

# Grantee Perception Report<sup>®</sup>

PREPARED FOR

Conrad N. Hilton Foundation

September 2017



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EFFECTIVE PHILANTHROPY

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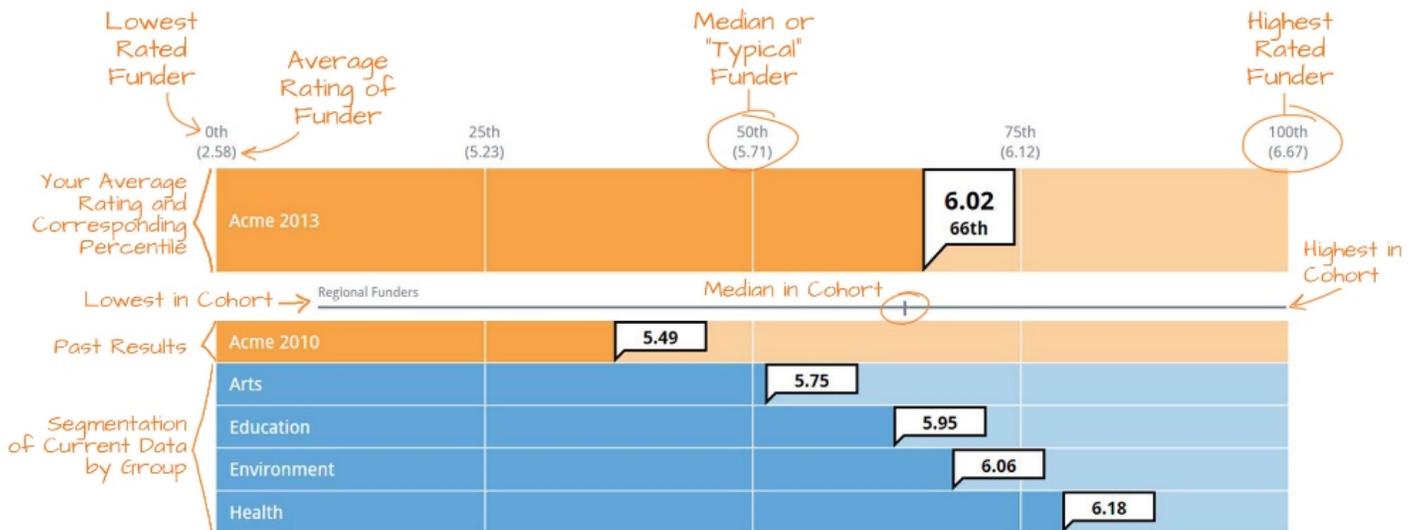
The online version of this report can be accessed at [cep.surveymresults.org](http://cep.surveymresults.org).

# Conrad N. Hilton Foundation 2017 Grantee Perception Report

## Key Ratings Summary

### Interpreting Your Charts

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



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

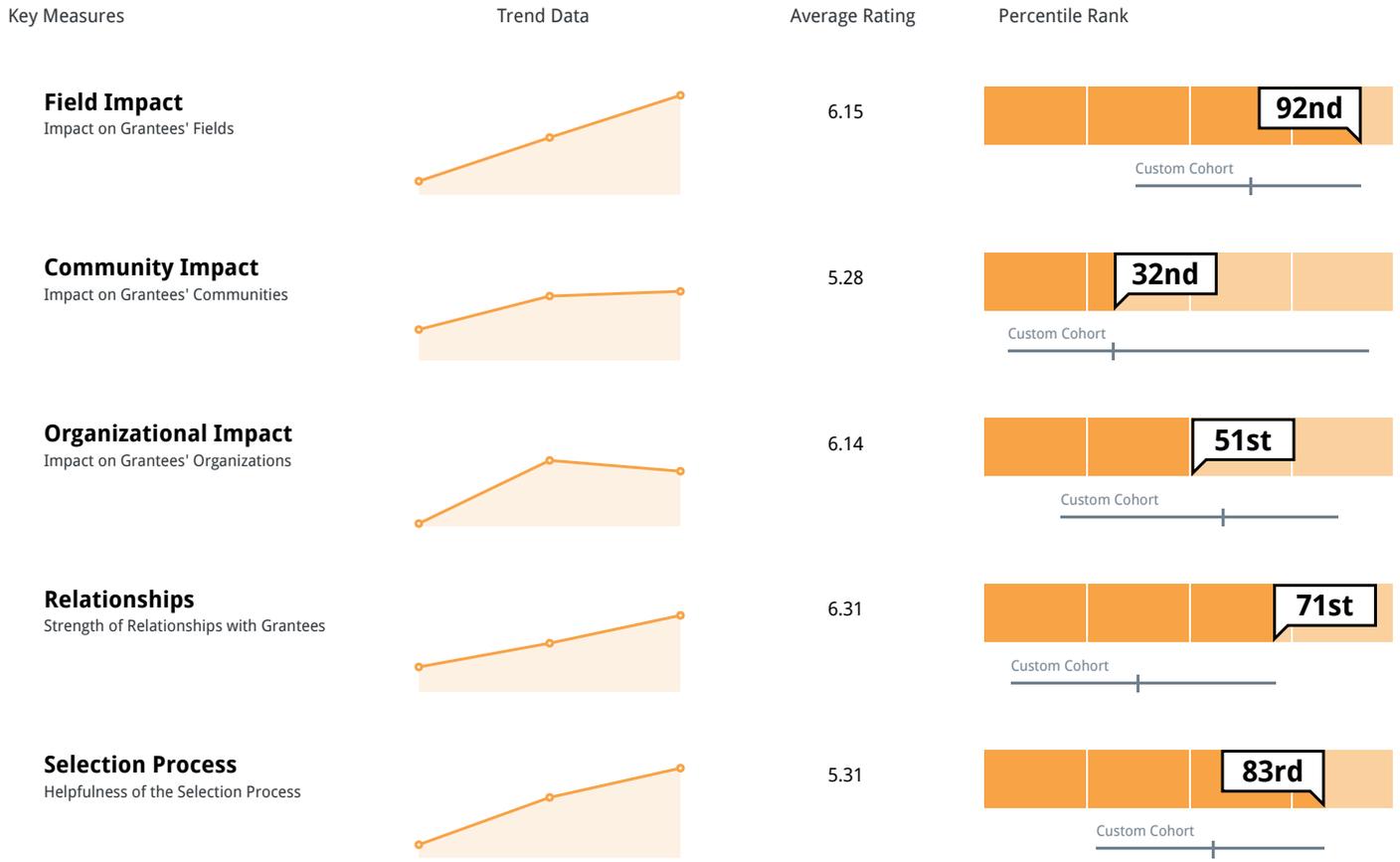
### STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



# Key Ratings Summary

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



## Summary of Differences by Subgroup

**Priority Area:** Grantees' ratings do not differ consistently when they are segmented by the priority area under which their grant falls.

**Grant Size:** There is not a group that consistently rates higher or lower than others when grantees are segmented by the size of their grants.

## Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Fifteen grantees described Hilton as "committed," the most commonly used word.



This image was produced using a free tool available at [www.tagxedo.com](http://www.tagxedo.com). Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

## Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Hilton 2017	May and June 2017	259	186	72%
Hilton 2014	September and October 2014	203	144	71%
Hilton 2007	February and March 2007	247	166	67%

Survey Year	Year of Active Grants
Hilton 2017	May 2016 - April 2017
Hilton 2014	2013
Hilton 2007	2006

Throughout this report, Conrad N. Hilton Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://cep.org/assessments/grantee-and-applicant-perception-reports/>.

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

### Subgroups

In addition to showing Hilton's overall ratings, this report shows ratings segmented by Priority Area. The online version of this report also shows ratings segmented by Grant Size. These categories were selected based on guidance from the Foundation using data provided in its grantee list.

**Priority Area:** Using the strategic alignment information from the Foundation's grantee list, CEP tagged grantees into their respective area. CEP did not receive enough responses from grantees in the Avoidable Blindness priority area, and therefore, grantees tagged to this area and to Special Opportunity were grouped in the "Other" category.

**Grant Size:** Similarly, CEP used grant size information from Hilton's grantee list to create groups of grantees based on the size of their grants. The ranges were chosen to match what was also analyzed in Hilton's 2014 GPR.

Priority Area	Number of Responses
Catholic Education	13
Catholic Sisters	37
Children Affected by HIV and AIDS	12
Disaster Relief and Recovery	9
Foster Youth	32
Homelessness	11
Hospitality	7
Multiple Sclerosis	11
Substance Use Prevention	28
Safe Water	9
Other	17

Grant Size	Number of Responses
Less than \$499,999	68
\$500,000-\$1,499,999	72
\$1.5M or Greater	46

## Comparative Cohorts

### Customized Cohort

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

#### Custom Cohort

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Carnegie Corporation of New York  
Conrad N. Hilton Foundation  
Ford Foundation  
Gordon and Betty Moore Foundation  
Houston Endowment, Inc.  
John D. and Catherine T. MacArthur Foundation  
Robert Wood Johnson Foundation  
The California Endowment  
The David and Lucile Packard Foundation  
The James Irvine Foundation  
The Kresge Foundation  
The McKnight Foundation  
The William and Flora Hewlett Foundation  
W.K. Kellogg Foundation  
Walton Family Foundation

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### Standard Cohorts

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

### Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	36	Funders with median grant size of \$20K or less
Large Grant Providers	72	Funders with median grant size of \$200K or more
High Touch Funders	32	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	28	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	62	Funders that make at least 90% of grants proactively
Responsive Grantmakers	60	Funders that make at most 10% of grants proactively
International Funders	38	Funders with an international scope of work

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### Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	55	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	53	Funders with annual giving of \$50 million or more

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## Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	140	All private foundations in the GPR dataset
Family Foundations	62	All family foundations in the GPR dataset
Community Foundations	37	All community foundations in the GPR dataset
Health Conversion Foundations	30	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

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## Other Cohorts

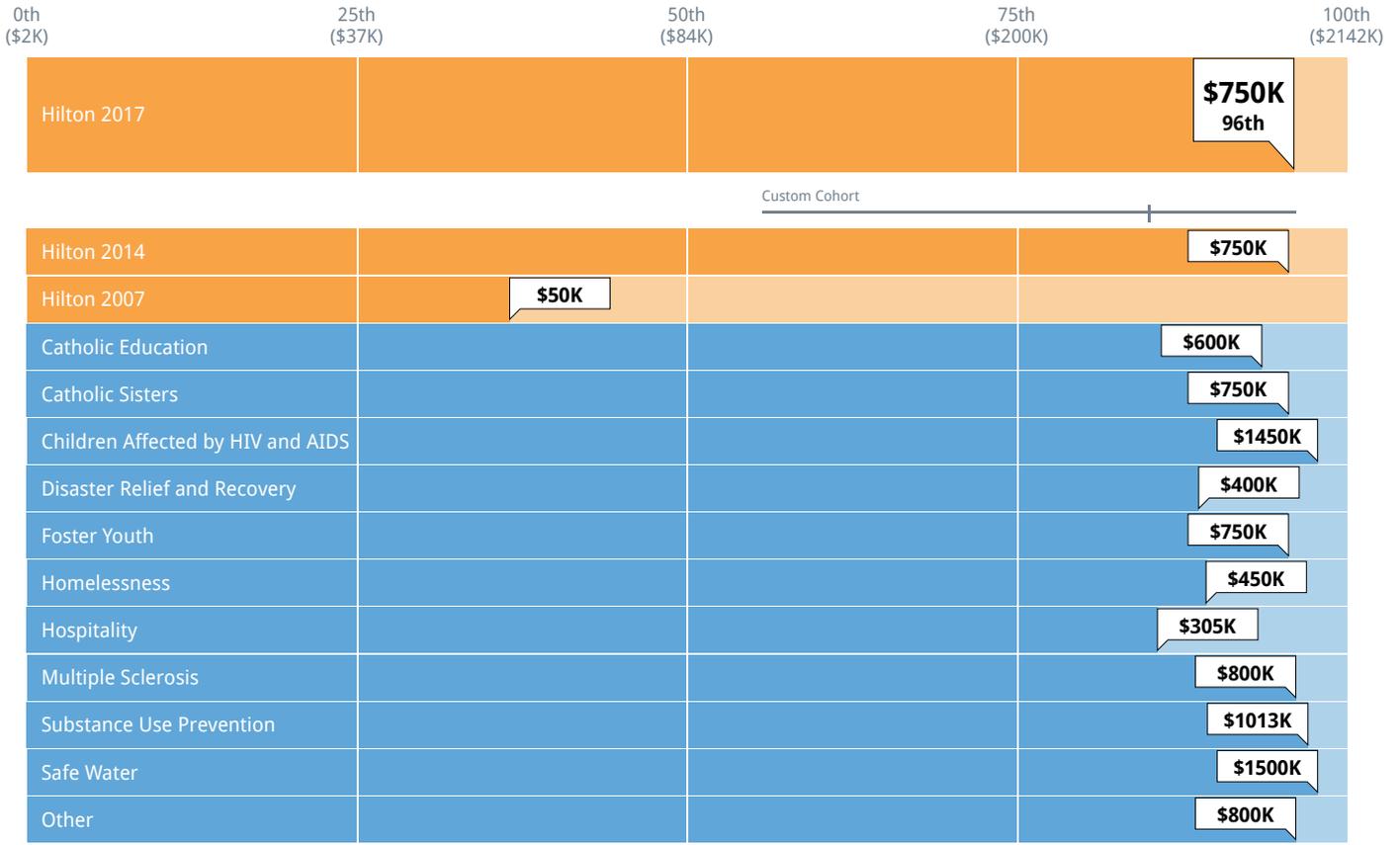
Cohort Name	Count	Description
Funders Outside the United States	22	Funders that are primarily based outside the United States
Recently Established Foundations	60	Funders that were established in 2000 or later

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# Grantmaking Characteristics

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

## Median Grant Size

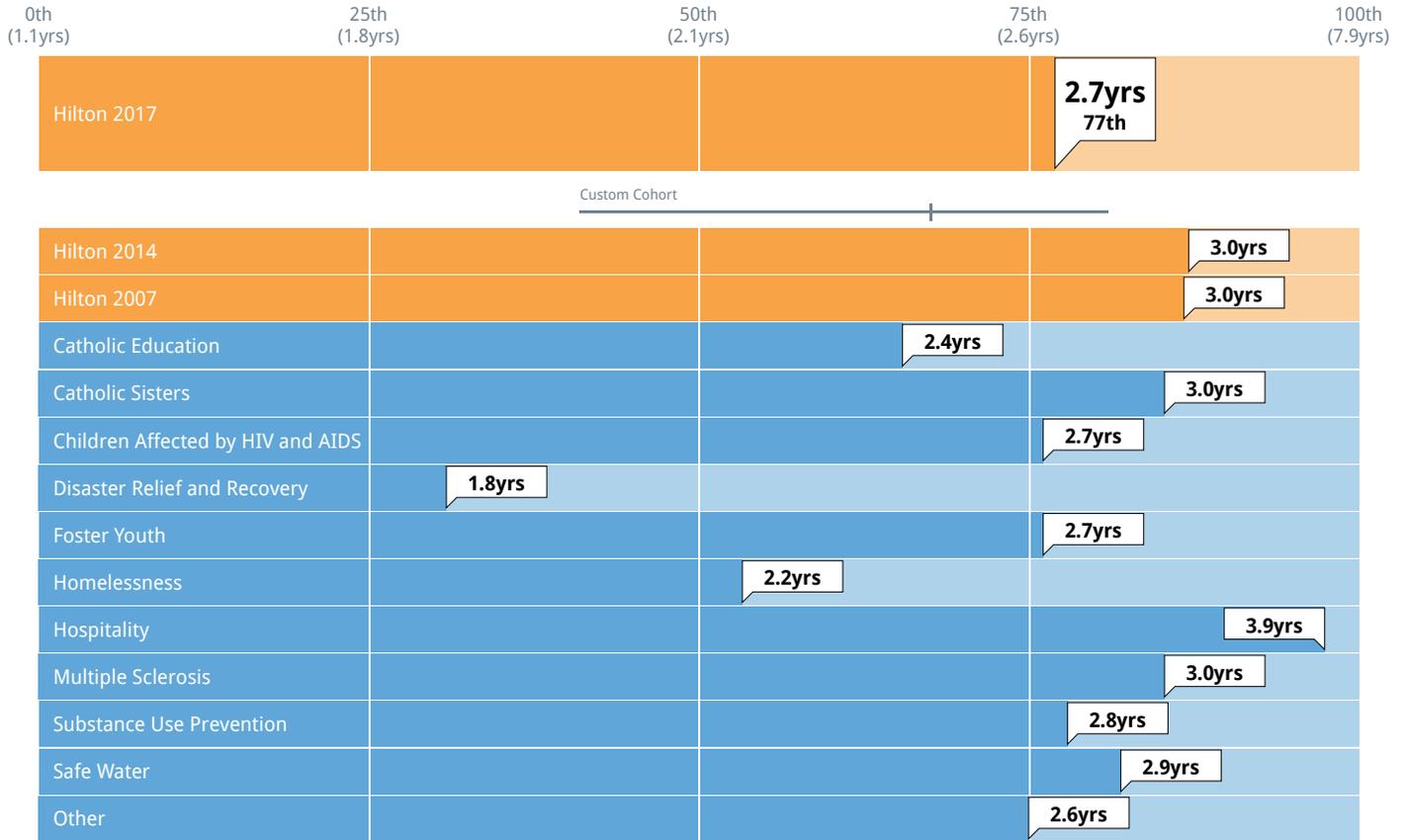


Cohort:

Past results:  On  Off

Subgroup:

## Average Grant Length

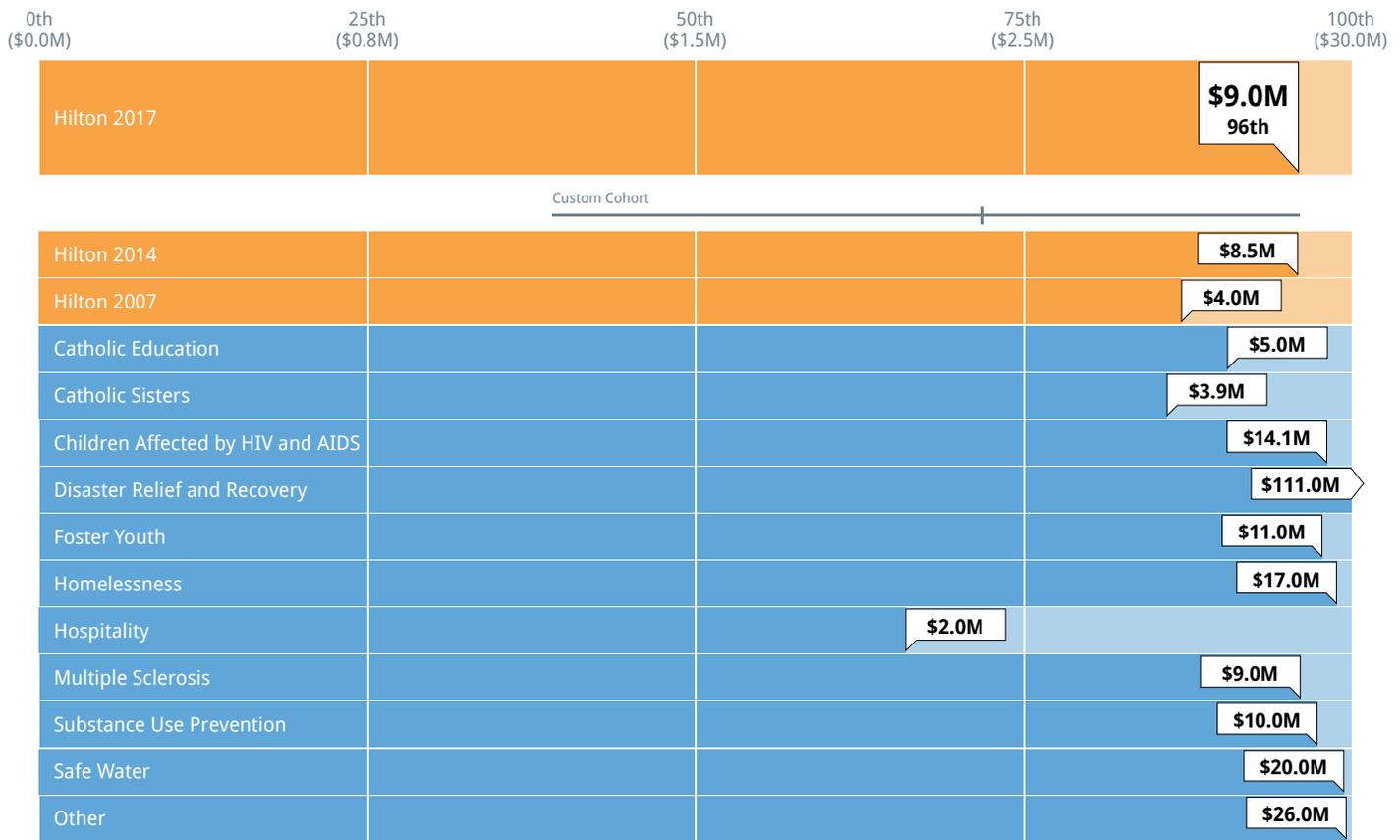


Cohort:

Past results:  On  Off

Subgroup:

## Median Organizational Budget



Cohort:

Past results:  On  Off

Subgroup:

Type of Support	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	9%	10%	31%	21%	23%
Percent of grantees receiving program/project support	81%	78%	45%	65%	68%
Percent of grantees receiving other types of support	9%	12%	23%	14%	9%

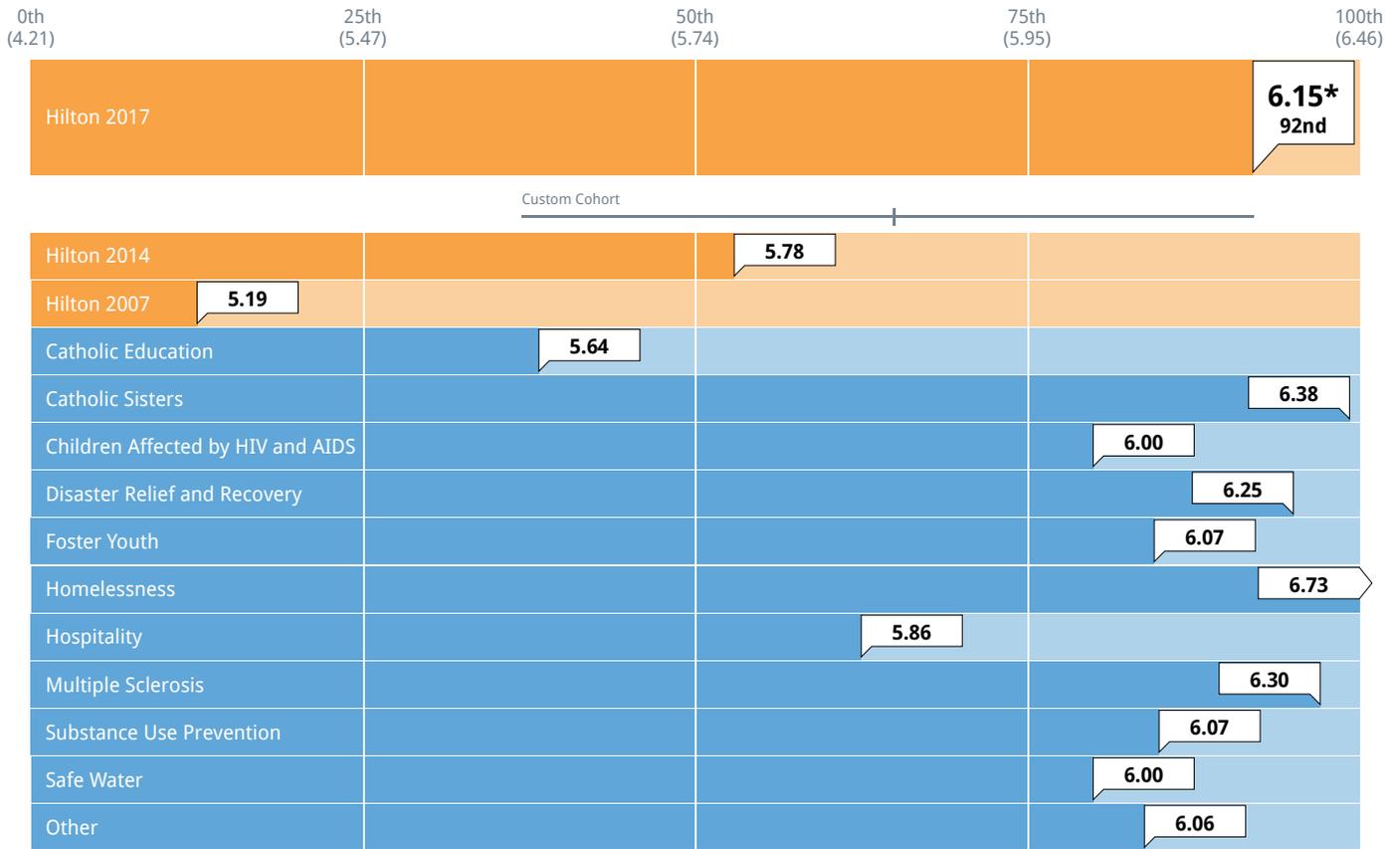
Grant History	Hilton 2017	Hilton 2014	Average Funder	Custom Cohort
Percentage of first-time grants	47%	52%	29%	26%

Program Staff Load	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$5.6M	\$3.5M	\$7.6M	\$2.6M	\$4.8M
Applications per program full-time employee	8	4	N/A	29	16
Active grants per program full-time employee	26	21	73	33	31

# Impact on and Understanding of Grantees' Fields

“Overall, how would you rate the Foundation’s impact on your field?”

1 = No impact    7 = Significant positive impact



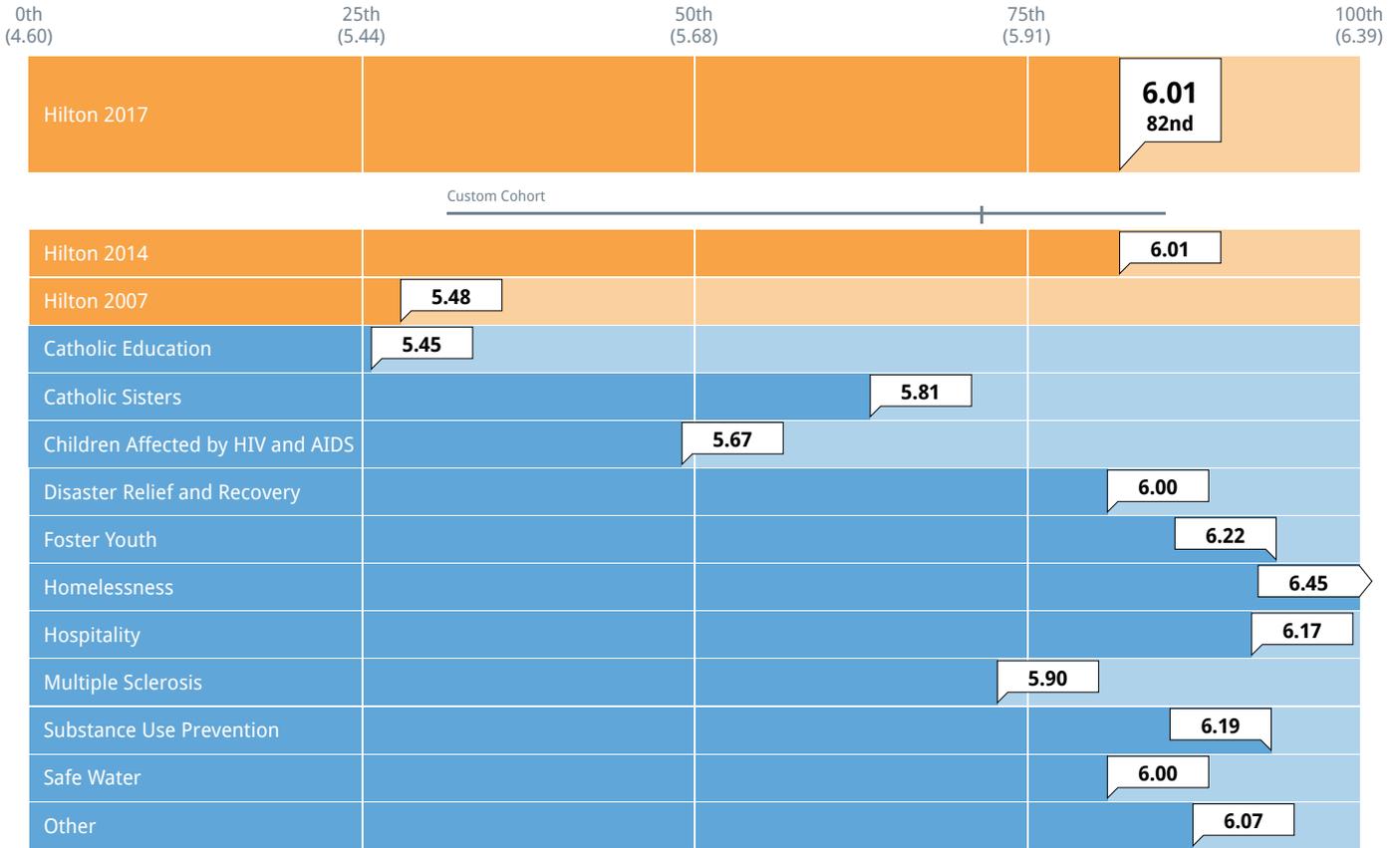
Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

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

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



Cohort:

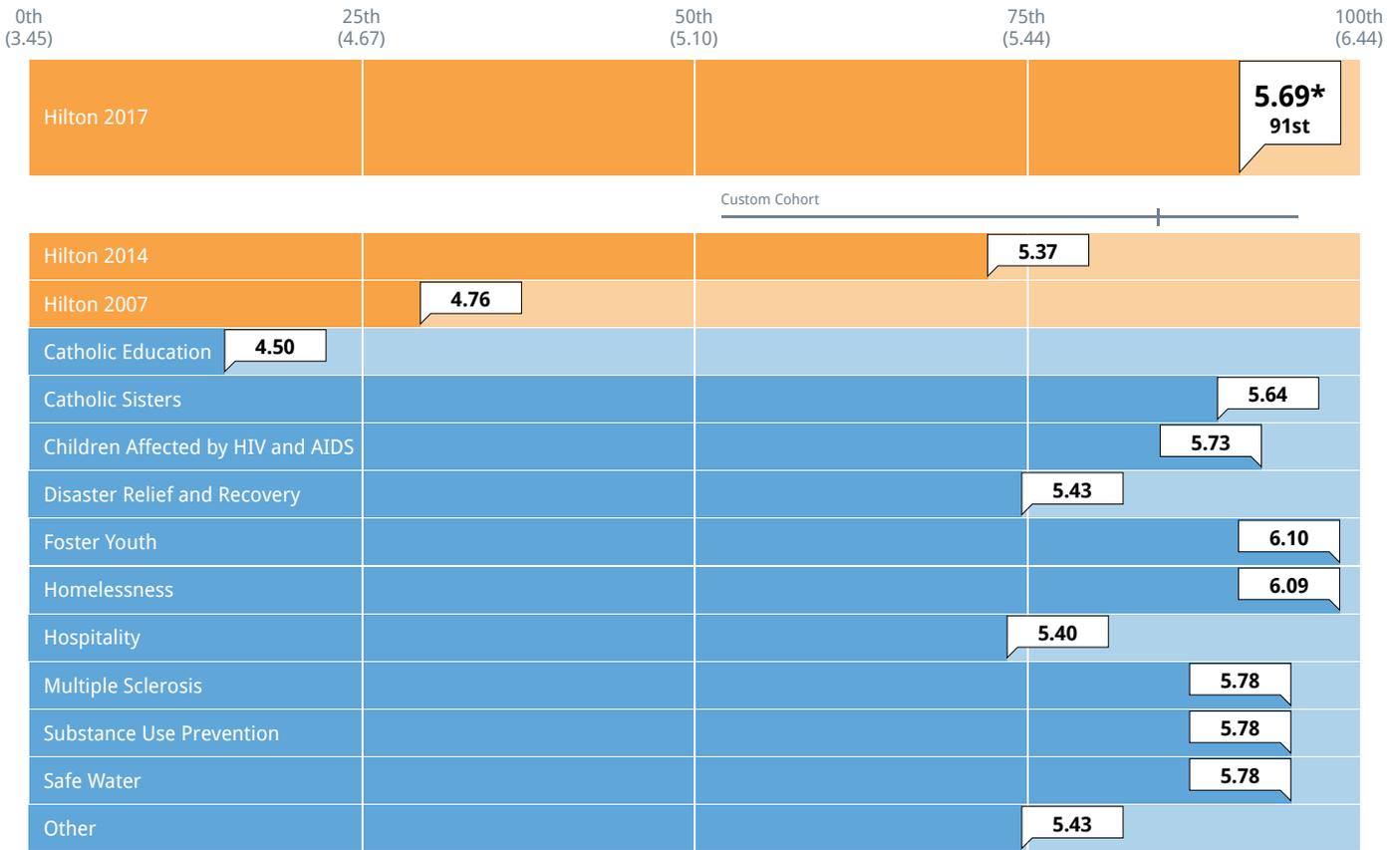
Past results:  On  Off

Subgroup:

# Advancing Knowledge and Public Policy

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

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



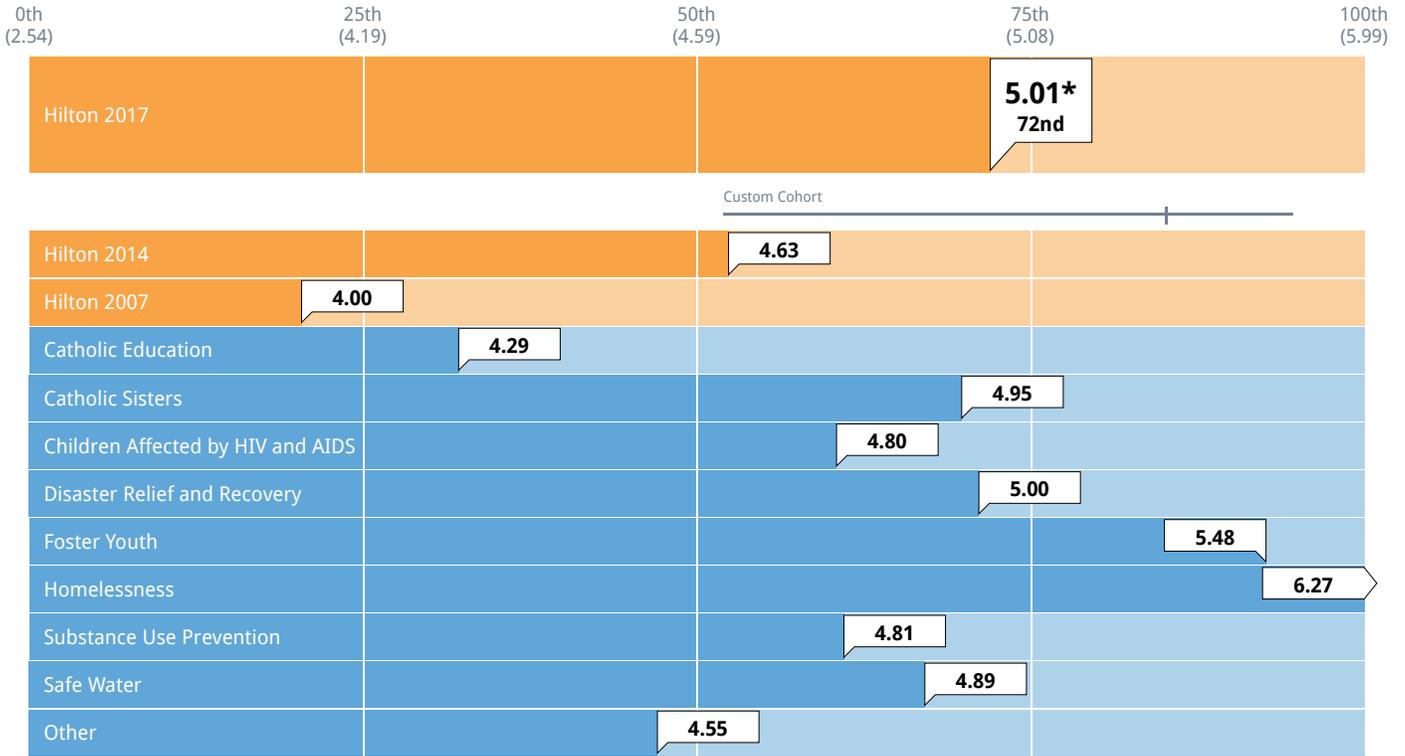
Cohort:

Past results:  On  Off

Subgroup:

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

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



Cohort:

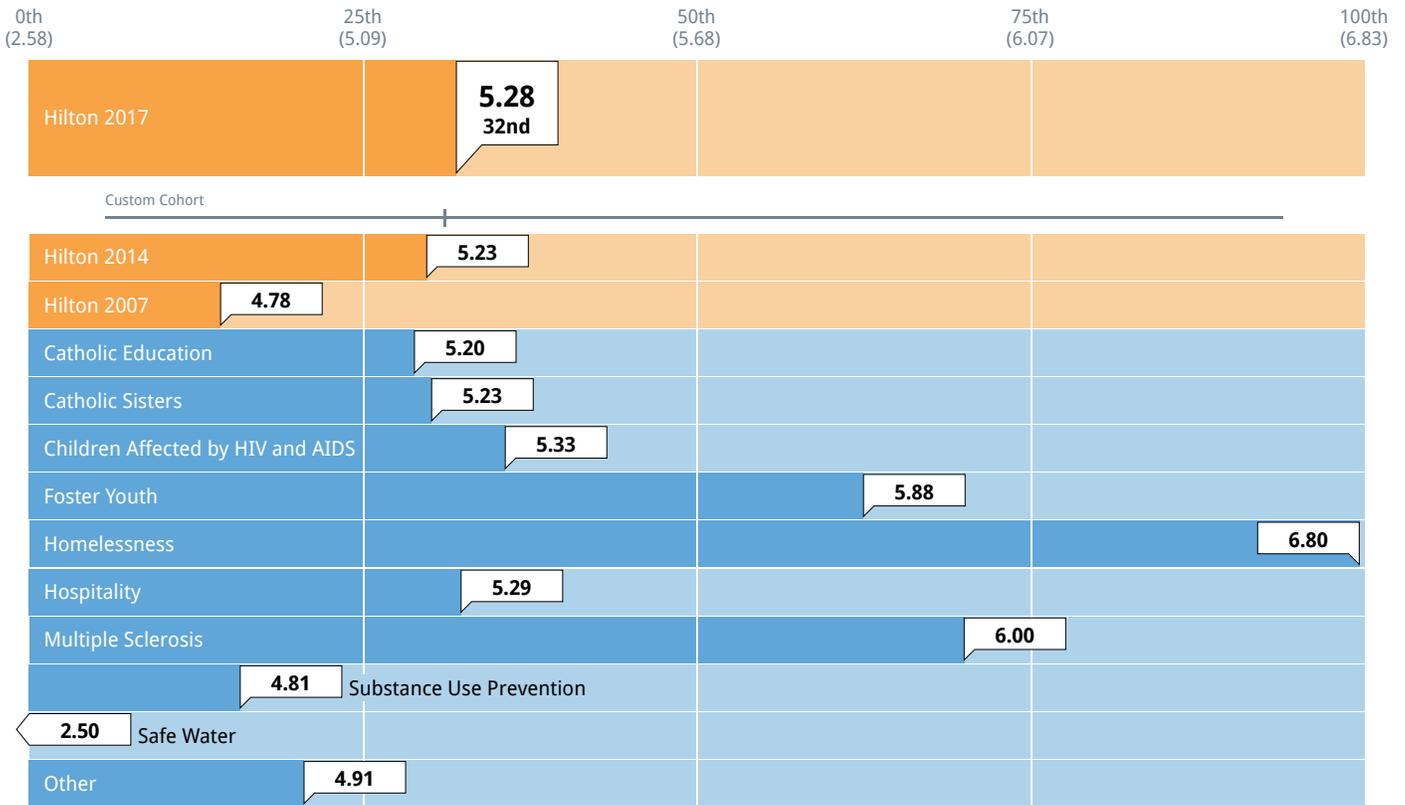
Past results:  On  Off

Subgroup:

# Impact on and Understanding of Grantees' Local Communities

“Overall, how would you rate the Foundation’s impact on your local community?”

1 = No impact    7 = Significant positive impact



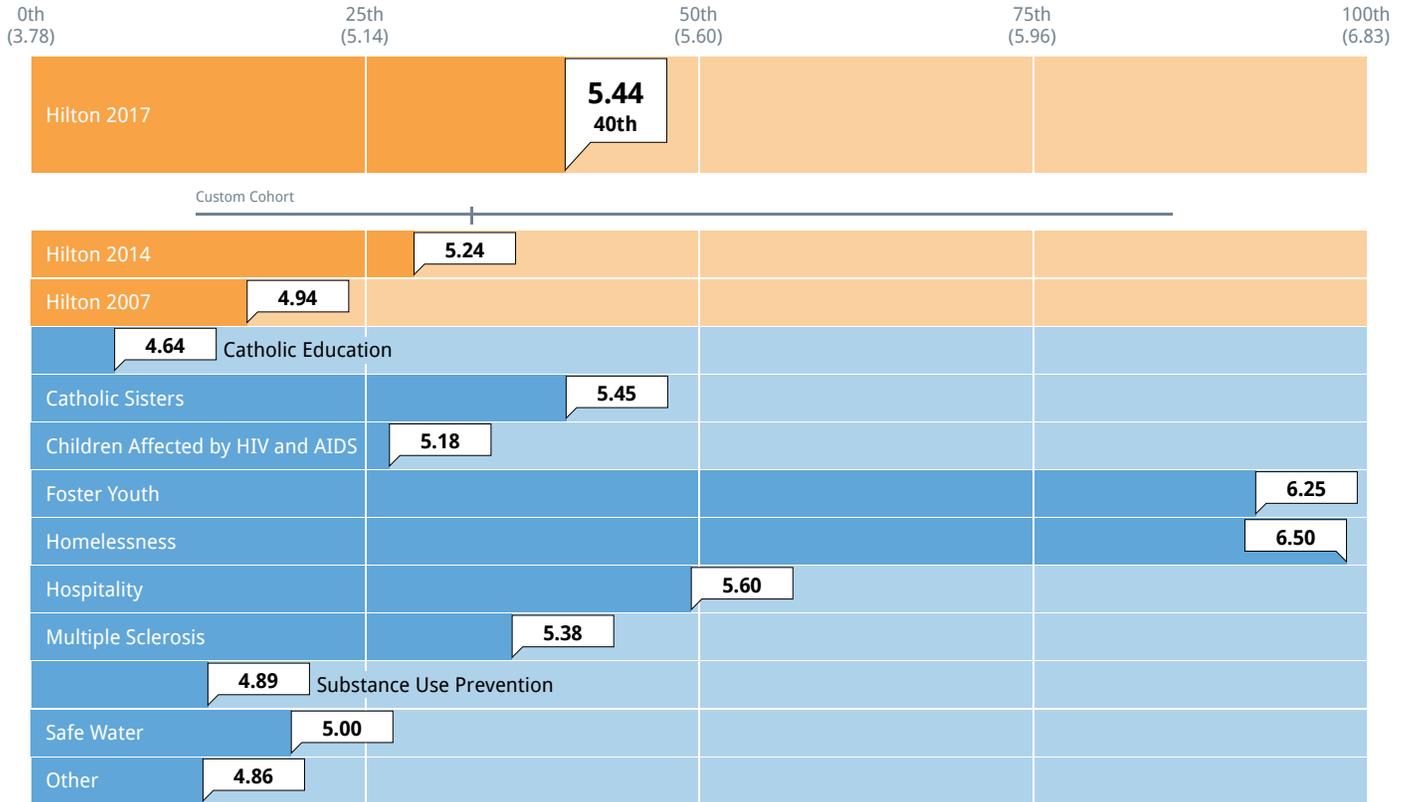
Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

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

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



Cohort:

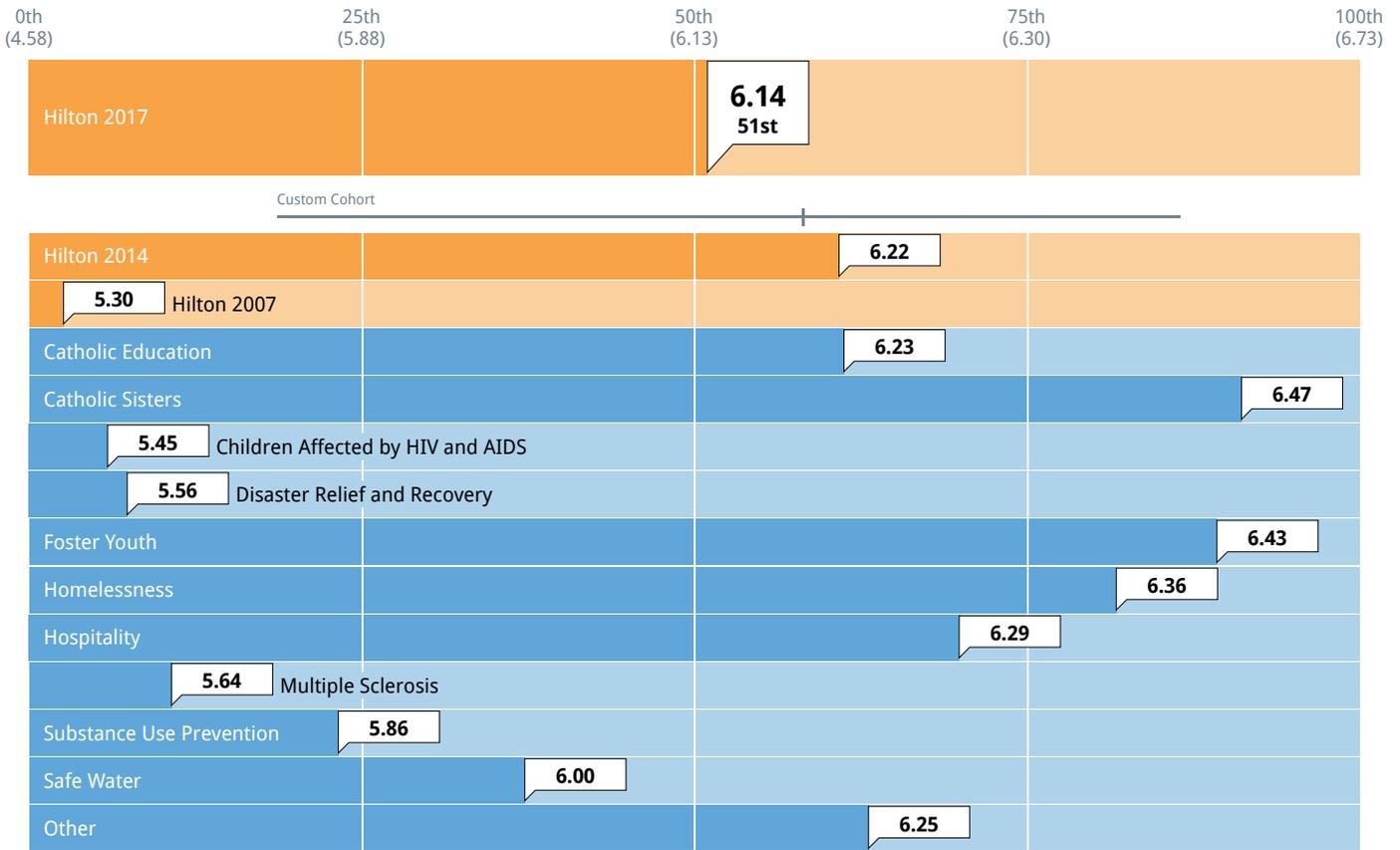
Past results:  On  Off

Subgroup:

# Impact on and Understanding of Grantees' Organizations

“Overall, how would you rate the Foundation’s impact on your organization?”

1 = No impact    7 = Significant positive impact



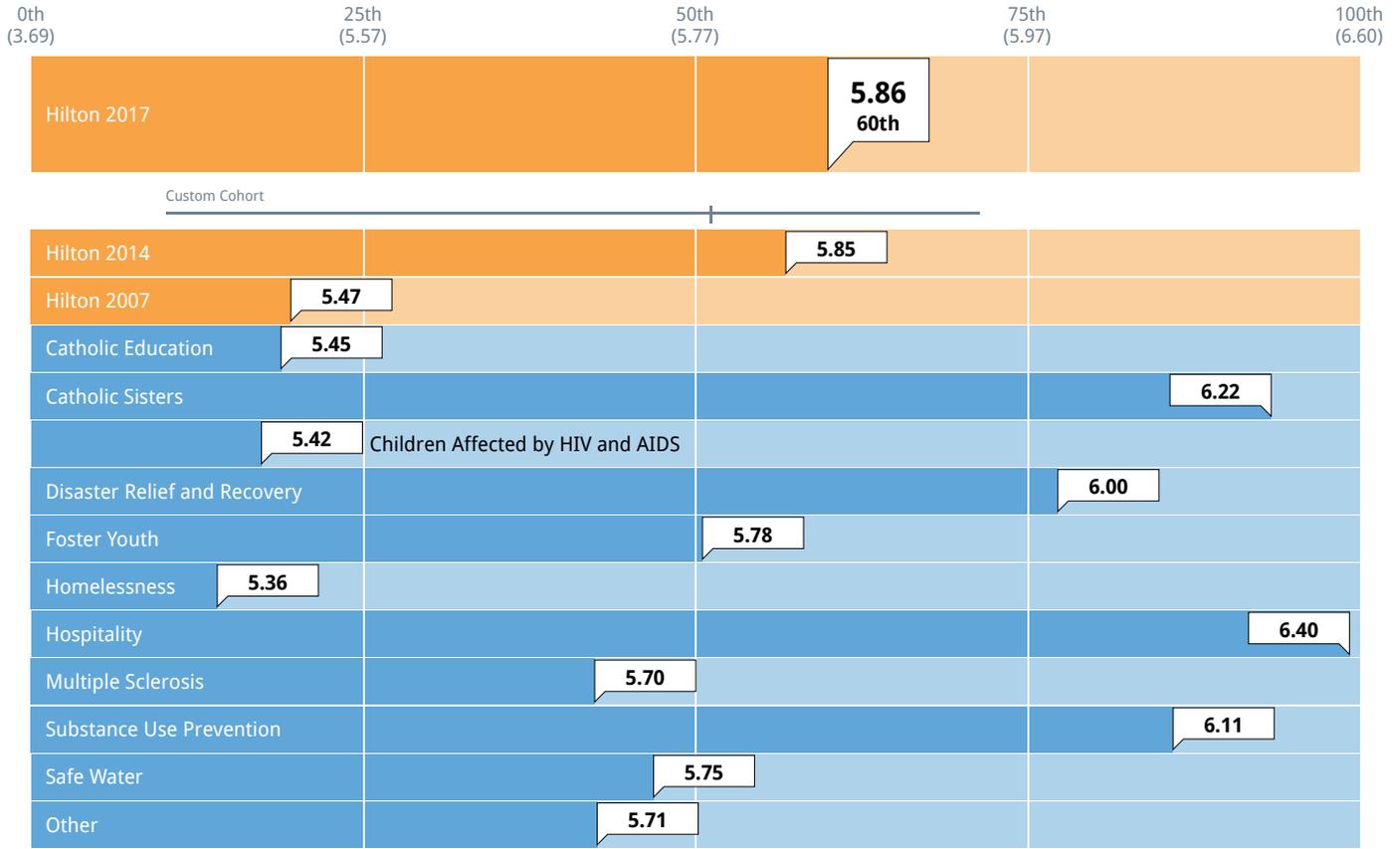
Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

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

1 = Limited understanding    7 = Thorough understanding



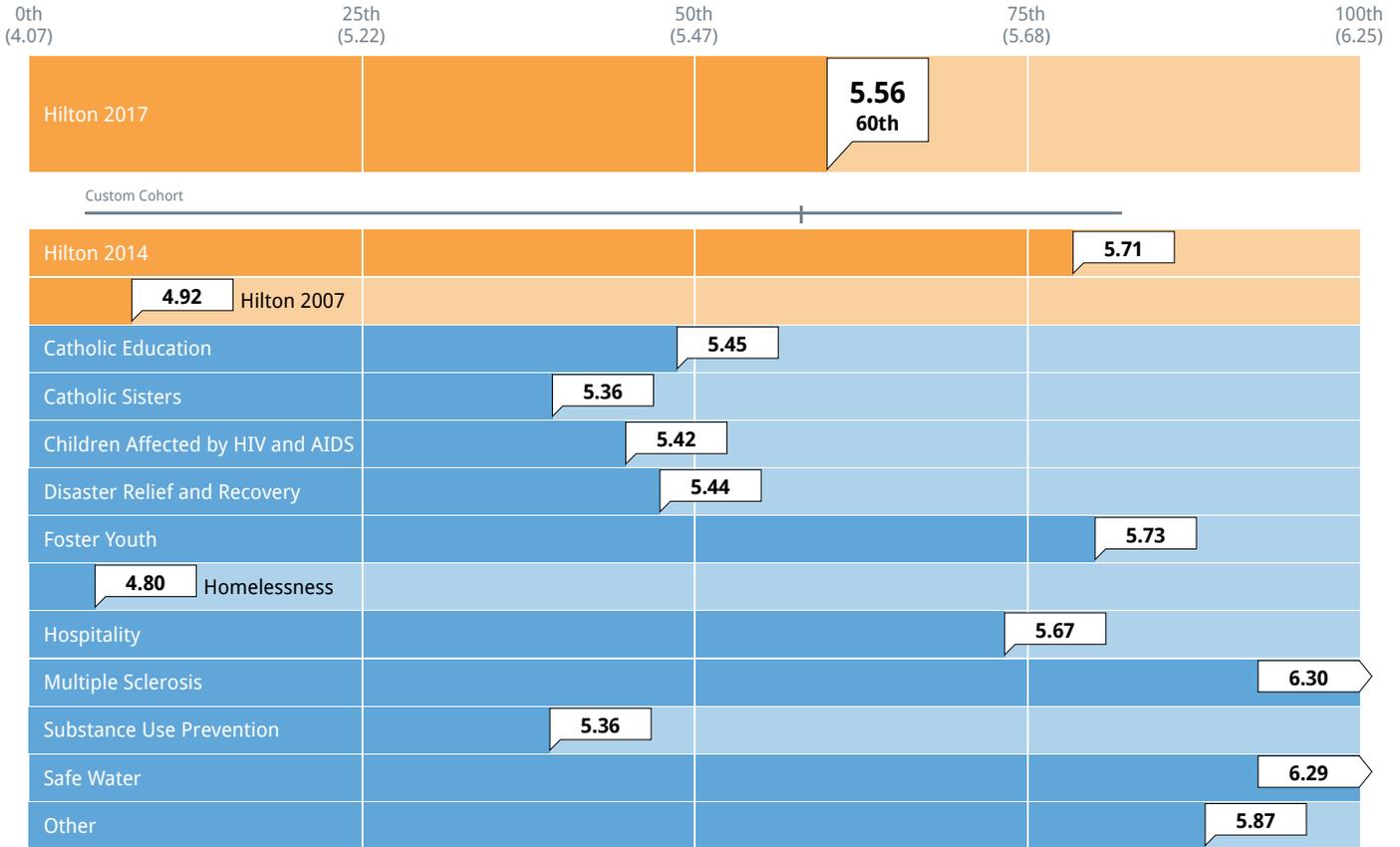
Cohort:

Past results:  On  Off

Subgroup:

**“How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?”**

1 = Did not improve ability    7 = Substantially improved ability



Cohort:

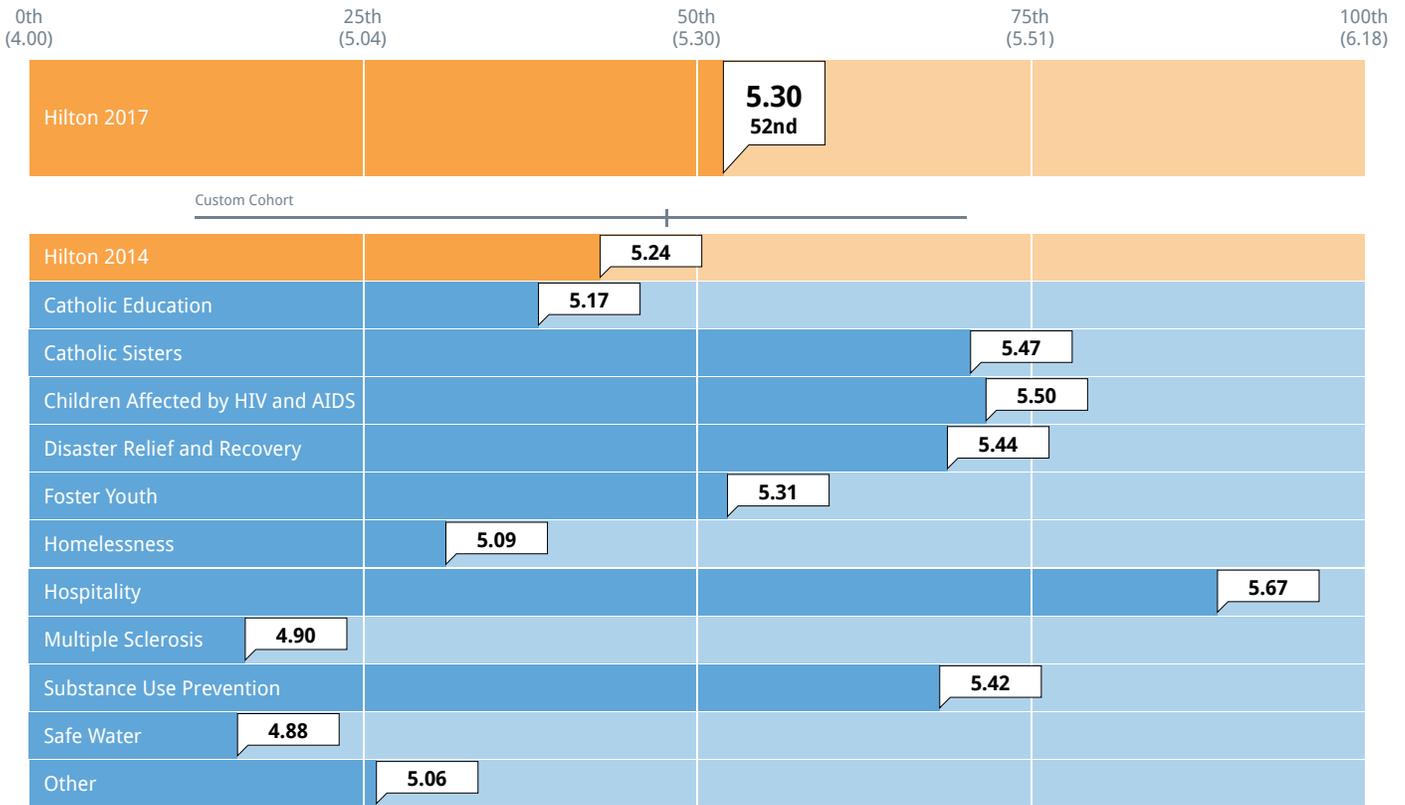
Past results:  On  Off

Subgroup:

# Grantee Challenges

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

1 = Not at all aware    7 = Extremely aware



Cohort:

Past results:  On  Off

Subgroup:

# Funder-Grantee Relationships

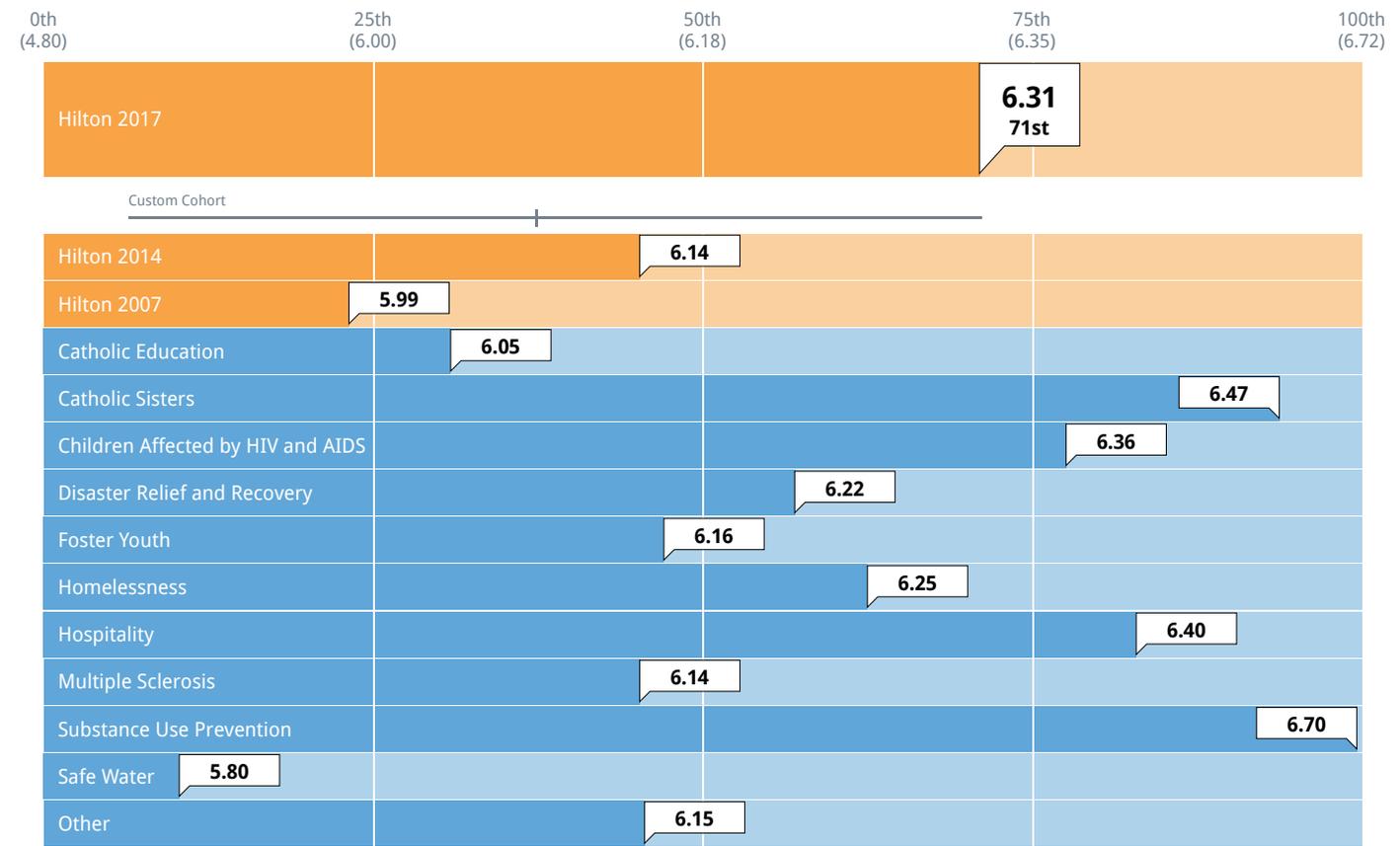
## Funder-Grantee Relationships Summary Measure

