
The David and Lucile Packard Foundation 2025 Grantee Perception Report - Public

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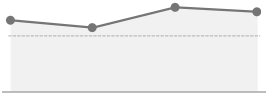





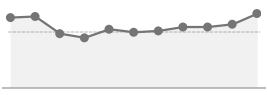
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Key Ratings Summary

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

Key Measure	Average	Percentile Rank	Trend Data
Impact on grantees' fields 1 = No impact, 7 = Significant positive impact	6.05	64th	
Impact on grantees' local communities 1 = No impact, 7 = Significant positive impact	5.73	45th	
Impact on grantees' organizations 1 = No impact, 7 = Significant positive impact	6.30	55th	
Understanding of grantees' organizations 1 = Limited understanding, 7 = Thorough understanding	5.83	47th	
Understanding of the contextual factors affecting grantees' work 1 = Limited understanding, 7 = Thorough understanding	5.82	56th	
Funder demonstrates an explicit commitment to DEI in its work 1 = Strongly disagree, 4 = Neither agree nor disagree, 7 = Strongly agree	6.22	61st	
Responsiveness of funder staff 1 = Not at all responsive, 7 = Extremely responsive	6.34	37th	
Clarity of funder's communications about its goals and strategy 1 = Not at all clearly, 7 = Extremely clearly	5.76	42nd	
Helpfulness of selection process in strengthening funded work 1 = Not at all, 7 = To a great extent	5.93	62nd	

Key Measure	Average	Percentile Rank	Trend Data
Reporting process: Helpful opportunity to reflect and learn 1 = Not at all, 7 = To a great extent	6.11	 71st Custom Cohort	
Median hours spent on funder requirements over grant lifetime	25.00 hrs	 50th Custom Cohort	
Proportion of unrestricted funding	51.68%	 75th Custom Cohort	
Proportion of multi-year funding	66.40%	 66th Custom Cohort	

Survey Information

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Packard 2025	September and October 2025	1326	658	50%
Packard 2023	September and October 2023	1379	865	63%
Packard 2020	August and September 2020	1283	750	58%
Packard 2018	May and June 2018	1082	629	58%
Packard 2016	May and June 2016	954	608	64%
Packard 2014	May and June 2014	1069	602	56%
Packard 2012	September and October 2012	627	428	68%
Packard 2010	September and October 2010	653	435	67%
Packard 2008	September and October 2008	508	343	68%
Packard 2006	September and October 2006	689	420	61%
Packard 2004	February and March 2004	488	331	68%

Throughout this report, The David and Lucile Packard Foundation's survey results are compared to CEP's broader dataset of more than 60,000 grantee responses from over 350 funders built up over more than a decade of grantee surveys. A list of some funders who have recently participated in the GPR can be found at <https://cep.org/gpr-participants/>.

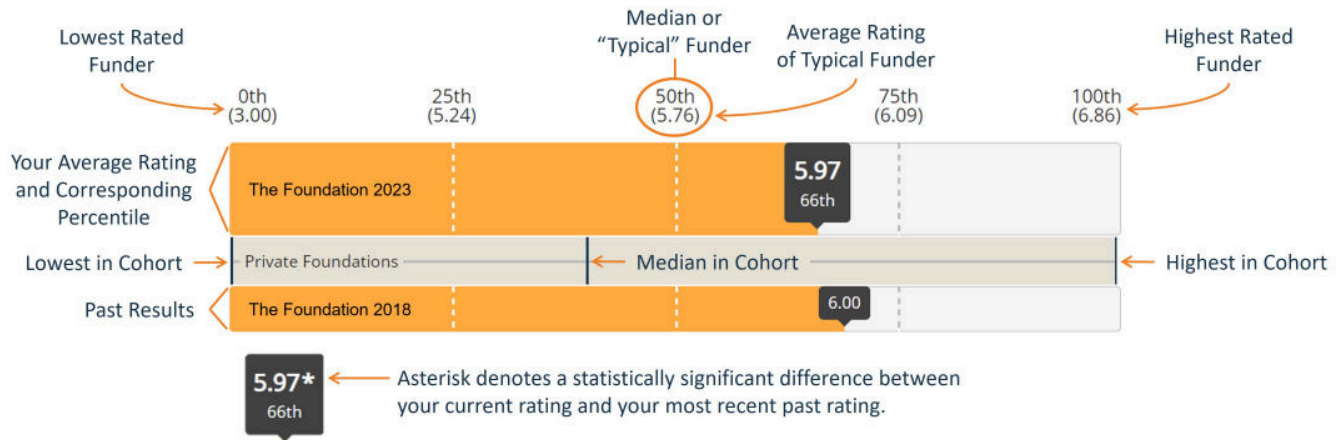
Customized Cohort

Packard selected a set of 20 funders to create a smaller comparison group that more closely resembles Packard in scale and scope.

Custom Cohort
Andrew W. Mellon Foundation
Barr Foundation
Conrad N. Hilton Foundation
Ford Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
Margaret A. Cargill Philanthropies
Oak Foundation
Robert Wood Johnson Foundation
The California Endowment
The Children's Investment Fund Foundation
The David and Lucile Packard Foundation
The James Irvine Foundation
The Kresge Foundation
The McKnight Foundation
The Rockefeller Foundation
The Wallace Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation
Walton Family Foundation

Interpreting Your Charts

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



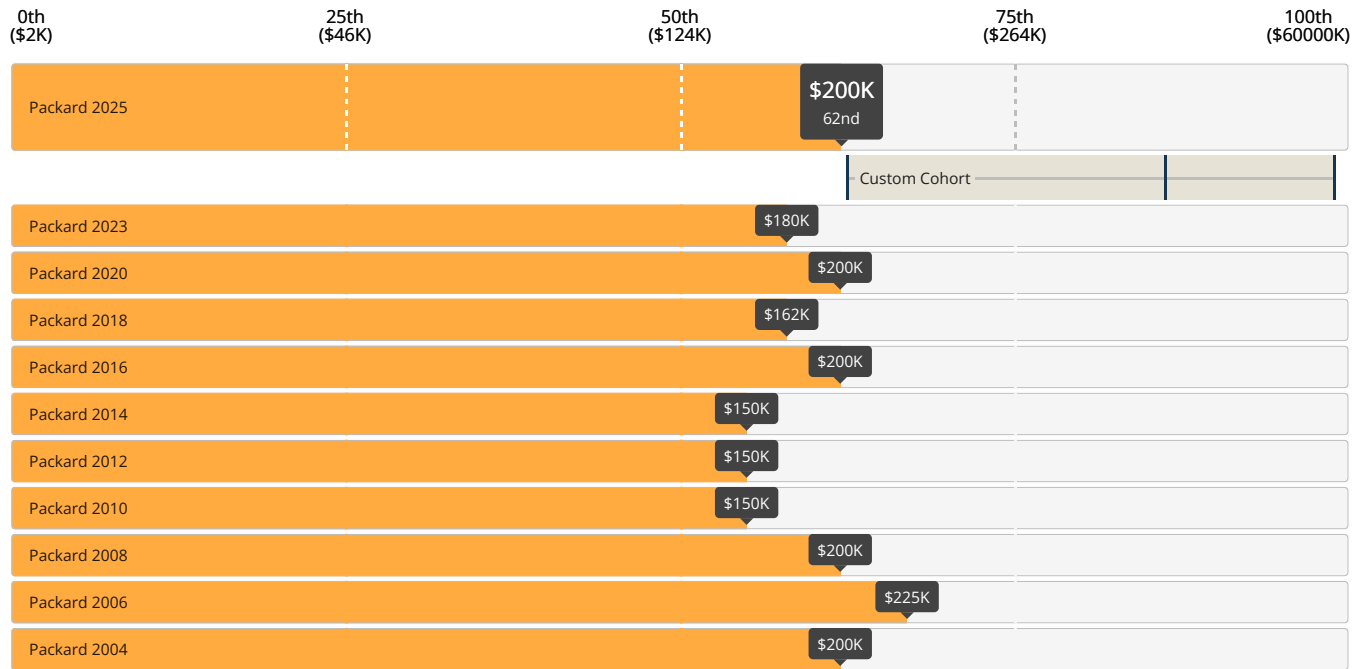
Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than seven responses.

Grantmaking Characteristics

Funders 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. Grant size information is not adjusted for inflation.

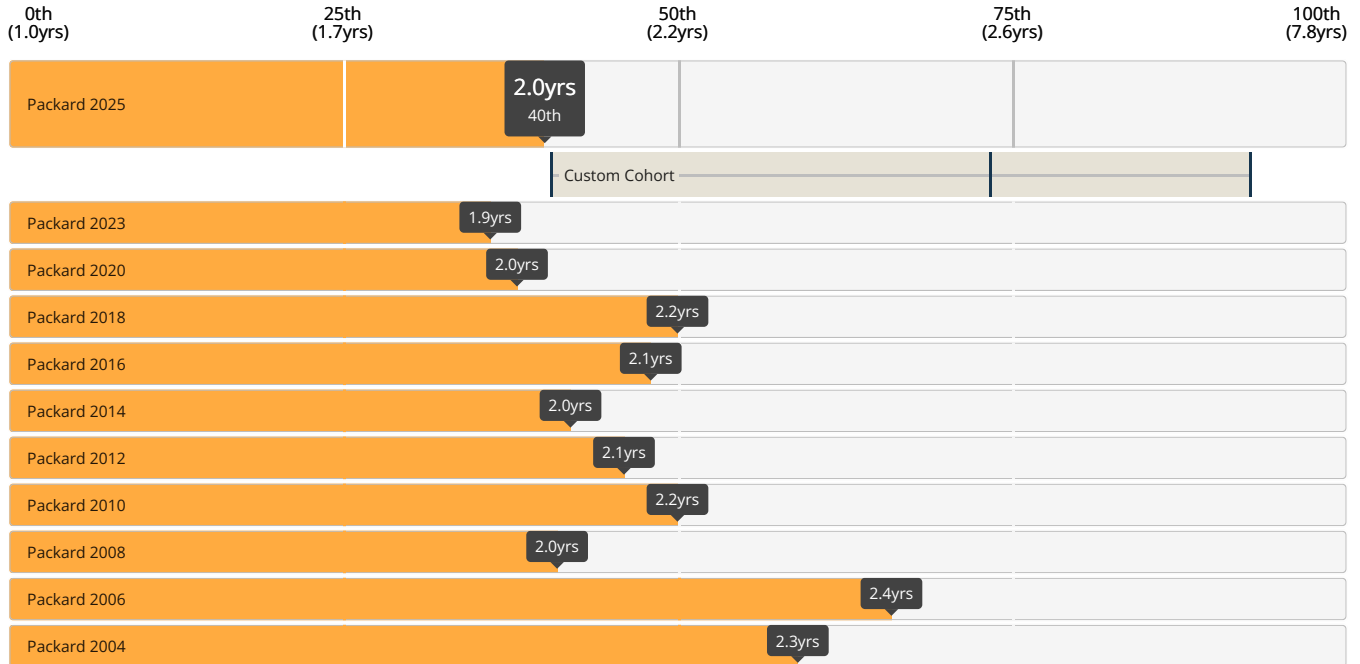
Median Grant Size

Cohort: Custom Cohort Subgroup: None Past Results: On



Average Grant Length

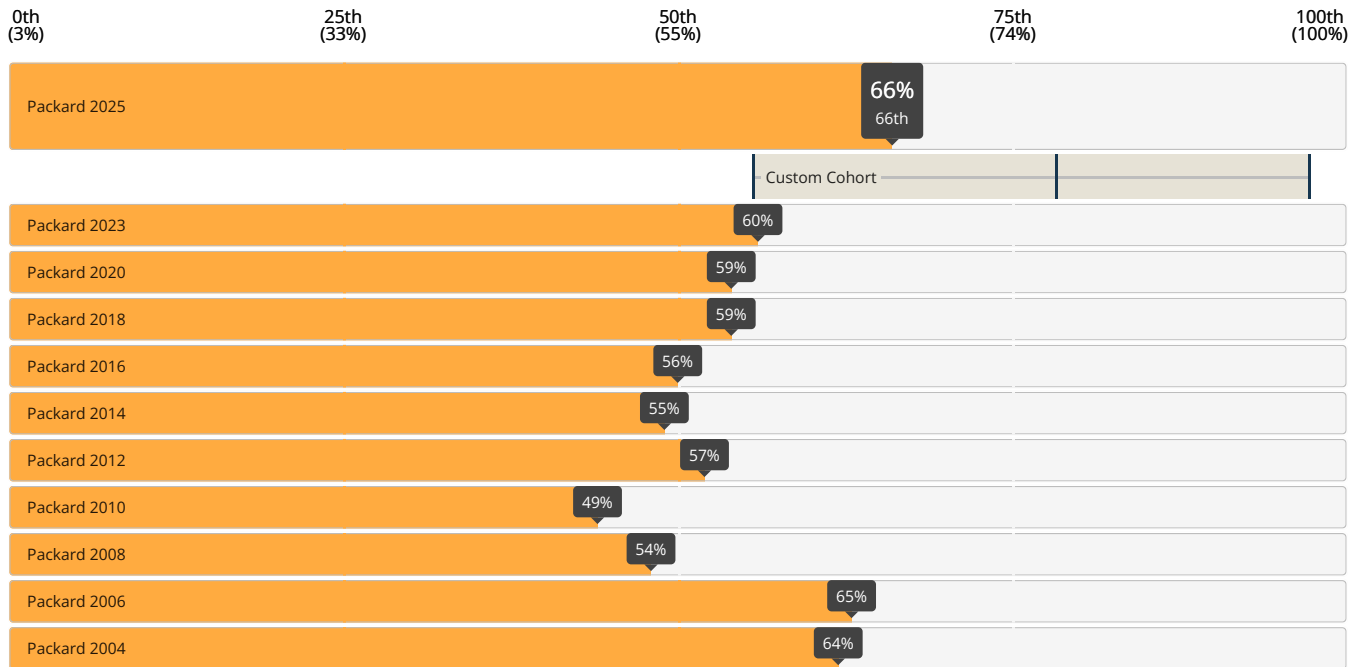
Cohort: Custom Cohort Subgroup: None Past Results: On



Proportion of Multi-year Grants

Proportion of grantees that report receiving grant for two years or longer

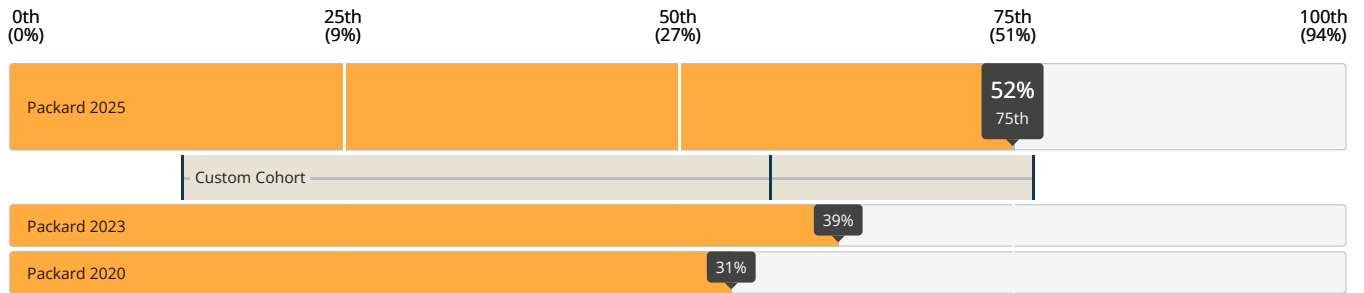
Cohort: Custom Cohort Subgroup: None Past Results: On



Proportion of Unrestricted Funding

Proportion of grantees responding 'No, this funding was not restricted to a specific use (e.g., general operating, core support)'

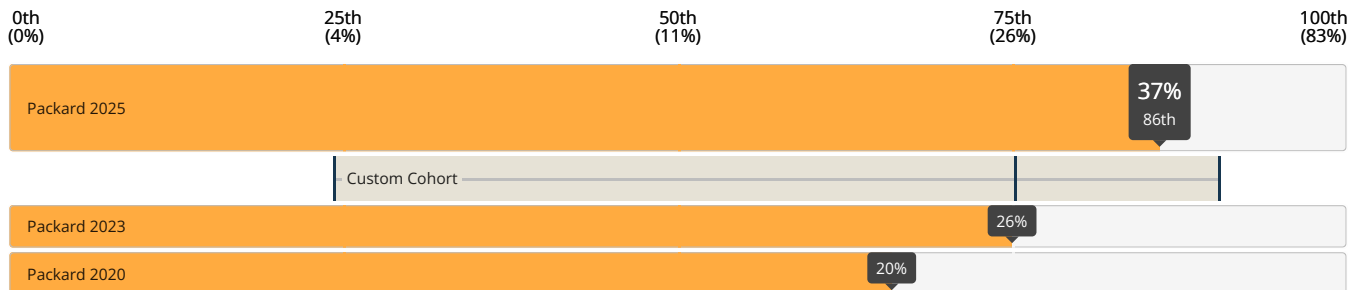
Cohort: Custom Cohort Subgroup: None Past Results: On



Proportion of Multi-year Unrestricted Grants

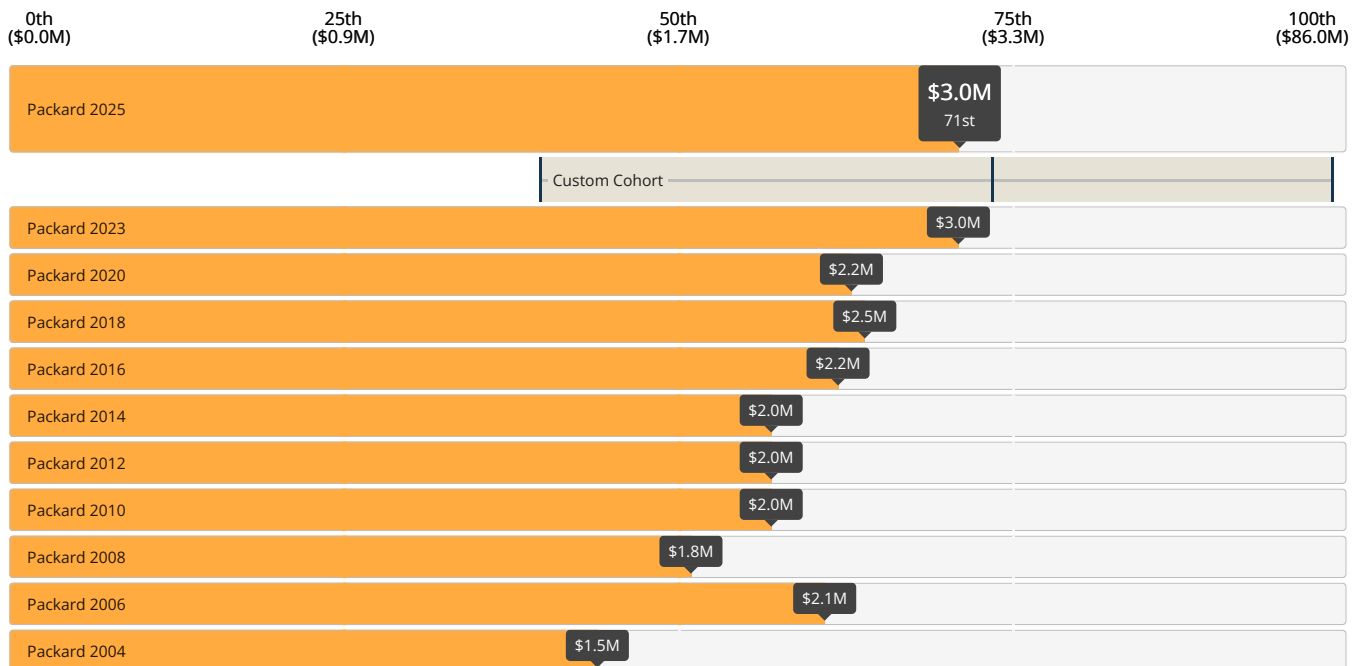
Proportion of grantees that report receiving grants for two years or longer and who report receiving general operating support funding that was not restricted to a specific use.

Cohort: Custom Cohort Subgroup: None Past Results: On



Median Organizational Budget

Cohort: Custom Cohort Subgroup: None Past Results: On



Cohort: Custom Cohort Past Results: On

Median Percent of Budget Funded by Grant (Annualized)

	Size of grant relative to size of grantee budget
Packard 2025	4%
Packard 2023	3%
Packard 2020	5%
Packard 2018	4%
Packard 2016	4%
Packard 2014	4%
Packard 2012	4%
Packard 2010	4%
Packard 2008	5%
Packard 2006	5%
Packard 2004	5%
Median Funder	4%
Custom Cohort	5%

Subgroup: None

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)

Size of grant relative to size of grantee budget
--

Cohort: Custom Cohort Past Results: On

Program Staff Load

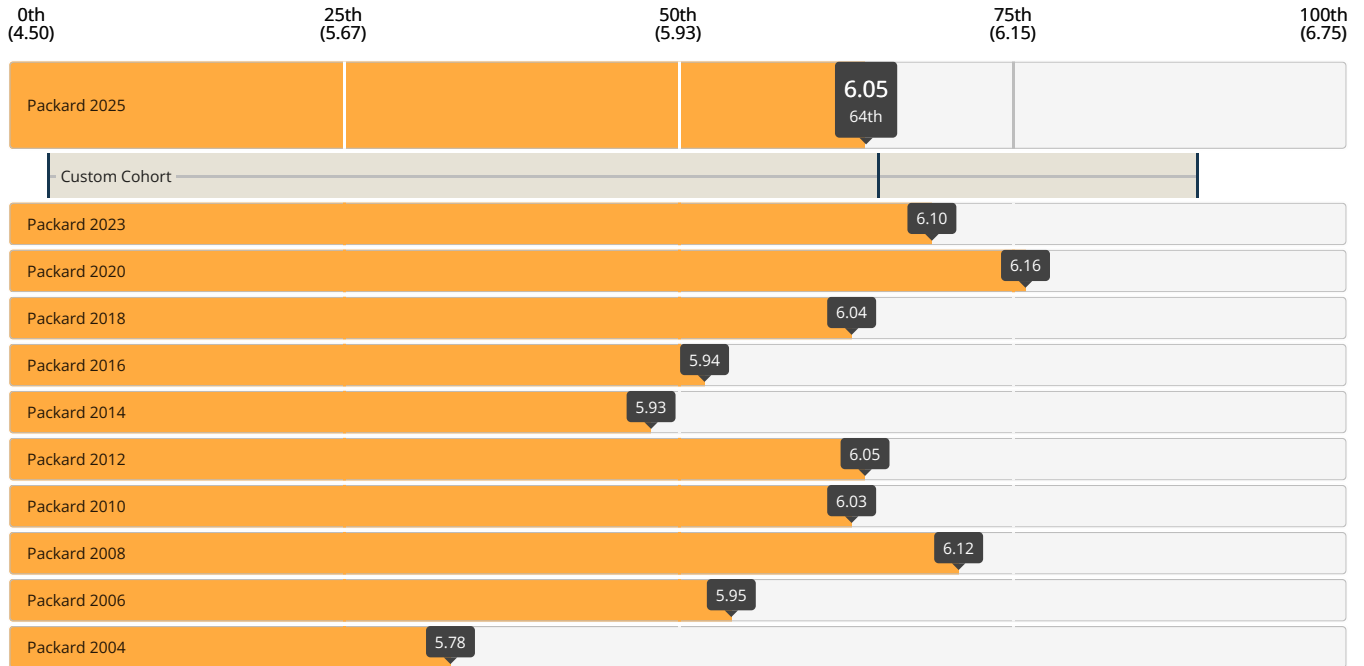
	Dollars awarded per program full-time employee	Applications per program full-time employee	Active grants per program full-time employee
Packard 2025	\$5.9M	14	40
Packard 2023	\$5.9M	14	22
Packard 2020	\$5.1M	13	46
Packard 2018	\$5.9M	16	24
Packard 2016	\$6.5M	18	31
Packard 2014	\$6.3M	20	22
Packard 2012	\$6.8M	18	25
Packard 2010	\$6.9M	N/A	28
Packard 2008	\$7.7M	20	29
Packard 2006	\$3.7M	15	23
Packard 2004	\$5.7M	14	24
Median Funder	\$2.9M	20	30
Custom Cohort	\$4.3M	8	22

Impact on Grantees' Fields

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

1 = No impact 7 = Significant positive impact

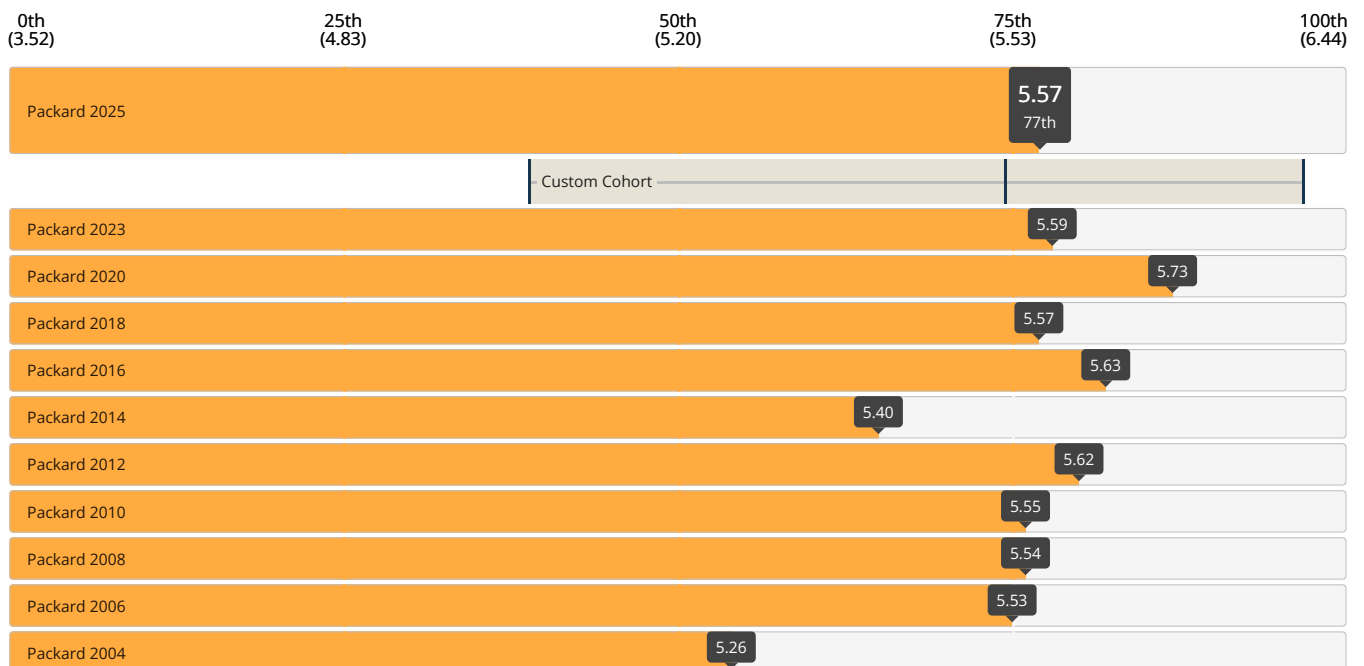
Cohort: Custom Cohort Subgroup: None Past Results: On



