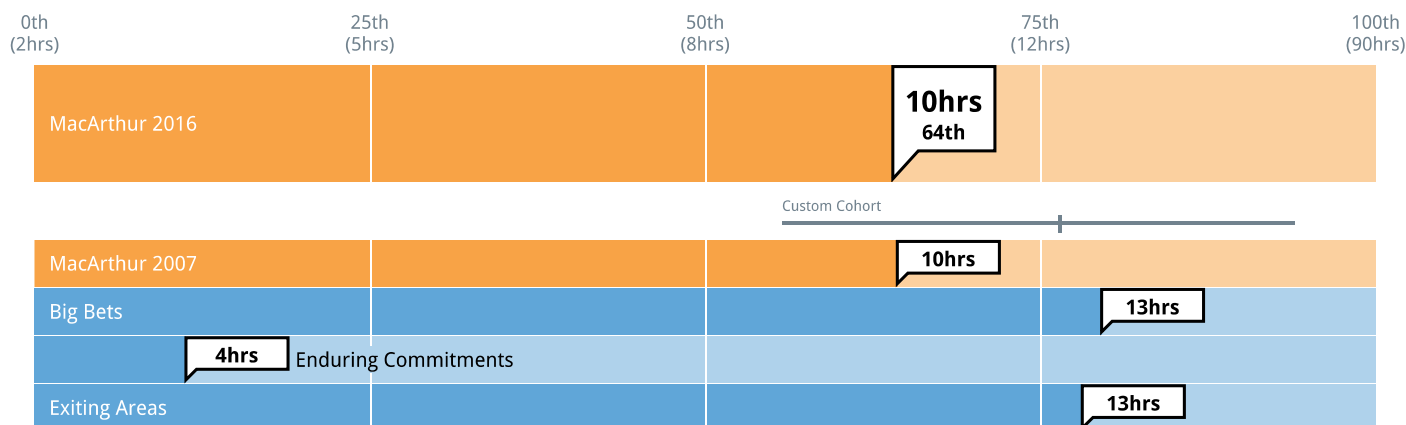
0th	25th	50th	75th	100th
(2hrs)	(5hrs)	(8hrs)	(12hrs)	(90hrs)

MacArthur 2016 — **10hrs 64th**

Custom Cohort

MacArthur 2007 — **10hrs**

Big Bets — **13hrs**

4hrs Enduring Commitments

Exiting Areas — **13hrs**

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Foundation Strategy ▼]

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
1 to 9 hours	44%	49%	53%	37%
10 to 19 hours	22%	25%	20%	23%
20 to 29 hours	15%	11%	10%	14%
30 to 39 hours	4%	4%	4%	6%
40 to 49 hours	4%	4%	4%	5%
50 to 99 hours	5%	4%	5%	8%
100+ hours	6%	3%	4%	7%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
1 to 9 hours	41%	73%	38%
10 to 19 hours	17%	15%	25%
20 to 29 hours	13%	8%	18%
30 to 39 hours	3%	0%	5%
40 to 49 hours	4%	4%	3%
50 to 99 hours	11%	0%	5%
100+ hours	10%	0%	6%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following fourteen types of assistance provided directly or paid for by the Foundation.

Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Foundation facilities
	Provided seminars/forums/convenings	Staff/management training

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.
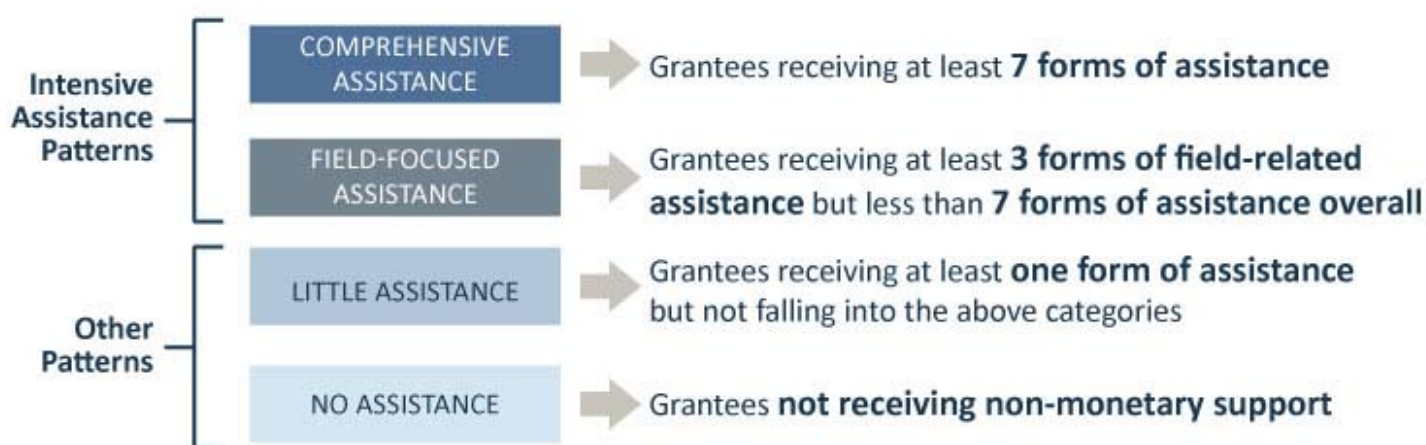
Non-Monetary Assistance Patterns (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Comprehensive	3%	7%	6%	6%
Field-focused	16%	19%	10%	14%
Little	42%	33%	39%	42%
None	39%	42%	45%	38%

Non-Monetary Assistance Patterns (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Comprehensive	7%	1%	2%
Field-focused	19%	17%	15%
Little	39%	32%	44%
None	35%	50%	38%

