GRANTEE PERCEPTION REPORT®

PREPARED FOR

College Futures Foundation

MAY 2020

THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
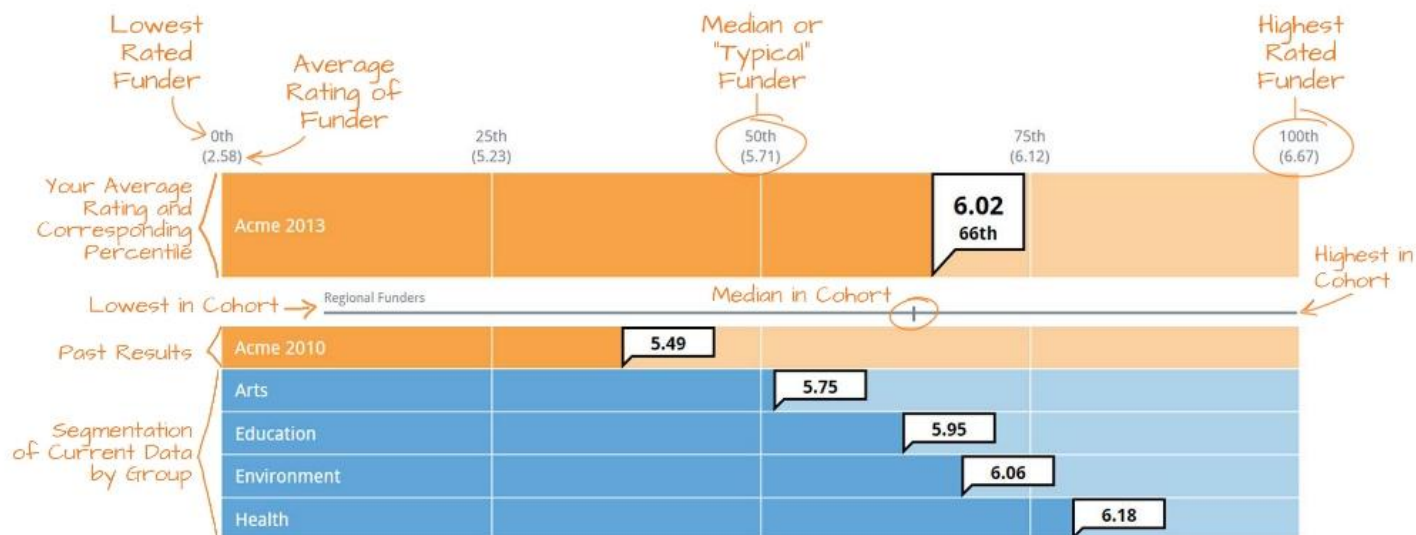7th Floor
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Suite 501
San Francisco, CA 94105
415-391-3070

cep.org

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

Interpreting Your Charts

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

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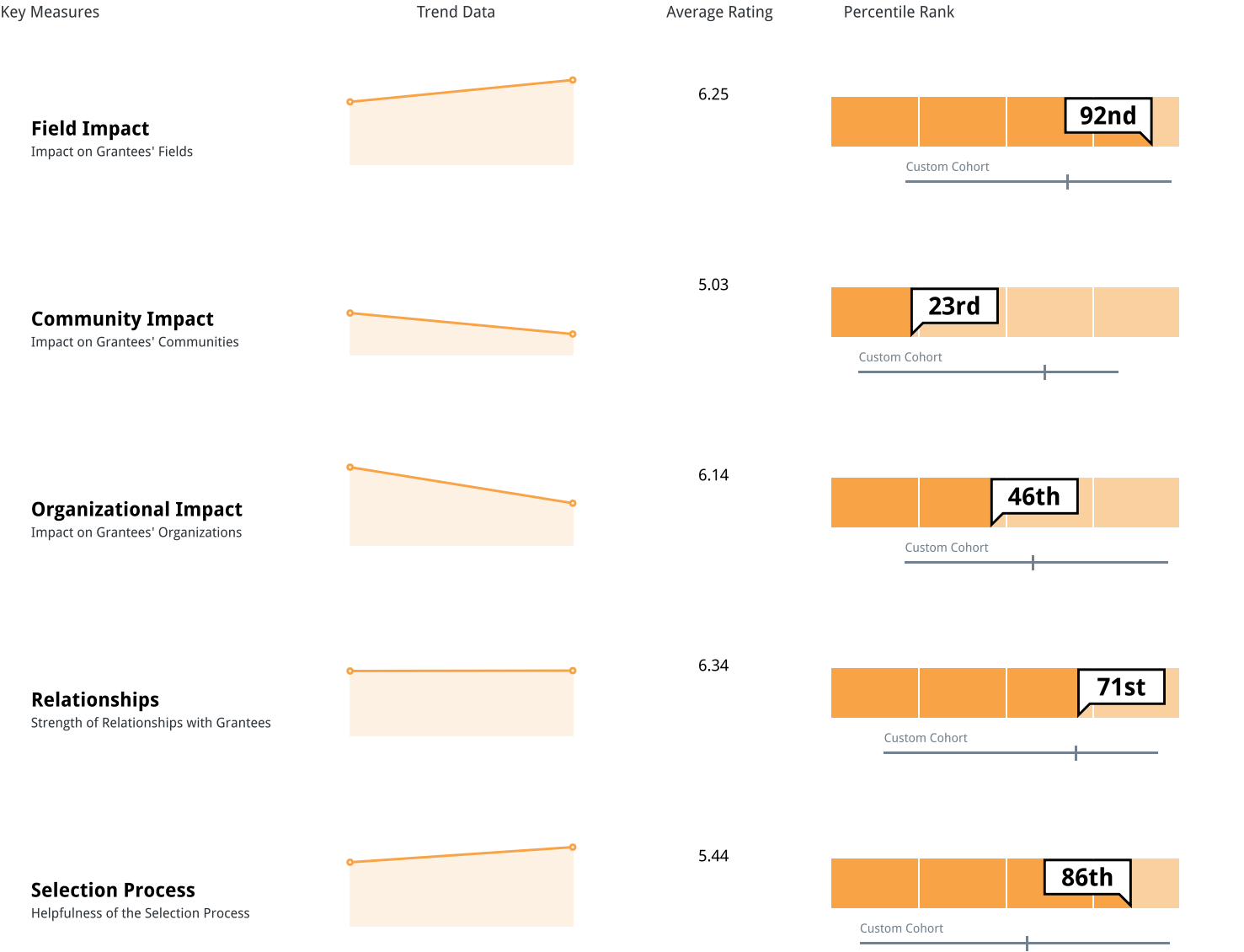
STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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

5.81*
60th

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		6.25	92nd Custom Cohort
Community Impact Impact on Grantees' Communities		5.03	23rd Custom Cohort
Organizational Impact Impact on Grantees' Organizations		6.14	46th Custom Cohort
Relationships Strength of Relationships with Grantees		6.34	71st Custom Cohort
Selection Process Helpfulness of the Selection Process		5.44	86th Custom Cohort

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
College Futures 2020	February and March 2020	83	45	54%
College Futures 2011	February and March 2011	114	73	64%

Survey Year	Year of Active Grants
College Futures 2011	2010
College Futures 2020	2019

Throughout this report, College Futures 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 300 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 five responses to a specific question.

Subgroups

In addition to showing College Futures's overall ratings, this report shows ratings segmented by Primary Activity. The online version of this report also shows ratings segmented by Strategy and respondents' survey Start Date.

Primary Activity	Number of Responses
Implementation Grantees	27
Non-implementation Grantees	17

Strategy	Number of Responses
Community Philanthropy	7
Leadership	12
Student-centric Practices	19

Subgroup Methodology and Summary of Differences

Subgroup Methodology:

Primary Activity: In College Futures' grantee list, each individual was tagged by Primary Activity. With the Foundation's input, CEP created two broad categories - implementation grantees versus non-implementation grantees - for display in the report.

Strategy: Grantees were also tagged by Strategy in the Foundation's list. Because the number respondents tagged to Influence does not meet CEP's minimum threshold to display segmented ratings, those grantees are excluded from this level of analysis.

Start Date: Given the unique circumstances of COVID-19, CEP has added a standard segmentation to display ratings of grantees who started the survey before March 9th and those who started on or after March 9th.

Subgroup Differences

Primary Activity: There are no consistent differences in ratings between implementation grantees and non-implementation grantees.

Strategy: Per standard methodology, CEP does not run statistical analysis on categories with fewer than 10 responses, so Community Philanthropy grantees are excluded from this level of analysis. When comparing ratings from Leadership grantees to Student-centric Practices grantees, there are no consistent differences.

Start Date: There are no consistent differences in ratings between respondents who started the survey between March 9th and those who started on or after March 9th.

Comparative Cohorts

Customized Cohort

College Futures selected a set of 16 funders to create a smaller comparison group that more closely resembles College Futures in scale and scope.

Custom Cohort
Claude Worthington Benedum Foundation
College Futures Foundation
ECMC Foundation
Eugene and Agnes E. Meyer Foundation
Evelyn and Walter Haas, Jr. Fund
Helios Education Foundation
Peter Kiewit Foundation
S. H. Cowell Foundation
Stuart Foundation
Surdna Foundation, Inc.
The Colorado Trust
The James Irvine Foundation
The John A. Hartford Foundation, Inc.
The Skillman Foundation
Walter and Elise Haas Fund
Weingart Foundation

Standard Cohorts

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

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	40	Funders with median grant size of $20K or less
Large Grant Providers	90	Funders with median grant size of $200K or more
High Touch Funders	36	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	42	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	82	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	100	Funders that make at most 10% of grants by invitation only
International Funders	55	Funders that fund outside of their own country
European Funders	25	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	58	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	70	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	158	All private foundations in the GPR dataset
Family Foundations	76	All family foundations in the GPR dataset
Community Foundations	34	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	39	Funders that are primarily based outside the United States
Recently Established Foundations	78	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	14	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 ($2K)	25th ($40K)	50th ($100K)	75th ($223K)	100th ($3300K)
College Futures 2020				$270K 80th	

Custom Cohort

College Futures 2011			$200K		
Implementation Grantees				$295K	
Non-implementation Grantees				$250K	

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Primary Activity ▼]

Average Grant Length

	0th (1.0yrs)	25th (1.8yrs)	50th (2.2yrs)	75th (2.7yrs)	100th (7.9yrs)
College Futures 2020		2.0yrs* 37th			

Custom Cohort

College Futures 2011				2.8yrs	
Implementation Grantees		2.0yrs			
Non-implementation Grantees	1.9yrs				

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Primary Activity ▼]

Median Organizational Budget

0th ($0.0M)	25th ($0.9M)	50th ($1.6M)	75th ($3.0M)	100th ($30.0M)

College Futures 2020 — $2.5M 68th

Custom Cohort

College Futures 2011 — $0.8M

Implementation Grantees — $2.0M

Non-implementation Grantees — $5.0M

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

10
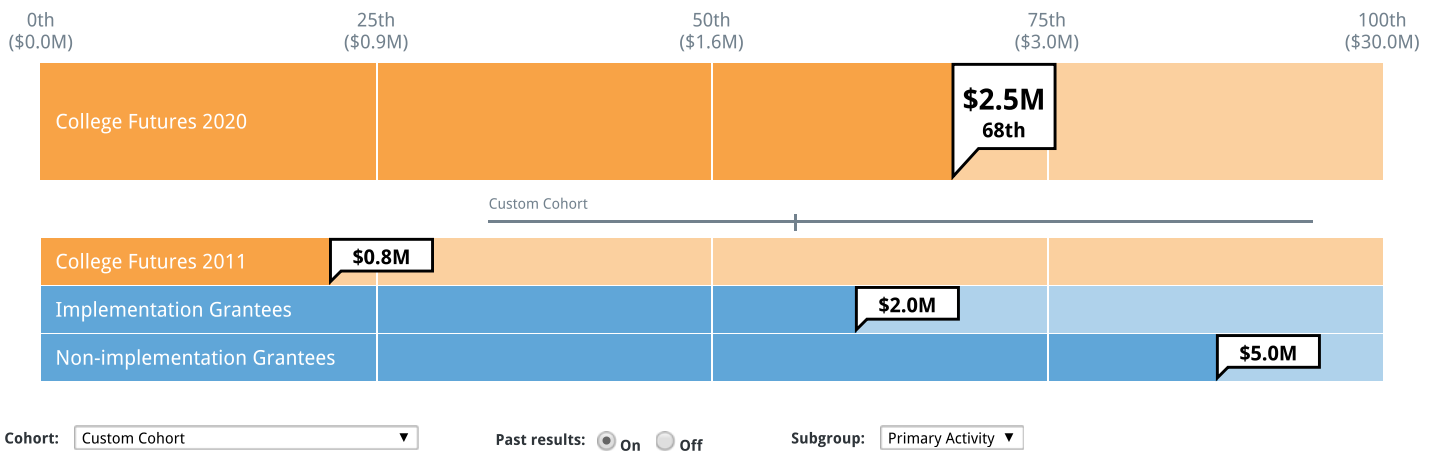
Grant History	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
Percentage of first-time grants	23%	23%	29%	27%

Program Staff Load	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$2.2M	$3.4M	$2.7M	$2.8M
Applications per program full-time employee	5	26	28	23
Active grants per program full-time employee	9	43	32	34

Was the funding you received restricted to a specific use?

Proportion of grantees responding 'Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)'

0th (5.9%)	25th (70.2%)	50th (85.7%)	75th (93.6%)	100th (100.0%)

College Futures 2020 — **86.7%** 51st

Family Foundations

Implementation Grantees — **88.9%**

Non-implementation Grantees — **88.2%**

Cohort: Family Foundations ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

11
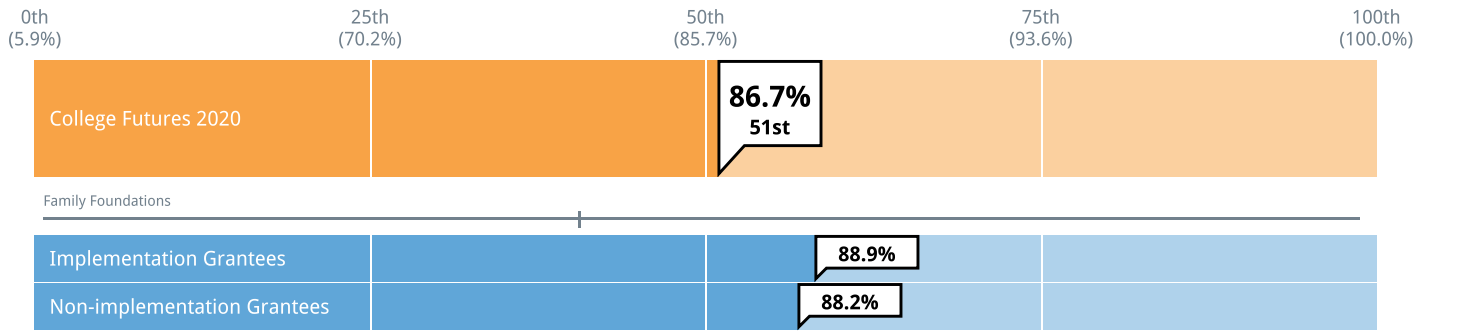
Impact on and Understanding of Grantees' Fields

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

1 = No impact   7 = Significant positive impact
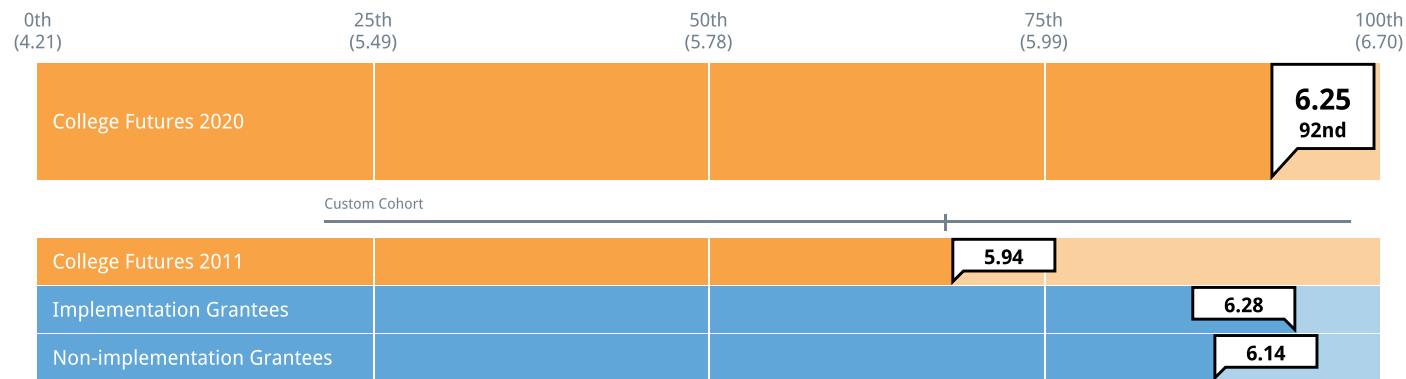
0th (4.21)	25th (5.49)	50th (5.78)	75th (5.99)	100th (6.70)

College Futures 2020 — 6.25 / 92nd

Custom Cohort

College Futures 2011 — 5.94
Implementation Grantees — 6.28
Non-implementation Grantees — 6.14

Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Primary Activity ▼]

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 (4.60)	25th (5.46)	50th (5.71)	75th (5.94)	100th (6.63)

College Futures 2020 — 6.16 / 92nd

Custom Cohort

College Futures 2011 — 6.10
Implementation Grantees — 6.04
Non-implementation Grantees — 6.35

Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Primary Activity ▼]

12
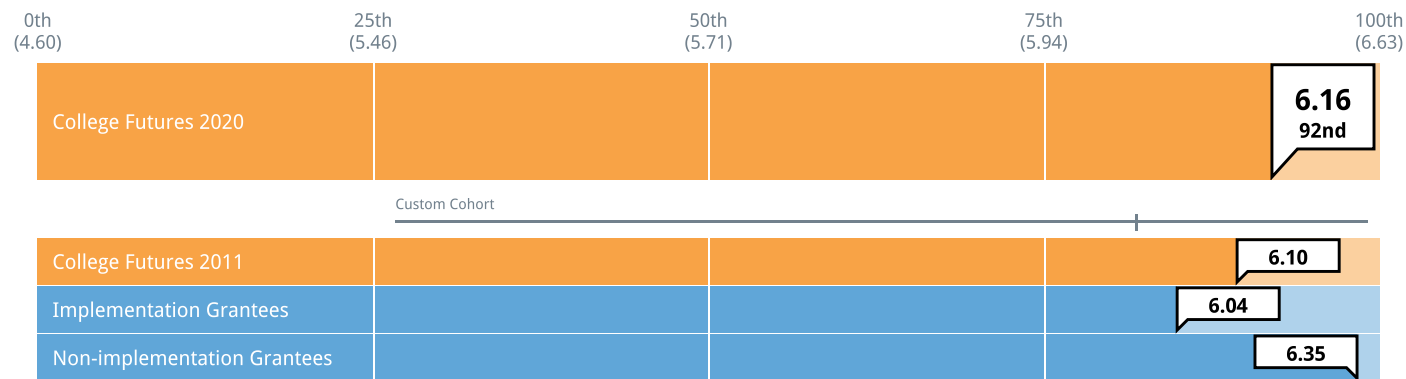
Advancing Knowledge and Public Policy

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

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

0th (3.45)	25th (4.74)	50th (5.14)	75th (5.46)	100th (6.44)

College Futures 2020 — 5.89* 96th

Custom Cohort

College Futures 2011 — 5.19
Implementation Grantees — 5.83
Non-implementation Grantees — 5.92

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Primary Activity ▼
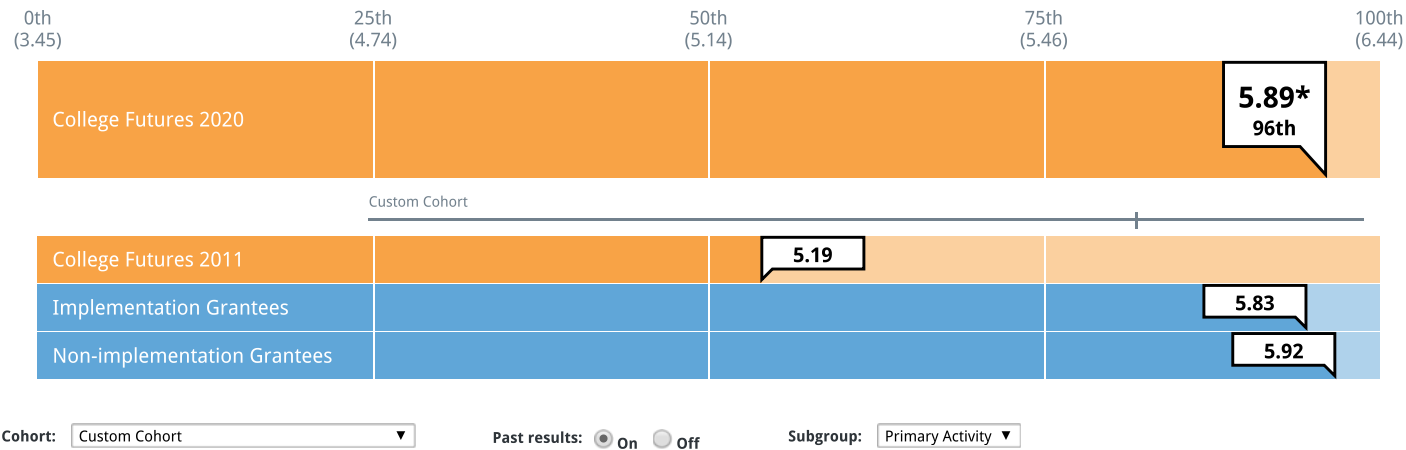
To what extent has the Foundation affected public policy in your field?

