Grantee Perception Report®

PREPARED FOR

The David and Lucile Packard Foundation

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

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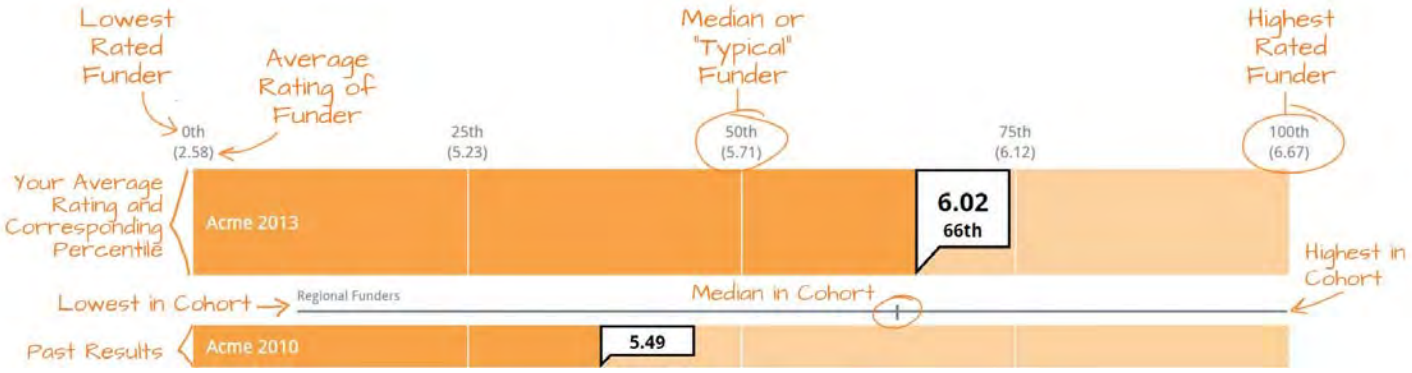
Interpreting Your Charts

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

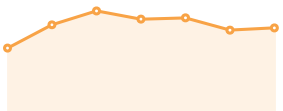
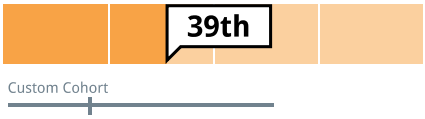
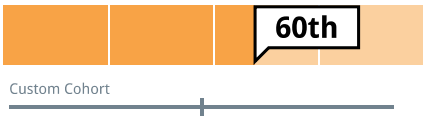
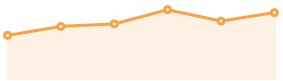
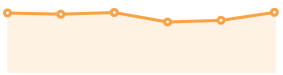
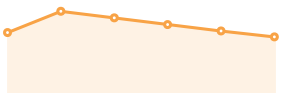
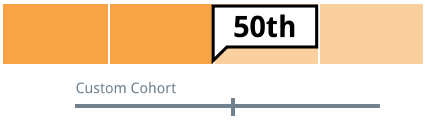


Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

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.

Key Ratings Summary

Key Measures	Trend Data	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields		5.94	
Community Impact Impact on Grantees' Communities		5.47	
Organizational Impact Impact on Grantees' Organizations		6.20	
Relationships Strength of Relationships with Grantees		6.25	
Selection Process Helpfulness of the Selection Process		4.96	
Reporting Process Helpfulness of the Reporting and Evaluation Process		4.49	

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. The color of each word is stylistic and not indicative of its frequency. 52 grantees described Packard 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
Packard 2016	May and June 2016	608	64%
Packard 2014	May and June 2014	602	56%
Packard 2012	September and October 2012	428	68%
Packard 2010	September and October 2010	435	67%
Packard 2008	September and October 2008	343	68%
Packard 2006	September and October 2006	420	61%
Packard 2004	February and March 2004	331	68%

Survey Year	Year of Active Grants
Packard 2016	2015
Packard 2014	2013
Packard 2012	2011
Packard 2010	2009
Packard 2008	2007
Packard 2006	2005
Packard 2004	2003

Throughout this report, The David and Lucile Packard 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.

Comparative Cohorts

Customized Cohort

Packard selected a set of 21 funders to create a smaller comparison group that more closely resembles Packard in scale and scope.

Custom Cohort
Bill & Melinda Gates Foundation
Doris Duke Charitable Foundation
Ford Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Oak Foundation
Robert Wood Johnson Foundation
Rockefeller Brothers Fund
Surdna Foundation, Inc.
The Andrew W. Mellon Foundation
The Atlantic Philanthropies
The California Endowment

The Children's Investment Fund Foundation
The David and Lucile Packard Foundation
The James Irvine Foundation
The McKnight Foundation
The Rockefeller Foundation
The Wallace 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

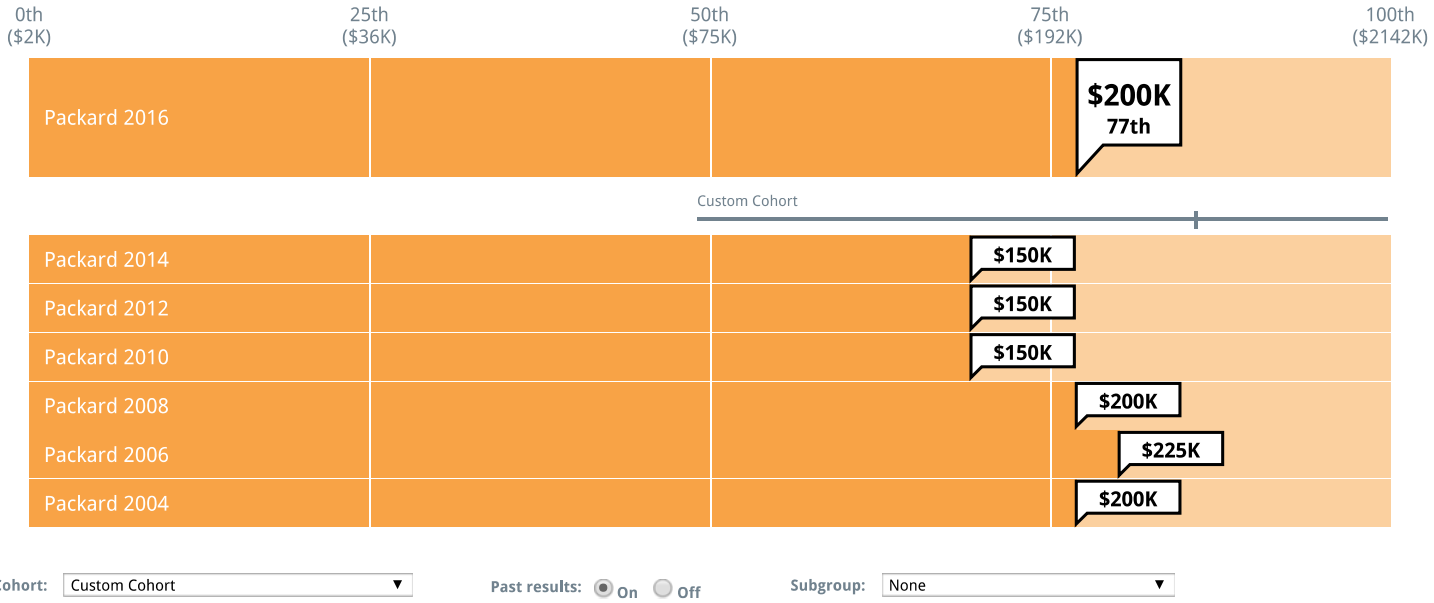
Other Cohorts

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

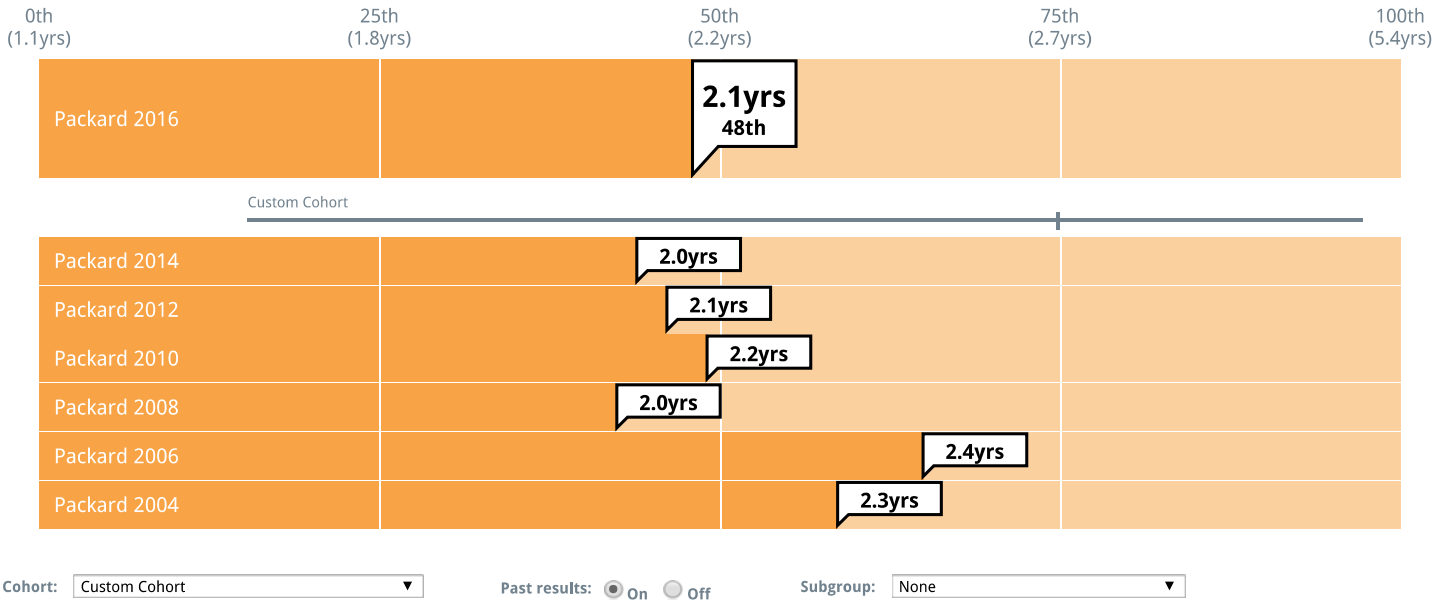


Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Grantees tend to overestimate the length of their grants. For example, Packard reported to CEP that 45 percent of this survey population received multi-year grants. However, the majority of grantees in this survey - 63 percent - reported receiving multi-year grants. Please interpret the self-reported survey data about grant length in the chart below with this in mind. This trend is not isolated to Packard, however, and so we believe the comparative data is helpful to understand relative grant lengths.

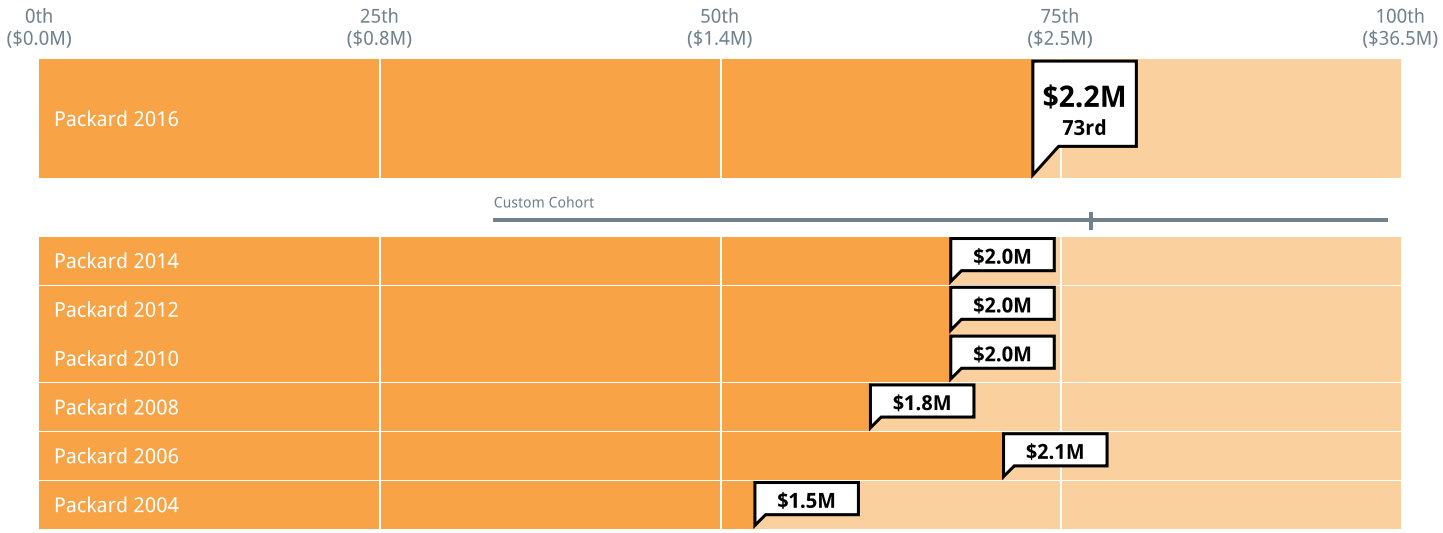
To understand any differences in grantee survey responses by recipients of different grant lengths, CEP used Packard's information about grant length to create the subgroup "Term Length (Designated by Packard)" available for each chart.

Average Grant Length



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Typical Organizational Budget



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Type of Support (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	24%	25%	25%	21%	20%	14%	20%	18%
Percent of grantees receiving program/project support	66%	65%	65%	74%	71%	77%	64%	72%
Percent of grantees receiving other types of support	10%	10%	10%	5%	9%	9%	15%	11%

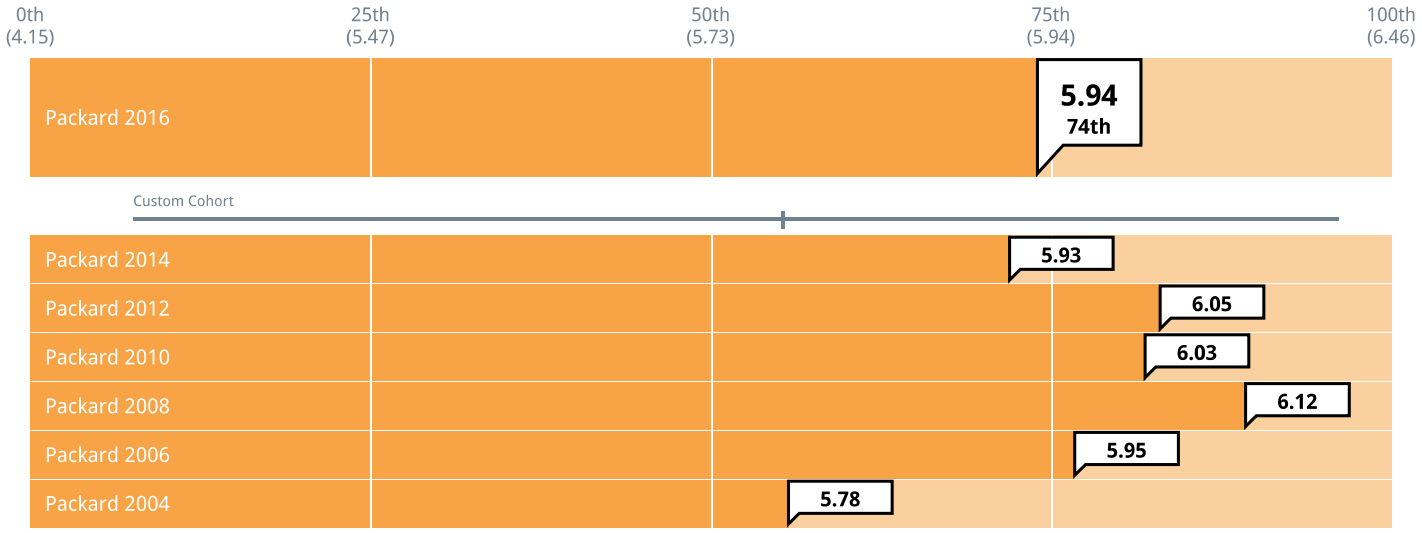
Grant History (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Average Funder	Custom Cohort
Percentage of first-time grants	14%	13%	13%	20%	29%	33%

Program Staff Load (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$6.5M	$6.3M	$6.8M	$6.9M	$7.7M	$3.7M	$5.7M	$2.7M	$5.3M
Applications per program full-time employee	18	20	18	N/A	20	15	14	29	17
Active grants per program full-time employee	31	22	25	28	29	23	24	34	31

Impact on and Understanding of Grantees' Fields

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

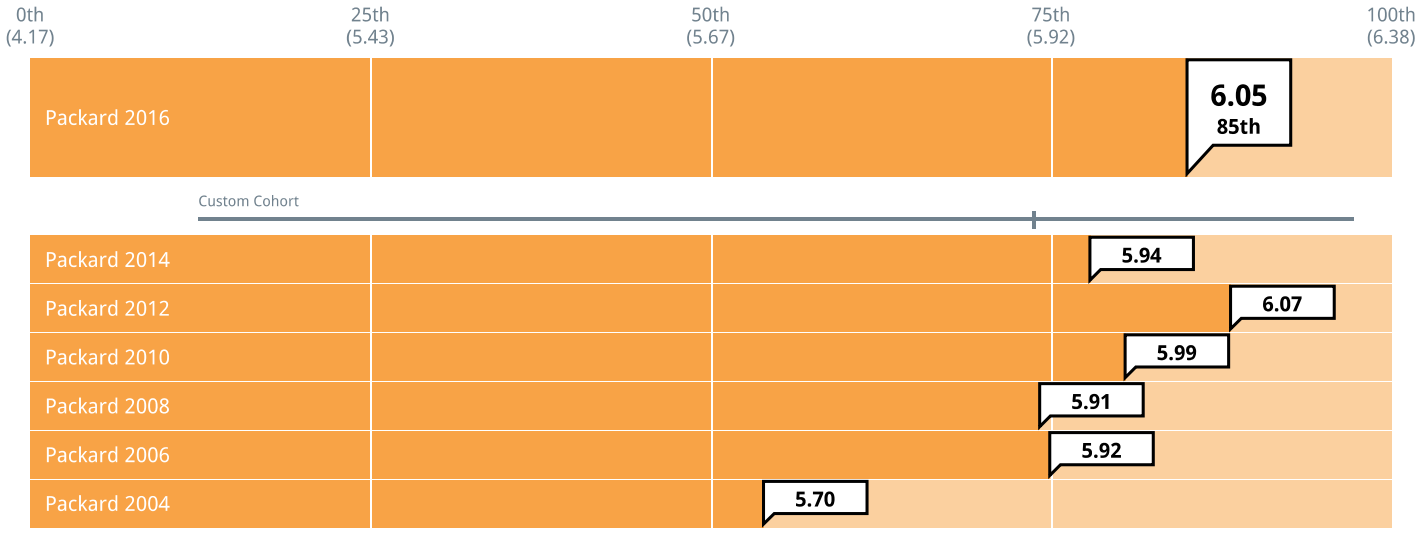
1 = No impact **7** = Significant positive impact



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"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

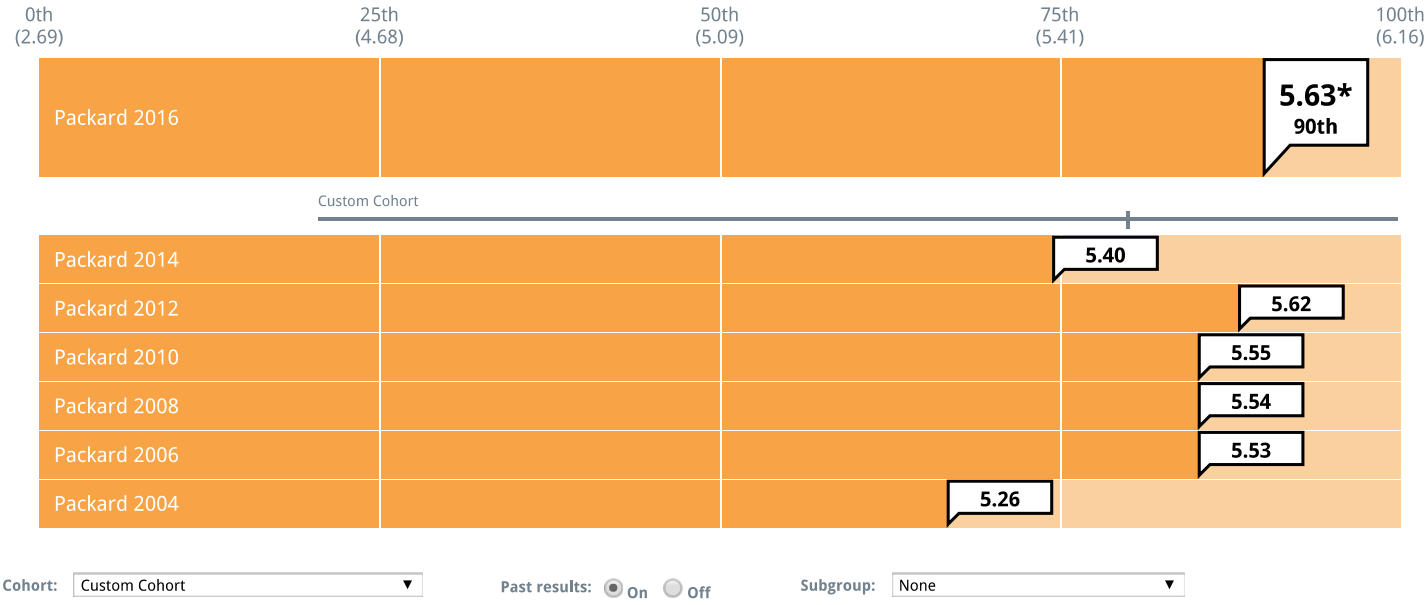


Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Advancing Knowledge and Public Policy

