Grantee Perception Report®

PREPARED FOR

Conrad N. Hilton Foundation

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

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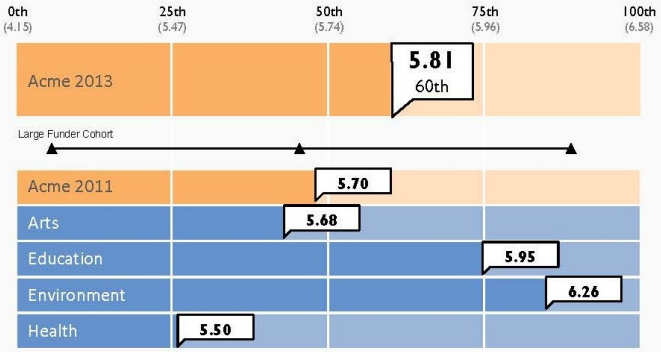
HOW TO READ CHARTS

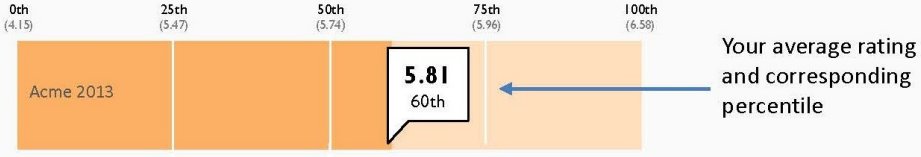
Many of the charts in this report are shown in this format. See below for an explanation of the chart elements, or view the Video Tour.



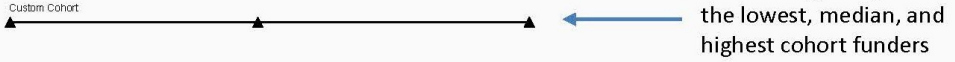
PERCENTILE SCALE

Every participating funder's average rating is ranked along a percentile scale.

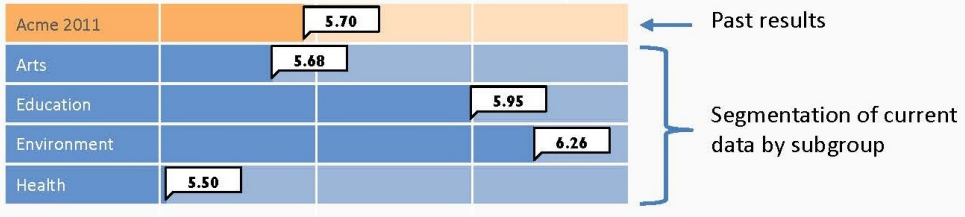
YOUR RESULTS



COMPARATIVE COHORT



PAST RESULTS/SEGMENTATION DATA



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 five 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.

Executive Summary

The following summary highlights key findings about grantees' perceptions of the Conrad N. Hilton Foundation compared to other foundations whose grantees CEP has surveyed.

Throughout this report, results are described as 'more positive' when an average rating is higher than that of 65 percent of funders in CEP's dataset, and 'less positive' when a rating is lower than that of 65 percent of funders.

» **Overall, Hilton grantees rate more positively than in 2007 on most measures throughout the report.**
- » Grantees in 2014 rate statistically significantly higher for the Foundation's impact on grantees' fields, communities, and organizations, among other measures.

» **Hilton is rated more positively than the typical funder in CEP's dataset for its understanding of grantees' fields, the extent to which it has advanced knowledge in grantees' fields, and its impact on grantees' ability to sustain the work funded by the grant.**
- » In their comments, grantees describe the Foundation's "expertise in the field of homelessness" and "support of worldwide changes for people with visual impairments" as examples of its strong work in their fields.

» **Hilton is rated similar to the typical funder for its impact on grantees' fields and organizations, its strength of relationships with grantees, and the helpfulness of its processes.**
- » Grantees who have contact with Hilton monthly or more frequently, or who indicate their program officer initiates contact as frequently as they do report significantly stronger relationships with the Foundation.
- » Grantees who discuss how the worked funded by the grant will be assessed, or who discuss their completed reports or evaluations with staff rate significantly higher for the helpfulness of the Foundation's processes.

» **Compared to other funders and Hilton in 2007, Hilton now provides a much larger proportion of grantees with the most intensive and helpful forms of assistance beyond the grant.**
- » Twenty-nine percent of Hilton grantees in 2014, compared to 15 percent of grantees at the typical funder in CEP's dataset, report receiving comprehensive or field-focused assistance beyond the grant.
- » Grantees that receive these more intensive forms of non-monetary assistance rate significantly more positively on many measures throughout the report.

» **On average, Hilton provides grants that are larger and longer than most other funders in Hilton's peer custom cohort and in CEP's overall dataset.**
- » At Hilton, the median grant size is $750K vs. $60K at the typical funder, and the median grant length at Hilton is three years vs. two years at the typical funder.
- » Hilton's dollar return, the dollar value of the grant per process hour as reported by grantees, is higher than most other funders in CEP's dataset.

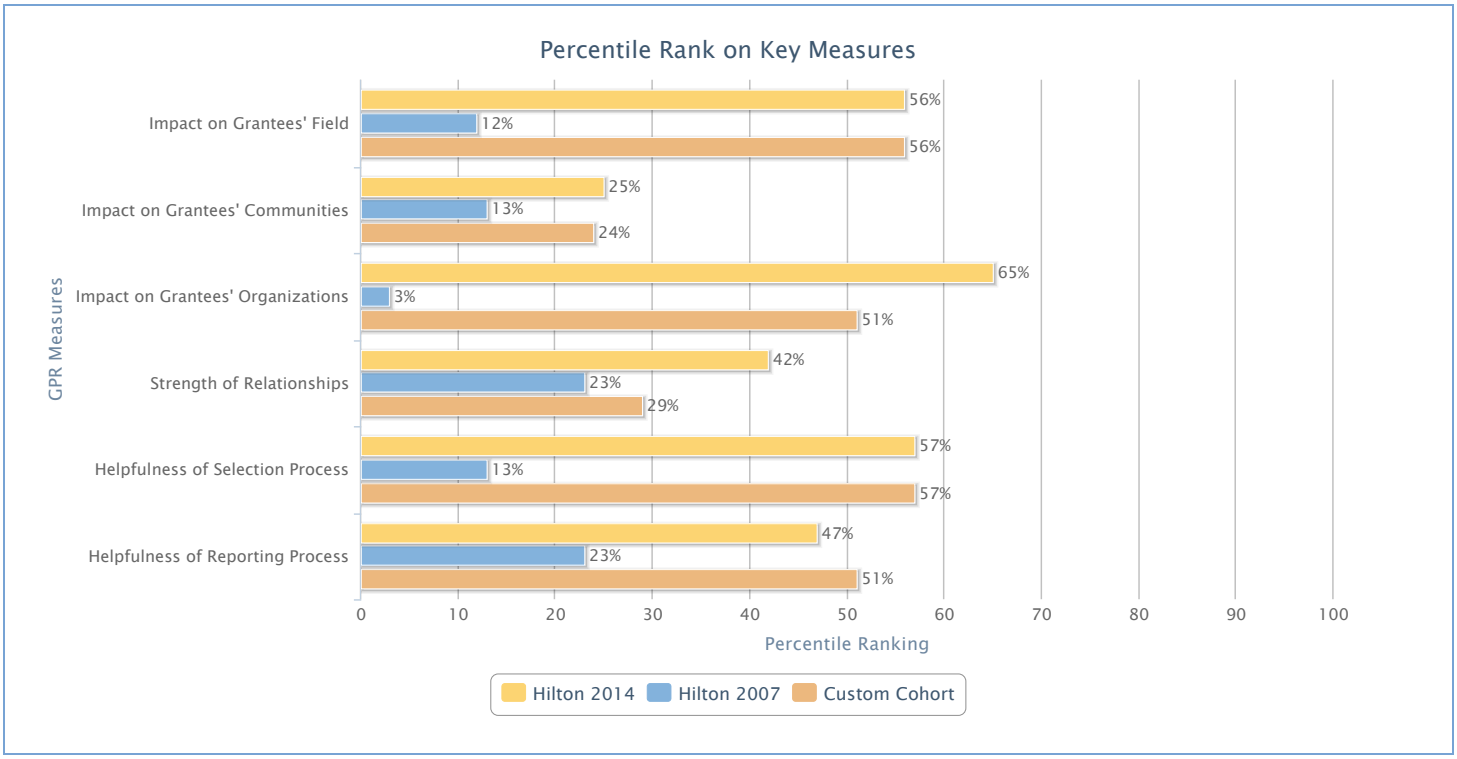
» **In their suggestions for how the Foundation can improve, grantees most frequently request that Hilton provide even more assistance beyond the grant, as well as consider changes to some of the Foundation's grantmaking characteristics.**
- » Thirteen of the 15 grantee suggestions for more non-monetary assistance came from grantees that report receiving little or no assistance beyond the grant.
- » Of the 15 grantee suggestions related to grantmaking characteristics, four grantees each suggested either changes to the type of grant, the Foundation's matching grant requirements, or more risk-taking in Hilton's grantmaking.

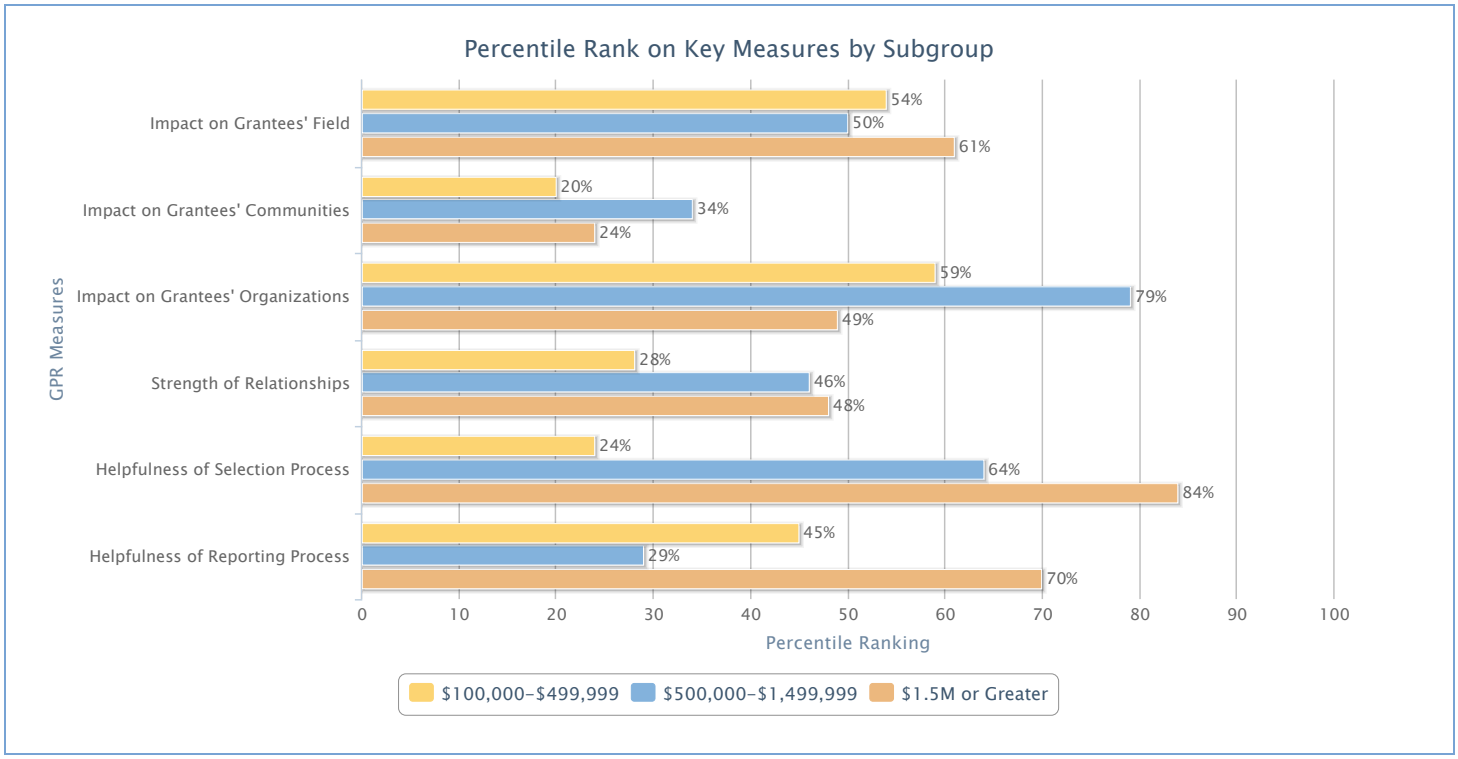
Summary of Differences by Subgroups

Grant Size: No group consistently rates significantly higher or lower when segmented by grant size.

Priority Area: There are sporadic statistically significant differences between priority areas for most measures of the report. In addition, Catholic sisters tend to rate higher on most measures.

The chart below shows Conrad N. Hilton Foundation's percentile ranking on key areas of the GPR relative to CEP's overall comparative dataset, where 0% indicates the lowest rated funder, and 100% indicates the highest rated funder. Rankings are also shown for Hilton's 2007 GPR data and the median funder in the selected peer cohort.




Percentile Rank on Key Measures by Subgroup
GPR Measures
Impact on Grantees' Field
54%
50%
61%
Impact on Grantees' Communities
20%
34%
24%
Impact on Grantees' Organizations
59%
79%
49%
Strength of Relationships
28%
46%
48%
Helpfulness of Selection Process
24%
64%
84%
Helpfulness of Reporting Process
45%
29%
70%
0
10
20
30
40
50
60
70
80
90
100
Percentile Ranking
$100,000–$499,999
$500,000–$1,499,999
$1.5M or Greater

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. Twelve grantees described Hilton as “Generous,” the most commonly used word.

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

CEP surveyed Hilton's grantees in September and October of 2014. CEP has also previously surveyed Hilton's grantees.

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
Hilton 2014	September and October 2014	2013	144	71%
Hilton 2007	February and March 2007	2006	166	67%

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 decade of grantee surveys of more than 300 funders. The full list of participating funders can be found at http://www.effectivephilanthropy.org/assessment-tools/gpr-apr.

Subgroups

In addition to showing Hilton's overall ratings, this report shows ratings segmented by Grant Size. The online version of this report also shows ratings segmented by Priority Area.

Grant Size	Number of Responses
$100,000-$499,999	44
$500,000-$1,499,999	52
$1.5M or Greater	46

Priority Area	Number of Responses
Blindness	7
Catholic Education	9
Catholic Sisters	12
Children Affected by HIV and AIDS	11
Disaster Relief and Recovery	6
Foster Youth	24
Homelessness	16
Multiple Sclerosis	6
Substance Abuse	9
Water	14
Other	22

Customized Cohort

Hilton selected a set of 13 funders to create a smaller comparison group that more closely resembles Hilton in scale and scope.

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

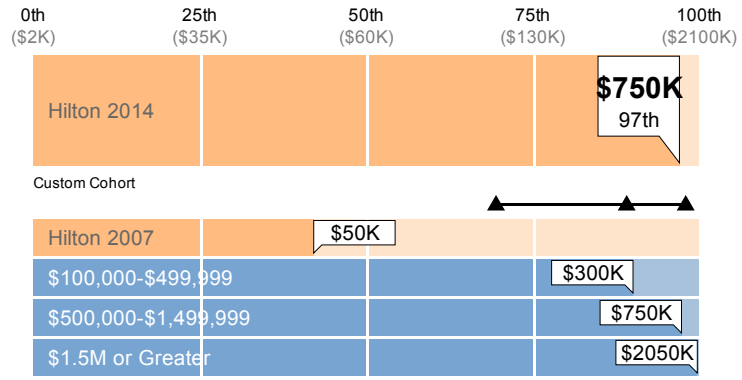
Standard Cohorts

CEP also included nine standard cohorts to allow for comparisons to a variety of different types of funders. A full list of funders in each cohort is provided in the "Funders in Comparative Cohorts" section of the online report.

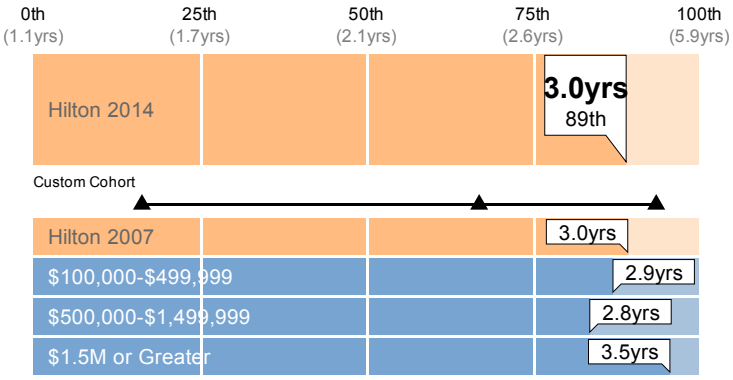
Cohort Name	Count	Description
Community Foundations	33	All community foundations in the GPR dataset
Health Conversion Foundations	28	All health conversion funders in the GPR dataset
Small Private Funders	60	Private funders with annual giving of less than $10 million
Medium Private Funders	94	Private funders with annual giving of $10 million - $49 million
Large Private Funders	33	Private funders with annual giving of $50 million or more
Regional Funders	194	Funders that make grants in a specific community or region of the US
National Funders	57	Funders that make grants across the US
International Funders	36	Funders that make grants outside the US

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.

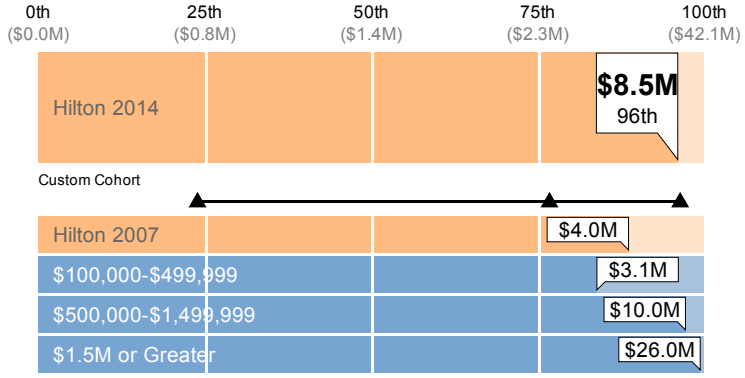
MEDIAN GRANT SIZE



AVERAGE GRANT LENGTH



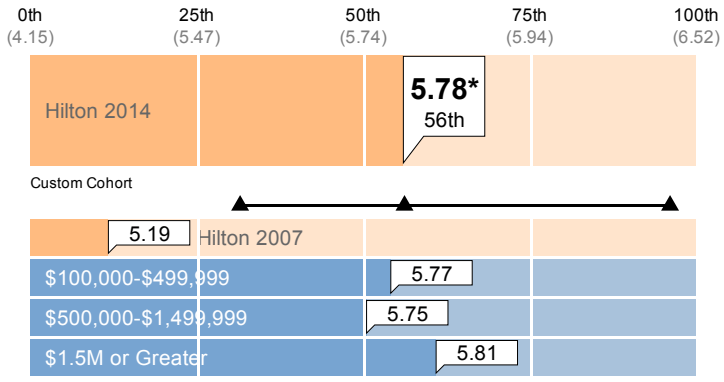
TYPICAL ORGANIZATIONAL BUDGET



Type of Support (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Percent of grantees receiving operating support	10%	31%	20%	19%
Percent of grantees receiving program/project support	78%	45%	64%	71%
Percent of grantees receiving other types of support	12%	23%	16%	10%

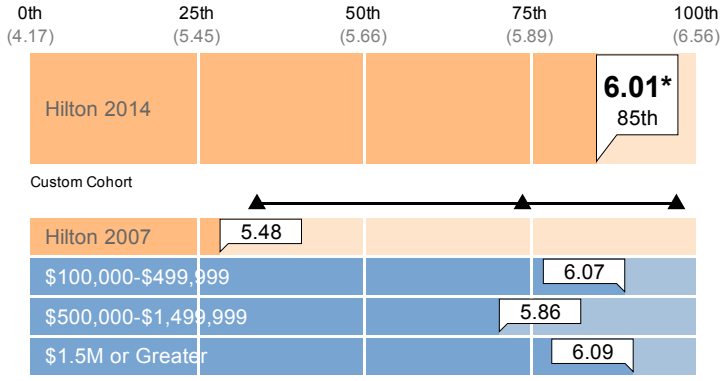
Grant History (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Percentage of first-time grants	52%	N/A	29%	27%

Program Staff Load (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$3.5M	$7.6M	$2.6M	$5.0M
Applications per program full-time employee	4	N/A	29	14
Active grants per program full-time employee	21	73	33	29



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

1 = No impact
7 = Significant positive impact



"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

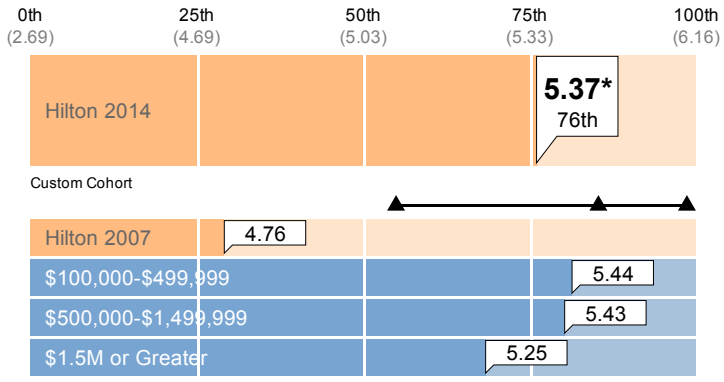
Selected Grantee Comments:

» *"The Foundation had made strategic commitments in our field... They are a leading voice on the issue in philanthropy. They have a voice with national policy makers. They are definitely an important player*."

