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# GRANTEE PERCEPTION REPORT®

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PREPARED FOR

George Gund Foundation

September 2019



THE CENTER FOR  
EFFECTIVE PHILANTHROPY

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7th Floor  
Cambridge, MA 02139  
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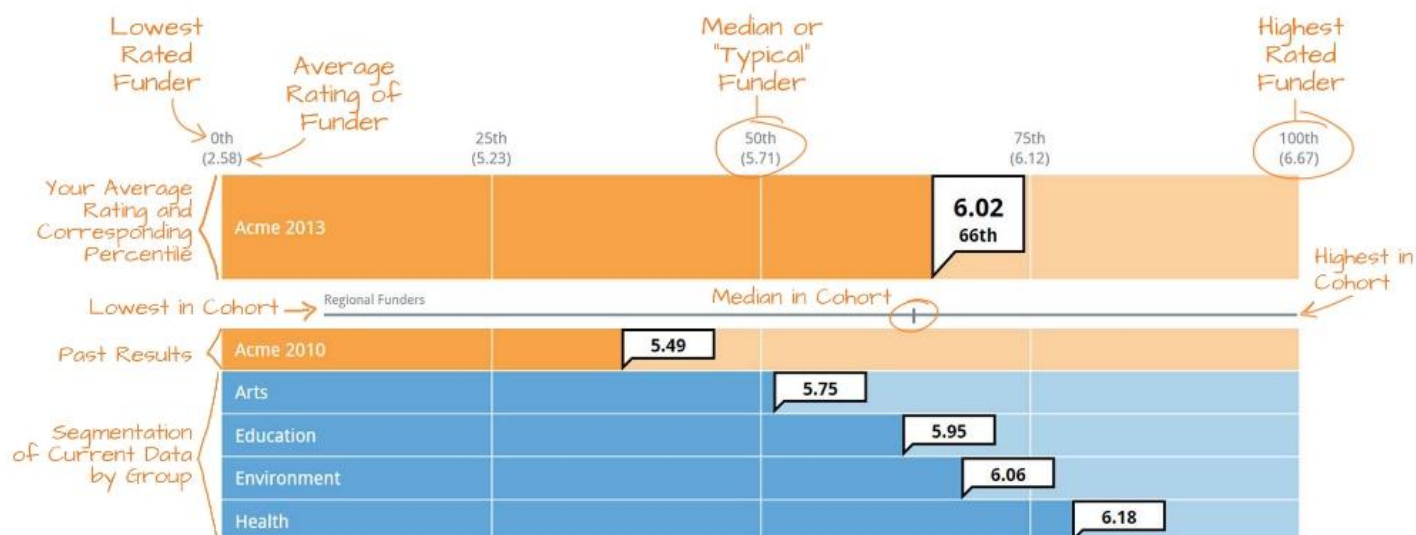
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San Francisco, CA 94105  
415-391-3070

[cep.org](http://cep.org)

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

## Interpreting Your Charts

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



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

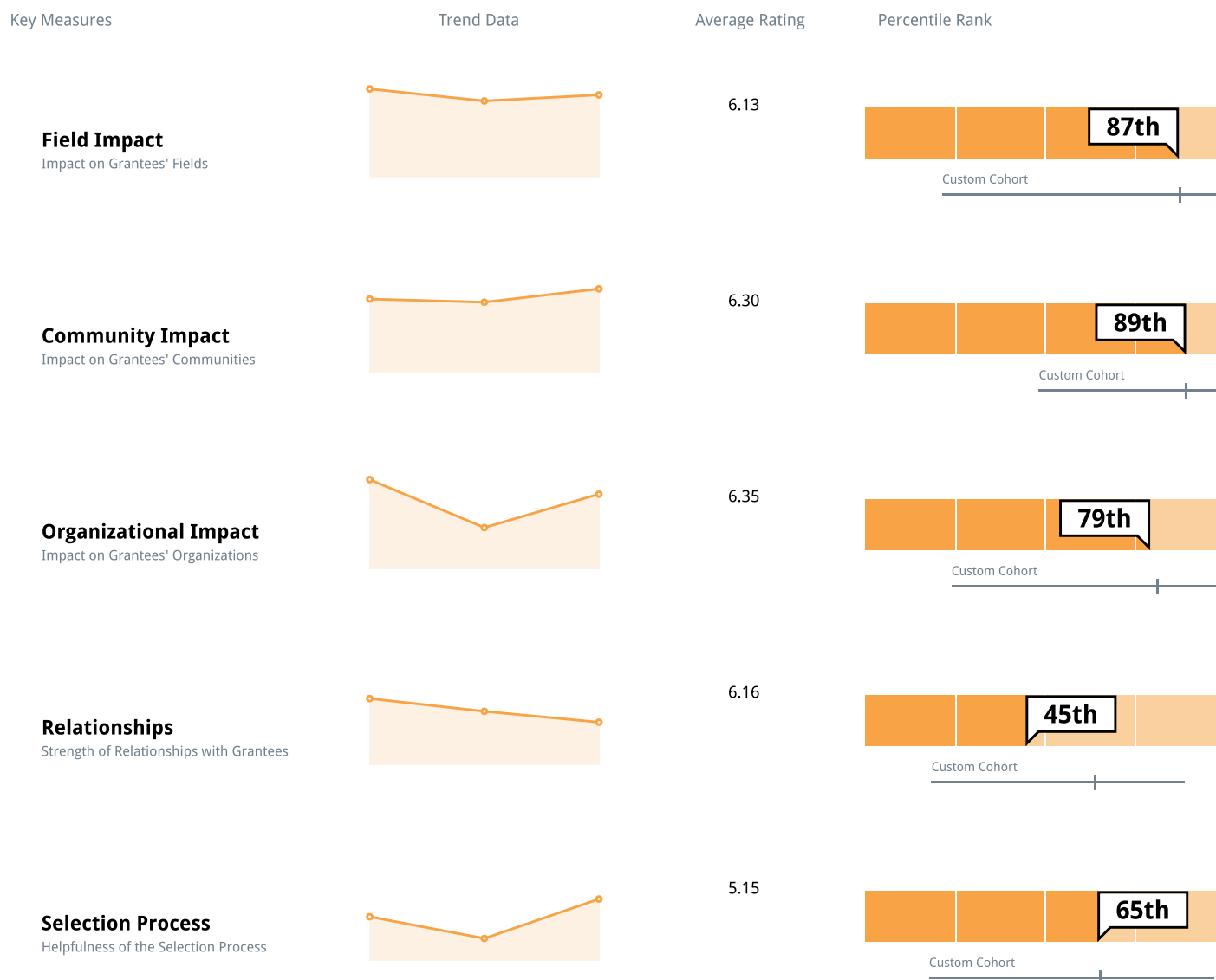
### STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