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

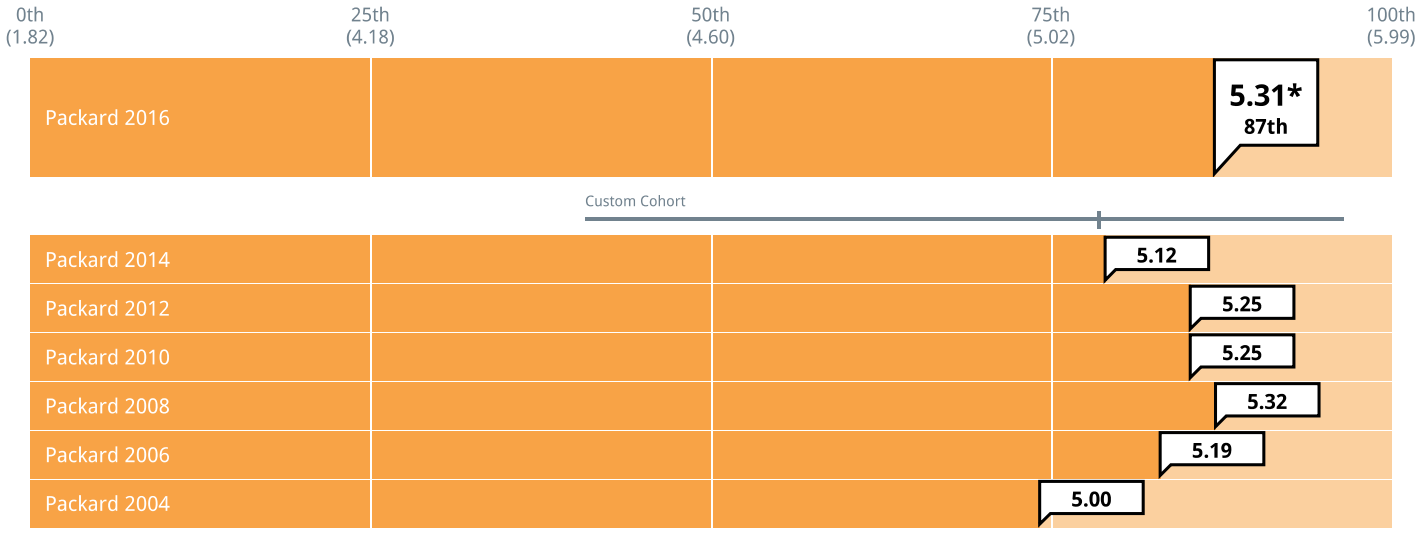
1 = Not at all **7** = Leads the field to new thinking and practice



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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

1 = Not at all **7** = Major influence on shaping public policy

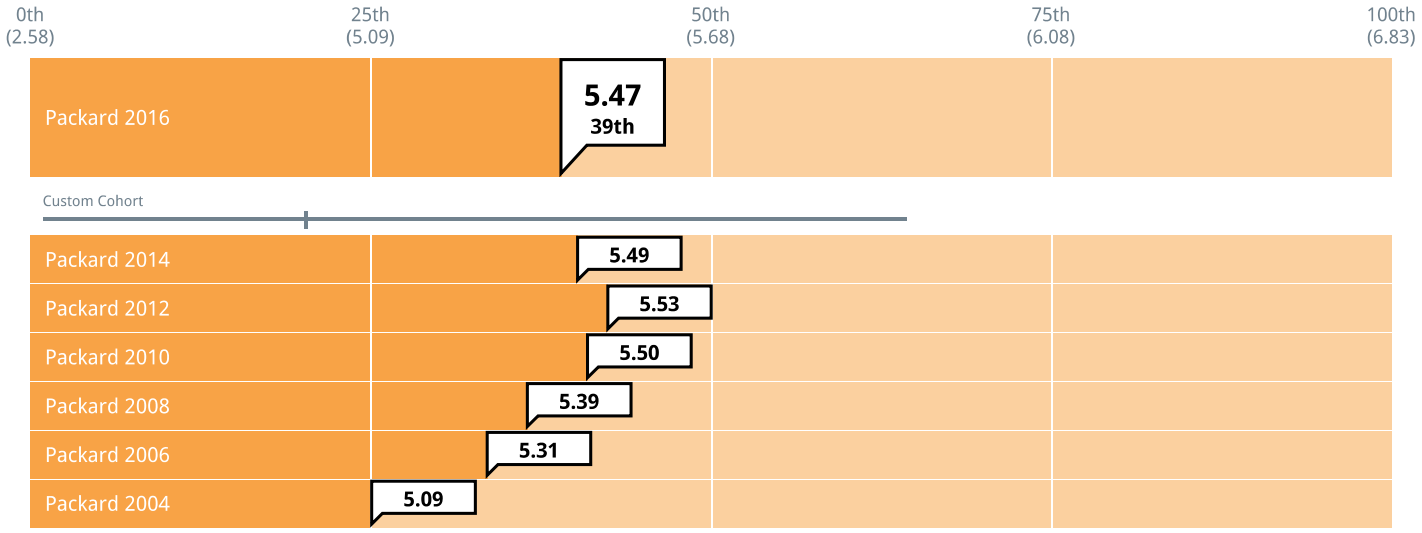


Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Impact on and Understanding of Grantees' Local Communities

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

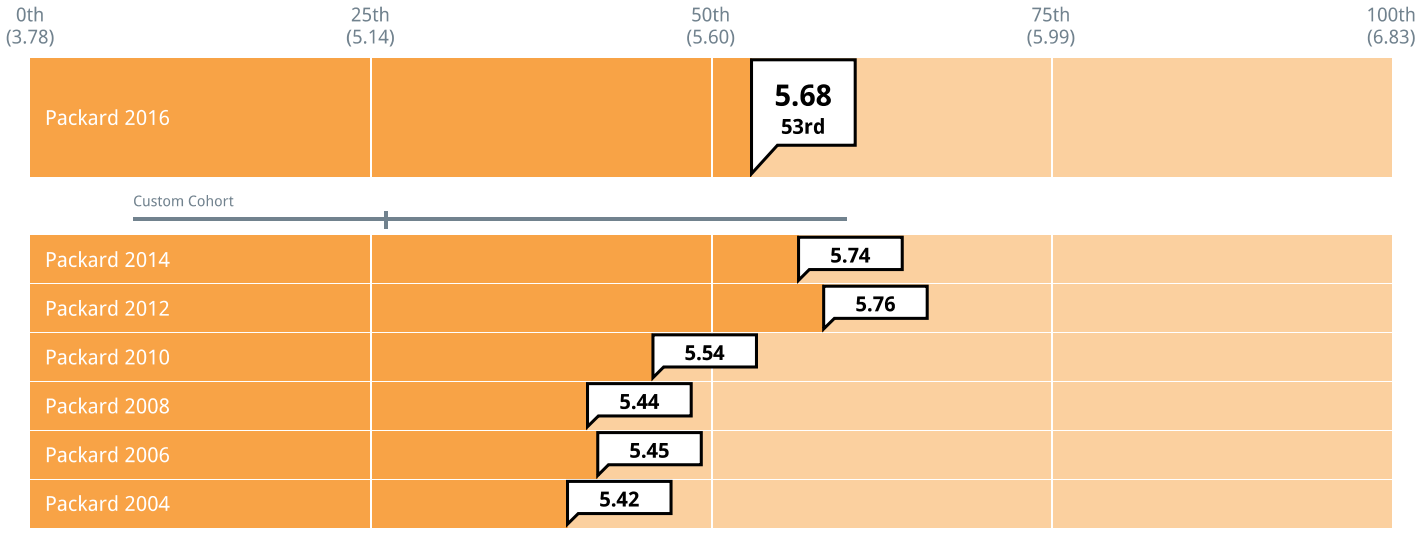
1 = No impact **7** = Significant positive impact



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"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

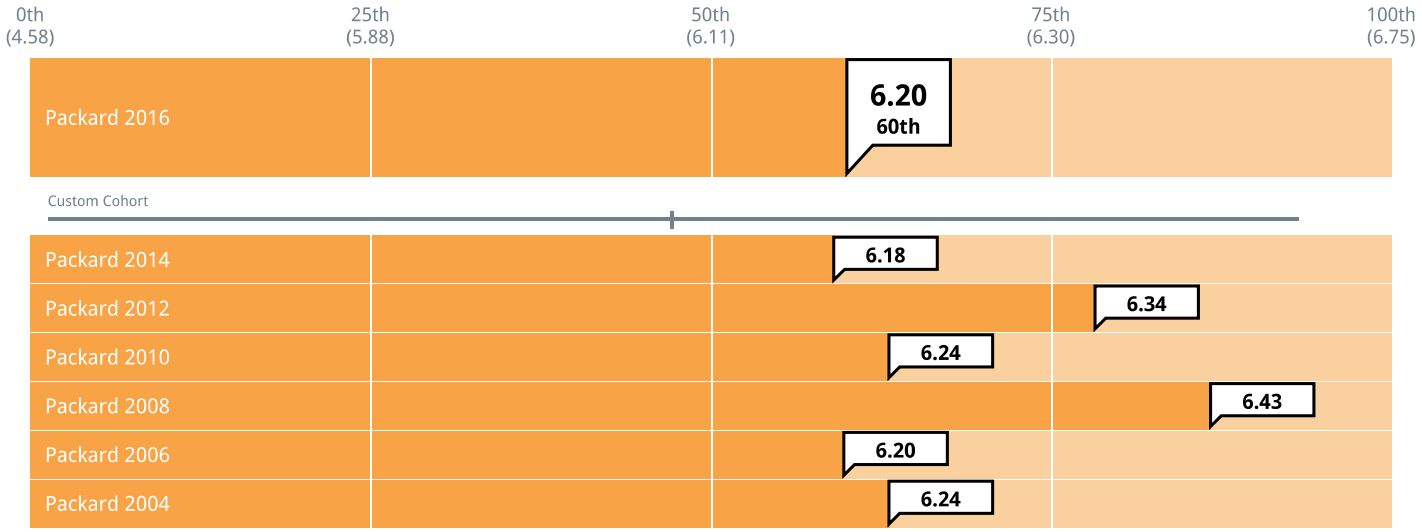


Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Impact on and Understanding of Grantees' Organizations

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

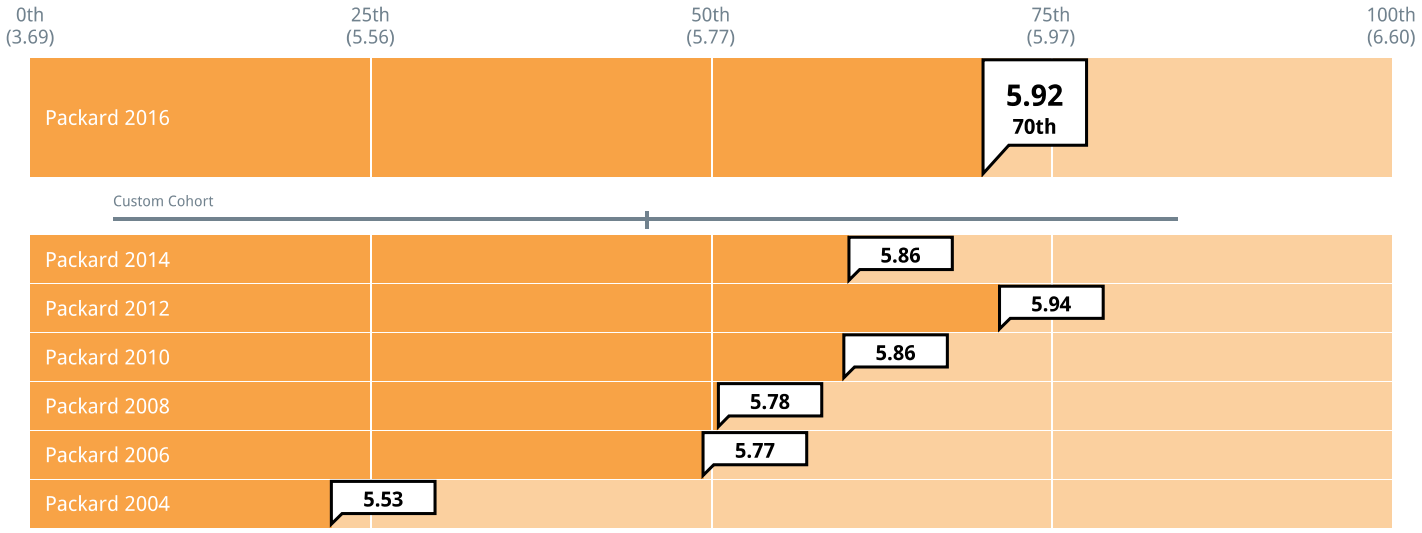
1 = No impact **7** = Significant positive impact



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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

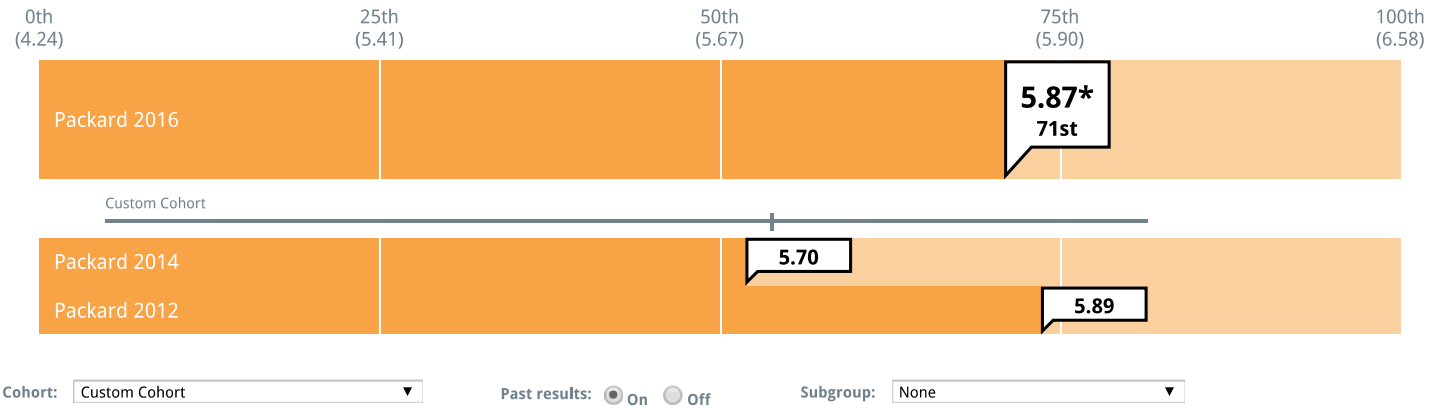
1 = Limited understanding **7** = Thorough understanding



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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

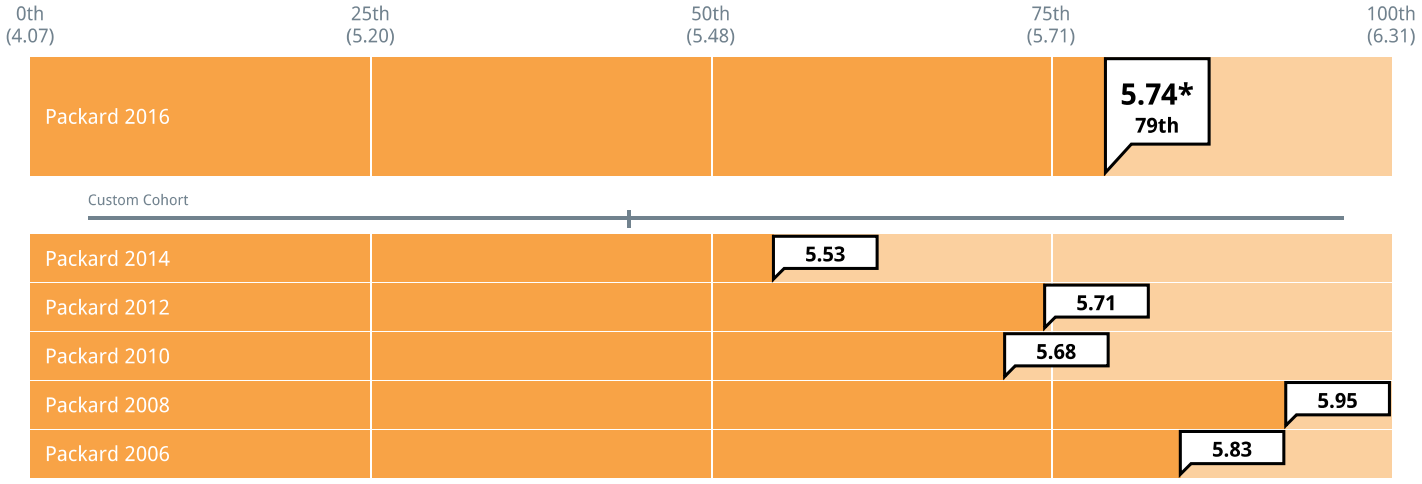
1 = Limited understanding **7** = Thorough understanding



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"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



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Effect of Grant on Organization

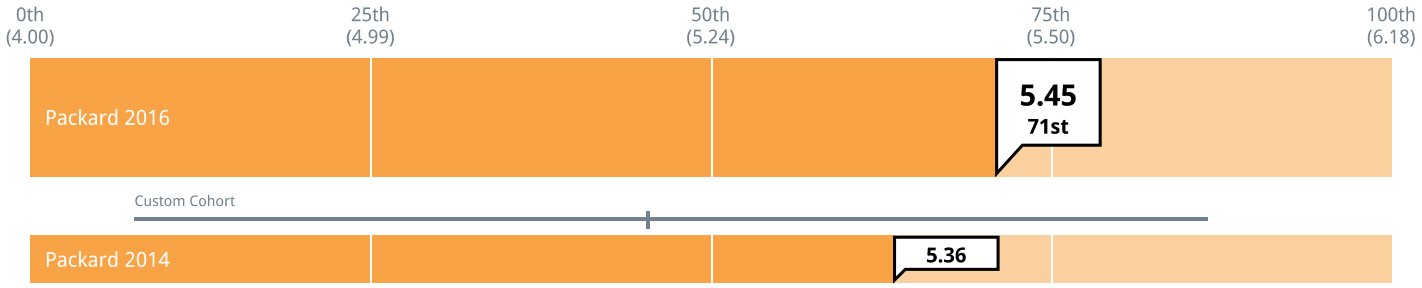
"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

Primary Effect of Grant on Grantee's Organization (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Average Funder	Custom Cohort
Enhanced Capacity	28%	25%	27%	30%	27%	29%	27%
Expanded Existing Program Work	28%	31%	31%	26%	29%	26%	28%
Maintained Existing Program	23%	25%	23%	22%	15%	20%	14%
Added New Program Work	22%	19%	18%	23%	28%	25%	31%

Grantee Challenges

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

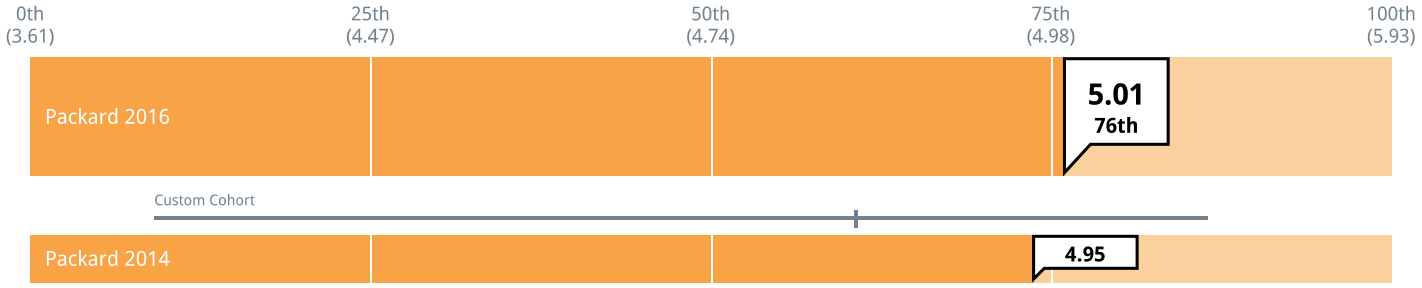
1 = Not at all aware **7** = Extremely aware



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"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



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Funder-Grantee Relationships

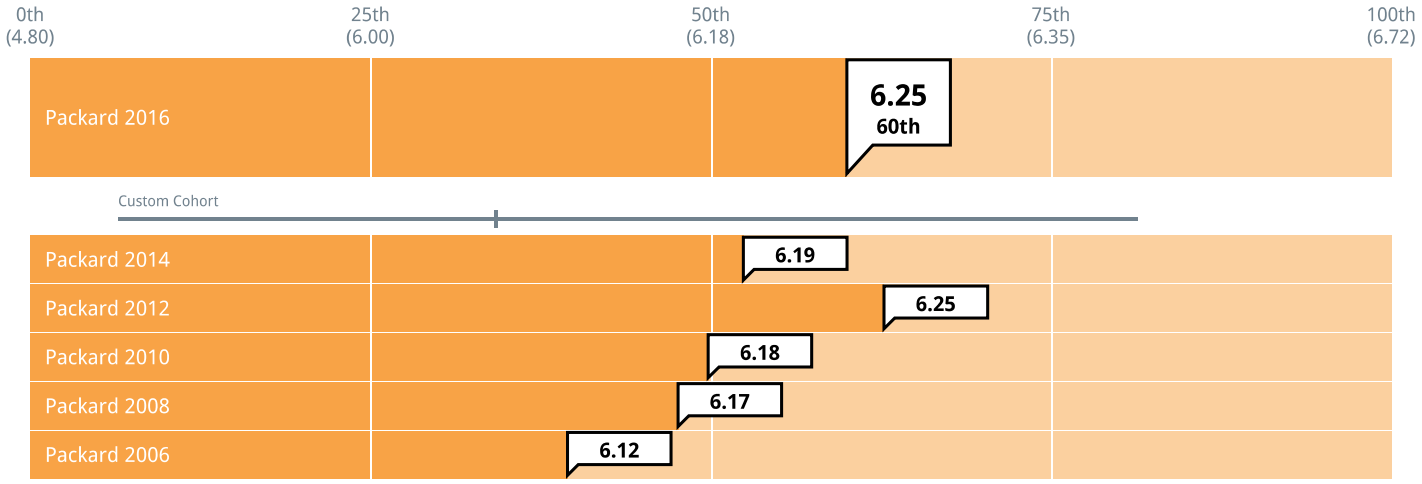
Funder-Grantee Relationships Summary Measure