» *"CNHF has a large impact in the water sector, they are moving increasingly into policy... CNHF has also funded activities that have increased transparency and knowledge in the WASH sector overall."*

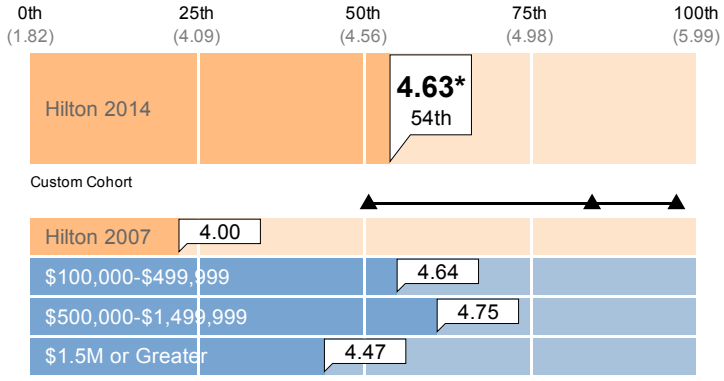
» *"Hilton is an important but somewhat under-appreciated player in strengthening the overall field of philanthropy. They are larger than most people realize, have top flight staff, and a global vision that is quite rare among foundations. They are also refreshingly open to the notion of cross-sector* collaboration."

» *"The Hilton Foundation is viewed as a leader in the field of ending homelessness. They have had a huge impact on the field and ensuring that evidence-based practices are utilized and embraced. They are also a thought leader, funding evaluation and research."*



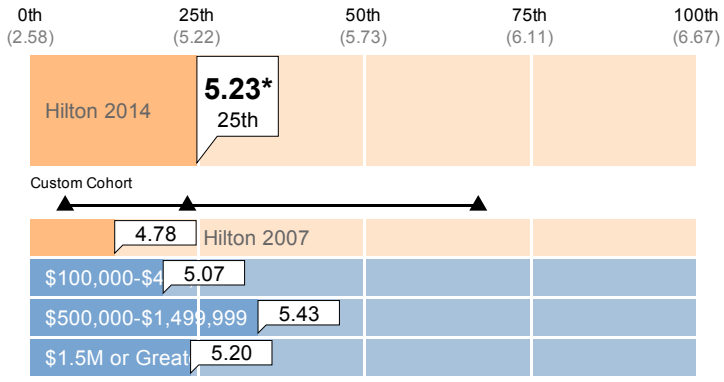
"To what extent has the Foundation advanced the state of knowledge in your field?"

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



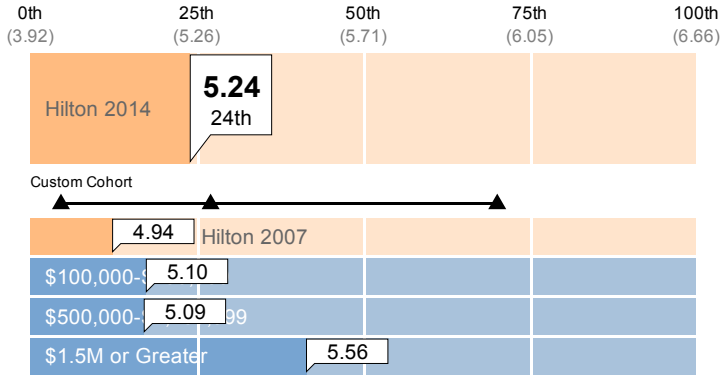
"To what extent has the Foundation affected public policy in your field?"

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



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

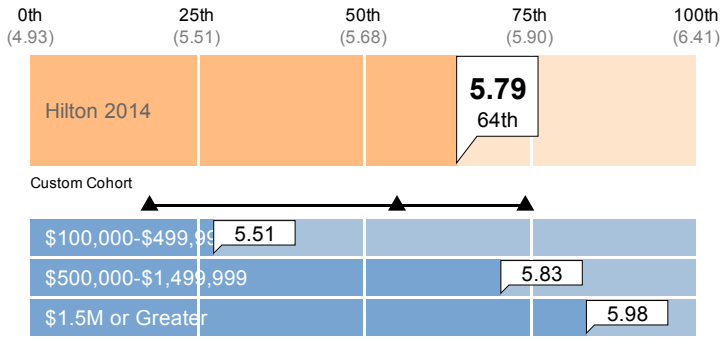
1 = No impact
7 = Significant positive impact



"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

Understanding of Contextual Factors



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

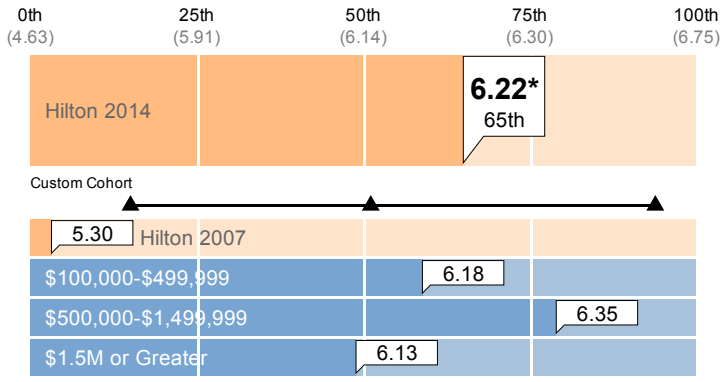
1 = Limited understanding
7 = Thorough understanding

Selected Grantee Comments:

» *"The Conrad N. Hilton Foundation...has a strong impact in shaping the work around homelessness in [our community]. The staff working in this area understanding the best practices and the local environment... They have a fairly strong grasp of the impact of federal and state policy."*

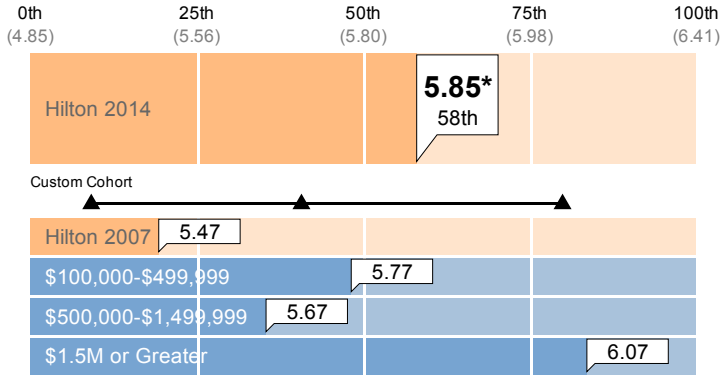
» *"We are not located in a geographic area where the Foundation has focused its main efforts."*

» *"The Foundation has been instrumental in shining a light on how systems of care and communities need to behave differently in order to achieve the better outcomes we all desire... The net result has been meaningful work at the community level that is changing the way systems behave."*



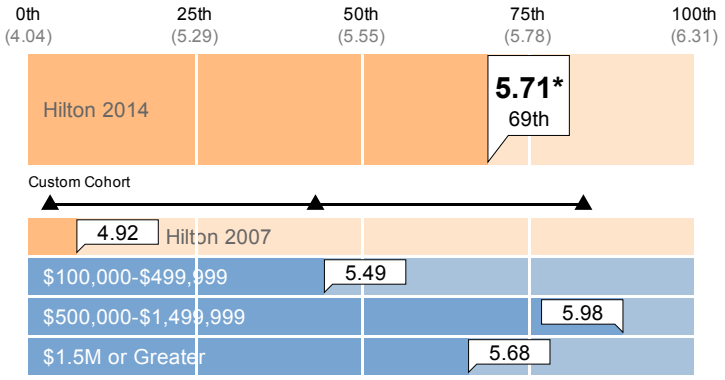
"Overall, how would you rate the Foundation's impact on your organization?"

1 = No impact
7 = Significant positive impact



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

1 = Limited understanding
7 = Thorough understanding



"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

Selected Grantee Comments:

» *"The Hilton Foundation has a long history with [our organization]. Their support and generosity enabled us to expand and increase learning* opportunities."

» *"The grant from the Foundation has been a tremendous assistance in helping our organization grow in the areas of marketing and development."*

» *"The Foundation has greatly strengthened our ability to expand workforce training and educational programming."*

"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

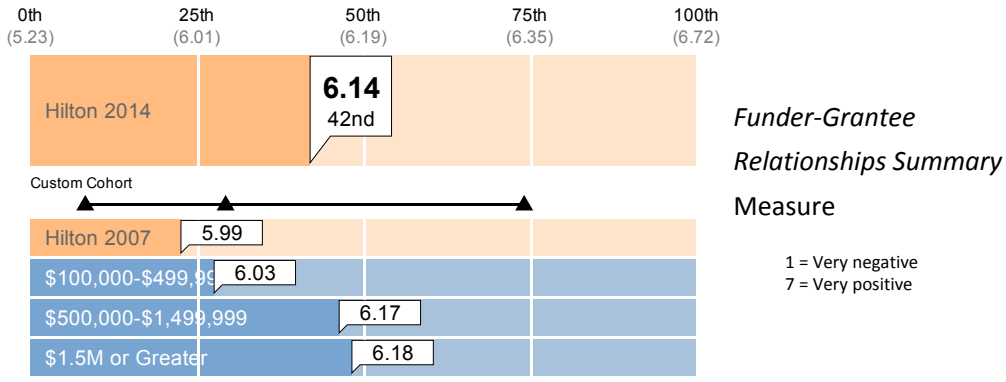
Primary Effect of Grant on Grantee's Organization (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Enhanced Capacity	27%	N/A	29%	26%
Expanded Existing Program Work	36%	N/A	26%	27%
Maintained Existing Program	13%	N/A	19%	16%
Added New Program Work	25%	N/A	25%	30%

Primary Effect of Grant on Grantee's Organization (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Enhanced Capacity	26%	29%	24%
Expanded Existing Program Work	30%	33%	47%
Maintained Existing Program	19%	13%	7%
Added New Program Work	26%	25%	22%

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



Selected Grantee Comments:

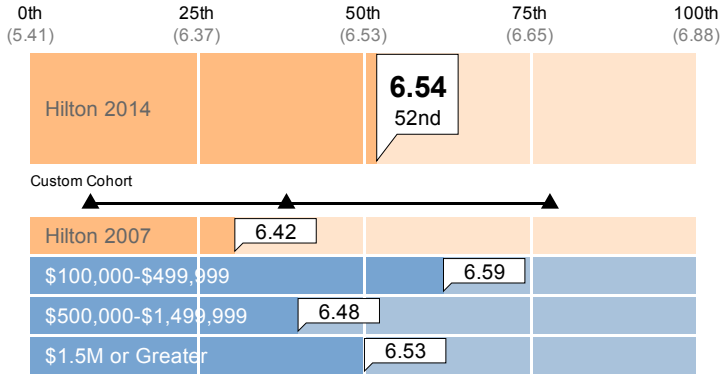
» *"Every person that we spoke with [at the Foundation]...was helpful, gracious, and extremely generous with their time. Without question, the Foundation has truly felt like a partner...we believe the Foundation wants us to be successful in the work that we do."*

» *"Staff transitions, particularly within the water program, have created a high degree of variability and uncertainty in interactions with the Foundation. It seems like...priorities and strategies are shifting, but that has not been communicated to us clearly as a gran*tee."

» *"Over the last several years the Foundation is changing significantly in ways that are sometimes much more clear in hindsight rather than proactively communicated."*

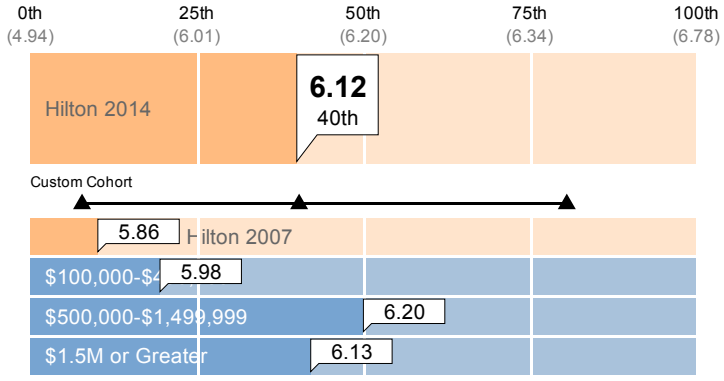
» *"Staff has been very responsive since our grant was implemented in answering questions and participating in learning updates."*

» *"Our interactions with the Foundation have been supportive, respectful, curious. They have made time to speak with us whenever we have a question, have done a site visit, have attended a launch training, have connected us to other grantees, and have generally been extremely helpful."*



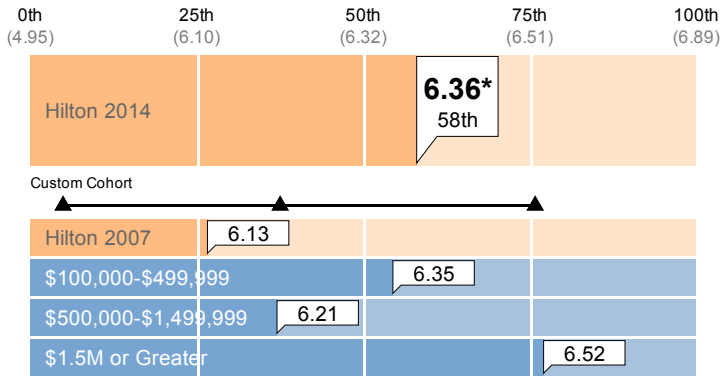
"Overall, how fairly did the Foundation treat you?"

1 = Not at all fairly
7 = Extremely fairly



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

1 = Not at all comfortable
7 = Extremely comfortable



"Overall, how responsive was the Foundation staff?"

1 = Not at all responsive
7 = Extremely responsive

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

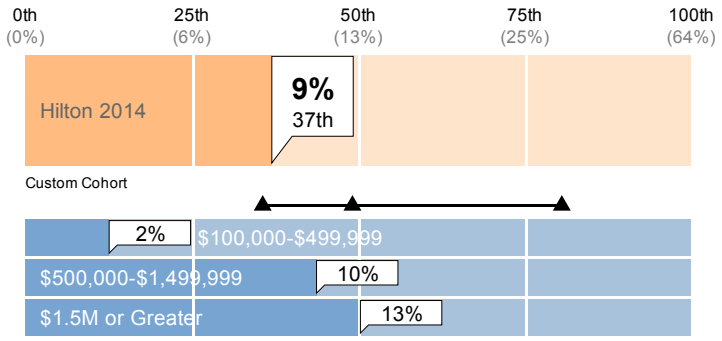
Frequency of Contact with Program Officer (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Weekly or more often	3%	4%	3%	3%
A few times a month	10%	8%	10%	12%
Monthly	17%	10%	13%	17%
Once every few months	56%	31%	51%	54%
Yearly or less often	14%	48%	24%	14%

Frequency of Contact with Program Officer (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Weekly or more often	0%	4%	7%
A few times a month	11%	2%	17%
Monthly	11%	13%	24%
Once every few months	64%	63%	41%
Yearly or less often	14%	17%	11%

“Who most frequently initiated the contact you had with your program officer?”

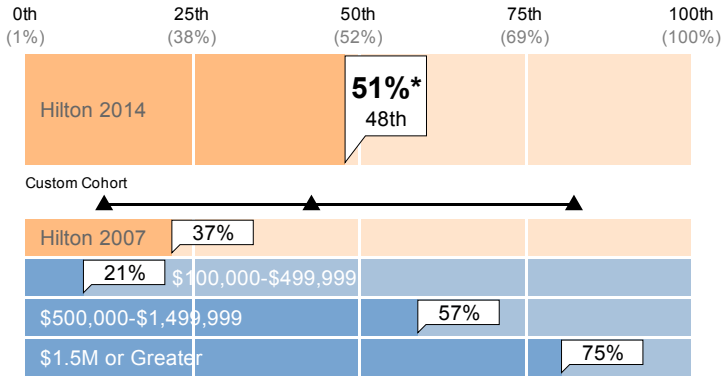
Initiation of Contact with Program Officer (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Program Officer	8%	18%	15%	11%
Both of equal frequency	57%	48%	49%	50%
Grantee	35%	34%	36%	39%

Initiation of Contact with Program Officer (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Program Officer	7%	6%	11%
Both of equal frequency	50%	55%	67%
Grantee	43%	39%	22%



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

Proportion of grantees responding 'Yes'

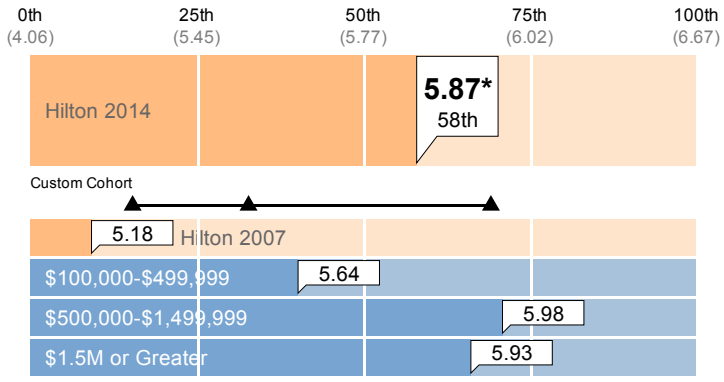


"Did the Foundation conduct a site visit during the course of this grant?"

Proportion of grantees responding 'Yes'

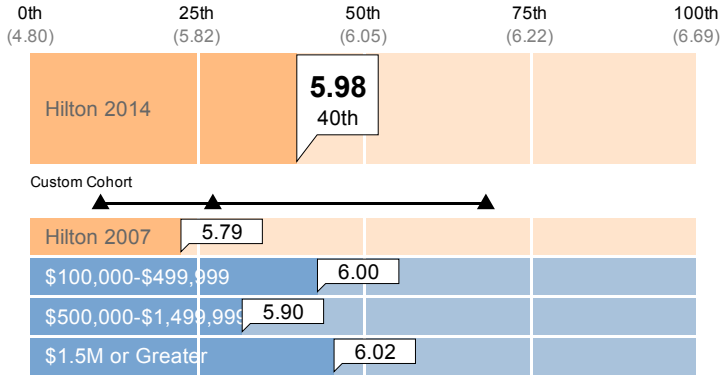
Behind the Numbers

Conrad N. Hilton Foundation grantees that report receiving a site visit rate the Foundation higher for its impact on their fields.