## 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.



Deep Justice Grounded Charity Progress  
Strong Wonderful Fabulous Guardian Distant  
Critical Risk-Taking Open Conservative Friendly  
Inclusive Collaborative Innovative  
Arrogant Partner Ensconced  
Ohio-Focused Dynamic Generous  
Ground-Breaking Cleveland Transformational Influential Vital Elusive  
Investment Steadfast  
Forward-Thinking Accessible  
Change-Agent Searching Potential Catalytic Strategic  
Dedicated Influencer Charitable Grantors  
Intentional Professional Punitive  
Thoughtful Supportive Impactful  
Well-Known Consistent Top-Notch Risk-Takers Understanding Passionate Challenge  
Helpful Funder Responsive Generosity Stagnant Responsible Hopeful  
Effective Outstanding Engaged Streamlined Courageous Constant Focused Philanthropic  
Caring Relevant Proactive Aligned  
Visionary Reliable Family Ohio Ohio-Focused

4

## Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Gund 2019	May and June 2019	257	185	72%
Gund 2013	May and June 2013	222	166	75%
Gund 2010	May and June 2010	180	139	77%

Survey Year	Year of Active Grants
Gund 2019	2018
Gund 2013	2012
Gund 2010	2009

Throughout this report, George Gund 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 <https://cep.org/gpr-participant-1/>.

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 Gund's overall ratings, this report shows ratings segmented by Geographic Area. The online version of this report also shows ratings segmented by Geographic Area and Program Area.

Geographic Area	Number of Responses
Ohio	155
Out-of-State	30

Program Area	Number of Responses
Arts	58
Economic Development	23
Education	16
Environment	26
Human Services	40
Special Commitments	22

## Subgroup Methodology

Based on guidance from the Foundation, CEP tagged grantees into the following subgroups using the data provided by the Foundation in its grantee survey responses.

**Geographic Area:** Using data from the Foundation's grantee contact list provided by George Gund Foundation, CEP tagged grantees into two groups.

**Program Area:** Using data from the Foundation's grantee contact list provided by George Gund Foundation, CEP tagged grantees into six groups.

## Summary of Differences by Subgroup

Geographic Area: There are no consistent statistical differences between Ohio grantees and Out-of-State grantees.

Program Area: While there is variation by program area, there are no consistent statistical differences or trends between groups when grantees are segmented by Program.

## Comparative Cohorts

### Customized Cohort

Gund selected a set of 11 funders to create a smaller comparison group that more closely resembles Gund in scale and scope.

#### Custom Cohort

Blandin Foundation
Claude Worthington Benedum Foundation
Evelyn and Walter Haas, Jr. Fund
Rasmuson Foundation
The Champlin Foundation
The George Gund Foundation
The Morris and Gwendolyn Cafritz Foundation
The Ralph M. Parsons Foundation
The Skillman Foundation
Virginia G. Piper Charitable Trust
Z. Smith Reynolds Foundation, Inc.

### 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	35	Funders with median grant size of \$20K or less
Large Grant Providers	82	Funders with median grant size of \$200K or more
High Touch Funders	34	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	32	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Invitation-Only Grantmakers	71	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	88	Funders that make at most 10% of grants by invitation only
International Funders	48	Funders that fund outside of their own country

### Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	59	Funders with annual giving of \$50 million or more

### Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	145	All private foundations in the GPR dataset
Family Foundations	69	All family foundations in the GPR dataset
Community Foundations	33	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset
Corporate Foundations	17	All corporate foundations in the GPR dataset

**Other Cohorts**

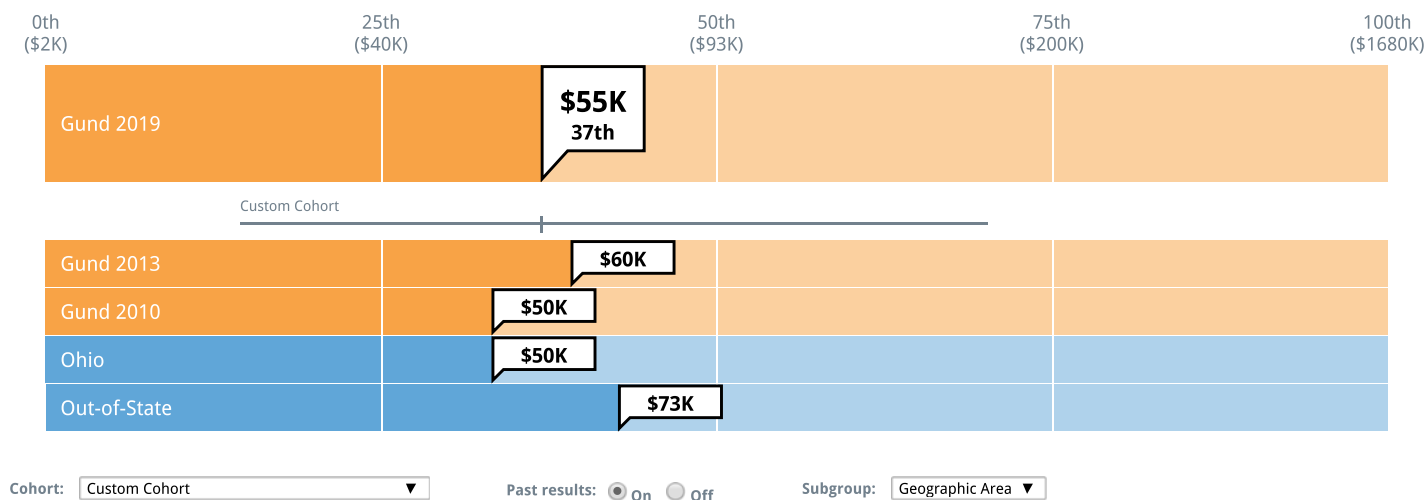
Cohort Name	Count	Description
Funders Outside the United States	29	Funders that are primarily based outside the United States
Recently Established Foundations	67	Funders that were established in 2000 or later