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

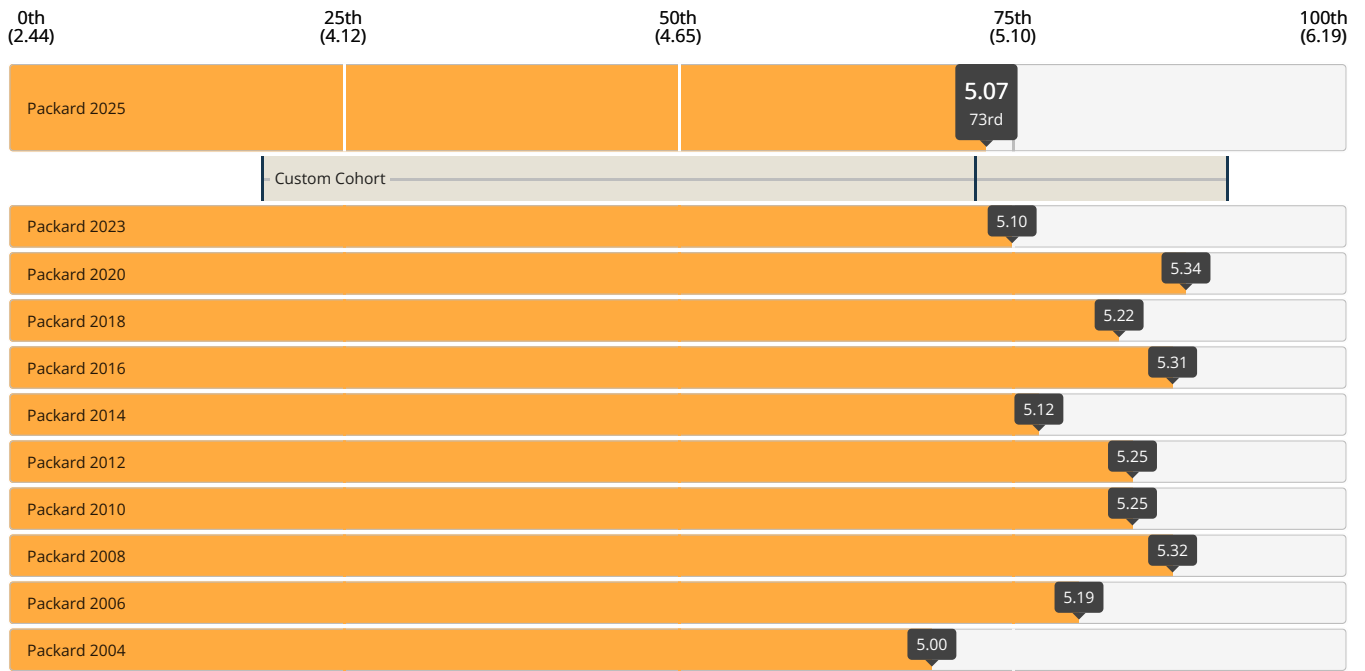
Cohort: Custom Cohort Subgroup: None Past Results: On



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 Subgroup: None Past Results: On

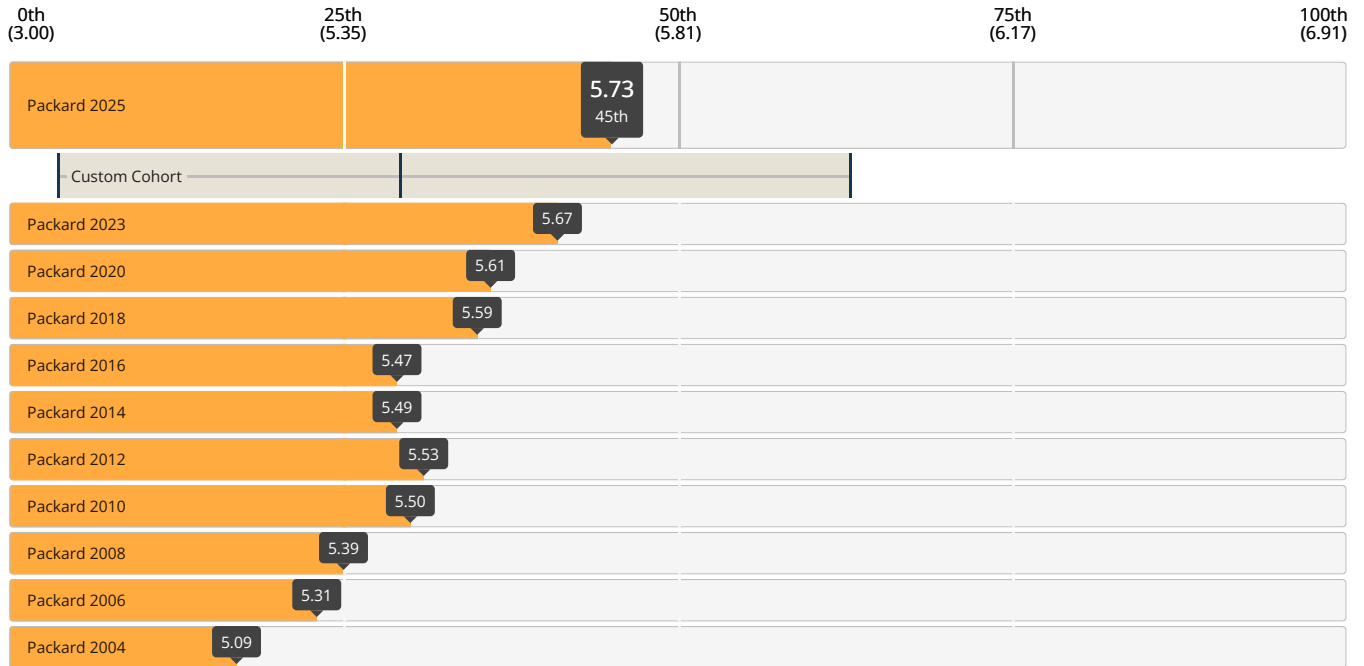


Impact on Grantees' Local Communities and Organizations

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

1 = No impact 7 = Significant positive impact

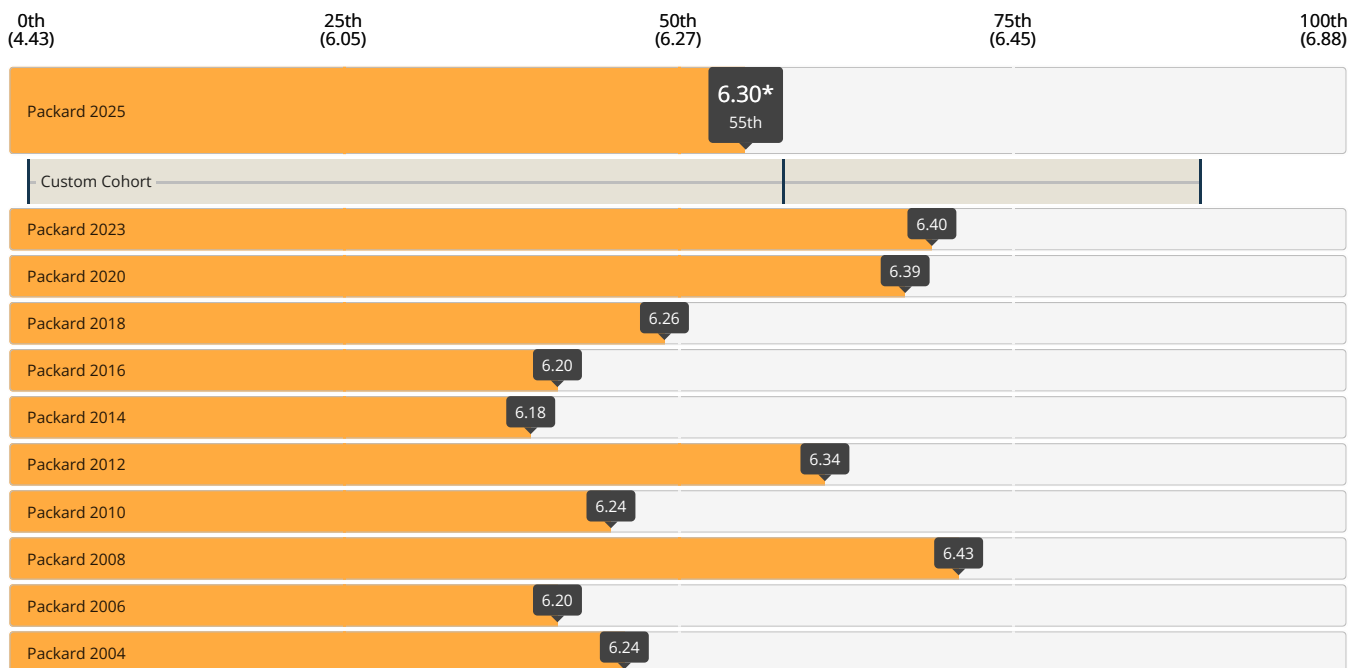
Cohort: Custom Cohort Subgroup: None Past Results: On



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

1 = No impact 7 = Significant positive impact

Cohort: Custom Cohort Subgroup: None Past Results: On

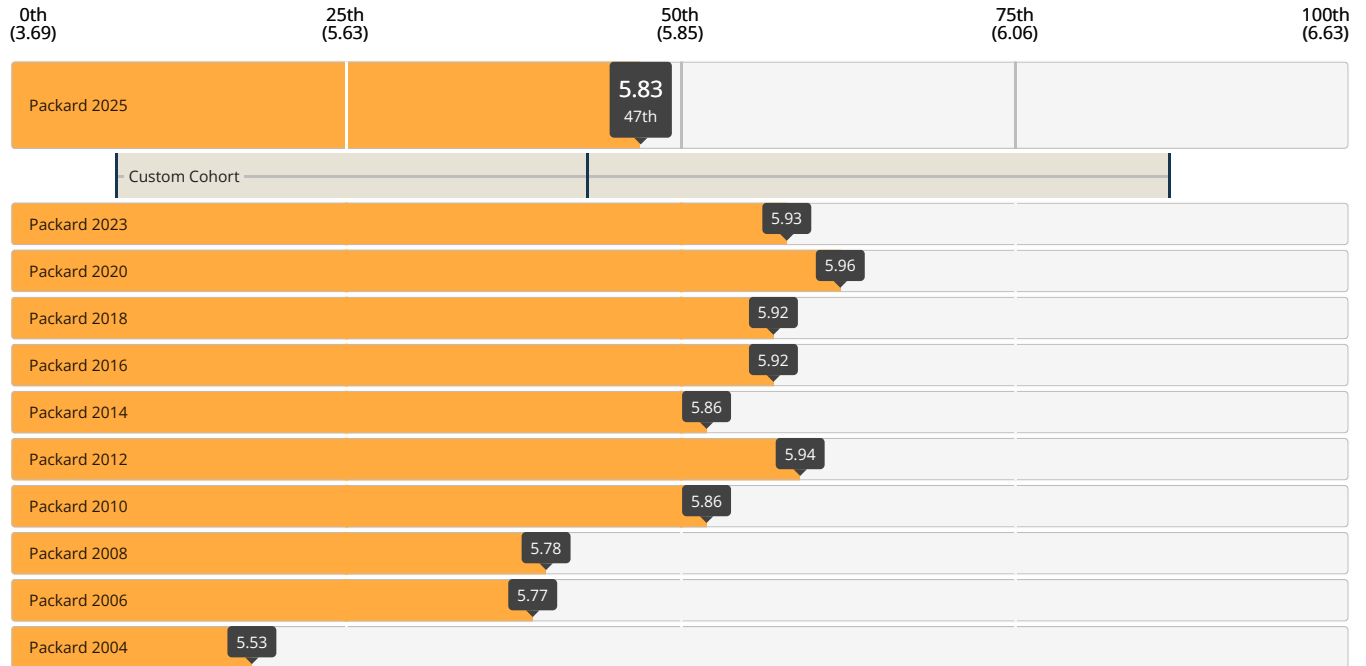


Overall Understanding

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

1 = Limited understanding 7 = Thorough understanding

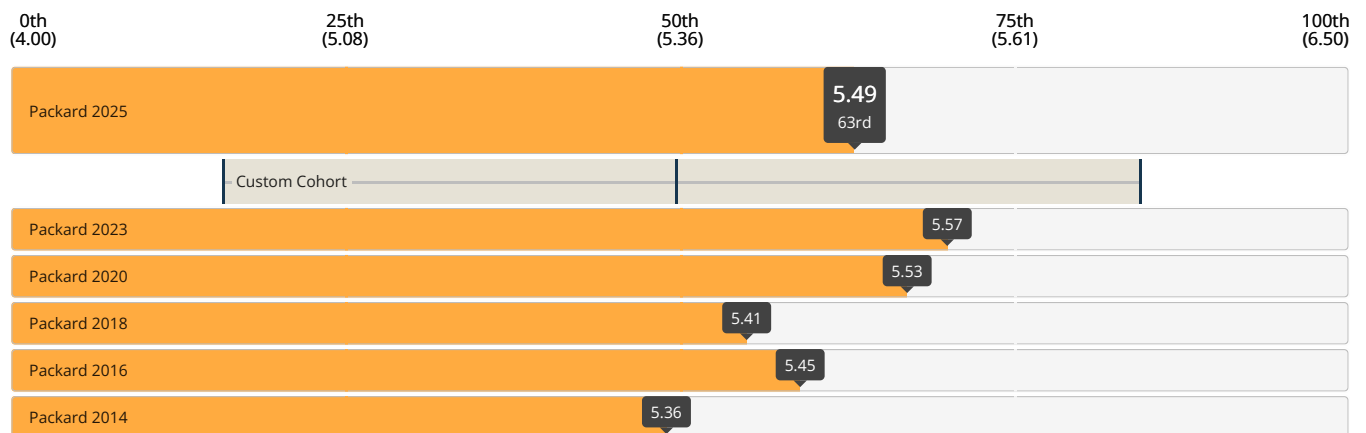
Cohort: Custom Cohort Subgroup: None Past Results: On



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

1 = Not at all aware 7 = Extremely aware

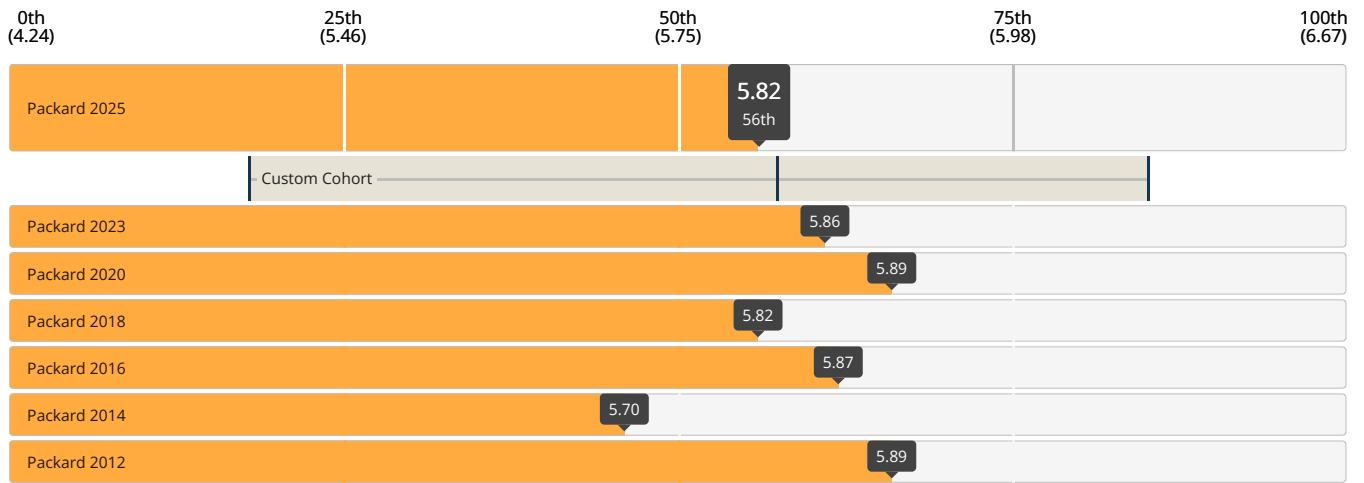
Cohort: Custom Cohort Subgroup: None Past Results: On



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

1 = Limited understanding 7 = Thorough understanding

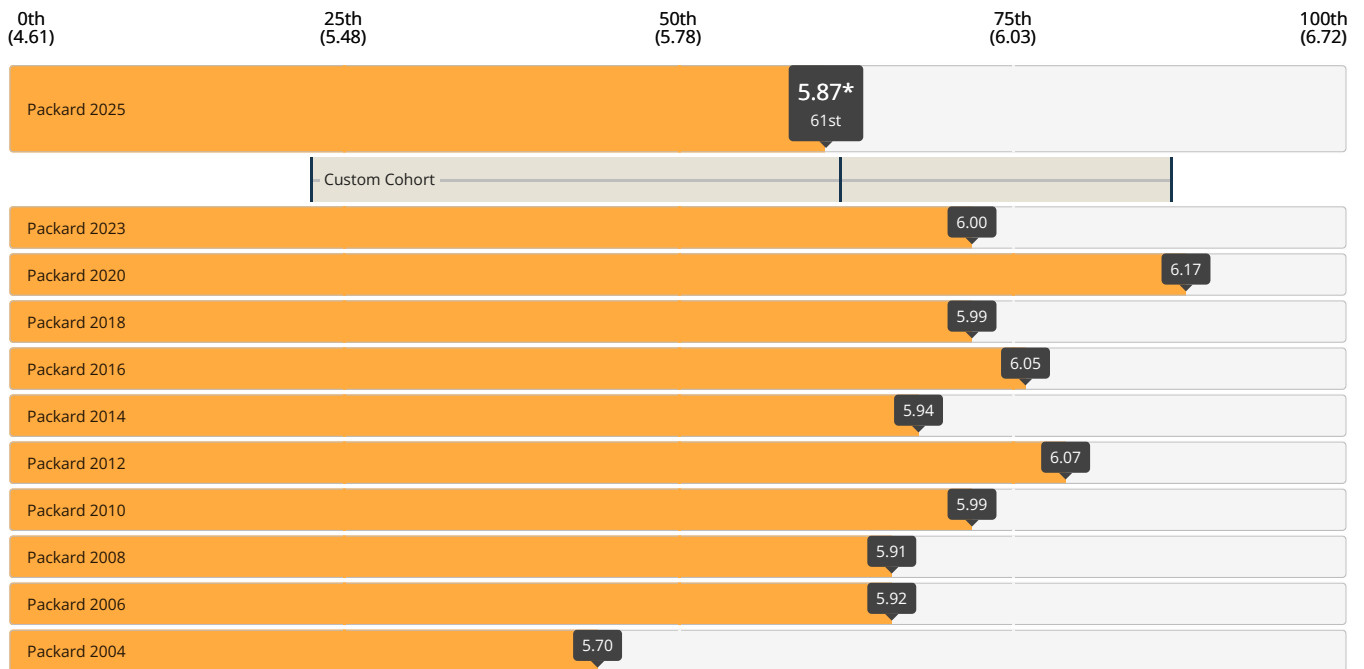
Cohort: Custom Cohort Subgroup: None Past Results: On



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 Subgroup: None Past Results: On

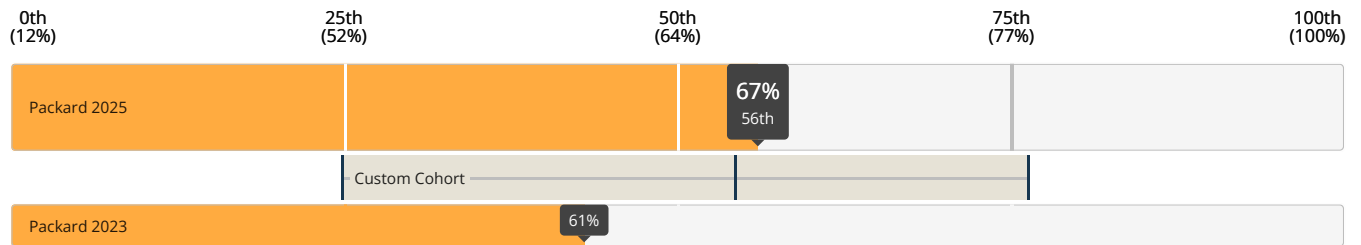


Assistance Beyond the Grant

Proportion of Grantees Receiving Assistance Beyond the Grant

Proportion of grantees who indicate receiving at least one form of assistance beyond the grant

Cohort: Custom Cohort Subgroup: None Past Results: On

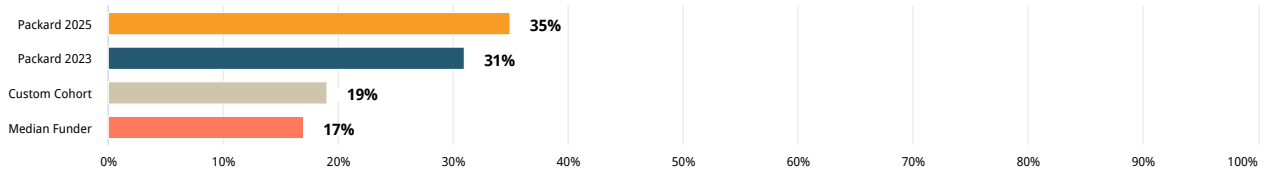


In the survey, respondents were asked about the assistance beyond the grant they received in a check-all-that-apply format. Therefore, the following charts provide greater detail on the previous assistance beyond the grant question.

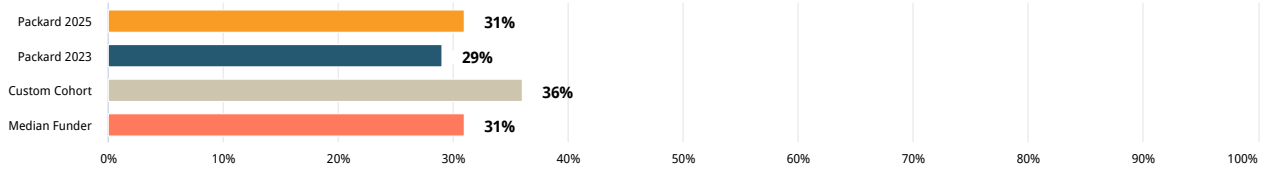
Please indicate any types of assistance beyond the grant that were a component of what you received from the Foundation (from staff or a third party paid for by the Foundation).

Cohort: Custom Cohort Past Results: On

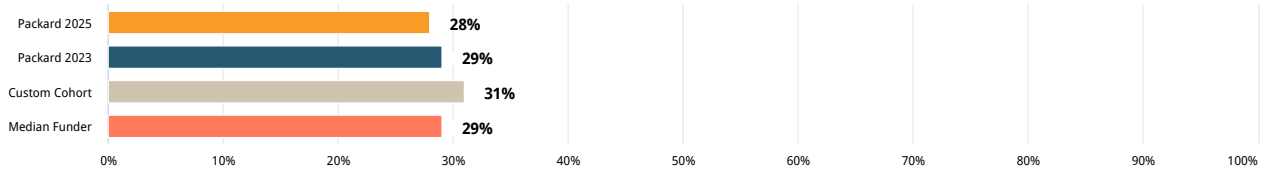
Organizational Capacity Building Assistance (e.g., advice on your organizational capacity, board development, etc.)



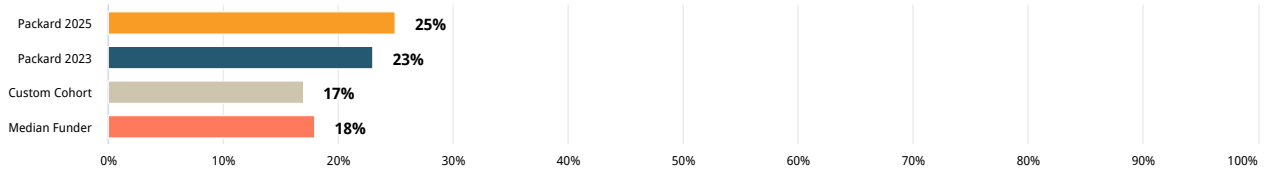
Field-Building Assistance (e.g., insight or advice about your field, fostering collaboration, grantee convenings, introductions to field leaders, etc.)



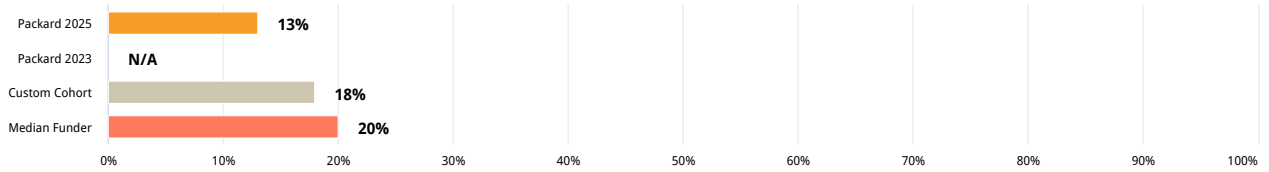
Program-Related Assistance (e.g., advice on your program approach or efforts, program assessment or evaluation assistance, etc.)



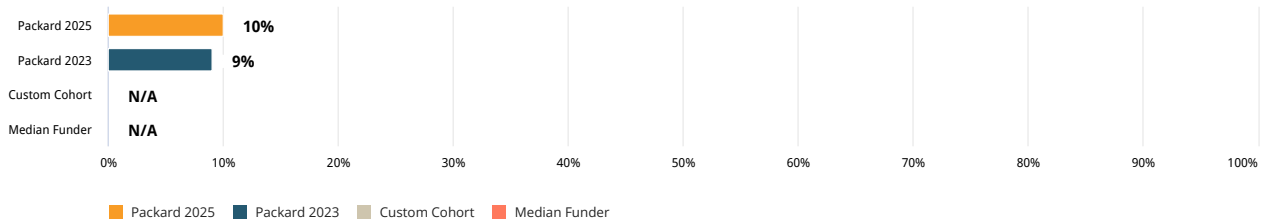
Fundraising and Development Assistance (e.g., introductions to other funders or donors, development consulting, fundraising review, etc.)



Communications Assistance (e.g., promoting your organization's work on the Foundation's social media, website, or other communication channels, drafting press releases, support for your organization's communications strategy, etc.)



Measurement and Learning Assistance (e.g., support for developing or enhancing data collection methods, establishing or refining impact measurement frameworks, conducting learning reviews or reflection sessions, etc.)

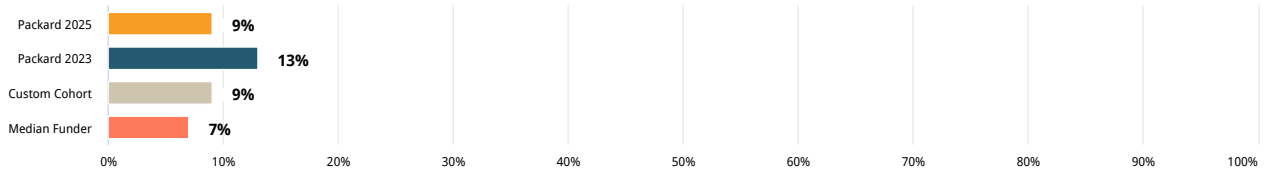


Legend: Packard 2025 (orange), Packard 2023 (dark blue), Custom Cohort (tan), Median Funder (red)

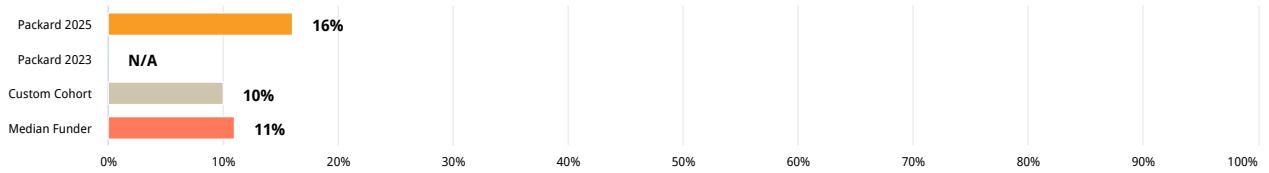
Please indicate any types of assistance beyond the grant that were a component of what you received from the Foundation (from staff or a third party paid for by the Foundation).