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

1 = Not at all clearly
7 = Extremely clearly

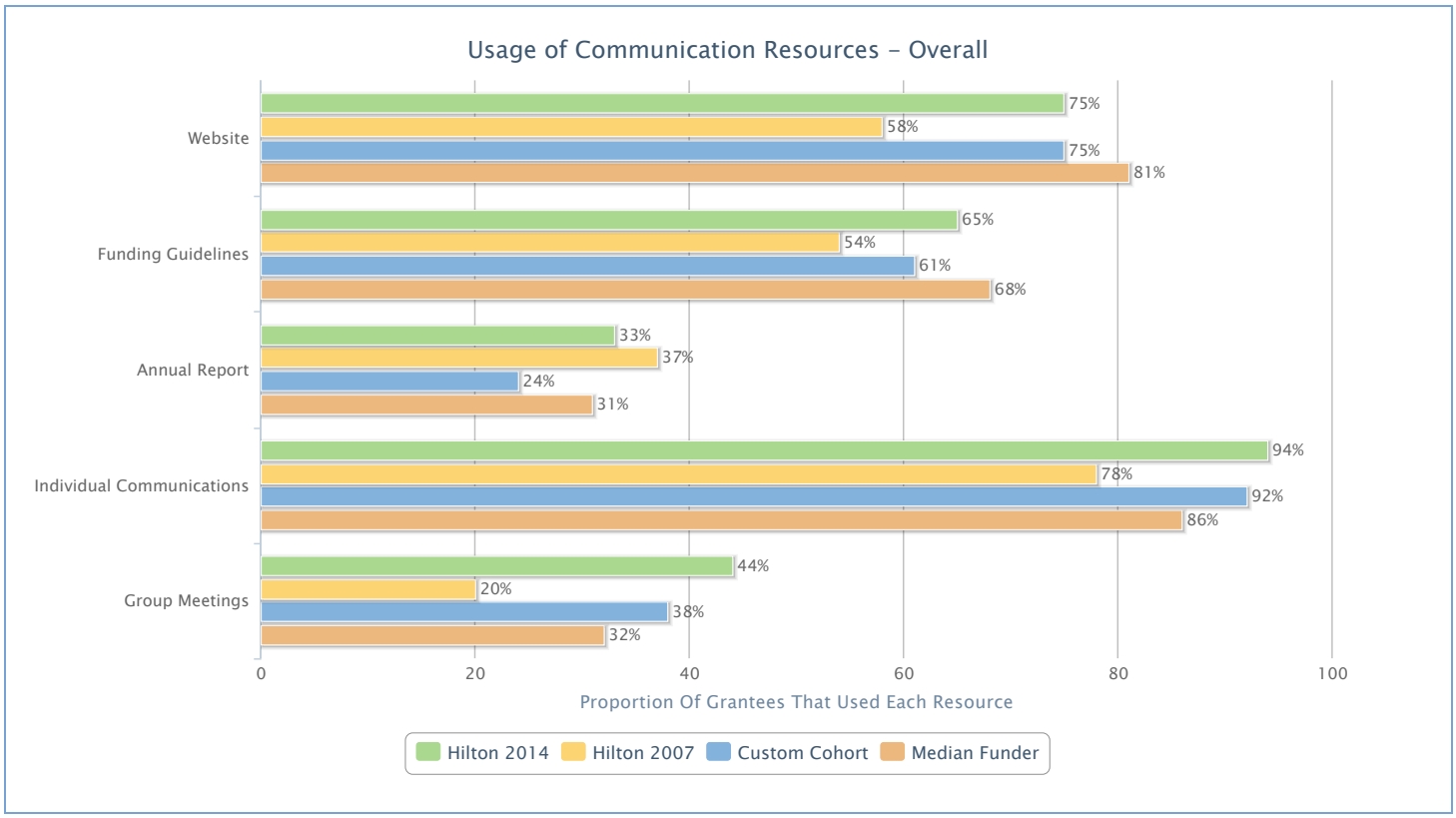


"How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?"

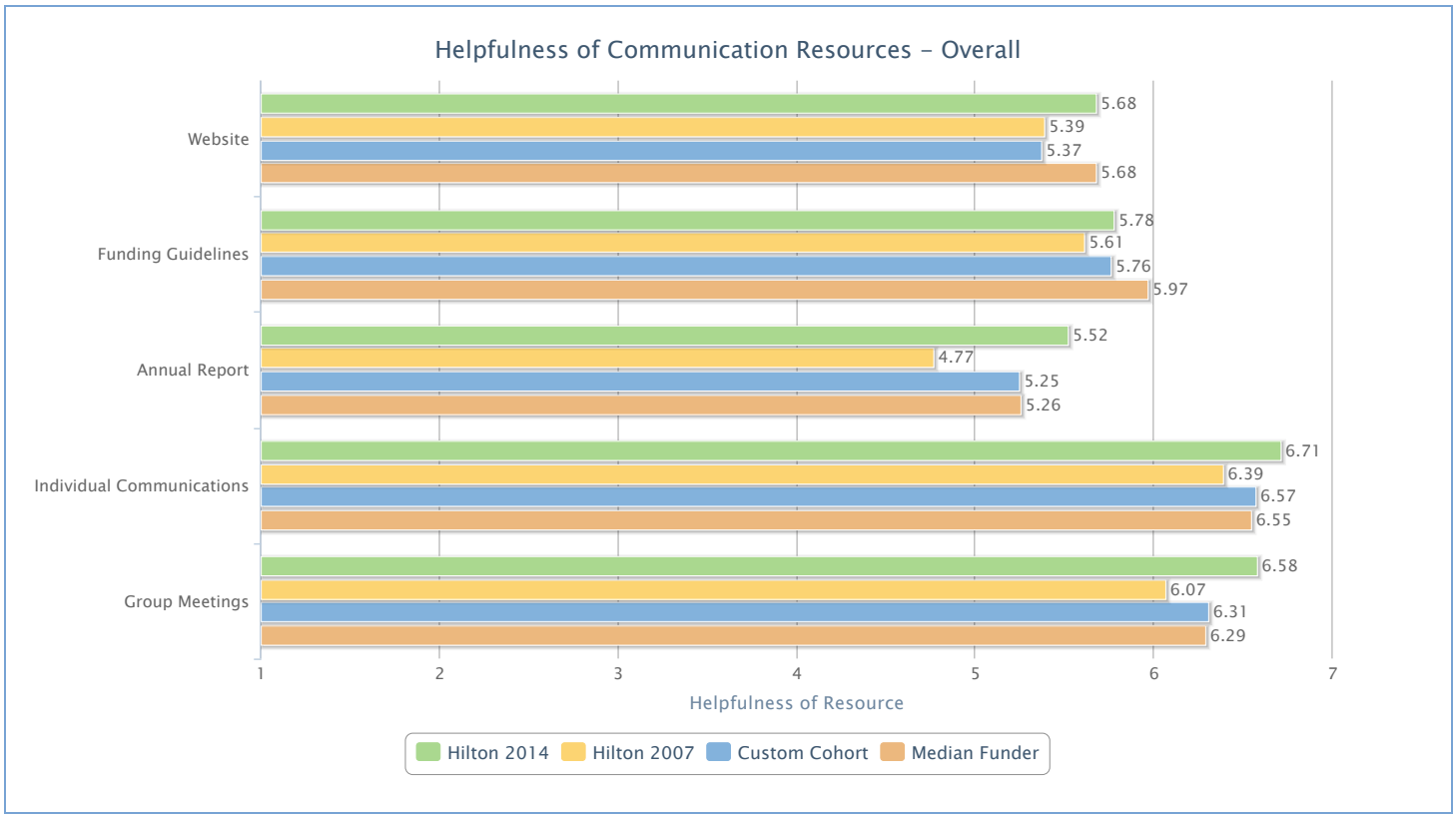
1 = Not at all consistent
7 = Completely consistent

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."

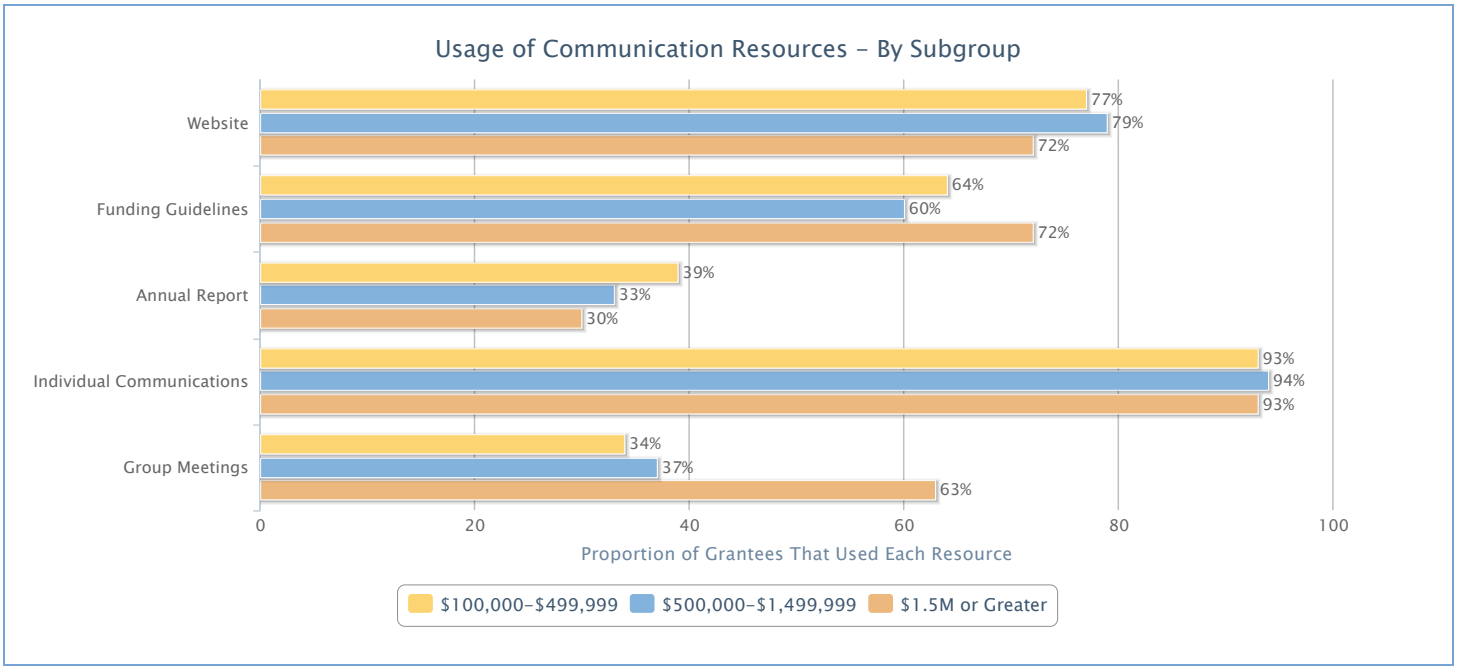


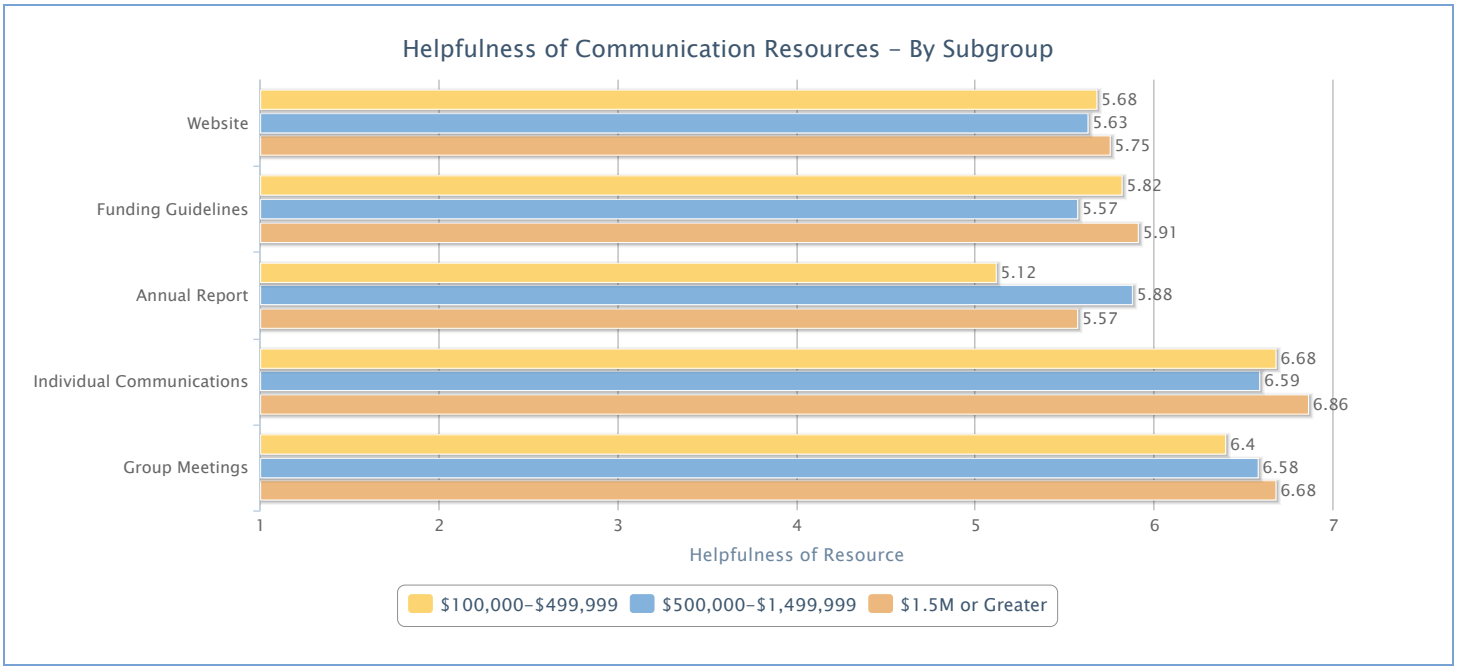
The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

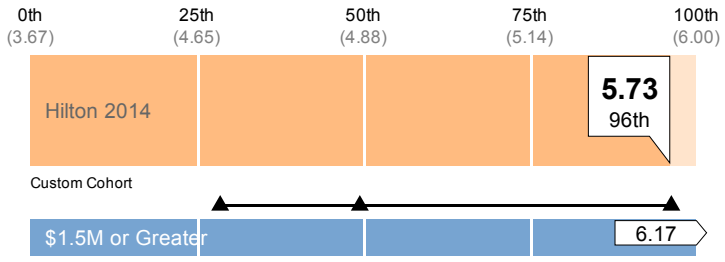


The following charts show the usage and helpfulness of communications resources segmented by subgroup.

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

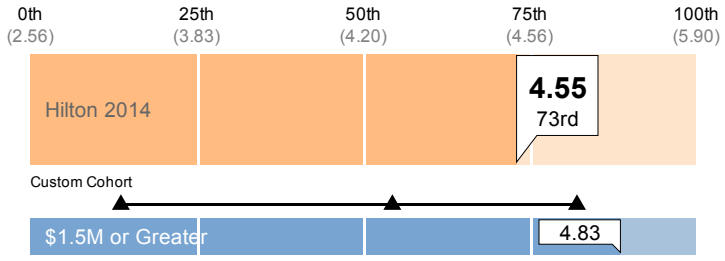






"How helpful did you find the Foundation's social media resources to learn about information relevant to the fields or communities in which you work?"

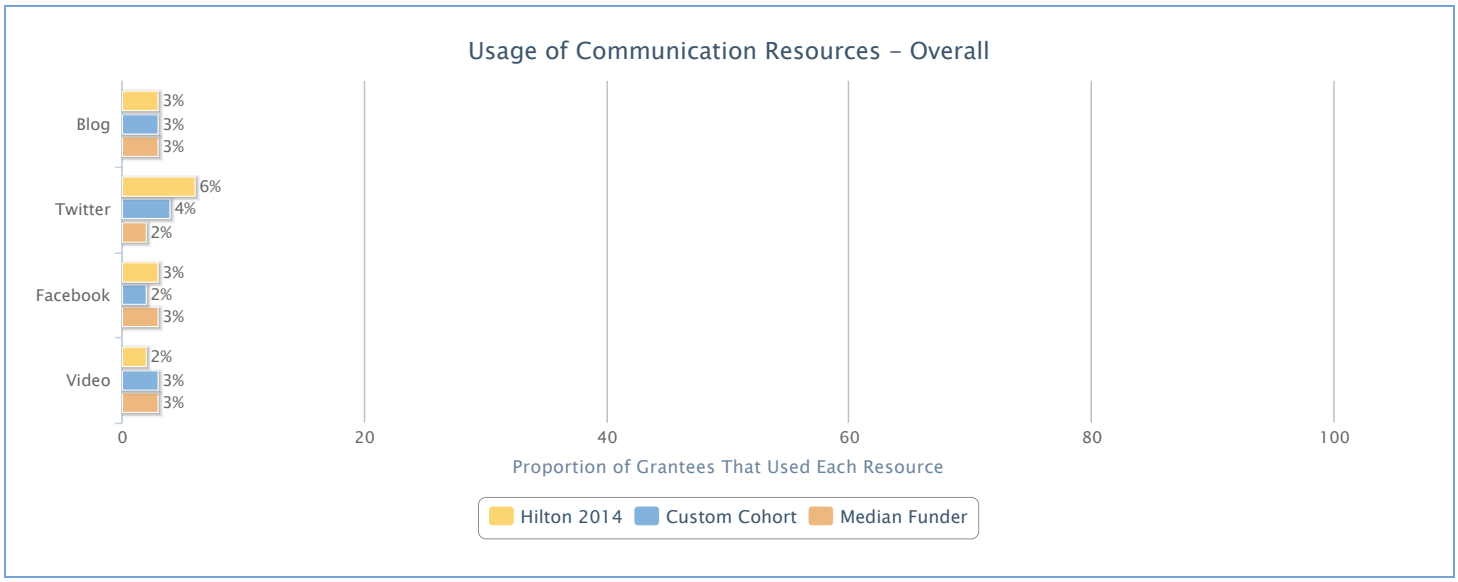
1 = Not at all helpful
7 = Extremely helpful



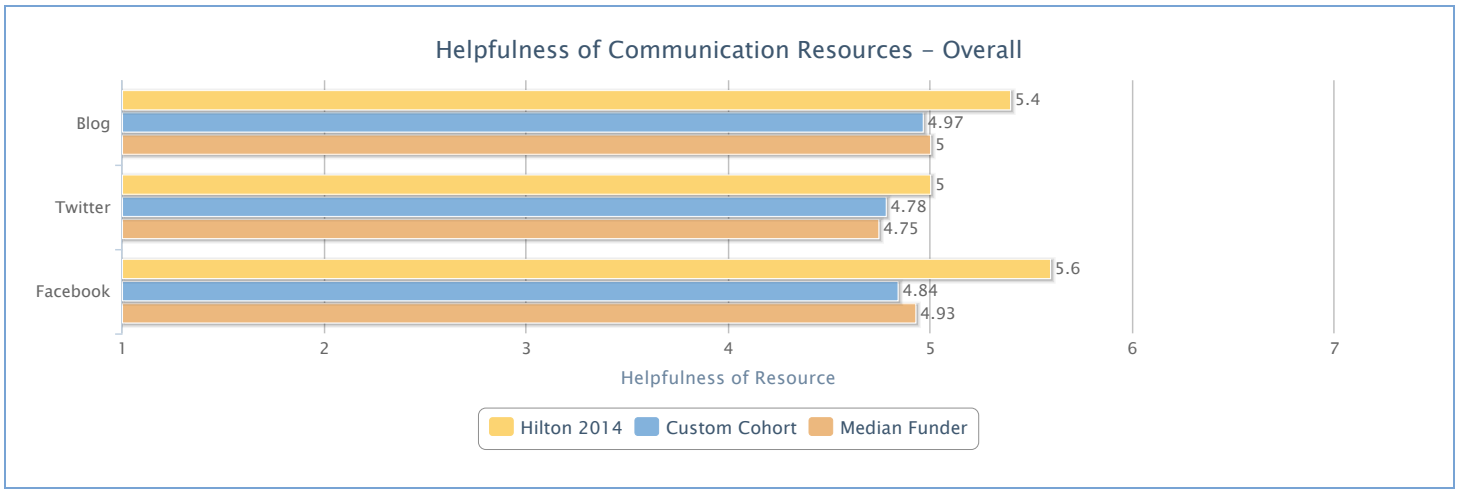
"How helpful did you find the Foundation's social media resources to interact and share ideas with the Foundation?"