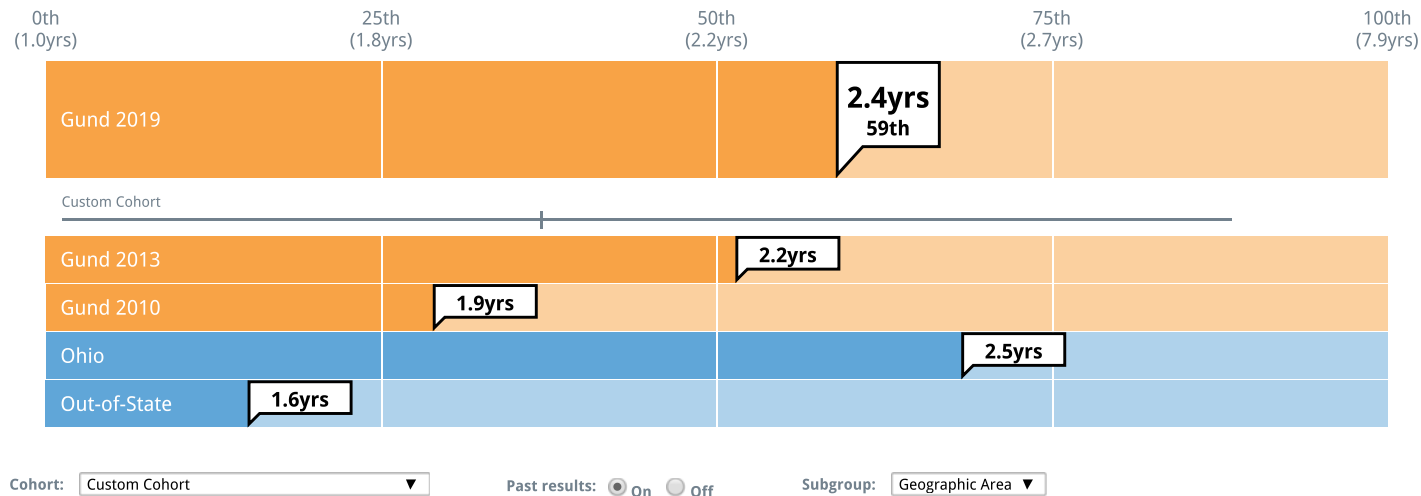
## Grantmaking Characteristics

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.

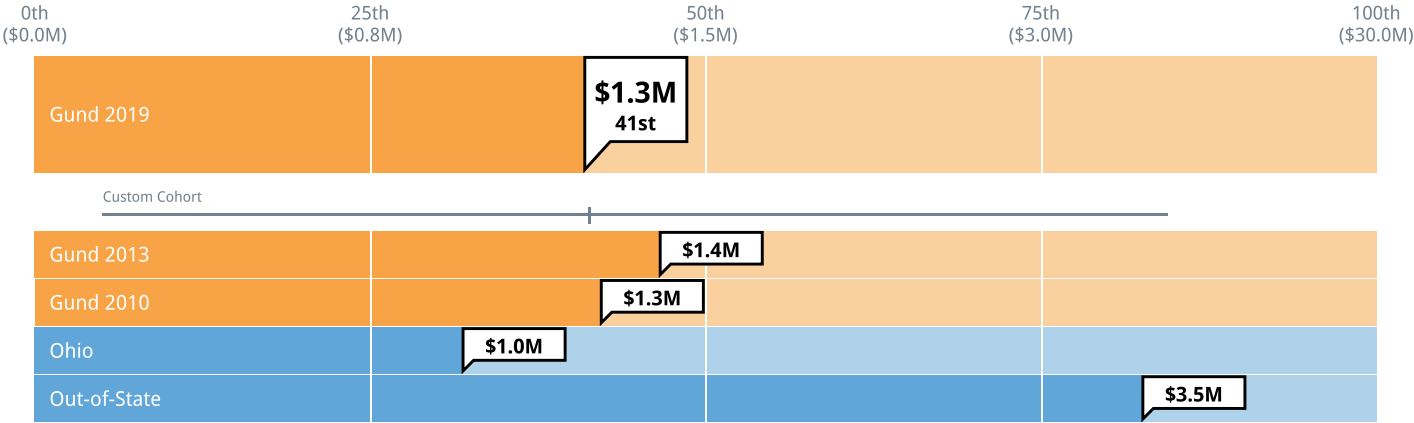
### Median Grant Size



### Average Grant Length



Median Organizational Budget



Cohort: 

Custom Cohort

Past results: 

☒ On ☐ Off

Subgroup: 

Geographic Area

Grant History	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
Percentage of first-time grants	13%	10%	6%	28%	16%

Program Staff Load	Gund 2019	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$5.6M	\$2.6M	\$3.5M
Applications per program full-time employee	79	29	53
Active grants per program full-time employee	68	33	61

The following question was recently added to the grantee survey and depict comparative data from 43 funders in the dataset.

Was the funding you received restricted to a specific use?

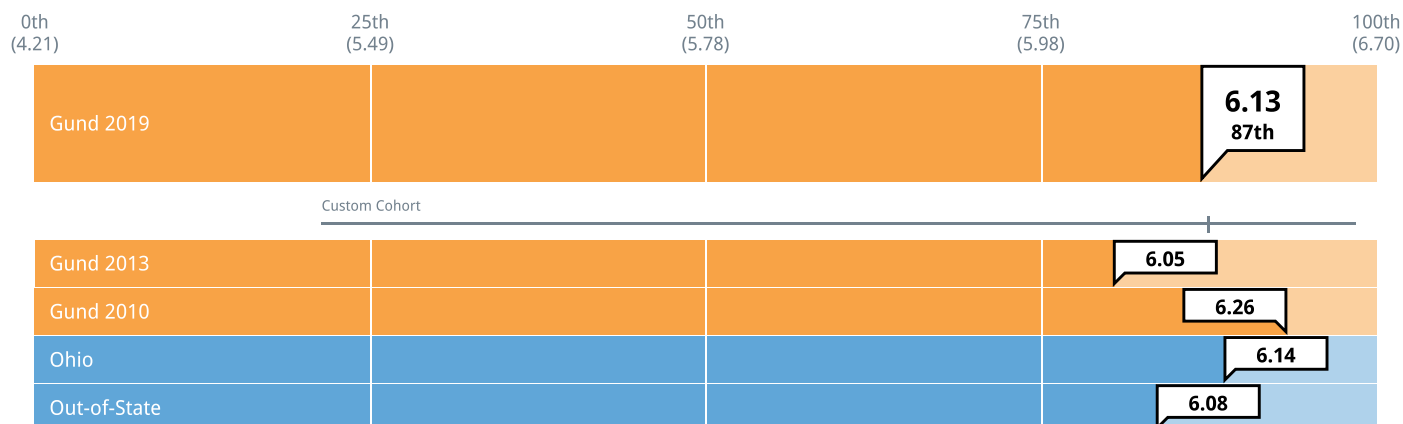
- No, this funding was not restricted to a specific use (i.e. general operating, core support)
- Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)



