The Skillman Foundation 2022 Grantee Perception Report

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CEP

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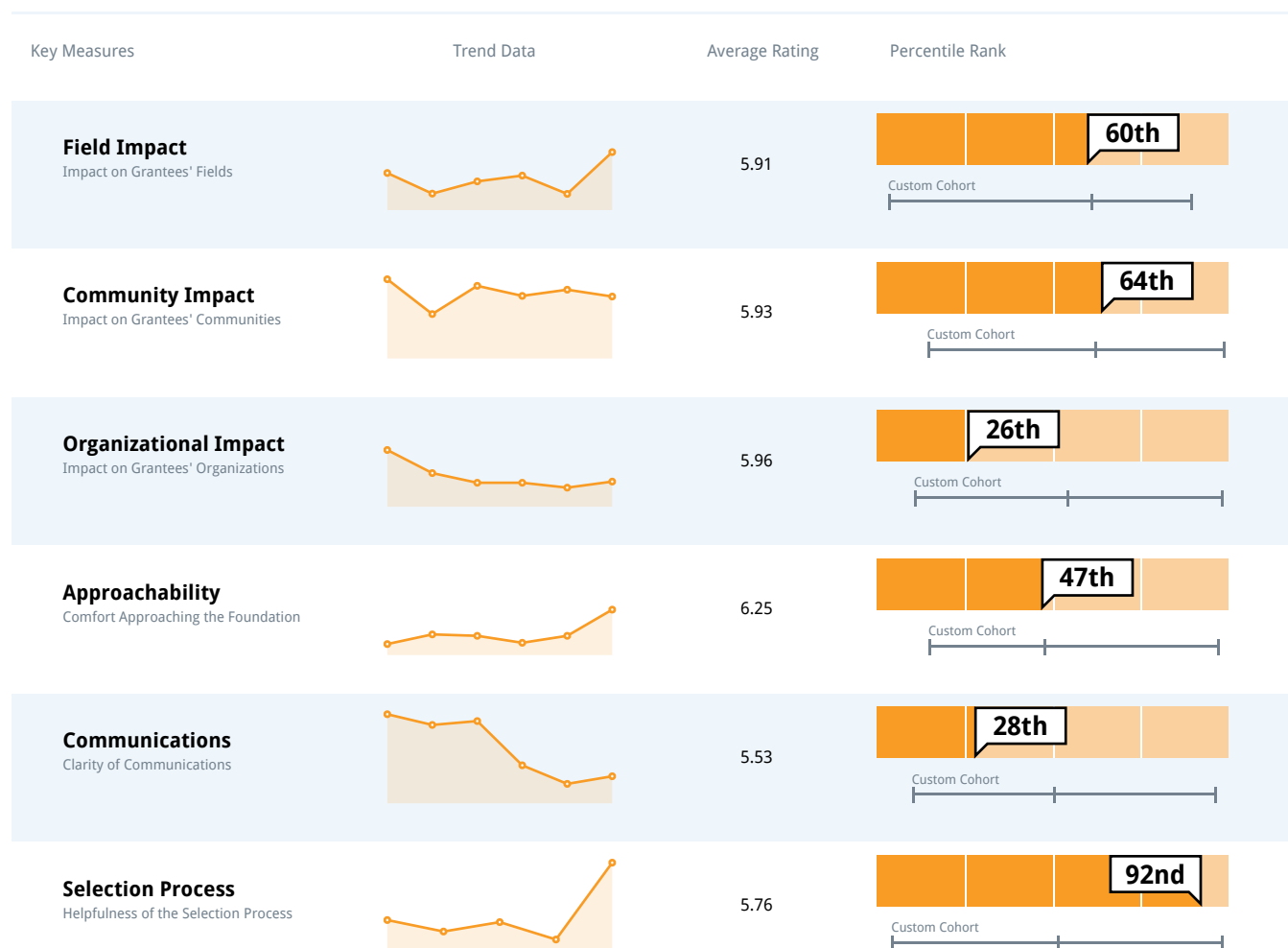The online version of this report can be accessed at cep.surveyresults.org

Key Ratings Summary

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

Key Measures	Trend Data	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields		5.91	60th Custom Cohort
Community Impact Impact on Grantees' Communities		5.93	64th Custom Cohort
Organizational Impact Impact on Grantees' Organizations		5.96	26th Custom Cohort
Approachability Comfort Approaching the Foundation		6.25	47th Custom Cohort
Communications Clarity of Communications		5.53	28th Custom Cohort
Selection Process Helpfulness of the Selection Process		5.76	92nd Custom Cohort

Interpreting Your Charts

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

Lowest Rated Funder

Average Rating of Funder

Median or "Typical" Funder

Highest Rated Funder

	0th (2.58)	25th (5.23)	50th (5.71)	75th (6.12)	100th (6.67)

Your Average Rating and Corresponding Percentile

Acme 2022	**6.02** 66th

Highest in Cohort

Lowest in Cohort

Regional Funders	*Median in Cohort*

Past Results

Acme 2018	**5.49**

Segmentation of Current Data by Group

Arts	**5.75**
Education	**5.95**
Environment	**6.06**
Health	**6.18**

6.02 * 66th

Asterisk denotes a statistically significant difference between your current rating and your most recent past rating.

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 ten responses.

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Skillman 2022	February and March 2022	159	94	59%
Skillman 2019	February and March 2019	113	72	64%
Skillman 2015	May and June 2015	109	72	66%
Skillman 2012	May and June 2012	96	74	77%
Skillman 2008	February and March 2008	138	95	69%
Skillman 2003	September and October 2003	77	47	61%

Survey Year	Year of Active Grants
Skillman 2022	June 2020 through December 2021
Skillman 2019	2018
Skillman 2015	2014
Skillman 2012	2011

Throughout this report, Skillman Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 350 funders. The full list of participating funders can be found at https://cep.org/gpr-participants/.

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

Subgroups

In addition to showing Skillman's overall ratings, this report shows ratings segmented by Strategy Area. The online version of this report also shows ratings segmented by primary geographic focus, primary approach to funded work, grant type, respondent gender, respondent person of color identity, and respondent intersectional identity.

Strategy Area	Number of Responses
College Career Pathways	26
Enabling Communities	14
K12	18
Multiple	11
None	15

Primary Geographic Focus	Number of Responses
Detroit	52
County or Regional	13
Statewide	12
National	12

Primary Approach	Number of Responses
Advocacy	10
Community Education and Organizing	25
Direct Services	51
Research	7

Grant Type	Number of Responses
Partnership	70
President's Discretionary	15

Respondent Gender	Number of Responses
Identifies as a Man	27
Identifies as a Woman	63

Respondent Person of Color Identity (US Only)	Number of Responses
Does not identify as a Person of Color	46
Identifies as a Person of Color	42

Respondents' Intersectional Identities (US Only)	Number of Responses
Identifies as a Man and Person of Color	12
Identifies as a Woman and Person of Color	29
Identifies as Man and Not a Person of Color	13
Identifies as Woman and Not a Person of Color	32

Subgroup Methodology and Differences

Per CEP's standard methodology, groups of fewer than ten respondents are excluded from display and from statistical analysis. Where possible, CEP does run trend analysis among groups to understand if ratings differ from the overall rating by more than 0.3 across survey measures.

Subgroup Methodology

Strategy Area: Using the grantee list provided by the Foundation, CEP tagged grantees based on whether grantees belonged to each of the following strategy areas:

- College Career Pathways
- Enabling Communities
- K12
- Multiple
- None

Primary Geographic Focus: Using data grantees provided in the survey, CEP tagged grantees based on the primary geographic focus of their organization's work.

Primary Approach: Using data grantees provided in the survey, CEP tagged grantees based on their organization's primary approach to carry out the funded work.

Grant Type: Using the grantee list provided by the Foundation, CEP tagged grantees based on the type of grant they received.

Respondent Gender Identity: Using data grantees provided in the survey, CEP tagged grantees based on their gender identity. Those segmented as "Identifies as a Man" selected "Man" only, and those segmented as "Identifies as a Woman" selected "Woman" only.

Respondent Person of Color Identity: Using data grantees provided in the survey, CEP tagged grantees based on their identity as a Person of Color.

Respondents' Intersectional Identity: Using data grantees provided in the survey, CEP created four categories to represent the intersection of respondent gender identity and respondent person of color identity.

Subgroup Differences

Strategy Area: Grantees tagged to K12 rate significantly higher than other grantees for a few measures across the survey, including the Foundation's impact on and understanding of their fields, impact on their organizations, awareness of their challenges, responsiveness, clarity and consistency of its communications, and for the helpfulness of its selection process.

Primary Geographic Focus: There are no consistent significant differences in ratings when segmented by grantees' geographic focus.

Primary Approach: There are no consistent significant differences in ratings when segmented by grantees' primary approach.

Grant Type: Partnership grantees rate significantly higher than President's Discretionary grantees for a few measures across the survey, including the Foundation's impact on their organizations, awareness of their challenges, and its responsiveness and openness.

Partnership grantees, however, also report experiencing significant more pressure than President's Discretionary grantees to modify their organizational priorities in order to receive funding.

Respondent Gender: Skillman grantees who identify exclusively as a woman (69% of respondents) rate the Foundation significantly lower than those who identify exclusively as a man (29% of respondents) across multiple survey measures, including for:

- Skillman's understanding of grantees' field, communities, organizations, and the needs of the people and communities served,
- Grantees' comfort approaching the Foundation if a problem arises and the extent to which the Foundation exhibits respectful interaction,
- The Foundation's overall transparency, the clarity of its communications, and the extent to which the Foundation exhibits candor about its perspectives on grantees' work,
- Commitment to and communications about diversity, equity, and inclusion.

Analyses also show women grantees are significantly less likely than men grantees to receive non-monetary support and multiyear unrestricted grants. There were no significant differences with regards to other grantmaking characteristics (i.e., grant size and grant length), organizational characteristics (i.e. annual organization budget, and interactions patterns (i.e., contact frequency, initiation of contact, and contact change) between women and men.

To see the comprehensive list of significant differences, please click here.

Respondent Person of Color Identity: There are no consistent differences in ratings when segmented by respondents' person of color identity.

Respondents' Intersectional Identities: There are no consistent differences in ratings when segmented by respondents' intersectional identities.

Comparative Cohorts

Customized Cohort

Skillman selected a set of 15 funders to create a smaller comparison group that more closely resembles Skillman in scale and scope.

Custom Cohort
Bush Foundation
Ewing Marion Kauffman Foundation
Geraldine R. Dodge Foundation
James Graham Brown Foundation, Inc.
Mary Reynolds Babcock Foundation
Nellie Mae Education Foundation
Peter Kiewit Foundation
Stuart Foundation
The California Endowment
The George Gund Foundation
The McKnight Foundation
The Skillman Foundation
Virginia G. Piper Charitable Trust
Walter and Elise Haas Fund
Weingart Foundation

Standard Cohorts

CEP also included 19 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	37	Funders with median grant size of $20K or less
Large Grant Providers	99	Funders with median grant size of $200K or more
High Touch Funders	38	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	36	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	103	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	99	Funders that make at most 10% of grants by invitation only
Intermediary Funders	36	Funders that primarily regrant philanthropic dollars
International Funders	62	Funders that fund outside of their own country
European Funders	28	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	61	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	83	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	163	All private foundations in the GPR dataset
Family Foundations	78	All family foundations in the GPR dataset
Community Foundations	41	All community foundations in the GPR dataset
Health Conversion Foundations	31	All health conversation foundations in the GPR dataset
Corporate Foundations	23	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	45	Funders that are primarily based outside the United States
Recently Established Foundations	24	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	98	Funders who surveyed grantees during COVID-19 (GPR only)

Grantmaking Characteristics

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

Median Grant Size

	0th ($3K)	25th ($40K)	50th ($100K)	75th ($230K)	100th ($3300K)
Skillman 2022				**$150K** **62nd**	
Custom Cohort					
Skillman 2019				$189K	
Skillman 2015			$125K		
Skillman 2012			$115K		
Skillman 2008				$200K	
Skillman 2003					$300K
College Career Pathways			$138K		
Enabling Communities				$200K	
K12			$155K		
Multiple				$200K	
None	$15K				
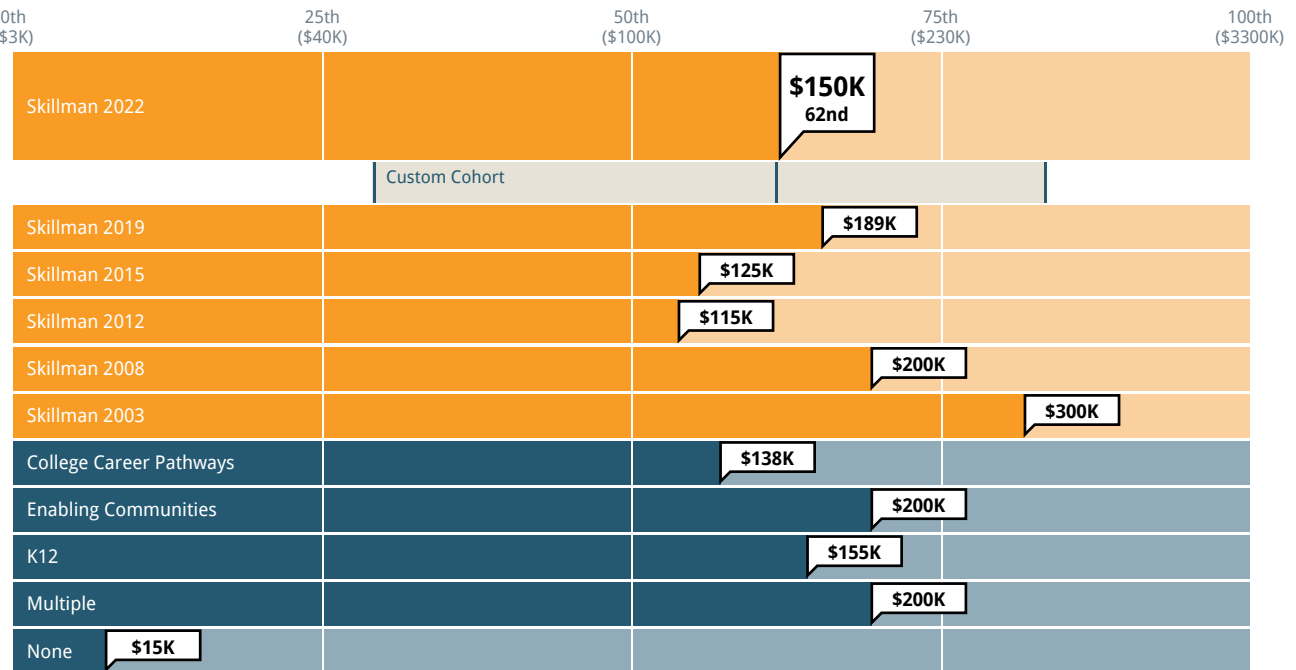
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Proportion of Multi-year Grants

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

	0th (3%)	25th (32%)	50th (51%)	75th (72%)	100th (100%)
Skillman 2022		**38%** 33rd			
		Custom Cohort			
Skillman 2019		45%			
Skillman 2015	31%				
Skillman 2012		41%			
Skillman 2008			60%		
Skillman 2003				68%	
College Career Pathways		46%			
Enabling Communities				77%	
K12	33%				
Multiple	27%				
None	27%				
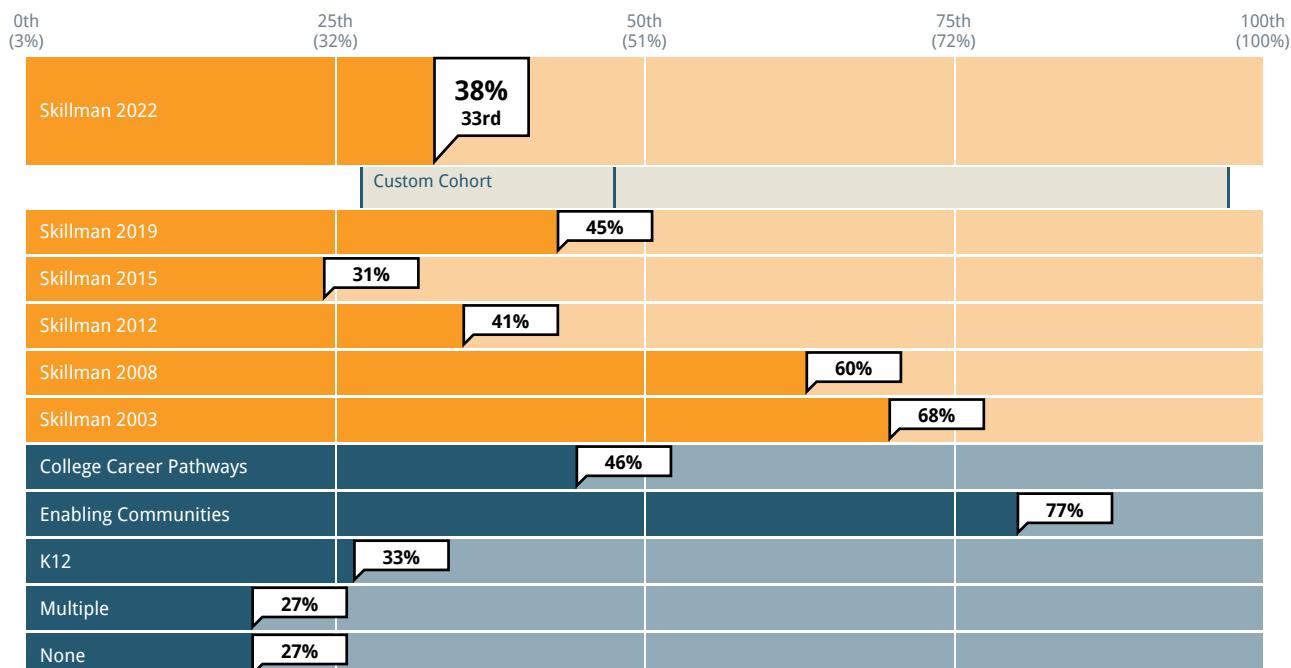
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Median Organizational Budget
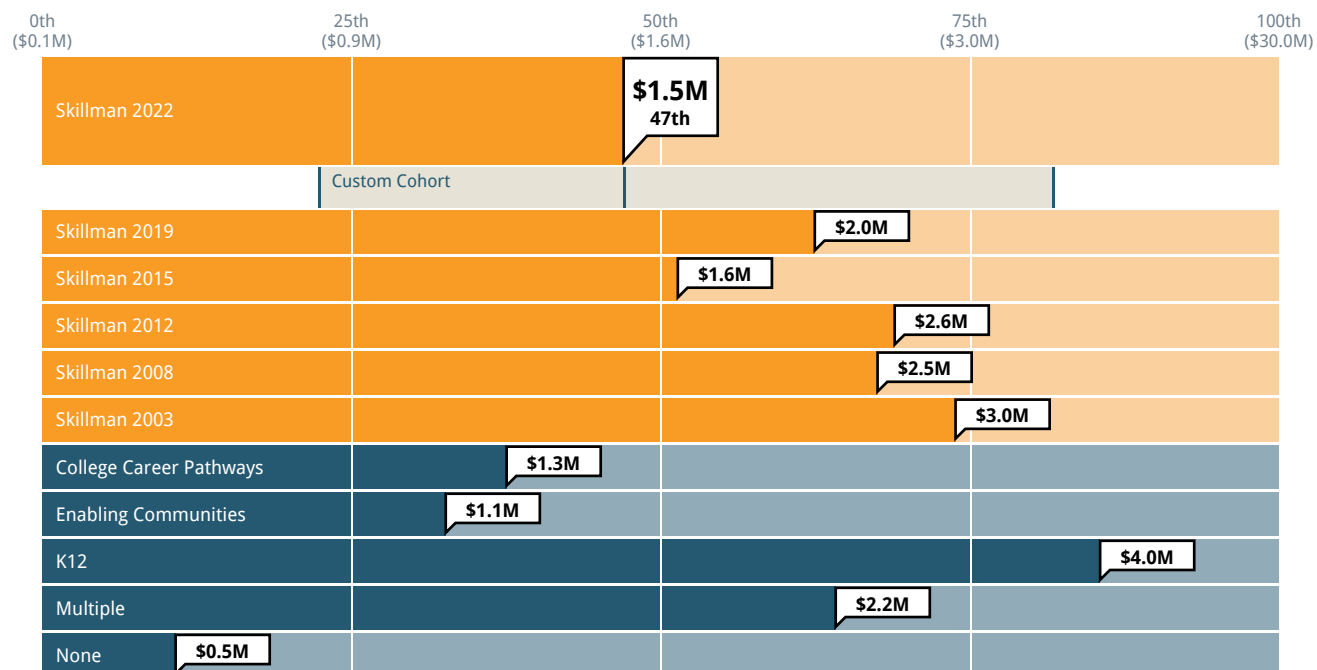
	0th ($0.1M)	25th ($0.9M)	50th ($1.6M)	75th ($3.0M)	100th ($30.0M)
Skillman 2022			**$1.5M** 47th		
		Custom Cohort			
Skillman 2019			$2.0M		
Skillman 2015			$1.6M		
Skillman 2012				$2.6M	
Skillman 2008				$2.5M	
Skillman 2003				$3.0M	
College Career Pathways		$1.3M			
Enabling Communities		$1.1M			
K12				$4.0M	
Multiple			$2.2M		
None	$0.5M				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Selected Cohort: Custom Cohort

Grant History	Skillman 2022	Skillman 2019	Skillman 2015	Skillman 2012	Average Funder	Custom Cohort
Percentage of first-time grants	20%	28%	17%	14%	29%	22%

Selected Cohort: Custom Cohort

	Program Staff Load		
	Dollars awarded per program full-time employee	Applications per program full-time employee	Active grants per program full-time employee
Skillman 2022	$2.3M	20	31
Skillman 2019	$1.4M	12	18
Skillman 2015	$2.7M	19	28
Skillman 2012	$1.4M	10	11
Skillman 2008	$1.9M	17	20
Median Funder	$2.7M	26	32
Custom Cohort	$2.3M	28	45

Proportion of Unrestricted Funding

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

	0th (0%)	25th (7%)	50th (19%)	75th (40%)	100th (94%)
Skillman 2022			**22%** 55th		
Skillman 2019		13%			
College Career Pathways		15%			
Enabling Communities				50%	
K12		17%			
Multiple	0%				
None			20%		
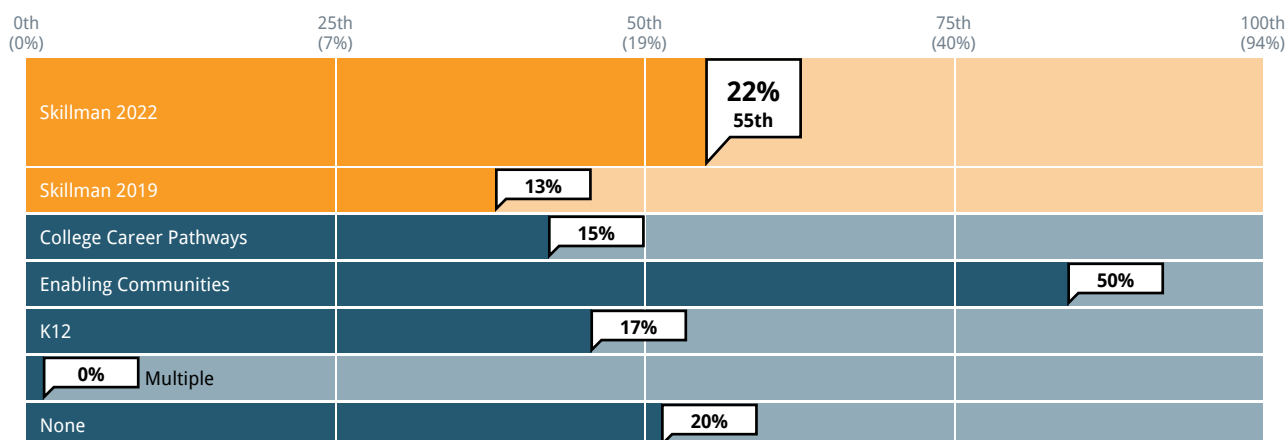
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

Proportion of grantees receiving 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.
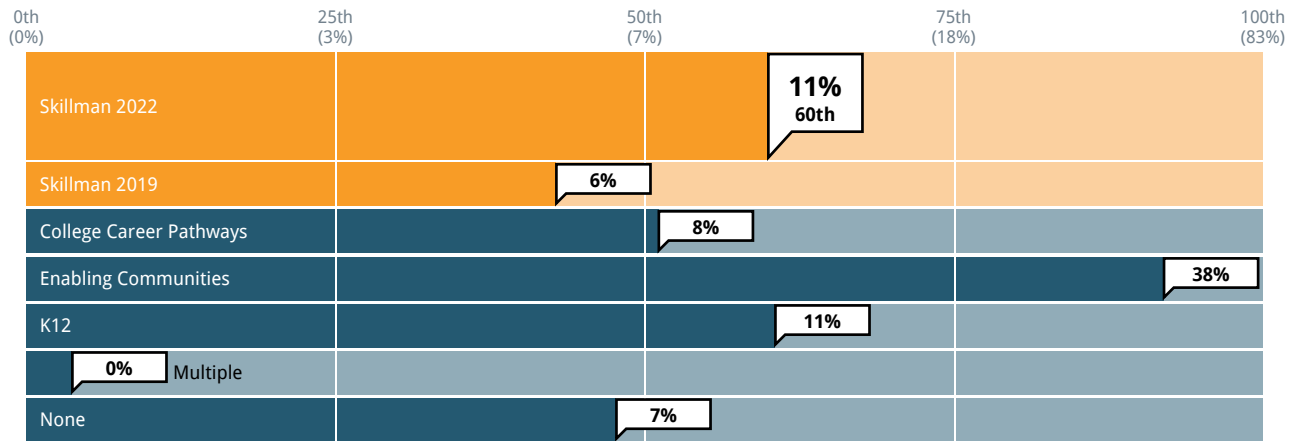
	0th (0%)	25th (3%)	50th (7%)	75th (18%)	100th (83%)
Skillman 2022			**11%** 60th		
Skillman 2019		6%			
College Career Pathways			8%		
Enabling Communities				38%	
K12			11%		
Multiple	0%				
None			7%		

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

Impact on and Understanding of Grantees' Fields

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

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

	0th (4.50)	25th (5.54)	50th (5.82)	75th (6.03)	100th (6.70)
Skillman 2022			**5.91*** **60th**		
Custom Cohort					
Skillman 2019	5.47				
Skillman 2015		5.68			
Skillman 2012		5.63			
Skillman 2008	5.47				
Skillman 2003		5.70			
College Career Pathways			5.79		
Enabling Communities		5.55			
K12				6.28	
Multiple					6.50
None		5.60			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

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

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

	0th (4.66)	25th (5.47)	50th (5.72)	75th (5.97)	100th (6.63)

Skillman 2022 — **5.75** / **52nd**

Custom Cohort

Skillman 2019 — 5.67

Skillman 2015 — 5.58

Skillman 2012 — 5.59

Skillman 2008 — 5.48

Skillman 2003 — 5.70

College Career Pathways — 5.62

Enabling Communities — 5.64

K12 — 6.33

Multiple — 6.00

None — 4.86

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Advancing Knowledge and Public Policy

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

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

	0th (3.58)	25th (4.76)	50th (5.14)	75th (5.49)	100th (6.44)
Skillman 2022			**5.26** 59th		
Custom Cohort					
Skillman 2019			5.34		
Skillman 2015			5.22		
Skillman 2012			5.16		
Skillman 2008		4.94			
Skillman 2003			5.34		
College Career Pathways		4.86			
Enabling Communities		4.92			
K12					5.81
Multiple					5.91
None		4.92			
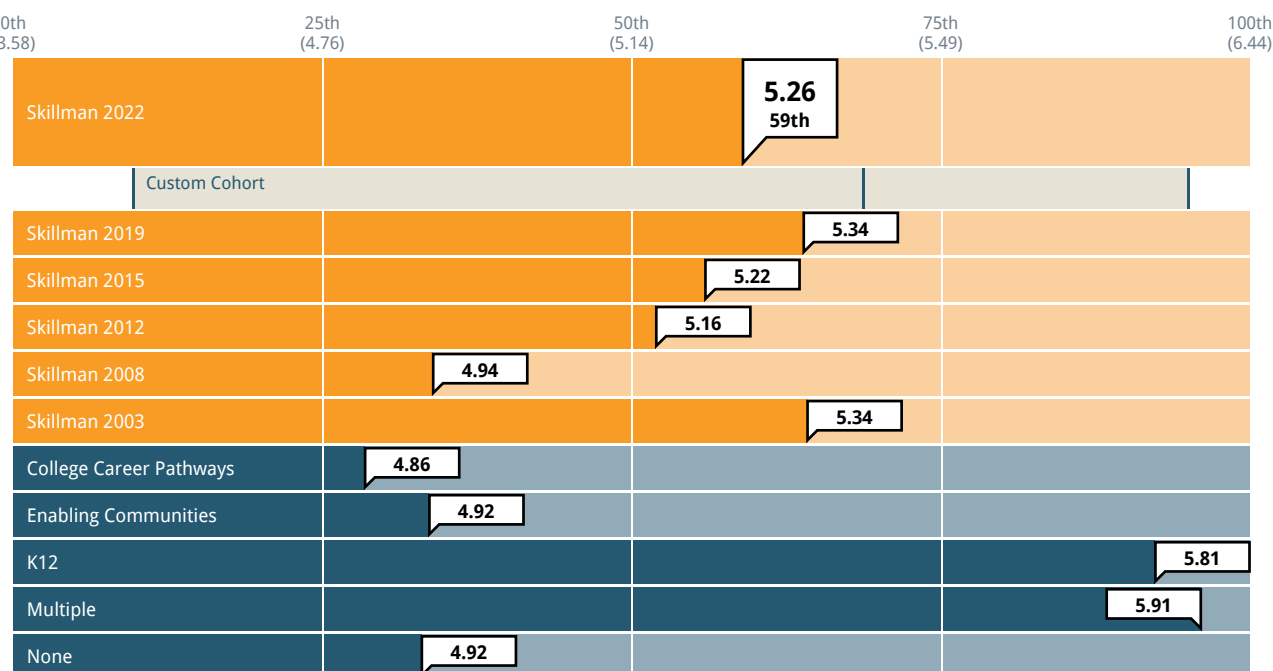
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

