

THE ROLE AND VALUE OF THE PACKARD FOUNDATION'S COMMUNICATIONS:

KEY INSIGHTS FROM GRANTEES

SEPTEMBER 2016

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PREFACE

Communications can support grantmaking in many different ways, and foundations vary widely in how they use communications to advance their work. How loud a voice should foundations have? How should they use it?

The David and Lucile Packard Foundation wanted to know what their grantees had to say about this. The Foundation asked our team at the Aspen Institute's Aspen Planning and Evaluation Program (APEP) to help them answer that question. This was especially intriguing because of the Foundation's deep culture of focusing on grantees and elevating *their* voices over that of the Foundation. It was also a timely endeavor, as the changing media environment has created new opportunities and challenges, as well as new expectations about when and how foundations and all organizations communicate.

The results of this study, grounded in a survey and interviews with Packard Foundation grantees, indicate the unique role and value of the Foundation's communications – beyond its grantmaking and its provision of communications technical assistance to grantees. We also observe lessons about where the Foundation's distinctive voice may make the most valuable contribution, and what kinds of challenges to be mindful of. These findings are informing how the Foundation thinks about its voice and how it integrates communications into grantmaking strategies.

This research report offers key findings from our study and their implications for the Foundation and other philanthropies. We hope that this report, along with the accompanying technical appendix, provides a useful resource for grantees, foundations, and other stakeholders interested in exploring the role of funder communications.

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STUDY PURPOSE AND DESIGN

As a family foundation, the David and Lucile Packard Foundation has a culture strongly shaped by the values and priorities of its founders.

For over 50 years, the Foundation has had an enduring focus on conservation and scientific research, reproductive health, early childhood development, the practice of effective philanthropy, and its surrounding California communities. Throughout its history, the Foundation has established a norm of humbly directing attention to the work of its grantees. The Foundation's own communications and "voice" as an institution have been relatively quiet over its more than 50-year history.

In 2015 and early 2016, the Foundation partnered with the Aspen Planning and Evaluation Program (APEP) at the Aspen Institute to help gather insights into the role and value of the Foundation's communications, voice, and profile in advancing the issues on which the Foundation and its grantees work. This study was informed by the Foundation's [2014 Grantee Perception Report](#)[®] from the Center for Effective Philanthropy, which showed that grantees wanted the Foundation to use its "voice and profile" more directly and publicly to affect the issues on which grantees' work focuses.

In particular, our work was guided by three overarching learning questions:

1. How have the Packard Foundation's communications contributed toward advancing progress in program areas?
2. What are the opportunities to strengthen the contribution of the Packard Foundation's communications to the program areas? What are the barriers?
3. How do Packard Foundation stakeholders understand the role and value of foundations' use of communications to advance progress in their program areas?

APEP conducted an anonymous online survey of all current grantees. The survey included close-ended questions as well as open-ended questions encouraging grantees to express, in their own words, ways in which the Foundation should – or should not – use its voice and profile more directly and publicly. Forty-four percent of grantees responded, and a large majority of those who completed the survey (72%) took the time to respond to the open-ended questions about the Foundation's voice, resulting in a rich qualitative data set to complement the quantitative findings.

In addition, APEP conducted interviews with a small sample of grantees from across the Foundation's five program areas: Conservation and Science; Children, Families, and Communities; Population and Reproductive Health; Local Grantmaking; and Organizational Effectiveness. The findings apply to those who participated in the survey and the interviews, and may not generalize to all grantees.