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

0th (2.54)	25th (4.12)	50th (4.59)	75th (5.10)	100th (6.11)

College Futures 2020 — 6.11* 100th

Custom Cohort

College Futures 2011 — 4.48
Implementation Grantees — 6.00
Non-implementation Grantees — 6.25

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Primary Activity ▼

13
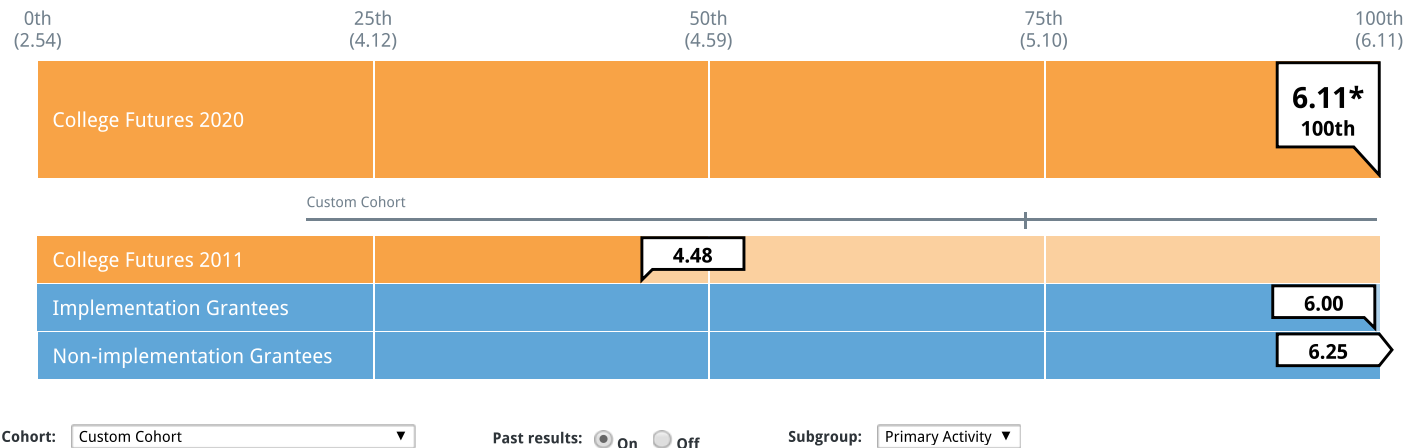
Impact on and Understanding of Grantees' Local Communities

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

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

0th (2.52)	25th (5.11)	50th (5.71)	75th (6.06)	100th (6.69)

College Futures 2020 — **5.03** 23rd

Custom Cohort

College Futures 2011 — 5.63

Implementation Grantees — 5.27

4.36 Non-implementation Grantees

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** Primary Activity ▼
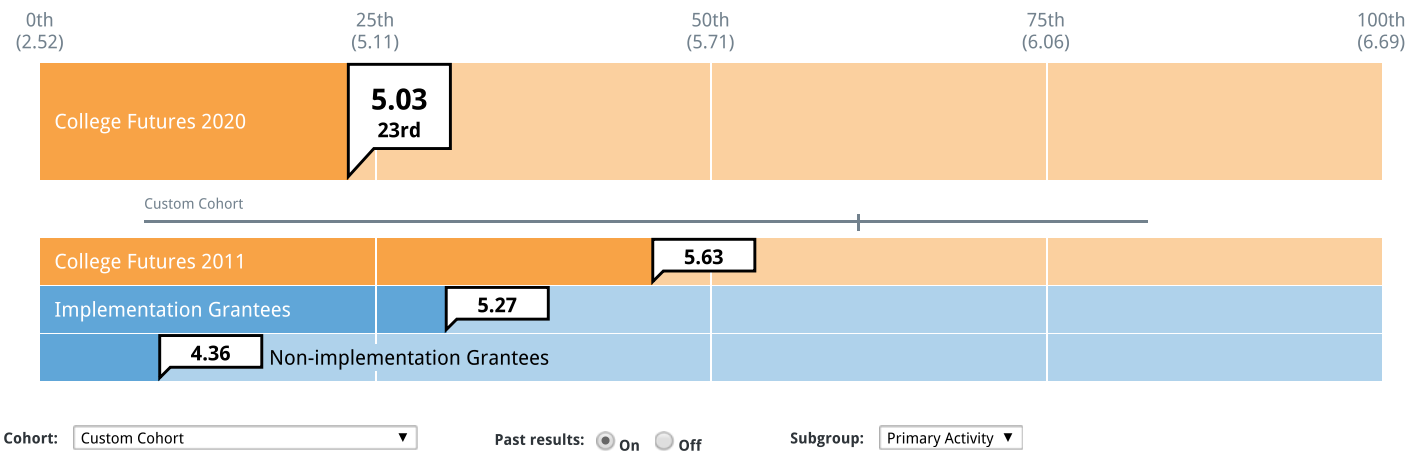
How well does the Foundation understand the local community in which you work?

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

0th (3.78)	25th (5.16)	50th (5.61)	75th (5.97)	100th (6.72)

College Futures 2020 — **5.47** 43rd

Custom Cohort

College Futures 2011 — 5.30

Implementation Grantees — 5.29

Non-implementation Grantees — 5.77

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** Primary Activity ▼

14
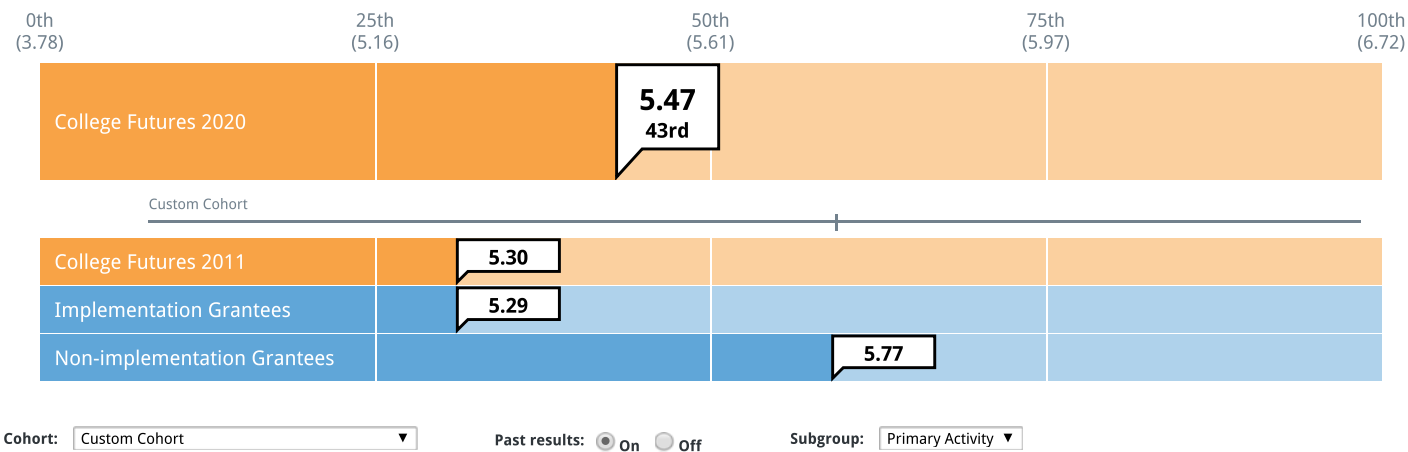
Impact on and Understanding of Grantees' Organizations

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

1 = No impact   **7** = Significant positive impact
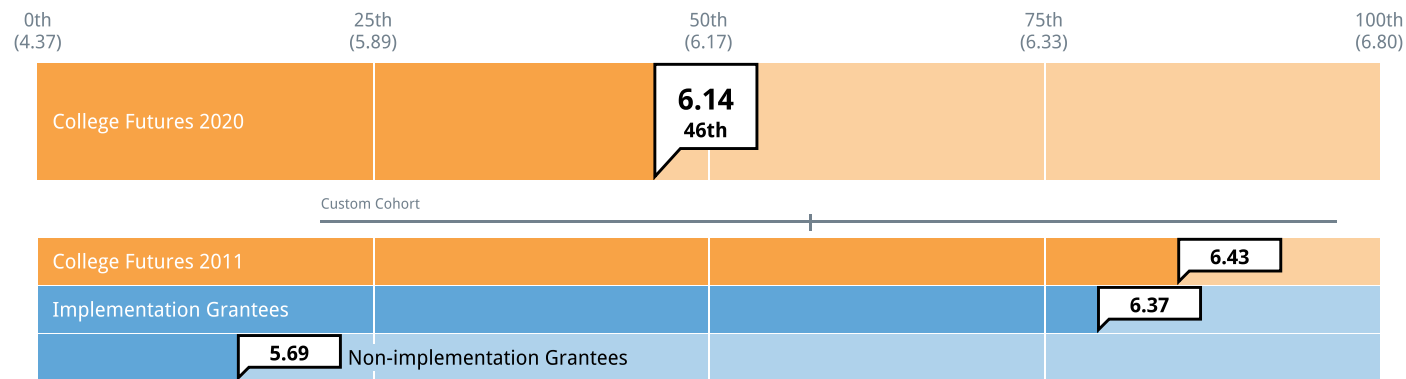
0th (4.37)	25th (5.89)	50th (6.17)	75th (6.33)	100th (6.80)

College Futures 2020 — **6.14** 46th

Custom Cohort

College Futures 2011 — 6.43

Implementation Grantees — 6.37

5.69 Non-implementation Grantees

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** Primary Activity ▼

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

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

0th (3.69)	25th (5.58)	50th (5.79)	75th (6.00)	100th (6.60)

College Futures 2020 — **6.14** 89th

Custom Cohort

College Futures 2011 — 5.97

Implementation Grantees — 5.96

Non-implementation Grantees — 6.35

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** Primary Activity ▼

15
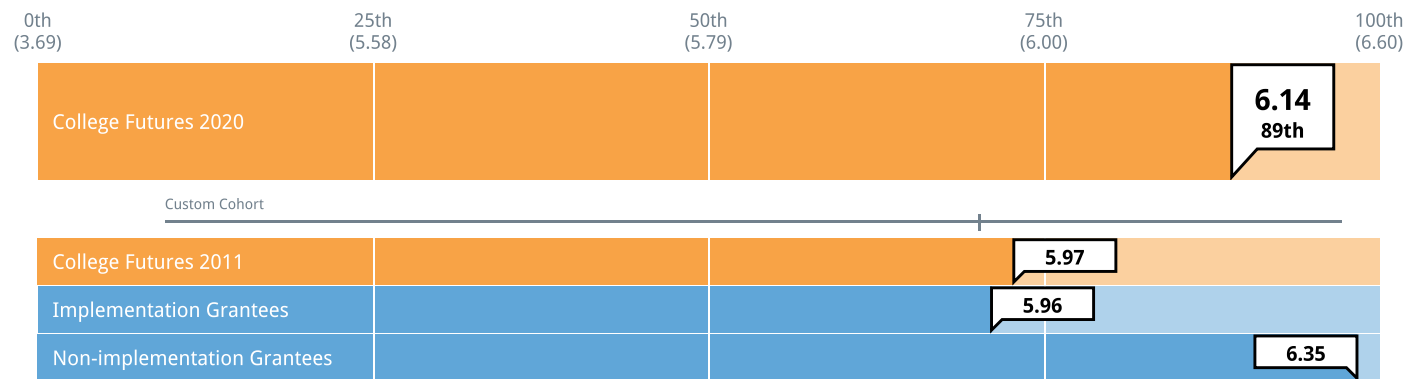
Grantee Challenges

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

1 = Not at all aware   **7** = Extremely aware
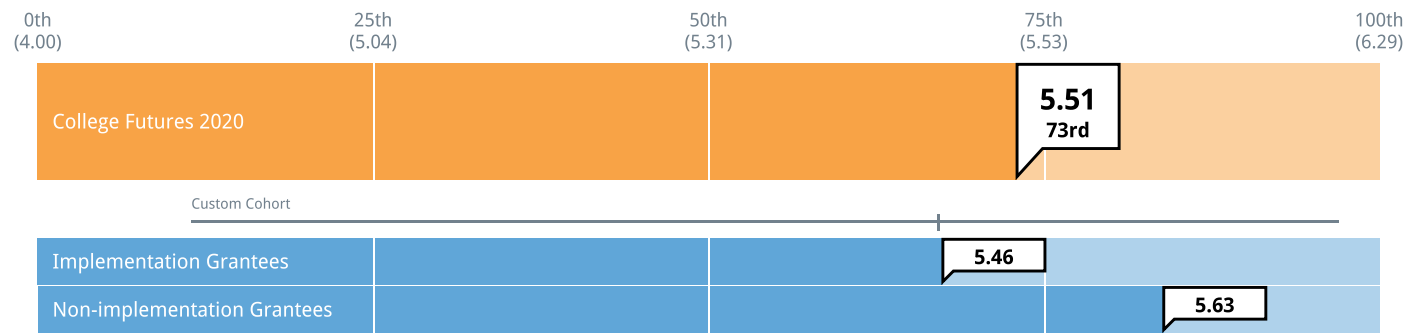
| 0th (4.00) | 25th (5.04) | 50th (5.31) | 75th (5.53) | 100th (6.29) |

College Futures 2020

5.51
73rd

Custom Cohort

Implementation Grantees — 5.46

Non-implementation Grantees — 5.63

Cohort: Custom Cohort ▼   Past results: ⦿ On ○ Off   Subgroup: Primary Activity ▼

16

Funder-Grantee Relationships

Funder-Grantee Relationships Summary Measure

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

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

Funder-Grantee Relationships Summary Measure

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

	0th (4.80)	25th (6.03)	50th (6.20)	75th (6.37)	100th (6.72)

College Futures 2020 — **6.33** / 71st

Custom Cohort

College Futures 2011 — **6.33**
Implementation Grantees — **6.31**
Non-implementation Grantees — **6.34**

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Primary Activity ▼

17
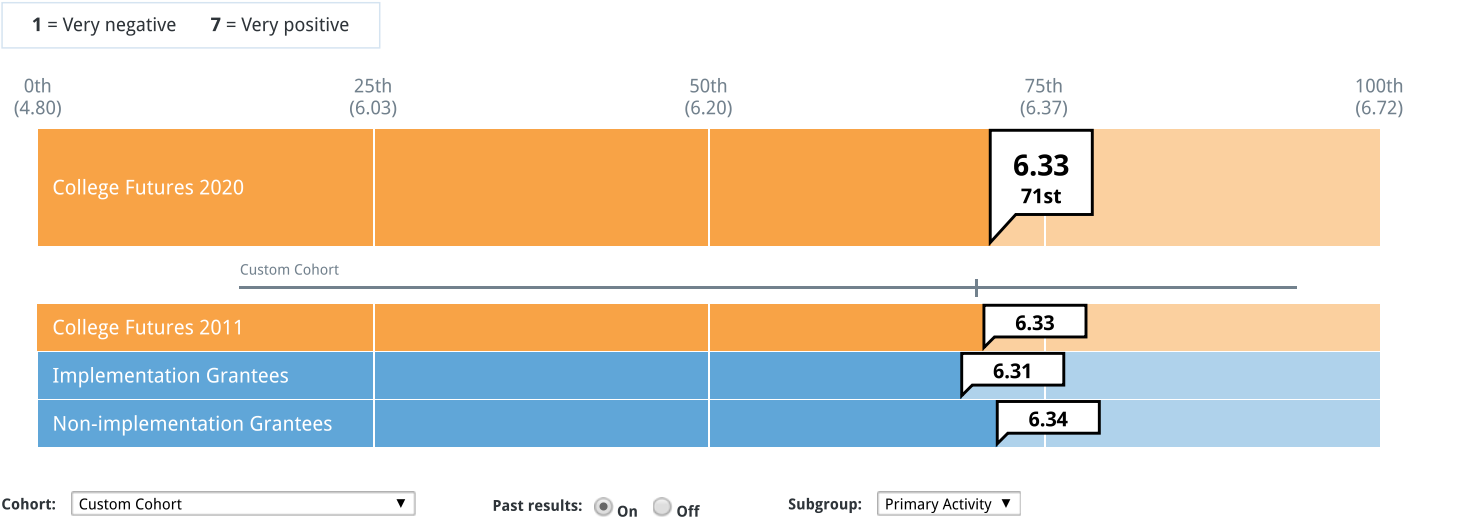
Quality of Interactions

Overall, how fairly did the Foundation treat you?

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

0th (5.12)	25th (6.38)	50th (6.55)	75th (6.68)	100th (6.95)

College Futures 2020 — 6.64 / 68th

Custom Cohort

College Futures 2011 — 6.63

Implementation Grantees — 6.63

Non-implementation Grantees — 6.65
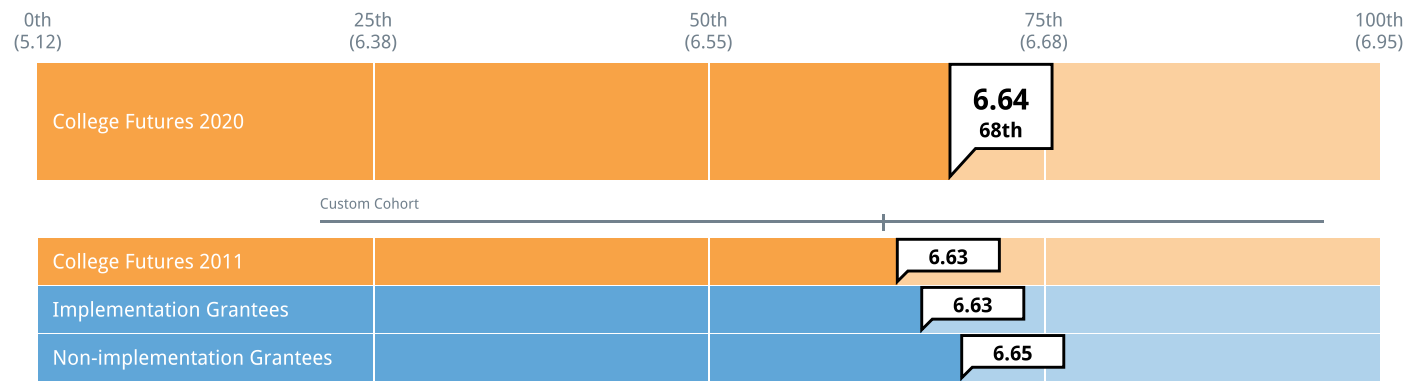
Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** Primary Activity ▼

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

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

0th (4.80)	25th (6.06)	50th (6.23)	75th (6.38)	100th (6.84)

College Futures 2020 — 6.40 / 78th

Custom Cohort

College Futures 2011 — 6.14

Implementation Grantees — 6.30

Non-implementation Grantees — 6.53

Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** Primary Activity ▼

18
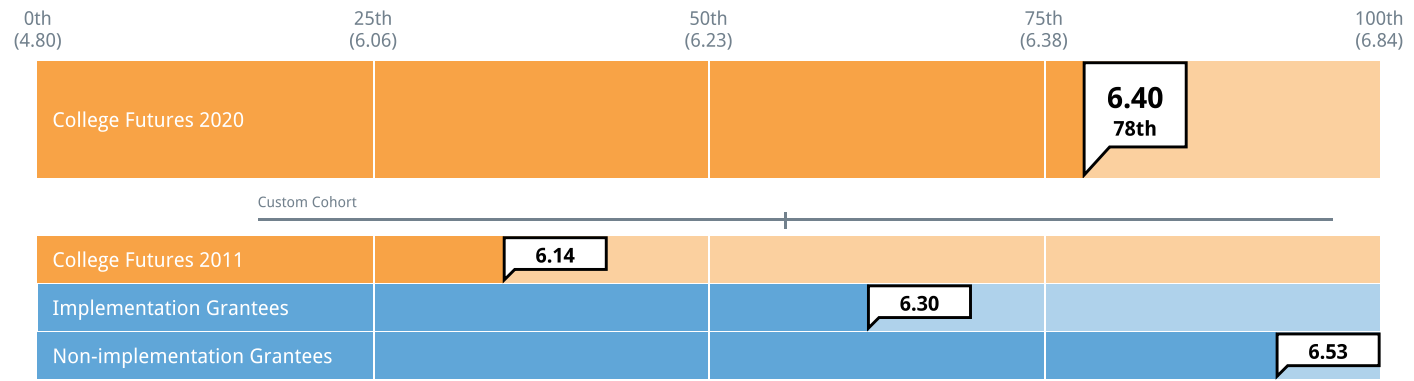
Overall, how responsive was Foundation staff?