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

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

## Funder-Grantee Relationships Summary Measure

1 = Very negative    7 = Very positive



Cohort:

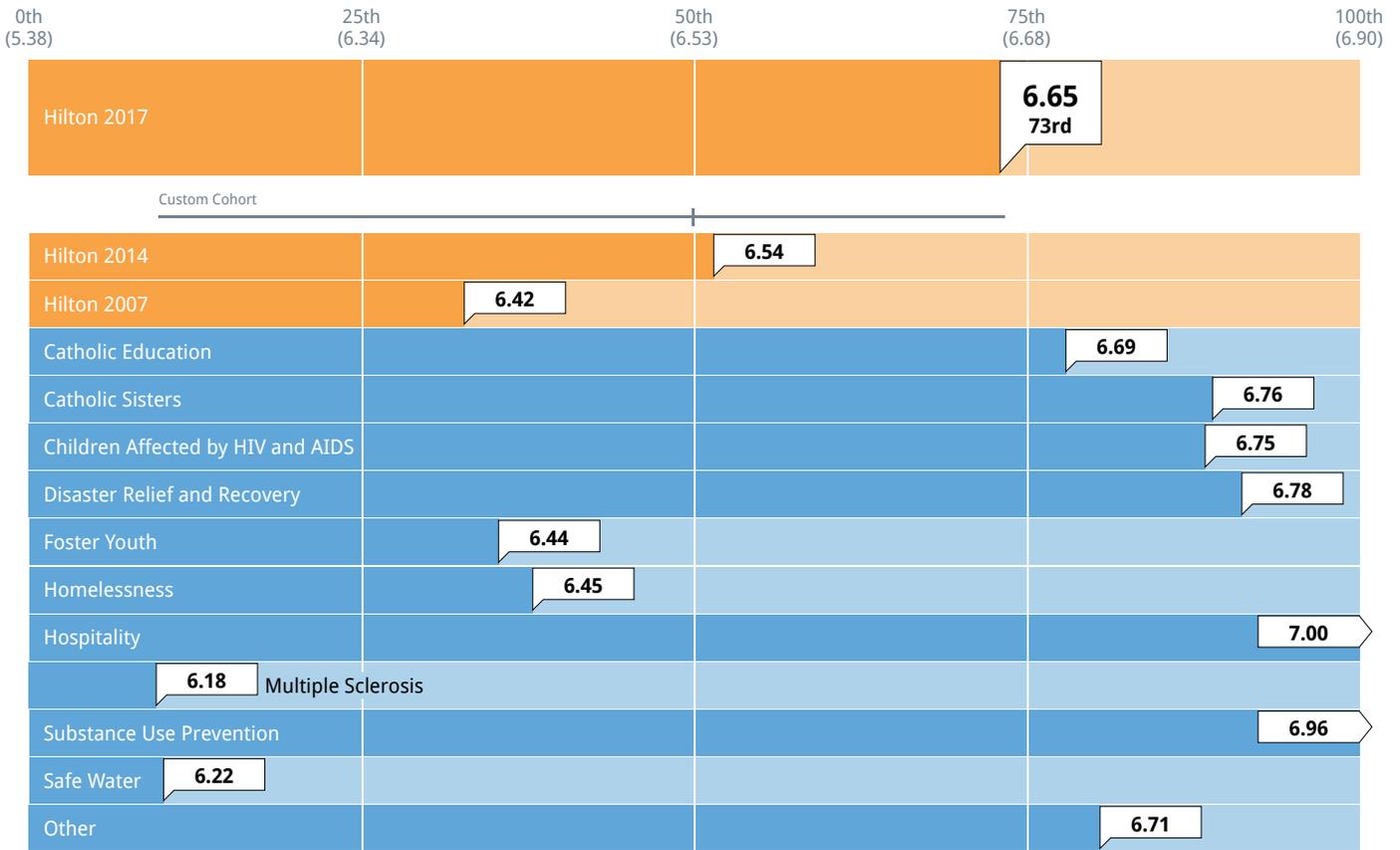
Past results:  On  Off

Subgroup:

# Quality of Interactions

“Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly    7 = Extremely fairly



Cohort:

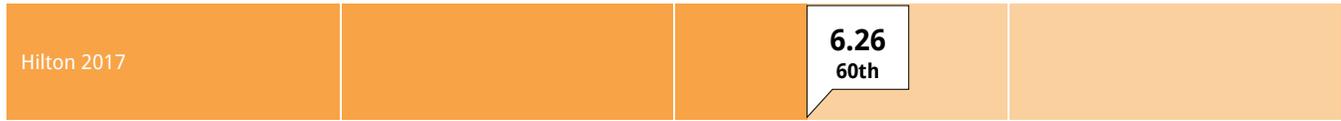
Past results:  On  Off

Subgroup:

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

1 = Not at all comfortable    7 = Extremely comfortable

0th (5.29)                      25th (6.02)                      50th (6.20)                      75th (6.35)                      100th (6.78)



Custom Cohort



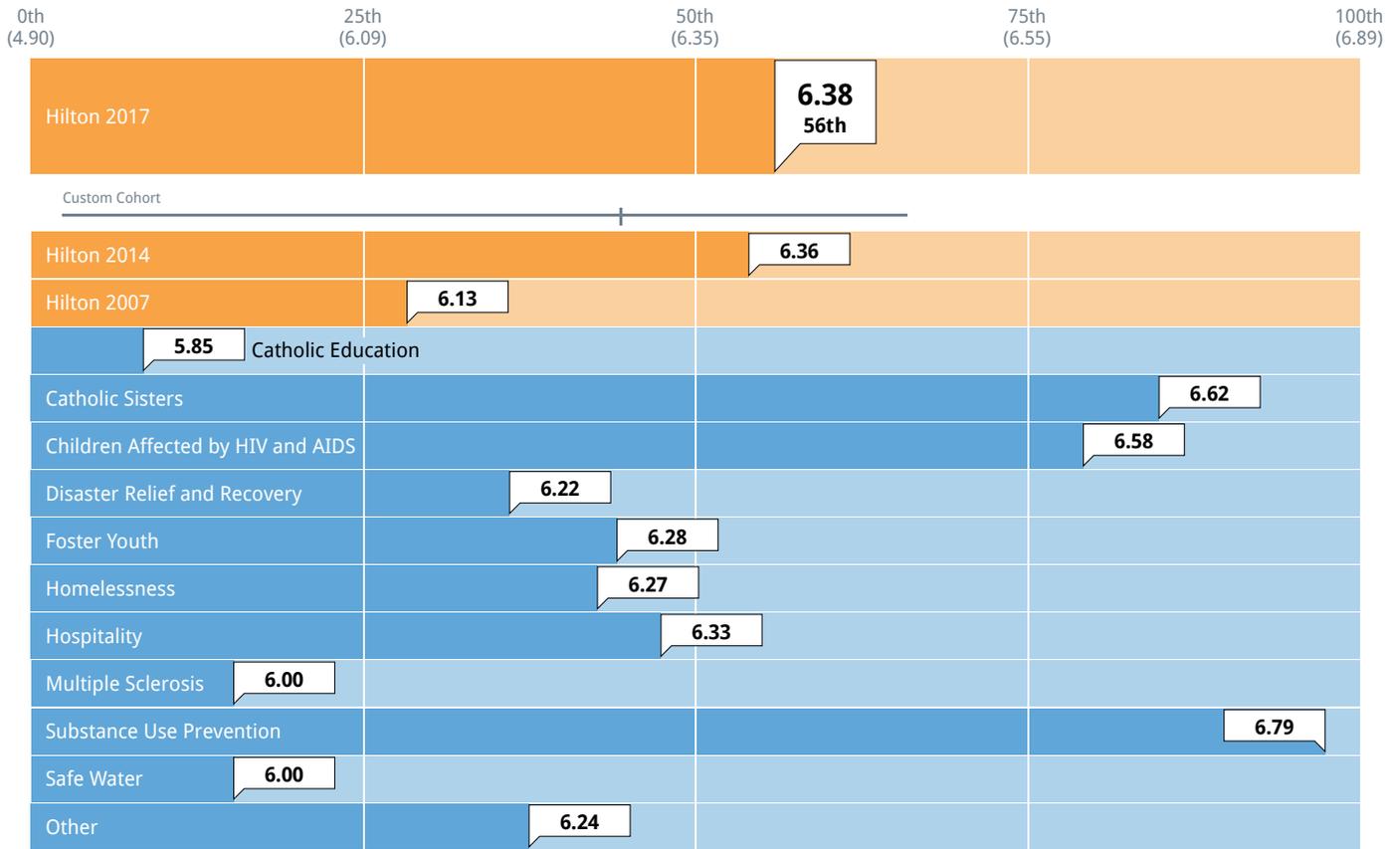
Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

## “Overall, how responsive was the Foundation staff?”

1 = Not at all responsive    7 = Extremely responsive



Cohort:

Past results:  On  Off

Subgroup:

## Interaction Patterns

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

Frequency of Contact with Program Officer	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Weekly or more often	2%	3%	4%	3%	2%
A few times a month	12%	10%	8%	11%	10%
Monthly	15%	17%	10%	15%	17%
Once every few months	64%	56%	31%	53%	57%
Yearly or less often	8%	14%	48%	18%	14%

Frequency of Contact with Program Officer (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Weekly or more often	0%	3%	0%	0%	0%	18%	0%	0%	0%	0%	0%
A few times a month	0%	11%	25%	11%	9%	9%	29%	0%	12%	33%	12%
Monthly	15%	19%	17%	11%	22%	0%	0%	0%	19%	22%	12%
Once every few months	85%	62%	58%	67%	63%	64%	57%	73%	69%	44%	53%
Yearly or less often	0%	5%	0%	11%	6%	9%	14%	27%	0%	0%	24%

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

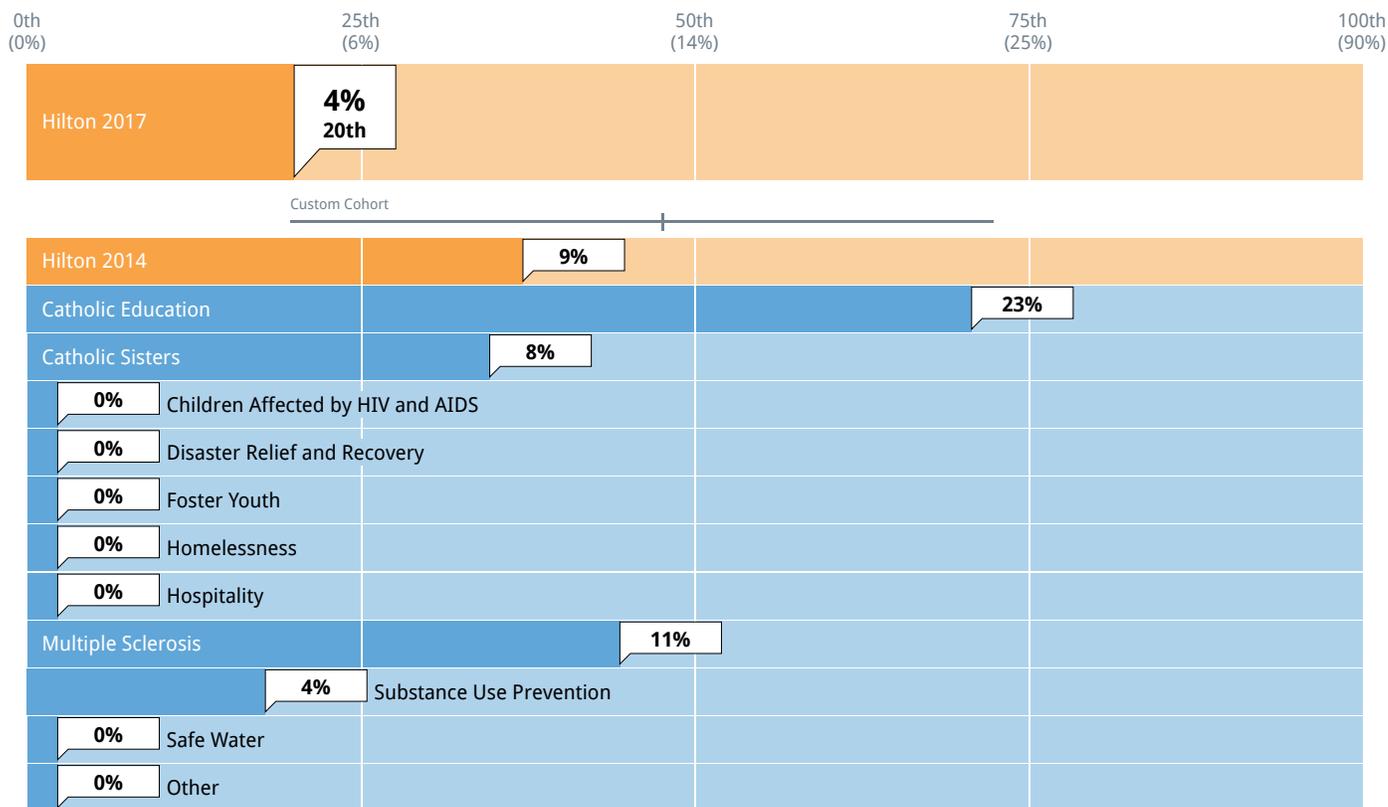
Initiation of Contact with Program Officer	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Program Officer	10%	8%	18%	15%	12%
Both of equal frequency	53%	57%	48%	50%	50%
Grantee	38%	35%	34%	35%	39%

Initiation of Contact with Program Officer (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Program Officer	8%	3%	8%	13%	10%	9%	14%	40%	11%	0%	6%
Both of equal frequency	8%	34%	75%	75%	48%	82%	57%	60%	67%	75%	50%
Grantee	85%	63%	17%	13%	42%	9%	29%	0%	22%	25%	44%

# Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'



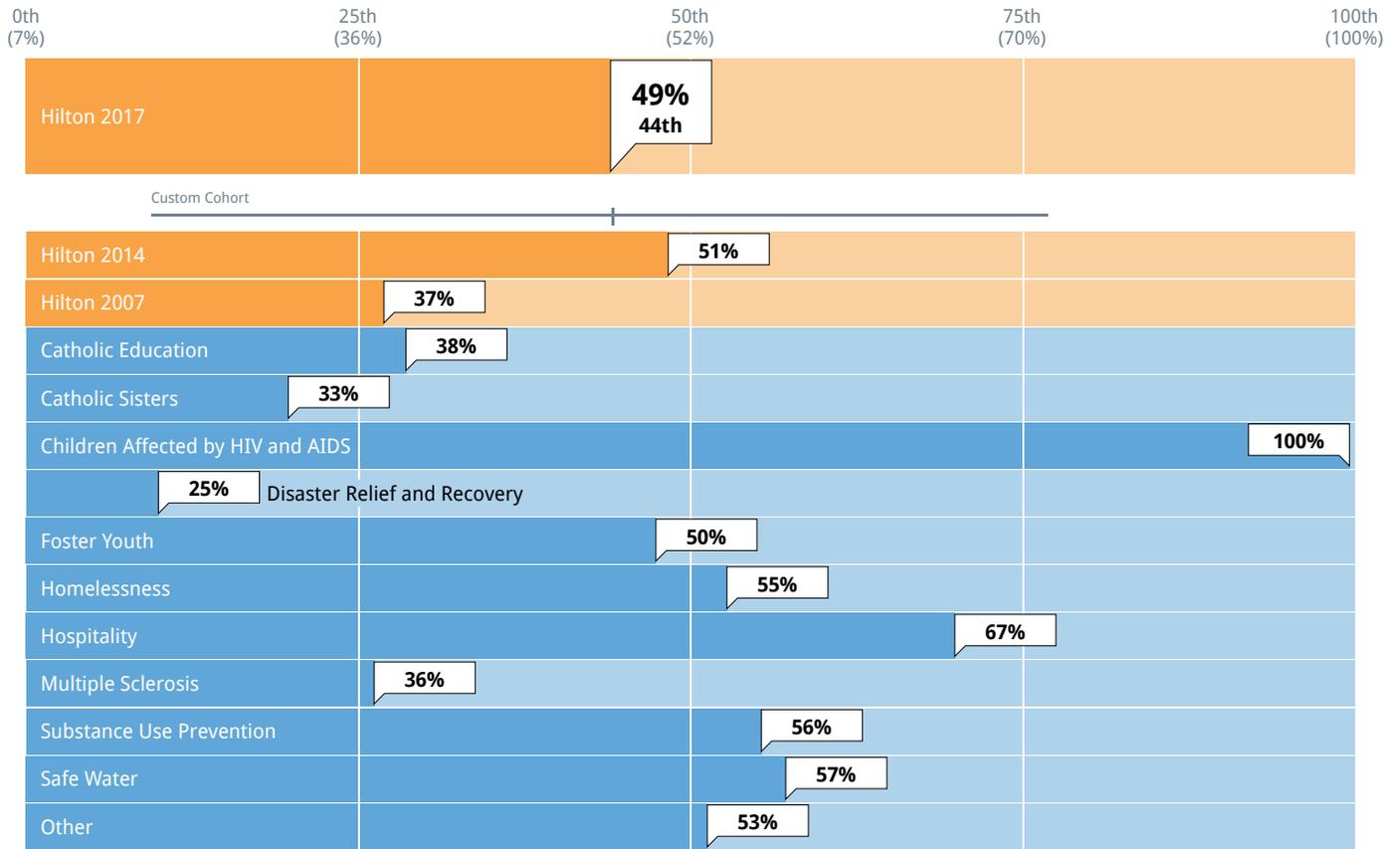
Cohort:

Past results:  On  Off

Subgroup:

## “Did the Foundation conduct a site visit during the course of this grant?”

Proportion of grantees responding 'Yes'



Cohort:

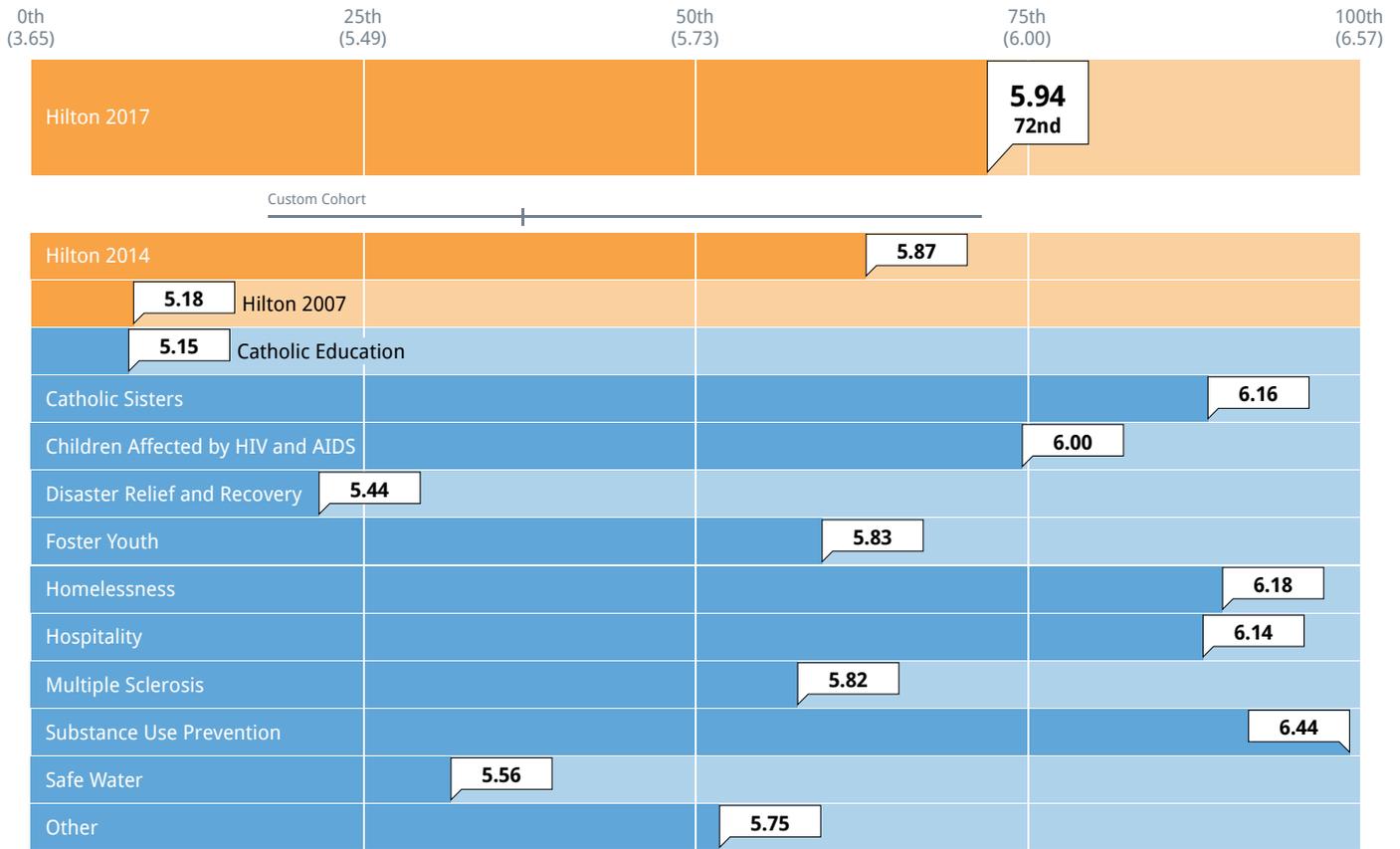
Past results:  On  Off

Subgroup:

# Foundation Communication

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

1 = Not at all clearly    7 = Extremely clearly



Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

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

1 = Not at all consistent    7 = Completely consistent

0th (3.89)                      25th (5.80)                      50th (6.03)                      75th (6.18)                      100th (6.69)



Custom Cohort



Cohort: Custom Cohort ▼

Past results:  On  Off

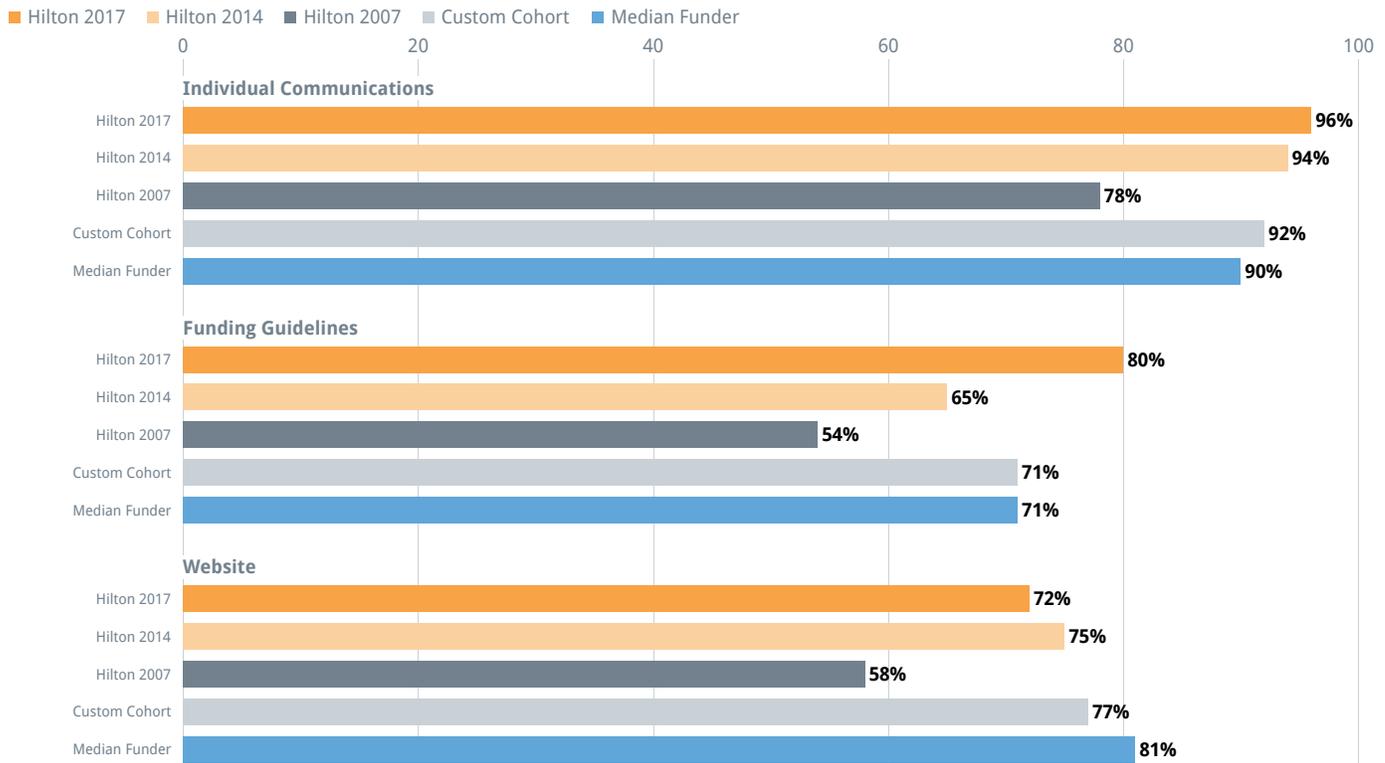
Subgroup: Priority Area ▼

## Communication Resources

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

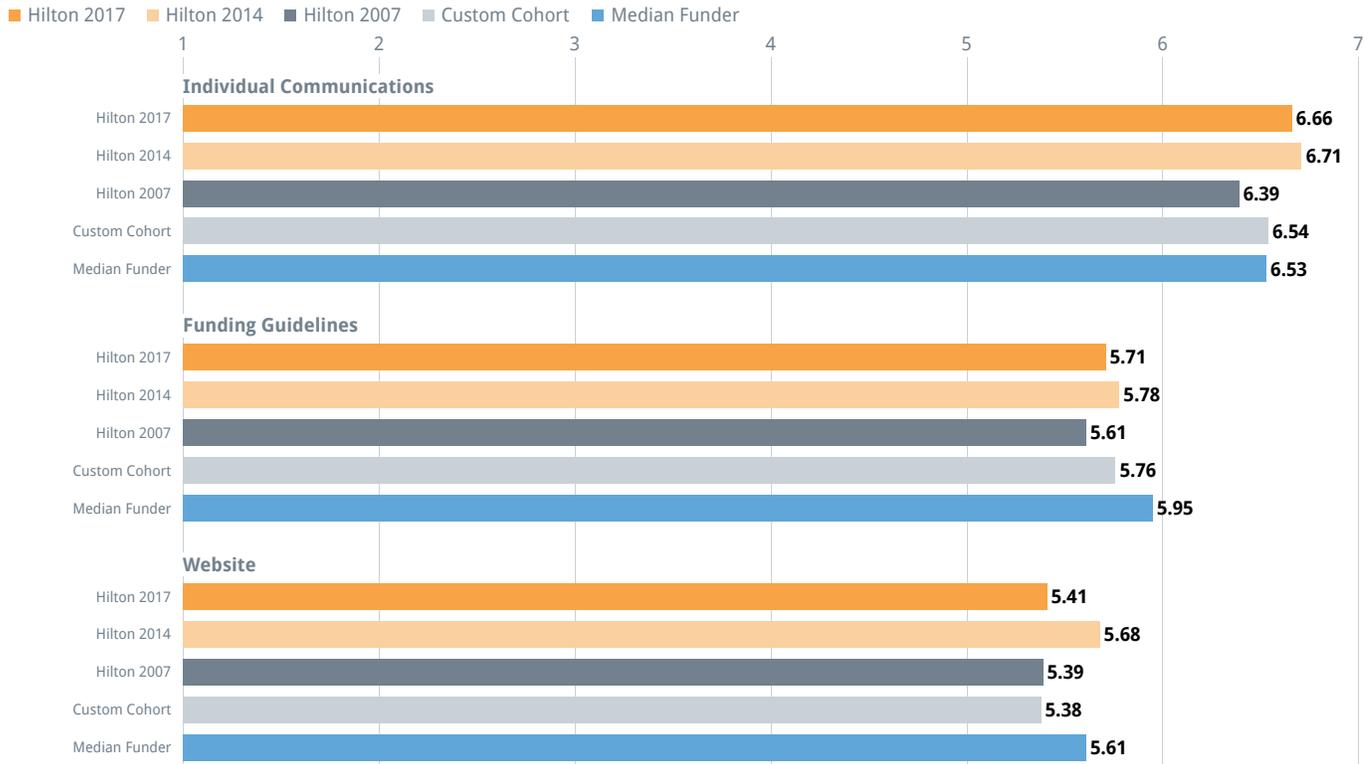
**"Please indicate whether you used any of the following resources, and if so how helpful you found each."**

### Usage of Communication Resources - Overall



## Helpfulness of Communication Resources - Overall

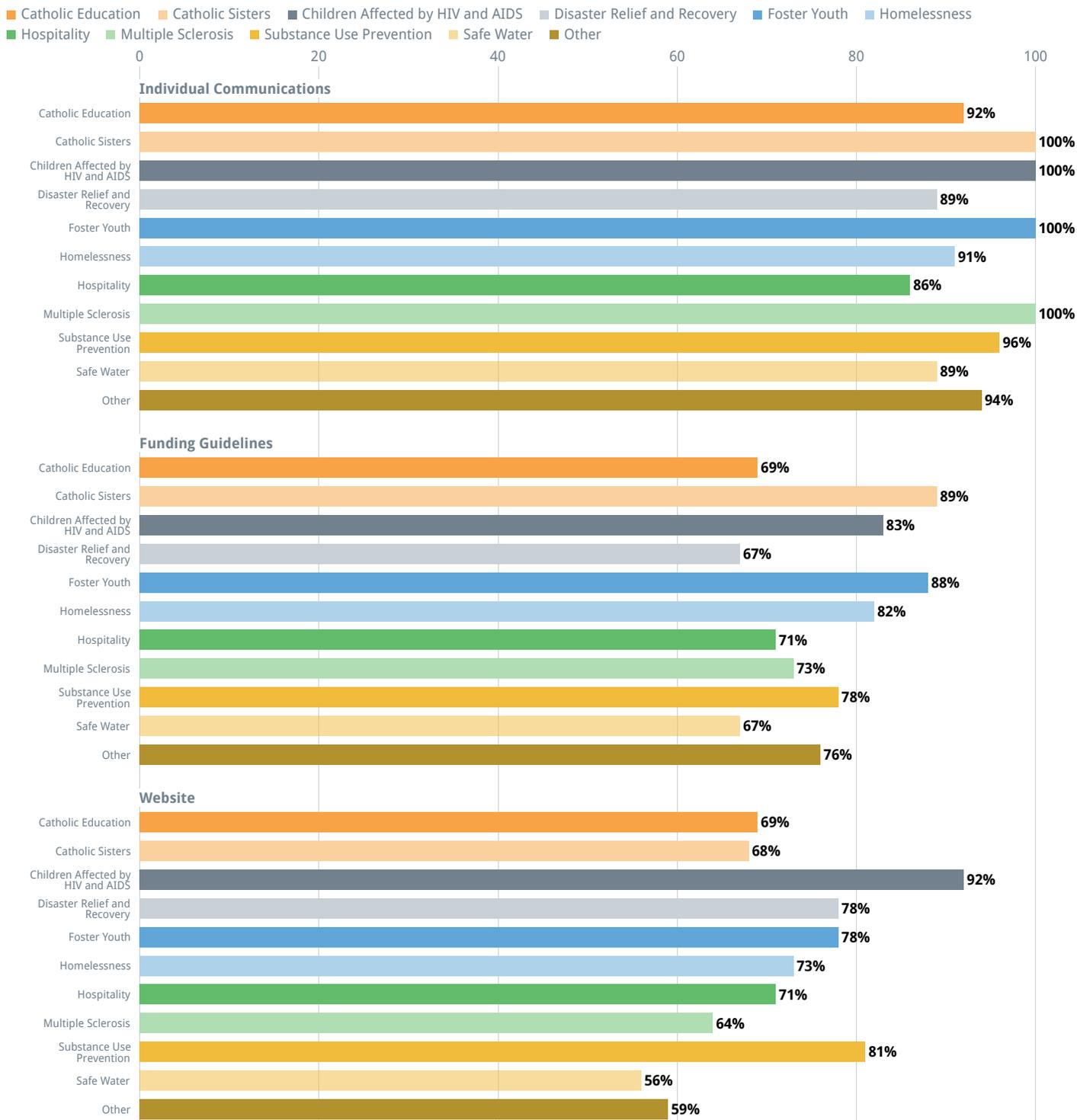
1 = Not at all helpful    7 = Extremely helpful



The following charts show the usage and helpfulness of communications resources segmented by subgroup.

