
ECMC Foundation 2023 Grantee Perception Report GPR/APR

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THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
617-492-0800

131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

cep.org

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

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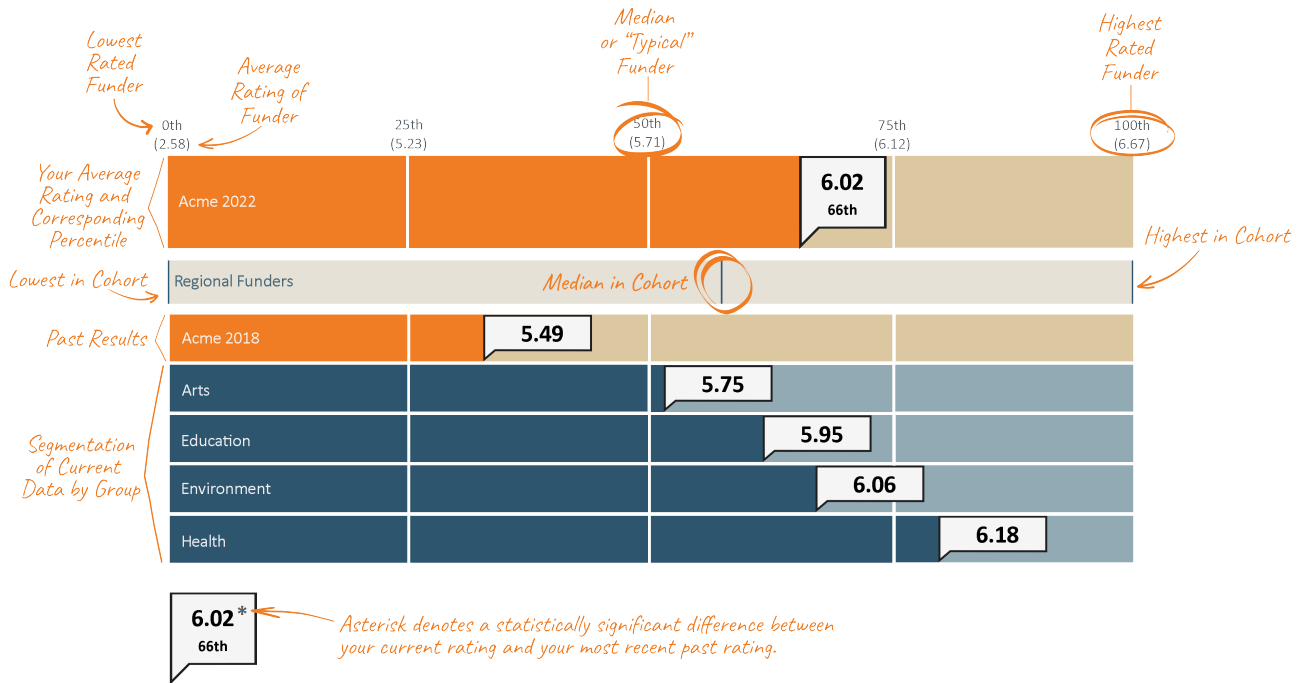
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Interpreting Your Charts

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

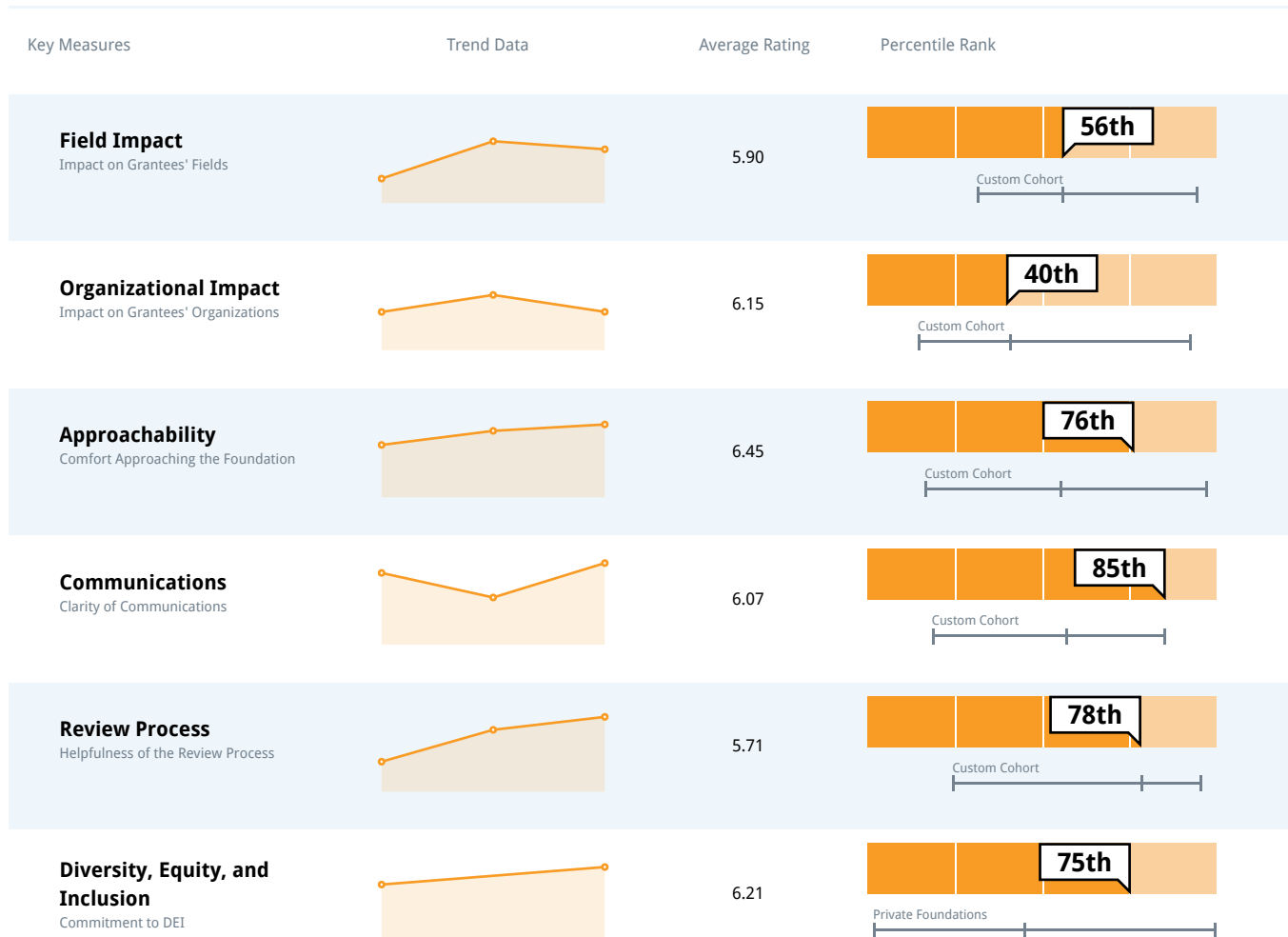


Missing data: Selected grantee and declined applicant ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 10 responses.

Key Ratings Summary

Key Grantee Measures

The following chart highlights a selection of your key grantee 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 Applicant Measures

The following chart highlights a selection of your key applicant 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 Applicants' Fields		4.89	82nd
Accessibility Accessibility to Applicants		4.48	69th
Communications Clarity of Communications		5.27	94th
Review Process Helpfulness of the Review Process		4.40	90th
Declined LOI Helpfulness of LOI Feedback		5.67	92nd

Survey Population

Grantee Survey Methodology

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
ECMC 2023	February and March 2023	231	135	58%
ECMC 2021	February and March 2021	177	92	52%
ECMC 2019	February and March 2019	98	66	67%

Survey Year	Year of Active Grants
ECMC 2023	2022
ECMC 2021	2020
ECMC 2019	2018

Throughout this report, ECMC Foundation's survey results are compared to CEP's broader dataset of more than 50,000 grantee responses from over 300 funders built up over more than a decade of grantee surveys. A list of some funders who have recently participated in the GPR can be found at <https://cep.org/gpr-participants/>.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than 10 responses to a specific question.

Subgroups

In addition to showing ECMC's overall ratings, this report shows ratings segmented by Focus Area. The online version of this report also shows ratings segmented by Executive Leadership Person of Color Identity, Respondent Gender, Respondent Person of Color Identity, and Respondents' Intersectional Identities.

Focus Area	Number of Responses
Career Readiness	50
College Success	62
Special Opportunities	17

Executive Leadership Person of Color Identity	Number of Responses
Majority is POC	11
Majority is White	16

Respondent Gender	Number of Responses
Identifies as a Man	33
Identifies as a Woman	91

Respondent Person of Color Identity	Number of Responses
Does not identify as a Person of Color	91
Identifies as a Person of Color	35

Respondents' Intersectional Identities	Number of Responses
Identifies as a Woman and Person of Color	25
Identifies as Man and Not a Person of Color	24
Identifies as Woman and Not a Person of Color	65

In 2021, grantee ratings were segmented by Investment Type (e.g., grant or program-related investment). Due to small group size of grantee respondents who received at least a program-related investment (N=4), this report excludes ratings segmented by grantees' investment type.

Applicant Survey Methodology

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
ECMC 2023	February and March 2023	146	48	33%
ECMC 2021	February and March 2021	203	59	29%

Survey Year	Application Year
ECMC 2023	2022
ECMC 2021	2020

Throughout this report, ECMC Foundation's applicant survey results are compared to CEP's broader dataset of more than 5,000 declined applicant responses from surveys of more than 50 funders.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than 10 responses to a specific question.

Subgroups

In addition to showing ECMC's overall ratings, this report shows ratings segmented by Focus Area. The online version of this report also shows ratings segmented by Executive Leadership Person of Color Identity, Respondent Gender, and Respondent Person of Color Identity.

Focus Area	Number of Responses
Career Readiness	24
College Success	19

Executive Leadership Person of Color Identity	Number of Responses
Majority is POC	29
Majority is White	18

Respondent Gender	Number of Responses
Identifies as a Man	14
Identifies as a Woman	28

Respondent Person of Color Identity	Number of Responses
Does not identify as a Person of Color	26
Identifies as a Person of Color	15

Subgroup Methodology and Differences

The following page outlines the methodology used to determine the subgroups that are displayed in the report, along with any differences in grantee and applicant perceptions. Differences should be interpreted in the context of the Foundation's goals and strategy.

CEP conducts statistical analysis on groups of 10 or larger. Ratings described as "significantly" higher or lower reflect statistically significant differences at a P-value less than or equal to 0.1. Ratings described as "trending" higher or lower reflect a 0.3-point difference larger or smaller than the overall average rating.

Grantee Data

Subgroup Methodology

Focus Area

Using the grantee list provided by the Foundation, CEP tagged grantees based on their grants' focus area.

- Due to small group size, this subgroup excludes four grantee respondents whose grants are under the Education Innovation Ventures focus area.
- This subgroup also excludes two grantee respondents who have multiple grants with different focus areas.

Executive Leadership Person of Color Identity

Using the grantee list provided by the Foundation, which contained self-reported leadership demographic information, CEP tagged grantees based on their organizations' executive leadership person of color proportion. Grantees whose executive leadership has 50 percent or more individuals identifying as people of color or multi-race are tagged as "Majority is POC," and grantees whose executive leadership has 50 percent or more individuals identifying as white are tagged as "Majority is White."

- Given the recent addition of collection of leadership demographic information to ECMC's proposal process, only grantees who recently received a new or renewal grant have submitted this information. Of 135 grantee respondents, ECMC had collected leadership demographic information about 31 grantees (23 percent).
- This subgroup also excludes four grantee respondents whose organizations did not provide sufficient information to determine their leadership team's person of color proportion.

Respondent Gender

Using data grantees provided in the survey, CEP tagged grantees based on their gender identity. Grantees who selected "Man" only are tagged as "Identifies as a Man," and grantees who selected "Woman" only are tagged as "Identifies as a Woman."

- Due to small group size, this subgroup excludes three grantee respondents who identify as "Gender non-conforming," "Non-binary," or any combination of genders.
- This subgroup also excludes eight grantee respondents who selected "Prefer not to say" or did not answer the question.

Respondent Person of Color Identity

Using data grantees provided in the survey, CEP tagged grantees based on their Person of Color identity.

- This subgroup excludes nine grantee respondents who selected "Prefer not to say" or did not answer the question.

Respondents' Intersectional Identities

Using data grantees provided in the survey, CEP tagged grantees based on their gender and Person of Color identity.

- Due to small group size, this subgroup excludes nine grantee respondents who identify as a POC man.
- This subgroup also excludes 12 grantee respondents who selected "Prefer not to say" or did not answer their gender or Person of Color identity.

Subgroup Differences

Focus Area

Career Readiness grantees rate significantly higher than College Success grantees on the following measures:

- ECMC's advancement of the state of knowledge in grantees' fields
- ECMC's openness to ideas from grantees about its strategy
- The extent to which ECMC is a strong catalyst for change in the community under the new strategy
- The extent to which the new strategy has had a positive effect on their organizations

Executive Leadership Person of Color Identity

Grantee respondents whose executive leadership is majority POC rate significantly higher than grantees whose executive leadership is majority white on the following measures:

- ECMC's understanding of grantees' fields and grantee organizations' goals and strategy
- The extent to which ECMC exhibits candor about its perspectives and collaborates as genuine partners
- The extent to which ECMC's funding helped grantee organizations contribute to the success of historically underrepresented populations in post-secondary

education

Grantee respondents whose executive leadership is majority white rate significantly higher than grantees whose executive leadership is majority POC on:

- The pressure felt to modify their organizations' priorities during the review process

Respondent Gender

Grantees who identify exclusively as a woman rate significantly lower than grantees who identify exclusively as a man on many measures related to ECMC's impact on the field and grantee organizations, its communication, funder-grantee relationships, and qualities of grant processes.

Respondent Person of Color Identity

Grantees who identify as POC rate significantly higher than grantees who identify as not POC on some measures of funder-grantee relationships and grant processes.

Respondents' Intersectional Identities

No statistical tests were run on Intersectional Identities because the respondent population contained no POC men.

For more information on differences in ratings by Respondent Gender and Person of Color Identity, please see the "Grantee Respondent Demographics" section.

Applicant Data

Subgroup Methodology

Focus Area

Using the applicant list provided by the Foundation, CEP tagged applicants based on their LOI's focus area.

- This subgroup excludes four applicant respondents whose LOI did not yet have a focus area.
- This subgroup also excludes one applicant respondent who have multiple LOIs with different focus areas.

Executive Leadership Person of Color Identity

Using the applicant list provided by the Foundation, CEP tagged applicants based on their organizations' executive leadership person of color identity. Applicants whose executive leadership has 50 percent or more individuals identifying as people of color or multi-race are tagged as "Majority is POC," and applicants whose executive leadership has 50 percent or more individuals identifying as white are tagged as "Majority is White."

- This subgroup excludes one applicant respondent who did not provide information on their executive leadership person of color identity.

Respondent Gender

Using data applicants provided in the survey, CEP tagged applicants based on their gender identity. Applicants who selected "Man" only are tagged as "Identifies as a Man," and applicants who selected "Woman" only are tagged as "Identifies as a Woman."

- Due to small group size, this subgroup excludes one applicant respondent who self-identified their gender.
- This subgroup also excludes five applicant respondents who selected "Prefer not to say" or did not answer the question.

Respondent Person of Color Identity

Using data applicants provided in the survey, CEP tagged applicants based on their Person of Color identity.

- This subgroup excludes seven applicant respondents who selected "Prefer not to say" or did not answer their gender or Person of Color identity.

Subgroup Differences

Focus Area

Career Readiness applicants rate significantly higher than College Success applicants on the following measures:

- ECMC's understanding of applicant organizations' goals and strategy
- ECMC's accessibility and responsiveness to applicants

Executive Leadership Person of Color Identity

There are no consistent significant differences when segmented by Executive Leadership POC Identity.

Respondent Gender

Applicants who identify exclusively as a woman rate significantly lower than applicants who identify exclusively as a man on a few key measures on communication, including ECMC's consistency of information provided by different communications resources, clarity and transparency of LOI review criteria, and the honesty of reasons given to decline LOI.

Respondent Person of Color Identity

Applicants who identify as POC rate significantly higher than applicants who do not identify as POC on a few key measures on communication, specifically the review process and funding priorities.

For more information on differences in ratings by Respondent Gender or Person of Color Identity, please see the "[Applicant Respondent Demographics](#)" section.

Comparative Cohorts

Customized Cohort

ECMC selected a set of 10 funders to create a smaller comparison group for the grantee data that more closely resembles ECMC in scale and scope. All have significant education focus.

Custom Cohort

Andrew W. Mellon Foundation
Ascendium Education Philanthropy
Bill & Melinda Gates Foundation
Carnegie Corporation of New York
College Futures Foundation
ECMC Foundation
Helios Education Foundation
Imaginable Futures
Lumina Foundation for Education, Inc.
The Kresge Foundation

Standard Cohorts

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

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	36	Funders with median grant size of \$20K or less
Large Grant Providers	110	Funders with median grant size of \$200K or more
High Touch Funders	34	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Proactive Grantmakers	106	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	103	Funders that make at most 10% of grants by invitation only
Intermediary Funders	23	Funders that primarily regrant philanthropic dollars
International Funders	66	Funders that fund outside of their own country
European Funders	27	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	88	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	170	All private foundations in the GPR dataset
Family Foundations	85	All family foundations in the GPR dataset

Community Foundations	41	All community foundations in the GPR dataset
Health Conversion Foundations	30	All health conversion foundations in the GPR dataset
Corporate Foundations	25	All corporate foundations in the GPR dataset

Other Cohorts

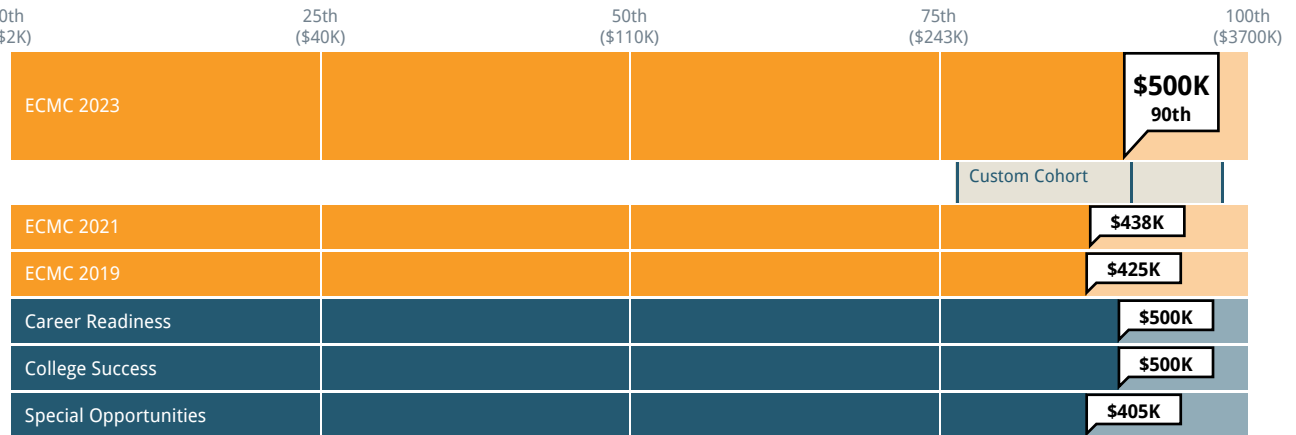
Cohort Name	Count	Description
Funders Outside the United States	42	Funders that are primarily based outside the United States
Recently Established Foundations	52	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	172	Funders who surveyed grantees during COVID-19 (2020 - 2022)

Grantmaking Characteristics - Grantees

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

Grantee Responses

Median Grant Size

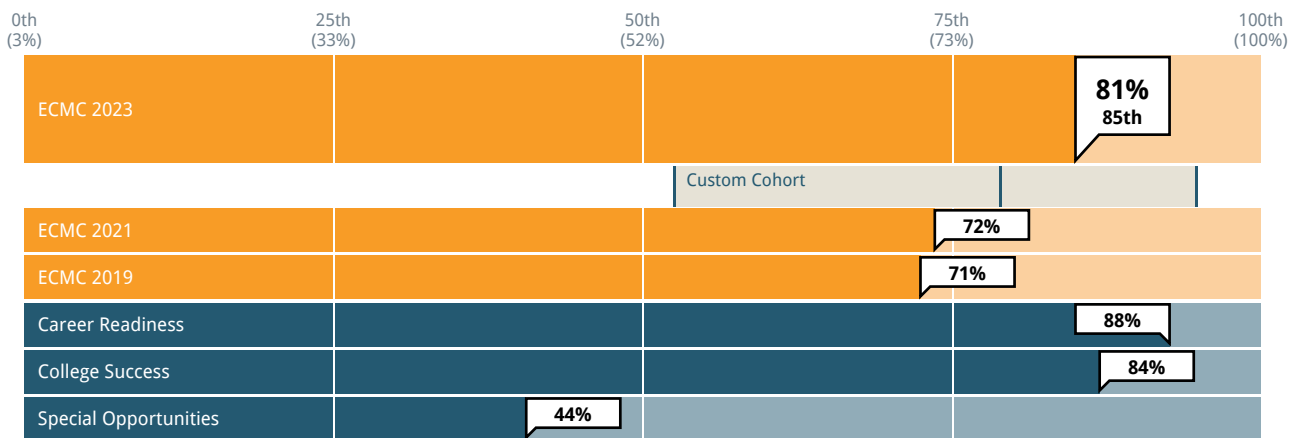


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Grantee Responses

Proportion of Multi-year Grants

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

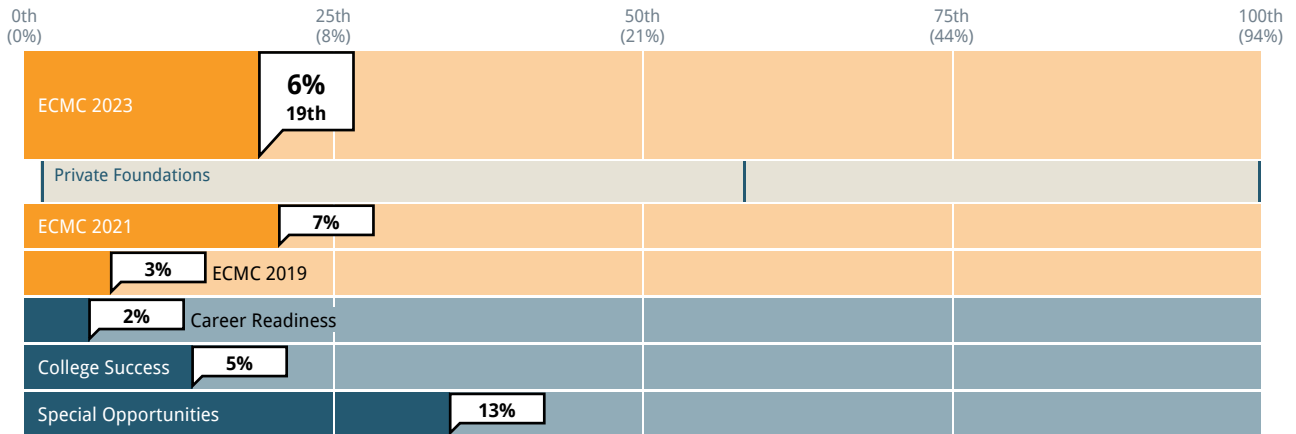


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Grantee Responses

Proportion of Unrestricted Funding

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

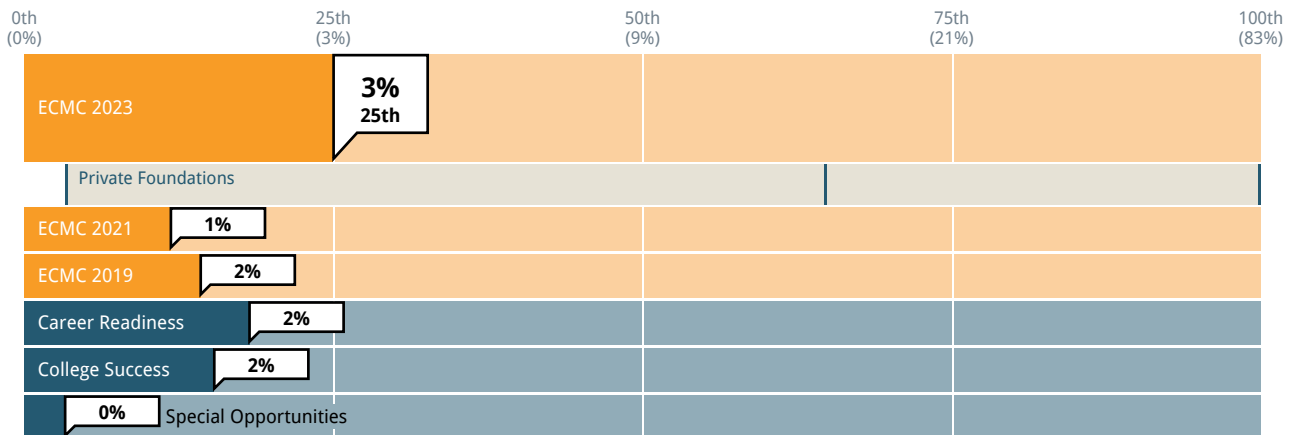


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

Proportion of Multi-year Unrestricted Grants

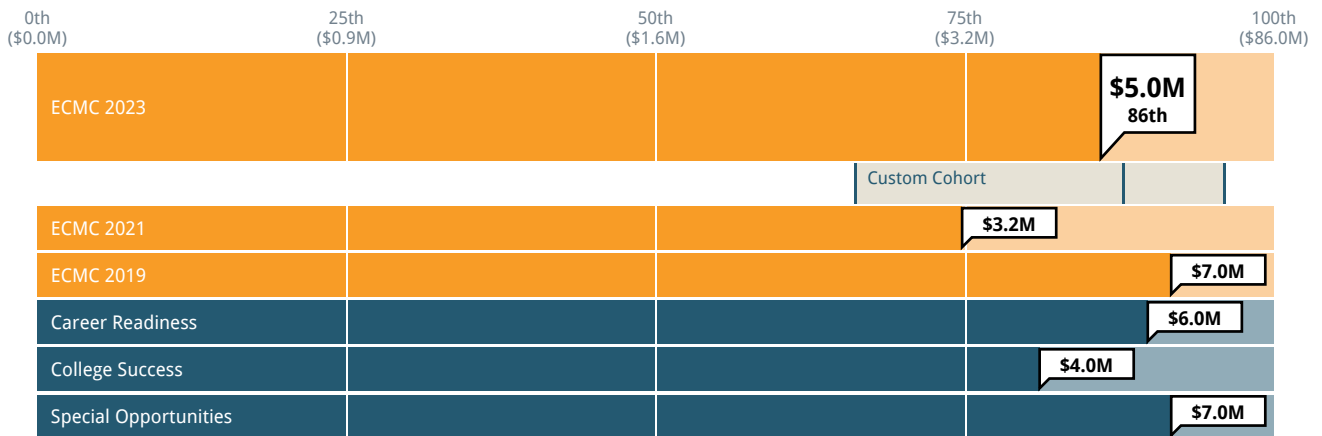
Proportion of grantees that report receiving grants for two years or longer and who report receiving general operating support funding that was not restricted to a specific use.



Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

Median Organizational Budget



Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Selected Cohort: Custom Cohort

Grant History	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
Percentage of first-time grants	53%	63%	67%	29%	35%

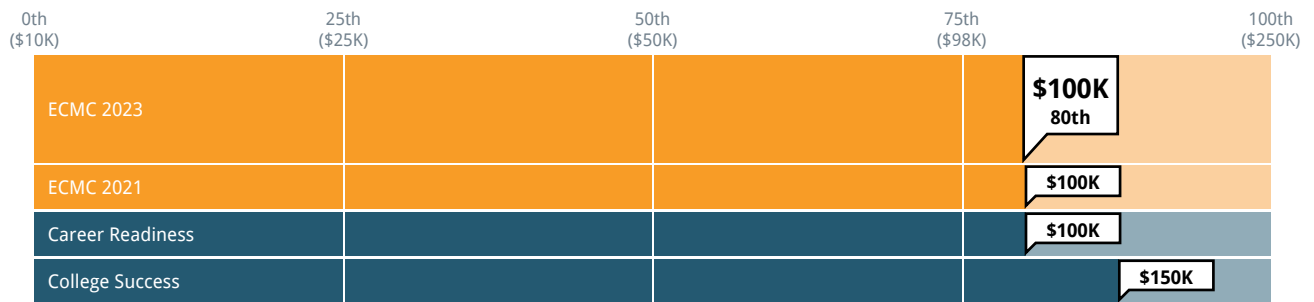
Selected Cohort: None

Program Staff Load	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder
Dollars awarded per program full-time employee	\$5.4M	\$5M	\$4.2M	\$2.7M
Applications per program full-time employee	29	48	8	24
Active grants per program full-time employee	33	22	23	31

Application Characteristics - Declined Applicants

Applicant Responses

Median Grant Request Size



Cohort: None Past results: on Subgroup: Focus Area

The following question was recently added to the applicant survey and depicts comparative data from fewer than 40 funders in the declined applicant dataset.

Was the LOI you submitted for funding restricted to a specific use?

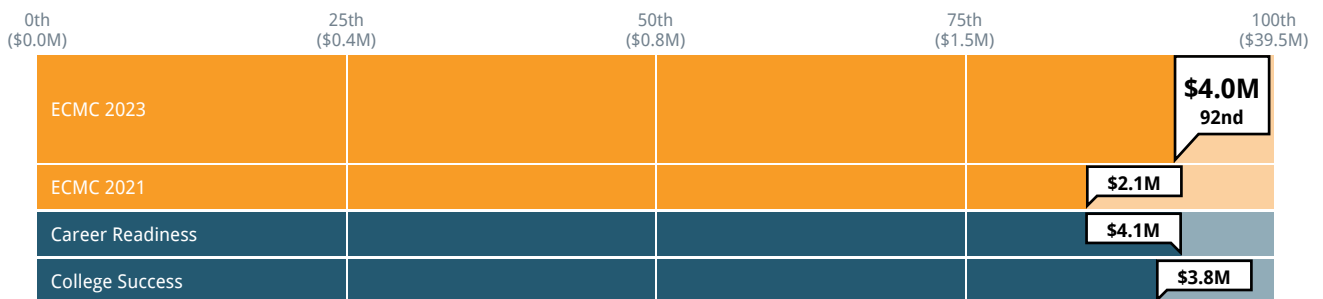
- No, the LOI was for funding not restricted to a specific use (i.e., general operating, core support)
- Yes, the LOI was for restricted funding (e.g., support a specific program, project, capital need, etc.)



Cohort: None Past results: on

Applicant Responses

Median Organizational Budget



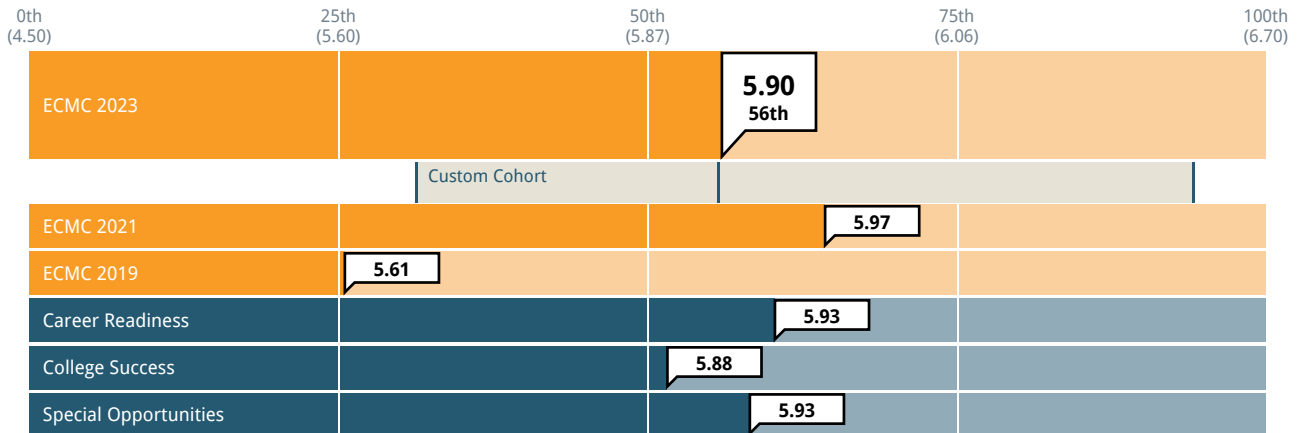
Cohort: None Past results: on Subgroup: Focus Area

Impact on and Understanding of Fields

Grantee Responses

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

1 = No impact 7 = Significant positive impact

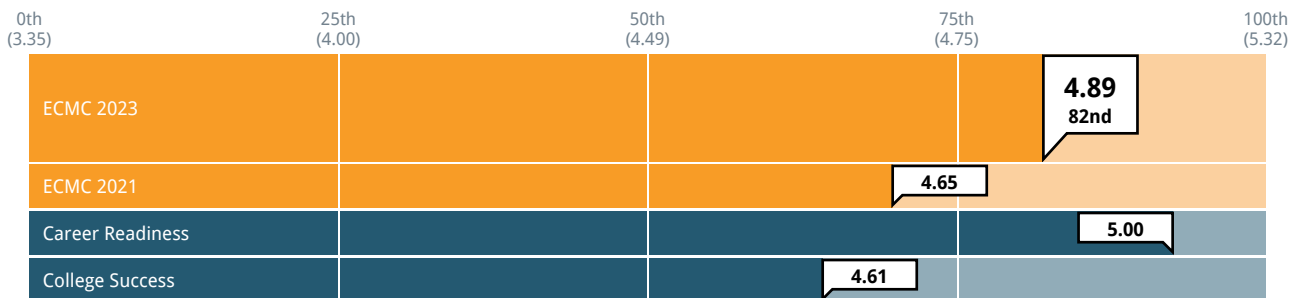


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = No impact 7 = Significant positive impact



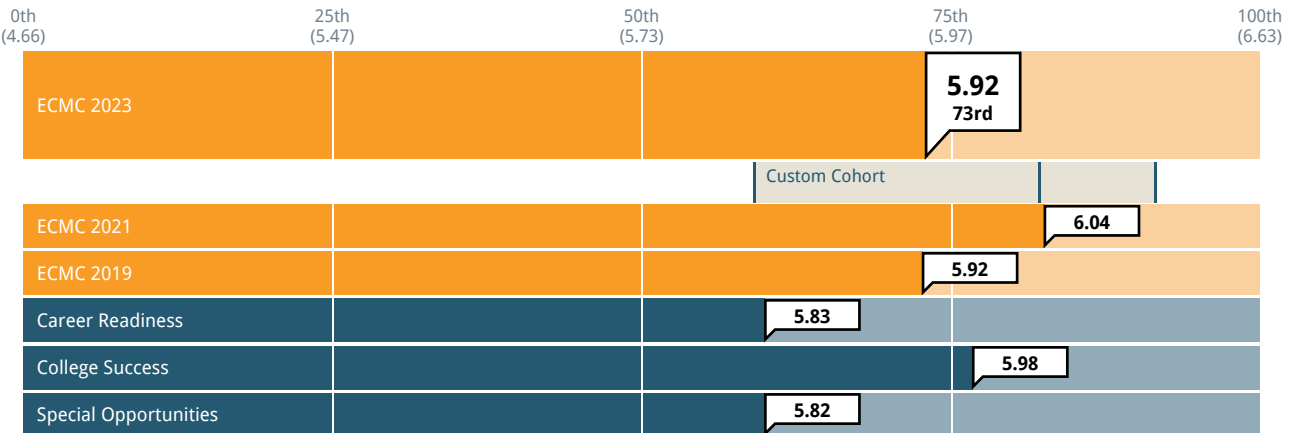
Cohort: None Past results: on Subgroup: Focus Area

Understanding of Fields

Grantee Responses

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

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

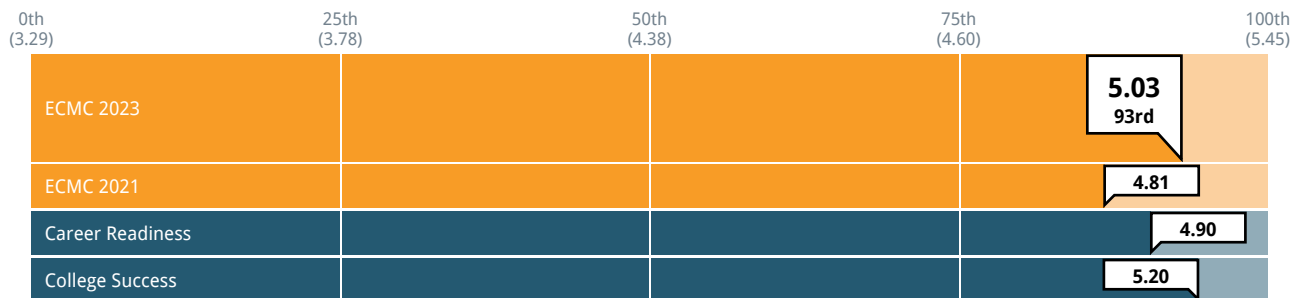


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

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



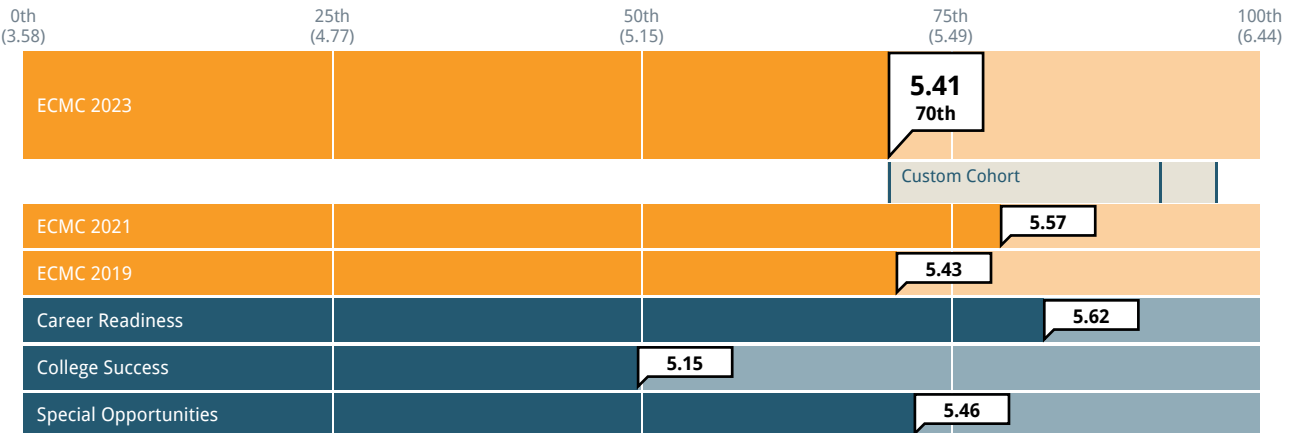
Cohort: None Past results: on Subgroup: Focus Area

Advancing Knowledge and Public Policy

Grantee Responses

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

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

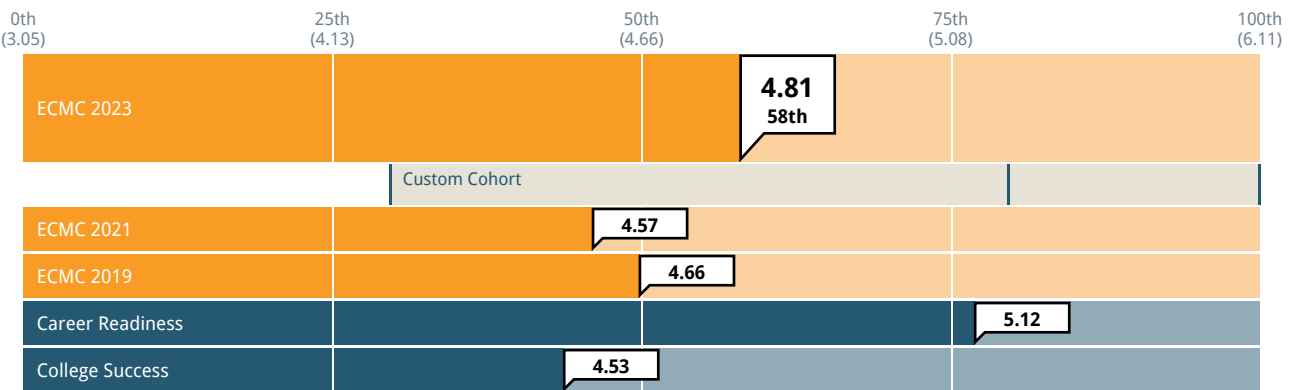


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Grantee Responses

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

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



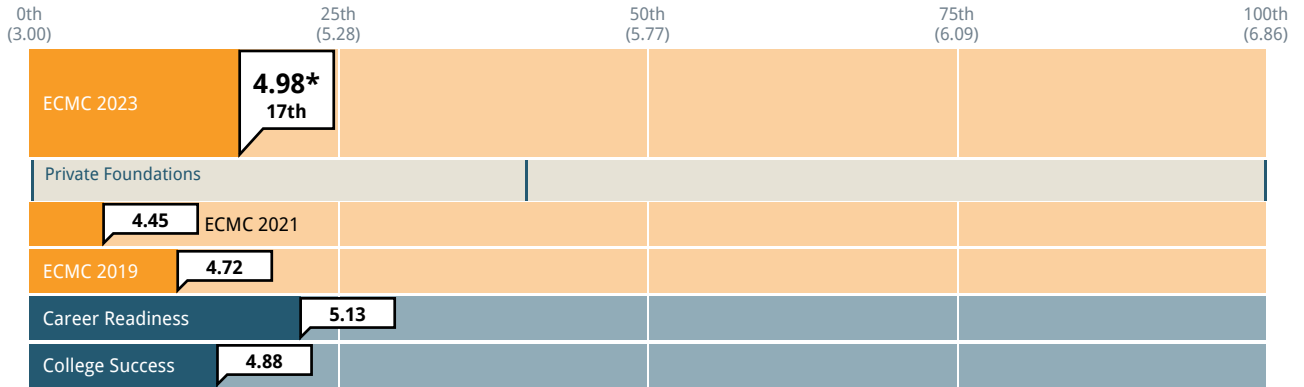
Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Impact on and Understanding of Local Communities

Grantee Responses

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

1 = No impact 7 = Significant positive impact

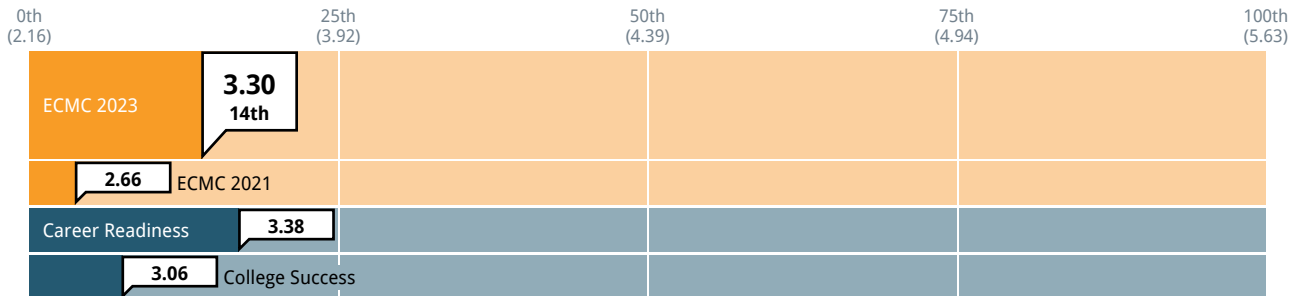


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = No impact 7 = Significant positive impact



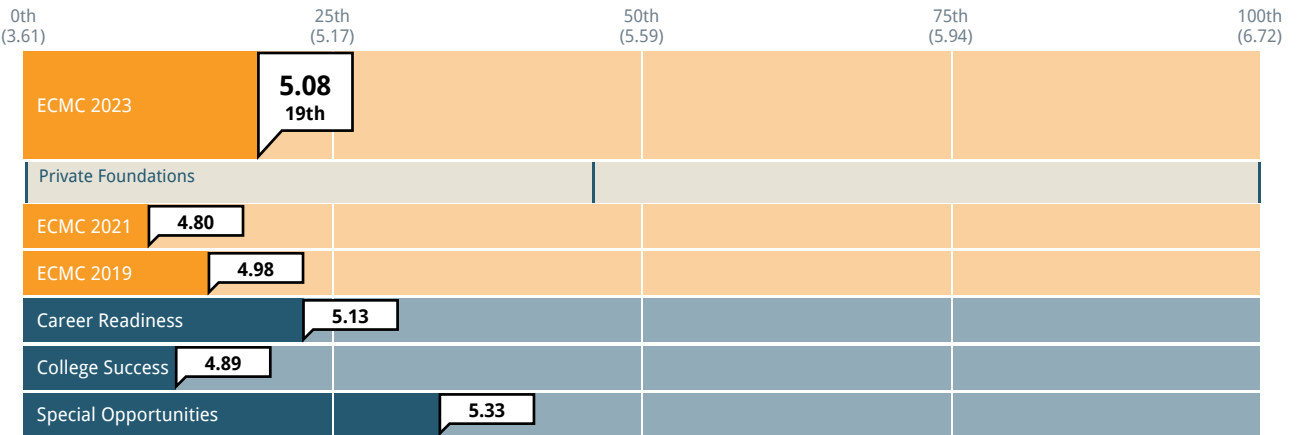
Cohort: None Past results: on Subgroup: Focus Area

Understanding of Local Communities

Grantee Responses

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

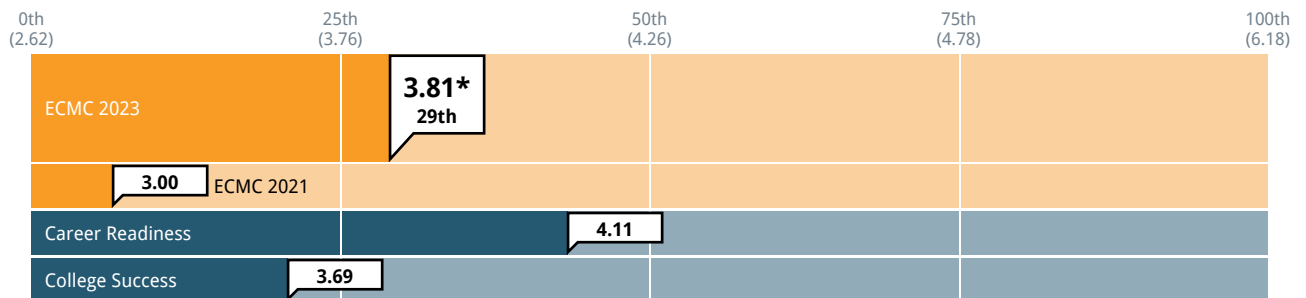


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Applicant Responses

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



Cohort: None Past results: on Subgroup: Focus Area

New Strategic Framework - Grantees

Were you aware that the Foundation had recently undergone this strategic change?