Cohort: Custom Cohort Past Results: On

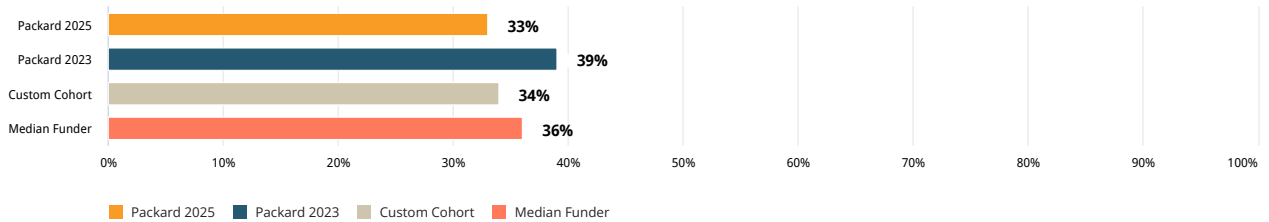
Diversity, Equity, and Inclusion Assistance (e.g., provide training or facilitation related to DEI, DEI assessment processes, expertise to add a DEI lens to your work, etc.)



Other assistance not listed above



Did not receive any assistance beyond the grant



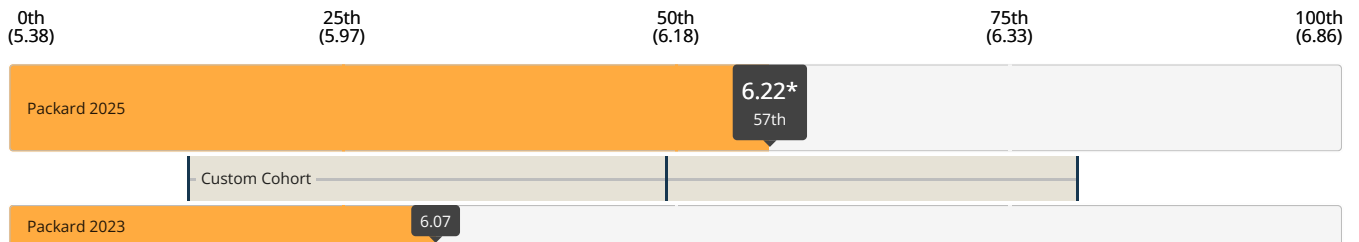
Note: The following questions were asked only of grantees who indicated receiving at least one form of assistance beyond the grant in the previous question.

Please rate the extent to which you agree with the following statements about the assistance beyond the grant you received from the Foundation.

The support I received met an important need for my organization and/or program

1 = Not at all 4 = Somewhat 7 = To a great extent

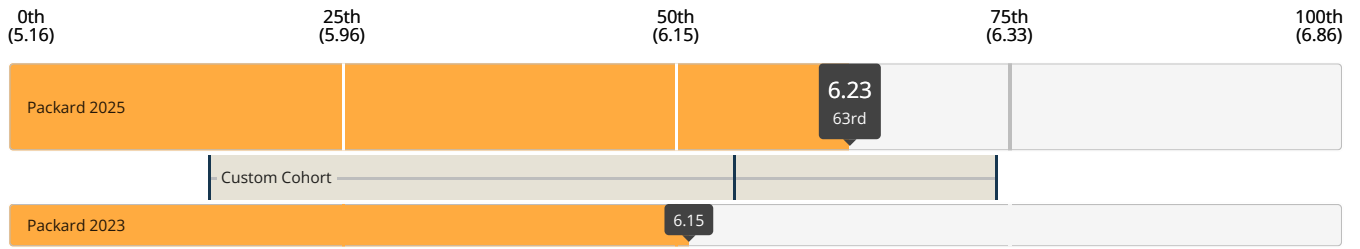
Cohort: Custom Cohort Subgroup: None Past Results: On



The Foundation's assistance beyond the grant was a worthwhile use of the time required of us

1 = Not at all 4 = Somewhat 7 = To a great extent

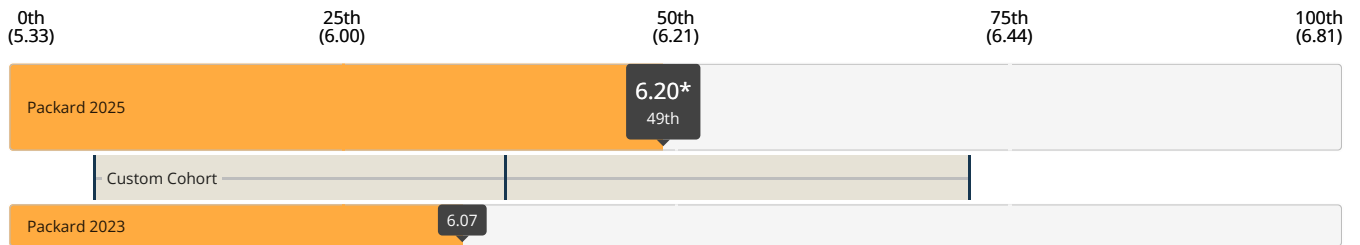
Cohort: Custom Cohort Subgroup: None Past Results: On



I felt the Foundation would be open to feedback about the assistance beyond the grant it provided

1 = Not at all 4 = Somewhat 7 = To a great extent

Cohort: Custom Cohort Subgroup: None Past Results: On



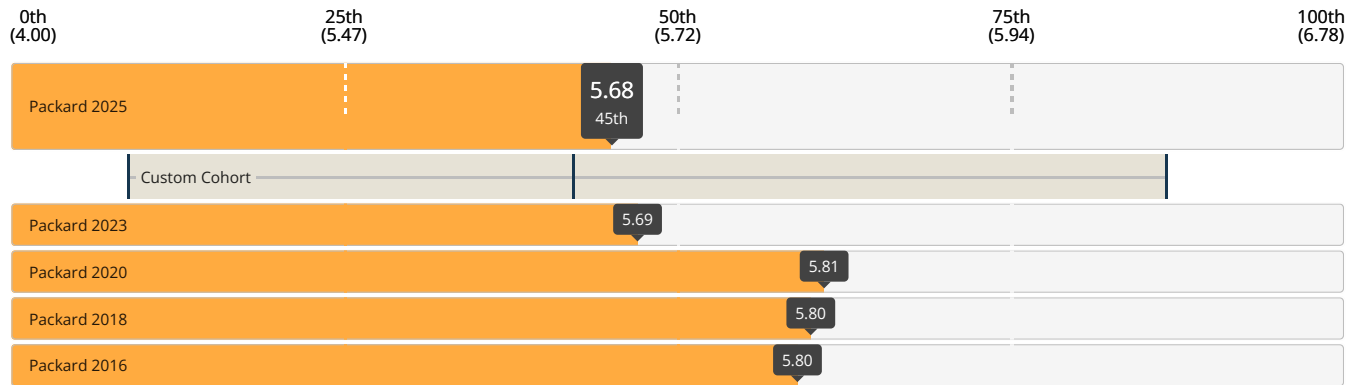
People and Communities Served

In the following question, we use the phrase "the people and communities that you serve" to refer to those your organization seeks to serve through the services and/or programs it provides.

How well does the Foundation understand the needs of the people and communities that you serve?

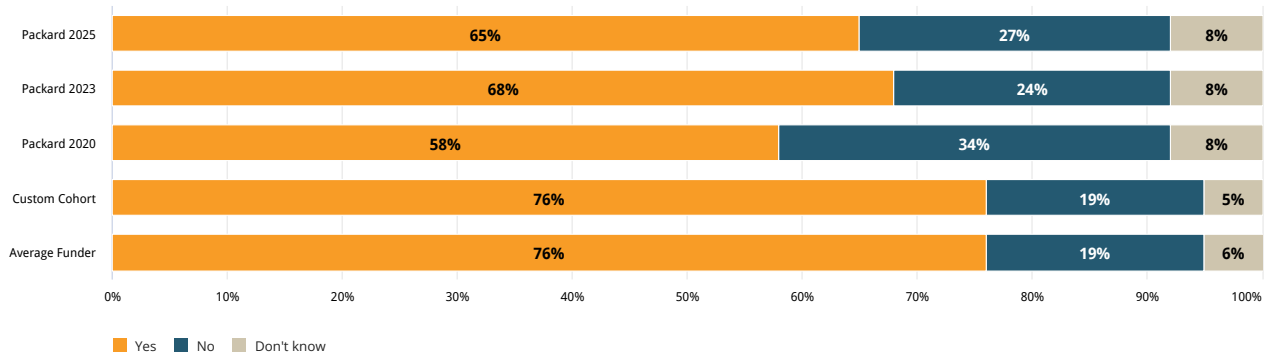
1 = Limited understanding 7 = Thorough understanding

Cohort: Custom Cohort Subgroup: None Past Results: On



Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?

Cohort: Custom Cohort Past Results: On



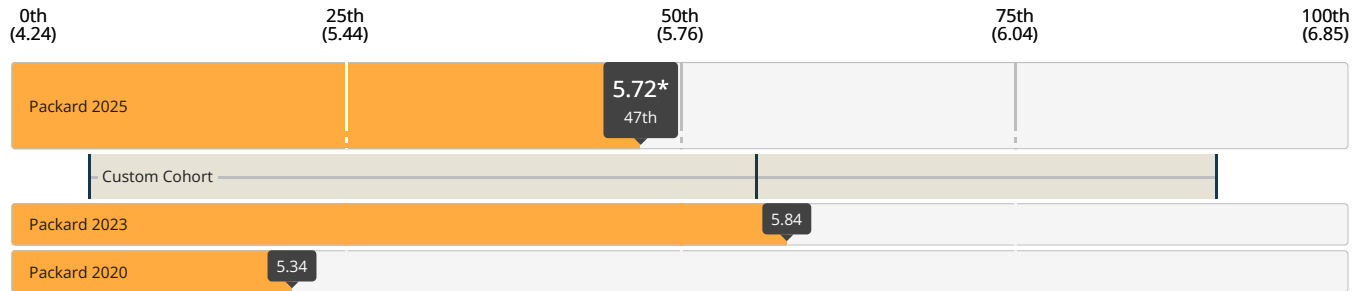
See "[Populations Served by Grantees](#)" for more information regarding the primary populations served by grantees' funded efforts.

Diversity, Equity, and Inclusion

To what extent do you agree or disagree that the Foundation has clearly communicated what diversity, equity, and inclusion means for its work?

1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree

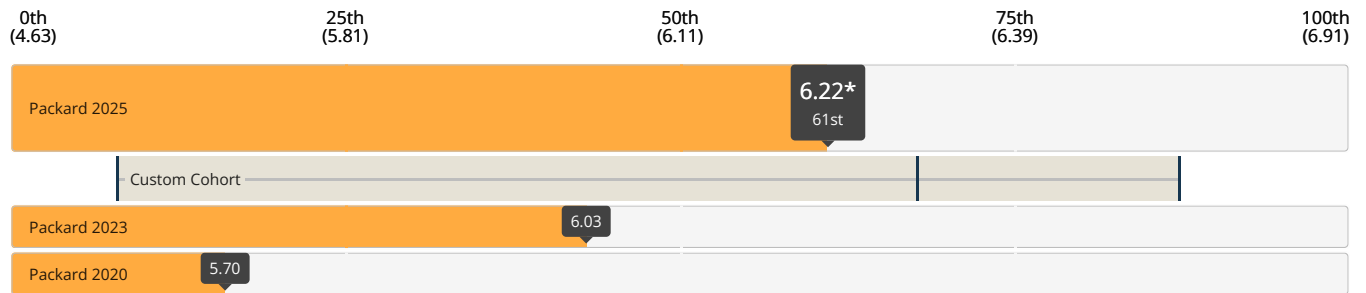
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent do you agree or disagree that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work?

1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree

Cohort: Custom Cohort Subgroup: None Past Results: On

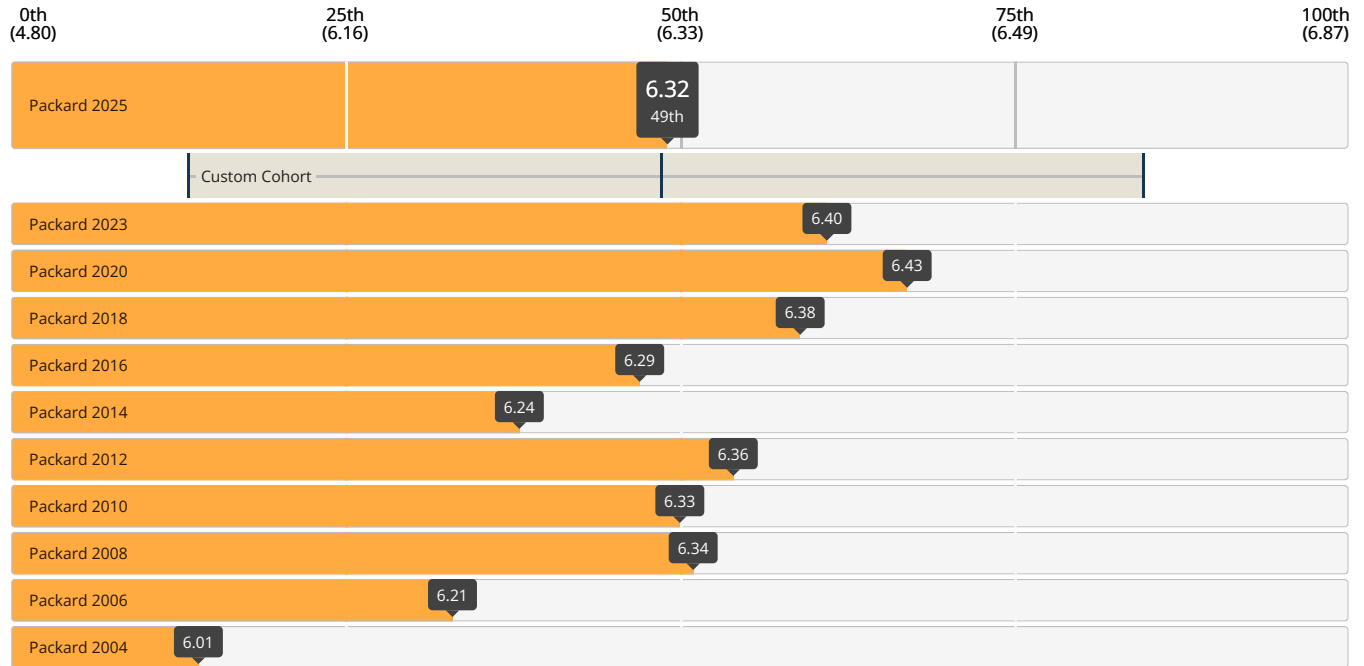


Funder-Grantee Relationships

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

1 = Not at all comfortable 7 = Extremely comfortable

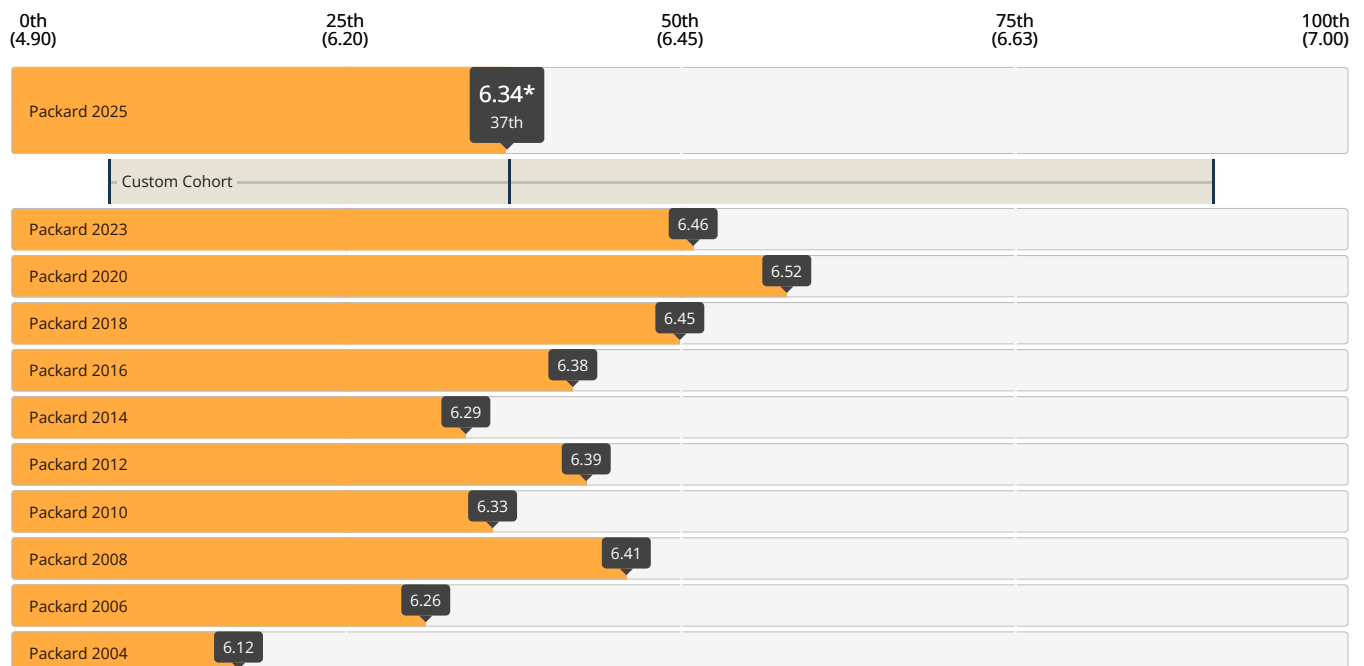
Cohort: Custom Cohort Subgroup: None Past Results: On



Overall, how responsive was Foundation staff?

1 = Not at all responsive 7 = Extremely responsive

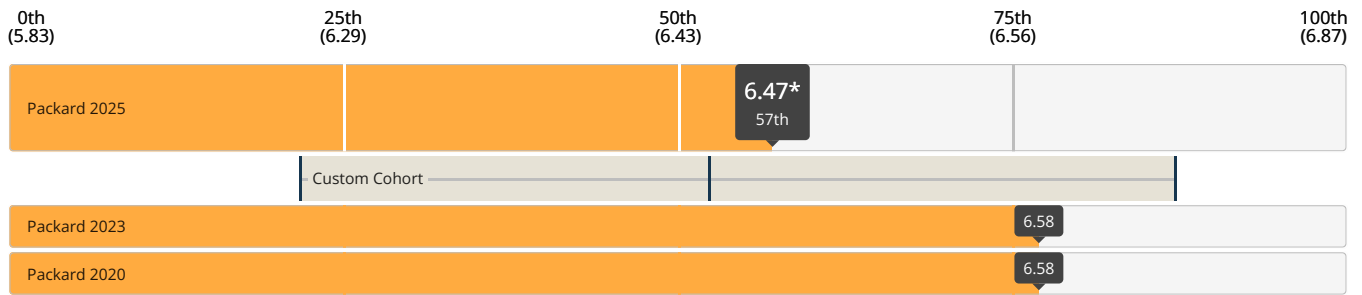
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent did the Foundation exhibit trust in your organization's staff during this grant?

1 = Not at all 4 = Somewhat 7 = To a great extent

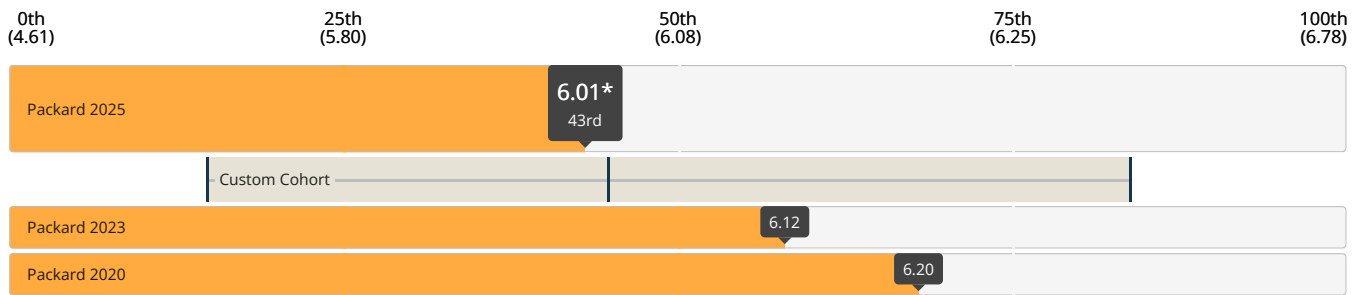
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent did the Foundation exhibit candor about the Foundation's perspectives on your work during this grant?

1 = Not at all 4 = Somewhat 7 = To a great extent

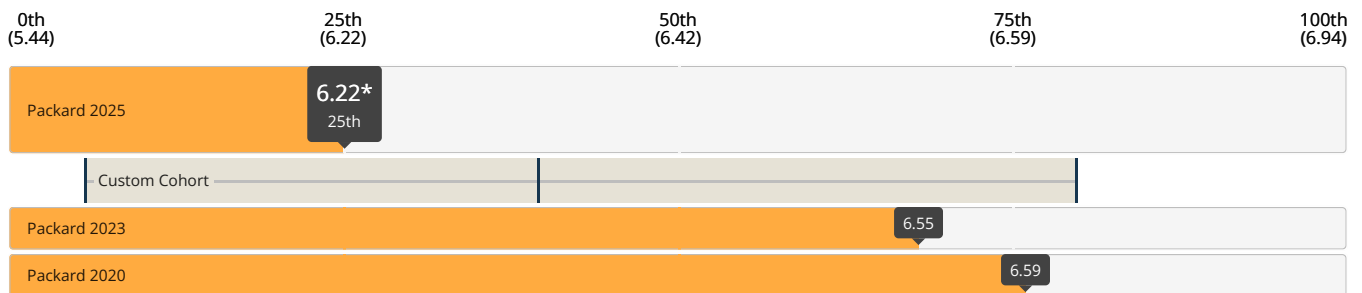
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent did the Foundation exhibit compassion for those affected by your work during this grant?

1 = Not at all 4 = Somewhat 7 = To a great extent

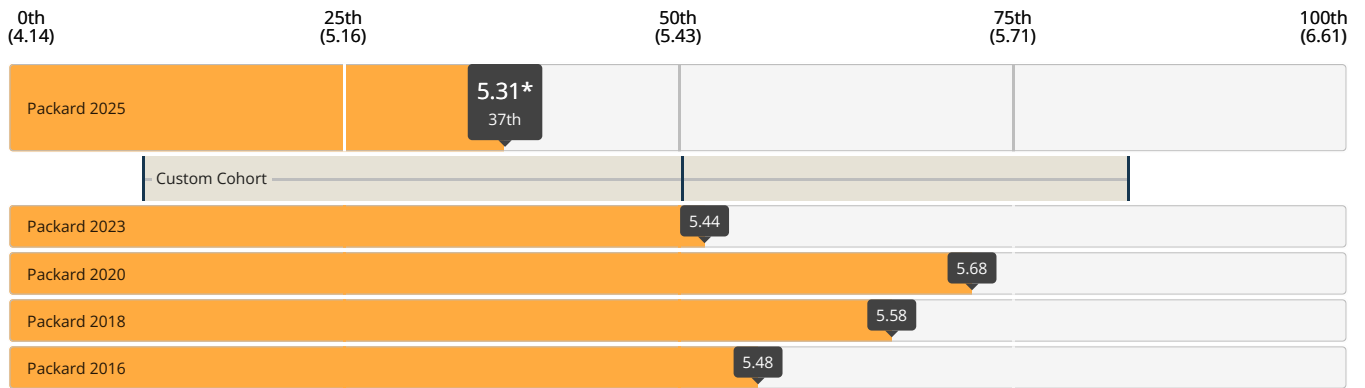
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent is the Foundation open to ideas from grantees about its strategy?

1 = Not at all 7 = To a great extent

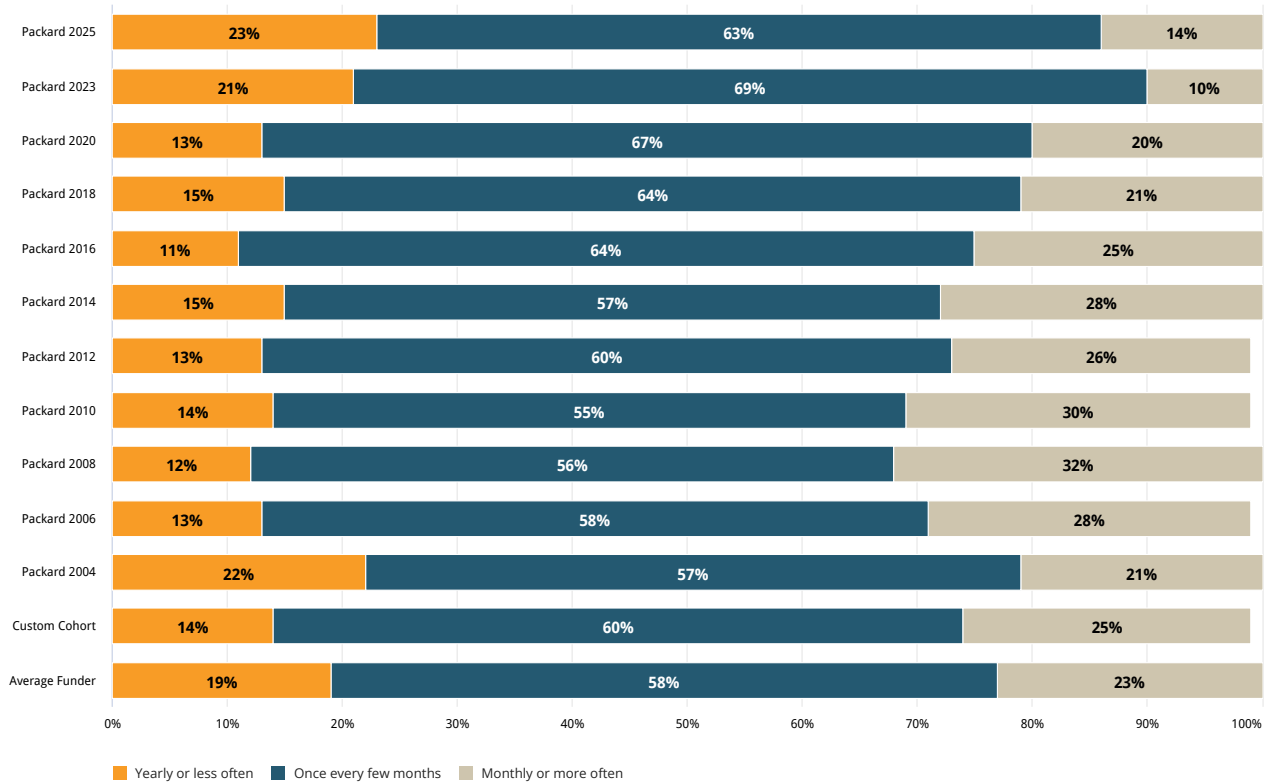
Cohort: Custom Cohort Subgroup: None Past Results: On



Interaction Patterns

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

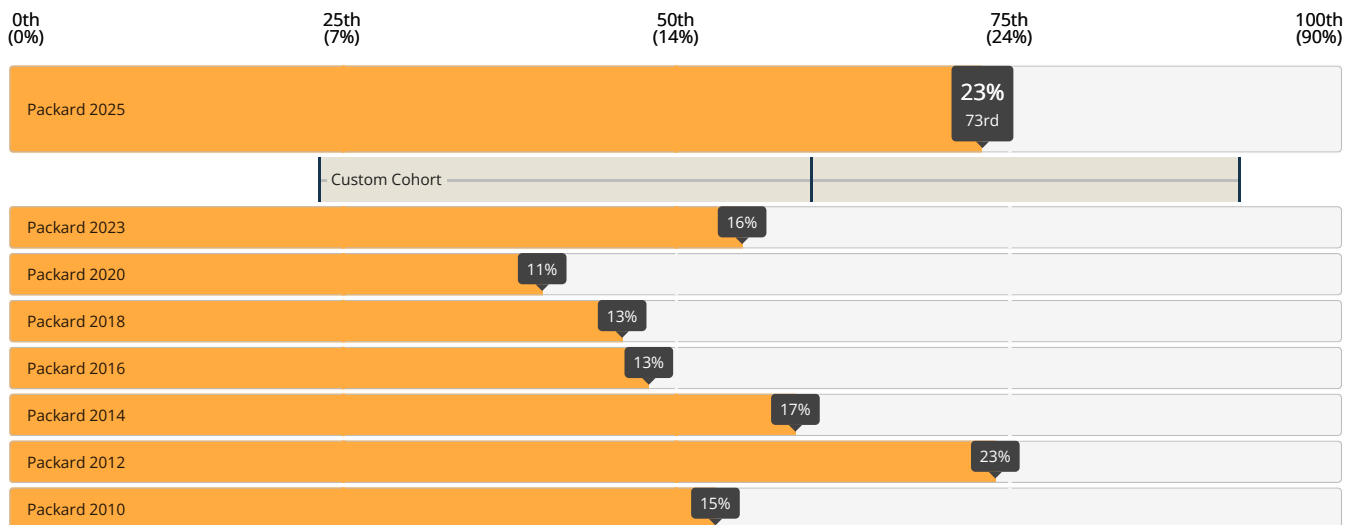
Cohort: Custom Cohort Past Results: On



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

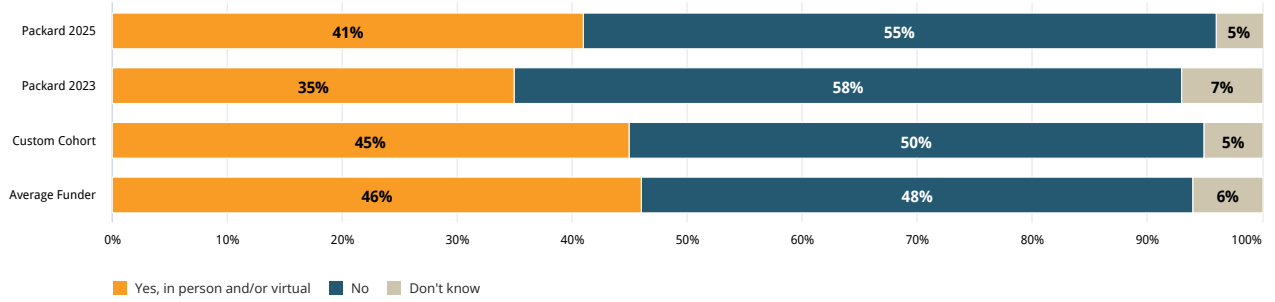
Proportion of grantees responding 'Yes'

Cohort: Custom Cohort Subgroup: None Past Results: On



At any point during this grant, including the selection process, did Foundation staff conduct a site visit?