**"Please indicate whether you used any of the following resources, and if so how helpful you found each."**

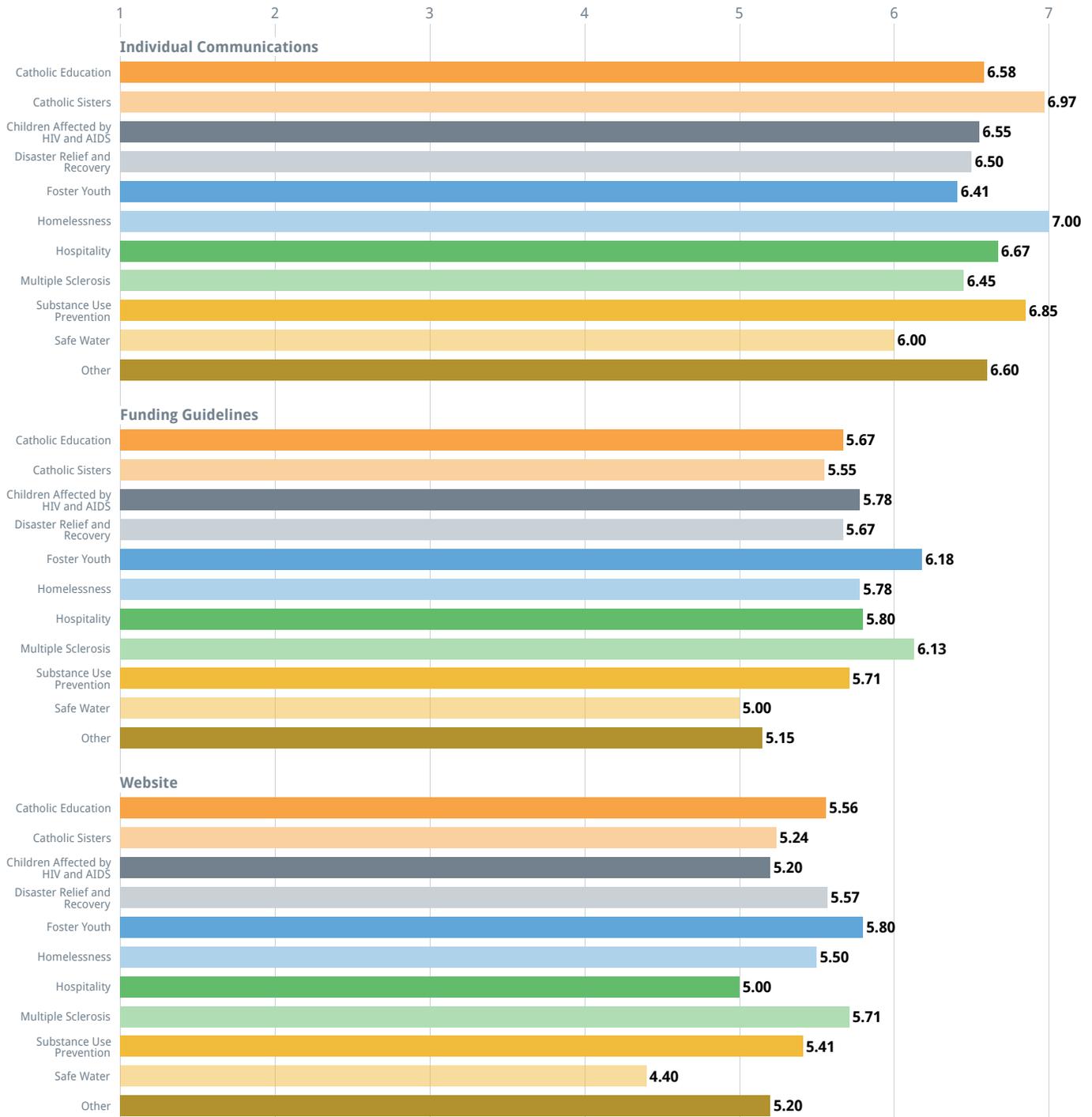
### Usage of Communication Resources - By Subgroup



## Helpfulness of Communication Resources - By Subgroup

1 = Not at all helpful    7 = Extremely helpful

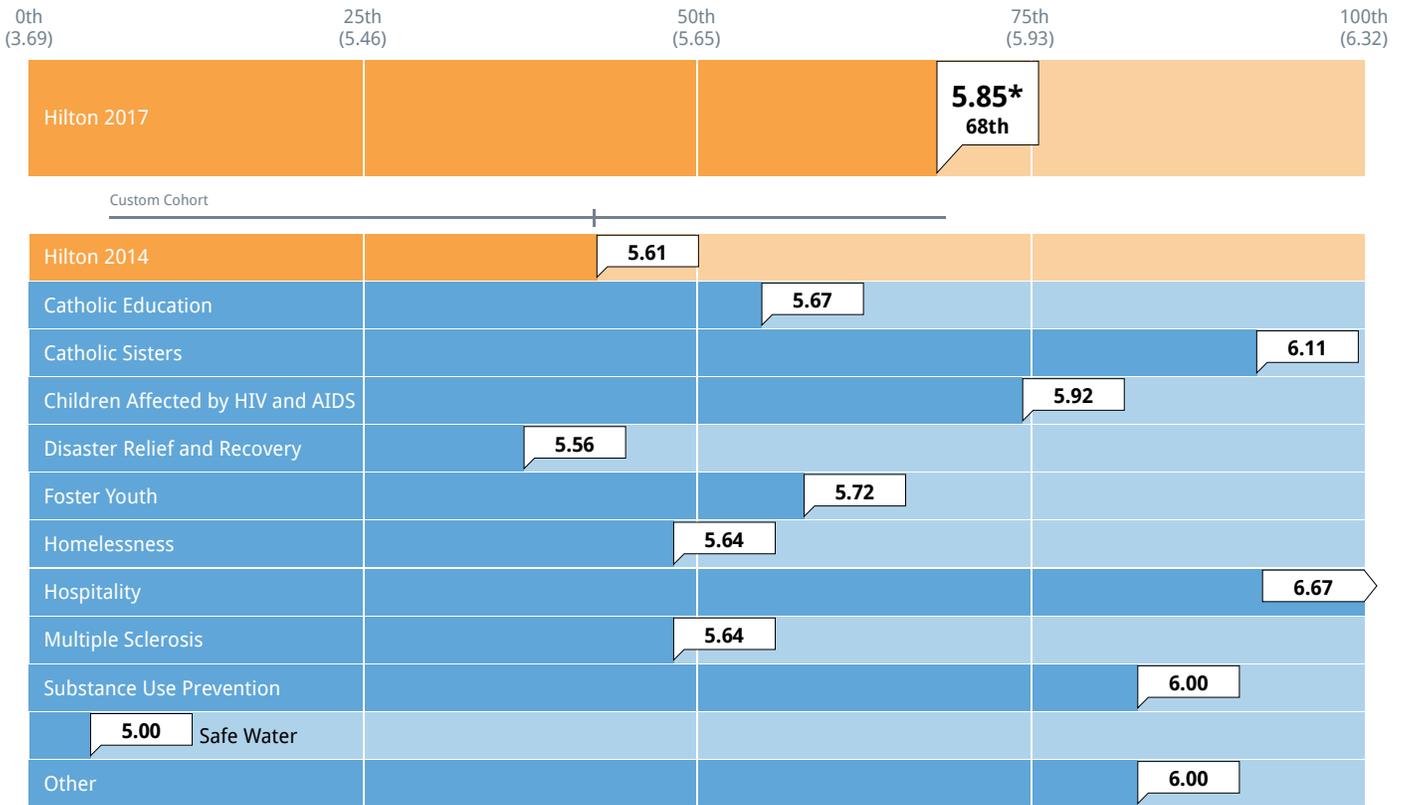
■ Catholic Education   
 ■ Catholic Sisters   
 ■ Children Affected by HIV and AIDS   
 ■ Disaster Relief and Recovery   
 ■ Foster Youth   
 ■ Homelessness  
■ Hospitality   
 ■ Multiple Sclerosis   
 ■ Substance Use Prevention   
 ■ Safe Water   
 ■ Other



# Funder Transparency

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

1 = Not at all transparent    7 = Extremely transparent



Cohort: Custom Cohort ▼

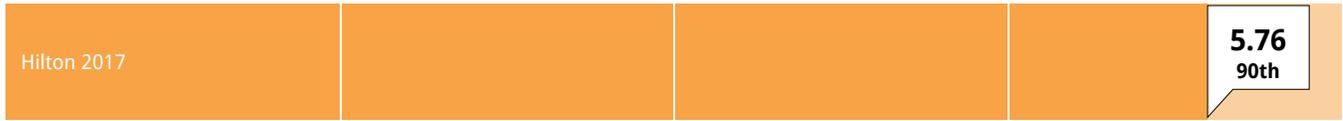
Past results:  On  Off

Subgroup: Priority Area ▼

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

1 = Not at all 7 = To a great extent

0th (4.14)      25th (5.00)      50th (5.23)      75th (5.48)      100th (6.08)



Custom Cohort



Cohort: Custom Cohort ▼

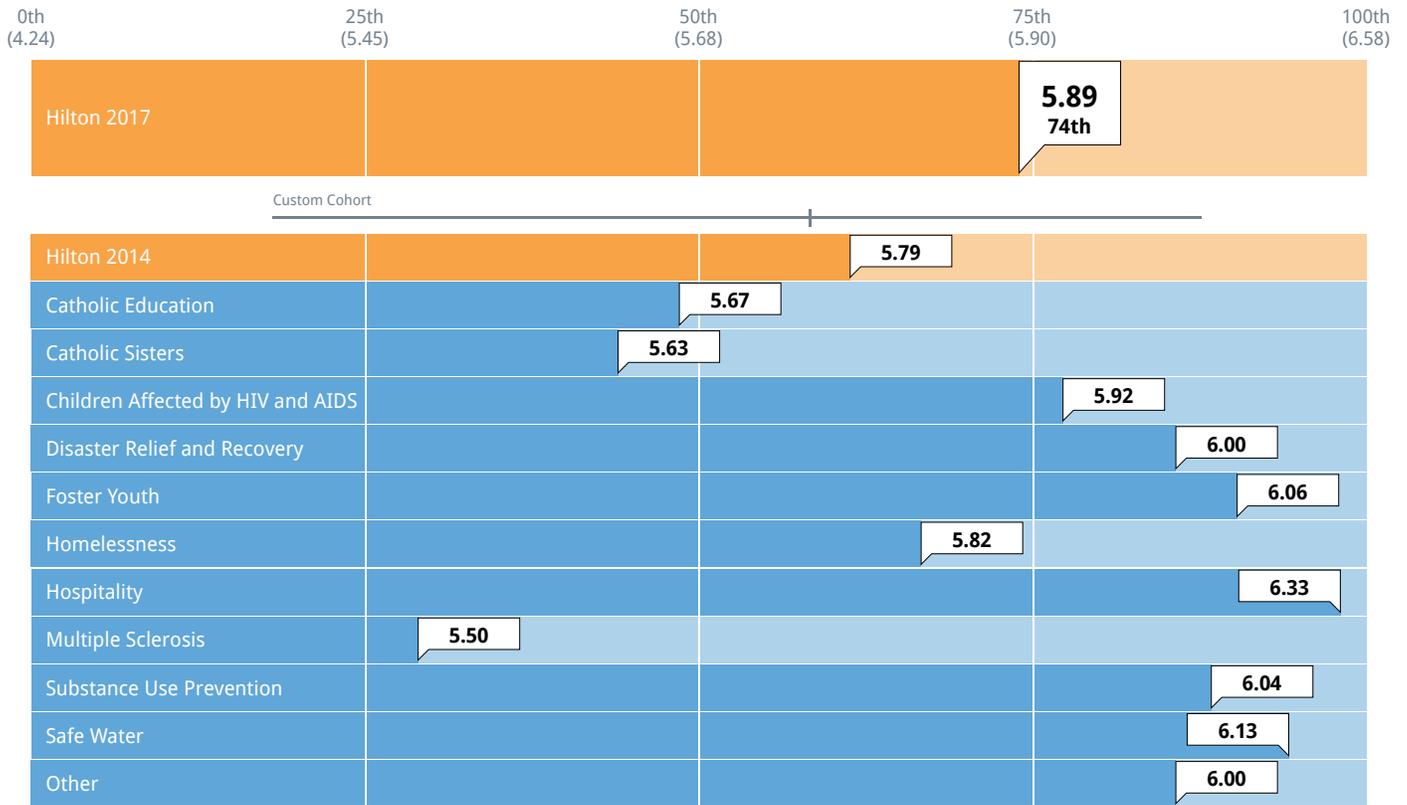
Past results:  On  Off

Subgroup: Priority Area ▼

# Beneficiary and Contextual Understanding

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

1 = Limited understanding    7 = Thorough understanding



Cohort: Custom Cohort ▼

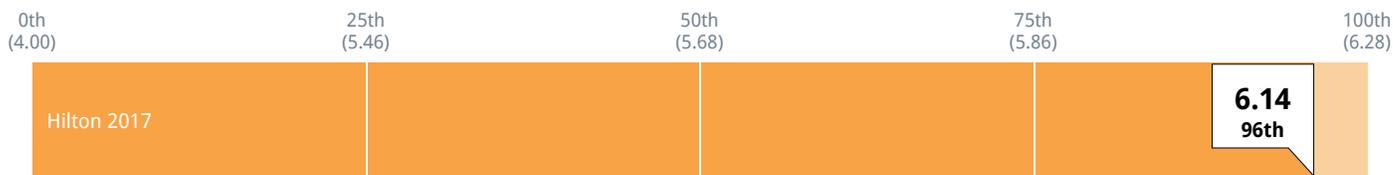
Past results:  On  Off

Subgroup: Priority Area ▼

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

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

1 = Limited understanding    7 = Thorough understanding



Custom Cohort

Category	Score
Catholic Education	6.08
Catholic Sisters	6.05
Children Affected by HIV and AIDS	6.00
Disaster Relief and Recovery	6.00
Foster Youth	6.31
Homelessness	6.09
Hospitality	6.00
Multiple Sclerosis	6.75
Substance Use Prevention	6.15
Safe Water	5.78
Other	6.13

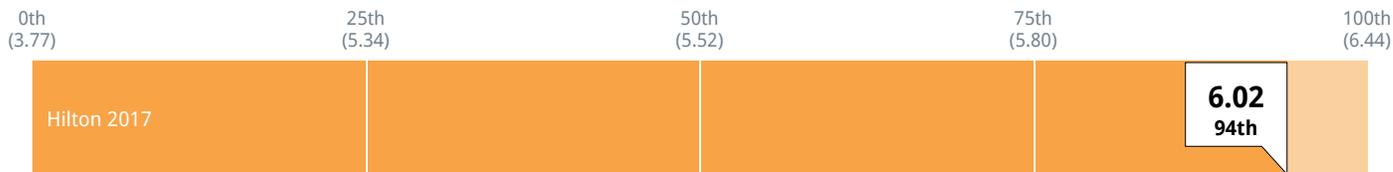
Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

"To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?"

1 = Not at all 7 = To a great extent



Custom Cohort

Catholic Education	5.60
Catholic Sisters	5.89
Children Affected by HIV and AIDS	5.92
Disaster Relief and Recovery	5.88
Foster Youth	6.38
Homelessness	6.40
Hospitality	5.67
Multiple Sclerosis	6.75
Substance Use Prevention	5.81
Safe Water	5.88
Other	6.00

Cohort: Custom Cohort ▼

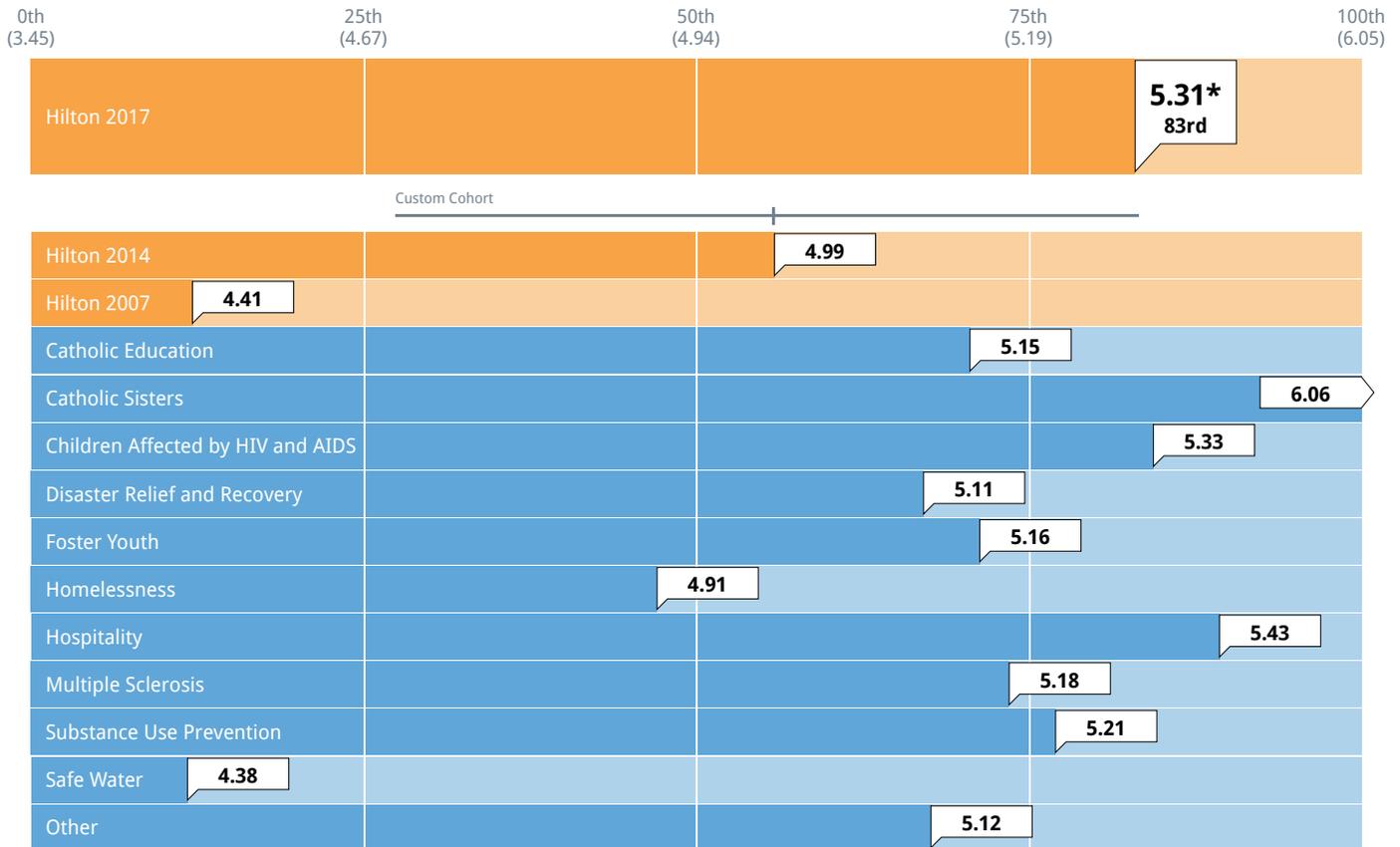
Past results:  On  Off

Subgroup: Priority Area ▼

## Grant Processes

**“How helpful was participating in the Foundation’s selection process in strengthening the organization/program funded by the grant?”**

1 = Not at all helpful    7 = Extremely helpful



Cohort:

Past results:  On  Off

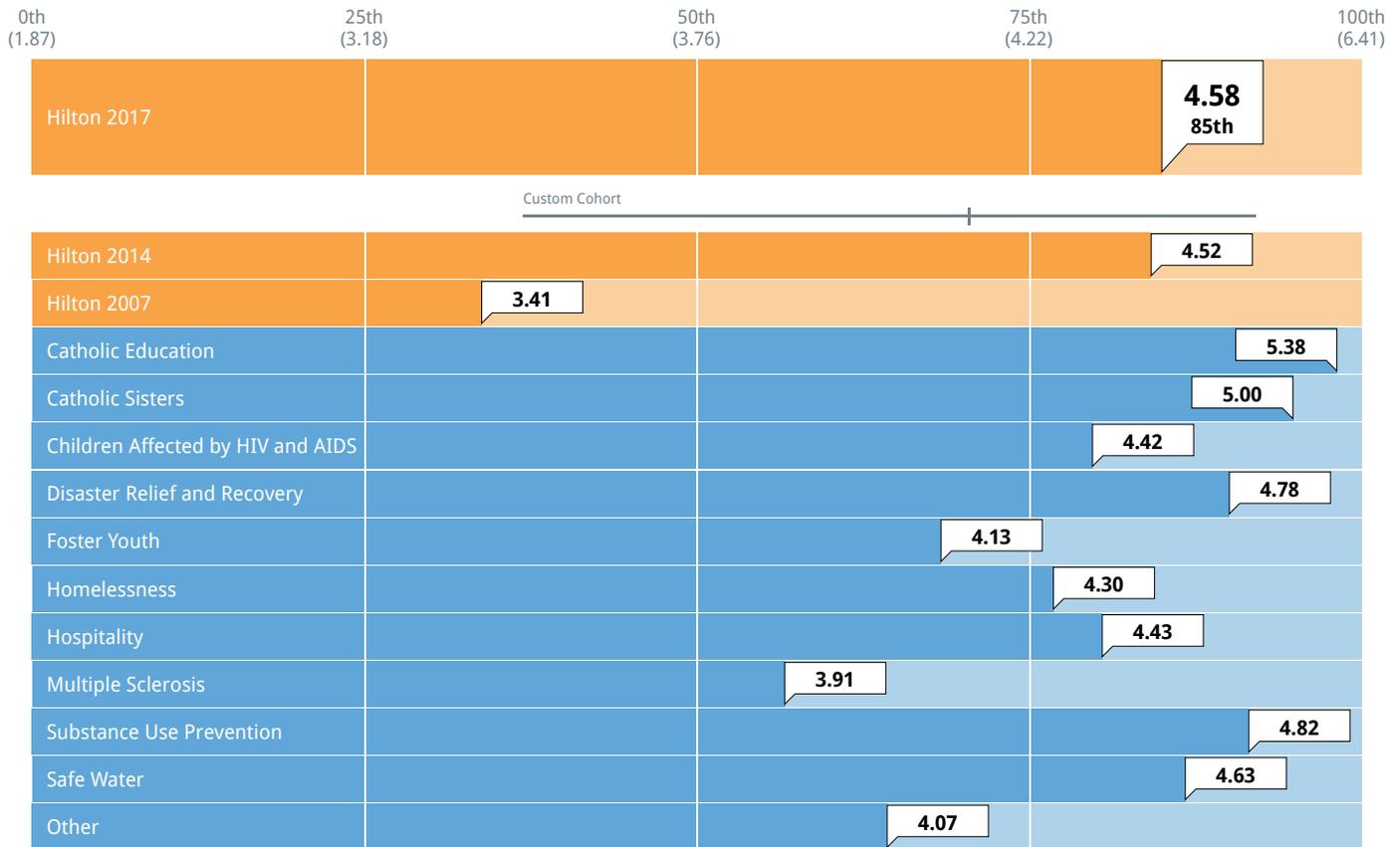
Subgroup:

## Selection Process

Did you submit a proposal for this grant?	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Submitted a Proposal	97%	97%	73%	95%	96%
Did Not Submit a Proposal	3%	3%	27%	5%	4%

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

1 = No involvement    7 = Substantial involvement



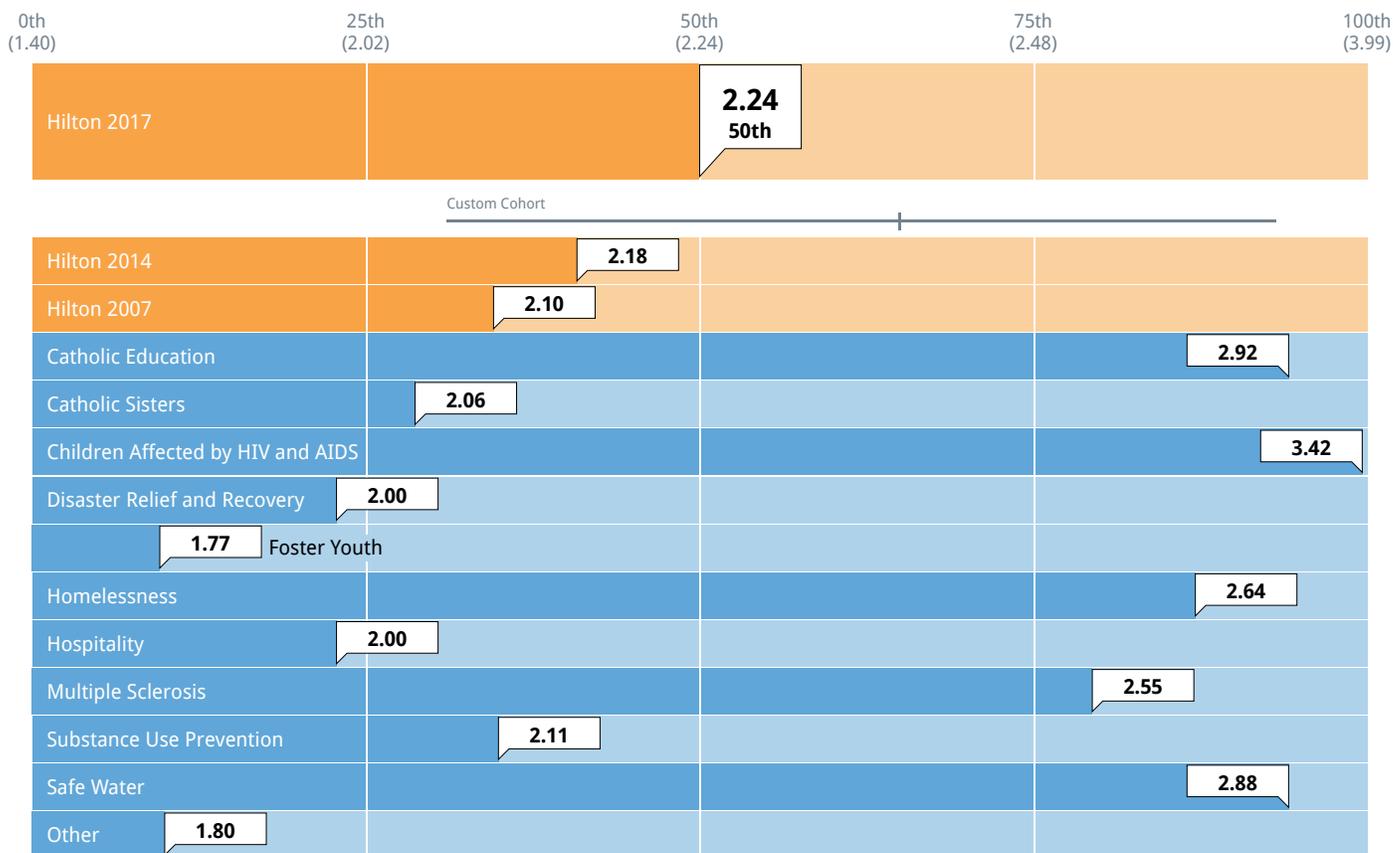
Cohort:

Past results:  On  Off

Subgroup:

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

1 = No pressure    7 = Significant pressure



Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

## Time Between Submission and Clear Commitment

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

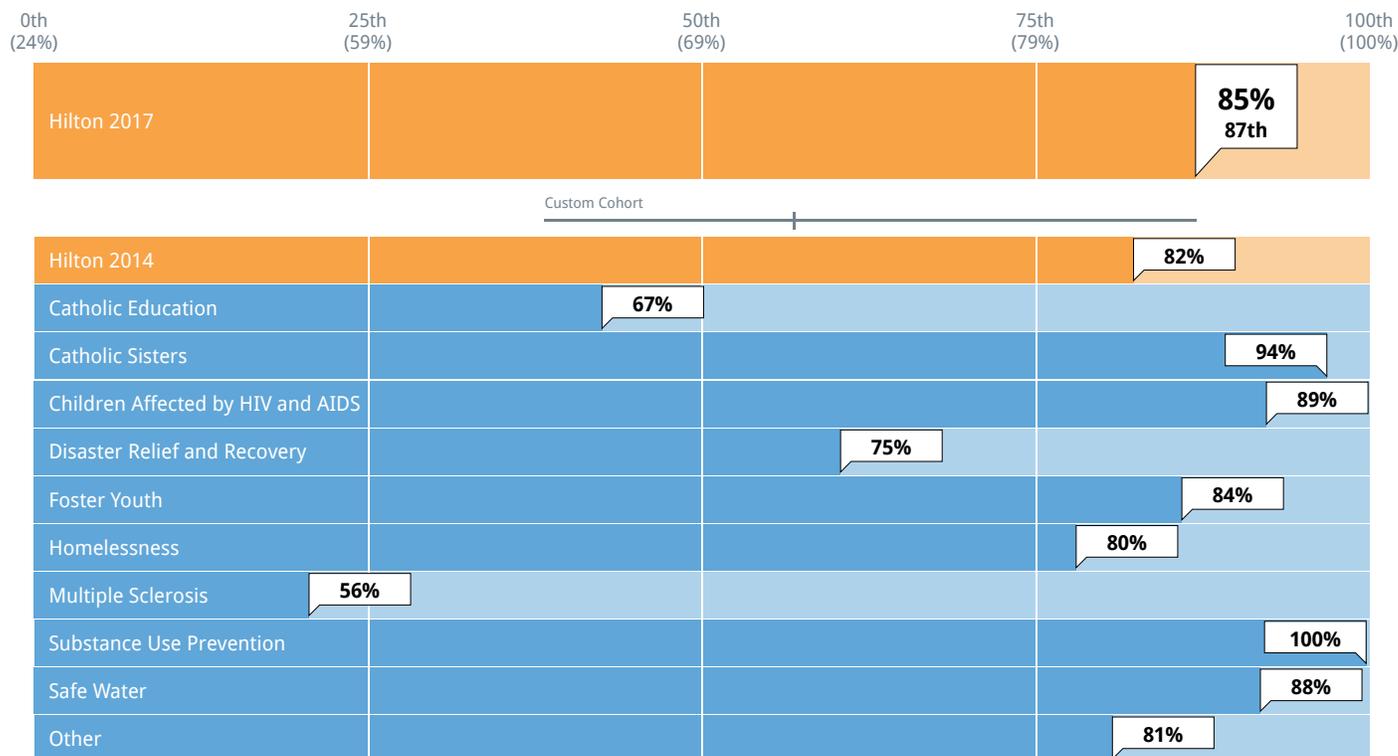
Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Less than 1 month	7%	4%	10%	6%	6%
1 - 3 months	61%	63%	50%	55%	53%
4 - 6 months	26%	22%	28%	30%	30%
7 - 9 months	2%	8%	7%	5%	6%
10 - 12 months	2%	2%	3%	2%	3%
More than 12 months	2%	2%	2%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Less than 1 month	8%	3%	10%	33%	4%	9%	14%	9%	4%	0%	7%
1 - 3 months	58%	49%	80%	56%	68%	73%	71%	27%	76%	50%	60%
4 - 6 months	25%	43%	0%	11%	25%	9%	14%	45%	16%	50%	27%
7 - 9 months	0%	0%	10%	0%	0%	0%	0%	18%	0%	0%	7%
10 - 12 months	0%	3%	0%	0%	0%	9%	0%	0%	4%	0%	0%
More than 12 months	8%	3%	0%	0%	4%	0%	0%	0%	0%	0%	0%

## Reporting and Evaluation Process

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

Proportion responding 'Yes'



Cohort: Custom Cohort ▼

Past results:  On  Off

Subgroup: Priority Area ▼

**\*The following questions were recently added to the grantee survey and depict comparative data from 37 funders in the dataset.**

Participation in Reporting and/or Evaluation Processes	Hilton 2017	Average Funder	Custom Cohort
Participated in a reporting process only	48%	57%	57%
Participated in an evaluation process only	0%	1%	1%
Participated in both a reporting and an evaluation process	40%	31%	30%
Participated in neither a reporting nor an evaluation process	12%	11%	12%

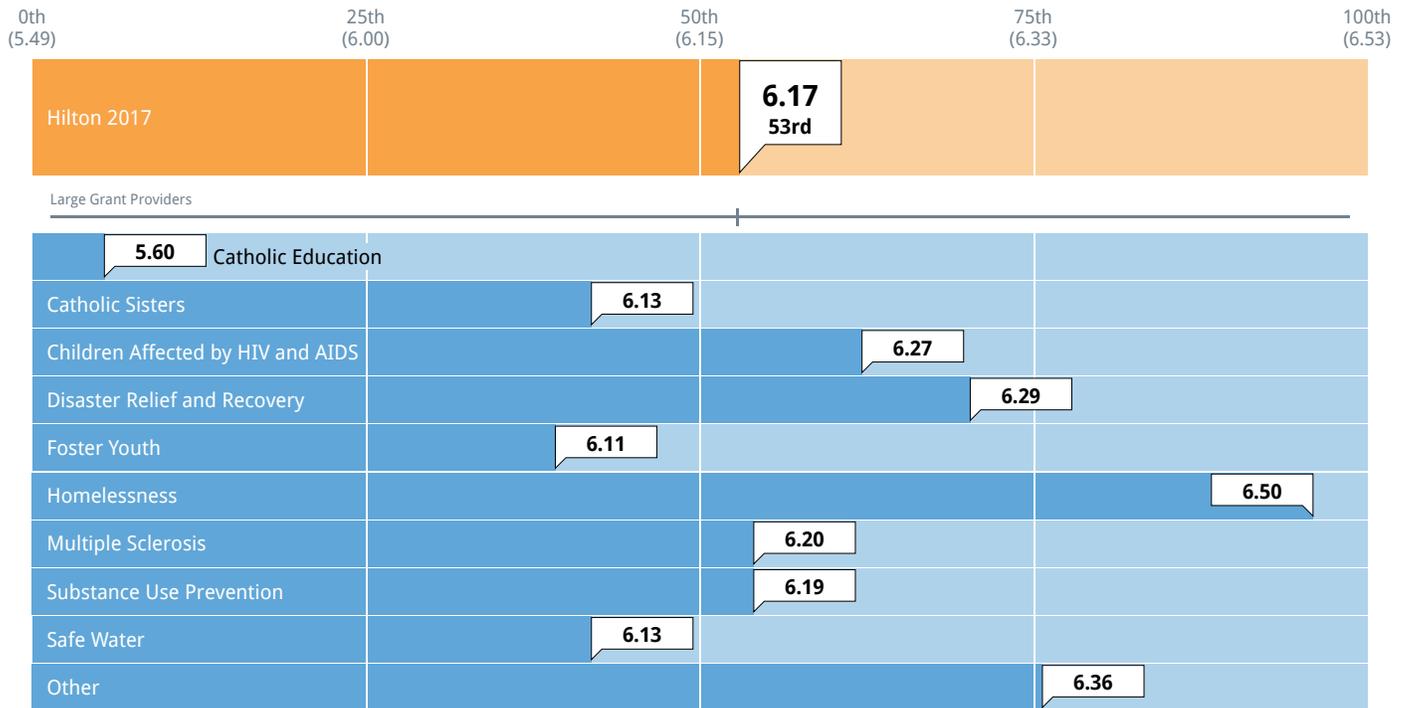
Participation in Reporting and/or Evaluation Processes (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Participated in a reporting process only	83%	51%	33%	75%	44%	64%	29%	73%	26%	50%	41%
Participated in an evaluation process only	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Participated in both a reporting and an evaluation process	0%	40%	58%	25%	47%	27%	29%	18%	70%	50%	24%
Participated in neither a reporting nor an evaluation process	17%	9%	8%	0%	9%	9%	43%	9%	4%	0%	35%

## Reporting Process

\*The following questions were recently added to the grantee survey and depict comparative data from 37 funders in the dataset.

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

1 = Not at all    7 = To a great extent



Cohort: Large Grant Providers ▼

Past results:  On  Off

Subgroup: Priority Area ▼

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

1 = Not at all 7 = To a great extent

0th (4.98)      25th (5.67)      50th (5.86)      75th (6.04)      100th (6.29)



Large Grant Providers



Cohort: Large Grant Providers ▼

Past results:  On  Off

Subgroup: Priority Area ▼

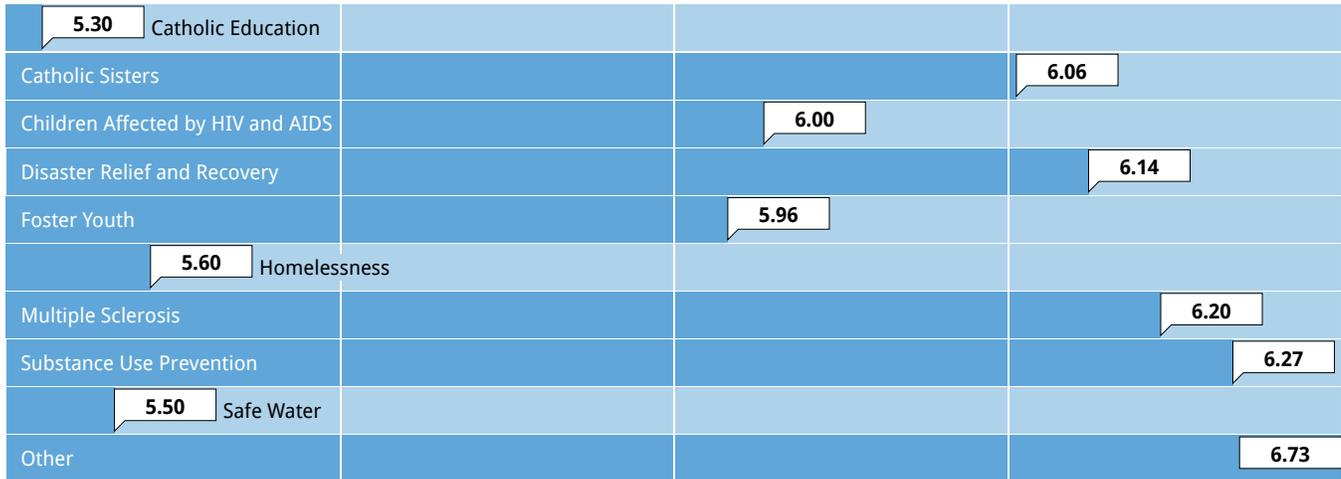
## "To what extent was the Foundation's reporting process aligned appropriately to the timing of your work?"

1 = Not at all 7 = To a great extent

0th (5.09)      25th (5.78)      50th (5.93)      75th (6.06)      100th (6.42)



Large Grant Providers



Cohort: Large Grant Providers

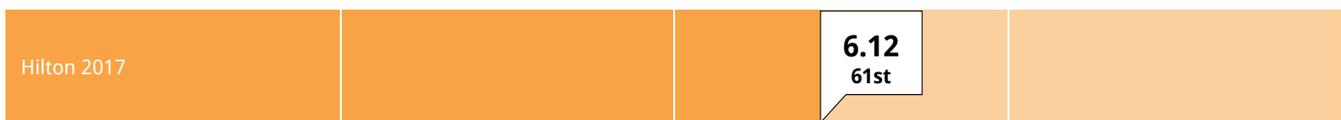
Past results:  On  Off

Subgroup: Priority Area

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

1 = Not at all 7 = To a great extent

0th (5.40)      25th (5.97)      50th (6.05)      75th (6.22)      100th (6.57)



Large Grant Providers



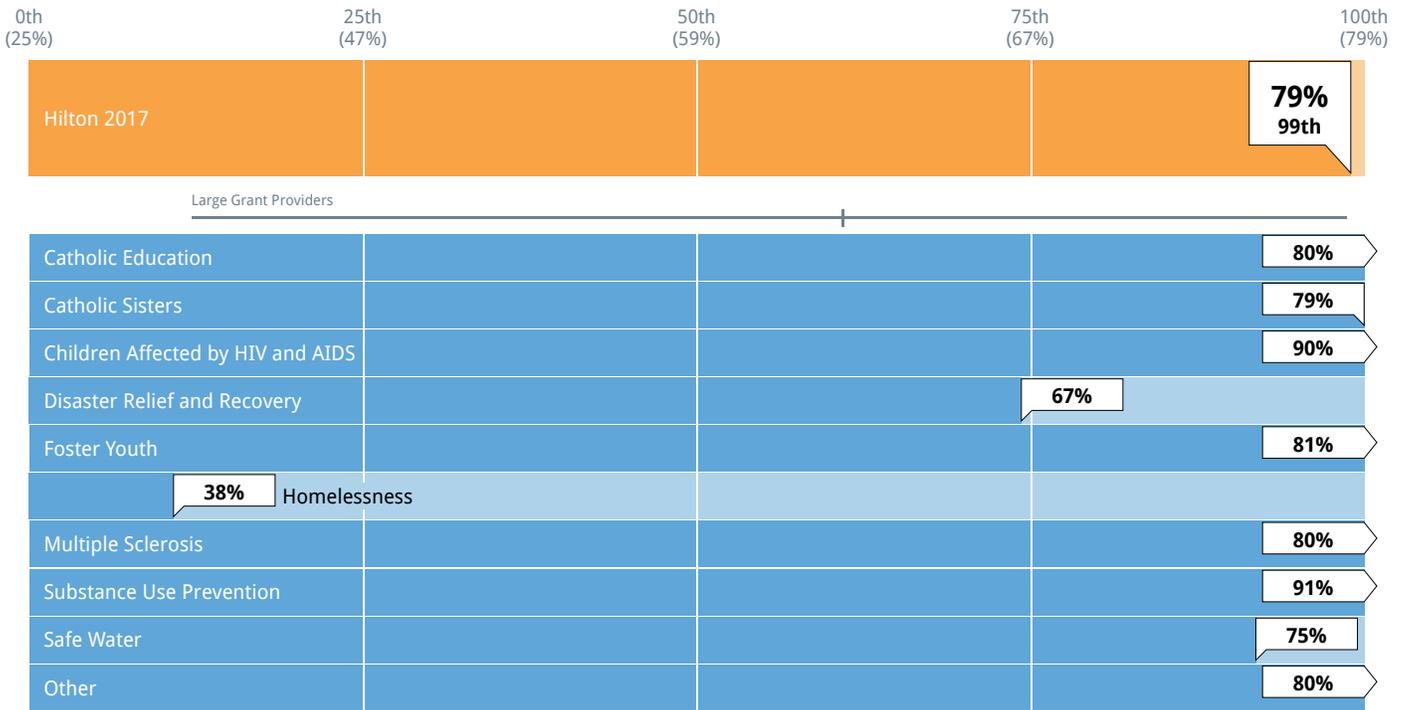
Cohort: Large Grant Providers

Past results:  On  Off

Subgroup: Priority Area

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

Proportion of grantees responding 'Yes'



Cohort: Large Grant Providers ▼

Past results:  On  Off

Subgroup: Priority Area ▼

## Evaluation Process

\*The following questions were recently added to the grantee survey and depict comparative data from 37 funders in the dataset.

"Who was primarily responsible for carrying out the evaluation?"	Hilton 2017	Average Funder	Custom Cohort
Evaluation staff at the Foundation	6%	20%	22%
Evaluation staff at your organization	27%	53%	32%
External evaluator, chosen by the Foundation	44%	14%	31%
External evaluator, chosen by your organization	23%	14%	15%

"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Evaluation staff at the Foundation	N/A	0%	0%	N/A	0%	N/A	N/A	N/A	11%	N/A	N/A
Evaluation staff at your organization	N/A	71%	14%	N/A	13%	N/A	N/A	N/A	11%	N/A	N/A
External evaluator, chosen by the Foundation	N/A	14%	14%	N/A	53%	N/A	N/A	N/A	72%	N/A	N/A
External evaluator, chosen by your organization	N/A	14%	71%	N/A	33%	N/A	N/A	N/A	6%	N/A	N/A

"Did the Foundation provide financial support for the evaluation?"	Hilton 2017	Average Funder	Custom Cohort
Yes, the evaluation's costs were fully funded by the Foundation	63%	29%	51%
Yes, the evaluation's costs were partially funded by the Foundation	25%	18%	20%
No, the evaluation's costs were not funded by the Foundation	12%	54%	29%

"Did the Foundation provide financial support for the evaluation?" (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Yes, the evaluation's costs were fully funded by the Foundation	N/A	46%	43%	N/A	69%	N/A	N/A	N/A	88%	N/A	N/A
Yes, the evaluation's costs were partially funded by the Foundation	N/A	31%	57%	N/A	23%	N/A	N/A	N/A	12%	N/A	N/A
No, the evaluation's costs were not funded by the Foundation	N/A	23%	0%	N/A	8%	N/A	N/A	N/A	0%	N/A	N/A

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

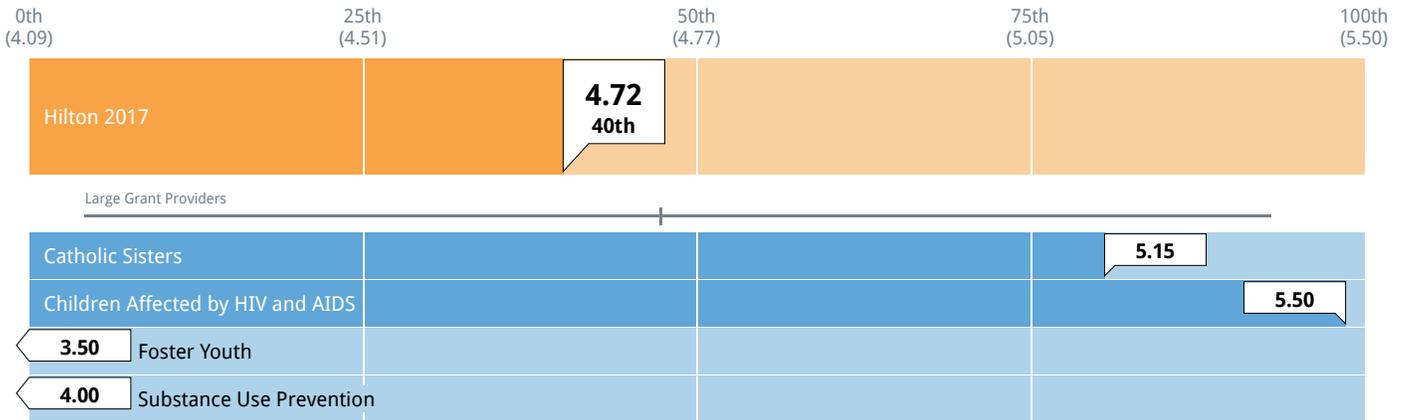
1 = Not at all    7 = To a great extent



Cohort:  Past results:  On  Off Subgroup:

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

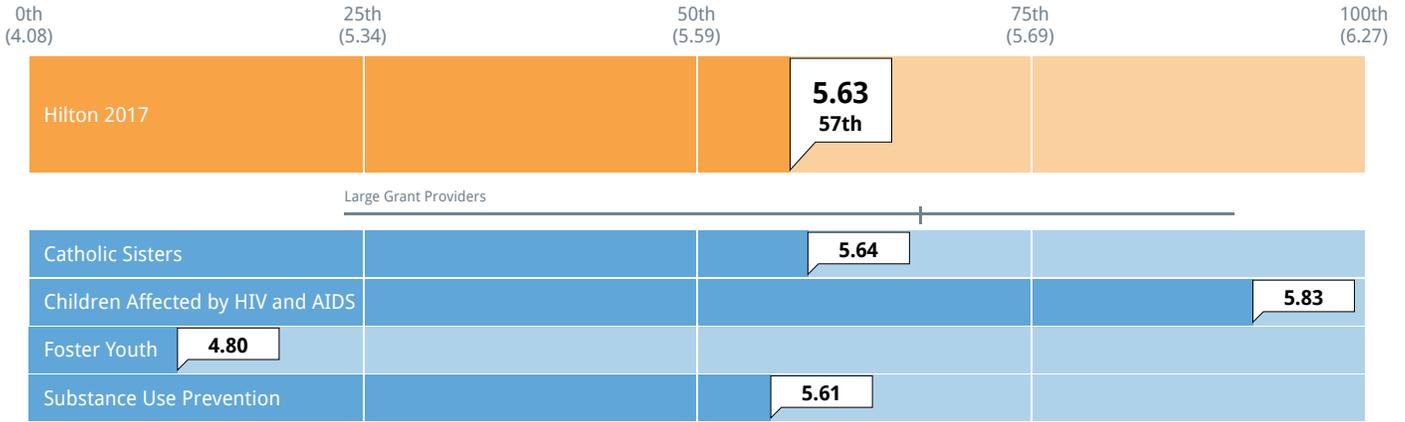
1 = Not at all    7 = To a great extent



Cohort:  Past results:  On  Off Subgroup:

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

1 = Not at all    7 = To a great extent



Cohort: Large Grant Providers ▼

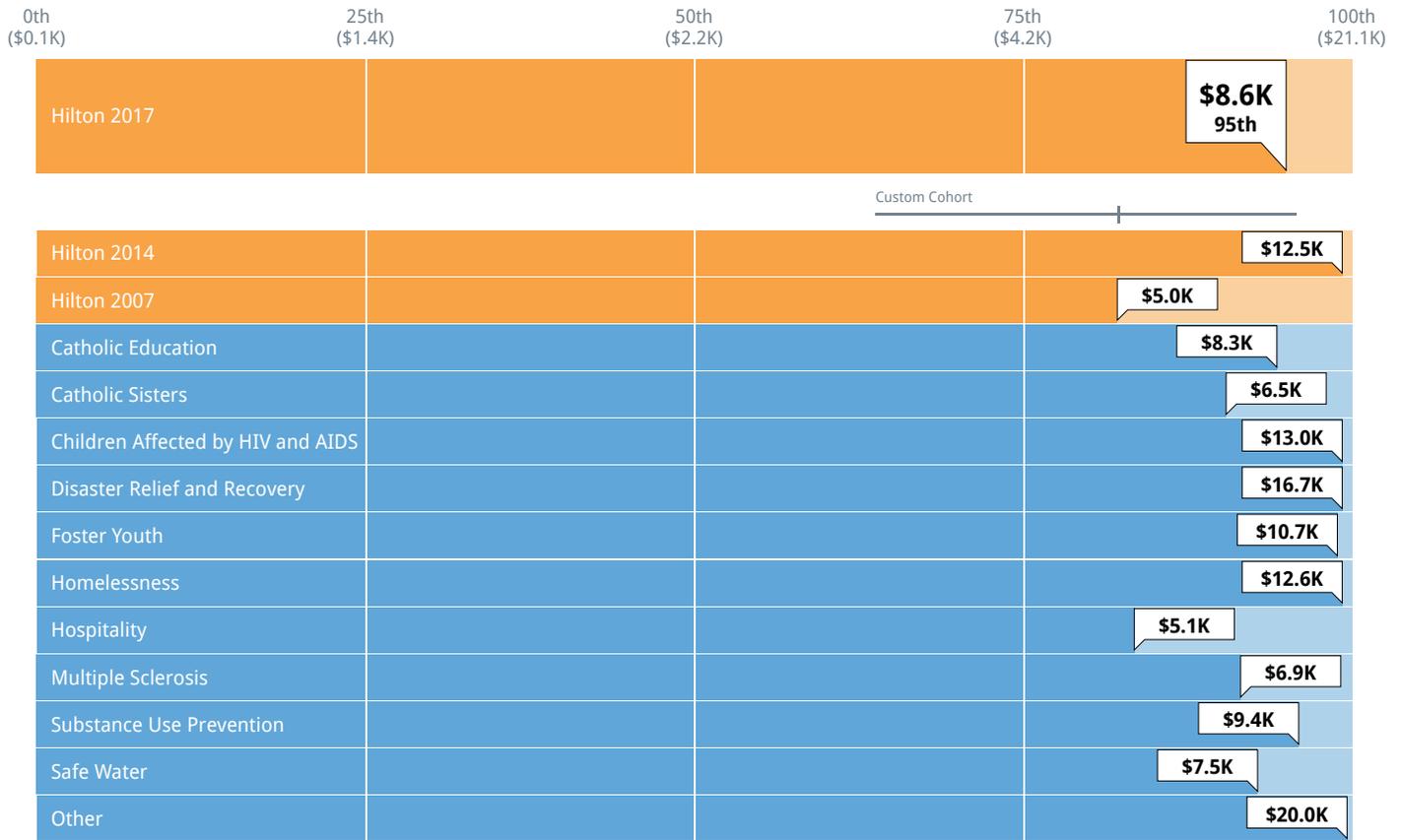
Past results:  On  Off

Subgroup: Priority Area ▼

# Dollar Return and Time Spent on Processes

## Dollar Return: Median grant dollars awarded per process hour required

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

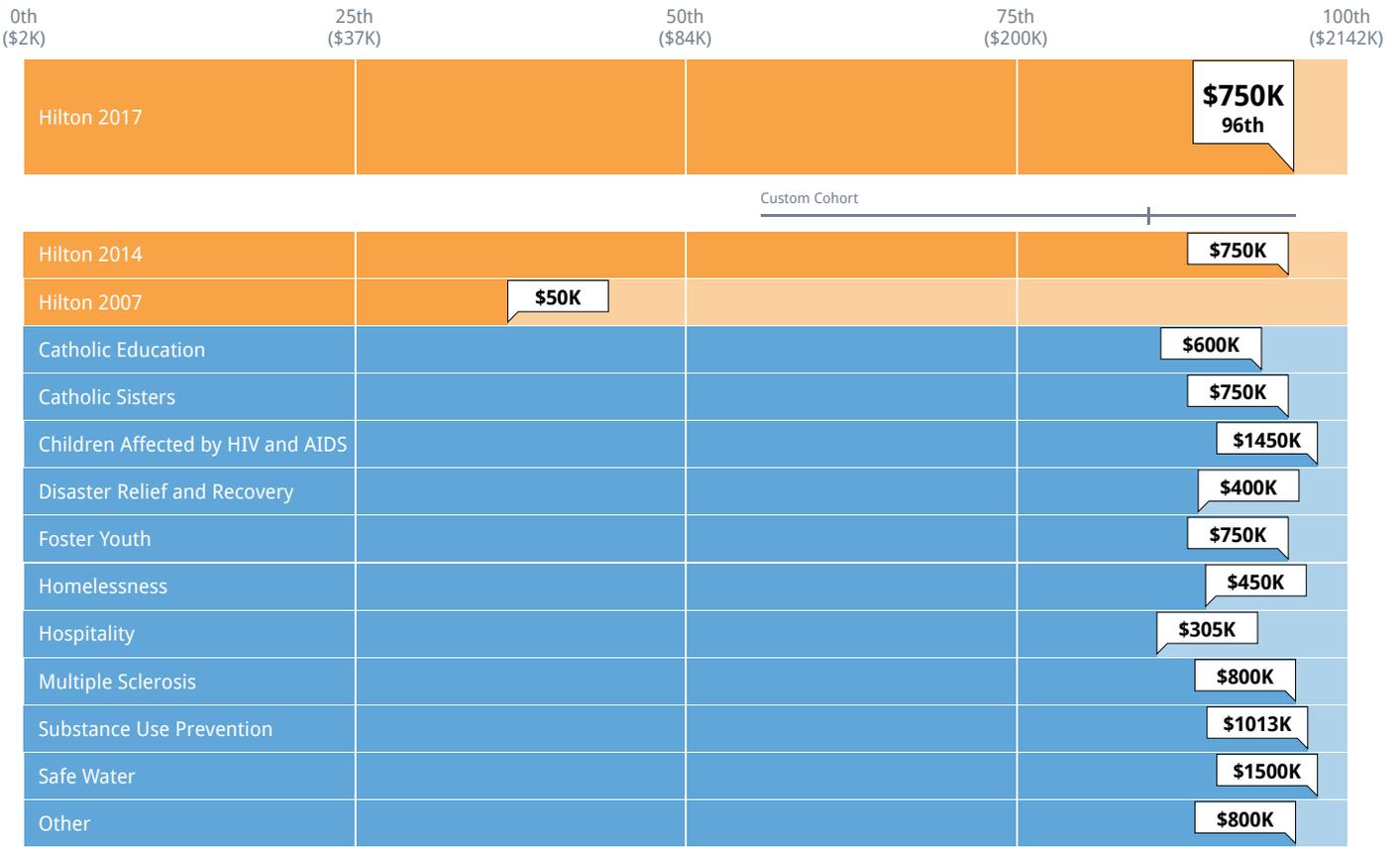


Cohort:

Past results:  On  Off

Subgroup:

## Median Grant Size

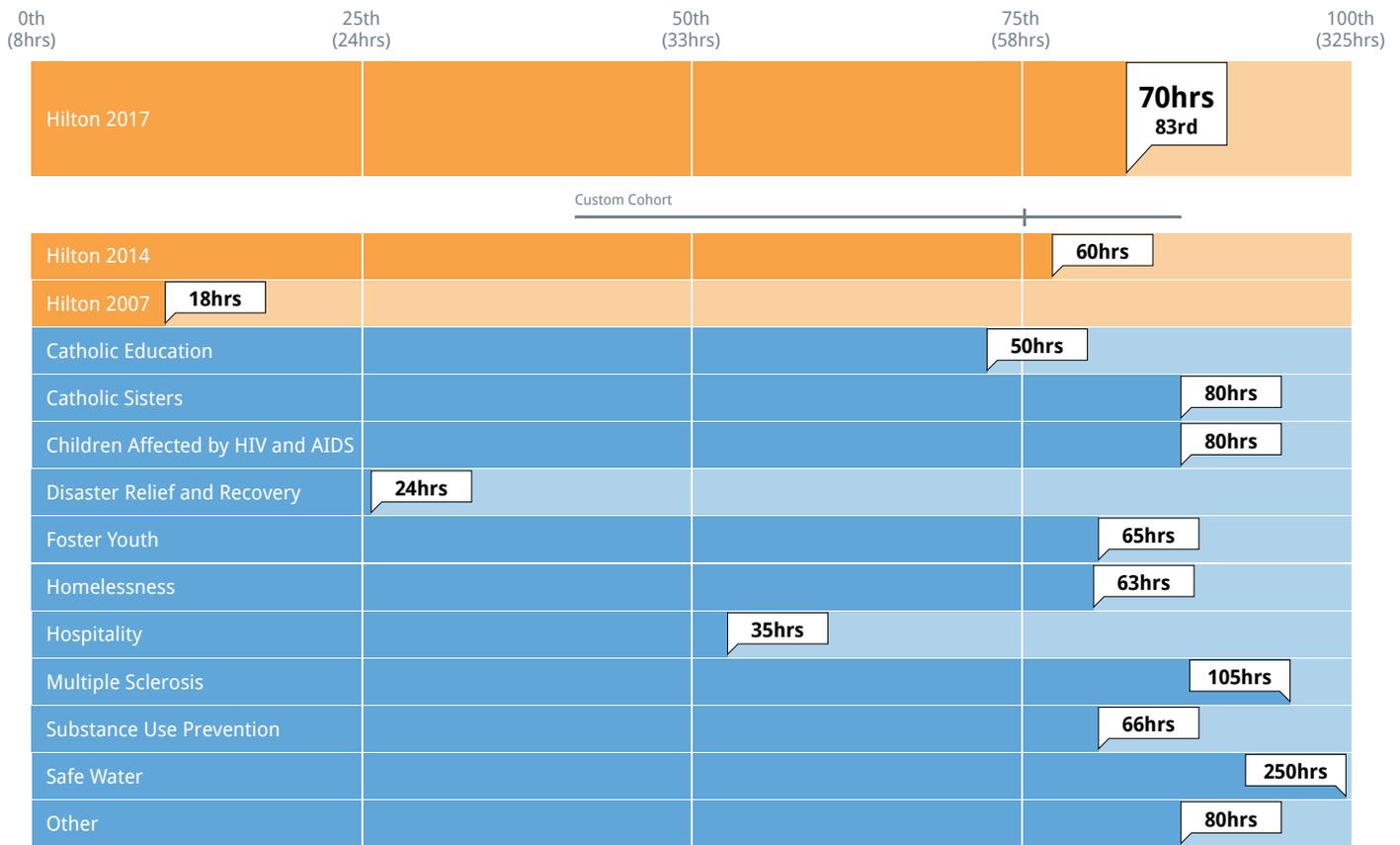


Cohort:

Past results:  On  Off

Subgroup:

## Median hours spent by grantees on funder requirements over grant lifetime



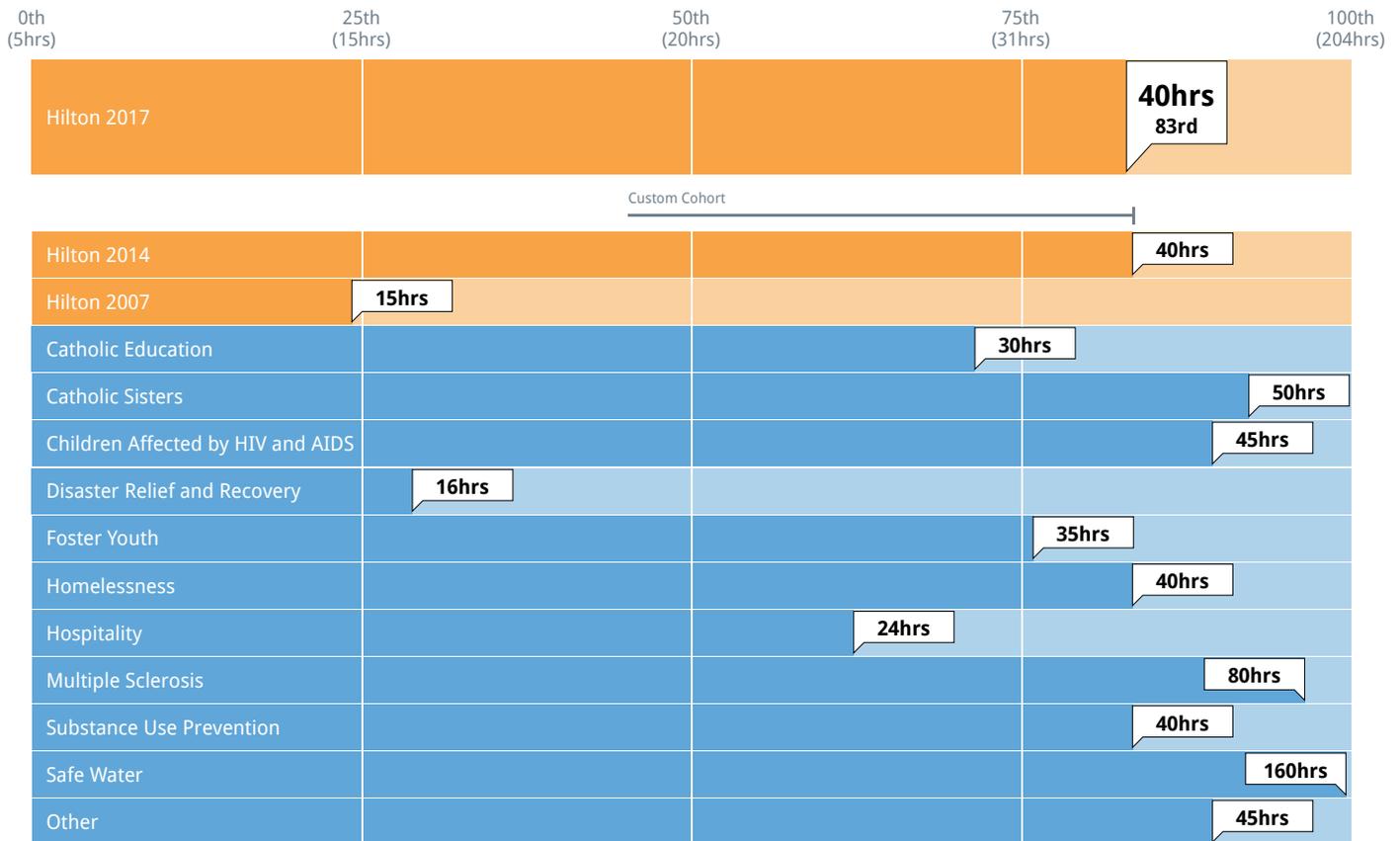
Cohort:

Past results:  On  Off

Subgroup:

# Time Spent on Selection Process

## Median Hours Spent on Proposal and Selection Process



Cohort:

Past results:  On  Off

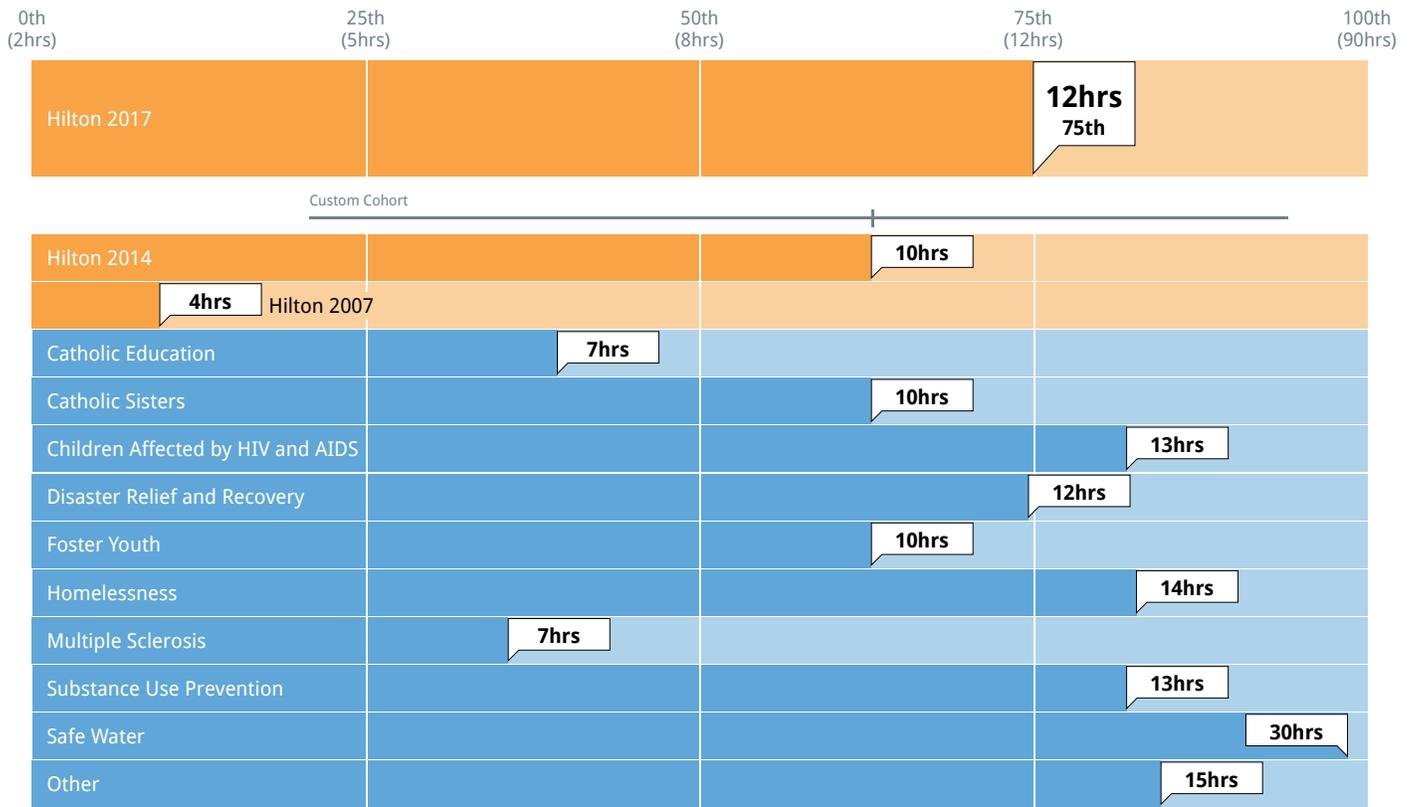
Subgroup:

Time Spent On Proposal And Selection Process	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
1 to 9 hours	6%	4%	38%	19%	9%
10 to 19 hours	10%	13%	17%	21%	16%
20 to 29 hours	13%	18%	13%	18%	18%
30 to 39 hours	11%	9%	5%	8%	9%
40 to 49 hours	16%	14%	8%	12%	16%
50 to 99 hours	19%	19%	11%	12%	16%
100 to 199 hours	15%	10%	5%	6%	10%
200+ hours	8%	14%	4%	4%	5%

Time Spent On Proposal And Selection Process (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
1 to 9 hours	0%	3%	0%	22%	10%	0%	0%	0%	0%	0%	31%
10 to 19 hours	8%	6%	10%	33%	13%	10%	33%	0%	8%	14%	6%
20 to 29 hours	31%	9%	10%	11%	13%	20%	33%	0%	21%	0%	6%
30 to 39 hours	23%	9%	20%	0%	16%	10%	0%	18%	13%	0%	0%
40 to 49 hours	15%	23%	10%	33%	16%	30%	0%	18%	13%	0%	6%
50 to 99 hours	15%	26%	10%	0%	6%	10%	0%	18%	38%	29%	31%
100 to 199 hours	0%	17%	10%	0%	23%	10%	33%	36%	8%	14%	13%
200+ hours	8%	9%	30%	0%	3%	10%	0%	9%	0%	43%	6%

# Time Spent on Reporting and Evaluation Process

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



Cohort:

Past results:  On  Off

Subgroup:

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
1 to 9 hours	40%	45%	76%	52%	46%
10 to 19 hours	26%	19%	16%	20%	23%
20 to 29 hours	13%	8%	1%	11%	13%
30 to 39 hours	2%	9%	1%	4%	4%
40 to 49 hours	1%	2%	2%	4%	4%
50 to 99 hours	9%	5%	1%	5%	6%
100+ hours	8%	12%	3%	4%	5%

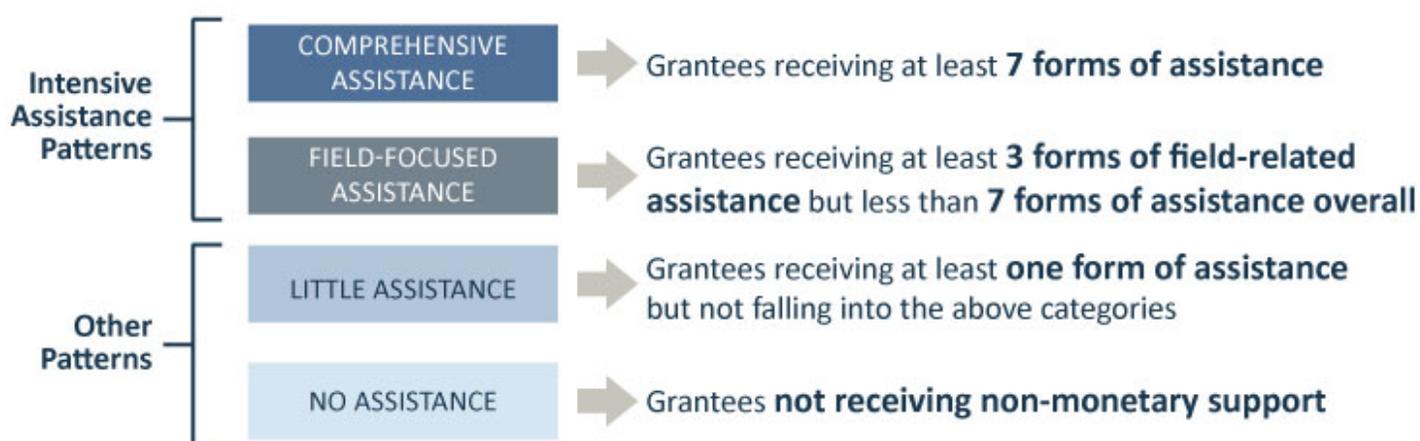
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
1 to 9 hours	60%	28%	22%	40%	42%	38%	N/A	70%	38%	17%	45%
10 to 19 hours	20%	44%	44%	40%	23%	25%	N/A	10%	21%	17%	9%
20 to 29 hours	10%	9%	0%	20%	15%	13%	N/A	10%	17%	17%	27%
30 to 39 hours	0%	3%	0%	0%	8%	0%	N/A	0%	0%	0%	0%
40 to 49 hours	0%	0%	0%	0%	0%	13%	N/A	0%	0%	17%	0%
50 to 99 hours	0%	6%	11%	0%	4%	13%	N/A	10%	17%	17%	9%
100+ hours	10%	9%	22%	0%	8%	0%	N/A	0%	8%	17%	9%

## Non-Monetary Assistance

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

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

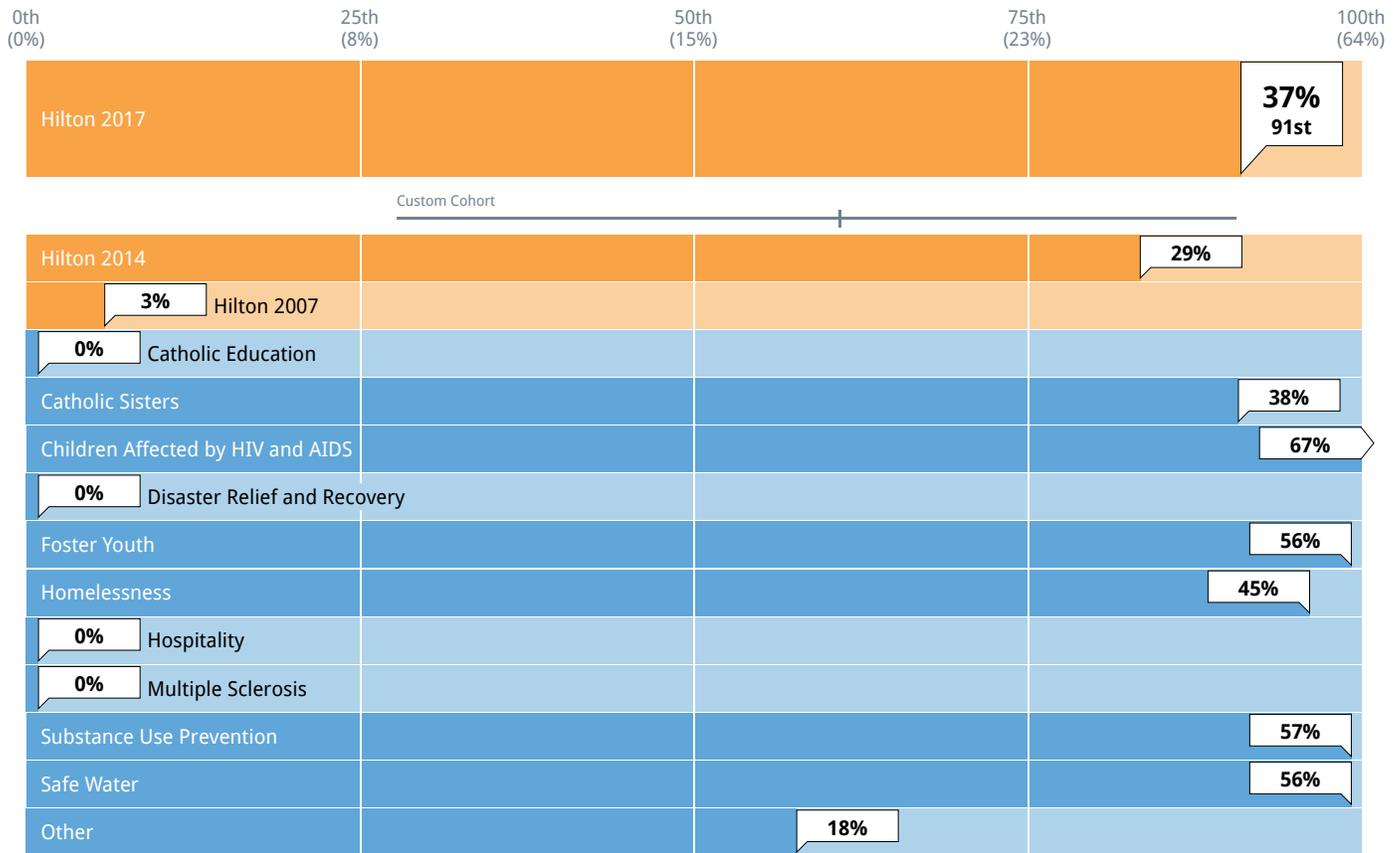
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



Non-Monetary Assistance Patterns	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Comprehensive	4%	4%	2%	7%	5%
Field-focused	34%	25%	1%	11%	15%
Little	30%	38%	20%	39%	41%
None	33%	33%	77%	43%	39%

Non-Monetary Assistance Patterns (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Comprehensive	0%	14%	0%	0%	0%	9%	0%	0%	0%	0%	6%
Field-focused	0%	24%	67%	0%	56%	36%	0%	0%	57%	56%	12%
Little	46%	32%	17%	44%	22%	36%	33%	36%	25%	11%	35%
None	54%	30%	17%	56%	22%	18%	67%	64%	18%	33%	47%

## Proportion of grantees that received field-focused or comprehensive assistance



Cohort:

Past results:  On  Off

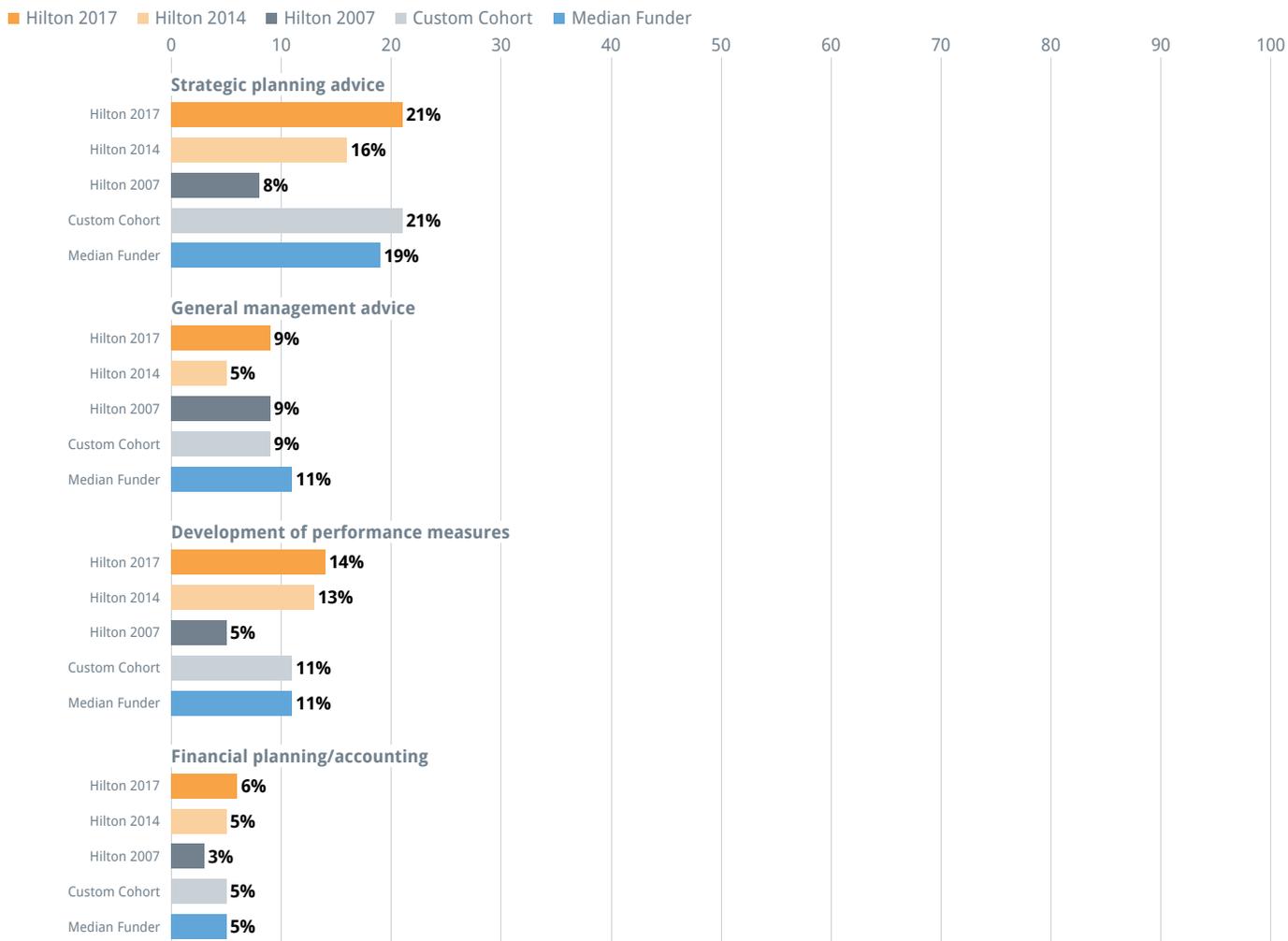
Subgroup:

**Behind the numbers:** Hilton grantees who report receiving field-focused or comprehensive assistance rate significantly higher across most measures in the report, including the Foundation's impact on and understanding of their organizations.

## Management Assistance Activities

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

### Percentage of Grantees that Received Management Assistance

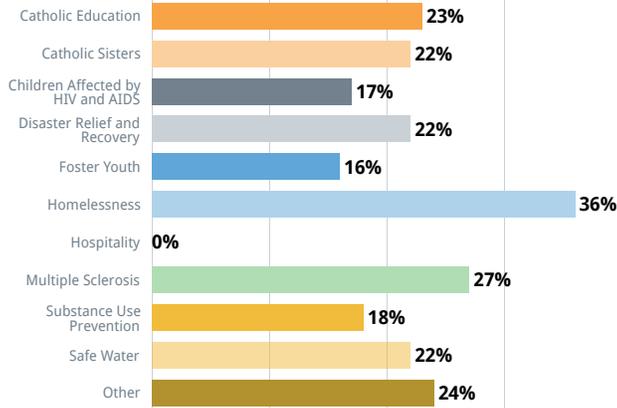


## Percentage of Grantees that Received Management Assistance - By Subgroup

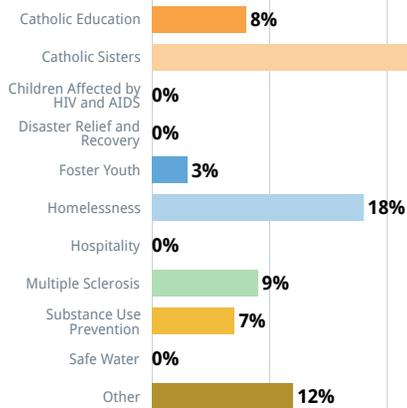
■ Catholic Education 
 ■ Catholic Sisters 
 ■ Children Affected by HIV and AIDS 
 ■ Disaster Relief and Recovery 
 ■ Foster Youth 
 ■ Homelessness 
 ■ Hospitality 
 ■ Multiple Sclerosis 
 ■ Substance Use Prevention 
 ■ Safe Water 
 ■ Other

0 10 20 30 40 50 60 70 80 90 100

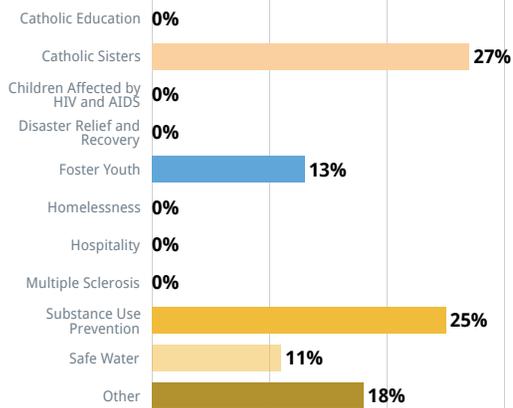
**Strategic planning advice**



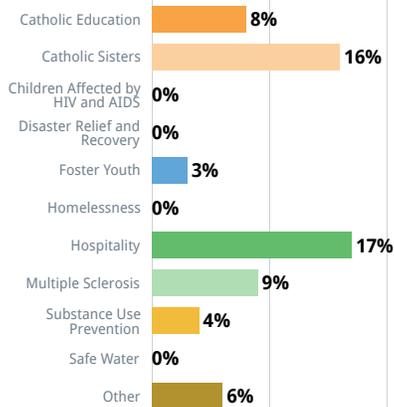
**General management advice**



**Development of performance measures**



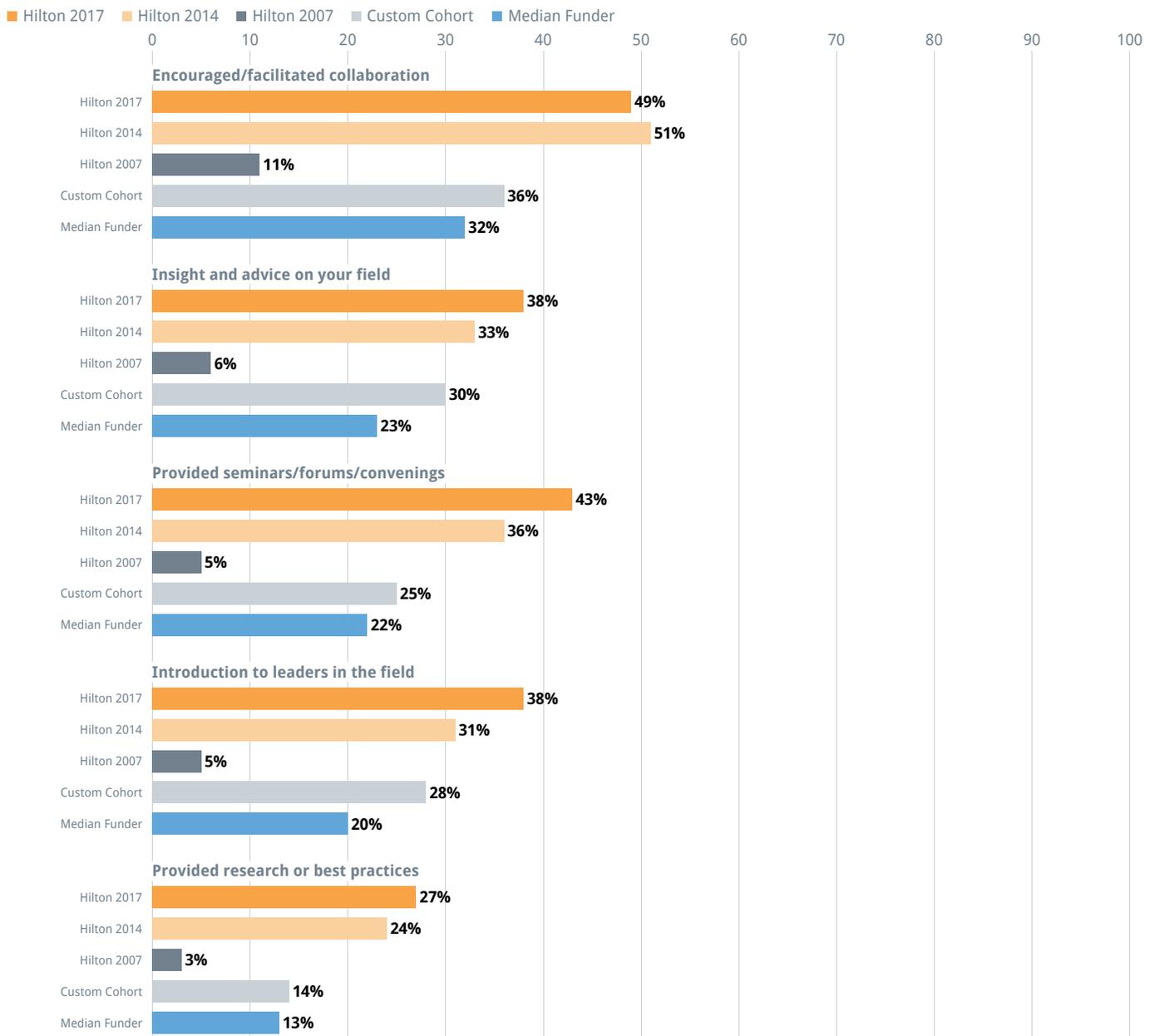
**Financial planning/accounting**



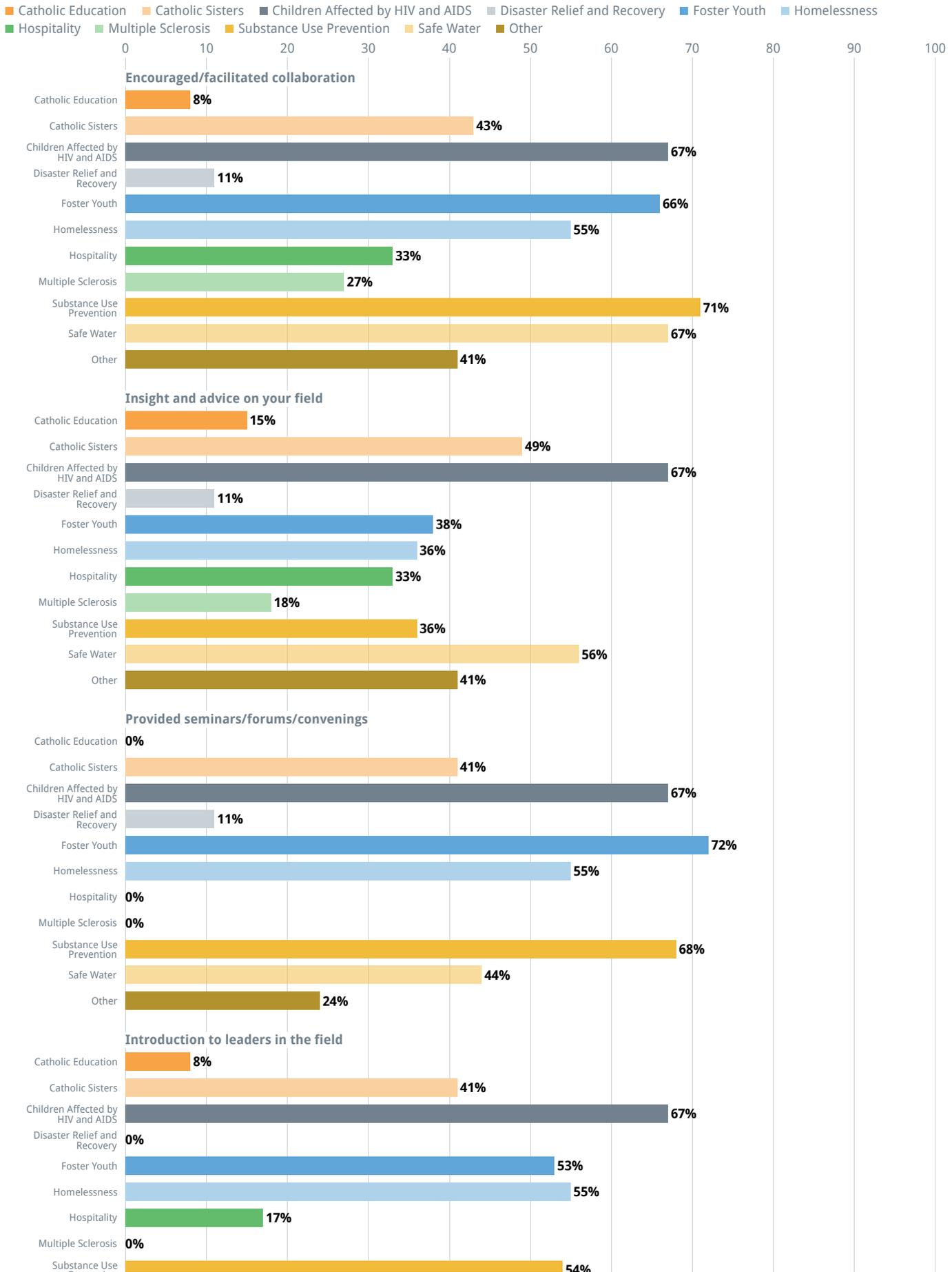
## Field-Related Assistance Activities

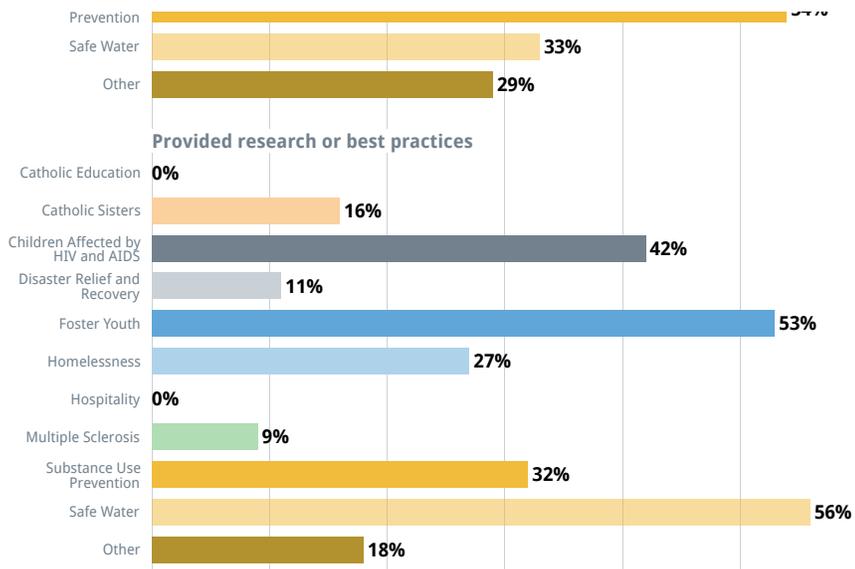
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