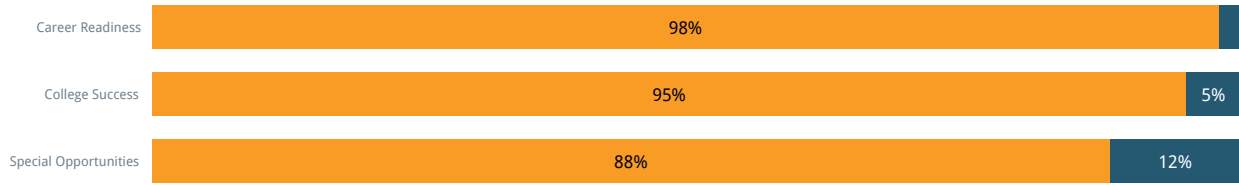
Yes No



Cohort: None Past results: on

Were you aware that the Foundation had recently undergone this strategic change? - By Subgroup

Yes No

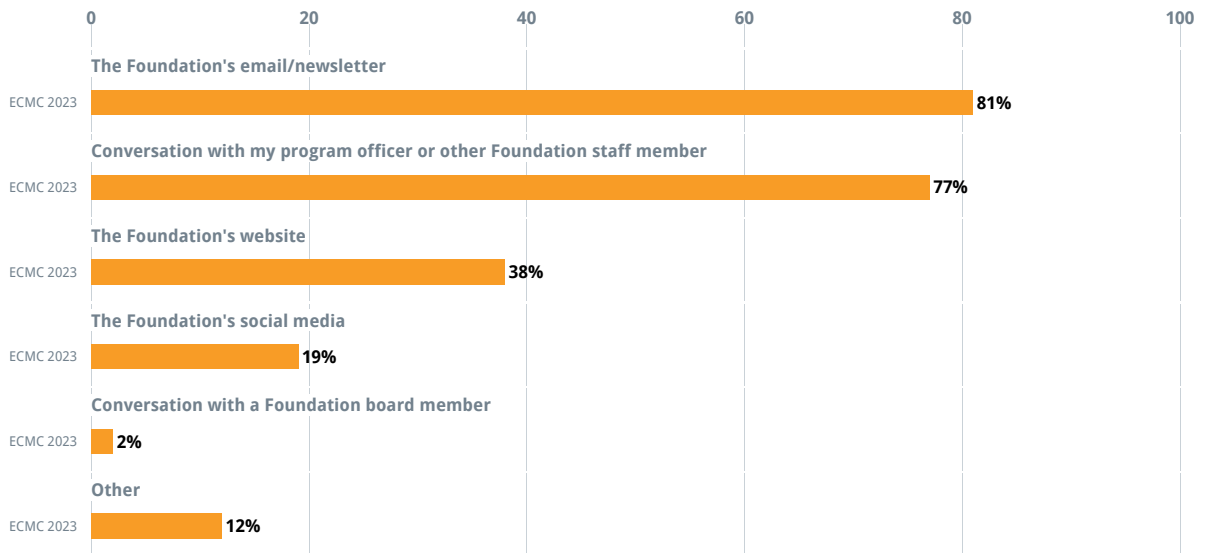


Subgroup: Focus Area

The following question was only shown to responses who selected "Yes" in the previous question. Additionally, they were asked to answer the following question in a check-all-that-apply format.

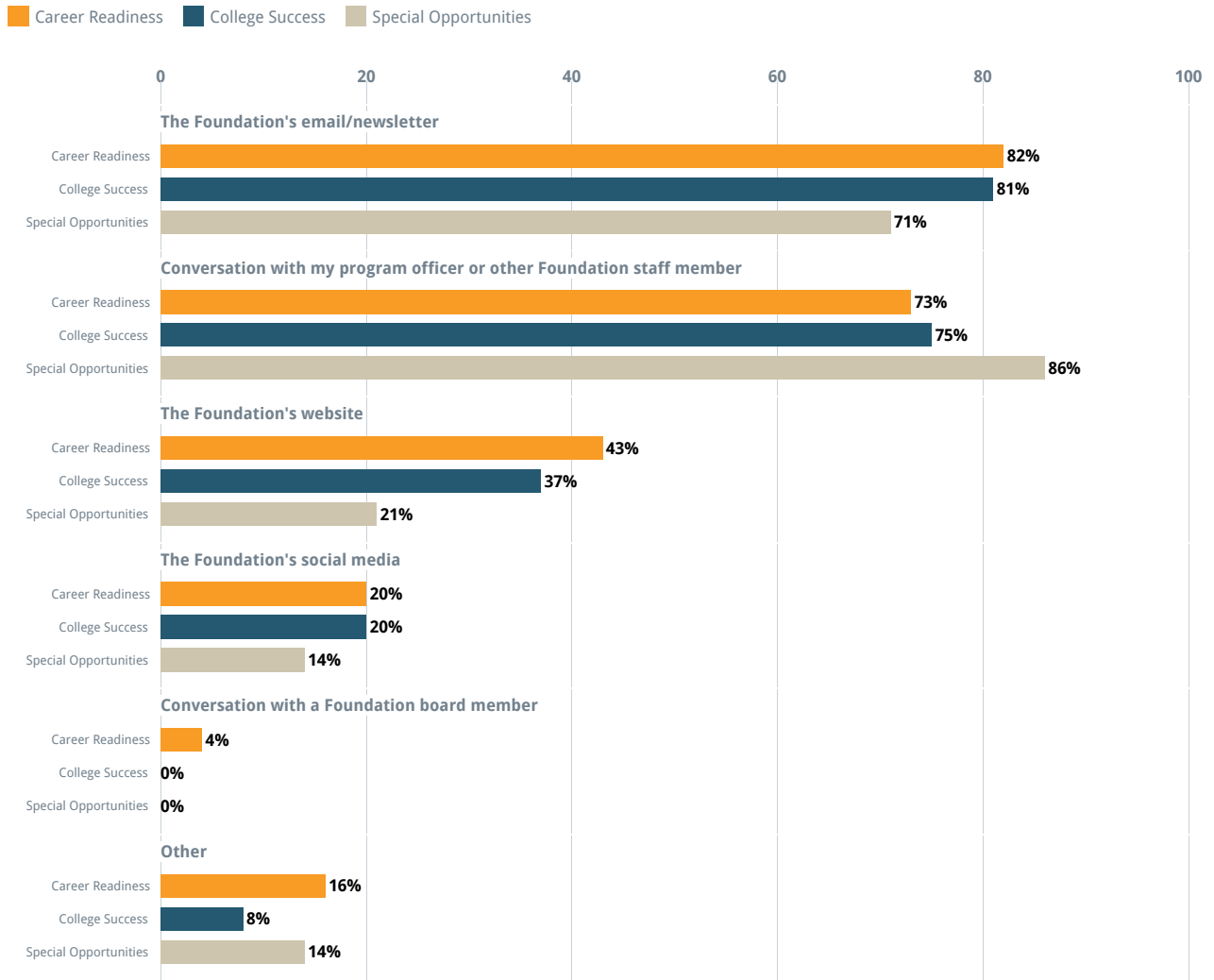
How had you heard about this strategic transition?

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Cohort: None Past results: on

How had you heard about this strategic transition? - By Subgroup



Subgroup: Focus Area

To what extent do you agree or disagree with each of the following statements regarding your experience related to the Foundation's new strategy?

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

ECMC 2023

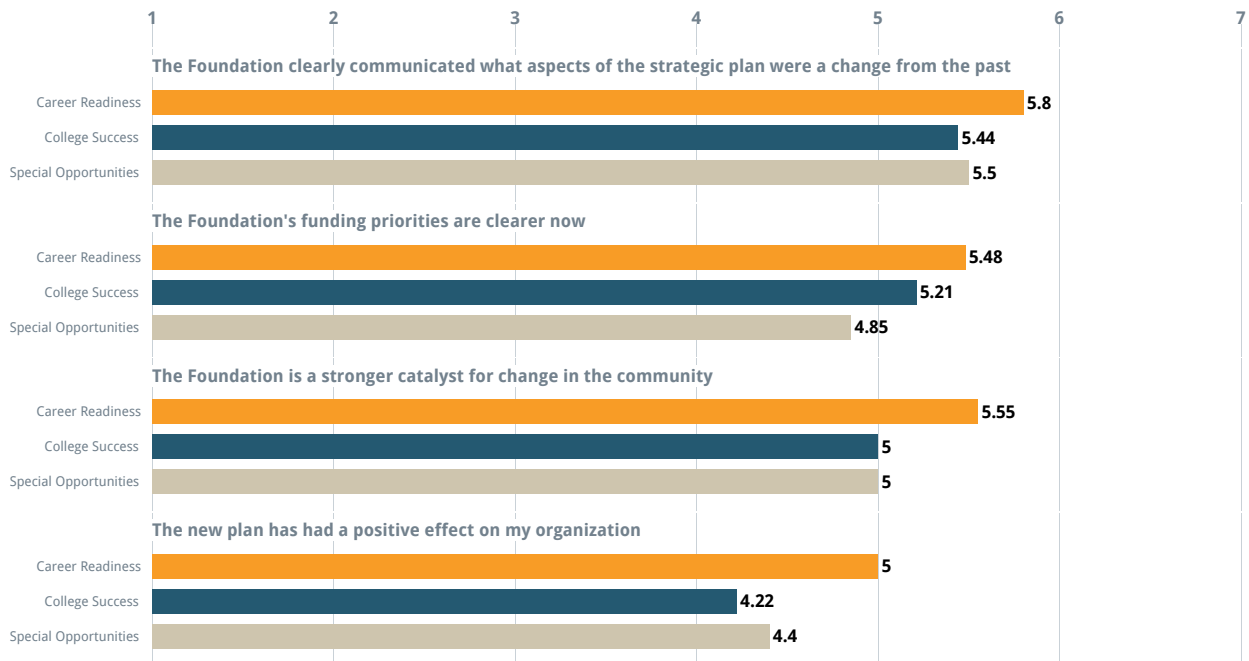


Cohort: None Past results: on

To what extent do you agree or disagree with each of the following statements regarding your experience related to the Foundation's new strategy? - By Subgroup

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

Career Readiness College Success Special Opportunities



Subgroup: Focus Area

Grantee Comments on the Strategic Framework

Grantees were asked to provide comments on ECMC Foundation's strategic framework and how they would most like to receive information about the Foundation's

strategy in the future. Out of 135 respondents, 54 grantees provided comments to the question.

Grantees were asked if they have questions about ECMC Foundation's strategic framework. Grantees' questions were then categorized by CEP and grouped into the topics below.

- Alignment between grantee organizations and the Foundation under the new framework (46%, N=13)
 - "I would like to talk with my grants officer about implications, particularly given the stage of my current project."
 - "I need to understand more about how our work fits into the new strategy and if not us, who in our community I need to connect with the Foundation."
 - "We would also appreciate a deeper dive into the strategy and how it aligns with our organization's priorities."
 - "I'm unclear how existing grant efforts fit into the new framework and what the implications are for continued funding."
- Additional details about the framework (29%, N=8)
 - "How do individual grants fit into initiatives? Do grants have to be a part of an initiative to be funded?"
 - "It would be great to have more information on the Strategically Responsive Grantmaking portion of ECMC's portfolio."
 - "Would non-college alternative pathways fit in transforming the post-secondary system?"
 - "How do the three parts of the strategic framework intersect with the various populations of focus, i.e., single parent students, men of color?"
- Additional update about the framework (18%, N=5)
 - "What is the timeline for understanding changes to the strategic priorities?"
 - "How do new initiatives get added? Will only new initiatives get large grants and smaller grants be reserved for strategic grantmaking in response to LOIs?"
- Other (7%, N=2)
 - "Understanding what kinds of work the Foundation thinks will support systemic change—what have they seen that works?"
 - "I think more clarity around the impact of media on the strategic framework could be helpful."

Grantees were also asked how they most like to receive information about the Foundation's strategy in the future. Grantees' responses were then categorized by CEP and grouped into the topics below.

- Conversations with a program officer or other Foundation staff (33%, N=7)
- Emails (19%, N=4)
- Webinars (14%, N=3)
- Newsletters (10%, N=2)
- Combinations of the above (24%, N=5)

New Strategic Framework - Declined Applicants

Were you aware that the Foundation had recently undergone this strategic change?

Yes No



Cohort: None Past results: on

Were you aware that the Foundation had recently undergone this strategic change? - By Subgroup

Yes No

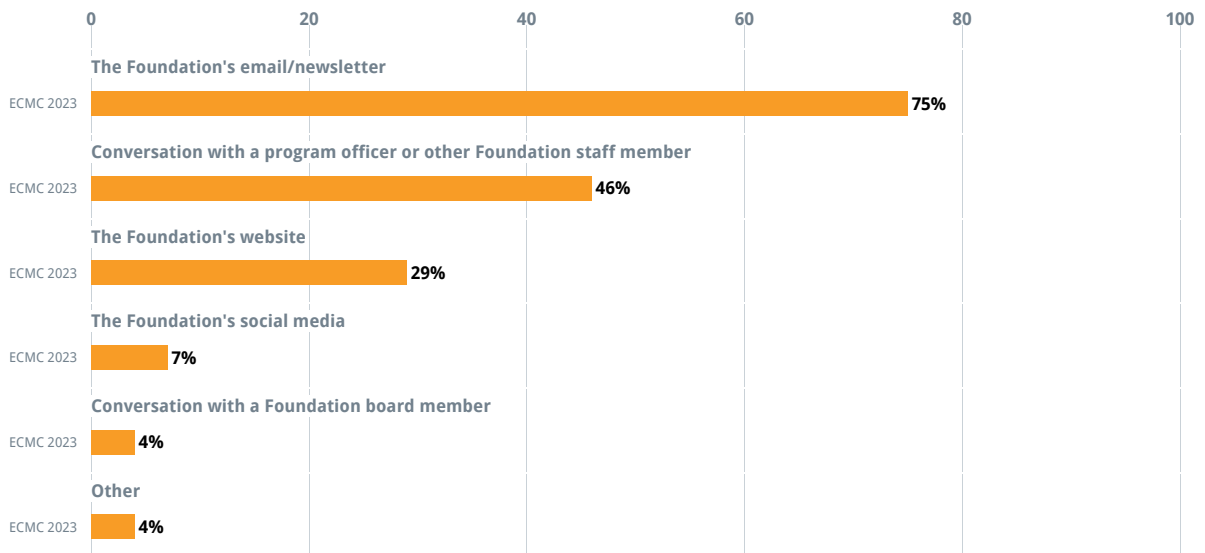


Subgroup: Focus Area

The following question was only shown to responses who selected "Yes" in the previous question. Additionally, they were asked to answer the following question in a check-all-that-apply format.

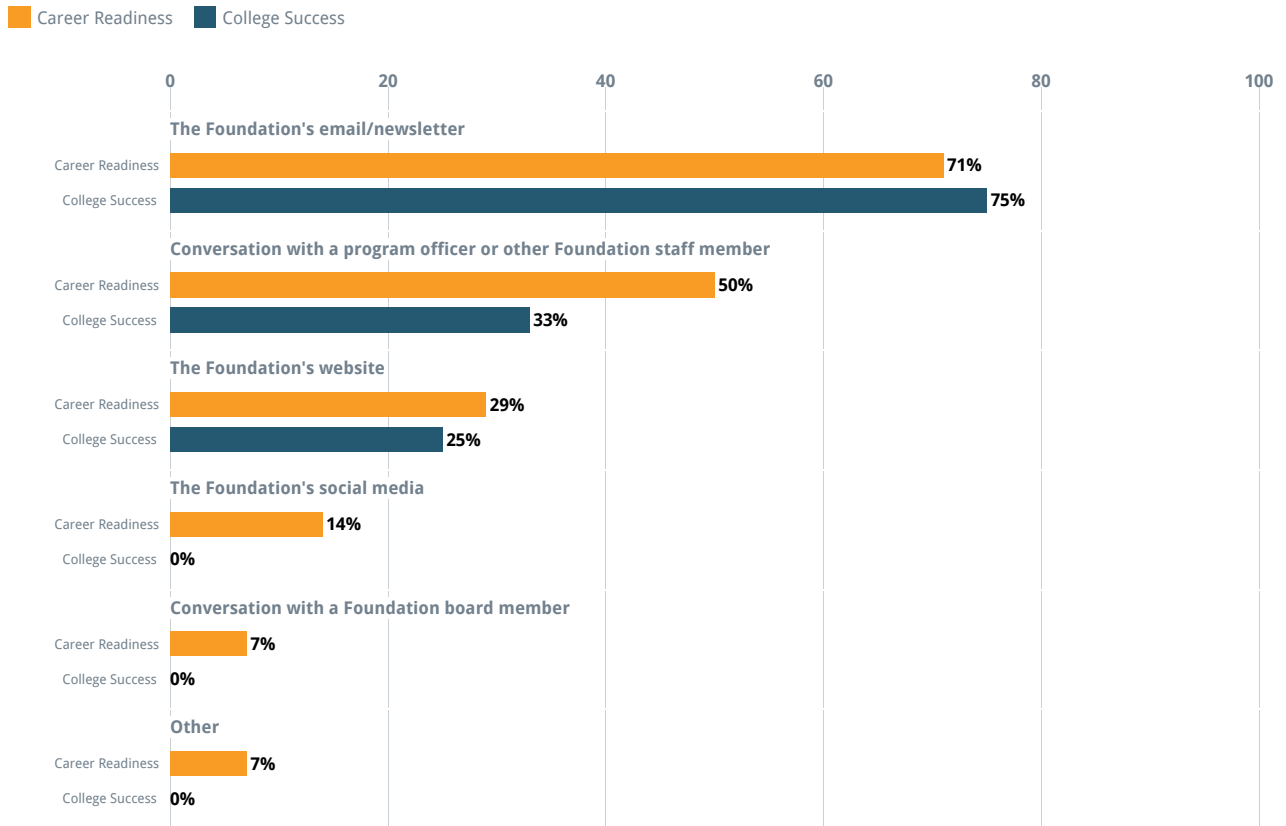
How had you heard about this strategic transition?

ECMC 2023



Cohort: None Past results: on

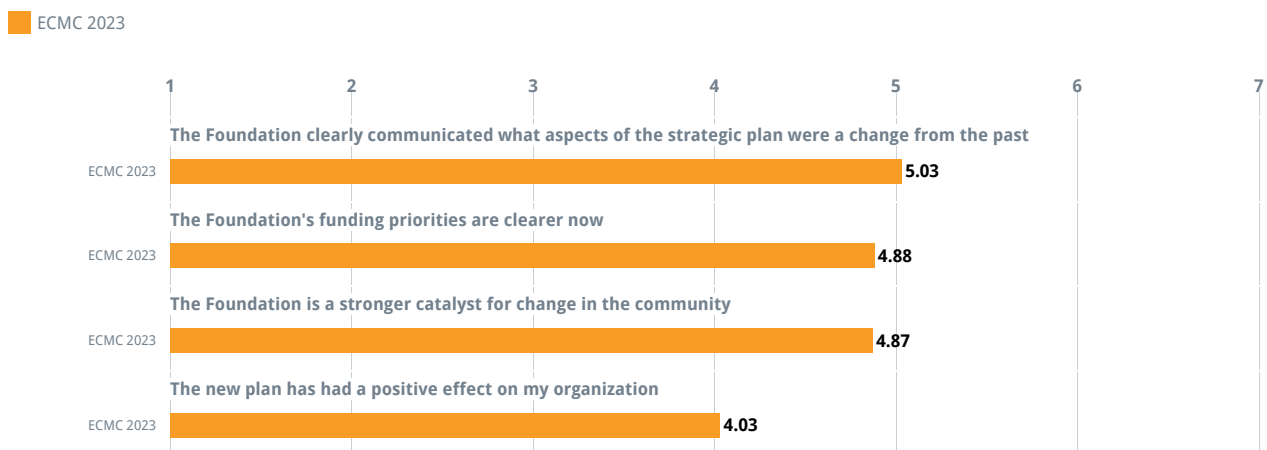
How had you heard about this strategic transition? - By Subgroup



Subgroup: Focus Area

To what extent do you agree or disagree with each of the following statements regarding your experience related to the Foundation's new strategy?

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

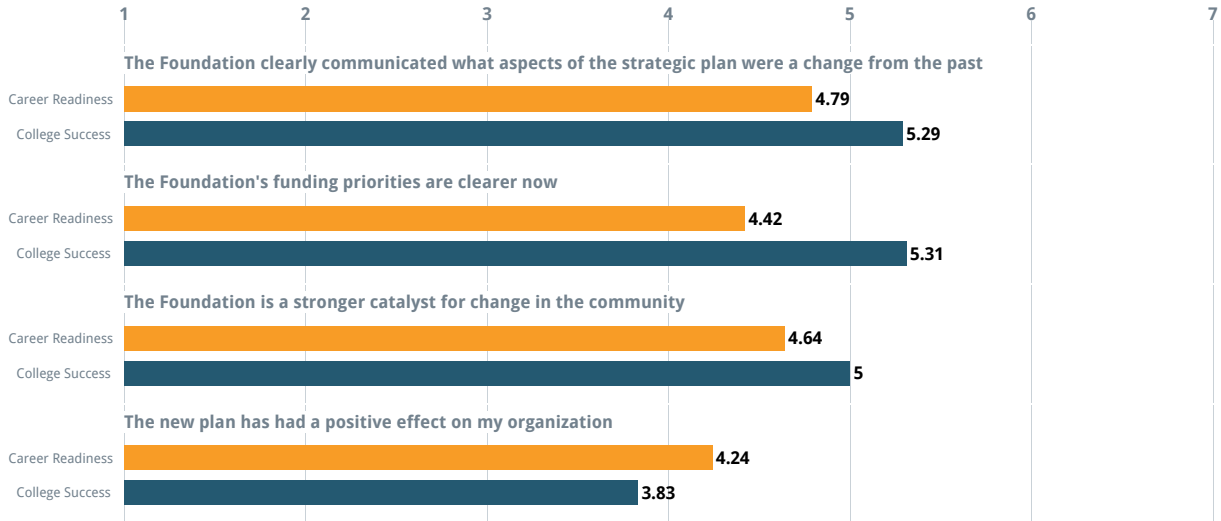


Cohort: None Past results: on

To what extent do you agree or disagree with each of the following statements regarding your experience related to the Foundation's new strategy? - By Subgroup

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

■ Career Readiness ■ College Success



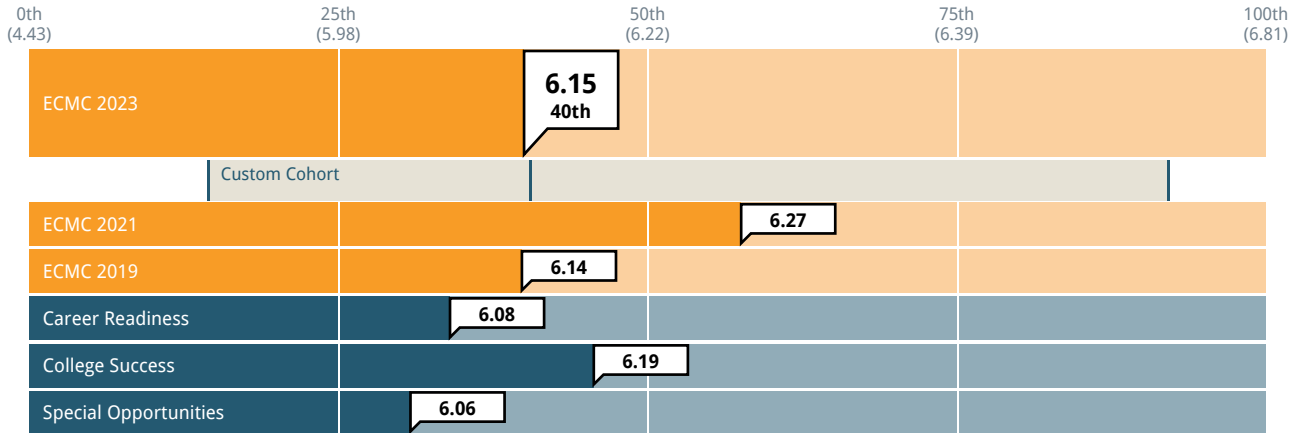
Subgroup: Focus Area

Impact on and Understanding of Organizations

Grantee Responses

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

1 = No impact 7 = Significant positive impact



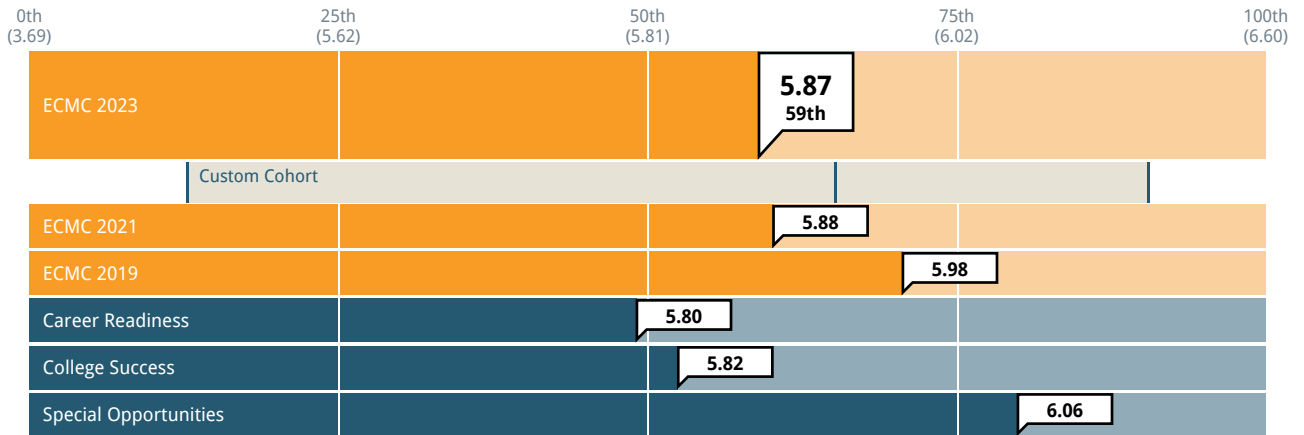
Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Understanding of Organizations

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding

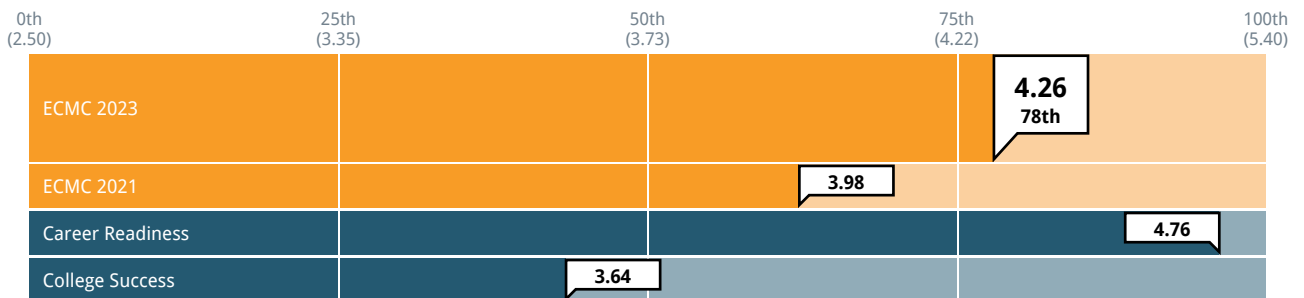


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = Limited understanding 7 = Thorough understanding



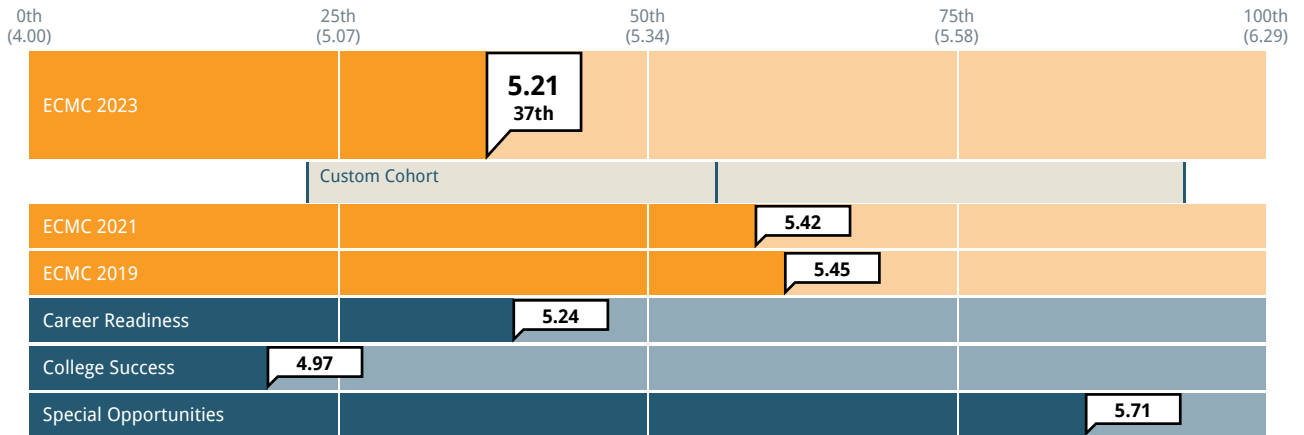
Cohort: None Past results: on Subgroup: Focus Area

Grantee and Applicant Challenges

Grantee Responses

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

1 = Not at all aware 7 = Extremely aware

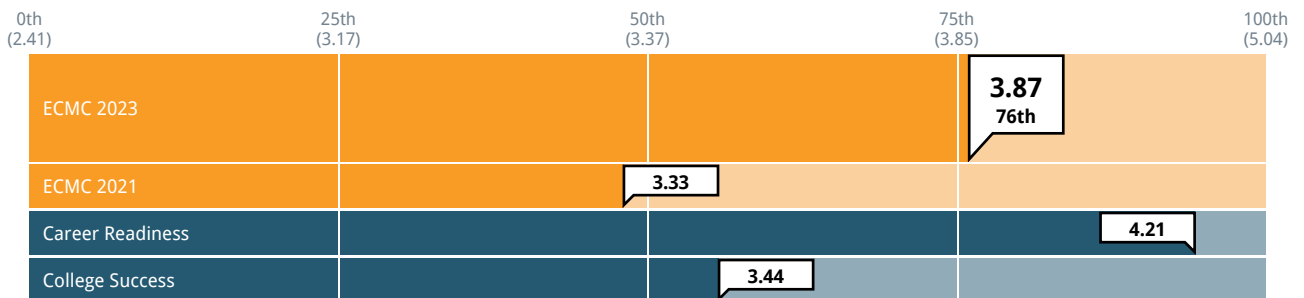


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = Not at all aware 7 = Extremely aware



Cohort: None Past results: on Subgroup: Focus Area

Non-Monetary Assistance

Grantee Responses

Respondents could select all forms of non-monetary assistance they received in the grantee survey. Therefore, the following chart provides a summary of the proportion of grantees who indicated that they received at least one form of non-monetary assistance.

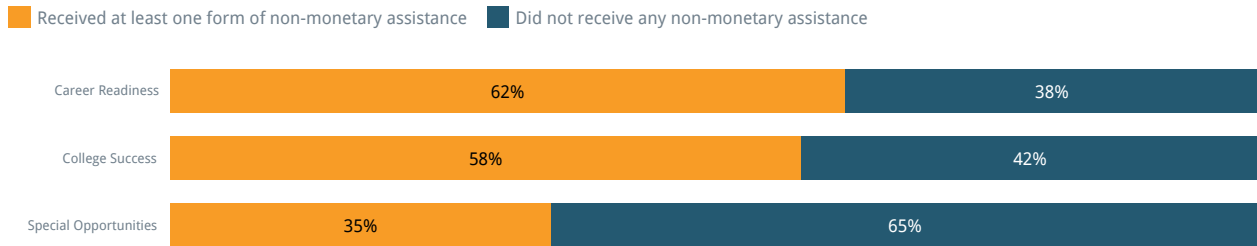
Note: The following questions were recently added to the grantee survey and depict comparative data from fewer than 25 funders in the dataset.

Proportion of Grantees Receiving Non-Monetary Assistance



Cohort: None Past results: on

Proportion of Grantees Receiving Non-Monetary Assistance - By Subgroup



Subgroup: Focus Area

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

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

ECMC 2023 Median Funder



Cohort: None Past results: on

Please indicate any types of non-monetary assistance that were a component of what you received from the Foundation (from staff or a third party paid for by the Foundation). - By Subgroup

■ Career Readiness
 ■ College Success
 ■ Special Opportunities



Subgroup: Focus Area

Note: The following question was asked only of grantees who indicated receiving at least one form of non-monetary assistance in the previous question.

Please rate the extent to which you agree with the following statements about the non-monetary support you received from the Foundation:

1 = Not at all 7 = To a great extent

ECMC 2023 Median Funder

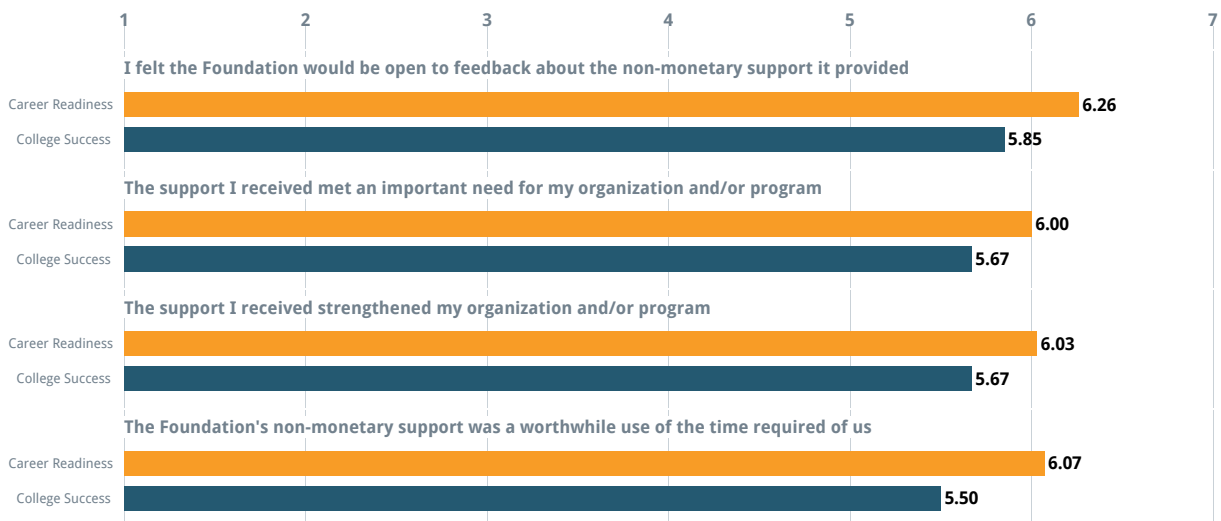


Cohort: None Past results: on

Please rate the extent to which you agree with the following statements about the non-monetary support you received from the Foundation: - By Subgroup

1 = Not at all 7 = To a great extent

Career Readiness College Success



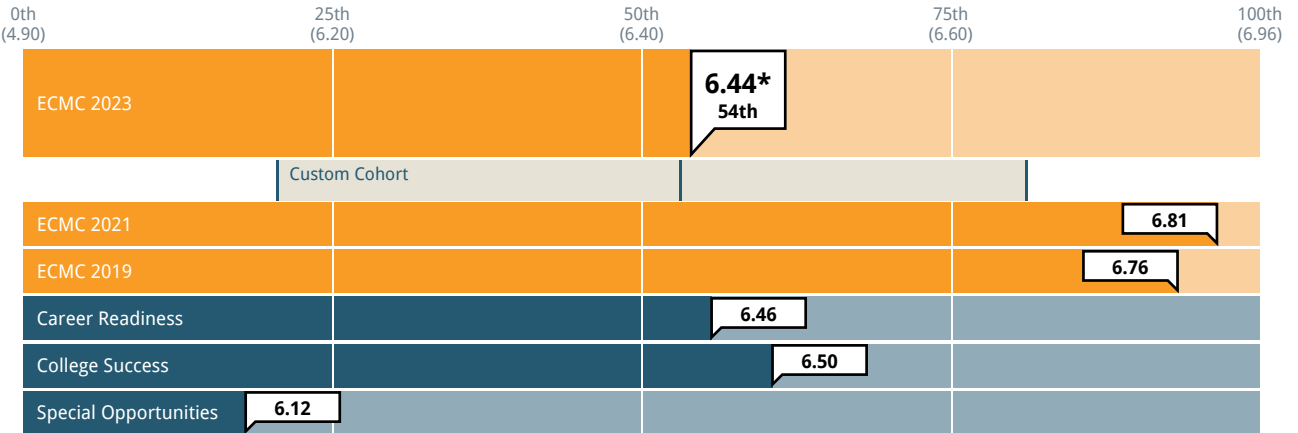
Subgroup: Focus Area

Interactions

Grantee Responses

Overall, how responsive was Foundation staff?

1 = Not at all responsive 7 = Extremely responsive

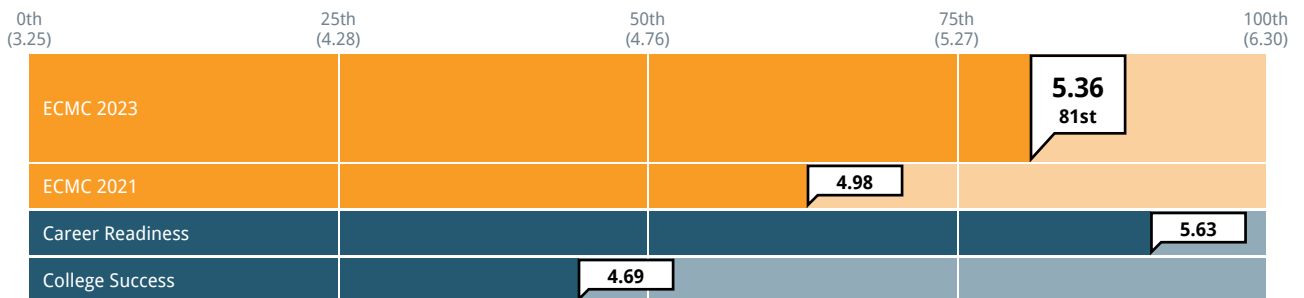


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

Overall, how responsive was Foundation staff?

1 = Not at all responsive 7 = Extremely responsive



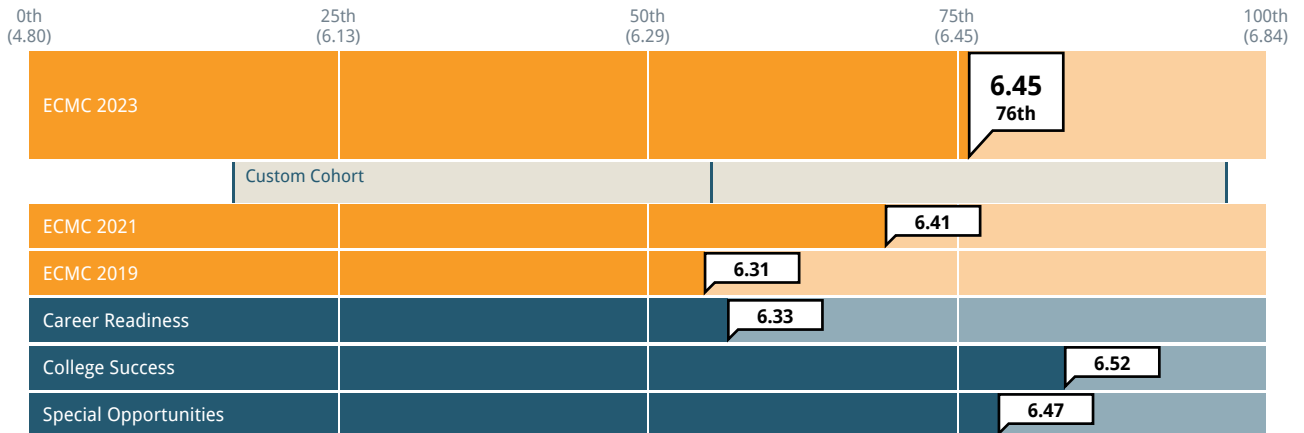
Cohort: None Past results: on Subgroup: Focus Area

Grantee Ratings

Grantee Responses

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

1 = Not at all comfortable 7 = Extremely comfortable

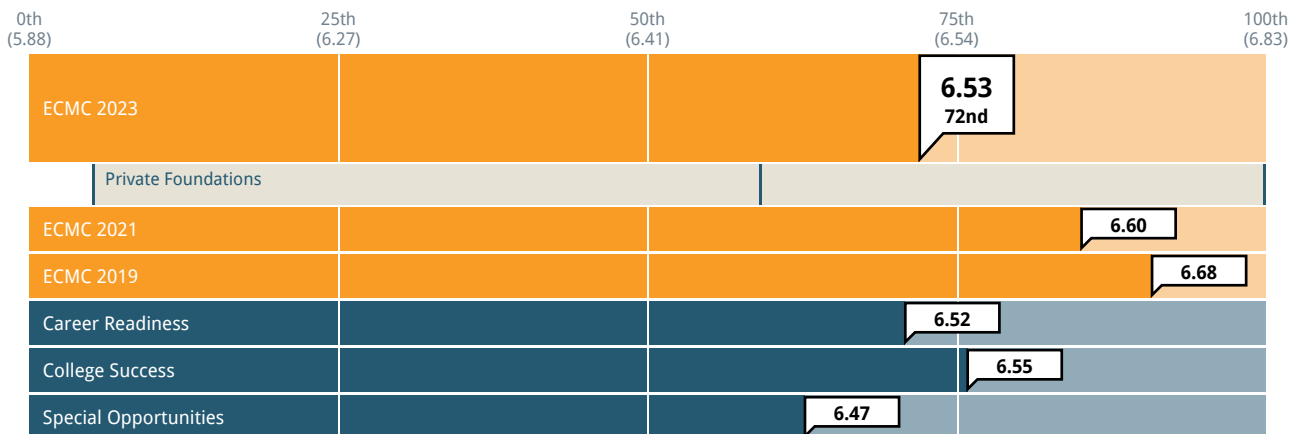


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Grantee Responses

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

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

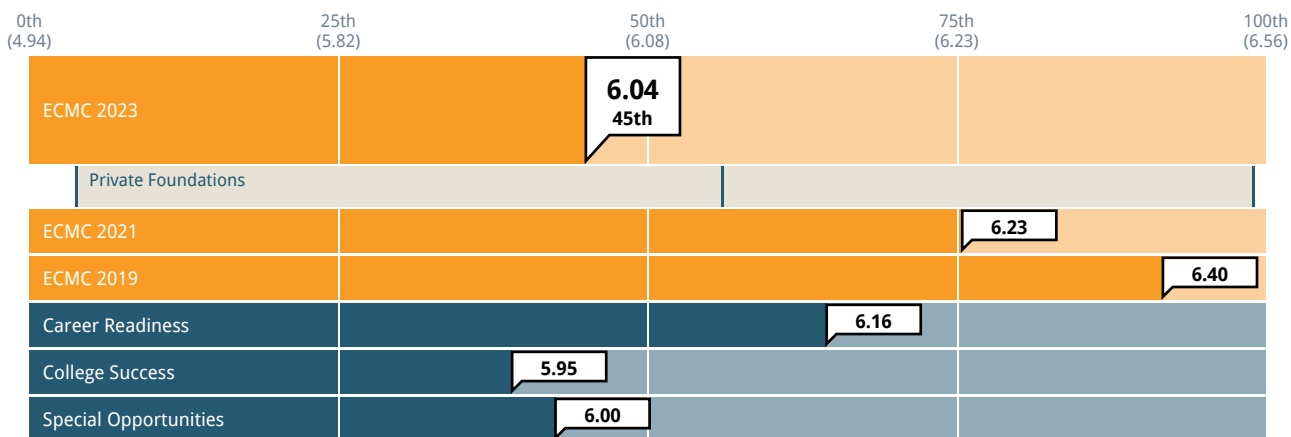


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

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

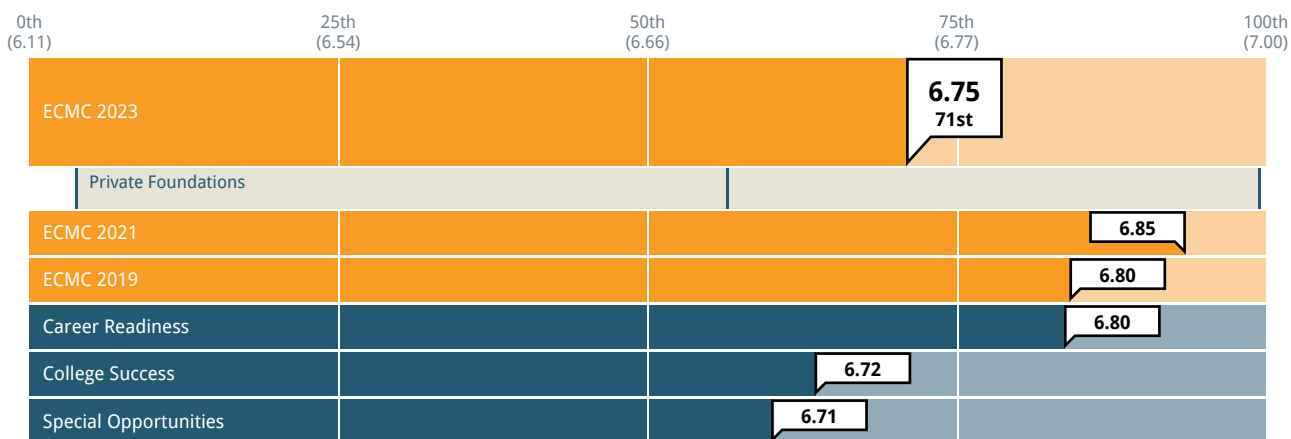


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

To what extent did the Foundation exhibit respectful interaction during this grant?