## 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



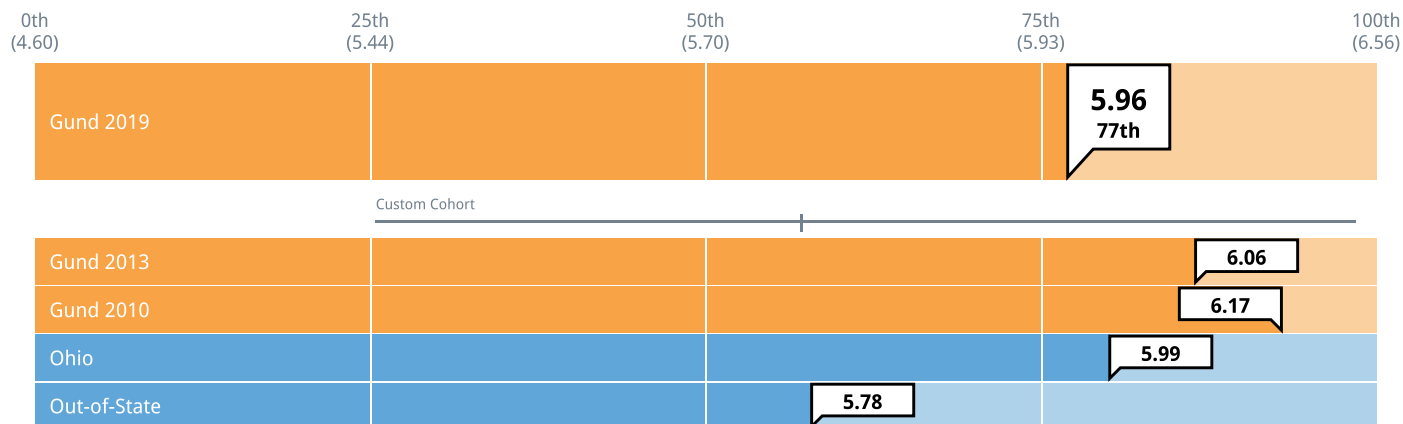
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Geographic 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: Custom Cohort ▼

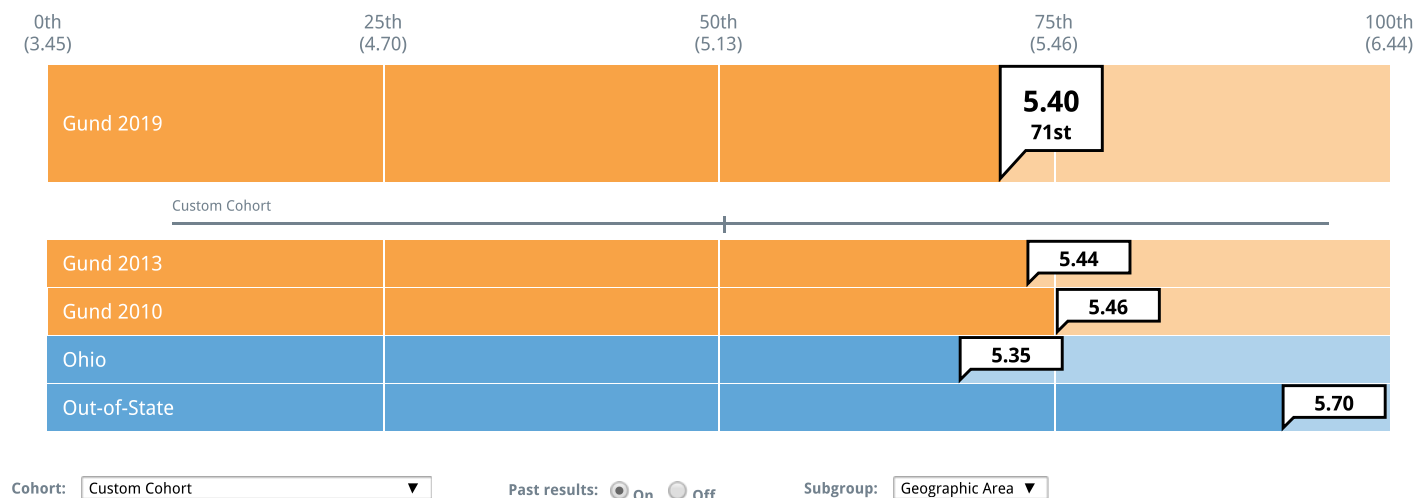
Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