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

1 = Not at all   7 = Major influence on shaping public policy
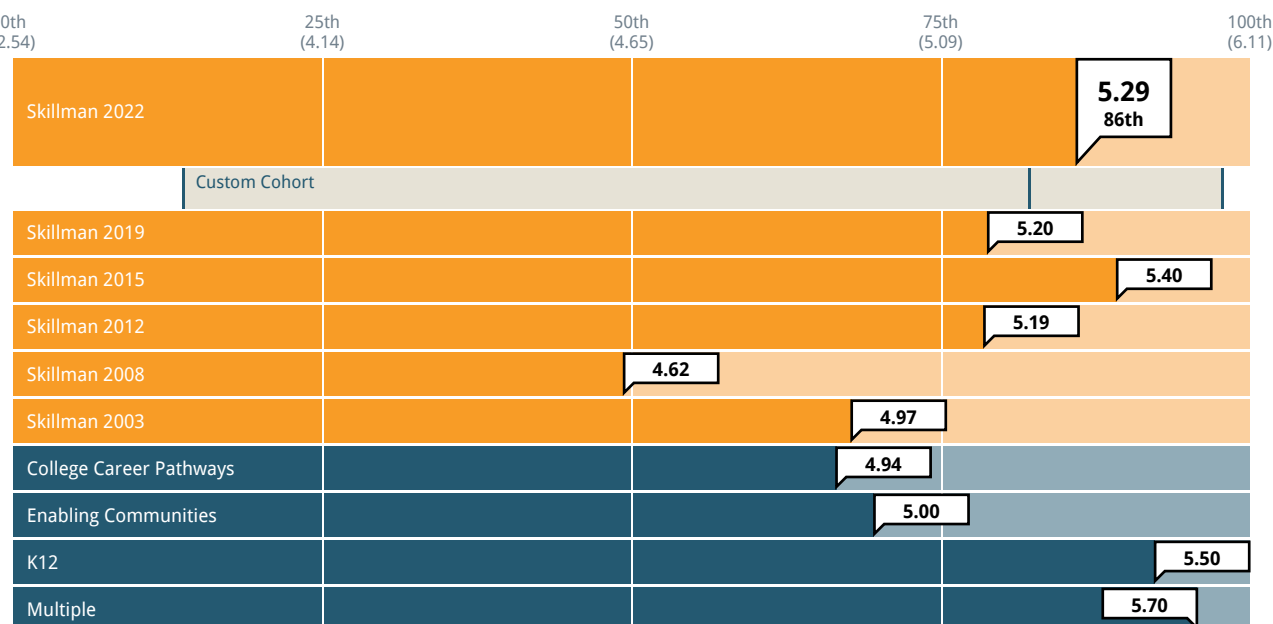
	0th (2.54)	25th (4.14)	50th (4.65)	75th (5.09)	100th (6.11)
Skillman 2022				**5.29** 86th	
Custom Cohort					
Skillman 2019				5.20	
Skillman 2015					5.40
Skillman 2012				5.19	
Skillman 2008			4.62		
Skillman 2003				4.97	
College Career Pathways				4.94	
Enabling Communities				5.00	
K12					5.50
Multiple					5.70

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Impact on and Understanding of Grantees' Local Communities

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

1 = No impact   **7** = Significant positive impact
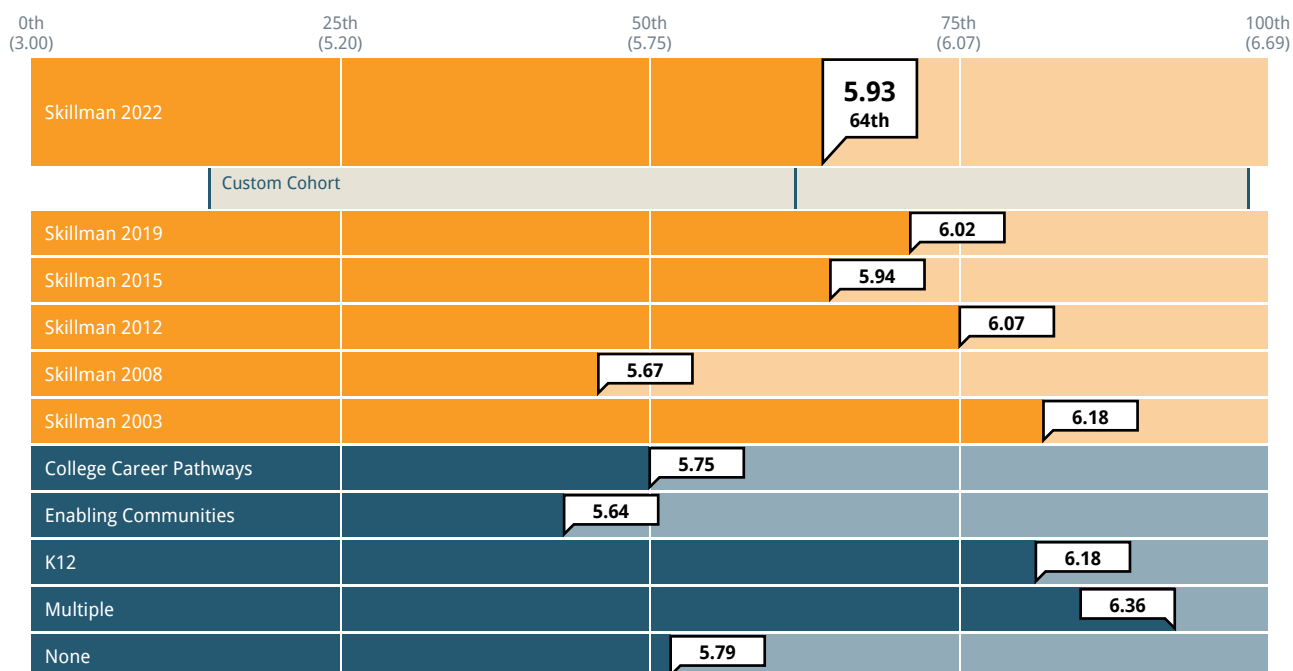
	0th (3.00)	25th (5.20)	50th (5.75)	75th (6.07)	100th (6.69)
Skillman 2022				**5.93 64th**	
Custom Cohort					
Skillman 2019				6.02	
Skillman 2015				5.94	
Skillman 2012				6.07	
Skillman 2008			5.67		
Skillman 2003				6.18	
College Career Pathways			5.75		
Enabling Communities			5.64		
K12				6.18	
Multiple				6.36	
None			5.79		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

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

1 = Limited understanding of the community   **7** = Regarded as an expert in the community
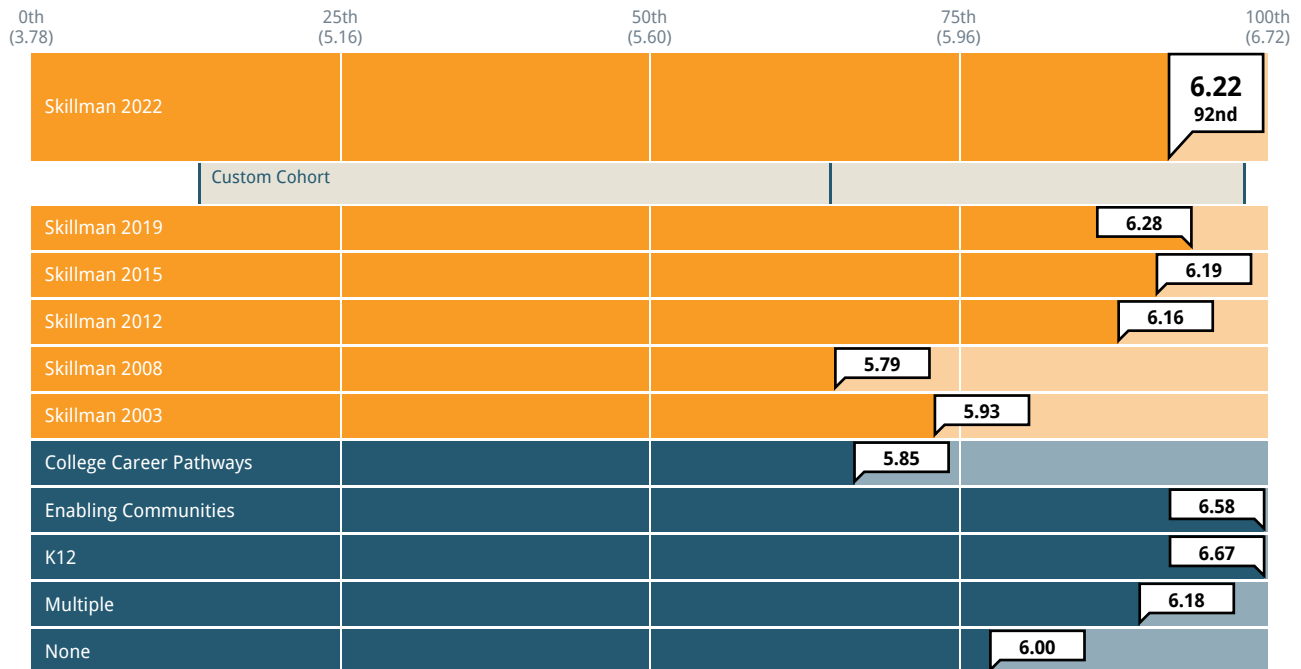
	0th (3.78)	25th (5.16)	50th (5.60)	75th (5.96)	100th (6.72)

Skillman 2022 — **6.22** 92nd

Custom Cohort

Skillman 2019 — 6.28

Skillman 2015 — 6.19

Skillman 2012 — 6.16

Skillman 2008 — 5.79

Skillman 2003 — 5.93

College Career Pathways — 5.85

Enabling Communities — 6.58

K12 — 6.67

Multiple — 6.18
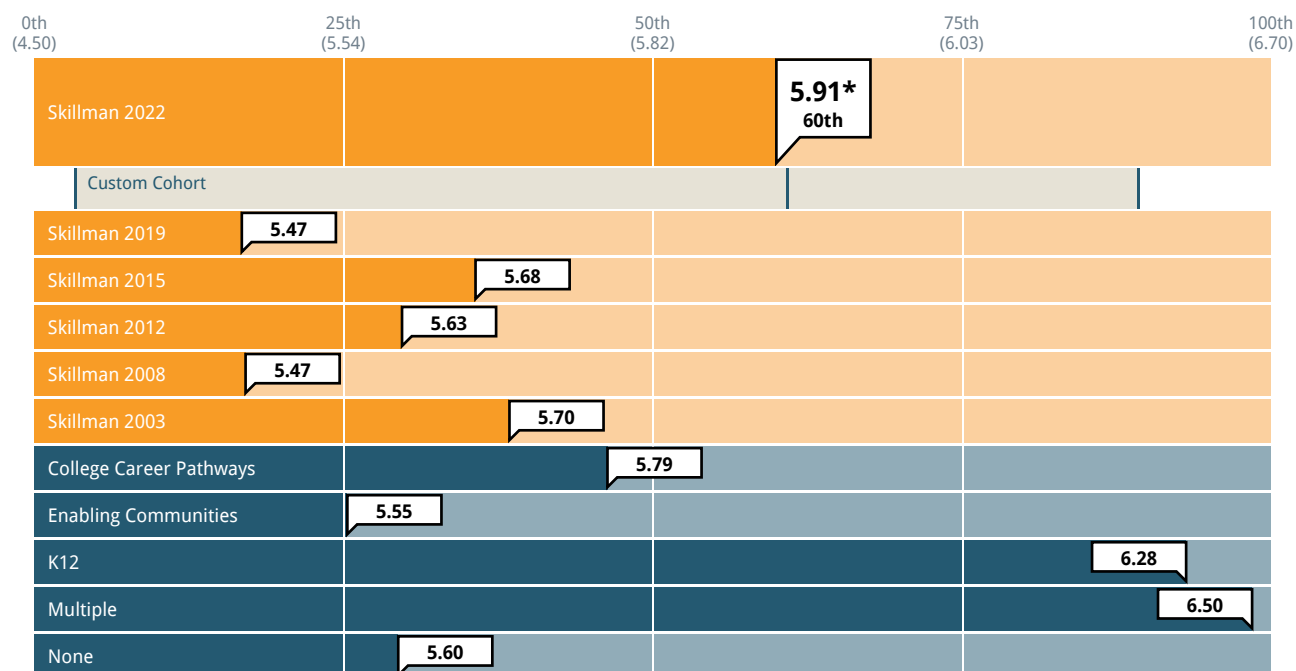
None — 6.00

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Impact on and Understanding of Grantees' Organizations

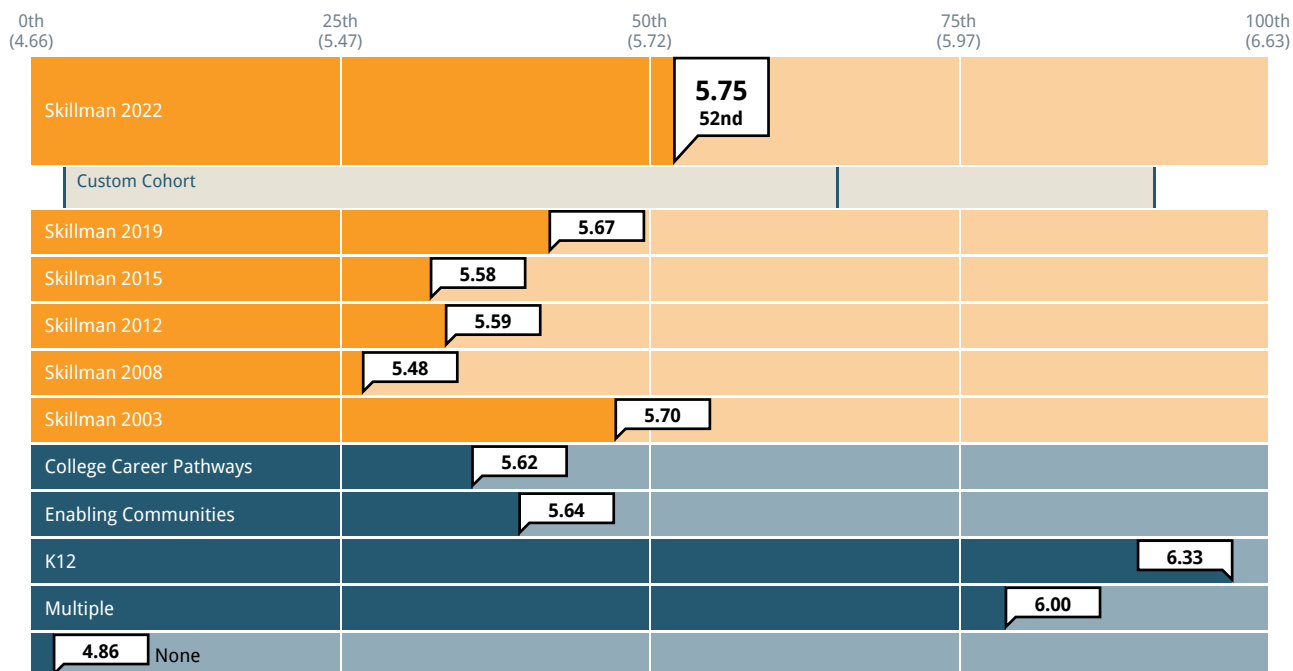**Overall, how would you rate the Foundation's impact on your organization?**

1 = No impact   **7** = Significant positive impact
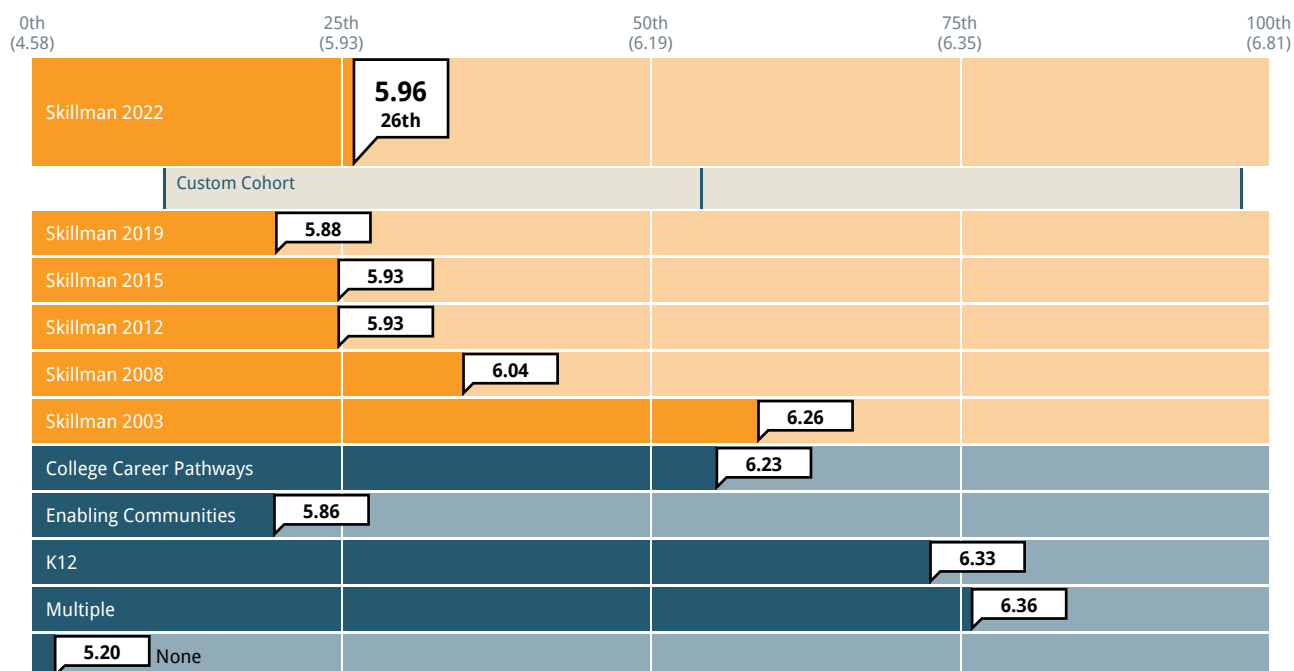
	0th (4.58)	25th (5.93)	50th (6.19)	75th (6.35)	100th (6.81)
Skillman 2022		**5.96** 26th			
Custom Cohort					
Skillman 2019		5.88			
Skillman 2015		5.93			
Skillman 2012		5.93			
Skillman 2008		6.04			
Skillman 2003			6.26		
College Career Pathways			6.23		
Enabling Communities		5.86			
K12				6.33	
Multiple				6.36	
None	5.20				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

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

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

	0th (3.69)	25th (5.60)	50th (5.81)	75th (6.02)	100th (6.60)
Skillman 2022			**5.82** **52nd**		
Custom Cohort					
Skillman 2019	5.51				
Skillman 2015	5.47				
Skillman 2012	5.44				
Skillman 2008	5.40				
Skillman 2003	5.59				
College Career Pathways		5.69			
Enabling Communities				6.00	
K12				6.11	
Multiple					6.18
None	5.08				
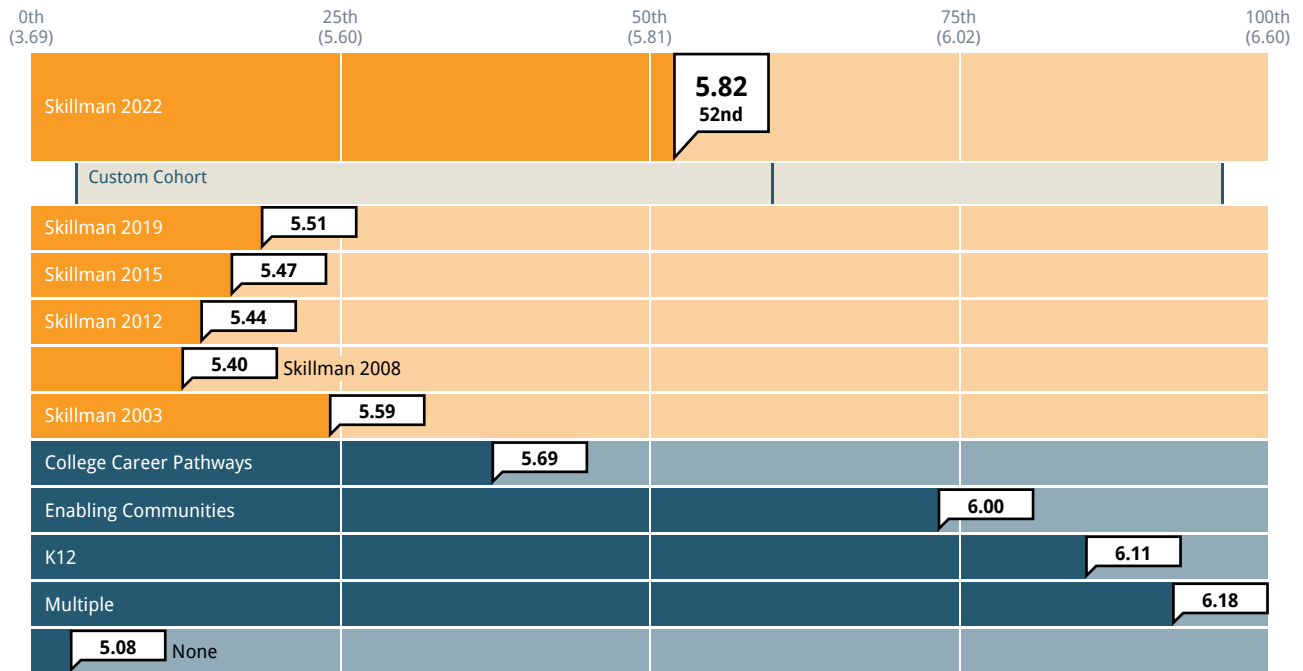
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Grantee Challenges

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

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

	0th (4.00)	25th (5.07)	50th (5.32)	75th (5.55)	100th (6.29)
Skillman 2022			**5.45** 63rd		
Custom Cohort					
Skillman 2019		5.24			
Skillman 2015		5.27			
College Career Pathways				5.58	
Enabling Communities				5.85	
K12				6.06	
Multiple				5.91	
None	3.80				
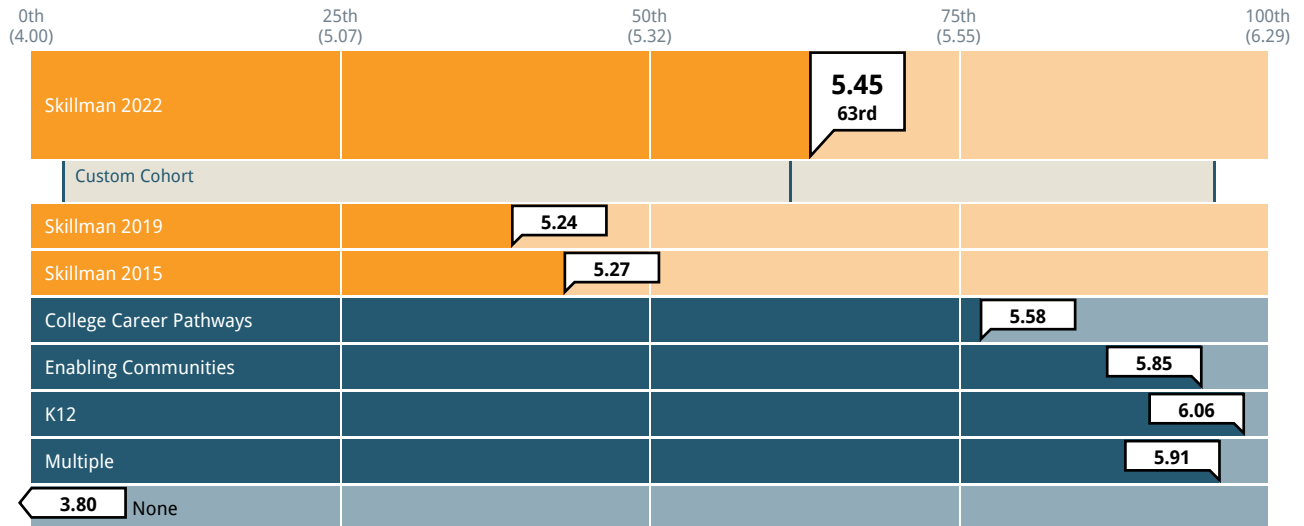
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Non-Monetary Assistance

Did you receive any non-monetary support from the Foundation during this grant period?

■ Yes ■ No

Skillman 2022	49%	51%
Average Funder	40%	60%

Cohort: None **Past results:** on

Did you receive any non-monetary support from the Foundation during this grant period? - By Subgroup

■ Yes ■ No

College Career Pathways	75%	25%
Enabling Communities	50%	50%
K12	53%	47%
Multiple	64%	36%
None	7%	93%
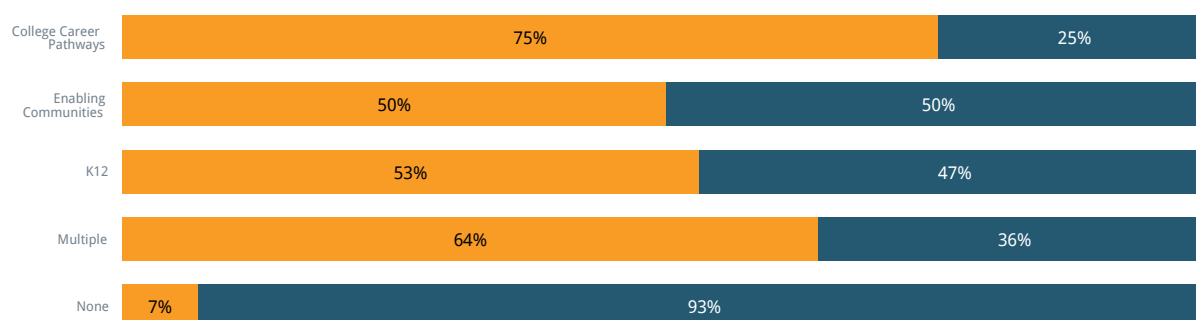
Subgroup: Strategy Area

Please note that the following question was only asked of respondents who indicated "yes" to receiving non-monetary support in the previous question.

How would you describe the benefit - to your organization or work - of any non-monetary support that you received?

■ No benefit ■ A minor benefit ■ A moderate benefit ■ A major benefit

Skillman 2022	11%	20%	68%
Average Funder	10%	35%	54%

Cohort: None **Past results:** on

How would you describe the benefit - to your organization or work - of any non-monetary support that you received? - By Subgroup

■ No benefit ■ A minor benefit ■ A moderate benefit ■ A major benefit

College Career Pathways	22%	33%	44%

Subgroup: Strategy Area

Funder-Grantee Relationships

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

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

	0th (4.80)	25th (6.11)	50th (6.26)	75th (6.42)	100th (6.84)
Skillman 2022			**6.25** 47th		
Custom Cohort					
Skillman 2019	6.06				
Skillman 2015	5.96				
Skillman 2012	6.05				
Skillman 2008	6.07				
Skillman 2003	5.94				
College Career Pathways			6.28		
Enabling Communities	6.00				
K12					6.56
Multiple					6.73
None	6.00				
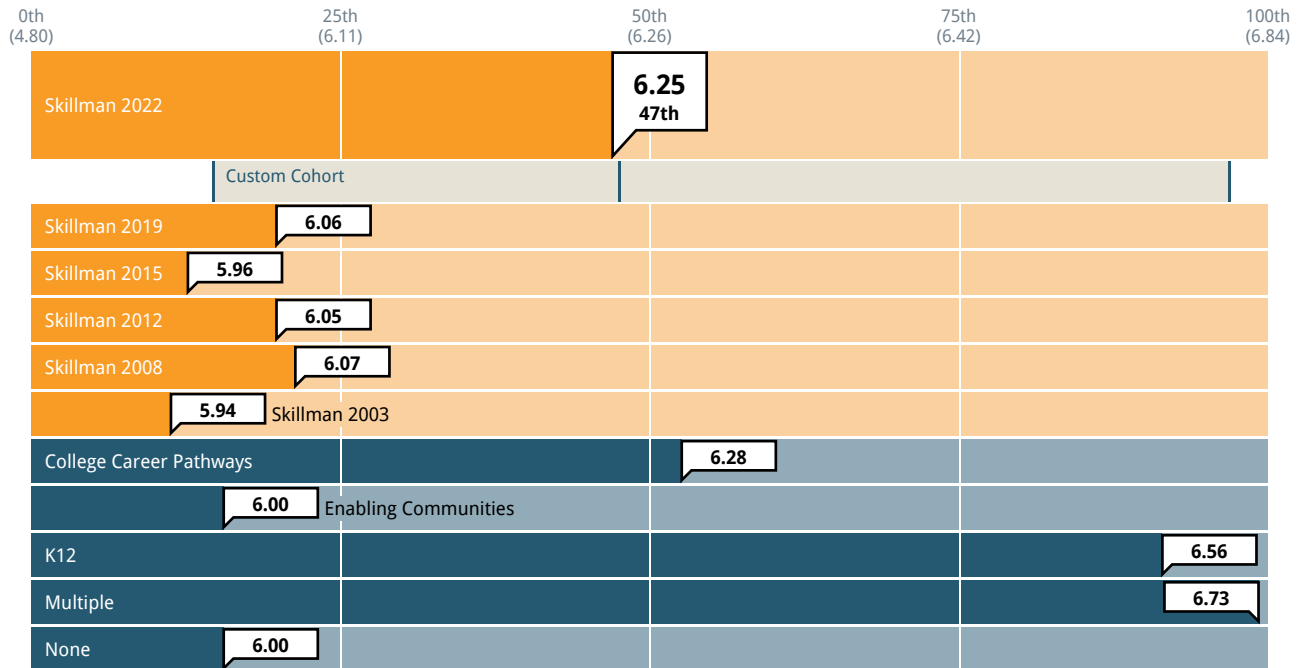
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Overall, how responsive was Foundation staff?