Cohort: Custom Cohort Past Results: On

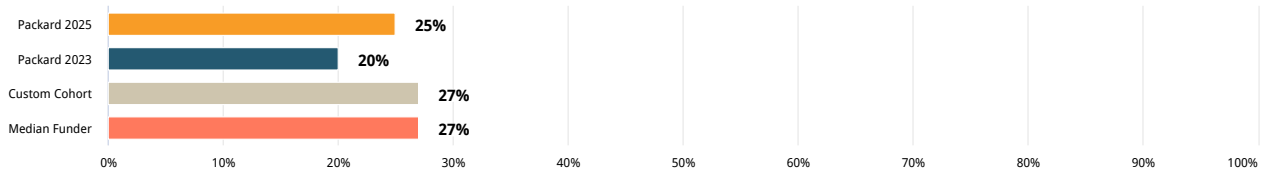


In the survey, respondents were asked the site visit question in a check-all-that-apply format. Therefore, the following charts provide greater detail on the previous site visit question.

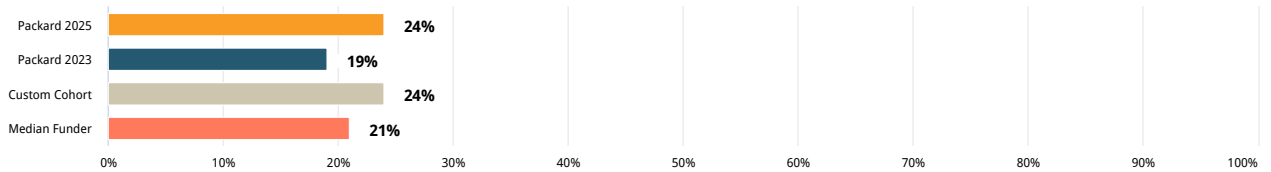
At any point during this grant, including the selection process, did Foundation staff conduct a site visit?

Cohort: Custom Cohort Past Results: On

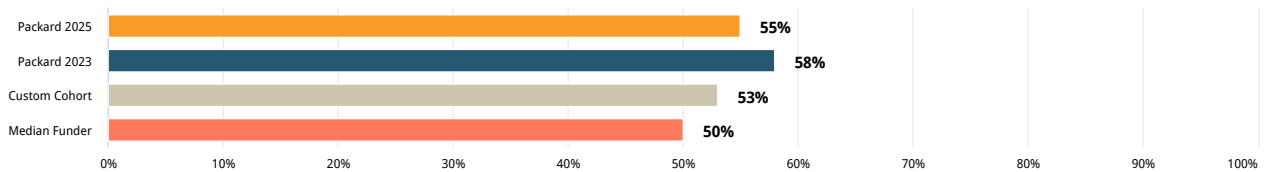
Yes, in person



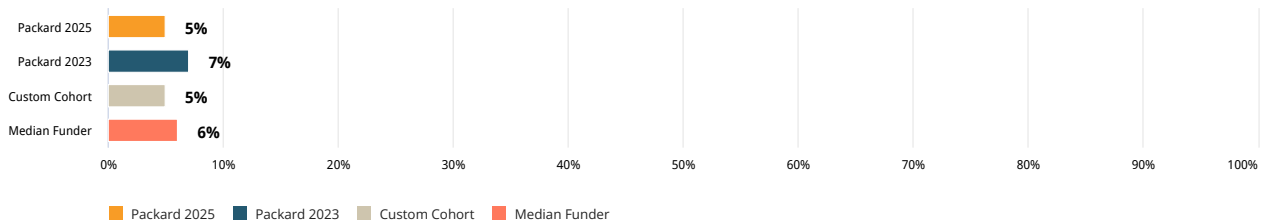
Yes, virtually



No



Don't know

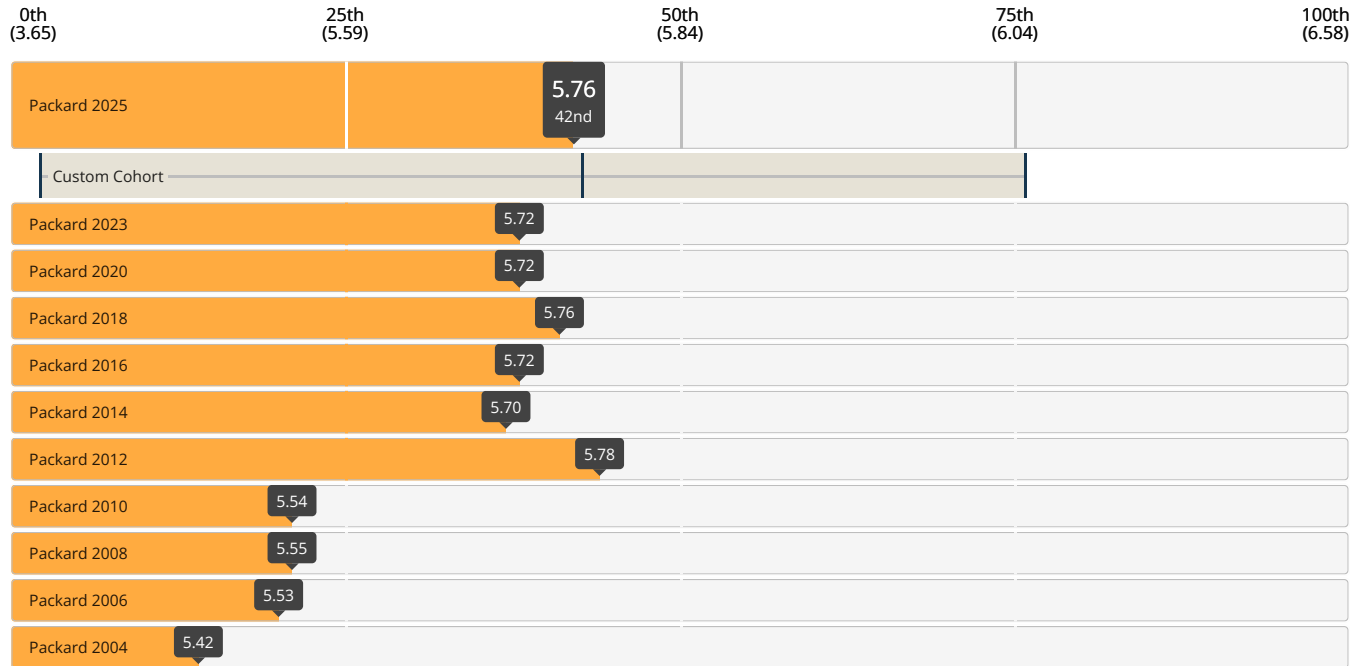


Communication

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

1 = Not at all clearly 7 = Extremely clearly

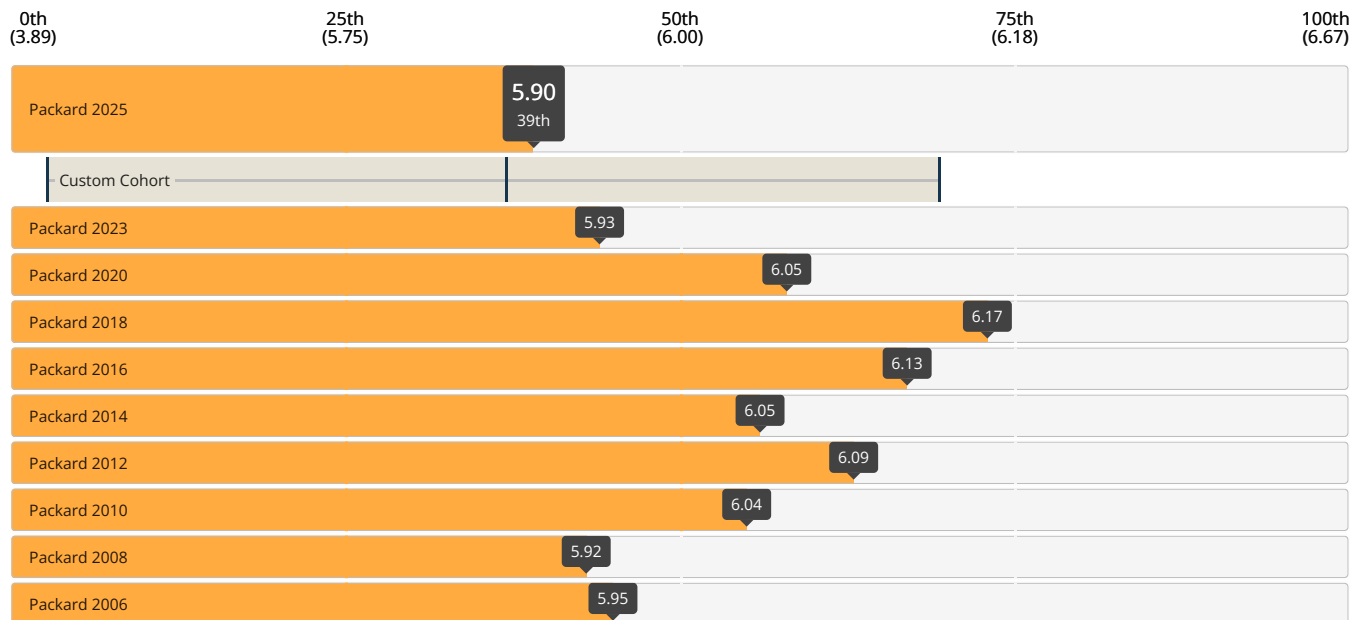
Cohort: Custom Cohort Subgroup: None Past Results: On



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

1 = Not at all consistent 7 = Completely consistent

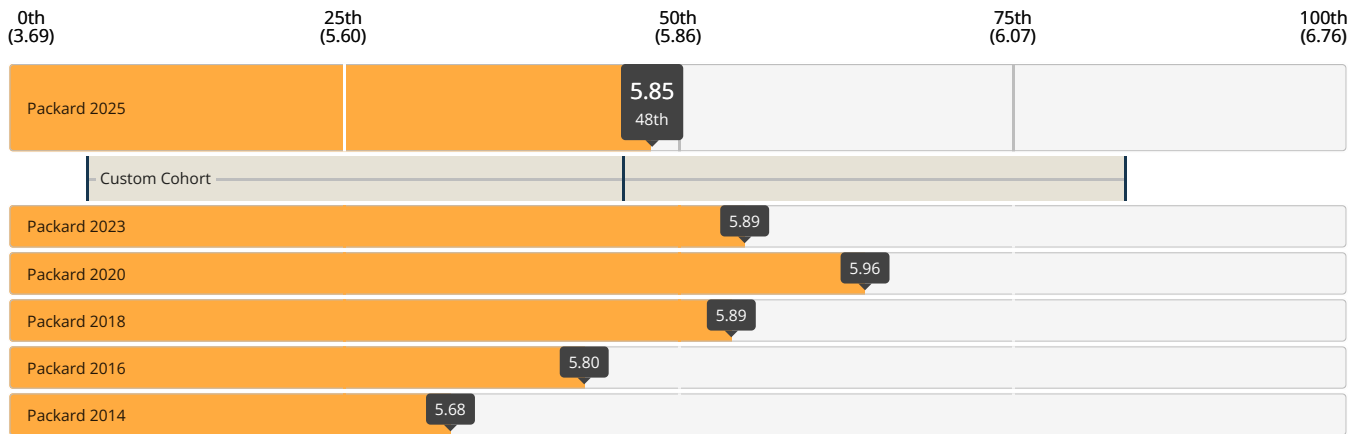
Cohort: Custom Cohort Subgroup: None Past Results: On



Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent 7 = Extremely transparent

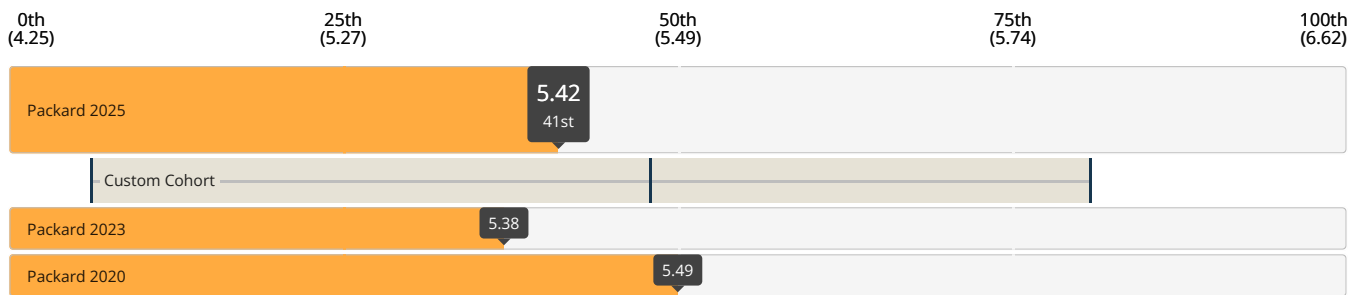
Cohort: Custom Cohort Subgroup: None Past Results: On



How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?

1 = Limited understanding 7 = Thorough understanding

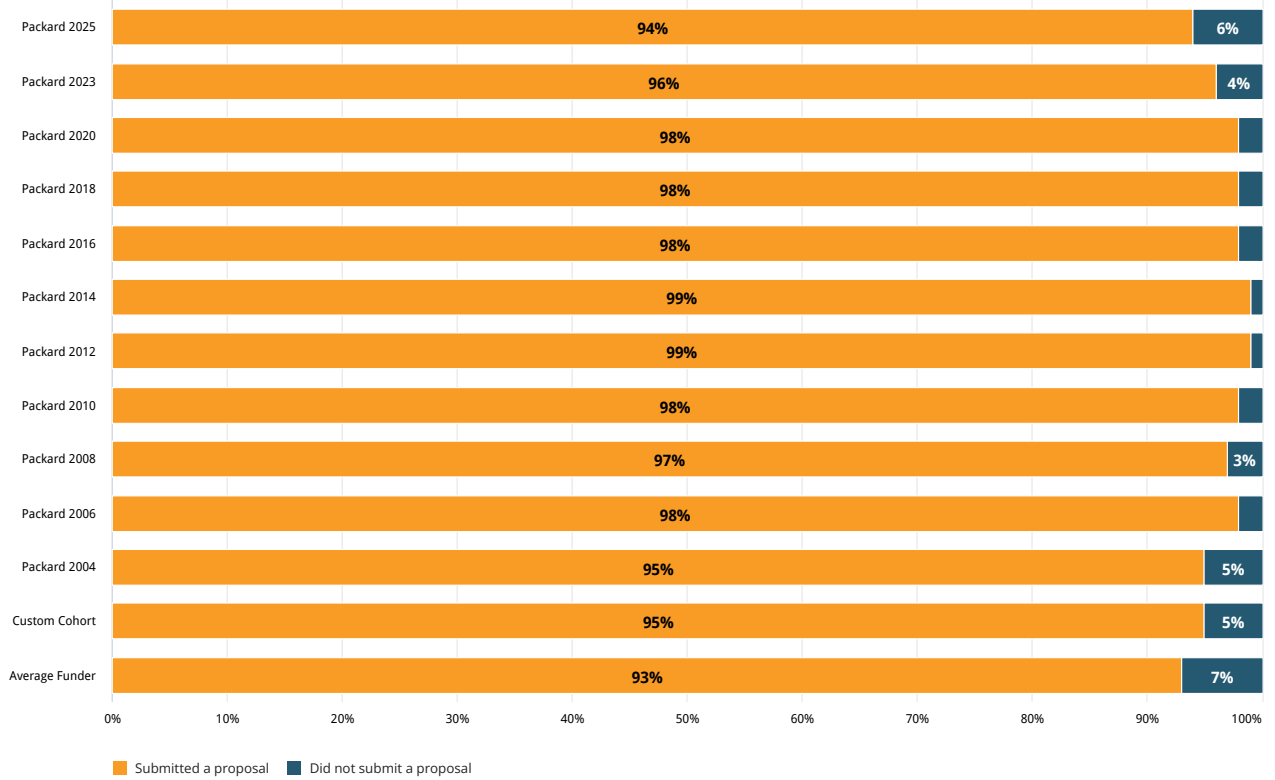
Cohort: Custom Cohort Subgroup: None Past Results: On



Grant Processes

Did you submit a proposal to the Foundation for this grant?

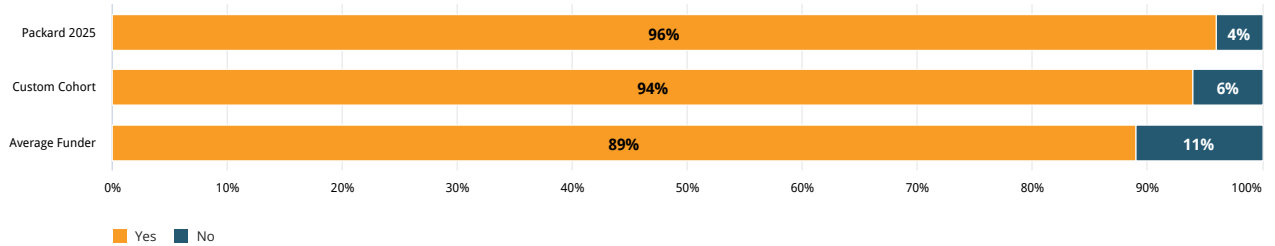
Cohort: Custom Cohort Past Results: On



The following question was only asked of grantees that indicated submitting a proposal for their grant.

Did you have contact with a Foundation staff member via phone, email, or in-person/video before you applied?

Cohort: Custom Cohort Past Results: On



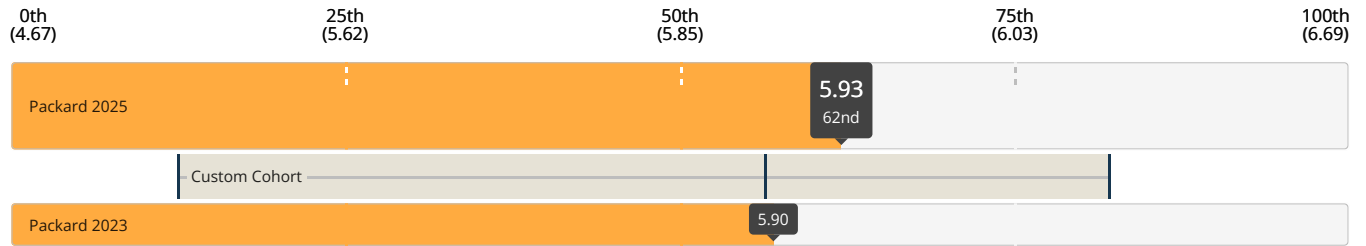
Selection Process

Note: CEP modified the following question in 2022 and determined, through recent analysis, that responses were not comparable to those provided prior to 2022. CEP has removed data from prior to 2022 from this question's comparative dataset. As a result, percentile rankings relative to CEP's comparative dataset may look different in this report than they did in your previous report.

To what extent was the Foundation's selection process a helpful opportunity to strengthen the efforts funded by the grant?

1 = Not at all 7 = To a great extent

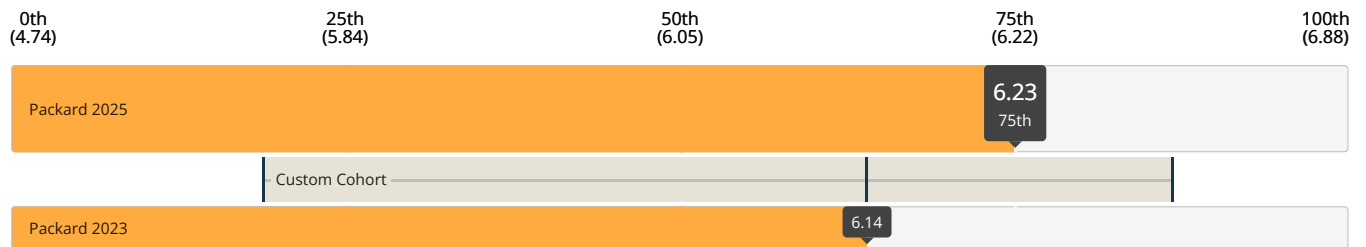
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent was the Foundation's selection process an appropriate level of effort given the amount of funding received?

1 = Not at all 7 = To a great extent

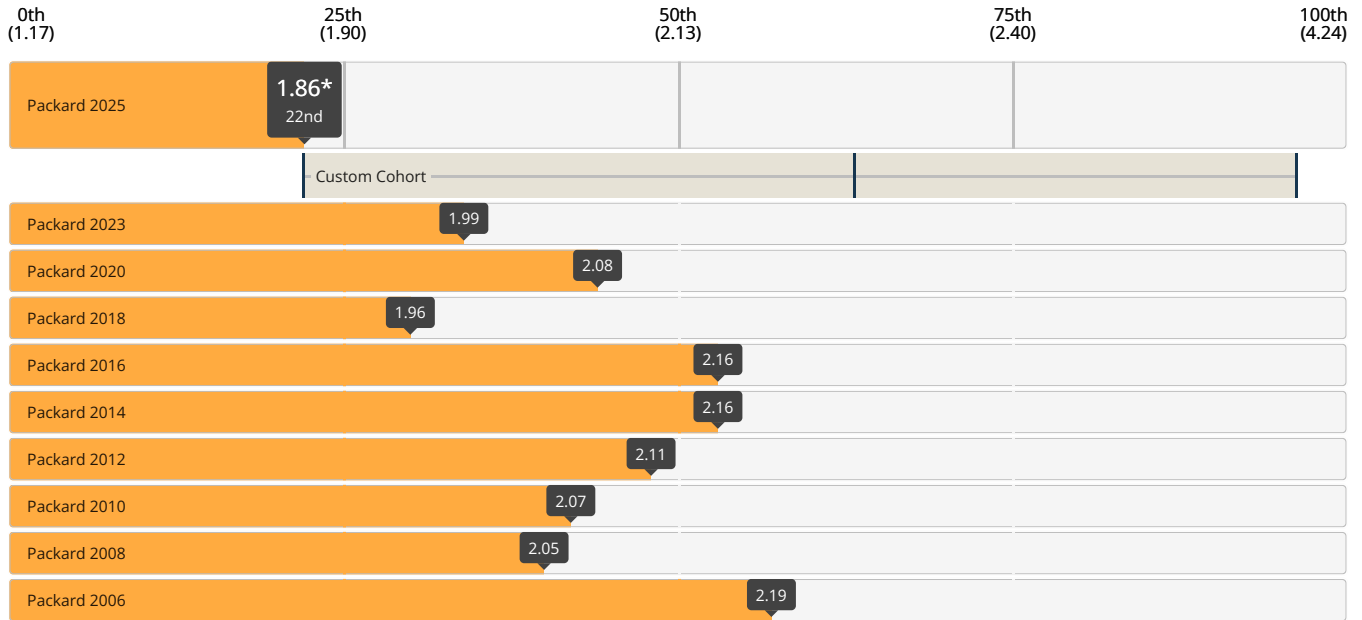
Cohort: Custom Cohort Subgroup: None Past Results: On



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

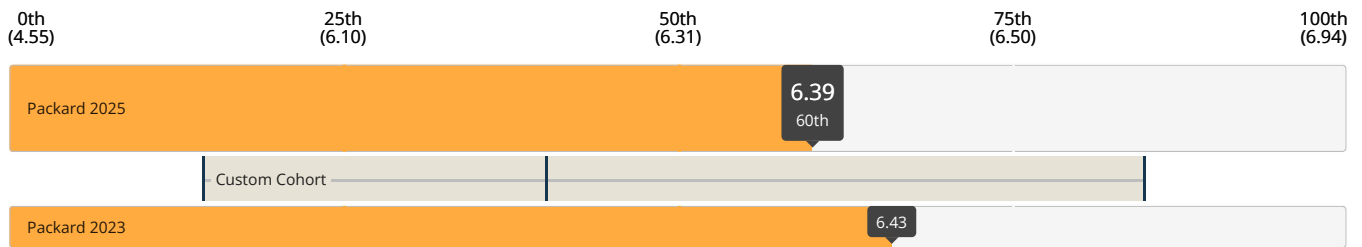
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent was the Foundation clear and transparent about the selection process requirements and timelines?