## Advancing Knowledge and Public Policy

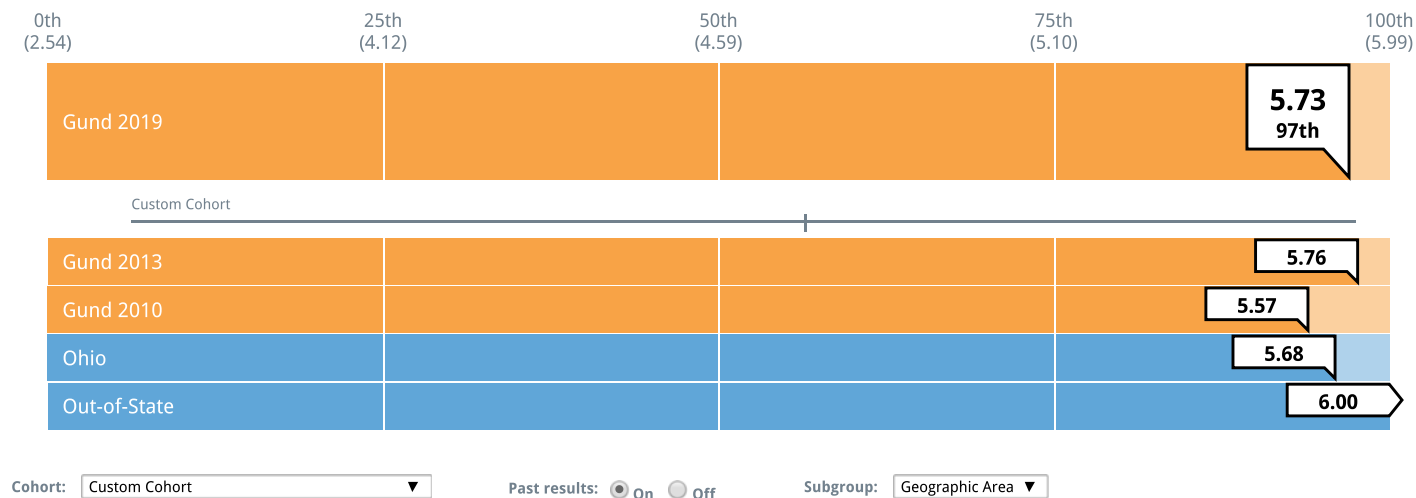
### To what extent has the Foundation advanced the state of knowledge in your field?

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



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

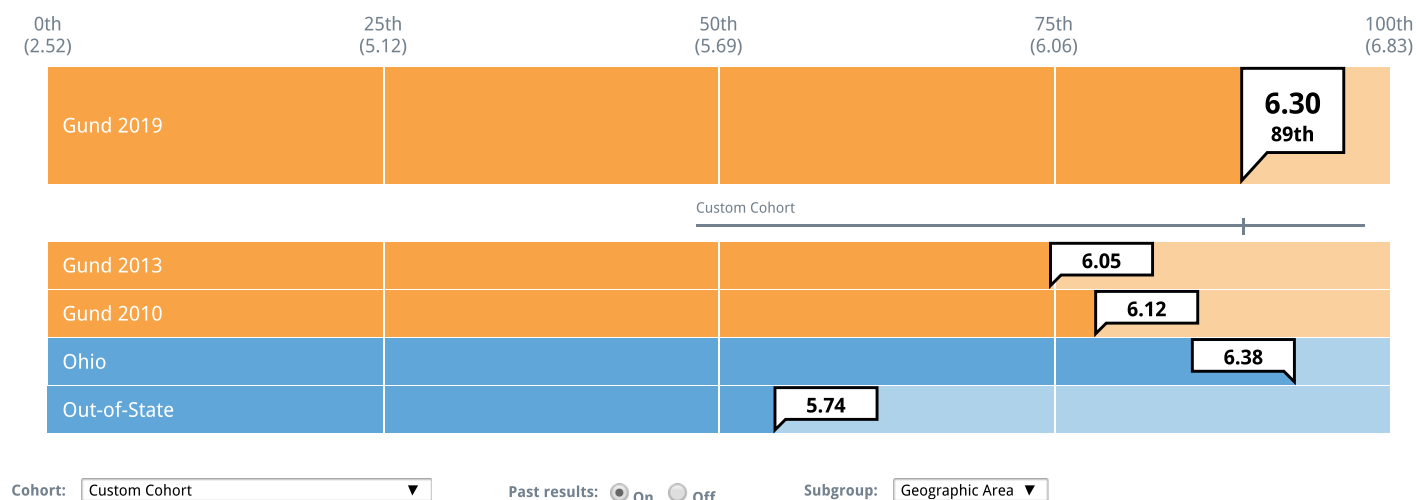
1 = Not at all    7 = Major influence on shaping public policy



## Impact on and Understanding of Grantees' Local Communities

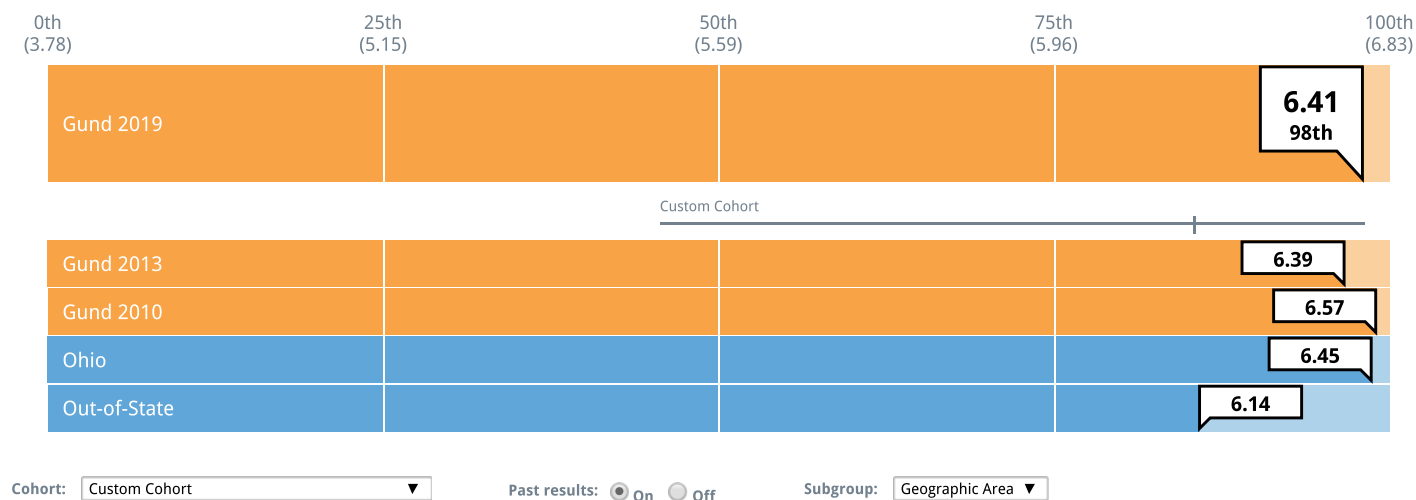
### Overall, how would you rate the Foundation's impact on your local community?