1 = Not at all responsive   **7** = Extremely responsive
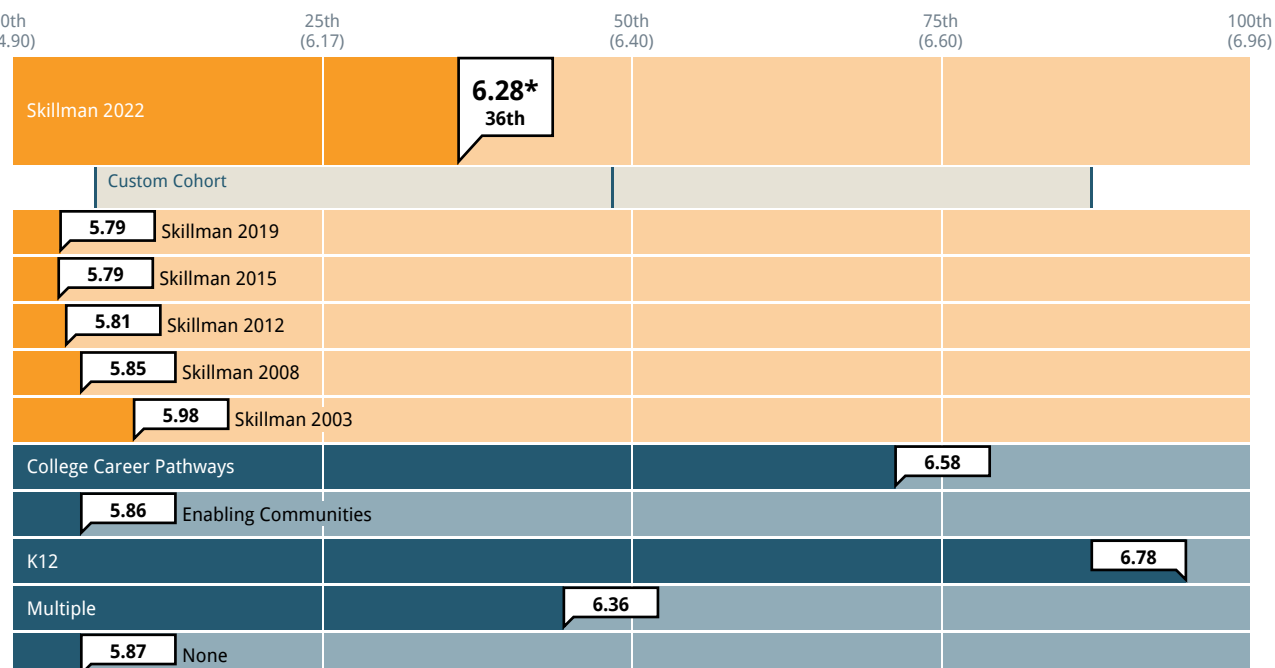
	0th (4.90)	25th (6.17)	50th (6.40)	75th (6.60)	100th (6.96)
Skillman 2022		**6.28*** 36th			
Custom Cohort					
Skillman 2019	5.79				
Skillman 2015	5.79				
Skillman 2012	5.81				
Skillman 2008	5.85				
Skillman 2003	5.98				
College Career Pathways				6.58	
Enabling Communities	5.86				
K12					6.78
Multiple			6.36		
None	5.87				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

To what extent did the Foundation exhibit trust in your organization's staff during this grant?
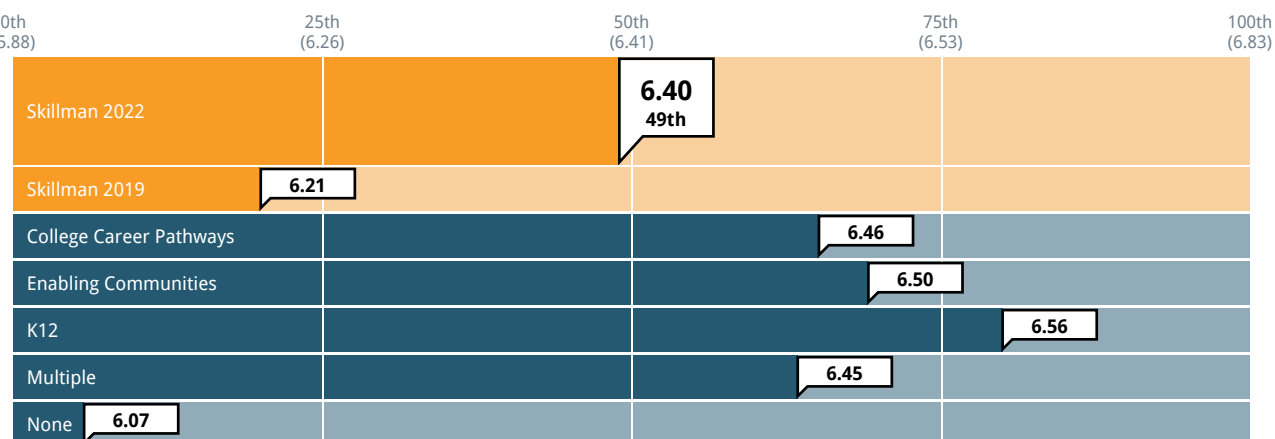
1 = Not at all   **4** = Somewhat   **7** = To a great extent

	0th (5.88)	25th (6.26)	50th (6.41)	75th (6.53)	100th (6.83)
Skillman 2022			**6.40** 49th		
Skillman 2019	6.21				
College Career Pathways			6.46		
Enabling Communities			6.50		
K12				6.56	
Multiple			6.45		
None	6.07				

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

To what extent did the Foundation exhibit candor about the Foundation's perspectives on your work during this grant?
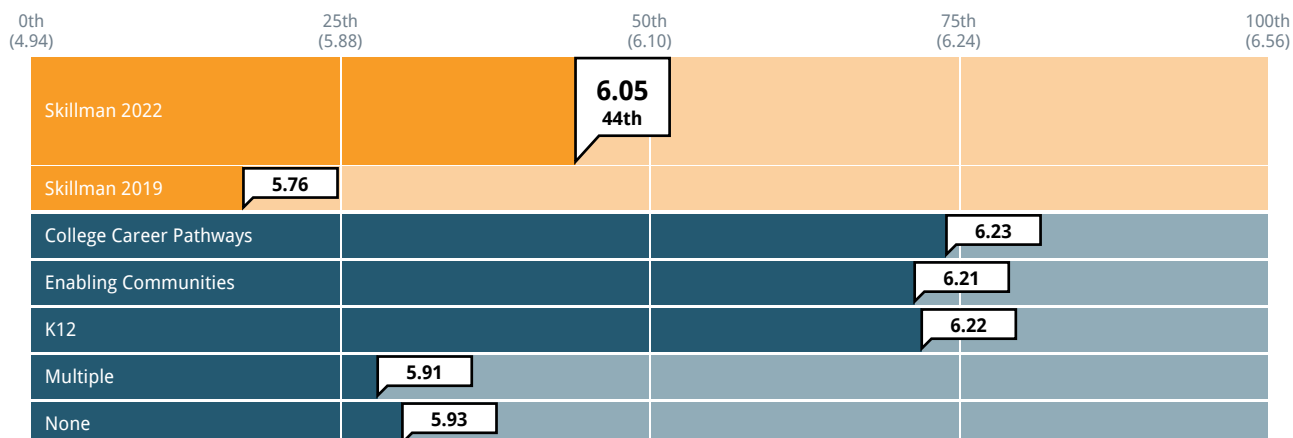
1 = Not at all	**4** = Somewhat	**7** = To a great extent

0th (4.94)	25th (5.88)	50th (6.10)	75th (6.24)	100th (6.56)

Skillman 2022 — **6.05** **44th**

Skillman 2019 — 5.76

College Career Pathways — 6.23

Enabling Communities — 6.21

K12 — 6.22

Multiple — 5.91

None — 5.93

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

To what extent did the Foundation exhibit respectful interaction during this grant?
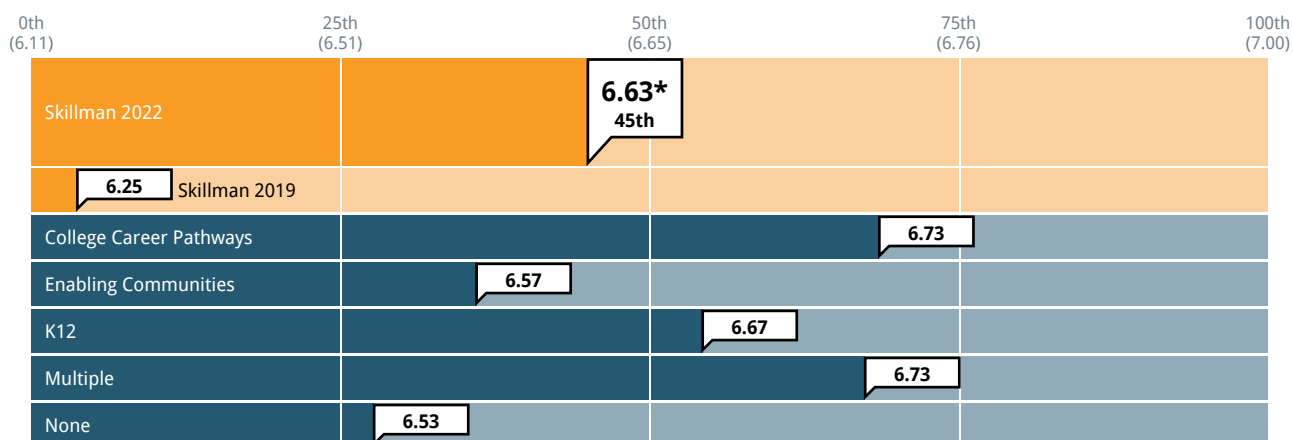
1 = Not at all	**4** = Somewhat	**7** = To a great extent

0th (6.11)	25th (6.51)	50th (6.65)	75th (6.76)	100th (7.00)

Skillman 2022 — **6.63*** **45th**

Skillman 2019 — 6.25

College Career Pathways — 6.73

Enabling Communities — 6.57

K12 — 6.67

Multiple — 6.73

None — 6.53

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

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

0th (5.41)	25th (6.26)	50th (6.43)	75th (6.59)	100th (6.94)

Skillman 2022 — **6.63*** **82nd**

Skillman 2019 — 6.40

College Career Pathways — 6.81

Enabling Communities — 6.71

K12 — 6.61

Multiple — 6.82

None — 6.33
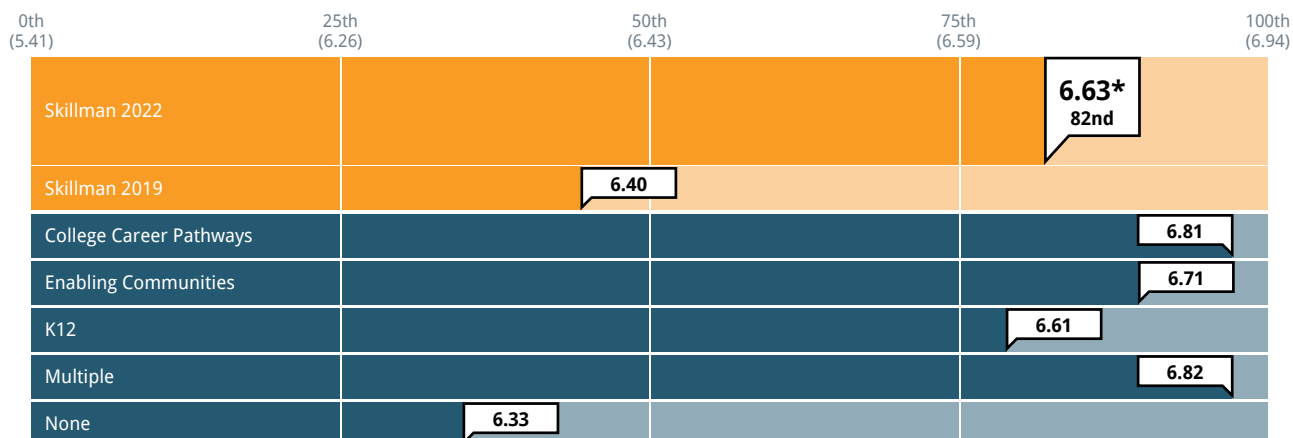
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

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

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

0th (4.14)	25th (5.12)	50th (5.40)	75th (5.62)	100th (6.34)

Skillman 2022 — **5.55*** **68th**

Custom Cohort

Skillman 2019 — 5.10

4.91 Skillman 2015

College Career Pathways — 5.65

Enabling Communities — 5.64

K12 — 6.00

Multiple — 5.82

None — 4.93
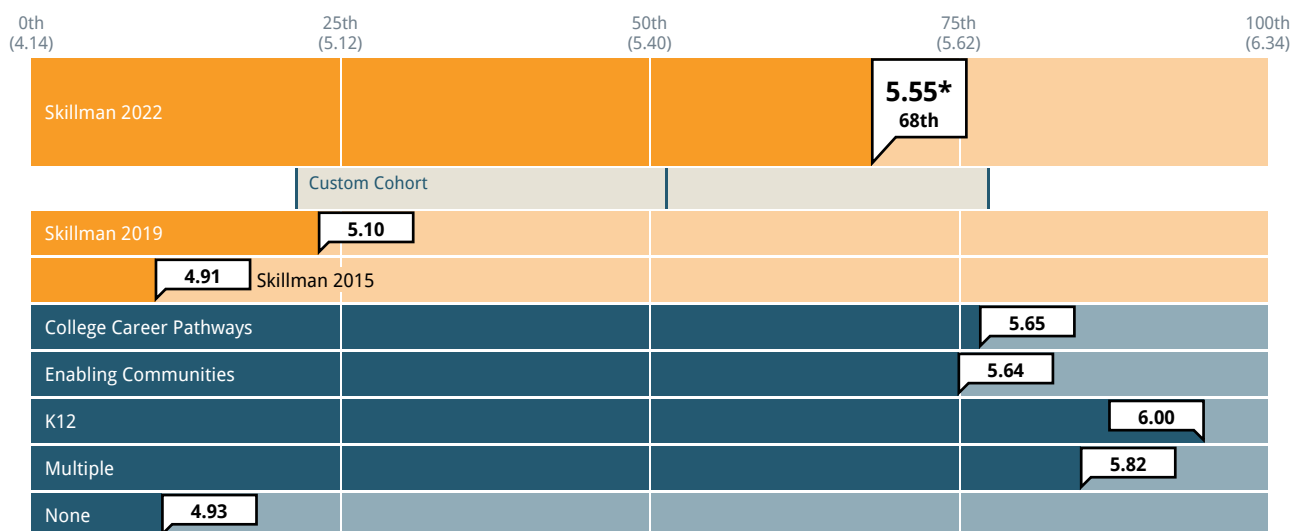
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Interaction Patterns

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

🟧 Yearly or less often   🟦 Once every few months   🟫 Monthly or more often

	Yearly or less often	Once every few months	Monthly or more often
Skillman 2022	13%	63%	24%
Skillman 2019	12%	57%	31%
Skillman 2015	11%	46%	43%
Skillman 2012	14%	49%	37%
Skillman 2008	11%	50%	39%
Skillman 2003	6%	68%	26%
Custom Cohort	18%	58%	24%
Average Funder	18%	56%	26%
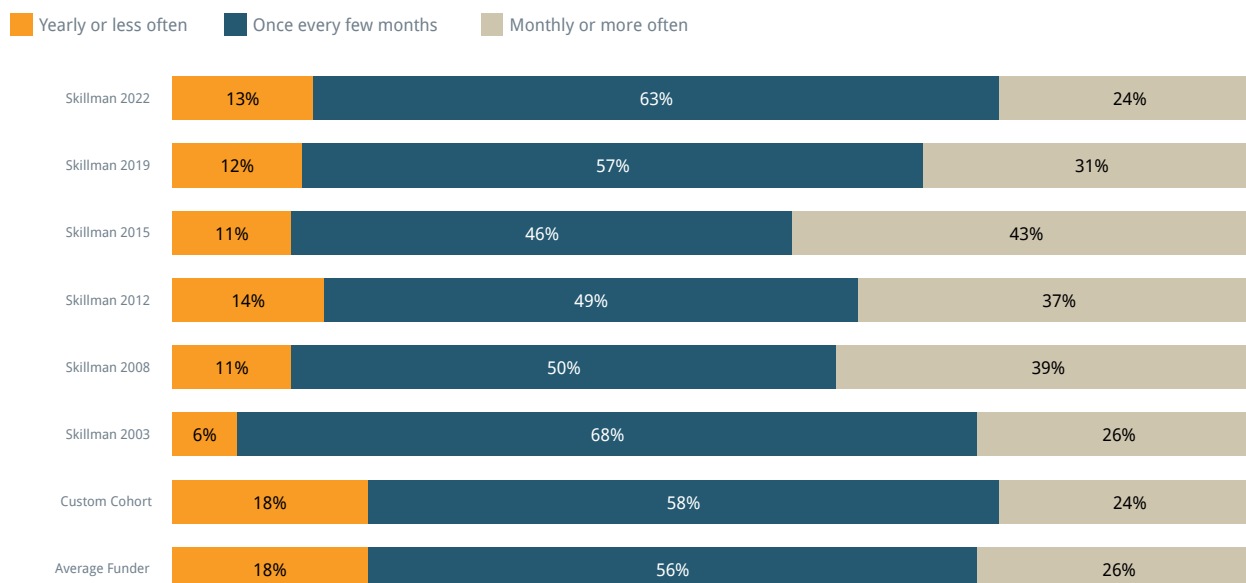
Cohort: Custom Cohort   **Past results:** on

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

🟧 Yearly or less often   🟦 Once every few months   🟫 Monthly or more often

	Yearly or less often	Once every few months	Monthly or more often
College Career Pathways		85%	15%
Enabling Communities	7%	64%	29%
K12		44%	56%
Multiple		82%	18%
None	53%	40%	7%
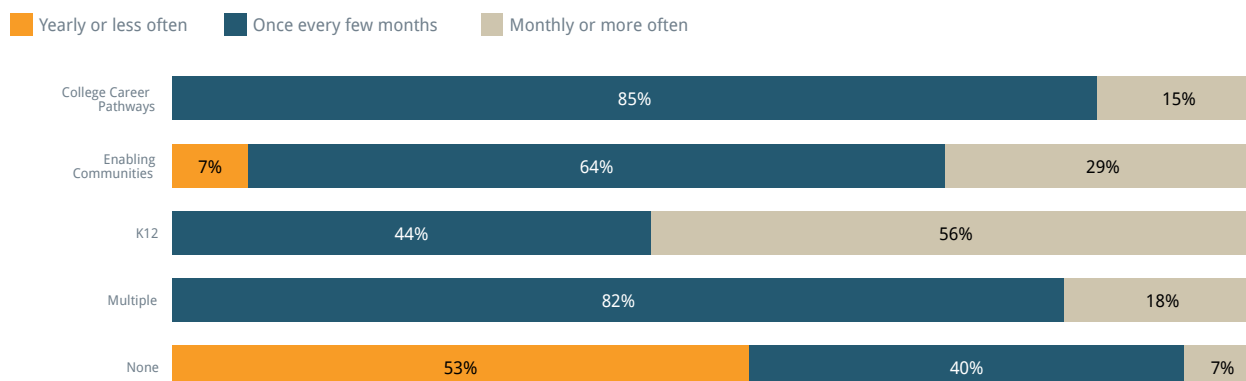
Subgroup: Strategy Area

Who most frequently initiated the contact you had with your program officer during this grant?

- 🟧 Program Officer
- 🟦 Both of equal frequency
- ⬜ Grantee

	Program Officer	Both of equal frequency	Grantee
Skillman 2022	22%	54%	23%
Skillman 2019	10%	55%	34%
Skillman 2015	8%	52%	40%
Skillman 2012	9%	47%	44%
Skillman 2008	9%	56%	35%
Custom Cohort	15%	49%	36%
Average Funder	17%	51%	32%
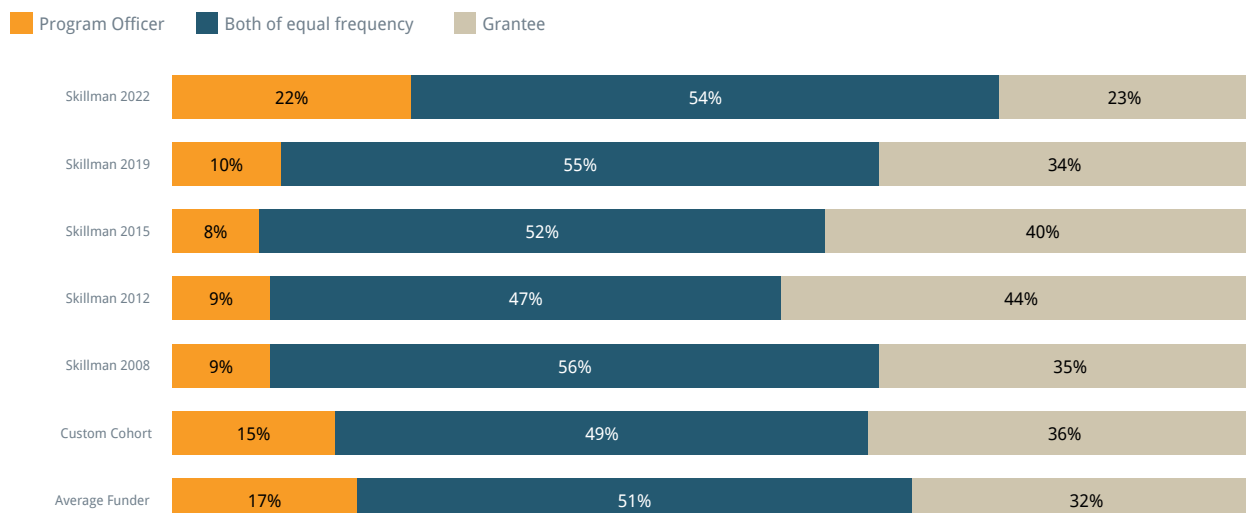
Cohort: Custom Cohort   **Past results:** on

Who most frequently initiated the contact you had with your program officer during this grant? - By Subgroup

- 🟧 Program Officer
- 🟦 Both of equal frequency
- ⬜ Grantee

	Program Officer	Both of equal frequency	Grantee
College Career Pathways	20%	60%	20%
Enabling Communities	29%	43%	29%
K12	28%	61%	11%
Multiple	27%	73%	
None	14%	36%	50%
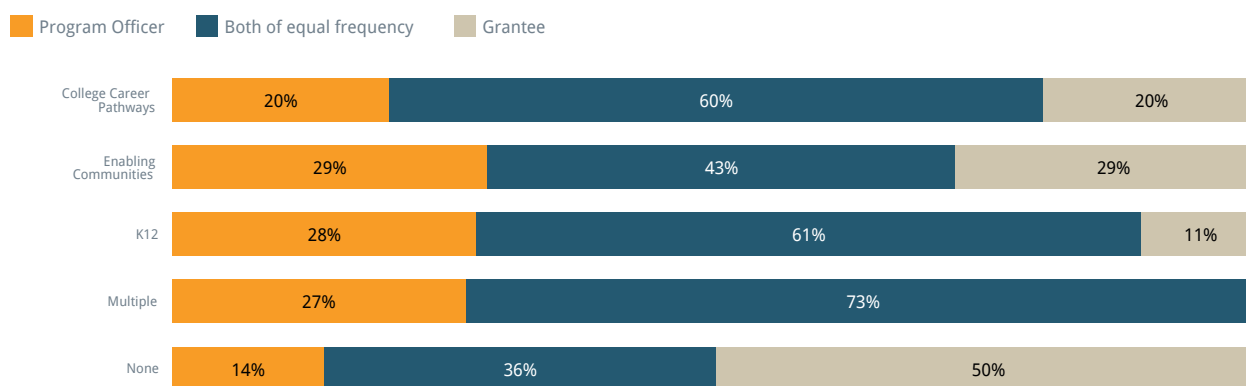
Subgroup: Strategy Area

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

Proportion of grantees responding 'Yes'
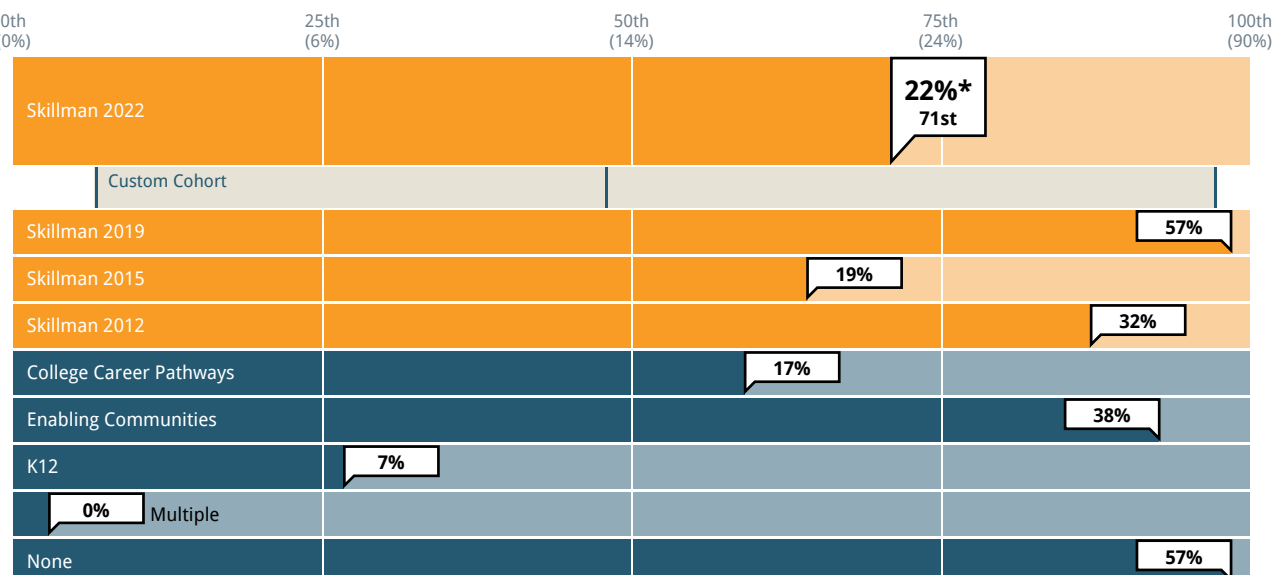
	0th (0%)	25th (6%)	50th (14%)	75th (24%)	100th (90%)
Skillman 2022				**22%*** 71st	
Custom Cohort					
Skillman 2019					57%
Skillman 2015			19%		
Skillman 2012				32%	
College Career Pathways			17%		
Enabling Communities				38%	
K12	7%				
Multiple	0%				
None					57%

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

The following questions were recently added to the grantee survey and only represent comparative data from 25 funders.

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs?