1 = Not at all responsive   **7** = Extremely responsive
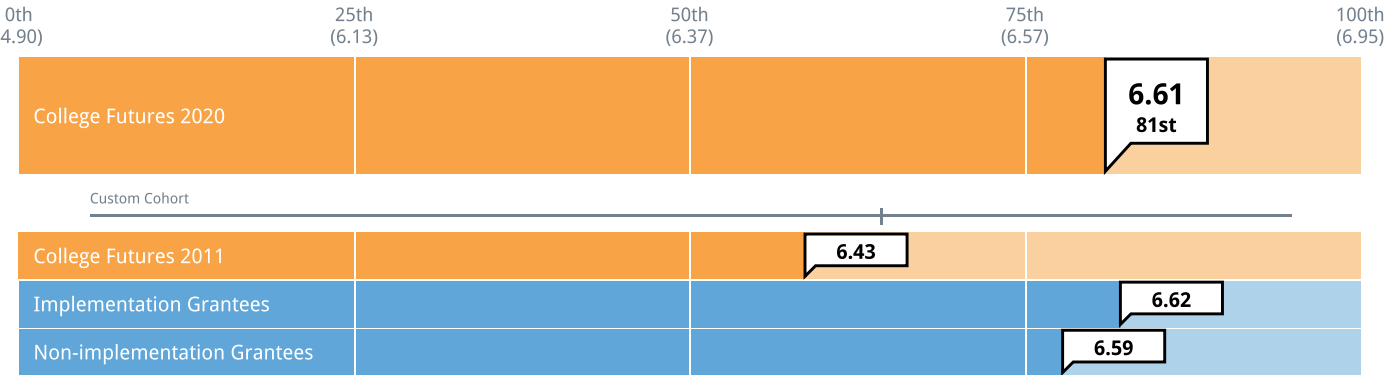
0th (4.90)	25th (6.13)	50th (6.37)	75th (6.57)	100th (6.95)

College Futures 2020 — **6.61** 81st

Custom Cohort

College Futures 2011 — 6.43

Implementation Grantees — 6.62

Non-implementation Grantees — 6.59

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** Primary Activity ▼

19

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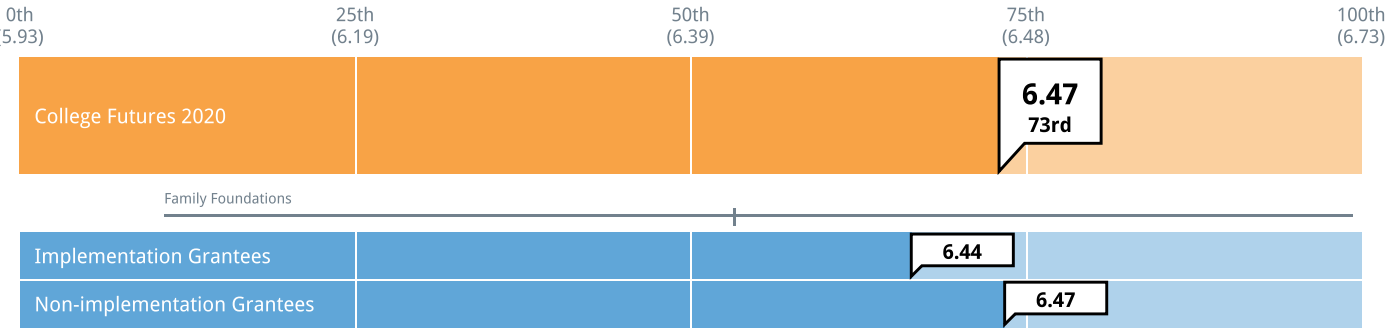
1 = Not at all	**4** = Somewhat	**7** = To a great extent

0th (5.93)	25th (6.19)	50th (6.39)	75th (6.48)	100th (6.73)

College Futures 2020

6.47
73rd

Family Foundations

Implementation Grantees **6.44**

Non-implementation Grantees **6.47**

Cohort: Family Foundations ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

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 (5.07)	25th (5.84)	50th (6.07)	75th (6.21)	100th (6.52)

College Futures 2020

6.16
66th

Family Foundations

Implementation Grantees **6.00**

Non-implementation Grantees **6.41**

Cohort: Family Foundations ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

20

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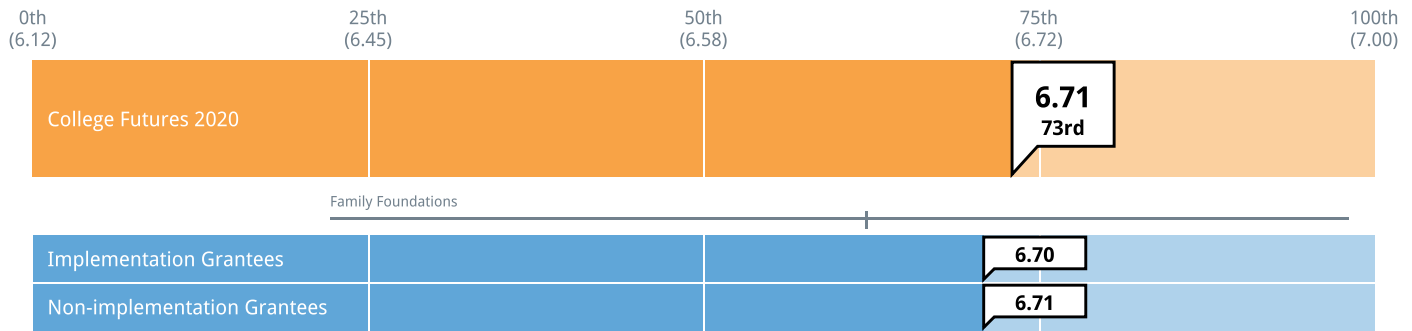
1 = Not at all	**4** = Somewhat	**7** = To a great extent

0th (6.12)	25th (6.45)	50th (6.58)	75th (6.72)	100th (7.00)

College Futures 2020 — **6.71** / **73rd**

Family Foundations

Implementation Grantees — **6.70**

Non-implementation Grantees — **6.71**

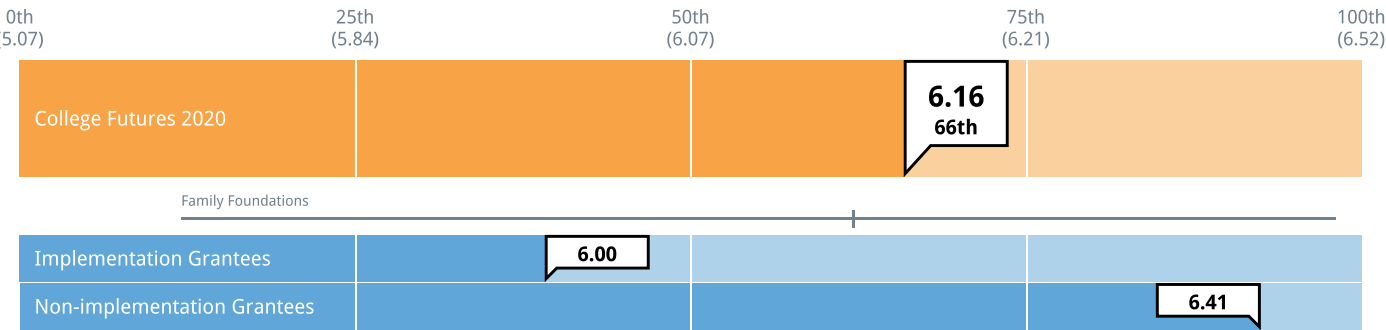Cohort: Family Foundations ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

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 (6.21)	50th (6.38)	75th (6.54)	100th (6.94)

College Futures 2020 — **6.55** / **75th**

Family Foundations

Implementation Grantees — **6.48**

Non-implementation Grantees — **6.63**
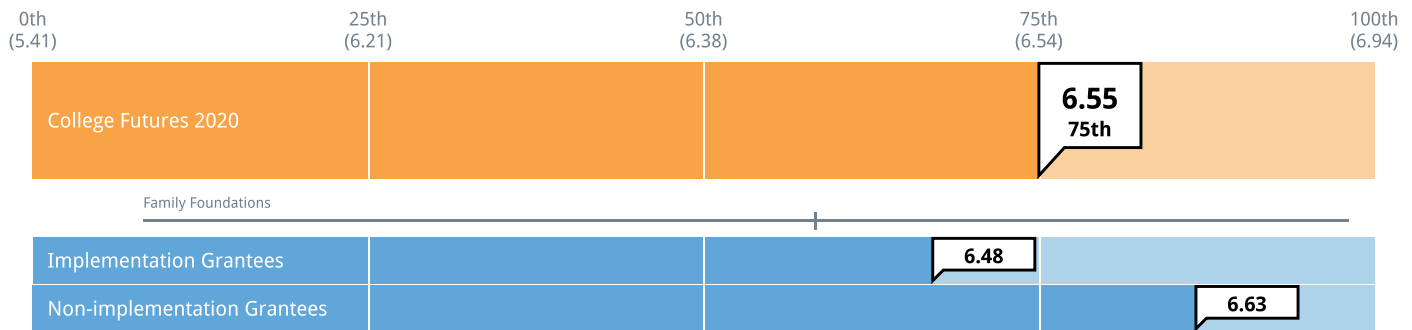
Cohort: Family Foundations ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

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
College Futures 2020	7%	64%	29%
College Futures 2011	7%	63%	30%
Custom Cohort	15%	55%	30%
Average Funder	18%	55%	27%
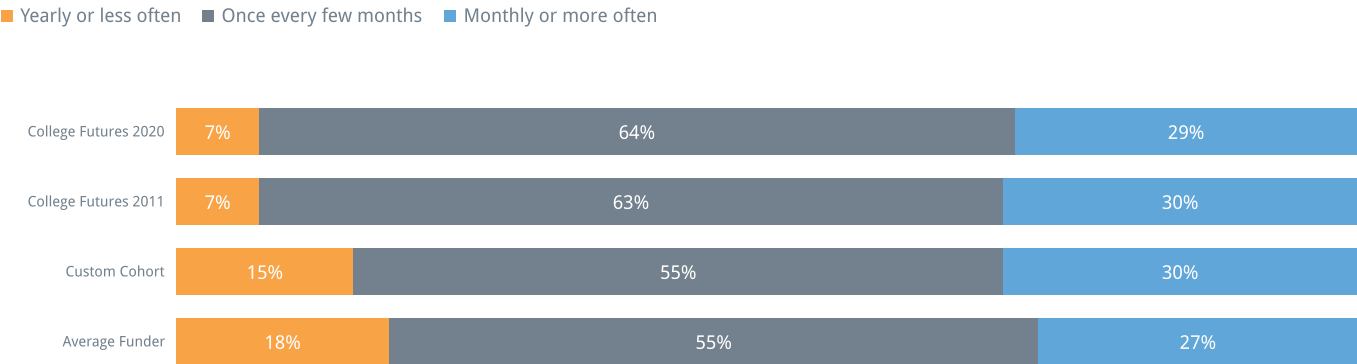
"How often do/did you have contact with your program officer during this grant?" (By Subgroup)

■ Yearly or less often   ■ Once every few months   ■ Monthly or more often

	Yearly or less often	Once every few months	Monthly or more often
Implementation Grantees	11%	67%	22%
Non-implementation Grantees		59%	41%

22
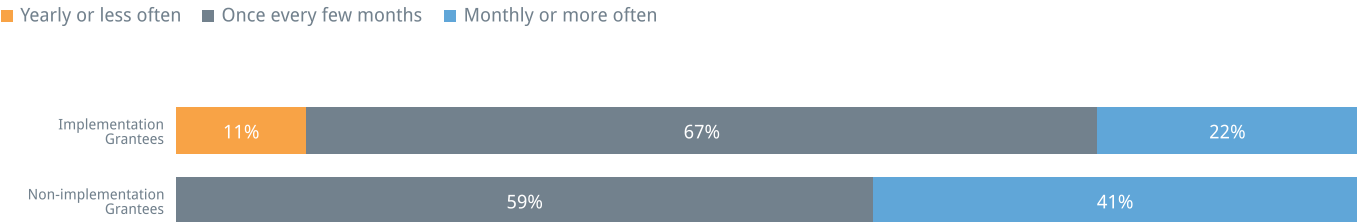
"Who most frequently initiated the contact you had with your program officer?"

■ Program Officer ■ Both of equal frequency ■ Grantee

	Program Officer	Both of equal frequency	Grantee
College Futures 2020	9%	64%	22%
College Futures 2011	22%	63%	14%
Custom Cohort	12%	51%	31%
Average Funder	15%	47%	32%
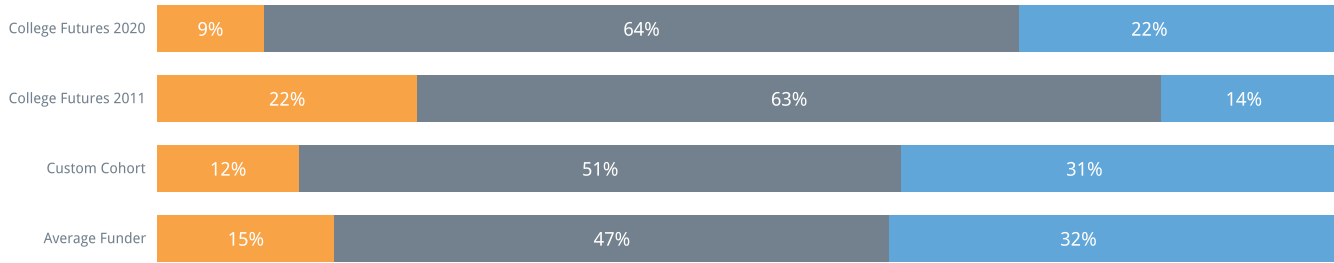
"Who most frequently initiated the contact you had with your program officer?" (By Subgroup)

■ Program Officer ■ Both of equal frequency ■ Grantee

	Program Officer	Both of equal frequency	Grantee
Implementation Grantees	7%	56%	33%
Non-implementation Grantees	12%	76%	6%

Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'

| 0th
(0%) | 25th
(6%) | 50th
(14%) | 75th
(25%) | 100th
(90%) |

College Futures 2020 — **32%*** 84th

Custom Cohort

College Futures 2011 — **15%**

Implementation Grantees — **42%**

Non-implementation Grantees — **12%**

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Primary Activity ▼
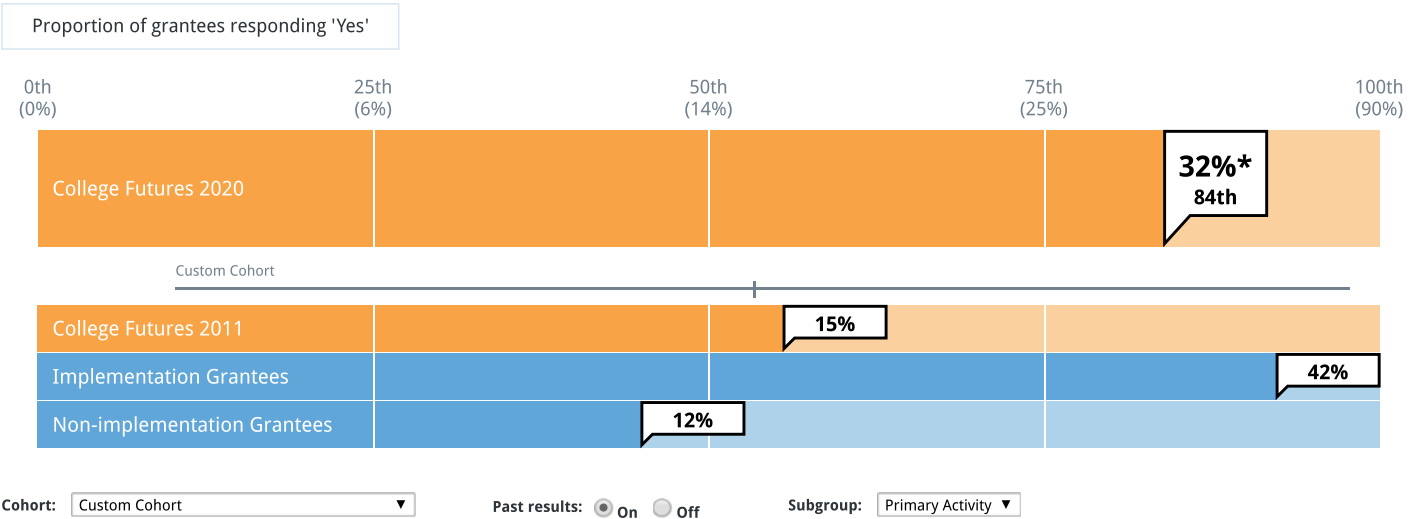
Did the Foundation conduct a site visit during the course of this grant?

Proportion of grantees responding 'Yes'

| 0th
(6%) | 25th
(36%) | 50th
(50%) | 75th
(70%) | 100th
(100%) |

College Futures 2020 — **45%*** 41st

Custom Cohort

College Futures 2011 — **77%**

Implementation Grantees — **48%**

Non-implementation Grantees — **44%**

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Primary Activity ▼
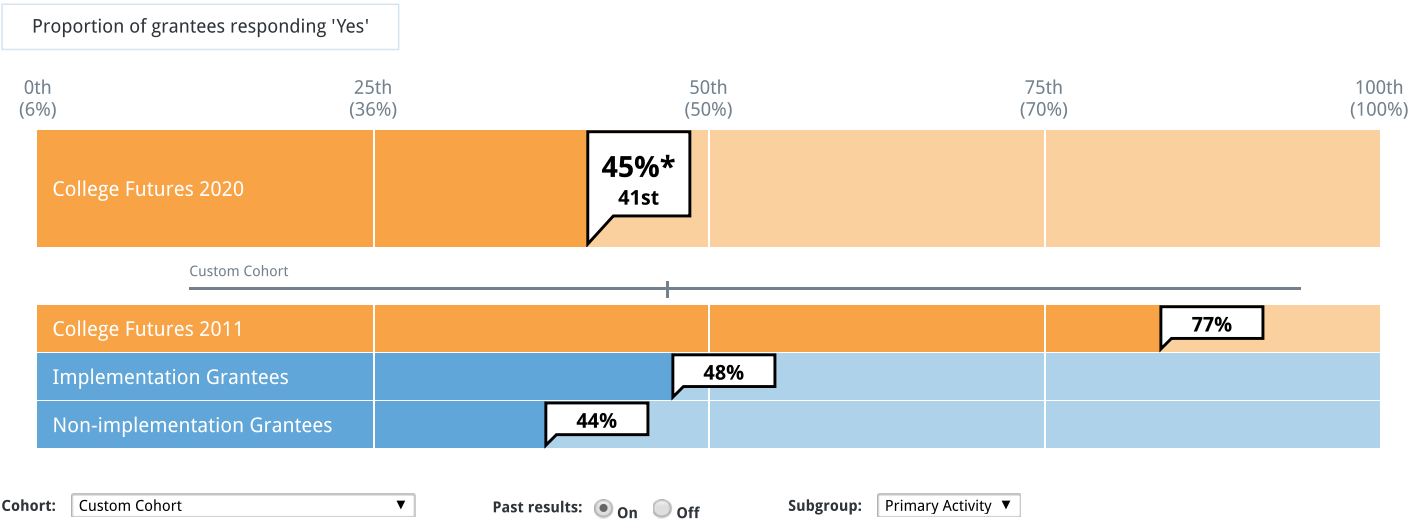
Communication

How clearly has the Foundation communicated its goals and strategy to you?
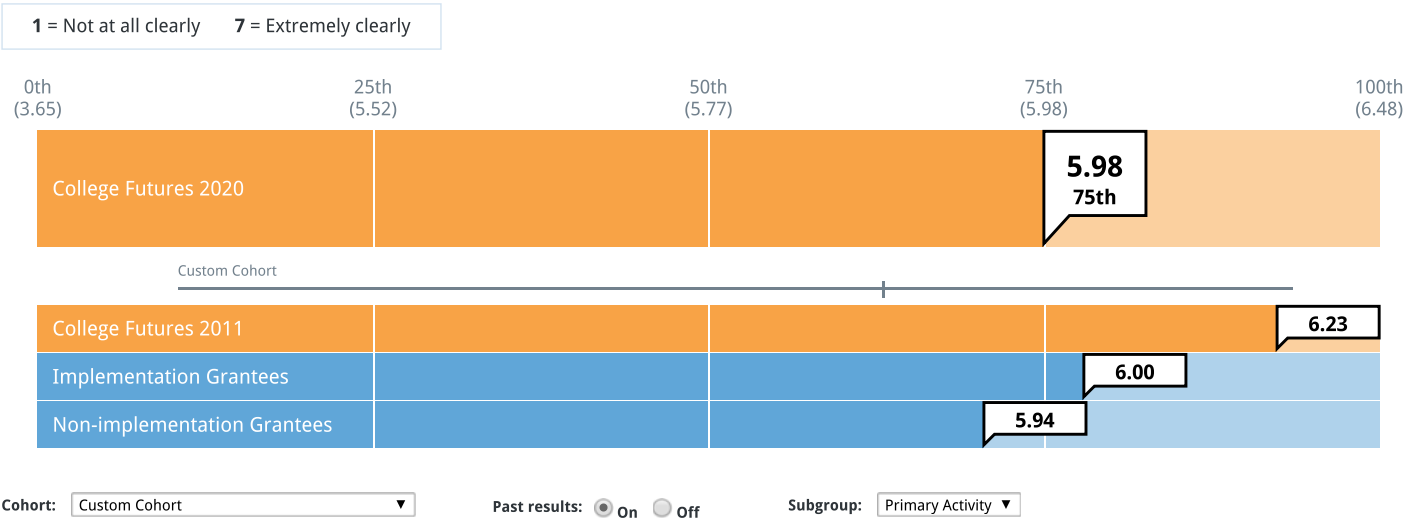
1 = Not at all clearly   **7** = Extremely clearly

0th (3.65)	25th (5.52)	50th (5.77)	75th (5.98)	100th (6.48)

College Futures 2020 — **5.98** 75th

Custom Cohort

College Futures 2011 — 6.23
Implementation Grantees — 6.00
Non-implementation Grantees — 5.94

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

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 (5.77)	50th (6.02)	75th (6.20)	100th (6.69)

College Futures 2020 — **6.17** 70th

Custom Cohort

College Futures 2011 — 6.07
Implementation Grantees — 6.19
Non-implementation Grantees — 6.07

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

25
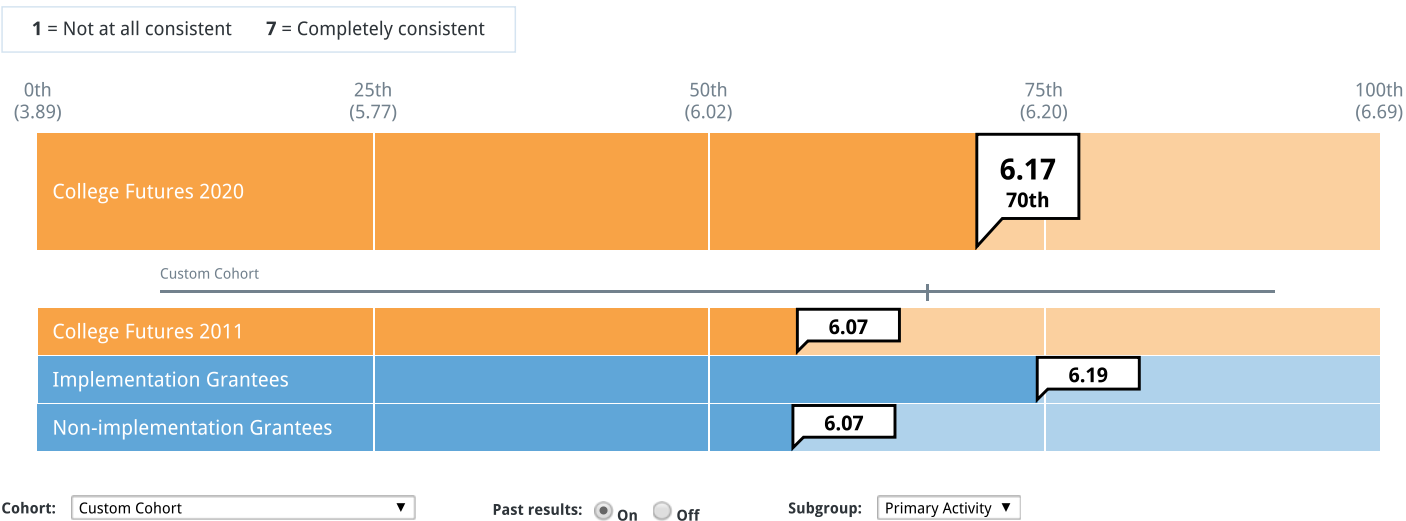
The following question was recently added to the grantee survey and depicts comparative data from 14 funders in the grantee dataset.