1 = No impact    7 = Significant positive impact



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

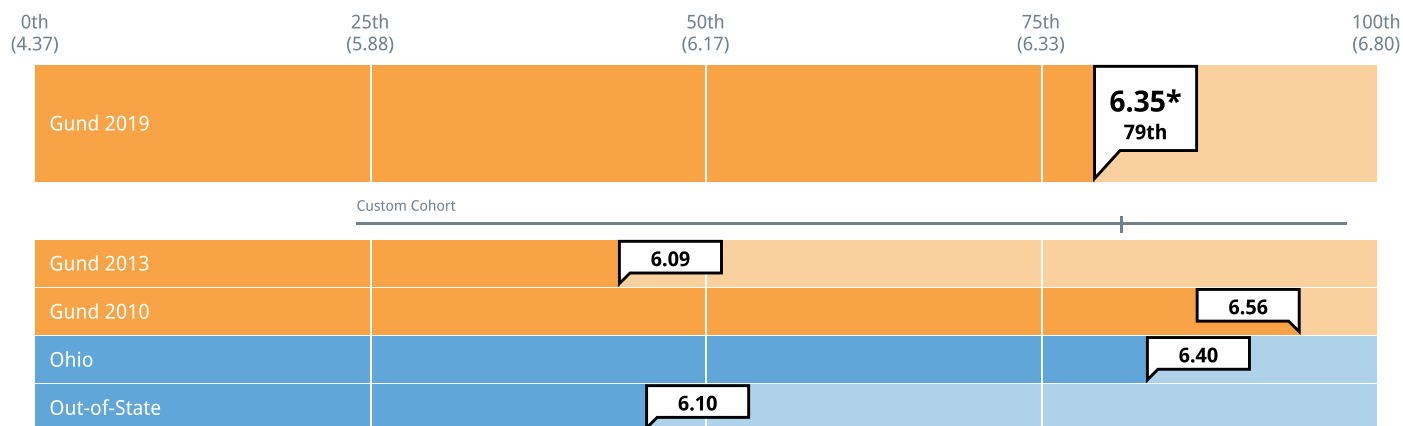
1 = Limited understanding of the community    7 = Regarded as an expert on the community



## 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



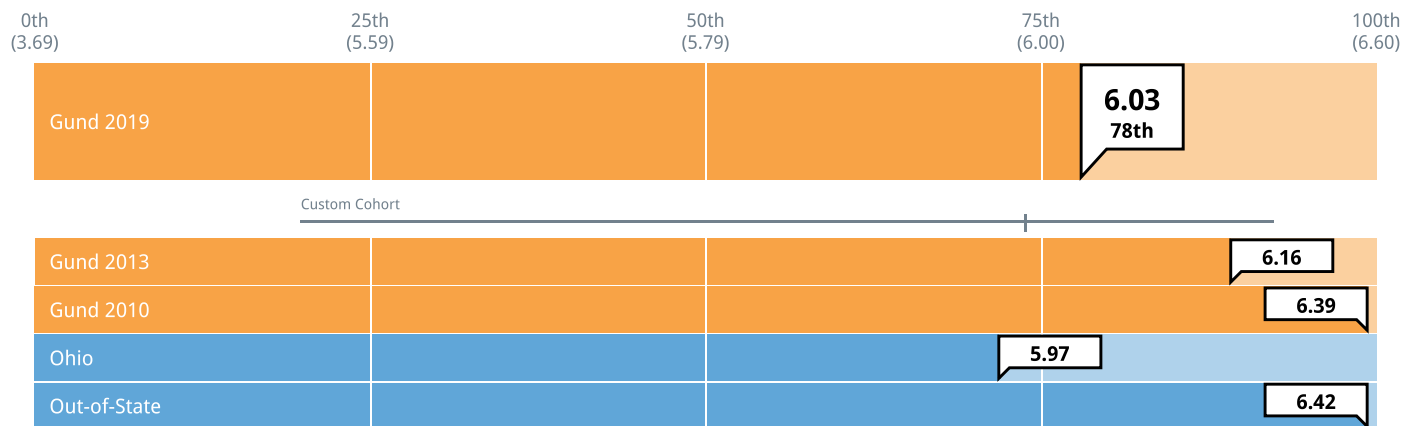
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