🟧 Skillman 2022   🟦 Median Funder

Yes, virtually
- Skillman 2022: **43%**
- Median Funder: **32%**

No
- Skillman 2022: **43%**
- Median Funder: **46%**

Yes, in person
- Skillman 2022: **20%**
- Median Funder: **22%**

Don't know
- Skillman 2022: **5%**
- Median Funder: **6%**
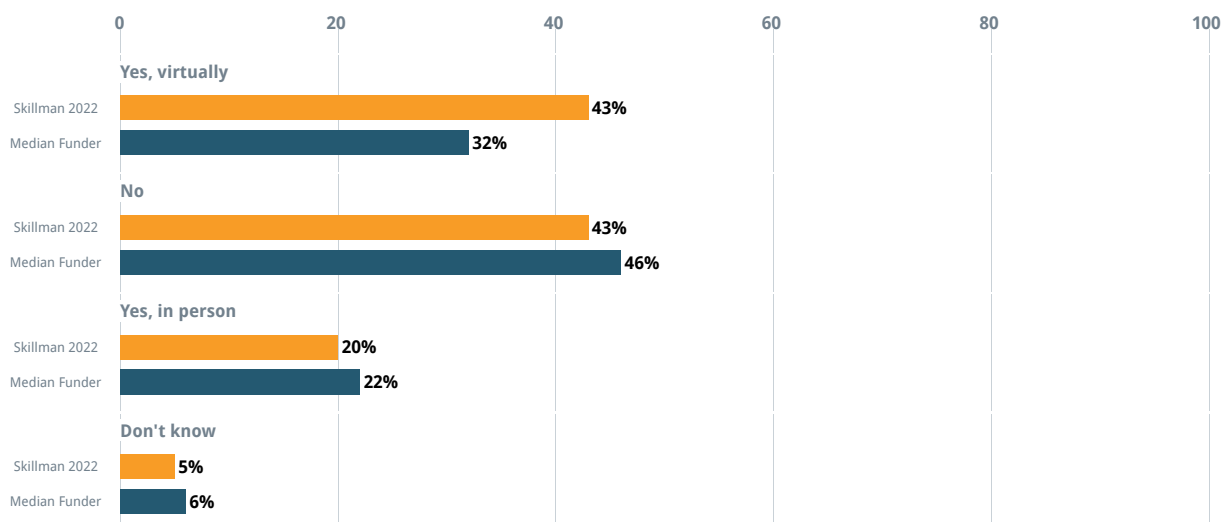
Cohort: None   **Past results:** on

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs? - By Subgroup

Legend: College Career Pathways | Enabling Communities | K12 | Multiple | None

Yes, virtually
- College Career Pathways: 50%
- Enabling Communities: 36%
- K12: 50%
- Multiple: 82%
- None: 13%

No
- College Career Pathways: 35%
- Enabling Communities: 50%
- K12: 39%
- Multiple: 9%
- None: 73%

Yes, in person
- College Career Pathways: 38%
- Enabling Communities: 7%
- K12: 6%
- Multiple: 36%
- None: 7%

Don't know
- College Career Pathways: 4%
- Enabling Communities: 7%
- K12: 6%
- Multiple: 0%
- None: 7%

Subgroup: Strategy Area

Communication

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

1 = Not at all clearly   7 = Extremely clearly

	0th (3.65)	25th (5.49)	50th (5.74)	75th (5.95)	100th (6.48)
Skillman 2022		5.53 / 28th			
Custom Cohort					
Skillman 2019		5.42			
Skillman 2015		5.64			
Skillman 2012				6.05	
Skillman 2008				6.01	
Skillman 2003					6.19
College Career Pathways		5.42			
Enabling Communities	5.07				
K12				6.00	
Multiple				6.09	
None		5.47			
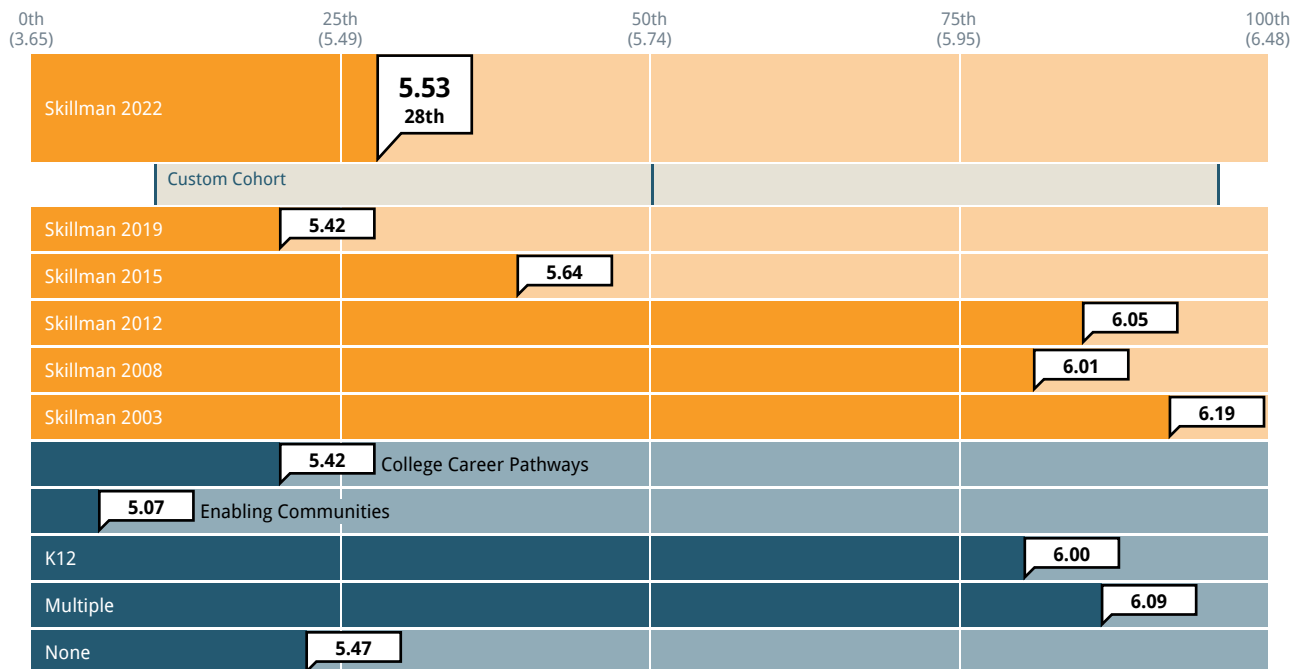
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

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

	0th (3.89)	25th (5.76)	50th (5.97)	75th (6.17)	100th (6.59)
Skillman 2022		**5.66** 17th			
	Custom Cohort				
Skillman 2019		5.84			
Skillman 2015	5.79				
Skillman 2012			6.01		
Skillman 2008			5.96		
College Career Pathways	5.40				
Enabling Communities			6.00		
K12				6.29	
Multiple		5.82			
None	5.55				
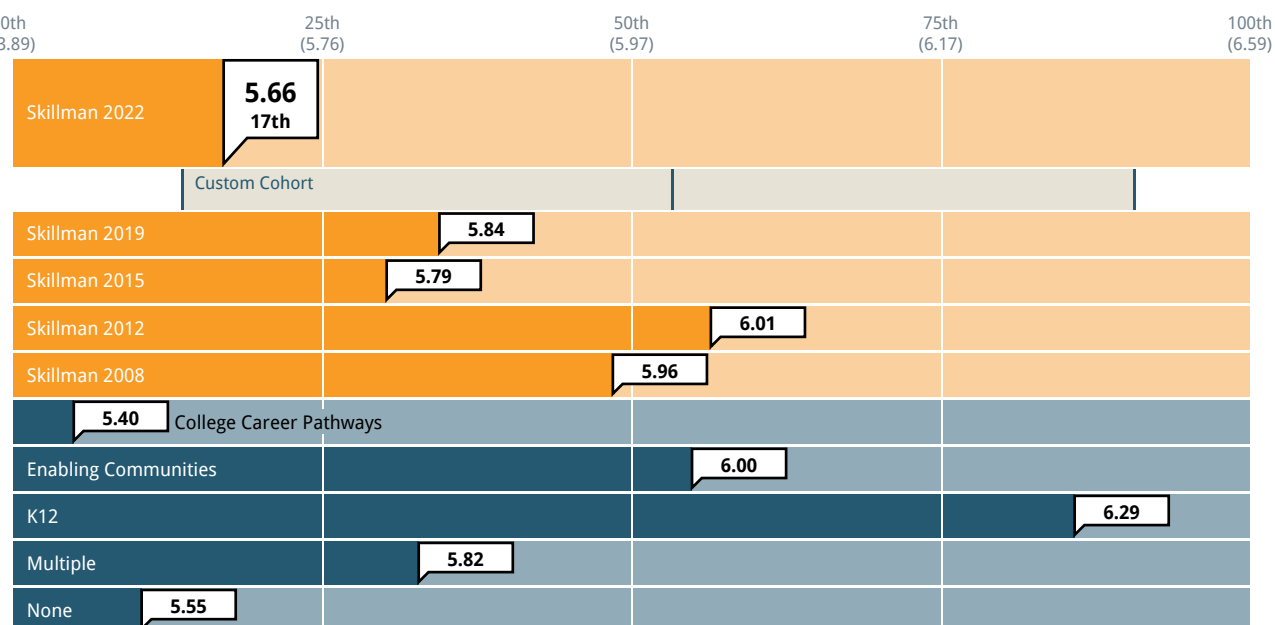
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Overall, how transparent is the Foundation with your organization?

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

	0th (3.69)	25th (5.59)	50th (5.83)	75th (6.01)	100th (6.59)
Skillman 2022			**5.74** 42nd		
	Custom Cohort				
Skillman 2019		5.65			
Skillman 2015	5.37				
College Career Pathways			5.77		
Enabling Communities			5.86		
K12				6.12	
Multiple			5.91		
None	5.47				
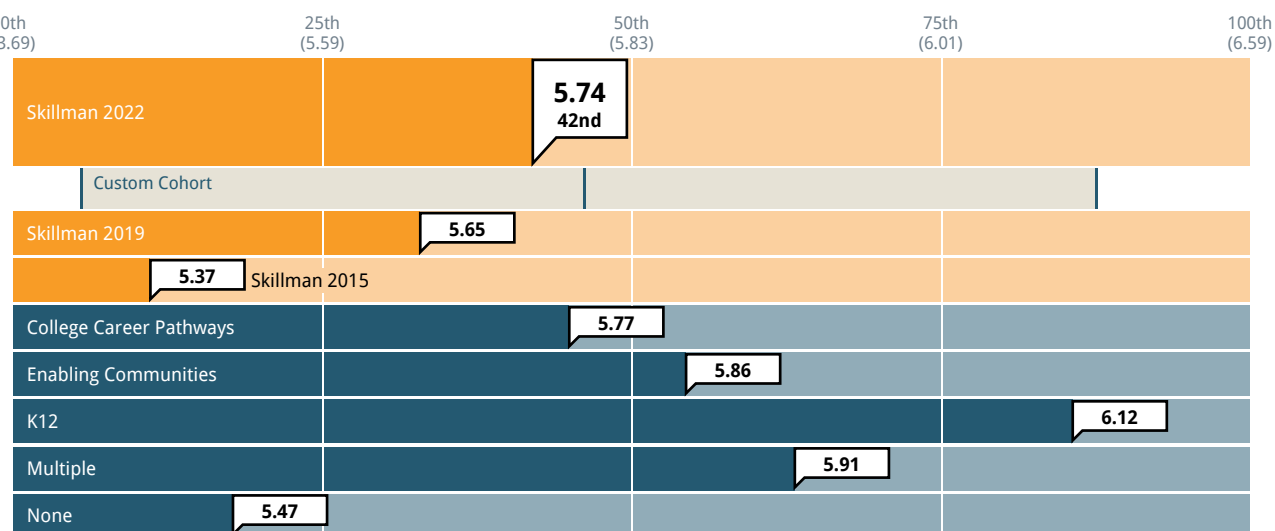
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

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

0th (4.59)	25th (5.25)	50th (5.45)	75th (5.62)	100th (6.32)

Skillman 2022 — **5.47** / **52nd**

College Career Pathways — **4.96**

Enabling Communities — **5.58**

K12 — **6.11**

Multiple — **5.73**

None — **5.80**
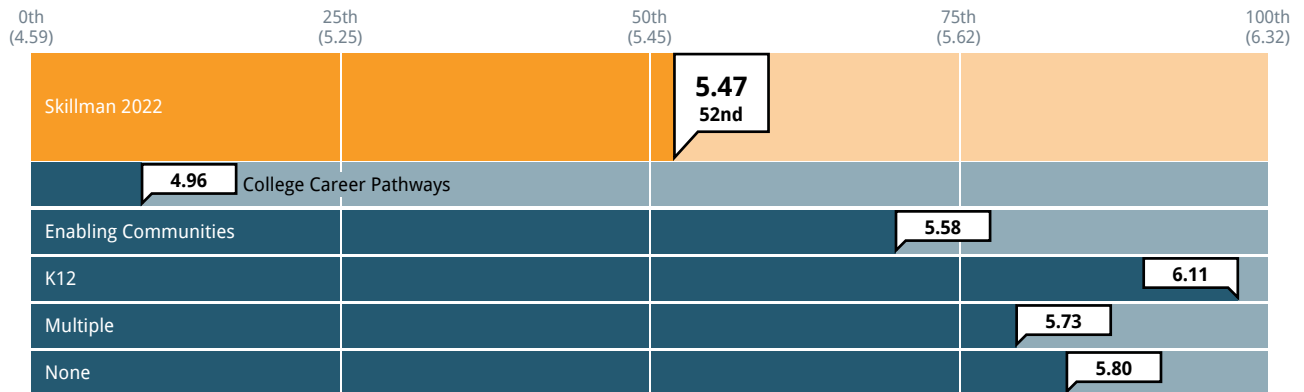
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

Contextual Understanding

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

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

0th (4.24)	25th (5.45)	50th (5.67)	75th (5.90)	100th (6.54)

Skillman 2022 — **5.99** / **83rd**

Custom Cohort

Skillman 2019 — 5.80
Skillman 2015 — 5.80
Skillman 2012 — 5.92
College Career Pathways — 5.65
Enabling Communities — 5.86
K12 — 6.53
Multiple — 6.09
None — 6.14

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area
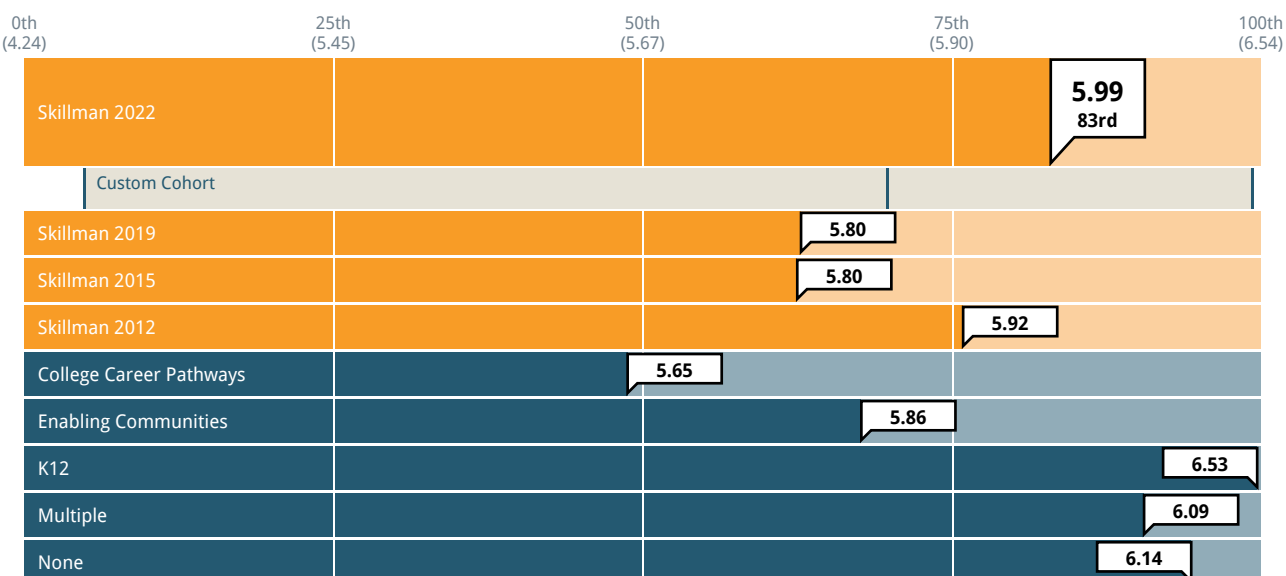
In the following questions, we use the phrase "the people and communities that you serve" to refer to those your organization seeks to serve through the services and/or programs it provides.

Please note that CEP recently modified the following questions. The prior questions were: "How well does the Foundation understand your intended beneficiaries' needs?" and "To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?" The question anchors have not been modified.

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

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

0th (4.00)	25th (5.49)	50th (5.69)	75th (5.86)	100th (6.46)

Skillman 2022 — **5.97** / **85th**

Custom Cohort

Skillman 2019 — 5.68
College Career Pathways — 5.77
Enabling Communities — 6.07
K12 — 6.33
Multiple — 6.00
None — 5.73
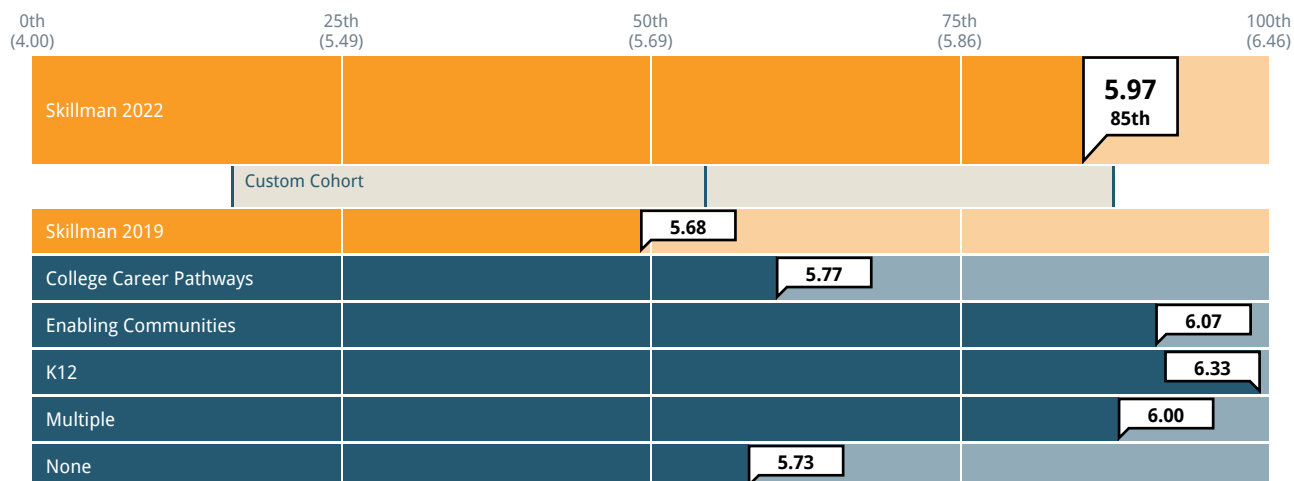
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?

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

	0th (3.77)	25th (5.35)	50th (5.58)	75th (5.84)	100th (6.45)
Skillman 2022				**5.81** 73rd	
Custom Cohort					
Skillman 2019		5.49			
College Career Pathways			5.76		
Enabling Communities			5.71		
K12				6.22	
Multiple				6.09	
None		5.47			
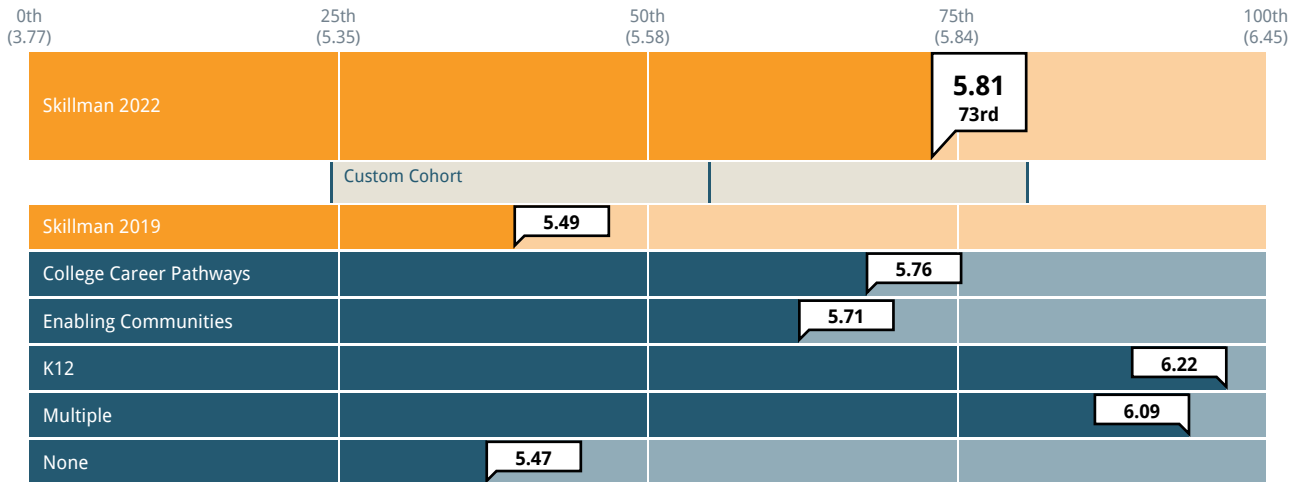
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Grant Processes

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

■ Submitted a proposal   ■ Did not submit a proposal

Skillman 2022	96%	4%
Skillman 2019	96%	4%
Skillman 2015	99%	
Skillman 2012	96%	4%
Skillman 2008	96%	4%
Skillman 2003	100%	
Custom Cohort	94%	6%
Average Funder	94%	6%
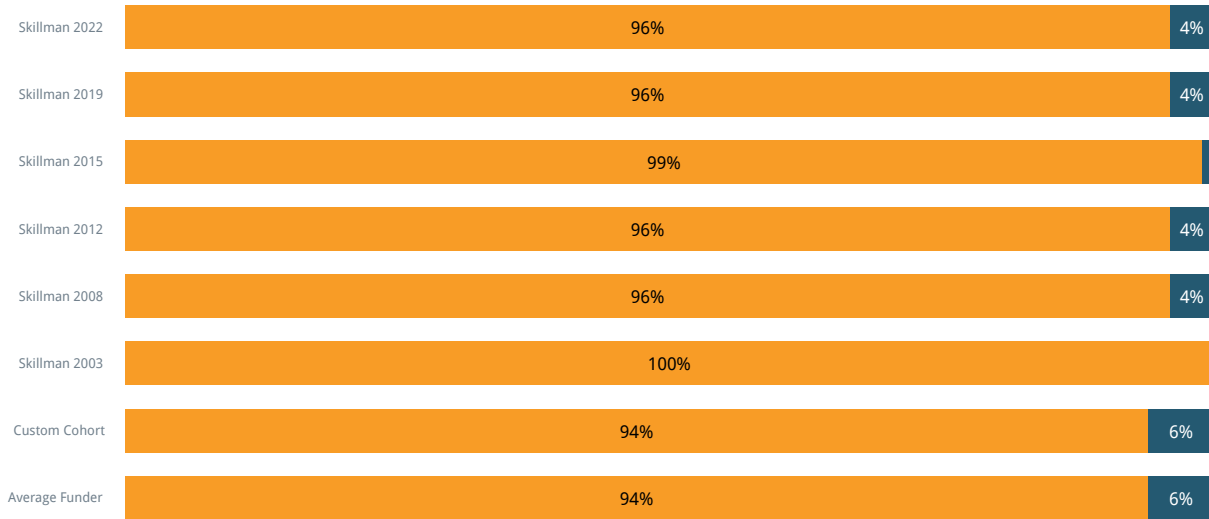
Cohort: Custom Cohort   **Past results:** on

Selection Process

Please note that CEP recently modified the following question. The prior question text was: "How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?" The corresponding anchors were "not at all helpful" and "extremely helpful."

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

	0th (3.45)	25th (4.82)	50th (5.16)	75th (5.44)	100th (6.49)
Skillman 2022					**5.76*** **92nd**
Custom Cohort					
Skillman 2019	4.56				
Skillman 2015		4.91			
Skillman 2012	4.75				
Skillman 2008		4.94			
College Career Pathways				5.75	
Enabling Communities				5.43	
K12				6.18	
Multiple				5.90	
None				6.08	
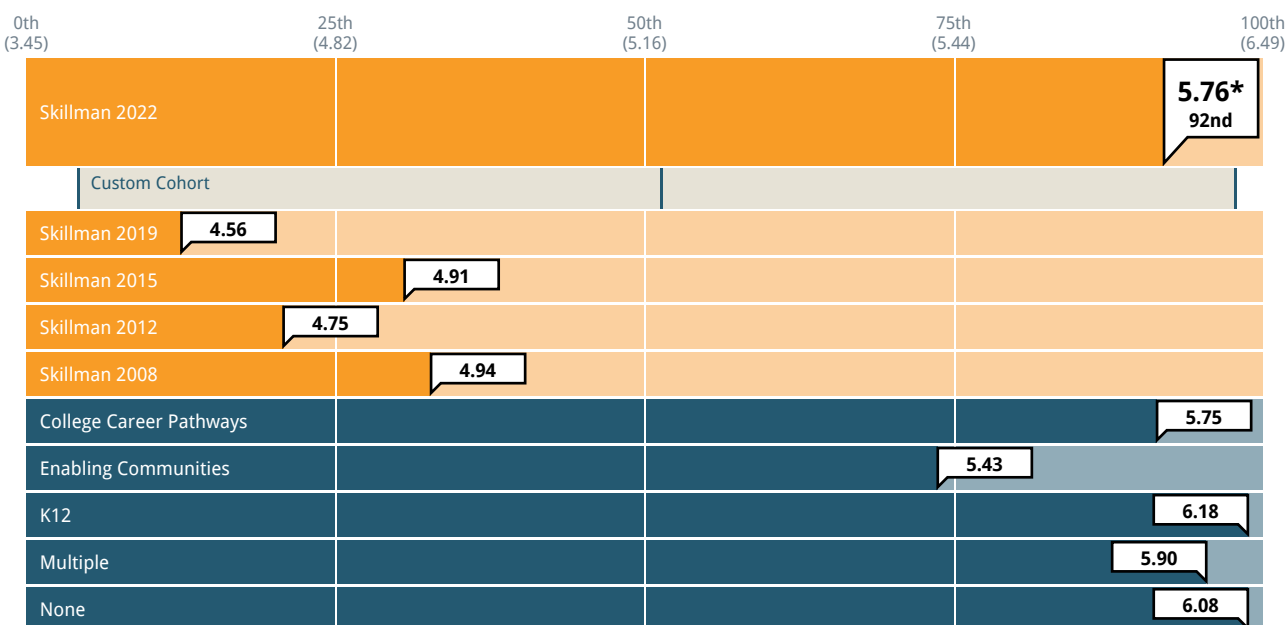
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

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

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

0th (1.29)	25th (2.01)	50th (2.26)	75th (2.49)	100th (4.24)

Skillman 2022 — **2.64** **83rd**

Custom Cohort

Skillman 2019 — **2.64**
Skillman 2015 — **2.68**
Skillman 2012 — **2.65**
Skillman 2008 — **2.46**
College Career Pathways — **2.88**
Enabling Communities — **3.62**
K12 — **2.59**
Multiple — **2.00**
None — **1.58**
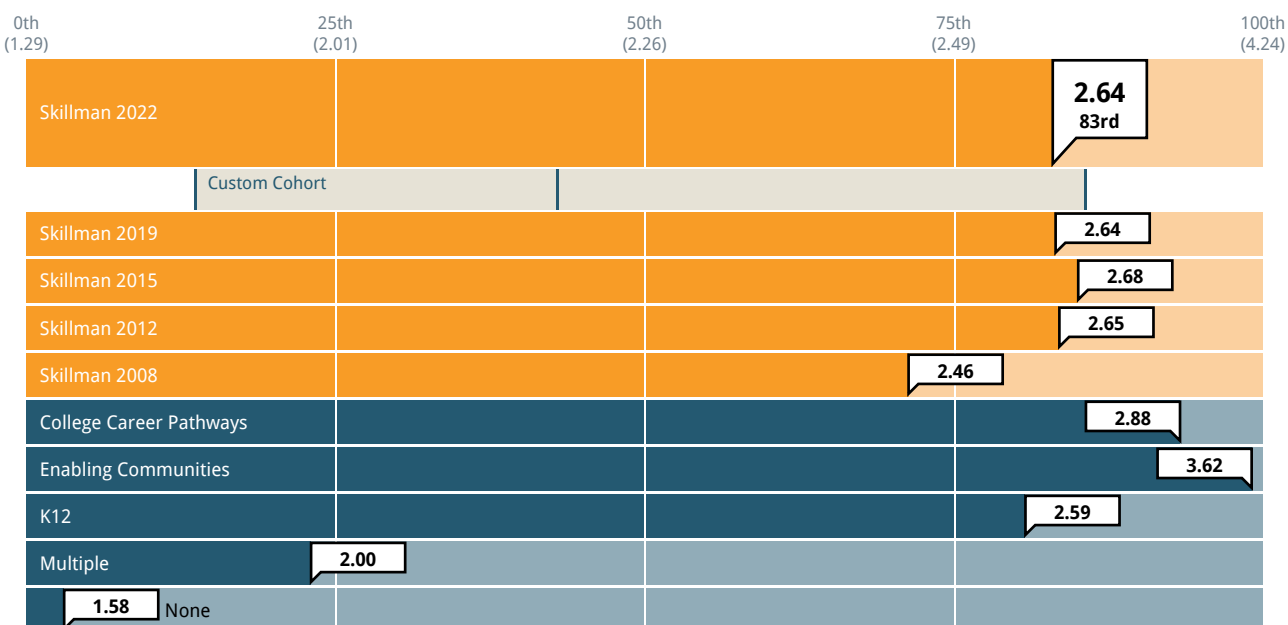
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

The following questions were recently added to the grantee survey and only represent comparative data from 25 funders.