WHO WE HEARD FROM

Survey



44%
response rate



629
respondents



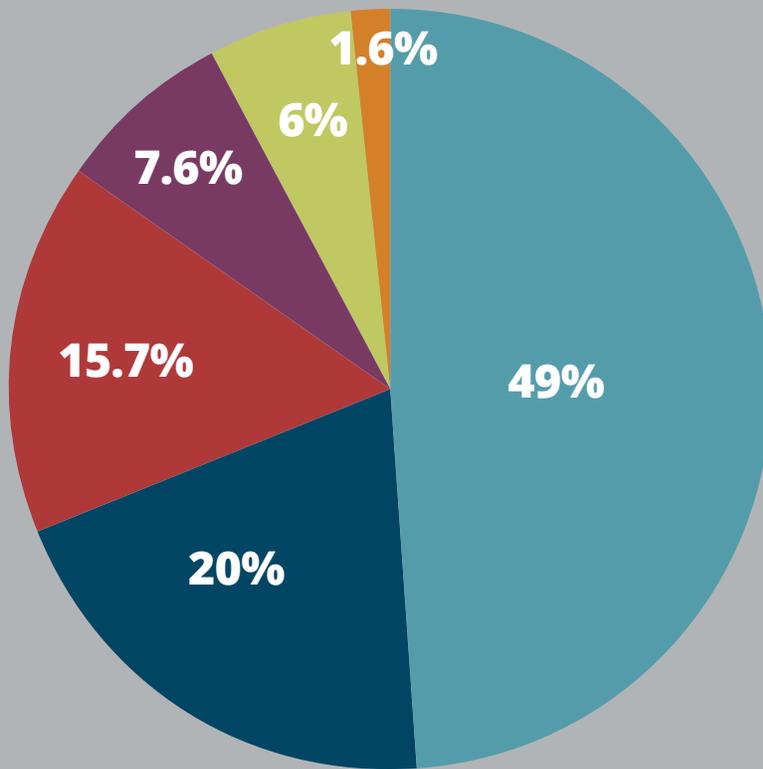
454
qualitative
comments

Interviews



18
grantees

Survey Respondents by Program Area



Readers seeking additional detail on survey questions and responses may find that information in the [technical appendix](#).

HOW THE FOUNDATION'S COMMUNICATIONS HAVE HELPED ADVANCE PROGRAM GOALS

One of the key learning questions probed in this study is the extent to which grantees perceive the Foundation's communications as valuable in advancing the issues they work on.

The survey and interviews explored a range of communications activities – including media items or public remarks by Foundation leadership, written and video content on grantees' work or the Foundation's strategies, and the Foundation's distribution of research by grantees and others.

Overall, grantees value the Foundation's communications activities. The survey and interviews clearly show that grantees value the Foundation's various communications activities. The survey findings indicate that the Foundation's distribution of research by grantees and others has particularly high value. Events co-hosted by the Foundation and grantees or partners also rank high.

The Foundation's brand, reputation, and credibility enhance its grantees' impact. The Packard Foundation's reputation and brand serve as a valuable resource for grantees, and position the Foundation as a credible convener and thought leader. Among the qualities grantees mention: the Foundation's reputation for being humble; its history of working on a range of issues; its commitment to rigorous scientific research; and its emphasis on collaboration, experimentation, flexibility, and "the long view" in its grantmaking strategies. Grantees in the Local Grantmaking and Organizational Effectiveness programs put particular emphasis on the value of using the Packard Foundation's name and logo in their materials.

The Foundation supports and amplifies grantee communications. Grantees value the communications support and opportunities that the Packard Foundation provides. In qualitative responses collected through the survey and interviews, many point to positive experiences, including: communications capacity building; grantee convenings that foster learning and collaboration; Twitter activities that bring together a broader community; and collaborative communications efforts with the Foundation. Grantees also cite the Foundation's support for their own communications through grants and technical assistance.

But significant gaps remain in grantees' awareness of the Foundation's communications activities. Across program areas, sizable proportions (as high as one-third) of grantees had not seen examples of the Foundation's communications activities. This is perhaps unsurprising given the Foundation's historically low profile.

GRANTEE PERSPECTIVES

“Associating the clout of the Packard name with the issues we focus on is most helpful. Packard has recognition as well as reach that smaller organizations cannot match. When those are put to service on issues we work on, it adds legitimacy and reaches a broader audience.”

“Some of the most useful events I have experienced – and provide a great deal of value – are meetings involving multiple stakeholders/Packard grantees in a territory, and with the specific objective of defining a common strategy and objectives across organizations.”

“In the past Packard has provided in-kind assistance to help grantees develop and implement communications plans. I would like to see this type of collaborative process continue, with Packard developing its communications strategy in partnership with its funded projects. I think this makes us all stronger and more effective.”

OPPORTUNITIES TO STRENGTHEN THE FOUNDATION'S COMMUNICATIONS

A second key learning question explored in this study: Are there opportunities to strengthen how the Foundation uses communications?

Grantees were asked whether and how the Foundation can effectively use its voice and profile to advance the issues on which their work focuses.