### Percentage of Grantees that Received Field-Related Assistance



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

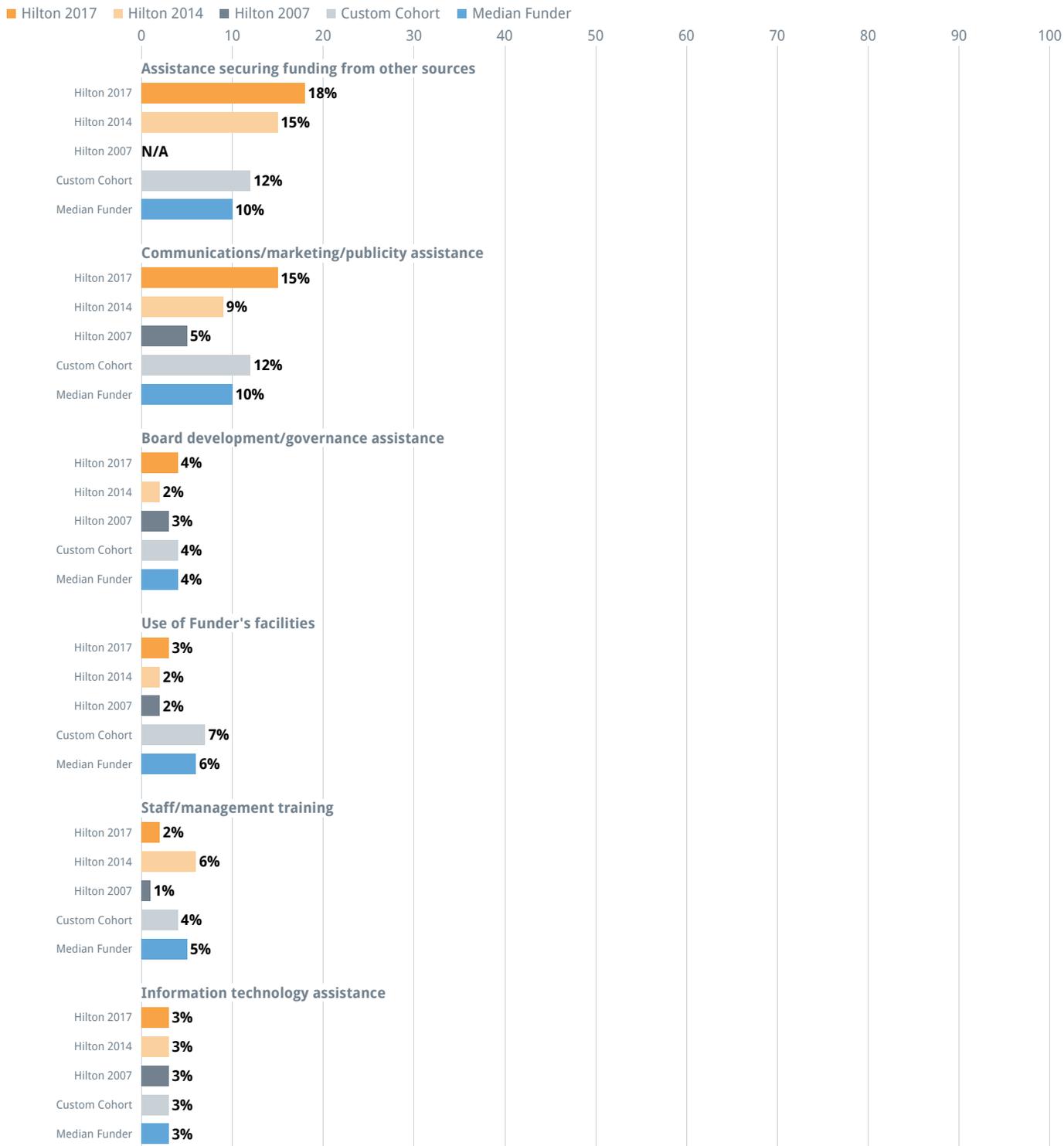




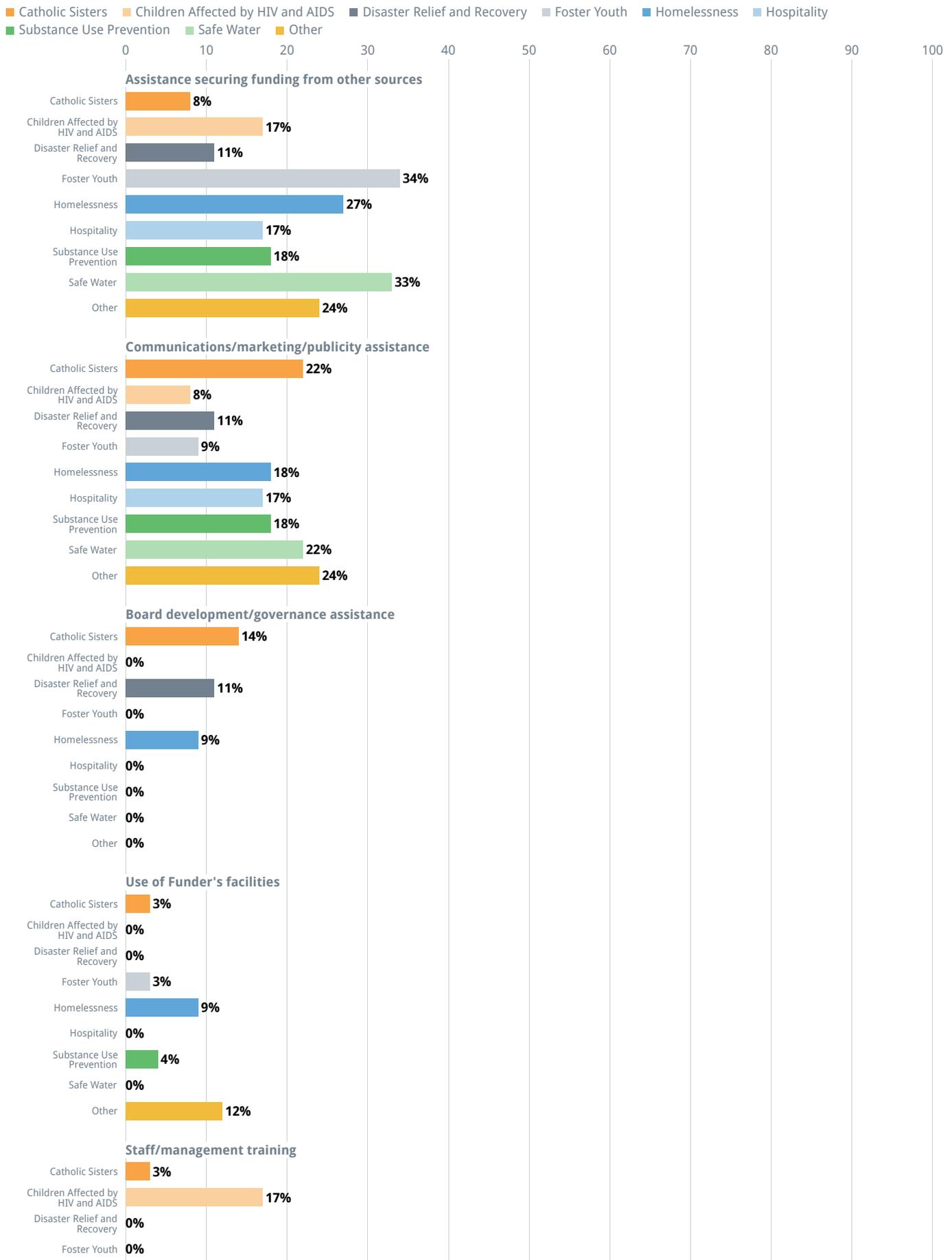
## Other Assistance Activities

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

### Percentage of Grantees that Received Other Assistance



## Percentage of Grantees that Received Other Assistance - By Subgroup





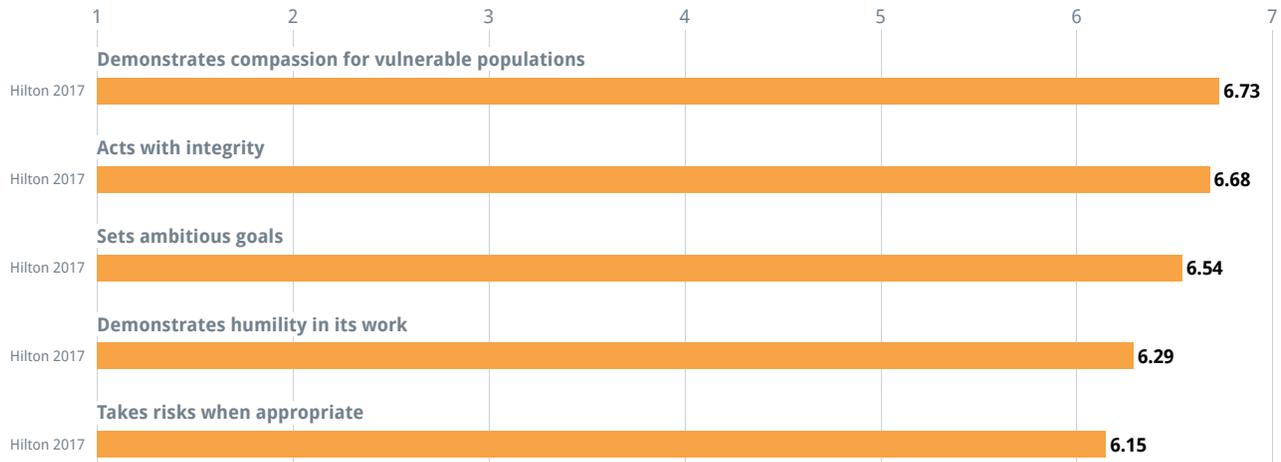
## Hilton-Specific Questions

"Reflecting on your experience with the Hilton Foundation, how much does the Foundation embody the following the characteristics?"

### Overall

1 = Not at all 7 = Completely

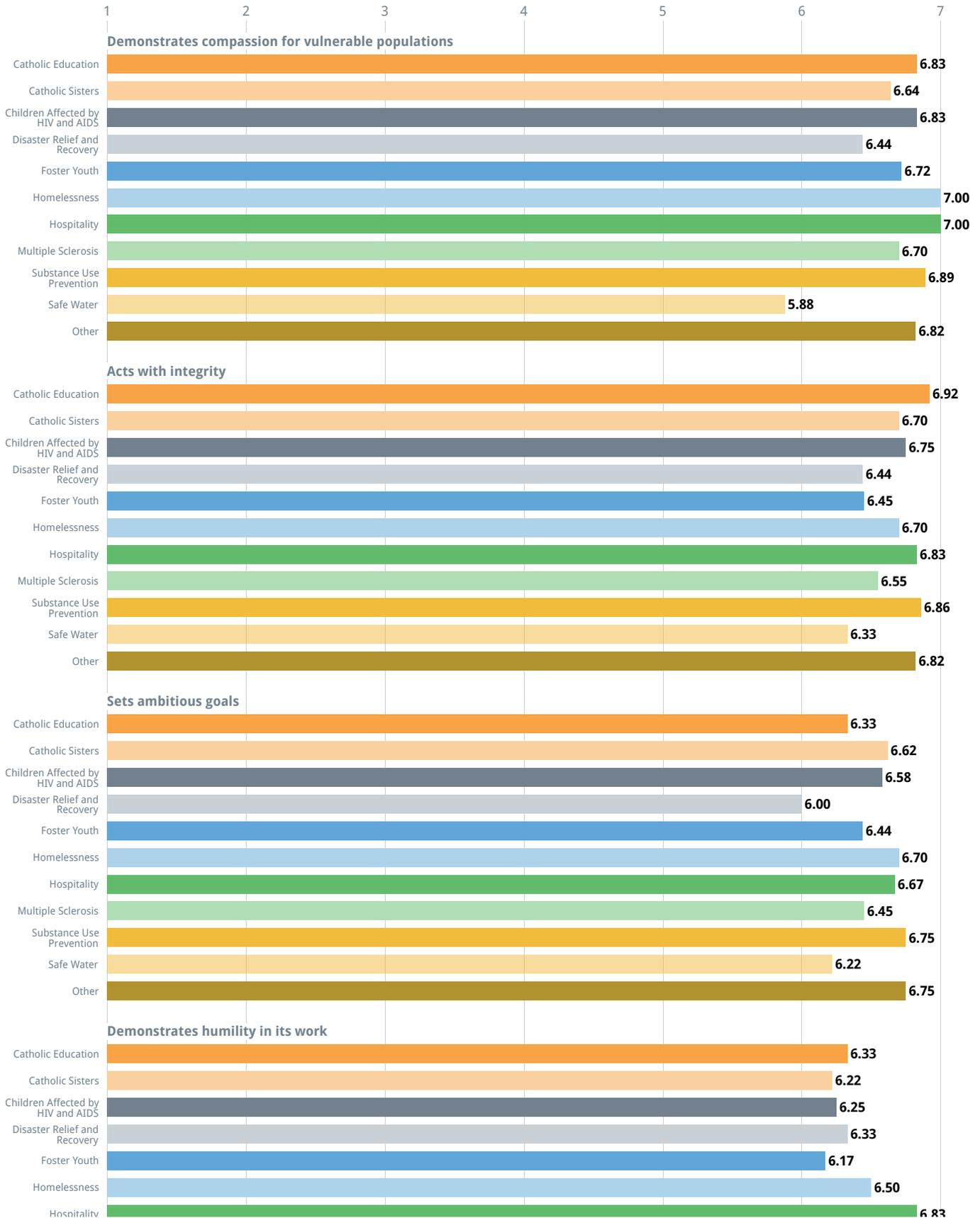
■ Hilton 2017

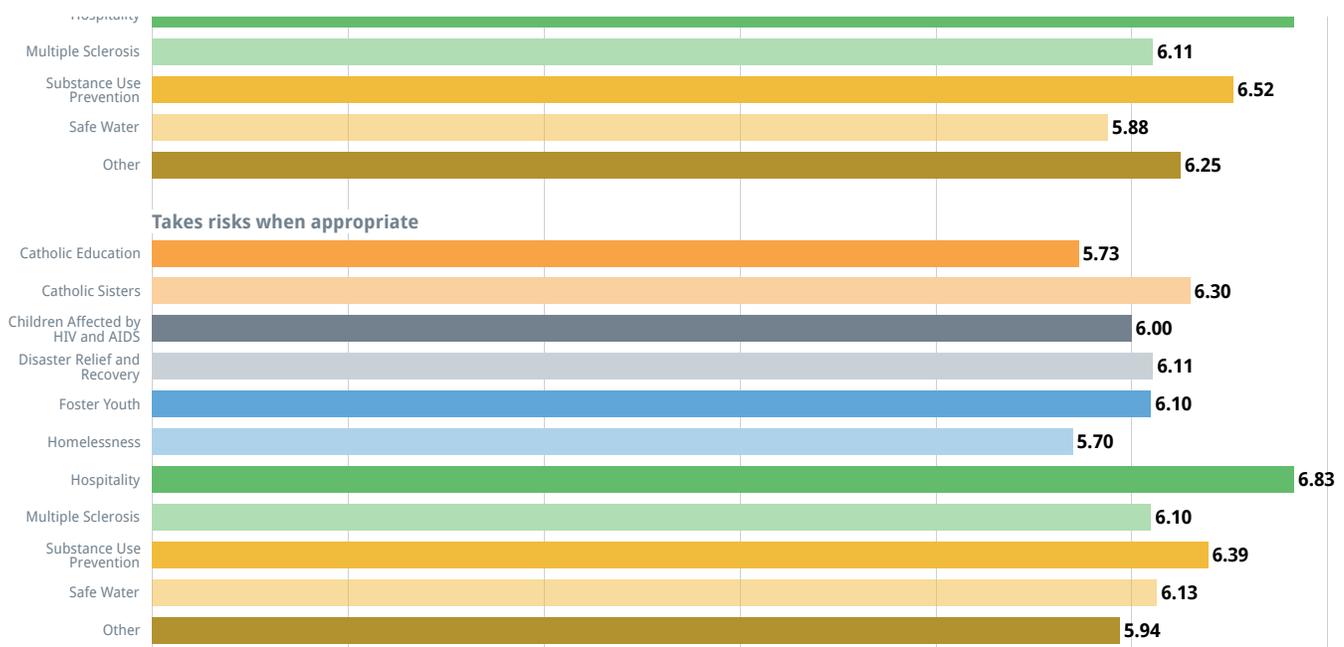


## By Subgroup

1 = Not at all 7 = Completely

■ Catholic Education 
 ■ Catholic Sisters 
 ■ Children Affected by HIV and AIDS 
 ■ Disaster Relief and Recovery 
 ■ Foster Youth 
 ■ Homelessness 
 ■ Hospitality 
 ■ Multiple Sclerosis 
 ■ Substance Use Prevention 
 ■ Safe Water 
 ■ Other



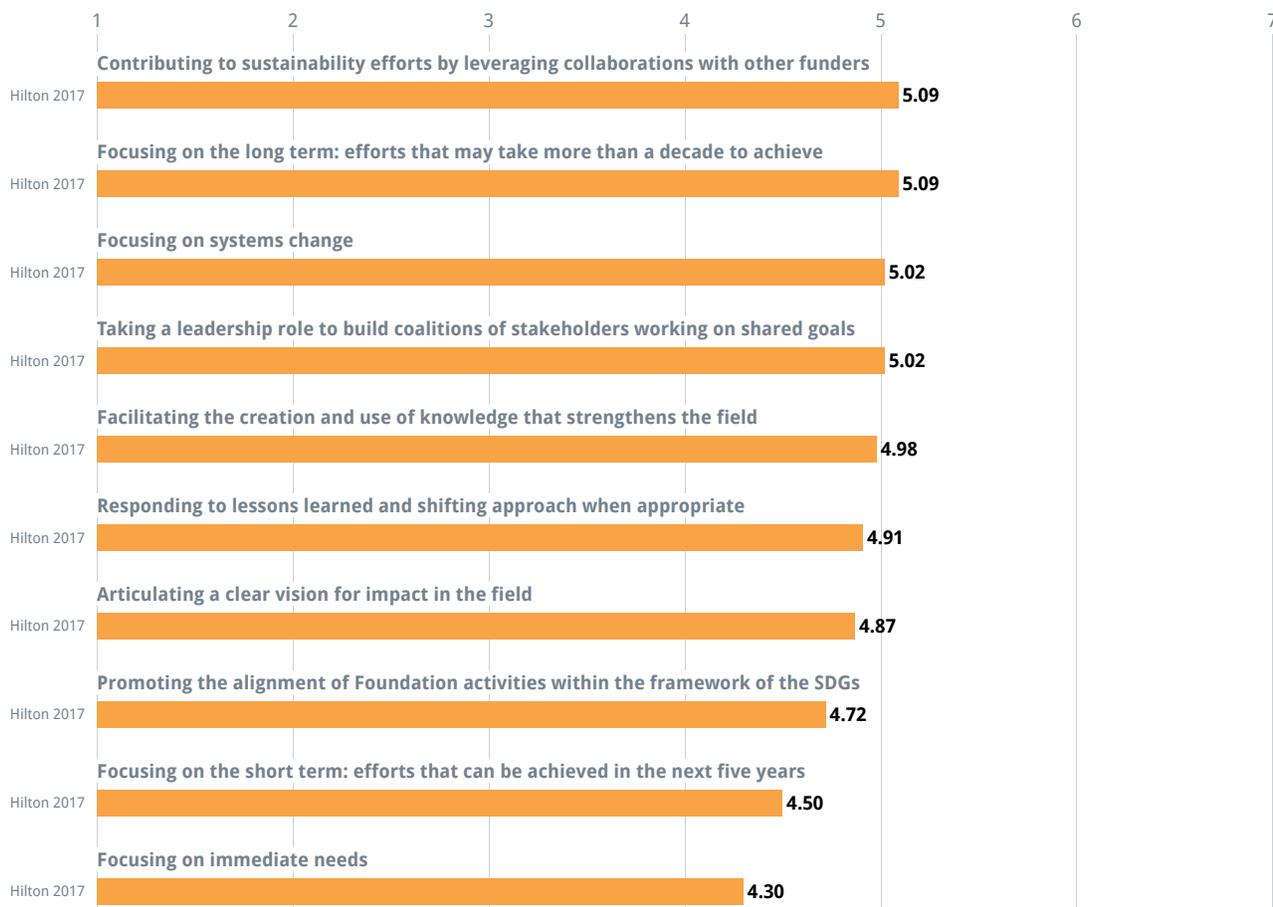


**"Thinking specifically about the Hilton Foundation program or major initiative with which you're most familiar, please indicate the extent to which you believe the Foundation should consider doing more or less of each of the following in order to create the greatest level of impact:"**

## Overall

1 = Opportunity is limited: Hilton should focus on this much less    4 = The Foundation should maintain its current level of focus    7 = Opportunity exists: Hilton should focus on this much more