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

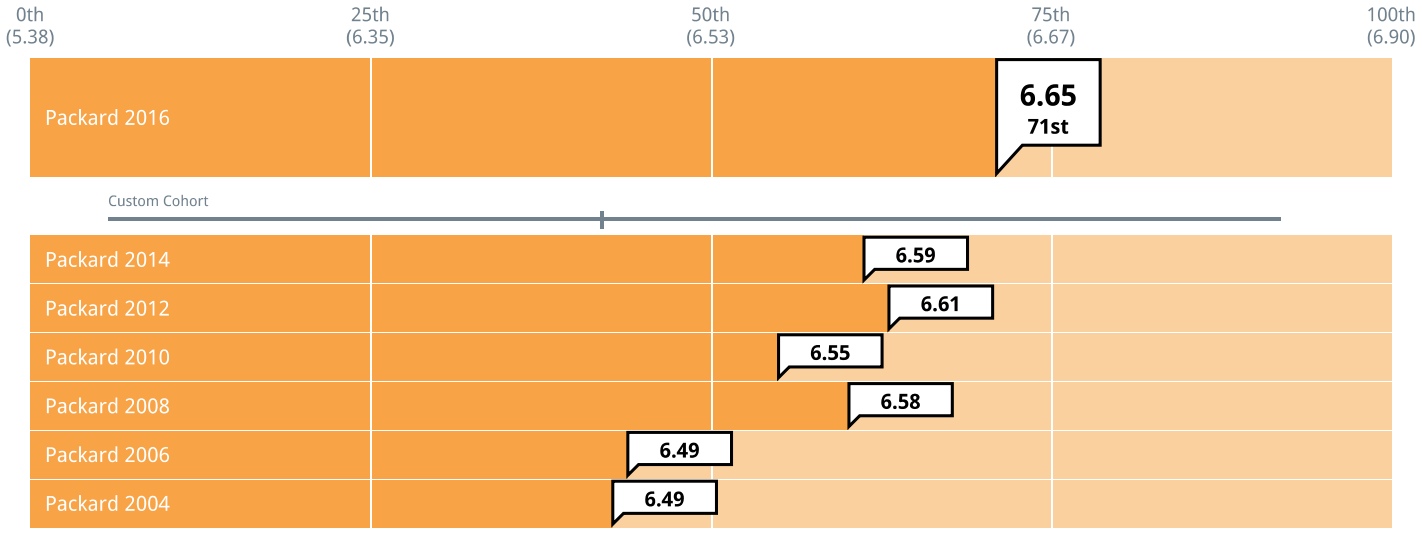


Cohort: Custom Cohort ▼ **Past results:** On Off **Subgroup:** None ▼

Quality of Interactions

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

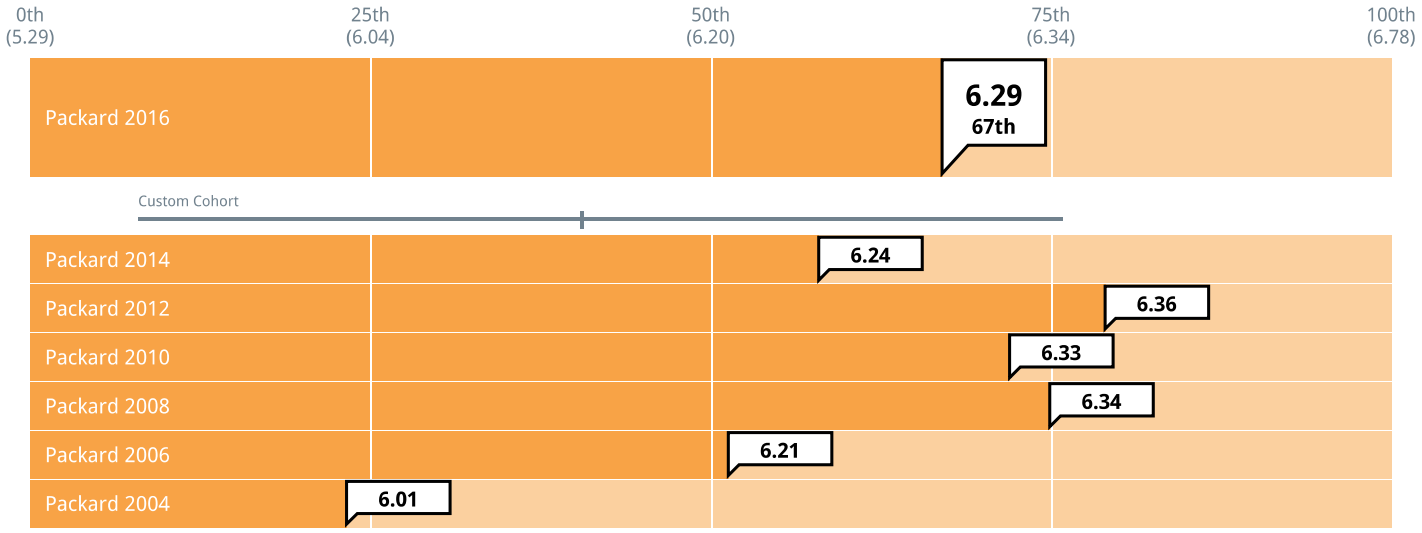
1 = Not at all fairly **7** = Extremely fairly



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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

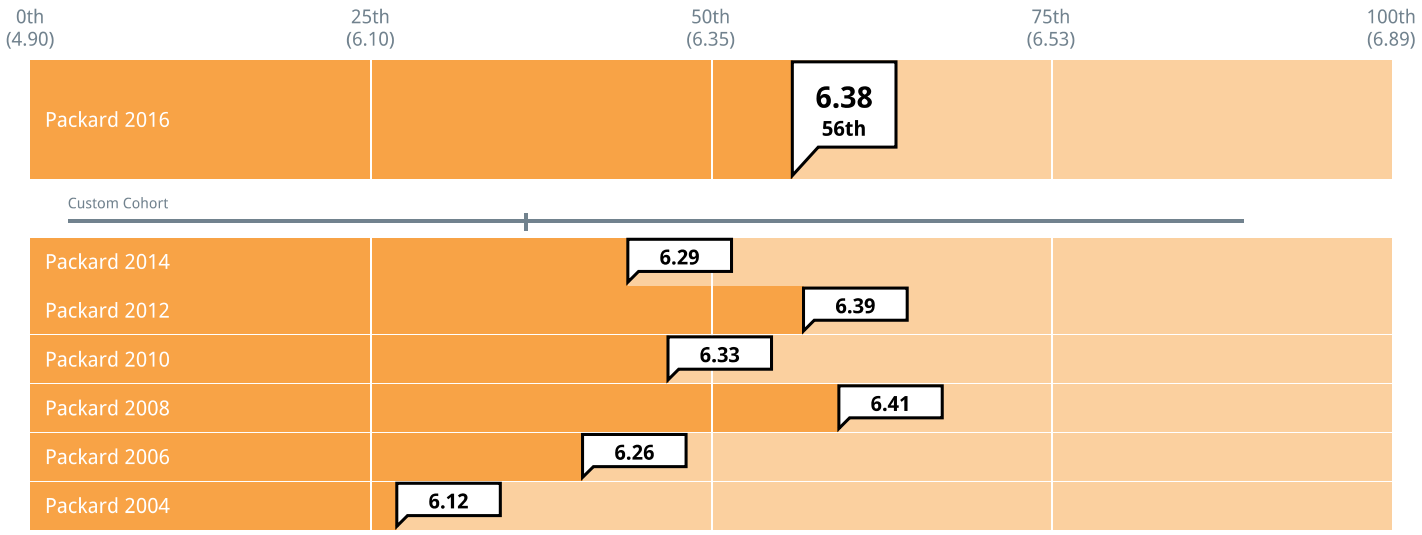
1 = Not at all comfortable **7** = Extremely comfortable



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"Overall, how responsive was the Foundation staff?"

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



Cohort: Custom Cohort ▼ **Past results:** On Off **Subgroup:** None ▼

Interaction Patterns

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

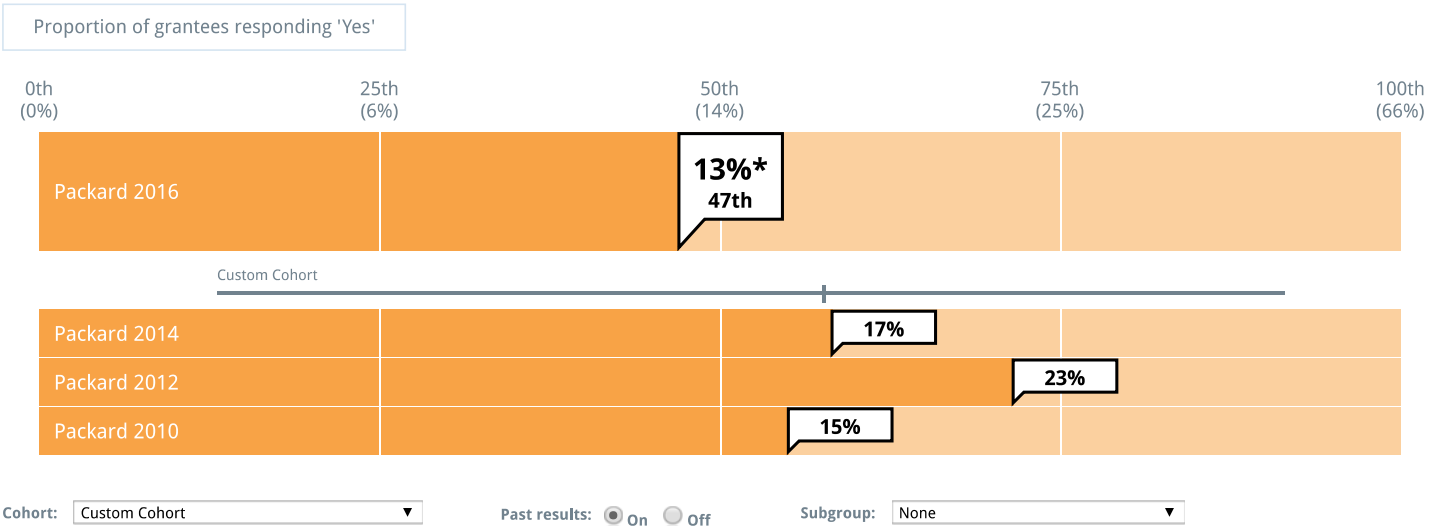
Frequency of Contact with Program Officer (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Weekly or more often	1%	1%	1%	3%	4%	1%	2%	3%	3%
A few times a month	10%	12%	9%	13%	13%	9%	4%	11%	14%
Monthly	14%	15%	16%	14%	16%	18%	15%	15%	19%
Once every few months	64%	57%	60%	55%	56%	58%	57%	52%	53%
Yearly or less often	11%	15%	13%	14%	12%	13%	22%	20%	11%

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

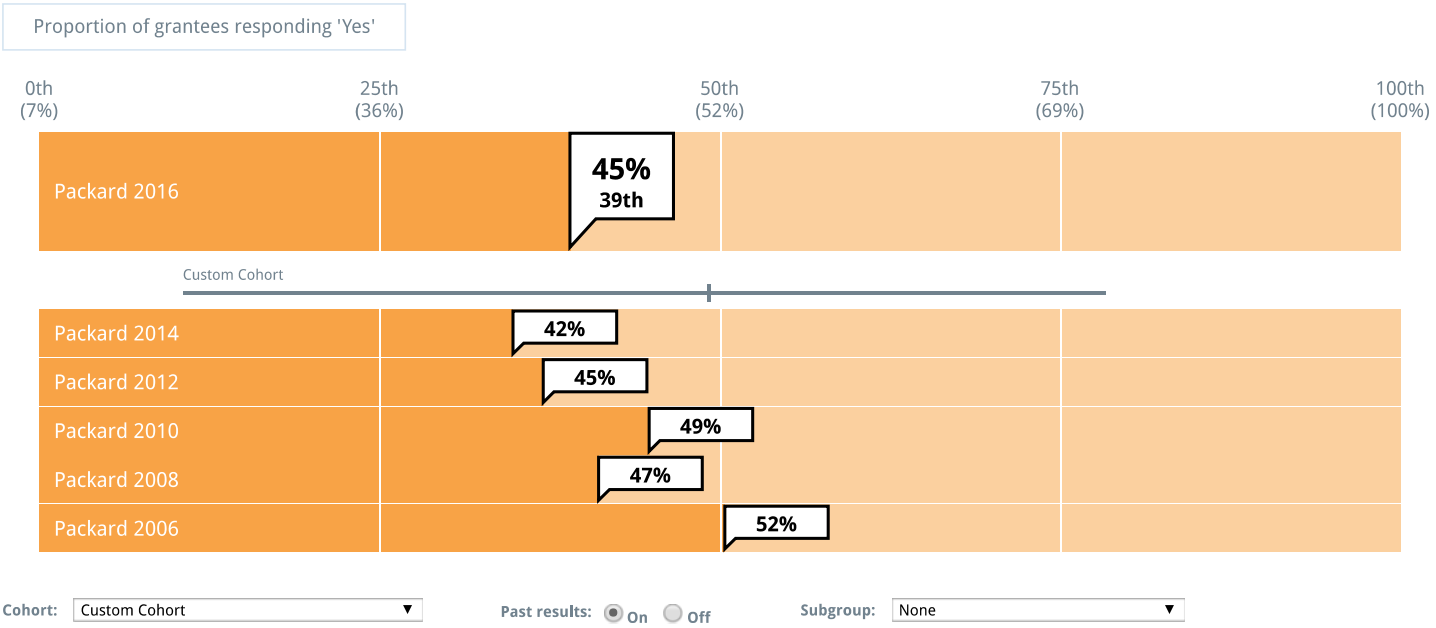
Initiation of Contact with Program Officer (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Average Funder	Custom Cohort
Program Officer	13%	12%	11%	12%	11%	10%	15%	12%
Both of equal frequency	51%	50%	54%	57%	55%	54%	49%	53%
Grantee	36%	37%	35%	31%	34%	36%	36%	35%

Contact Change and Site Visits

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



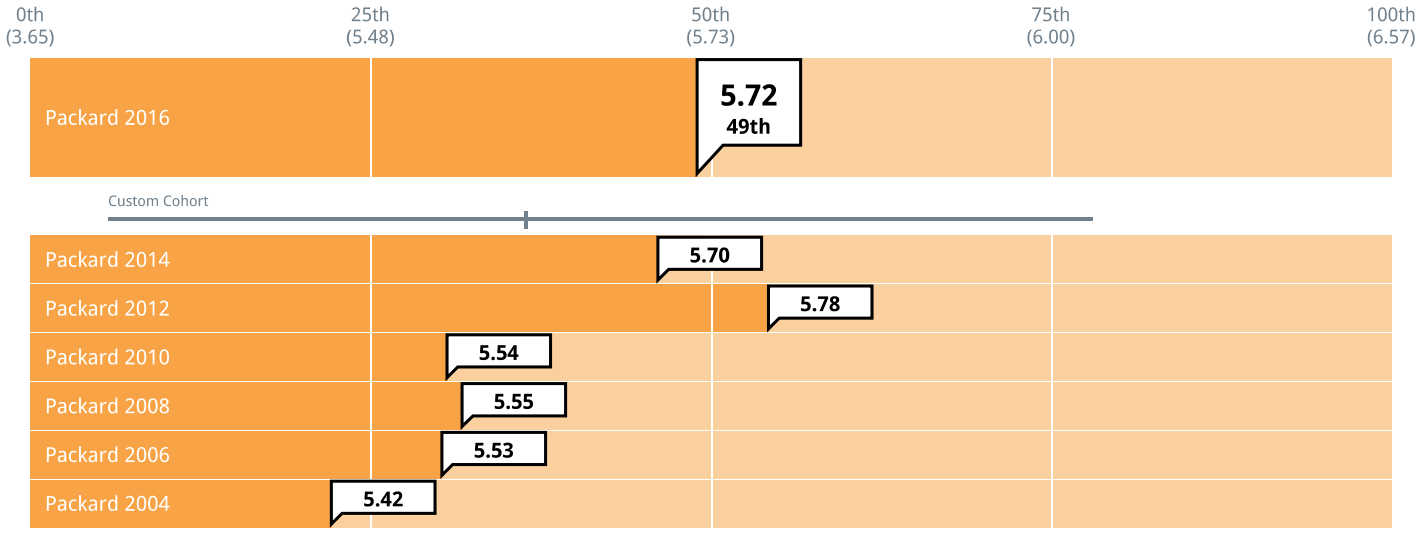
"Did the Foundation conduct a site visit during the course of this grant?"



Foundation Communication

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

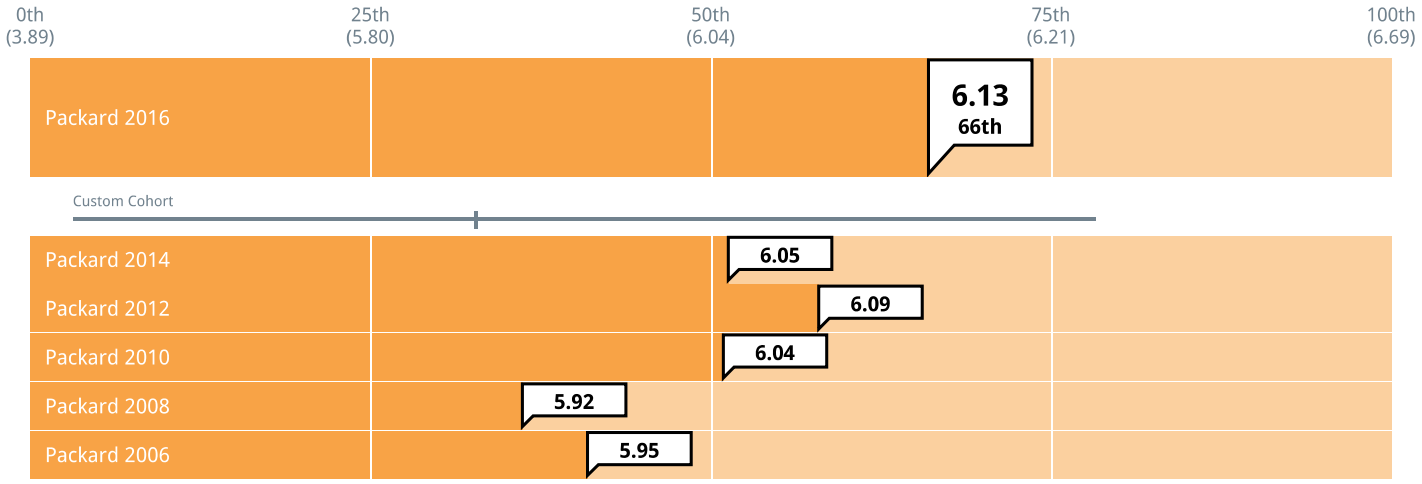
1 = Not at all clearly **7** = Extremely clearly



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"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



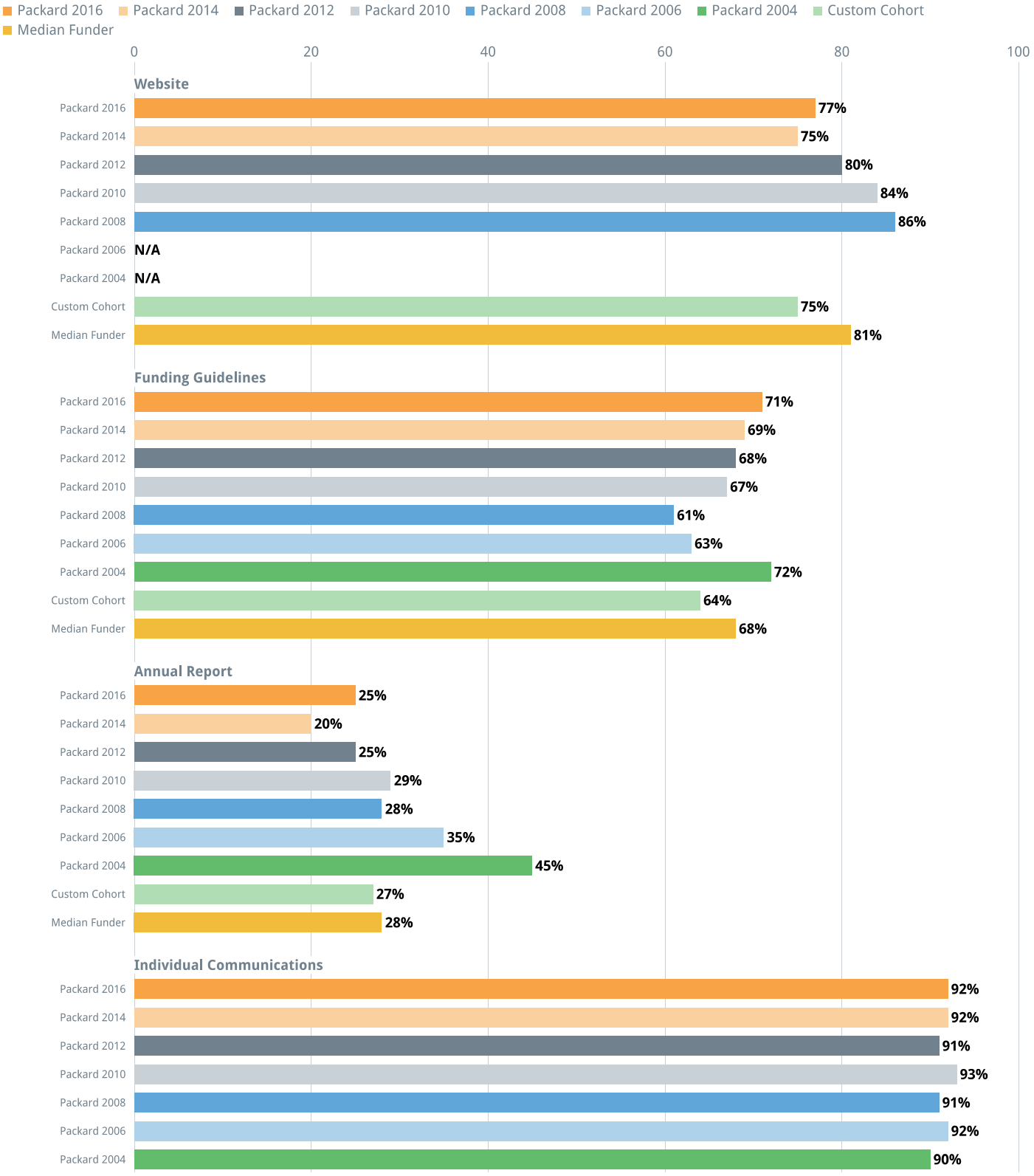
Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

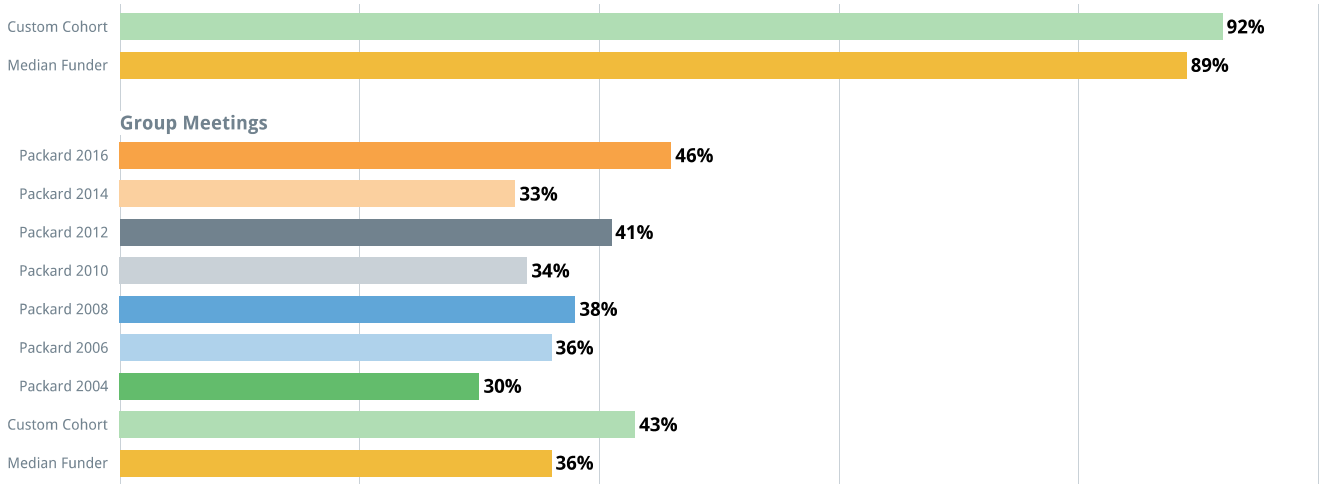
Communication Resources

Grantees were asked whether they used each of the following communications resources from Packard 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."