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
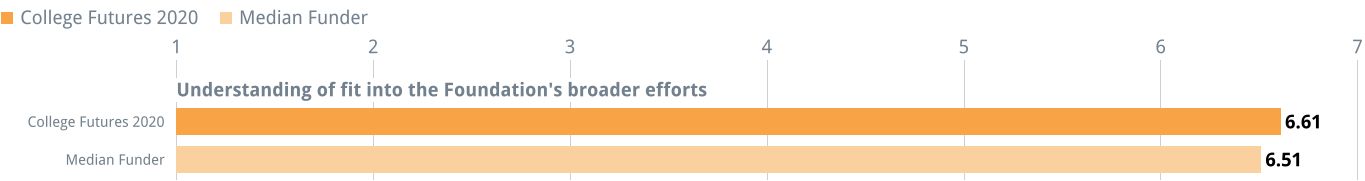
■ College Futures 2020   ■ Median Funder

Understanding of fit into the Foundation's broader efforts

College Futures 2020	6.61
Median Funder	6.51

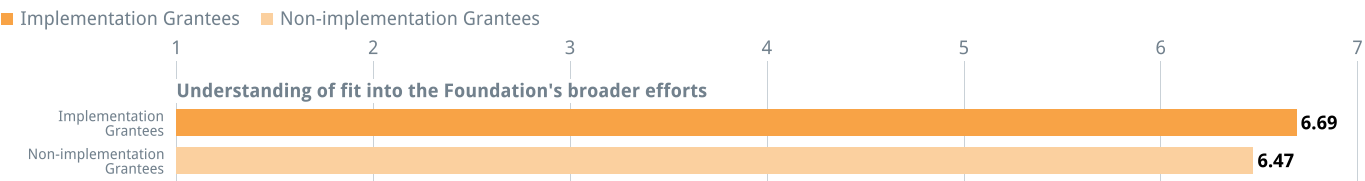## How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts? - By Subgroup

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

■ Implementation Grantees   ■ Non-implementation Grantees

Understanding of fit into the Foundation's broader efforts

Implementation Grantees	6.69
Non-implementation Grantees	6.47

Openness

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 (5.08) | 50th (5.34) | 75th (5.56) | 100th (6.29) |

College Futures 2020 — **5.81** 87th

Custom Cohort

Implementation Grantees — **5.76**

Non-implementation Grantees — **5.88**

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** Primary Activity ▼
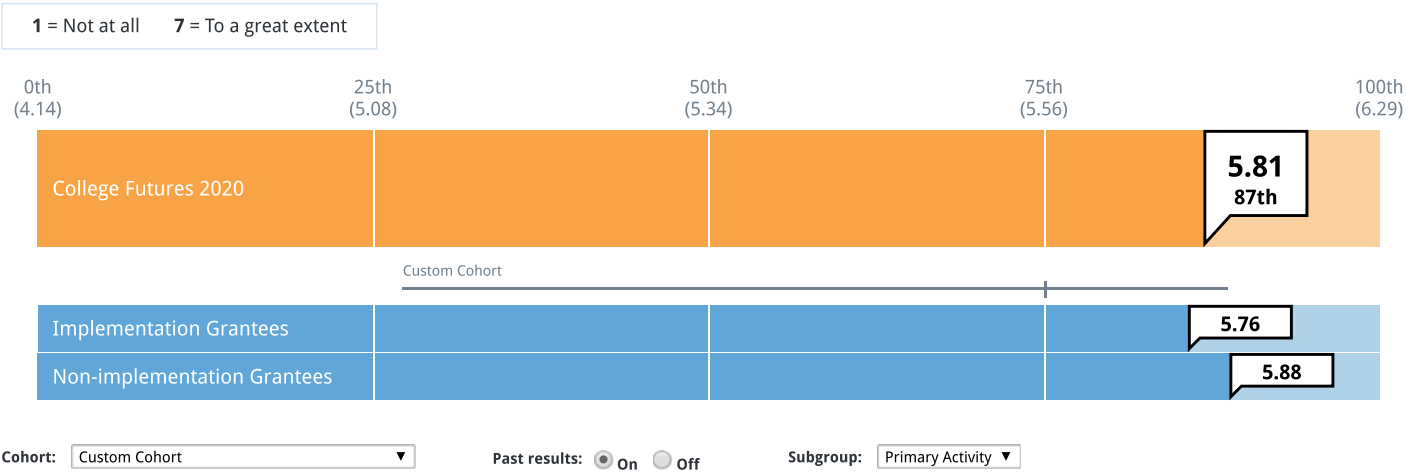
Top Predictors of Relationships

CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

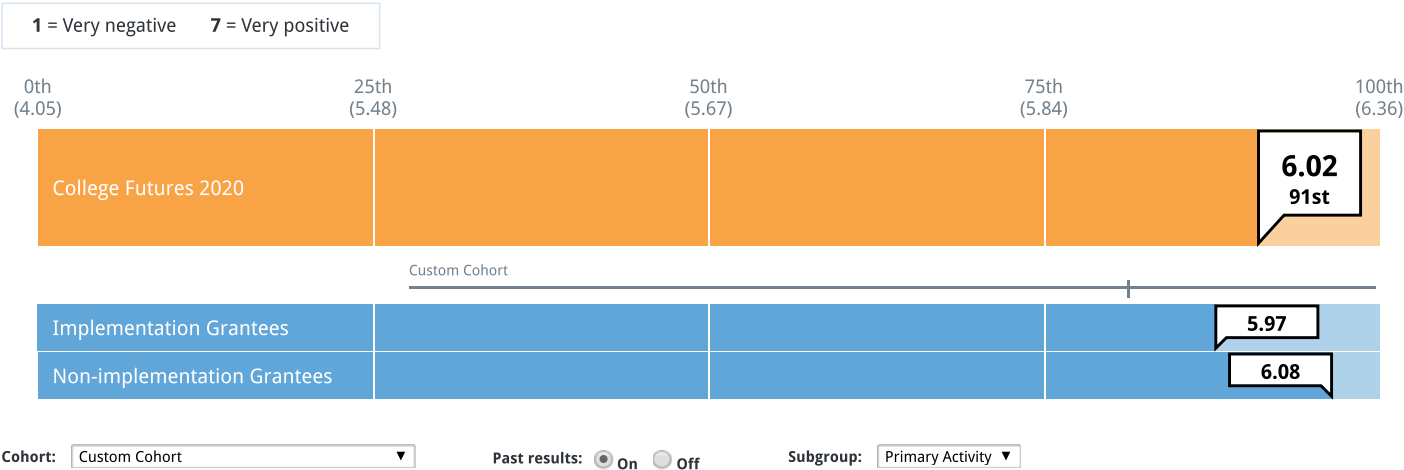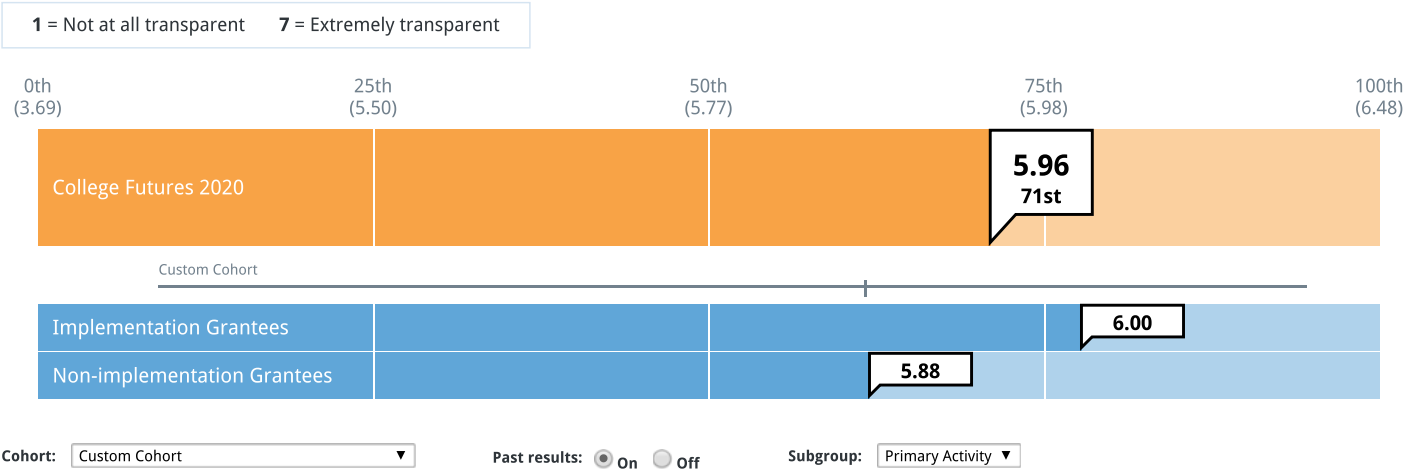Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding summary measure below is an average of ratings on the following measures:

- College Futures's understanding of partner organizations' **strategy and goals**
- College Futures's awareness of partner **organizations' challenges**
- College Futures's understanding of the **fields** in which partners work
- College Futures's understanding of partners' **local communities**
- College Futures's understanding of the **social, cultural, or socioeconomic factors** that affect partners' work
- College Futures's understanding of intended **beneficiaries' needs**
- Extent to which College Futures's **funding priorities** reflect a deep understanding of partners' intended beneficiaries' needs

Understanding Summary Measure

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

0th (4.05)	25th (5.48)	50th (5.67)	75th (5.84)	100th (6.36)

College Futures 2020 — **6.02** 91st

Custom Cohort

Implementation Grantees — 5.97

Non-implementation Grantees — 6.08

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼

Overall, how transparent is the Foundation with your organization?

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

0th (3.69)	25th (5.50)	50th (5.77)	75th (5.98)	100th (6.48)

College Futures 2020 — **5.96** 71st

Custom Cohort

Implementation Grantees — 6.00

Non-implementation Grantees — 5.88

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼

Beneficiary and 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 (5.69)	75th (5.90)	100th (6.54)

College Futures 2020

6.17
96th

Custom Cohort

Implementation Grantees

6.00

Non-implementation Grantees

6.40
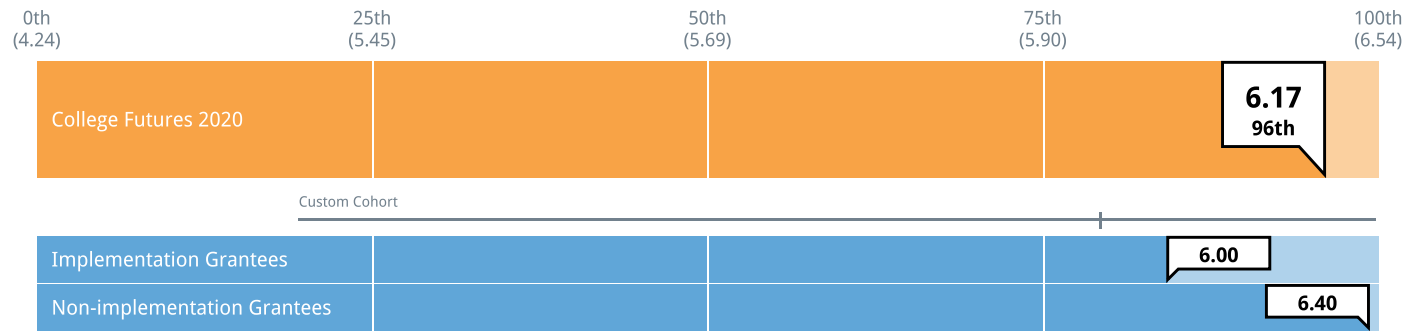
Cohort: Custom Cohort ▼   **Past results:** ⦿ On   ◯ Off   **Subgroup:** Primary Activity ▼

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

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

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

0th (4.00)	25th (5.48)	50th (5.67)	75th (5.87)	100th (6.46)

College Futures 2020 — **6.12** 93rd

Custom Cohort

Implementation Grantees — **6.00**

Non-implementation Grantees — **6.33**

Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** Primary Activity ▼

To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?
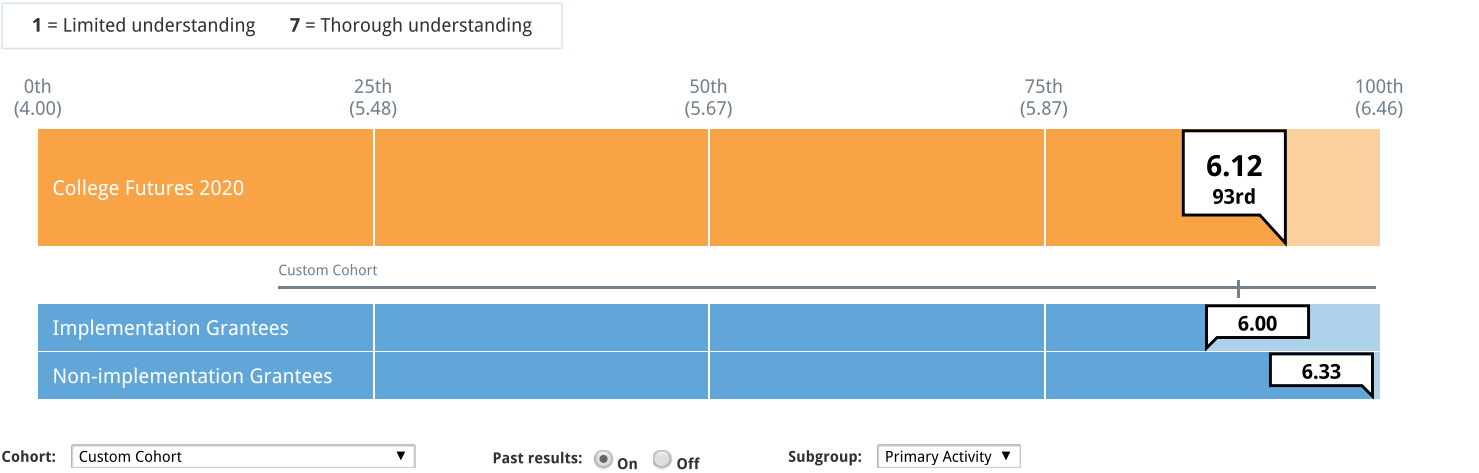
1 = Not at all   **7** = To a great extent

0th (3.77)	25th (5.35)	50th (5.57)	75th (5.82)	100th (6.45)

College Futures 2020 — **6.23** 98th

Custom Cohort

Implementation Grantees — **6.36**

Non-implementation Grantees — **5.92**

Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** Primary Activity ▼

30
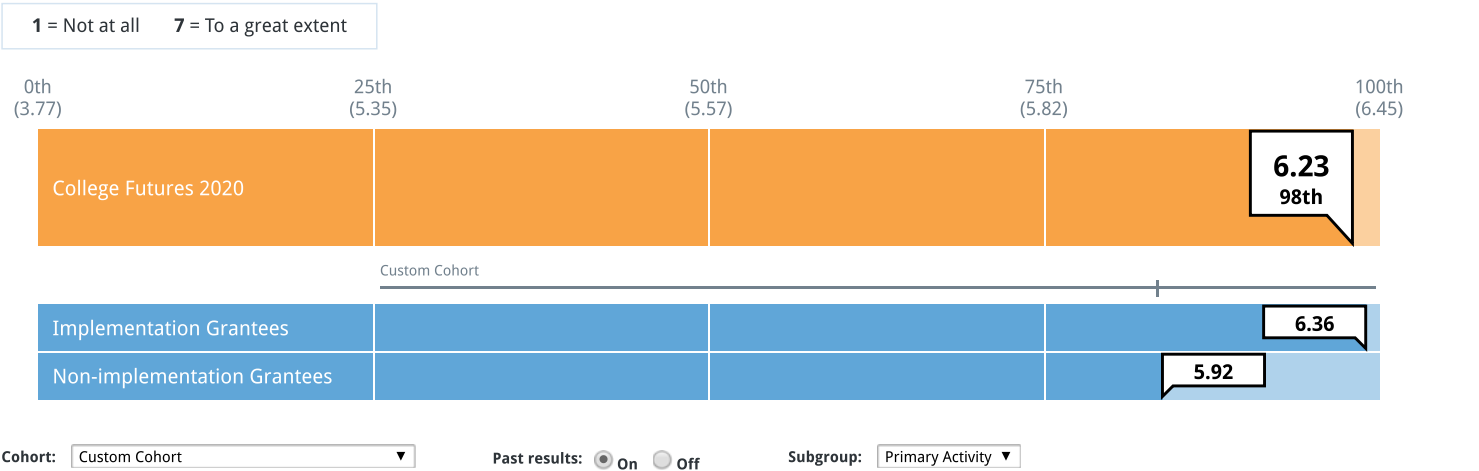
Grant Processes

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

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

0th (3.45)	25th (4.71)	50th (5.04)	75th (5.27)	100th (6.20)

College Futures 2020 — **5.44** 86th

Custom Cohort

College Futures 2011 — 5.21

Implementation Grantees — 5.41

Non-implementation Grantees — 5.47

Cohort: Custom Cohort ▾   **Past results:** ⦿ On ◯ Off   **Subgroup:** Primary Activity ▾