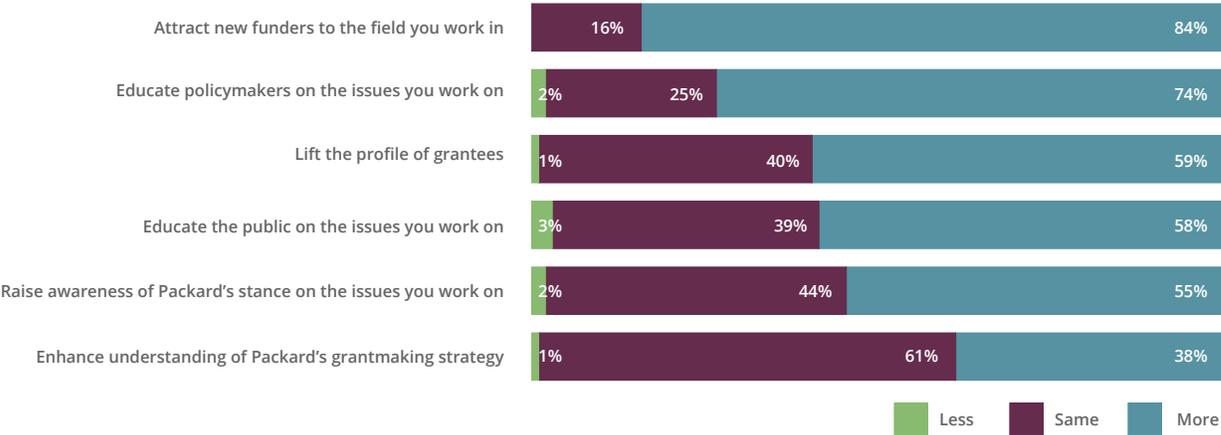
Widespread support for the Foundation to use its voice and profile more publicly and directly. The broadest conclusion from grantee responses is a simple one: The Foundation's voice can and should be used to advance program areas. The quantitative survey data and the numerous qualitative comments collected through the survey and interviews converge to reveal clear agreement among grantees on this point.

The data also show broad – though not unanimous – agreement that the Foundation should use its voice more than it currently does. In some cases, grantees urge the Foundation to continue what it is already doing – or to do more of what it is doing well. In other cases, grantees encourage the Foundation to use its voice more proactively or differently than it currently does. Even grantees working in politically sensitive issue areas describe ways in which a more direct and public use of the Packard Foundation's voice can add value. For example, Population and Reproductive Health grantees place particularly strong emphasis on the role of the Foundation's voice in raising grantee profiles and amplifying their voices.

MORE, LESS, OR THE SAME?

How grantees want the Packard Foundation to use its voice

Question: Please indicate whether you think the Packard Foundation should use its voice and profile more, less, or about the same as it currently does to contribute toward each of the following outcomes.



GRANTEE PERSPECTIVES

“By speaking openly with the public, policy makers, and other donors about sexual and reproductive health and rights issues and why the David and Lucile Packard Foundation is committed to supporting them, the Foundation’s staff and trustees can help contribute to destigmatizing comprehensive reproductive health care – including abortion – at a point when changing that narrative is so important.”

“Legislators have this reaction: ‘You’ve just told me a million things that are wrong, and I don’t even know where to begin.’ Packard can play a stronger role in corralling the communications of grantees to where people can focus on what is the problem we should pay attention to now and what is the path forward.”

Greater use of the Foundation's voice to engage with other funders and educate policymakers. Grantees are largely satisfied with the Foundation's efforts to help others understand its grantmaking strategies: 61% say that the Foundation should use its voice the same as it currently does in this regard.

But grantees widely agree that the Foundation should use its voice and profile *more* to attract new funders; 84% want to see this. Qualitative responses reveal a desire for the Foundation to play a stronger leadership role among funders – for example, by drawing attention to critical issues; by promoting communication, collaboration, and learning among funders; and by sharing knowledge about the Foundation's grantmaking approaches, best practices, lessons learned, and impacts achieved.

There is also widespread, though nuanced, agreement that the Foundation should use its voice and profile more to educate policymakers. Seventy-four percent of grantees indicate that the Foundation should use its voice more in this regard. But they vary in their perspectives on what "policymaker education" looks like, ranging from policy briefs to multi-stakeholder convenings to one-on-one conversations. One recurring theme: Grantees encourage the Foundation to provide policymakers with a higher-level view of the issues and what it is learning through its grantees' work.