1 = Not at all 7 = To a great extent

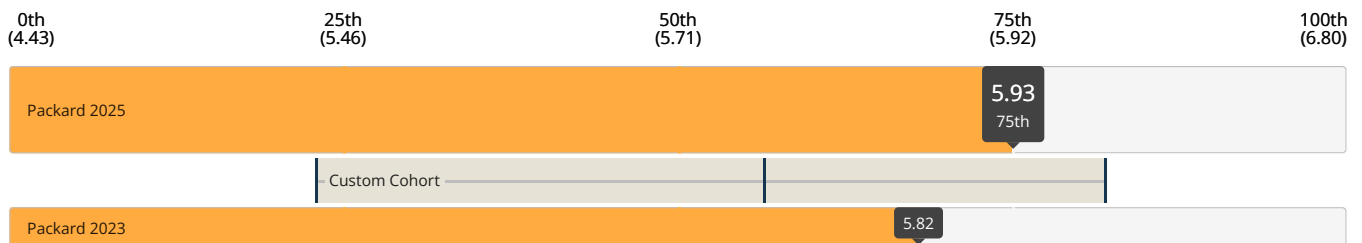
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether a proposal would be funded or declined?

1 = Not at all 7 = To a great extent

Cohort: Custom Cohort Subgroup: None Past Results: On



Reporting and Evaluation Process

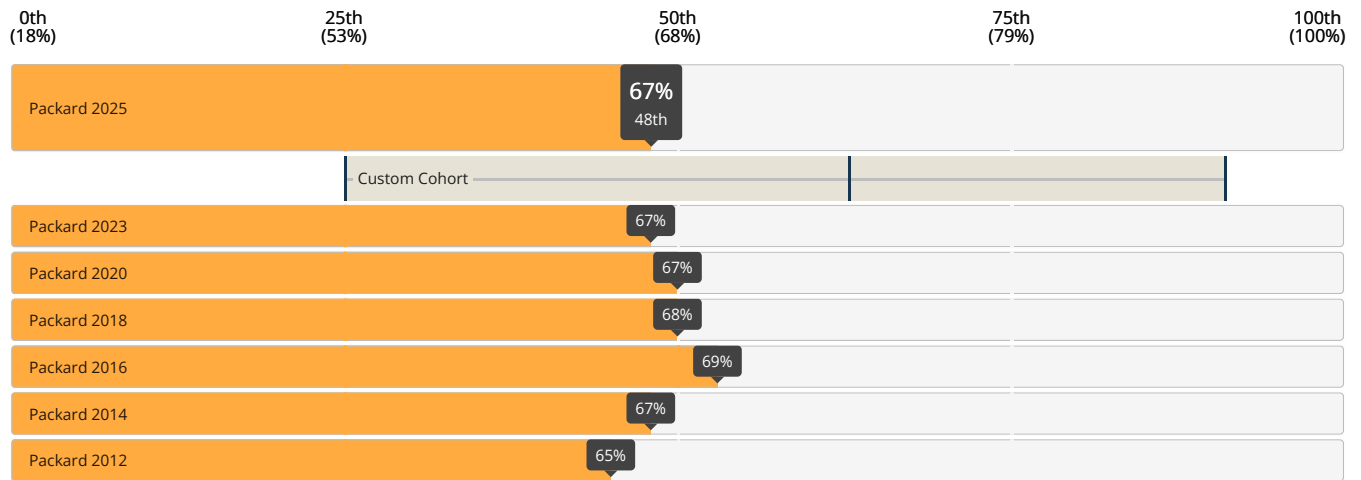
Definition of Reporting and Evaluation

- "Reporting" - the Foundation's standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities *beyond reporting* undertaken by Packard to assess or learn about a grant, a program, or the Foundation's efforts.

At any point during the proposal or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?

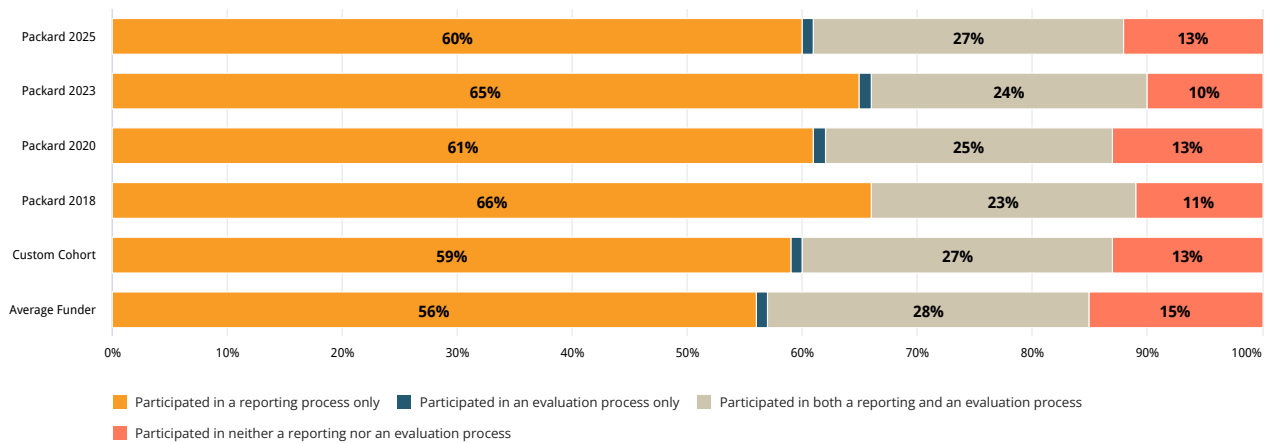
Proportion of grantees responding 'Yes'

Cohort: Custom Cohort Subgroup: None Past Results: On



Participation in Reporting and/or Evaluation Processes

Cohort: Custom Cohort Past Results: On



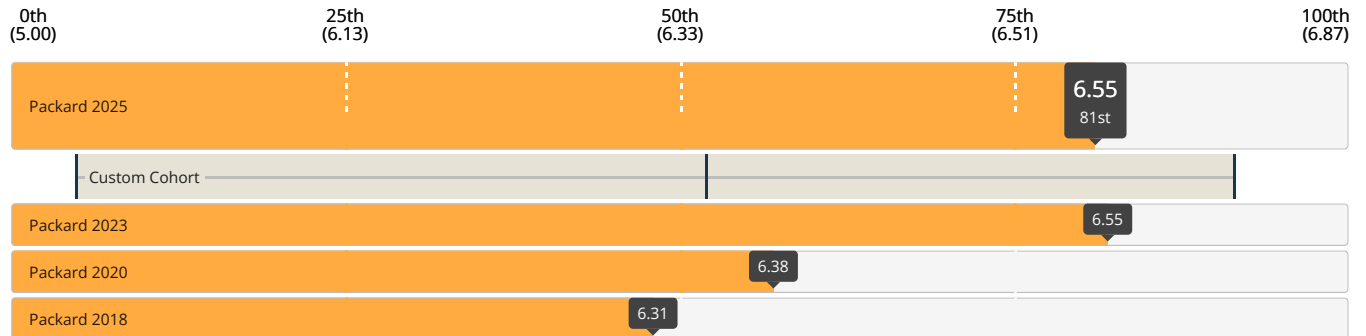
Reporting Process

The following questions were only asked of grantees that indicated having participated in a reporting process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

To what extent was the Foundation's reporting process straightforward?

1 = Not at all 7 = To a great extent

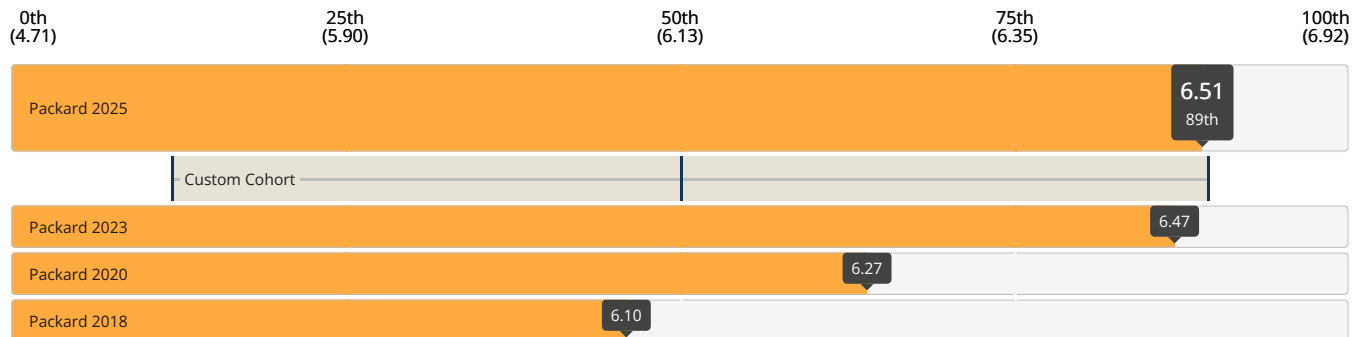
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all 7 = To a great extent

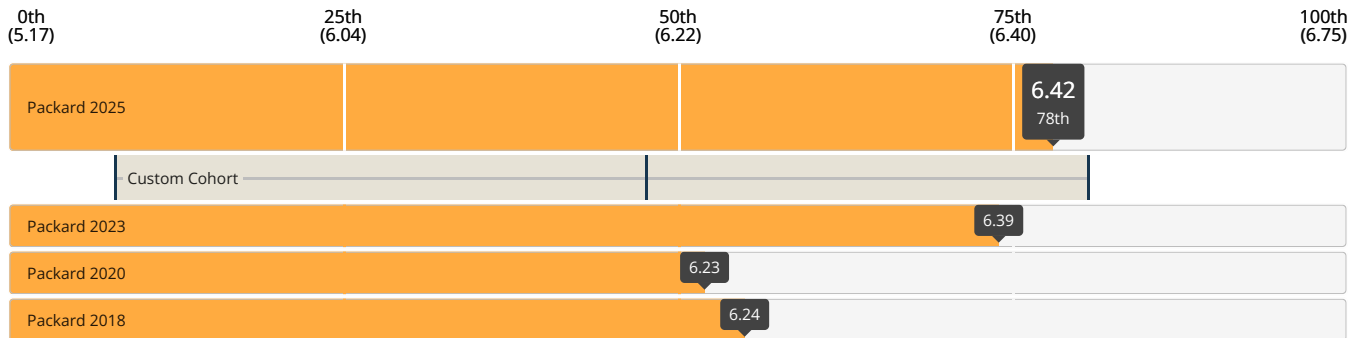
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

1 = Not at all 7 = To a great extent

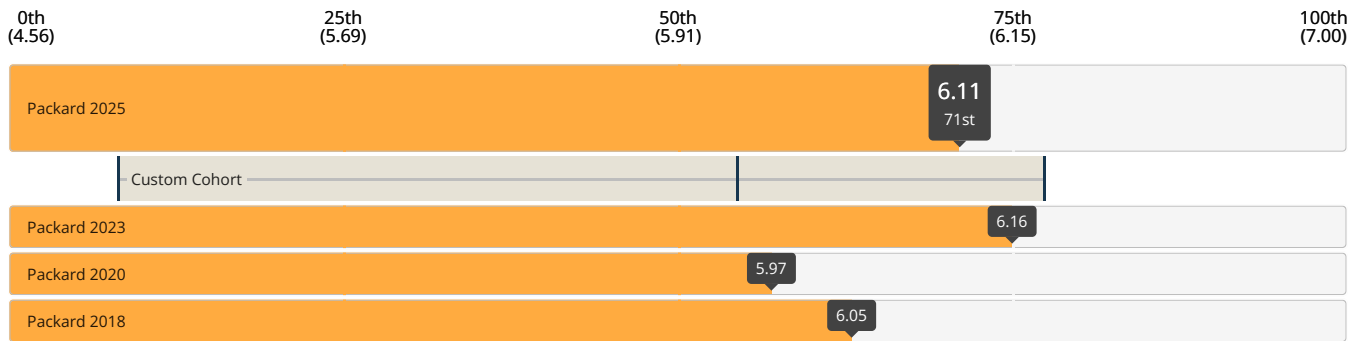
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?

1 = Not at all 7 = To a great extent

Cohort: Custom Cohort Subgroup: None Past Results: On



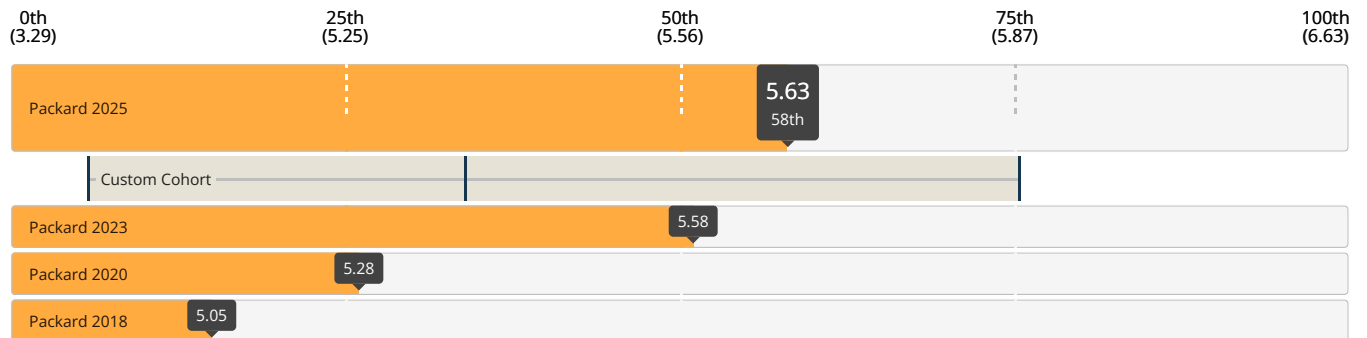
Evaluation Process

The following questions were only asked of grantees that indicated having participated in an evaluation process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

To what extent did the evaluation incorporate input from your organization in the design of the evaluation?

1 = Not at all 7 = To a great extent

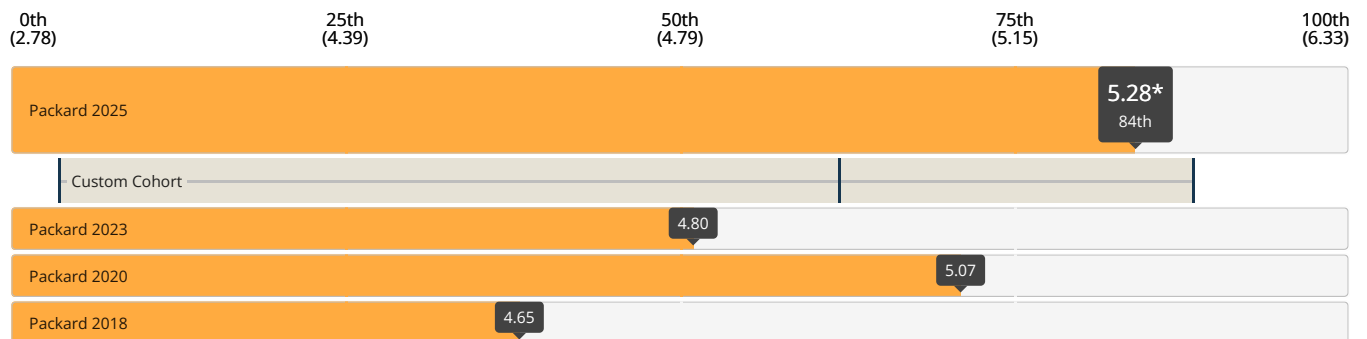
Cohort: Custom Cohort Subgroup: None Past Results: On



To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all 7 = To a great extent

Cohort: Custom Cohort Subgroup: None Past Results: On

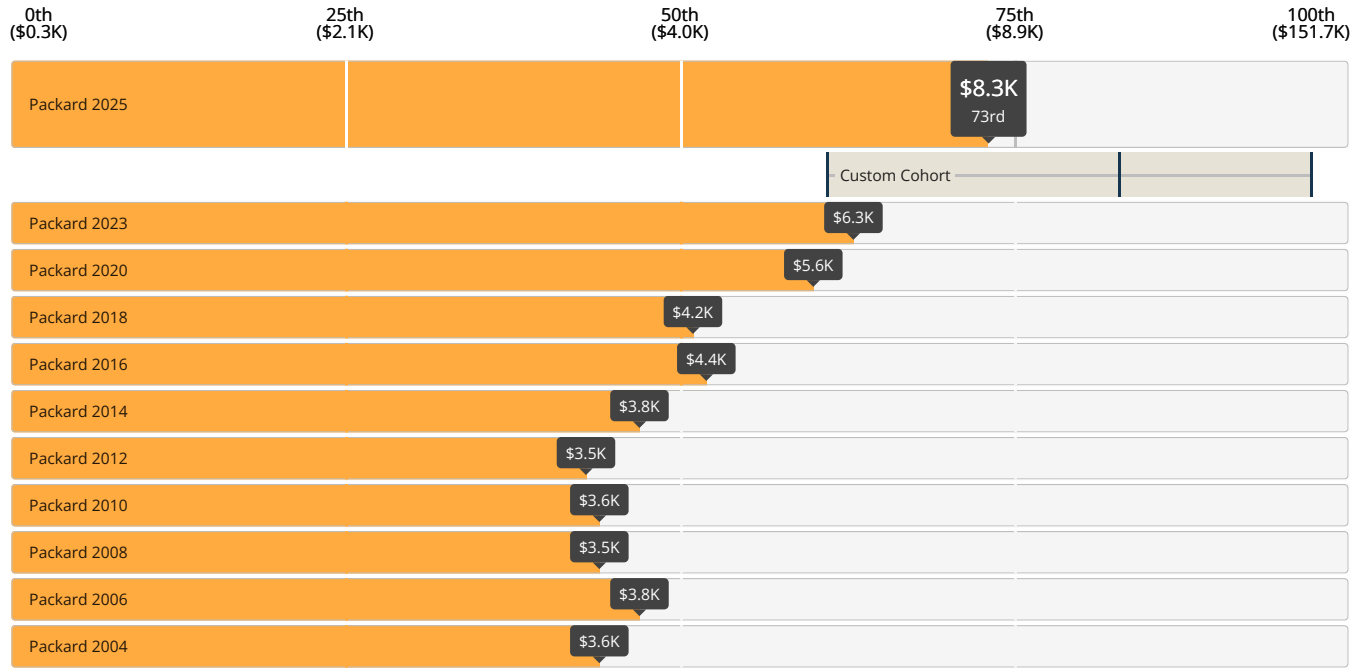


Monetary Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

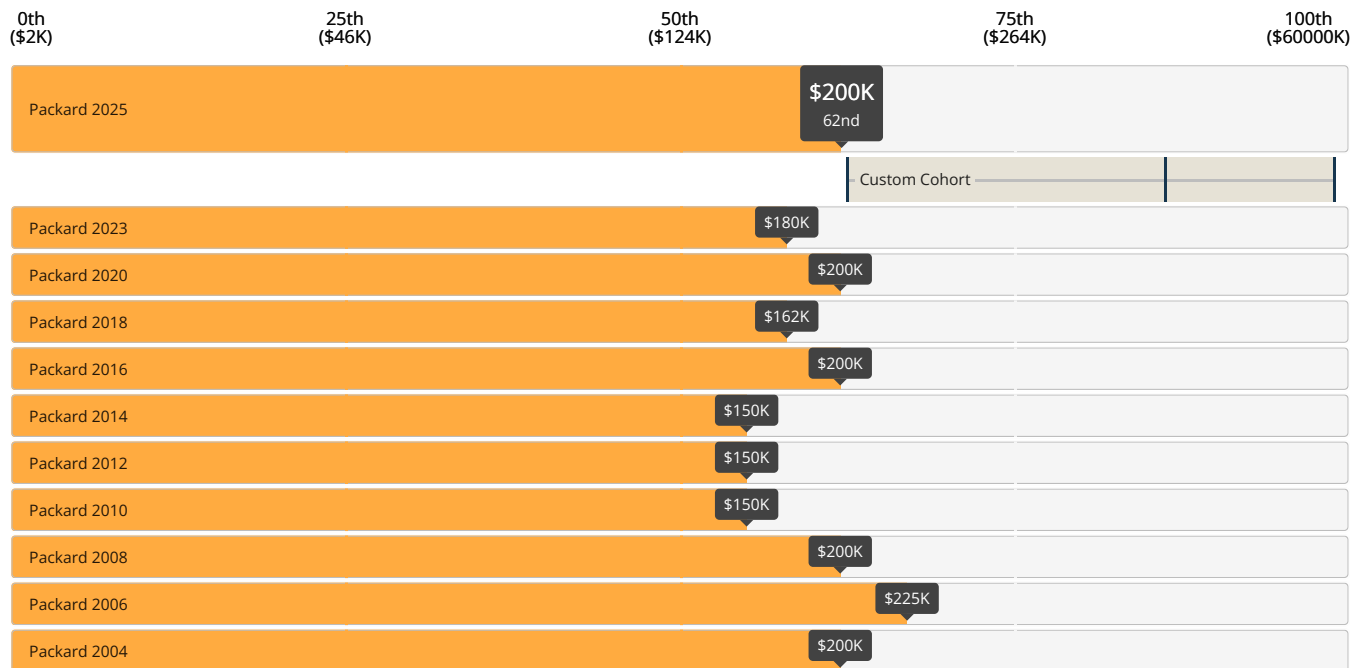
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant

Cohort: Custom Cohort Subgroup: None Past Results: On



Median Grant Size

Cohort: Custom Cohort Subgroup: None Past Results: On



Median hours spent by grantees on funder requirements over grant lifetime

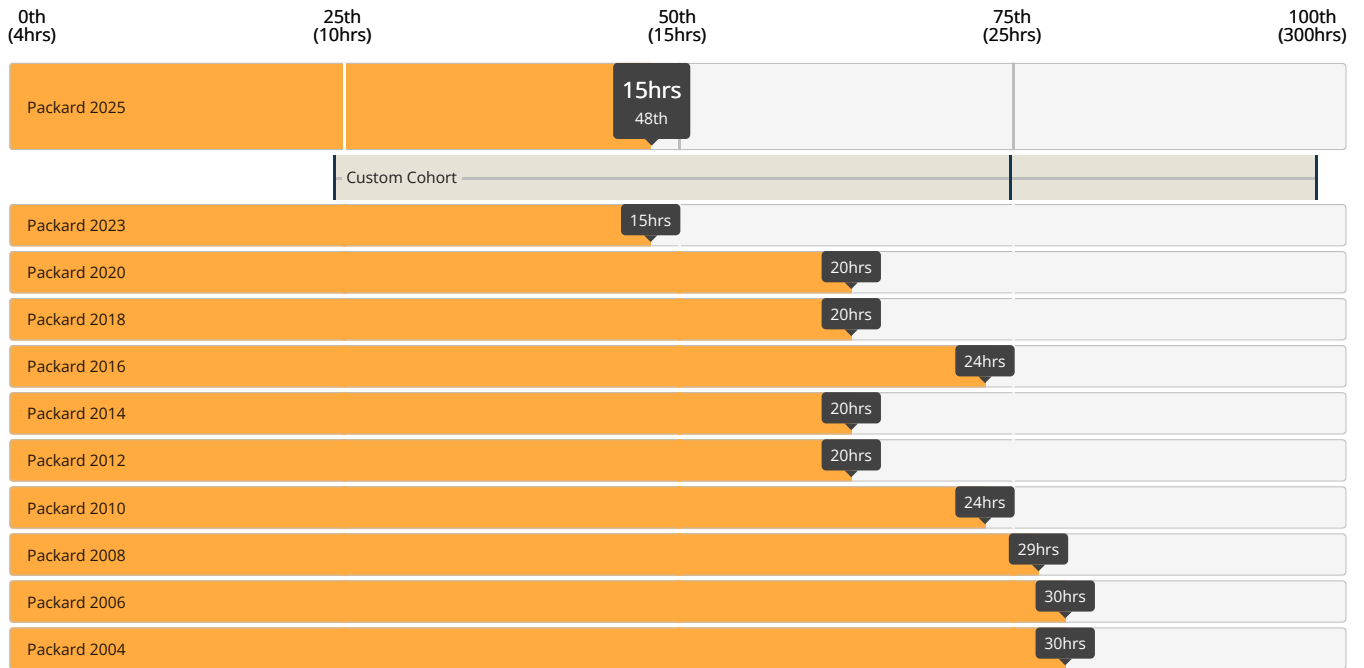
Cohort: Custom Cohort Subgroup: None Past Results: On



Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

Cohort: Custom Cohort Subgroup: None Past Results: On



Cohort: Custom Cohort Past Results: On

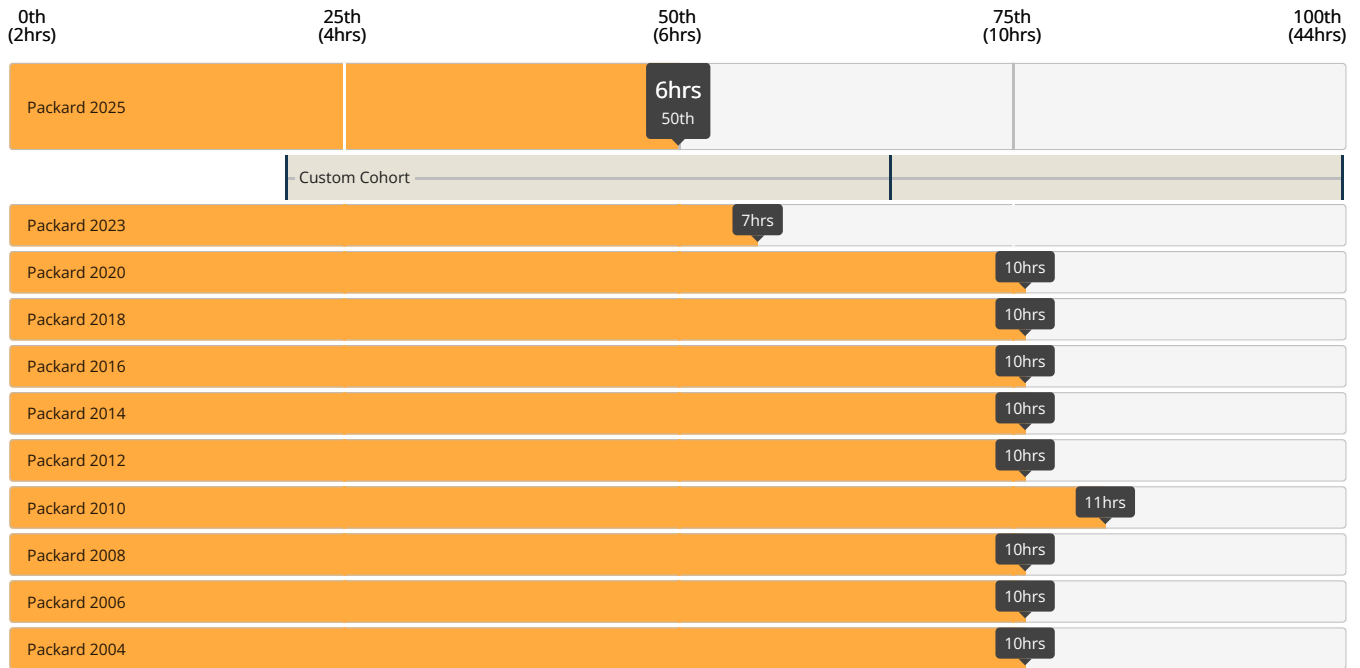
Time Spent On Proposal and Selection Process