Proportion of grantees that received field-focused or comprehensive assistance

0th (0%)	25th (7%)	50th (15%)	75th (22%)	100th (64%)

MacArthur 2016 — 19%* 63rd

Custom Cohort

MacArthur 2007 — 25%

Big Bets — 27%

Enduring Commitments — 18%

Exiting Areas — 17%

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

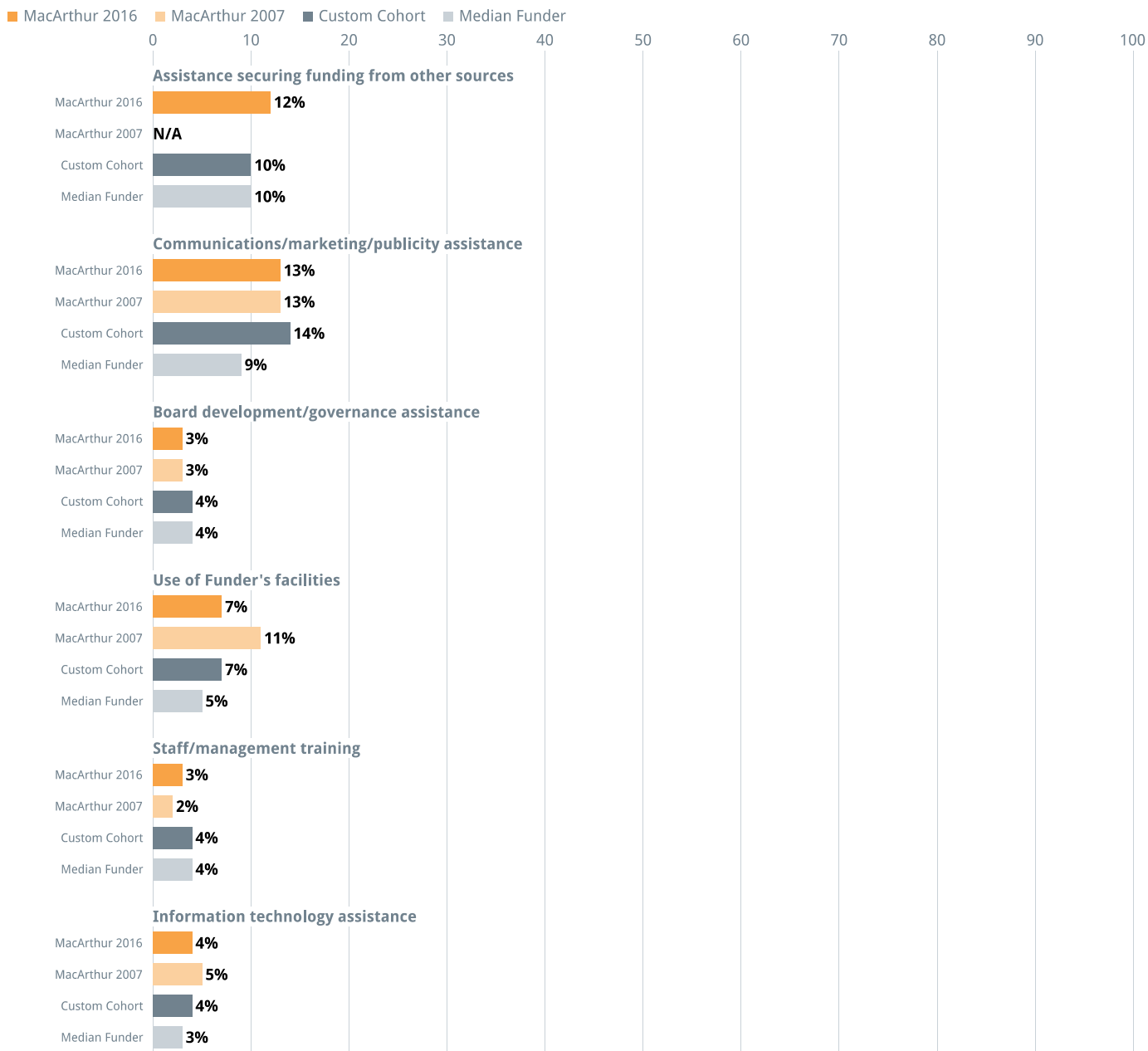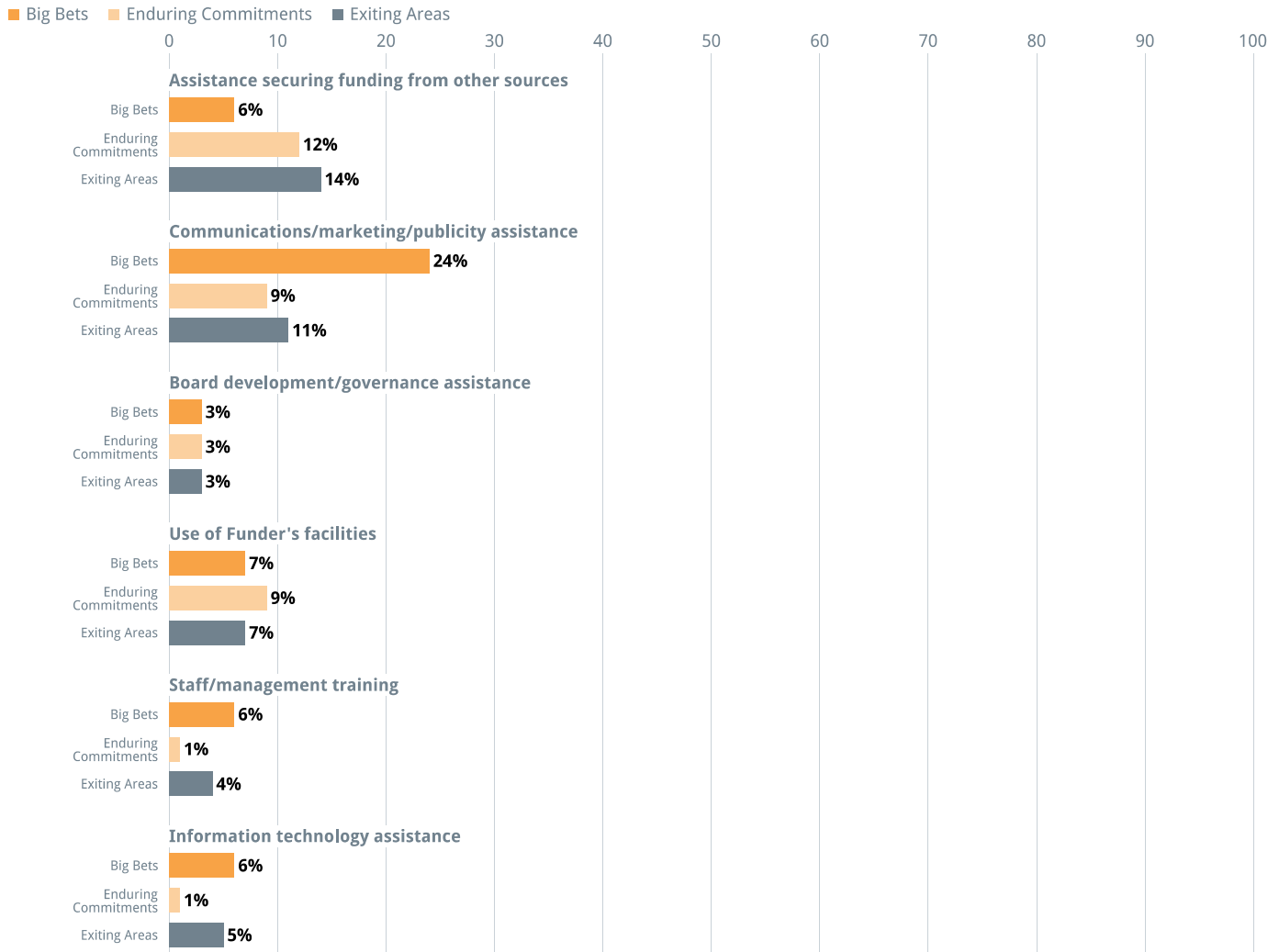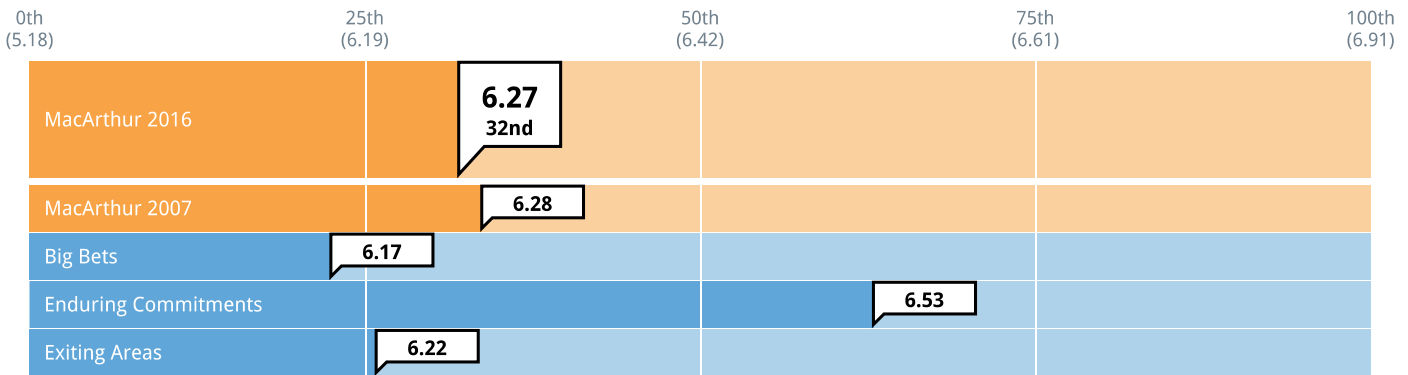## Percentage of Grantees that Received Management Assistance