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

🟧 Skillman 2022   ⬛ Median Funder

1	2	3	4	5	6	7

Skillman 2022 — **5.95**
Median Funder — **5.95**

Cohort: None   **Past results:** on

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

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

■ College Career Pathways ■ Enabling Communities ■ K12 ■ Multiple ■ None

College Career Pathways: 5.84
Enabling Communities: 6.00
K12: 6.12
Multiple: 6.20
None: 6.08
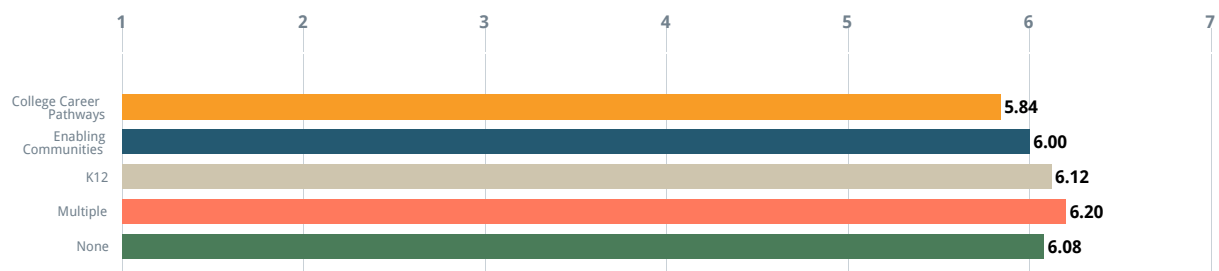
Subgroup: Strategy Area

To what extent was the Foundation clear and transparent about:

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

■ Skillman 2022 ■ Median Funder

The selection process requirements and timelines
Skillman 2022: 6.09
Median Funder: 6.15

The criteria the Foundation uses to decide whether a proposal would be funded or declined
Skillman 2022: 5.62
Median Funder: 5.59
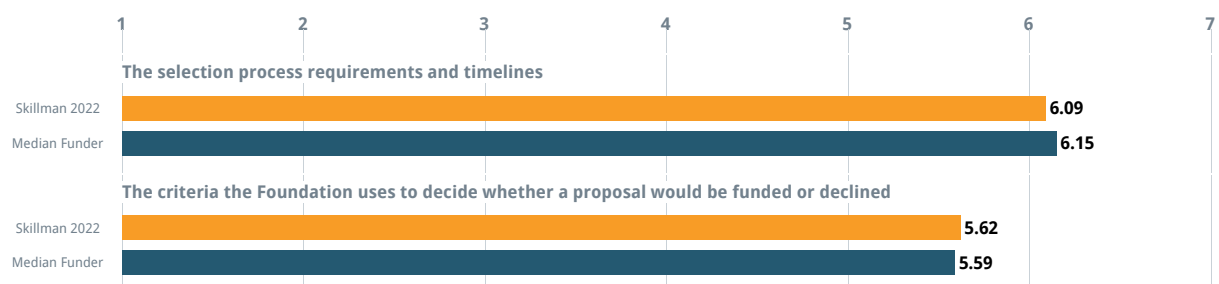
Cohort: None   **Past results:** on

To what extent was the Foundation clear and transparent about: - By Subgroup

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

■ College Career Pathways   ■ Enabling Communities   ■ K12   ■ Multiple   ■ None

The selection process requirements and timelines

Subgroup	Value
College Career Pathways	6.32
Enabling Communities	6.25
K12	5.89
Multiple	6.60
None	6.00

The criteria the Foundation uses to decide whether a proposal would be funded or declined

Subgroup	Value
College Career Pathways	5.71
Enabling Communities	5.91
K12	5.44
Multiple	N/A
None	5.83

Subgroup: Strategy Area

Reporting and Evaluation Process

Definition of Reporting and Evaluation

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

	0th (18%)	25th (57%)	50th (69%)	75th (80%)	100th (100%)
Skillman 2022				**75% 62nd**	
		Custom Cohort			
Skillman 2019			**76%**		
Skillman 2015			**77%**		
Skillman 2012			**72%**		
College Career Pathways				**80%**	
Enabling Communities				**85%**	
K12				**88%**	
Multiple				**100%**	
None	**40%**				
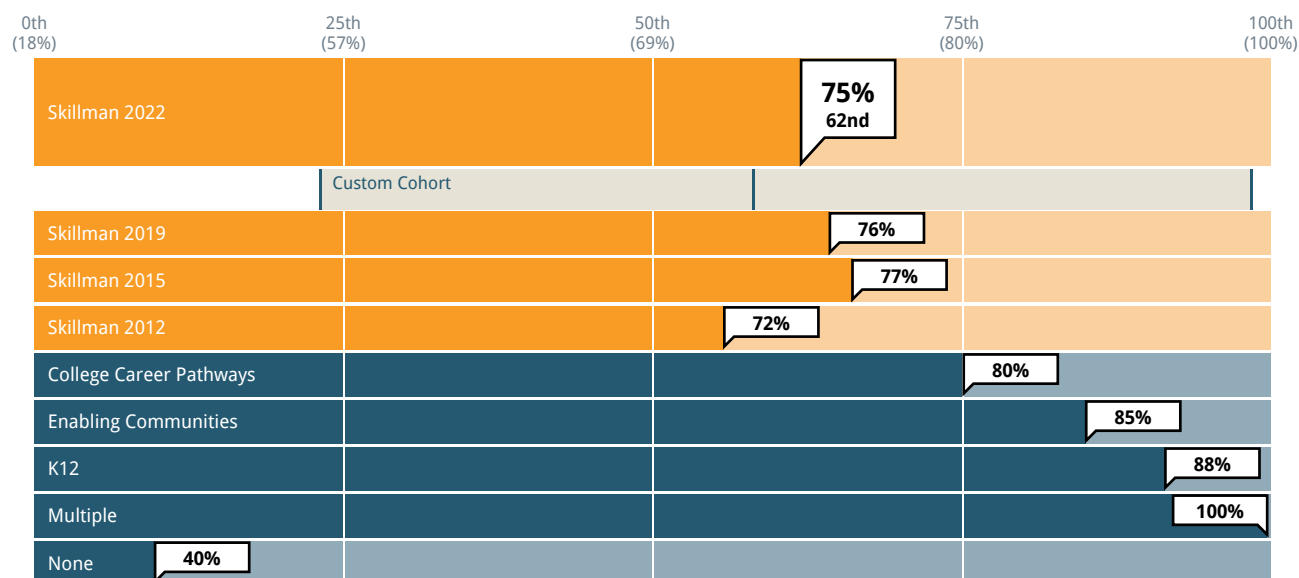
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Participation in Reporting and/or Evaluation Processes

- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process

Skillman 2022	57%		36%	7%
Skillman 2019	41%		39%	17%
Average Funder	57%		29%	13%

Cohort: None   **Past results:** on

Participation in Reporting and/or Evaluation Processes - By Subgroup

■ Participated in a reporting process only   ■ Participated in an evaluation process only
■ Participated in both a reporting and an evaluation process   ■ Participated in neither a reporting nor an evaluation process

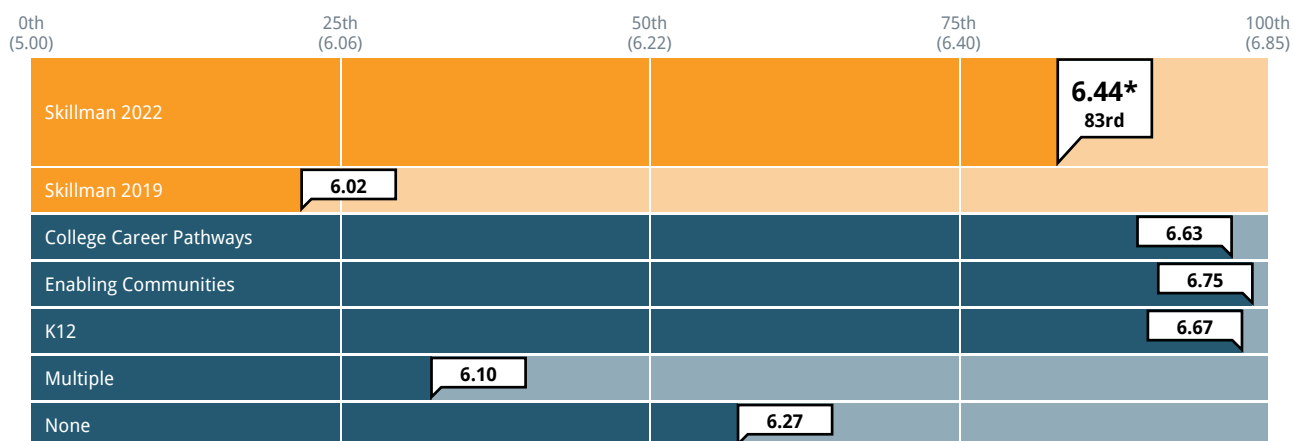| Subgroup	Reporting only	Both	Neither
College Career Pathways	36%	59%	5%
Enabling Communities	54%	38%	8%
K12	50%	39%	11%
Multiple	55%	45%	
None	79%	7%	14%
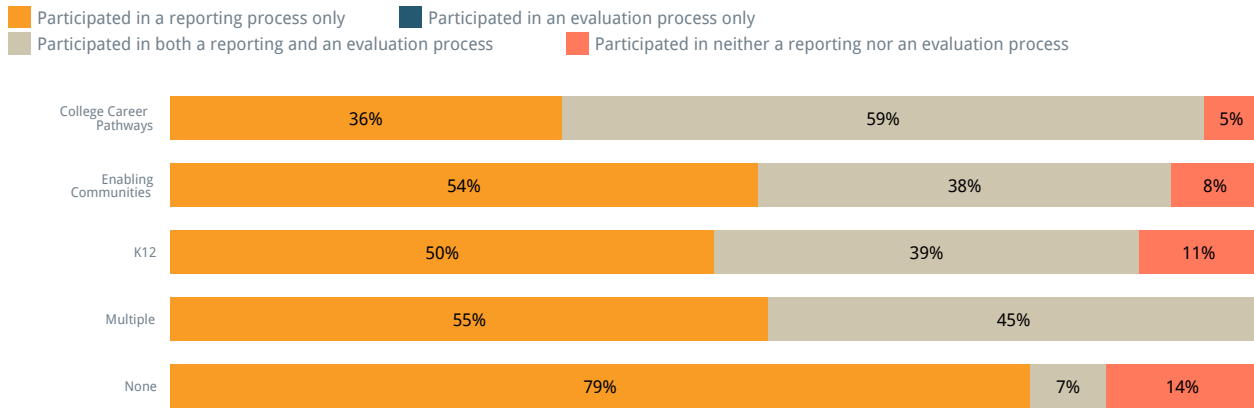
Subgroup: Strategy Area

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

	0th (5.00)	25th (6.06)	50th (6.22)	75th (6.40)	100th (6.85)
Skillman 2022				**6.44*** 83rd	
Skillman 2019	6.02				
College Career Pathways				6.63	
Enabling Communities				6.75	
K12				6.67	
Multiple	6.10				
None			6.27		

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

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
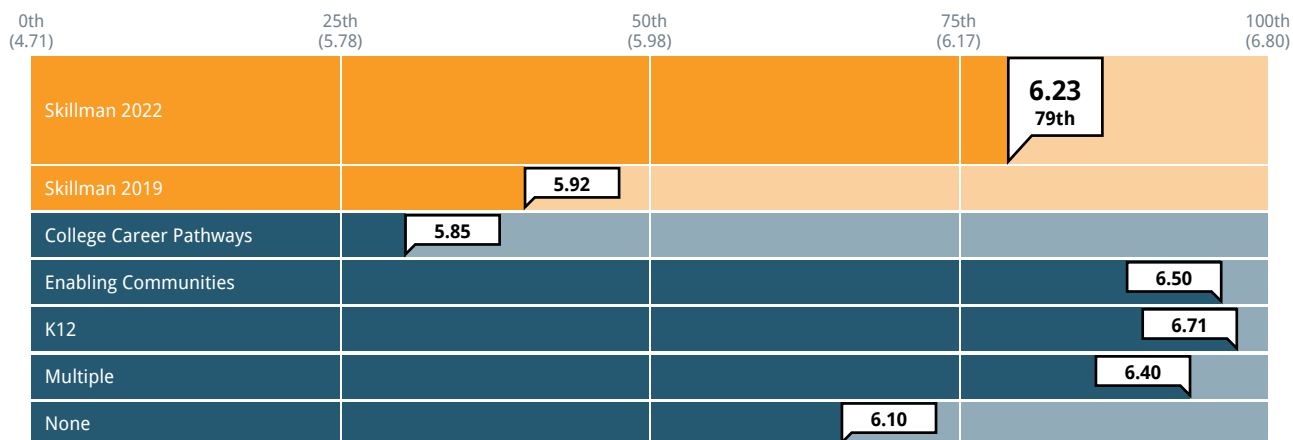
	0th (4.71)	25th (5.78)	50th (5.98)	75th (6.17)	100th (6.80)
Skillman 2022				**6.23** 79th	
Skillman 2019		5.92			
College Career Pathways		5.85			
Enabling Communities				6.50	
K12				6.71	
Multiple				6.40	
None			6.10		

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

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
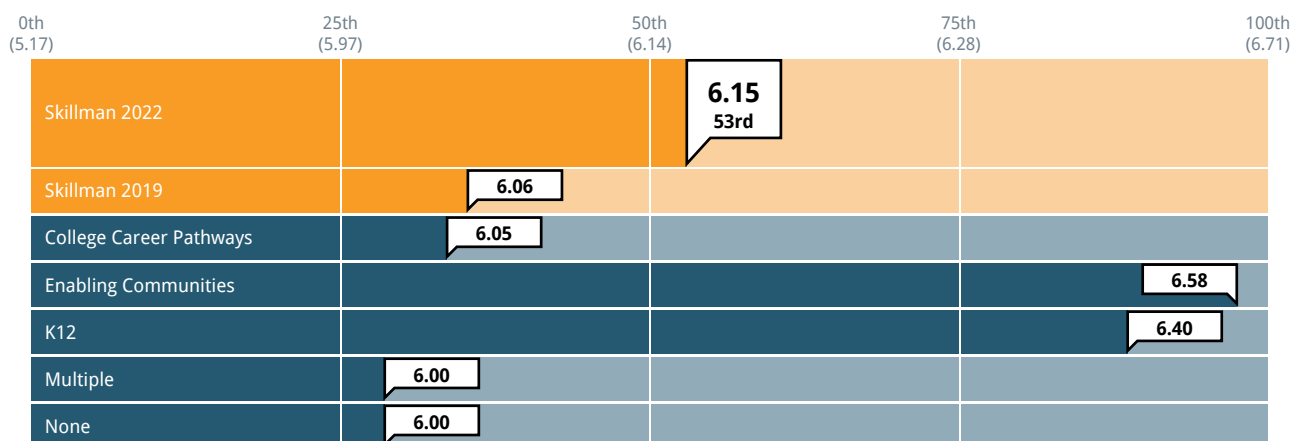
	0th (5.17)	25th (5.97)	50th (6.14)	75th (6.28)	100th (6.71)
Skillman 2022			**6.15** 53rd		
Skillman 2019		6.06			
College Career Pathways		6.05			
Enabling Communities					6.58
K12					6.40
Multiple	6.00				
None	6.00				

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

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

	0th (4.56)	25th (5.66)	50th (5.88)	75th (6.08)	100th (6.57)
Skillman 2022			**5.78** 37th		
Skillman 2019	5.57				
College Career Pathways	5.38				
Enabling Communities					6.25
K12					6.13
Multiple					6.18
None			5.83		
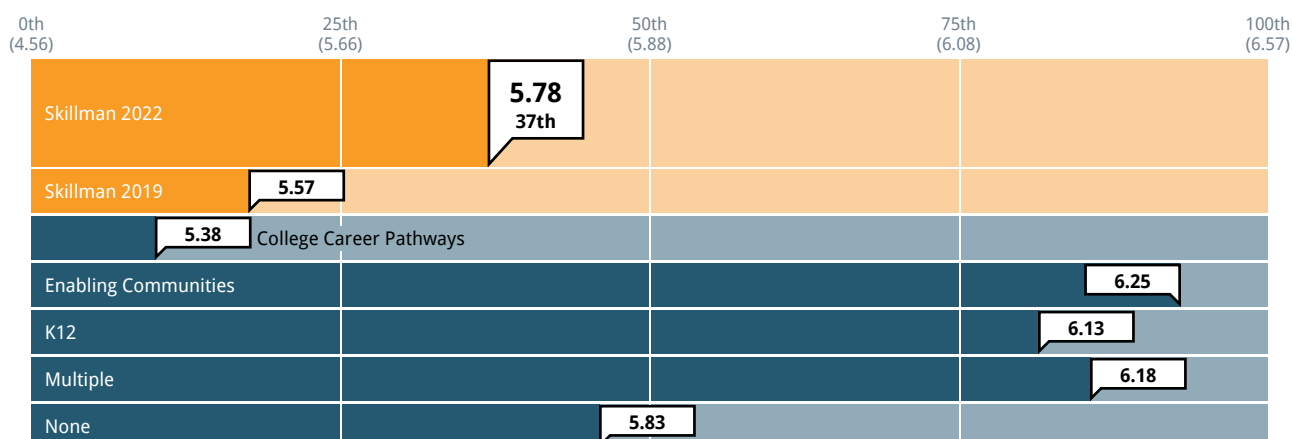
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

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
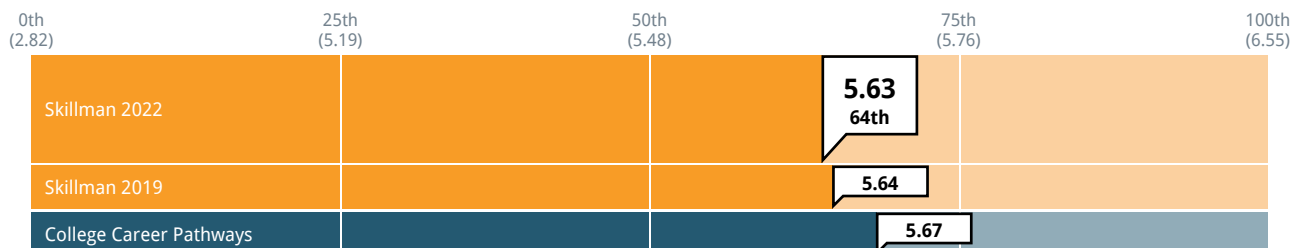
0th (2.82)	25th (5.19)	50th (5.48)	75th (5.76)	100th (6.55)

Skillman 2022: **5.63** 64th
Skillman 2019: 5.64
College Career Pathways: 5.67

Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

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

0th (2.78)	25th (4.40)	50th (4.77)	75th (5.06)	100th (6.00)

Skillman 2022: **4.80** 54th
Skillman 2019: 5.38
College Career Pathways: 5.08
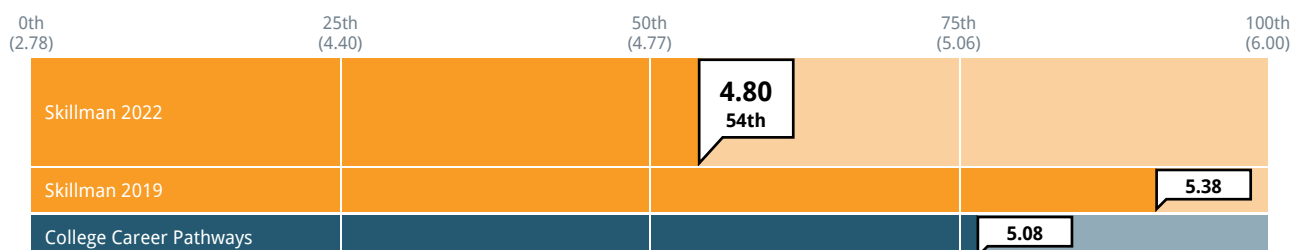
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

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

	0th ($0.3K)	25th ($1.7K)	50th ($2.7K)	75th ($5.3K)	100th ($29.8K)
Skillman 2022				$5.8K 78th	
Custom Cohort					
Skillman 2019				$5.0K	
Skillman 2015				$5.0K	
Skillman 2012			$4.2K		
Skillman 2008			$4.0K		
College Career Pathways					$9.2K
Enabling Communities				$6.7K	
K12				$5.4K	
Multiple					$10.0K
None	$1.8K				
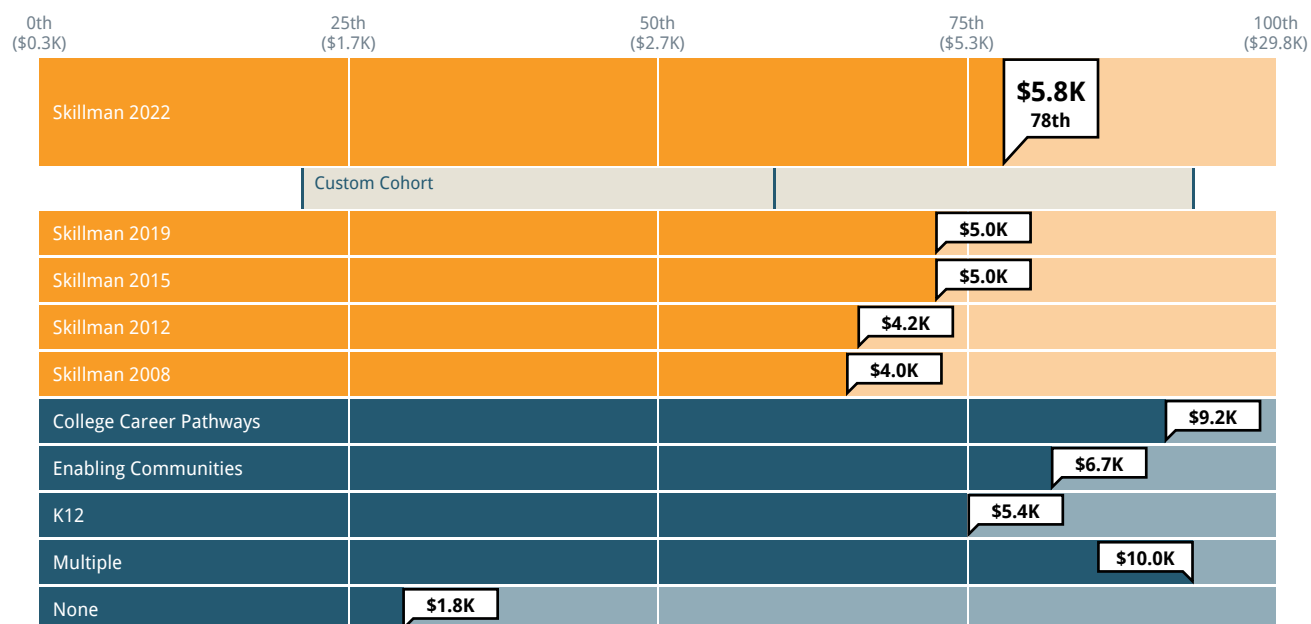
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Median Grant Size

	0th ($3K)	25th ($40K)	50th ($100K)	75th ($230K)	100th ($3300K)
Skillman 2022			$150K 62nd		
Custom Cohort					
Skillman 2019				$189K	
Skillman 2015			$125K		
Skillman 2012			$115K		
Skillman 2008			$200K		
Skillman 2003				$300K	
College Career Pathways			$138K		
Enabling Communities			$200K		
K12			$155K		
Multiple			$200K		
None	$15K				
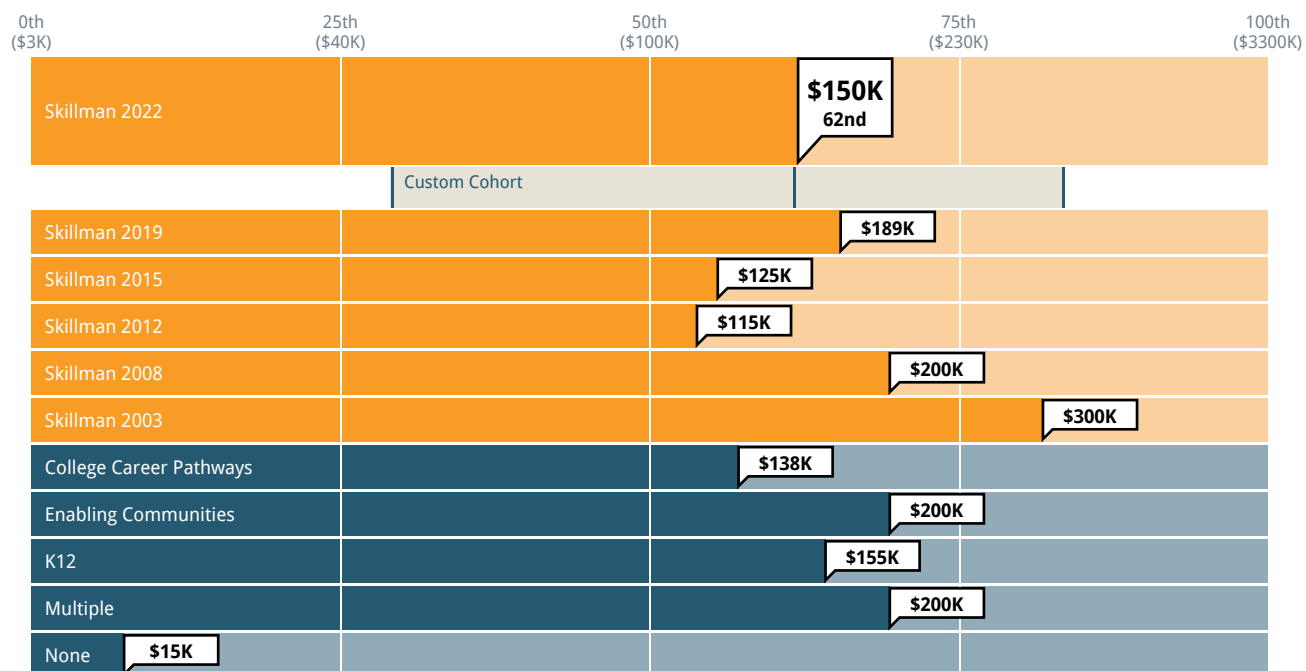
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Median hours spent by grantees on funder requirements over grant lifetime

	0th (7hrs)	25th (20hrs)	50th (30hrs)	75th (50hrs)	100th (304hrs)
Skillman 2022		19hrs 18th			
		Custom Cohort			
Skillman 2019			30hrs		
Skillman 2015		25hrs			
Skillman 2012			33hrs		
Skillman 2008			40hrs		
College Career Pathways		22hrs			
Enabling Communities		23hrs			
K12			35hrs		
Multiple		20hrs			
None	15hrs				
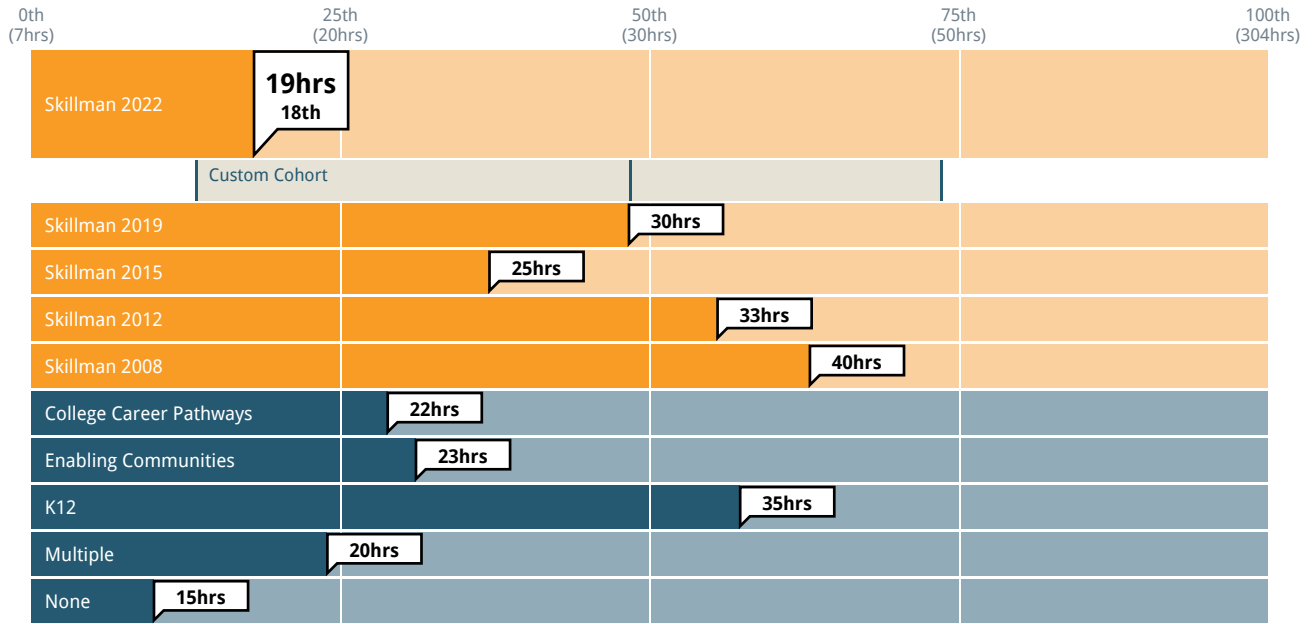
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

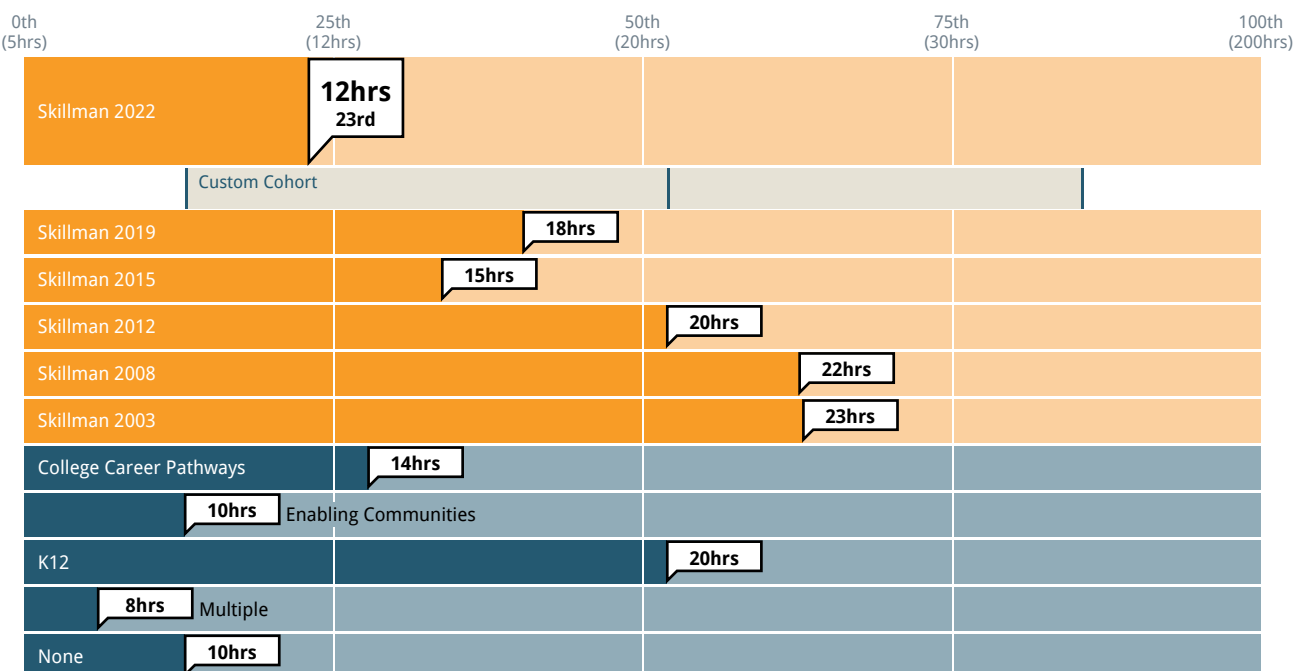# Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Selected Cohort: Custom Cohort							
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**
Skillman 2022	40%	21%	20%	10%	2%	4%	1%	0%
Skillman 2019	20%	30%	20%	9%	10%	9%	3%	0%
Skillman 2015	28%	25%	18%	2%	17%	6%	3%	2%
Skillman 2012	19%	30%	24%	6%	10%	9%	3%	0%
Skillman 2008	13%	24%	16%	3%	17%	19%	6%	1%
Skillman 2003	24%	19%	10%	14%	10%	5%	14%	5%
Average Funder	23%	21%	17%	7%	11%	11%	6%	3%
Custom Cohort	22%	24%	21%	7%	12%	10%	3%	1%