	1 to 9 hours	10 to 19 hours	20 to 29 hours	30 to 39 hours	40 to 49 hours	50 to 99 hours	100 to 199 hours	200+ hours
Packard 2025	30%	27%	17%	7%	8%	8%	2%	2%
Packard 2023	31%	25%	15%	7%	10%	7%	4%	1%
Packard 2020	22%	20%	18%	10%	12%	10%	6%	2%
Packard 2018	19%	22%	19%	6%	13%	13%	5%	2%
Packard 2016	13%	22%	19%	9%	16%	14%	5%	2%
Packard 2014	19%	20%	22%	9%	13%	9%	5%	3%
Packard 2012	18%	20%	22%	7%	14%	13%	3%	2%
Packard 2010	15%	19%	19%	8%	16%	15%	6%	2%
Packard 2008	15%	17%	18%	9%	15%	15%	8%	2%
Packard 2006	12%	19%	15%	8%	14%	18%	10%	4%
Packard 2004	10%	21%	18%	8%	12%	17%	10%	4%
Average Funder	29%	23%	15%	6%	9%	9%	5%	3%
Custom Cohort	17%	19%	17%	8%	12%	14%	9%	5%

Time Spent on Reporting and Evaluation Process

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

Cohort: Custom Cohort Subgroup: None Past Results: On



Cohort: Custom Cohort Past Results: On

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)

	1 to 9 hours	10 to 19 hours	20 to 29 hours	30 to 39 hours	40 to 49 hours	50 to 99 hours	100+ hours
Packard 2025	63%	19%	6%	3%	3%	3%	3%
Packard 2023	57%	19%	9%	2%	4%	5%	3%
Packard 2020	45%	25%	12%	4%	5%	5%	3%
Packard 2018	48%	23%	13%	3%	4%	7%	3%
Packard 2016	44%	20%	14%	4%	7%	7%	4%
Packard 2014	50%	19%	13%	3%	7%	3%	4%
Packard 2012	48%	18%	13%	5%	5%	7%	3%
Packard 2010	40%	23%	10%	6%	9%	6%	6%
Packard 2008	39%	25%	13%	5%	6%	4%	6%
Packard 2006	41%	25%	12%	7%	5%	3%	6%
Packard 2004	45%	27%	9%	2%	5%	7%	5%
Average Funder	60%	18%	9%	3%	3%	4%	4%
Custom Cohort	54%	20%	10%	4%	4%	5%	5%

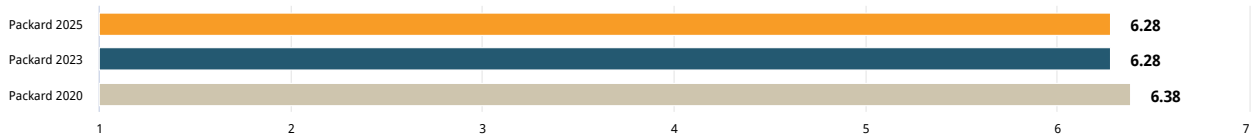
Customized Questions

Please rate the extent to which you agree or disagree with the following overall statements about the Foundation's grantmaking process:

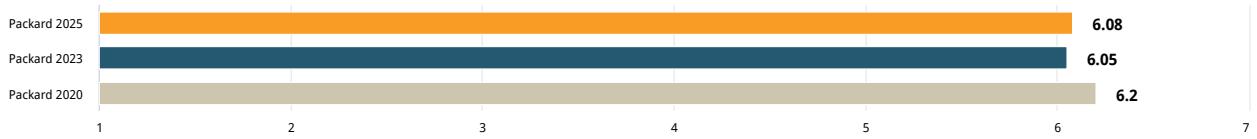
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree

Past Results: On

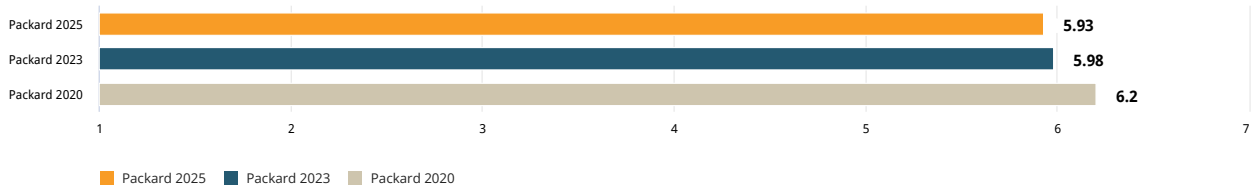
I have a clear understanding of the post-grant award process and requirements (e.g., reporting and grant assessment)



I have a clear understanding of the pre-grant approval process and requirements (e.g., proposal application)



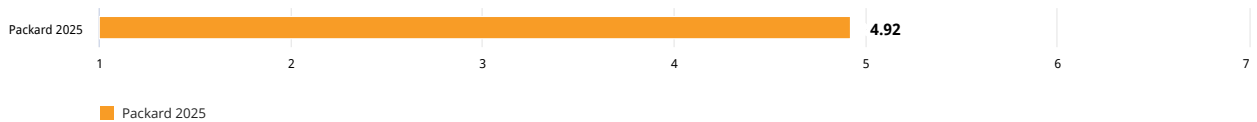
I think that the Foundation is collecting the information, data, and feedback it really needs



"The Foundation's strategic framework, announced in 2022, includes updated vision and mission statements and three core goals. Over the past two years, grantmaking teams developed new initiative strategies under these three core goals."

How well do you feel you understand the Foundation's strategic framework, including its updated mission, vision, and values?

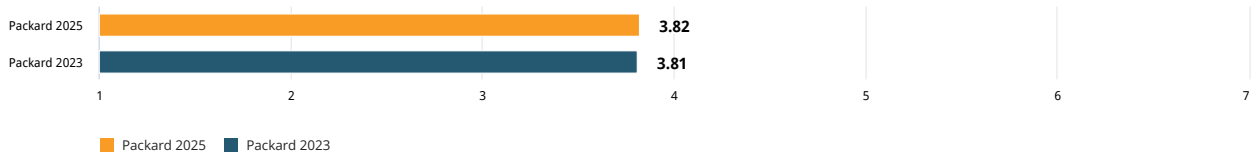
1 = Limited understanding 7 = Thorough understanding



To what extent were you given the opportunity to provide input into a Foundation initiative strategy or theory of change for the area from which you receive funding ?

1 = Not at all 4 = Somewhat 7 = To a great extent

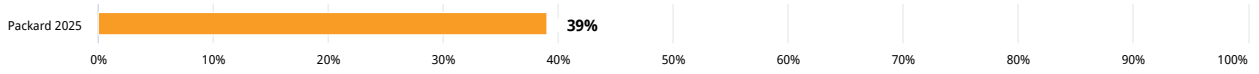
Past Results: On



Generative AI

Is your organization currently using GenAI tools to support your work in any of the following areas?

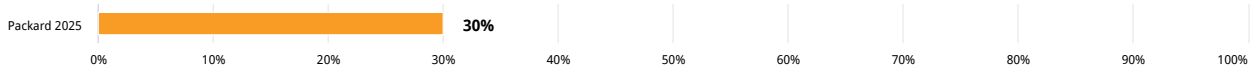
Internal productivity (e.g., meeting notes, calendar/inbox management, legal)



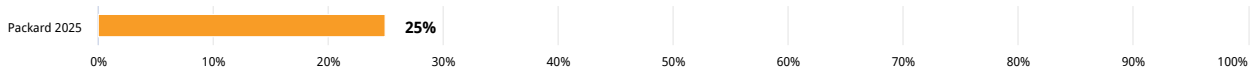
Translation



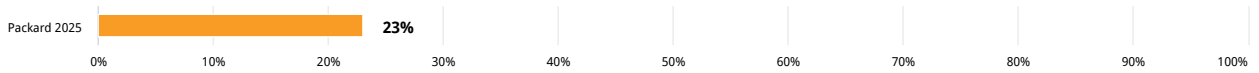
External communications (e.g., newsletters, social media, advocacy campaigns)



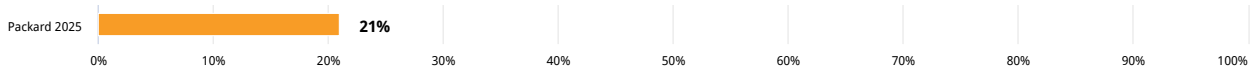
None - my organization does not currently use any GenAI tool in our work



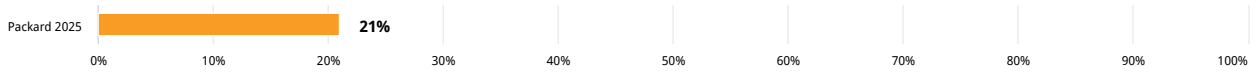
Internal communications



Strategy development (e.g., research, scenario planning)



Fundraising and development (e.g., grant writing)



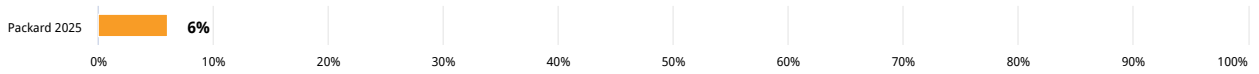
Reporting, monitoring, evaluation (e.g., data management, analysis)



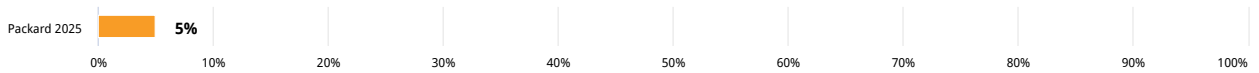
I don't know



Programming of service delivery (e.g., a core part of our services, constituent engagement)



Human resources (e.g., recruiting)



■ Packard 2025

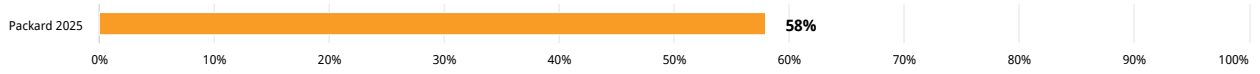
Is your organization currently using GenAI tools to support your work in any of the following areas?

Financial administration (e.g., budgeting)

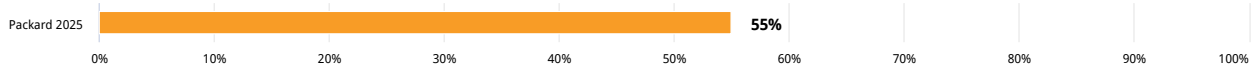


What are your main challenges related to uptake of GenAI tools?

Data privacy/security concerns



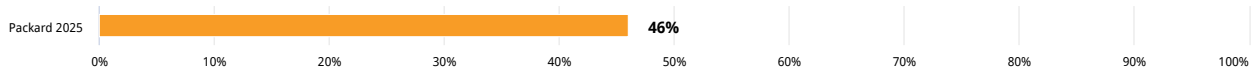
Concerns about misinformation or inaccurate results



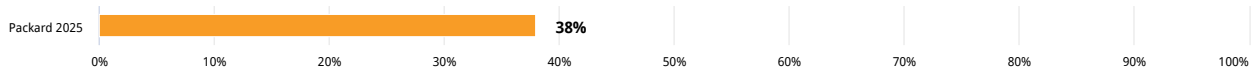
Ethical considerations (e.g., bias, equity)



Lack of staff expertise or understanding



Environmental or climate concerns



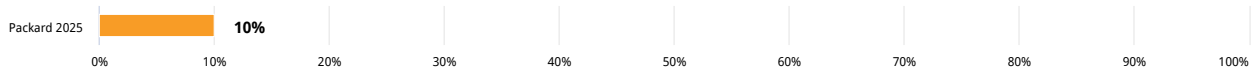
Costs or budget limitations



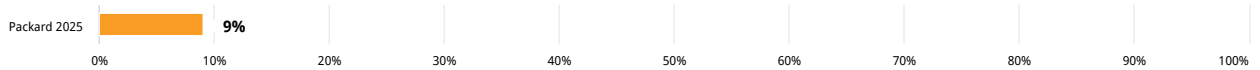
I don't know



Policies/rules prohibiting GenAI use at our organization



Access to GenAI tools in languages relevant to our constituents/staff



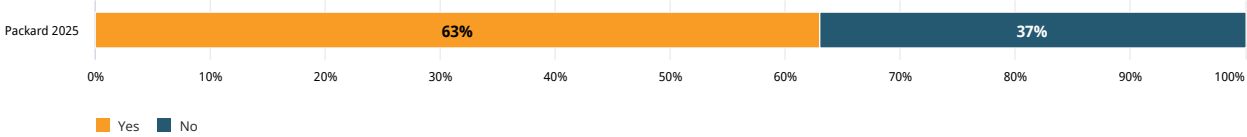
We do not have any challenges using GenAI



■ Packard 2025

Are you seeking or interested in non-financial support for GenAI use?

Past Results: On



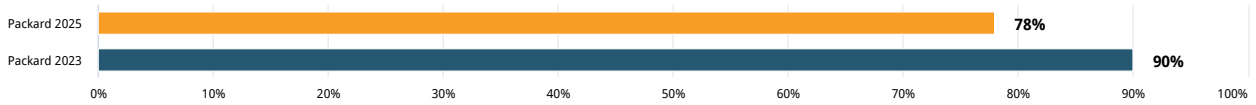
Exiting Grantees

The following questions were only asked of grantees tagged as "Exiting" in the grantee list.

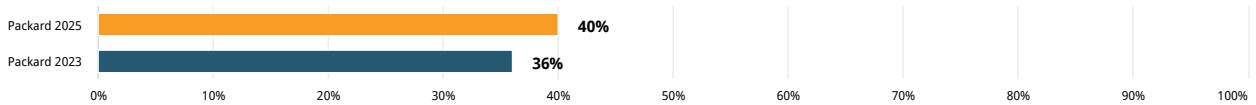
How did you hear about this strategic transition?

Past Results: On

Conversation with my program officer or other Foundation staff member



Email with my program officer or other Foundation staff member



Foundation Website Perspective "Evolving Our Work for Lasting Solutions"



Email with a Foundation board member



N/A - I have not heard about the strategic transition



Learned about it from someone outside the Foundation



Conversation with a Foundation board member



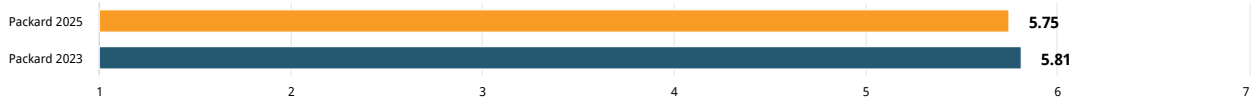
■ Packard 2025 ■ Packard 2023

How clearly did the Foundation communicate the following aspects of the transition to you?

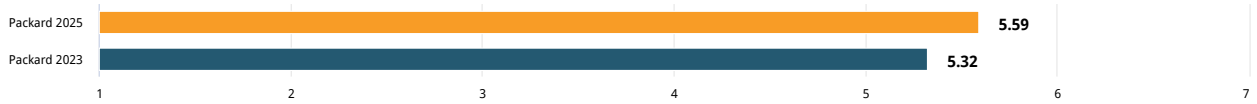
1 = Not at all clearly 4 = Somewhat clearly 7 = Extremely clearly

Past Results: On

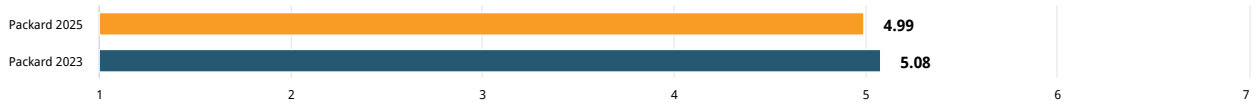
How this transition affects the funding your organization will receive from the Foundation



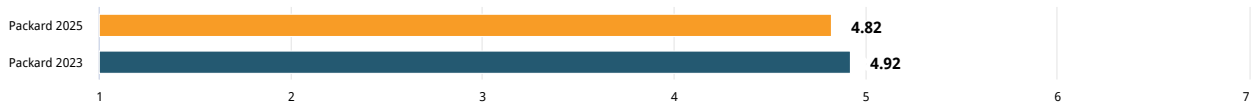
The timeline of the transition



How the Foundation can support your organization during this transition



The rationale for the transition



■ Packard 2025 ■ Packard 2023

Political or Policy Context in 2025

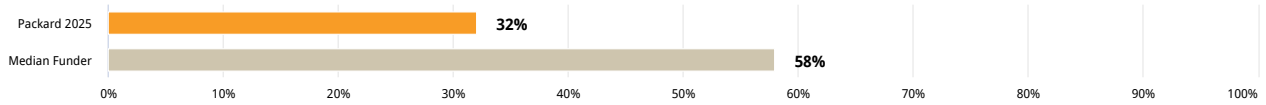
CEP added the following questions to its survey in the fall of 2025.

Political Climate and Funding Sources - U.S. Grantees

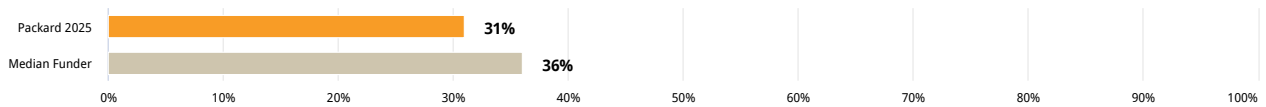
CEP added the following questions to its survey in the fall of 2025. These questions were shown only to U.S.-based grantees and depict comparative data from fewer than 25 funders. Some question may not yet include comparative data.

Does your organization usually receive any of the following types of U.S. government funding?

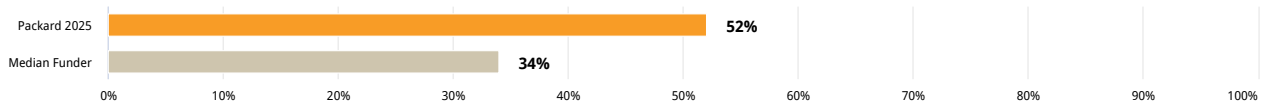
Yes, state or local funding



Yes, federal funding



No



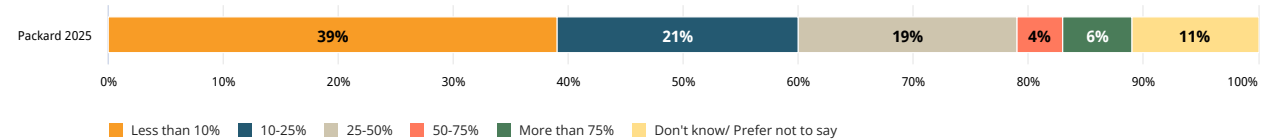
Don't know / Prefer not to say



The following question was only asked of respondents who indicated receiving federal funding in the previous question.

Approximately what proportion of your organization's revenue was derived from federal funding in your most recently completed fiscal year?

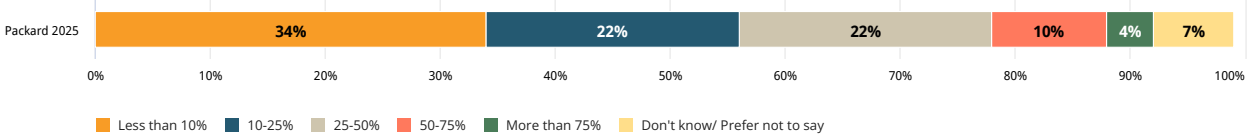
Past Results: On



The following question was only asked of respondents who indicated receiving state or local funding in the first question.

Approximately what proportion of your organization's revenue was derived from state or local funding in your most recently completed fiscal year?

Past Results: On

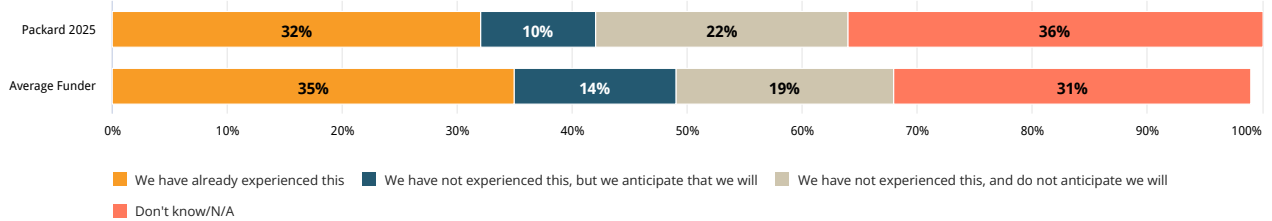


Reductions in Funding - U.S. Grantees

As a result of changes in the political or policy context in 2025, has your organization experienced any of the following?

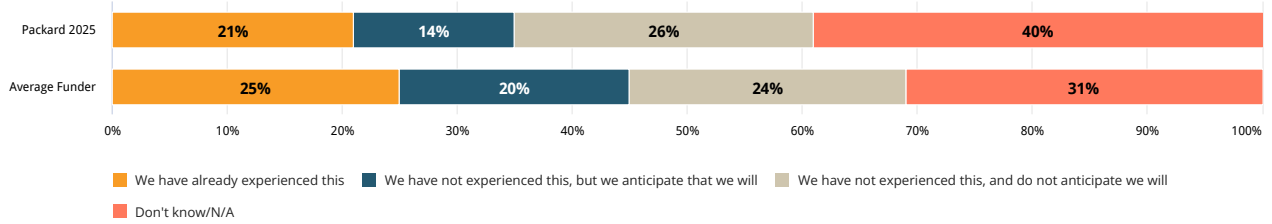
Reduced funding from U.S. federal government

Past Results: On



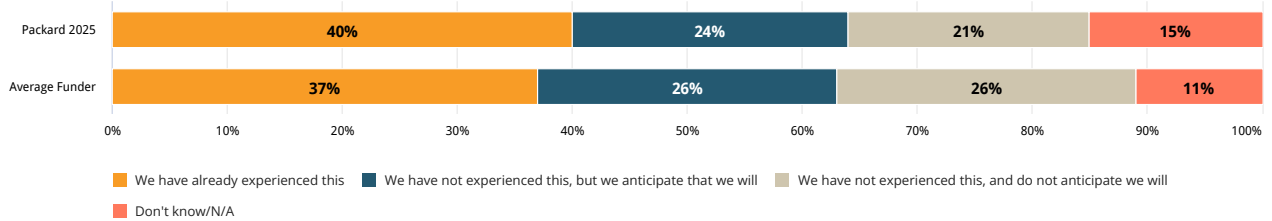
Reduced funding from U.S. state or local government

Past Results: On



Reduced funding from our private funders or donors

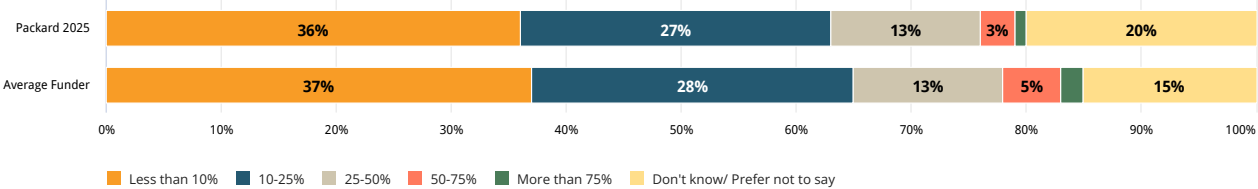
Past Results: On



The following question was only asked of respondents who indicate experiencing reduced funding from the U.S. federal government.

Approximately what proportion of your annual operating budget has your organization lost in 2025 as a result of U.S. federal funding cuts - through cancelled contracts, reduced awards, or other funding reductions?

Past Results: On

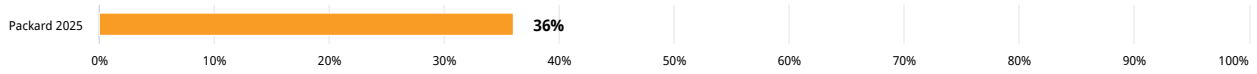


Political Climate and Funding Sources - International Grantees

Funders had the option to add the following questions to CEP's grantee surveys in the fall of 2025. These questions were only asked of grantees based outside of the U.S. and do not include comparative data.

Did your organization receive funding from any of the following entities in your previous fiscal year?

Foreign agencies or governments other than that of the U.S. or your home country



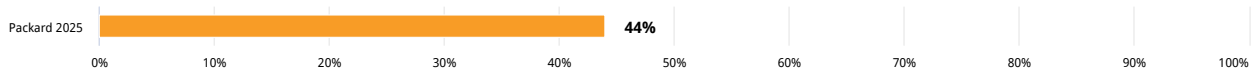
The U.S. federal government and/or related agencies (e.g., USAID)



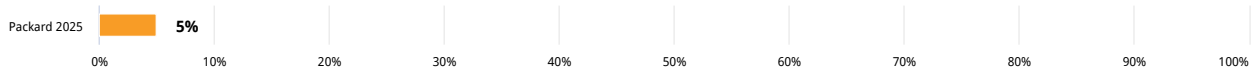
The government of your home country



None of the above



Don't know / Prefer not to say

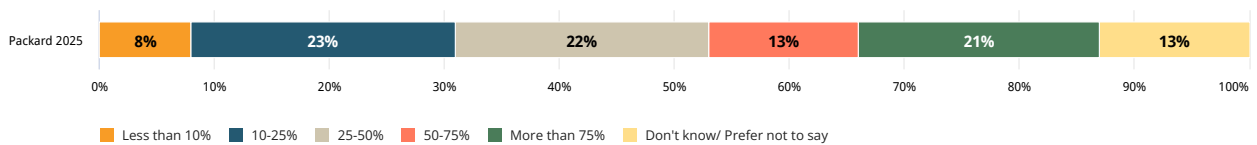


■ Packard 2025

The following question was only asked of respondents who indicated receiving funding from any government and/or related agencies in the previous question.

Approximately what proportion of your organization's revenue was derived from these sources in your most recently completed fiscal year?

Past Results: On



Reductions in Funding - International Grantees

The following questions were only asked of respondents who indicate receiving funding from any government and/or related agencies.

In 2025, has your organization experienced a loss of funding from any of the following entities?

Yes, from the U.S. federal government and/or related agencies (e.g., USAID)



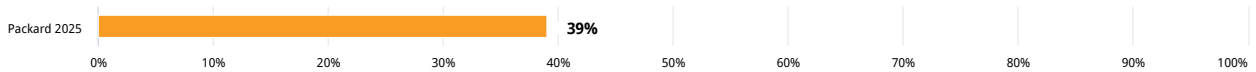
Yes, from foreign agencies or governments other than that of the U.S. or your home country



Yes, from the government of your home country



No



Don't know / Prefer not to say

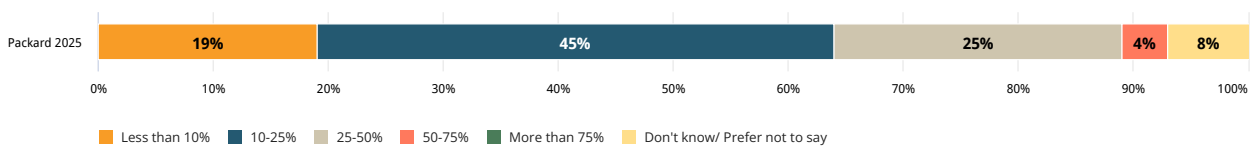


■ Packard 2025

The following question was only asked of respondents who indicated receiving funding from any governments and/or government agencies in the previous question.

Approximately what proportion of your annual operating budget has your organization lost in 2025 from funding cuts - through cancelled contracts, reduced awards, or other funding reductions?

Past Results: On



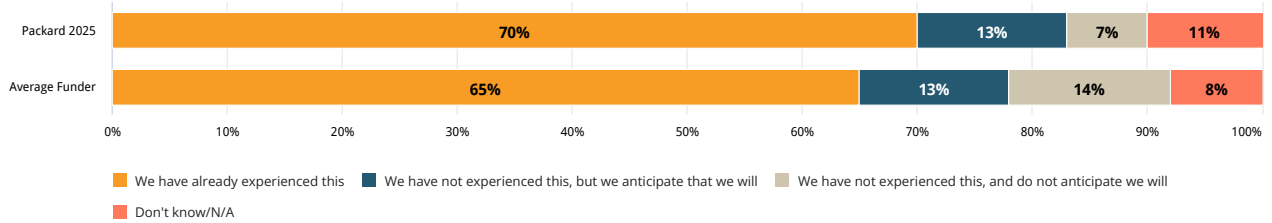
Grantee Experiences - U.S. and International Grantees

The following question was asked of all respondents.