■ MacArthur 2016   ■ MacArthur 2007   ■ Custom Cohort   ■ Median Funder

Strategic planning advice

MacArthur 2016	21%
MacArthur 2007	21%
Custom Cohort	22%
Median Funder	18%

General management advice

MacArthur 2016	9%
MacArthur 2007	14%
Custom Cohort	10%
Median Funder	11%

Development of performance measures

MacArthur 2016	8%
MacArthur 2007	11%
Custom Cohort	12%
Median Funder	11%

Financial planning/accounting

MacArthur 2016	6%
MacArthur 2007	9%
Custom Cohort	7%
Median Funder	5%

Percentage of Grantees that Received Management Assistance - By Subgroup

■ Big Bets　■ Enduring Commitments　■ Exiting Areas

Strategic planning advice

Big Bets	33%
Enduring Commitments	16%
Exiting Areas	19%

General management advice

Big Bets	10%
Enduring Commitments	6%
Exiting Areas	9%

Development of performance measures

Big Bets	13%
Enduring Commitments	6%
Exiting Areas	8%

Financial planning/accounting

Big Bets	5%
Enduring Commitments	1%
Exiting Areas	6%

Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Field-Related Assistance

■ MacArthur 2016   ■ MacArthur 2007   ■ Custom Cohort   ■ Median Funder

Encouraged/facilitated collaboration

MacArthur 2016	37%
MacArthur 2007	39%
Custom Cohort	37%
Median Funder	30%

Insight and advice on your field

MacArthur 2016	31%
MacArthur 2007	31%
Custom Cohort	30%
Median Funder	22%

Provided seminars/forums/convenings

MacArthur 2016	25%
MacArthur 2007	30%
Custom Cohort	25%
Median Funder	21%

Introduction to leaders in the field

MacArthur 2016	28%
MacArthur 2007	23%
Custom Cohort	30%
Median Funder	18%

Provided research or best practices

MacArthur 2016	13%
MacArthur 2007	21%
Custom Cohort	15%
Median Funder	12%

Percentage of Grantees that Received Field-Related Assistance - By Subgroup

■ Big Bets ■ Enduring Commitments ■ Exiting Areas

Encouraged/facilitated collaboration

Big Bets	41%
Enduring Commitments	36%
Exiting Areas	37%

Insight and advice on your field

Big Bets	34%
Enduring Commitments	36%
Exiting Areas	30%

Provided seminars/forums/convenings

Big Bets	30%
Enduring Commitments	18%
Exiting Areas	25%

Introduction to leaders in the field

Big Bets	31%
Enduring Commitments	28%
Exiting Areas	29%

Provided research or best practices

Big Bets	17%
Enduring Commitments	13%
Exiting Areas	12%

Other Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Other Assistance

■ MacArthur 2016   ■ MacArthur 2007   ■ Custom Cohort   ■ Median Funder

Assistance securing funding from other sources
- MacArthur 2016: 12%
- MacArthur 2007: N/A
- Custom Cohort: 10%
- Median Funder: 10%

Communications/marketing/publicity assistance
- MacArthur 2016: 13%
- MacArthur 2007: 13%
- Custom Cohort: 14%
- Median Funder: 9%

Board development/governance assistance
- MacArthur 2016: 3%
- MacArthur 2007: 3%
- Custom Cohort: 4%
- Median Funder: 4%

Use of Funder's facilities
- MacArthur 2016: 7%
- MacArthur 2007: 11%
- Custom Cohort: 7%
- Median Funder: 5%

Staff/management training
- MacArthur 2016: 3%
- MacArthur 2007: 2%
- Custom Cohort: 4%
- Median Funder: 4%

Information technology assistance
- MacArthur 2016: 4%
- MacArthur 2007: 5%
- Custom Cohort: 4%
- Median Funder: 3%

Percentage of Grantees that Received Other Assistance - By Subgroup

■ Big Bets   ■ Enduring Commitments   ■ Exiting Areas

Assistance securing funding from other sources

Big Bets	6%
Enduring Commitments	12%
Exiting Areas	14%

Communications/marketing/publicity assistance

Big Bets	24%
Enduring Commitments	9%
Exiting Areas	11%

Board development/governance assistance

Big Bets	3%
Enduring Commitments	3%
Exiting Areas	3%

Use of Funder's facilities

Big Bets	7%
Enduring Commitments	9%
Exiting Areas	7%

Staff/management training

Big Bets	6%
Enduring Commitments	1%
Exiting Areas	4%

Information technology assistance

Big Bets	6%
Enduring Commitments	1%
Exiting Areas	5%

MacArthur-Specific Questions

Overall, how satisfied are you with your experience with the Foundation?

1 = Very dissatisfied   **7** = Extremely satisfied

0th (5.18)	25th (6.19)	50th (6.42)	75th (6.61)	100th (6.91)

MacArthur 2016 — **6.27** 32nd

MacArthur 2007 — **6.28**

Big Bets — **6.17**

Enduring Commitments — **6.53**

Exiting Areas — **6.22**

Cohort: None ▼   Past results: ⦿ On ◯ Off   Subgroup: Foundation Strategy ▼

Overall, to what extent has your experience with the Foundation strengthened your organization's work?

1 = Not at all   **7** = To a great extent
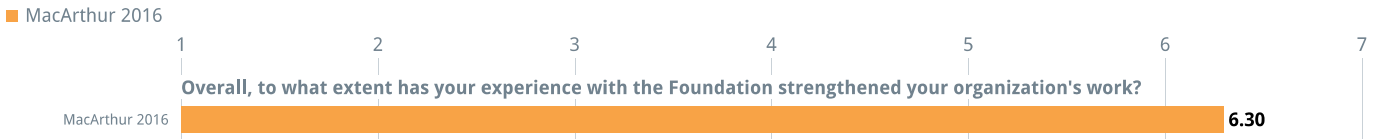
■ MacArthur 2016

1	2	3	4	5	6	7

Overall, to what extent has your experience with the Foundation strengthened your organization's work?

MacArthur 2016 — **6.30**

Overall, to what extent has your experience with the Foundation strengthened your organization's work? - By Subgroup

1 = Not at all   **7** = To a great extent
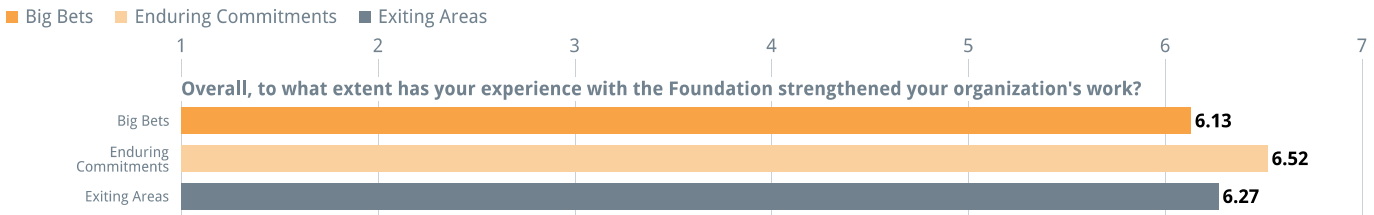
■ Big Bets   ■ Enduring Commitments   ■ Exiting Areas

1	2	3	4	5	6	7

Overall, to what extent has your experience with the Foundation strengthened your organization's work?