USE OF VOICE AND PROFILE

A majority of grantees say the Foundation should use its voice **the same as it currently does to:**



61% help others **understand its grantmaking strategy for the issues grantees work on.**

Large majorities of grantees say the Foundation should use its voice and profile **more to:**



74% educate policymakers about the issues grantees work on.



84% attract new funders to the fields in which grantees work.

Bringing something distinctive to the conversation. Many grantees observe that the Foundation's voice is most valuable in contexts where it can add a unique or different perspective, or where it can bring clarity or direction among a group of stakeholders. Grantees in the Conservation and Science program and the Children, Families, and Communities program in particular draw attention to this.

Defining a larger narrative. One intriguing cross-programmatic opportunity to strengthen the Packard Foundation's communications involves defining a larger narrative about the Foundation. Unprompted by survey or interview questions, a few grantees offered this useful cross-programmatic perspective, articulating the value of establishing a larger narrative – both as a form of reputation management and as a way to advance the work of grantees. They emphasize the need to be strategic in creating and reinforcing a narrative around the Foundation's strengths and assets: its collaborative style, its long history and credibility, its diverse program areas, its roots in Silicon Valley, and its ability to tell a larger story about what collective investments have accomplished.

KEY CHALLENGES

Grantees' responses surfaced a number of key challenges for the Foundation to consider as it weighs when and how to use its voice and profile.

No single definition of what it means for the Foundation to “use its voice and profile.”

Grantees mean a lot of different things when they think of the Packard Foundation using its voice and profile more directly and publicly, and they offer diverse views on whether and how to most appropriately do so. Qualitative survey and interview responses run the gamut from bolder communications approaches to more modest communications activities. And grantees vary in the audiences they envision for the Foundation's voice, from specific targeted groups of stakeholders to the broader public. Balancing such diverse perspectives is challenging.

Risk to grantee credibility and influence. In some cases, a more prominent use of the Foundation's voice can undermine grantees' work. For example, a stronger public stance by the Foundation may affect perceptions of the objectivity of grantees' scientific research, or policy advocates' ability to influence key stakeholders. Grantees also urge caution around communications that end up duplicating or competing with their messages. Conservation and Science grantees are the most likely to express concerns about potential risks to grantees and to the Foundation's reputation if it were to use its voice more. But in many cases, these concerns are offered to help the Foundation identify appropriate ways to use its voice or find the “right balance” to strike, not as an argument against using the Packard Foundation's voice at all.

Risk to the Packard Foundation's current brand. Grantees do not portray a fundamental conflict between the Foundation's brand and a greater use of its voice and profile. But they flag the need to be careful not to undermine certain qualities from which the Foundation derives credibility, such as its collaborative and humble style, and its commitment to rigorous science.

The Foundation's culture. Exploring how to use the Foundation's voice involves cultural shifts within the Foundation due to its historically quiet profile. Such changes in an organization's culture take time, resources, and careful internal processes. And even as the Foundation considers how to employ its voice more effectively, its tradition of keeping the spotlight on grantees will remain central.

GRANTEE PERSPECTIVE

“The Packard Foundation has a grasp of the landscape of work on conservation and scientific issues. With this perspective, the foundation can be valuable in speaking to policy makers about where the issue areas are going and where public dollars would be best invested. However, there is the danger of Packard becoming too politicized and losing the legitimacy it currently holds to support sound science and conservation efforts in the public sphere. This will be a critical balance to maintain.”

GRANTEE PERSPECTIVES ON FUNDER COMMUNICATIONS IN THE FIELD MORE BROADLY

The third learning question we examined in this study moved the focus beyond the Packard Foundation, exploring how grantees perceive funder communications in the field more broadly.

The survey and interviews asked grantees to reflect on how funders are – or are not – effectively using their voices to help advance issues.

Here's what we heard:

Funders vary widely. Grantees note that other funders vary significantly in their communications, ranging from voices that are inaudible to those heard worldwide. This variation may be appropriate, as different funders play different roles in the conversation. Grantees hold similarly varied views of the relative success and appropriateness of specific funders' communications.

Funders can do more with their communications. Grantees perceive room for funder communications to make more of a contribution to advancing issues. Only very small minorities (10-15%) say that funders are contributing “a lot” to outcomes like lifting the profile of grantees, attracting new funders, and educating policymakers or the public on issues.

Greater cross-foundation dialogue. Grantees encourage greater communication among funders to share lessons learned with one another and facilitate collaboration where appropriate.