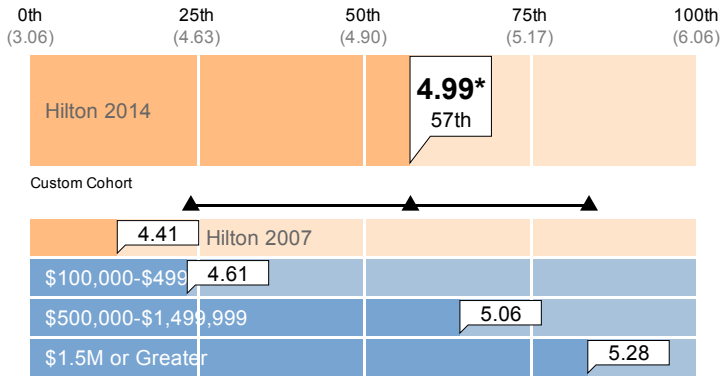
1 = Not at all helpful
7 = Extremely helpful

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.



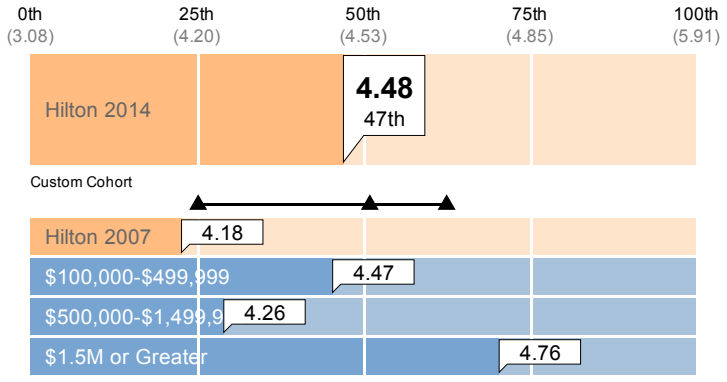
The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."





"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



"How helpful was participating in the Foundation's *reporting/evaluation process in strengthening the* organization/program *funded by the grant?"*

1 = Not at all helpful
7 = Extremely helpful

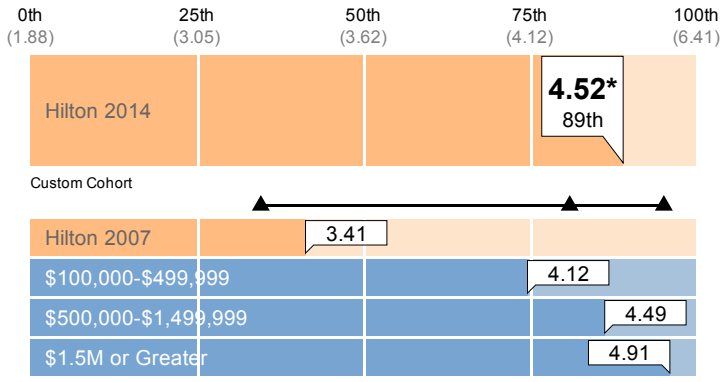
Selected Grantee Comments:

» *"Application and reporting materials are clear and thorough, the website is kept updated, and the opportunity to submit proposals and reports electronically is very helpful and cost-effective."*

» *"The Foundation's proposal and reporting processes are relatively straightforward [but] there are some questions that are not terribly relevant to the work of our organization."*

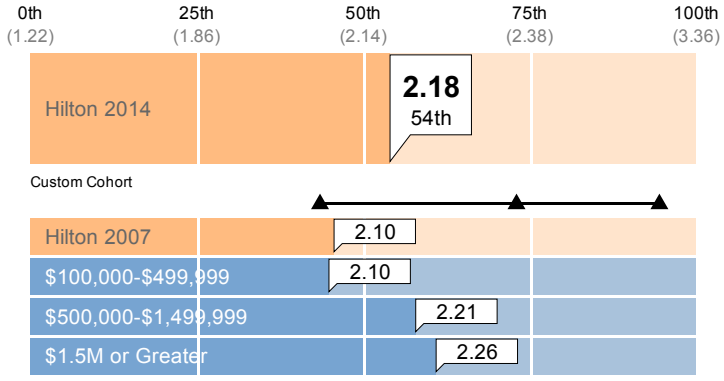
» *"The Program Officer we work with was extremely supportive and helpful during the application process, providing ongoing and useful input and suggestions. We have not had any feedback on the preliminary report; however hope to be able to have a discussion once a more complete report is* available."

» *"We remain very impressed with the Foundation's process. The iterative process we experienced of discussion, development, cha*llenging *assumptions, refining thinking and then considering how to collaborate with other grantees was unlike any other foundation process and far and away better than most!"*



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

1 = No involvement
7 = Substantial involvement



"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?"

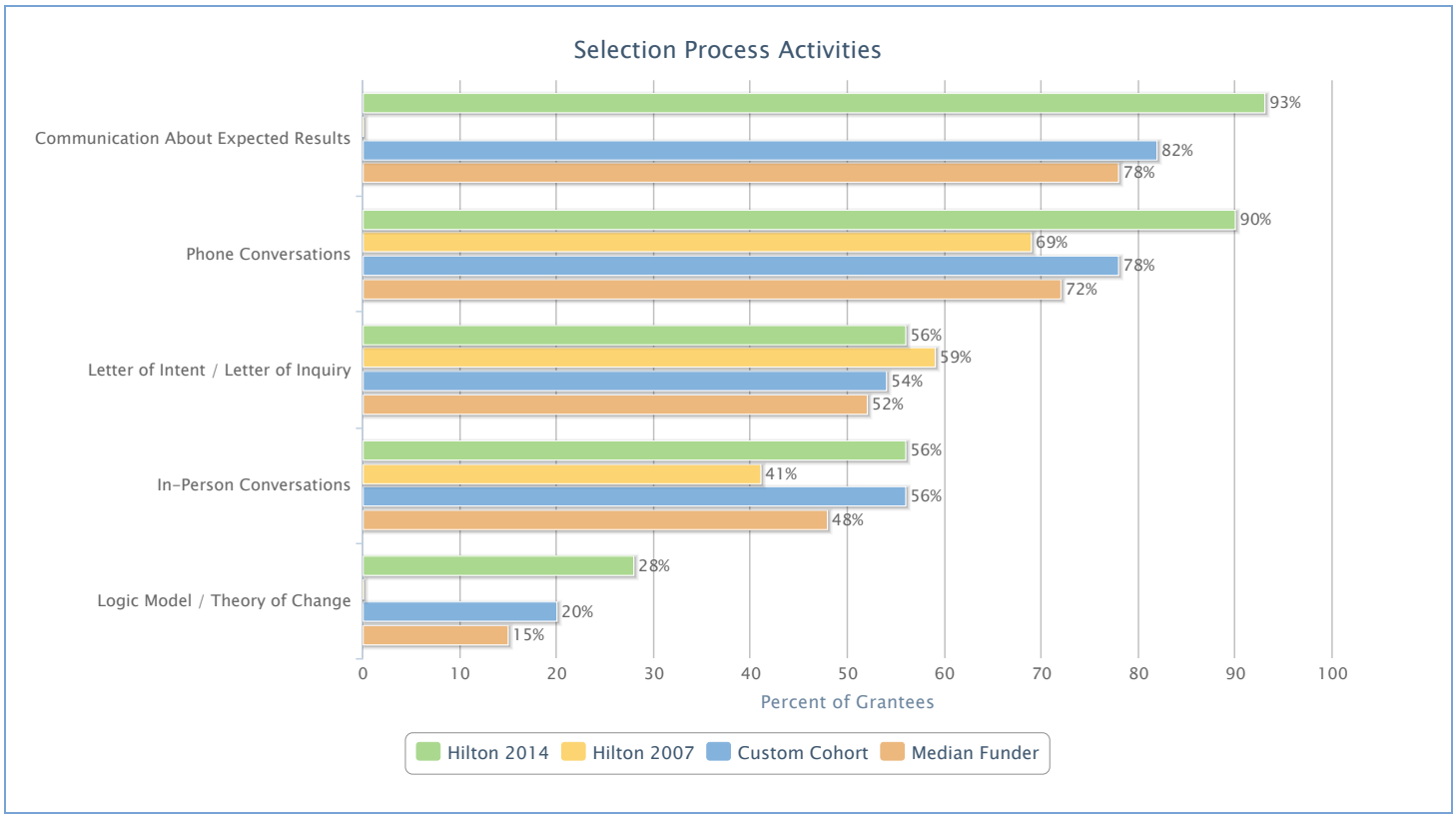
1 = No pressure
7 = Significant pressure

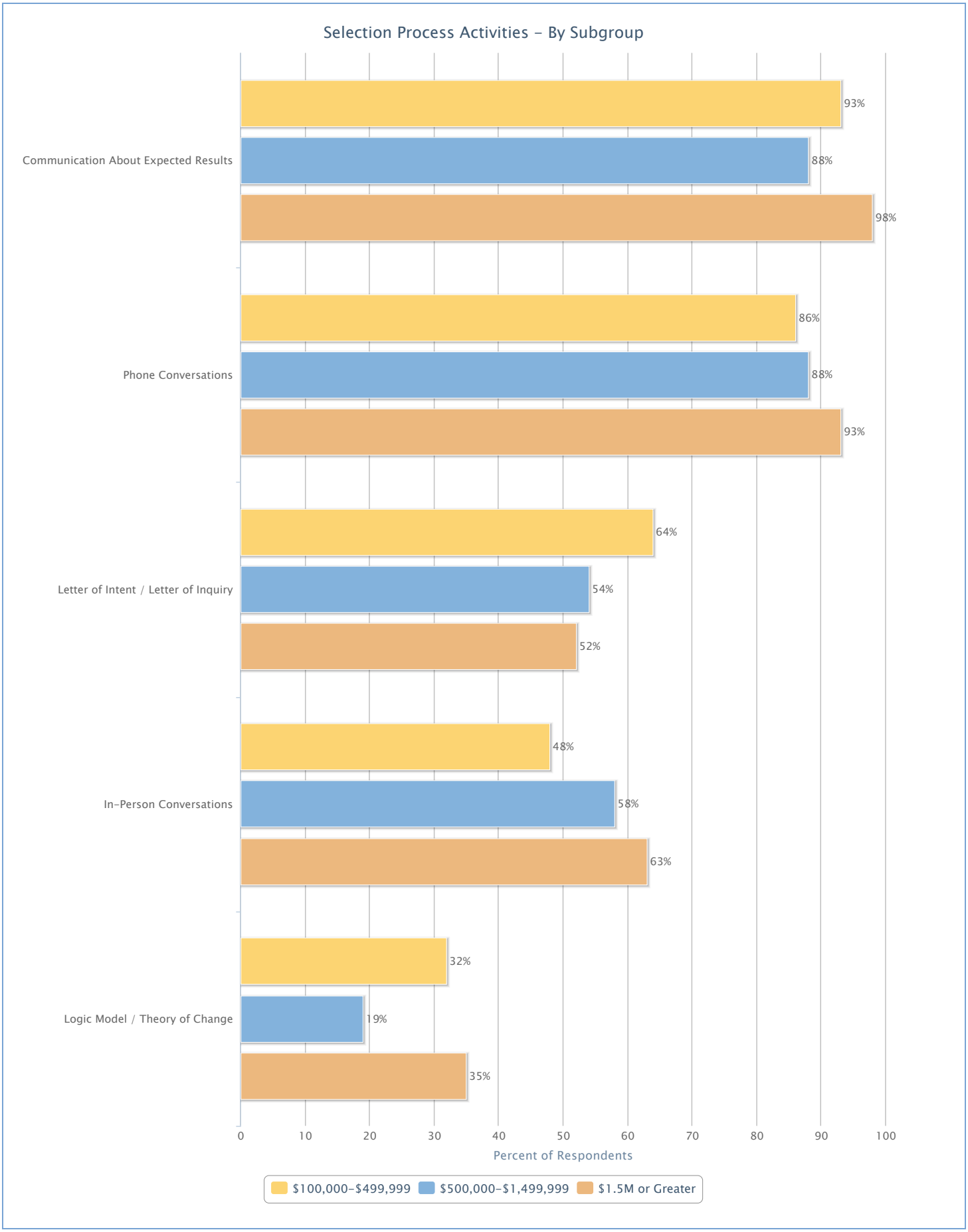
"How much time elapsed from the submission of the grant proposal to clear commitment of funding?"

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Less than 1 month	4%	10%	6%	6%
1 - 3 months	63%	50%	54%	52%
4 - 6 months	22%	28%	31%	31%
7 - 9 months	8%	7%	5%	6%
10 - 12 months	2%	3%	2%	3%
More than 12 months	2%	2%	2%	2%

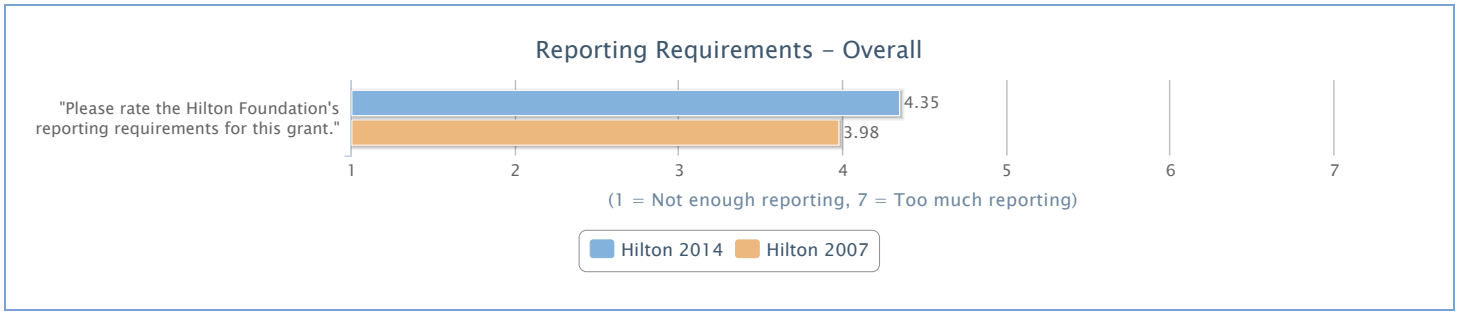
Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Less than 1 month	8%	2%	3%
1 - 3 months	64%	61%	62%
4 - 6 months	26%	25%	15%
7 - 9 months	3%	12%	8%
10 - 12 months	0%	0%	5%
More than 12 months	0%	0%	8%

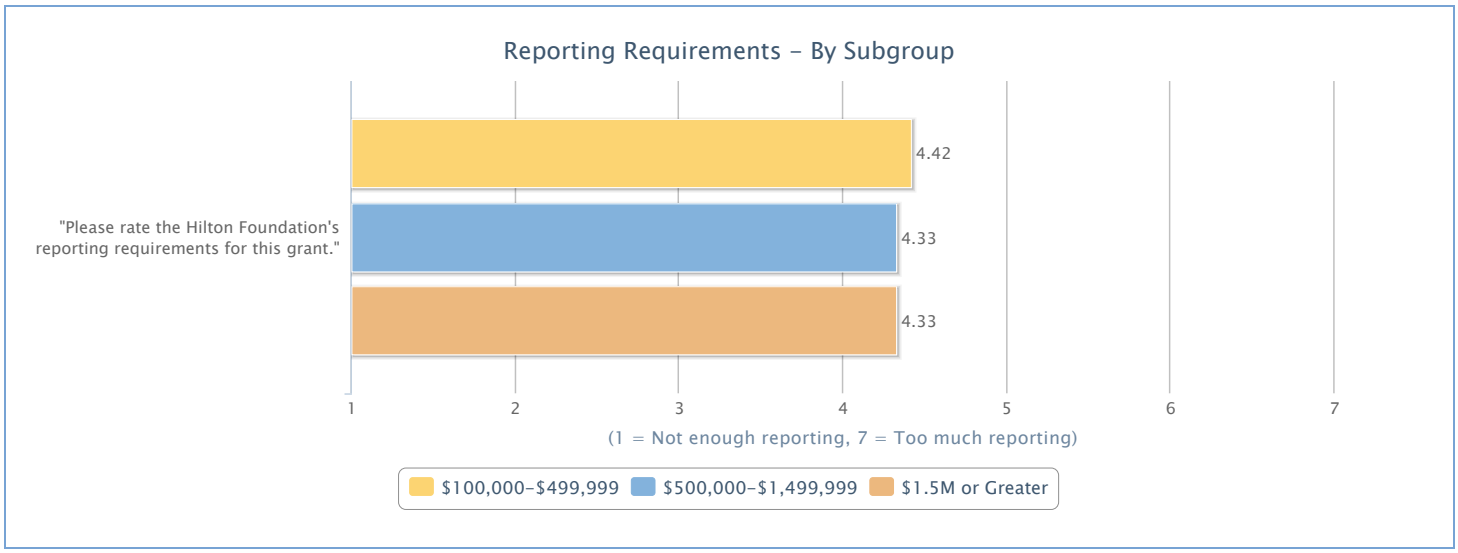
"Which selection/proposal process activities were a part of your process?"

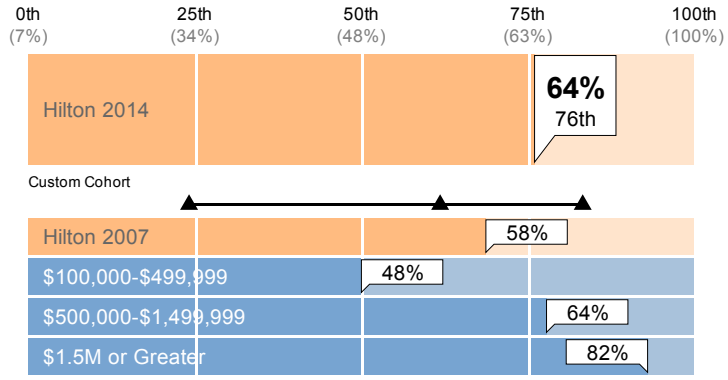



Selection Process Activities – By Subgroup
Communication About Expected Results
93%
88%
98%
Phone Conversations
86%
88%
93%
Letter of Intent / Letter of Inquiry
64%
54%
52%
In-Person Conversations
48%
58%
63%
Logic Model / Theory of Change
32%
19%
35%
0
10
20
30
40
50
60
70
80
90
100
Percent of Respondents
$100,000-$499,999
$500,000-$1,499,999
$1.5M or Greater

Participation in Reporting and/or Evaluation Processes (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	65%	55%	57%	59%
There will be a report/evaluation but it has not occurred yet	33%	16%	33%	36%
There was/will be no report/evaluation	1%	21%	6%	3%

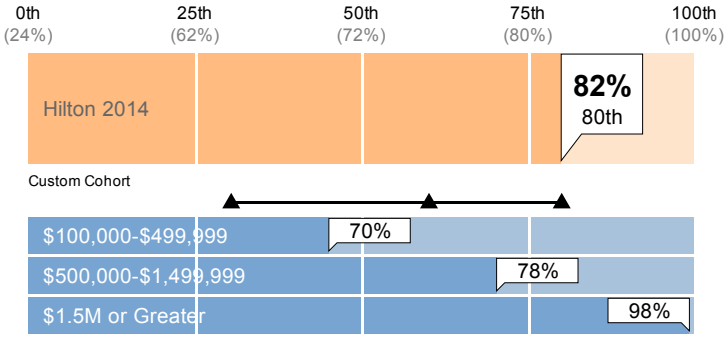






"After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?"