Big Bets — **6.13**

Enduring Commitments — **6.52**

Exiting Areas — **6.27**

54

How would you rate the impact of the MacArthur Foundation's reputation on your ability to get support from other funders?

1 = Significant negative impact   4 = No impact   7 = Significant positive impact

■ MacArthur 2016

How would you rate the impact of the MacArthur Foundation's reputation on your ability to get support from other funders?

MacArthur 2016	6.27

How would you rate the impact of the MacArthur Foundation's reputation on your ability to get support from other funders? - By Subgroup

1 = Significant negative impact   4 = No impact   7 = Significant positive impact

■ Big Bets ■ Enduring Commitments ■ Exiting Areas

How would you rate the impact of the MacArthur Foundation's reputation on your ability to get support from other funders?

Big Bets	6.14
Enduring Commitments	6.60
Exiting Areas	6.23
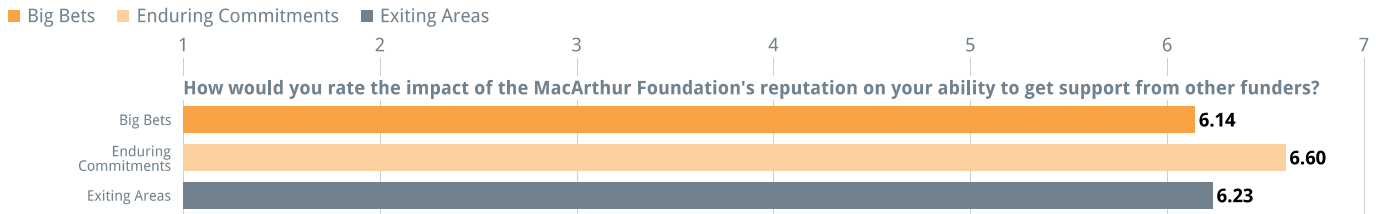
Grantee Suggestions for the Foundation

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	Proportion of Suggestions
The Foundation's Strategy	24%
Non-Monetary Assistance	17%
Interactions with Grantees	14%
Grantmaking Characteristics	9%
Proposal and Selection Process	9%
General Grantmaking Processes	6%
Impact on and Understanding of Grantees' Organizations	5%
Impact on and Understanding of Grantees' Communities and Fields	5%
Reporting and Evaluation Process	4%
Foundation Communications	3%
Other Suggestions for Improvement	4%

Selected Comments

The Foundation's Strategy (N=115, 24%)

- **Improve Communications about MacArthur's Strategy (N=32):**
  - "It would be helpful to have a clearer articulation of their priorities and how these priorities will be changing and shifting over the coming years…. Our ability…to better understand where they are going would facilitate our work in supporting their interests and initiatives."
  - "There's some confusion about current priorities, and the Foundation might do a better job reaching out to existing grantees to inform them of where they do or don't fit in."
  - "More transparency regarding the Foundation's long term goals of philanthropic investment, specific to us as grantees and in the larger context of the Foundation's portfolio."

- **Restore Exited Programs (N=24):**
  - "It would be ideal if the Foundation could continue supporting at least some of the groundbreaking type of work in the areas in which it has been working up to now because the institutional knowledge gained has been tremendous and it will be lost if and when they bow out entirely from the majority of technical areas."
  - "Although very unlikely, it could rekindle the migration program and bring back staff…. The void left by the Foundation will probably never be filled."
  - "It's a huge disappointment to see MacArthur Foundation leaving the space of individual grant making to media makers. That leaves a huge vacuum for documentary filmmakers who do not have a financial safety net and represent a different voice and point of view."

- **Fund in Specific Fields (N=19):**
  - "The Foundation really needs to expand its international peace and security funding to support research in a much wider array of new and emerging security issues. The current focus is way too narrow to have significant and lasting effect."
  - "Invest more in health care delivery."
  - "More concentration in key areas of human rights and few other areas. Should be consolidating, rather than spreading out into new areas."

- **Stabilize MacArthur's Strategy Over Time (N=15):**
  - "Try to remain consistent to geographies and programmatic areas, as much as possible, to ensure sustainable progress over the long term."
  - "Maintain more predictability in funding priorities without sudden changes."
  - "The Foundation's desire to change its funding priorities over time, while completely understandable, undermines its role as a funder for our field."

- **Seek More Grantee Feedback about MacArthur's Strategy (N=13):**
  - "We would suggest that the Foundation listen more to the field instead of being directive, particularly in emerging program areas."
  - "We certainly wish that as grantees we had been consulted about the future of [our program] area and the impact of a closing of the program."

- **Increase Time for Phasing Out Exiting Programs (N=4):** "When transitioning from one major research emphasis to another, making the 'phasing out' period more protracted."

- **Other Suggestions about the Foundation's Strategy (N=8)**

Non-Monetary Assistance (N=80, 17%)

- **Facilitate Opportunities for Grantee Collaboration (N=24):**
  - "Given their bird's eye view of the sector, and understanding of various organizations' operating needs and program goals, the Foundation could view these trends and present ideas for collaboration and cooperation that could be both cost effective and create greater impact."
  - "One of the best things that we experienced in working with MacArthur was getting connected with others the Foundation had funded for similar or related work, helping to create a sense of community. This should get more play, perhaps keeping grantees ever aware of new grants relevant to their work."
  - "The Foundation could work further to develop lasting connections among its grantees in the arts, sciences, public policy, communities, justice and democracy to foster new extraordinary collaborations that improve lives and the environment in the United States and globally."