Selected Subgroup: Strategy Area

Time Spent On Proposal And Selection Process (By Subgroup)	College Career Pathways	Enabling Communities	K12	Multiple	None
1 to 9 hours	38%	38%	29%	55%	38%
10 to 19 hours	23%	23%	6%	0%	46%
20 to 29 hours	23%	31%	18%	18%	15%
30 to 39 hours	15%	8%	12%	18%	0%
40 to 49 hours	0%	0%	6%	9%	0%
50 to 99 hours	0%	0%	24%	0%	0%
100 to 199 hours	0%	0%	6%	0%	0%
200+ hours	0%	0%	0%	0%	0%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year
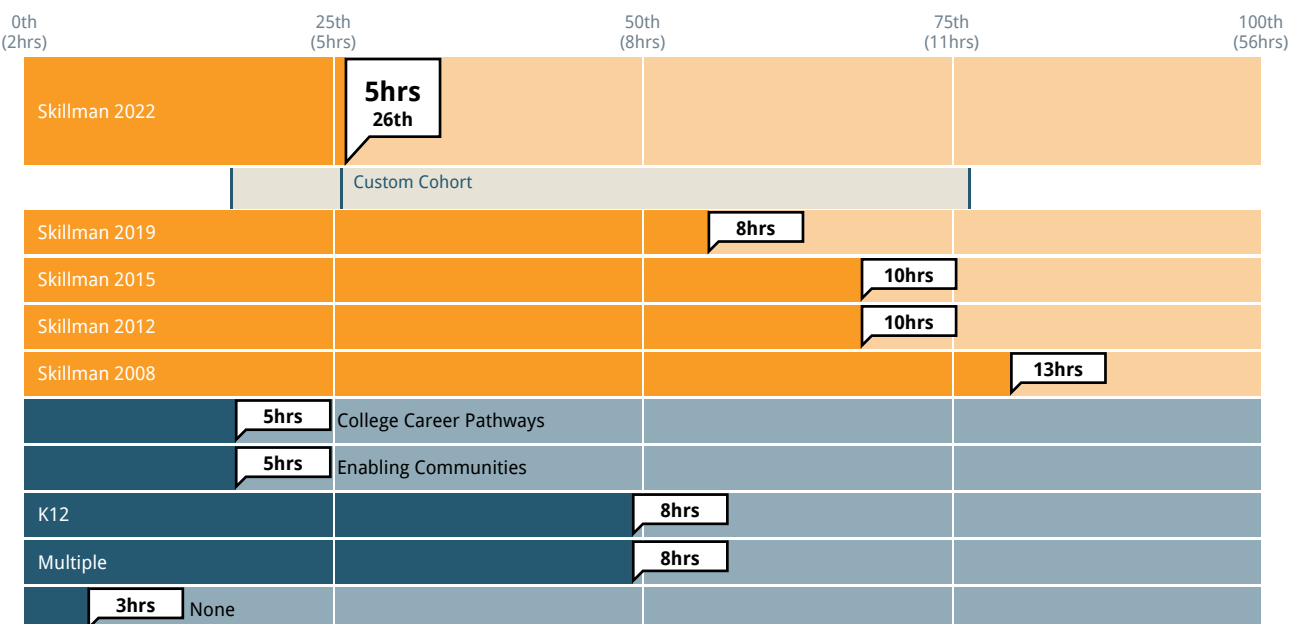
| | 0th (2hrs) | 25th (5hrs) | 50th (8hrs) | 75th (11hrs) | 100th (56hrs) |

Skillman 2022 — **5hrs 26th**

Custom Cohort

Skillman 2019 — **8hrs**
Skillman 2015 — **10hrs**
Skillman 2012 — **10hrs**
Skillman 2008 — **13hrs**
College Career Pathways — **5hrs**
Enabling Communities — **5hrs**
K12 — **8hrs**
Multiple — **8hrs**
None — **3hrs**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Selected Cohort: Custom Cohort

	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
Skillman 2022	67%	17%	7%	2%	0%	3%	2%
Skillman 2019	51%	21%	8%	2%	2%	8%	8%
Skillman 2015	46%	20%	11%	2%	7%	11%	2%
Skillman 2012	44%	25%	16%	5%	3%	5%	3%
Skillman 2008	31%	45%	7%	3%	7%	4%	3%
Average Funder	54%	19%	10%	4%	3%	5%	4%
Custom Cohort	59%	20%	10%	2%	4%	2%	2%

Selected Subgroup: Strategy Area

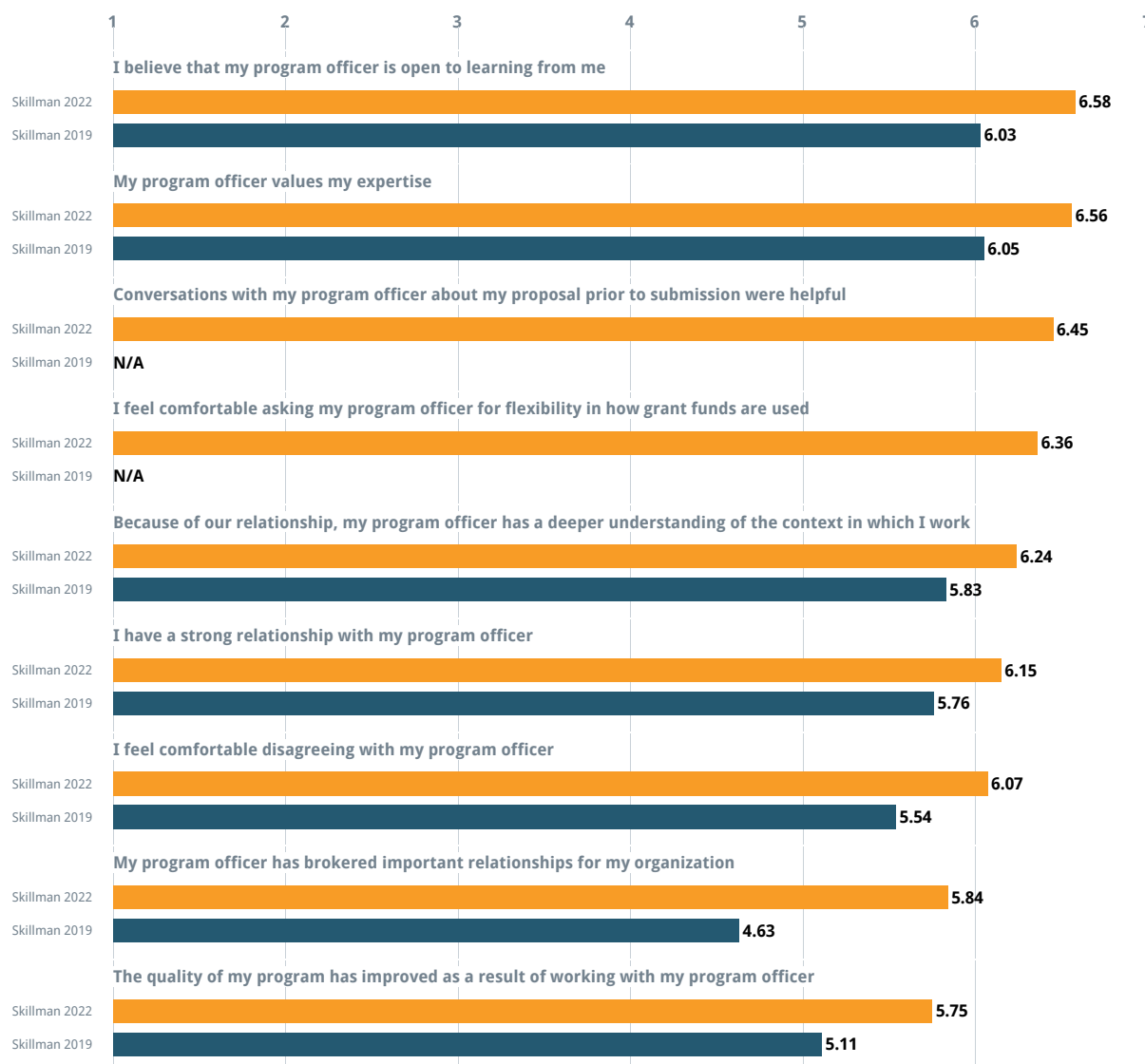| Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	College Career Pathways	Enabling Communities	K12	Multiple	None
1 to 9 hours	69%	75%	53%	55%	100%
10 to 19 hours	15%	8%	29%	27%	0%
20 to 29 hours	8%	8%	6%	9%	0%
30 to 39 hours	0%	8%	6%	0%	0%
40 to 49 hours	0%	0%	0%	0%	0%
50 to 99 hours	8%	0%	6%	0%	0%
100+ hours	0%	0%	0%	9%	0%

Skillman-Specific Questions

To what extent do you find the following statements about your program officer to be true:

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

🟧 Skillman 2022 🟦 Skillman 2019

I believe that my program officer is open to learning from me
- Skillman 2022: 6.58
- Skillman 2019: 6.03

My program officer values my expertise
- Skillman 2022: 6.56
- Skillman 2019: 6.05

Conversations with my program officer about my proposal prior to submission were helpful
- Skillman 2022: 6.45
- Skillman 2019: N/A

I feel comfortable asking my program officer for flexibility in how grant funds are used
- Skillman 2022: 6.36
- Skillman 2019: N/A

Because of our relationship, my program officer has a deeper understanding of the context in which I work
- Skillman 2022: 6.24
- Skillman 2019: 5.83

I have a strong relationship with my program officer
- Skillman 2022: 6.15
- Skillman 2019: 5.76

I feel comfortable disagreeing with my program officer
- Skillman 2022: 6.07
- Skillman 2019: 5.54

My program officer has brokered important relationships for my organization
- Skillman 2022: 5.84
- Skillman 2019: 4.63

The quality of my program has improved as a result of working with my program officer
- Skillman 2022: 5.75
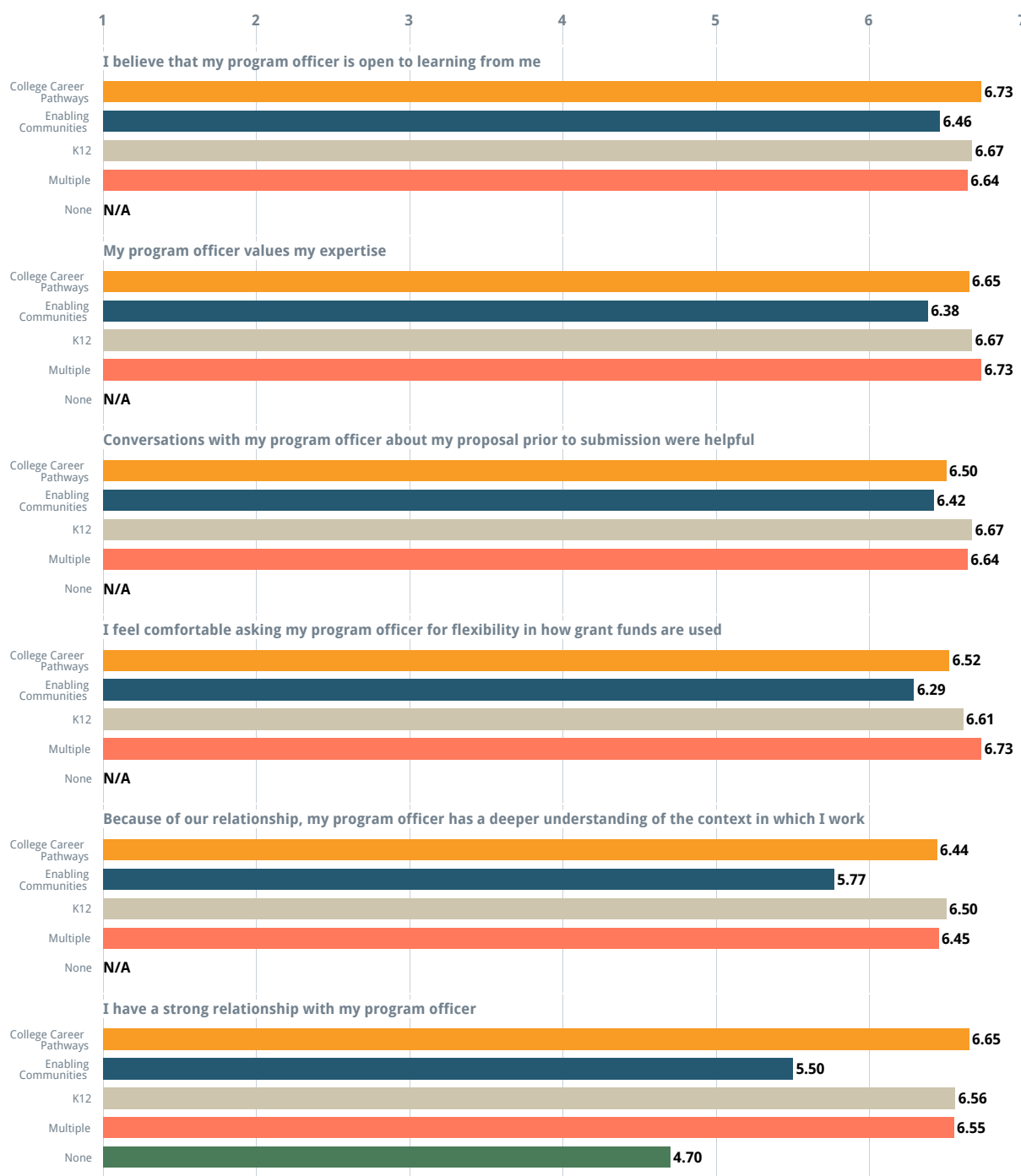- Skillman 2019: 5.11

Cohort: None **Past results:** on

To what extent do you find the following statements about your program officer to be true: - By Subgroup

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

■ College Career Pathways   ■ Enabling Communities   ■ K12   ■ Multiple   ■ None

I believe that my program officer is open to learning from me

College Career Pathways	6.73
Enabling Communities	6.46
K12	6.67
Multiple	6.64
None	N/A

My program officer values my expertise

College Career Pathways	6.65
Enabling Communities	6.38
K12	6.67
Multiple	6.73
None	N/A

Conversations with my program officer about my proposal prior to submission were helpful

College Career Pathways	6.50
Enabling Communities	6.42
K12	6.67
Multiple	6.64
None	N/A

I feel comfortable asking my program officer for flexibility in how grant funds are used

College Career Pathways	6.52
Enabling Communities	6.29
K12	6.61
Multiple	6.73
None	N/A

Because of our relationship, my program officer has a deeper understanding of the context in which I work

College Career Pathways	6.44
Enabling Communities	5.77
K12	6.50
Multiple	6.45
None	N/A

I have a strong relationship with my program officer

College Career Pathways	6.65
Enabling Communities	5.50
K12	6.56
Multiple	6.55
None	4.70

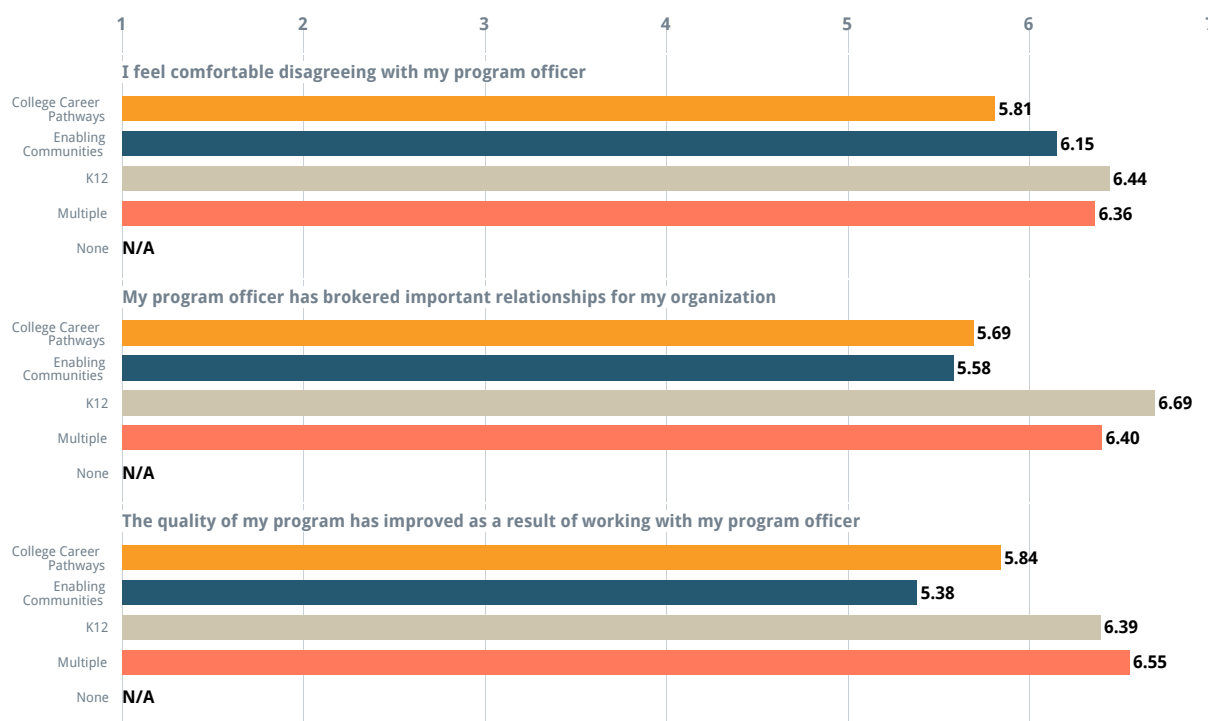**Subgroup:** Strategy Area

To what extent do you find the following statements about your program officer to be true: - By Subgroup (cont.)

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

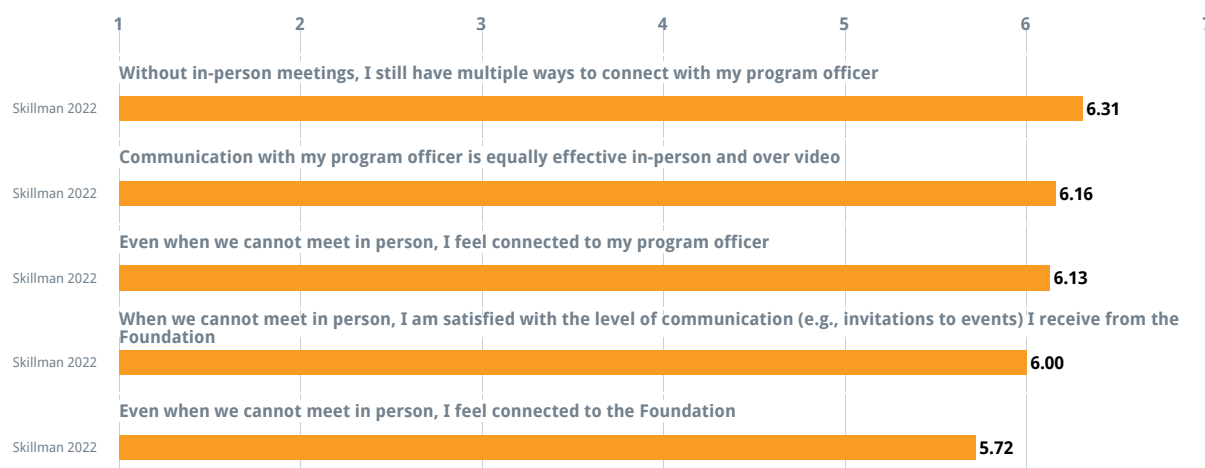■ College Career Pathways ■ Enabling Communities ■ K12 ■ Multiple ■ None

I feel comfortable disagreeing with my program officer

- College Career Pathways: **5.81**
- Enabling Communities: **6.15**
- K12: **6.44**
- Multiple: **6.36**
- None: **N/A**

My program officer has brokered important relationships for my organization

- College Career Pathways: **5.69**
- Enabling Communities: **5.58**
- K12: **6.69**
- Multiple: **6.40**
- None: **N/A**

The quality of my program has improved as a result of working with my program officer

- College Career Pathways: **5.84**
- Enabling Communities: **5.38**
- K12: **6.39**
- Multiple: **6.55**
- None: **N/A**

Subgroup: Strategy Area

To what extent do you agree or disagree with the following statements:

| **1** = Strongly disagree | **7** = Strongly agree |

■ Skillman 2022

Without in-person meetings, I still have multiple ways to connect with my program officer

- Skillman 2022: **6.31**

Communication with my program officer is equally effective in-person and over video

- Skillman 2022: **6.16**

Even when we cannot meet in person, I feel connected to my program officer

- Skillman 2022: **6.13**

When we cannot meet in person, I am satisfied with the level of communication (e.g., invitations to events) I receive from the Foundation

- Skillman 2022: **6.00**

Even when we cannot meet in person, I feel connected to the Foundation
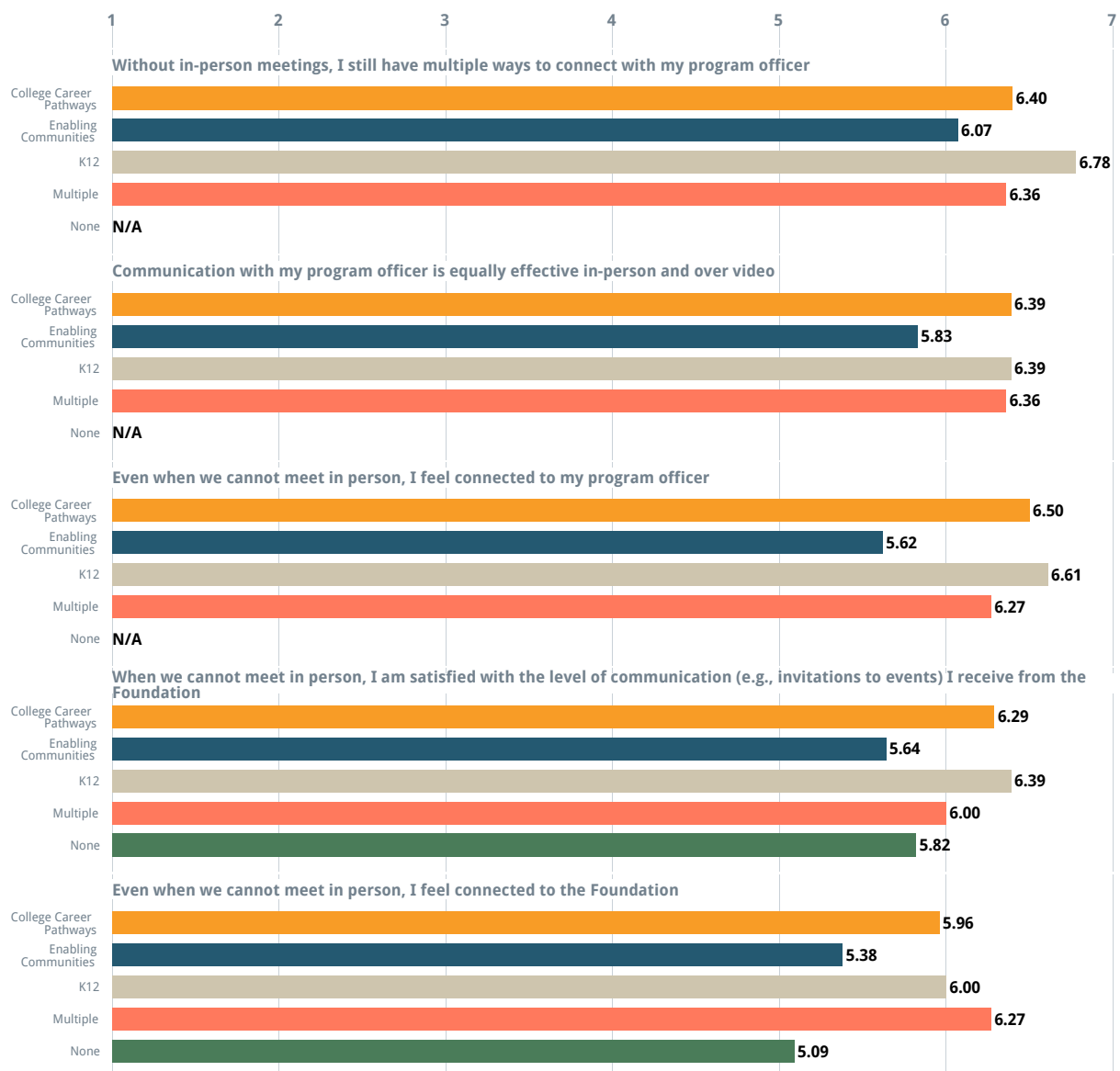
- Skillman 2022: **5.72**

Cohort: None   **Past results:** on

To what extent do you agree or disagree with the following statements: - By Subgroup

1 = Strongly disagree   7 = Strongly agree

■ College Career Pathways ■ Enabling Communities ■ K12 ■ Multiple ■ None

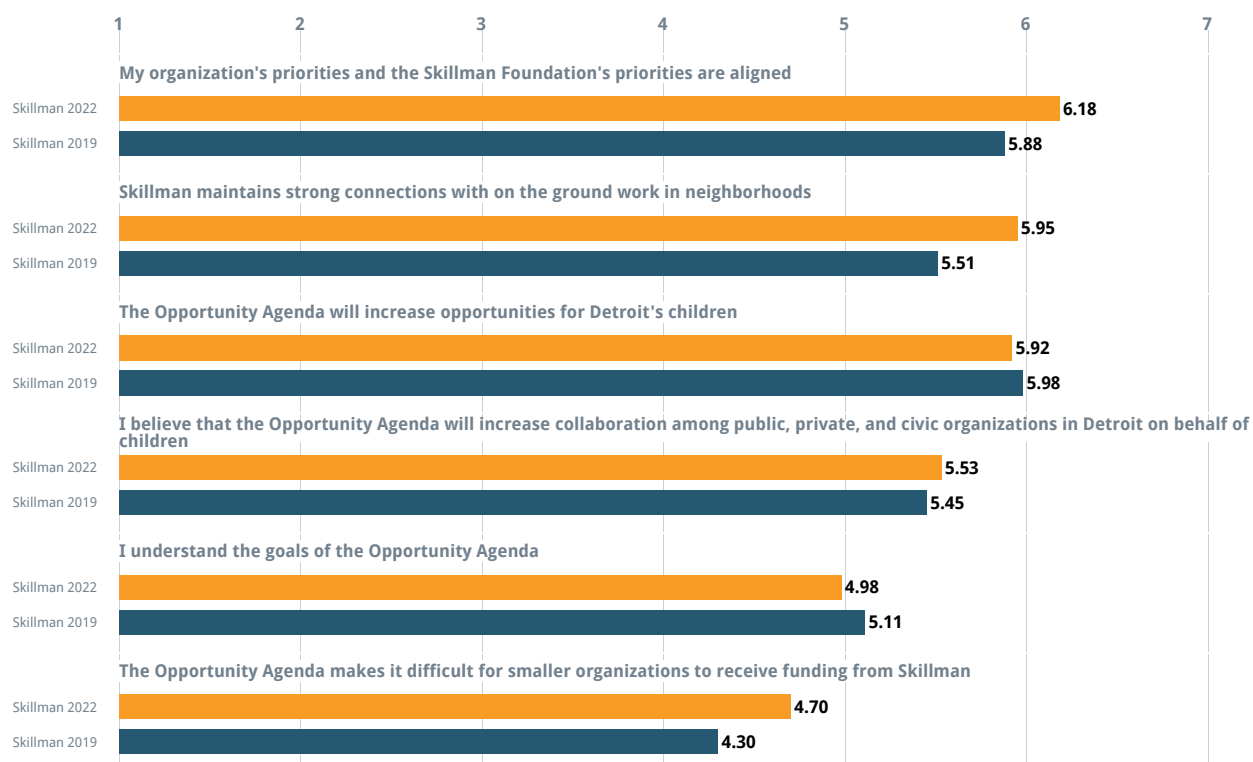**Without in-person meetings, I still have multiple ways to connect with my program officer**

College Career Pathways: 6.40
Enabling Communities: 6.07
K12: 6.78
Multiple: 6.36
None: N/A

Communication with my program officer is equally effective in-person and over video

College Career Pathways: 6.39
Enabling Communities: 5.83
K12: 6.39
Multiple: 6.36
None: N/A

Even when we cannot meet in person, I feel connected to my program officer

College Career Pathways: 6.50
Enabling Communities: 5.62
K12: 6.61
Multiple: 6.27
None: N/A

When we cannot meet in person, I am satisfied with the level of communication (e.g., invitations to events) I receive from the Foundation

College Career Pathways: 6.29
Enabling Communities: 5.64
K12: 6.39
Multiple: 6.00
None: 5.82

Even when we cannot meet in person, I feel connected to the Foundation

College Career Pathways: 5.96
Enabling Communities: 5.38
K12: 6.00
Multiple: 6.27
None: 5.09

Subgroup: Strategy Area

To what extent do you find the following statements about Skillman's Opportunity Agenda to be true:

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

🟧 Skillman 2022   🟦 Skillman 2019

My organization's priorities and the Skillman Foundation's priorities are aligned

Skillman 2022 — 6.18
Skillman 2019 — 5.88

Skillman maintains strong connections with on the ground work in neighborhoods

Skillman 2022 — 5.95
Skillman 2019 — 5.51

The Opportunity Agenda will increase opportunities for Detroit's children

Skillman 2022 — 5.92
Skillman 2019 — 5.98

I believe that the Opportunity Agenda will increase collaboration among public, private, and civic organizations in Detroit on behalf of children

Skillman 2022 — 5.53
Skillman 2019 — 5.45

I understand the goals of the Opportunity Agenda

Skillman 2022 — 4.98
Skillman 2019 — 5.11

The Opportunity Agenda makes it difficult for smaller organizations to receive funding from Skillman

Skillman 2022 — 4.70
Skillman 2019 — 4.30

Cohort: None   **Past results:** on

To what extent do you find the following statements about Skillman's Opportunity Agenda to be true: - By Subgroup

1 = Not at all   7 = To a great extent

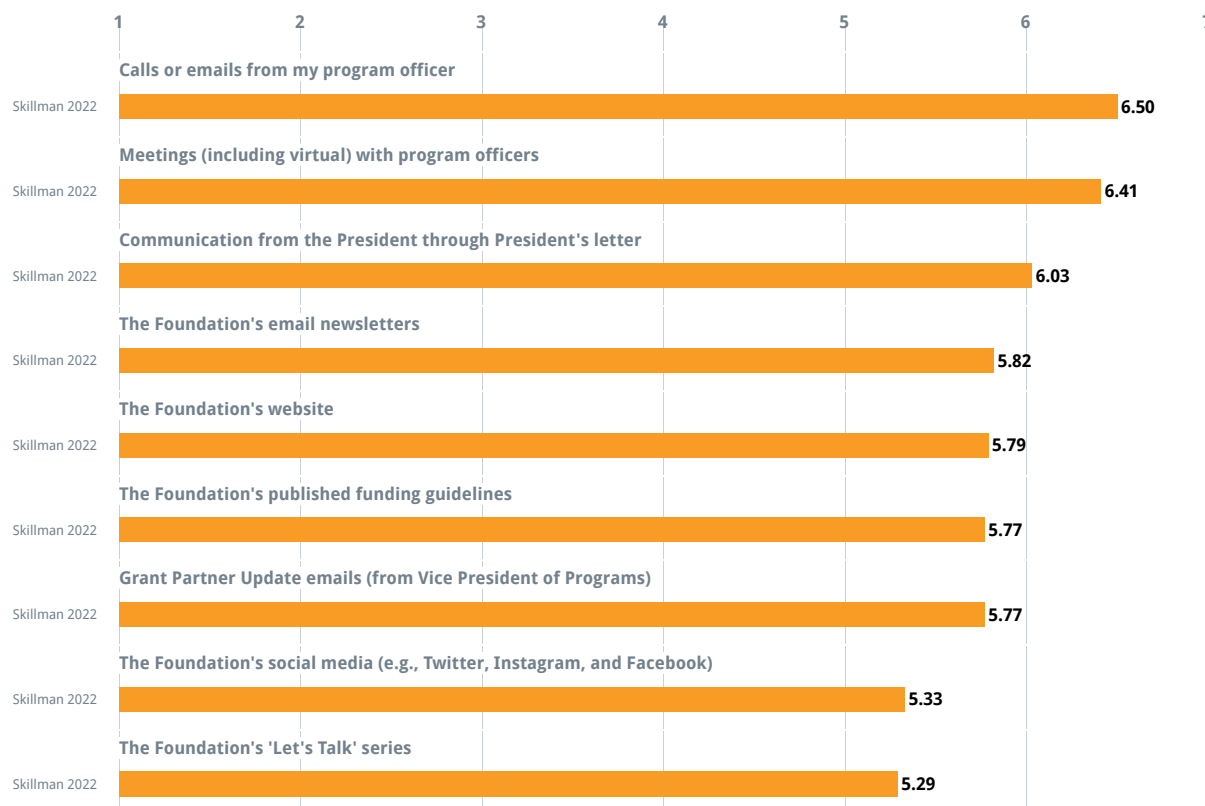■ College Career Pathways   ■ Enabling Communities   ■ K12   ■ Multiple

My organization's priorities and the Skillman Foundation's priorities are aligned

College Career Pathways	6.04
Enabling Communities	6.08
K12	6.53
Multiple	6.30

Skillman maintains strong connections with on the ground work in neighborhoods

College Career Pathways	5.63
Enabling Communities	N/A
K12	6.31
Multiple	N/A

The Opportunity Agenda will increase opportunities for Detroit's children

College Career Pathways	5.76
Enabling Communities	5.82
K12	6.31
Multiple	N/A

I believe that the Opportunity Agenda will increase collaboration among public, private, and civic organizations in Detroit on behalf of children

College Career Pathways	5.17
Enabling Communities	5.30
K12	5.91
Multiple	N/A

I understand the goals of the Opportunity Agenda

College Career Pathways	4.83
Enabling Communities	4.73
K12	4.93
Multiple	N/A

The Opportunity Agenda makes it difficult for smaller organizations to receive funding from Skillman

College Career Pathways	5.09
Enabling Communities	N/A
K12	N/A
Multiple	N/A

Subgroup: Strategy Area

To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true:

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

■ Skillman 2022   ■ Skillman 2019

The Foundation is a strong voice for children

Skillman 2022	6.63
Skillman 2019	6.59

Skillman connects people, programs, and institutions in Detroit with the best interests of children in mind

Skillman 2022	6.49
Skillman 2019	6.32

The Foundation has been an effective leader in Detroit over the past five years

Skillman 2022	6.36
Skillman 2019	6.29

Skillman prioritizes the interests of the broader community

Skillman 2022	6.16
Skillman 2019	6.02

Skillman understands the grassroots work going on in Detroit neighborhoods

Skillman 2022	6.14
Skillman 2019	6.00

Cohort: None   **Past results:** on

To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: - By Subgroup

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

College Career Pathways ■ Enabling Communities ■ K12 ■ Multiple ■ None

The Foundation is a strong voice for children

College Career Pathways	6.42
Enabling Communities	6.69
K12	6.83
Multiple	6.91
None	6.77

Skillman connects people, programs, and institutions in Detroit with the best interests of children in mind

College Career Pathways	6.19
Enabling Communities	6.62
K12	6.67
Multiple	6.64
None	6.77

The Foundation has been an effective leader in Detroit over the past five years

College Career Pathways	5.92
Enabling Communities	6.50
K12	6.67
Multiple	6.73
None	6.46

Skillman prioritizes the interests of the broader community

College Career Pathways	5.79
Enabling Communities	6.29
K12	6.35
Multiple	6.27
None	6.38

Skillman understands the grassroots work going on in Detroit neighborhoods

College Career Pathways	5.83
Enabling Communities	5.73
K12	6.71
Multiple	6.45
None	6.09

Subgroup: Strategy Area

Helpfulness of Foundation Outreach and Communications

Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work.