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

1 = Limited understanding    7 = Thorough understanding



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

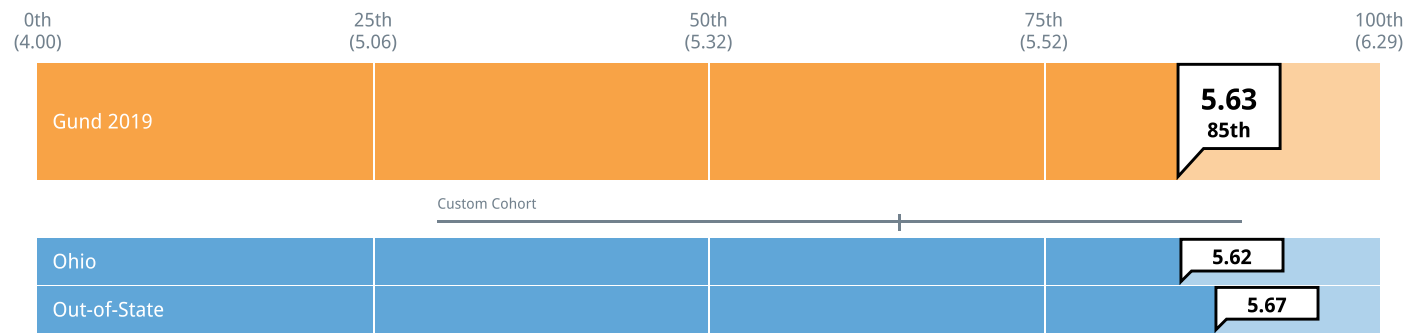
Subgroup: Geographic Area ▼



Grantee Challenges

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

1 = Not at all aware    7 = Extremely aware



Cohort: Custom Cohort

Past results: ☒ On ☐ Off

Subgroup: Geographic Area

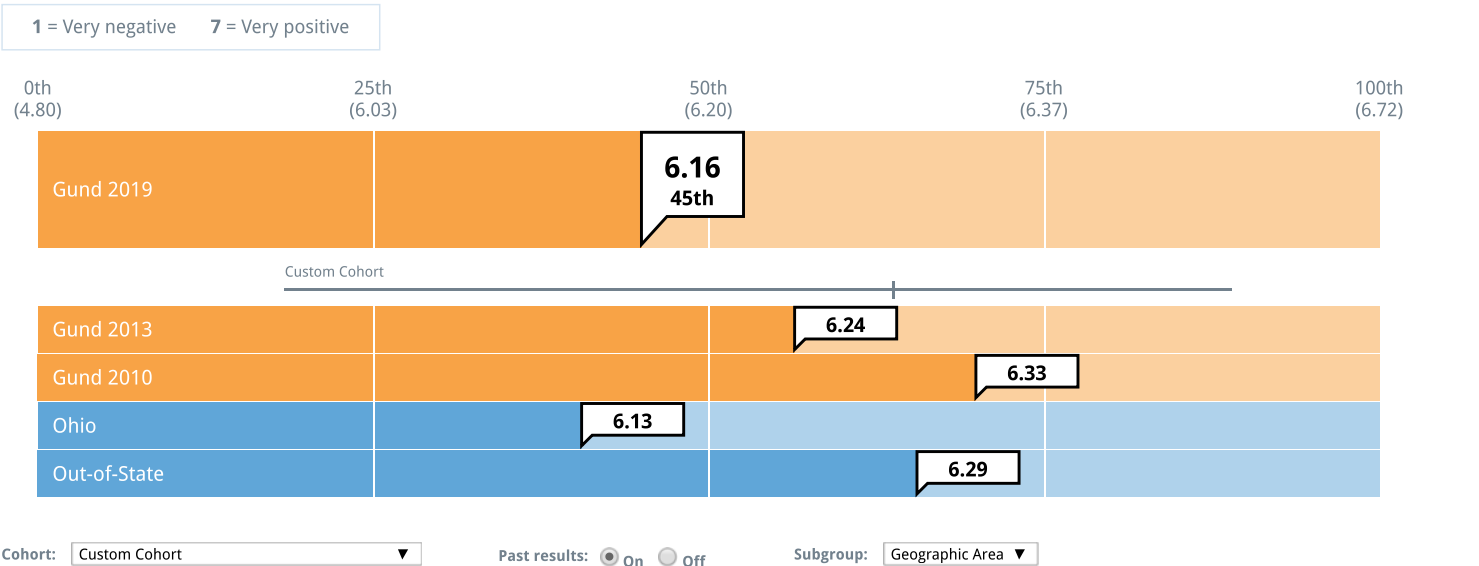
# Funder-Grantee Relationships

## 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 Gund
2. Comfort approaching Gund if a problem arises
3. Responsiveness of Gund staff
4. Clarity of communication of Gund’s goals and strategy
5. Consistency of information provided by different communications

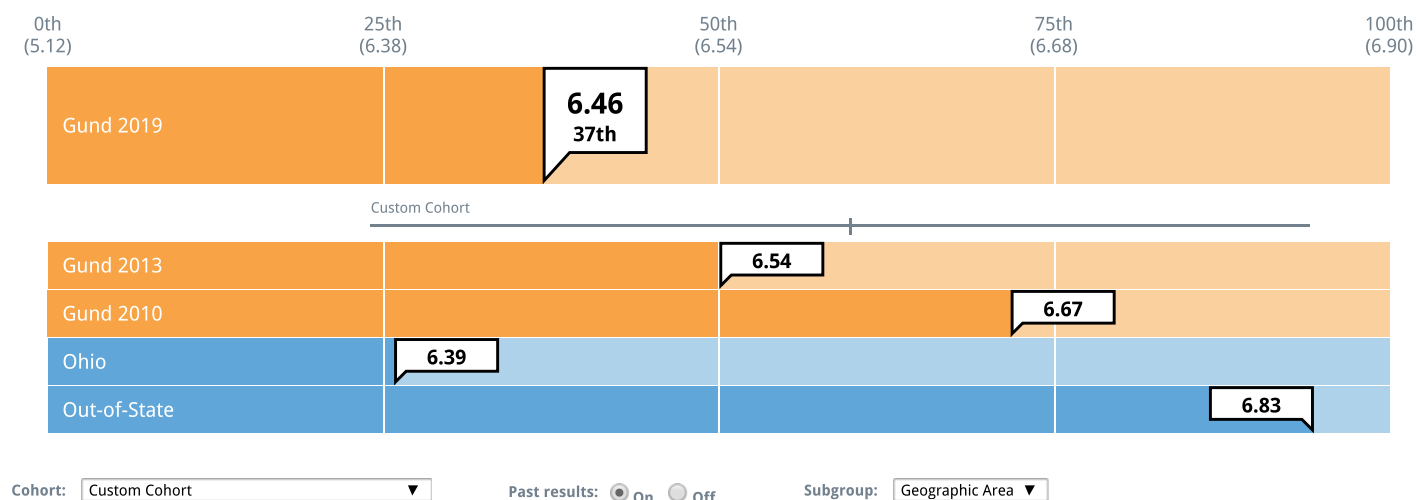
## Funder-Grantee Relationships Summary Measure