ROOM FOR IMPROVEMENT

More than four in ten grantees say that funders currently use their voice “only a little” or “not at all” to:



42%

Attract new funders to the fields in which grantees work.



44%

Educate policymakers about issues grantees work on.



44%

Educate the public about issues grantees work on.

GRANTEE PERSPECTIVES

“The most admirable foundations to me are those that demonstrate they have a stake in the game. They may talk about what they care about, why, which to me is raising the awareness of the funder’s stance, and really inviting others to join in with them. It is less about a simple grantor/grantee relationship. You see the funder actively working with other funders, the public sector, and in inspiring others to do their best work together with them. The lessons learned are collective lessons. They don’t leave a wake of perceived winners and losers in receipt of funds. Perhaps it is mostly about communication of an approach that makes these foundations to me most desired partners.”

“There’s an under-appreciation among foundations of the power of storytelling – they can tell a story that is much broader and comprehensive than grantees can. Philanthropies can be more analytical, and in the process serve grantees themselves because grantees know that they can’t tell certain stories credibly.”

RECOMMENDATIONS

Taking all of this information and grantee feedback into account, we recommend that the Foundation take action in the following ways:

▶ **Continue current communications activities.**

APEP recommends that the Foundation maintain its current activities and boost exposure to activities that grantees highlight as especially valuable, including: research distribution; events co-hosted by the Foundation and grantees; and video or written content on grantees, strategies, and partnerships. Also, continue to support grantee communications through grantmaking, convenings, collaborative opportunities, and capacity building activities.

▶ **Make strategic use of the Foundation's brand.**

Continue to selectively leverage the value of the Foundation's brand and credibility to advance program areas – e.g., through co-branding opportunities with grantees and partners; through convenings that facilitate collaboration, innovation, and learning; and through leadership among funders and other key decision makers.

▶ **Focus on where the Foundation's voice brings something unique to the conversation.**

Assess potential communications opportunities from this perspective: How does the Foundation's communications, voice, or profile bring something distinctive to this conversation? Consider whether and how the Packard Foundation's voice can help clarify the conversation or lay out a path forward. Ground the Foundation's communications in evidence and lessons learned through grantee work, and leverage its ability to tell a more comprehensive story than any single grantee can.

► **Help move the funding community forward.**

Identify opportunities for the Foundation to serve as a thought leader, convener, or facilitator to enable sharing of grantmaking approaches, best practices, innovations, and evidence-based solutions. Encourage more communication and collaboration among funders.

► **Explore more contexts where the Foundation's voice can add value to policymaker engagement.**

Consult and collaborate with grantees to determine when policymaker education is a potentially useful component of a communications strategy. This will probably continue to be done on a program-by-program, and even project-by-project, basis. The Foundation could also consider whether or how to incorporate policymaker education into a higher-level Foundation-wide communications strategy around specific values or concerns common to multiple program areas.

► **Make sure the bigger-picture strategy drives specific communications activities.**

Be intentional about how individual communications efforts – for example, a specific report release, an op-ed, or event outreach – are connected to a larger communications or program strategy. This helps ensure that communications activities are not “one-off,” but rather have follow-through and are connected to the broader strategy for creating change.

CONCLUSION



This study is an effort to understand where a foundation’s communications can make a difference. But it’s just a snapshot.

How can the Foundation continue to learn from its experiences developing and implementing communications strategies?

Looking ahead, we see promising opportunities to further explore whether and how the Foundation’s communications help advance its program objectives. For example, a next step could be to develop benchmarks of progress toward goals, as well as a monitoring system through which to collect data against those benchmarks. And in the spirit of continuing to listen and learn, a follow-up study in a year or two could gather grantee perspectives on where the Foundation’s communications efforts have made the most difference, how well it has managed opportunities and risks, and where there may have been unanticipated outcomes. These efforts could, in turn, inform and be informed by a larger conversation about how foundations can most effectively use their communications to advance their vision of a better world. We hope this report usefully contributes to this conversation.

Bottom line: It’s a good idea to pause and listen – and then put learning into action.

TECHNICAL APPENDIX FOR GRANTEE SURVEY

This technical appendix includes all of the questions as they appeared on the survey instrument, and provides the response distributions for each of the close-ended questions. We hope this serves as a helpful resource for those interested in exploring the details of the question wording or the quantitative survey data.