In 2025, has your organization experienced greater levels of the following?

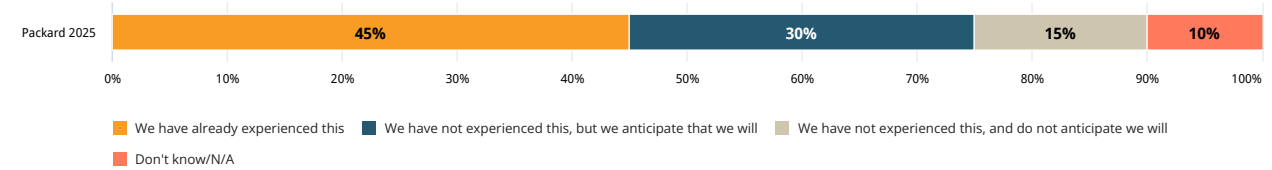
U.S.: Concerns about the well-being and safety of those that our organization is seeking to help

Past Results: On



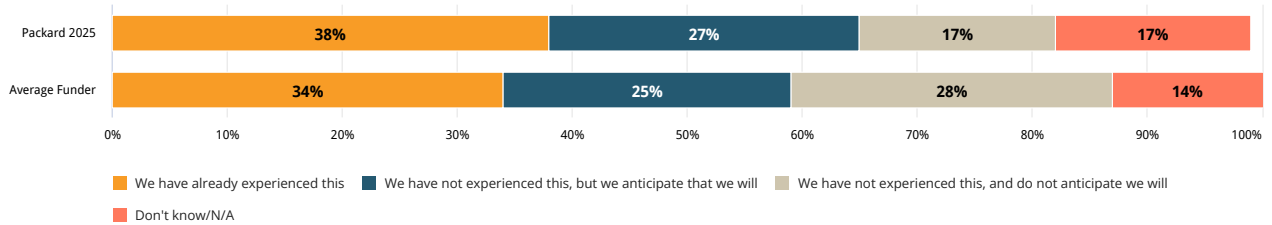
International: Concerns about the well-being and safety of those that our organization is seeking to help

Past Results: On



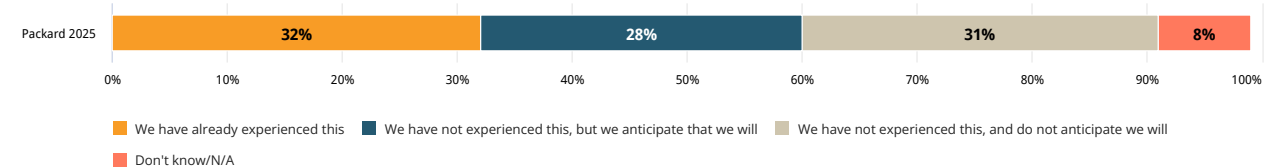
U.S.: Legal challenges related to the people or issues affected by our work

Past Results: On



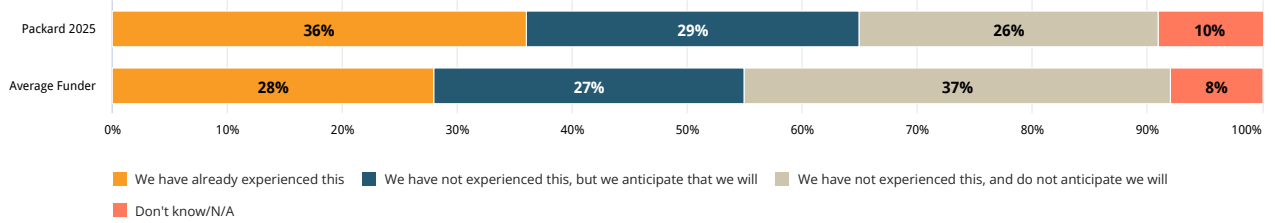
International: Legal challenges related to the people or issues affected by our work

Past Results: On



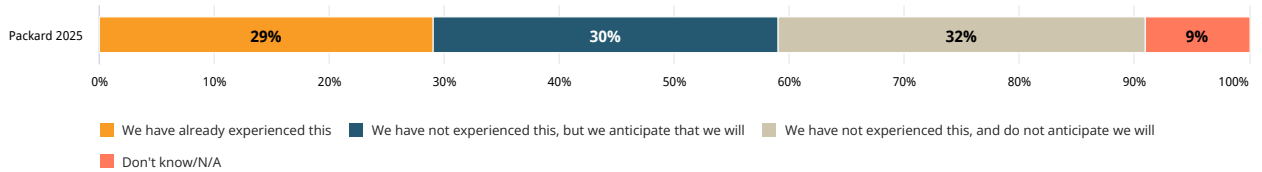
U.S.: Backlash or opposition to our organization's mission

Past Results: On



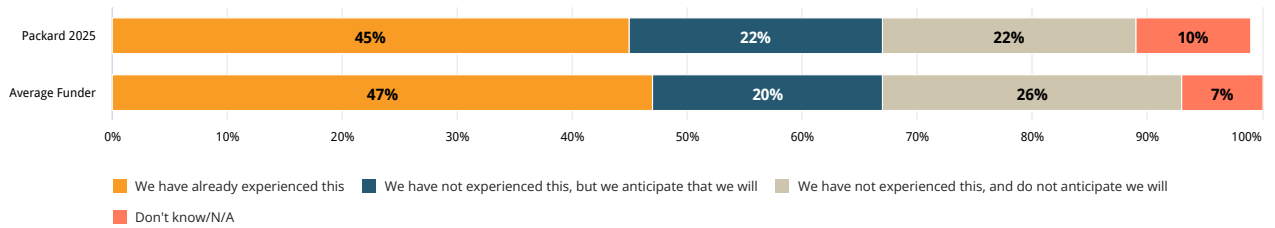
International: Backlash or opposition to our organization's mission

Past Results: On



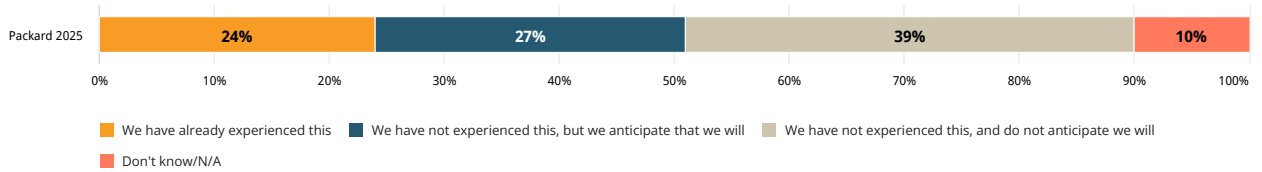
U.S.: Pressure to meaningfully reframe how we publicly describe our work

Past Results: On



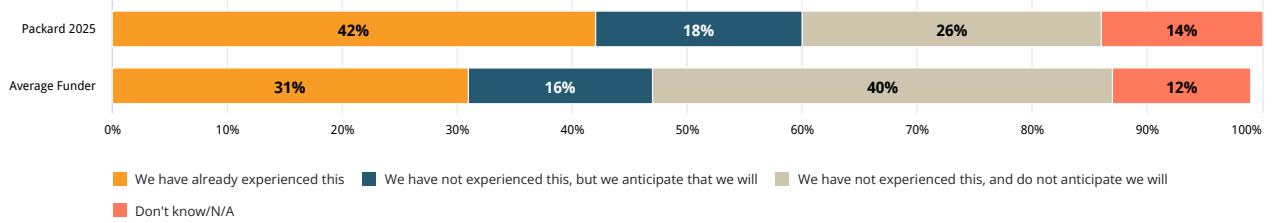
International: Pressure to meaningfully reframe how we publicly describe our work

Past Results: On



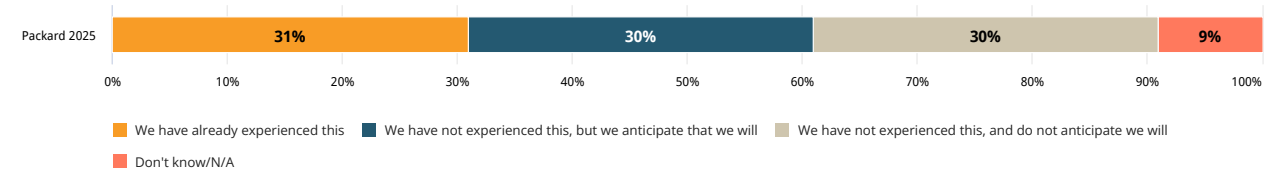
U.S.: Concerns about our staff's or board's well-being and safety

Past Results: On



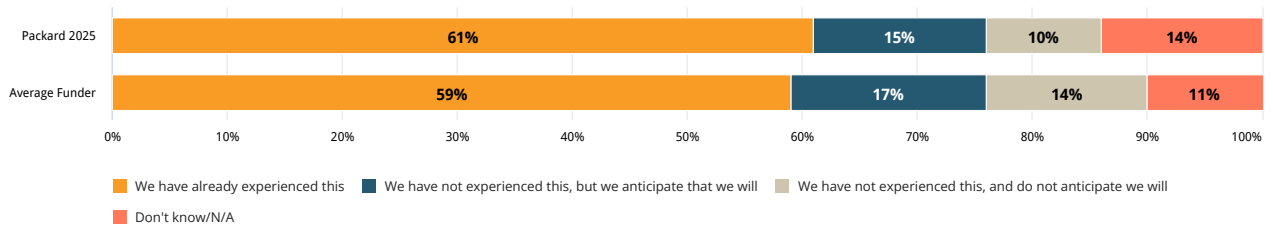
International: Concerns about our staff's or board's well-being and safety

Past Results: On



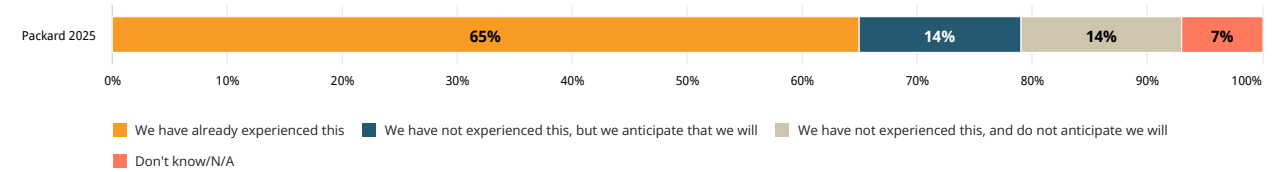
U.S.: Increased demand for our services

Past Results: On



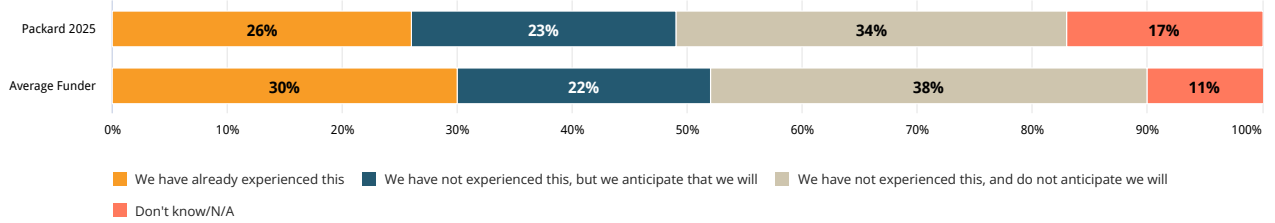
International: Increased demand for our services

Past Results: On



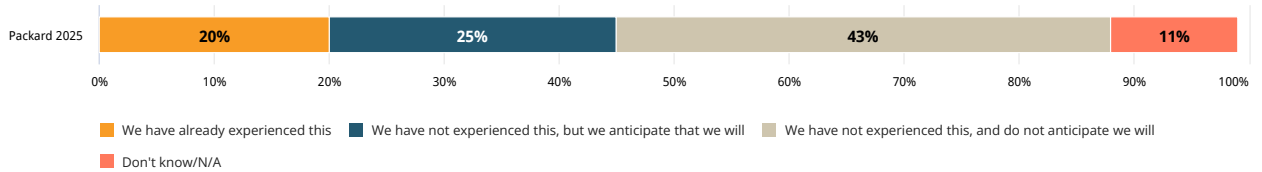
U.S.: Reduction in the services we provide

Past Results: On



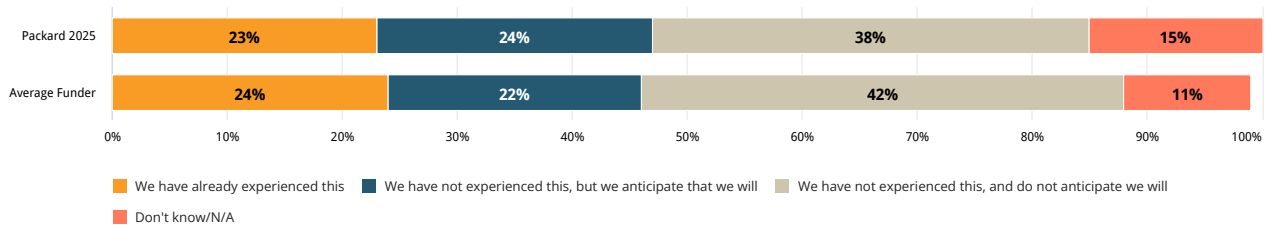
International: Reduction in the services we provide

Past Results: On



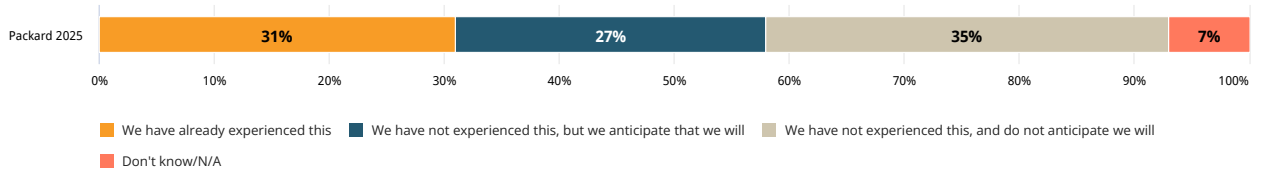
U.S.: Reduction in our staffing

Past Results: On



International: Reduction in our staffing

Past Results: On



Grantees' Written Comments

In the Foundation's Grantee Perception Report survey, CEP asks five written questions:

1. "Please comment on the quality of the Foundation's processes, interactions, and communications."
2. "Thinking beyond the grant you received, please comment on how the Foundation influences your field, community, or organization."
3. "What specific improvements would you suggest that would make the Foundation a better funder?"
4. Beyond providing GenAI-focused funding, what one thing would your organization suggest the Foundation do to support your organization's use of generative artificial intelligence?
5. "Please share a specific example of how challenges related to the political or policy context have affected your organization, its staff, or the people and communities you serve."

To download the full set of grantee comments and suggestions, please refer to the Attachments in the "[Report Overview](#)" section of your report. Please note that some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

CEP reviews each comment submitted and conducts comprehensive qualitative analysis on grantees' suggestions in the GPR.

The following page outlines the results of CEP's analyses.

Selected Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. Responses were thematically categorized by CEP and grouped into the topics below. Each response may contain multiple suggestions. Approximately 75% of responses were from Continuing Grantees and 25% were from Exiting Grantees.

THEME 1: Communication, Engagement & Strategic Clarity

Total mentions: ~35% of responses

This theme arose among both continuing and exiting grantees.

Grantees emphasize the importance of proactive, consistent engagement with program officers to increase clarity and transparency, especially during moments of strategic shift. These grantees desire greater understanding of how their work fits into the Foundation's ongoing broader efforts.

Representative Comments:

- "Maybe have more check-ins to understand how does our grant fit into their programming and how to better report."
- "It would be great to have increased conversations with the foundation on framework and strategic approach."
- "It is sometimes difficult to understand the Foundation's emerging goals, which makes it hard for a potential grantee to see how their work might or might not be aligning with developing programs."
- "More consistent and transparent communication from the Foundation overall, and specifically support and communication from program/ grant managers. When priorities shift, offering support to organizations to transition their fund development strategies... would be helpful."
- "It would be helpful to know sooner and more often what potential changes in strategy are on the horizon, to help organizations plan for and mitigate risk and shocks to funding."
- "The Foundation made no attempts to communicate their plans to us. We initiated communications but interest to follow up was lukewarm."

THEME 2: Multi-Year Funding & Financial Sustainability

Total mentions: ~25% of responses

This theme arose among both continuing and exiting grantees.

Grantees request longer grants from the Foundation to enable better strategic planning and reduce administrative burden associated with grantmaking processes. These grantees also highlight the need for funding amounts to keep pace with inflation and organizational growth, and the importance of sustained funding given particular challenges to social sector work in this current moment.

Representative Comments:

- "The funding duration should be longer (about 5 years) to show the impact of our work."
- "We absolutely love the 2 year, general operating grants. if there's room to increase to 3+ year commitments that would be even better!"
- "Grants have been the same size over the years, despite significant increases to costs across the board... It would be nice if inflation/COLA type adjustments could happen when going from year to year."
- "Multi-year grants are essential when dealing with the current political climate. Having the ability to budget forecast for a particular scope of work thus removing the burden of worrying about how to keep the work moving forward from year to year is vital."
- "Providing general operating support is the best possible scenario for small organizations like ours. The only thing that would be even better would be a longer commitment to support which would provide an organization with better stability to build and grow."
- "At a time when organizations serving immigrant communities are having to navigate such turbulent, unpredictable, and dangerous waters, having the ongoing support of funding partners like Packard—through rapid response, unrestricted, multi-year funding—would be critical."

THEME 3: Strategic Shifts & Geographic/Programmatic Changes

Total mentions: ~20% of responses

This theme arose primarily among comments from exiting grantees.

Exiting grantees, who provided the majority of these suggestions, express disappointment regarding the Foundation's strategic transition, mentioning the elimination of arts and culture funding, and changes to the Foundation's geographic focus. Continuing grantees, who provided a smaller number of suggestions in this area, desire greater understanding regarding the rationale behind Packard's strategic shifts and worry about how future changes may affect them.

Representative Comments:

- "There have been many changes, over the past few years, to the Foundation's funding priorities. It would be helpful if the Foundation sought to learn whether any of our organization's programs and activities fit within the focus of the new priorities."
- "Reconsider sunseting the arts & culture program, double down on it, and encourage other foundations to join you."
- "During this critical time, I would suggest further expanding the strategic priorities of the Foundation to become a much more robust funder of the arts across Silicon Valley and beyond. At a moment when authoritarian tendencies are on the rise... supporting the arts is not a luxury — it is essential."
- "The Foundation's approach has left behind many ecosystems where communities, including Indigenous Peoples, still require significant support. By focusing only on Brazil, Indonesia, and the Congo, the strategy is limited to forest-based ecosystems, overlooking other equally vital ecosystems."
- "Packard Foundation has made a strategic shift and stated to focus on certain thematic areas and geographies. As a result they moved out of Ethiopia after 25 years of service... I think the Foundation need still focus on working agriculture and food security issues in Africa for better impact in the future."

THEME 4: Site Visits & Relationship Building

Total mentions: ~15% of responses

This theme arose among both continuing and exiting grantees.

Grantees request more opportunities for site visits and one-on-one interactions with program officers, highlighting the value of in-person engagement for building stronger relationships and the Foundation's understanding of their organizations' work.

Representative Comments:

- "Conducting regular site visits would allow the Foundation to better understand the day-to-day realities, challenges, and innovations of the communities it supports."
- "Conduct more on-site visits to communities to see and learn first hand of the challenges and solutions needed to improve communities and listen first hand from people mostly impacted."
- "Allocate more time for program officers to interact with their grantee portfolios... Connection with program officers is a valuable gift for both us and them, as it enables them to understand what's happening in our communities."
- "I wish there were more ways to engage with our Program Officer... I don't think he's been onsite for a visit to our organization in the four years I've been an employee here."
- "I think the Foundation can really influences the field by actually seeing the work we do... it would be even more impactful if they came to a community meeting to see us in action."

THEME 5: Trust-Based Philanthropy & Flexibility (Positive Feedback)

Total mentions: ~15% of responses

This theme arose among both continuing and exiting grantees.

Grantees feel positively about the Foundation's trust-based approach to philanthropy, encouraging continuation and expansion of practices such as general operating support, flexible funding structure, and low-burden grant processes.

Representative Comments:

- "I believe that Packard is ahead of the industry; trust based funding has transformed the CBO and Funder relationship and sets the bar for other partnerships."
- "The fact that the funding is flexible, including with timelines, and with a simple reporting method is really fantastic. Please don't change these aspects!"
- "I honestly don't have suggestions. The unrestricted funding for core operations and incredible professional learning opportunities you all provide are

rare in the field and essential to our work!"

- "Packard is an extremely approachable funder, open and flexible. There is little they could do to improve on, but I would advise that they continue to be flexible and responsive to changing needs."
- "The David and Lucile Packard Foundation is the best donor I have had the privilege of working with in my decades of experience in the donor-funded, non-profit sector. I have no suggestions for improvement; only words of admiration, deep appreciation, and heartfelt gratitude."

THEME 6: No Suggestions/Highly Satisfied

Total mentions: ~15% of responses

This theme arose among both continuing and exiting grantees.

Grantees express overall satisfaction with the Foundation's approach and indicate having no further suggestions for improvement.

Representative Comments:

- "I honestly can't think of anything I would change about our working relationship to make it work better!"
- "We have found the Foundation to be a thoughtful and supportive partner, and we have no improvements to suggest."
- "Our main suggestion is simply to keep doing what they are doing."
- "We don't have specific suggestions at this time—the Foundation is an excellent partner, and we truly value the thoughtful, streamlined approach it already takes."
- "Very little actually. The focus of the Foundation has changed during my grant but that is part of the natural evolution of the Foundation (or any Foundation)"

THEME 7: Peer Learning & Grantee Networking

Total mentions: ~15% of responses

This theme arose among both continuing and exiting grantees.

Grantees desire more opportunities to connect with other grantees, share learning, and collaborate. These respondents view the Foundation as well-positioned to serve as a convener and facilitator of these connections.

Representative Comments:

- "Host funder-grantee events to cultivate a Packard Social Impact community, inviting other funders to join the conversation. By serving not only as a funder but also as a convener of grantees and funders, Packard leverages its support to amplify impact at the community level."
- "One area for improvement could be fostering stronger connections among Packard grantees - perhaps through a platform or space where we can meet not only during trainings or events, but also share the programs we are working on and support each other as grantees."
- "Creating regular spaces for peer-to-peer exchange—whether through convenings, webinars, or collaborative forums—would help strengthen connections across the field and amplify collective impact."
- "Connecting grantees in similar sectors/ with similar focus to each other - to support the Foundation Grantees to collaborate for a broader, complementary process."
- "Consider strategically finding cohorts of organizations such that the work can operate synergistically and add up to more than a collection of individual grants."

THEME 8: Fundraising & Development Assistance

Total mentions: ~10% of responses

This theme arose among both continuing and exiting grantees.

Grantees ask for the Foundation to provide additional assistance beyond the grant, particularly fundraising and development assistance. These grantees would like the Foundation to facilitate introductions and increase the visibility of their organization's work among peer funders.

Representative Comments:

- "It would be great to have more support in facilitating link to other funders. In the current funding climate, it is difficult to access other donor as the competition is stronger than before."
- "We'd appreciate more support to help us diversify our funding sources."
- "Providing fundraising and development assistance (introductions to other funders and donors, development consulting, etc.)!"
- "Introductions to other like-minded foundations could be a huge benefit for our organization and others facing similar situations."

THEME 9: Transition Support & Exit Strategies

Total mentions: ~10% of responses

This theme arose primarily among comments from exiting grantees.

Exiting grantees emphasize the need for clearer and more proactive communication about the end of funding from the Foundation. They note that not receiving sufficient notice about transitions made it difficult to engage in organizational planning and created significant disruptions in their organization's work. Some grantees request further bridge funding to smooth the transition.

Representative Comments:

- "In its decision to cut back and in some cases (southeast Asia) discontinue funding altogether, [the Foundation did not] provide a long enough lead time for grantees to complete their work without causing massive disruption to organizations and their beneficiaries. Have you not learned anything from the USAID debacle?"
- "When priorities shift, offering support to organizations to transition their fund development strategies, potentially including communications that organizations can use to indicate that the loss of funding is not at the fault of the organization, but rather a shift in priorities of the Foundation."
- "Having clear conversations about what would be required to continue funding would be useful."

THEME 10: Local/Place-Based Investment

Total mentions: ~10% of responses

This theme arose among both continuing and exiting grantees.

Some grantees express concern regarding the Foundation's recent geographic shifts, requesting that the Foundation continue to maintain a local focus instead of pursuing national or international priorities.

Representative Comments:

- "I do hope that they can get back to their roots a little bit more to emphasize their work in place more as opposed to just operating as a national funder."
- "Ask for feedback more often about what the issues are in our local community, where the Founders worked and lived and raised their family. It should not be a question of either, or it should be local and international support."
- "While we understand the foundation's funding shift to impact global issues, it shouldn't have been to the detriment of local issues."

Contextual Data

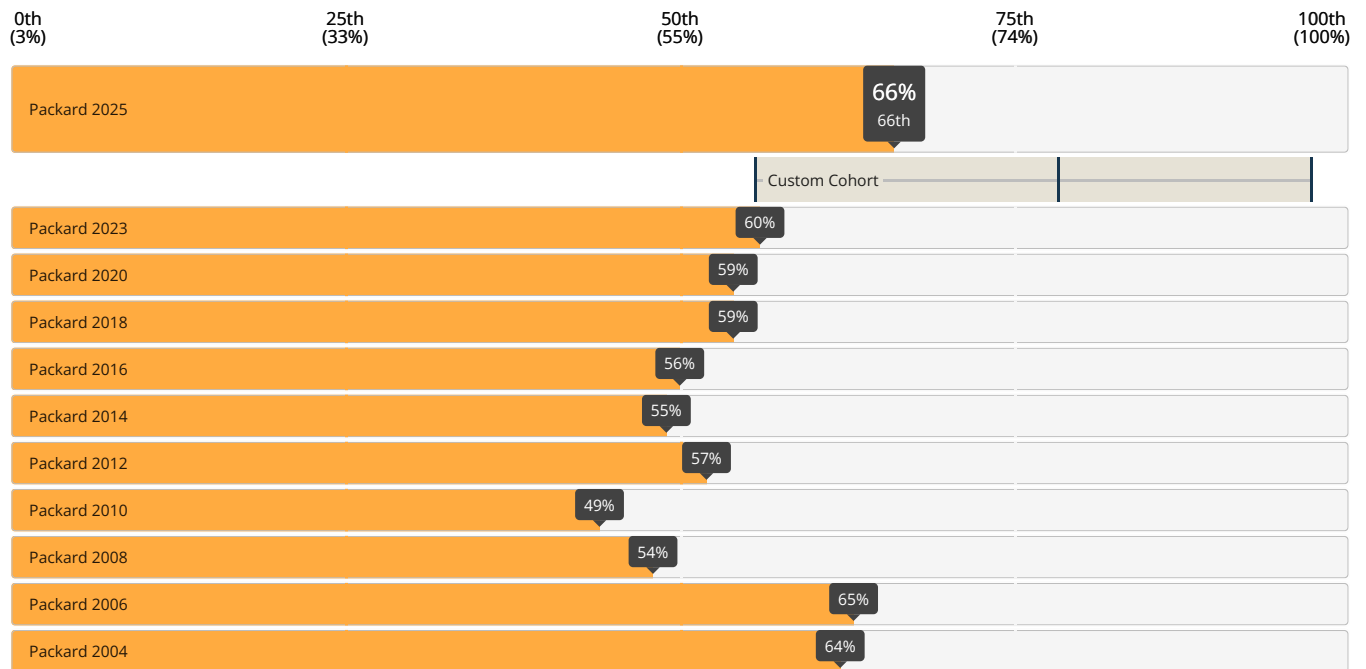
Please note that all information below is based on self-reported data from grantees.