- **Support Grantees in Obtaining Additional Funding (N=15):**
  - "The Foundation could do more to promote and network its grantees with other potential funders…. The Foundation doesn't really have an infrastructure in place to assist grantees…to identify and secure funding from other sources."
  - "Try to recruit funders to the space the Foundation is exiting."
  - "They could help us deepen and diversify our bench of funders and partners through advocacy and communication about our work with influencers, including their board and across their network of colleagues and leaders in the field."

- **Organize More Grantee Convenings (N=10):**
  - "I would recommend organizing events for those who've been funded by specific departments to meet with others in MacArthur's vast network, working in similar or complementary fields, to promote the sharing of ideas, knowledge, resources and collaboration."
  - "I do think there is an opportunity to convene other organizations in and outside our field to share best practices, inspire each other and find new opportunities and possibilities for partnering and collaborations."

- **Offer More Opportunities for Capacity-Building (N=10):**
  - "Make conscious efforts to…support capacity building of its grantees."
  - "To the extent that the MacArthur Foundation is available for technical assistance…, that could be made more visible – including more clarity about how to access such in-kind support."

- **Increase Assistance with Grantees' Communications (N=7):** "I would just recommend some strategies to publicize the results achieved by the various projects that get the Foundation's support, both to other grantees and to the broad public, since there's an important experience and knowledge in those final reports."

- **Offer and Attend More Events and Trainings (N=7):** "MacArthur could work to get out into the field a bit more, to events, classes, site visits, etc."

- **Other Suggestions about Non-Monetary Assistance (N=7)**

Interactions with Grantees (N=66, 14%)

- **Increase Opportunities for Engagement with Staff (N=24):**
  - "I would like to see a higher frequency of interactions with the Foundation staff post-funding. This would ensure continuous feedback and the resolve of any issues that may come up."
  - "A little more involvement during the implementation of the project. At least having a few calls along the year would be useful."
  - "[Staff could be] a bit more involved in some of the direct project implementation of its grantees. Staff members of the Foundation may have a certain level of expertise and knowledge in a particular fields that grantees can find helpful and leverage from."

- **Improve Staff Responsiveness (N=9):**
  - "Communication between Foundation staff and grantees should be improved (more responsive and prompt responses)."
  - "It would be better if the project officer(s) could respond us in a more timely manner."

- **Hire More, High-Quality Staff (N=9):**
  - "The MacArthur…team [with whom I work] is the most committed, hard-working I have seen in decades, but I think they could use one more person to help them wade through all that needs to be done."
  - "Have more 'experts' and not just grantmakers working in the Foundation."

- **Increase Number of Site Visits (N=7):** "The Foundation should have more time to visit and evaluate on site its funded projects."

- **Clarify Expectations for Grantee Interactions with Staff (N=5):** "It would be helpful to understand expectations for regular communications with our program officer beyond submitting the report."

- **Increase Empowerment of Program Staff (N=4):** "More decision-making authority for staff."

- **Other Suggestions about Interactions (N=8)**

Grantmaking Characteristics (N=45, 9%)

- **Offer More Types of Grants (e.g., Core, Capital Support) (N=24):**
  - "More general support – as opposed to program support - … would create more room for risk-taking, a better ability to plan, and greater ability to respond to unexpected opportunities."
  - "I would like to see them fund bricks and mortar in conjunction with programs and initiatives."
  - "While it has improved, the restrictions on use of funds for programming purposes are limiting. In years past, we were not adequately covered in terms of covering costs of office space, technology, etc."

- **Offer Longer Grants (N=13):**
  - "It would be helpful if the Foundation became a long term funder, i.e. provided multiple year funding for a specific project or initiative as it develops and grows over time."
  - "Ensure long term support for strategic interventions. Normally, an intervention with less than five years can't achieve impacts, especially when working with local communities and in public policy."

- **Offer Larger Grants (N=4):** "Increase the level of funding. The average funding size seems to be $300,000 USD for 3 years."

- **Other Suggestions about Grantmaking Characteristics (N=4)**

Proposal and Selection Process (N=44, 9%)

- **Streamline Proposal Process, including Amount of Time between Submission and Funding Disbursement (N=16):**
  - "We would…suggest that the Foundation revisit the current grant proposal format, as it requests an extensive amount of information that at times seems repetitive."
  - "I thought the grant application process was a little tedious."
  - "A specific improvement would be a quicker and clearer process on receiving funds promised or agreed to. We found ourselves with promised funds but needing to take measures to cover funding gaps within the time it took to receive the funds from the Foundation."

- **Clarify Application Guidelines (N=10):**
  - "Improvements could be made in sharing the process you use to fund various…organizations. More transparency in the funding process would be extremely beneficial."
  - "Give more detailed information on its opportunities to give grants."

- **Increase Engagement with Grantees during the Proposal Process (N=7):** "If they are going to play a strong role in shaping the basic ideas and approach of a project, then they might want to engage a bit more with a grantee."

- **Improve Process for Funding Renewal (N=6):** "Make follow-up funding so that the interventions that would have been made are completed and not left incomplete because the duration of the grant has come to an end."

- **Other Suggestions about the Proposal and Selection Process (N=5)**

General Grantmaking Processes (N=31, 6%)

- **Improve Application and Reporting Portal (N=14):**
  - "I find the new improvements on the portal a little unfriendly. It's difficult to write, edit and submit items such as reports in the portal. I would want the Foundation to make it friendlier for us."
  - "Reduce the complexity of the online platform for the submission of proposals and reports."