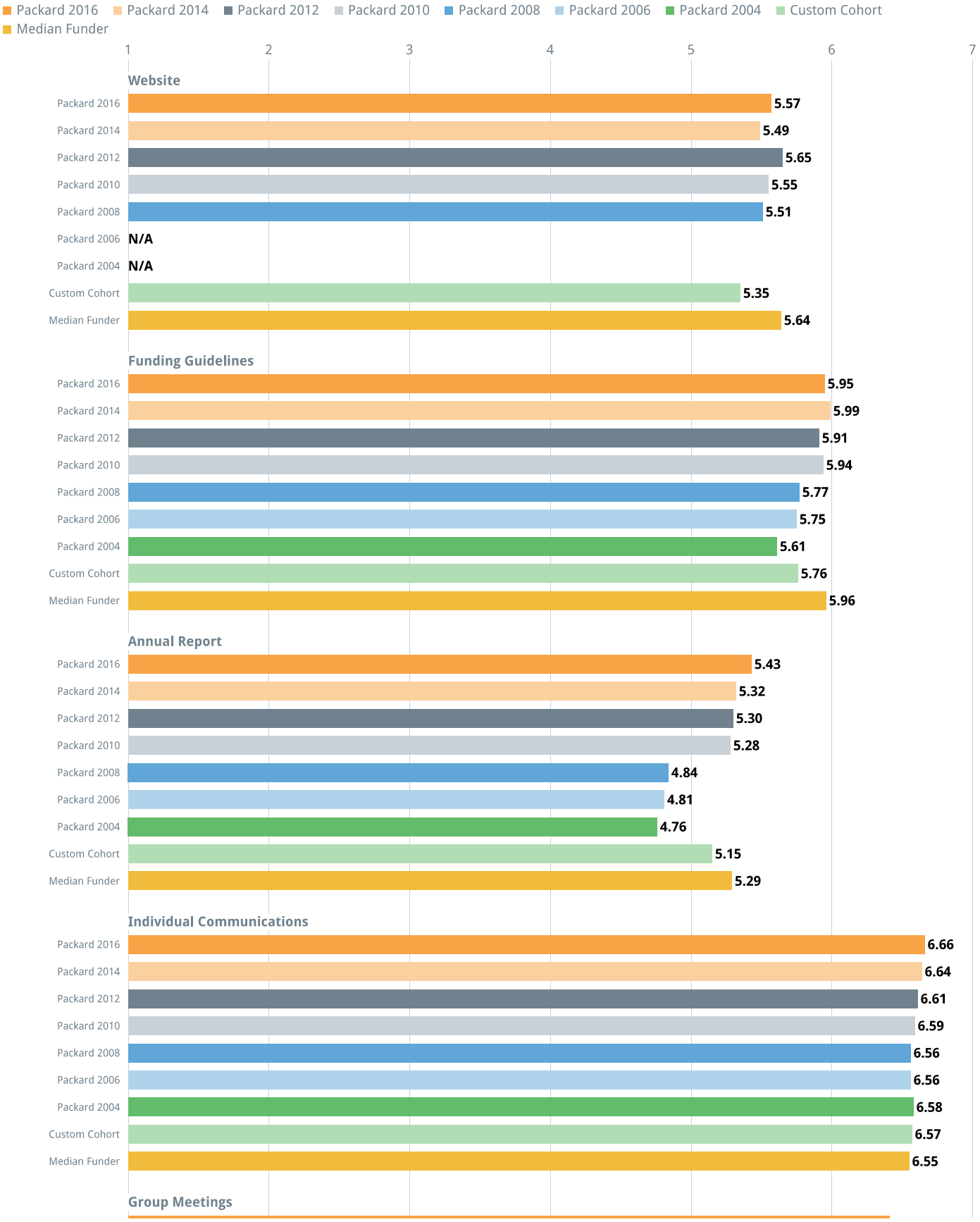
Usage of Communication Resources

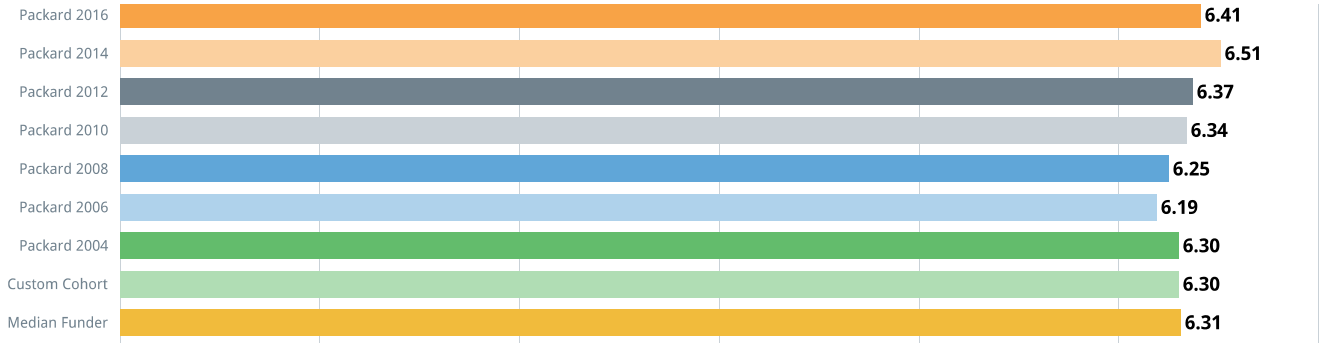



Custom Cohort
92%
Median Funder
89%
Group Meetings
Packard 2016
46%
Packard 2014
33%
Packard 2012
41%
Packard 2010
34%
Packard 2008
38%
Packard 2006
36%
Packard 2004
30%
Custom Cohort
43%
Median Funder
36%

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

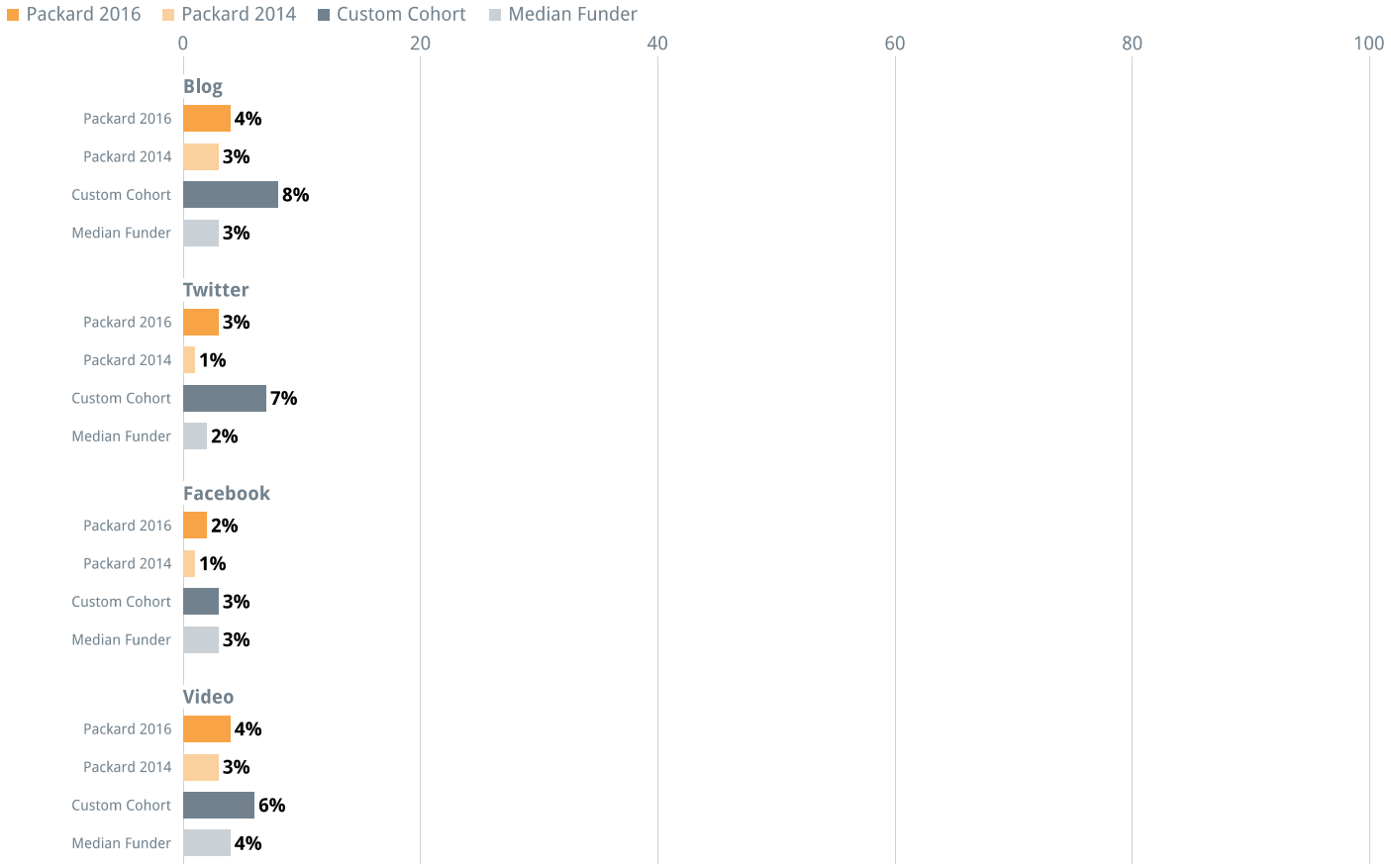



Packard 2016
6.41
Packard 2014
6.51
Packard 2012
6.37
Packard 2010
6.34
Packard 2008
6.25
Packard 2006
6.19
Packard 2004
6.30
Custom Cohort
6.30
Median Funder
6.31

Social Media

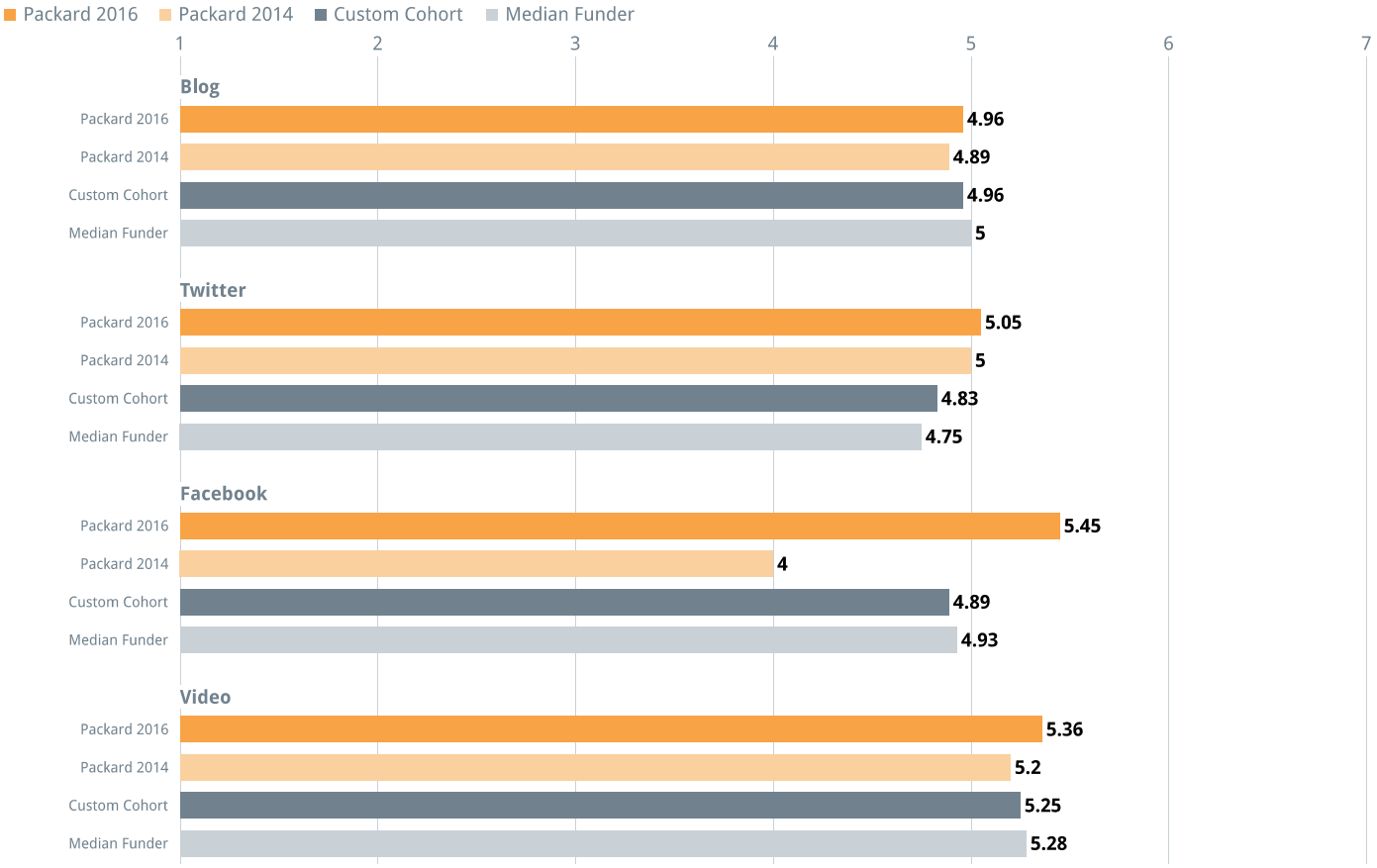
Grantees were asked whether they used each of the following communications resources from Packard and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

Usage of Social Media Resources



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

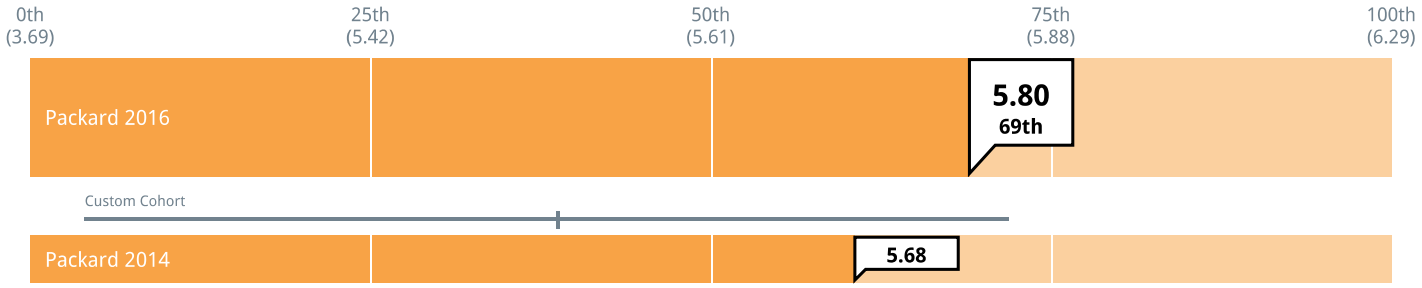
Helpfulness of Social Media Resources



Funder Transparency

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

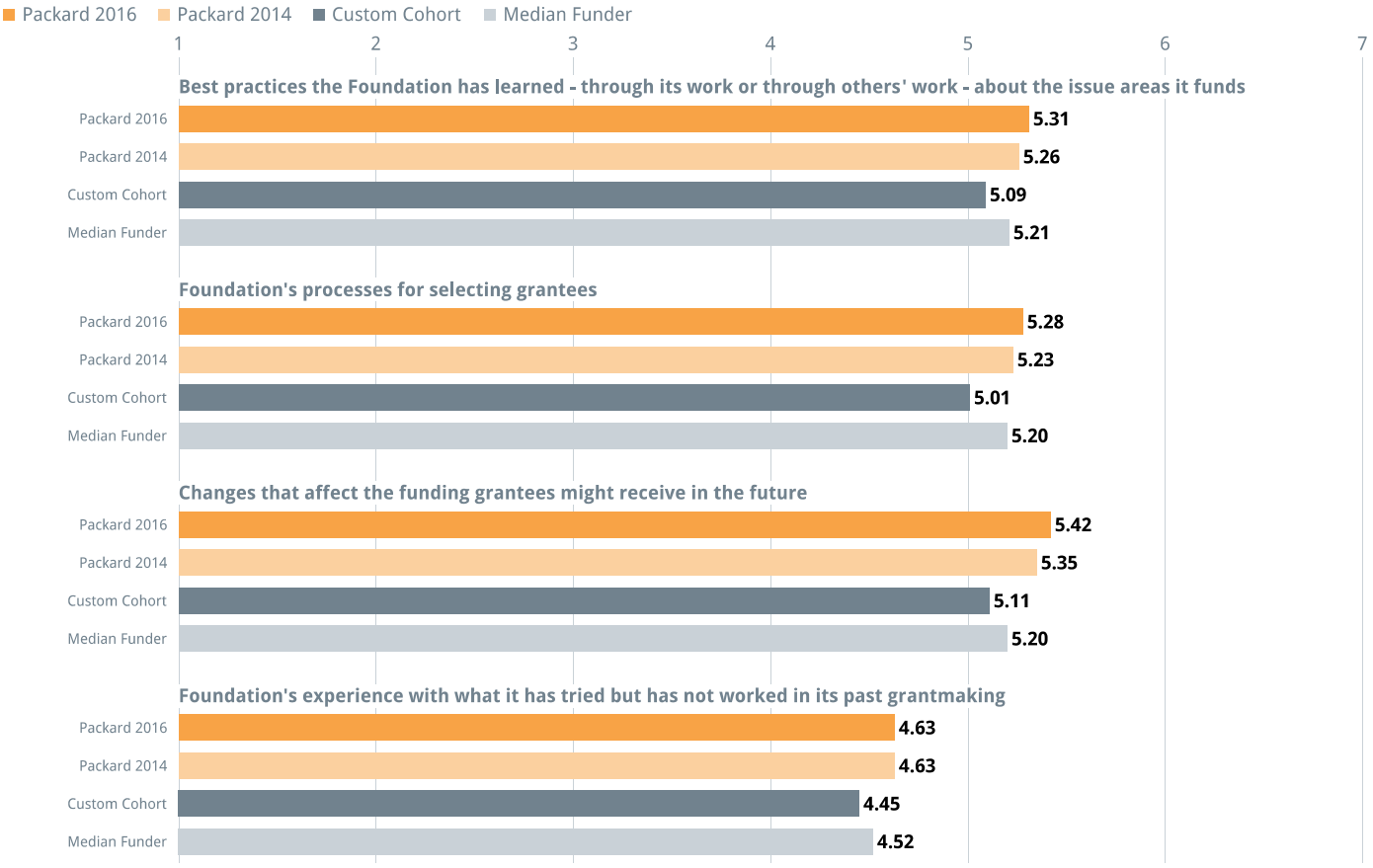
1 = Not at all transparent **7** = Extremely transparent



Cohort: Custom Cohort ▼ **Past results:** On Off **Subgroup:** None ▼

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

Foundation Transparency

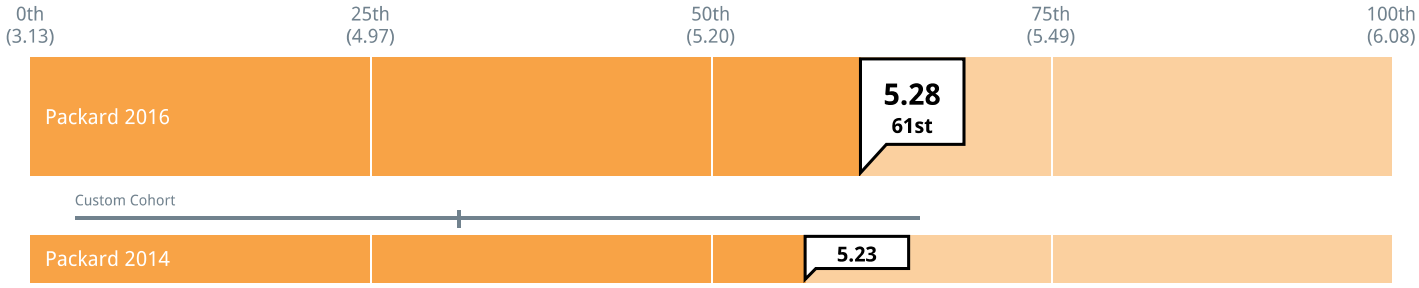


Aspects of Funder Transparency

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

The Foundation's processes for selecting grantees

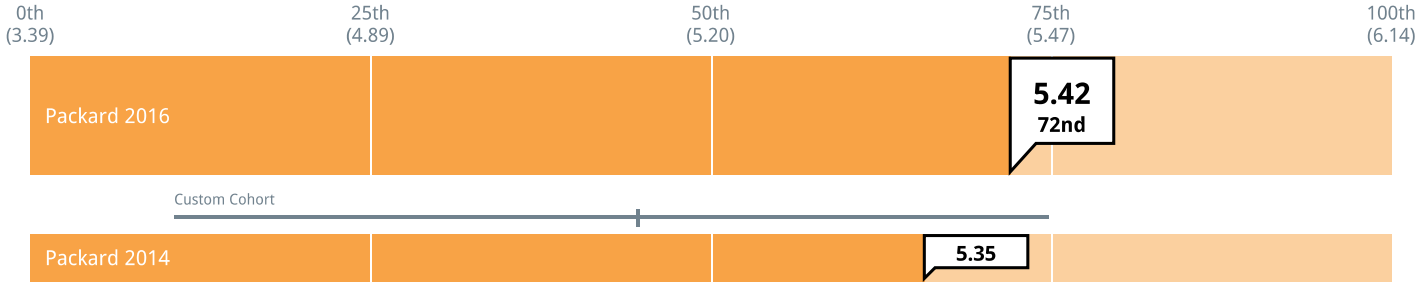
1 = Not at all transparent **7** = Extremely transparent



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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

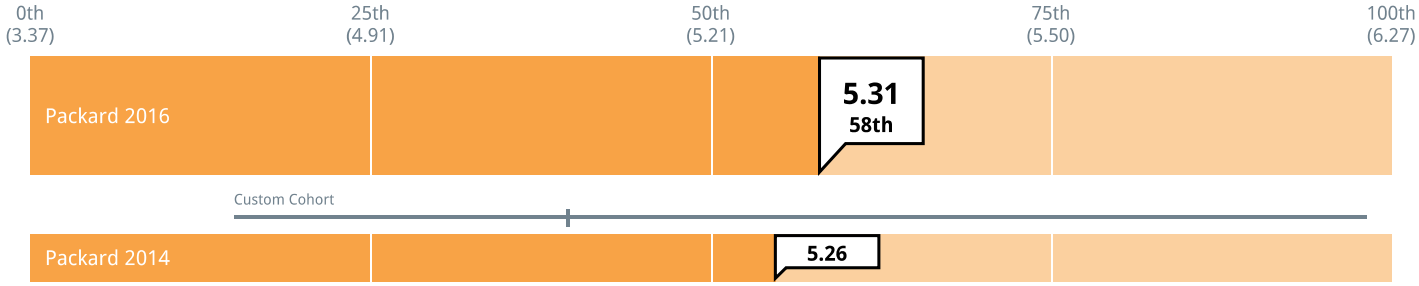
1 = Not at all transparent **7** = Extremely transparent