31
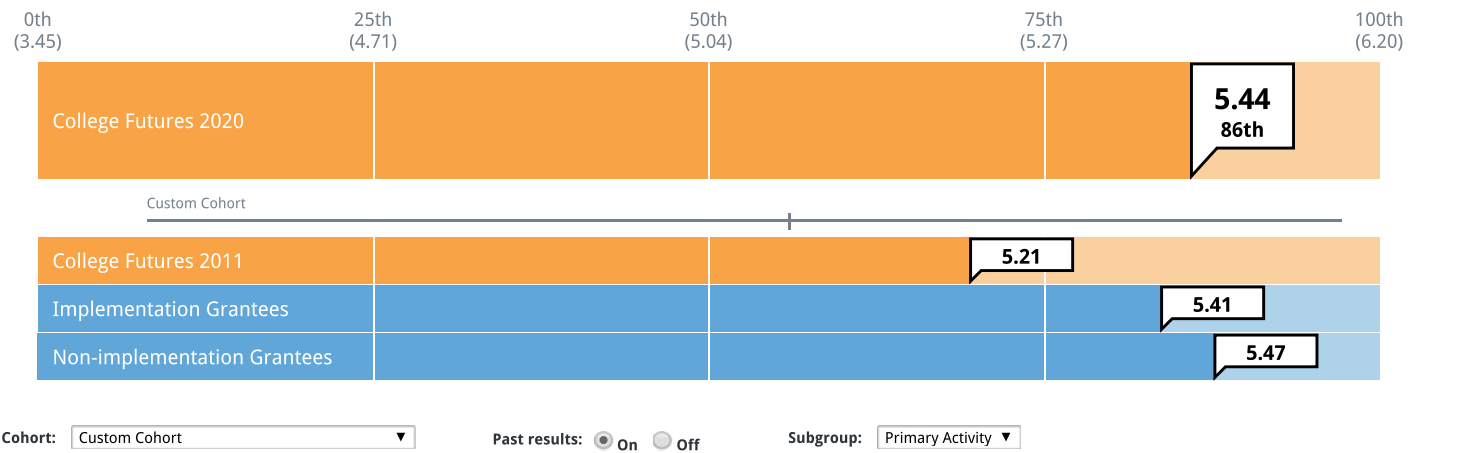
Selection Process

Did you submit a proposal for this grant?
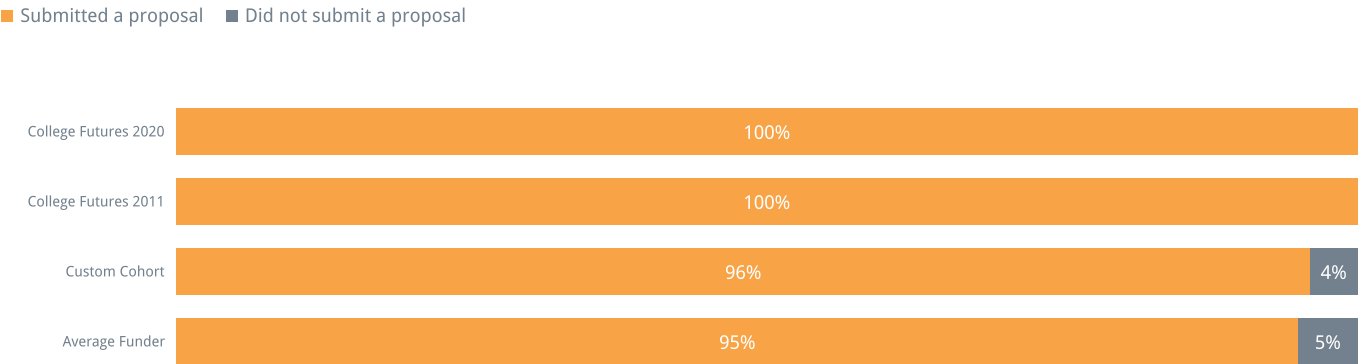
■ Submitted a proposal   ■ Did not submit a proposal

College Futures 2020	100%
College Futures 2011	100%
Custom Cohort	96% / 4%
Average Funder	95% / 5%

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 (1.32)	25th (2.01)	50th (2.26)	75th (2.49)	100th (4.24)

College Futures 2020 — **2.77** 90th

Custom Cohort

College Futures 2011 — **2.78**

Implementation Grantees — **3.04**

Non-implementation Grantees — **2.44**

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** Primary Activity ▼

32
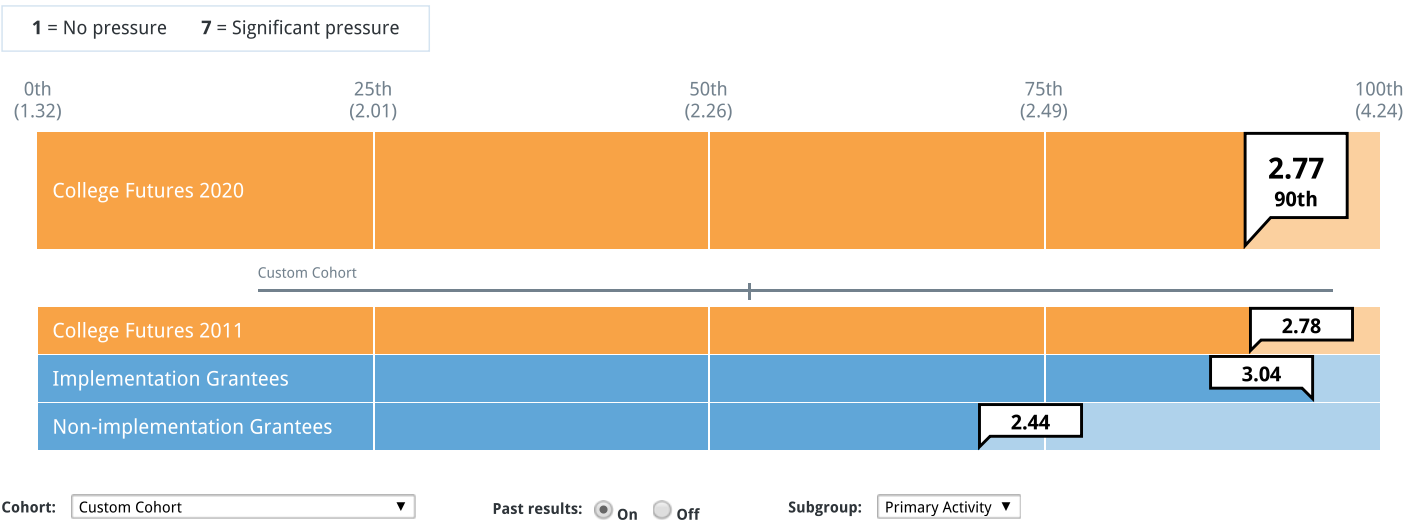
Time Between Submission and Clear Commitment

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

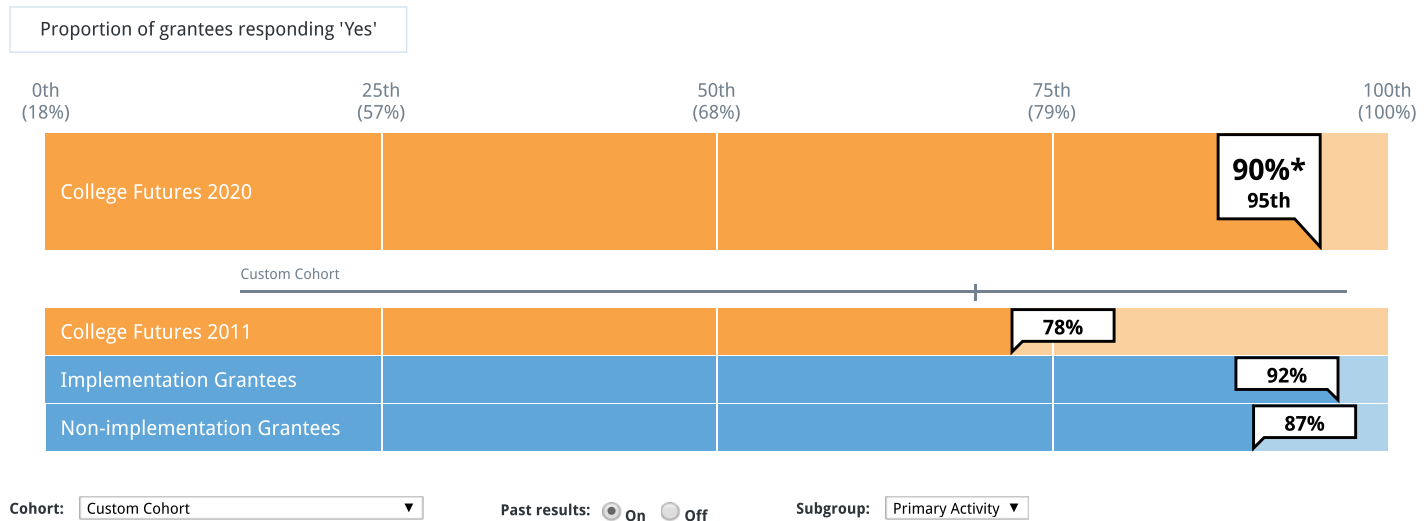| Time Elapsed from Submission of Proposal to Clear Commitment of Funding	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
Less than 3 months	80%	29%	62%	68%
4 - 6 months	17%	69%	29%	27%
7 - 12 months	2%	3%	7%	4%
More than 12 months	0%	0%	2%	1%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Less than 3 months	87%	71%
4 - 6 months	13%	24%
7 - 12 months	0%	6%
More than 12 months	0%	0%

Reporting and Evaluation Process

Definition of Reporting and Evaluation

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

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

Proportion of grantees responding 'Yes'

0th (18%)	25th (57%)	50th (68%)	75th (79%)	100th (100%)

College Futures 2020 — **90%*** **95th**

Custom Cohort

College Futures 2011 — **78%**
Implementation Grantees — **92%**
Non-implementation Grantees — **87%**

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Primary Activity ▼

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

	Reporting only	Both	Neither
College Futures 2020	56%	38%	5%
Custom Cohort	55%	33%	11%
Average Funder	56%	31%	12%

Participation in Reporting and/or Evaluation Processes (By Subgroup)

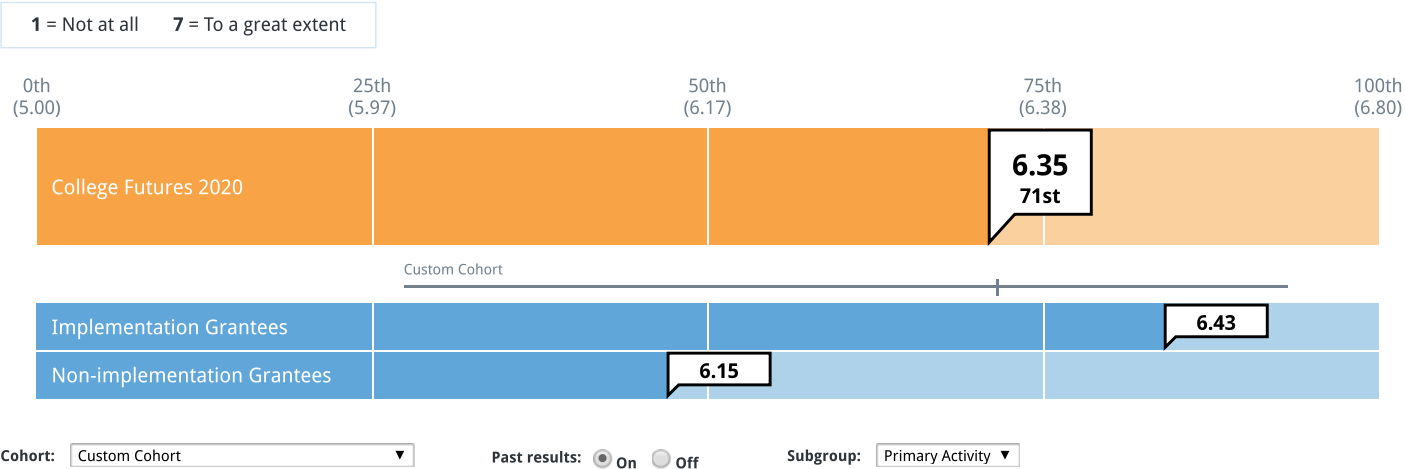■ Participated in a reporting process only   ■ Participated in an evaluation process only   ■ Participated in both a reporting and an evaluation process
■ Participated in neither a reporting nor an evaluation process

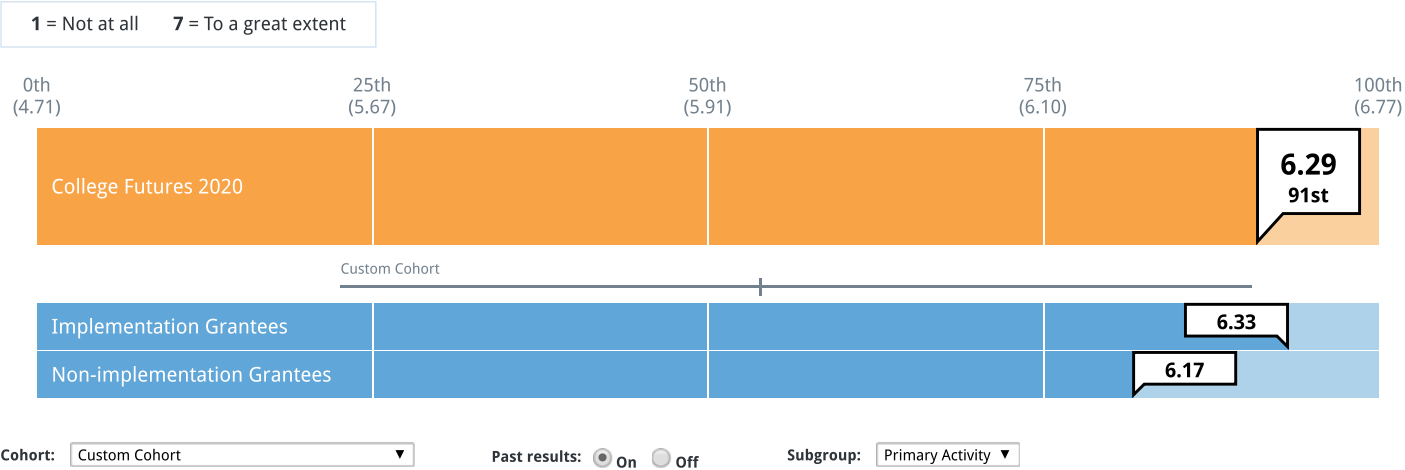|	Reporting only	Both	Neither
Implementation Grantees	58%	38%	4%
Non-implementation Grantees	50%	43%	7%

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 (5.97)	50th (6.17)	75th (6.38)	100th (6.80)

College Futures 2020 — **6.35** 71st

Custom Cohort

Implementation Grantees — **6.43**

Non-implementation Grantees — **6.15**

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼

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 (5.67)	50th (5.91)	75th (6.10)	100th (6.77)

College Futures 2020 — **6.29** 91st

Custom Cohort

Implementation Grantees — **6.33**

Non-implementation Grantees — **6.17**

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼

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
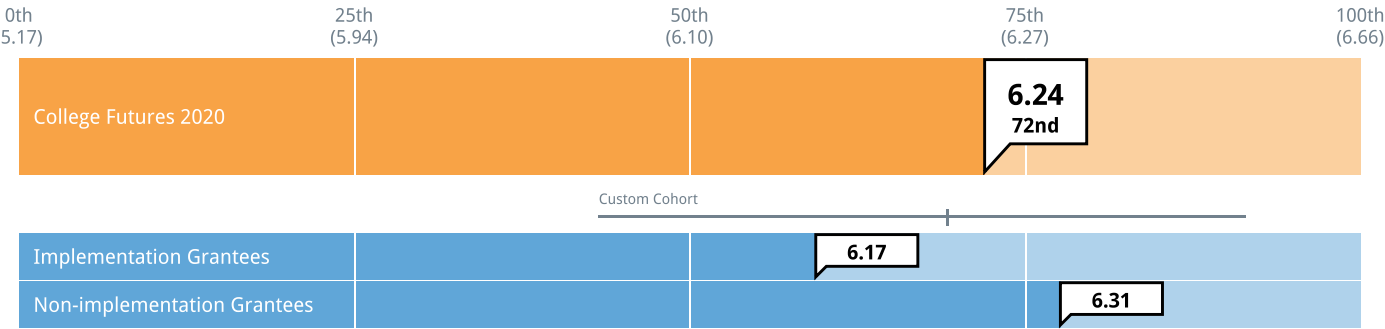
0th (5.17)	25th (5.94)	50th (6.10)	75th (6.27)	100th (6.66)

College Futures 2020 — **6.24** 72nd

Custom Cohort

Implementation Grantees — 6.17

Non-implementation Grantees — 6.31

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

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 (5.65)	50th (5.87)	75th (6.08)	100th (6.48)

College Futures 2020 — **6.05** 72nd

Custom Cohort

Implementation Grantees — 6.13

Non-implementation Grantees — 5.85

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

36
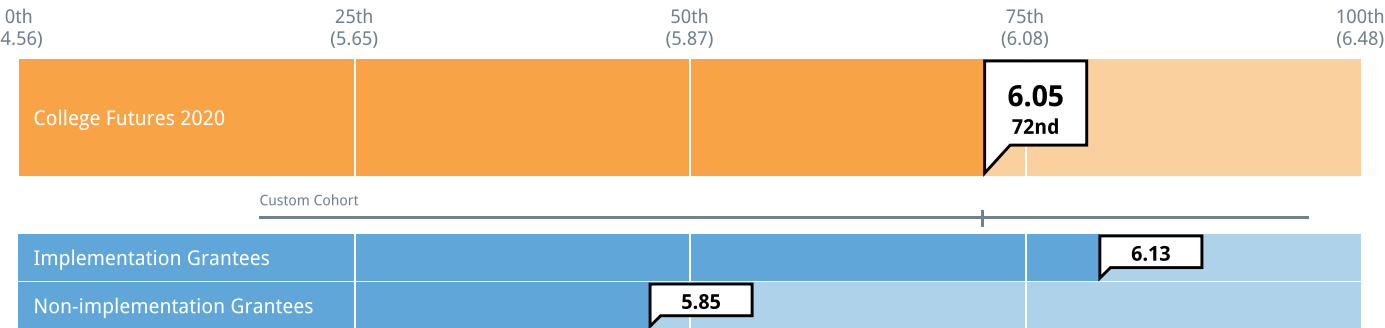
At any point have you had a substantive discussion with the Foundation about the report(s) you or your colleagues submitted as part of the reporting process?

Proportion of grantees responding 'Yes'

0th (19%)	25th (51%)	50th (62%)	75th (74%)	100th (100%)

College Futures 2020

69%
67th

Custom Cohort

Implementation Grantees **68%**

Non-implementation Grantees **69%**
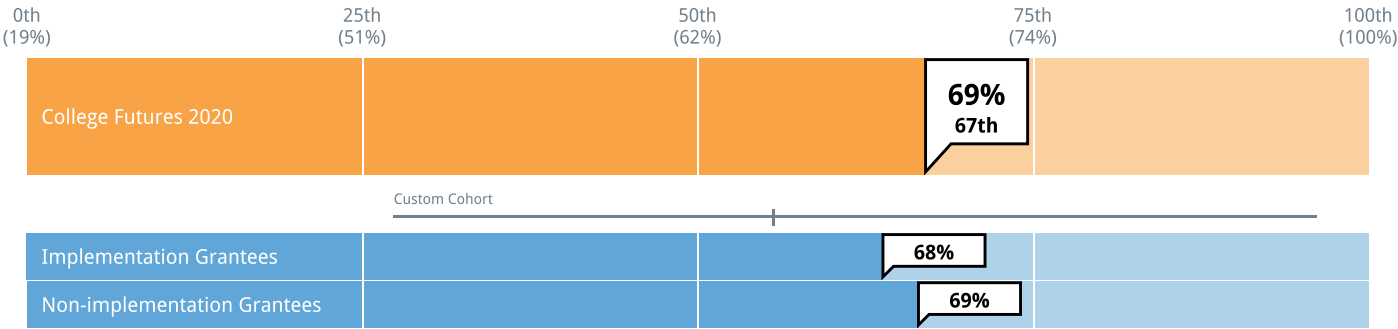
Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: Primary Activity ▼

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.

Who was primarily responsible for carrying out the evaluation?

- Evaluation staff at the Foundation
- Evaluation staff at your organization
- External evaluator, chosen by the Foundation
- External evaluator, chosen by your organization

College Futures 2020	14%	29%	57%
Custom Cohort	18%	43%	20% · 20%
Average Funder	22%	49%	16% · 14%
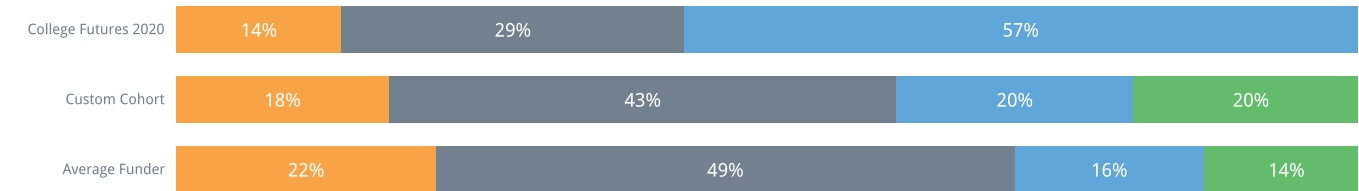
Who was primarily responsible for carrying out the evaluation? (By Subgroup)

- Evaluation staff at the Foundation
- Evaluation staff at your organization
- External evaluator, chosen by the Foundation
- External evaluator, chosen by your organization

Implementation Grantees	12%	88%
Non-implementation Grantees	17%	67% · 17%

38

Did the Foundation provide financial support for the evaluation?