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

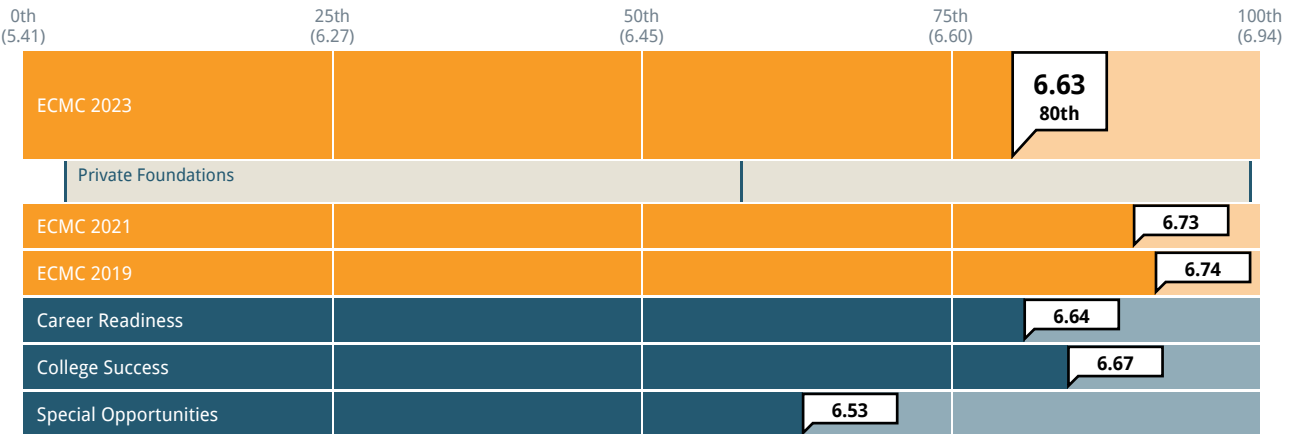


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

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

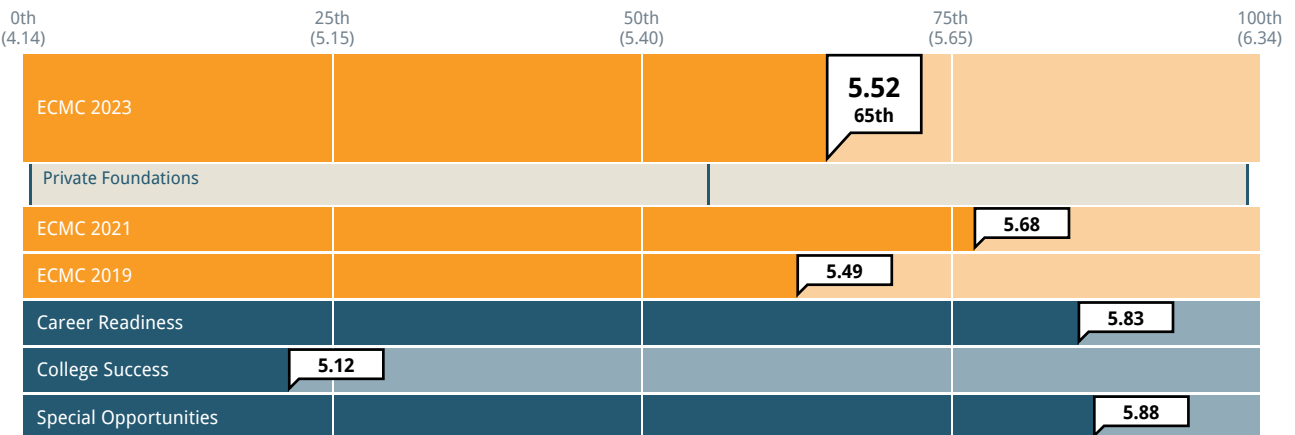


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

1 = Not at all 7 = To a great extent



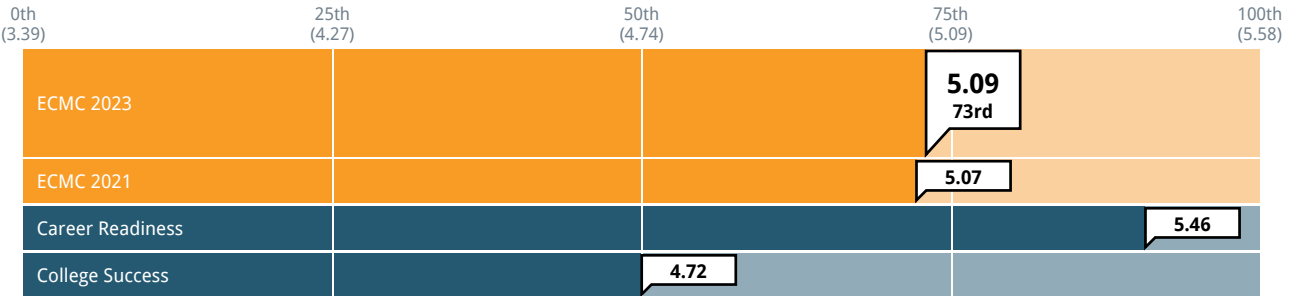
Cohort: Private Foundations Past results: on Subgroup: Focus Area

Applicant Ratings

Applicant Responses

Overall, how fairly did the Foundation treat you?

1 = Not at all fairly 7 = Extremely fairly

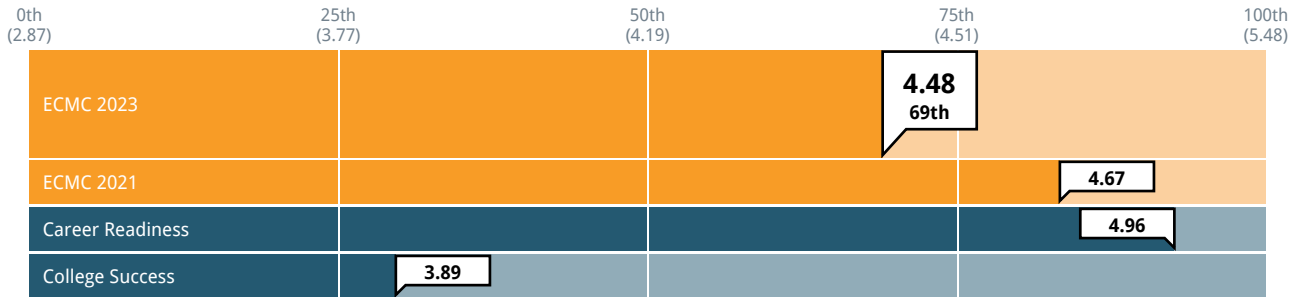


Cohort: None Past results: on Subgroup: Focus Area

Applicant Responses

How accessible do you believe the Foundation is to applicants?

1 = Some organizations are favored over others 7 = Everyone has equal access

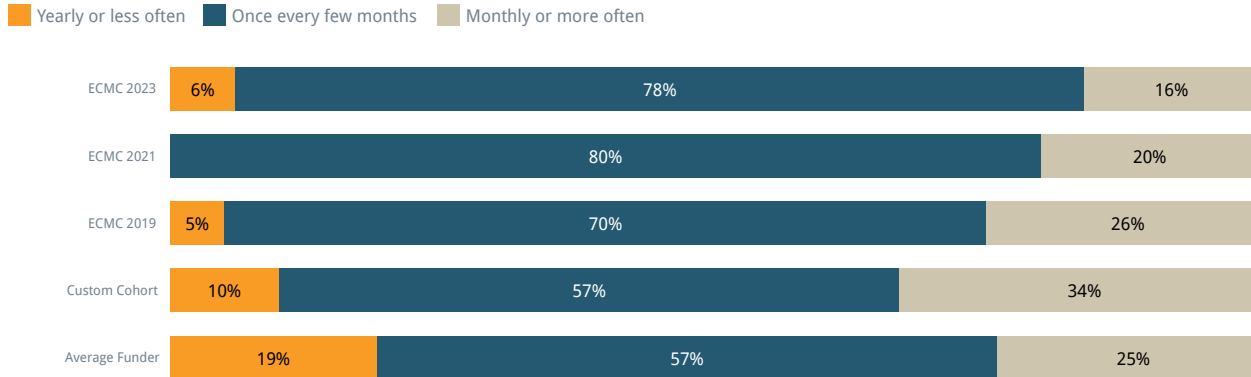


Cohort: None Past results: on Subgroup: Focus Area

Grantee Interaction Patterns

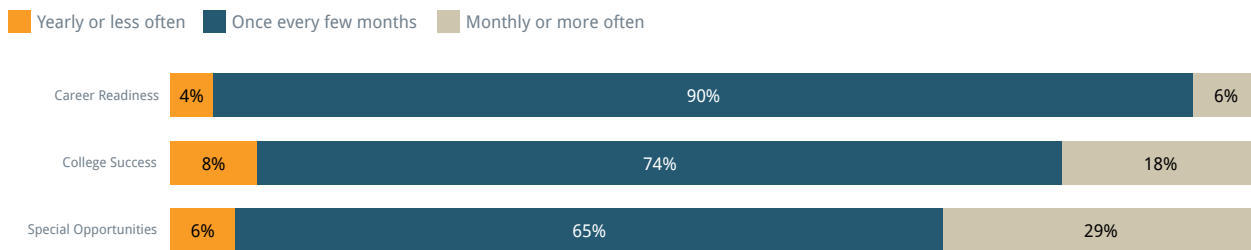
Grantee Responses

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



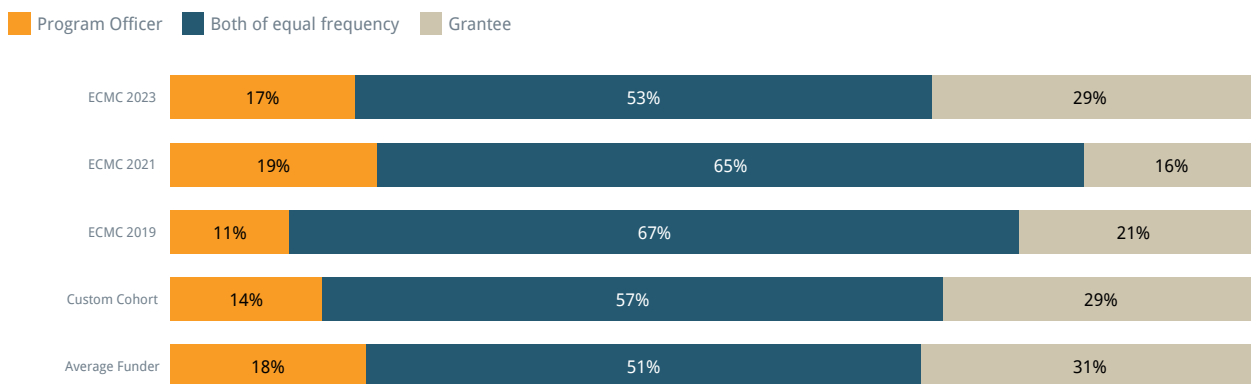
Cohort: Custom Cohort Past results: on

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



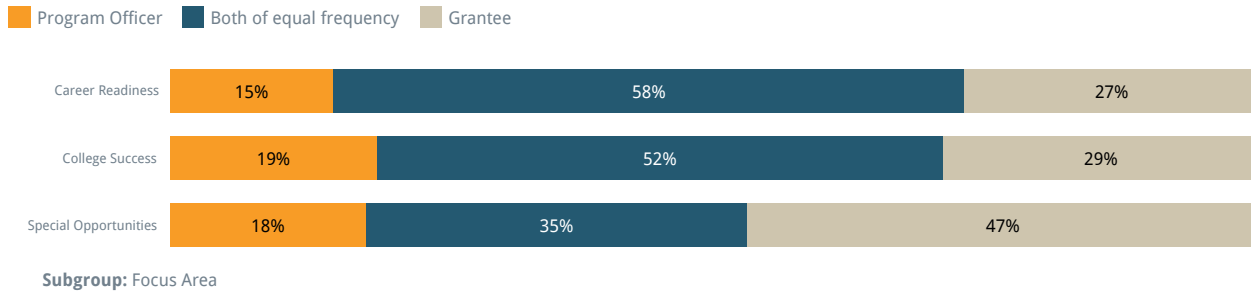
Subgroup: Focus Area

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



Cohort: Custom Cohort Past results: on

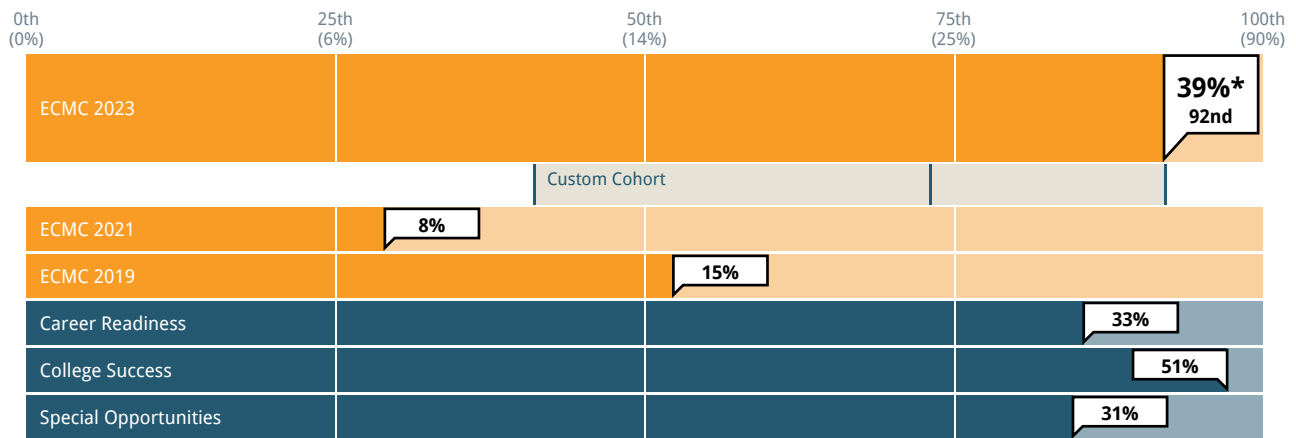
Who most frequently initiated the contact you had with your program officer during this grant? - By Subgroup



Grantee Responses

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

Proportion of grantees responding 'Yes'

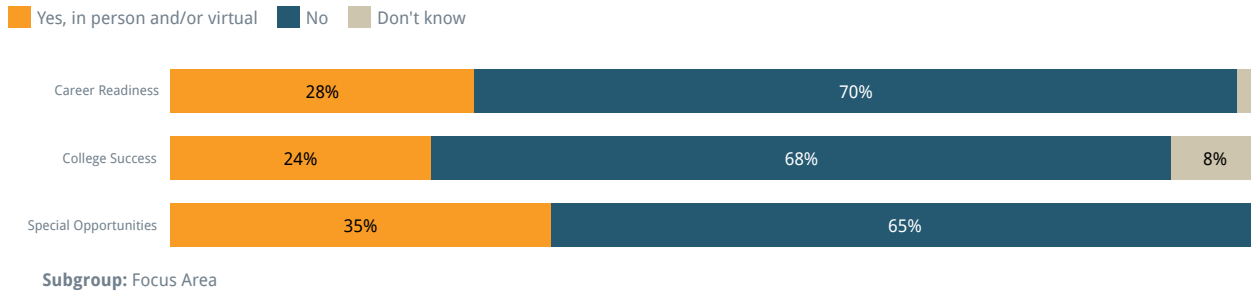


Please note that CEP recently modified the following question. The prior question was: "At any point during this grant, including the review process, did the Foundation staff visit your offices or programs?" The question anchors have not been modified.

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

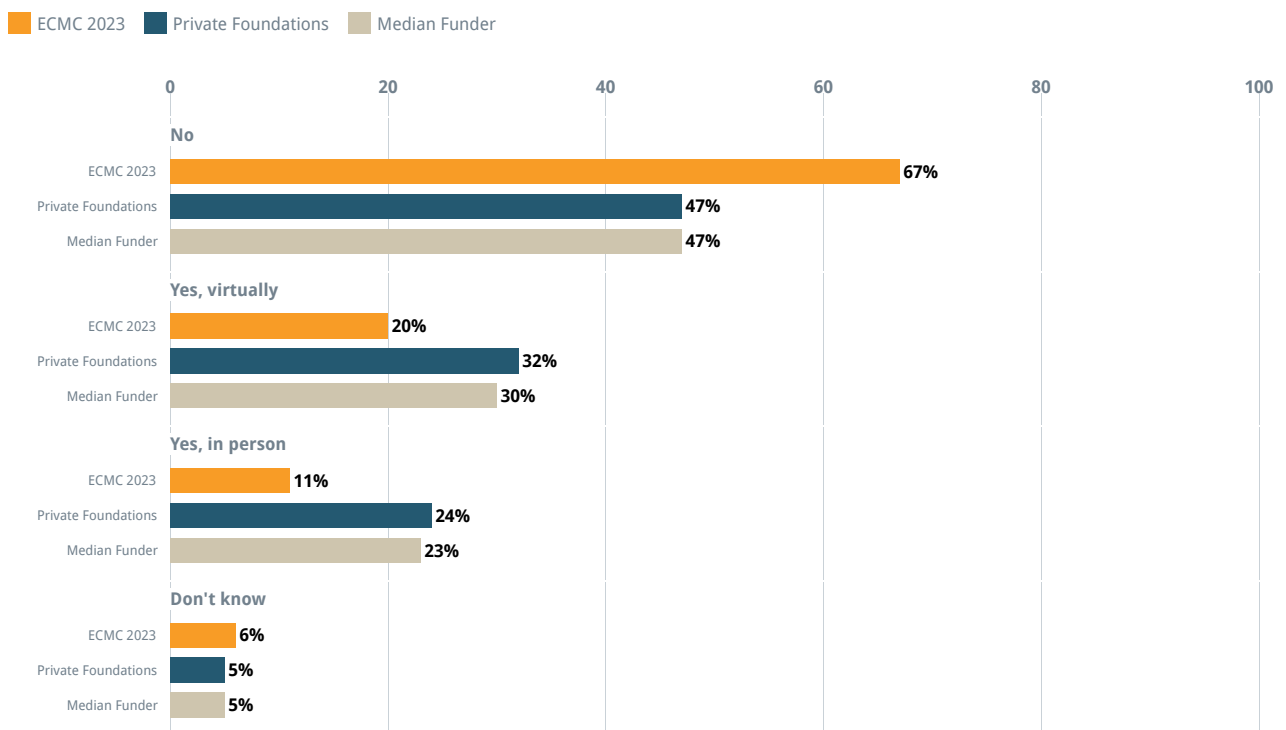


At any point during this grant, including the review process, did Foundation staff conduct a site visit? - By Subgroup



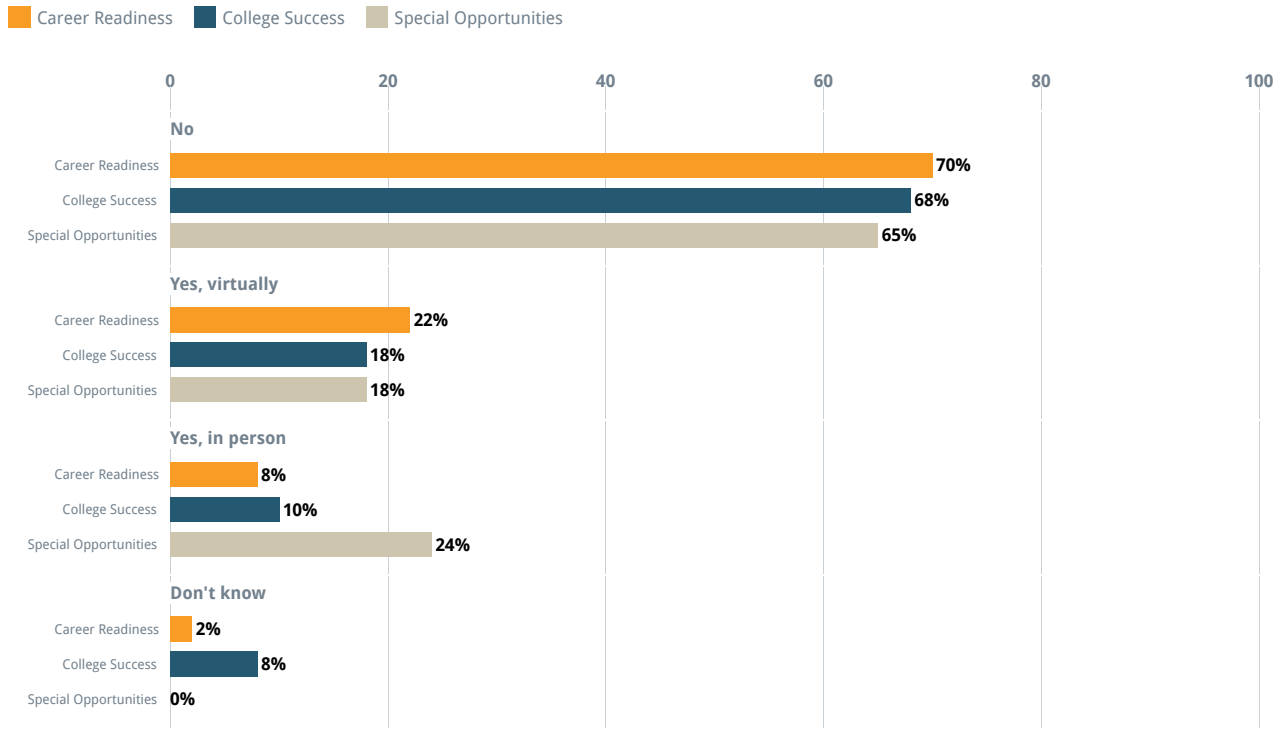
In the survey, respondents were asked the site visit question in a check-all-that-apply format. Therefore, the following charts provide greater detail on the previous site visit question.

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



Cohort: Private Foundations Past results: on

At any point during this grant, including the review process, did Foundation staff conduct a site visit? - By Subgroup



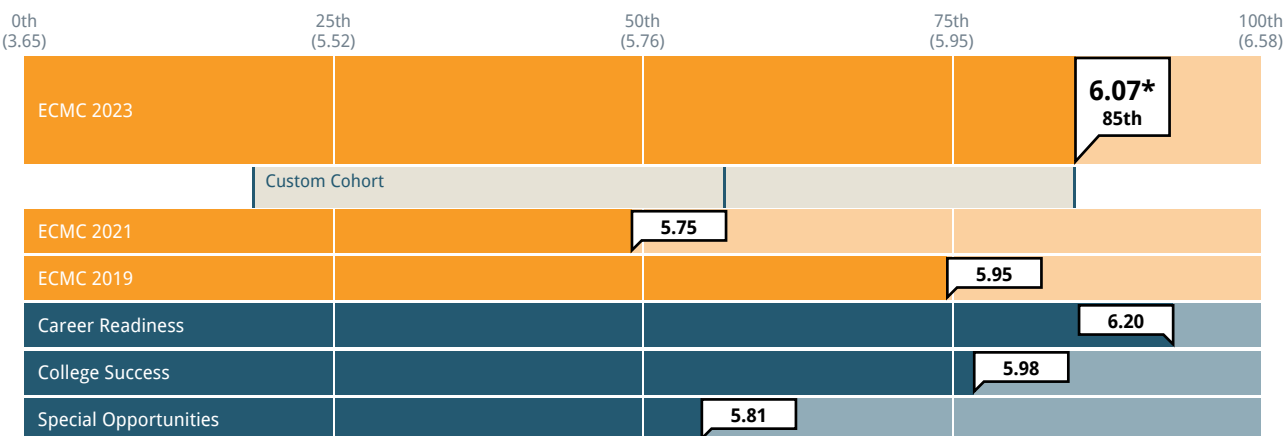
Subgroup: Focus Area

Communication

Grantee Responses

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

1 = Not at all clearly 7 = Extremely clearly

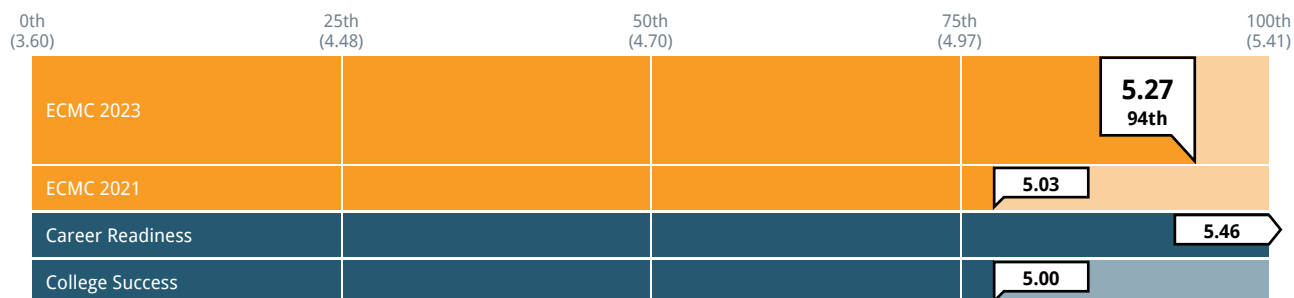


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = Not at all clearly 7 = Extremely clearly

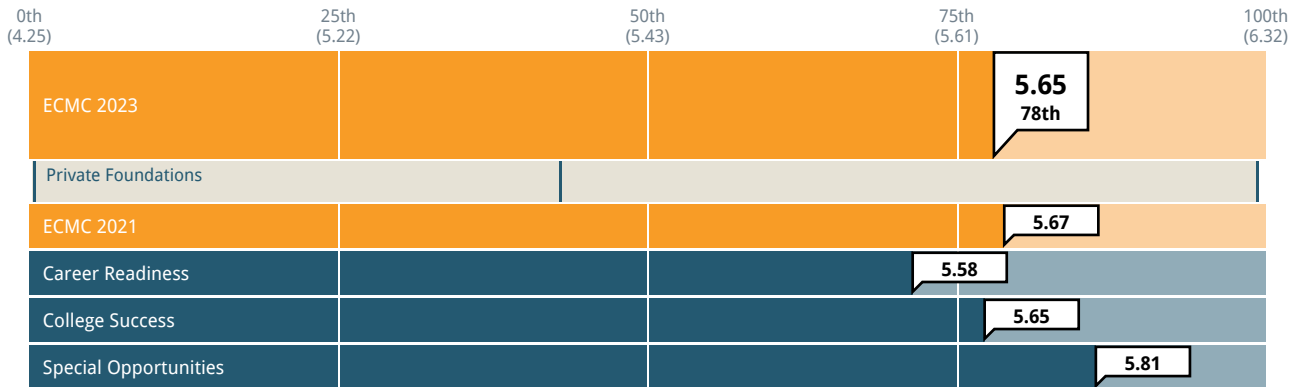


Cohort: None Past results: on Subgroup: Focus Area

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding



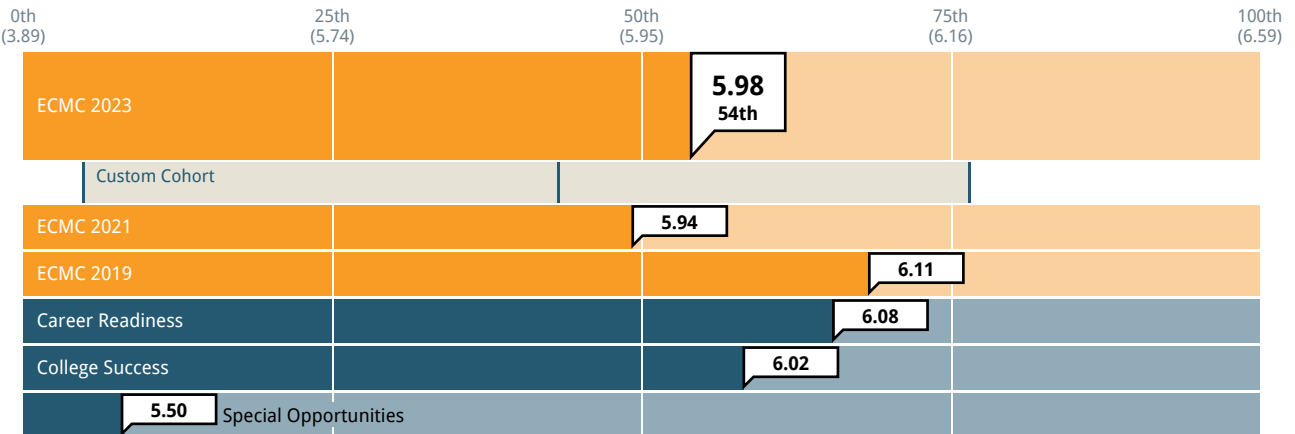
Cohort: Private Foundations Past results: on Subgroup: Focus Area

Consistency of Communication

Grantee Responses

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

1 = Not at all consistent 7 = Completely consistent

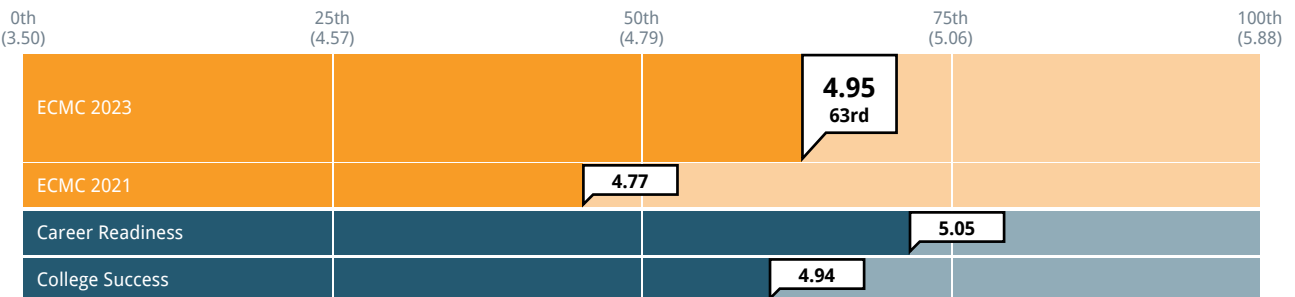


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = Not at all consistent 7 = Completely consistent



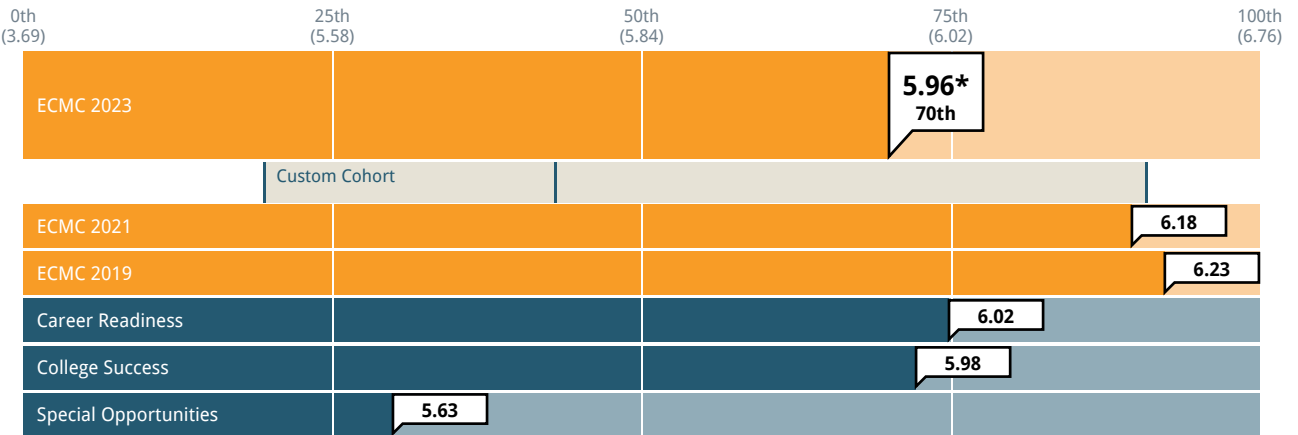
Cohort: None Past results: on Subgroup: Focus Area

Transparency

Grantee Responses

Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent 7 = Extremely transparent

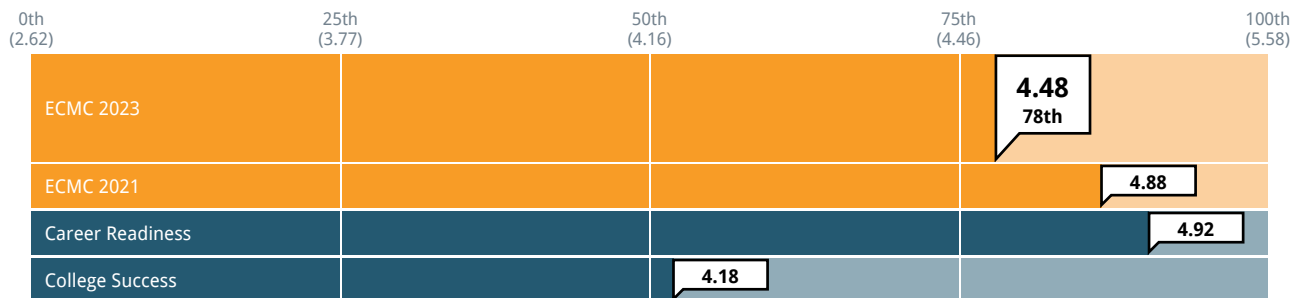


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent 7 = Extremely transparent



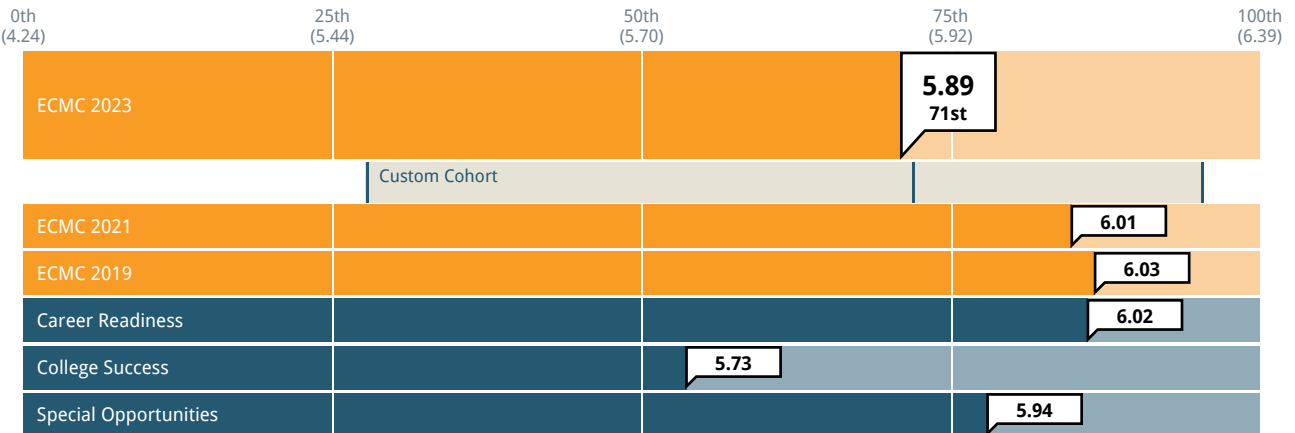
Cohort: None Past results: on Subgroup: Focus Area

Contextual Understanding

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding

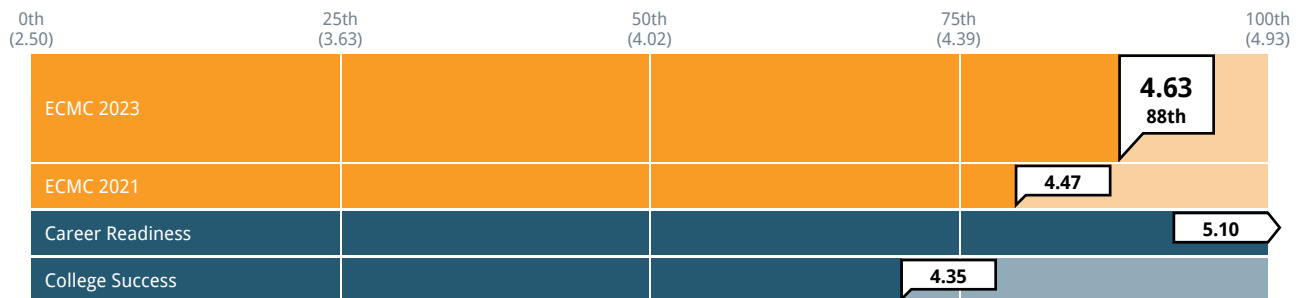


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = Limited understanding 7 = Thorough understanding



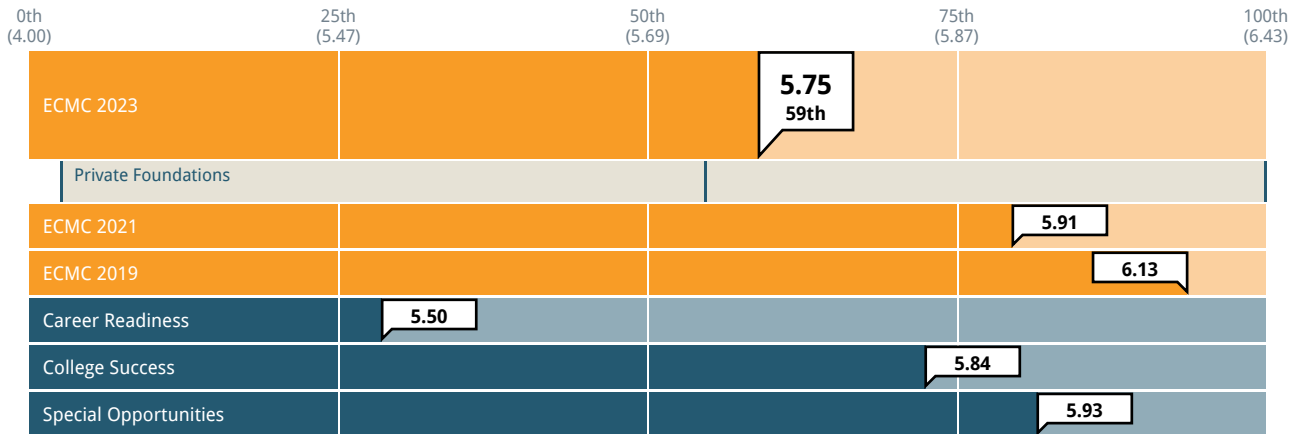
Cohort: None Past results: on Subgroup: Focus Area

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.