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

■ Skillman 2022

Calls or emails from my program officer
Skillman 2022 — **6.50**

Meetings (including virtual) with program officers
Skillman 2022 — **6.41**

Communication from the President through President's letter
Skillman 2022 — **6.03**

The Foundation's email newsletters
Skillman 2022 — **5.82**

The Foundation's website
Skillman 2022 — **5.79**

The Foundation's published funding guidelines
Skillman 2022 — **5.77**

Grant Partner Update emails (from Vice President of Programs)
Skillman 2022 — **5.77**

The Foundation's social media (e.g., Twitter, Instagram, and Facebook)
Skillman 2022 — **5.33**

The Foundation's 'Let's Talk' series
Skillman 2022 — **5.29**

Cohort: None   **Past results:** on

Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. - By Subgroup

1 = Not at all helpful   7 = Extremely helpful

- College Career Pathways
- Enabling Communities
- K12
- Multiple
- None

Calls or emails from my program officer
- College Career Pathways: 6.60
- Enabling Communities: 6.00
- K12: 6.76
- Multiple: 6.64
- None: N/A

Meetings (including virtual) with program officers
- College Career Pathways: 6.38
- Enabling Communities: 6.46
- K12: 6.59
- Multiple: 6.55
- None: N/A

Communication from the President through President's letter
- College Career Pathways: 5.86
- Enabling Communities: 6.09
- K12: 5.93
- Multiple: 6.45
- None: 6.20

The Foundation's email newsletters
- College Career Pathways: 5.50
- Enabling Communities: 5.86
- K12: 5.93
- Multiple: 6.55
- None: 5.85

The Foundation's website
- College Career Pathways: 5.46
- Enabling Communities: 5.54
- K12: 6.00
- Multiple: 6.27
- None: 6.00

The Foundation's published funding guidelines
- College Career Pathways: 5.80
- Enabling Communities: 5.67
- K12: 6.00
- Multiple: 6.00
- None: 5.46

Subgroup: Strategy Area

Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. - By Subgroup (cont.)

1 = Not at all helpful   7 = Extremely helpful

■ College Career Pathways   ■ Enabling Communities   ■ K12   ■ Multiple   ■ None

Grant Partner Update emails (from Vice President of Programs)

	Score
College Career Pathways	5.58
Enabling Communities	5.67
K12	6.17
Multiple	6.20
None	N/A

The Foundation's social media (e.g., Twitter, Instagram, and Facebook)

	Score
College Career Pathways	5.28
Enabling Communities	N/A
K12	5.36
Multiple	N/A
None	N/A

The Foundation's 'Let's Talk' series

	Score
College Career Pathways	4.73
Enabling Communities	N/A
K12	5.55
Multiple	N/A
None	N/A
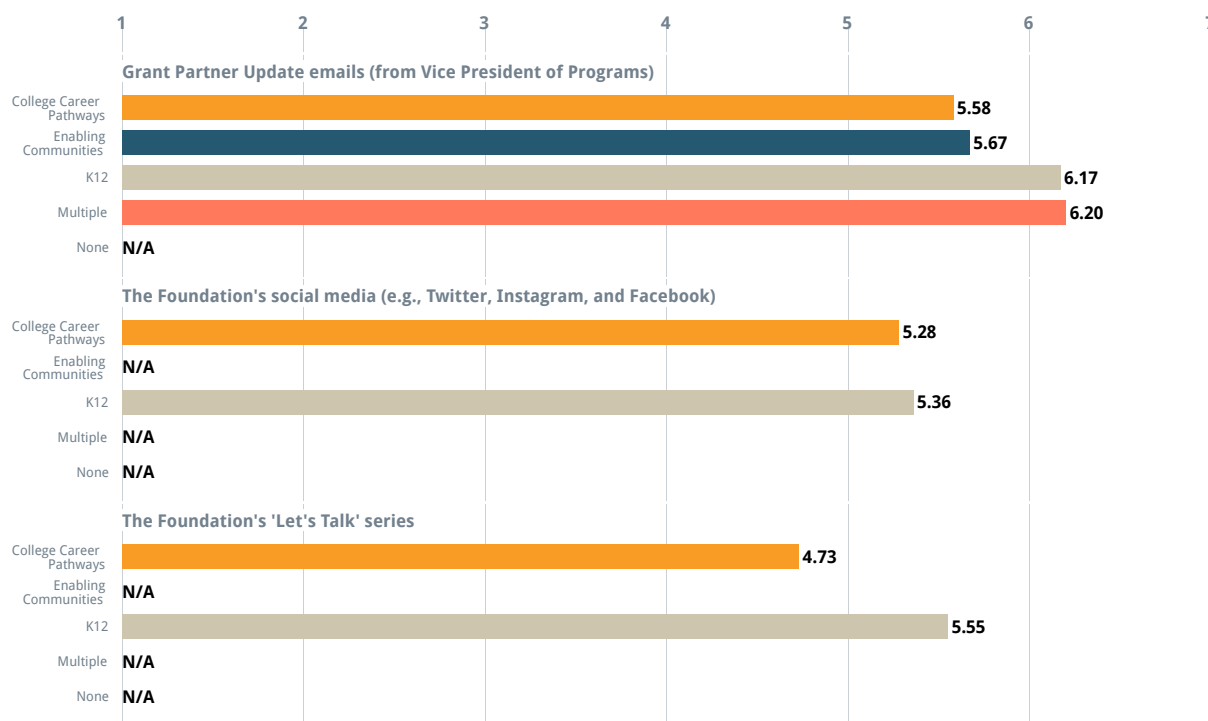
Subgroup: Strategy Area

FLUXX

To what extent do you believe the following statements about the Foundation's grant management process to be true:

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

■ Skillman 2022 ■ Skillman 2019

Our organization received grant payments in a timely way

Skillman 2022	6.62
Skillman 2019	6.21

My program officer was realistic about how long it would take for my grant to be approved

Skillman 2022	6.46
Skillman 2019	5.75

I was supported throughout the grant application process by my program officer

Skillman 2022	6.39
Skillman 2019	5.27

I was supported throughout the grant application process by grant management staff

Skillman 2022	6.22
Skillman 2019	5.85

The Foundation's electronic grant application and reporting system (FLUXX) is user friendly

Skillman 2022	5.85
Skillman 2019	5.30

Cohort: None   **Past results:** on

To what extent do you believe the following statements about the Foundation's grant management process to be true: - By Subgroup

1 = Not at all   7 = To a great extent

■ College Career Pathways   ■ Enabling Communities   ■ K12   ■ Multiple   ■ None

Our organization received grant payments in a timely way

College Career Pathways	6.84
Enabling Communities	6.46
K12	6.71
Multiple	6.27
None	6.57

My program officer was realistic about how long it would take for my grant to be approved

College Career Pathways	6.65
Enabling Communities	6.58
K12	6.39
Multiple	6.27
None	N/A

I was supported throughout the grant application process by my program officer

College Career Pathways	6.60
Enabling Communities	6.62
K12	6.56
Multiple	6.55
None	N/A

I was supported throughout the grant application process by grant management staff

College Career Pathways	6.12
Enabling Communities	6.55
K12	6.53
Multiple	6.27
None	5.60

The Foundation's electronic grant application and reporting system (FLUXX) is user friendly

College Career Pathways	5.96
Enabling Communities	6.00
K12	5.44
Multiple	5.91
None	5.69

Subgroup: Strategy Area

Grantees' Written Comments

In the Foundation's Grantee Perception Report survey, CEP asks three standard questions with written responses:

1. "Please comment on the quality of Skillman's processes, interactions, and communications."
2. "Thinking beyond the grant you received, please comment on how Skillman influences your field, community, or organization."
3. "What specific improvements would you suggest that would make Skillman a better funder?

In addition, the Foundation added two custom questions with written responses:

1. Please comment on what you think the Foundation could do to further demonstrate its commitment to and practice of racial equity (shifting power and resources in existing systems) and racial justice (building power in communities of color to allow for systems change)?
2. What would you want the new President of the Skillman Foundation to consider to improve the Foundation's overall effectiveness in Detroit?

To download the full set of grantee comments and suggestions, please refer to the "Attachments" dropdown menu at the top right of your report. Please note that some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

CEP thoroughly reviews each comment submitted and conducts comprehensive qualitative analysis on two of these questions in the GPR.

The following pages outline the results of CEP's analyses.

Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of Skillman's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

For a comment to be categorized as constructive, there must have been at least one constructive topic in its content.

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications

■ Positive comment   ■ Comment with at least one constructive theme

Skillman 2022	75%	25%
Skillman 2019	65%	35%
Custom Cohort	77%	23%
Average Funder	74%	26%
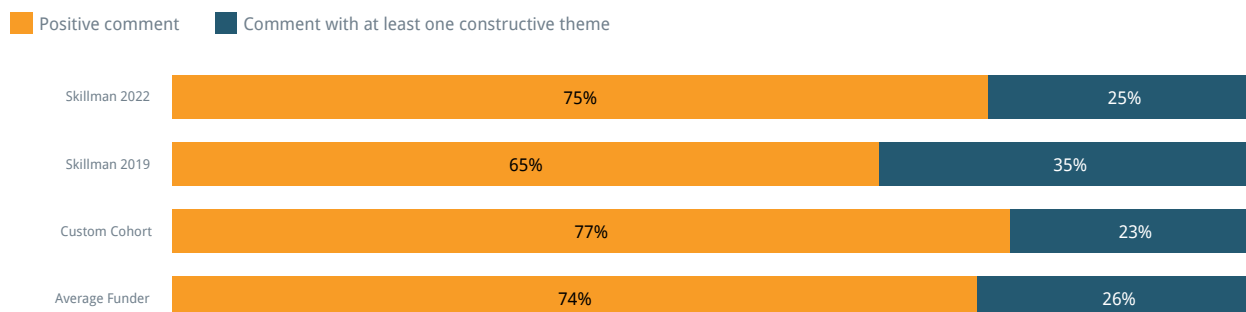
Cohort: Custom Cohort   **Past results:** on

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications - By Subgroup

■ Positive comment   ■ Comment with at least one constructive theme

College Career Pathways	73%	27%
Enabling Communities	60%	40%
K12	100%	
None	77%	23%
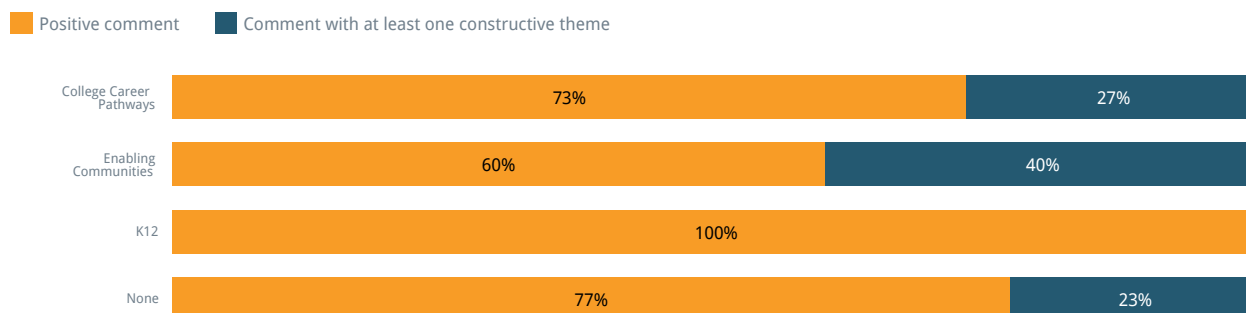
Subgroup: Strategy Area

Suggestion Themes

Grantees were asked to provide any suggestions for how the Foundation could improve. The 94 grantees that responded to the survey provided 48 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Grantmaking Characteristics	27%
Foundation Communications	15%
Funder-Grantee Interactions	15%
Impact on and Understanding of Grantees' Fields	15%
Diversity, Equity, and Inclusion	8%
Non-monetary Assistance	8%
Reporting and Evaluation Processes	6%
Impact on and Understanding of Grantees' Communities	4%
Other	2%

Selected Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 94 grantees that responded to the survey provided a total of 48 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Grantmaking Characteristics (27% N=13)

- Provide Multiyear Grants (N = 5)

  ◦ "The problems we are tackling are deeply rooted and aren't solved in a year. I'd like to see more multi-year commitments made. Communities aren't particularly served by programs starting and stopping, and there isn't some magic pot of money for most human service work."
  ◦ "Consider multi-year funding."

- More Flexibility in Timing of Grant Approvals and Usage of Funds (N = 3)

  ◦ "We would appreciate more flexibility with how and when grant funds may be spent. ...because our fiscal year cycle (which tracks the academic year cycle) does not align with the Foundation's proposal timeline, it is difficult for us to fund crucial work that happens earlier in the school year."

- Provide General Operating Support (N = 3)

  ◦ "Skillman could be a better funder if they offer general operating funds."

- Focus on Consistency of Funding (N = 2)

  ◦ "More transparency and planning for the future would give our organization the ability to plan ahead and predict what kind of relationship we can have with the Foundation as our work grows moving ahead. Our partnership has been inconsistent in the past and so we would love to have a clearer sense of what the future may hold."

Foundation Communications (15% N=7)

- Clearer Articulation of Priorities and Overall Vision of the Foundation (N = 5)

  ◦ "I think the Foundation and its funders would benefit from a clear theory of change that the Foundation is trying to enact through its funding. Sometimes the foundation's big goals seem misaligned with its funding priorities, so seeing how they view this theory of change would be helpful."
  ◦ "Provide more details about the Foundation's vision for collective impact in Detroit."

- Share Perspectives on Issues in the Field (N = 2)

  ◦ "Be more forceful in your suggestions for reducing chronic absenteeism. The local solutions for Detroit's landscape need to be more widely known and supported. Our organization and others would benefit from your voice here."

Funder-Grantee Interactions (15% N=7)

- Prioritize Openness and Two-Way Conversations (N = 3)

  ◦ "Key staff have to be better listeners and strategists, allowing discussions with grantee partners to actually shape the Foundation's agenda if that is what the Foundation says its intentions are."

- Improve Responsiveness (N = 2)

  ◦ "Ensuring that all staff are responsive."

- More Frequent Interactions (N = 2)

  ◦ "Bi-Monthly check ins with staff to discuss future ideas and opportunities within the Foundation."

Impact on and Understanding of Grantees' Fields (15% N=7)

- Consider Funding in Additional Fields (N = 3)

  ◦ "We would love to be able to apply for arts-focused funding opportunities that promote/interrogate impact and effectiveness on youth and communities in Detroit, both short and long-term, i.e. that support data driven outcomes and support grantees in evaluating those outcomes."

- More Collaboration with Other Funders (N = 2)

  ◦ "I think that the Foundation should look for ways to influence and collaborate with larger funders."

- Stronger Commitment to Policy and Advocacy (N = 2)

  ◦ "Getting more involved in policy."

Diversity, Equity, and Inclusion (8% N=4)

- Advance DEI in Internal and External Work (N = 4)

- ◦ "Uplifting the black educational leaders in the city that are over looked by racism."
- ◦ "When identifying strategies to support programs, reporting on trends, messaging to the broader community, working with partners, etc., the Foundation has a responsibility to broaden its language and not talk about things from a binary perspective. This makes the minority ethnic groups feel left out and does not take into account the nuances of the other ethnic communities."

Non-monetary Assistance (8% N=4)

- • Build Grantees' Capacity (N = 3)

  - ◦ "I would simply suggest continuing to expose program leaders to best practices discovered around the country. Professional development training and perhaps supporting organizational and individual professionals development training."

- • Other (N = 1)

Reporting and Evaluation Processes (6% N=3)

- • Work with Grantees to Develop Metrics for Success (N = 2)

  - ◦ "I believe the Foundation could be more clear in the ways it uses data provided by our organization to understand the success of projects and to make future funding decisions. If we had a better idea of how the reporting metrics are used, we may be able to actually provide better metrics than the ones being asked for."

- • Other (N = 1)

Impact on and Understanding of Grantees' Communities (4% N=2)

- • Expand Geographical Consideration for Grants (N = 2)

  - ◦ "Expand its the geographic scope of support to more communities outside of the City of Detroit."

Other (2% N=1)

- • Other (N = 1)

Contextual Data

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

Grantmaking Characteristics

Average Grant Length
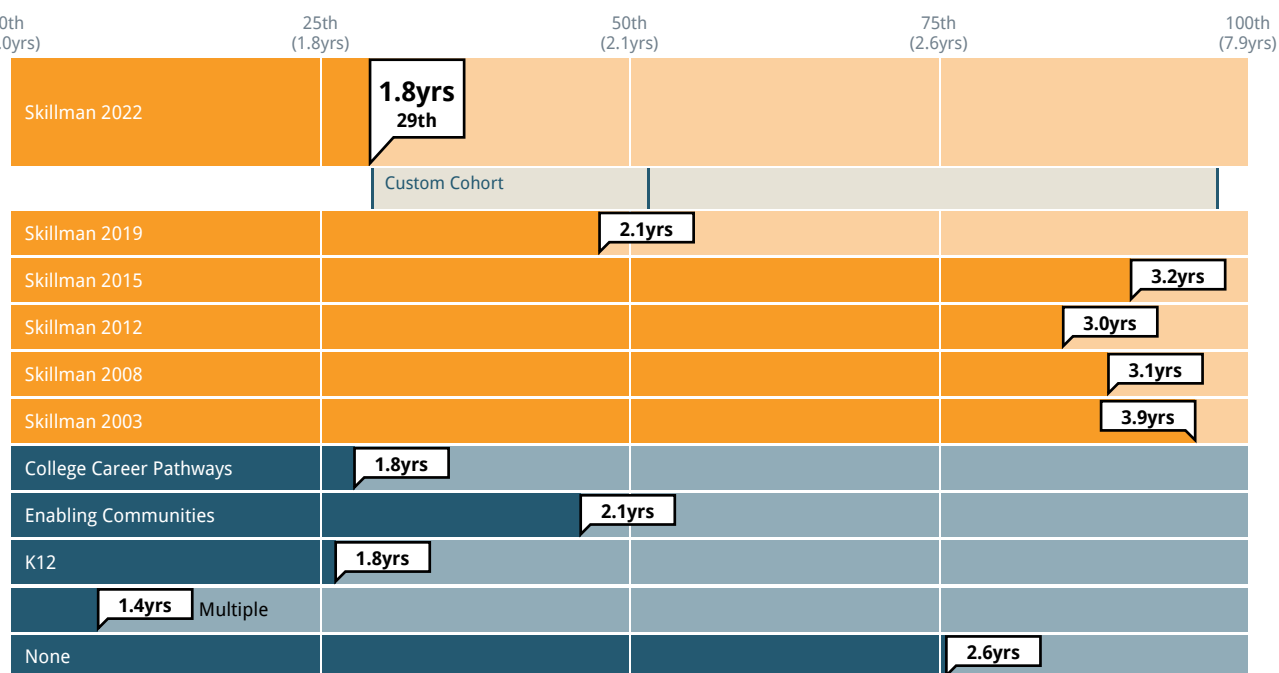
	0th (1.0yrs)	25th (1.8yrs)	50th (2.1yrs)	75th (2.6yrs)	100th (7.9yrs)

Skillman 2022 — **1.8yrs 29th**

Custom Cohort

Skillman 2019 — 2.1yrs
Skillman 2015 — 3.2yrs
Skillman 2012 — 3.0yrs
Skillman 2008 — 3.1yrs
Skillman 2003 — 3.9yrs
College Career Pathways — 1.8yrs
Enabling Communities — 2.1yrs
K12 — 1.8yrs
Multiple — 1.4yrs
None — 2.6yrs

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Strategy Area

Selected Cohort: Custom Cohort	
	Length of Grant Awarded
	Average grant length
Skillman 2022	1.8 years
Skillman 2019	2.1 years
Skillman 2015	3.2 years
Skillman 2012	3 years
Skillman 2008	3.1 years
Skillman 2003	3.9 years
Median Funder	2.1 years
Custom Cohort	2.2 years

Selected Cohort: Custom Cohort

	Length of Grant Awarded				
	0 - 1.99 years	**2 - 2.99 years**	**3 - 3.99 years**	**4 - 4.99 years**	**5 - 50 years**
Skillman 2022	62%	21%	9%	2%	7%
Skillman 2019	55%	31%	7%	1%	6%
Skillman 2015	69%	6%	3%	6%	17%
Skillman 2012	59%	15%	4%	3%	19%
Skillman 2008	40%	25%	27%	1%	7%
Skillman 2003	32%	6%	36%	2%	23%
Average Funder	48%	22%	19%	3%	8%
Custom Cohort	45%	34%	11%	3%	7%

Selected Cohort: None

Proportion of Unrestricted Funding	Skillman 2022	Skillman 2019	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	22%	12%	26%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	78%	88%	74%

Grantmaking Characteristics - By Subgroup

Selected Subgroup: Strategy Area

Length of Grant Awarded (By Subgroup)	College Career Pathways	Enabling Communities	K12	Multiple	None
Average grant length	1.8 years	2.1 years	1.8 years	1.4 years	2.6 years

Selected Subgroup: Strategy Area					
Length of Grant Awarded (By Subgroup)	**College Career Pathways**	**Enabling Communities**	**K12**	**Multiple**	**None**
0 - 1.99 years	54%	23%	67%	73%	73%
2 - 2.99 years	27%	54%	11%	18%	7%
3 - 3.99 years	12%	15%	11%	9%	0%
4 - 4.99 years	4%	8%	0%	0%	0%
5 - 50 years	4%	0%	11%	0%	20%

Selected Subgroup: Strategy Area					
Proportion of Unrestricted Funding (By Subgroup)	**College Career Pathways**	**Enabling Communities**	**K12**	**Multiple**	**None**
No, this funding was not restricted to a specific use (i.e. general operating, core support)	15%	50%	17%	0%	20%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	85%	50%	83%	100%	80%

Grant Size

Selected Cohort: Custom Cohort	
	Grant Amount Awarded
	Median grant size
Skillman 2022	$150K
Skillman 2019	$189.2K
Skillman 2015	$125K
Skillman 2012	$115K
Skillman 2008	$200K
Skillman 2003	$300K
Median Funder	$100K
Custom Cohort	$150K

Selected Cohort: Custom Cohort

Grant Amount Awarded

	Less than $10K	$10K - $24K	$25K - $49K	$50K - $99K	$100K - $149K	$150K - $299K	$300K - $499K	$500K - $999K	$1MM and above
Skillman 2022	4%	11%	4%	12%	16%	35%	10%	8%	0%
Skillman 2019	0%	3%	6%	11%	21%	36%	10%	9%	4%
Skillman 2015	3%	0%	5%	34%	12%	20%	12%	8%	6%
Skillman 2012	4%	4%	14%	19%	12%	17%	7%	14%	8%
Skillman 2008	0%	5%	3%	15%	13%	24%	20%	13%	7%
Skillman 2003	0%	2%	4%	19%	6%	17%	13%	23%	15%
Average Funder	9%	12%	12%	14%	9%	16%	9%	8%	9%
Custom Cohort	2%	9%	12%	19%	13%	24%	10%	7%	5%

Selected Cohort: Custom Cohort	
	Median Percent of Budget Funded by Grant (Annualized)
	Size of grant relative to size of grantee budget
Skillman 2022	4%
Skillman 2019	6%
Skillman 2015	8%
Skillman 2012	3%
Skillman 2008	5%
Skillman 2003	4%
Median Funder	4%
Custom Cohort	4%

Grant Size - By Subgroup

Selected Subgroup: Strategy Area					
Grant Amount Awarded (By Subgroup)	**College Career Pathways**	**Enabling Communities**	**K12**	**Multiple**	**None**
Median grant size	$137.5K	$200K	$155K	$200K	$15K

Selected Subgroup: Strategy Area

Grant Amount Awarded (By Subgroup)	College Career Pathways	Enabling Communities	K12	Multiple	None
Less than $10K	0%	8%	0%	0%	20%
$10K - $24K	0%	0%	11%	0%	47%
$25K - $49K	0%	0%	0%	0%	20%
$50K - $99K	15%	15%	0%	0%	7%
$100K - $149K	35%	15%	11%	9%	0%
$150K - $299K	19%	38%	56%	82%	7%
$300K - $499K	19%	15%	6%	9%	0%
$500K - $999K	12%	8%	17%	0%	0%
$1MM and above	0%	0%	0%	0%	0%

Selected Subgroup: Strategy Area

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	College Career Pathways	Enabling Communities	K12	Multiple	None
Size of grant relative to size of grantee budget	8%	5%	3%	7%	2%

Grantee Characteristics

Selected Cohort: Custom Cohort	
	Operating Budget of Grantee Organization
	Median Budget
Skillman 2022	$1.5M
Skillman 2019	$2M
Skillman 2015	$1.6M
Skillman 2012	$2.6M
Skillman 2008	$2.5M
Skillman 2003	$3M
Median Funder	$1.6M
Custom Cohort	$1.5M

Selected Cohort: Custom Cohort						
Operating Budget of Grantee Organization						
	<$100K	**$100K - $499K**	**$500K - $999K**	**$1MM - $4.9MM**	**$5MM - $24MM**	**>=$25MM**
Skillman 2022	4%	15%	22%	29%	20%	9%
Skillman 2019	0%	11%	23%	33%	23%	10%
Skillman 2015	3%	21%	13%	39%	13%	11%
Skillman 2012	3%	13%	19%	32%	22%	10%
Skillman 2008	0%	16%	17%	28%	25%	14%
Skillman 2003	2%	11%	20%	24%	22%	20%
Average Funder	8%	18%	13%	30%	18%	12%
Custom Cohort	3%	17%	16%	34%	18%	11%

Grantee Characteristics - By Subgroup

Selected Subgroup: Strategy Area					
Operating Budget of Grantee Organization (By Subgroup)	**College Career Pathways**	**Enabling Communities**	**K12**	**Multiple**	**None**
Median Budget	$1.2M	$1.1M	$4M	$2.2M	$0.5M