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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

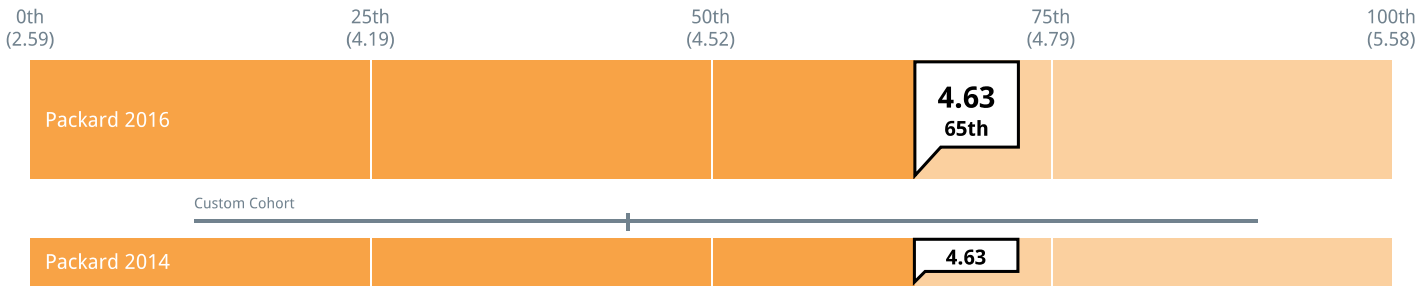
1 = Not at all transparent **7** = Extremely transparent



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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



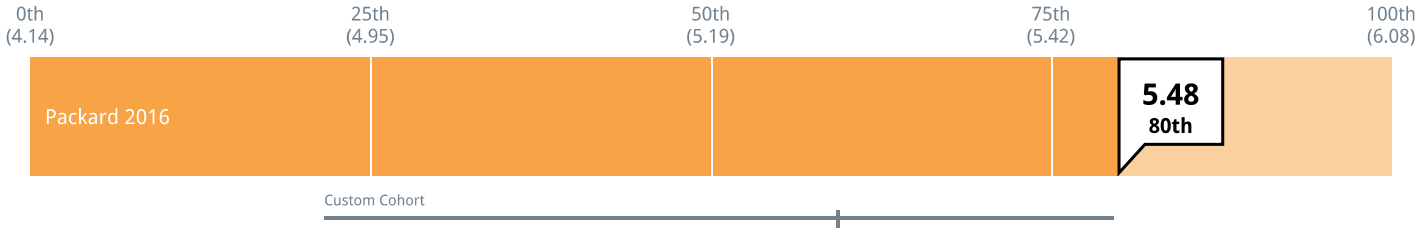
Cohort: Custom Cohort ▼ **Past results:** On Off **Subgroup:** None ▼

Openness

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

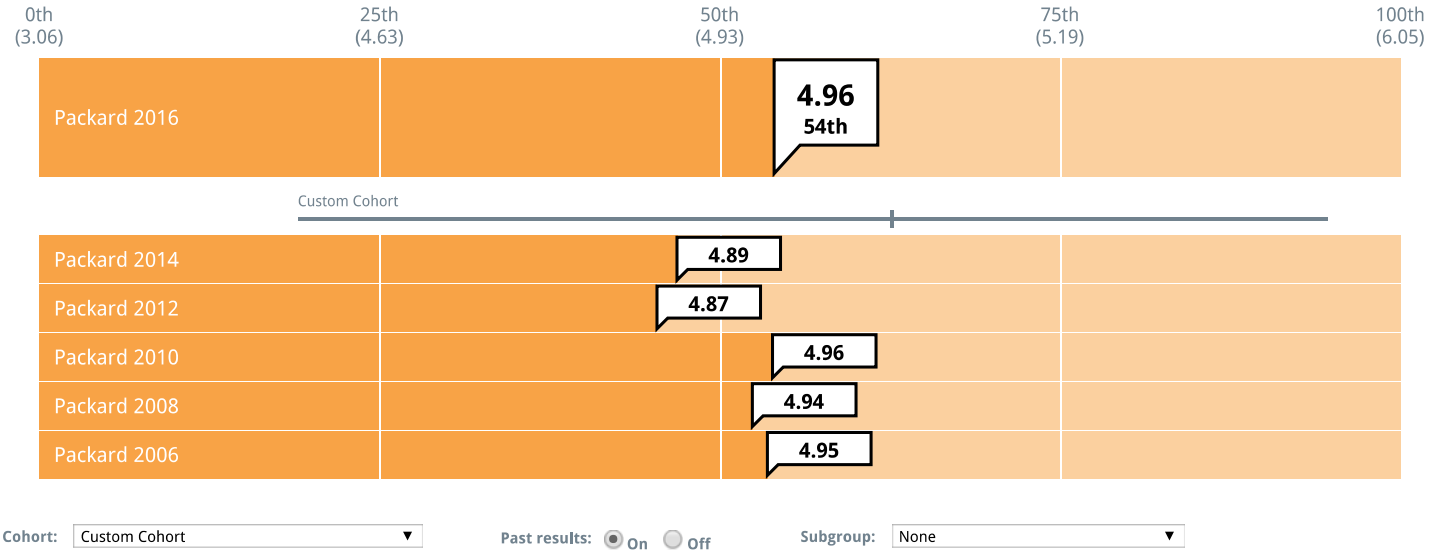


Cohort: Custom Cohort ▼ **Past results:** On Off **Subgroup:** None ▼

Grant Processes

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

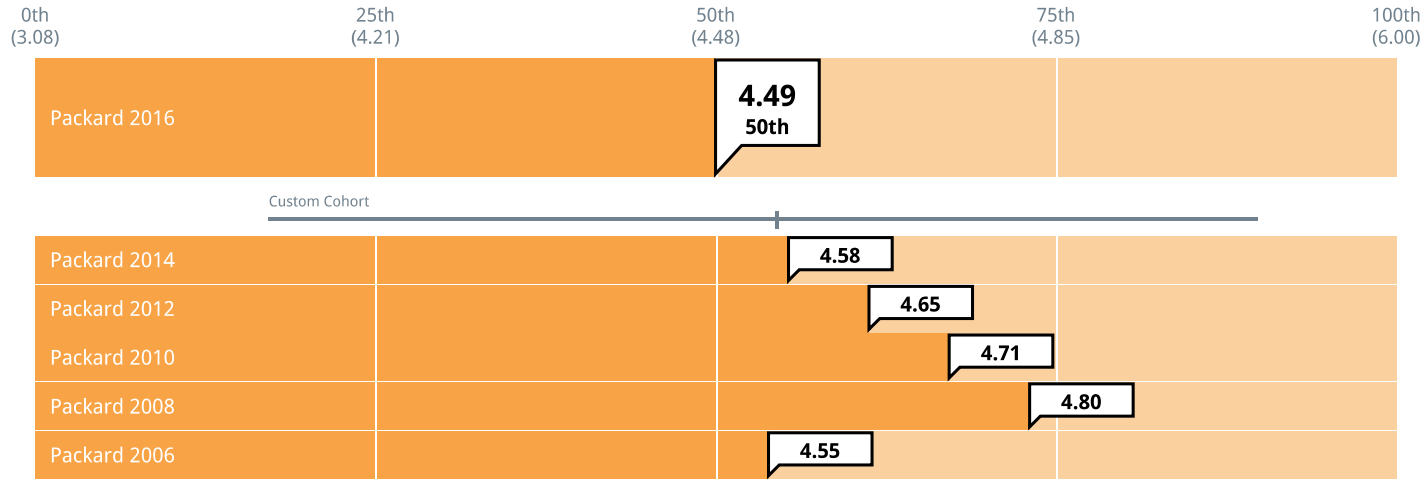
1 = Not at all helpful **7** = Extremely helpful



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"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



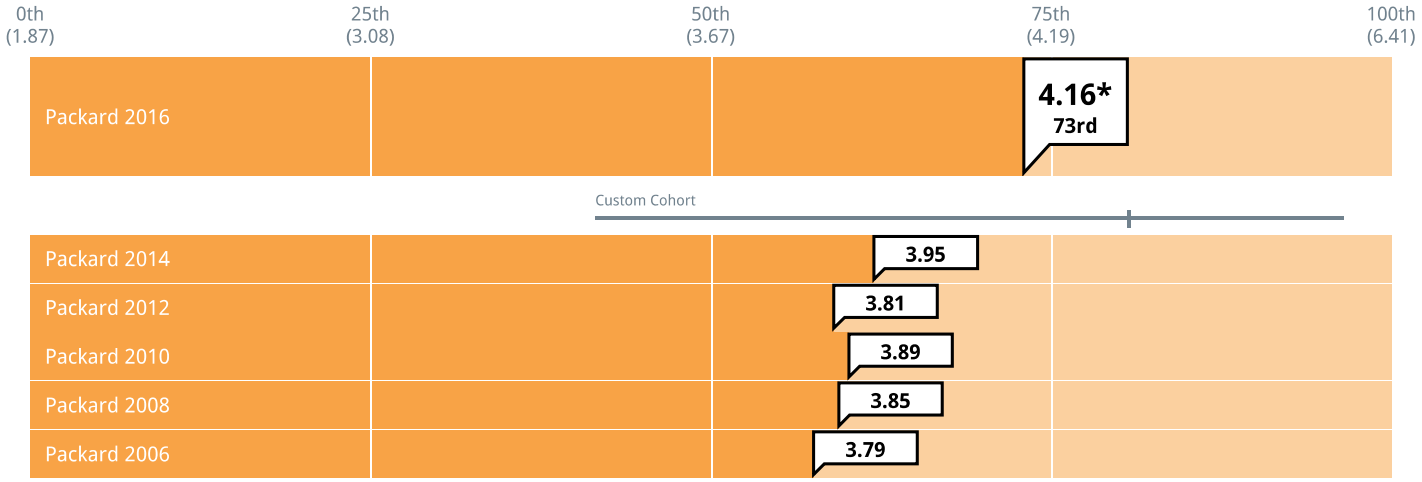
Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Selection Process

Did you submit a proposal for this grant? (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Submitted a Proposal	98%	99%	99%	98%	97%	98%	95%	94%	96%
Did Not Submit a Proposal	2%	1%	1%	2%	3%	2%	5%	6%	4%

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

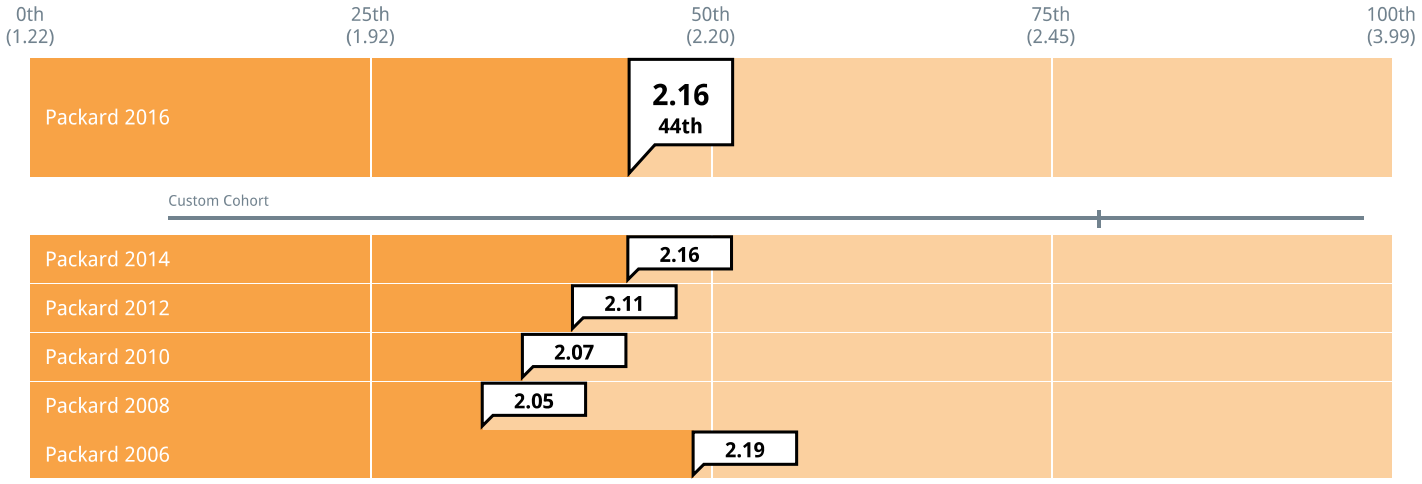
1 = No involvement **7** = Substantial involvement



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

"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



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

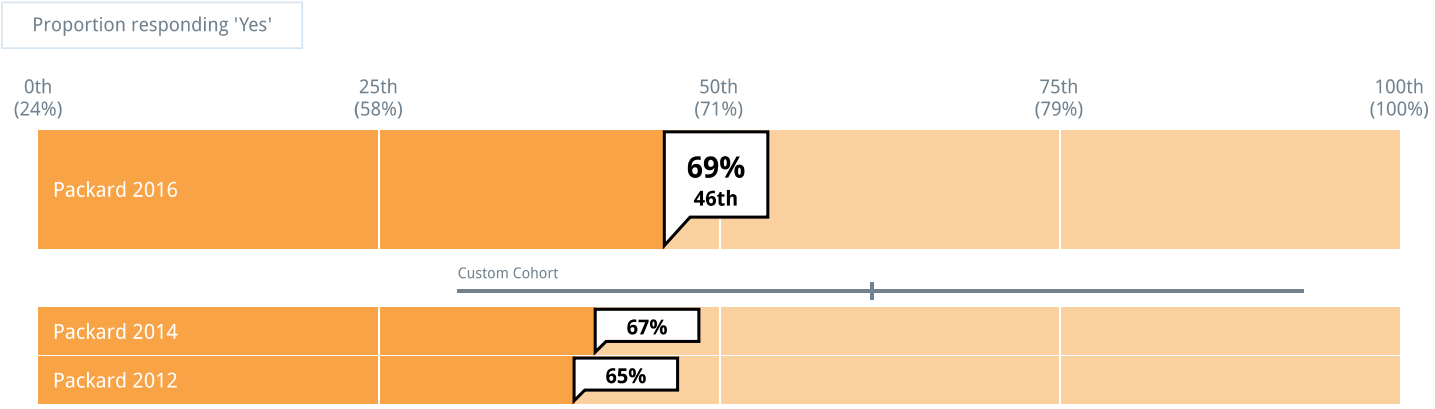
Time Between Submission and Clear Commitment

"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)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Less than 1 month	9%	10%	7%	7%	8%	6%	6%	6%	5%
1 - 3 months	70%	69%	71%	68%	66%	62%	56%	55%	49%
4 - 6 months	18%	18%	19%	22%	22%	26%	30%	31%	32%
7 - 9 months	2%	2%	2%	2%	3%	4%	5%	5%	8%
10 - 12 months	1%	1%	1%	1%	1%	1%	2%	2%	4%
More than 12 months	1%	0%	0%	1%	0%	1%	1%	2%	3%

Reporting and Evaluation Process

"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?"



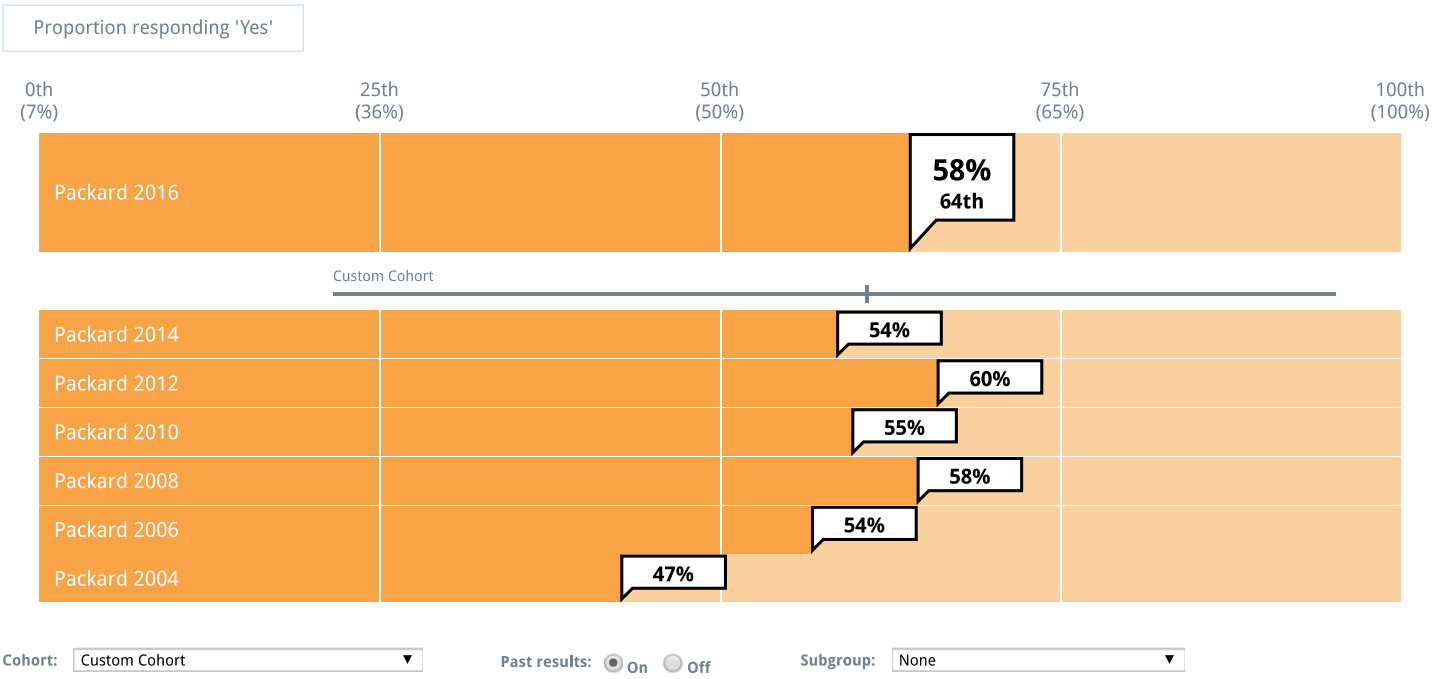
Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Participation in Reporting and/or Evaluation Processes (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	48%	50%	59%	58%	53%	71%	59%	57%	60%
There will be a report/evaluation but it has not occurred yet	47%	45%	38%	39%	43%	26%	33%	35%	35%
There was/will be no report/evaluation	3%	3%	1%	0%	1%	1%	4%	5%	3%
Don't know	2%	1%	2%	3%	3%	2%	4%	3%	2%

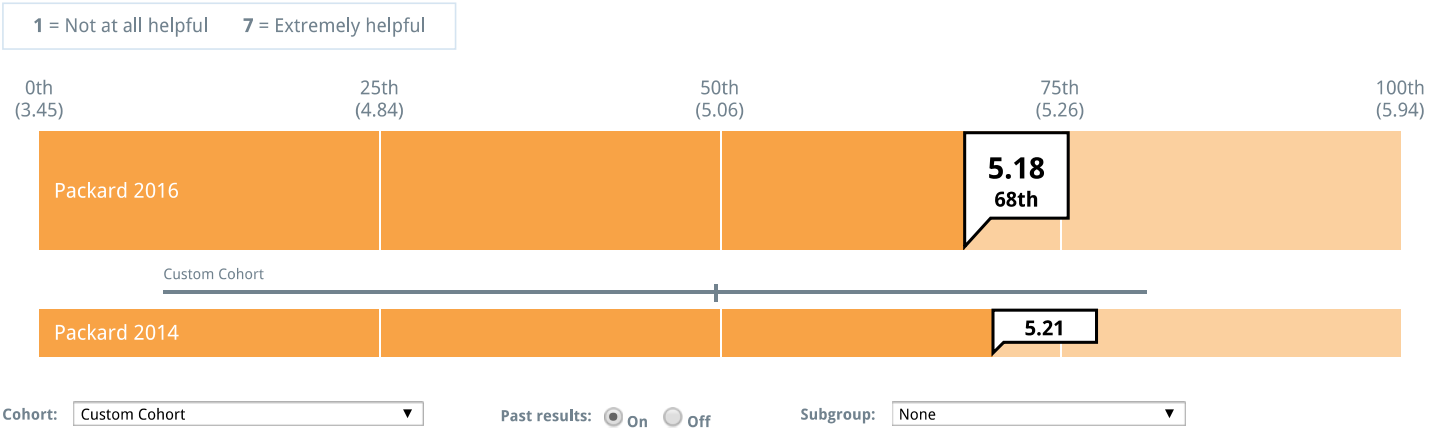
The following question was recently added to the grantee survey and depicts comparative data from fewer than one-third of funders in the dataset.