DISTRIBUTION OF SURVEY RESPONDENTS ACROSS PROGRAM AREA

TABLE 1		
Program Area	Number of Respondents	Percentage of All Respondents
Conservation and Science	308	49.0
Local Grantmaking	126	20.0
Population and Reproductive Health	99	15.7
Children, Families, and Communities	48	7.6
Organizational Effectiveness	38	6.0
Investees	10	1.6
TOTAL	629	100.0

RESPONSE RATE, BY PROGRAM AREA

TABLE 2	
Program Area	Response Rate Among Grantees in Each Program Area
Conservation and Science	44%
Local Grantmaking	51%
Population and Reproductive Health	39%
Children, Families, and Communities	41%
Organizational Effectiveness	43%
Investees	48%

TYPE OF WORK SUPPORTED BY PACKARD FOUNDATION GRANT OR INVESTMENT

Question [For grantees]: Please indicate the category that best describes the type of work you do with Packard's support.

- Research
- Policy and advocacy
- Public outreach
- Direct service
- Program development and implementation
- Capacity building
- Other (please specify)

Question [For investees]: Please indicate the category that best describes the type of work you do with Packard's support.

- Land acquisition
- Facilities financing
- Growth capital for a social enterprise or business
- Creation or expansion of a multi-investor fund
- Re-lending intermediary
- Other (please specify)

TABLE 3		
Among Grantees		
Type of Work:	Number	Percentage
Research	108	17.4
Policy/advocacy	113	18.3
Public outreach	36	5.8
Direct service	71	11.5
Program development/implementation	192	31.0
Capacity building	75	12.1
Other	24	3.9
TOTAL	619	100.0
Among Investees		
Type of Work:	Number	Percentage
Land acquisition	3	30.0
Facilities financing	3	30.0
Growth capital for a social enterprise	3	30.0
Re-lending intermediary	1	10.0
Creation or expansion of a multi-investor fund	0	0.0
Other	0	0.0
TOTAL	10	100

PERCEPTIONS OF THE VALUE OF THE PACKARD FOUNDATION'S COMMUNICATIONS ACTIVITIES

Question: We would like to ask you about the Packard Foundation's use of communications and how it might help advance the issues on which your work focuses. Below we list some examples of how the Foundation uses communications. Please indicate how valuable you think each is in advancing the issues you work on.

TABLE 4						
	No value	Only a little value	Moderate value	A great deal of value	Not applicable (have not seen this in my issue areas)	Total N
Packard's annual report/Glance at the Foundation	2.6% (16)	15.9% (100)	40.4% (253)	27.8% (174)	13.4% (84)	627
Written and/or video content featuring grantees/investees' work on issues you work on	1.3% (8)	5.4% (34)	31.0% (194)	38.9% (243)	23.4% (146)	625
Written and/or video content featuring Packard's strategy or partnerships on issues you work on	1.1% (7)	7.5% (47)	26.8% (168)	47.0% (295)	17.7% (111)	628
Packard's press releases on issues you work on	1.9% (12)	9.1% (57)	35.7% (224)	31.4% (197)	21.9% (137)	627
Packard's distribution of research by grantees or others on issues you work on	0.6% (4)	2.9% (18)	23.2% (145)	52.8% (330)	20.5% (128)	625
Events focused on issues you work on, hosted by Packard and its partners or grantees	0.5% (3)	3.1% (19)	22.9% (142)	56.2% (349)	17.4% (108)	621
Public remarks focused on issues you work on, given by Packard's program directors, president, or board members	1.3% (8)	9.2% (57)	32.9% (204)	37.4% (232)	19.3% (120)	621
Media items (e.g., op-eds, blog posts) focused on issues you work on, authored or co-authored by Packard's program directors, president, or board members	0.8% (5)	9.2% (57)	30.3% (188)	37.6% (233)	22.1% (137)	620
Emails about issues you work on, sent from the Foundation president or board members to Packard's stakeholders	1.3% (8)	12.9% (80)	34.1% (211)	34.1% (211)	17.6% (109)	619
Packard's logo or name used in your own materials	3.2% (20)	12.3% (76)	29.3% (181)	43.8% (270)	11.3% (70)	617

Question (optional): Please feel free to describe additional examples of Packard's communications – and the extent to which each is valuable in advancing the issues you work on. [OPEN-ENDED]

VIEWS OF HOW THE PACKARD FOUNDATION CAN MOST EFFECTIVELY USE ITS VOICE AND PROFILE

Question: For Packard's [2014 Grantee Perception Report](#)[®] (prepared by the Center for Effective Philanthropy) you were asked through a survey whether you thought that the Foundation should use its voice and profile directly and publicly – in the media, with the public, and with policymakers – to affect the issues on which your work focuses. We would like to probe this question further.