■ Yes, the evaluation's costs were fully funded by the Foundation   ■ Yes, the evaluation's costs were partially funded by the Foundation
■ No, the evaluation's costs were not funded by the Foundation

College Futures 2020	58%	25%	17%
Custom Cohort	43%	15%	42%
Average Funder	38%	16%	46%
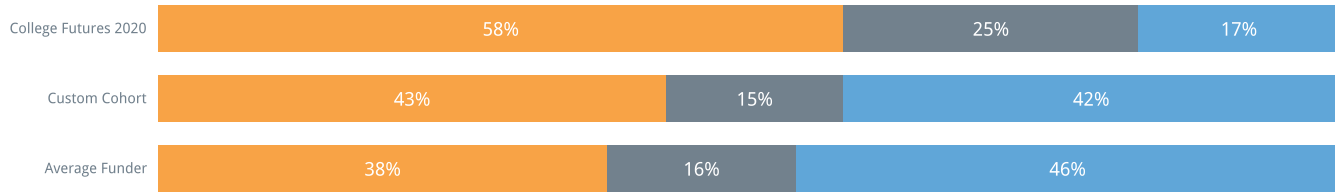
Did the Foundation provide financial support for the evaluation? (By Subgroup)

■ Yes, the evaluation's costs were fully funded by the Foundation   ■ Yes, the evaluation's costs were partially funded by the Foundation
■ No, the evaluation's costs were not funded by the Foundation

Implementation Grantees	88%	12%

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 (4.00)	25th (5.17)	50th (5.50)	75th (5.75)	100th (6.63)

4.50
5th
College Futures 2020

Custom Cohort

4.13 Implementation Grantees

5.00 Non-implementation Grantees

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Primary Activity ▼]
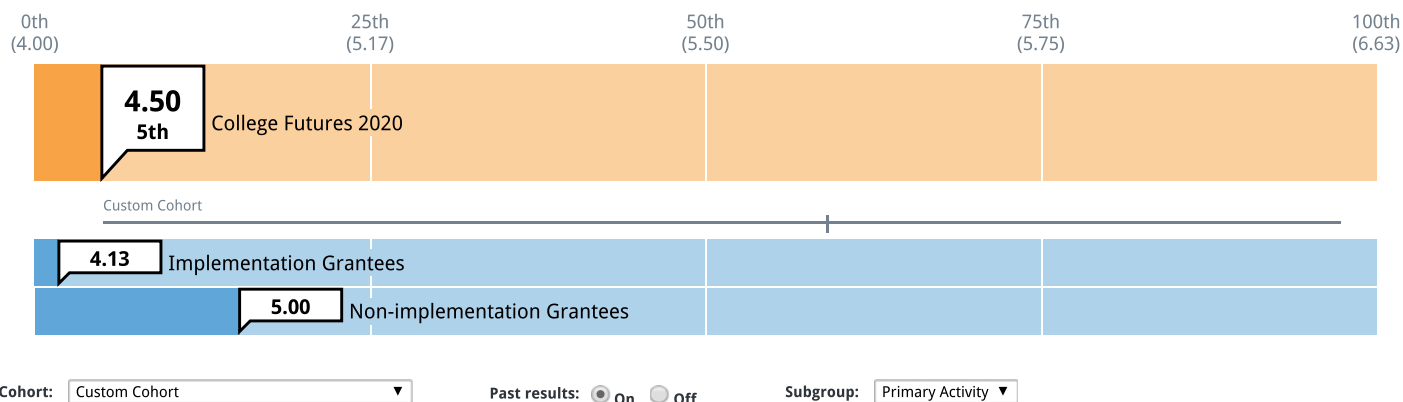
To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all   **7** = To a great extent
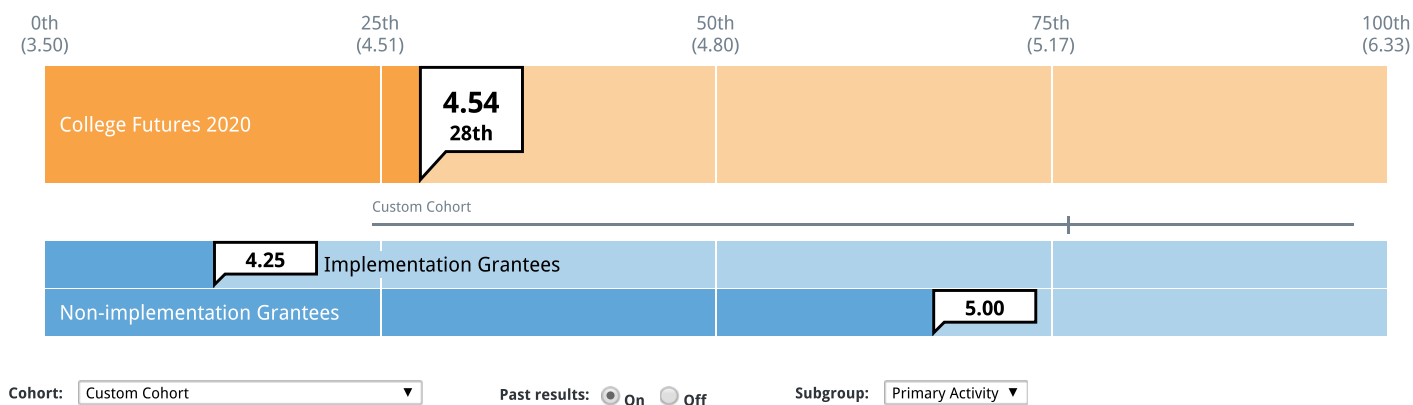
0th (3.50)	25th (4.51)	50th (4.80)	75th (5.17)	100th (6.33)

College Futures 2020

4.54
28th

Custom Cohort

4.25 Implementation Grantees

Non-implementation Grantees **5.00**

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Primary Activity ▼]

40

To what extent did the evaluation generate information that you believe will be useful for other organizations?

1 = Not at all   7 = To a great extent

0th (4.00)	25th (5.22)	50th (5.55)	75th (5.75)	100th (6.60)

College Futures 2020

5.23
26th

Custom Cohort

Implementation Grantees

5.38

5.00   Non-implementation Grantees

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼

41
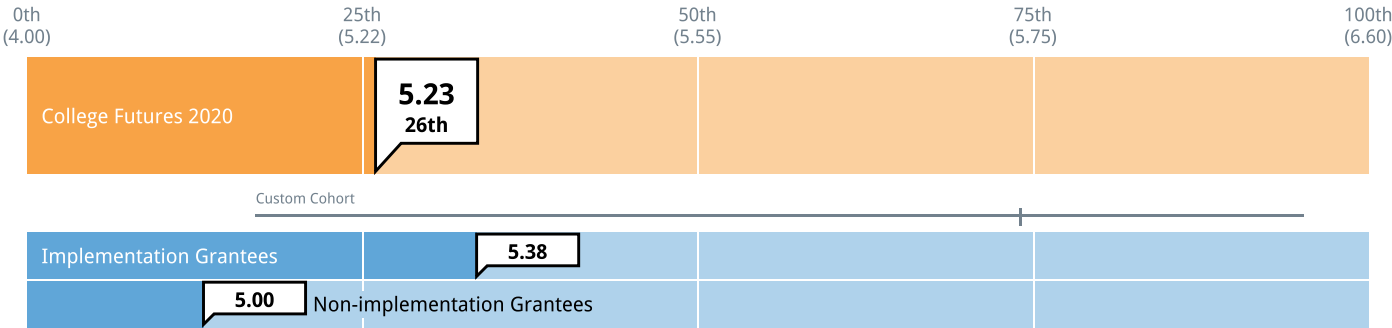
Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

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

0th ($0.1K)	25th ($1.6K)	50th ($2.5K)	75th ($4.7K)	100th ($24.5K)

College Futures 2020 — **$5.4K** 80th

Custom Cohort

College Futures 2011 — **$3.7K**

Implementation Grantees — **$5.8K**

Non-implementation Grantees — **$4.2K**

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼

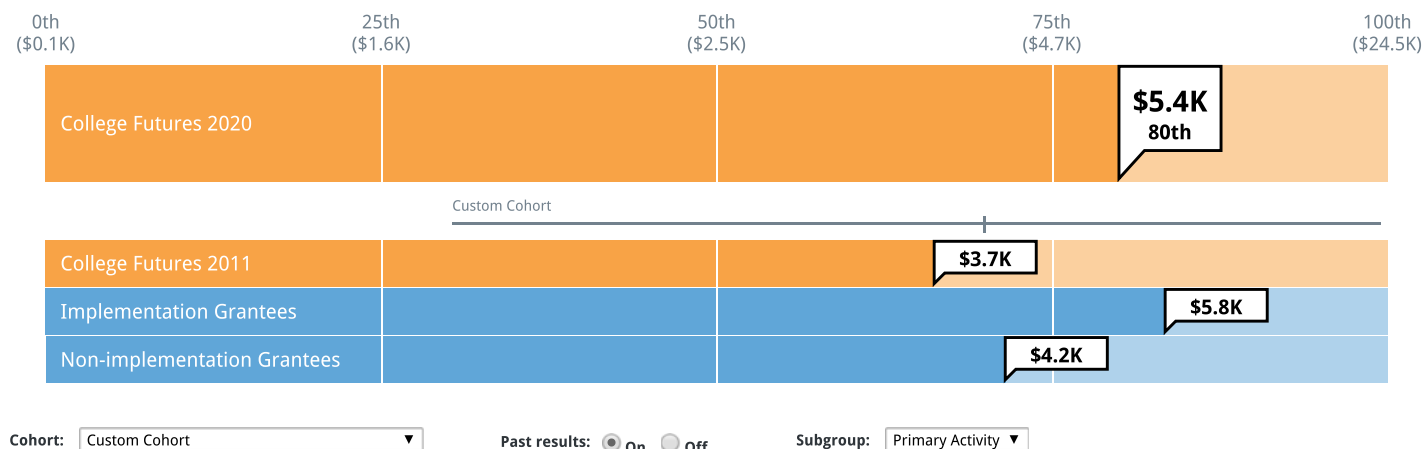## Median Grant Size

0th ($2K)	25th ($40K)	50th ($100K)	75th ($223K)	100th ($3300K)

College Futures 2020 — **$270K** 80th

Custom Cohort

College Futures 2011 — **$200K**

Implementation Grantees — **$295K**

Non-implementation Grantees — **$250K**

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼

Median hours spent by grantees on funder requirements over grant lifetime

0th (8hrs)	25th (22hrs)	50th (32hrs)	75th (55hrs)	100th (325hrs)

College Futures 2020 — **50hrs** 73rd

Custom Cohort

College Futures 2011 — **60hrs**

Implementation Grantees — **50hrs**

Non-implementation Grantees — **50hrs**

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼
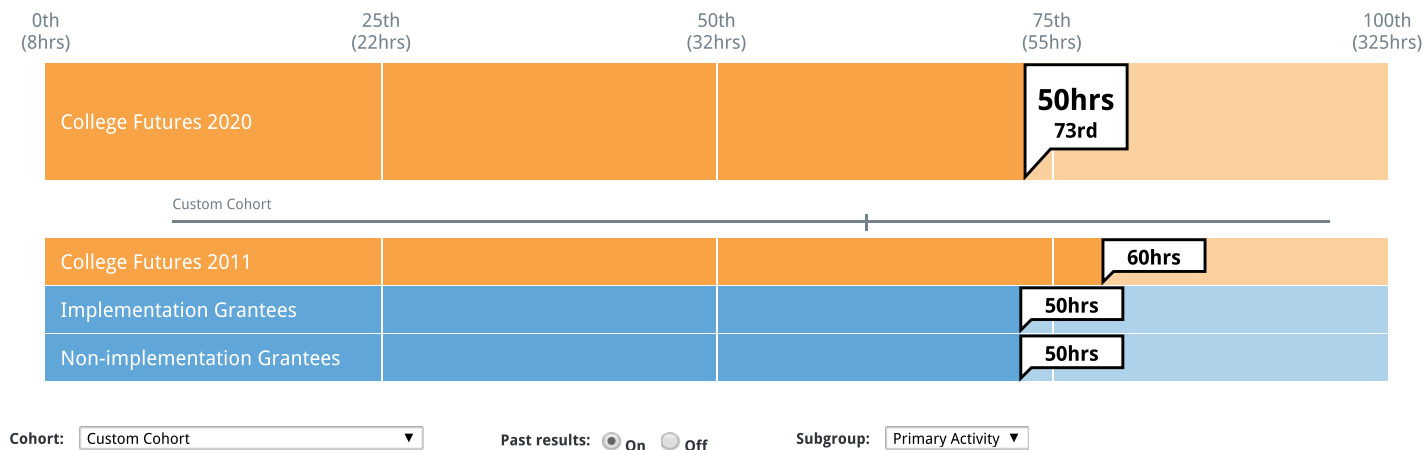
Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

0th (5hrs)	25th (15hrs)	50th (20hrs)	75th (30hrs)	100th (204hrs)

College Futures 2020 — **20hrs** 49th

Custom Cohort

College Futures 2011 — 20hrs

Implementation Grantees — 20hrs

Non-implementation Grantees — 20hrs

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Primary Activity ▼
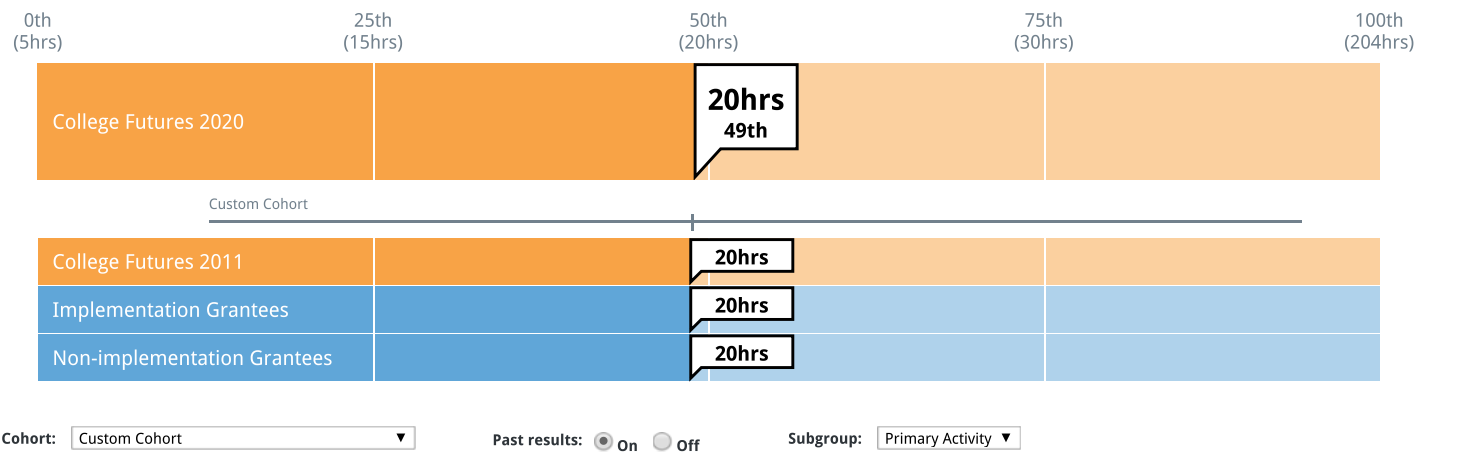
Time Spent On Proposal And Selection Process	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
1 to 9 hours	17%	12%	21%	18%
10 to 19 hours	17%	25%	21%	21%
20 to 29 hours	27%	17%	18%	19%
30 to 39 hours	10%	9%	8%	8%
40 to 49 hours	15%	17%	12%	15%
50 to 99 hours	7%	17%	11%	12%
100 to 199 hours	5%	3%	6%	6%
200+ hours	2%	0%	4%	2%

Time Spent On Proposal And Selection Process (By Subgroup)	Implementation Grantees	Non-implementation Grantees
1 to 9 hours	8%	27%
10 to 19 hours	20%	13%
20 to 29 hours	36%	13%
30 to 39 hours	12%	7%
40 to 49 hours	8%	27%
50 to 99 hours	8%	7%
100 to 199 hours	4%	7%
200+ hours	4%	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 (12hrs)	100th (90hrs)

College Futures 2020 — **16hrs 88th**

Custom Cohort

College Futures 2011 — **13hrs**

Implementation Grantees — **20hrs**

Non-implementation Grantees — **8hrs**

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Primary Activity ▼]
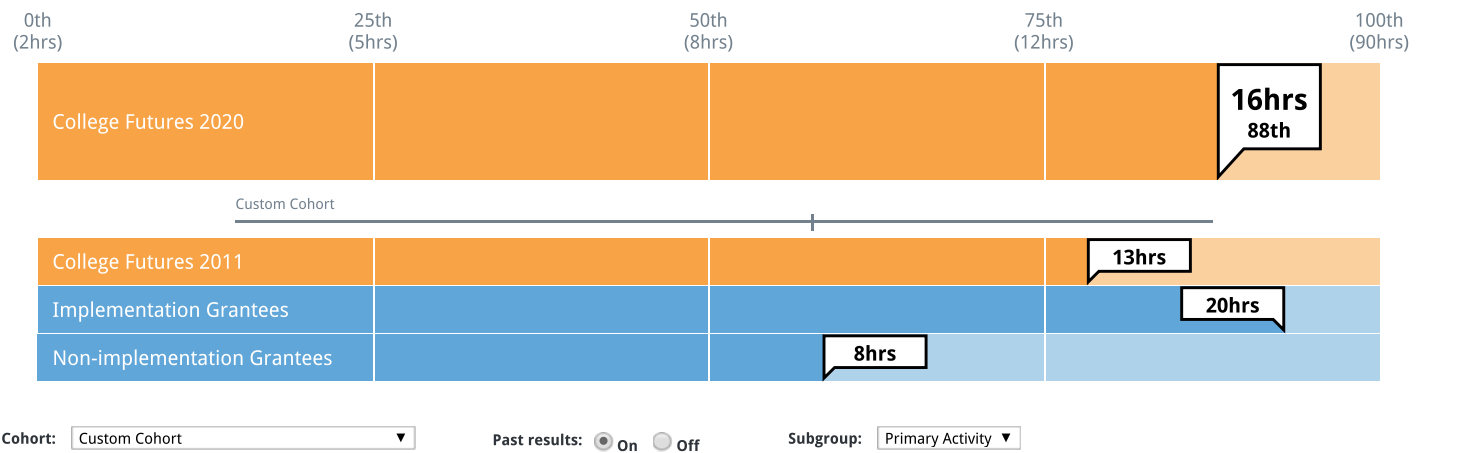
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
1 to 9 hours	33%	40%	53%	52%
10 to 19 hours	21%	13%	20%	22%
20 to 29 hours	31%	16%	10%	13%
30 to 39 hours	5%	8%	4%	3%
40 to 49 hours	0%	8%	3%	3%
50 to 99 hours	10%	5%	5%	4%
100+ hours	0%	11%	5%	4%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Implementation Grantees	Non-implementation Grantees
1 to 9 hours	21%	50%
10 to 19 hours	25%	14%
20 to 29 hours	33%	29%
30 to 39 hours	4%	7%
40 to 49 hours	0%	0%
50 to 99 hours	17%	0%
100+ hours	0%	0%

Non-Monetary Assistance

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

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

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.

Non-Monetary Assistance Patterns	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
Comprehensive	11%	7%	7%	8%
Field-focused	22%	32%	12%	14%
Little	44%	37%	41%	43%
None	22%	25%	41%	35%

Non-Monetary Assistance Patterns (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Comprehensive	19%	0%
Field-focused	30%	12%
Little	33%	59%
None	19%	29%

Proportion of grantees that received field-focused or comprehensive assistance
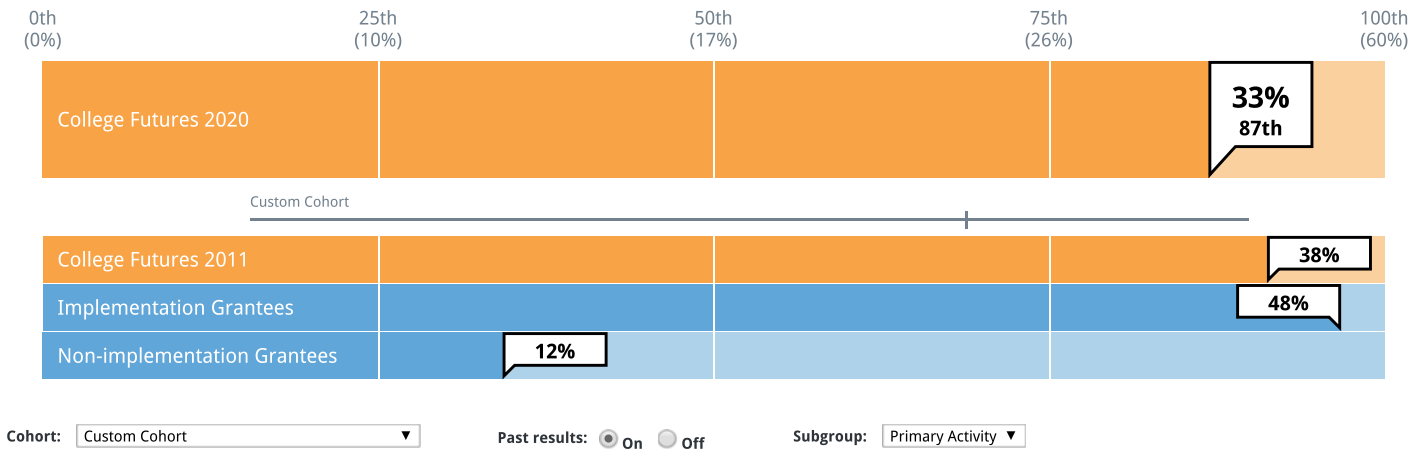
0th (0%)	25th (10%)	50th (17%)	75th (26%)	100th (60%)

College Futures 2020 — 33% / 87th

Custom Cohort

College Futures 2011 — 38%
Implementation Grantees — 48%
Non-implementation Grantees — 12%

Cohort: [Custom Cohort ▼]   Past results: ● On ○ Off   Subgroup: [Primary Activity ▼]

The following question was recently added to the grantee survey and depicts comparative data from 78 funders in the dataset.

Have you ever requested support from the Foundation to help strengthen your organization?

■ College Futures 2020   ■ Median Funder

	0	20	40	60	80	100

I have never requested support from College Futures to strengthen my organization

College Futures 2020 — 49%
Median Funder — 44%

Have you ever requested support from the Foundation to help strengthen your organization? - By Subgroup

■ Implementation Grantees   ■ Non-implementation Grantees

	0	20	40	60	80	100

I have never requested support from College Futures to strengthen my organization

Implementation Grantees — 38%
Non-implementation Grantees — 62%

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If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?