- **Provide Grantmaking Materials in Multiple Languages (N=6):** "The language for proposal and reports submitted [should] include Spanish."

- **Offer Longer Turnaround for Process Materials (N=5):** "Providing due dates with greater time to plan for them. In numerous instances, the due dates come too quickly, and it is extremely difficult to scramble to get all the stakeholders together to meet them. This also reduces the quality of the final product."

- **Other Suggestions about General Grantmaking Processes (N=6)**

Impact on and Understanding of Grantees' Organizations (N=25, 5%)

- **Fund Different Types of Organizations (N=10):**
  - "The Foundation needs to do more to reach out to grassroots organizations through identifying unknown leaders who are working in the trenches."
  - "Think twice and very hard when it comes to distributing its funding: rather than giving tons of money to the big and wealthy organizations…, distribute the money among smaller organizations, which DO NEED a few dollars to do great things."

- **Help Grantees Sustain their Funded Work (N=8):**
  - "I would like to have training in how my program could be financially viable after the Foundation grant ends."
  - "[We would] appreciate improvement in the area of a little more funding for sustainability of funded projects."

- **Help Strengthen Grantees' Organizations (N=3):** "More investment in organizational development of grantees."

- **Other Suggestions about Organizational Impact (N=4)**

Impact on and Understanding of Grantees' Communities and Fields (N=23, 5%)

- **Fund in Different Communities (N=10):**
  - "I do believe the Foundation must enhance its support of work in Chicago--significantly."
  - "I do hope that the Foundation will not withdraw completely from Russia and maintain at least a minimum engagement - this will be vital for expanding the work in the future."

- **Improve Understanding of Grantees' Communities and Contexts (N=5):** "The Foundation needs to undergo an intensive, organization-wide process to increase the institution's awareness of and engagement with all issues of diversity, equity, and inclusion, and particularly issues of race, gender, sexual orientation, and gender identity."

- **Improve Understanding of Grantees' Fields (N=4):** "Often the Foundation's sense of what is moving in the field and how this movement is best supported comes from established leaders in the field, and this does not capture innovation that may be taking place outside established circles."

- **Other Suggestions about Field & Community Impact (N=4)**

Reporting and Evaluation Process (N=20, 4%)

- **Help Grantees Better Define Metrics/Outcomes (N=7):** "Provide guidance to grantees on result management, explaining the differences between outcome and outputs and making sure grantees understand the importance and value of measuring impact."

- **Increase Engagement with Grantees during Reporting/Evaluation Process (N=6):** "We would appreciate feedback on how [the Foundation] assessed the work we accomplished."

- **Streamline Reporting/Evaluation Process (N=2):** "Reduce reporting requirements."

- **Other Suggestions about Reporting/Evaluation Process (N=5)**

Foundation Communications (N=15, 3%)

- **Increase Foundation Transparency (N=5):** "There is some degree of opacity in MacArthur's operations."

- **Communicate More Frequently about Best Practices (N=3):** "Sharing best practices observed by the Foundation among its grantees."

- **Improve Consistency of Communications across Different Sources (N=2):** "Sometimes the Foundation's policies are inconsistently applied and/or communicated to grantee (between Programs, Communications and Legal.)"

- **Other Suggestions about Communications (N=5)**

Other Suggestions for Improvement (N=20, 4%)

- **Collaborate with Other Organizations (N=5):** "While difficult, if the Foundation were to participate in broader systems change thinking with other foundations and fund in a collaborative manner, this more strategic approach might increase the overall effectiveness and leveraging of MacArthur's grants."

- **Increase Foundation Tolerance for Risk (N=5):** "I think that the biggest challenge for them going forward is figuring out the balance of risk-taking that they want to engage in."

- **Coordinate More Effectively Across Offices (N=4):** "Improved communication around expectations of grantees and timelines between the headquarters staff and field staff."

- **Other Suggestions for Improvement (N=6)**

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded (Overall)	MacArthur 2016	MacArthur 2007	Median Funder	Custom Cohort
Average grant length	2.8 years	3.3 years	2.2 years	2.5 years

Length of Grant Awarded (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
1 year	15%	17%	47%	24%
2 years	34%	20%	23%	34%
3 years	34%	38%	18%	27%
4 years	5%	2%	4%	6%
5 or more years	13%	23%	8%	10%

Type of Grant Awarded (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Program / Project Support	72%	72%	64%	74%
General Operating / Core Support	20%	19%	21%	14%
Capital Support: Building / Renovation / Endowment Support / Other	2%	4%	6%	3%
Technical Assistance / Capacity Building	2%	3%	4%	3%
Scholarship / Fellowship	2%	2%	2%	4%
Event / Sponsorship Funding	1%	0%	2%	2%

Grantmaking Characteristics – By Subgroup

Length of Grant Awarded (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Average grant length	2.2 years	3.2 years	2.9 years

Length of Grant Awarded (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
1 year	18%	30%	10%
2 years	54%	16%	32%
3 years	22%	18%	42%
4 years	4%	3%	6%
5 or more years	2%	34%	10%

Type of Grant Awarded (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Program / Project Support	77%	43%	80%
General Operating / Core Support	12%	51%	14%
Capital Support: Building / Renovation / Endowment Support / Other	0%	2%	1%
Technical Assistance / Capacity Building	6%	1%	2%
Scholarship / Fellowship	5%	1%	2%
Event / Sponsorship Funding	0%	2%	1%

Grant Size

Grant Amount Awarded (Overall)	MacArthur 2016	MacArthur 2007	Median Funder	Custom Cohort
Median grant size	$300K	$300K	$75K	$325K