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding

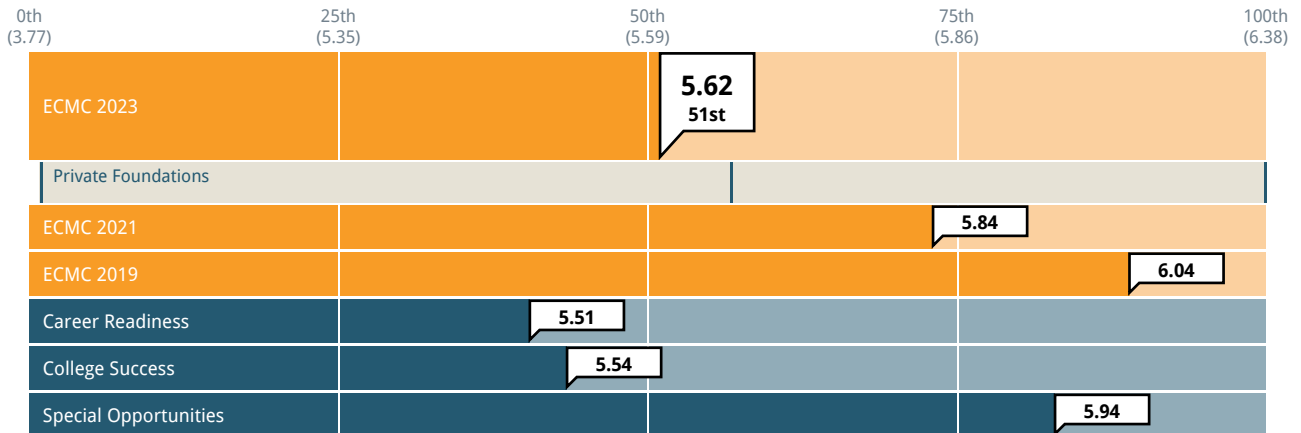


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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



Cohort: Private Foundations Past results: on Subgroup: Focus Area

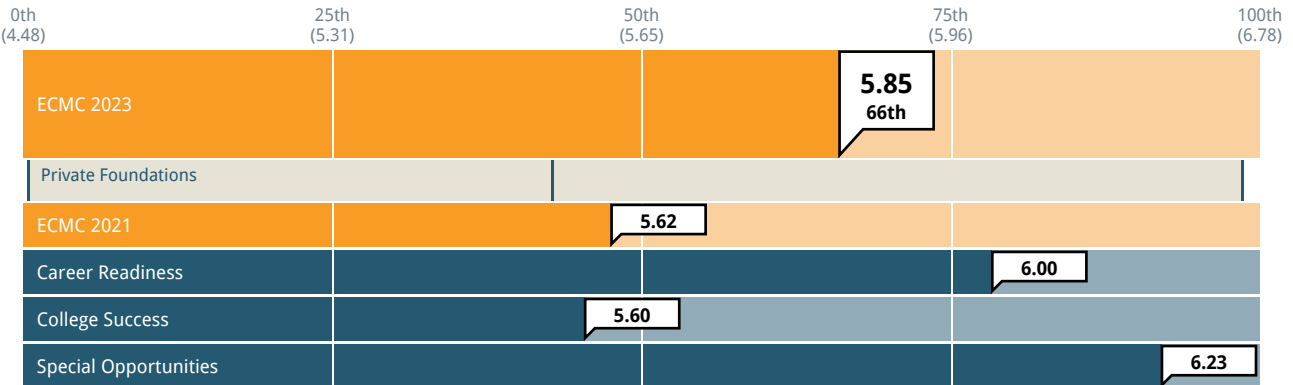
Diversity, Equity, and Inclusion

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

Grantee Responses

The Foundation has clearly communicated what diversity, equity, and inclusion means for its work

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

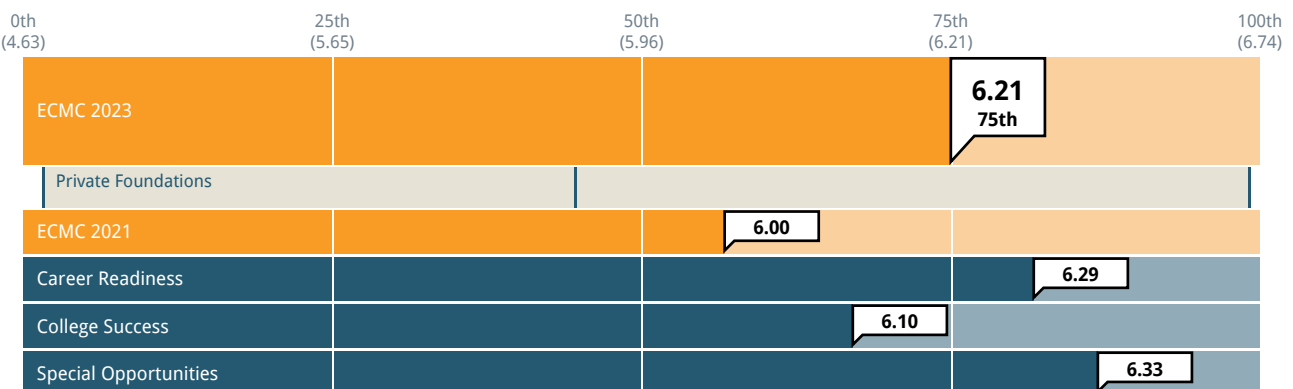


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

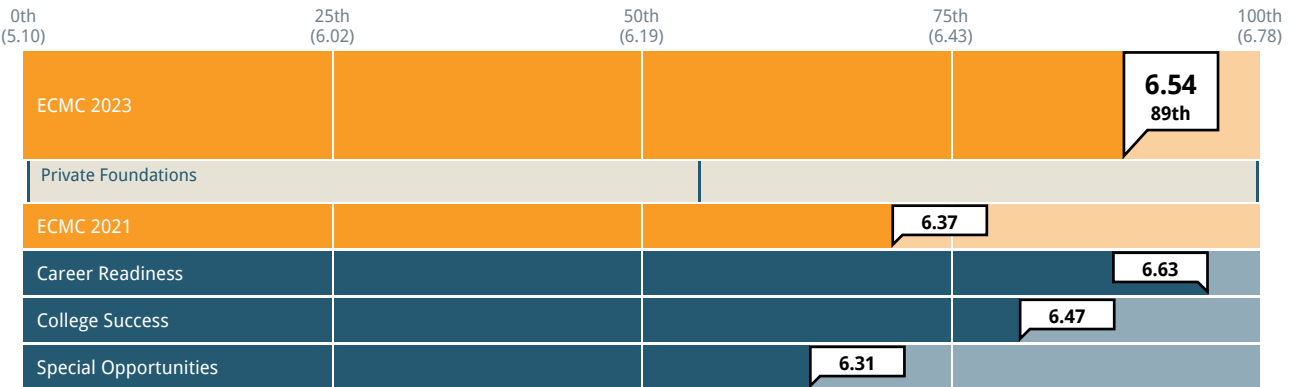


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

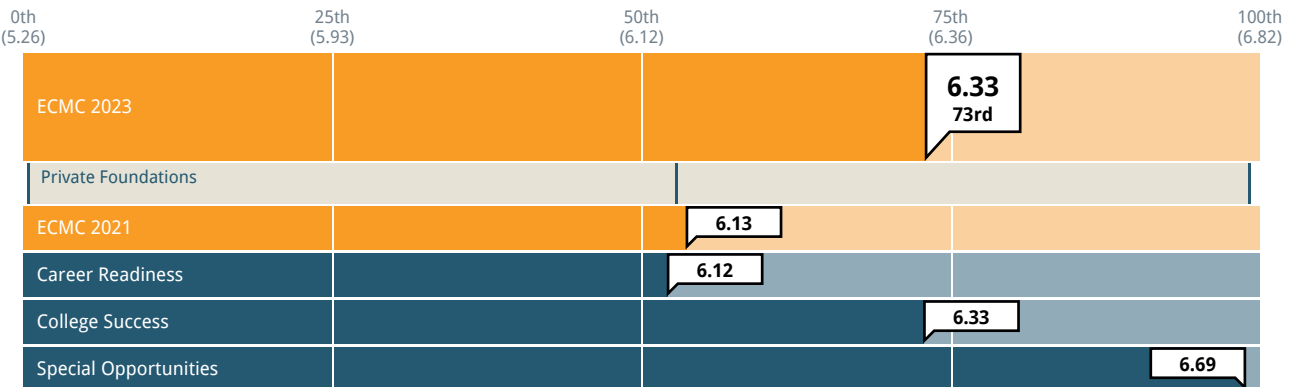


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

I believe that the Foundation is committed to combatting racism

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



Cohort: Private Foundations Past results: on Subgroup: Focus Area

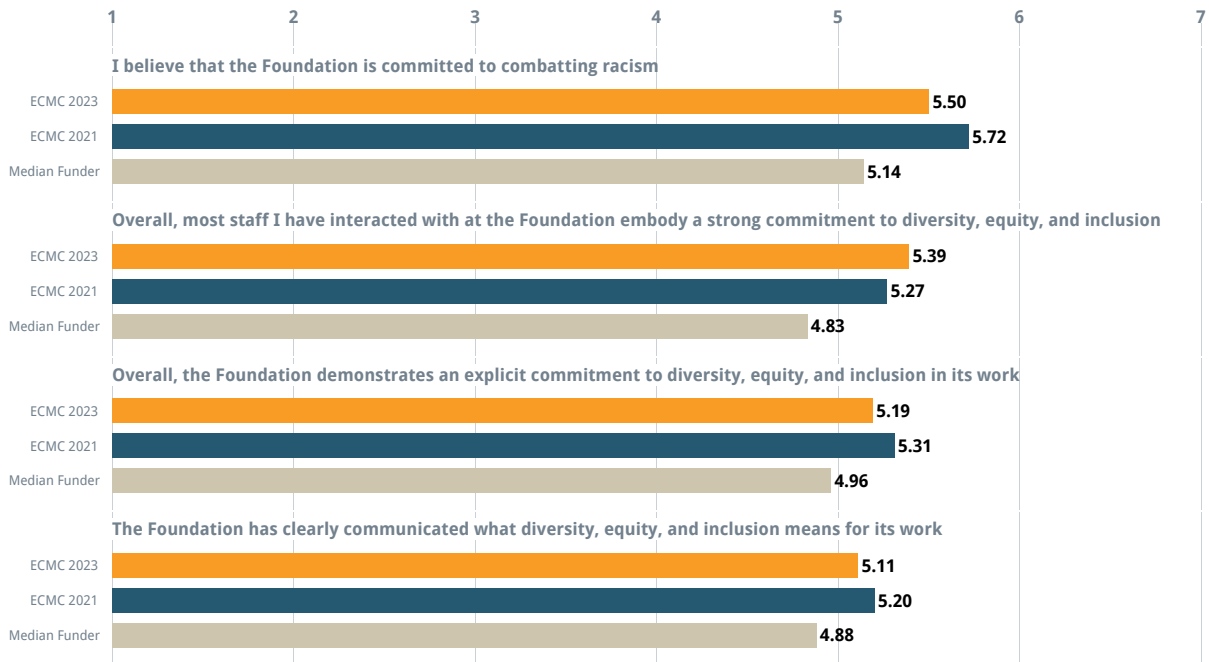
Applicant Responses

The subsequent question was recently added to the applicant survey and depicts data from fewer than 25 funders in CEP's dataset.

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

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

ECMC 2023 ECMC 2021 Median Funder

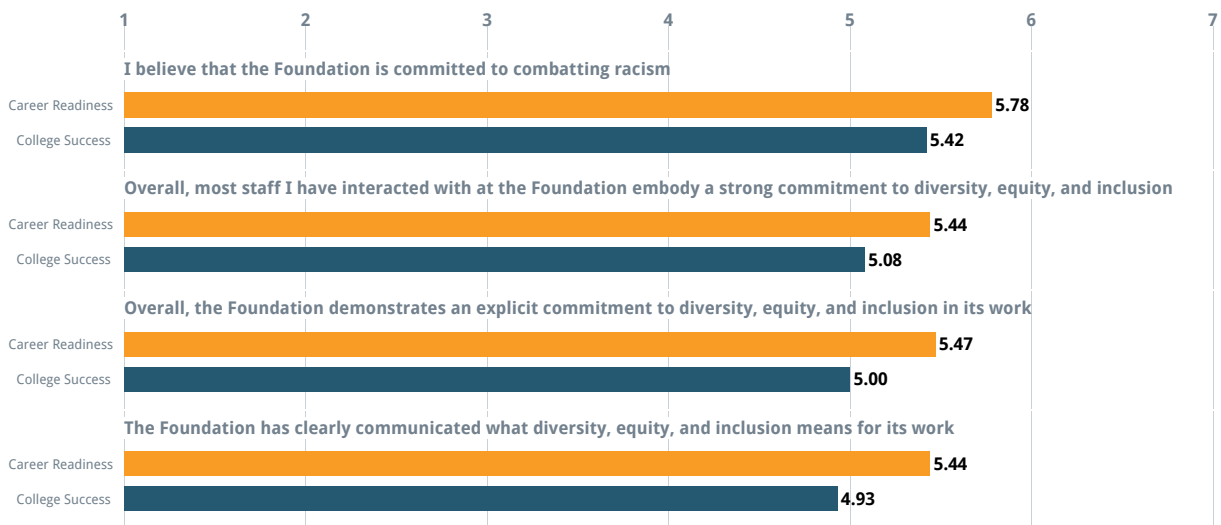


Cohort: None Past results: on

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

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

Career Readiness College Success



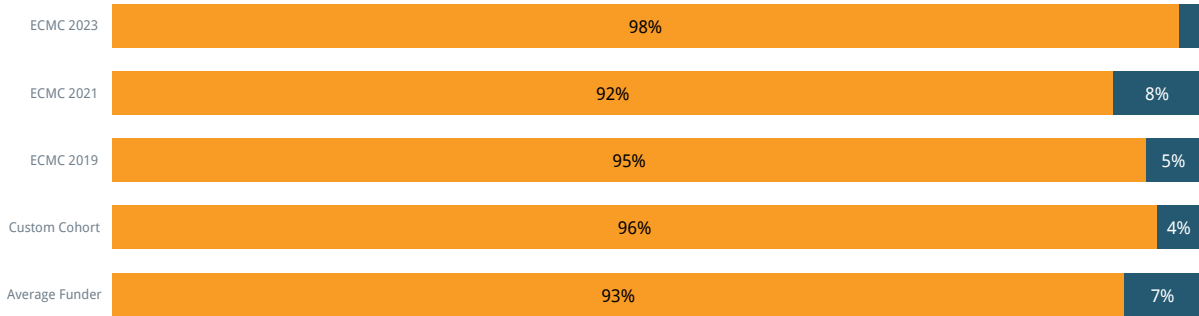
Subgroup: Focus Area

Review Process

Grantee Responses

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

Submitted a proposal Did not submit a proposal



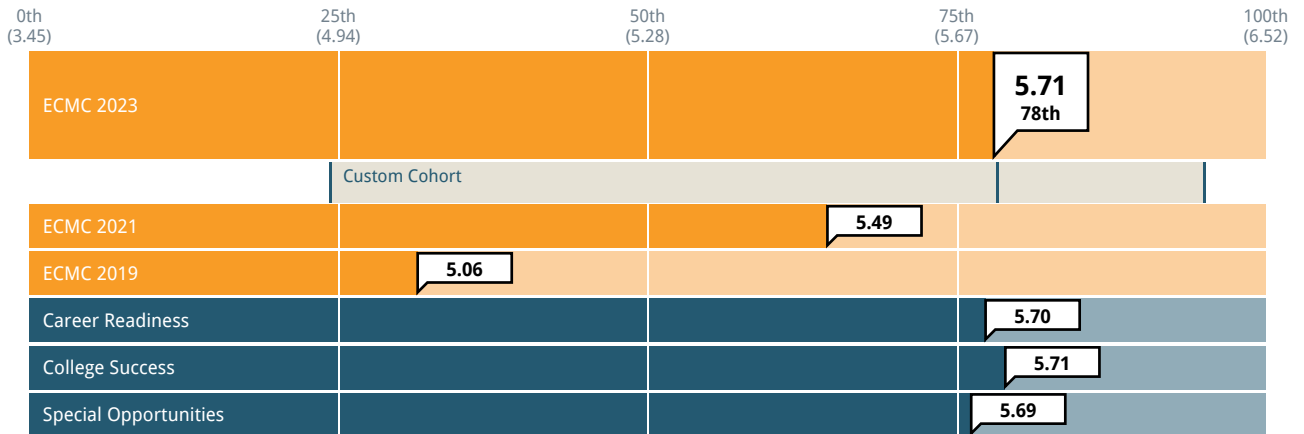
Cohort: Custom Cohort Past results: on

Please note that CEP modified the following question in 2022. 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 "1 = Not at all helpful" and "7 = Extremely helpful."

Grantee Responses

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

1 = Not at all 7 = To a great extent

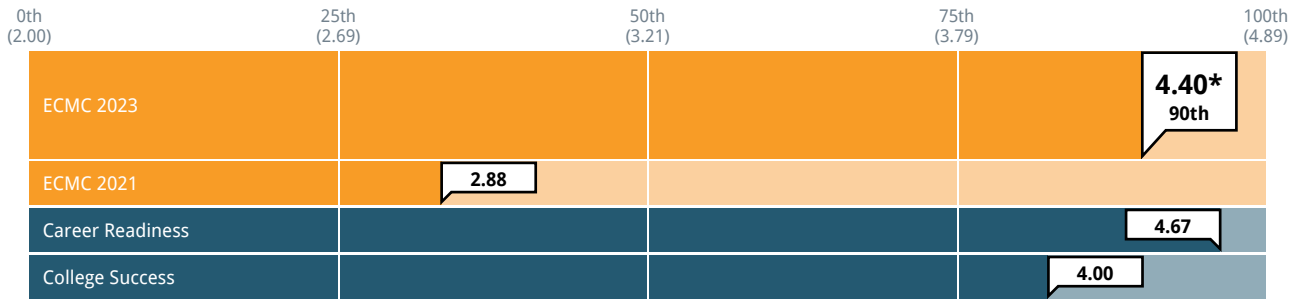


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

To what extent was the Foundation's review process a helpful opportunity to strengthen the efforts to which the grant funding would have been directed?

1 = Not at all 7 = To a great extent



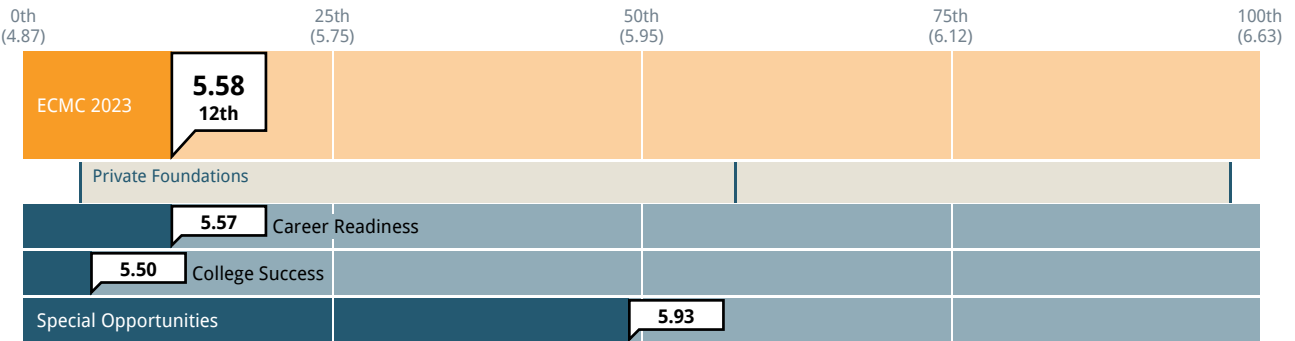
Cohort: None Past results: on Subgroup: Focus Area

Level of Effort

Grantee Responses

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

1 = Not at all 7 = To a great extent



Cohort: Private Foundations Past results: on Subgroup: Focus Area

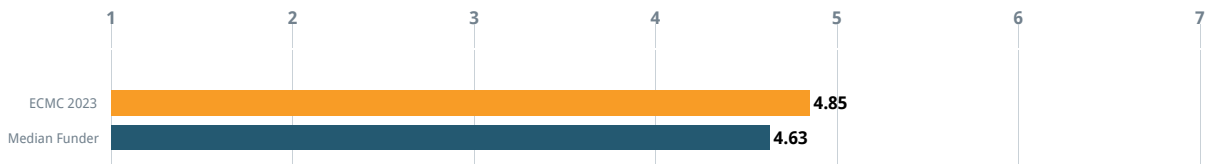
Applicant Responses

The following question was recently added to the applicant survey and depicts data from fewer than 25 funders in CEP's dataset.

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

1 = Not at all 7 = To a great extent

ECMC 2023 Median Funder

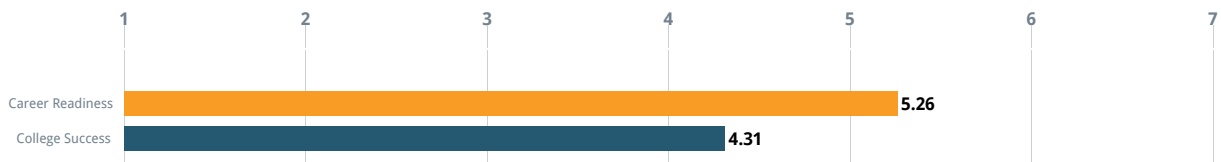


Cohort: None Past results: on

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

1 = Not at all 7 = To a great extent

Career Readiness College Success



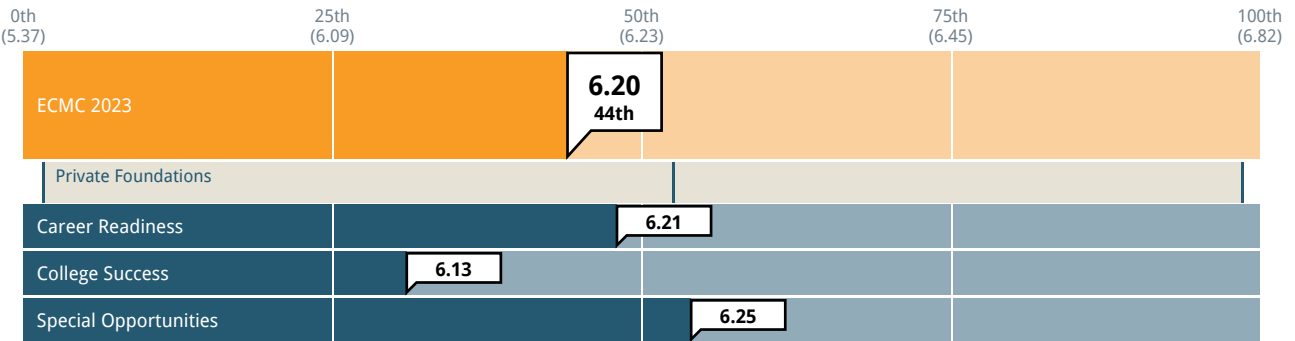
Subgroup: Focus Area

Clarity of Review Process

Grantee Responses

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

1 = Not at all 7 = To a great extent

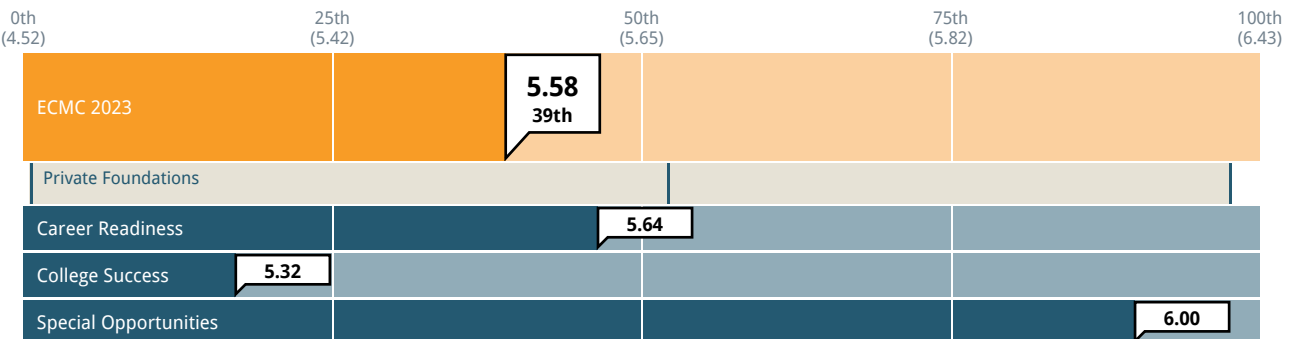


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

1 = Not at all 7 = To a great extent



Cohort: Private Foundations Past results: on Subgroup: Focus Area

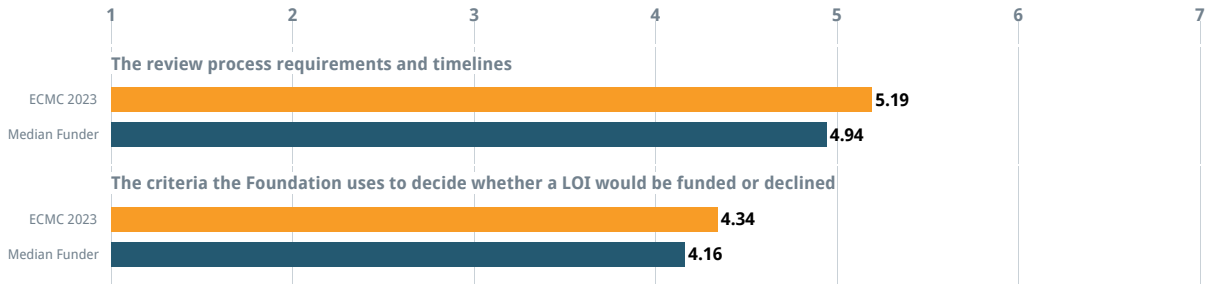
Applicant Responses

The following question was recently added to the applicant survey and depicts data from fewer than 25 funders in CEP's dataset.

To what extent was the Foundation clear and transparent about:

1 = Not at all 7 = To a great extent

ECMC 2023 Median Funder

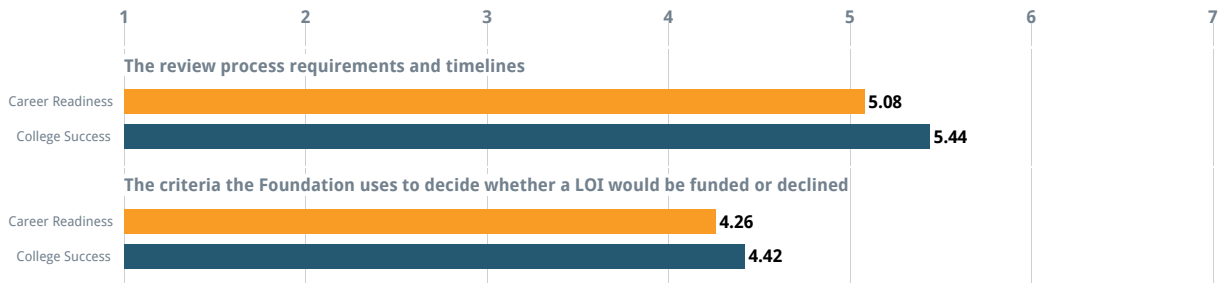


Cohort: None Past results: on

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

1 = Not at all 7 = To a great extent

Career Readiness College Success



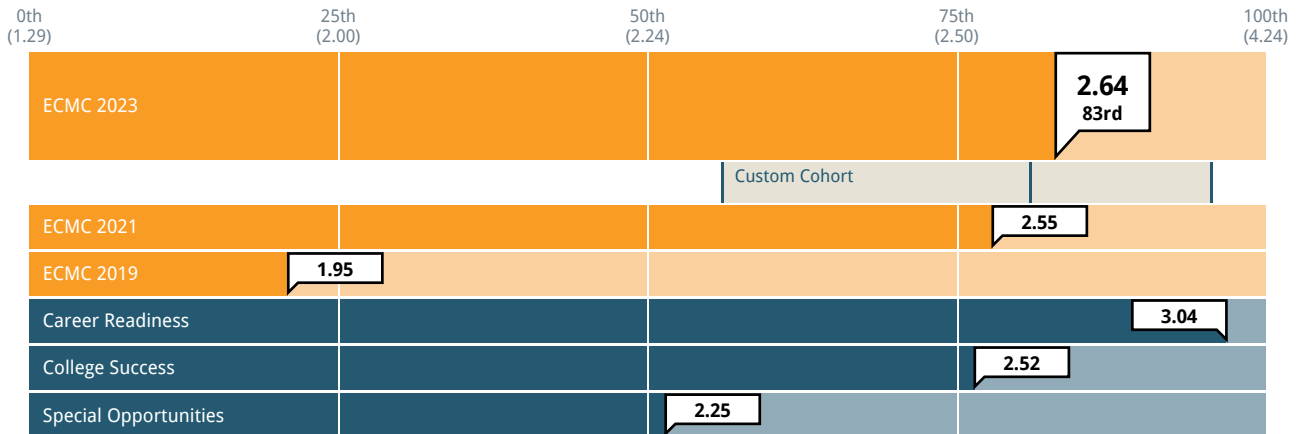
Subgroup: Focus Area

Pressure to Modify Priorities

Grantee Responses

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

1 = No pressure 7 = Significant pressure

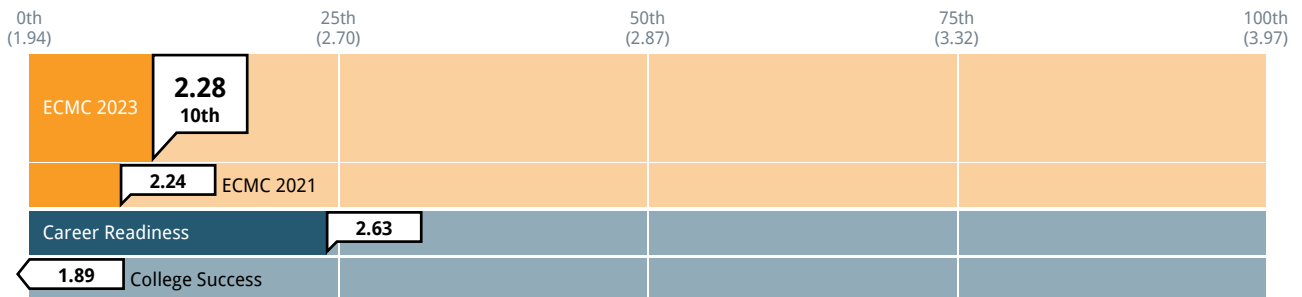


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Applicant Responses

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

1 = No pressure 7 = Significant pressure

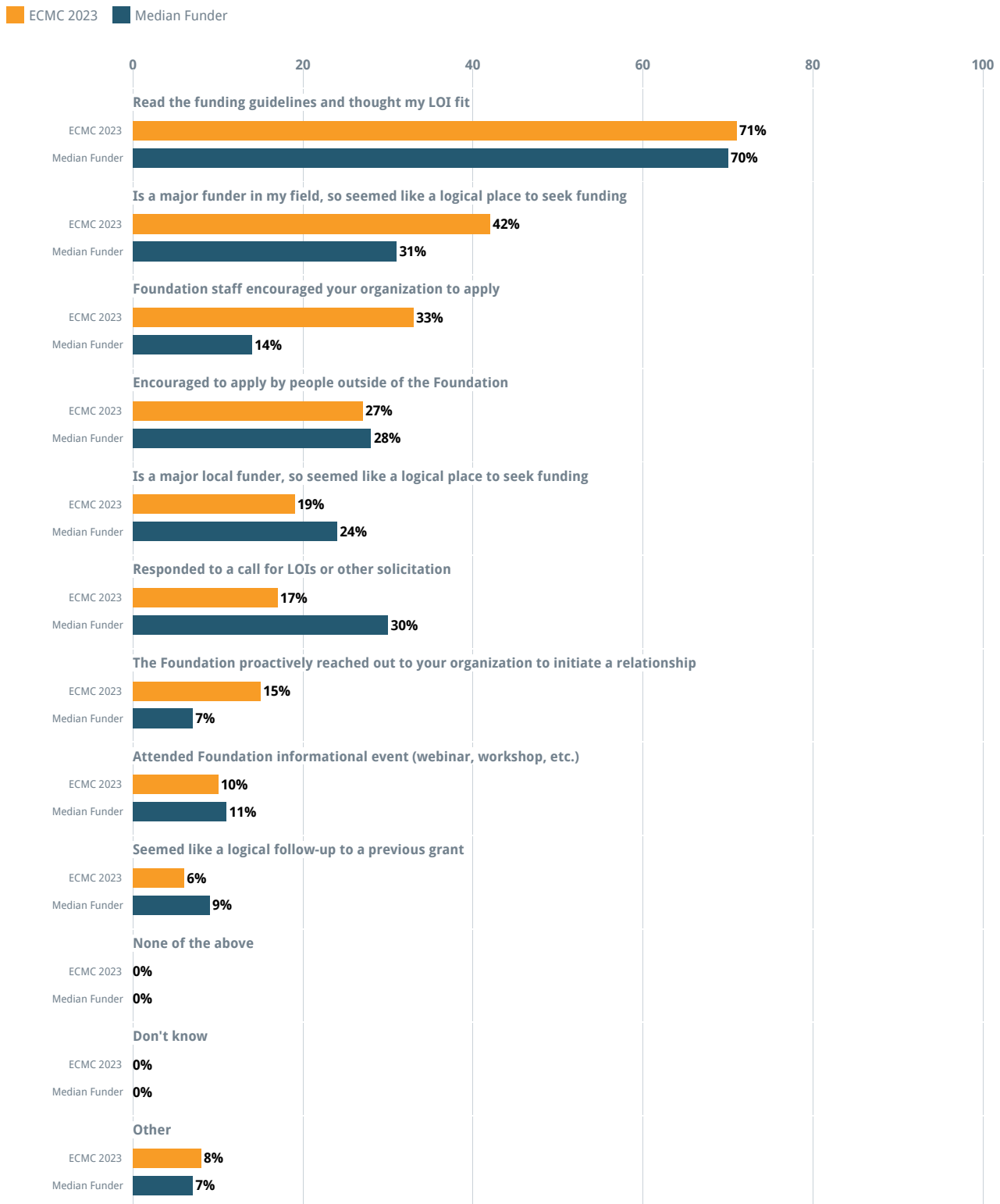


Cohort: None Past results: on Subgroup: Focus Area

Declined Applications

The following questions were recently added to the applicant survey and depict data from fewer than 25 funders in CEP's dataset.

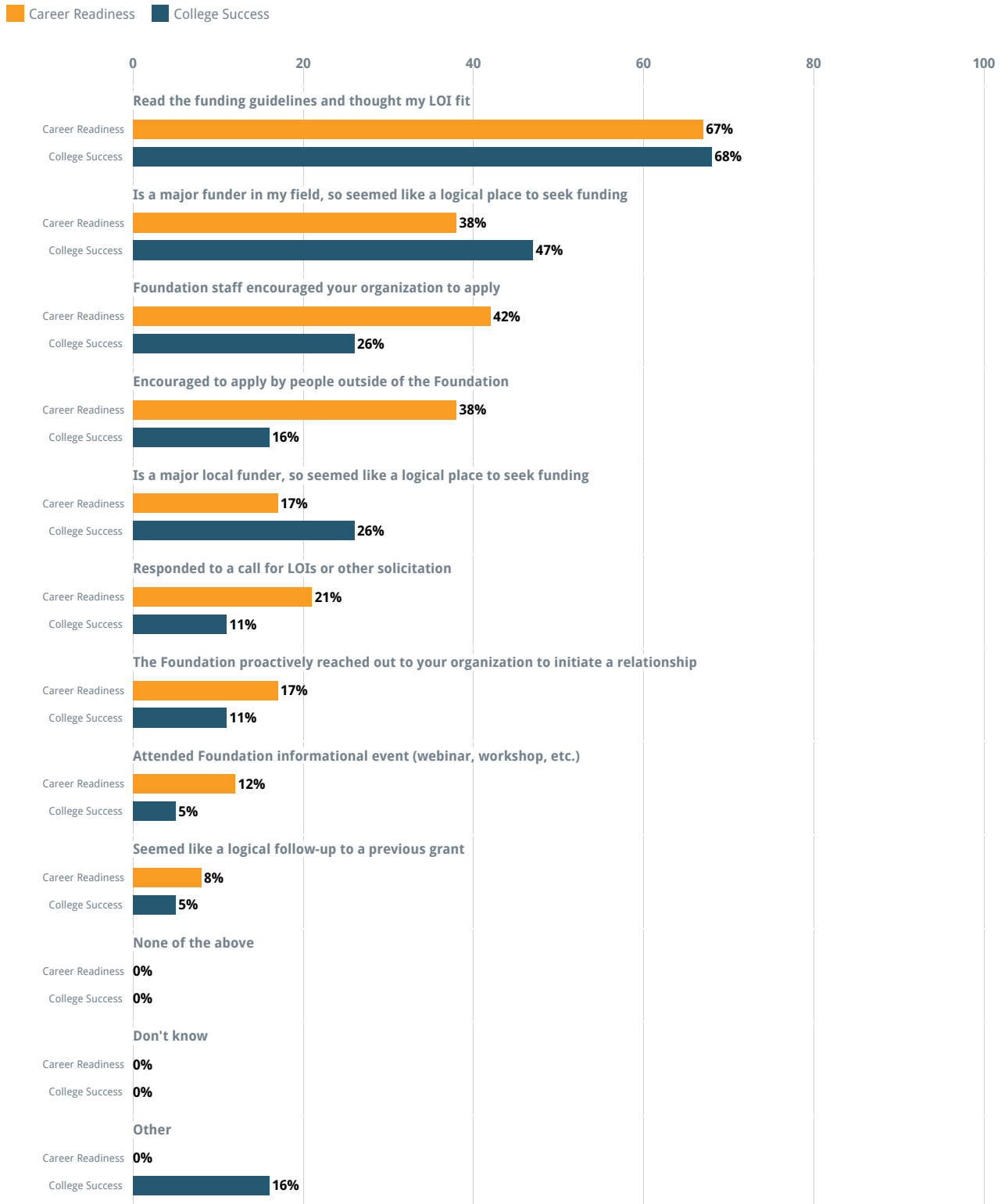
What factors encouraged your decision to apply to the Foundation for funding?



Cohort: None Past results: on

Among applicants who selected "Other" and described the factor that encouraged their decision to apply to the Foundation for funding, the majority decided to apply because they thought their organization aligns with the Foundation's work from conversations with Foundation staff.

What factors encouraged your decision to apply to the Foundation for funding? - By Subgroup



Subgroup: Focus Area

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

Yes No Don't know



Cohort: None Past results: on

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

Yes No Don't know



Subgroup: Focus Area

Reasons Provided for Declining Proposal

"Please choose the option that most resembles the reason the Foundation gave when it declined to fund your LOI."

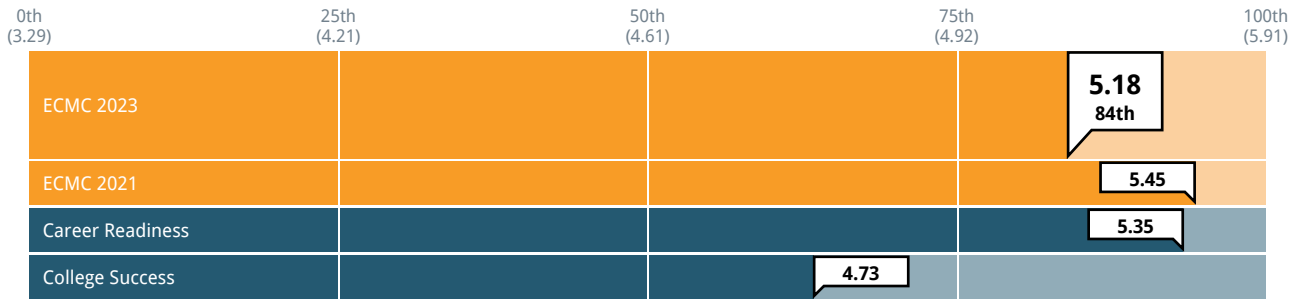
Selected Cohort: None			
Reasons Provided for Declining Letter of Inquiry	ECMC 2023	ECMC 2021	Average Funder
No reason provided	17%	12%	17%
Not enough funds/too many good LOIs	11%	16%	35%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	21%	10%	14%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	40%	40%	14%
Other	11%	22%	21%

Selected Subgroup: Focus Area		
Reasons Provided for Declining Letter of Inquiry (By Subgroup)	Career Readiness	College Success
No reason provided	13%	21%
Not enough funds/too many good LOIs	9%	16%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	22%	21%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	48%	26%
Other	9%	16%

Applicant Responses

How would you rate the honesty of the reason(s) the Foundation gave for declining to fund your LOI?

1 = Not at all honest 7 = Extremely honest



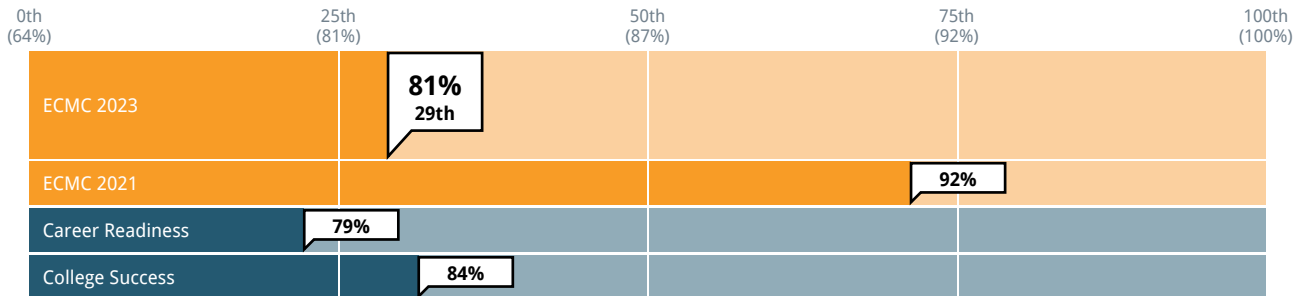
Cohort: None Past results: on Subgroup: Focus Area

Implications for Future Applications

Applicant Responses

Would you consider applying for funding from the Foundation in the future?

Proportion that responded 'Yes'

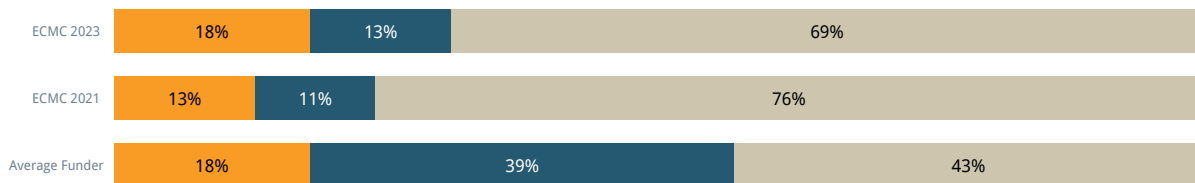


Cohort: None Past results: on Subgroup: Focus Area

Selected Cohort: None			
Would you consider applying for funding from the Foundation in the future?	ECMC 2023	ECMC 2021	Average Funder
Yes, I would consider applying for a similar project	56%	53%	52%
Yes, I would consider applying for a different project	25%	39%	34%
No, I would not consider applying	19%	8%	14%

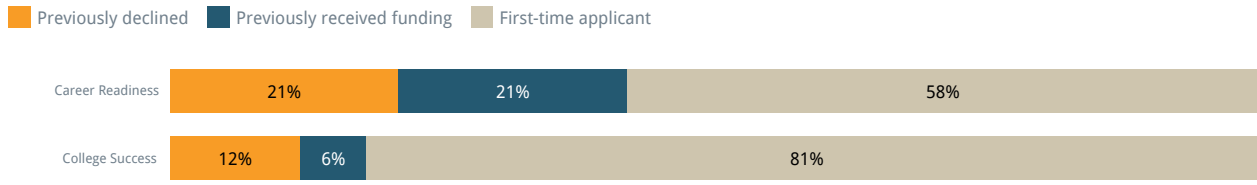
History with the Foundation of Respondents That Would Consider Reapplying

Previously declined Previously received funding First-time applicant



Cohort: None Past results: on

History with the Foundation of Respondents That Would Consider Reapplying - By Subgroup



Subgroup: Focus Area

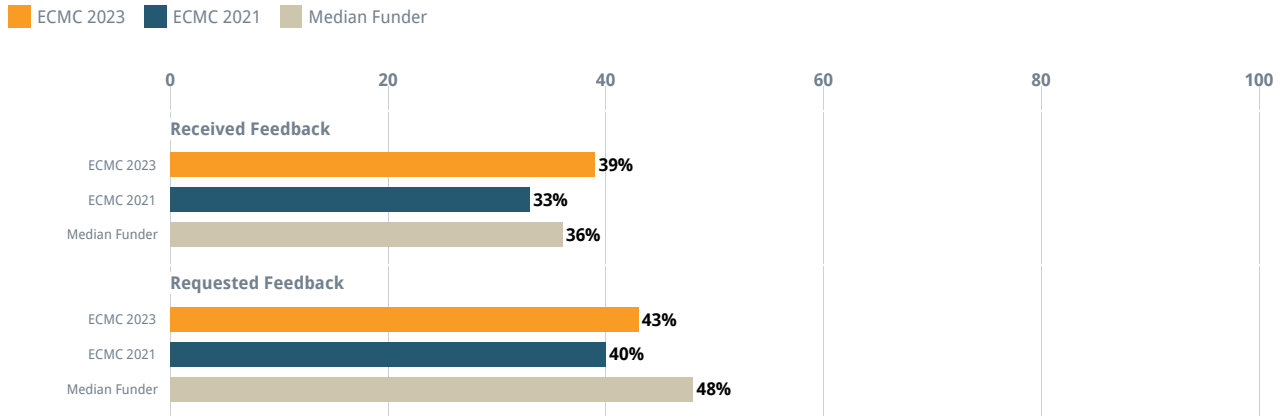
Feedback on Declined Applications

"After your LOI was declined did you request/receive any feedback or advice from the Foundation?"

Note: The below chart displays data from two separate questions in the applicant survey:

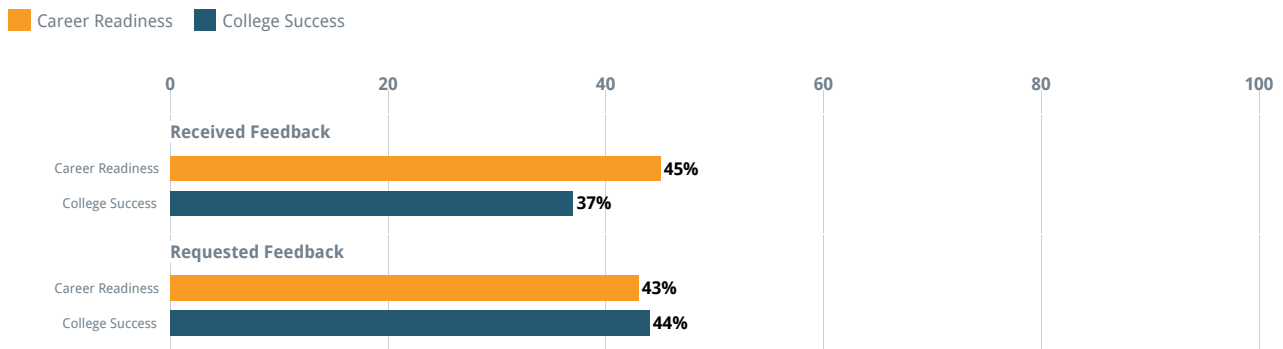
- "After your LOI was declined did you **request** any feedback or advice from the Foundation?"
- "After your LOI was declined did you **receive** any feedback or advice from the Foundation?"