Was an external evaluator involved in your reporting/evaluation process? (Overall)	Packard 2016	Average Funder
Yes, chosen by the Foundation	9%	15%
Yes, chosen by our organization	9%	9%
No	82%	76%

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

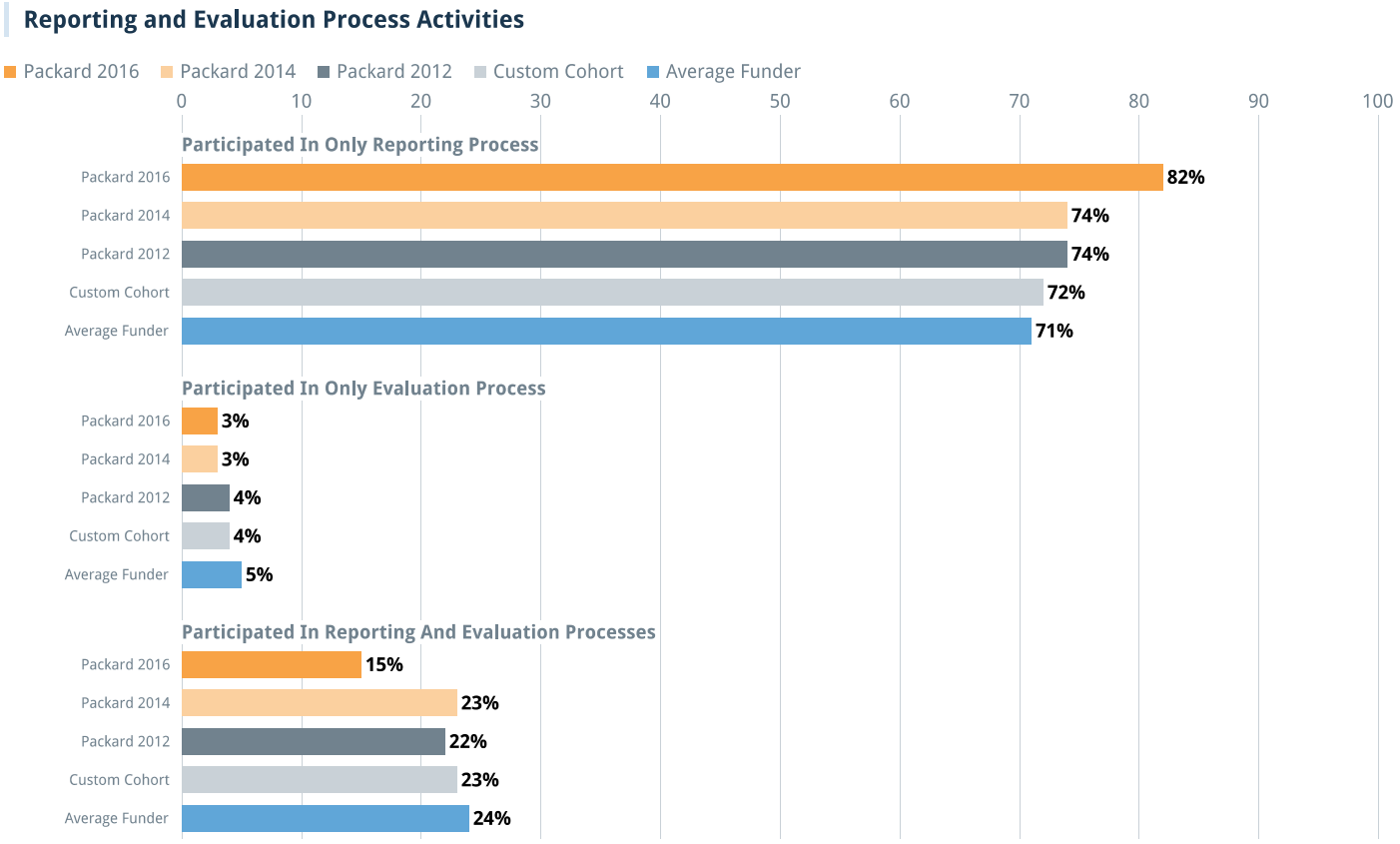


"How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?"



Reporting and Evaluation Process Activities

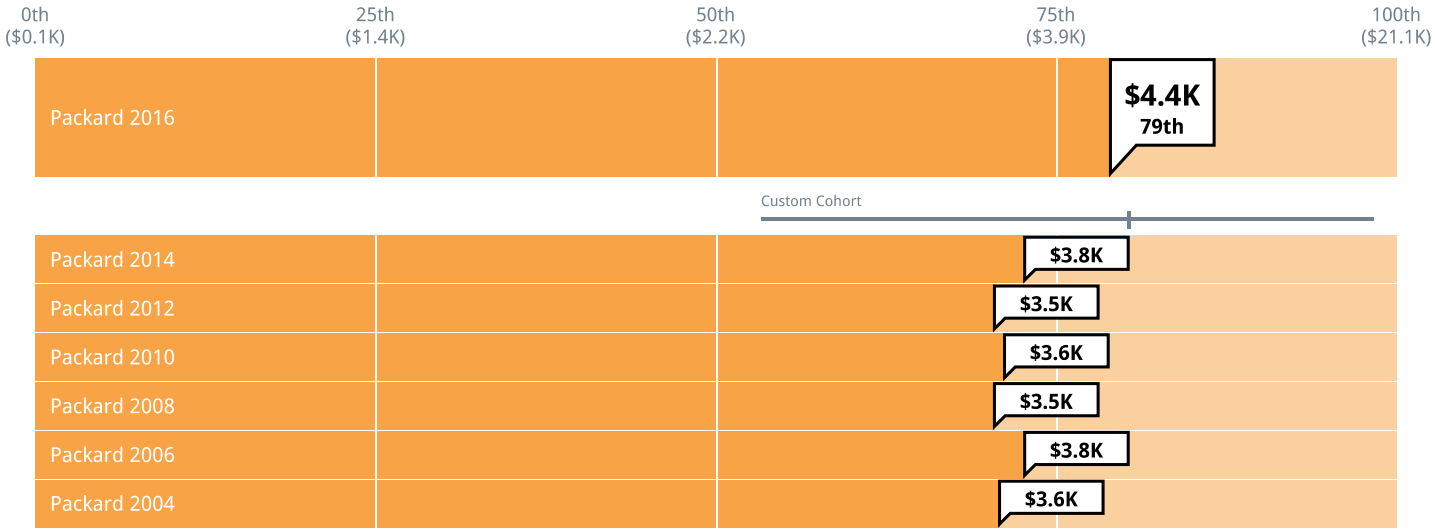
"Which reporting/evaluation process activities were a part of your process?"



Dollar Return and Time Spent on Processes

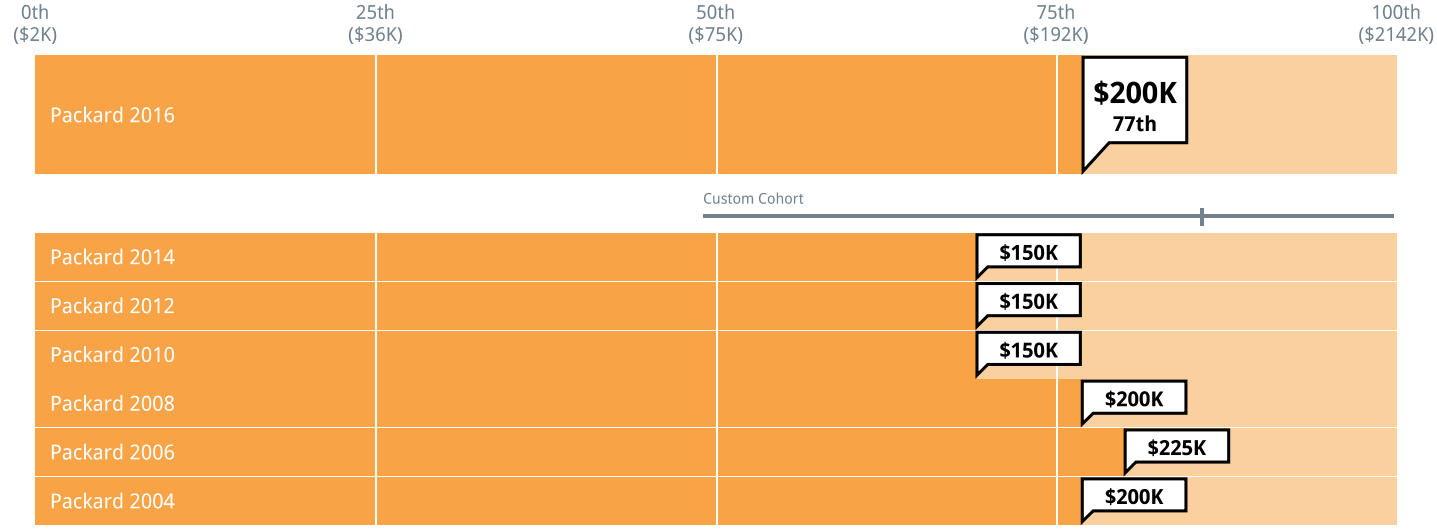
Dollar Return: Median grant dollars awarded per process hour required

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



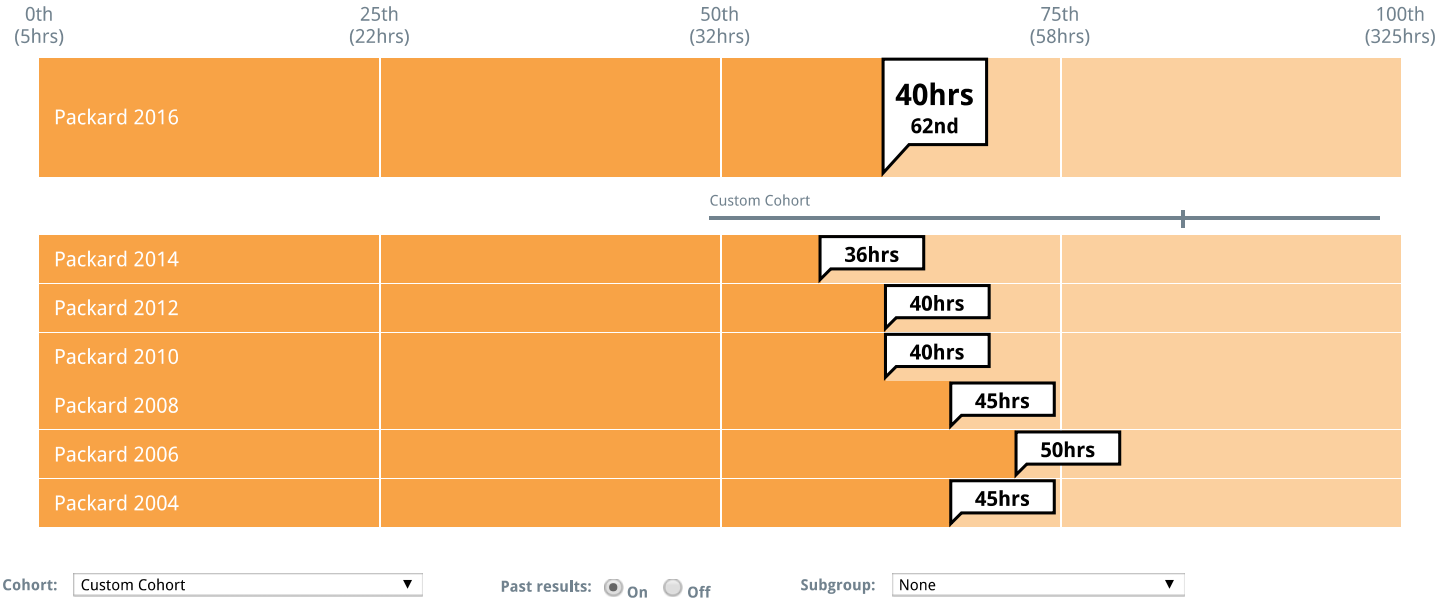
Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Median Grant Size



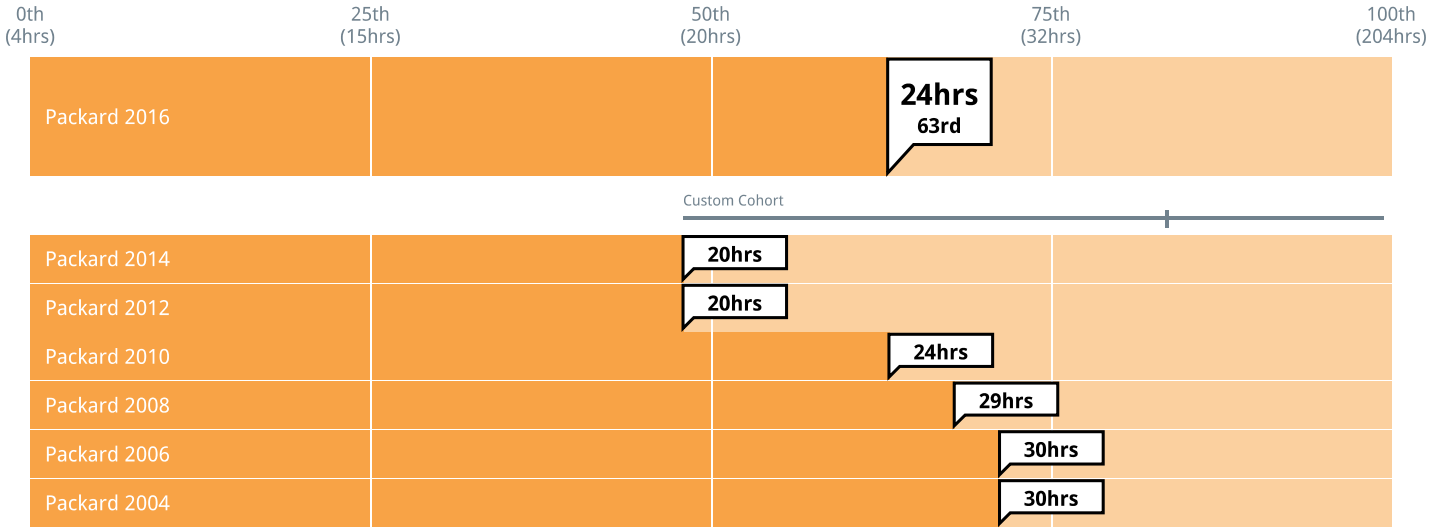
Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Median hours spent by grantees on funder requirements over grant lifetime



Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

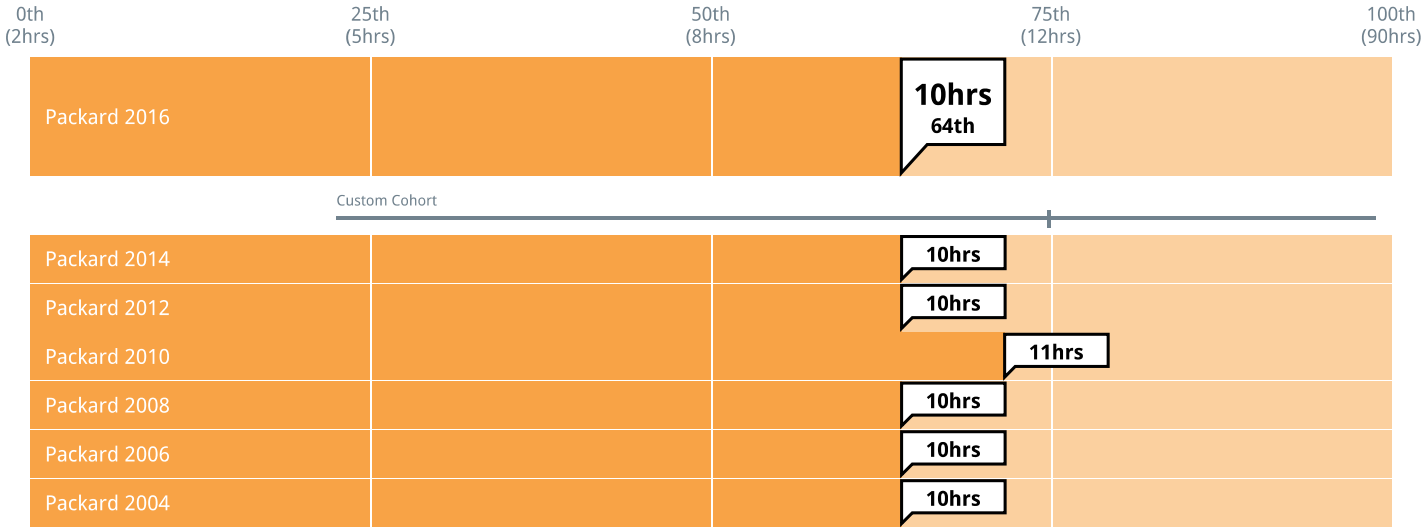


Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

Time Spent On Proposal And Selection Process (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
1 to 9 hours	13%	19%	18%	15%	15%	12%	10%	20%	8%
10 to 19 hours	22%	20%	20%	19%	17%	19%	21%	21%	14%
20 to 29 hours	19%	22%	22%	19%	18%	15%	18%	17%	16%
30 to 39 hours	9%	9%	7%	8%	9%	8%	8%	8%	8%
40 to 49 hours	16%	13%	14%	16%	15%	14%	12%	12%	16%
50 to 99 hours	14%	9%	13%	15%	15%	18%	17%	11%	18%
100 to 199 hours	5%	5%	3%	6%	8%	10%	10%	6%	13%
200+ hours	2%	3%	2%	2%	2%	4%	4%	4%	8%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year



Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

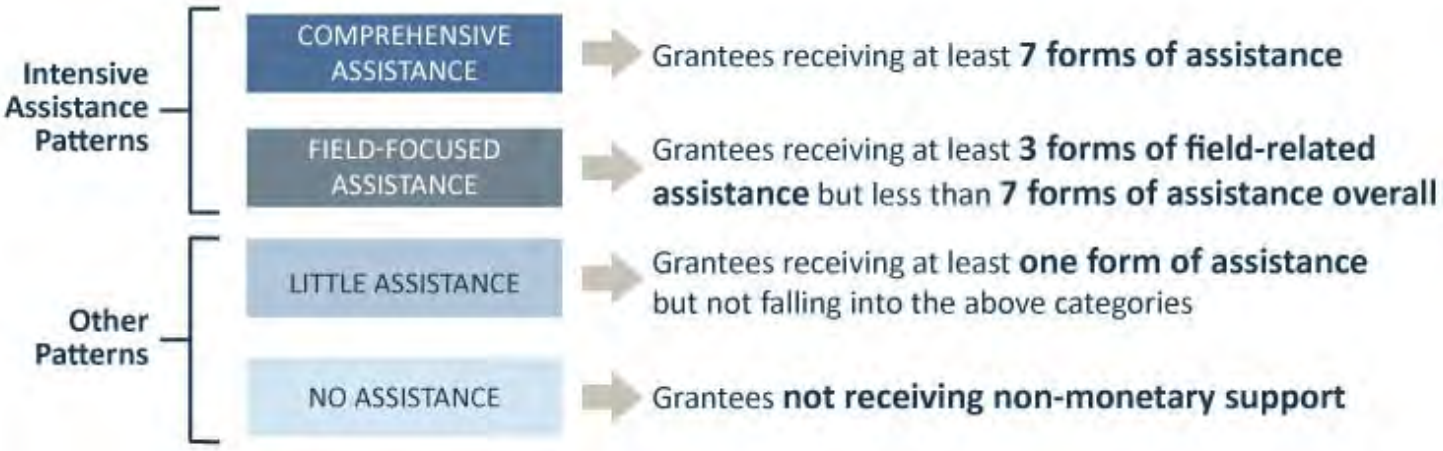
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
1 to 9 hours	44%	50%	48%	40%	39%	41%	45%	53%	39%
10 to 19 hours	20%	19%	18%	23%	25%	25%	27%	20%	23%
20 to 29 hours	14%	13%	14%	10%	13%	12%	9%	10%	14%
30 to 39 hours	4%	3%	5%	6%	5%	7%	2%	4%	5%
40 to 49 hours	7%	7%	5%	9%	6%	5%	5%	4%	5%
50 to 99 hours	7%	3%	7%	6%	4%	3%	7%	5%	7%
100+ hours	4%	4%	3%	6%	6%	6%	5%	4%	7%

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.

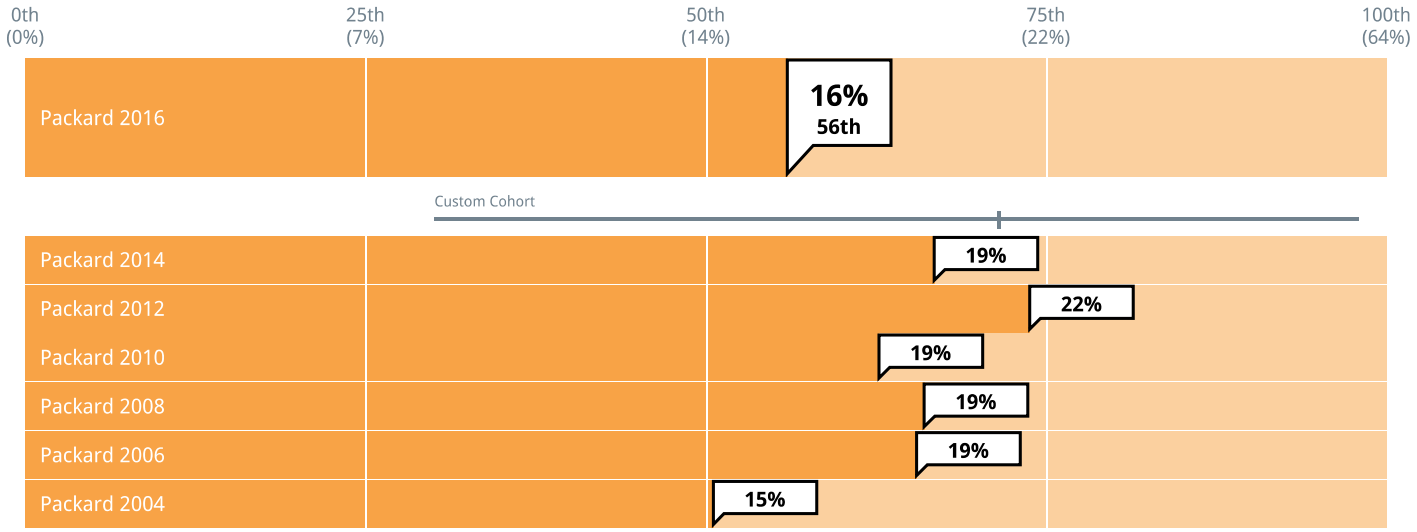
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions 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)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Comprehensive	4%	8%	6%	7%	4%	6%	8%	6%	6%
Field-focused	12%	12%	16%	12%	15%	13%	7%	10%	16%
Little	44%	43%	40%	38%	34%	39%	42%	39%	41%
None	39%	37%	38%	43%	47%	42%	43%	45%	37%

Proportion of grantees that received field-focused or comprehensive assistance

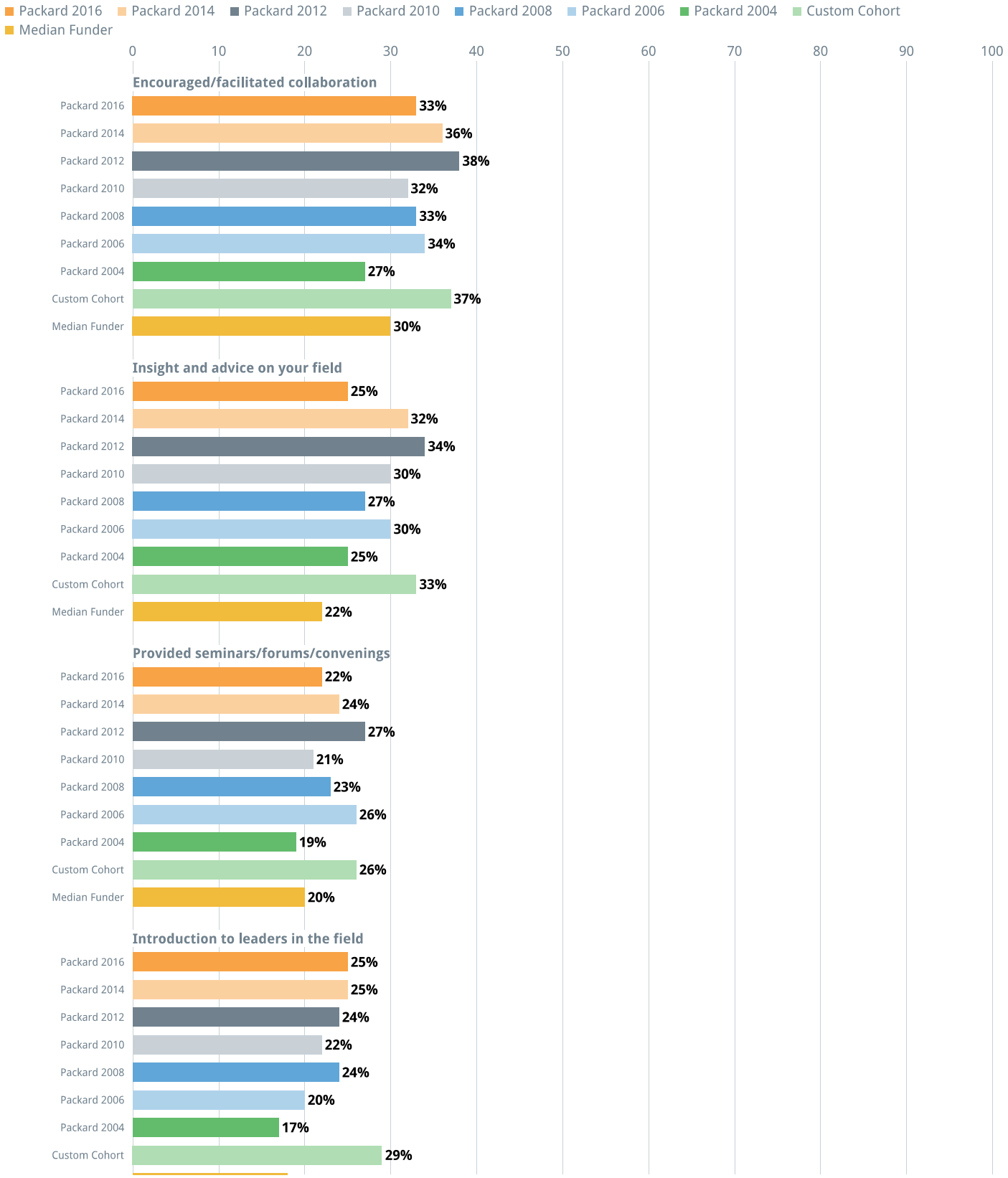


Cohort: Custom Cohort ▼ Past results: On Off Subgroup: None ▼

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."