Grant Amount Awarded (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Less than $10K	1%	0%	10%	1%
$10K - $24K	1%	1%	13%	2%
$25K - $49K	2%	1%	14%	3%
$50K - $99K	5%	5%	16%	8%
$100K - $149K	8%	8%	9%	7%
$150K - $299K	23%	32%	15%	20%
$300K - $499K	27%	21%	8%	18%
$500K - $999K	19%	17%	7%	18%
$1MM and above	14%	16%	8%	22%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	MacArthur 2016	MacArthur 2007	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	6%	4%	4%	5%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Median grant size	$405K	$300K	$300K

Grant Amount Awarded (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Less than $10K	2%	2%	1%
$10K - $24K	0%	2%	0%
$25K - $49K	1%	2%	2%
$50K - $99K	3%	7%	6%
$100K - $149K	4%	14%	8%
$150K - $299K	24%	19%	24%
$300K - $499K	24%	23%	29%
$500K - $999K	14%	15%	20%
$1MM and above	29%	17%	11%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Size of grant relative to size of grantee budget	5%	6%	6%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	MacArthur 2016	MacArthur 2007	Median Funder	Custom Cohort
Median Budget	$2.4M	$3.2M	$1.4M	$3.0M

Operating Budget of Grantee Organization (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
<$100K	4%	1%	9%	3%
$100K - $499K	16%	14%	20%	12%
$500K - $999K	11%	9%	14%	10%
$1MM - $4.9MM	32%	30%	29%	30%
$5MM - $24MM	19%	27%	18%	21%
>=$25MM	17%	18%	11%	25%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Median Budget	$4.7M	$2.4M	$2.0M

Operating Budget of Grantee Organization (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
<$100K	2%	3%	4%
$100K - $499K	12%	15%	17%
$500K - $999K	7%	14%	12%
$1MM - $4.9MM	32%	32%	33%
$5MM - $24MM	18%	25%	18%
>=$25MM	29%	12%	17%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	MacArthur 2016	Average Funder	Custom Cohort
First grant received from the Foundation	30%	29%	32%
Consistent funding in the past	52%	52%	47%
Inconsistent funding in the past	18%	19%	21%

Funding Status and Grantees Previously Declined Funding (Overall)	MacArthur 2016	MacArthur 2007	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	80%	93%	80%	81%
Percent of grantees previously declined funding by the Foundation	33%	32%	31%	22%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
First grant received from the Foundation	45%	22%	28%
Consistent funding in the past	35%	64%	54%
Inconsistent funding in the past	20%	14%	18%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Big Bets	Enduring Commitments	Exiting Areas
Percent of grantees currently receiving funding from the Foundation	89%	78%	78%
Percent of grantees previously declined funding by the Foundation	21%	49%	32%

Grantee Demographics

Job Title of Respondents (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Executive Director	42%	40%	47%	35%
Other Senior Management	19%	17%	15%	20%
Project Director	18%	23%	12%	23%
Development Director	7%	8%	9%	7%
Other Development Staff	7%	5%	7%	5%
Volunteer	0%	0%	1%	0%
Other	7%	7%	9%	10%

Gender of Respondents (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Female	53%	48%	64%	55%
Male	47%	52%	36%	45%

Race/Ethnicity of Respondents (Overall)	MacArthur 2016	MacArthur 2007	Average Funder	Custom Cohort
Multi-racial	3%	2%	3%	3%
African-American/Black	6%	6%	7%	7%
Asian (incl. Indian subcontinent)	6%	5%	3%	7%
Hispanic/Latino	5%	6%	5%	5%
American Indian/Alaskan Native	0%	1%	1%	1%
Pacific Islander	0%	0%	0%	0%
Caucasian/White	80%	74%	80%	76%
Other	1%	6%	1%	1%

Funder Characteristics

Financial Information (Overall)	MacArthur 2016	MacArthur 2007	Median Funder	Custom Cohort
Total assets	$6.5B	$6.1B	$226.2M	$6.8B
Total giving	$222.5M	$234.9M	$14.5M	$265.3M

Funder Staffing (Overall)	MacArthur 2016	Median Funder	Custom Cohort
Total staff (FTEs)	192	14	140
Percent of staff who are program staff	41%	40%	39%

Grantmaking Processes (Overall)	MacArthur 2016	Median Funder	Custom Cohort
Proportion of grants that are proactive	90%	45%	99%
Proportion of grantmaking dollars that are proactive	90%	60%	99%

Additional Survey Information

On many questions in the grantee survey, grantees are allowed to select "don't know" or "not applicable" if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to MacArthur's grantee survey was 778.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	754
How well does the Foundation understand the field in which you work?	750
To what extent has the Foundation advanced the state of knowledge in your field?	706
To what extent has the Foundation affected public policy in your field?	629
Overall, how would you rate the Foundation's impact on your local community?	573
How well does the Foundation understand the local community in which you work?	573
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	733
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	736
How well does the Foundation understand your organization's strategy and goals?	736
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	759
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	729
Who most frequently initiated the contact you had with your program officer during this grant?	773
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	730
Has your main contact at the Foundation changed in the past six months?	746
Did you submit a proposal to the Foundation for this grant?	771
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	742
How involved was Foundation staff in the development of your grant proposal?	737
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	667
Was there or will there be a reporting/evaluation process?	760
Was an external evaluator involved in your reporting/evaluation process?	408
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	409
At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?	668
Have you ever been declined funding from the Foundation?	651
Are you currently receiving funding from the Foundation?	759
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	751
How well does the Foundation understand your intended beneficiaries' needs?	696
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	694
From which Foundation program area did you receive this grant?	765
Which of the following best describes the length of your organization's funding relationship with the Foundation?	766

About CEP and Contact Information

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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