Proportion of Applicants that Requested/Received Feedback



Cohort: None Past results: on

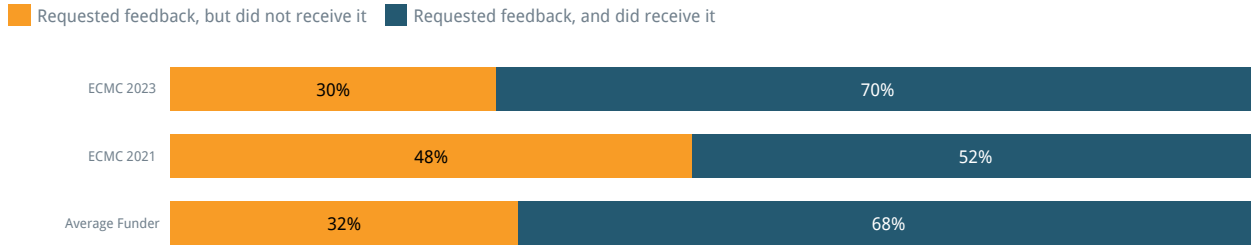
Proportion of Applicants that Requested/Received Feedback - By Subgroup



Subgroup: Focus Area

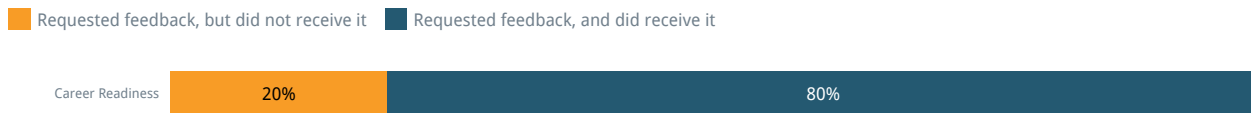
Note: The two subsequent charts exclusively look at data from applicants who, in the prior question, indicate requesting feedback after their LOI was declined.

Proportion of Applicants that Requested Feedback, Cont.



Cohort: None Past results: on

Proportion of Applicants that Requested Feedback, Cont. - By Subgroup

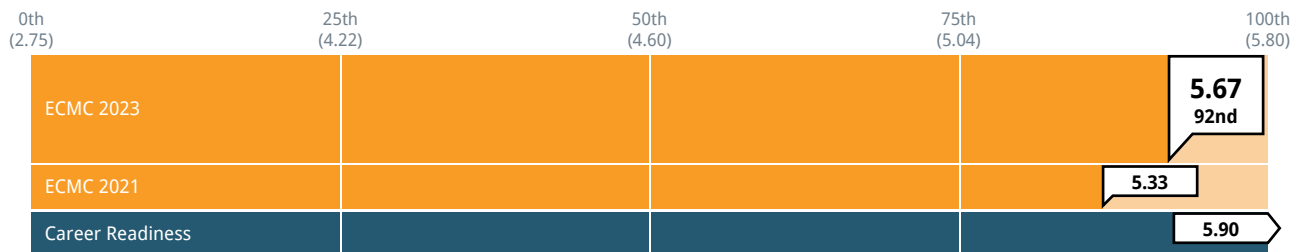


Subgroup: Focus Area

Applicant Responses

Please rate the feedback and advice you received in terms of its helpfulness in strengthening future LOIs to this funder.

1 = Not at all helpful 7 = Extremely helpful

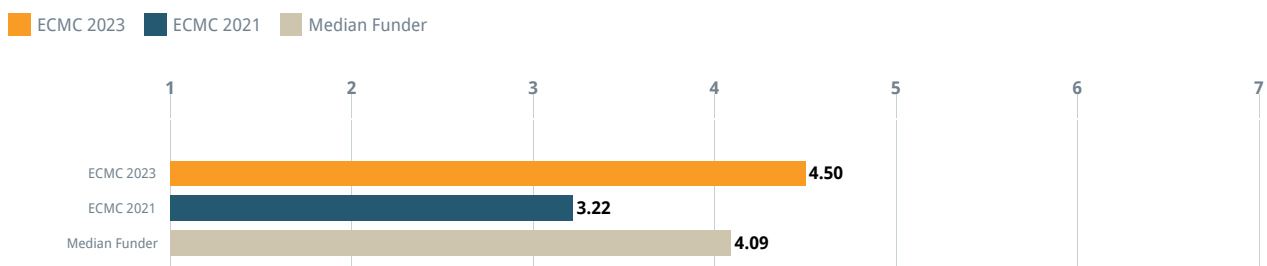


Cohort: None Past results: on Subgroup: Focus Area

The subsequent question was recently added to the applicant survey and depicts data from fewer than 40 funders in CEP's dataset.

Please rate the feedback and advice you received in terms of its helpfulness in strengthening future LOIs to other funders.

1 = Not at all helpful 7 = Extremely helpful



Cohort: None Past results: on

**Please rate the feedback and advice you received in terms of its helpfulness in strengthening future LOIs to other funders. -
By Subgroup**

1 = Not at all helpful 7 = Extremely helpful

■ Career Readiness



Subgroup: Focus Area

Guidance from the Foundation About Future Applications

Selected Cohort: None			
Did the Foundation provide guidance about whether you should consider applying for funding from the Foundation again?	ECMC 2023	ECMC 2021	Average Funder
Encouraged to apply in the future by the Foundation	51%	40%	36%
Discouraged to apply in the future by the Foundation	4%	2%	5%
Received no indication from the Foundation about whether you should apply in the future	45%	58%	60%

Selected Subgroup: Focus Area		
Did the Foundation provide guidance about whether you should consider applying for funding from the Foundation again? (By Subgroup)	Career Readiness	College Success
Encouraged to apply in the future by the Foundation	61%	47%
Discouraged to apply in the future by the Foundation	0%	0%
Received no indication from the Foundation about whether you should apply in the future	39%	53%

Time Between Submission and Funding Declination

"How much time elapsed from initial submission of your LOI to the final decision not to fund your LOI?"

Selected Cohort: None		
Time Between Submission and Funding Decision	ECMC 2023	Average Funder
3 months or less	70%	55%
4 - 6 months	22%	35%
7 - 12 months	5%	8%
More than 12 months	2%	1%

Selected Subgroup: Focus Area		
Time Between Submission and Funding Decision (By Subgroup)	Career Readiness	College Success
3 months or less	79%	53%
4 - 6 months	21%	29%
7 - 12 months	0%	12%
More than 12 months	0%	6%

Reporting and Evaluation Process

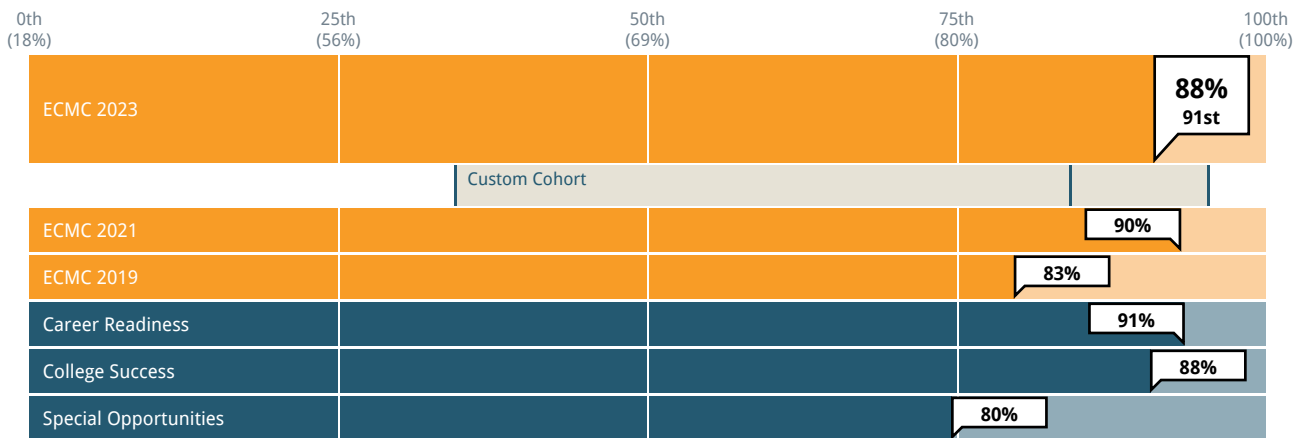
Definition of Reporting and Evaluation

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

Grantee Responses

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

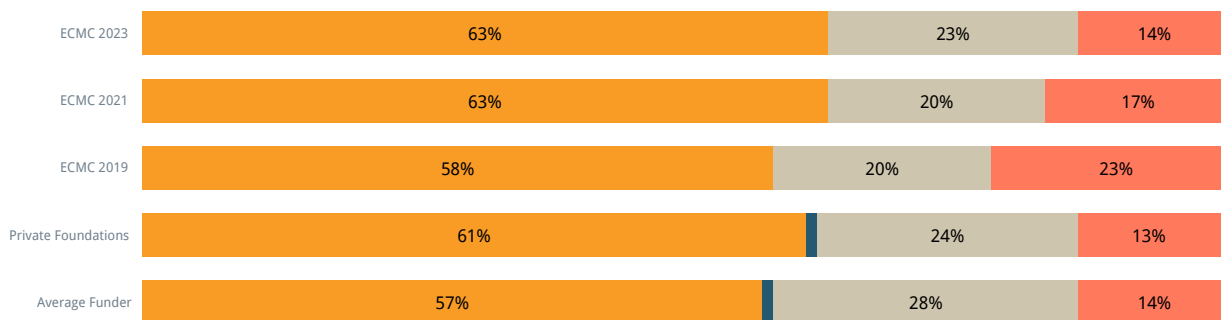
Proportion of grantees responding 'Yes'



Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Participation in Reporting and/or Evaluation Processes

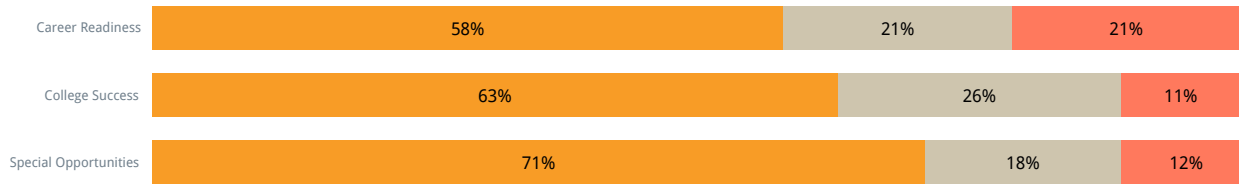
- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process



Cohort: Private Foundations 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: Focus Area

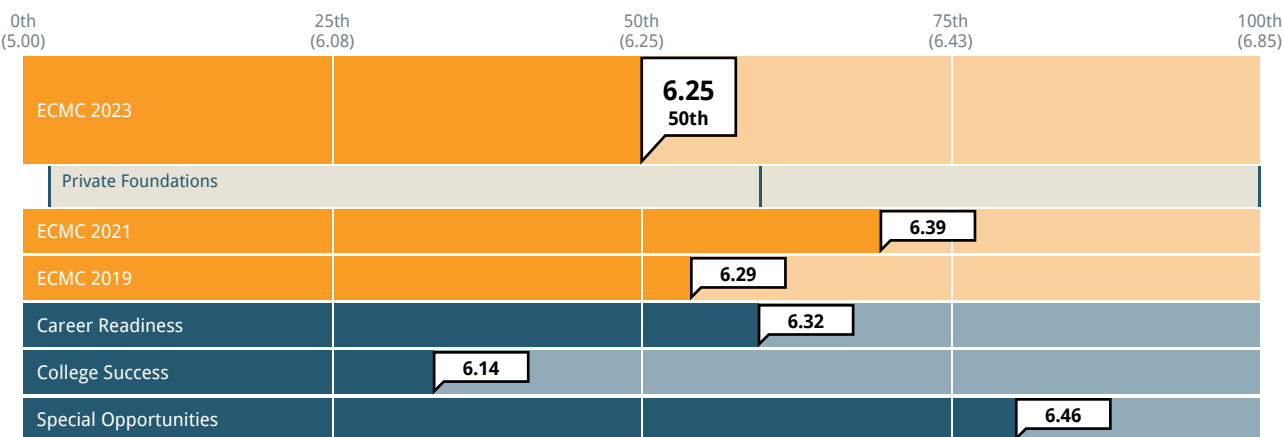
Reporting Process

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.

Grantee Responses

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

1 = Not at all 7 = To a great extent

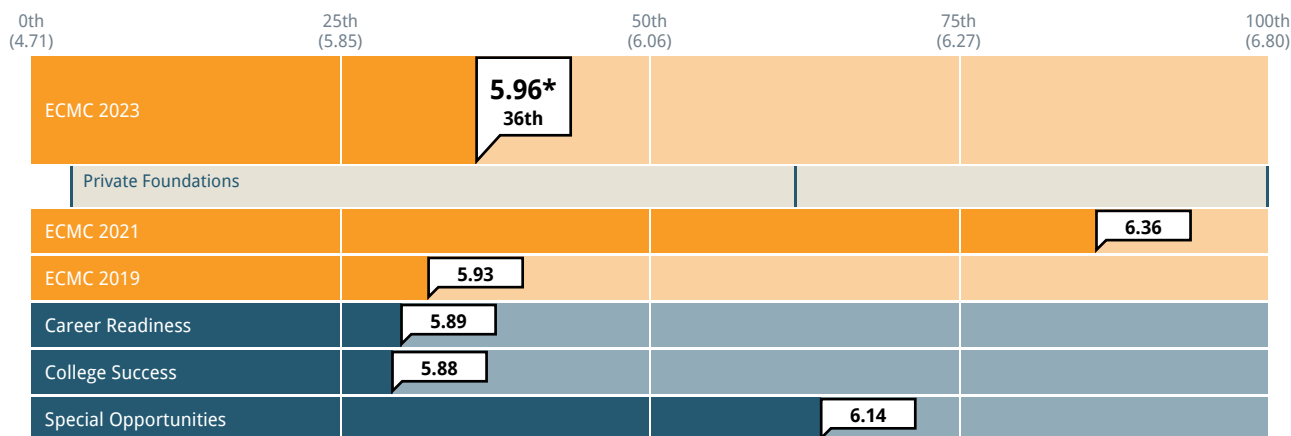


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

1 = Not at all 7 = To a great extent

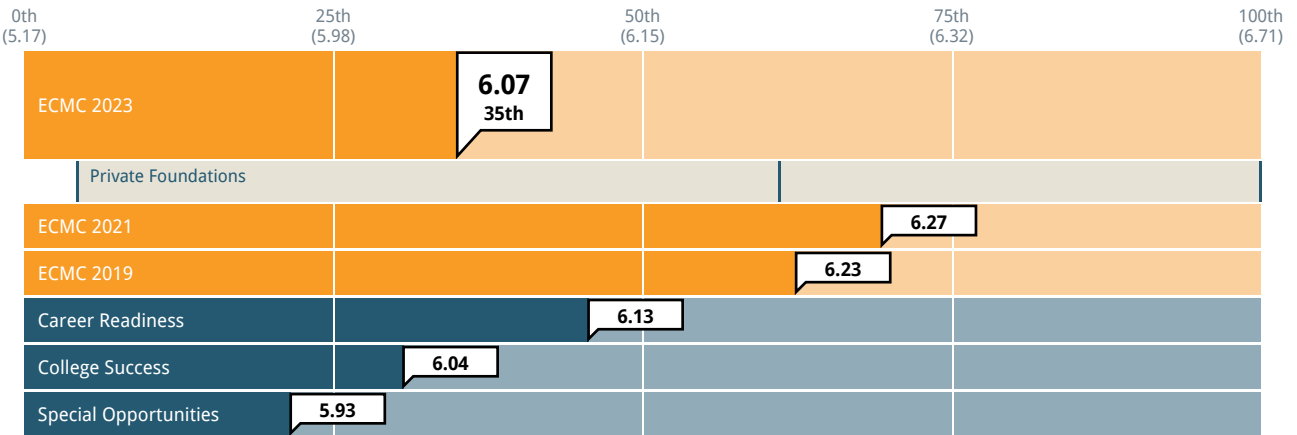


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

1 = Not at all 7 = To a great extent

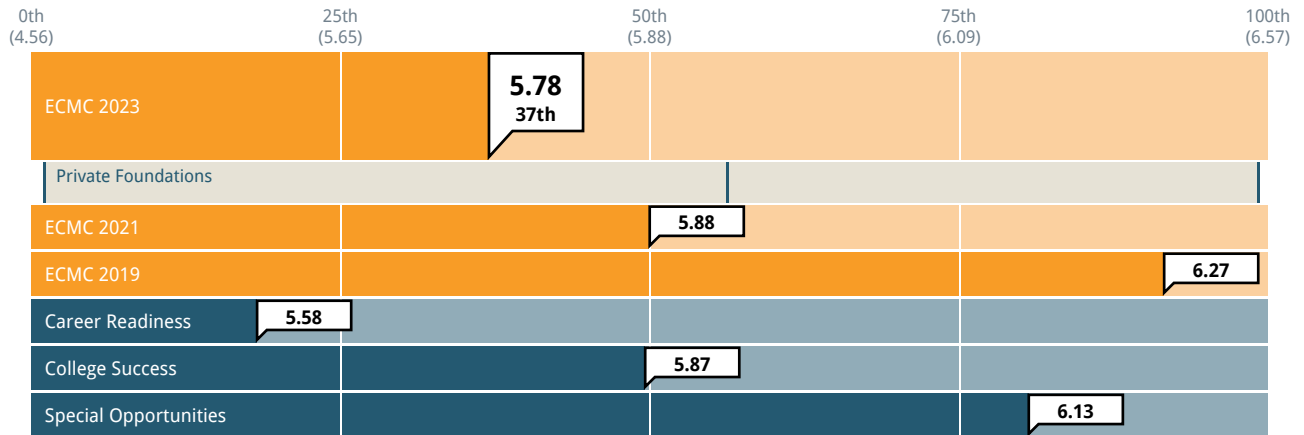


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

1 = Not at all 7 = To a great extent



Cohort: Private Foundations Past results: on Subgroup: Focus Area

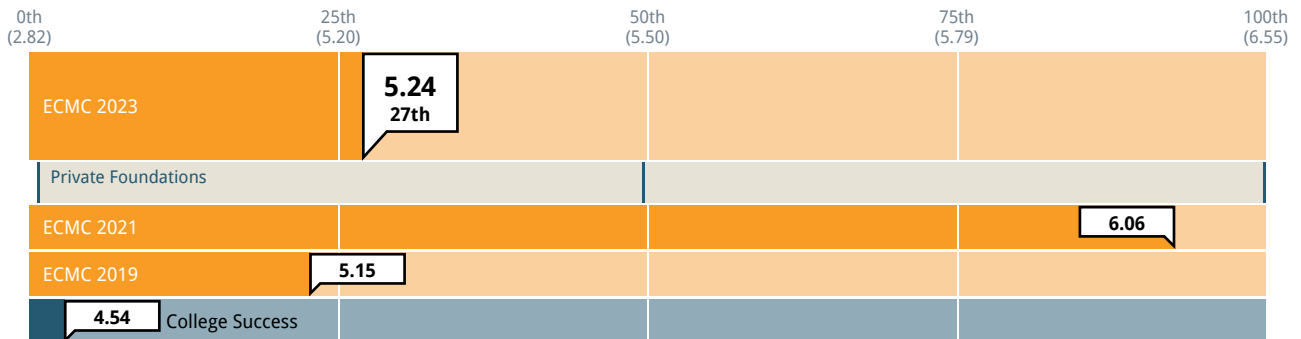
Evaluation Process

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.

Grantee Responses

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

1 = Not at all 7 = To a great extent

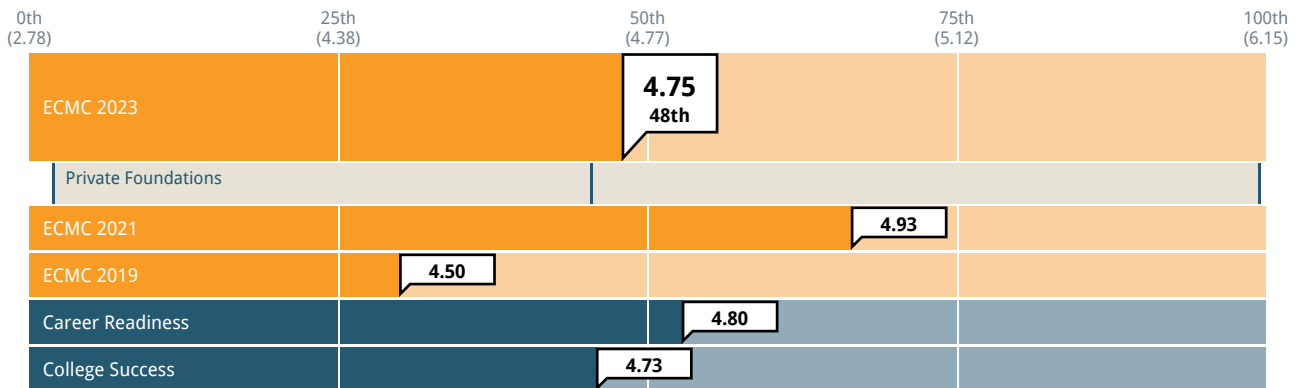


Cohort: Private Foundations Past results: on Subgroup: Focus Area

Grantee Responses

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

1 = Not at all 7 = To a great extent



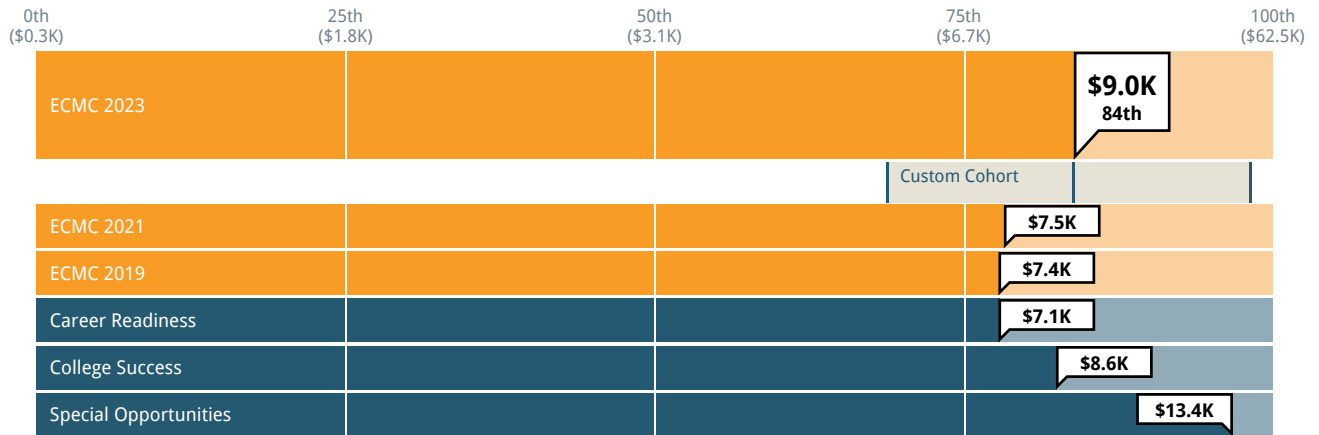
Cohort: Private Foundations Past results: on Subgroup: Focus Area

Dollar Return and Time Spent on Processes

Grantee Responses

Dollar Return: Median grant dollars awarded per process hour required

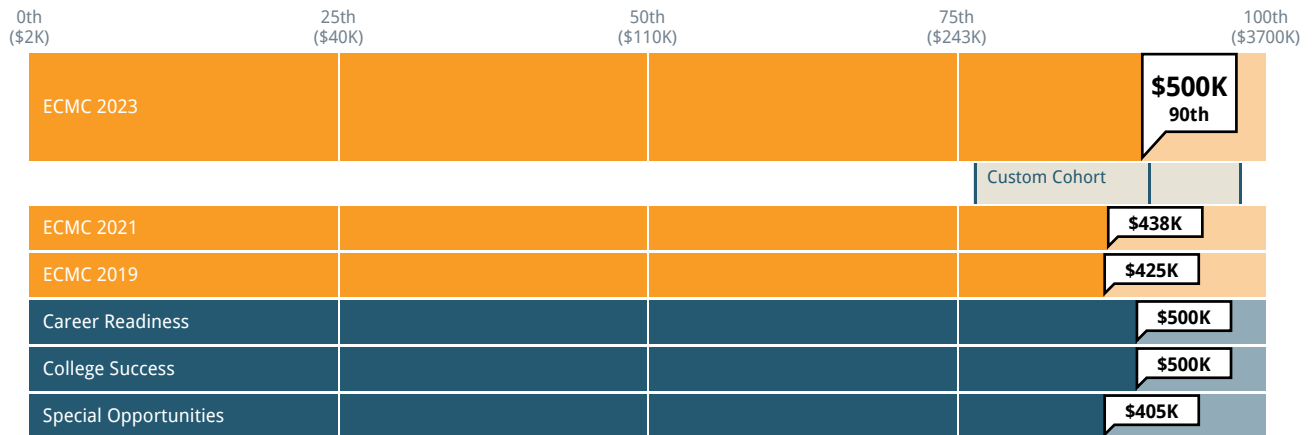
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Grantee Responses

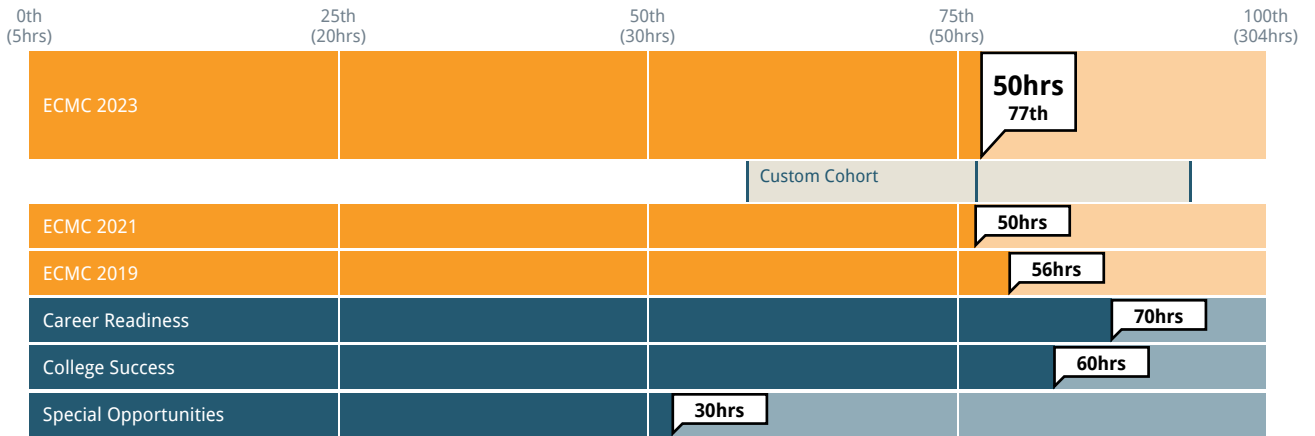
Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Grantee Responses

Median hours spent by grantees on funder requirements over grant lifetime

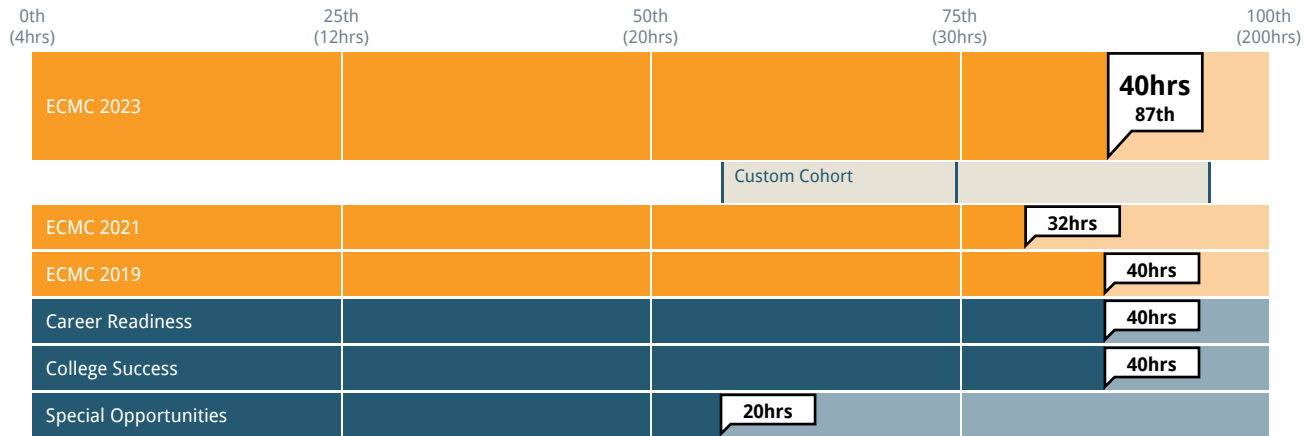


Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Time Spent on Review Process

Grantee Responses

Median Hours Spent on Proposal and Review Process



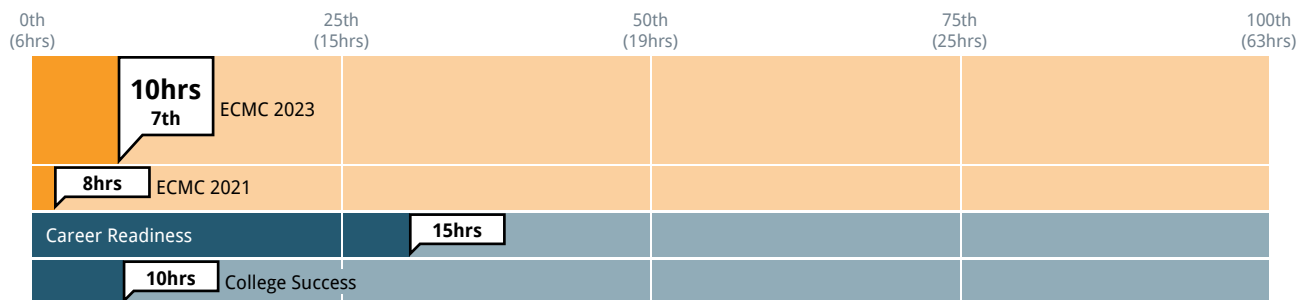
Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Selected Cohort: Custom Cohort					
Time Spent On Proposal and Review Process	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
1 to 9 hours	7%	6%	6%	25%	11%
10 to 19 hours	14%	8%	14%	22%	15%
20 to 29 hours	23%	25%	17%	17%	19%
30 to 39 hours	5%	14%	12%	7%	8%
40 to 49 hours	20%	14%	20%	11%	15%
50 to 99 hours	19%	23%	23%	10%	16%
100 to 199 hours	9%	8%	6%	6%	10%
200+ hours	2%	1%	2%	3%	6%

Selected Subgroup: Focus Area			
Time Spent On Proposal and Review Process (By Subgroup)	Career Readiness	College Success	Special Opportunities
1 to 9 hours	2%	7%	24%
10 to 19 hours	8%	19%	12%
20 to 29 hours	23%	14%	41%
30 to 39 hours	2%	10%	0%
40 to 49 hours	19%	24%	18%
50 to 99 hours	31%	14%	6%
100 to 199 hours	12%	10%	0%
200+ hours	2%	3%	0%

Applicant Responses

Median Hours Spent on Letter of Inquiry and Review Process



Cohort: None Past results: on Subgroup: Focus Area

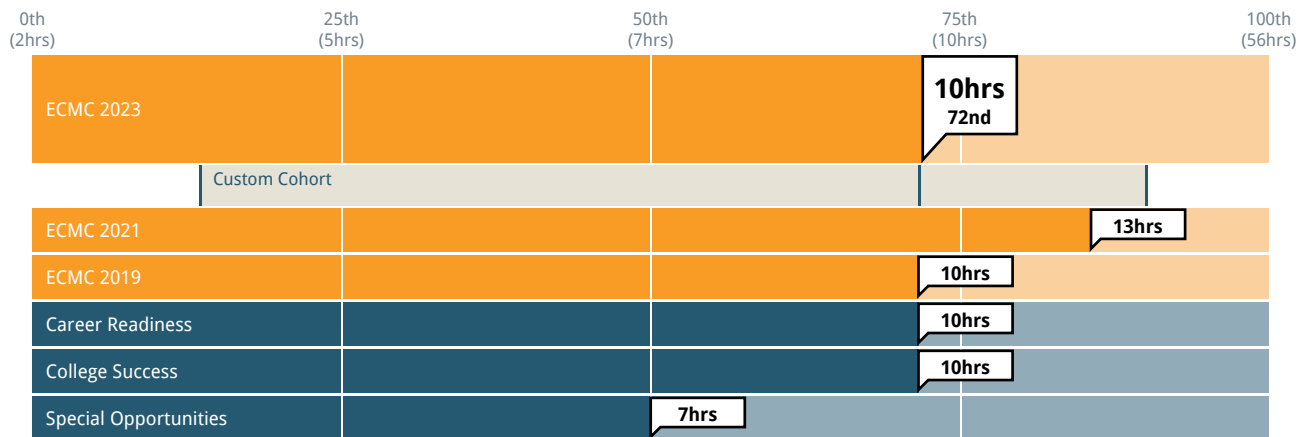
Selected Cohort: None			
Time Spent on Review Process	ECMC 2023	ECMC 2021	Average Funder
Fewer than 10 hours	43%	52%	20%
10 to 19 hours	28%	12%	25%
20 to 29 hours	17%	12%	18%
30 to 39 hours	2%	12%	8%
40 to 49 hours	9%	7%	9%
50 to 99 hours	2%	3%	13%
100 to 199 hours	0%	2%	5%
200 hours or more	0%	0%	2%

Selected Subgroup: Focus Area		
Time Spent on Review Process (By Subgroup)	Career Readiness	College Success
Fewer than 10 hours	29%	44%
10 to 19 hours	33%	28%
20 to 29 hours	17%	22%
30 to 39 hours	0%	6%
40 to 49 hours	17%	0%
50 to 99 hours	4%	0%
100 to 199 hours	0%	0%
200 hours or more	0%	0%

Time Spent on Reporting and Evaluation Process

Grantee Responses

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



Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Selected Cohort: Custom Cohort					
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
1 to 9 hours	48%	39%	46%	56%	47%
10 to 19 hours	28%	19%	20%	19%	22%
20 to 29 hours	10%	22%	18%	10%	13%
30 to 39 hours	5%	6%	4%	3%	5%
40 to 49 hours	4%	6%	0%	3%	3%
50 to 99 hours	4%	6%	2%	5%	6%
100+ hours	3%	2%	10%	4%	4%

Selected Subgroup: Focus Area			
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Career Readiness	College Success	Special Opportunities
1 to 9 hours	41%	42%	64%
10 to 19 hours	26%	35%	21%
20 to 29 hours	8%	12%	14%
30 to 39 hours	5%	6%	0%
40 to 49 hours	10%	0%	0%
50 to 99 hours	8%	2%	0%
100+ hours	3%	4%	0%

Customized Questions

Grantee Responses

In order to achieve the specific results ECMC Foundation expects to achieve through this grant...

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

ECMC 2023 ECMC 2021 ECMC 2019 Private Foundations Median Funder

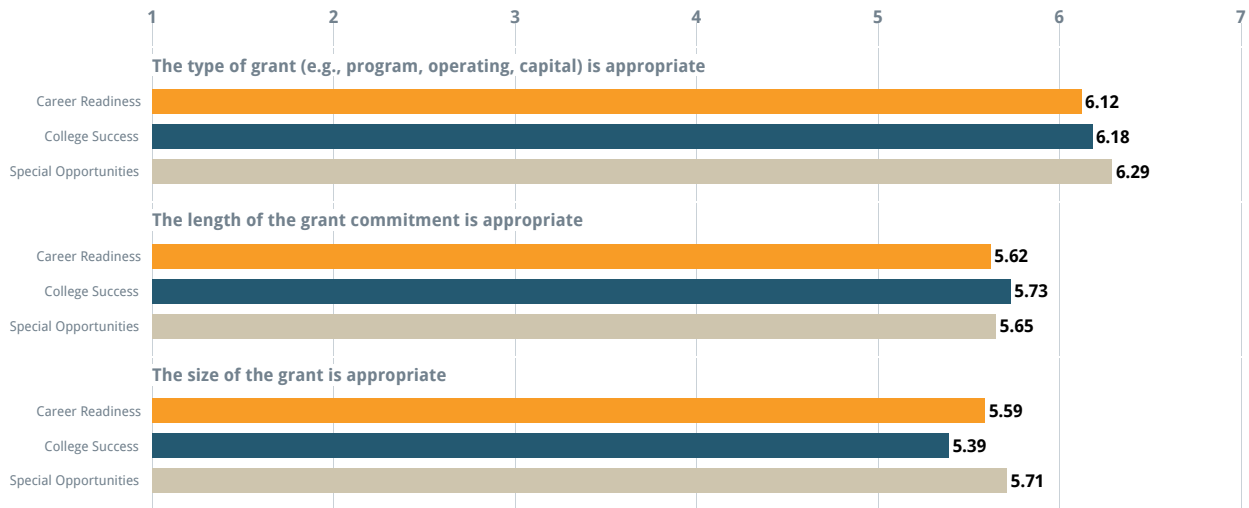


Cohort: Private Foundations Past results: on

In order to achieve the specific results ECMC Foundation expects to achieve through this grant... - By Subgroup

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

Career Readiness College Success Special Opportunities

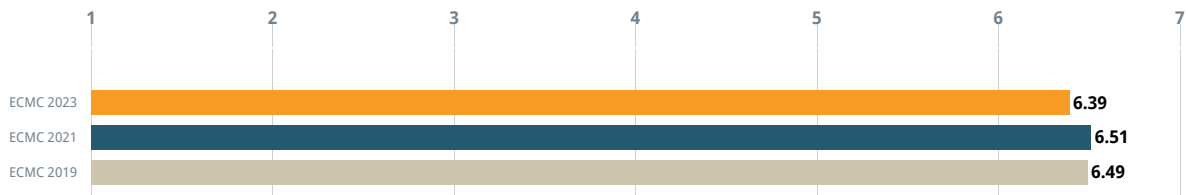


Subgroup: Focus Area

As a result of funding received from ECMC Foundation, my organization contributes significantly to the ability of historically underrepresented populations to be successful in post-secondary education.

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

ECMC 2023 ECMC 2021 ECMC 2019

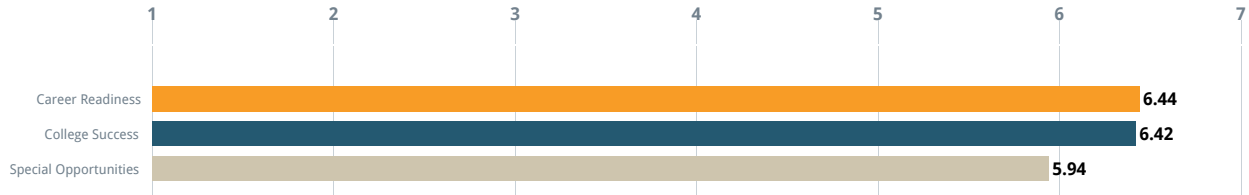


Cohort: None Past results: on

As a result of funding received from ECMC Foundation, my organization contributes significantly to the ability of historically underrepresented populations to be successful in post-secondary education. - By Subgroup

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

Career Readiness College Success Special Opportunities

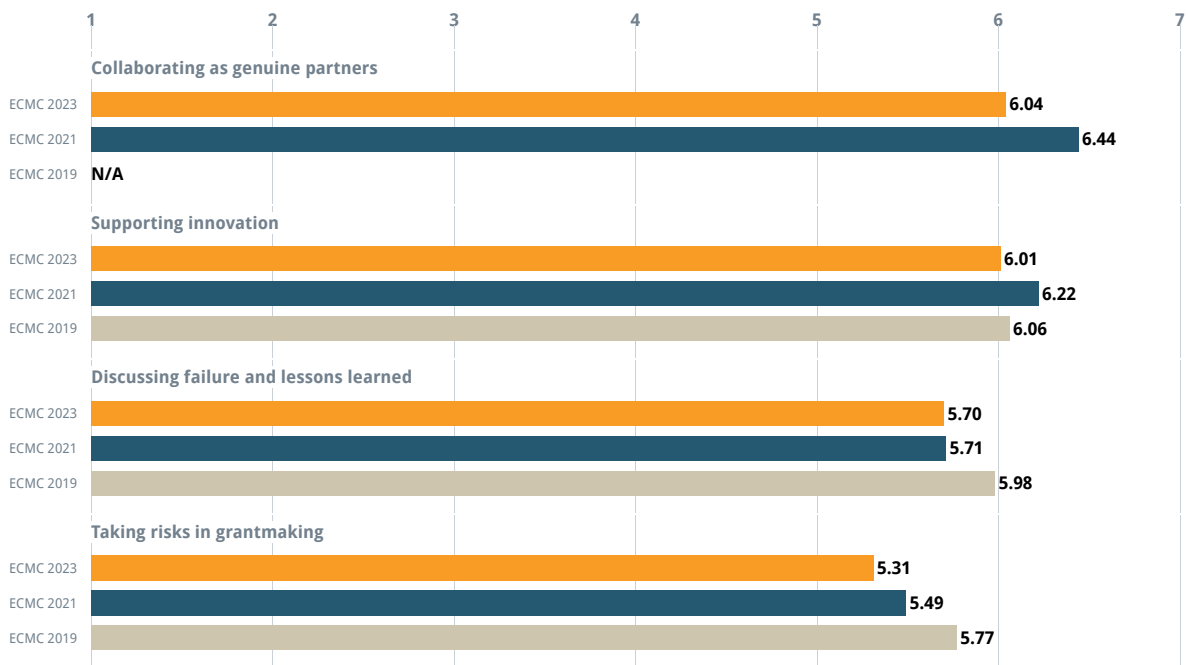


Subgroup: Focus Area

Please indicate how strongly you associate ECMC Foundation with each of the following characteristics:

1 = Do not associate 7 = Strongly associate

ECMC 2023 ECMC 2021 ECMC 2019

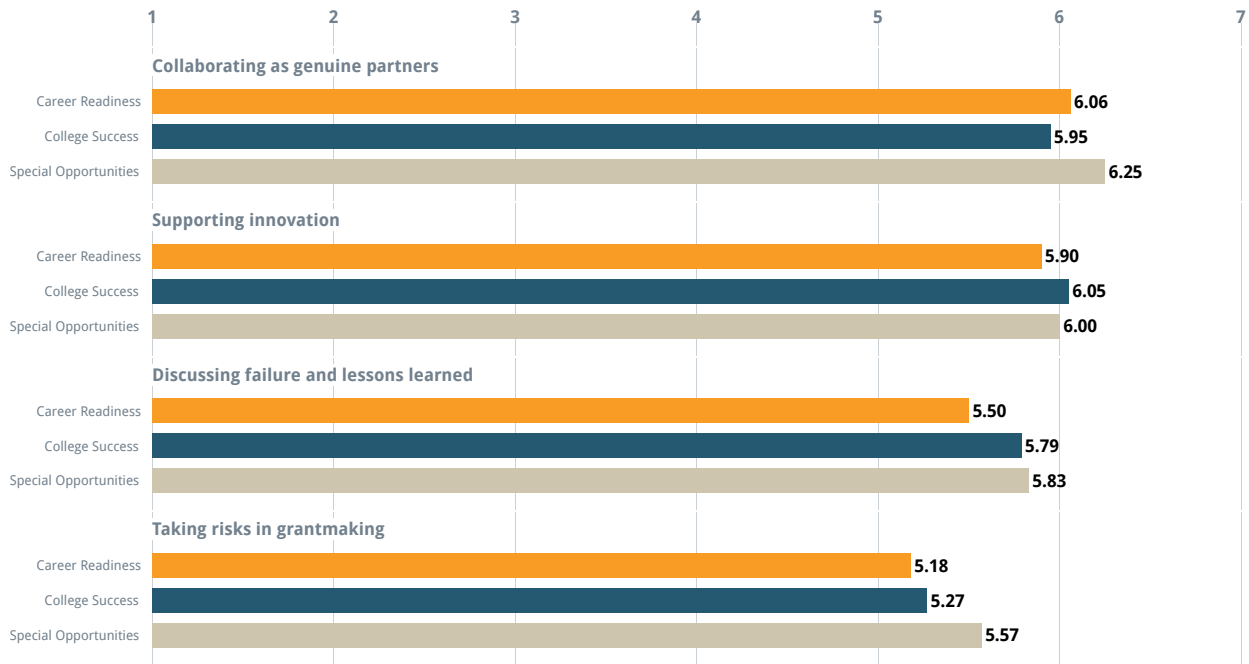


Cohort: None Past results: on

Please indicate how strongly you associate ECMC Foundation with each of the following characteristics: - By Subgroup

1 = Do not associate 7 = Strongly associate

■ Career Readiness
 ■ College Success
 ■ Special Opportunities



Subgroup: Focus Area

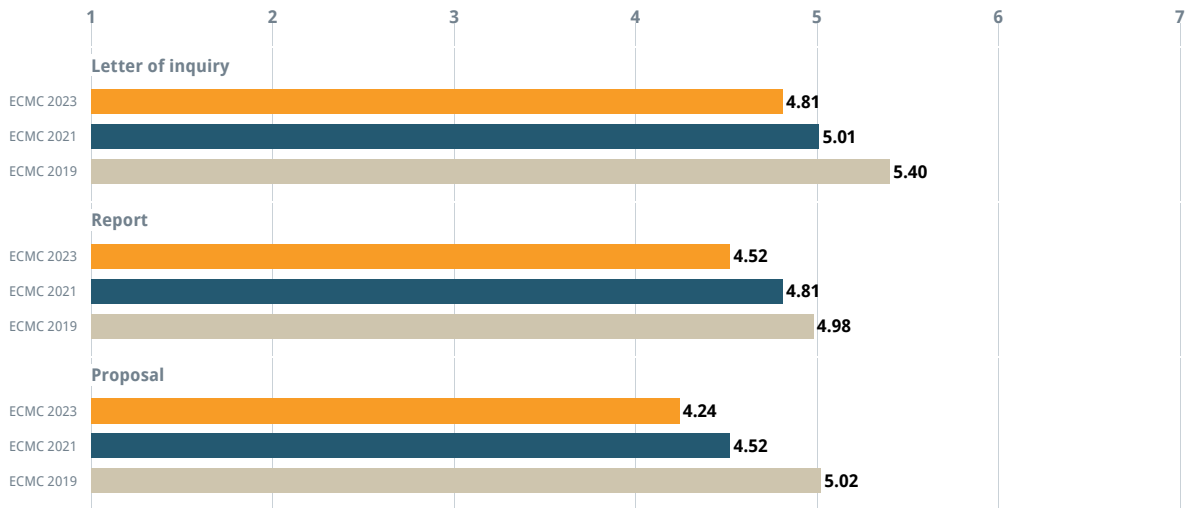
Grant Processes

Grantee Responses

How do each of the following aspects of the Foundation's processes compare to those of other funders?