■ College Futures 2020   ■ Median Funder

Based on what College Futures told your organization to request

College Futures 2020: 16%
Median Funder: 19%

Based on what your organization believes College Futures would be willing to fund

College Futures 2020: 16%
Median Funder: 27%

Based on what your organization needs

College Futures 2020: 35%
Median Funder: 39%

Based on the results of an assessment or evaluation

College Futures 2020: 9%
Median Funder: 11%

If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for? - By Subgroup

■ Implementation Grantees ■ Non-implementation Grantees

Based on what College Futures told your organization to request

Implementation Grantees: 23%
Non-implementation Grantees: 6%

Based on what your organization believes College Futures would be willing to fund

Implementation Grantees: 23%
Non-implementation Grantees: 6%

Based on what your organization needs

Implementation Grantees: 35%
Non-implementation Grantees: 38%

Based on the results of an assessment or evaluation

Implementation Grantees: 12%
Non-implementation Grantees: 6%

Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance

■ College Futures 2020   ■ College Futures 2011   ■ Custom Cohort   ■ Median Funder

Strategic planning advice

College Futures 2020	27%
College Futures 2011	15%
Custom Cohort	23%
Median Funder	18%

General management advice

College Futures 2020	11%
College Futures 2011	12%
Custom Cohort	12%
Median Funder	12%

Development of performance measures

College Futures 2020	18%
College Futures 2011	14%
Custom Cohort	13%
Median Funder	11%

Financial planning/accounting

College Futures 2020	2%
College Futures 2011	1%
Custom Cohort	5%
Median Funder	5%

Percentage of Grantees that Received Management Assistance - By Subgroup

■ Implementation Grantees   ■ Non-implementation Grantees

Strategic planning advice

Implementation Grantees: 26%
Non-implementation Grantees: 29%

General management advice

Implementation Grantees: 19%
Non-implementation Grantees: 0%

Development of performance measures

Implementation Grantees: 26%
Non-implementation Grantees: 6%

Financial planning/accounting

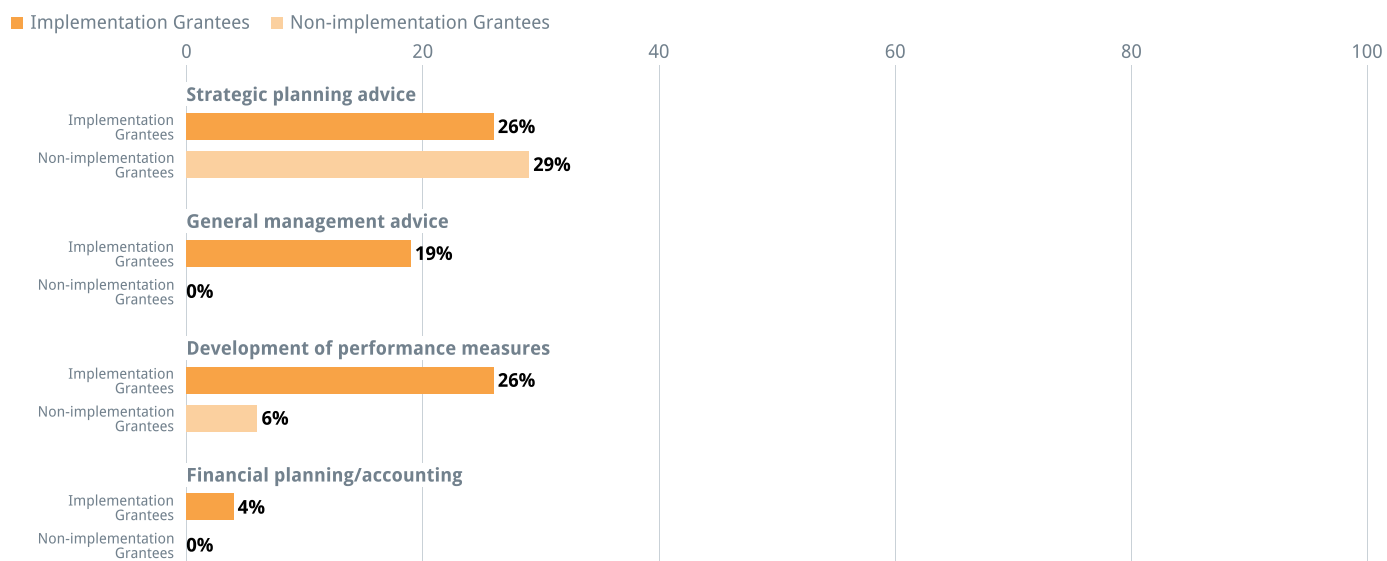Implementation Grantees: 4%
Non-implementation Grantees: 0%

Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by College Futures) associated with this funding."
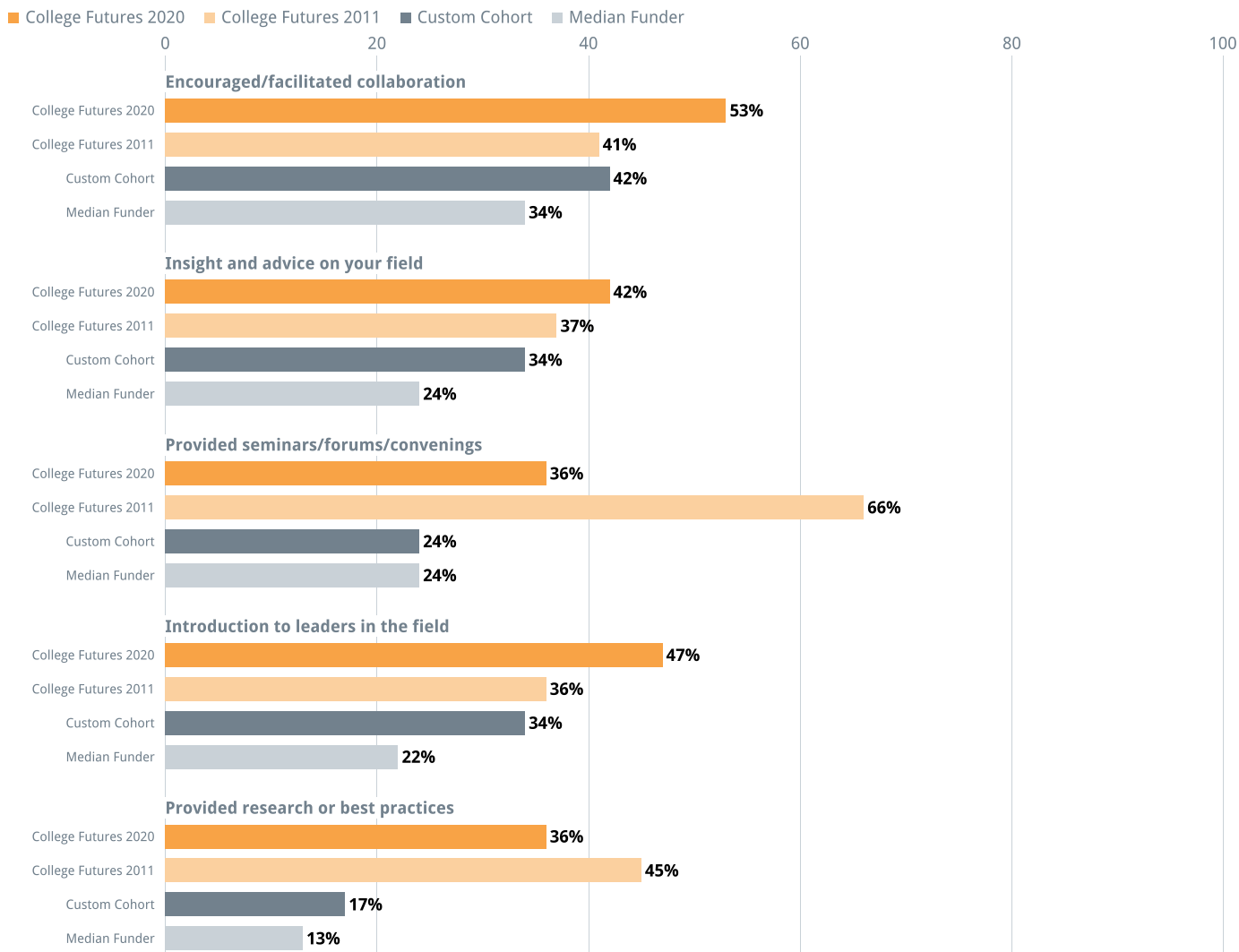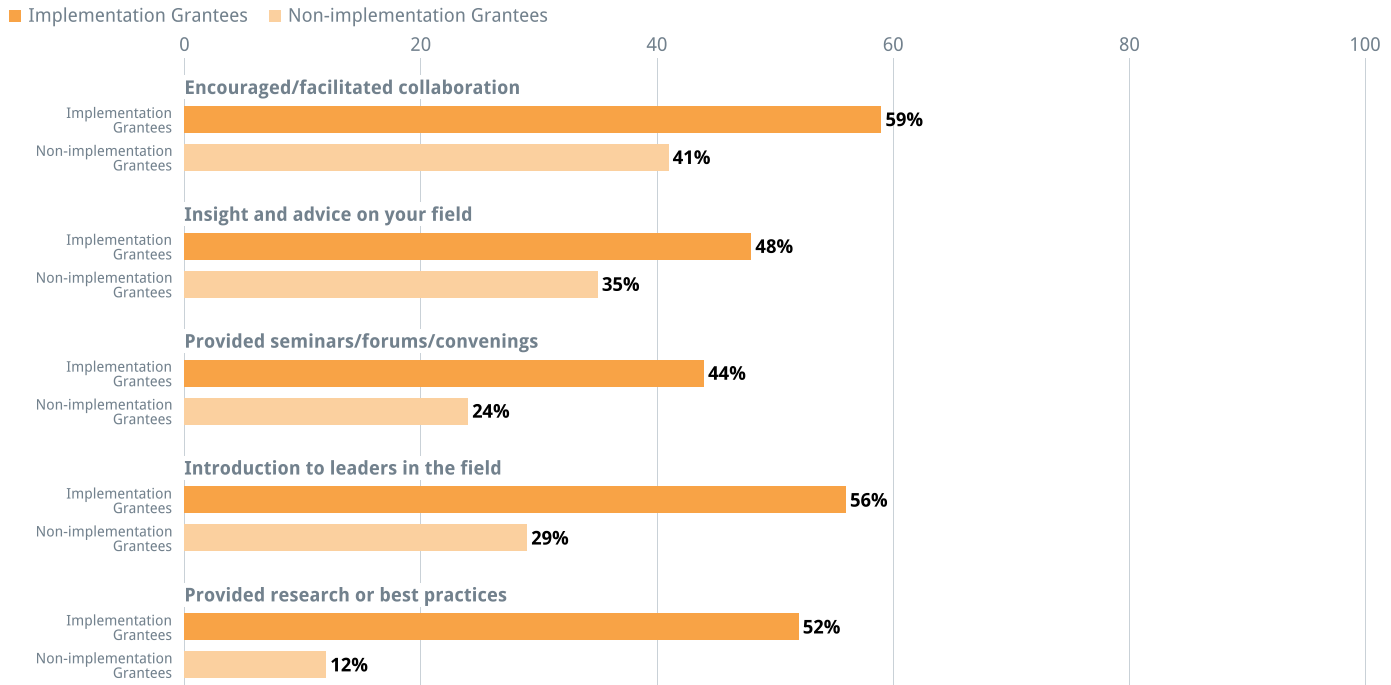
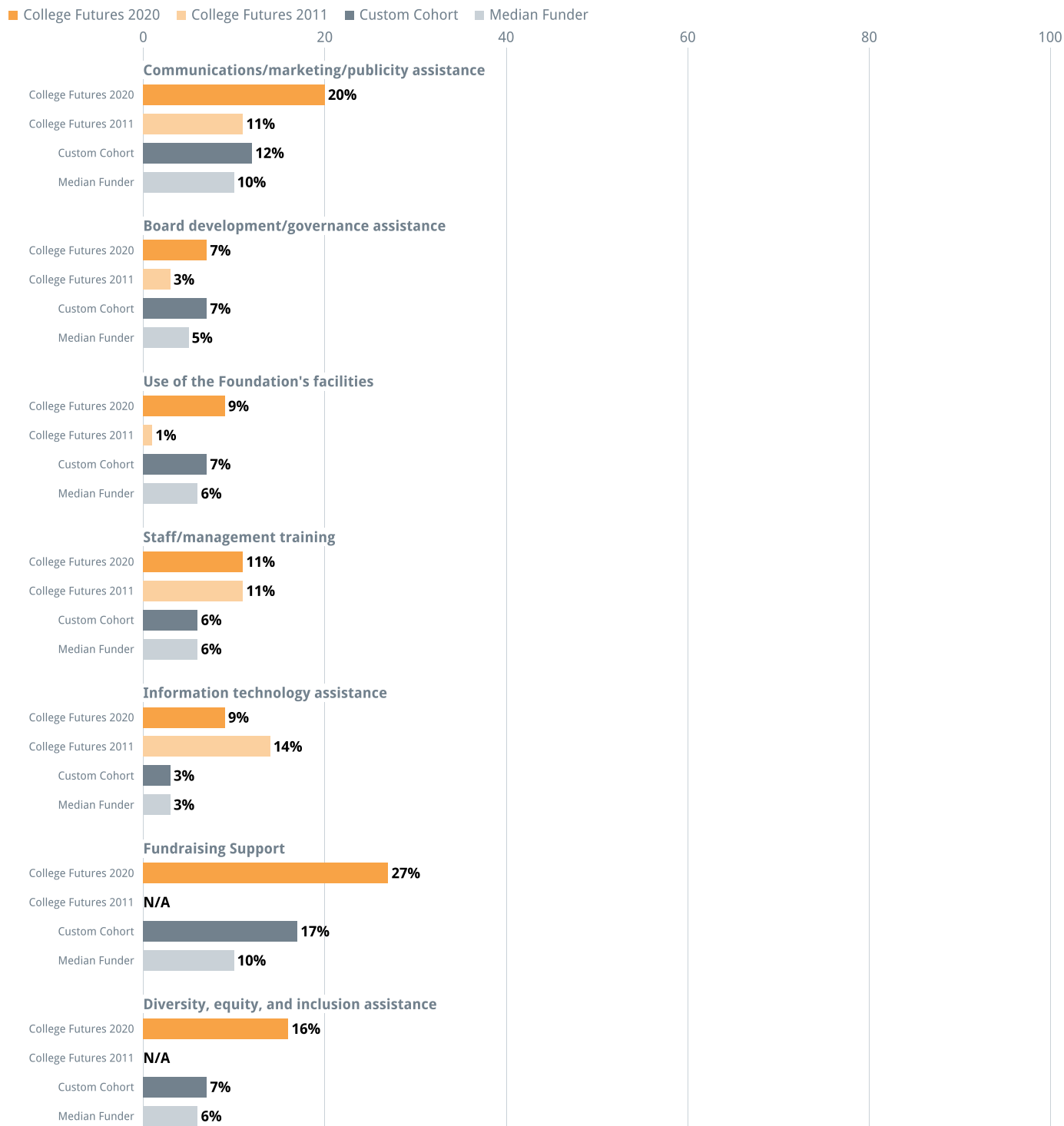## Percentage of Grantees that Received Field-Related Assistance

Legend: ■ College Futures 2020 ■ College Futures 2011 ■ Custom Cohort ■ Median Funder

X-axis: 0, 20, 40, 60, 80, 100

Encouraged/facilitated collaboration

Group	Value
College Futures 2020	53%
College Futures 2011	41%
Custom Cohort	42%
Median Funder	34%

Insight and advice on your field

Group	Value
College Futures 2020	42%
College Futures 2011	37%
Custom Cohort	34%
Median Funder	24%

Provided seminars/forums/convenings

Group	Value
College Futures 2020	36%
College Futures 2011	66%
Custom Cohort	24%
Median Funder	24%

Introduction to leaders in the field

Group	Value
College Futures 2020	47%
College Futures 2011	36%
Custom Cohort	34%
Median Funder	22%

Provided research or best practices

Group	Value
College Futures 2020	36%
College Futures 2011	45%
Custom Cohort	17%
Median Funder	13%

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

■ Implementation Grantees ■ Non-implementation Grantees

Encouraged/facilitated collaboration

Implementation Grantees: 59%
Non-implementation Grantees: 41%

Insight and advice on your field

Implementation Grantees: 48%
Non-implementation Grantees: 35%

Provided seminars/forums/convenings

Implementation Grantees: 44%
Non-implementation Grantees: 24%

Introduction to leaders in the field

Implementation Grantees: 56%
Non-implementation Grantees: 29%

Provided research or best practices

Implementation Grantees: 52%
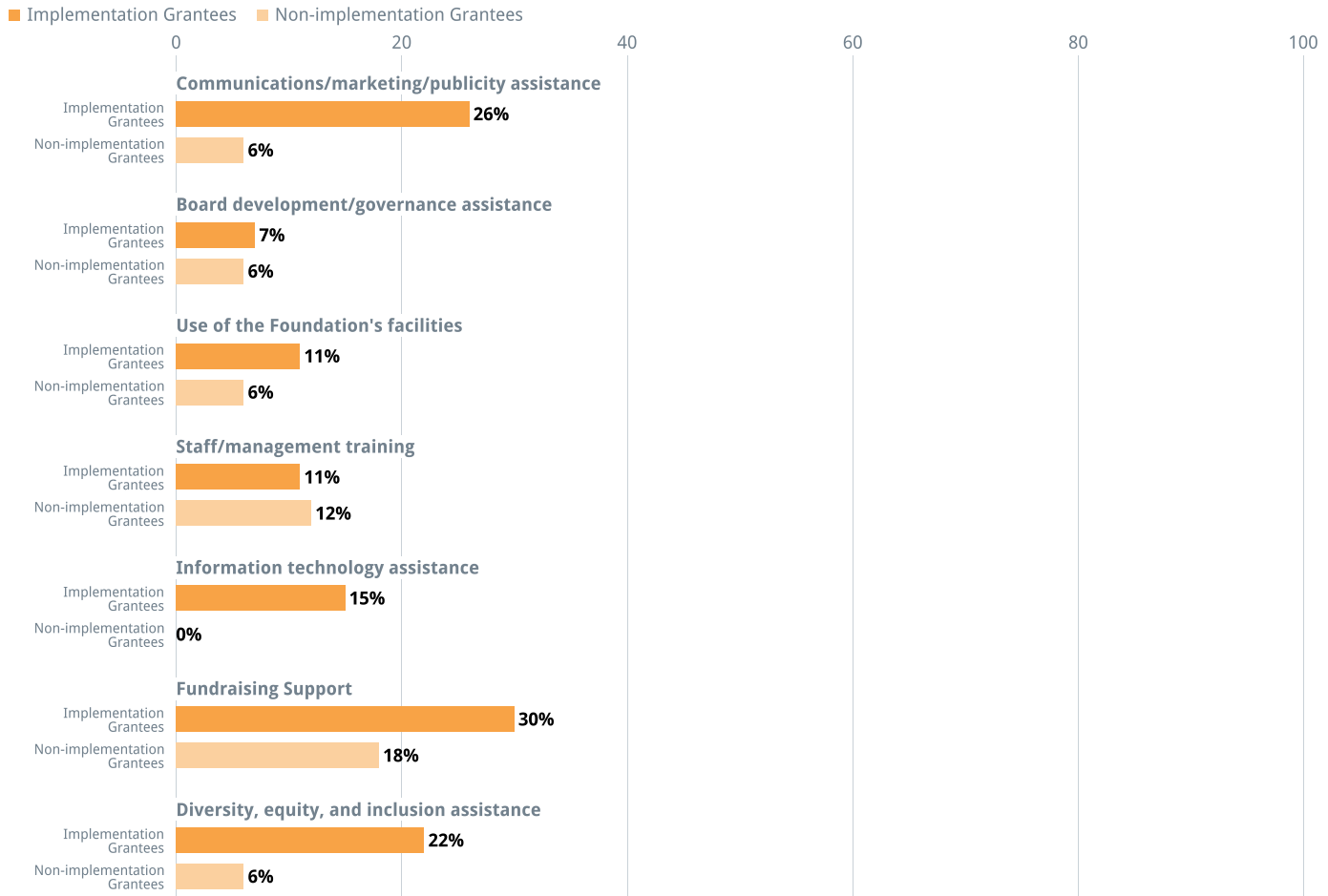Non-implementation Grantees: 12%