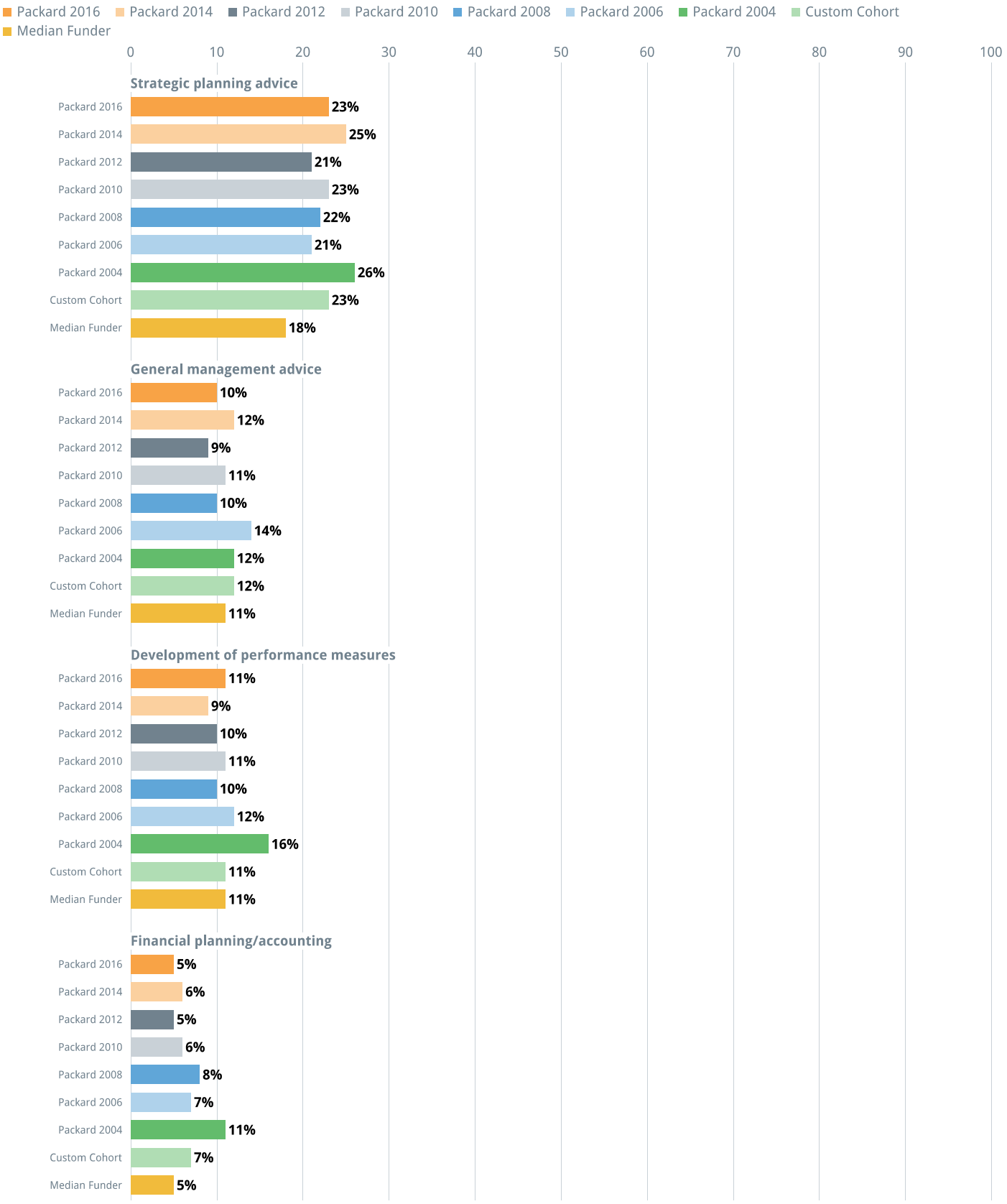
Percentage of Grantees that Received Field-Related Assistance



Median Funder
18%
Provided research or best practices
Packard 2016
14%
Packard 2014
18%
Packard 2012
18%
Packard 2010
16%
Packard 2008
15%
Packard 2006
15%
Packard 2004
11%
Custom Cohort
17%
Median Funder
12%

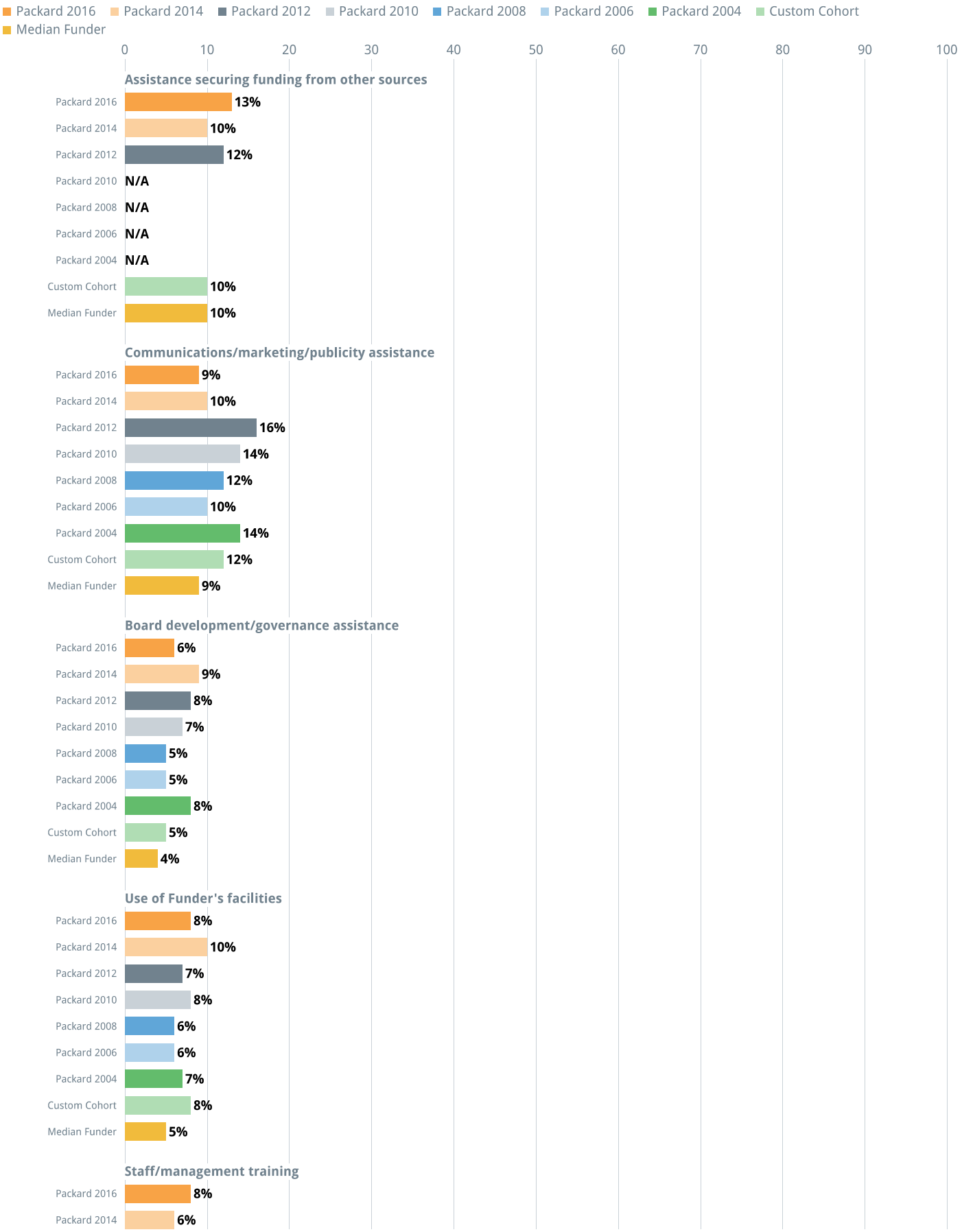
Management Assistance Activities

Percentage of Grantees that Received Management Assistance



Other Assistance Activities

Percentage of Grantees that Received Other Assistance



Packard 2012
9%
Packard 2010
7%
Packard 2008
7%
Packard 2006
8%
Packard 2004
9%
Custom Cohort
4%
Median Funder
4%
Information technology assistance
Packard 2016
1%
Packard 2014
3%
Packard 2012
4%
Packard 2010
4%
Packard 2008
3%
Packard 2006
2%
Packard 2004
4%
Custom Cohort
4%
Median Funder
3%

Packard-Specific Questions

"Did you receive Organizational Effectiveness support during this grant period?"

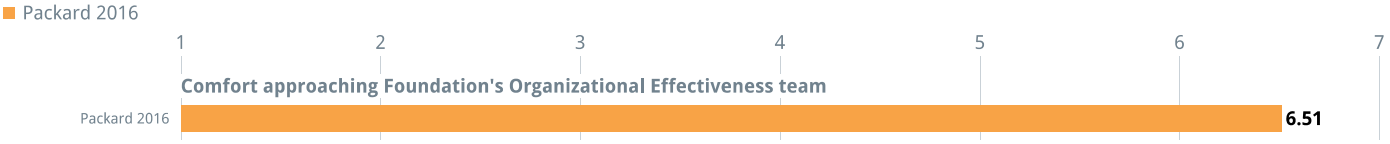
Organizational Effectiveness Support? (Overall)	Packard 2016	Packard 2014
Yes	23%	32%
No	77%	68%

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

1 = No impact **7** = Significant positive impact

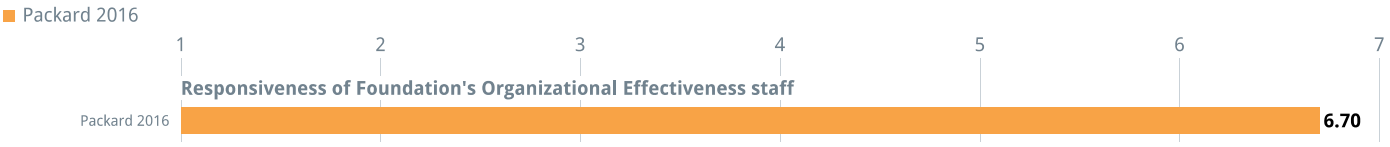
"How comfortable do you feel approaching the Foundation's Organizational Effectiveness team if a problem arises?"

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



"Overall, how responsive was the Foundation's Organizational Effectiveness staff?"

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

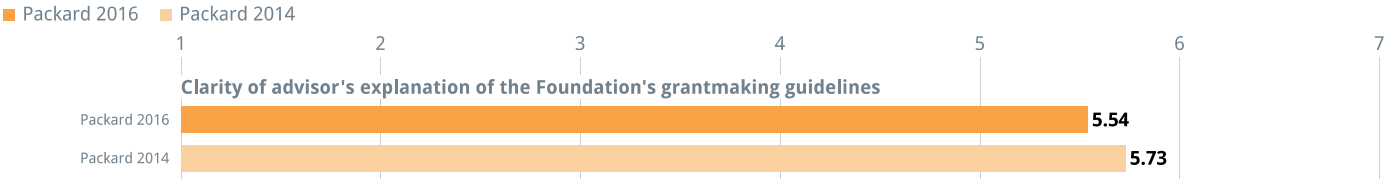


"Did you receive support from a consultant or local/regional advisor working for the Packard Foundation?"

Consultant or Local/Regional Advisor Support? (Overall)	Packard 2016	Packard 2014
Yes	18%	17%
No	82%	83%

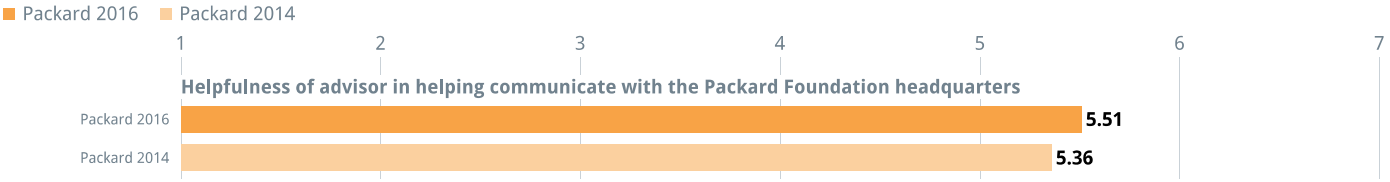
"How clearly did this advisor explain the Foundation's grantmaking guidelines to you?"

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



"How helpful was this advisor in helping you communicate with the Packard Foundation headquarters in Los Altos, California?"

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

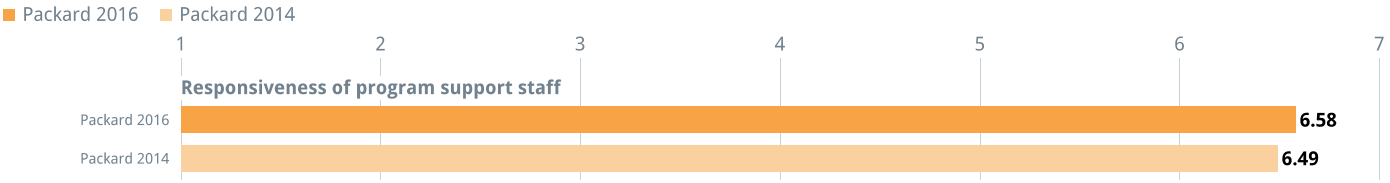


"In addition to your main contact for this grant, did you also interact with members of the Packard Foundation's program support staff who support the main contact (e.g., a program associate?)"

Interaction with Members of Packard's Program Support Staff? (Overall)	Packard 2016	Packard 2014
Yes	78%	75%
No	18%	19%
Don't Know	5%	6%

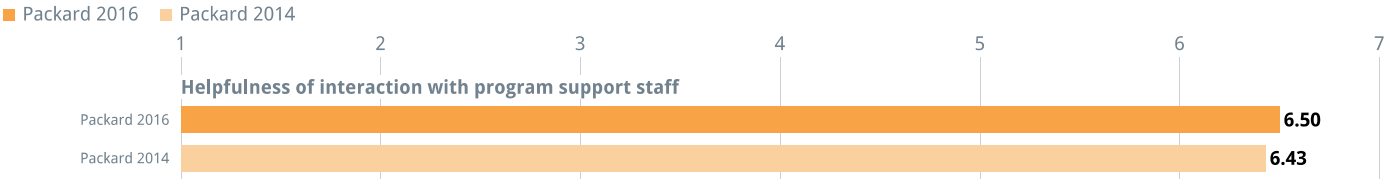
"How responsive was the program support staff?"

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



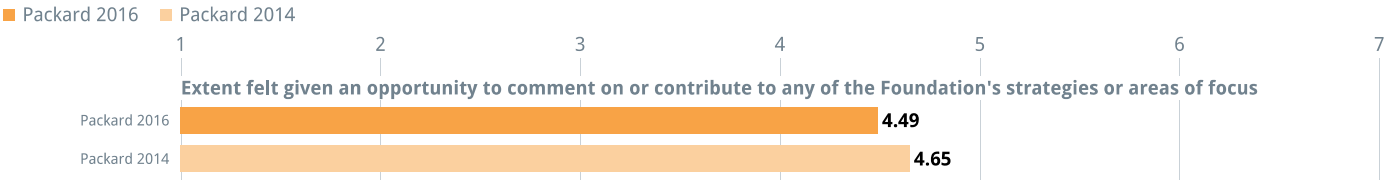
"How helpful was your interaction with program support staff?"

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



"To what extent do you feel you have been given the opportunity to comment on or contribute to any of the Foundation's strategies or areas of focus?"

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

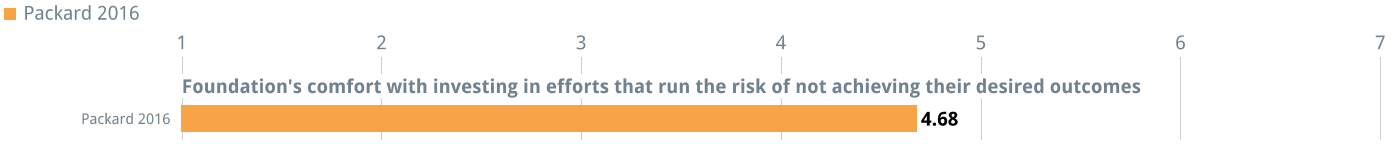


"If you provided input on the Foundation's strategies or areas of focus, did you feel like your input was considered by the Foundation?"

Did you Feel Like your Input was Considered by the Foundation? (Overall)	Packard 2016	Packard 2014
Yes, completely	23%	25%
Yes, partially	26%	23%
No	3%	3%
Don't Know	48%	48%

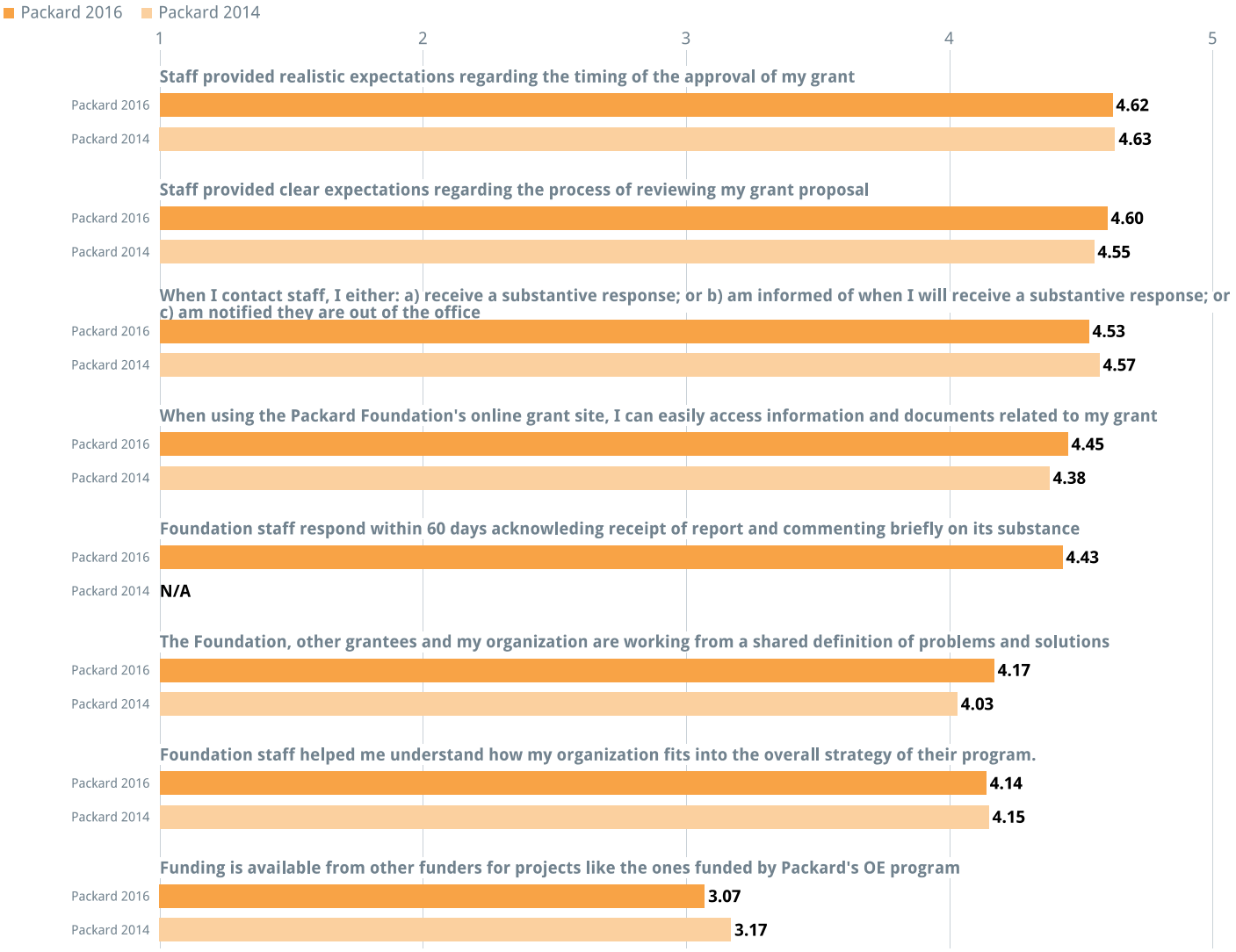
"How comfortable do you perceive the Foundation is investing in efforts that run the risk of not achieving their desired outcomes?"