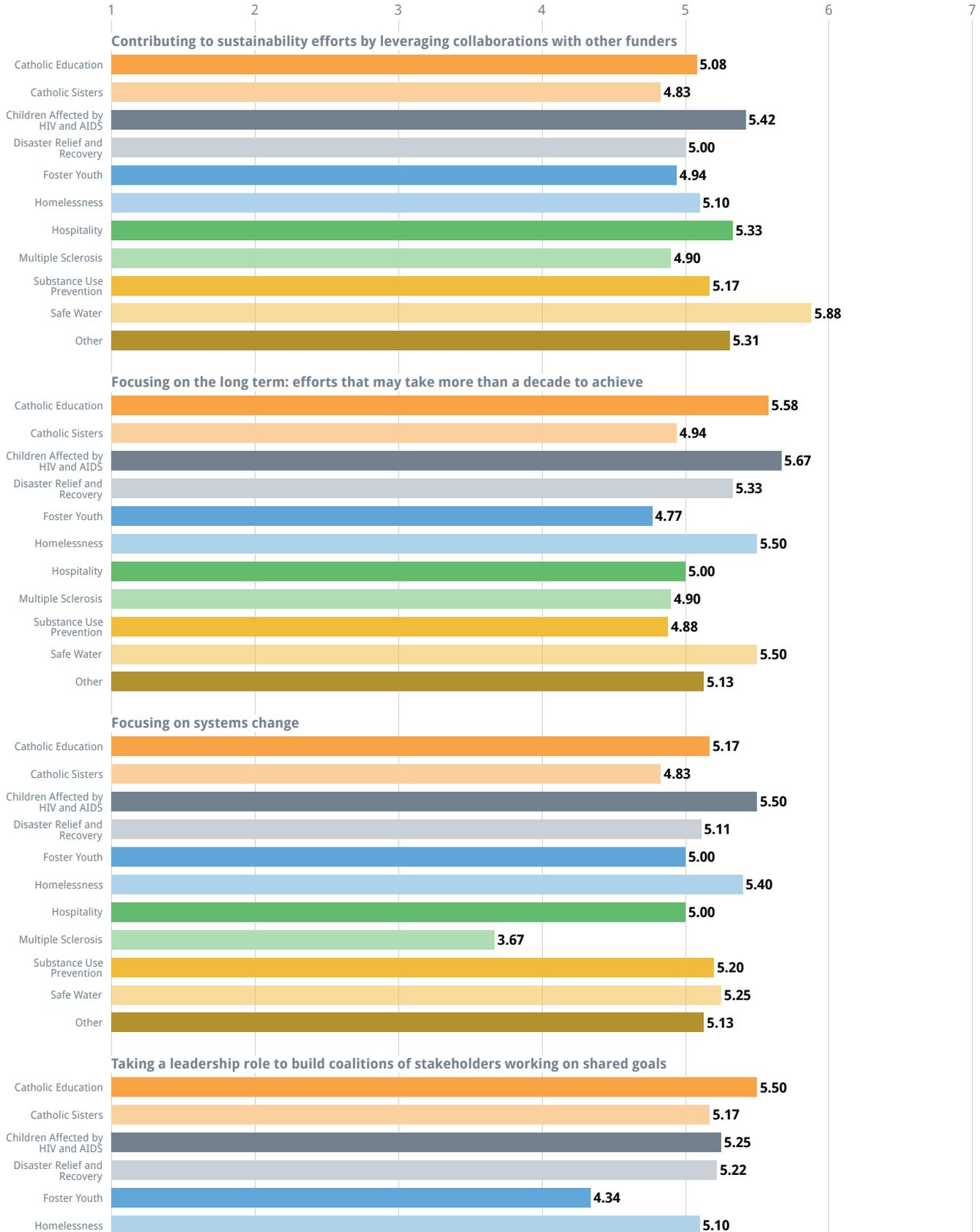
■ Hilton 2017

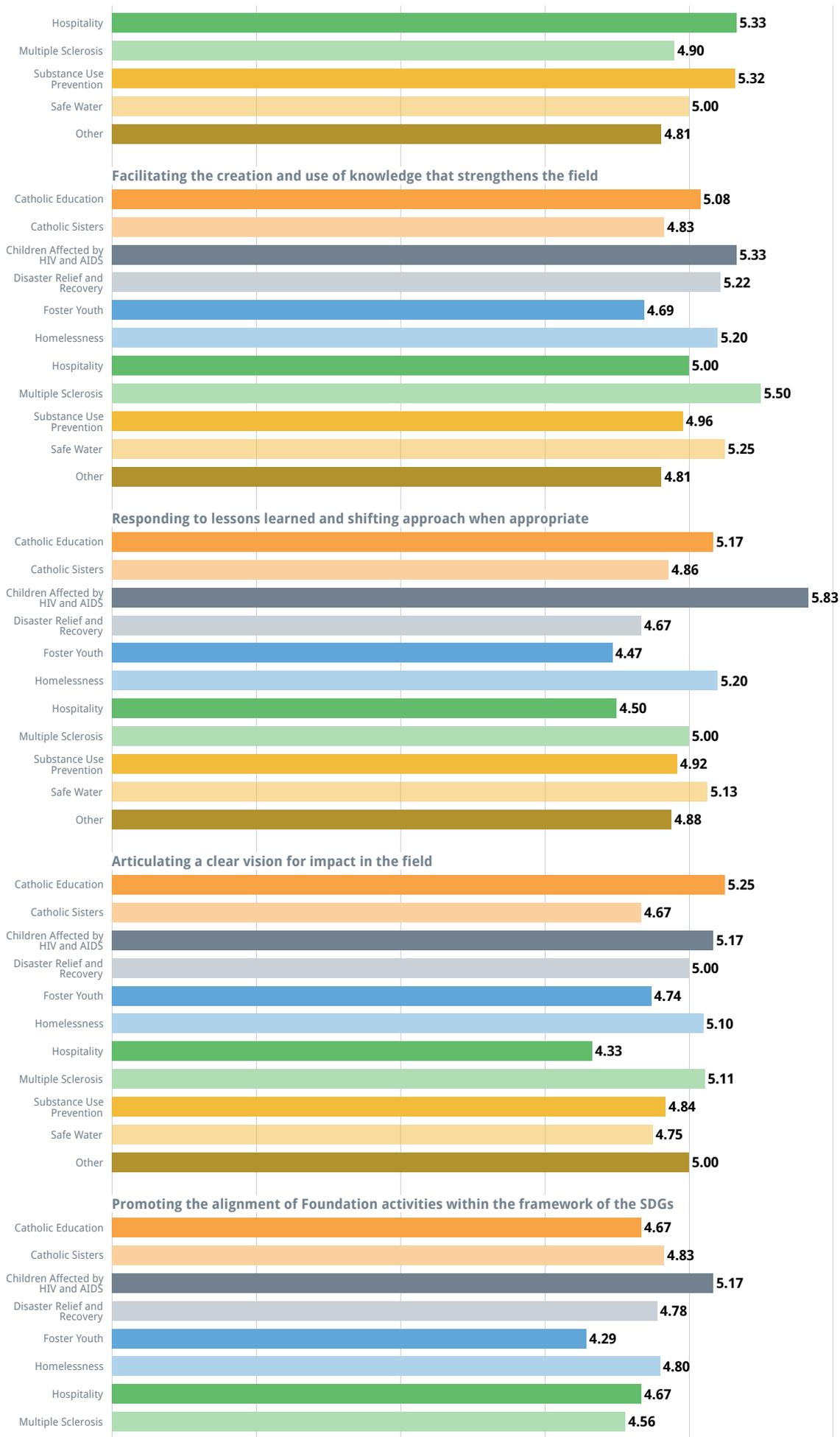


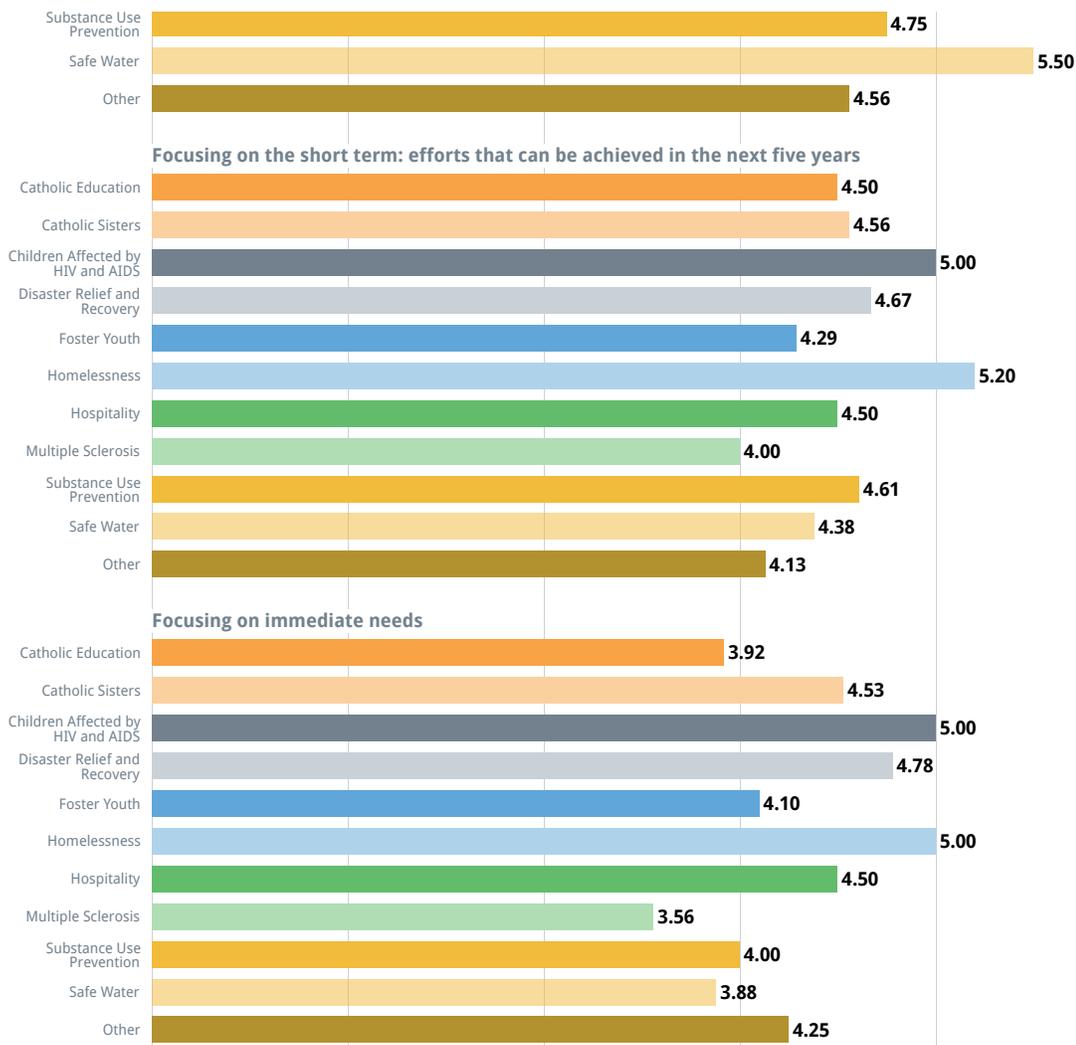
## By Subgroup

1 = Opportunity is limited: Hilton should focus on this much less    4 = The Foundation should maintain its current level of focus    7 = Opportunity exists: Hilton should focus on this much more

■ Catholic Education    
 ■ Catholic Sisters    
 ■ Children Affected by HIV and AIDS    
 ■ Disaster Relief and Recovery    
 ■ Foster Youth    
 ■ Homelessness  
■ Hospitality    
 ■ Multiple Sclerosis    
 ■ Substance Use Prevention    
 ■ Safe Water    
 ■ Other



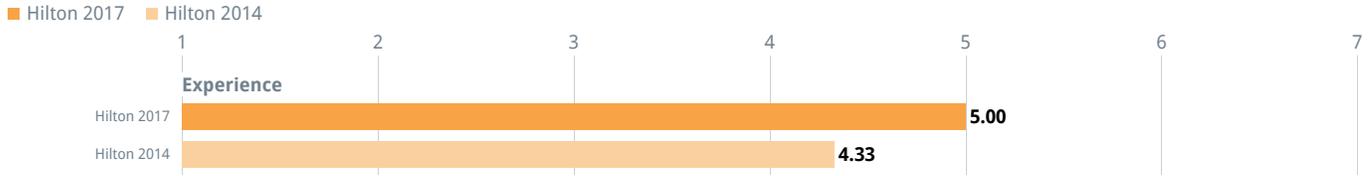




## "How do you rate your experience with the MEL (Monitoring, Evaluation and Learning) partner?"

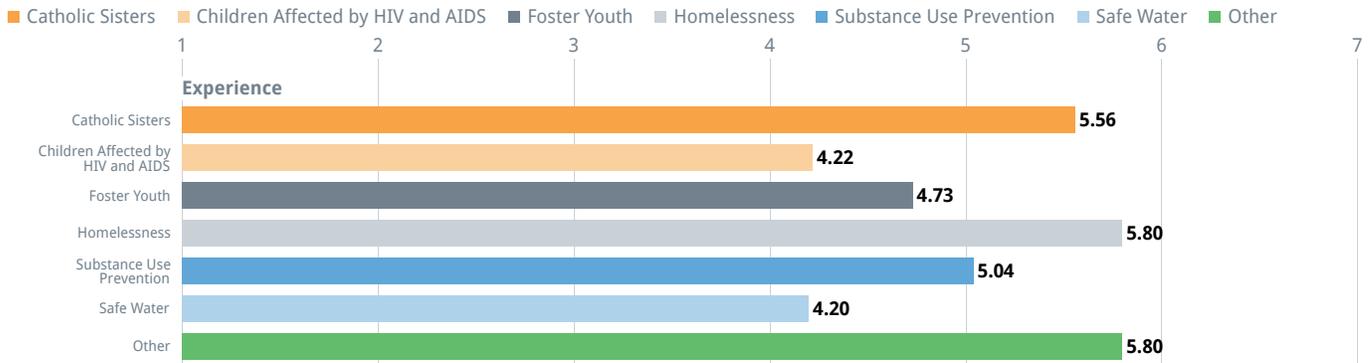
### Overall

1 = Not at all helpful    7 = Extremely helpful



### By Subgroup

1 = Not at all helpful    7 = Extremely helpful

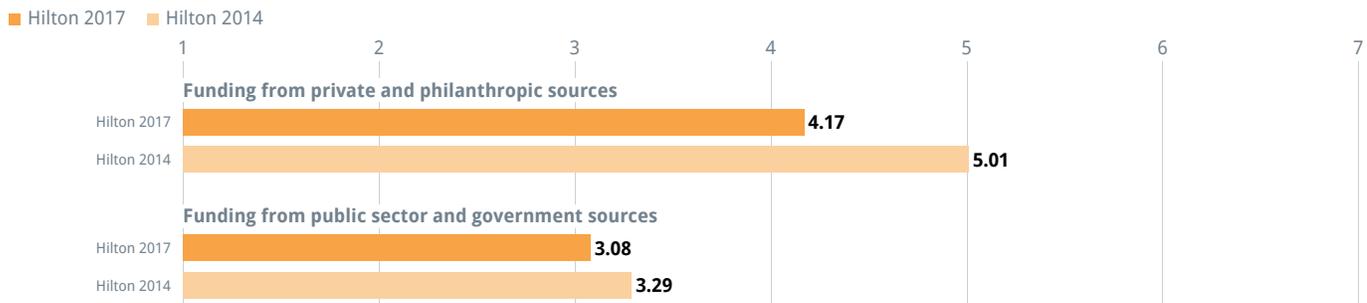


## Hilton's Non-Monetary Support

"To what extent has the Hilton Foundation funding helped you leverage contributions from the following funding sources:"

### Overall

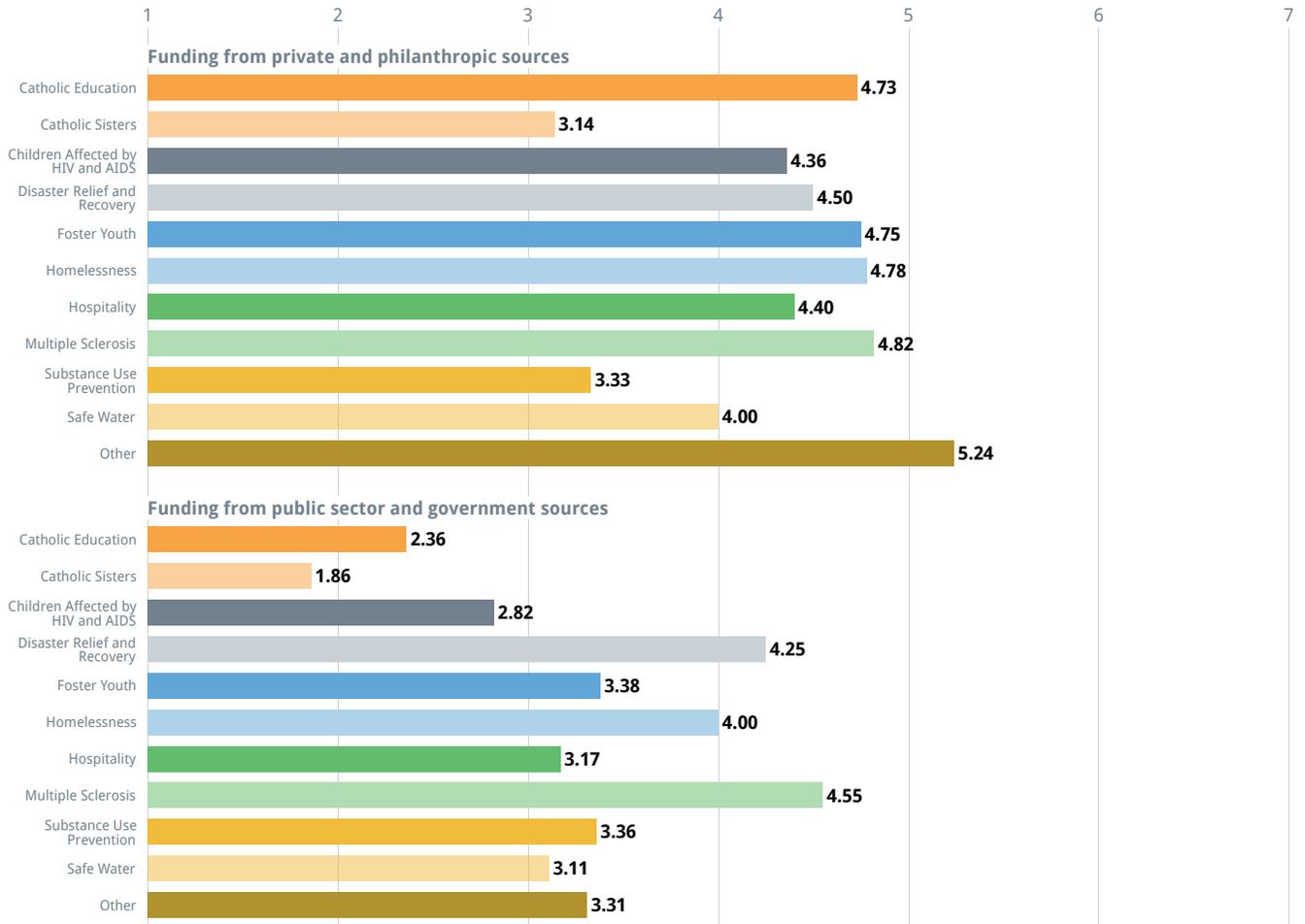
1 = Not at all    7 = To a very great extent



## By Subgroup

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

■ Catholic Education 
 ■ Catholic Sisters 
 ■ Children Affected by HIV and AIDS 
 ■ Disaster Relief and Recovery 
 ■ Foster Youth 
 ■ Homelessness 
 ■ Hospitality 
 ■ Multiple Sclerosis 
 ■ Substance Use Prevention 
 ■ Safe Water 
 ■ Other



**"Have you participated in convenings organized by the Hilton Foundation?"**

Participated in Convening	Hilton 2017	Hilton 2014
Yes	63%	56%
No	37%	44%

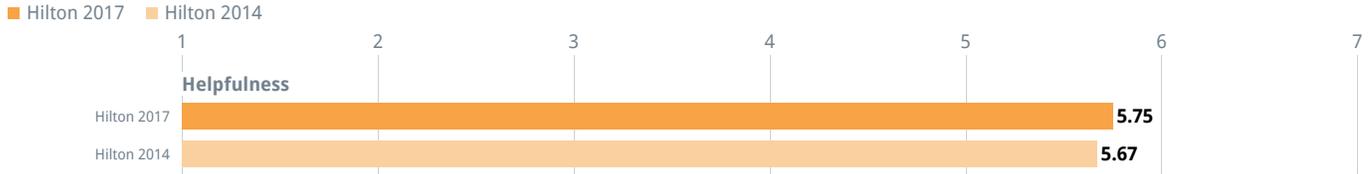
Participated in Convening (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Yes	0%	67%	92%	38%	81%	90%	17%	0%	93%	78%	41%
No	100%	33%	8%	63%	19%	10%	83%	100%	7%	22%	59%

Only displayed to those who indicated participating in a convening in the question above.

**"How helpful was your participation in these convenings to advance the objectives of this grant and/or the work of your organization?"**

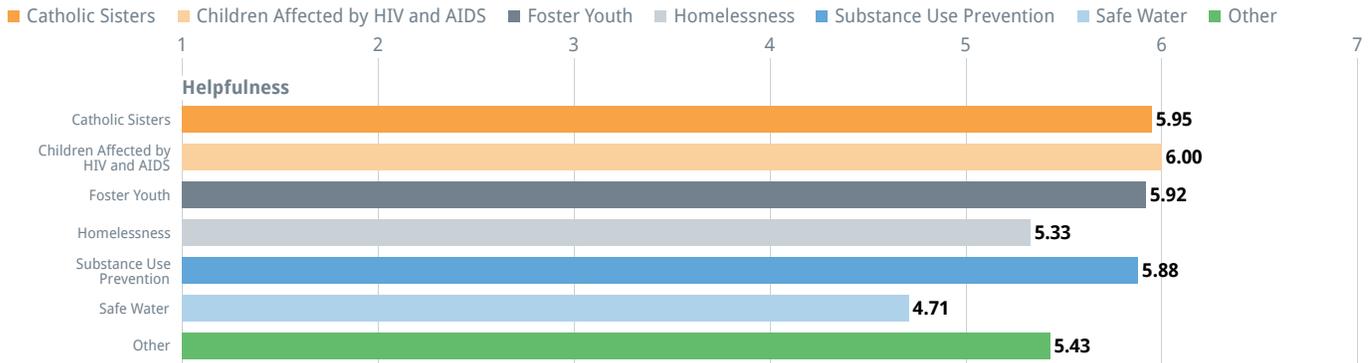
**Overall**

1 = Not at all helpful    7 = Extremely helpful



**By Subgroup**

1 = Not at all helpful    7 = Extremely helpful



## Grantee Suggestions for the Foundation

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

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

### Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Non-monetary Assistance	19%
Impact on and Understanding of Grantees' Fields	14%
Foundation Communications	13%
Quality and Quantity of Interactions	10%
Grantmaking Characteristics	10%
Proposal and Selection Process	8%
Impact on and Understanding of Grantees' Communities	6%
Reporting and Evaluation Process	4%
Administrative Processes	3%
Impact on and Understanding of Grantees' Organizations	1%
Other	13%

## Selected Comments

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

### NON-MONETARY ASSISTANCE (19%)

- **Collaboration (N=7)**
  - "...offer additional opportunities for peer-to-peer learning among grantees...."
  - "...grow opportunities for fellow grantees to connect and share information."
  - ".... The Foundation could also leverage its role to bring grantees together to have better discussions about potential for collaboration or partnerships."
- **Convenings (N=3)**
  - "Host more convenings for grantees...."
  - ".... In addition to the grantee/partner convenings in Africa, consider a convening of representatives of partners in the US (eg dovetailing with a conference) to ensure coordination, programmatically and MEL-related, provide high level strategic discussions."
- **Assistance Securing Funding from Other Sources (N=3)**
  - "Introductions to other funders with encouragement to fund."
  - ".... My only suggestion is to introduce NPO's to funders that we may not be aware of or can't not access as we have not been invited to apply...."
- **Other (N=1)**

### IMPACT ON AND UNDERSTANDING OF GRANTEE'S FIELDS (14%)

- **Strategy (N=4)**
  - "Become more directly involved in not only supporting Catholic schools but also reforming Catholic schools."
  - "It'd be great to identify strategic opportunities to advance the sector through advocacy, documentation and resource mobilization...."
- **Other (N=6)**

### FOUNDATION COMMUNICATIONS (13%)

- **Clarity of Communications (N=5)**
  - "The Foundation could work to improve communication of shifting grantmaking priorities during the leadership transition...."
  - "Better communication regarding changing priorities and leadership at the Foundation...."
  - "With priorities changing at Hilton with new personnel, I think Hilton has not yet found its path forward and thus, when we ask questions they have not been able to respond as clearly as in the past. I assume it is a matter of time and adjustment."
- **Other (N=4)**

### QUALITY AND QUANTITY OF INTERACTIONS (10%)

- **General Interactions (N=6)**
  - "Quicker response to email and phone calls."
  - "More conversation about shared objectives and about lessons learnt"
  - "Overall, we value our working relationship with the Foundation. Our work together might become more efficient if communications with program staff were streamlined through the focal points identified at the outset of the grant...."
- **Other (N=1)**

### GRANTMAKING CHARACTERISTICS (10%)

- **Grant Length (N=4)**
  - "Multi-year commitments to improve sustainability"
  - ".... Partner in longer term funding."
- **Other (N=3)**

### PROPOSAL AND SELECTION PROCESS (8%)

- **Application Requirements (N=3)**
  - "Relax match funding requirement...."
  - "...the financial information required was burdensome for a well established multi-million dollar establishment...."
- **Other (N=3)**

### IMPACT ON AND UNDERSTANDING OF GRANTEE'S COMMUNITIES (6%)

- **Communities Funded (N=3)**
  - "Being more willing to fund outside of LA and NY for foster care policy work."
  - ".... I hope the foundation will consider the potential in the smaller communities with whom we work, as they stand on the forefront of the new evangelization and renewal of the Church in America."
- **Other (N=1)**

### REPORTING AND EVALUATION PROCESS (4%)

- "The MEL evaluation needs to [be] customized further to match non-traditional grants."

- "... Consider providing more funding support for evaluations - rigorous, significant evaluation of programs...."
- ".... Specific M&E guidance per sector, including best practice standard outcome indicators for implementing partners to use. Direct communication and working relationships between partners and the MEL resource specialist would be very beneficial...."

#### **ADMINISTRATIVE PROCESSES (3%)**

- "Less paperwork."
- "1. Adhering to project agreement with the specific partners 2. Following the project timeline with the partner i.e reporting cycle and grantmaking."

#### **IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS (1%)**

- "...that they come to know their grantees a bit more so that they are able to understand their challenges so that they can help them better."

#### **OTHER (13%)**

- **Working with Other Funders (N=3)**
  - "In general I think the networking between foundations, especially between foundations that fund similar interests would be of an invaluable support of the grantees and lead to a greater impact of the works."
  - ".... We hope they will share their lessons learned and encourage other funding partners to approach their own relationships with the same expectations of ongoing communication, flexibility in approach, and a field-driven emphasis to funding."
- **Foundation Staffing (N=3)**
  - "The water programme needs more capacity to be able to deliver on its ambitious strategy."
  - "Having local staff able to make decisions or answer questions that were time-based."
- **Other (N=3)**

## Contextual Data

### Grantmaking Characteristics

Length of Grant Awarded	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Average grant length	2.7 years	3 years	3 years	2.1 years	2.5 years

Length of Grant Awarded	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
1 year	12%	13%	44%	46%	24%
2 years	25%	25%	16%	23%	40%
3 years	50%	50%	14%	18%	25%
4 years	7%	4%	8%	4%	4%
5 or more years	6%	8%	18%	8%	7%

Type of Grant Awarded	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Program / Project Support	81%	78%	45%	65%	68%
General Operating / Core Support	9%	10%	31%	21%	23%
Capital Support: Building / Renovation / Endowment Support / Other	1%	8%	17%	6%	2%
Technical Assistance / Capacity Building	6%	3%	2%	4%	3%
Scholarship / Fellowship	2%	1%	4%	2%	2%
Event / Sponsorship Funding	1%	0%	0%	2%	1%

## Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Average grant length	2.4 years	3 years	2.7 years	1.8 years	2.7 years	2.2 years	3.9 years	3 years	2.8 years	2.9 years	2.6 years

Length of Grant Awarded (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
1 year	15%	3%	0%	44%	10%	10%	29%	9%	11%	11%	25%
2 years	23%	16%	50%	22%	32%	60%	14%	9%	21%	22%	25%
3 years	62%	73%	30%	33%	45%	30%	43%	64%	46%	44%	31%
4 years	0%	3%	20%	0%	6%	0%	0%	9%	21%	11%	0%
5 or more years	0%	5%	0%	0%	6%	0%	14%	9%	0%	11%	19%

Type of Grant Awarded (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Program / Project Support	77%	78%	90%	78%	97%	70%	57%	91%	93%	78%	50%
General Operating / Core Support	15%	8%	0%	22%	0%	20%	14%	9%	0%	0%	38%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	6%
Technical Assistance / Capacity Building	0%	8%	10%	0%	3%	10%	14%	0%	7%	11%	0%
Scholarship / Fellowship	0%	5%	0%	0%	0%	0%	14%	0%	0%	0%	6%
Event / Sponsorship Funding	8%	0%	0%	0%	0%	0%	0%	0%	0%	11%	0%

## Grant Size

Grant Amount Awarded	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Median grant size	\$750K	\$750K	\$50K	\$83.6K	\$300K

Grant Amount Awarded	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Less than \$10K	0%	1%	26%	10%	1%
\$10K - \$24K	0%	0%	18%	13%	2%
\$25K - \$49K	2%	0%	6%	13%	5%
\$50K - \$99K	3%	1%	5%	16%	11%
\$100K - \$149K	3%	2%	7%	9%	9%
\$150K - \$299K	13%	10%	12%	16%	22%
\$300K - \$499K	13%	16%	6%	8%	17%
\$500K - \$999K	24%	25%	3%	7%	16%
\$1MM and above	43%	46%	18%	8%	17%

Median Percent of Budget Funded by Grant (Annualized)	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	4%	4%	1%	4%	5%

## Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Median grant size	\$600K	\$750K	\$1450K	\$400K	\$750K	\$450K	\$305K	\$800K	\$1012.5K	\$1500K	\$800K

Grant Amount Awarded (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Less than \$10K	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$10K - \$24K	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$25K - \$49K	0%	3%	0%	0%	3%	0%	0%	0%	4%	0%	0%
\$50K - \$99K	15%	3%	0%	0%	3%	0%	0%	0%	0%	11%	6%
\$100K - \$149K	0%	0%	0%	0%	0%	10%	29%	9%	4%	0%	0%
\$150K - \$299K	8%	14%	10%	33%	10%	20%	14%	9%	4%	11%	25%
\$300K - \$499K	8%	14%	20%	22%	13%	20%	29%	0%	7%	11%	13%
\$500K - \$999K	38%	38%	0%	33%	23%	10%	0%	64%	14%	0%	13%
\$1MM and above	31%	30%	70%	11%	47%	40%	29%	18%	68%	67%	44%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other	
Size of grant relative to size of grantee budget		6%	4%	2%	0%	4%	3%	5%	5%	5%	4%	1%

## Grantee Characteristics

Operating Budget of Grantee Organization	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Median Budget	\$9M	\$8.5M	\$4M	\$1.5M	\$2.4M

Operating Budget of Grantee Organization	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
<\$100K	1%	0%	5%	9%	3%
\$100K - \$499K	6%	4%	14%	19%	14%
\$500K - \$999K	11%	10%	11%	14%	13%
\$1MM - \$4.9MM	22%	22%	22%	30%	33%
\$5MM - \$24MM	27%	30%	28%	18%	21%
>=\$25MM	33%	34%	20%	11%	18%

## Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Median Budget	\$5M	\$3.9M	\$14.1M	\$111M	\$11M	\$17M	\$2M	\$9M	\$10M	\$20M	\$26M

Operating Budget of Grantee Organization (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
<\$100K	0%	3%	0%	0%	0%	0%	0%	0%	4%	0%	0%
\$100K - \$499K	18%	12%	0%	0%	4%	0%	14%	20%	4%	0%	0%
\$500K - \$999K	9%	12%	10%	13%	18%	20%	14%	20%	0%	0%	6%
\$1MM - \$4.9MM	18%	24%	30%	25%	14%	10%	57%	0%	30%	22%	13%
\$5MM - \$24MM	45%	18%	20%	0%	36%	30%	14%	20%	30%	56%	25%
>=\$25MM	9%	32%	40%	63%	29%	40%	0%	40%	30%	22%	56%

## Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	Hilton 2017	Hilton 2014	Average Funder	Custom Cohort
First grant received from the Foundation	47%	52%	29%	26%
Consistent funding in the past	36%	34%	53%	55%
Inconsistent funding in the past	17%	15%	19%	19%

Funding Status and Grantees Previously Declined Funding	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	93%	81%	66%	81%	85%
Percent of grantees previously declined funding by the Foundation	17%	13%	22%	31%	23%

## Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
First grant received from the Foundation	69%	56%	30%	11%	38%	18%	57%	64%	74%	33%	24%
Consistent funding in the past	8%	29%	70%	56%	50%	45%	14%	36%	15%	33%	53%
Inconsistent funding in the past	23%	15%	0%	33%	13%	36%	29%	0%	11%	33%	24%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Catholic Education	Catholic Sisters	Children Affected by HIV and AIDS	Disaster Relief and Recovery	Foster Youth	Homelessness	Hospitality	Multiple Sclerosis	Substance Use Prevention	Safe Water	Other
Percent of grantees currently receiving funding from the Foundation	92%	92%	91%	100%	97%	82%	100%	80%	96%	89%	94%
Percent of grantees previously declined funding by the Foundation	18%	24%	0%	63%	3%	20%	N/A	45%	0%	14%	25%

## Grantee Demographics

Job Title of Respondents	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Executive Director	30%	42%	34%	47%	42%
Other Senior Management	24%	17%	12%	15%	19%
Project Director	24%	11%	7%	12%	17%
Development Director	8%	11%	22%	8%	8%
Other Development Staff	6%	11%	11%	7%	6%
Volunteer	0%	0%	0%	1%	0%
Other	8%	8%	13%	9%	8%

Gender of Respondents	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Female	67%	56%	65%	64%	59%
Male	33%	44%	35%	36%	41%

Race/Ethnicity of Respondents	Hilton 2017	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Multi-racial	6%	2%	2%	3%	3%
African-American/Black	5%	7%	3%	7%	8%
Asian (incl. Indian subcontinent)	3%	3%	3%	3%	5%
Hispanic/Latino	2%	5%	5%	5%	7%
American Indian/Alaskan Native	0%	1%	0%	1%	1%
Pacific Islander	0%	0%	0%	0%	0%
Caucasian/White	83%	78%	87%	80%	75%
Other	1%	4%	0%	1%	1%

## Funder Characteristics

Financial Information	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Total assets	\$2637M	\$2230.9M	\$889.8M	\$228.2M	\$3543.4M
Total giving	\$106.9M	\$83.2M	\$38.1M	\$15.4M	\$220.7M

Funder Staffing	Hilton 2017	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Total staff (FTEs)	70	47	14	15	104
Percent of staff who are program staff	27%	51%	37%	40%	42%

Grantmaking Processes	Hilton 2017	Hilton 2014	Median Funder	Custom Cohort
Proportion of grants that are proactive	27%	19%	44%	90%
Proportion of grantmaking dollars that are proactive	94%	85%	63%	92%

## Additional Survey Information

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

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Hilton’s grantee survey was 186.

Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	176
How well does the Foundation understand the field in which you work?	174
To what extent has the Foundation advanced the state of knowledge in your field?	164
To what extent has the Foundation affected public policy in your field?	133
Overall, how would you rate the Foundation's impact on your local community?	138
How well does the Foundation understand the local community in which you work?	145
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	174
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	171
How well does the Foundation understand your organization's strategy and goals?	177
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	177
Who most frequently initiated the contact you had with your program officer during this grant?	184
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	176
Has your main contact at the Foundation changed in the past six months?	179
Did you submit a proposal to the Foundation for this grant?	186
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?	181
How involved was Foundation staff in the development of your grant proposal?	179
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	169
Have you ever been declined funding from the Foundation?	161
Are you currently receiving funding from the Foundation?	180
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	180
How well does the Foundation understand your intended beneficiaries' needs?	176
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	173
Have you participated in a reporting or evaluation process?	180
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances	143
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn	155
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant	155
To what extent was the Foundation's reporting process...Straightforward	155
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work	155
Did the Foundation provide financial support for the evaluation	65
To what extent did the evaluation...Result in you making changes to the work that was evaluated	58
To what extent did the evaluation...Incorporate your input in the design of the evaluation	66
To what extent did the evaluation...Generate information that you believe will be useful for other organizations	57
How do you rate your experience with the MEL (Monitoring, Evaluation and Learning) partner?	84

## About CEP and Contact Information

### Mission:

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

### Vision:

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

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

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

## About the GPR

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

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

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