Other Assistance Activities

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

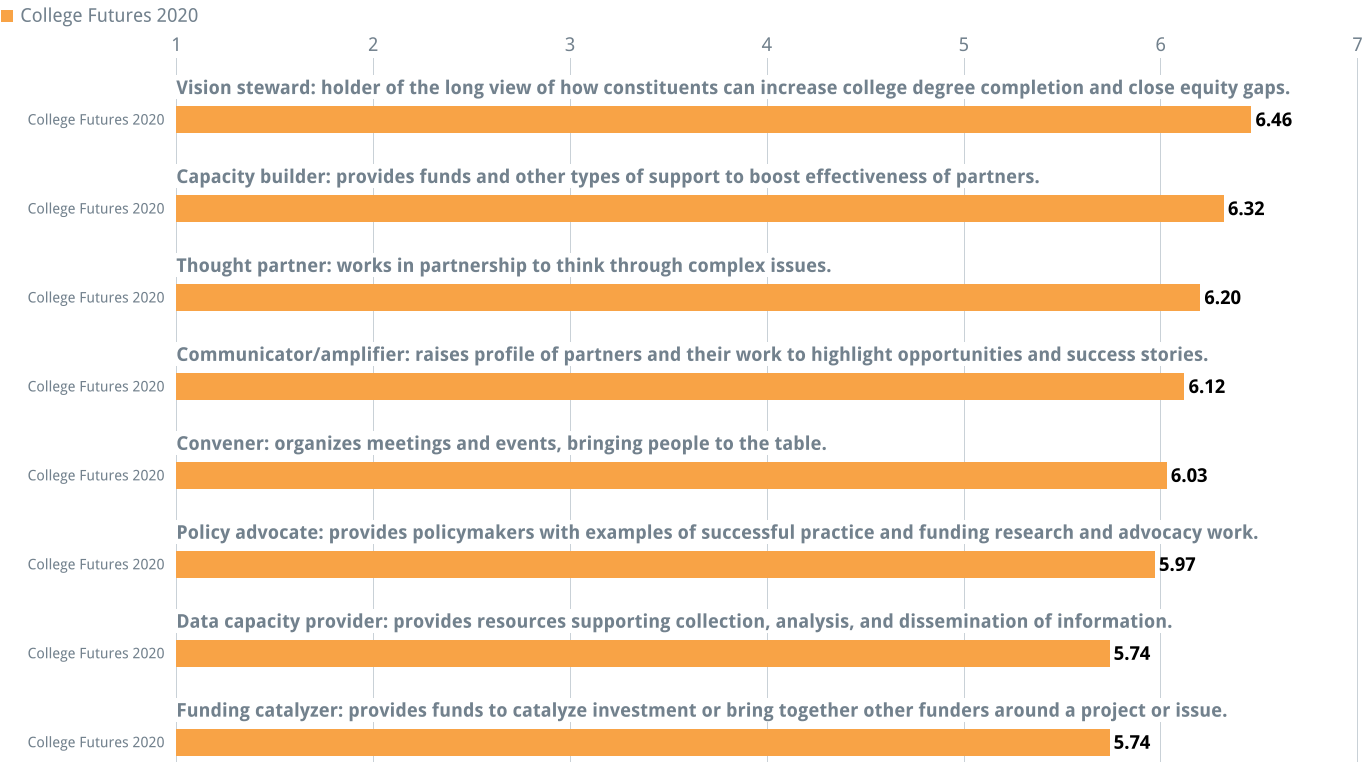## Percentage of Grantees that Received Other Assistance

Legend: ■ College Futures 2020 ■ College Futures 2011 ■ Custom Cohort ■ Median Funder

Scale: 0 — 20 — 40 — 60 — 80 — 100

Communications/marketing/publicity assistance
- College Futures 2020: 20%
- College Futures 2011: 11%
- Custom Cohort: 12%
- Median Funder: 10%

Board development/governance assistance
- College Futures 2020: 7%
- College Futures 2011: 3%
- Custom Cohort: 7%
- Median Funder: 5%

Use of the Foundation's facilities
- College Futures 2020: 9%
- College Futures 2011: 1%
- Custom Cohort: 7%
- Median Funder: 6%

Staff/management training
- College Futures 2020: 11%
- College Futures 2011: 11%
- Custom Cohort: 6%
- Median Funder: 6%

Information technology assistance
- College Futures 2020: 9%
- College Futures 2011: 14%
- Custom Cohort: 3%
- Median Funder: 3%

Fundraising Support
- College Futures 2020: 27%
- College Futures 2011: N/A
- Custom Cohort: 17%
- Median Funder: 10%

Diversity, equity, and inclusion assistance
- College Futures 2020: 16%
- College Futures 2011: N/A
- Custom Cohort: 7%
- Median Funder: 6%

Percentage of Grantees that Received Other Assistance - By Subgroup

■ Implementation Grantees ■ Non-implementation Grantees

Communications/marketing/publicity assistance

Implementation Grantees: 26%
Non-implementation Grantees: 6%

Board development/governance assistance

Implementation Grantees: 7%
Non-implementation Grantees: 6%

Use of the Foundation's facilities

Implementation Grantees: 11%
Non-implementation Grantees: 6%

Staff/management training

Implementation Grantees: 11%
Non-implementation Grantees: 12%

Information technology assistance

Implementation Grantees: 15%
Non-implementation Grantees: 0%

Fundraising Support

Implementation Grantees: 30%
Non-implementation Grantees: 18%

Diversity, equity, and inclusion assistance

Implementation Grantees: 22%
Non-implementation Grantees: 6%

Customized Questions

Based on your experiences, please rate how well the Foundation operates in the following capacities.

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

■ College Futures 2020

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Vision steward: holder of the long view of how constituents can increase college degree completion and close equity gaps.
College Futures 2020 — **6.46**

Capacity builder: provides funds and other types of support to boost effectiveness of partners.
College Futures 2020 — **6.32**

Thought partner: works in partnership to think through complex issues.
College Futures 2020 — **6.20**

Communicator/amplifier: raises profile of partners and their work to highlight opportunities and success stories.
College Futures 2020 — **6.12**

Convener: organizes meetings and events, bringing people to the table.
College Futures 2020 — **6.03**

Policy advocate: provides policymakers with examples of successful practice and funding research and advocacy work.
College Futures 2020 — **5.97**

Data capacity provider: provides resources supporting collection, analysis, and dissemination of information.
College Futures 2020 — **5.74**

Funding catalyzer: provides funds to catalyze investment or bring together other funders around a project or issue.
College Futures 2020 — **5.74**

Based on your experiences, please rate how well the Foundation operates in the following capacities. - By Subgroup

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

■ Implementation Grantees   ■ Non-implementation Grantees

Vision steward: holder of the long view of how constituents can increase college degree completion and close equity gaps.

Implementation Grantees	6.35
Non-implementation Grantees	6.60

Capacity builder: provides funds and other types of support to boost effectiveness of partners.

Implementation Grantees	6.28
Non-implementation Grantees	6.36

Thought partner: works in partnership to think through complex issues.

Implementation Grantees	6.00
Non-implementation Grantees	6.64

Communicator/amplifier: raises profile of partners and their work to highlight opportunities and success stories.

Implementation Grantees	6.12
Non-implementation Grantees	6.07

Convener: organizes meetings and events, bringing people to the table.

Implementation Grantees	5.95
Non-implementation Grantees	6.25

Policy advocate: provides policymakers with examples of successful practice and funding research and advocacy work.

Implementation Grantees	6.00
Non-implementation Grantees	5.91

Data capacity provider: provides resources supporting collection, analysis, and dissemination of information.

Implementation Grantees	5.71
Non-implementation Grantees	5.82

Funding catalyzer: provides funds to catalyze investment or bring together other funders around a project or issue.

Implementation Grantees	5.78
Non-implementation Grantees	5.64

Please rate the extent to which you agree or disagree with the following statements about the Foundation's focus on equity:

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

■ College Futures 2020

Overall, the Foundation is demonstrating an explicit commitment to equity.

College Futures 2020 — **6.50**

The Foundation's focus on equity is positively influencing the field in which I work.

College Futures 2020 — **6.50**

The Foundation's focus on equity provides value to my organization.

College Futures 2020 — **6.29**

The Foundation's focus on equity has influenced public policy in the field in which I work.

College Futures 2020 — **6.19**

The Foundation has positively contributed to changes my organization has made related to equity.

College Futures 2020 — **5.58**

Please rate the extent to which you agree or disagree with the following statements about the Foundation's focus on equity: - By Subgroup

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

■ Implementation Grantees   ■ Non-implementation Grantees

Overall, the Foundation is demonstrating an explicit commitment to equity.

Implementation Grantees — **6.37**
Non-implementation Grantees — **6.69**

The Foundation's focus on equity is positively influencing the field in which I work.

Implementation Grantees — **6.38**
Non-implementation Grantees — **6.69**

The Foundation's focus on equity provides value to my organization.

Implementation Grantees — **6.20**
Non-implementation Grantees — **6.38**

The Foundation's focus on equity has influenced public policy in the field in which I work.

Implementation Grantees — **6.10**
Non-implementation Grantees — **6.30**

The Foundation has positively contributed to changes my organization has made related to equity.

Implementation Grantees — **5.75**
Non-implementation Grantees — **5.20**

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Grantees' Open-Ended Comments

In the Grantee Perception Report survey, CEP asks three open-ended questions:

1. "Please comment on the quality of College Futures's processes, interactions, and communications. Your answer will help us better understand what it is like to work with College Futures."
2. "Please comment on the impact College Futures is having on your field, community, or organization. Your answer will help us to better understand the nature of College Futures's impact."
3. "What specific improvements would you suggest that would make College Futures a better funder?"

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that 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 College Futures'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

College Futures 2020	83%	17%
Custom Cohort	77%	23%
Average Funder	73%	27%
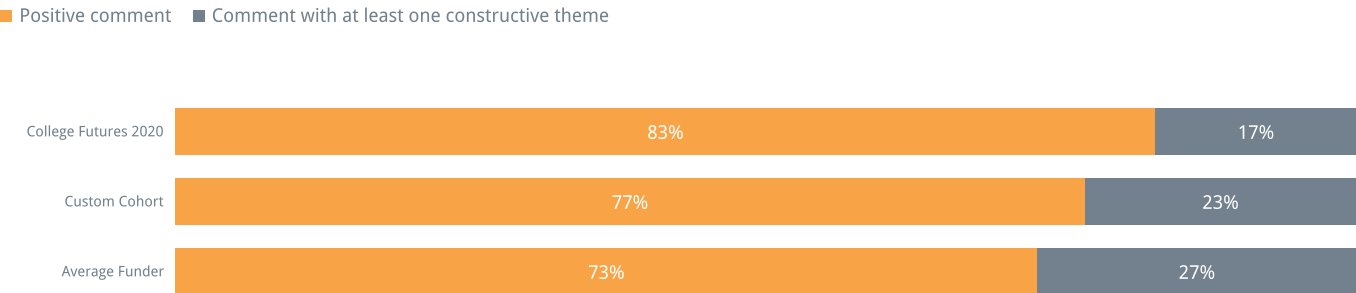
Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 45 grantees that responded to the survey provided 15 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
Non-monetary Assistance	33%
Foundation Communications	20%
Funder-Grantee Interactions	13%
Grantmaking Characteristics	13%
Reporting and Evaluation Processes	13%
Other	7%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. The 45 grantees that responded to the survey provided a total of 15 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Non-monetary Assistance (33% N=5)

- Build Grantees' Organizational Capacity (N = 3)

    - "Focus on helping the nonprofits build their capacity in providing persistence/success services to their students. Many nonprofits are struggling with this piece of their work."
    - "More training around lobbying restrictions (state and federal) and best practices for grantmaking and budgeting for orgs that engage in advocacy."

- Facilitate Collaboration and Convening between Grantees (N = 2)

    - "The Foundation's role as a convener is critical and I hope happens more; also it'd be helpful if the Foundation made more explicit connections across grantees doing similar or related work."

Foundation Communications (20% N=3)

- Communicate about its Grant Partners (N = 2)

    - "The Foundation needs to communicate more clearly overall, and more specifically about all of the projects receiving support."

- Clear Communication about Goals and Strategy (N = 1)

    - "Sharing more information about the foundation's goals and strategies, and how different organizations can play a part in achieving them."

Funder-Grantee Interactions (13% N=2)

- More Frequent Interactions (N = 1)

    - "Perhaps an annual meeting with our editor and publisher and CEO."

- Openness to Honesty when Problems Arise (N = 1)

    - "If a grantee is embarking on a new initiative, it is not likely that they will expend all of the funding on the proposed timeline. Don't penalize them for being honest about that."

Grantmaking Characteristics (13% N=2)

- Grant Length (N = 1)

    - "Making long term financial committment with effective CBOs."

- Grant Type (N = 1)

    - "We would greatly value more flexible funding for core capacity in the future. Funding solely tied to specified projects sometimes leaves us less nimble to respond to the very dynamic landscape we find ourselves in."

Reporting and Evaluation Processes (13% N=2)

- Building Out Metrics for Learning and Evaluation (N = 2)

    - "Training on how to interpret research from the field, designing data and evaluation systems for local programs and utilize data in a meaningful way."

Other (7% N=1)

- Other (N = 1)

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Average grant length	2 years	2.8 years	2.2 years	2.1 years

Length of Grant Awarded	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
1 year	20%	21%	43%	35%
2 years	64%	30%	24%	32%
3 years	11%	10%	20%	19%
4 years	2%	33%	4%	5%
5 or more years	2%	7%	8%	8%

Was the funding you received restricted to a specific use?	College Futures 2020	Average Funder	Custom Cohort
No, this funding was not restricted to a specific use (i.e. general operating, core support)	13%	22%	15%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	87%	78%	85%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Average grant length	2 years	1.9 years

Length of Grant Awarded (By Subgroup)	Implementation Grantees	Non-implementation Grantees
1 year	19%	24%
2 years	69%	59%
3 years	4%	18%
4 years	4%	0%
5 or more years	4%	0%

Was the funding you received restricted to a specific use? (By Subgroup)	Implementation Grantees	Non-implementation Grantees
No, this funding was not restricted to a specific use (i.e. general operating, core support)	11%	12%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	89%	88%

Grant Size

Grant Amount Awarded	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Median grant size	$270K	$200K	$100K	$165K

Grant Amount Awarded	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
Less than $10K	5%	0%	9%	2%
$10K - $24K	0%	0%	12%	5%
$25K - $49K	0%	1%	13%	12%
$50K - $99K	5%	15%	15%	13%
$100K - $149K	2%	19%	9%	10%
$150K - $299K	40%	45%	16%	25%
$300K - $499K	21%	11%	9%	13%
$500K - $999K	17%	5%	8%	9%
$1MM and above	10%	3%	9%	10%

Median Percent of Budget Funded by Grant (Annualized)	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	7%	10%	4%	4%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Median grant size	$295K	$250K

Grant Amount Awarded (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Less than $10K	4%	7%
$10K - $24K	0%	0%
$25K - $49K	0%	0%
$50K - $99K	4%	7%
$100K - $149K	0%	7%
$150K - $299K	42%	40%
$300K - $499K	23%	20%
$500K - $999K	19%	7%
$1MM and above	8%	13%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Size of grant relative to size of grantee budget	10%	3%

Grantee Characteristics

Operating Budget of Grantee Organization	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Median Budget	$2.5M	$0.8M	$1.6M	$1.8M

Operating Budget of Grantee Organization	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
<$100K	0%	4%	8%	3%
$100K - $499K	7%	25%	18%	14%
$500K - $999K	10%	25%	13%	13%
$1MM - $4.9MM	44%	35%	30%	36%
$5MM - $24MM	17%	6%	19%	21%
>=$25MM	22%	4%	12%	13%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Median Budget	$2M	$5M

Operating Budget of Grantee Organization (By Subgroup)	Implementation Grantees	Non-implementation Grantees
<$100K	0%	0%
$100K - $499K	12%	0%
$500K - $999K	12%	7%
$1MM - $4.9MM	44%	40%
$5MM - $24MM	16%	20%
>=$25MM	16%	33%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
First grant received from the Foundation	23%	23%	29%	27%
Consistent funding in the past	63%	74%	54%	55%
Inconsistent funding in the past	14%	3%	18%	18%

Funding Status	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	87%	99%	82%	87%

Funding Relationship - by Subgroup

Funding Status (By Subgroup)	Implementation Grantees	Non-implementation Grantees
Percent of grantees currently receiving funding from the Foundation	85%	88%

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Implementation Grantees	Non-implementation Grantees
First grant received from the Foundation	28%	18%
Consistent funding in the past	64%	59%
Inconsistent funding in the past	8%	24%

Grantee Demographics

Job Title of Respondents	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
Executive Director	36%	32%	47%	49%
Other Senior Management	36%	11%	17%	17%
Project Director	22%	32%	13%	14%
Development Director	4%	4%	8%	8%
Other Development Staff	2%	5%	8%	7%
Volunteer	0%	1%	1%	0%
Other	0%	15%	5%	4%

Please select the option that represents how you best describe yourself:	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
Female	62%	71%	63%	64%
Male	33%	26%	34%	33%
Prefer to self-identify	0%	0%	0%	0%
Prefer not to say	4%	3%	3%	3%

Race/Ethnicity of Respondents	College Futures 2020	College Futures 2011	Average Funder	Custom Cohort
African-American or Black	17%	13%	7%	10%
American Indian or Alaskan Native	0%	1%	1%	0%
Asian (incl. Indian subcontinent)	5%	3%	4%	5%
Hispanic or Latinx	21%	22%	5%	8%
Multi-racial	0%	3%	3%	3%
Pacific Islander or Native Hawaiian	0%	0%	0%	0%
White	57%	58%	78%	73%
Race/Ethnicity not included above	0%	0%	1%	1%

This following questions were recently added to the grantee survey and depict comparative data from 31 funders in the dataset.

Do you identify as a person of color?	College Futures 2020	Average Funder
Yes	40%	16%
No	56%	78%
Prefer not to say	4%	6%

Does the CEO/Executive Director of your organization identify as a person of color?	College Futures 2020	Average Funder
Yes	36%	17%
No	52%	75%
Don't know	7%	3%
Prefer not to say	5%	5%

Funder Characteristics

Financial Information	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Total assets	$488.7M	$426M	$246.9M	$502.5M
Total giving	$20.1M	$13.8M	$17.5M	$19.8M

Funder Staffing	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Total staff (FTEs)	22	14	16	18
Percent of staff who are program staff	41%	29%	42%	45%

Grantmaking Processes	College Futures 2020	College Futures 2011	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	100%	5%	43%	90%
Proportion of grantmaking dollars that are invitation-only	100%	22%	60%	98%

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 College Futures's grantee survey was 45.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	40
How well does the Foundation understand the field in which you work?	44
To what extent has the Foundation advanced the state of knowledge in your field?	37
To what extent has the Foundation affected public policy in your field?	35
Overall, how would you rate the Foundation's impact on your local community?	34
How well does the Foundation understand the local community in which you work?	38
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	42
How well does the Foundation understand your organization's strategy and goals?	44
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	42
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	44
How often do/did you have contact with your program officer during this grant?	45
Who most frequently initiated the contact you had with your program officer during this grant?	45
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	42
Has your main contact at the Foundation changed in the past six months?	44
Did you submit a proposal to the Foundation for this grant?	44
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?	43
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	41
Are you currently receiving funding from the Foundation?	45
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	43
How well does the Foundation understand your intended beneficiaries' needs?	43
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	39
Have you participated in a reporting or evaluation process?	39
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	34
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	37
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	37
To what extent was the Foundation's reporting process...Straightforward?	37
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	0
Did the Foundation provide financial support for the evaluation?	12
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	13
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	14
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	13
Funder-Grantee Relationships Summary Measure	40
Understanding Summary Measure	40
To what extent did the Foundation exhibit the following during this grant…Trust in your organization's staff	45

To what extent did the Foundation exhibit the following during this grant…Candor about the Foundation's perspectives on your work	45
To what extent did the Foundation exhibit the following during this grant…Respectful interaction	45
To what extent did the Foundation exhibit the following during this grant…Compassion for those affected by your work	44
Was the funding you received restricted to a specific use?	45
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	43
Based on what your organization believes the Foundation would be willing to fund	43
Based on what your organization needs	43
Based on the results of an assessment or evaluation	43
Not applicable - I have never requested support from the Foundation to strengthen my organization	43
Based on your experiences, please rate how well the Foundation operates in the following capacities. Convener: organizes meetings and events, bringing people to the table.	31
Based on your experiences, please rate how well the Foundation operates in the following capacities. Thought partner: works in partnership to think through complex issues.	41
Based on your experiences, please rate how well the Foundation operates in the following capacities. Vision steward: holder of the long view of how constituents can increase college degree completion and close equity gaps.	39
Based on your experiences, please rate how well the Foundation operates in the following capacities. Capacity builder: provides funds and other types of support to boost effectiveness of partners.	37
Based on your experiences, please rate how well the Foundation operates in the following capacities. Communicator/amplifier: raises profile of partners and their work to highlight opportunities and success stories.	40
Based on your experiences, please rate how well the Foundation operates in the following capacities. Policy advocate: provides policymakers with examples of successful practice and funding research and advocacy work.	33
Based on your experiences, please rate how well the Foundation operates in the following capacities. Funding catalyzer: provides funds to catalyze investment or bring together other funders around a project or issue.	34
Based on your experiences, please rate how well the Foundation operates in the following capacities. Data capacity provider: provides resources supporting collection, analysis, and dissemination of information.	35
Please rate the extent to which you agree or disagree with the following statements about the Foundation's focus on equity: Overall, the Foundation is demonstrating an explicit commitment to equity.	44
Please rate the extent to which you agree or disagree with the following statements about the Foundation's focus on equity: The Foundation's focus on equity is positively influencing the field in which I work.	38
Please rate the extent to which you agree or disagree with the following statements about the Foundation's focus on equity: The Foundation's focus on equity provides value to my organization.	42
Please rate the extent to which you agree or disagree with the following statements about the Foundation's focus on equity: The Foundation's focus on equity has influenced public policy in the field in which I work.	32
Please rate the extent to which you agree or disagree with the following statements about the Foundation's focus on equity: The Foundation has positively contributed to changes my organization has made related to equity.	40

About CEP and Contact Information

Mission:

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

Vision:

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

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

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

About the GPR

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

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

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