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

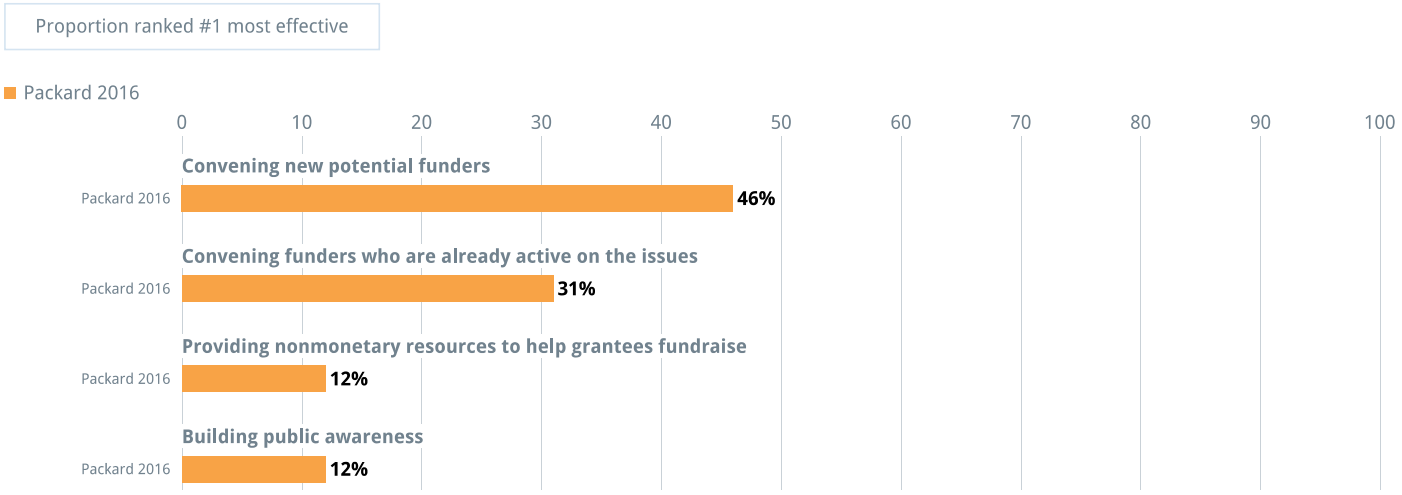


"Thinking about the Packard Foundation, please indicate how strongly you agree with each of the following statements."

1 = Strongly disagree **3** = Neither agree nor disagree **5** = Strongly agree



"Below are some potential ways that the Packard Foundation could use its voice and profile to influence other private and public funders to provide more or better monetary support for the issues you work on. Please rank the approaches below in terms of how effective you think they would be in attracting new funders and/or strengthening existing funding."



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	%
Non-monetary Assistance	19
Grantmaking Characteristics	17
Funding Approach and Focus	13
Communications	12
Quality of Interactions	10
Field Impact and Understanding	4
Proposal and Selection Process	4
Reporting and Evaluation Process	2
Community Impact and Understanding	2
Impact on and Understanding of Grantee Organizations	2
Administrative Process	2
Other	14

Selected Comments

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.

Non-monetary Assistance (19%)

- **Collaborate (N=21)**
  - "It would be helpful to understand other projects Packard is funding and to help establish connection among projects so they can support each other's work."
  - "I would love to have a better sense of how all of the oceans related programs are going to work together and if it would be possible to work across all of these programs for global change…"
  - "To connect the different programs with cross-cutting issues, as participation, transparency, among others."
- **Convene (N=11)**
  - "Packard is a well-respected funder. Perhaps convening common grantees for shared learning opportunities would help expand knowledge and illuminate opportunities for grantees and Packard."
  - "…host an annual retreat or convening of its grantees in particular areas, enabling each grantee to send two representatives. We would value greatly the opportunity to learn of Packard's evolving priorities and to meet all of its Program Officers and the range of other grantees of the Children, Families, and Youth Program…"
  - "I think the nonprofit sector in [our county] would really benefit from having required convenings once a year for grantee board and lead staff to learn about best practices."
- **Capacity (N=8)**
  - "…we need to grow our staff infrastructure and space and hope that we can partner with Packard to make that happen…"
  - "Capacity building of partners staff to completely meet planned objectives to the standard and further to solicit other resources from other donors."
  - "Another area the Foundation could engage in, is to help grantees to build capacity for undertaking costing exercises for program grants…"
- **Funding Assistance (N=6)**
  - "Help connect to other funders who might be willing to support the efforts, both on the technical assistance side and at the program level."
  - "More support with securing long-term funding from other sources."
  - "Helping open doors for conversations with other potential funders."
- **Other (N=1)**

Grantmaking Characteristics (17%)

- **Length (N=23)**
  - "My one suggestion is that the program fund longer projects. Longer projects will enhance the Foundation's impact. It is often that a 2 year project gains significant momentum that may not be sufficient to keep going beyond the initial funding phase. Continuity with longer projects would provide larger incremental returns from out year funding."
  - "The shorter term nature of funding is somewhat challenging in terms of an ongoing relationship - if we were able to secure funding for five years at a time instead of two, we would be able to have deeper, more effective research infrastructure established because of the longer funding commitment."
  - "Making more substantial investments over a longer period of time would increase effectiveness."
  - "Multi-year grants - at least 2 years. The time to create a proposal, etc., is extensive so a 2-3 year grant would be beneficial to all. We can always review and modify yearly goals with program officer as needed."
  - "It is difficult to plan around one-year grants. Multi-year grants would be extremely helpful."
- **Type (N=12)**
  - "We are also seeking an organizational effectiveness grant from Packard and appreciate the opportunity to do so. Packard might consider increasing this pool of funding (even if that means decreasing some programmatic funding) to its core grantees to help improve the overall effectiveness of these organizations so that they can better scale up their impact in the fields that Packard cares about."
  - "More general support would be helpful, as funders (not just Packard) are increasingly looking at fund very specific and restricted program grants. That makes building the organization and capacity tough."
  - "More unrestricted funding opportunities…"
- **Scale (N=3)**
  - "At one time Packard's funding amounted to more than 10% of our budget. With growth in our program, and no growth in Packard's support, it's now under 3%. Some might consider that success, since we've managed to keep pace with our own fundraising, but it's come at the cost of more of our budget consumed with fundraising rather than service delivery. Might there be a mechanism to look at growth and its effects?"
  - "Seems like we are locked into an "anchor" grant level based on where our budget was when we first started being funded. Our organization has grown a lot since then, but Packard seems unwilling or unable to reset the anchor."
- **Size (N=2)**
  - "Larger unrestricted grants would be great."
- **Other (N=3)**

Funding Approach and Focus (13%)

- **Approach (N=15)**
  - "Granting approach be maintained direct between Packard and organization on-the-ground and avoid going through international NGOs to optimize conservation dollar value and conservation return on dollar investment."
  - "…it might be useful to consider the value and leverage of backing institutions who will remain long after project cycles and not limit all Packard funding to project by project funding."
  - "It is difficult for grantees when Foundations shift their priorities and stop funding programs they have funded for several years."
  - "Sustained engagement in its priority areas with more time between strategy refreshes would be beneficial to the foundation and its grantees."

    - "I wish Packard was not joining the rest of the donor crowd and leaving the difficult places."
    - "Diversified areas of funding."
- **Request to Focus on Specific Area (N=12)**
    - "I would strongly suggest that Packard does not exit the after school and summer space. Their influence has been critical to our advancement of the field. I worry that there will not be a funder to fill the gap once Packard exits this space. This not so much with just the funding but more so of the influence a funder brings to conversations etc."
    - "If possible, it would be great to provide more opportunities to fund conservation activities in the Pacific islands region."
    - "Packard could be a great supporter for programs such as: citizen participation, and environmental communities leadership."
    - "I'd like to see more opportunities to work in conservation internationally outside of seabirds and shorebirds."
- **Specificity (N=5)**
    - "While focusing on a specific geography is good as a policy, Packard should be more open to opportunities in other geographies too if the potential for impact is high."
    - "I would suggest having a broader interest on additional technical topics and not only for traditional ones."
    - "Packard's strategic focus constrains the Foundation to specified sets of interventions and support. More flexibility would be useful."

Communications (12%)

- **More Communication (N=12)**
    - "Provide a clear update annually on the specific priorities/approaches for the local grantmaking program. Which seem to be separate and different from the other grantmaking programs."
    - "Efforts made to hold more regular communication, which have started, will be helpful."
    - "Share or highlight the resources they have online that might be useful to grantees."
    - "Consider quarterly briefings on state of other investments that may affect our grant work."
- **Clarity of Communications (N=11)**
    - "Strategic plan could be more clear…"
    - "More clarity on strategy."
    - "A clear process for how and when to interact with program officers and what to do if they are not responsive would be very helpful. It would be great to understand the overall strategic direction in order to share how particular advances made by the work they are funding or helping leverage could be advantageous to both grantees and the Foundation."
- **Transparency (N=5)**
    - "More transparent about how and why specific grantees are chosen."
    - "Greater transparency about availability of funding for activities not covered in an ongoing grant."
    - "Perhaps a bit more insight into what their viewpoint on your organization is."
- **Other (N=2)**

Quality of Interactions (10%)

- **More Frequent (N=9)**
    - "I would welcome more regular contact with Foundation staff, but I know they are stretched thin…"
    - "I think the relationship and thus the impact and focus on the ensuing grant has been greatly improved by in-person meetings and presentations. I really appreciate the Packard staff's time meeting in-person and would encourage even more of it!"
    - "We would have been very appreciative of regular engagement and feedback."
- **Site Visits (N=6)**
    - "We'd love for members of the staff to come to one of our performances and see for themselves the local impact their support has created."
    - "I would appreciate site visits since it is not always easy for me to get to the Packard office for face-to-face meetings."
    - "Our group would value the opportunity to have Packard involved in our annual strategic planning process potentially with a site visit each year."
- **Responsiveness (N=5)**
    - "We have always enjoyed excellent communications and responsiveness from Packard staff, until recent staff changes were made, and current staff seem reluctant or unable to communicate in a timely fashion."
    - "At times more timely responses and communications about grants and deadlines would be helpful…"
    - "I imagine the program officers have an enormous number of grantees that they are trying to respond to, which can delay response times."
- **Other (N=4)**

Field Impact and Understanding (4%)

- **Public Policy (N=4)**
    - "Packard has such a valued and respected reputation in the community that any additional support Packard could provide to help change public policy or bring additional awareness to particular issues would be incredible."
- **Understanding of Field (N=3)**
    - "I would suggest that Packard may need to talk to other sectors that are exploring similar challenges."
- **Advance Knowledge (N=2)**
    - "…using the knowledge and experiences of its grantees and sharing this in a wider circle."
- **Other (N=1)**

Proposal and Selection Process (4%)

- **Streamline (N=4)**
    - "For agencies receiving small grants, simplify the application process."

    - “Simplifying the application process would benefit not just us but also smaller organizations with fewer resources -- the Foundation might ask itself if all of the required components of the application are really necessary to make funding decisions, since each section of the proposal, and each required attachment, take valuable time to prepare and submit.”
    - “My main suggestion is streamlining the proposal process.”
- **Other (N=5)**

Reporting and Evaluation Process (2%)

- **Streamline (N=3)**
    - “Whatever you can do to further streamline processes / reporting.”
    - “Streamlining formats for… reports with allied donors with be greatly appreciated.”
- **Other (N=3)**

Community Impact and Understanding (2%)

- **Understanding of Communities (N=5)**
    - “Our primary challenge was sustainability specific to [one of our communities]. ...Many of the strategies did not directly relate to the unique dynamic of [these communities]. I would suggest bringing in experts specific to each of the communities funded.”
    - “If possible spend more time in our community.”
    - “Get to know our community dynamics.”

Impact on and Understanding of Grantee Organizations (2%)

- **Impact on Organizations Sustainability (N=4)**
    - “More into organizational development so NGO like [ours] can be sustainable and continue to give impact to [our] community.”
    - “We would appreciate more opportunities to learn about other types of assistance that Packard can offer to build our organization's long-term capacity to continue this work.”
- **Other (N=1)**

Administrative Process (2%)

- **Streamline (N=2)**
    - “The contracts process can tend to take some time. It would be beneficial if we could streamline this in some way.”
    - “…keeping documents that don't change such as articles of incorporation on file for repeat grantees so all documents don't need to be submitted every grant cycle [would be helpful].”
- **Other (N=3)**

Other (14%)

Contextual Data

Grantmaking Characteristics

Grantees tend to overestimate the length of their grants. For example, Packard reported to CEP that 45 percent of this survey population received multi-year grants. However, the majority of grantees in this survey - 63 percent - reported receiving multi-year grants. Please interpret the self-reported survey data about grant length in the chart below with this in mind. This trend is not isolated to Packard, however, and so we believe the comparative data is helpful to understand relative grant lengths.

To understand any differences in grantee survey responses by recipients of different grant lengths, CEP used Packard's information about grant length to create the subgroup "Term Length (Designated by Packard)" available for each chart.

Length of Grant Awarded (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Average grant length	2.1 years	2.0 years	2.1 years	2.2 years	2.0 years	2.4 years	2.3 years	2.2 years	2.7 years

Length of Grant Awarded (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
1 year	37%	39%	39%	47%	43%	35%	36%	47%	24%
2 years	46%	42%	38%	33%	33%	30%	28%	23%	34%
3 years	10%	10%	14%	13%	16%	19%	24%	18%	25%
4 years	0%	3%	2%	2%	4%	3%	5%	4%	6%
5 or more years	7%	6%	6%	4%	4%	13%	8%	8%	11%

Type of Grant Awarded (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Average Funder	Custom Cohort
Program / Project Support	66%	65%	65%	74%	71%	77%	64%	72%
General Operating / Core Support	24%	25%	25%	21%	20%	14%	20%	18%
Capital Support: Building / Renovation / Endowment Support / Other	2%	2%	1%	1%	3%	3%	7%	2%
Technical Assistance / Capacity Building	6%	5%	7%	3%	5%	4%	4%	5%
Scholarship / Fellowship	1%	1%	1%	0%	1%	2%	2%	3%
Event / Sponsorship Funding	1%	1%	0%	0%	0%	0%	2%	1%

Grant Size

Grant Amount Awarded (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Median grant size	$200K	$150K	$150K	$150K	$200K	$225K	$200K	$75K	$300K

Grant Amount Awarded (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Less than $10K	1%	1%	0%	3%	4%	2%	3%	10%	1%
$10K - $24K	3%	7%	4%	7%	6%	6%	8%	13%	2%
$25K - $49K	9%	15%	12%	8%	8%	8%	10%	13%	5%
$50K - $99K	18%	16%	16%	15%	15%	13%	12%	16%	11%
$100K - $149K	11%	10%	15%	15%	11%	10%	8%	9%	8%
$150K - $299K	23%	24%	25%	25%	23%	23%	25%	15%	20%
$300K - $499K	12%	10%	9%	10%	13%	11%	9%	8%	15%
$500K - $999K	14%	9%	12%	8%	11%	11%	8%	7%	15%
$1MM and above	9%	8%	7%	10%	10%	17%	17%	8%	22%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	4%	4%	4%	4%	5%	5%	5%	4%	5%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Median Budget	$2.2M	$2.0M	$2.0M	$2.0M	$1.8M	$2.1M	$1.5M	$1.4M	$2.7M

Operating Budget of Grantee Organization (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Less than $100K	2%	5%	4%	3%	4%	4%	3%	9%	3%
$100K-$499K	12%	15%	14%	16%	14%	14%	22%	20%	13%
$500K-$999K	13%	15%	16%	16%	14%	14%	14%	13%	12%
$1MM-$4.9MM	36%	32%	31%	31%	34%	29%	35%	29%	31%
$5MM-$25MM	22%	20%	21%	22%	20%	19%	14%	17%	21%
$25MM and above	15%	14%	14%	12%	13%	19%	13%	11%	20%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Average Funder	Custom Cohort
First grant received from the Foundation	14%	13%	13%	20%	29%	33%
Consistent funding in the past	70%	70%	73%	65%	52%	47%
Inconsistent funding in the past	16%	17%	14%	15%	19%	20%

Funding Status and Grantees Previously Declined Funding (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	86%	83%	88%	85%	89%	75%	78%	80%	85%
Percent of grantees previously declined funding by the Foundation	20%	23%	26%	27%	31%	36%	33%	32%	24%

Grantee Demographics

Job Title of Respondents (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Average Funder	Custom Cohort
Executive Director / CEO	48%	47%	45%	50%	44%	40%	53%	47%	41%
Other Senior Management	16%	15%	16%	17%	15%	17%	12%	15%	19%
Project Director	13%	14%	15%	10%	14%	16%	10%	12%	19%
Development Director	6%	8%	9%	8%	8%	5%	8%	9%	7%
Other Development Staff	7%	7%	7%	8%	10%	9%	6%	7%	6%
Volunteer	1%	2%	0%	1%	0%	0%	0%	1%	0%
Other	9%	7%	9%	7%	9%	13%	11%	9%	9%

Gender of Respondents (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Average Funder	Custom Cohort
Female	63%	60%	64%	62%	60%	59%	63%	57%
Male	37%	40%	36%	38%	40%	41%	37%	43%

Race/Ethnicity of Respondents (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Average Funder	Custom Cohort
Multi-racial	2%	3%	2%	2%	2%	2%	3%
African-American/Black	2%	3%	4%	2%	3%	7%	8%
Asian (incl. Indian subcontinent)	8%	9%	8%	5%	11%	3%	6%
Hispanic/Latino	7%	11%	8%	8%	8%	5%	6%
American Indian/Alaskan Native	0%	0%	0%	0%	0%	1%	1%
Pacific Islander	1%	1%	2%	0%	1%	0%	0%
Caucasian/White	79%	69%	75%	80%	72%	80%	74%
Other	1%	2%	2%	1%	2%	1%	2%

Funder Characteristics

Financial Information (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Total assets	$7.0B	$6.5B	$5.8B	$5.7B	$6.6B	$5.8B	$6.0B	$227.6M	$4.0B
Total giving	$307.3M	$294.7M	$265.1M	$282.8M	$307.9M	$150.1M	$277.9M	$14.0M	$220.7M

Funder Staffing (Overall)	Packard 2016	Packard 2014	Packard 2012	Packard 2010	Packard 2008	Packard 2006	Packard 2004	Median Funder	Custom Cohort
Total staff (FTEs)	120	114	97	92	81	84	49	14	100
Percent of staff (FTEs) actively managing grantee relationships	35%	39%	46%	52%	N/A	N/A	N/A	42%	31%
Percent of staff who are program staff	39%	41%	40%	45%	49%	49%	100%	40%	41%

Grantmaking Processes (Overall)	Packard 2016	Packard 2014	Packard 2008	Median Funder	Custom Cohort
Proportion of grants that are proactive	70%	70%	N/A	40%	97%
Proportion of grantmaking dollars that are proactive	80%	80%	0%	50%	98%

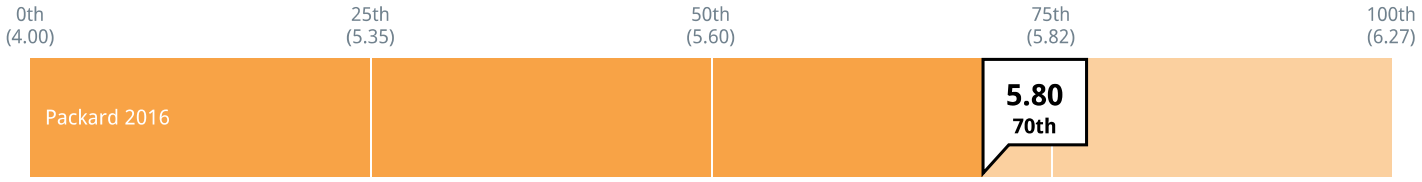
Additional Measures

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?"

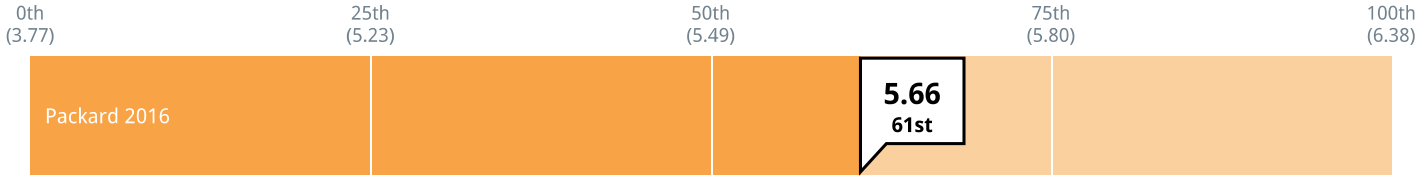
1 = Limited understanding **7** = Thorough understanding



Cohort: None ▼ Past results: On Off Subgroup: None ▼

"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



Cohort: None ▼ Past results: On Off Subgroup: None ▼

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 Packard’s grantee survey was 608.

Core Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	593
How well does the Foundation understand the field in which you work?	582
To what extent has the Foundation advanced the state of knowledge in your field?	511
To what extent has the Foundation affected public policy in your field?	441
Overall, how would you rate the Foundation's impact on your local community?	452
How well does the Foundation understand the local community in which you work?	463
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	575
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	569
How well does the Foundation understand your organization's strategy and goals?	585
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	584
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	568
Who most frequently initiated the contact you had with your program officer during this grant?	605
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	563
Has your main contact at the Foundation changed in the past six months?	582
Did you submit [a proposal] to the Foundation for this grant?	607
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?	590
How involved was Foundation staff in the development of your grant proposal?	587
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	545
Was there or will there be a reporting/evaluation process?	597
Was an external evaluator involved in your reporting/evaluation process?	268
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	264
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?	524
Have you ever been declined funding from the Foundation?	474
Are you currently receiving funding from the Foundation?	601
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	597
How well does the Foundation understand your intended beneficiaries' needs?	540
To what extent do the Foundation’s funding priorities reflect a deep understanding of your intended beneficiaries' needs?	534
Did you receive Organizational Effectiveness support during this grant period?	565
Did you receive support from a consultant or local/regional advisor working for the Packard Foundation?	547
In addition to your main contact for this grant, did you also interact with members of the Packard Foundation’s program support staff who support the main contact (e.g., a program associate)?	590
If you provided input on the Foundation’s strategies or areas of focus, did you feel like your input was considered by the Foundation?	530
Foundation staff provided clear expectations regarding the process of reviewing my grant proposal.	563

Foundation staff provided realistic expectations regarding the timing of the approval of my grant.	557
When I contact Foundation staff by email or phone, I either: a) receive a substantive response; or b) am informed of when I will receive a substantive response within three business days; or c) I am notified that they are out of the office.	546
Foundation staff helped me understand how my organization fits into the overall strategy of their program.	533
The Foundation, other grantees and my organization are working from a shared definition of the problems we are trying to address and the solutions we are trying to develop (e.g., common language, messages, clearly defined target audiences).	522
Funding is available from other funders for projects like the ones funded by the Packard Foundation's Organizational Effectiveness program (e.g., strategic planning, organizational assessment, executive transitions).	440
When using the Packard Foundation's online grant site, I can easily access information and documents related to my grant.	502
Foundation staff responded within 60 days acknowledging receipt of the final report and commenting briefly on its substance.	435

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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