1 = More cumbersome 7 = Easier

ECMC 2023 ECMC 2021 ECMC 2019

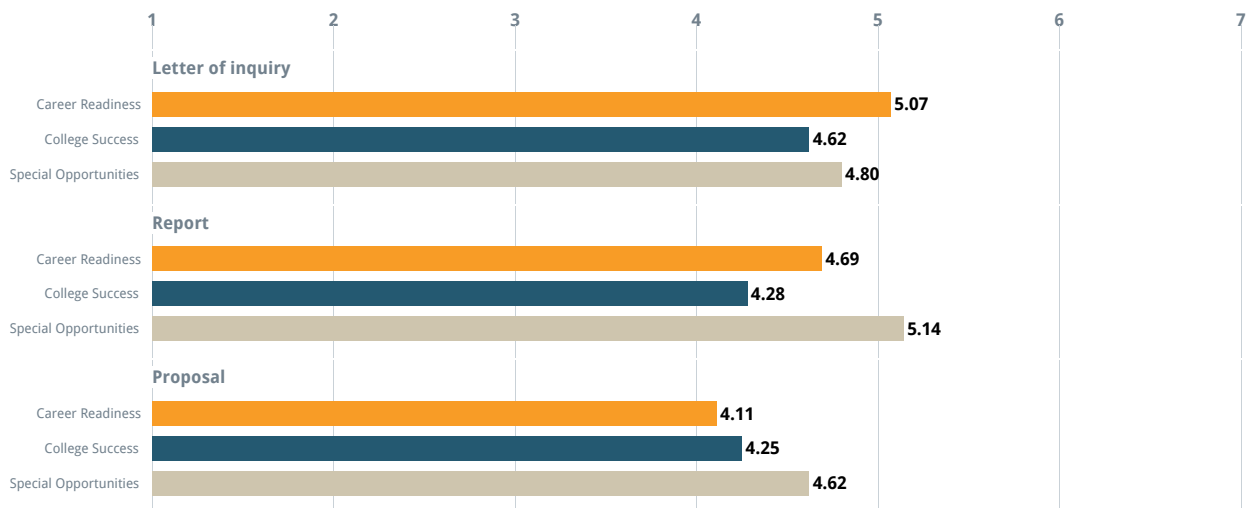


Cohort: None Past results: on

How do each of the following aspects of the Foundation's processes compare to those of other funders? - By Subgroup

1 = More cumbersome 7 = Easier

Career Readiness College Success Special Opportunities

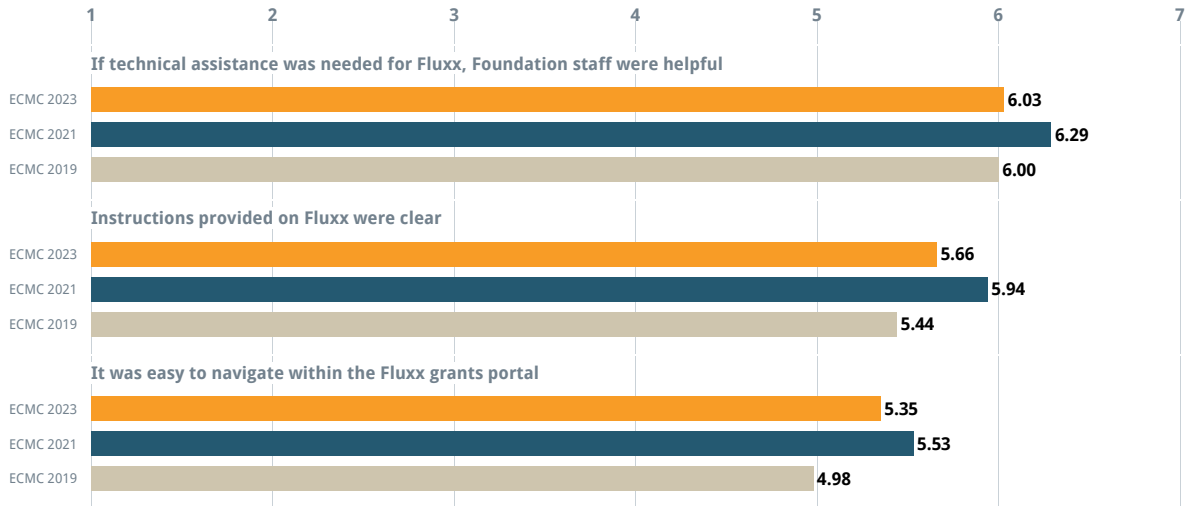


Subgroup: Focus Area

Please rate how strongly you agree or disagree with the following statements concerning the Fluxx grants portal.

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

ECMC 2023 ECMC 2021 ECMC 2019

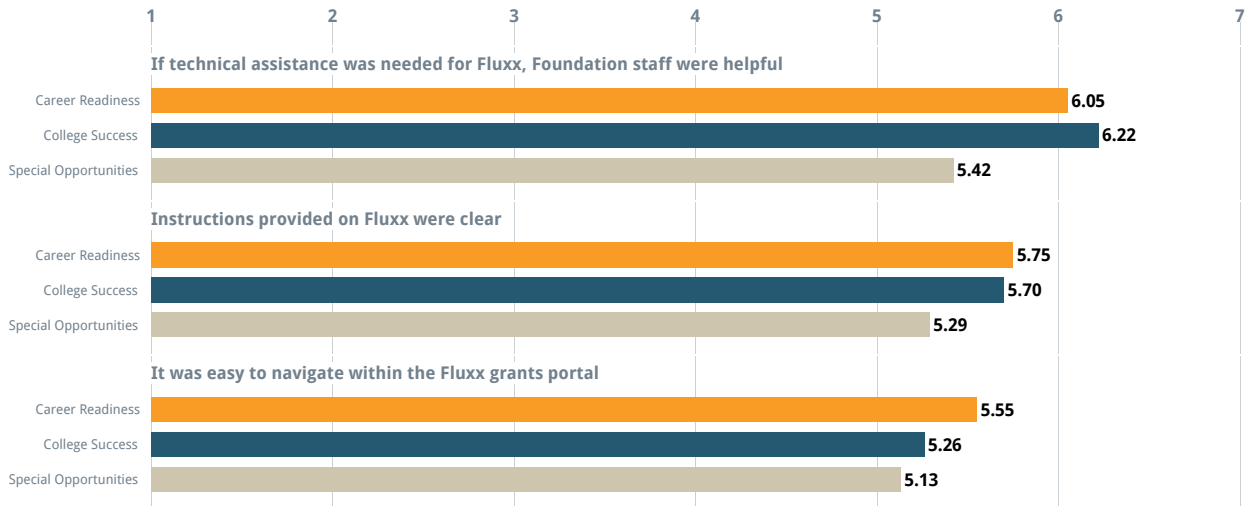


Cohort: None Past results: on

Please rate how strongly you agree or disagree with the following statements concerning the Fluxx grants portal. - By Subgroup

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

Career Readiness College Success Special Opportunities



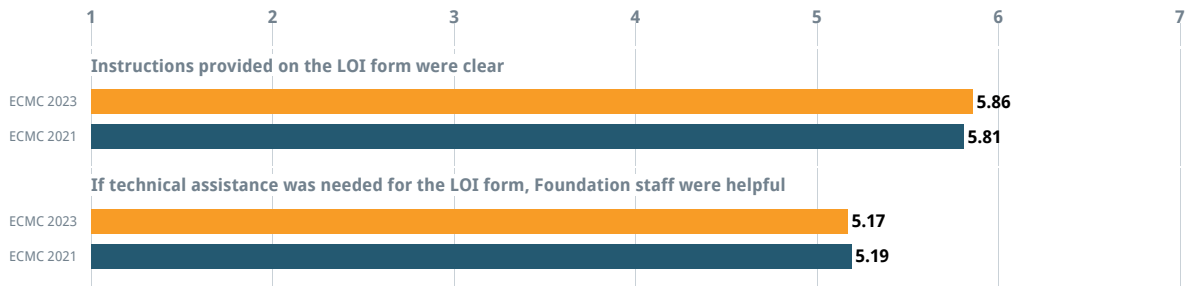
Subgroup: Focus Area

Applicant Responses

Please rate how strongly you agree or disagree with the following statements concerning the LOI form.

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

ECMC 2023 ECMC 2021

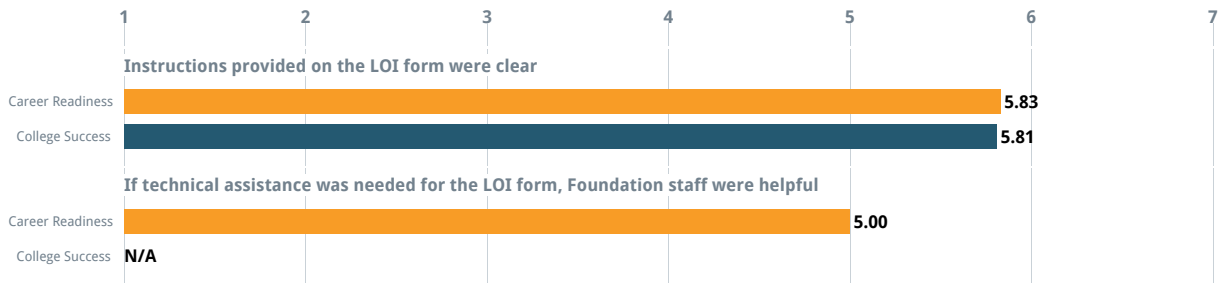


Cohort: None Past results: on

Please rate how strongly you agree or disagree with the following statements concerning the LOI form. - By Subgroup

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

Career Readiness College Success



Subgroup: Focus Area

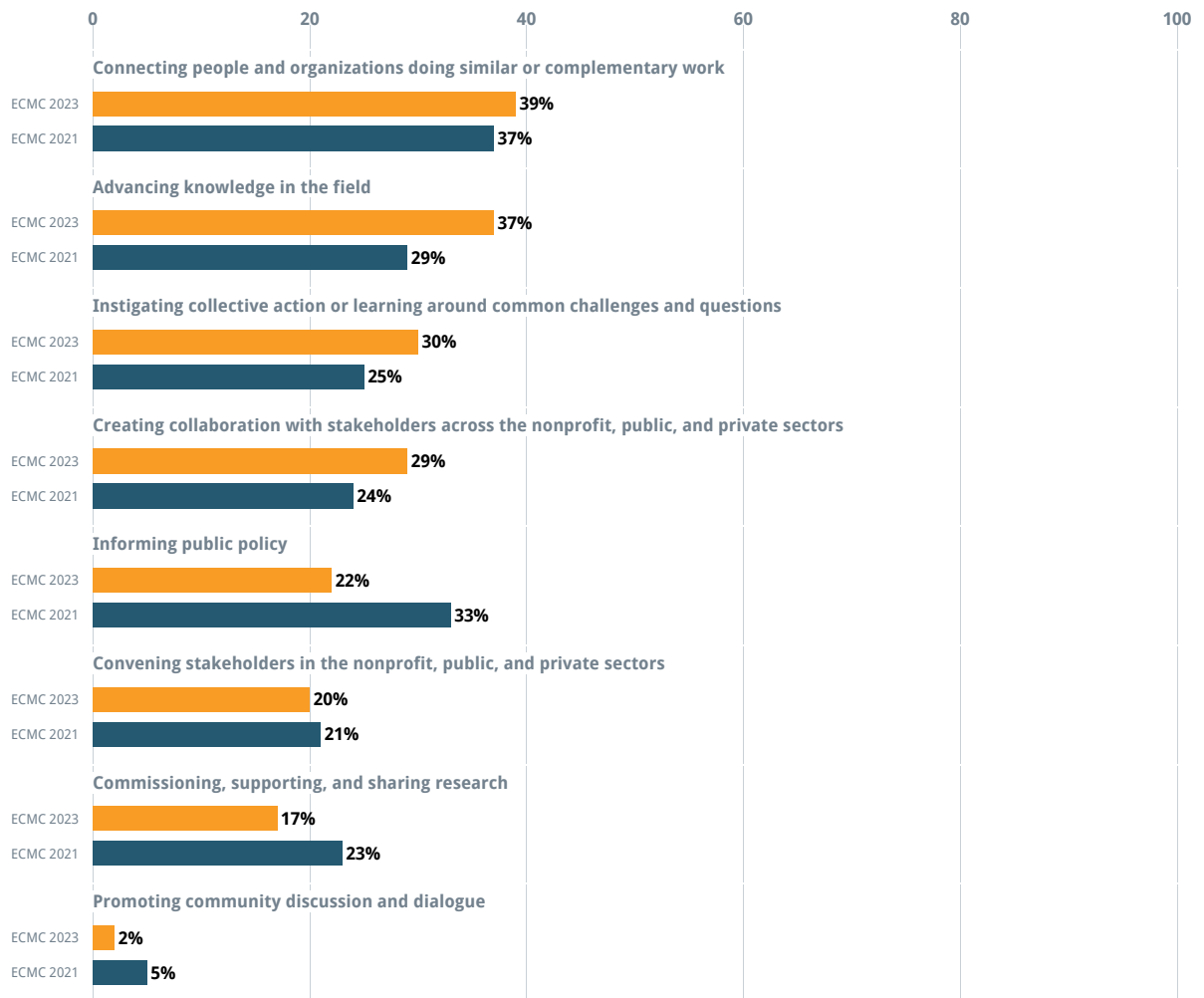
Additional Supports Beyond Grantmaking

Grantee Responses

In the survey, respondents were asked to select **up to two** options in the following question.

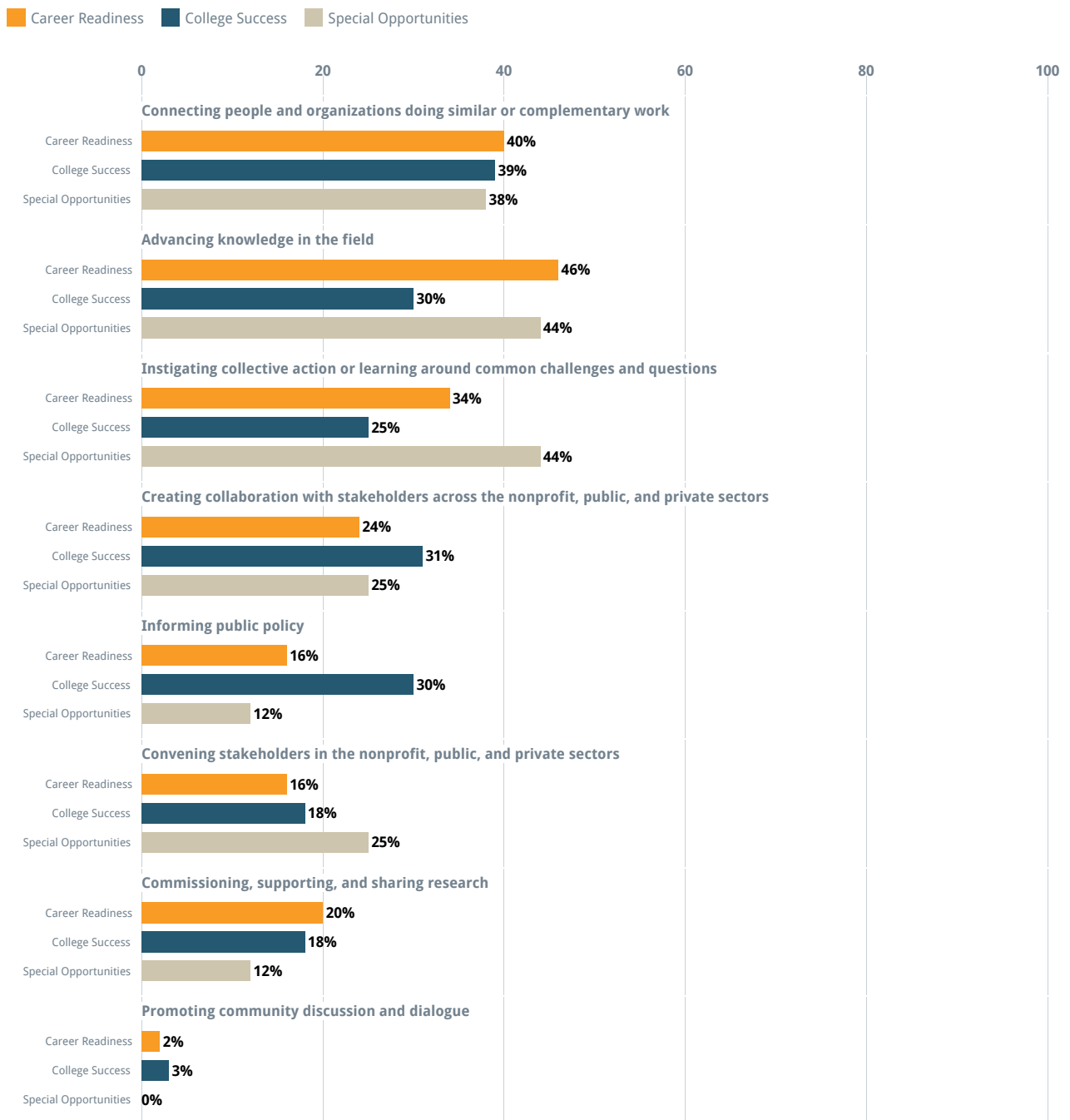
Thinking about the roles the Foundation plays beyond grantmaking, which role(s) is most important for the Foundation to play in the future?

ECMC 2023 ECMC 2021



Cohort: None Past results: on

Thinking about the roles the Foundation plays beyond grantmaking, which role(s) is most important for the Foundation to play in the future? - By Subgroup

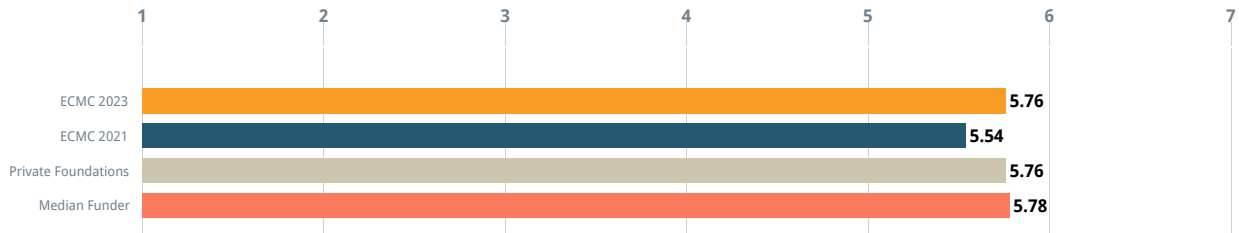


Subgroup: Focus Area

To what extent did the Foundation's reputation lend credibility to your efforts to obtain additional funding from other sources?

1 = No impact 7 = Significant positive impact

ECMC 2023 ECMC 2021 Private Foundations Median Funder

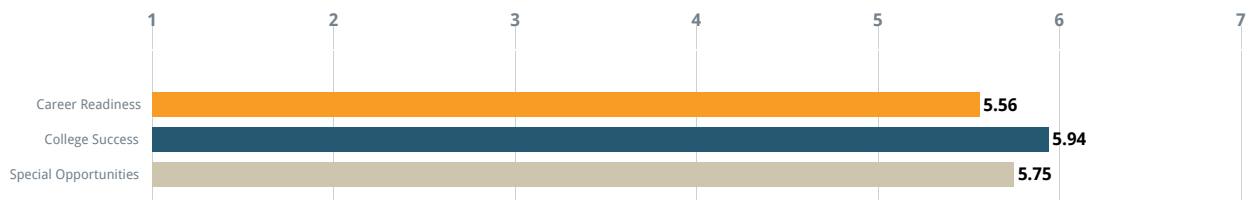


Cohort: Private Foundations Past results: on

To what extent did the Foundation's reputation lend credibility to your efforts to obtain additional funding from other sources? - By Subgroup

1 = No impact 7 = Significant positive impact

Career Readiness College Success Special Opportunities



Subgroup: Focus Area

Thought Partnership in Grantees' Work

In an open-ended question, grantees were asked if they consider ECMC Foundation a thought partner in their work. Grantees' comments were categorized by the nature of their content, specifically whether the content explicitly states or indirectly conveys "Yes," "Somewhat," or "No."

Do you consider ECMC Foundation a thought partner in your work?

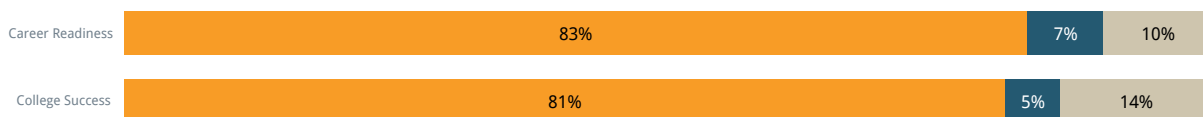
Yes Somewhat No



Cohort: None Past results: on

Do you consider ECMC Foundation a thought partner in your work? - By Subgroup

Yes Somewhat No



Subgroup: Focus Area

Grantees who answered "Yes" to the open-ended question described how ECMC demonstrates thought partnership in the following categories:

- Sharing Foundation knowledge and expertise with grantees (28%, N=19)
 - "ECMC's program officers and leadership have expertise in this work and are extremally helpful in sharing and collaborating."
 - "ECMC has a strong understanding within its staff of postsecondary challenges faced by students, and understands public policy that pertains to this area of education. They are good thought partners in informing us about what they are seeing happening."
 - "The Foundation has enormous reach and knowledge about innovative efforts in post-secondary and CTE education and particularly expertise in serving vulnerable populations."
- Collaborating on strategic planning and problem solving of grantees' work (20%, N=14)
 - "[My program officer] has asked good questions and been more strategic about what we need to be drawing from the project at a higher level rather than the tactical pieces."
 - "They support my work and roll up their sleeves beside me as I have grappled with my own growth and story as a founder / fund manager. They have given me strategic advice on fund raises, team building, market positioning, impact, and so on."
 - "They understood the challenges that we faced and helped us shape our strategy for a particular area of our business."
- Having engaged, open dialogues about grantees' work (19%, N=13)
 - "Their openness, desire to understand the proposed work and our role in it and how they can support it. It was not just a one time conversation."
 - "The dialogues about our work were meaningful and detailed and open to innovation and collaboration."
- Connecting and convening grantees doing similar work (14%, N=10)
 - "The convenings, the Fellowship lead meetings, and the requested consultation meetings are extremely helpful in determining which areas of the field to prioritize."
 - "Our program manager was extremely knowledgeable and was able to connect us with others who might provide support. She clearly understands the need for associations to become self-sustaining."
- Providing constructive, candid feedback to grantees' work (10%, N=7)
 - "The Foundation staff are knowledgeable in our area of work, and provide very constructive input, feedback and ideas."
 - "I have been able to discuss challenges with Foundation staff and gotten feedback based on their experience and familiarity with the field."
- General agreement (9%, N=6)

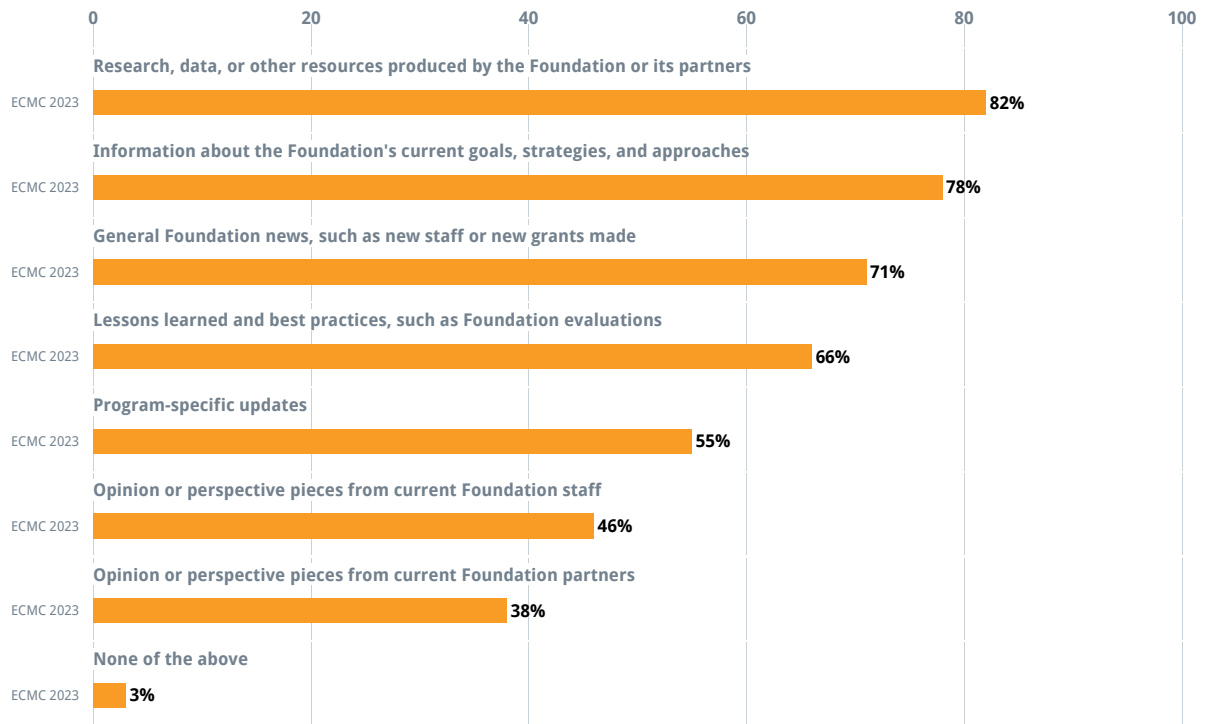
Desired Communication Topics

In the survey, respondents were asked to answer the following questions in check-all-that-apply formats.

Grantee Responses

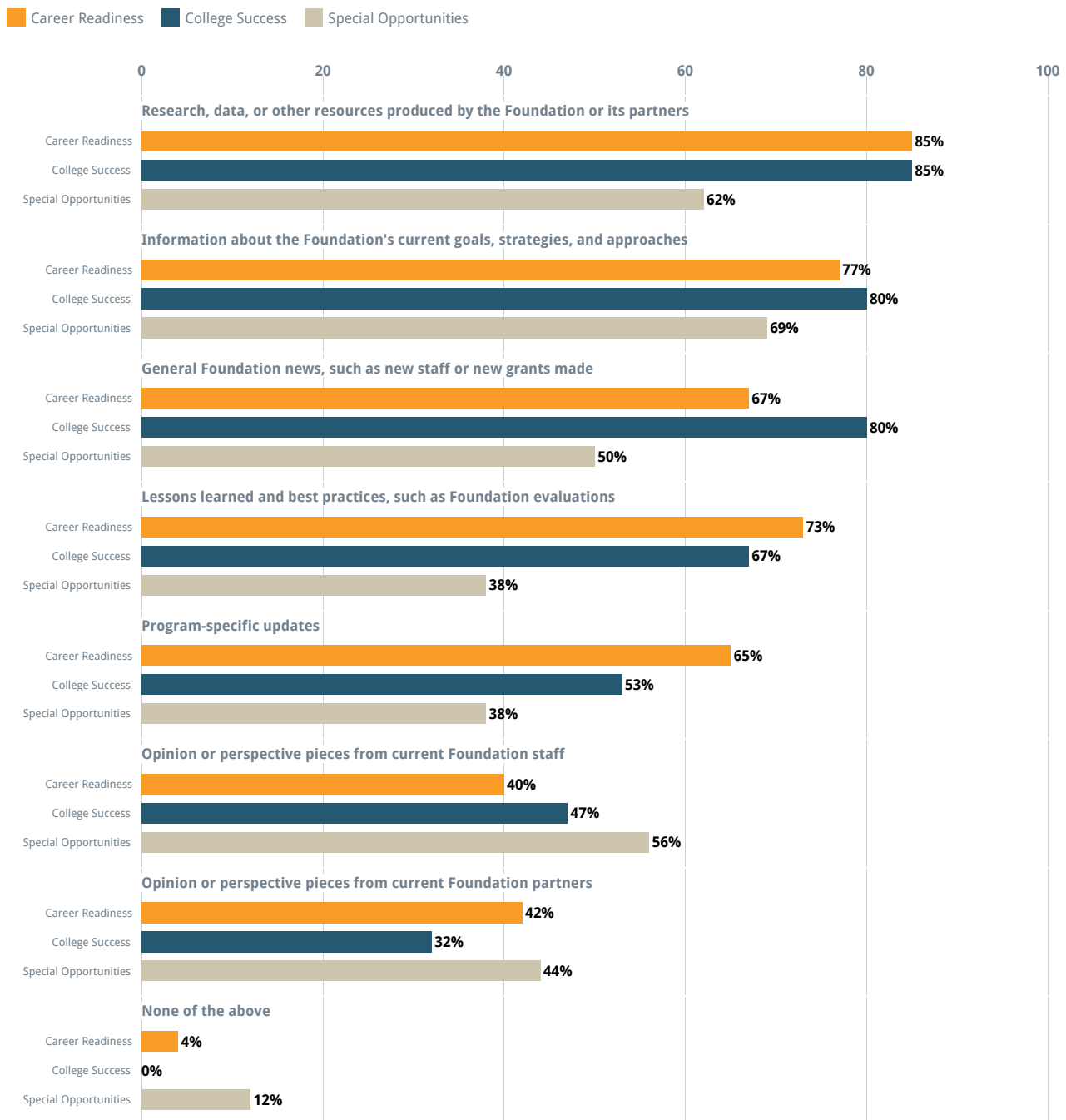
In addition to the direct communication that you have with your program officer at the Foundation, please indicate any of the topics of communication that you would like to receive from the Foundation

ECMC 2023



Cohort: None Past results: on

In addition to the direct communication that you have with your program officer at the Foundation, please indicate any of the topics of communication that you would like to receive from the Foundation - By Subgroup

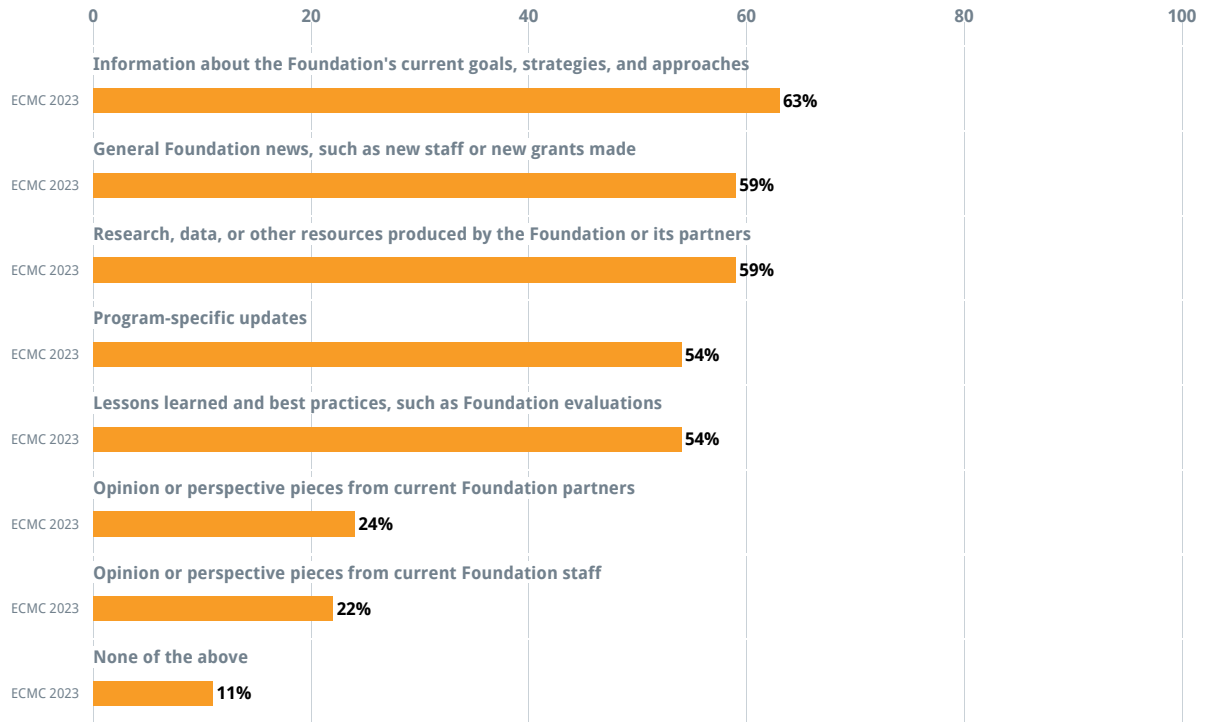


Subgroup: Focus Area

Applicant Responses

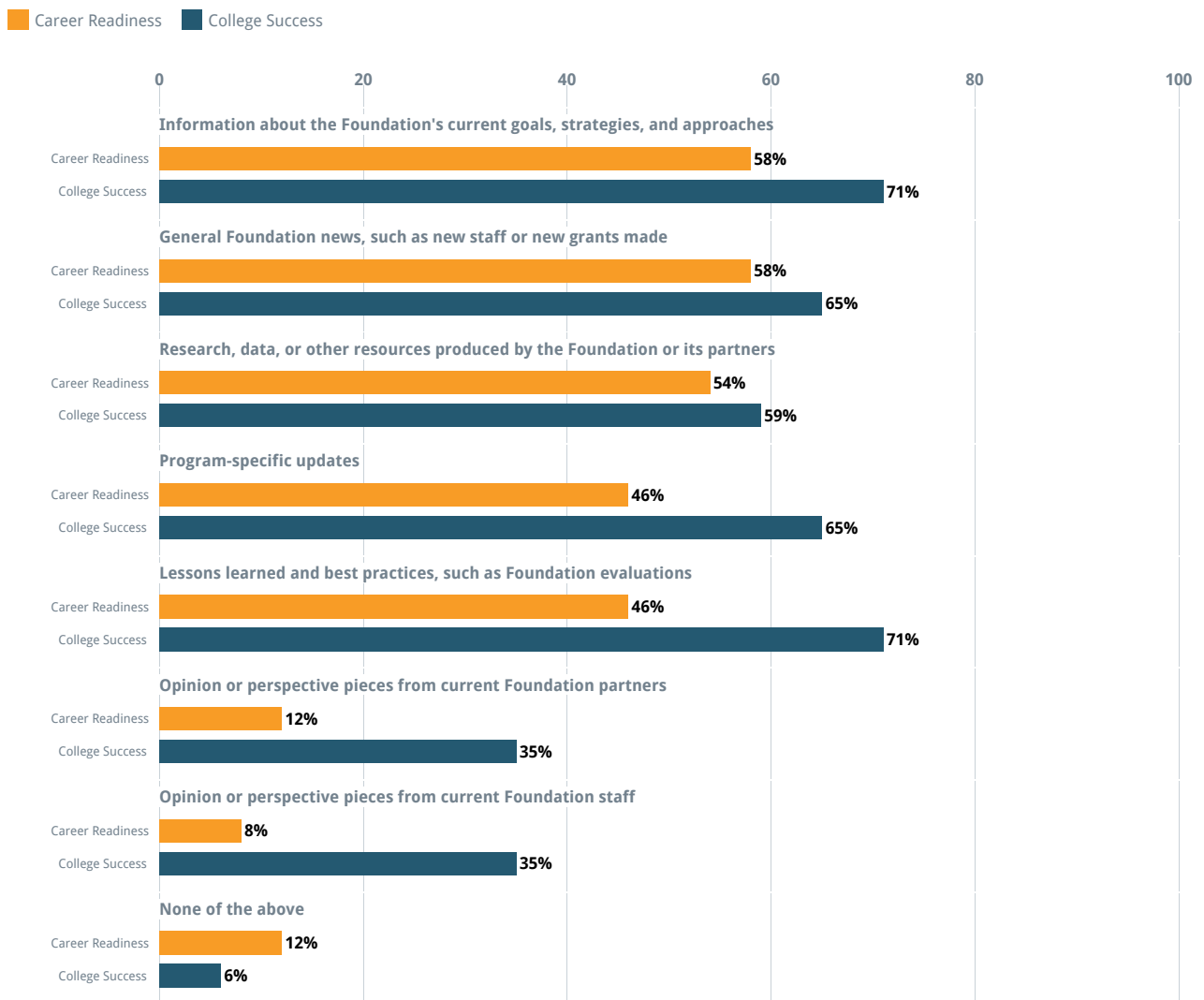
In addition to the direct communication that you have with your contact at the Foundation, please indicate any of the topics of communication that you would like to receive from the Foundation

ECMC 2023



Cohort: None Past results: on

In addition to the direct communication that you have with your contact at the Foundation, please indicate any of the topics of communication that you would like to receive from the Foundation - By Subgroup



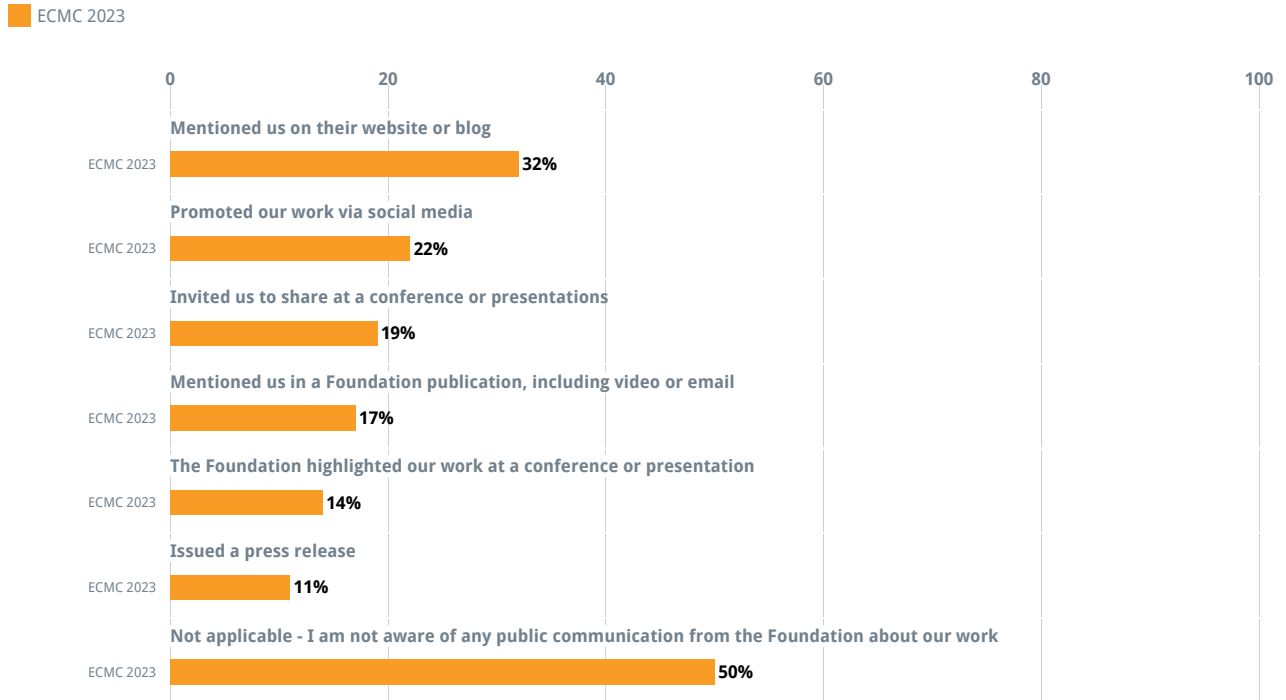
Subgroup: Focus Area

External Communication

Grantee Responses

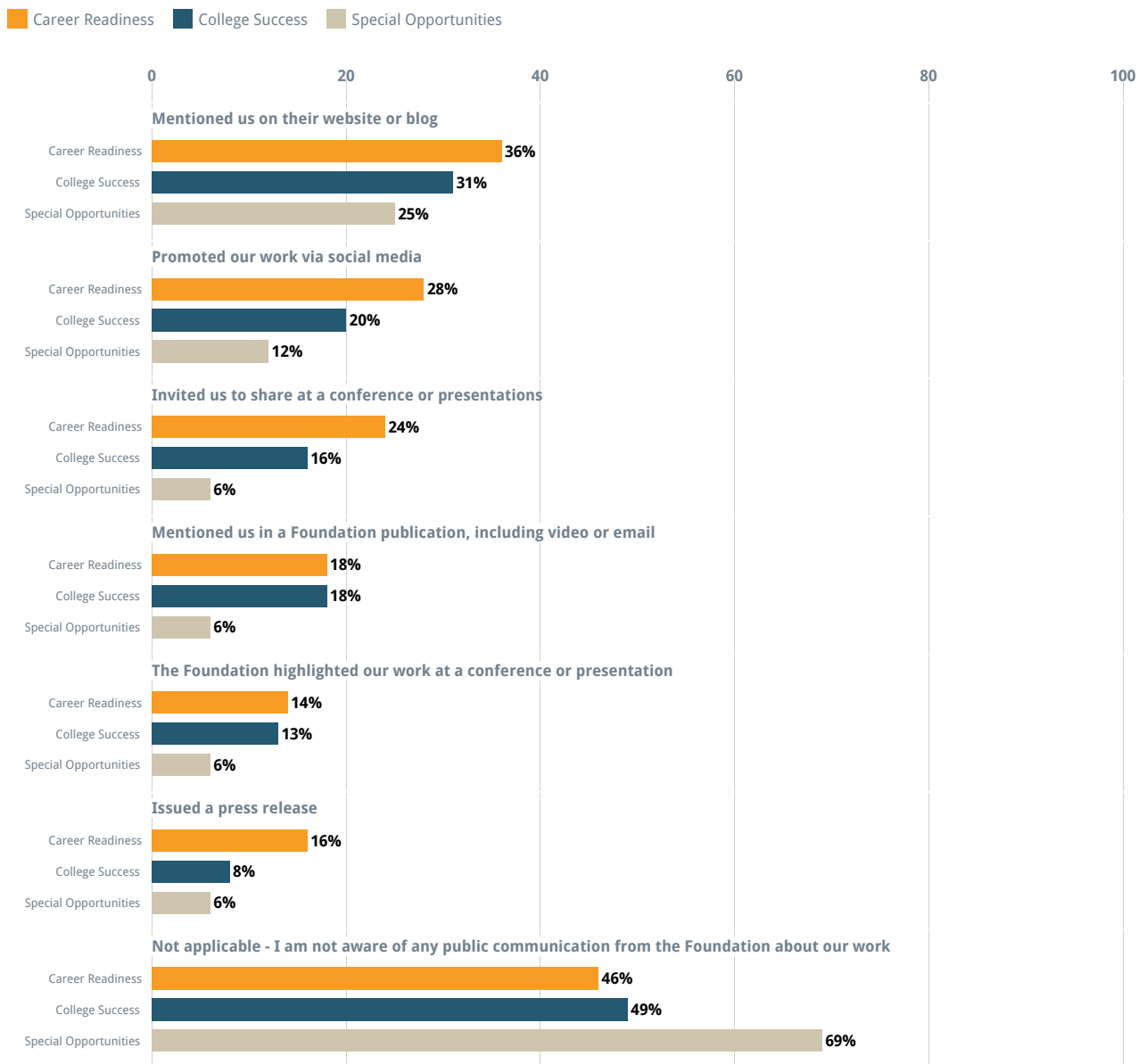
In the survey, respondents were asked to answer the following questions in check-all-that-apply formats.