Please tell us about the ways in which you think the Packard Foundation could most effectively use its voice and profile. Examples of “using Packard’s voice and profile” might include: The Packard Foundation could express its point of view on an issue in a more public forum, such as at an event, in an Op-Ed, or when speaking to policymakers. Or the Foundation could publicly “put a stake in the ground,” taking the first step on something new or reinforcing a certain viewpoint held by some nonprofits in the issue areas your work focuses on.

These are just a few examples. We encourage you to provide examples in your own words – if you believe that there are activities that the Foundation should undertake.

In what ways could the Packard Foundation most effectively use its voice and profile to help advance the issues your work focuses on? [OPEN-ENDED]

MORE, LESS, OR THE SAME: VIEWS OF THE EXTENT TO WHICH THE PACKARD FOUNDATION SHOULD USE ITS VOICE AND PROFILE TO CONTRIBUTE TOWARD OUTCOMES

Question: Please indicate whether you think the Packard Foundation should use its voice and profile more, less, or about the same as it currently does to contribute toward each of the following outcomes.

The Packard Foundation should use its voice and profile to ...

TABLE 5				
	Less	Same	More	Total N
Lift the profile of grantees	1.0% (6)	40.0% (234)	59.0% (345)	585
Attract new funders to the field you work in	0.0% (0)	15.6% (92)	84.4% (499)	591
Enhance understanding of Packard's grantmaking strategy for the issues you work on	1.0% (6)	61.1% (360)	37.9% (223)	589
Raise awareness of Packard's stance on the issues you work on	1.5% (9)	43.6% (256)	54.9% (322)	587
Educate the public on the issues you work on	3.4% (20)	39.1% (229)	57.5% (337)	586
Educate policymakers on the issues you work on	1.9% (11)	24.5% (144)	73.6% (432)	587

Question (optional): Please feel free to describe additional outcomes you think Packard should use its voice and profile to contribute to. [OPEN-ENDED]

VIEWS OF THE EXTENT TO WHICH FUNDERS CURRENTLY USE THEIR VOICE AND PROFILE TO CONTRIBUTE TOWARD OUTCOMES

Question: Lastly, we would like to broaden the focus to how other funders – beyond the Packard Foundation – use their voice and profile to help advance progress on the issues you work on. Thinking about the different funders you work with or who are active in your issue areas, please indicate the extent to which you think funders use their voice and profile to contribute to each outcome – above and beyond what the grants themselves accomplish. Please focus on what funders are currently doing, not what you think they should do.

Funders currently use their voice and profile to...

TABLE 6						
	Not at all	Only a little	A moderate amount	A lot	I don't know	Total N
Lift the profile of grantees	2.7% (16)	31.2% (182)	49.7% (290)	11.5% (67)	5.0% (29)	584
Attract new funders to the field you work in	4.5% (26)	37.2% (216)	38.4% (223)	12.4% (72)	7.6% (44)	581
Enhance understanding of the funder's grantmaking strategy for the issues you work on	3.1% (18)	27.2% (158)	49.0% (284)	14.5% (84)	6.2% (36)	580
Raise awareness of the funder's stance on the issues you work on	3.1% (18)	29.0% (169)	47.2% (275)	15.1% (88)	5.7% (33)	583
Educate the public on the issues you work on	6.3% (37)	38.1% (222)	34.0% (198)	15.1% (88)	6.5% (38)	583
Educate policymakers on the issues you work on	7.6% (44)	36.4% (212)	34.0% (198)	13.1% (76)	8.9% (52)	582

Question (optional): We welcome any additional examples of how a funder's use of their voice and profile has been valuable to advancing the issues you work on, as well as any other comments you'd like to share overall.
[OPEN-ENDED]

About the Aspen Institute's Aspen Planning and Evaluation Program

The Aspen Institute is an educational and policy studies organization based in Washington, DC. The Aspen Planning and Evaluation Program, a consulting practice within the Institute, partners with foundations, nonprofit organizations, and individual funders to help them plan, evaluate, and strengthen their efforts to bring about positive changes in society. Learn more at [aspeninstitute.org/a pep](https://www.aspeninstitute.org/a pep).