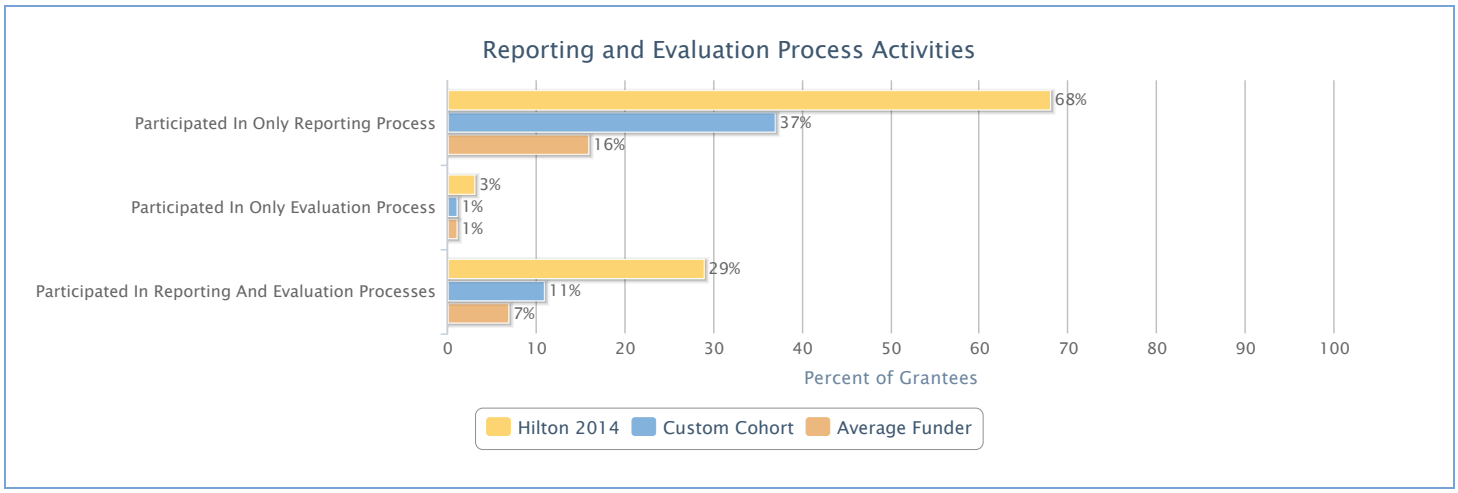
Proportion responding 'Yes'

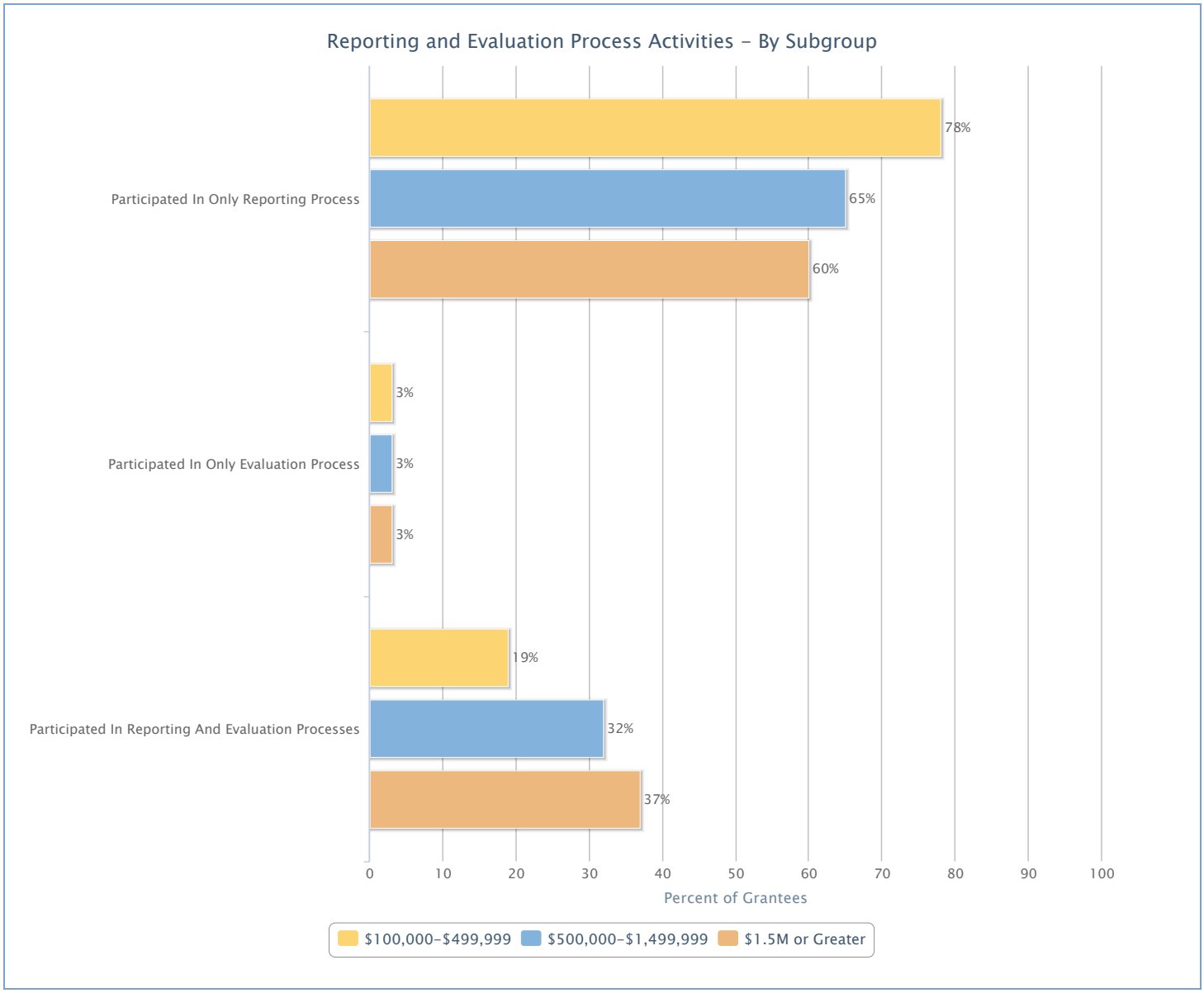


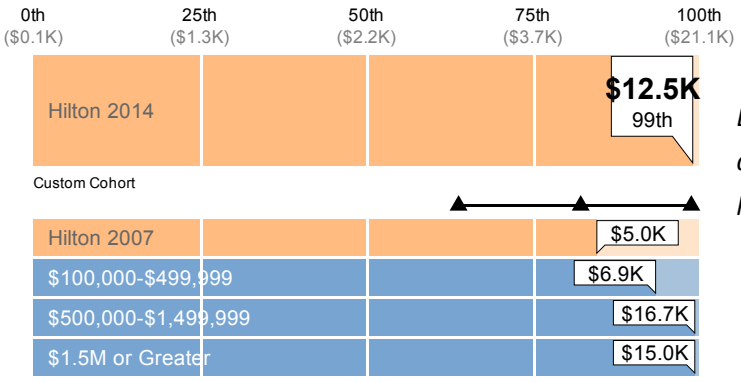
"At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?"

Proportion responding 'Yes'

"Which reporting/evaluation process activities were a part of your process?"



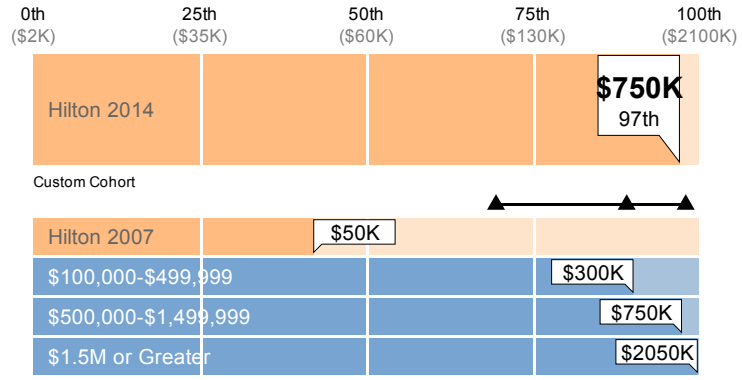


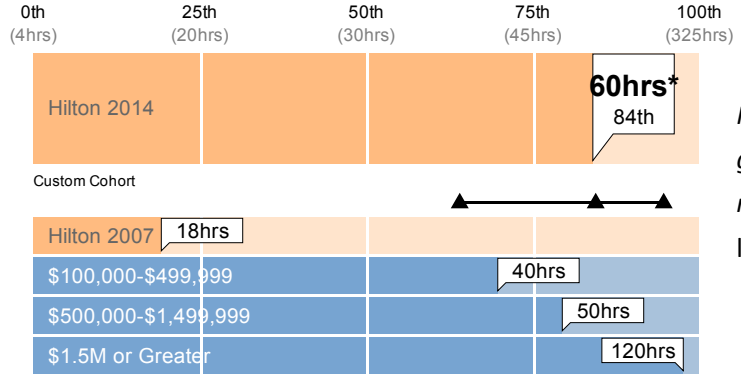


Dollar Return: Median grant dollars awarded per process hour required

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

MEDIAN GRANT SIZE





Median hours spent by grantees on funder requirements over grant lifetime

Time Spent On Proposal And Selection Process (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
1 to 9 hours	4%	38%	24%	8%
10 to 19 hours	13%	17%	23%	14%
20 to 29 hours	18%	13%	17%	18%
30 to 39 hours	9%	5%	7%	9%
40 to 49 hours	14%	8%	11%	17%
50 to 99 hours	19%	11%	10%	18%
100 to 199 hours	10%	5%	5%	11%
200+ hours	14%	4%	3%	6%

Time Spent On Proposal And Selection Process (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Median Hours	40 hrs	15 hrs	20 hrs	40 hrs

Time Spent On Proposal And Selection Process (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
1 to 9 hours	7%	4%	0%
10 to 19 hours	26%	9%	5%
20 to 29 hours	21%	26%	5%
30 to 39 hours	2%	11%	13%
40 to 49 hours	9%	19%	13%
50 to 99 hours	23%	17%	15%
100 to 199 hours	9%	9%	13%
200+ hours	2%	6%	36%

Time Spent On Proposal And Selection Process (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Median Hours	25 hrs	40 hrs	80 hrs

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
1 to 9 hours	45%	76%	56%	41%
10 to 19 hours	19%	16%	19%	24%
20 to 29 hours	8%	1%	10%	13%
30 to 39 hours	9%	1%	4%	5%
40 to 49 hours	2%	2%	3%	5%
50 to 99 hours	5%	1%	4%	6%
100+ hours	12%	3%	4%	6%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Median Hours Per Year	10 hrs	4 hrs	7 hrs	10 hrs

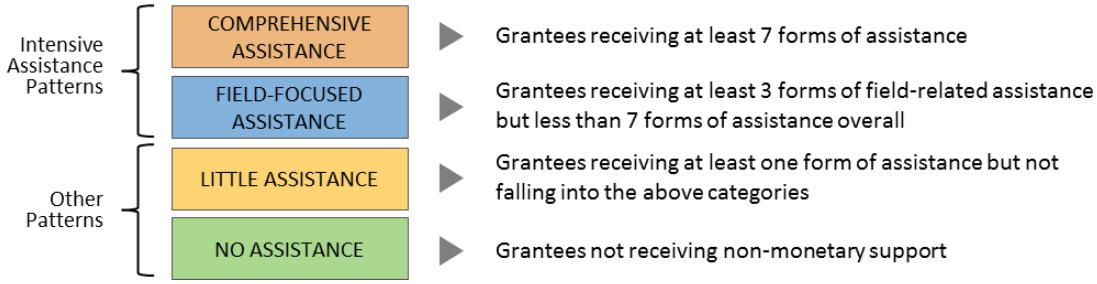
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
1 to 9 hours	46%	65%	26%
10 to 19 hours	23%	14%	17%
20 to 29 hours	11%	5%	9%
30 to 39 hours	6%	5%	17%
40 to 49 hours	0%	3%	3%
50 to 99 hours	3%	5%	6%
100+ hours	11%	3%	23%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Median Hours Per Year	10 hrs	7 hrs	25 hrs

Non-Monetary Assistance Patterns

Grantees were asked to indicate whether they had received any of 14 types of assistance provided directly or paid for by the Foundation. The specific types of assistance asked about are listed at the end of this section.

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 (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Comprehensive	4%	2%	6%	6%
Field-focused	25%	1%	9%	17%
Little	38%	20%	36%	40%
None	33%	77%	50%	38%

Non-Monetary Assistance Patterns (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Comprehensive	0%	2%	11%
Field-focused	27%	19%	28%
Little	30%	38%	46%
None	43%	40%	15%

Grantees were asked to select whether they had received any of the following 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

Selected Comments

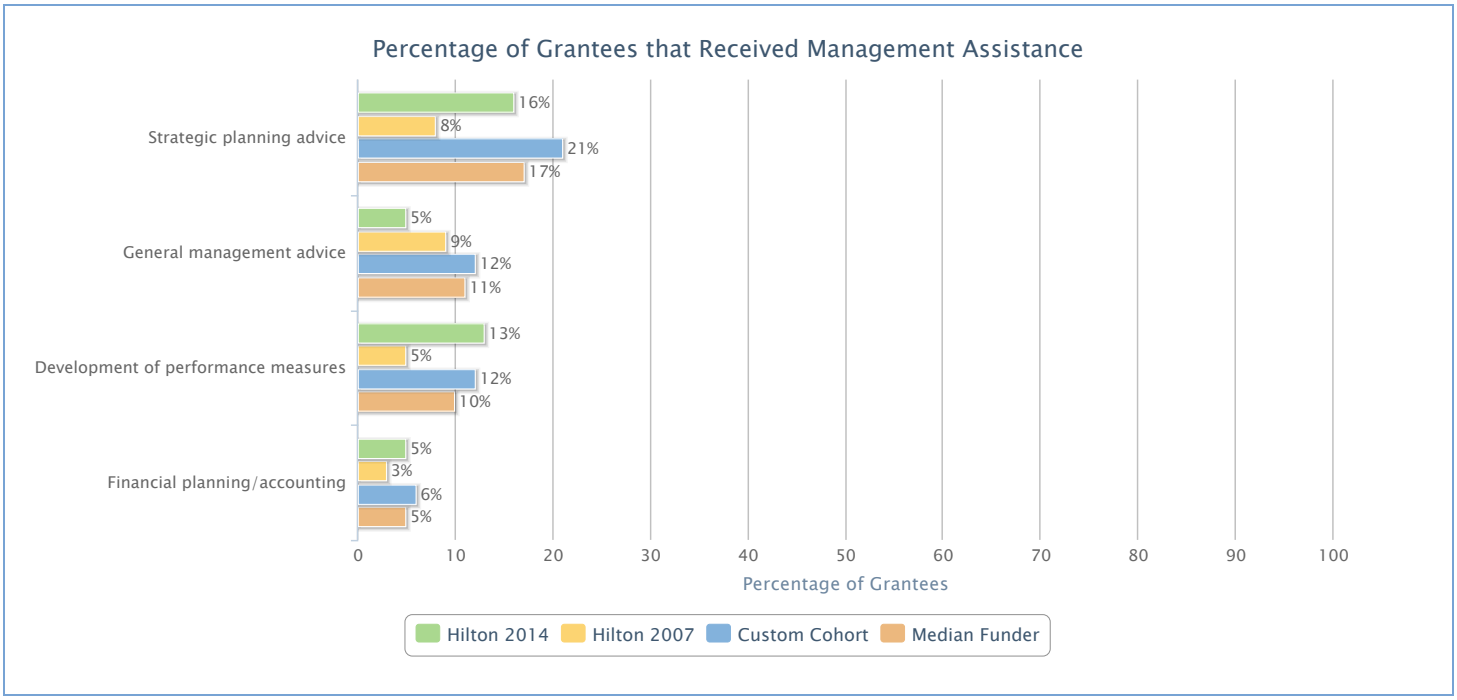
» *"Instances in which we were able to interact with the Foundation's other partners about their work helped us understand each other's experiences and approach. This has been very helpful and we would suggest [that this] be part of the regular process."*

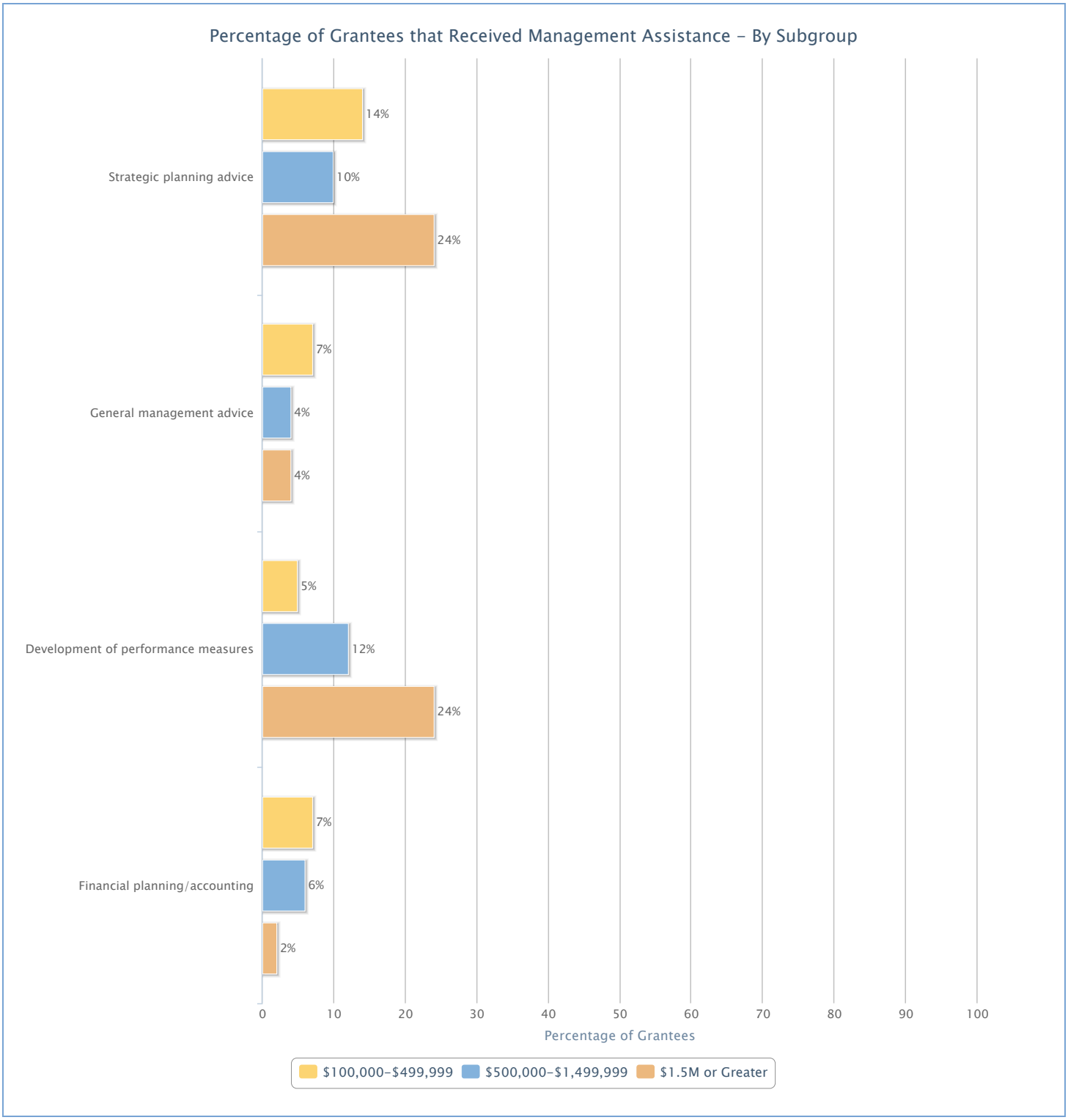
» *"The Foundation has provided us with a consultant to provide additional content expertise and consistency. This has given us additional support and guidance."*

» *"They have been a good resource...they have connected us to resources [and] other providers and that has been extremely helpfu*l."