Has the Foundation communicated externally about your organization or your grant in any of the following ways?



Cohort: None Past results: on

Has the Foundation communicated externally about your organization or your grant in any of the following ways? - By Subgroup

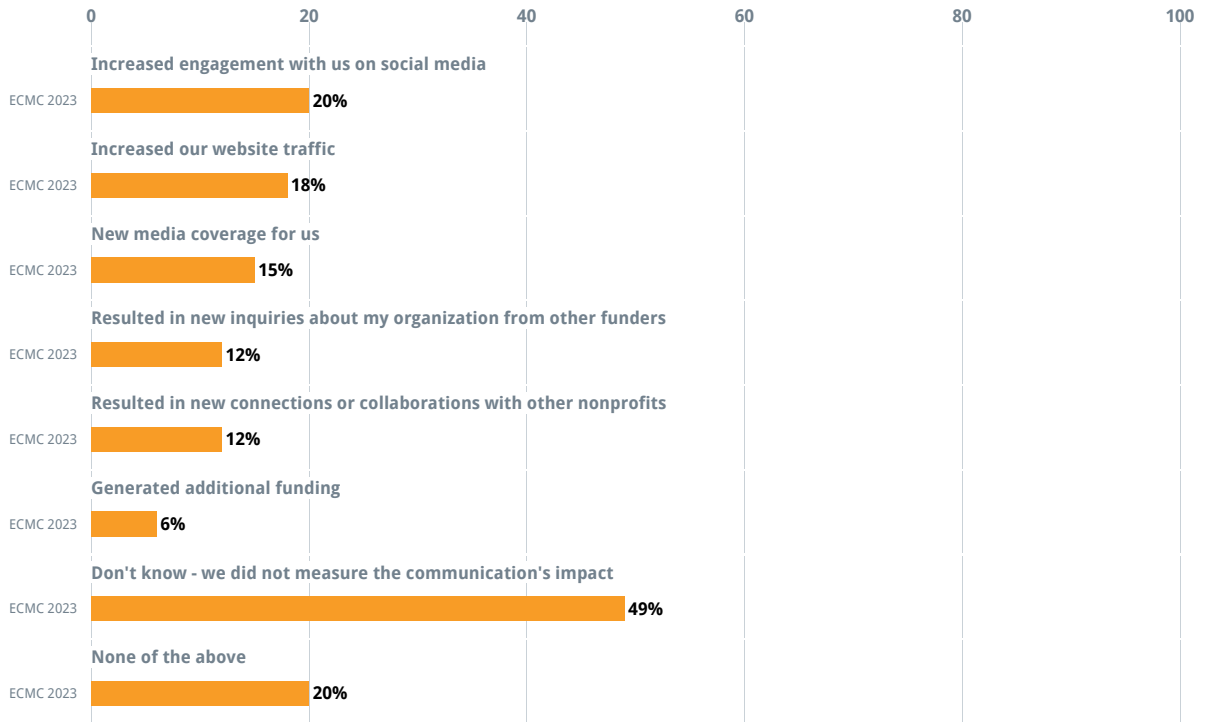


Subgroup: Focus Area

The following question was only shown to respondents who selected at least one way the Foundation has communicated externally about their organization or their grant in the previous question.

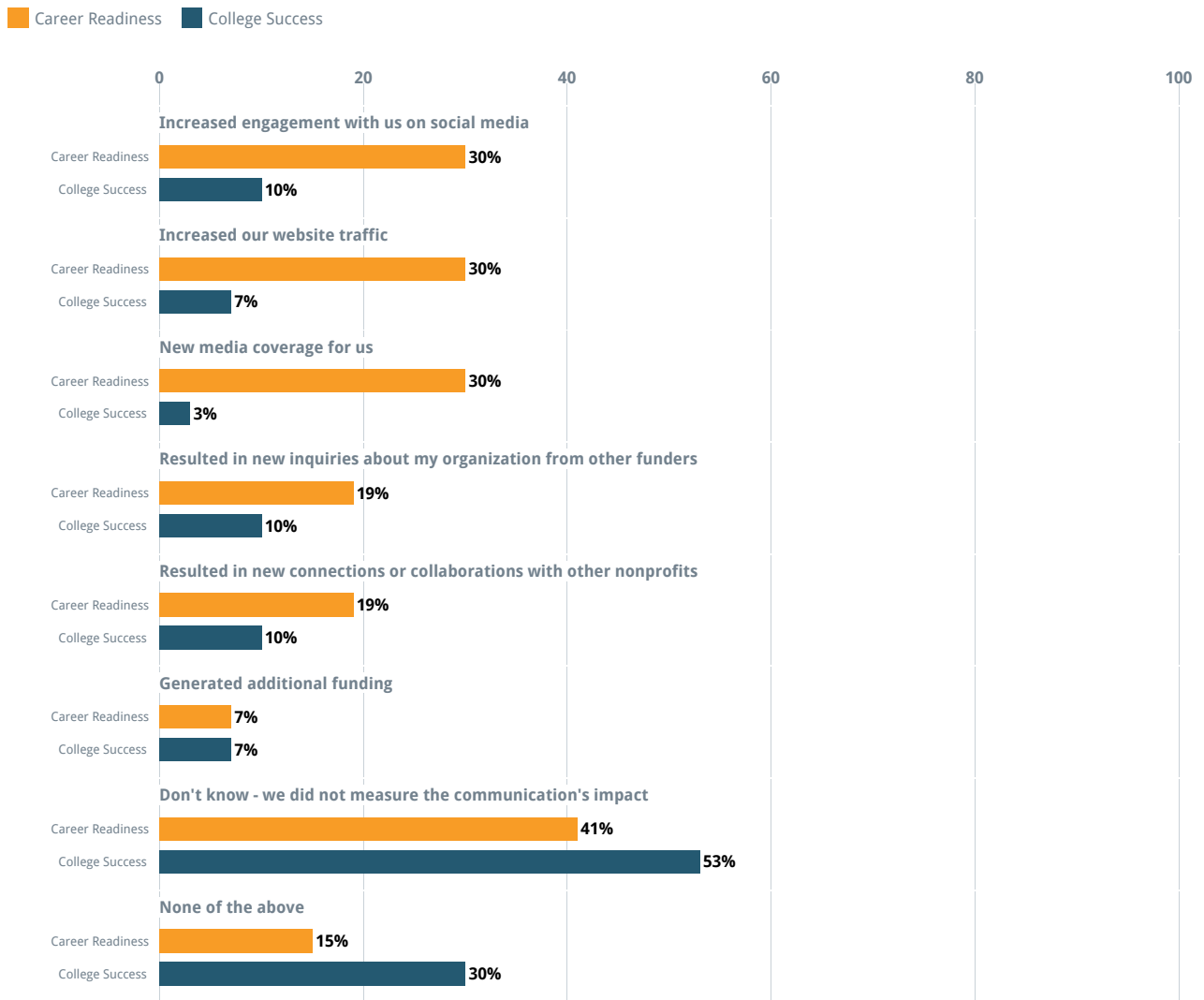
If the Foundation communicated externally about your organization or your grant, what impact did that communication have?

ECMC 2023



Cohort: None Past results: on

If the Foundation communicated externally about your organization or your grant, what impact did that communication have? - By Subgroup



Subgroup: Focus Area

Grantee and Applicant Written Comments

In the Foundation's Grantee and Applicant Perception Report survey, CEP asks five written questions of grantees (applicants are asked the first and third questions):

1. "Please comment on the quality of the Foundation's processes, interactions, and communications."
2. "Thinking beyond the grant you received, please comment on how the Foundation influences your field, community, or organization."
3. "What specific improvements would you suggest that would make the Foundation a better funder?"
4. "Do you consider ECMC Foundation a thought partner in your work? If so, how?"
5. "What questions, if any, do you have about ECMC Foundation's strategic framework and how would you most like to receive information about the Foundation's strategy in the future?"

To download the full set of grantee and applicant 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 four of these questions in the GPR. CEP also conducts comprehensive qualitative analysis on applicants' suggestions for the Foundation.

The following pages outline the results of CEP's analyses for questions 1 and 3.

Please refer to pages under the following pages for results of CEP's analyses on questions 4 and 5:

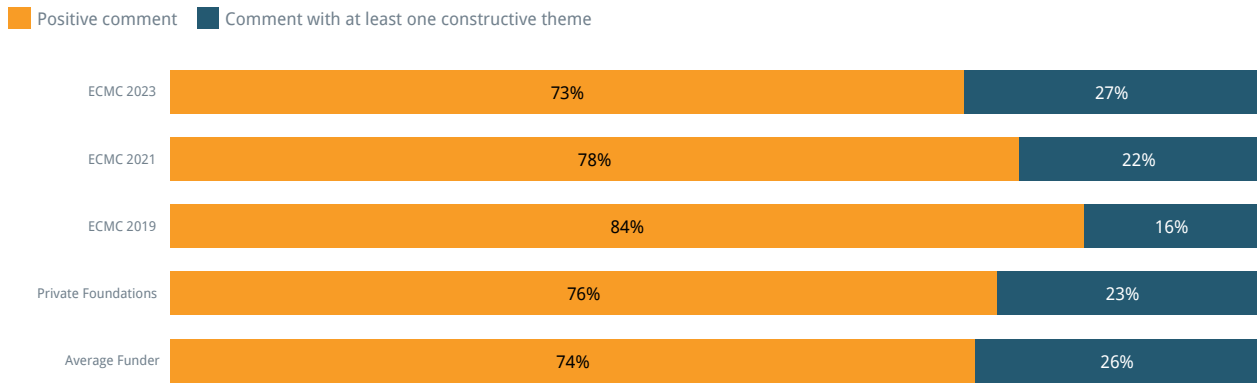
- Question 4: [Additional Supports Beyond Grantmaking](#)
- Question 5: [New Strategic Framework](#)

Quality of the Foundation's Processes, Interactions, and Communications

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

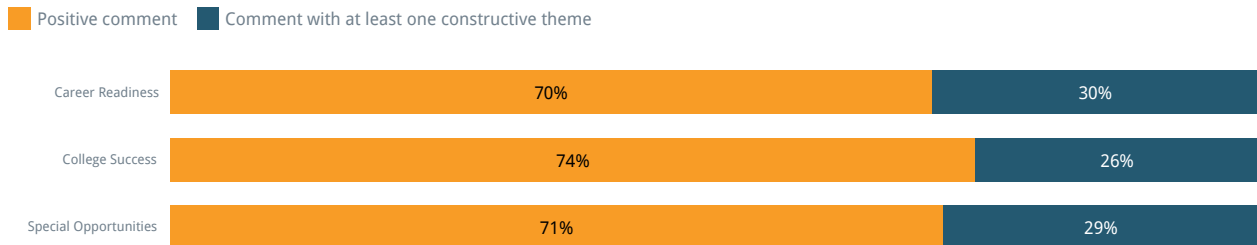
For a comment to be categorized as constructive, there must have been at least one constructive topic in its content.

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



Cohort: Private Foundations Past results: on

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



Subgroup: Focus Area

Suggestion Topics

Grantees and applicants were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below. Of the 135 grantee and 48 applicant respondents to the survey, 73 grantees and 23 applicants provided suggestions.

To download the full set of grantee and applicant comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Grant Processes	21%
Grantmaking Characteristics	20%
Non-Monetary Assistance	15%
Foundation Communication	12%
Interactions with Grantees	12%
Impact on Grantees' Fields	9%
Impact on Grantee Organizations	8%
Risk-taking	3%

Proportion of Applicant Suggestions by Topic

Topic of Suggestion	Proportion
Interactions with Applicants	50%
Diversity, Equity, and Inclusion	15%
Grantmaking Characteristics	15%
Impact on Applicants' Fields	12%
LOI Process	8%

Grantee Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

Grant Processes (21% N=14)

- Streamlining processes (N = 8)
 - "Adjust web forms and process to allow for both project and general operating applications."
 - "Much simpler proposal and reporting formats - ECMC's reports and proposals take a very long time to get through and are hands down the hardest we have to do. Many funders are moving to a very short, very basic proposal and reporting format in which there are only 4 to 5 questions, which are more open-ended. This allows the grantee to share objectives and alignment with the Foundation's mission, as well as provide updates on grant objectives progress. This saves grantees time and allows them to spend more time, money, and energy on their programming activities rather than on fundraising activities."
 - "Our grant went through...too many reviewers with ideas that the intent of the grant shifted and shifted, making it much harder to implement."
 - "It might serve the Foundation well to work with grantees, or simply ask grantees, to identify metrics such as demographics of the target population for project services and interventions versus the ultimate beneficiaries of those services and interventions (i.e., students)."
- Clarity and transparency of processes (N = 4)
 - "Provide clarity around why renewals are not allowed if we are continuing to do good work. A clearer/more straightforward proposal process would be great (we were simply told to expect many pass backs)."
 - "In the LOI/proposal process, more transparency about program officer interest and feedback on concepts would be appreciated. We welcome the opportunity to submit LOIs and would like to have more substantive conversations before spending time on a proposal that might be far afield from what the Foundation/PO is interested in and able to support."
- Other (N = 2)
 - "I would suggest that they improve their grantee portal. It is not straightforward and has glitches."
 - "The proposal and funder's report process needs to be revamped. The proposal process seemed like it was being driven by accountants--not those in the field."

Grantmaking Characteristics (20% N=13)

- General operating support (N = 5)
 - "I encourage all foundations to consider making general operating support grants. Dividing work into 'projects' is ultimately a bit artificial and results in a vast amount of extra accounting and paperwork."
 - "It is...incredibly valuable for organizations to receive general operating funds, especially for small nonprofits, to support their effective functioning to meet project-specific goals."
 - "More flexibility about use of funds to meet related goals."
- Length of grant (N = 5)
 - "Our grant was specific for one-year and not renewable. To be fully committed, it often requires multi-year commitment."
 - "ECMC could consider grants of longer duration in order to allow effects of interventions to be better understood within the term of the grant."
 - "We would welcome it if longer-term projects were able to be funded, or if there were more explicit opportunities for additional funding for projects where impacts are long-term."
- Type of grant (N = 3)
 - "I think the ECMC Foundation and most foundations for that matter completely underestimate the cost of program evaluation and program improvement. Every Foundation wants to see impact and a ROI on their investment, but few foundations are willing to fund research and evaluation at the level it needs to be funded at to make a difference. I suggest that the Foundation work with grantees to scale their program evaluation activities to make them commiserate with the funding they are awarded."
 - "Willingness to fund quality evaluation for research projects - quality evaluation can be 25-40% of a budget, which very few funders want to do, but the lack of evaluation means that it is challenging to understand the impact of the funded work."

Non-Monetary Assistance (15% N=10)

- Collaboration among grantees (N = 5)
 - "Find ways to strengthen grantees' connection within the broader network of ECMC grantees. This would help strengthen alignment in our work and help advance the mission of ECMC."
 - "It would have been helpful if they had offered to connect my org and me to other grantees in similar work."
 - "I do wish there would be more of a focus on supporting community organizations and higher education institutions in partnership with each other. Systems level grant initiatives close out opportunities for direct service organizations that operate mostly independent from higher education institutions, yet directly support their students."
- Convenings for grantee organizations (N = 3)

- "Working with grantees to hold more funder education sessions for our field in collaboration with other funders."
- "More networking and educational events and resources."
- Collaboration with other funders (N = 2)
 - "Provide more connections with other funders."
 - "Perhaps exploration of collaborative funding opportunities with others nationally."

Foundation Communication (12% N=8)

- Clarity and transparency of communication (N = 4)
 - "More transparency about how their funding initiatives support their larger goals."
 - "I think the interaction between the Foundation and the Group could be clearer. Sometimes its challenging to understand what the differentiated roles are."
- Promotion of grantees' work (N = 4)
 - "More support in promoting events, products, and opportunities developed by grantees."
 - "It would have been amazing to see an ecosystem map of all the main grants being funded and how it all laddered up to the Foundation's overall strategy. It's helpful to know 'where you stand' vis-a-vis the other work going on inside the Foundation."

Interactions with Grantees (12% N=8)

- Thought partnership with grantees (N = 3)
 - "I think in the future it would be really helpful for the Foundation to take a more community-based, participatory approach to its impact model. In the work that we do, it would be really powerful for communities we work with to have the opportunity to impact goals that reflect what their local constituents want for their own futures, and this would also support greater equity and buy-in throughout the process."
 - "I can only speak from my experience, but they were not at all involved with my organization or program once we received funding. This should change."
- Candid feedback to grantees (N = 2)
 - "Hold in person meetings with grantees for feedback."
 - "I can't say that I've received any direct or specific feedback, positive or negative, about our work."
- Frequency of communication (N = 2)
 - "Scheduled check-in with grantees 3 months, 6 months and annual in project."
 - "I think there could be more contact with us as a grantee."
- Other (N = 1)
 - "Conduct site visits."

Impact on Grantees' Fields (9% N=6)

- The Foundation's strategy and focus in grantees' fields (N = 5)
 - "Develop a better understanding of policy change and how this can fit into the organizational strategy."
 - "Perhaps be more open to strategies that do actually align highly with the Foundation priorities but don't fit neatly within the categories or specific tactics designated by the Foundation."
 - "Supporting new and flexible models that serve the needs of the population ECMC focuses on, holding tight on outcomes (wage gains, job placement, etc.) but loose on inputs (degree attainment)."
- The Foundation's understanding of grantees' fields (N = 1)
 - "I think its explicit focus on systems change is a smart one. I think understanding what that means for the kinds of work it will fund is still a little unclear to me. What has it learned from its prior investments about what works to move higher ed at a systemic level? What doesn't work? I think sharing some insights could be helpful to grantees."

Impact on Grantee Organizations (8% N=5)

- Grantees' organizational sustainability (N = 4)
 - "I understand that the Foundation has been in a time of leadership change and developing and implementing a new strategic plan, however as we came to the end of our grant period, there was some uncertainty (as far as I know, I think there still is) about how or if the work would continue under the new plan."
 - "When it comes to scaling, that means working with grantees to identify and secure long term funding or work on long term funding strategies more."
- Other (N = 1)
 - "Specifically related to DEI efforts, many funders will support projects that center these values in the output of the project. Funders can do a better job of helping to support the organizations they fund center those values in their internal culture, by supporting professional development and assessments of their internal processes, practices, and policies."

Risk-taking (3% N=2)

- Willingness to take risks (N = 2)
 - "Combatting racism requires taking risks and radical transformation of our society. This is a bit at odds with how the Foundation operates, generally, which is more circumspect. While this thoughtfulness has value (especially for avoiding unintended, harmful impact), I think it also has limitations (such as taking more conservative steps toward combatting racist structures that are less direct)."
 - "I have found the Foundations lawyers to be overly conservative. The Foundation could be more innovative, take more risk."

Applicant Suggestions

Applicants were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

Interactions with Applicants (50% N=13)

- Candid feedback to applicants (N = 5)
 - "If a program officer enthusiastically encourages a declined applicant to stay in touch, and to reach out again once a strategic plan has been completed, that program officer should at least acknowledge the effort made by the declined applicant to do so by acknowledging receipt of emails. Moreover, when a direct question is asked about the best path to pursuing funding, after the strategic planning is complete, a direct response would be appreciated, even if the answer is 'there is no opportunity at this time.'"
 - "Try not to dismiss applicants so quickly. Broaden feedback to include more specifics as to why the proposed project did not meet the Foundation criteria for funding. Change the verbiage of your foundation's geographical requirements if you truly are not nationwide funders."
 - "I would have appreciated their advice as to whether our programming would be a better fit under another ECMC portfolio, and how."
- Clarity and transparency of communication (N = 3)
 - "Be clear about the type of footprint you expect programs to have. Be clear about exactly what you are willing to fund. Being vague creates false hope if you know exactly what types of programs you want to fund. Provide examples of programs you do fund and detail the outcomes of those programs."
 - "Perhaps more clear guidance about the types of project that will/won't be funded. Clarity over requirements, e.g., must have scale/replicability potential."
- Frequency of communication (N = 3)
 - "Ability to stick to review timeline, or communication to applicant about delay in process."
 - "Respond to requests from grantees."
- Other opportunities to engage with applicants (N = 2)
 - "Hold more events on the southwestern part of Virginia."
 - "Probably have a workshop that discusses their interests in terms of the type of projects they want to fund."

Diversity, Equity, and Inclusion (15% N=4)

- Commitments to diversity, equity, and inclusion (N = 4)
 - "Provide more than a paragraph on your website in the grant section about your commitment to REDI and specifically identify how your foundation is combatting Racial Equity, Diversity, and Inclusion aside from funding underserved populations. It takes more than funding to create impactful change in the DEI climate."
 - "I believe thought leaders in higher education, such as ECMC Foundation, have the capacity and leadership to recognize there are some gems out there [to solve the country's issues, especially social justice and racial equity issues] - let's find and support them to grow and scale."

Grantmaking Characteristics (15% N=4)

- Funding smaller organizations (N = 2)
 - "Fund small startups with any budget."
 - "It would be helpful if the Foundation provided smaller grants to a larger cohort of applicants, especially start-up companies that have innovative ideas in job creation or short bursts of education learning - and may be struggling to make payroll. This way, the percentages of saying 'yes' to grant applications is increased."
- Multi-year and/or general operating support (N = 2)
 - "When a Foundation takes the time and makes the effort to identify a nonprofit organization that is successfully working to improve the lives of its beneficiaries, we would suggest considering the possibility of committing to more than one year of funding. This adds a great deal of stability to the work of nonprofit organization, and creates the possibility of establishing an ongoing communication with funders that goes far beyond the limited scope of a 'Year End Report.'"
 - "Give general operating grants...do multi-year grants."

Impact on Applicants' Fields (12% N=3)

- The Foundation's understanding of applicants' fields (N = 3)
 - "I realize the Foundation has limited resources, however, it would be nice if they would talk to local organizations that serve underserved populations and are committed to higher education for career success. While we are regional currently (it appears many grantees are national), we have a proven model that we can grow and scale with support from strategic partners, ECMC Foundation and other funders."
 - "The Foundation should increase its understanding of the most marginalized populations and organizations who are doing work to support these populations, particularly when that work is not being done by other organizations in the field."

LOI Process (8% N=2)

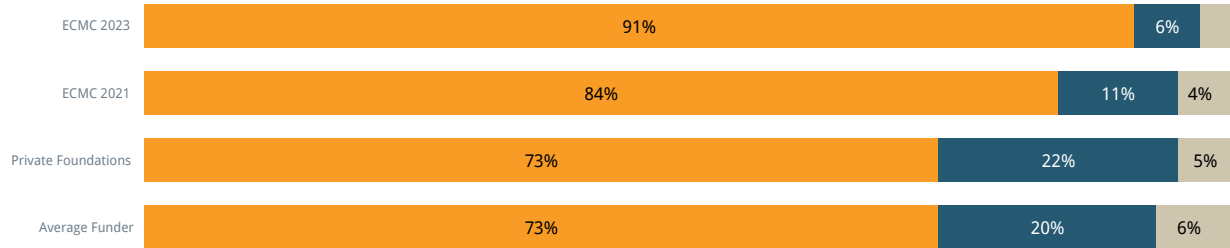
- Improvements to the process (N = 2)
 - "[M]ake the process clear, be transparent, and show up for the applicant if you are truly wanting to help."
 - "Make the process transparent and simple."

Communities Served and Respondent Information

Grantee Ratings

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

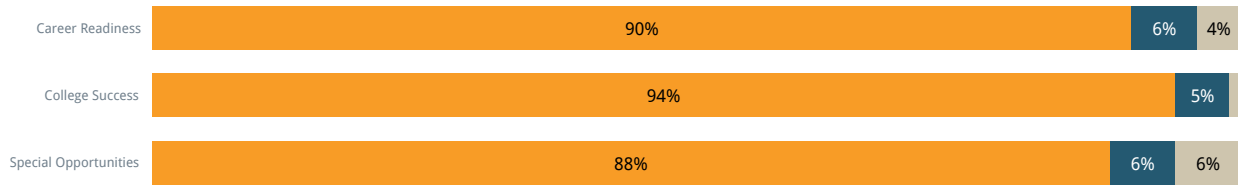
Yes No Don't know



Cohort: Private Foundations Past results: on

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

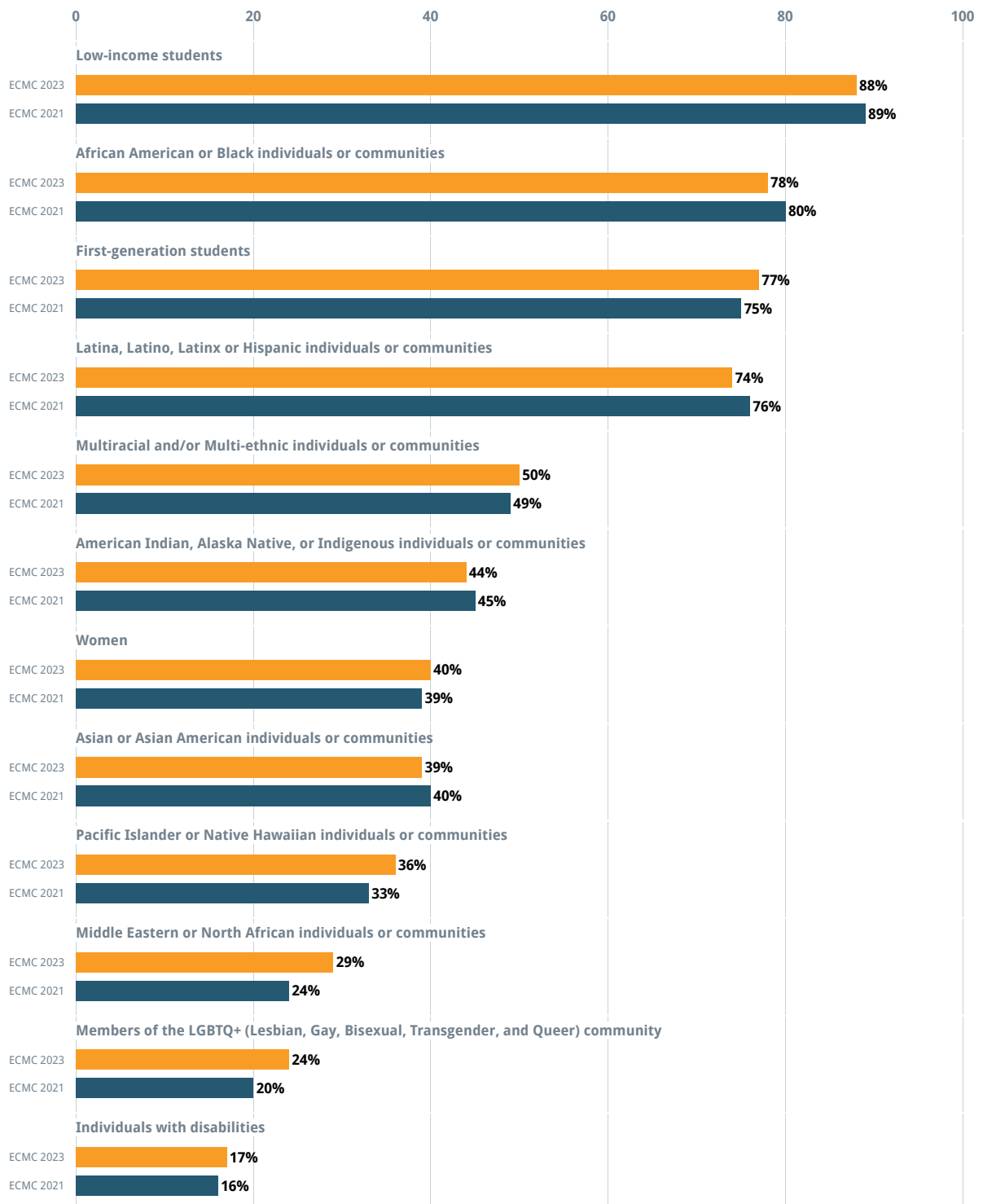
Yes No Don't know



Subgroup: Focus Area

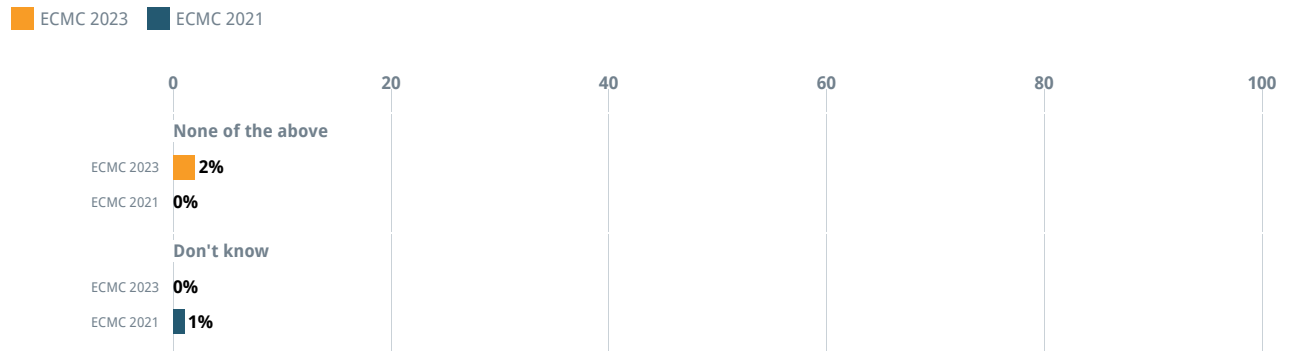
Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

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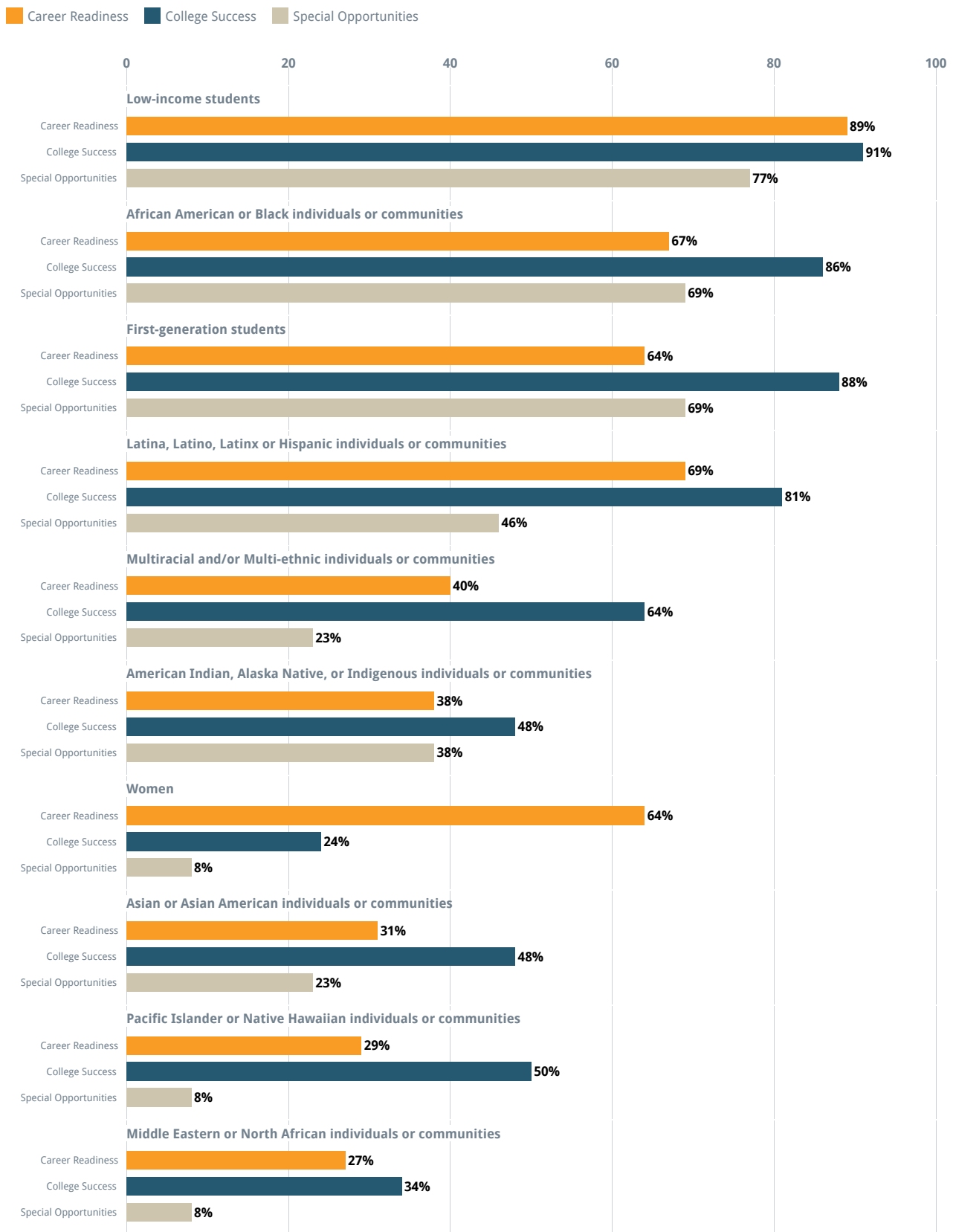
Cohort: None Past results: on

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



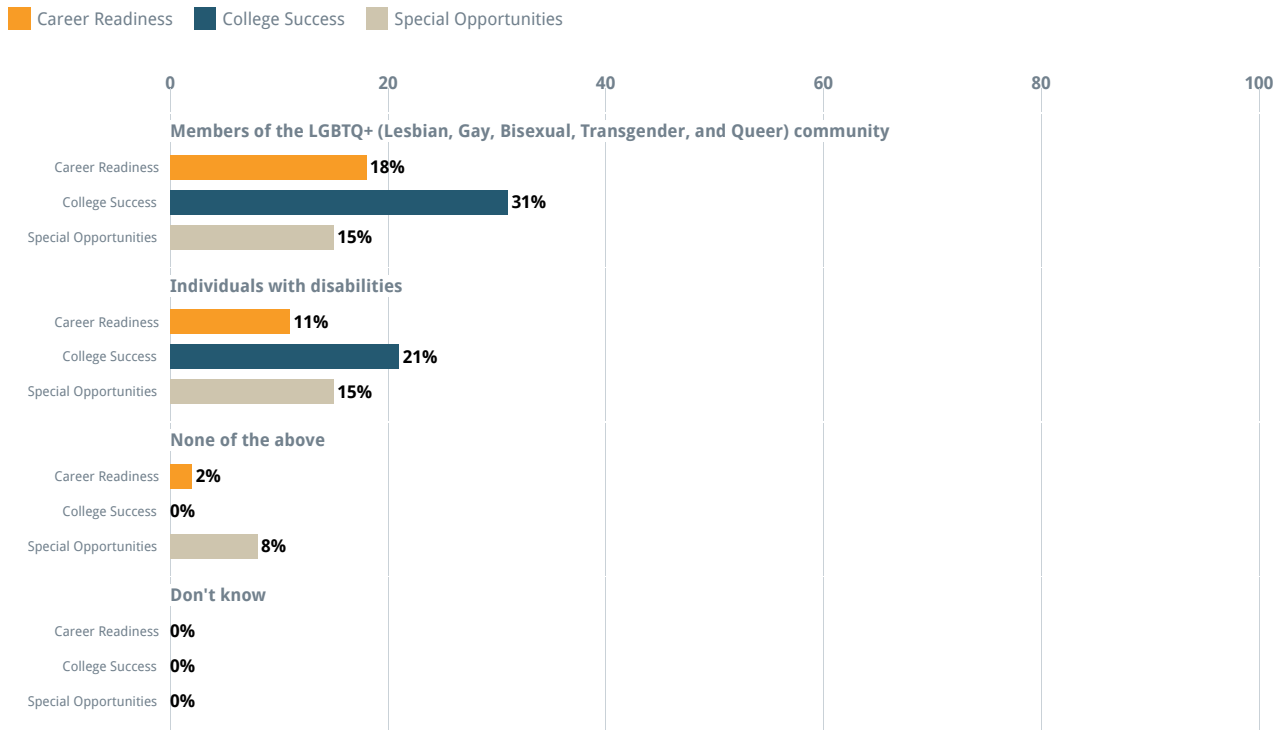
Cohort: None Past results: on

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



Subgroup: Focus 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.)



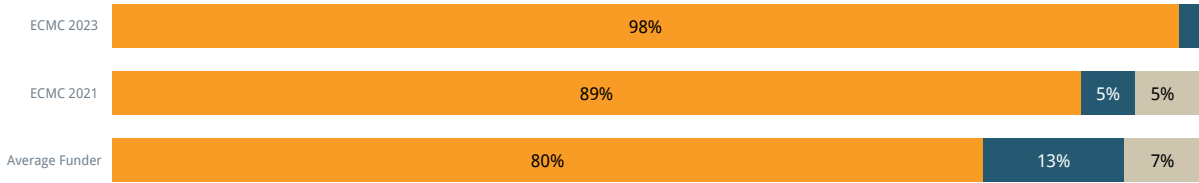
Subgroup: Focus Area

Communities Served - Applicants

Applicant Ratings

Would the efforts of your LOI primarily have been directed to benefit historically disadvantaged groups?

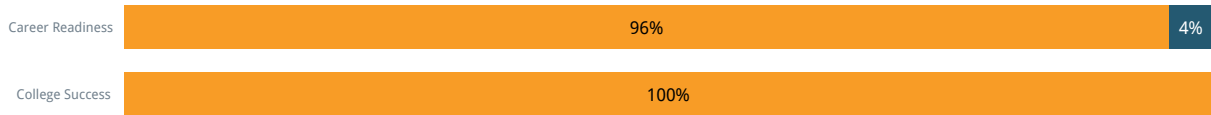
Yes No Don't know



Cohort: None Past results: on

Would the efforts of your LOI primarily have been directed to benefit historically disadvantaged groups? - By Subgroup

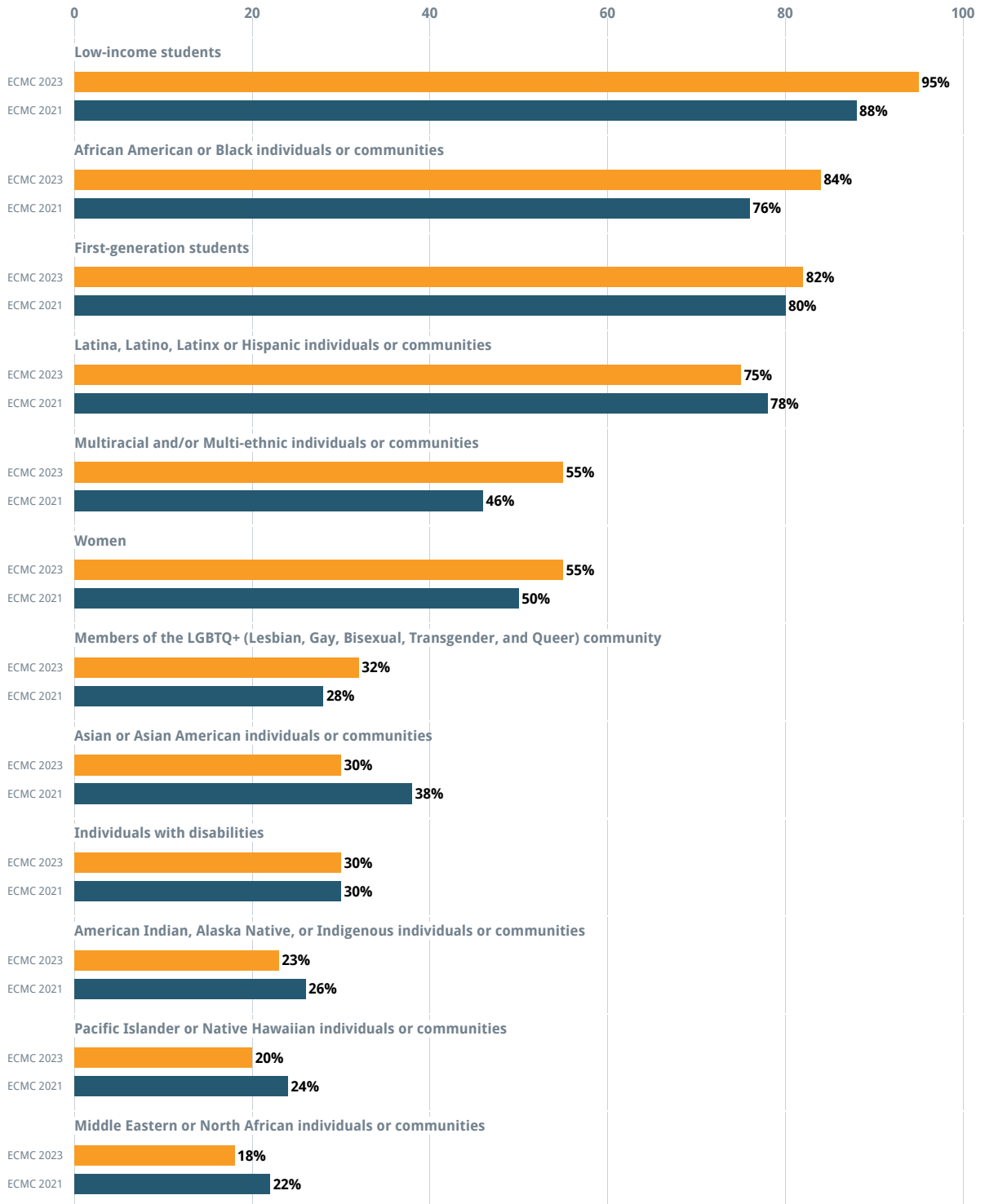
Yes No Don't know



Subgroup: Focus Area

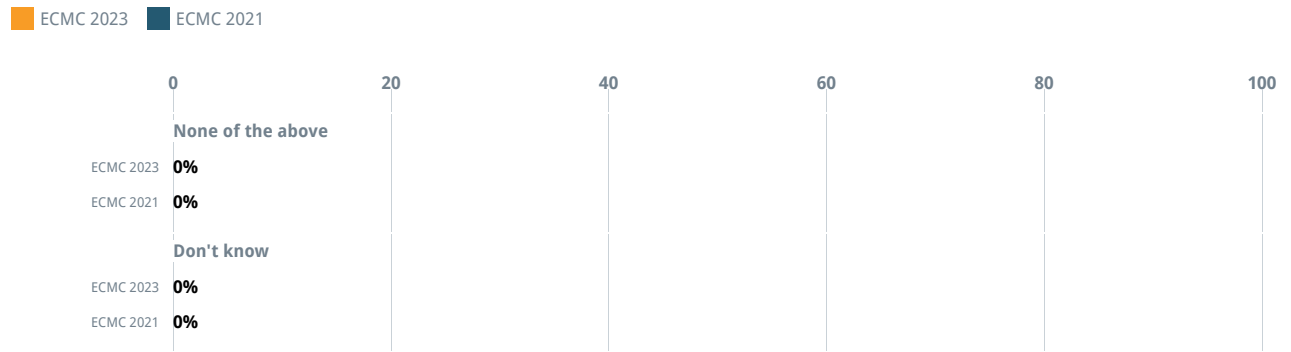
Specifically, would any of the following populations have been the primary intended people and/or communities served by the efforts funded by this grant?