Selected Subgroup: Strategy Area					
Operating Budget of Grantee Organization (By Subgroup)	**College Career Pathways**	**Enabling Communities**	**K12**	**Multiple**	**None**
<$100K	0%	0%	0%	0%	29%
$100K - $499K	19%	8%	19%	0%	21%
$500K - $999K	27%	42%	6%	27%	14%
$1MM - $4.9MM	35%	25%	25%	45%	0%
$5MM - $24MM	12%	17%	38%	27%	14%
>=$25MM	8%	8%	12%	0%	21%

Funding Relationship

Selected Cohort: Custom Cohort	
	Funding Status
	Percent of grantees currently receiving funding from the Foundation
Skillman 2022	69%
Skillman 2019	82%
Skillman 2015	96%
Skillman 2012	92%
Skillman 2008	82%
Skillman 2003	91%
Median Funder	82%
Custom Cohort	80%

Selected Cohort: Custom Cohort						
Pattern of Grantees' Funding Relationship with the Foundation	**Skillman 2022**	**Skillman 2019**	**Skillman 2015**	**Skillman 2012**	**Average Funder**	**Custom Cohort**
First grant received from the Foundation	20%	28%	17%	14%	29%	22%
Consistent funding in the past	48%	49%	69%	66%	54%	57%
Inconsistent funding in the past	33%	24%	14%	20%	18%	21%

Funding Relationship - by Subgroup

Selected Subgroup: Strategy Area					
Funding Status (By Subgroup)	**College Career Pathways**	**Enabling Communities**	**K12**	**Multiple**	**None**
Percent of grantees currently receiving funding from the Foundation	85%	77%	72%	91%	27%

Selected Subgroup: Strategy Area

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	College Career Pathways	Enabling Communities	K12	Multiple	None
First grant received from the Foundation	21%	21%	22%	0%	33%
Consistent funding in the past	50%	57%	56%	82%	27%
Inconsistent funding in the past	29%	21%	22%	18%	40%

Funder Characteristics

Selected Cohort: Custom Cohort		
	Financial Information	
	Total assets	**Total giving**
Skillman 2022	$544.9M	$17M
Skillman 2019	$477.6M	$9.9M
Skillman 2015	$475M	$18.8M
Skillman 2012	$428M	$17.1M
Skillman 2008	$581M	$26M
Skillman 2003	$485.6M	$18.4M
Median Funder	$257.4M	$18.9M
Custom Cohort	$541.1M	$20.1M

Selected Cohort: Custom Cohort		
	Funder Staffing	
	Total staff (FTEs)	**Percent of staff who are program staff**
Skillman 2022	21	36%
Skillman 2019	23	30%
Skillman 2015	27	26%
Skillman 2012	31	39%
Skillman 2008	28	50%
Median Funder	17	43%
Custom Cohort	20	45%

Selected Cohort: Custom Cohort		
	Grantmaking Processes	
	Proportion of grants that are invitation-only	**Proportion of grantmaking dollars that are invitation-only**
Skillman 2022	95%	98%
Skillman 2019	100%	100%
Skillman 2015	100%	100%
Skillman 2012	96%	96%
Skillman 2008	N/A	70%
Median Funder	50%	63%
Custom Cohort	59%	68%

Diversity, Equity, Inclusion and Grantee Demographics

Please rate the extent to which you agree or disagree with the following statements about diversity, equity, and inclusion:

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

	0th (4.11)	25th (5.28)	50th (5.62)	75th (5.90)	100th (6.78)
Skillman 2022				**5.98** 79th	
College Career Pathways			5.61		
Enabling Communities				6.00	
K12				6.38	
Multiple				6.00	
None				6.36	
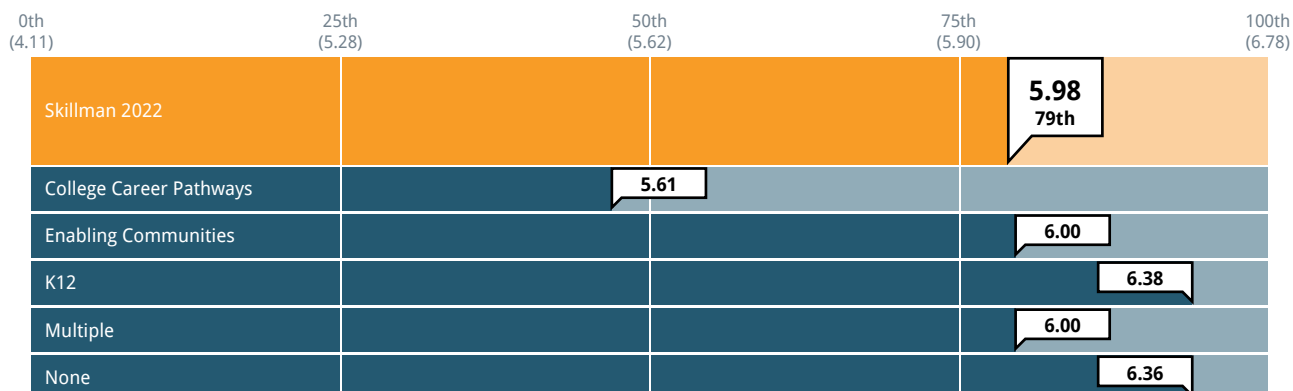
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

Overall, 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

	0th (4.63)	25th (5.59)	50th (5.93)	75th (6.10)	100th (6.74)
Skillman 2022				**6.24** 80th	
College Career Pathways		5.64			
Enabling Communities					6.82
K12				6.41	
Multiple				6.40	
None				6.50	
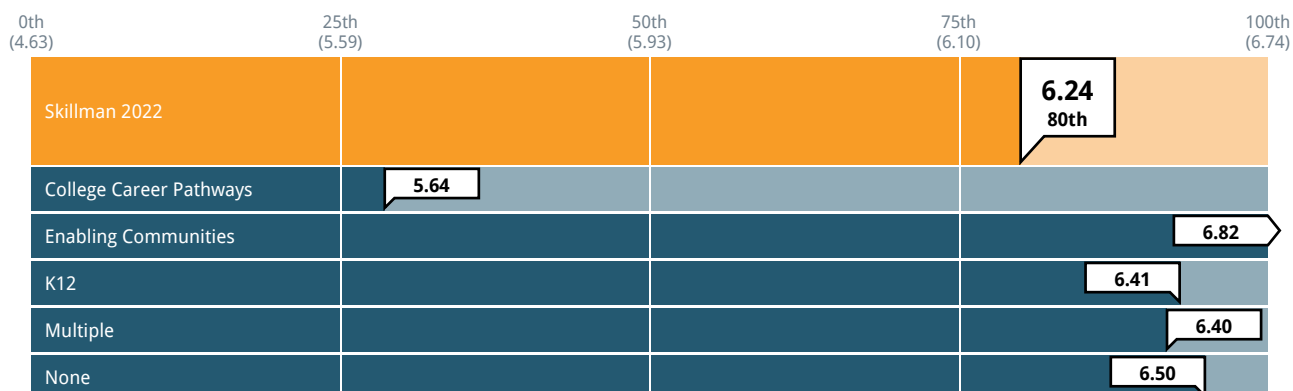
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion

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

	0th (5.16)	25th (6.01)	50th (6.18)	75th (6.36)	100th (6.78)
Skillman 2022				**6.40** 77th	
College Career Pathways		6.04			
Enabling Communities					6.73
K12					6.59
Multiple				6.50	
None				6.40	
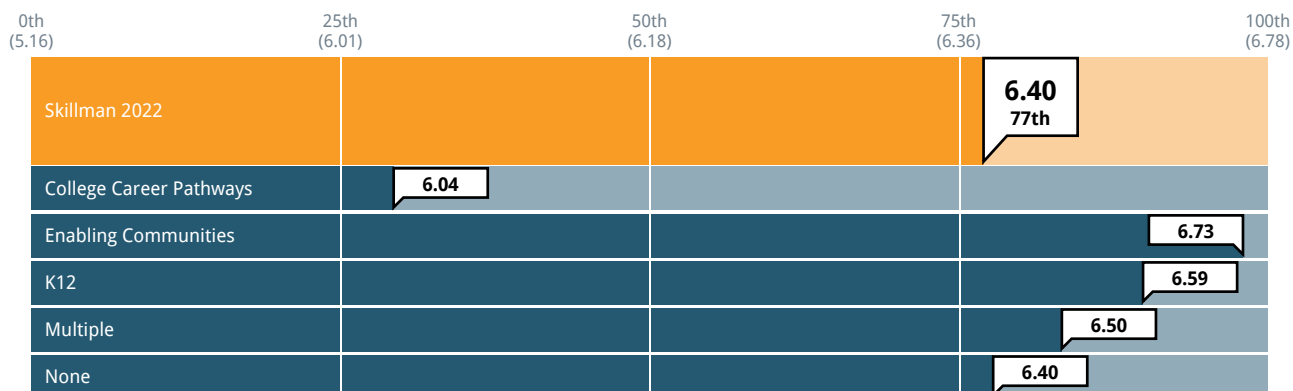
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

I believe that the Foundation is committed to combatting racism

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

	0th (5.26)	25th (5.90)	50th (6.11)	75th (6.33)	100th (6.82)
Skillman 2022				**6.40** 84th	
College Career Pathways		6.08			
Enabling Communities			6.31		
K12				6.65	
Multiple				6.70	
None				6.50	
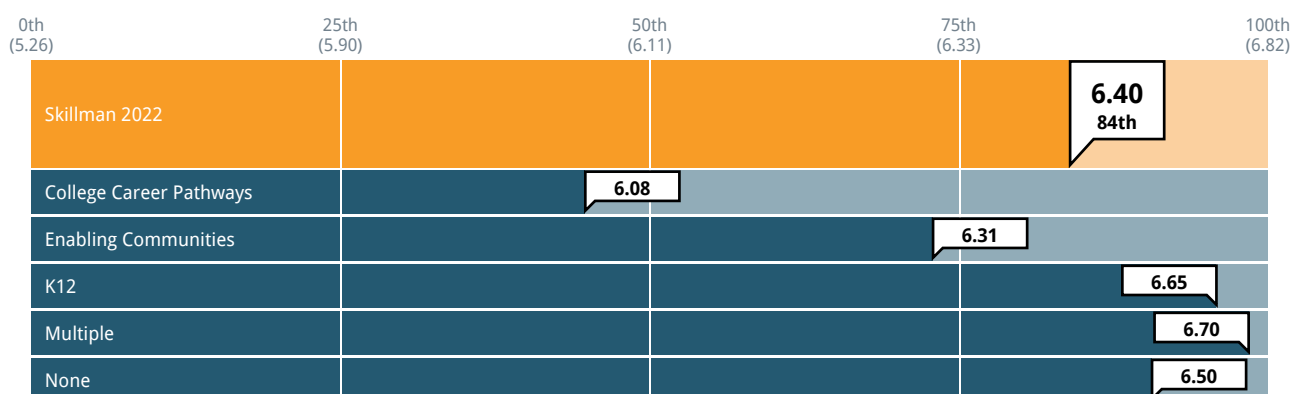
Cohort: None   **Past results:** on   **Subgroup:** Strategy Area

Primary Beneficiary of Grant

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

■ Yes ■ No ■ Don't know

Skillman 2022	94%	5%
Average Funder	71%	22%	7%
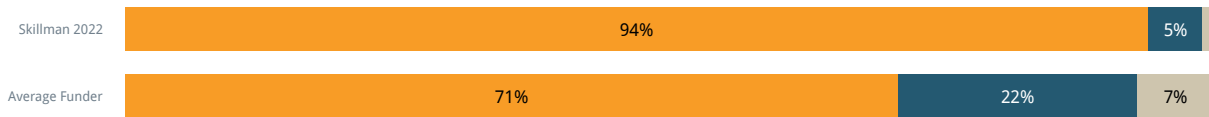
Cohort: None   **Past results:** on

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

■ Yes ■ No ■ Don't know

College Career Pathways	96%	4%
Enabling Communities	92%	8%
K12	100%	
Multiple	82%	9%	9%
None	87%	13%
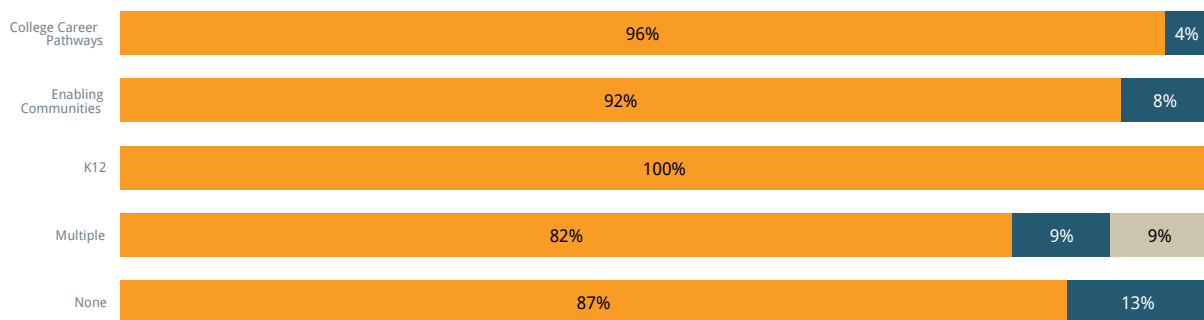
Subgroup: Strategy Area

The following question is asked only of grantees who answer "yes" to the question above.

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

■ Skillman 2022

African American or Black individuals or communities

Skillman 2022 — 95%

Hispanic or Latina, Latino, or Latinx individuals or communities

Skillman 2022 — 64%

Multiracial and/or Multi-ethnic individuals or communities

Skillman 2022 — 52%

Women

Skillman 2022 — 40%

Middle Eastern or North African individuals or communities

Skillman 2022 — 36%

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

Skillman 2022 — 32%

Individuals with disabilities

Skillman 2022 — 30%

American Indian, Alaska Native, or Indigenous individuals or communities

Skillman 2022 — 23%

Asian or Asian American individuals or communities

Skillman 2022 — 22%

Pacific Islander or Native Hawaiian individuals or communities

Skillman 2022 — 21%

None of the above

Skillman 2022 — 1%

Don't know

Skillman 2022 — 0%

Cohort: None   **Past results:** on

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

Legend: ■ College Career Pathways ■ Enabling Communities ■ K12 ■ None

African American or Black individuals or communities

Subgroup	Value
College Career Pathways	84%
Enabling Communities	100%
K12	100%
None	100%

Hispanic or Latina, Latino, or Latinx individuals or communities

Subgroup	Value
College Career Pathways	76%
Enabling Communities	67%
K12	50%
None	62%

Multiracial and/or Multi-ethnic individuals or communities

Subgroup	Value
College Career Pathways	52%
Enabling Communities	50%
K12	33%
None	69%

Women

Subgroup	Value
College Career Pathways	32%
Enabling Communities	58%
K12	28%
None	46%

Middle Eastern or North African individuals or communities

Subgroup	Value
College Career Pathways	36%
Enabling Communities	33%
K12	22%
None	54%

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

Subgroup	Value
College Career Pathways	36%
Enabling Communities	25%
K12	17%
None	54%

Individuals with disabilities

Subgroup	Value
College Career Pathways	8%
Enabling Communities	42%
K12	39%
None	38%

American Indian, Alaska Native, or Indigenous individuals or communities

Subgroup	Value
College Career Pathways	16%
Enabling Communities	33%
K12	11%
None	38%

Subgroup: Strategy Area

Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant? - By Subgroup (cont.)

🟧 College Career Pathways   🟦 Enabling Communities   🟫 K12   🟥 None

0   20   40   60   80   100

Asian or Asian American individuals or communities

College Career Pathways **12%**
Enabling Communities **33%**
K12 **11%**
None **38%**

Pacific Islander or Native Hawaiian individuals or communities

College Career Pathways **8%**
Enabling Communities **33%**
K12 **11%**
None **38%**

None of the above

College Career Pathways **4%**
Enabling Communities **0%**
K12 **0%**
None **0%**

Don't know

College Career Pathways **0%**
Enabling Communities **0%**
K12 **0%**
None **0%**

Subgroup: Strategy Area

Respondent Demographics

Note: Survey questions about respondents' demographics were recently modified or added to match best practices, and depict comparative data from over 50 funders in the dataset. Demographic questions related to grantees' POC and racial/ethnic identity are only asked of respondents in the United States.

Survey language and response options for questions about race and ethnicity are guided by best practices shared by National Institutes of Health, Pew Research Center, Psi Chi Journal of Psychological Research, and the US Census Bureau.

Survey language and response options for questions about gender and LGBTQ+ identity are guided by best practices shared by Funders For LGBTQ Issues, HRC Foundation's Welcoming Schools, and the Williams Institute of the University of California – Los Angeles School of Law.

Survey respondents are asked to share their gender identities in a check-all-that-apply question. Each chart has the option of showing the average ratings of respondents who selected only "man," only "woman," multiple gender identities, "gender non-conforming or non-binary," "prefer to self-identify," and "prefer not to say" - as long as that response option had at least 10 respondents.

Differences in Ratings by Respondent Demographics

Where response counts allow, it is CEP's standard practice to analyze responses for differences by respondents' demographics characteristics. There are too few respondents to analyze results by Transgender Identity, LGBTQ+ Identity, and Disability Identity.

Person of Color Identity

Ratings from grantees who identify as a person of color are significantly *higher* than grantees who identify as not a person of color for the following measures:

- Clarity and transparency of the proposal criteria

Ratings from grantees who identify as a person of color are significantly *lower* than grantees who identify as not a person of color for the following measures:

- Level of pressure to modify grantees' priorities to create a request that was likely to receive funding (1 = no pressure, 7 = significant pressure)
- Agreement that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
- Agreement that most Foundation staff embody a strong commitment to explicit commitment to diversity, equity, and inclusion

Respondent Gender

Ratings from respondents who identify exclusively as "woman" are significantly *lower* than respondents who identify exclusively as "man" for the following measures:

- Understanding of grantees' fields
- Advancing knowledge in the field
- Understanding of grantees' local communities
- Understanding of the needs of the people and communities served
- Extent to which programmatic priorities reflect understanding of needs of people and communities served
- Impact on grantee organizations Understanding of grantees' goals and strategy
- Awareness of challenges facing grantee organizations
- Grantee comfort approaching the funder if a problem arises
- Clarity of the funder's communication of its goals and strategy
- Understanding of how funded work fits into funder's broader efforts
- Funder's transparency Respectful interaction
- Agreement that the Foundation has clearly communicated what diversity, equity, and inclusion means for its work
- Agreement that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
- Agreement that most Foundation staff embody a strong commitment to explicit commitment to diversity, equity, and inclusion
- Agreement that the Foundation is committed to combatting racism

Please select the option that represents how you describe yourself:

■ Skillman 2022   ■ Median Funder
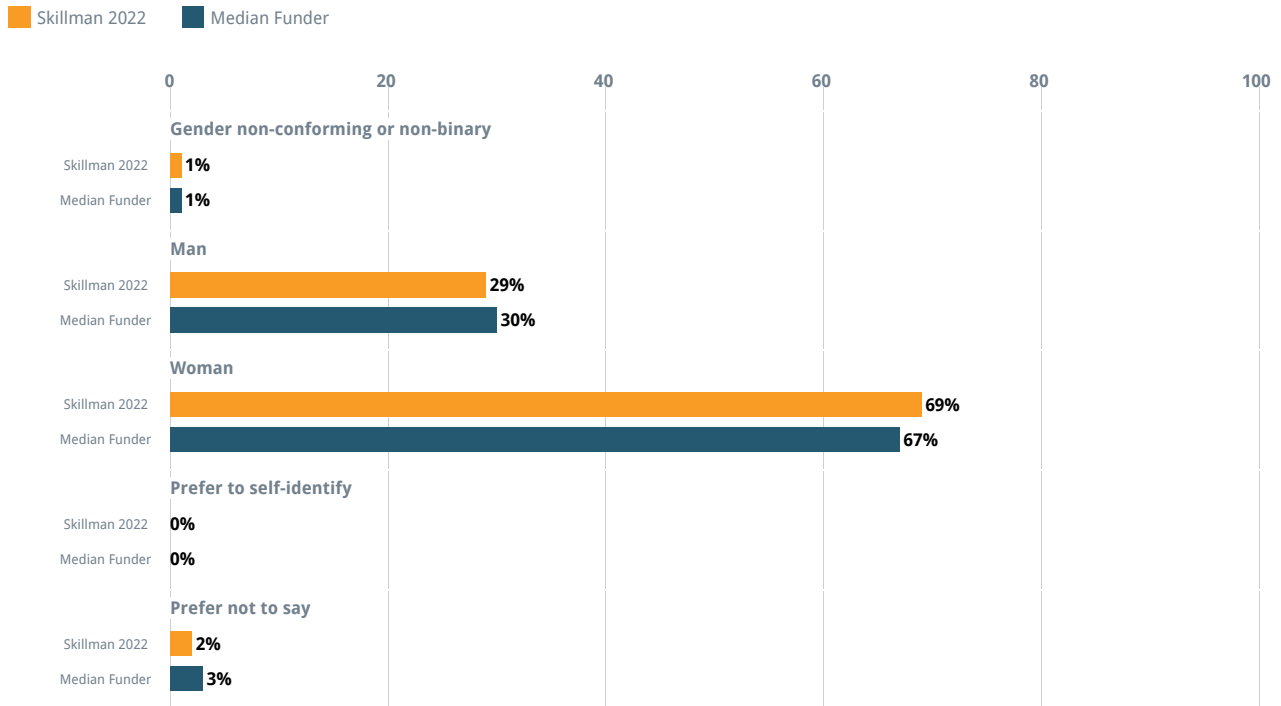
Cohort: None   **Past results:** on

How would you describe your race and/or ethnicity?

🟧 Skillman 2022　　🟦 Median Funder

| | 0 | 20 | 40 | 60 | 80 | 100 |

African American or Black
Skillman 2022 — 33%
Median Funder — 9%

American Indian, Alaska Native, or Indigenous
Skillman 2022 — 3%
Median Funder — 1%

Asian or Asian American
Skillman 2022 — 5%
Median Funder — 5%

Hispanic or Latina, Latino, or Latinx
Skillman 2022 — 5%
Median Funder — 6%

Middle Eastern or North African
Skillman 2022 — 3%
Median Funder — 1%

Multiracial and/or Multi-ethnic
Skillman 2022 — 3%
Median Funder — 3%

Pacific Islander or Native Hawaiian
Skillman 2022 — 0%
Median Funder — 0%

White
Skillman 2022 — 52%
Median Funder — 70%

Race and/or ethnicity not included above
Skillman 2022 — 0%
Median Funder — 1%

Prefer not to say
Skillman 2022 — 2%
Median Funder — 5%

Cohort: None　　**Past results:** on

Selected Cohort: None

Do you identify as a person of color?	Skillman 2022	Average Funder
Yes	46%	22%
No	51%	73%
Prefer not to say	3%	5%

Selected Cohort: None

Are you transgender?	Skillman 2022	Average Funder
Yes	0%	1%
No	98%	96%
Prefer not to say	2%	3%

Selected Cohort: None

Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?	Skillman 2022	Average Funder
Yes	2%	11%
No	95%	84%
Prefer not to say	3%	5%

Selected Cohort: None		
Do you have a disability?	**Skillman 2022**	**Average Funder**
Yes	7%	5%
No	90%	90%
Prefer not to say	3%	4%

Respondent Job Title

Selected Cohort: Custom Cohort						
Job Title of Respondents						
	Executive Director/CEO	**Other Senior Team (i.e., reporting to Executive Director/CEO)**	**Project Director**	**Development Staff**	**Volunteer**	**Other**
Skillman 2022	60%	13%	11%	12%	0%	4%
Skillman 2019	64%	13%	14%	6%	0%	0%
Skillman 2015	47%	19%	22%	1%	3%	3%
Skillman 2012	60%	22%	4%	7%	0%	4%
Skillman 2008	53%	9%	17%	13%	0%	3%
Skillman 2003	51%	9%	2%	23%	0%	6%
Average Funder	47%	18%	13%	9%	1%	5%
Custom Cohort	54%	15%	10%	11%	1%	5%

Additional Survey Information

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

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Skillman's grantee survey was 94.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	88
How well does the Foundation understand the field in which you work?	92
To what extent has the Foundation advanced the state of knowledge in your field?	80
To what extent has the Foundation affected public policy in your field?	68
Overall, how would you rate the Foundation's impact on your local community?	86
How well does the Foundation understand the local community in which you work?	90
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	88
How well does the Foundation understand your organization's strategy and goals?	89
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	82
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	91
How often do/did you have contact with your program officer during this grant?	94
Who most frequently initiated the contact you had with your program officer during this grant?	90
Has your main contact at the Foundation changed in the past six months?	86
Did you submit a proposal to the Foundation for this grant?	90
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?	86
To what extent was the Foundation's application process a helpful opportunity to strengthen the efforts funded by the grant?	84
To what extent was the Foundation's application process an appropriate level of effort given the amount of funding received?	86
To what extent was the Foundation clear and transparent about the application process requirements and timelines?	87
To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether an application would be funded or declined?	79
At any point during this grant, including the application process, did Foundation staff visit your offices or programs?	94
Are you currently receiving funding from the Foundation?	93
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	92
How well does the Foundation understand the needs of the people and communities that you serve?	92
To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?	91
Have you participated in a reporting or evaluation process?	88
To what extent was the Foundation's reporting process... Adaptable, if necessary, to fit your circumstances?	71
To what extent was the Foundation's reporting process... A helpful opportunity for you to reflect and learn?	79
To what extent was the Foundation's reporting process... Relevant, with questions and measures pertinent to the work funded by this grant?	79
To what extent was the Foundation's reporting process... Straightforward?	73
To what extent did the evaluation... Result in you making changes to the work that was evaluated?	30
To what extent did the evaluation... Incorporate your input in the design of the evaluation?	27
Did you receive any non-monetary support from the Foundation during this grant period?	90
How would you describe the benefit - to your organization or work - of any non-monetary support that you received?	44
To what extent did the Foundation exhibit the following during this grant... Trust in your organization's staff	94

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant... Candor about the Foundation's perspectives on your work	94
To what extent did the Foundation exhibit the following during this grant... Respectful interaction	94
To what extent did the Foundation exhibit the following during this grant... Compassion for those affected by your work	94
Was the funding you received restricted to a specific use?	93
Please rate the extent to which you agree or disagree with the following statements about Diversity, Equity and Inclusion:	
The Foundation has clearly communicated what Diversity, Equity and Inclusion means for its work	82
Overall, the Foundation demonstrates an explicit commitment to Diversity, Equity and Inclusion in its work	84
Overall, most staff I have interacted with at the Foundation embody a strong commitment to Diversity, Equity and Inclusion	86
I believe that the Foundation is committed to combatting racism	87
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	93
To what extent do you find the following statements about your program officer to be true: I have a strong relationship with my program officer	87
To what extent do you find the following statements about your program officer to be true: I feel comfortable disagreeing with my program officer	83
To what extent do you find the following statements about your program officer to be true: My program officer values my expertise	84
To what extent do you find the following statements about your program officer to be true: I believe that my program officer is open to learning from me	84
To what extent do you find the following statements about your program officer to be true: Because of our relationship, my program officer has a deeper understanding of the context in which I work	82
To what extent do you find the following statements about your program officer to be true: My program officer has brokered important relationships for my organization	81
To what extent do you find the following statements about your program officer to be true: The quality of my program has improved as a result of working with my program officer	83
To what extent do you find the following statements about your program officer to be true: Conversations with my program officer about my proposal prior to submission were helpful	82
To what extent do you find the following statements about your program officer to be true: I feel comfortable asking my program officer for flexibility in how grant funds are used	85
To what extent do you agree or disagree with the following statements: Without in-person meetings, I still have multiple ways to connect with my program officer	85
To what extent do you agree or disagree with the following statements: Communication with my program officer is equally effective in-person and over video	79
To what extent do you agree or disagree with the following statements: Even when we cannot meet in person, I feel connected to my program officer	82
To what extent do you agree or disagree with the following statements: Even when we cannot meet in person, I feel connected to the Foundation	86
To what extent do you agree or disagree with the following statements: When we cannot meet in person, I am satisfied with the level of communication (e.g., invitations to events) I receive from the Foundation	87
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -The Foundation's published funding guidelines	77
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -The Foundation's website	85
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -The Foundation's email newsletters	83
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -The Foundation's social media (e.g., Twitter, Instagram, and Facebook)	58
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -Communication from the President through President's letter	77
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -Calls or emails from my program officer	82
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -The Foundation's 'Let's Talk' series	51
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and its work. -Grant Partner Update emails (from Vice President of Programs)	64
Where applicable, please indicate the helpfulness of each of the following forms of outreach and communication in helping you learn about the Foundation and	81

Question Text	Number of Responses
its work. -Meetings (including virtual) with program officers	
To what extent do you find the following statements about Skillman's Opportunity Agenda to be true: I understand the goals of the Opportunity Agenda	65
To what extent do you find the following statements about Skillman's Opportunity Agenda to be true: I believe that the Opportunity Agenda will increase collaboration among public, private, and civic organizations in Detroit on behalf of children	59
To what extent do you find the following statements about Skillman's Opportunity Agenda to be true: The Opportunity Agenda makes it difficult for smaller organizations to receive funding from Skillman	37
To what extent do you find the following statements about Skillman's Opportunity Agenda to be true: Skillman maintains strong connections with on the ground work in neighborhoods	63
To what extent do you find the following statements about Skillman's Opportunity Agenda to be true: The Opportunity Agenda will increase opportunities for Detroit's children	60
To what extent do you find the following statements about Skillman's Opportunity Agenda to be true: My organization's priorities and the Skillman Foundation's priorities are aligned	78
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: The Foundation has been an effective leader in Detroit over the past five years	87
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: The Foundation is a strong voice for children	90
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: Skillman connects people, programs, and institutions in Detroit with the best interests of children in mind	90
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: Skillman prioritizes the interests of the broader community	87
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: Skillman understands the grassroots work going on in Detroit neighborhoods	80
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: I was supported throughout the grant application process by grant management staff	83
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: I was supported throughout the grant application process by my program officer	84
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: My program officer was realistic about how long it would take for my grant to be approved	82
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: Our organization received grant payments in a timely way	89
To what extent do you believe the following statements about the overall work and approach of the Skillman Foundation to be true: The Foundation's electronic grant application and reporting system (FLUXX) is user friendly	88

About CEP and Contact Information

Mission:

CEP provides 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.

Vision:

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

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

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

About the GPR

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

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

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