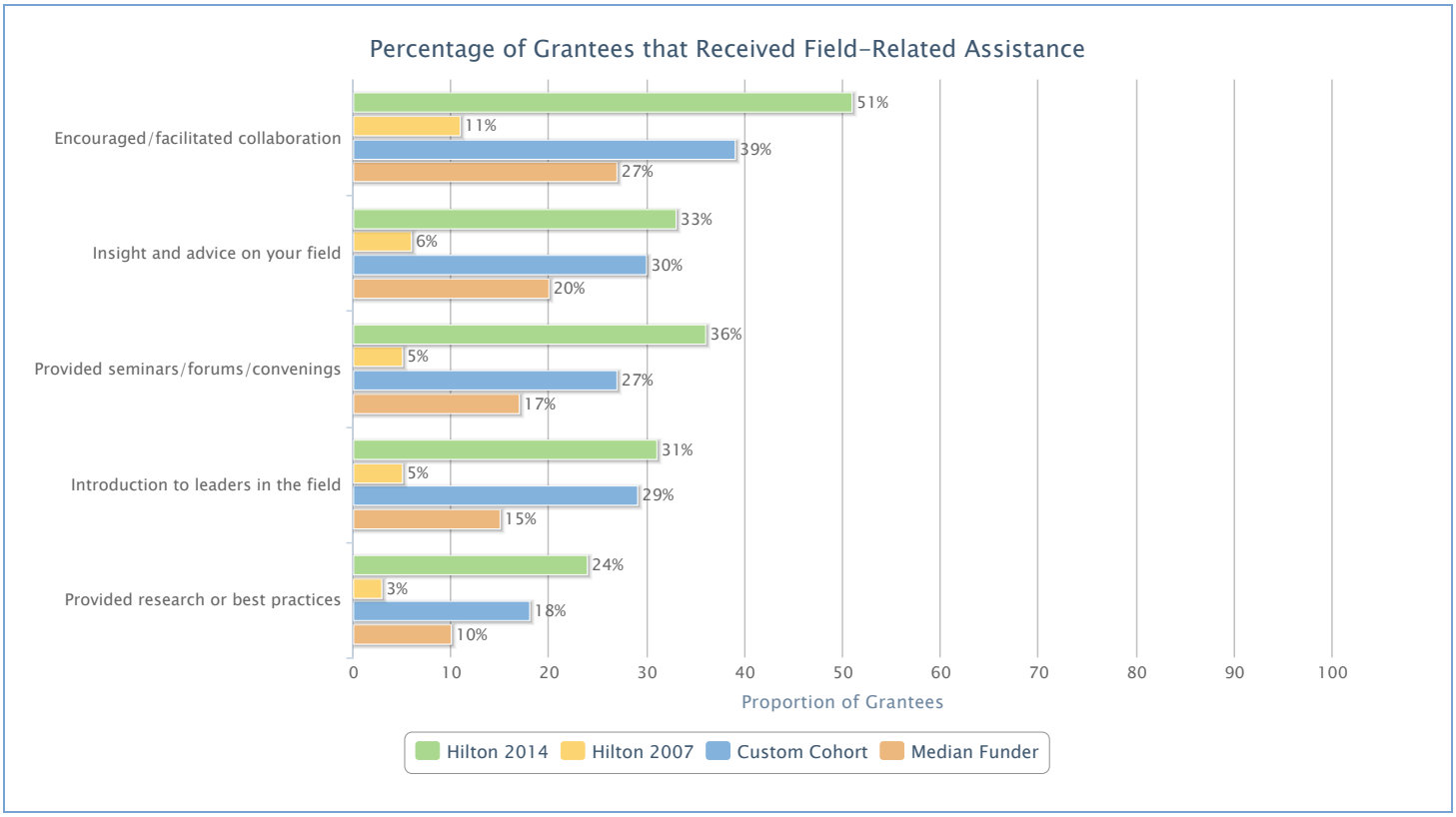
» *"The best asset of the CNHF is that they use both their funds and their convening power. That is often as valuable as the $."*

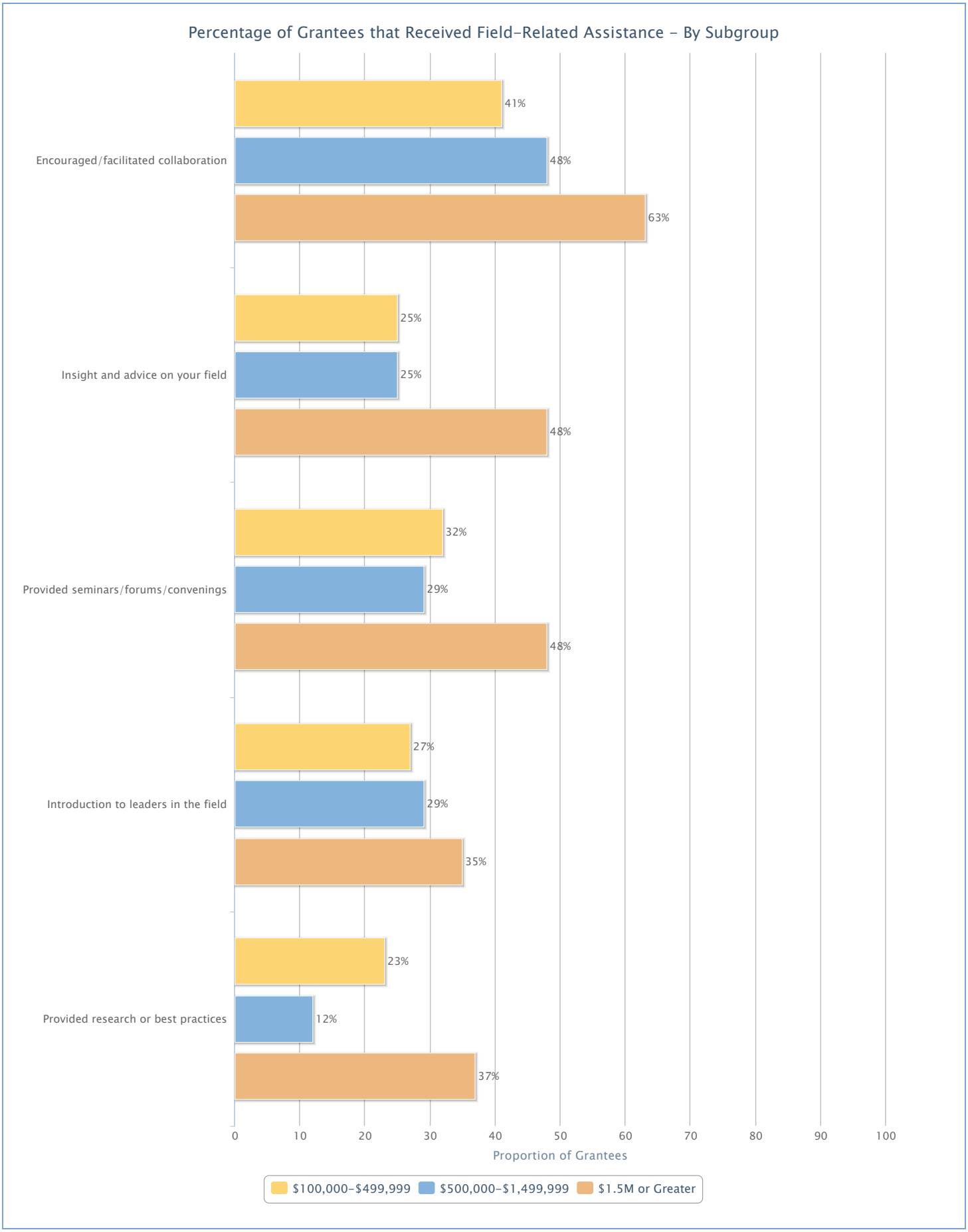
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."



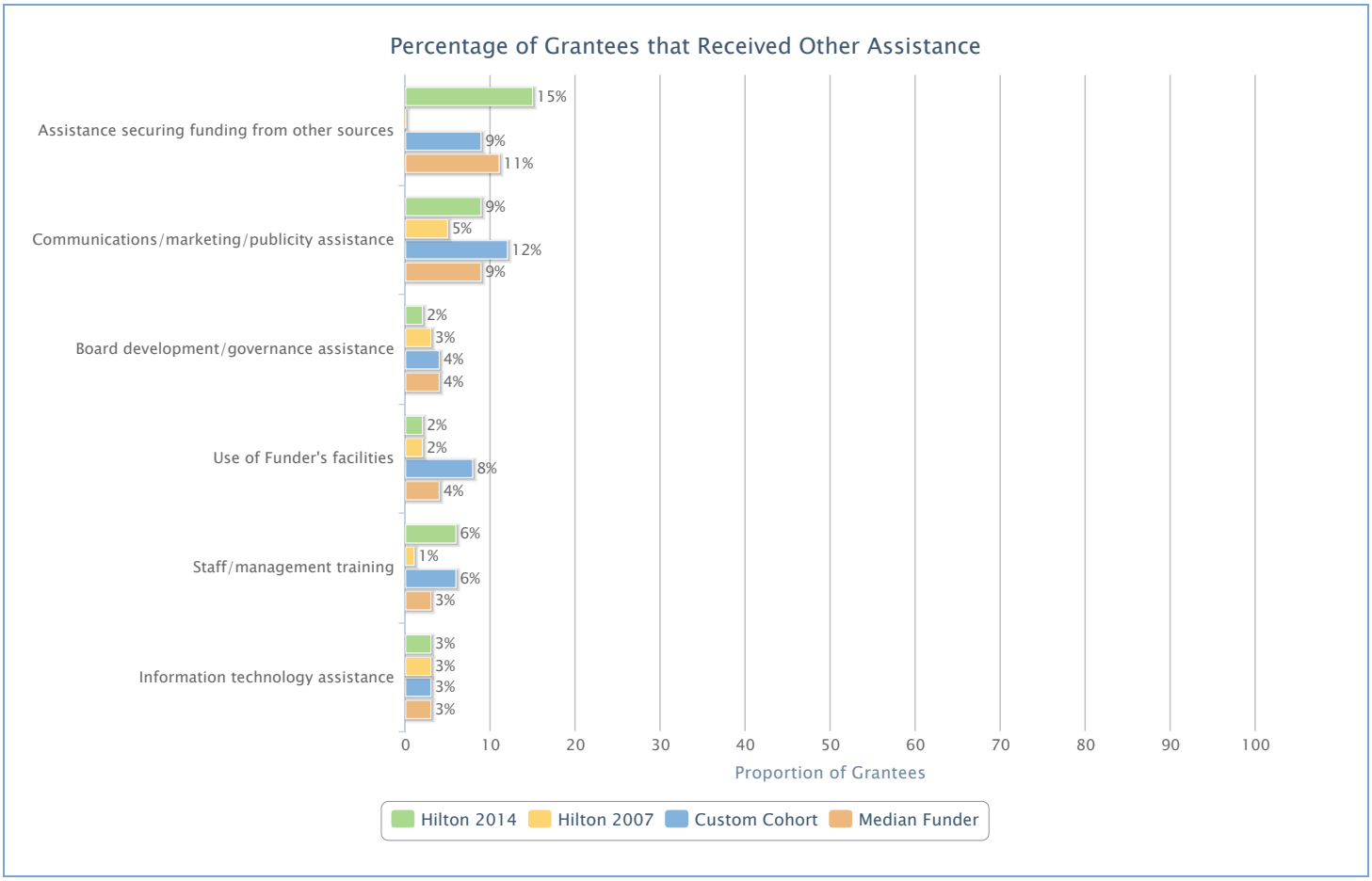

Percentage of Grantees that Received Management Assistance – By Subgroup
Strategic planning advice
14%
10%
24%
General management advice
7%
4%
4%
Development of performance measures
5%
12%
24%
Financial planning/accounting
7%
6%
2%
0
10
20
30
40
50
60
70
80
90
100
Percentage of Grantees
$100,000–$499,999
$500,000–$1,499,999
$1.5M or Greater

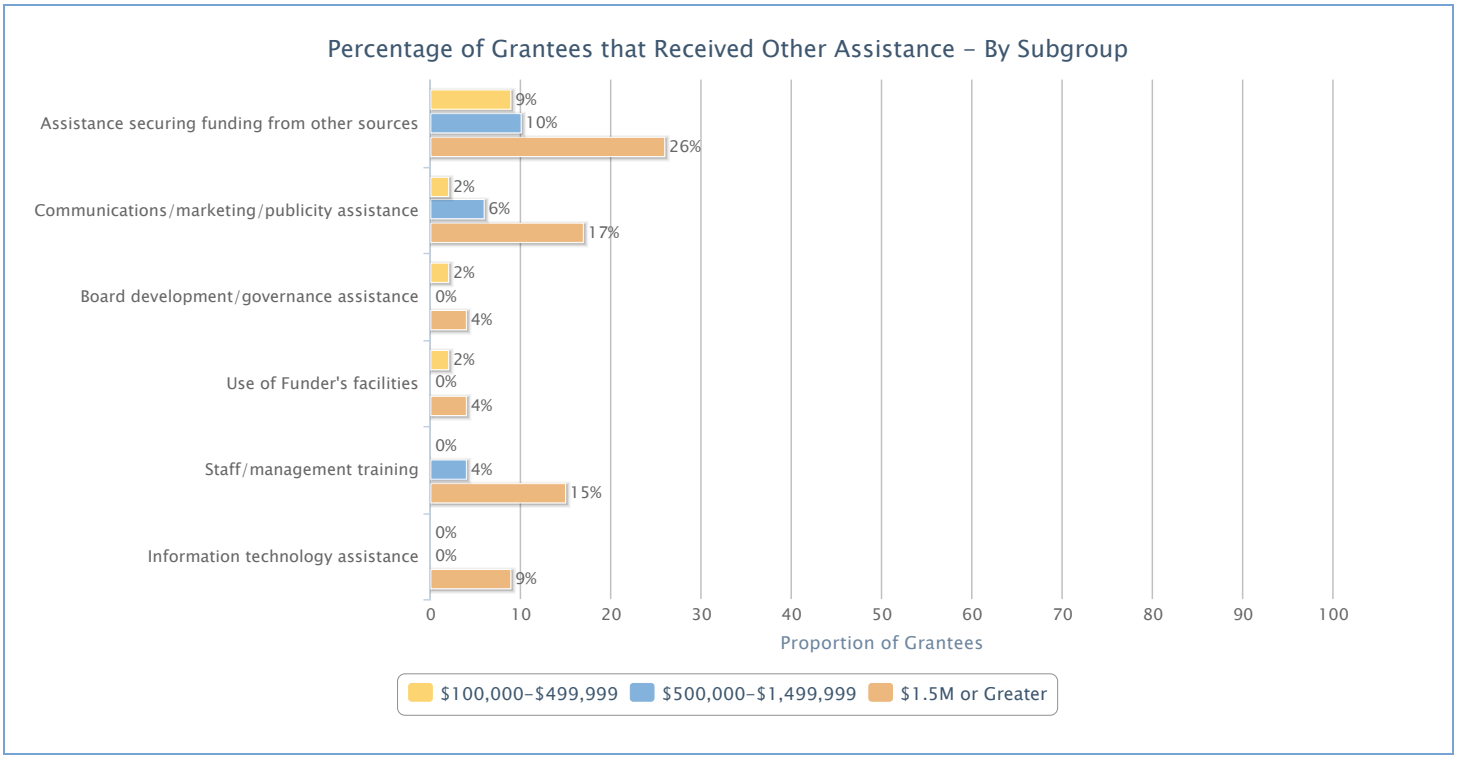
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."




Percentage of Grantees that Received Field-Related Assistance – By Subgroup
Encouraged/facilitated collaboration
41%
48%
63%
Insight and advice on your field
25%
25%
48%
Provided seminars/forums/convenings
32%
29%
48%
Introduction to leaders in the field
27%
29%
35%
Provided research or best practices
23%
12%
37%
0
10
20
30
40
50
60
70
80
90
100
Proportion of Grantees
$100,000–$499,999
$500,000–$1,499,999
$1.5M or Greater

"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 – By Subgroup
Assistance securing funding from other sources
9%
10%
26%
Communications/marketing/publicity assistance
2%
6%
17%
Board development/governance assistance
2%
0%
4%
Use of Funder's facilities
2%
0%
4%
Staff/management training
0%
4%
15%
Information technology assistance
0%
0%
9%
0
10
20
30
40
50
60
70
80
90
100
Proportion of Grantees
$100,000–$499,999
$500,000–$1,499,999
$1.5M or Greater

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, click here. 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	21%
Grantmaking Characteristics	21%
Quality of Interactions	14%
Administrative Processes	10%
Reporting and Evaluation Process	8%
Quality of Communications	7%
Proposal and Selection Process	6%
Impact on and Understanding of the Grantees' Fields	6%
Impact on and Understanding of Grantees' Organizations	4%
Impact on and Understanding of Grantees' Communities	1%
Other	1%

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 (21%)

- **More Collaboration (N=4)**
  - "I would encourage grantees in similar areas of giving focus to get to know each other. This may also inspire new programs and/or initiatives that can better address the social ills that Hilton Foundation is working to support."
  - "To have a long term relationship to jointly work on sector development."
  - "I would welcome the opportunity to work with the Foundation and its other grantees to develop ways to better share the insights learned by other grantees and to share our learning. There must be so much happening with other grantees that we can take advantage of...and vice versa."

- **Additional Types of Assistance (N=4)**
  - "It would be extremely helpful, if perhaps, we could brainstorm as a team and see if there are additional foundations that the Hilton Foundation maybe aware of (that I am not) that they could recommend to me and open the door to."
  - "Sometimes bit more help in the financial statements."
  - "More technical in-house expertise."

- **Site Visits (N=3)**
  - "I encourage the program staff to travel to see the programs in person and make as many face to face visits as possible."
  - "The only improvement is I would like the staff to come visit more often to show what impact the funding is having."

- **Convenings (N=3)**
  - "Suggest foundation leadership meet annually with grantee leadership to hear from grantees on emerging needs, trends, directions in respective field. Establish meeting time 3-4 months in advance."
  - "Perhaps bring knowledge experts together more often with practitioners."

- **Continue (N=1)**
  - "Continue to connect grantees and spur collaboration."

GRANTMAKING CHARACTERISTICS (21%)

- **Matching Grant Requirements (N=4)**
  - "While grantees can certainly appreciate foundations' interest in their funds leveraging others, the Hilton Foundation's requirement for 1:1 match can be quite limiting and potentially reduce the impact and scope of their funding. Flexible resources to provide significant match can be very difficult for grantees to mobilize, and aligning different funding streams and timing across different projects can similarly be very challenging."
  - "[Match funding] is very difficult to raise in some cases, especially for smaller NGOs. Also the match requirement limits program design in some respects because we often have to implement the programs in geographies where other programs are happening and not necessarily in the areas of greatest need."
  - "Relax matching requirement and/or provide active support to raise matching funds."

- **Type of Support (N=4)**
  - "I would encourage the Foundation to consider mission support or operating support which is a key challenge for non-profits in our space dealing with increasing restrictions on program funding."
  - "Consider more general operating grants."

- **Risk (N=4)**
  - "Should consider large, national, strategic grants that are high-risk but that could be high-reward if successful."
  - "Work with us on creating innovative programs that they would be willing to fund in future."
  - "[CNHF] should be willing to take the risk as a funder to support new efforts, innovations, rather than funding on the back of existing programs that work."

- **Length (N=2)**
  - "Offer multi-year grants."
  - "They could extend grants to encourage long range planning."

- **Objectives (N=1)**
  - "Reexamine the scope and impact of the funding objectives."