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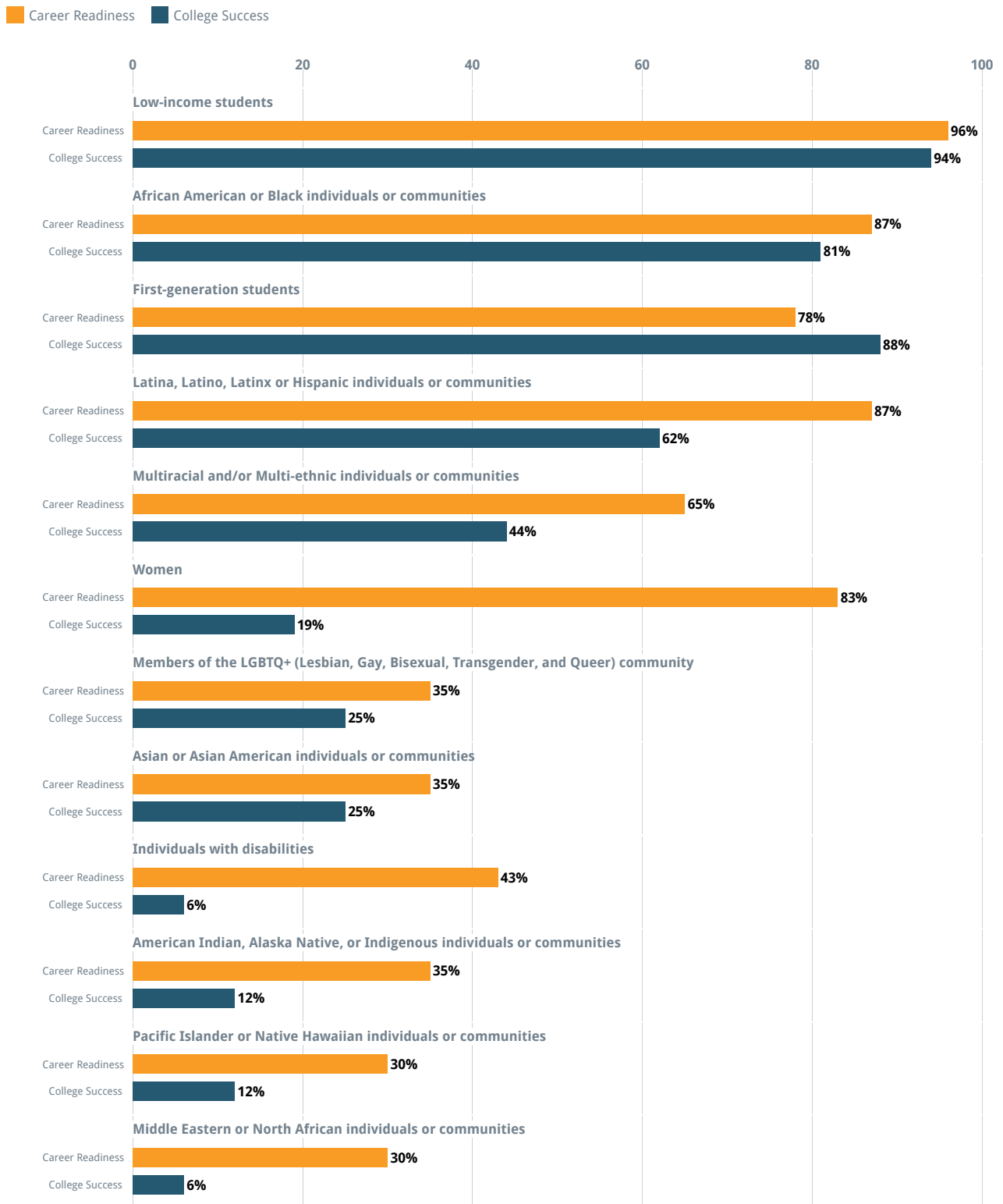
Cohort: None Past results: on

Specifically, would any of the following populations have been the primary intended people and/or communities served by the efforts funded by this grant? (cont.)



Cohort: None Past results: on

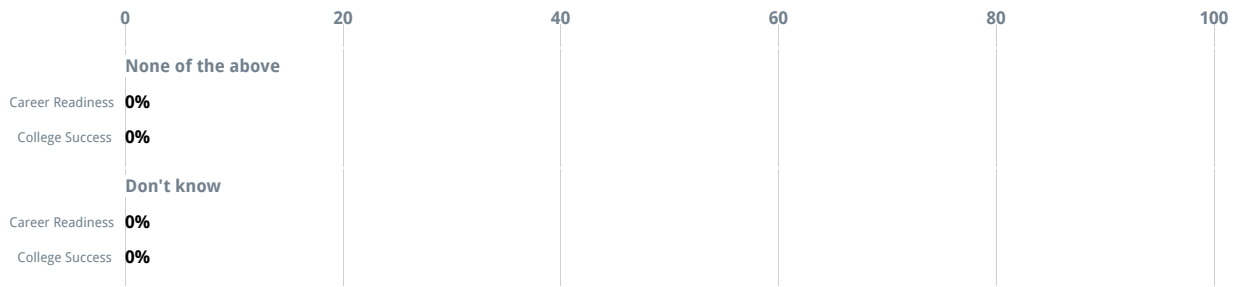
Specifically, would any of the following populations have been the primary intended people and/or communities served by the efforts funded by this grant? - By Subgroup



Subgroup: Focus Area

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

Career Readiness College Success



Subgroup: Focus Area

Grantee Respondent Demographics

Note: Demographic questions related to grantees' and applicants' 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 [Fundors 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

It is CEP's standard practice to analyze responses for differences by the following demographic characteristics:

Gender Identity

Ratings from respondents who identify exclusively as "woman" are significantly higher than respondents who identify exclusively as "man" for the level of pressure they felt to modify their priorities in order to create a grant proposal that was likely to receive funding.

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

- ECMC's impact on grantees' fields, the extent to which it advanced the knowledge in their fields, and the extent to which its funding priorities reflect an understanding of the needs of the people and communities they serve
- ECMC's impact on grantee organizations and grantees' level of comfort approaching ECMC if a problem arises
- ECMC's transparency and the extent to which it is open to ideas from grantees
- The extent to which the funder demonstrates trust in grantee organizations' staff and candor about the its perspectives on grantees' work
- Helpfulness of the review process and the extent to which the process was an appropriate level of effort given amount of funding received
- Clarity and transparency of the review process requirements and timelines and the proposal criteria
- The extent to which the reporting process is straightforward and adaptable
- The extent to which the size and the type of grant are appropriate
- The extent to which ECMC takes risks in grantmaking, supports innovation and discusses failure and lessons learned
- The extent to which ECMC's letter of inquiry, proposal, and report are easier compared to other funders

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:

- Responsiveness of ECMC staff
- Grantee level of comfort approaching ECMC if a problem arises and the extent to which ECMC exhibits trust in organizations' staff
- The extent to which the reporting process is relevant and the evaluation results in organizations making changes to the work that was evaluated
- The extent to which instructions provided on Fluxx were clear and the extent to which ECMC's proposal is easier compared to other funders
- To extent to which ECMC's reputation lend credibility to grantees' efforts to obtain additional funding from other sources

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 extent to which the size of the grant is appropriate.

Transgender Identity

There are too few respondents to analyze results by Transgender Identity.

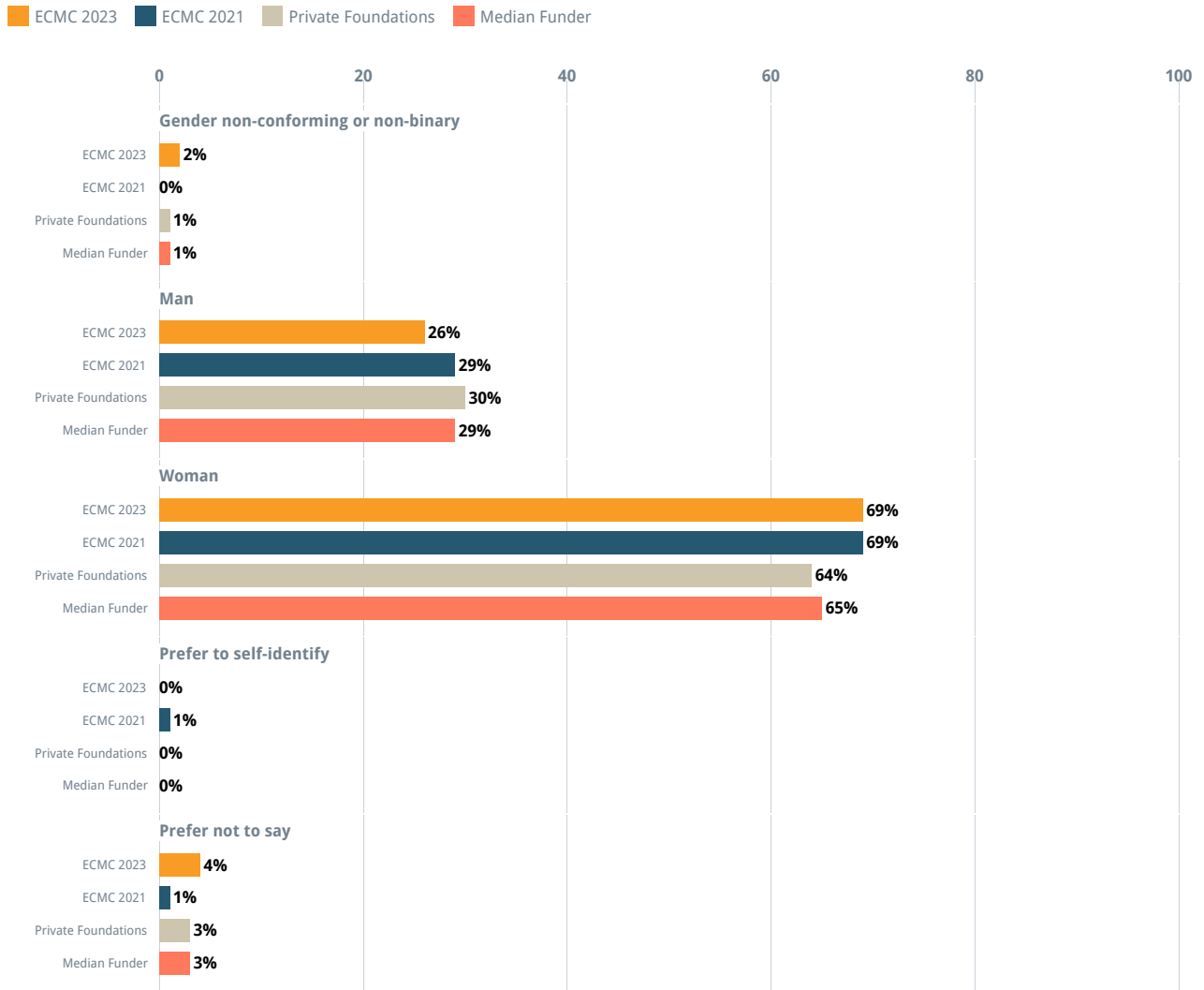
LGBTQ+ Identity

There are no consistent patterns of significant differences by LGBTQ+ Identity.

Disability Identity

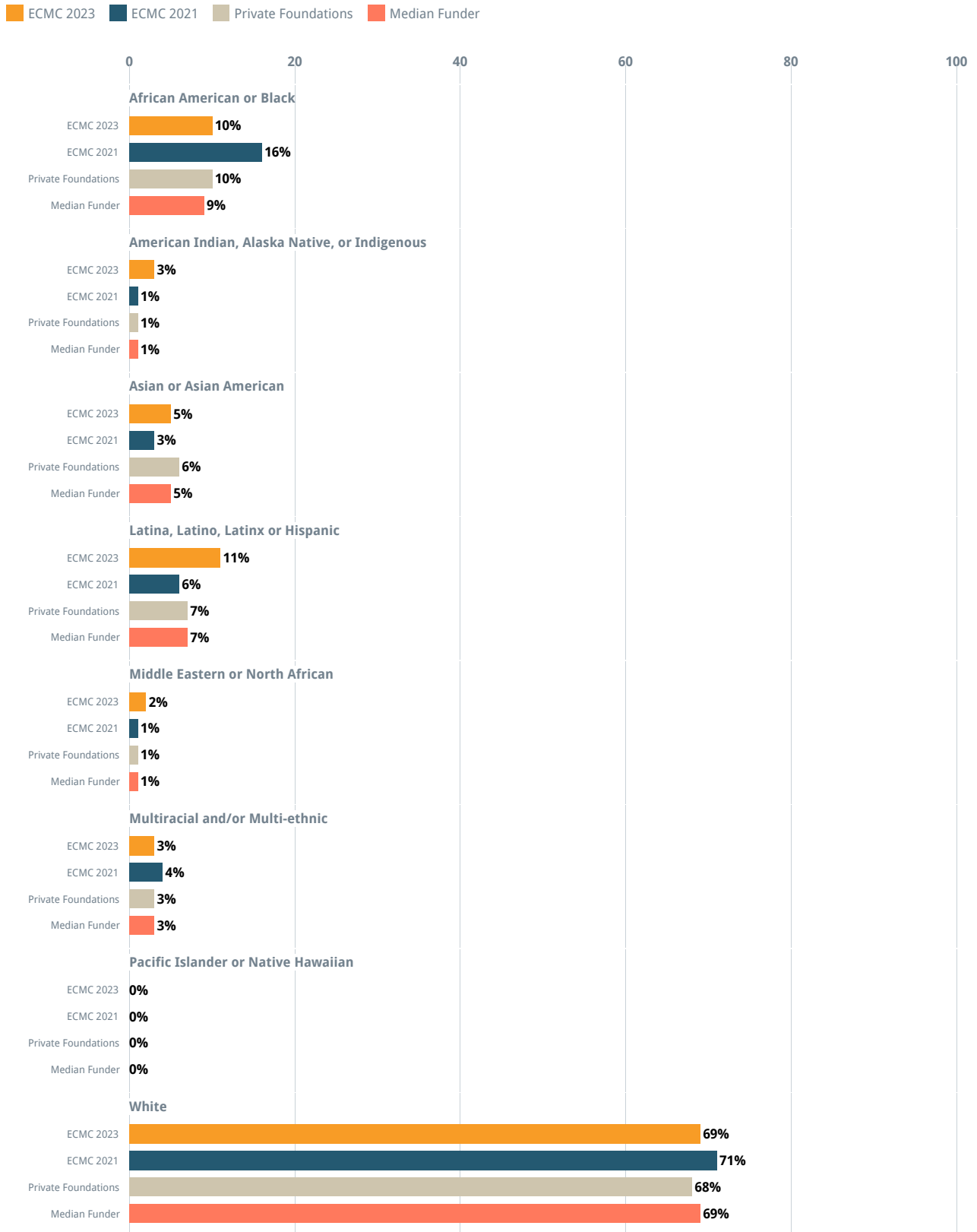
There are too few respondents to analyze results by Disability Identity.

Please select the option that represents how you describe yourself:



Cohort: Private Foundations Past results: on

How would you describe your race and/or ethnicity?



Cohort: Private Foundations Past results: on

How would you describe your race and/or ethnicity? (cont.)

ECMC 2023 ECMC 2021 Private Foundations Median Funder



Cohort: Private Foundations Past results: on

Selected Cohort: None			
Do you identify as a person of color?	ECMC 2023	ECMC 2021	Average Funder
Yes	27%	24%	24%
No	69%	71%	71%
Prefer not to say	4%	4%	5%

Selected Cohort: None			
Are you transgender?	ECMC 2023	ECMC 2021	Average Funder
Yes	0%	0%	1%
No	95%	99%	96%
Prefer not to say	5%	1%	4%

Selected Cohort: None			
Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?	ECMC 2023	ECMC 2021	Average Funder
Yes	11%	12%	11%
No	83%	84%	84%
Prefer not to say	6%	3%	5%

Selected Cohort: None			
Do you have a disability?	ECMC 2023	ECMC 2021	Average Funder
Yes	5%	3%	6%
No	90%	92%	89%
Prefer not to say	5%	4%	5%

Applicant Respondent Demographics

Note: Survey questions about respondents' demographics were recently modified or added to match best practices, and depict comparative data from and less than 25 funders in the applicant dataset.

Differences in Ratings by Respondent Demographics

It is CEP's standard practice to analyze responses for differences by the following demographic characteristics:

Gender Identity

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

- Consistency of communication resources
- Clarity and transparency of LOI review criteria
- Honesty of reasons given to decline LOI

Person of Color Identity

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

- How fairly applicants feel treated
- Clarity and transparency of the review process requirements and timelines and the LOI review criteria
- Honesty of reasons given to decline LOI
- The extent to which ECMC's funding priorities are clearer after the new framework

Transgender Identity

There are too few respondents to analyze results by Transgender Identity.

LGBTQ+ Identity

There are too few respondents to analyze results by LGBTQ+ Identity.

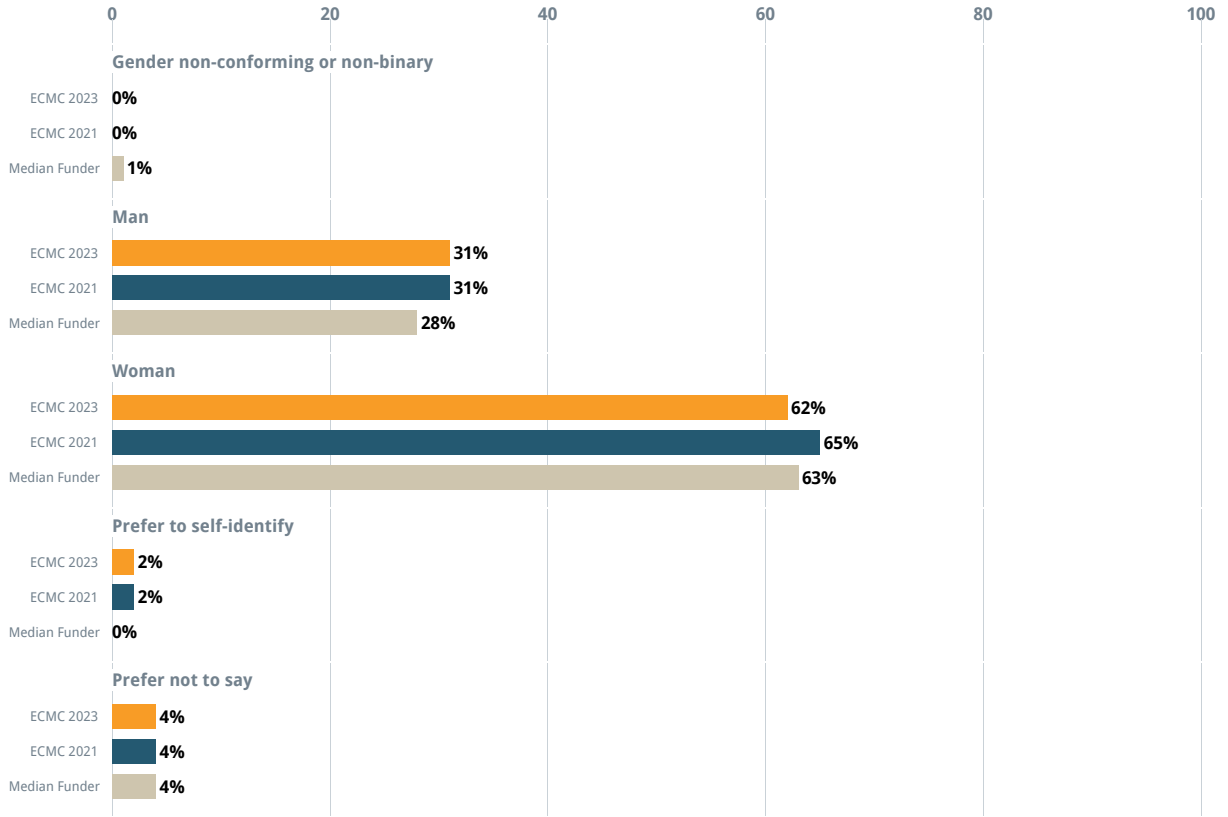
Disability Identity

There are too few respondents to analyze results by Disability Identity.

The subsequent questions were recently added to the applicant survey and depict data from fewer than 25 funders in CEP's dataset.

Please select the option that represents how you describe yourself:

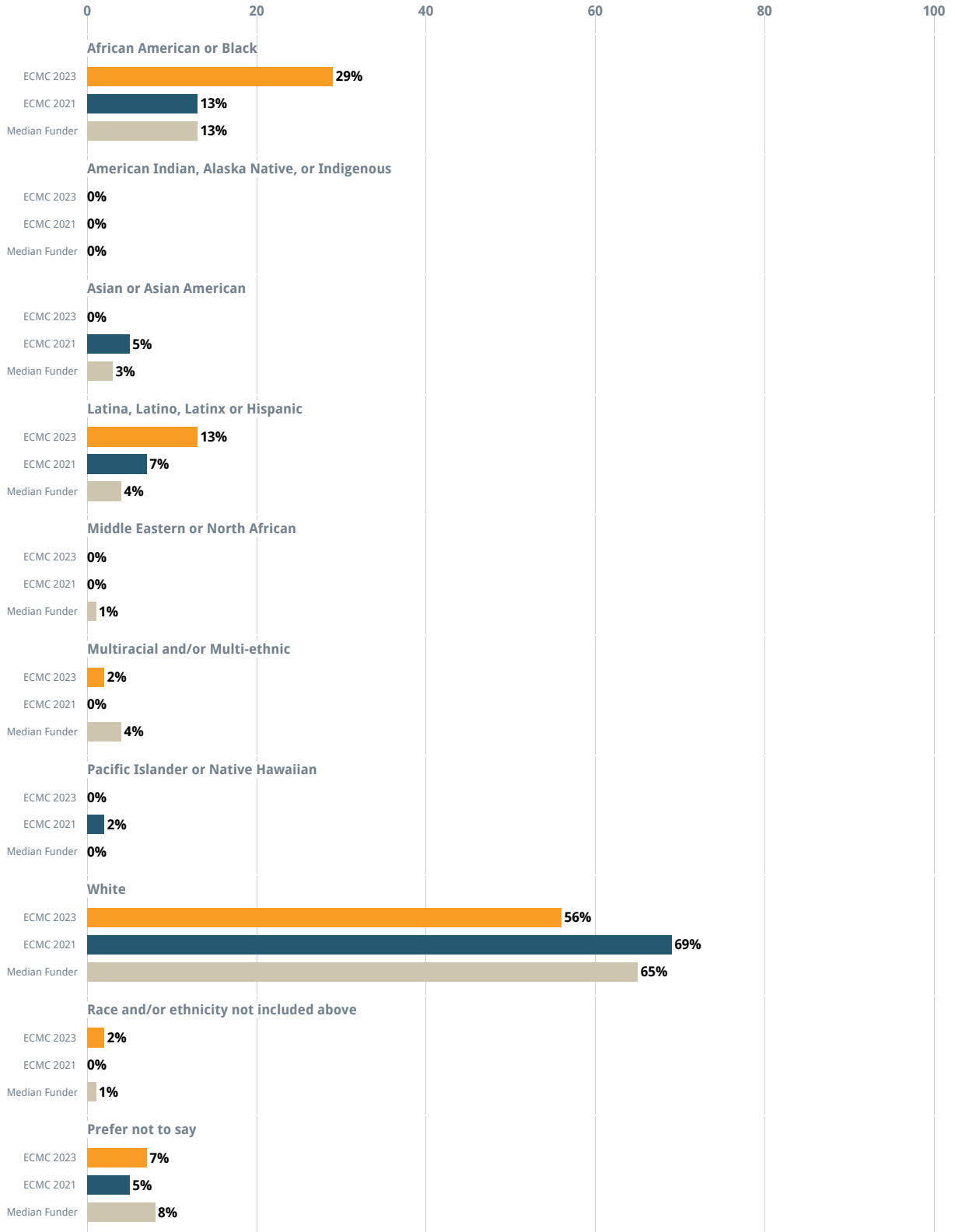
ECMC 2023 ECMC 2021 Median Funder



Cohort: None Past results: on

What is your race/ethnicity?

ECMC 2023 ECMC 2021 Median Funder



Cohort: None Past results: on

Selected Cohort: None			
Do you identify as a person of color?	ECMC 2023	ECMC 2021	Average Funder
Yes	34%	25%	22%
No	59%	70%	70%
Prefer not to say	7%	5%	8%

Selected Cohort: None			
Are you transgender?	ECMC 2023	ECMC 2021	Average Funder
Yes	0%	0%	1%
No	96%	96%	93%
Prefer not to say	4%	4%	6%

Selected Cohort: None			
Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?	ECMC 2023	ECMC 2021	Average Funder
Yes	0%	7%	11%
No	95%	89%	82%
Prefer not to say	5%	4%	7%

Selected Cohort: None			
Do you have a disability?	ECMC 2023	ECMC 2021	Average Funder
Yes	5%	4%	7%
No	89%	93%	87%
Prefer not to say	7%	4%	6%

Respondent Job Title

Grantee Responses

Selected Cohort: Custom Cohort					
Job Title of Respondents	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
Executive Director/CEO	25%	36%	32%	47%	35%
Other Senior Team (i.e., reporting to Executive Director/CEO)	30%	24%	21%	19%	28%
Project Director	20%	20%	26%	12%	20%
Development Staff	21%	19%	20%	16%	11%
Volunteer	0%	0%	2%	1%	0%
Other	4%	1%	0%	5%	4%

Applicant Responses

Selected Cohort: None			
Job Title of Respondents	ECMC 2023	ECMC 2021	Average Funder
Executive Director/CEO	33%	38%	48%
Other Senior Team (i.e., reporting to Executive Director/CEO)	40%	7%	13%
Project Director	0%	4%	9%
Development Staff	27%	41%	21%
Volunteer	0%	2%	3%
Other	0%	9%	6%

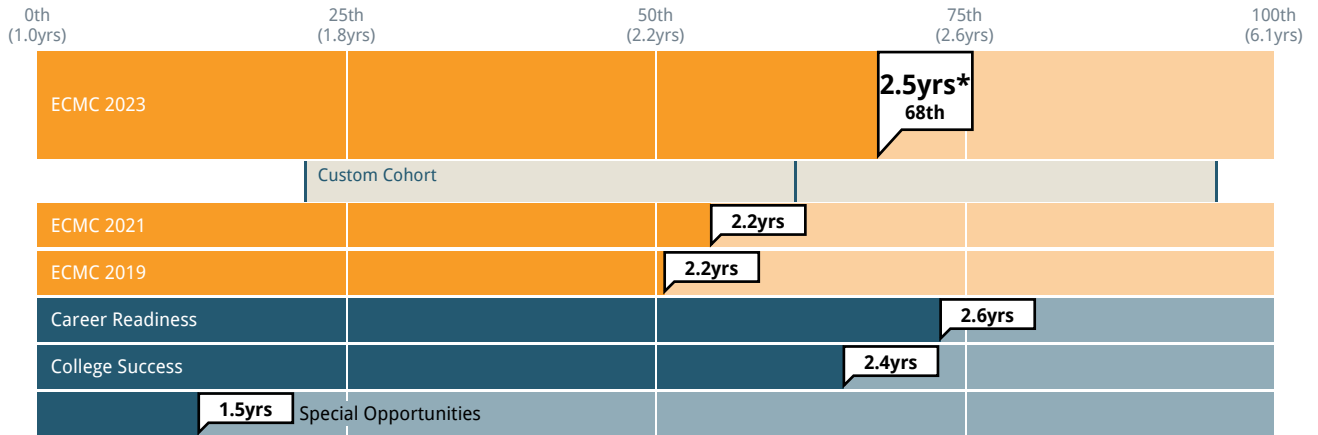
Contextual Data

Please note that all information in this section is based on self-reported data from grantees, declined applicants, or ECMC Foundation.

Grantmaking Characteristics

Grantee Responses

Average Grant Length



Cohort: Custom Cohort Past results: on Subgroup: Focus Area

Grantee Responses

Selected Cohort: Custom Cohort					
Length of Grant Awarded	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder	Custom Cohort
Average grant length	2.5 years	2.2 years	2.2 years	2.2 years	2.4 years

Selected Cohort: Custom Cohort					
Length of Grant Awarded	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
0 - 1.99 years	19%	28%	29%	48%	26%
2 - 2.99 years	40%	38%	40%	22%	35%
3 - 3.99 years	34%	30%	26%	19%	27%
4 - 4.99 years	1%	1%	3%	3%	5%
5 - 50 years	7%	3%	2%	8%	7%

Selected Cohort: None				
Proportion of Unrestricted Funding	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder
No, this funding was not restricted to a specific use (i.e., general operating, core support)	6%	7%	3%	27%
Yes, this funding was restricted to a specific use (e.g., supported a specific program, project, capital need, etc.)	94%	93%	97%	73%

Grantmaking Characteristics - By Subgroup

Selected Subgroup: Focus Area			
Length of Grant Awarded (By Subgroup)	Career Readiness	College Success	Special Opportunities
Average grant length	2.6 years	2.4 years	1.5 years

Selected Subgroup: Focus Area			
Length of Grant Awarded (By Subgroup)	Career Readiness	College Success	Special Opportunities
0 - 1.99 years	12%	16%	56%
2 - 2.99 years	48%	35%	38%
3 - 3.99 years	28%	47%	6%
4 - 4.99 years	2%	0%	0%
5 - 50 years	10%	2%	0%

Selected Subgroup: Focus Area			
Proportion of Unrestricted Funding (By Subgroup)	Career Readiness	College Success	Special Opportunities
No, this funding was not restricted to a specific use (i.e., general operating, core support)	2%	5%	12%
Yes, this funding was restricted to a specific use (e.g., supported a specific program, project, capital need, etc.)	98%	95%	88%

Grant Size

Selected Cohort: Custom Cohort					
Grant Amount Awarded	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder	Custom Cohort
Median grant size	\$500K	\$437.7K	\$425K	\$110K	\$505K

Selected Cohort: Custom Cohort					
Grant Amount Awarded	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
Less than \$10K	0%	0%	0%	8%	1%
\$10K - \$24K	0%	0%	0%	11%	1%
\$25K - \$49K	0%	0%	2%	12%	1%
\$50K - \$99K	6%	8%	5%	14%	6%
\$100K - \$149K	4%	10%	8%	10%	6%
\$150K - \$299K	10%	20%	18%	16%	18%
\$300K - \$499K	26%	21%	26%	10%	17%
\$500K - \$999K	42%	32%	35%	9%	23%
\$1MM and above	13%	11%	6%	10%	26%

Selected Cohort: Custom Cohort					
Median Percent of Budget Funded by Grant (Annualized)	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	3%	6%	3%	4%	4%

Grant Size - By Subgroup

Selected Subgroup: Focus Area			
Grant Amount Awarded (By Subgroup)	Career Readiness	College Success	Special Opportunities
Median grant size	\$500K	\$500K	\$405K

Selected Subgroup: Focus Area			
Grant Amount Awarded (By Subgroup)	Career Readiness	College Success	Special Opportunities
Less than \$10K	0%	0%	0%
\$10K - \$24K	0%	0%	0%
\$25K - \$49K	0%	0%	0%
\$50K - \$99K	0%	7%	25%
\$100K - \$149K	6%	3%	0%
\$150K - \$299K	12%	8%	12%
\$300K - \$499K	30%	21%	31%
\$500K - \$999K	34%	56%	12%
\$1MM and above	18%	5%	19%

Selected Subgroup: Focus Area			
Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Career Readiness	College Success	Special Opportunities
Size of grant relative to size of grantee budget	3%	5%	2%

Application Characteristics

Applicant Responses

Selected Cohort: None			
Was the LOI you submitted restricted to a specific use?	ECMC 2023	ECMC 2021	Average Funder
Yes, the LOI was for restricted funding	87%	88%	80%
No, the LOI was for funding not restricted to a specific use	13%	12%	20%

Selected Cohort: None			
Grant Amount Requested	ECMC 2023	ECMC 2021	Median Funder
Median Grant Amount	\$100K	\$100K	\$50K

Selected Cohort: None			
Grant Amount Requested	ECMC 2023	ECMC 2021	Average Funder
Less than \$10K	5%	6%	8%
\$10K - \$24K	8%	13%	19%
\$25K - \$49K	5%	4%	20%
\$50K - \$99K	26%	19%	21%
\$100K - \$149K	13%	21%	10%
\$150K - \$299K	18%	11%	13%
\$300K - \$499K	8%	19%	5%
\$500K - \$999K	3%	6%	3%
\$1MM and above	13%	0%	2%

Application Characteristics - By Subgroup

Selected Subgroup: Focus Area		
Was the LOI you submitted restricted to a specific use? (By Subgroup)	Career Readiness	College Success
Yes, the LOI was for restricted funding	87%	84%
No, the LOI was for funding not restricted to a specific use	13%	16%

Selected Subgroup: Focus Area		
Grant Amount Requested (By Subgroup)	Career Readiness	College Success
Median Grant Amount	\$100K	\$150K

Selected Subgroup: Focus Area		
Grant Amount Requested (By Subgroup)	Career Readiness	College Success
Less than \$10K	5%	0%
\$10K - \$24K	5%	7%
\$25K - \$49K	0%	7%
\$50K - \$99K	32%	29%
\$100K - \$149K	21%	7%
\$150K - \$299K	21%	21%
\$300K - \$499K	0%	14%
\$500K - \$999K	0%	7%
\$1MM and above	16%	7%

Grantee/Applicant Characteristics

Operating Budget of Grantee Organizations

Selected Cohort: Custom Cohort					
Operating Budget of Grantee Organization	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder	Custom Cohort
Median Budget	\$5M	\$3.2M	\$7M	\$1.6M	\$5.5M

Selected Cohort: Custom Cohort					
Operating Budget of Grantee Organization	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
<\$100K	0%	3%	0%	8%	2%
\$100K - \$499K	5%	10%	5%	18%	8%
\$500K - \$999K	7%	10%	5%	13%	7%
\$1MM - \$4.9MM	35%	37%	32%	30%	30%
\$5MM - \$24MM	29%	26%	33%	19%	26%
>=\$25MM	24%	13%	25%	12%	27%

Selected Subgroup: Focus Area			
Operating Budget of Grantee Organization (By Subgroup)	Career Readiness	College Success	Special Opportunities
Median Budget	\$6M	\$4M	\$7M

Selected Subgroup: Focus Area			
Operating Budget of Grantee Organization (By Subgroup)	Career Readiness	College Success	Special Opportunities
<\$100K	0%	0%	0%
\$100K - \$499K	0%	8%	6%
\$500K - \$999K	6%	10%	0%
\$1MM - \$4.9MM	36%	32%	44%
\$5MM - \$24MM	26%	34%	19%
>=\$25MM	32%	15%	31%

Operating Budget of Applicant Organizations

Selected Cohort: None			
Operating Budget of Applicant Organization	ECMC 2023	ECMC 2021	Median Funder
Median Budget	\$4M	\$2.1M	\$0.8M

Selected Cohort: None			
Operating Budget of Applicant Organization	ECMC 2023	ECMC 2021	Average Funder
Less than \$100K	9%	10%	17%
\$100K-\$499K	11%	14%	25%
\$500K-\$999K	11%	12%	14%
\$1MM-\$4.9MM	32%	28%	23%
\$5MM-\$25MM	30%	17%	12%
\$25MM and above	9%	19%	10%

Selected Subgroup: Focus Area		
Operating Budget of Applicant Organization (By Subgroup)	Career Readiness	College Success
Median Budget	\$4.1M	\$3.8M

Selected Subgroup: Focus Area		
Operating Budget of Applicant Organization (By Subgroup)	Career Readiness	College Success
Less than \$100K	8%	6%
\$100K-\$499K	8%	11%
\$500K-\$999K	8%	11%
\$1MM-\$4.9MM	38%	33%
\$5MM-\$25MM	25%	33%
\$25MM and above	12%	6%

Additional Grantee Characteristics

Selected Cohort: Custom Cohort					
Pattern of Grantees' Funding Relationship with the Foundation	ECMC 2023	ECMC 2021	ECMC 2019	Average Funder	Custom Cohort
First grant received from the Foundation	53%	63%	67%	29%	35%
Consistent funding in the past	29%	23%	27%	53%	46%
Inconsistent funding in the past	18%	14%	6%	18%	20%

Selected Cohort: Custom Cohort					
Funding Status	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	81%	83%	86%	82%	87%

Selected Subgroup: Focus Area			
Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Career Readiness	College Success	Special Opportunities
First grant received from the Foundation	58%	54%	38%
Consistent funding in the past	22%	31%	38%
Inconsistent funding in the past	20%	15%	25%

Selected Subgroup: Focus Area			
Funding Status (By Subgroup)	Career Readiness	College Success	Special Opportunities
Percent of grantees currently receiving funding from the Foundation	90%	74%	73%

Funder Characteristics

Selected Cohort: Custom Cohort					
Financial Information	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder	Custom Cohort
Total assets	N/A	\$823.6M	\$709.2M	\$281.7M	\$93.5M
Total giving	\$65M	\$44.8M	\$34M	\$20.5M	

Selected Cohort: None				
Funder Staffing	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder
Total staff (FTEs)	18	15	12	17
Percent of staff who are program staff	67%	60%	67%	44%

Selected Cohort: None				
Grantmaking Processes	ECMC 2023	ECMC 2021	ECMC 2019	Median Funder
Proportion of grants that are invitation-only	10%	0%	38%	52%
Proportion of grantmaking dollars that are invitation-only	5%	0%	3%	68%

Additional Survey Information

On many questions in the grantee and applicant surveys, respondents 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 or applicants 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 ECMC's grantee and applicant surveys were 135 and 48, respectively.

Grantee Survey

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	125
How well does the Foundation understand the field in which you work?	129
To what extent has the Foundation advanced the state of knowledge in your field?	110
To what extent has the Foundation affected public policy in your field?	78
Overall, how would you rate the Foundation's impact on your local community?	82
How well does the Foundation understand the local community in which you work?	91
How well does the Foundation understand your organization's strategy and goals?	125
Please rate the extent to which you agree with the following statements about the non-monetary support you received from the Foundation:	
The non-monetary support I received met an important need for my organization and/or program	78
The non-monetary support I received strengthened my organization and/or program	77
The Foundation's non-monetary support was a worthwhile use of the time required of us	77
I felt the Foundation would be open to feedback about the non-monetary support it provided	76
Who most frequently initiated the contact you had with your program officer during this grant?	133
Has your main contact at the Foundation changed in the past six months?	132
At any point during this grant, including the review process, did Foundation staff conduct a site visit?	135
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	129
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	134
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	133
How well does the Foundation understand the needs of the people and communities that you serve?	128
To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?	130
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	124
Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work	124
Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion	122
I believe that the Foundation is committed to combatting racism	114
Did you submit a proposal to the Foundation for this grant?	132
To what extent was the Foundation's review process a helpful opportunity to strengthen the efforts funded by the grant?	123
To what extent was the Foundation's review process an appropriate level of effort given the amount of funding received?	125
To what extent was the Foundation clear and transparent about the review process requirements and timelines?	126
To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether a proposal would be funded or declined?	120
Have you participated in a reporting or evaluation process?	133
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?	126

Question Text	Number of Responses
To what extent was the Foundation's reporting process straightforward?	104
To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?	107
To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?	112
To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?	113
To what extent did the evaluation incorporate your input in the design of the evaluation?	25
To what extent did the evaluation result in you making changes to the work that was evaluated?	28
Are you currently receiving funding from the Foundation?	131
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	132
Primary Intended People and/or Communities	
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	134
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant?	121
Customized Questions	
Instructions provided on Fluxx were clear	119
If technical assistance was needed for Fluxx, Foundation staff were helpful	97
It was easy to navigate within the Fluxx grants portal	120
The size of the grant is appropriate	134
The length of the grant commitment is appropriate	135
The type of grant (e.g., program, operating, capital) is appropriate	134
How does the Foundation's letter of inquiry compare to those of other funders?	108
How does the Foundation's proposal compare to those of other funders?	123
How does the Foundation's report compare to those of other funders?	110
As a result of funding received from ECMC Foundation, my organization contributes significantly to the ability of historically underrepresented populations to be successful in post-secondary education	135
Please indicate how strongly you associate ECMC Foundation with each of the following characteristics:	
Taking risks in grantmaking	107
Supporting innovation	126
Discussing failure and lessons learned	105
Collaborating as genuine partners	130
To what extent did the Foundation's reputation lend credibility to your efforts to obtain additional funding from other sources?	114
If the Foundation communicated externally about your organization or your grant, what impact did that communication have?	65
How had you heard about this strategic transition?	128
The Foundation clearly communicated what aspects of the strategic plan were a change from the past	121
The Foundation's funding priorities are clearer now	118
The Foundation is a stronger catalyst for change in the community	105
The new plan has had a positive effect on my organization	90

Applicant Survey

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	44
How well does the Foundation understand the field in which you work?	40

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your local community?	37
How well does the Foundation understand the local community in which you work?	36
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	41
How well does the Foundation understand your organization's strategy and goals?	39
What was the dollar amount of your grant request to the Foundation?	38
How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?	43
After your request was declined did you request any feedback or advice from the Foundation?	46
After your request was declined did you receive any feedback or advice from the Foundation?	46
Was the LOI you submitted restricted to a specific use?	47
What factors encouraged your decision to apply to the Foundation for funding?	48
Did you have contact with a Foundation staff member via phone, email, or in-person/video before you applied?	48
To what extent was the Foundation's review process a helpful opportunity to strengthen the efforts that would be funded?	40
To what extent was the Foundation's review process an appropriate level of effort given the amount of funding requested?	39
To what extent was the foundation clear and transparent about the review process requirements and timelines?	47
To what extent was the foundation clear and transparent about the criteria the foundation uses to decide whether a LOI would be funded or declined?	47
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	36
Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work	37
Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion	33
I believe that the Foundation is committed to combatting racism	34
Primary Intended People and/or Communities	
Would the efforts of your LOI primarily have been directed to benefit historically disadvantaged groups?	45
Specifically, would any of the following populations have been the primary intended people and/or communities served by the efforts funded by this grant?	44
Customized Questions	
Instructions provided on the LOI form were clear	44
If technical assistance was needed for the LOI form, Foundation staff were helpful	24
The Foundation clearly communicated what aspects of the strategic plan were a change from the past	35
The Foundation's funding priorities are clearer now	34
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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 and APR

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.

CEP developed the Applicant Perception Report (APR) as a complement to the Grantee Perception Report. Based on a separate, shorter survey, the APR allows philanthropic funders to understand the candid perspectives of declined applicants on a number of important dimensions. The APR shows an individual funder the perceptions of its applicants relative to a set of perceptions of 40 funders whose declined applicants were surveyed by CEP.

Additional CEP Resources

Assessment Tools

Donor Perception Report (DPR): The Donor Perception Report provides community foundations with comparative data on their donors' perceptions, preferences for engagement, and giving patterns. Based on research and guidance from a group of community foundation leaders, the DPR is the only survey process that provides comparative data for community foundations.

Staff Perception Report (SPR): The Staff Perception Report explores foundation staff members' perceptions of foundation effectiveness and job satisfaction on a comparative basis. The SPR is based on a survey specific to foundations that includes questions related to employees' impressions of their role in philanthropy, satisfaction with their jobs, their foundation's impact, and opportunities for foundation improvement.

Advisory Services

CEP's data-driven, customized advising leverages CEP's knowledge and experience to help funders answer pressing questions about their work, address existing challenges, hear from valued constituents, and learn and share with peers. Learn more at cep.org/advisoryservices.

Research

CEP's research projects delve into issues that are central to funder effectiveness, examining common practice and challenging conventional wisdom. Our research is informed by rigorous quantitative and qualitative analysis of large-scale data sets, in-depth qualitative interviews with philanthropic leaders, as well as by profiles of high-performing organizations and staff.

CEP's resource library offers resources for grantmakers, individual donors, and more. Explore the full range of resources available in CEP's resource library at cep.org/resources.

YouthTruth Student Survey

YouthTruth supports school systems in gathering and acting on student and stakeholder feedback, helping schools, districts, and education funders think through the ins-and-outs of actionable insights to drive improvement. Learn more at youthtruthsurvey.org.

Contact Information

Kevin Bolduc
Vice President, Assessment and Advisory Services
kevinb@cep.org

Joyce Cheng
Analyst, Assessment and Advisory Services
joycec@cep.org