Grantmaking Characteristics

Proportion of Multi-year Grants

Proportion of grantees that report receiving grant for two years or longer

Cohort: Custom Cohort Subgroup: None Past Results: On



Cohort: Custom Cohort Past Results: On

Length of Grant Awarded

	Average grant length
Packard 2025	2 years
Packard 2023	1.9 years
Packard 2020	2 years
Packard 2018	2.2 years
Packard 2016	2.1 years
Packard 2014	2 years
Packard 2012	2.1 years
Packard 2010	2.2 years
Packard 2008	2 years
Packard 2006	2.4 years
Packard 2004	2.3 years
Median Funder	2.2 years
Custom Cohort	2.6 years

Cohort: Custom Cohort Past Results: On

Length of Grant Awarded

	0 - 1.99 years	2 - 2.99 years	3 - 3.99 years	4 - 4.99 years	5 - 50 years
Packard 2025	34%	49%	14%	2%	2%
Packard 2023	40%	47%	9%	1%	3%
Packard 2020	41%	44%	10%	2%	3%
Packard 2018	41%	44%	8%	2%	5%
Packard 2016	44%	40%	8%	0%	7%
Packard 2014	45%	37%	9%	3%	6%
Packard 2012	43%	36%	13%	2%	6%
Packard 2010	51%	31%	12%	2%	4%
Packard 2008	46%	31%	15%	4%	4%
Packard 2006	35%	30%	19%	3%	13%
Packard 2004	36%	28%	24%	5%	8%
Average Funder	46%	24%	19%	3%	7%
Custom Cohort	23%	35%	29%	5%	8%

Cohort: Custom Cohort Past Results: On

Proportion of Unrestricted Funding	Packard 2025	Packard 2023	Packard 2020	Average Funder	Custom Cohort
No, this funding was not restricted to a specific use (e.g., general operating, core support)	52%	39%	31%	32%	30%
Yes, this funding was restricted to a specific use (e.g., supported a specific program, project, capital need, etc.)	48%	61%	69%	68%	70%

Grantee Characteristics

Please note that all information below is based on self-reported data from grantees.

Cohort: Custom Cohort Past Results: On

Operating Budget of Grantee Organization

	Median Budget
Packard 2025	\$3M
Packard 2023	\$3M
Packard 2020	\$2.2M
Packard 2018	\$2.5M
Packard 2016	\$2.2M
Packard 2014	\$2M
Packard 2012	\$2M
Packard 2010	\$2M
Packard 2008	\$1.8M
Packard 2006	\$2.1M
Packard 2004	\$1.5M
Median Funder	\$1.7M
Custom Cohort	\$3.1M

Cohort: Custom Cohort Past Results: On

Operating Budget of Grantee Organization

	<\$100K	\$100K - \$499K	\$500K - \$999K	\$1MM - \$4.9MM	\$5MM - \$24MM	>=\$25MM
Packard 2025	2%	12%	10%	35%	21%	19%
Packard 2023	4%	12%	11%	32%	23%	18%
Packard 2020	2%	14%	10%	38%	20%	15%
Packard 2018	2%	10%	14%	34%	23%	16%
Packard 2016	2%	12%	13%	36%	22%	15%
Packard 2014	5%	15%	15%	32%	20%	14%
Packard 2012	4%	14%	16%	31%	21%	14%
Packard 2010	3%	16%	16%	31%	22%	12%
Packard 2008	4%	14%	14%	34%	20%	13%
Packard 2006	4%	14%	14%	29%	19%	19%
Packard 2004	3%	22%	14%	35%	14%	13%
Average Funder	8%	18%	13%	31%	19%	12%
Custom Cohort	2%	11%	10%	32%	24%	21%

Funding Relationship

Cohort: Custom Cohort Past Results: On

Funding Status

	Percent of grantees currently receiving funding from the Foundation
Packard 2025	76%
Packard 2023	83%
Packard 2020	91%
Packard 2018	88%
Packard 2016	86%
Packard 2014	83%
Packard 2012	88%
Packard 2010	85%
Packard 2008	89%
Packard 2006	75%
Packard 2004	78%
Median Funder	82%
Custom Cohort	85%

Pattern of Grantees' Funding Relationship with the Foundation

	First grant received from the Foundation	Consistent funding in the past	Inconsistent funding in the past
Packard 2025	24%	64%	12%
Packard 2023	21%	67%	12%
Packard 2020	13%	74%	13%
Packard 2018	19%	67%	14%
Packard 2016	14%	70%	16%
Packard 2014	13%	70%	17%
Packard 2012	13%	73%	14%
Packard 2010	20%	65%	15%
Average Funder	30%	53%	17%
Custom Cohort	31%	52%	17%

Funder Characteristics

Please note that all information below is based on self-reported data from The David and Lucile Packard Foundation.

Cohort: Custom Cohort Past Results: On

Financial Information

	Total assets	Total giving
Packard 2025	\$8500M	\$343M
Packard 2023	\$8300M	\$354M
Packard 2020	\$7423.4M	\$350M
Packard 2018	\$7102.4M	\$319M
Packard 2016	\$7025.8M	\$307.3M
Packard 2014	\$6456.6M	\$294.7M
Packard 2012	\$5797.4M	\$265.1M
Packard 2010	\$5699.2M	\$282.8M
Packard 2008	\$6594.4M	\$307.9M
Packard 2006	\$5788.5M	\$150.1M
Packard 2004	\$5982.5M	\$277.9M
Median Funder	\$349M	\$22M
Custom Cohort	\$7000M	\$315.3M

Cohort: Custom Cohort Past Results: On

Funder Staffing

	Total staff (FTEs)	Percent of staff who are program staff
Packard 2025	149	39%
Packard 2023	138	43%
Packard 2020	131	53%
Packard 2018	127	42%
Packard 2016	120	39%
Packard 2014	114	41%
Packard 2012	96	40%
Packard 2010	92	45%
Packard 2008	81	49%
Packard 2006	84	49%
Packard 2004	49	100%
Median Funder	19	45%
Custom Cohort	125	45%

Cohort: Custom Cohort Past Results: On

Grantmaking Processes

	Proportion of grants that are invitation-only	Proportion of grantmaking dollars that are invitation-only
Packard 2025	98%	98%
Packard 2023	98%	98%
Packard 2020	90%	90%
Packard 2018	70%	80%
Packard 2016	70%	80%
Packard 2014	70%	80%
Packard 2008	N/A	0%
Median Funder	64%	78%
Custom Cohort	98%	99%

Populations Served by Grantees

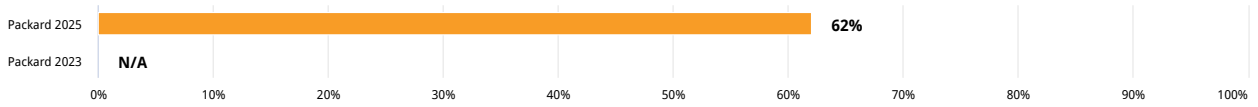
See "[People and Communities Served](#)" for grantees' responses to the question "Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?"

The following question is asked only of U.S.-based grantees who answered "yes" to the question "Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?"

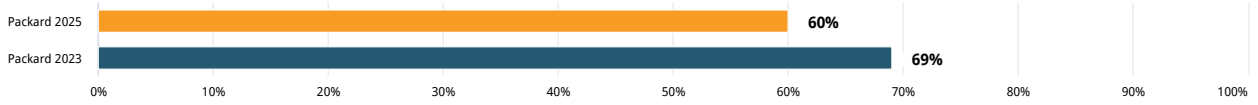
Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

Past Results: On

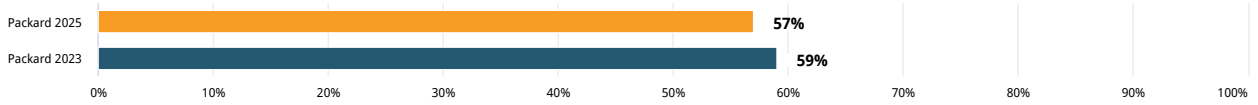
Women



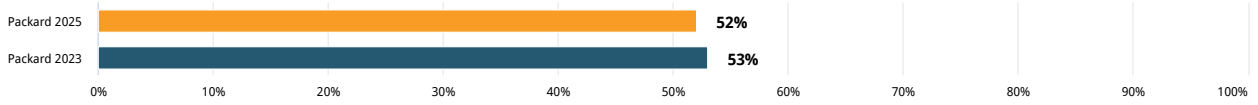
Latina, Latino, Latinx or Hispanic individuals or communities



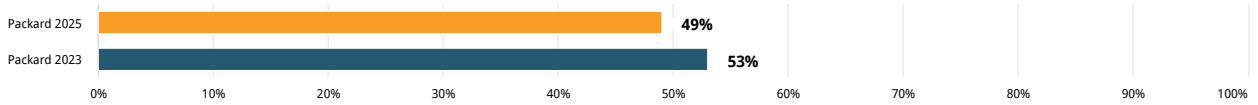
African American or Black individuals or communities



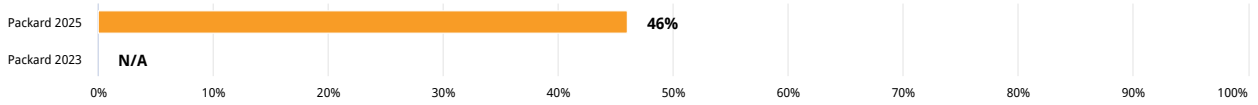
Youth (ages 15-24)



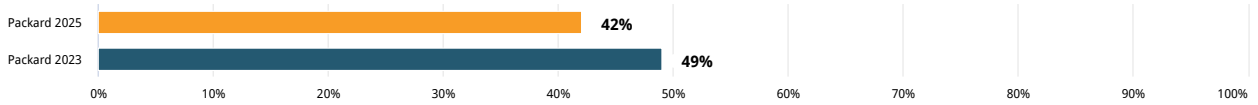
Multiracial and/or Multi-ethnic individuals or communities



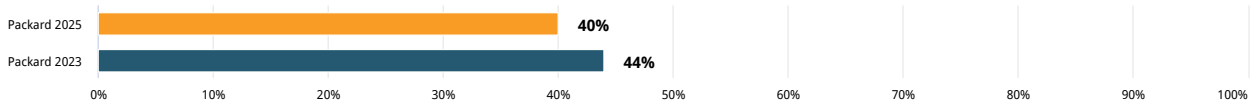
Immigrant individuals or communities



Asian or Asian American individuals or communities



American Indian, Alaska Native, or Indigenous individuals or communities



Members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community



■ Packard 2025 ■ Packard 2023

Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

Past Results: On

Individuals with disabilities



Pacific Islander or Native Hawaiian individuals or communities



Middle Eastern or North African individuals or communities



None of the above



Don't know



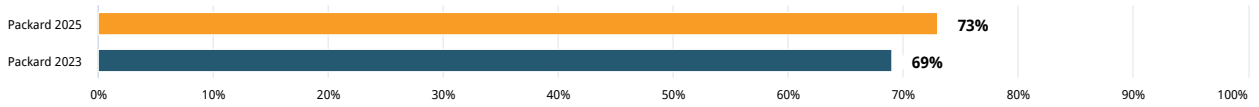
■ Packard 2025 ■ Packard 2023

The following question is asked only of International grantees who answered "yes" to the question "Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?"

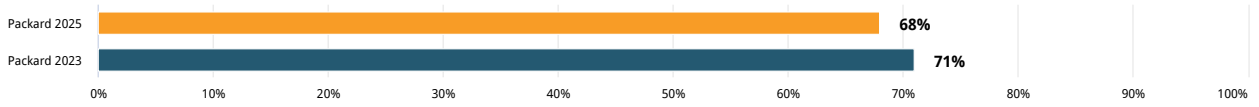
Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

Past Results: On

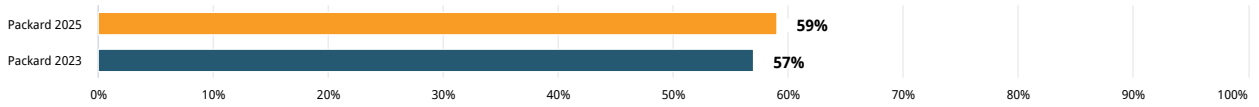
Historically disadvantaged racial, indigenous, or ethnic groups



Women and/or girls



Youth (ages 15-24)



Individuals with disabilities



Members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer) community



None of the above



Don't know



■ Packard 2025 ■ Packard 2023

Methodology and Respondent Demographics

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Packard 2025	September and October 2025	1326	658	50%
Packard 2023	September and October 2023	1379	865	63%
Packard 2020	August and September 2020	1283	750	58%
Packard 2018	May and June 2018	1082	629	58%
Packard 2016	May and June 2016	954	608	64%
Packard 2014	May and June 2014	1069	602	56%
Packard 2012	September and October 2012	627	428	68%
Packard 2010	September and October 2010	653	435	67%
Packard 2008	September and October 2008	508	343	68%
Packard 2006	September and October 2006	689	420	61%
Packard 2004	February and March 2004	488	331	68%

Survey Year	Year of Active Grants
Packard 2025	May 2024 - April 2025
Packard 2023	May 2022 - April 2023
Packard 2020	June 2019 - June 2020
Packard 2018	2017
Packard 2016	2015
Packard 2014	2013
Packard 2012	2011
Packard 2010	2009
Packard 2008	2007
Packard 2006	2005
Packard 2004	2003

Standard Comparative Cohorts

CEP included 18 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	31	Funders with median grant size of \$20K or less
Large Grant Providers	85	Funders with median grant size of \$300K or more
High Touch Funders	33	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Proactive Grantmakers	131	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	115	Funders that make at most 10% of grants by invitation only
Intermediary Funders	27	Funders that primarily regrant philanthropic dollars
International Funders	59	Funders that fund outside of their own country

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	101	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	189	All private foundations in the GPR dataset
Family Foundations	95	All family foundations in the GPR dataset
Community Foundations	40	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversion foundations in the GPR dataset
Corporate Foundations	31	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	51	Funders that are primarily based outside the United States
Recently Established Foundations	87	Funders that were established in 2000 or later
Recently Surveyed Funders	260	Funders who surveyed grantees in 2020 or later
European Funders	30	Funders that are headquartered in Europe

Summary of Perceptual Survey Measure Rankings

The following chart displays The David and Lucile Packard Foundation's percentile rankings for all perceptual survey measures in the report. Each row shows the question asked with the scale points shown to grantees in the survey, The David and Lucile Packard Foundation's average rating, its corresponding percentile ranking relative to CEP's dataset, and the trend of The David and Lucile Packard Foundation's results over time (where applicable).

This chart can be sorted largest to smallest, or smallest to largest, by *Average* or by *Percentile Rank* using the arrows next to their respective labels. If you'd like to view this chart for a specific subgroup, you can do so using the "Subgroup" dropdown and selecting the group that you'd like to view.

Summary of Perceptual Survey Measure Rankings

Cohort: Custom Cohort Subgroup: None

Key Measure	Average	Percentile Rank	Trend Data
Impact on grantees' organizations 1 = No impact, 7 = Significant positive impact	6.30	55th	
Impact on grantees' local communities 1 = No impact, 7 = Significant positive impact	5.73	45th	
Impact on grantees' fields 1 = No impact, 7 = Significant positive impact	6.05	64th	
Advancing the state of knowledge in grantees' fields 1 = Not at all, 7 = Leads the field to new thinking and practice	5.57	77th	
Effect on public policy in grantees' fields 1 = Not at all, 7 = Major influence on shaping public policy	5.07	73rd	
Understanding of grantees' organizations 1 = Limited understanding, 7 = Thorough understanding	5.83	47th	
Awareness of challenges facing grantees 1 = Not at all aware, 7 = Extremely aware	5.49	63rd	
Understanding of the contextual factors affecting grantees' work 1 = Limited understanding, 7 = Thorough understanding	5.82	56th	

Summary of Perceptual Survey Measure Rankings

Cohort: Custom Cohort Subgroup: None

Key Measure	Average	Percentile Rank	Trend Data
Understanding of grantees' fields 1 = Limited understanding of the field, 7 = Regarded as an expert in the field	5.87	61st	
Assistance beyond the grant met an important need for grantees 1 = Not at all, 4 = Somewhat, 7 = To a great extent	6.22	57th	
Assistance beyond the grant was a worthwhile use of time 1 = Not at all, 4 = Somewhat, 7 = To a great extent	6.23	63rd	
Funder would be open to feedback about its assistance beyond the grant 1 = Not at all, 4 = Somewhat, 7 = To a great extent	6.20	49th	
Funder's understanding of the needs of the people and communities grantees serve 1 = Limited understanding, 7 = Thorough understanding	5.68	45th	
Funder has clearly communicated what DEI means for its work 1 = Strongly disagree, 4 = Neither agree nor disagree, 7 = Strongly agree	5.72	47th	
Funder demonstrates an explicit commitment to DEI in its work 1 = Strongly disagree, 4 = Neither agree nor disagree, 7 = Strongly agree	6.22	61st	
Comfort approaching the funder if a problem arises 1 = Not at all comfortable, 7 = Extremely comfortable	6.32	49th	
Responsiveness of funder staff 1 = Not at all responsive, 7 = Extremely responsive	6.34	37th	
Funder exhibits trust in grantees' staff 1 = Not at all, 4 = Somewhat, 7 = To a great extent	6.47	57th	

Summary of Perceptual Survey Measure Rankings

Cohort: Custom Cohort Subgroup: None

Key Measure	Average	Percentile Rank	Trend Data
Funder exhibits candor about its perspectives on grantees' work 1 = Not at all, 4 = Somewhat, 7 = To a great extent	6.01	43rd	
Funder exhibits compassion for those affected by grantees' work 1 = Not at all, 4 = Somewhat, 7 = To a great extent	6.22	25th	
Openness to grantees' ideas about funder's strategy 1 = Not at all, 7 = To a great extent	5.31	37th	
Clarity of funder's communications about its goals and strategy 1 = Not at all clearly, 7 = Extremely clearly	5.76	42nd	
Consistency of communications across different resources 1 = Not at all consistent, 7 = Completely consistent	5.90	39th	
Funder's transparency with grantees 1 = Not at all transparent, 7 = Extremely transparent	5.85	48th	
Grantees' understanding of how funded work fits into funder's broader efforts 1 = Limited understanding, 7 = Thorough understanding	5.42	41st	
Helpfulness of selection process in strengthening funded work 1 = Not at all, 7 = To a great extent	5.93	62nd	
Selection process was an appropriate level of effort given funding received 1 = Not at all, 7 = To a great extent	6.23	75th	
Pressure to modify grantees' priorities to receive funding 1 = No pressure, 7 = Significant pressure	1.86	22nd	

Summary of Perceptual Survey Measure Rankings

Cohort: Custom Cohort Subgroup: None

Key Measure	Average	Percentile Rank	Trend Data
Clarity and transparency of selection process requirements and timelines 1 = Not at all, 7 = To a great extent	6.39	60th	
Clarity and transparency of criteria used to fund or decline proposals 1 = Not at all, 7 = To a great extent	5.93	75th	
Reporting process: Straightforwardness 1 = Not at all, 7 = To a great extent	6.55	81st	
Reporting process: Adaptability 1 = Not at all, 7 = To a great extent	6.51	89th	
Reporting process: Relevance 1 = Not at all, 7 = To a great extent	6.42	78th	
Reporting process: Helpful opportunity to reflect and learn 1 = Not at all, 7 = To a great extent	6.11	71st	
Evaluation process: Incorporated grantees' input in design 1 = Not at all, 7 = To a great extent	5.63	58th	
Evaluation process: Resulted in change to evaluated work 1 = Not at all, 7 = To a great extent	5.28	84th	

Additional Survey Information

Grantees may decide not to answer any question in the grantee survey. On many questions in the 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 in each of the survey measures. The total number of respondents to Packard’s grantee survey was 658.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your organization?	653
Overall, how would you rate the Foundation's impact on your local community?	485
Overall, how would you rate the Foundation's impact on your field?	618
To what extent has the Foundation advanced the state of knowledge in your field?	522
To what extent has the Foundation affected public policy in your field?	456
How well does the Foundation understand your organization's strategy and goals?	619
How aware is the Foundation of the challenges that your organization is facing?	657
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	630
How well does the Foundation understand the field in which you work?	627
Please indicate any types of assistance beyond the grant that were a component of what you received from the Foundation.	641
Please rate the extent to which you agree with the following statements about the assistance beyond the grant you received from the Foundation:	
The assistance beyond the grant I received met an important need for my organization and/or program	427
The Foundation's assistance beyond the grant was a worthwhile use of the time required of us	423
I felt the Foundation would be open to feedback about the assistance beyond the grant it provided	422
How well does the Foundation understand the needs of the people and communities that you serve?	602
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	655
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant?	297
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant?	120
To what extent do you agree or disagree that the Foundation has clearly communicated what diversity, equity, and inclusion means for its work?	613
To what extent do you agree or disagree that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work?	612
How comfortable do you feel approaching the Foundation if a problem arises?	655
Overall, how responsive was the Foundation staff?	656
To what extent did the Foundation exhibit trust in your organization's staff during this grant?	651
To what extent did the Foundation exhibit candor about the Foundation's perspectives on your work during this grant?	648
To what extent did the Foundation exhibit compassion for those affected by your work during this grant?	646
To what extent is the Foundation open to ideas from grantees about its strategy?	645
How often do/did you have contact with your program officer during this grant?	656
Has your main contact at the Foundation changed in the past six months?	622
At any point during this grant, including the selection process, did Foundation staff conduct a site visit?	654
How clearly has the Foundation communicated its goals and strategy to you?	654
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	609
Overall, how transparent is the Foundation with your organization?	653
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	641
Did you submit a proposal to the Foundation for this grant?	641
Did you have contact with a Foundation staff member via phone, email, or in-person/video before you applied?	588
To what extent was the Foundation's selection process a helpful opportunity to strengthen the efforts funded by the grant?	561
To what extent was the Foundation's selection process an appropriate level of effort given the amount of funding received?	596
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?	602
To what extent was the Foundation clear and transparent about the selection process requirements and timelines?	618
To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether a proposal would be funded or declined?	541
At any point during the proposal 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?	555

Question Text	Number of Responses
Have you participated in a reporting or evaluation process?	631
To what extent was the Foundation's reporting process straightforward?	506
To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?	498
To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?	525
To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?	525
To what extent did the evaluation incorporate your input in the design of the evaluation?	151
To what extent did the evaluation result in you making changes to the work that was evaluated?	158
Total funding committed for this grant	646
Total number of years of approved funding for this grant	628
Was the funding you received restricted to a specific use?	656
What is the approximate annual operating budget of your organization?	608
Are you currently receiving funding from the Foundation?	639
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	647
Does your organization usually receive any of the following types of U.S. government funding?	459
Approximately what proportion of your organization's revenue was derived from federal funding in your most recently completed fiscal year?	140
Approximately what proportion of your organization's revenue was derived from state or local funding in your most recently completed fiscal year?	148
As a result of changes in the political or policy context in 2025, has your organization experienced any of the following?	
Reduced funding from U.S. federal government	447
Reduced funding from U.S. state or local government	442
Reduced funding from our private funders or donors	455
Approximately what proportion of your annual operating budget has your organization lost in 2025 as a result of U.S. federal funding cuts - through cancelled contracts, reduced awards, or other funding reductions?	143
As a result of changes in the political or policy context in 2025, has your organization experienced any of the following?	
Experienced concerns about the well-being and safety of those that our organization is seeking to help	455
Experienced legal challenges related to the people or issues affected by our work	452
Faced backlash or opposition to our organization's mission	451
Faced pressure to meaningfully reframe how we publicly describe our work	453
Faced concerns about our staff's or board's well-being and safety	449
Experienced increased demand for our services	451
Had to reduce the services we provide	452
Had to reduce our staffing	453
Did your organization receive funding from any of the following entities in your previous fiscal year?	188
Approximately what proportion of your organization's revenue was derived from these sources in your most recently completed fiscal year?	95
In 2025, has your organization experienced a loss of funding from any of the following entities?	94
Approximately what proportion of your annual operating budget has your organization lost in 2025 from funding cuts - through cancelled contracts, reduced awards, or other funding reductions?	53
In 2025, has your organization experienced greater levels of the following?	
Concerns about the well-being and safety of those that our organization is seeking to help	185
Legal challenges related to the people or issues affected by our work	182
Backlash or opposition to our organization's mission	182
Pressure to meaningfully reframe how we publicly describe our work	181
Concerns about our staff's or board's well-being and safety	182
Increased demand for our services	186
Reduction in the services we provide	178
Reduction in our staffing	182
Please rate the extent to which you agree or disagree with the following overall statements about the Foundation's grantmaking process:	
I have a clear understanding of the pre-grant approval process and requirements (e.g., proposal application)	602
I have a clear understanding of the post-grant award process and requirements (e.g., reporting and grant assessment)	611

Question Text	Number of Responses
I think that the Foundation is collecting the information, data, and feedback it really needs	539
How well do you feel you understand the Foundation's strategic framework, including its updated mission, vision, and values?	625
To what extent were you given the opportunity to provide input into a Foundation initiative strategy or theory of change for the area from which you receive funding ?	512
Is your organization currently using GenAI tools to support your work in any of the following areas?	638
What are your main challenges related to uptake of GenAI tools?	641
How did you hear about this strategic transition?	159
Are you seeking or interested in non-financial support for GenAI use?	641
How clearly did the Foundation communicate the following aspects of the transition to you?	
The rationale for the transition	158
The timeline of the transition	157
How this transition affects the funding your organization will receive from the Foundation	158
How the Foundation can support your organization during this transition	158

About CEP and Contact Information

The Center for Effective Philanthropy's mission is to provide data, feedback, programs, and insights to help individual and institutional donors improve their effectiveness. We do this work because we believe effective donors, working collaboratively and thoughtfully, can profoundly contribute to creating a better and more just world.

CEP pursues this mission through several core activities:

Assessment and Advisory Services: Our [assessments](#) provide actionable insights on funders' work with and influence on key stakeholders through comparative benchmarking. Our assessments include the Grantee and Declined Applicant Perception Reports (GPR/APR), Donor Perception Report (DPR) for community foundations, and Staff Perception Report (SPR) for foundation staff. Our customized [advisory projects](#) offer data-driven services to help funders answer pressing questions about their work.

CEP Learning Institute: The [CEP Learning Institute](#) draws on CEP's rigorous research and decades of experience advising foundations to offer learning cohorts, trainings, and custom workshops - on topics including trust-based practices, building strong relationships, and more - for individuals and groups looking to improve philanthropic practice.

Programming and External Relations: CEP works to promote philanthropic effectiveness through resources such as our [website](#), [blog](#), [podcast](#), [newsletter](#), speaking engagements, social media, free webinars, and biennial national conferences.

Research: CEP's research provides data-based insights about effective foundation practices and trends in the philanthropic sector. All of CEP's research reports can be downloaded for free at our online [resource library](#).

YouthTruth: The [YouthTruth](#) initiative partners with schools, districts, states, educational organizations, and education funders to enhance learning for all young people through validated survey instruments for students, families, and staff, as well as tailored advisory services.

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