QUALITY OF INTERACTIONS (14%)

» **More Frequent Interactions (N=7)**
» "I would welcome more regular interaction with the Foundation and more opportunities to receive regular updates on the Foundation's strategy, how it grows and how we can support it."
» "The Foundation has been extremely trusting. We would enjoy the opportunity for more frequent dialogue with the Foundation as the program mature and evolve."
» "Get more involved in the programs that you fund. Other than our annual reporting and having a check issued, I do not hear anything from the Foundation."

» **Continue Positive Interactions (N=3)**
» "Interactions with Foundation staff and fellow grantees has been extremely helpful, continuing these interactions would be tremendous."
» "I have always been treated respectfully--more as a partner than a client. The development of personal relationships with Foundation staff as been extremely helpful for me in getting direction and guidance."

ADMINISTRATIVE PROCESSES (10%)

» **Staff (N=5)**
» "I wonder if additional staff might be needed to meaningfully remain engaged to the present high standard across both funded partners and, increasingly, the network of donors and multilaterals with whom the Foundation is working more and more."
» "Better support/onboarding for new program staff so there is continuity for grantees when staff transitions occur."
» "Staff up."

» **Flexibility (N=1)**
» "Staff is extremely helpful and responsive but are sometimes bound by what seem to be rigid organizational policies and procedures. The more flexible a foundation is, the more it is able to meet the needs of the communities it is trying to serve."

» **External Evaluators(N=1)**
» "My team and I have found the process of working with the evaluators frustrating and the benefit of our engagement with them is not clear."

REPORTING AND EVALUATION PROCESS (8%)

» **Discussion of Reports and/or Evaluations (N=4)**
» "Foundation staff should try to read reports from grantees and hold meetings with them to clarify questions that they have."
» "I think more regular feedback from our program officer would be helpful."
» "Have a follow up conversation about how the work is progressing."

» **Monitoring (N=1)**
» "I would like to suggest that some strong monitoring tool/mechanism which can be developed by the Foundation may be useful for organisations like us to understand result based monitoring more efficiently."

» **Streamline (N=1)**
» "Streamline reporting procedures."

QUALITY OF COMMUNICATIONS (7%)

» **Clarity and Consistency of Communications (N=3)**
» "It would be useful for the Foundation to send newsletters to partner institutions of upcoming call for proposals, changes in strategic objectives, impact, etc."
» "Provide clarity and consistency with the direction the Foundation has moved in. There have been mixed messages for the past year or so and it has created great confusion in the field."
» "We recommend that the Foundation clarify what is in the scope of [our grant] and what type of support the grantees should expect."

» **Responsiveness (N=1)**
» "More timely responses to letters of inquiry, electronic, and hard copy communications."

» **Continue (N=1)**
» "Continue the foundation's practice of responsiveness and transparency."

PROPOSAL AND SELECTION PROCESS (6%)

» **Time Allotted for Application (N=2)**
» "The Foundation would be an even better funder if we were given more time to draft our concept notes and proposals. While we are extremely grateful for the number of funding opportunities the Foundation has offered us, it is also difficult to manage the quick turnaround time that has been asked of us."
» "Give more lead time to prepare final proposals in time for the board docket. That early January board docket deadline is a real killer!"

» **Guidelines (N=1)**
» "Many of our proposals have been fairly prescriptively defined -- in the sense that we have not necessarily been consulted in advance about the areas [for which it] would be important to focus."

» **Continuity (N=1)**
» "Maintain the discipline of proposal development."

IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS (6%)

» **Orientation (N=3)**
» "We think that the Foundation may be more supportive to [our] model."
» "We wish the Foundation would fund sanitation and hygiene, in addition to water..."

» **Continue (N=1)**
» "Continue to advance the concept of attracting other foundations and funders into the space."

IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS (4%)

» **Impact on the Sustainability of the Organization (N=2)**
» "I think that building long term relationships similar to the process in which we were engaged is most significant in creating sustainable projects and programs."
» "Make bets not just on service provision but on enabling environments that make the programs [CNHF] funds more sustainable and scaled."

» **Flexibility (N=1)**
» "[We] would ask that as the Foundation grows and brings on more staff it does not lose it's historic strength in supporting and building on organizations strengths while being careful not to be too directive in its engagements."

IMPACT ON AND UNDERSTANDING OF GRANTEES' COMMUNITIES (1%)

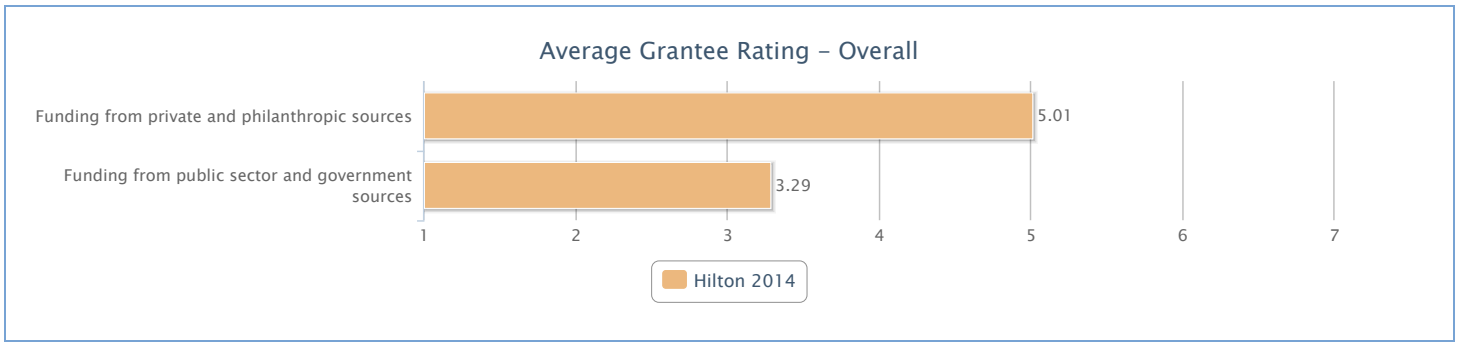
» **Continue (N=1)**
» "We would suggest the Foundation maintain and strengthen their national focus.

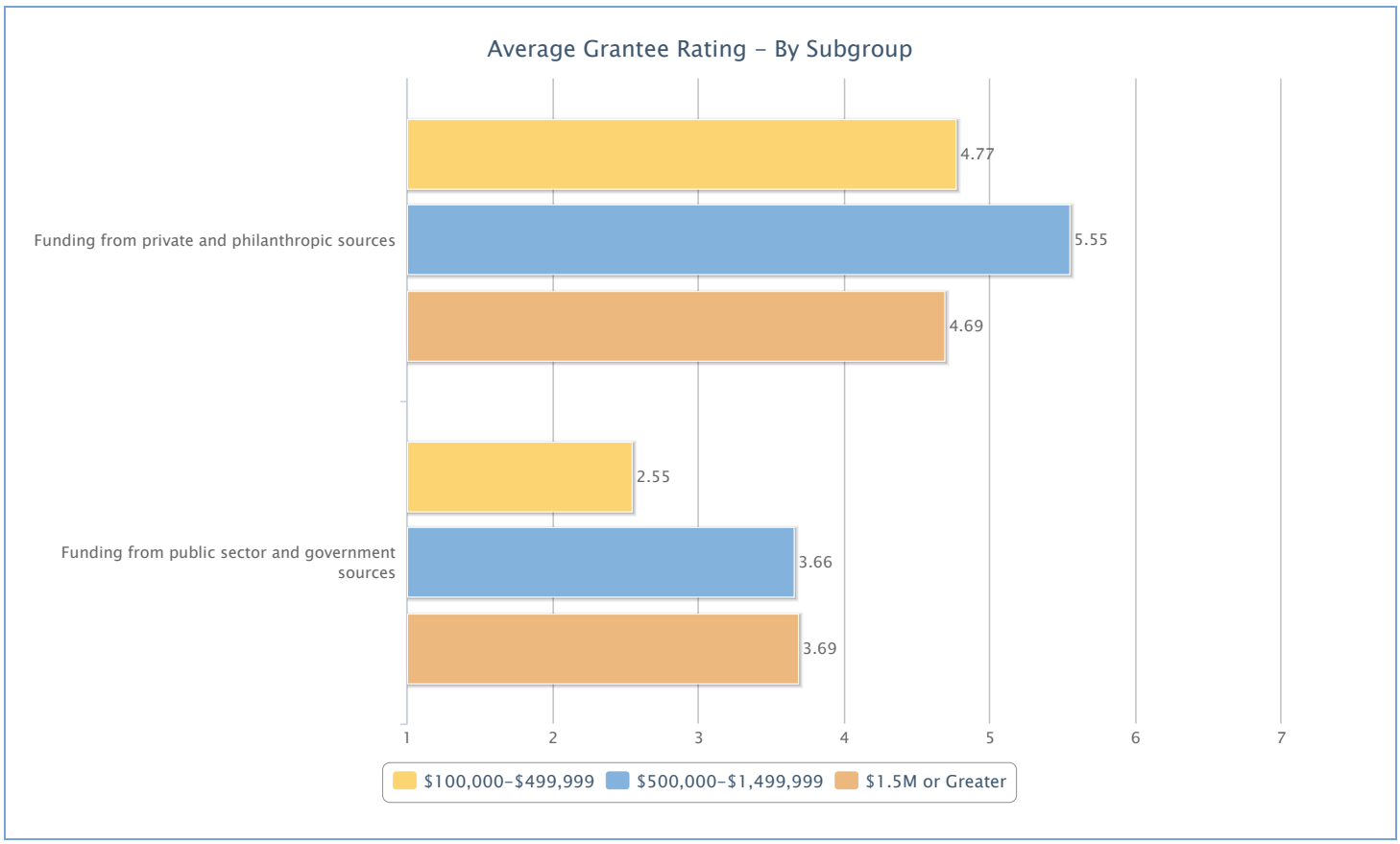
OTHER (1%)

» **Location (N=1)**
» "They might move back into town from their very-far-away headquarters location."

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

(1 = Not at all, 7 = To a very great extent)



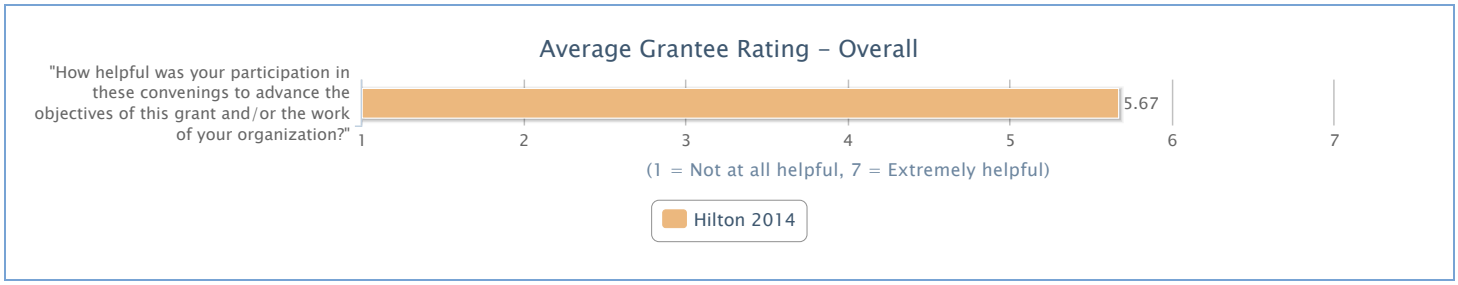


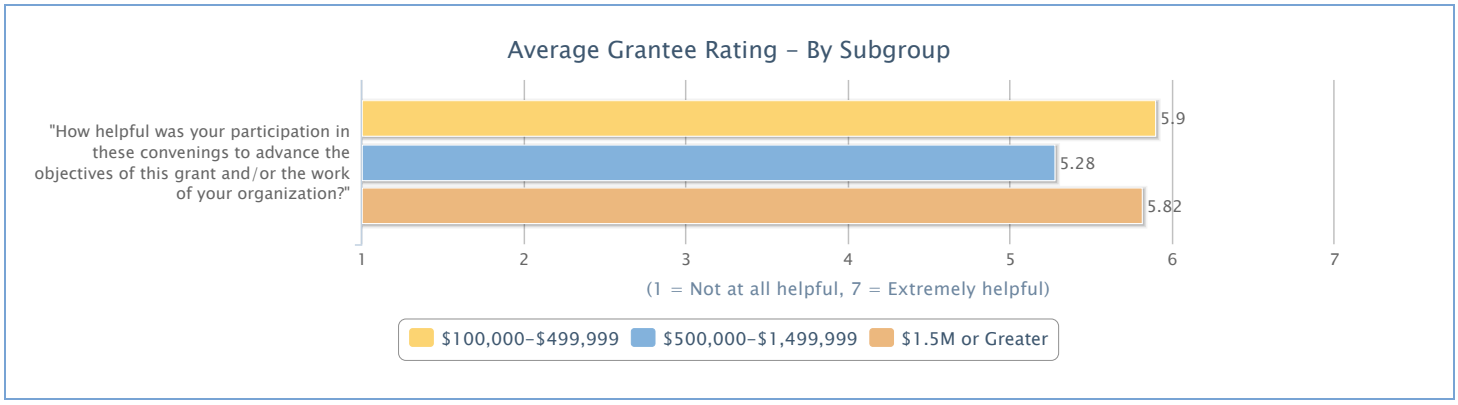
Convenings

"Have you participated in convenings organized by the Hilton Foundation?" (Overall)	Hilton 2014
Yes	56%

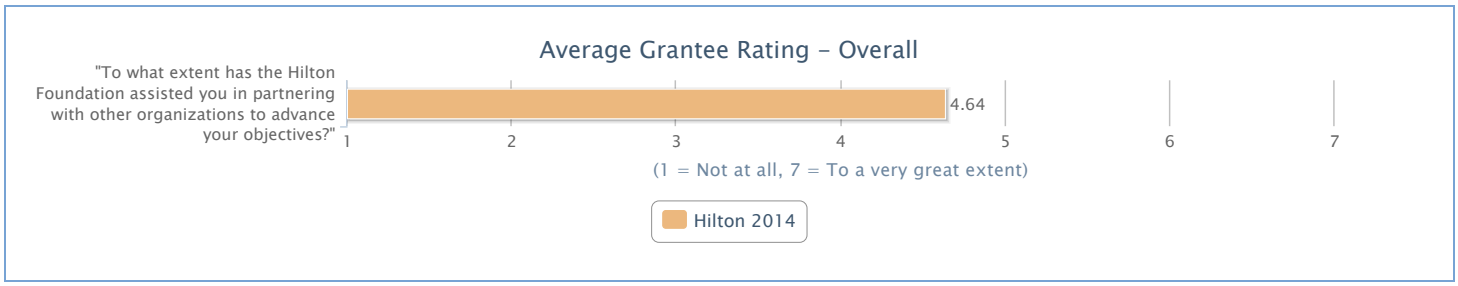
"Have you participated in convenings organized by the Hilton Foundation?" (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Yes	48%	56%	62%

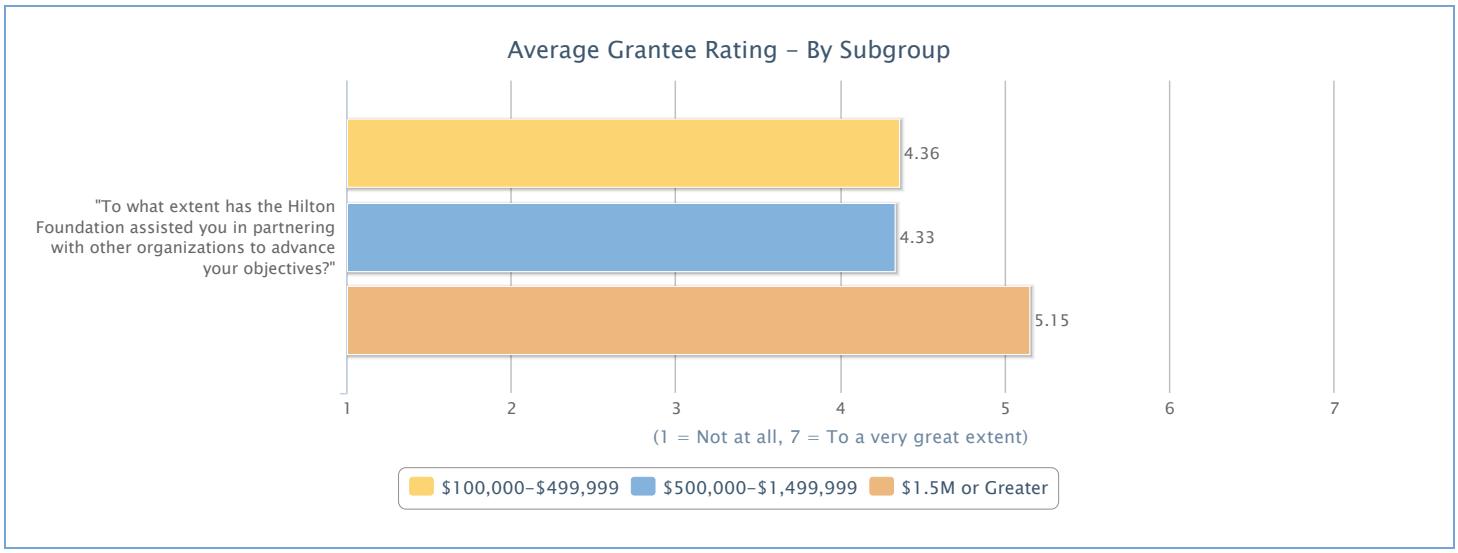
Helpfulness of Convenings



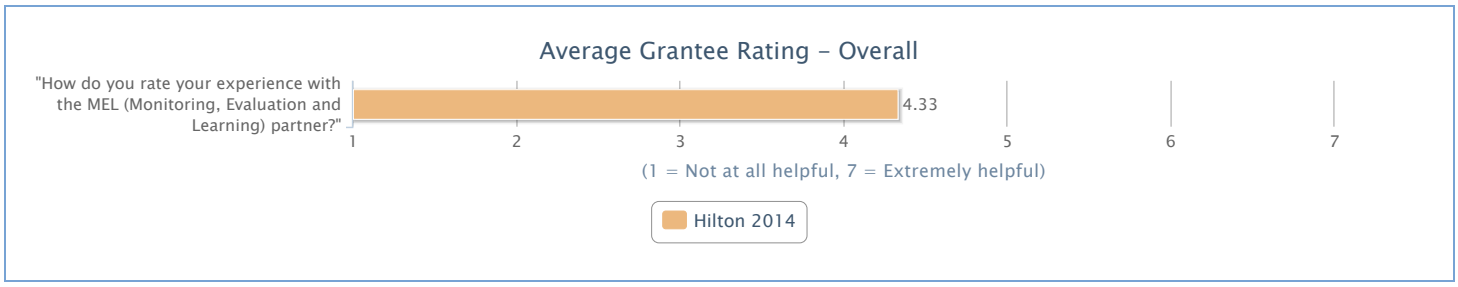


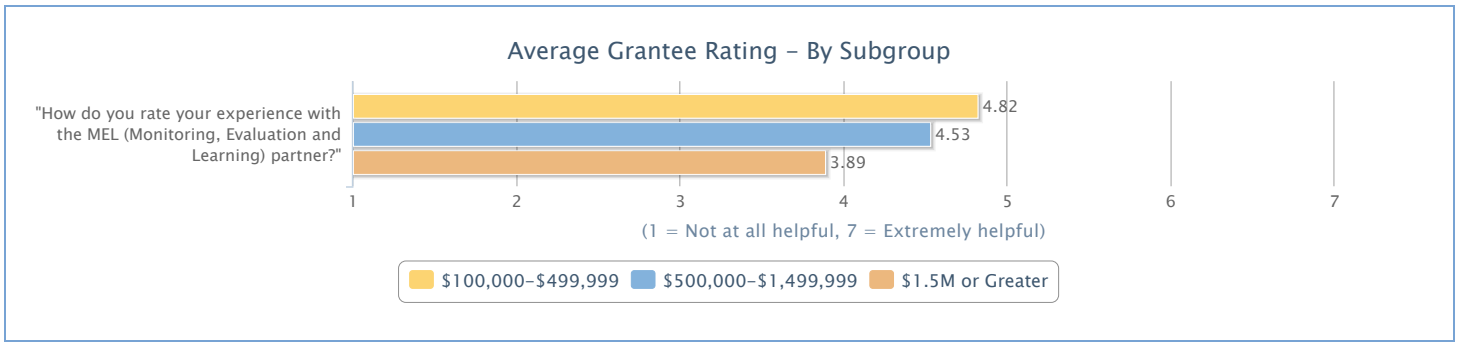
Assistance Partnering with Other Organizations

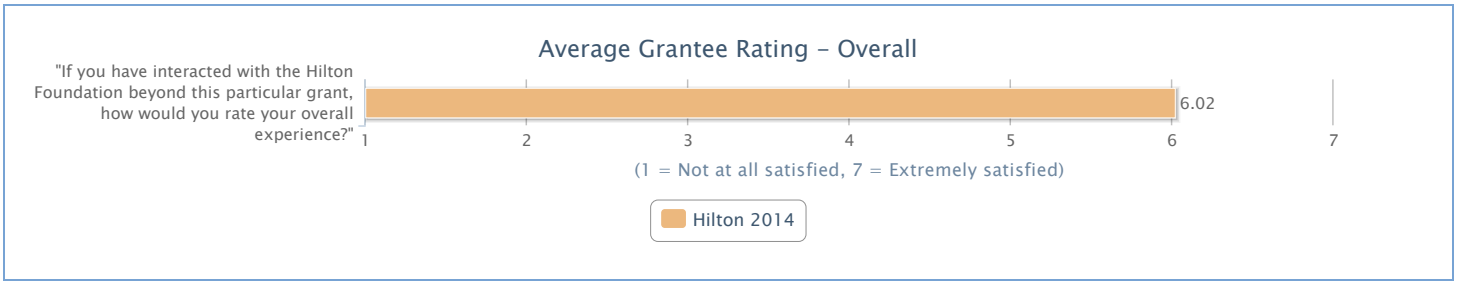


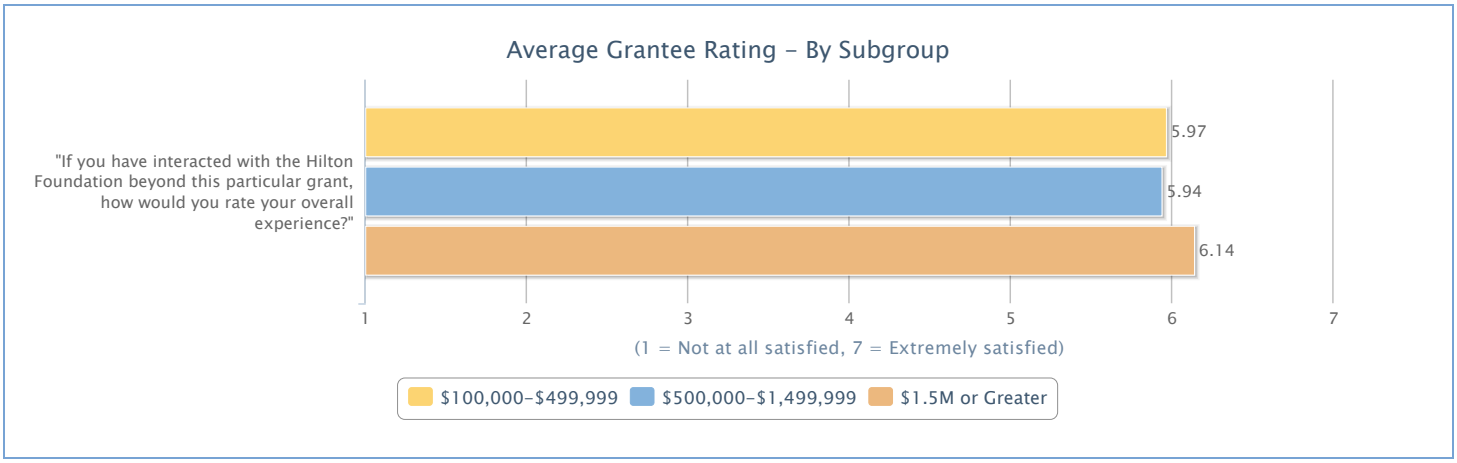


Monitoring, Evaluation and Learning (MEL) Partner






Average Grantee Rating – Overall
"If you have interacted with the Hilton Foundation beyond this particular grant, how would you rate your overall experience?"
6.02
1
2
3
4
5
6
7
(1 = Not at all satisfied, 7 = Extremely satisfied)
Hilton 2014


Average Grantee Rating – By Subgroup
"If you have interacted with the Hilton Foundation beyond this particular grant, how would you rate your overall experience?"
5.97
5.94
6.14
1
2
3
4
5
6
7
(1 = Not at all satisfied, 7 = Extremely satisfied)
$100,000–$499,999
$500,000–$1,499,999
$1.5M or Greater

Grantmaking Characteristics

Length of Grant Awarded (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Average grant length	3.0 years	3.0 years	2.1 years	2.4 years

Length of Grant Awarded (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
1 year	13%	44%	50%	23%
2 years	25%	16%	21%	39%
3 years	50%	14%	17%	26%
4 years	4%	8%	3%	4%
5 or more years	8%	18%	8%	8%

Type of Grant Awarded (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Program / Project Support	78%	45%	64%	71%
General Operating / Core Support	10%	31%	20%	19%
Capital Support: Building / Renovation / Endowment Support / Other	8%	17%	8%	2%
Technical Assistance / Capacity Building	3%	2%	5%	4%
Scholarship / Fellowship	1%	4%	2%	3%
Event / Sponsorship Funding	0%	0%	2%	1%

Length of Grant Awarded (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Average grant length	2.9 years	2.8 years	3.5 years

Length of Grant Awarded (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
1 year	20%	13%	4%
2 years	39%	25%	13%
3 years	23%	52%	73%
4 years	9%	2%	2%
5 or more years	9%	8%	7%

Type of Grant Awarded (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Program / Project Support	73%	77%	85%
General Operating / Core Support	20%	8%	2%
Capital Support: Building / Renovation / Endowment Support / Other	2%	12%	9%
Technical Assistance / Capacity Building	2%	4%	4%
Scholarship / Fellowship	2%	0%	0%
Event / Sponsorship Funding	0%	0%	0%

Grant Size

Grant Amount Awarded (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Median grant size	$750K	$50K	$60K	$287K

Grant Amount Awarded (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Less than $10K	1%	26%	11%	1%
$10K - $24K	0%	18%	15%	2%
$25K - $49K	0%	6%	15%	5%
$50K - $99K	1%	5%	17%	11%
$100K - $149K	2%	7%	10%	9%
$150K - $299K	10%	12%	14%	21%
$300K - $499K	16%	6%	7%	17%
$500K - $999K	25%	3%	5%	16%
$1MM and above	46%	18%	7%	18%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	4%	1%	3%	4%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Median grant size	$300K	$750K	$2050K

Grant Amount Awarded (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Less than $10K	2%	0%	0%
$10K - $24K	0%	0%	0%
$25K - $49K	0%	0%	0%
$50K - $99K	0%	2%	0%
$100K - $149K	7%	0%	0%
$150K - $299K	33%	0%	0%
$300K - $499K	49%	2%	0%
$500K - $999K	7%	60%	0%
$1MM and above	2%	37%	100%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Size of grant relative to size of grantee budget	4%	4%	7%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Median Budget	$8.5M	$4.0M	$1.4M	$2.6M

Operating Budget of Grantee Organization (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
<$100K	0%	5%	9%	3%
$100K - $499K	4%	14%	20%	14%
$500K - $999K	10%	11%	14%	12%
$1MM - $4.9MM	22%	22%	30%	32%
$5MM - $24MM	30%	28%	17%	21%
>=$25MM	34%	20%	11%	18%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Median Budget	$3.1M	$10.0M	$26.0M

Operating Budget of Grantee Organization (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
<$100K	0%	0%	0%
$100K - $499K	5%	8%	0%
$500K - $999K	17%	8%	5%
$1MM - $4.9MM	32%	14%	20%
$5MM - $24MM	24%	40%	24%
>=$25MM	22%	30%	51%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
First grant received from the Foundation	52%	N/A	29%	27%
Consistent funding in the past	34%	N/A	52%	54%
Inconsistent funding in the past	15%	N/A	19%	19%

Funding Status and Grantees Previously Declined Funding (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	81%	64%	75%	84%
Percent of grantees previously declined funding by the Foundation	11%	18%	26%	20%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
First grant received from the Foundation	52%	51%	52%
Consistent funding in the past	34%	29%	37%
Inconsistent funding in the past	14%	20%	11%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	$100,000-$499,999	$500,000-$1,499,999	$1.5M or Greater
Percent of grantees currently receiving funding from the Foundation	75%	83%	87%
Percent of grantees previously declined funding by the Foundation	14%	12%	9%

Job Title of Respondents (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Executive Director	42%	34%	47%	40%
Other Senior Management	17%	12%	13%	18%
Project Director	11%	7%	11%	19%
Development Director	11%	22%	12%	8%
Other Development Staff	11%	11%	8%	6%
Volunteer	0%	0%	1%	0%
Other	8%	13%	9%	8%

Gender of Respondents (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Female	56%	65%	63%	56%
Male	44%	35%	37%	44%

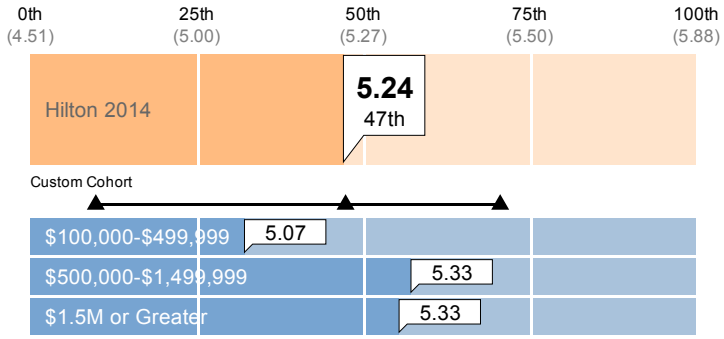
Race/Ethnicity of Respondents (Overall)	Hilton 2014	Hilton 2007	Average Funder	Custom Cohort
Multi-racial	2%	2%	2%	3%
African-American/Black	7%	3%	7%	8%
Asian (incl. Indian subcontinent)	3%	3%	3%	5%
Hispanic/Latino	5%	5%	5%	7%
American Indian/Alaskan Native	1%	0%	1%	1%
Pacific Islander	0%	0%	0%	0%
Caucasian/White	78%	87%	80%	74%
Other	4%	0%	1%	2%

Financial Information (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Total assets	$2.2B	$889.8M	$226.9M	$5.9B
Total giving	$83.2M	$38.1M	$13.7M	$234.0M

Funder Staffing (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Total staff (FTEs)	47	14	12	102
Percent of staff (FTEs) actively managing grantee relationships	53%	N/A	40%	41%
Percent of staff who are program staff	51%	37%	45%	43%

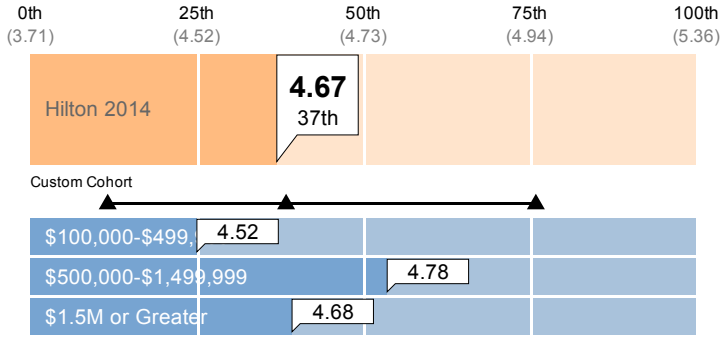
Grantmaking Processes (Overall)	Hilton 2014	Hilton 2007	Median Funder	Custom Cohort
Proportion of grants that are proactive	19%	N/A	35%	97%
Proportion of grantmaking dollars that are proactive	85%	N/A	42%	98%

The following questions were recently added to the grantee survey and depict comparative data from only 41 funders.



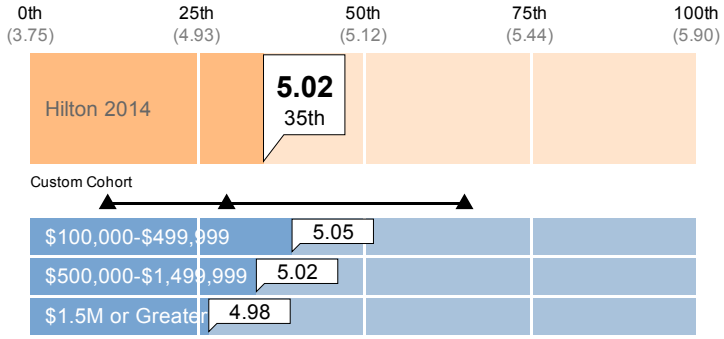
How aware is the Foundation of the challenges that your organization is facing?

1 = Not at all aware
7 = Extremely aware



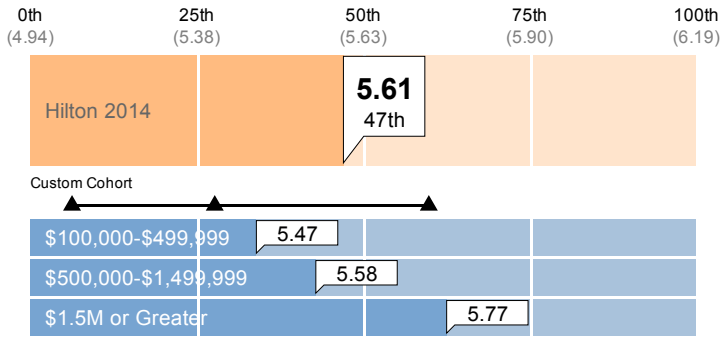
To what extent does the Foundation take advantage of its various resources to help your organization address its challenges?

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



How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?

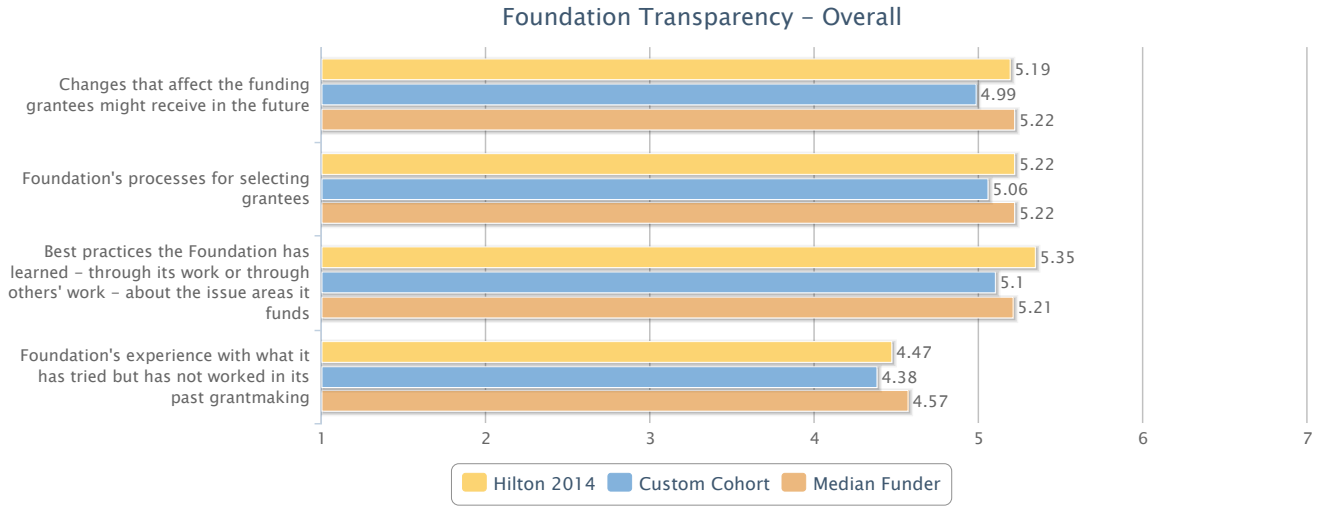
1 = Not at all helpful
7 = Extremely helpful



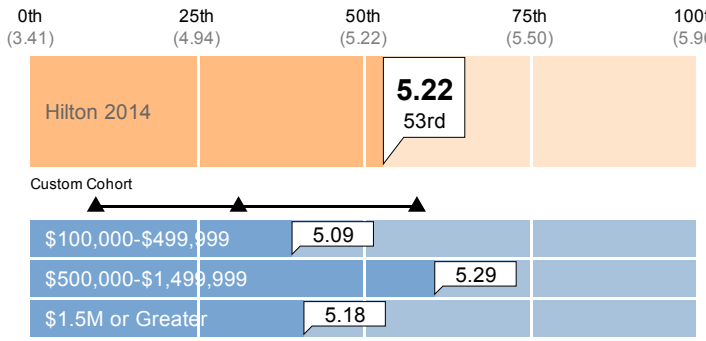
Overall how transparent is the Foundation with your organization?

1 = Not at all transparent
7 = Extremely transparent

Grantees were asked to rate how transparent Hilton is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."

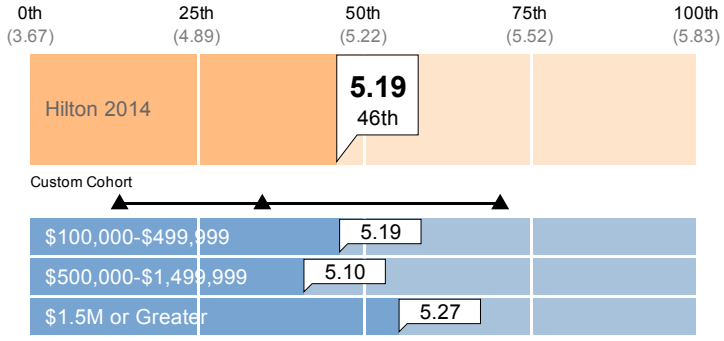


The charts below show grantee ratings of Hilton's transparency in specific areas of its work.



The Foundation's processes for selecting grantees

1 = Not at all transparent
7 = Extremely transparent



Any changes that affect the funding your organization might receive in the future

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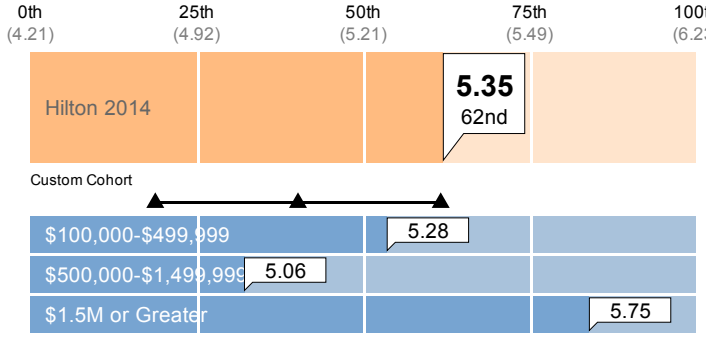

Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds

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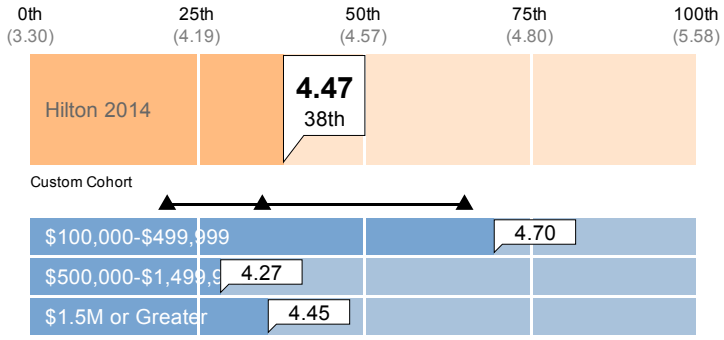

The Foundation's experiences with what it has tried but has not worked in its past grantmaking

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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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