## Quality of Interactions

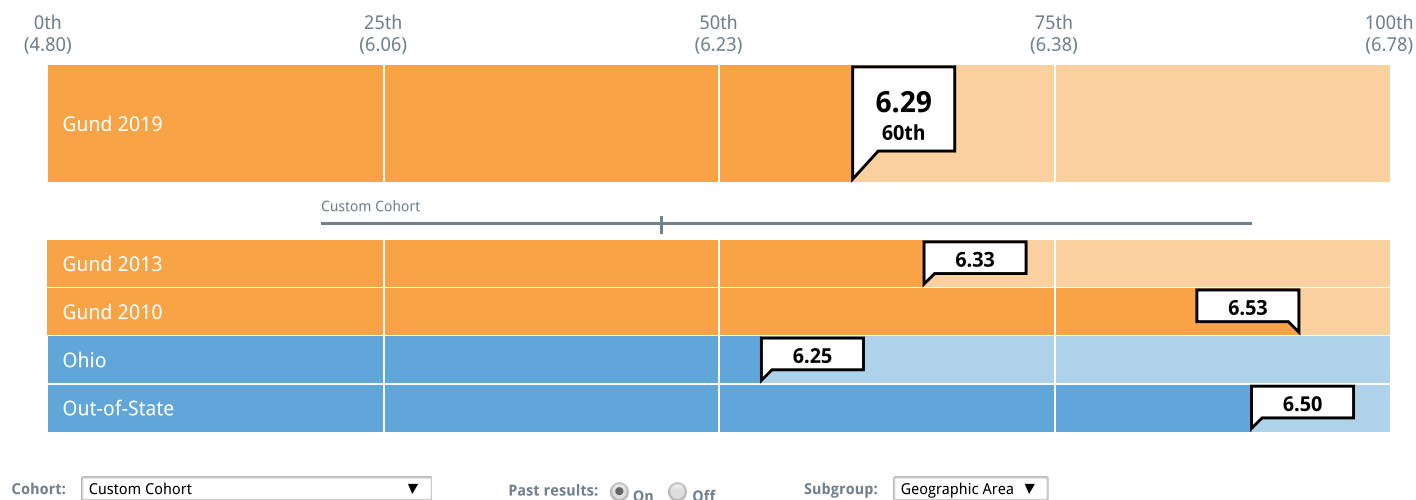
### Overall, how fairly did the Foundation treat you?

1 = Not at all fairly    7 = Extremely fairly



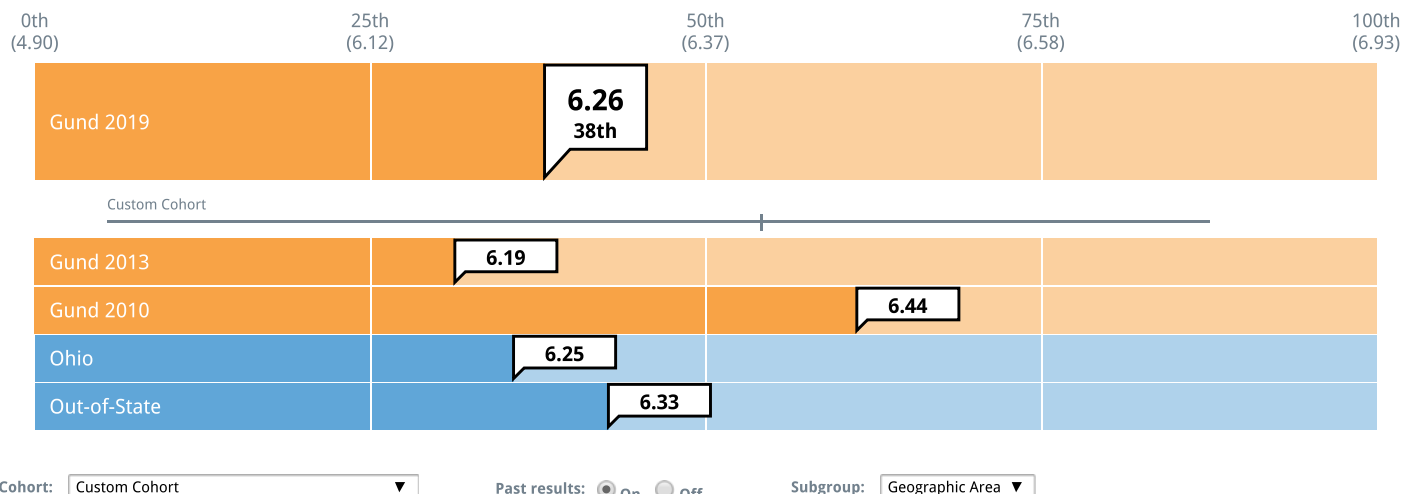
### How comfortable do you feel approaching the Foundation if a problem arises?

1 = Not at all comfortable    7 = Extremely comfortable



## Overall, how responsive was Foundation staff?

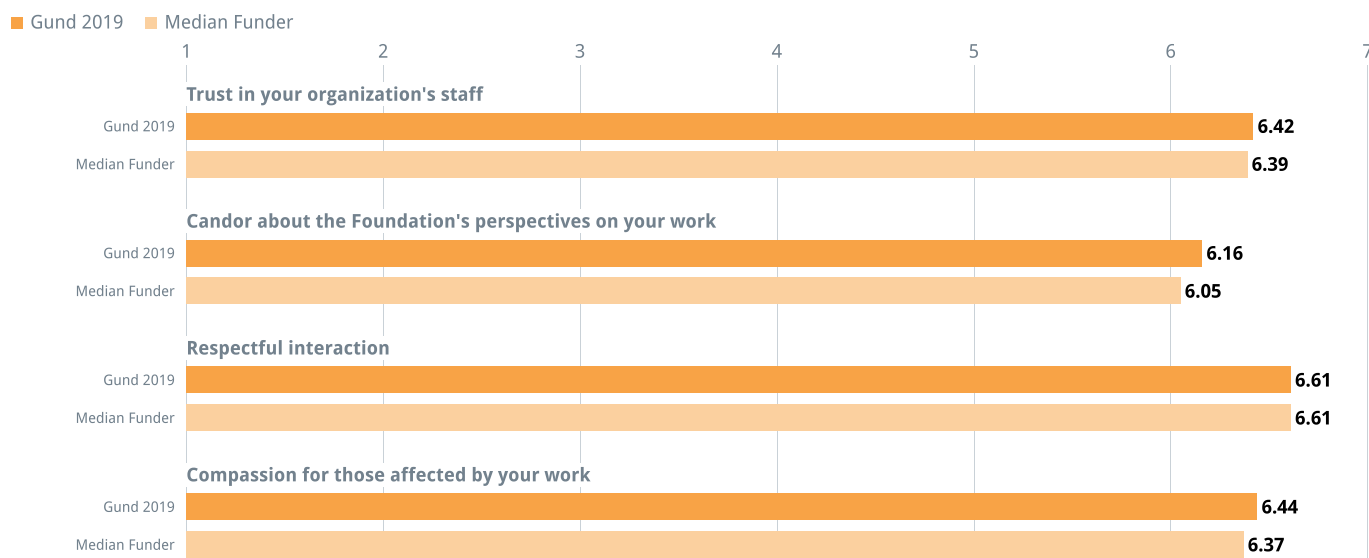
1 = Not at all responsive    7 = Extremely responsive



The following questions were recently added to the grantee survey and depict comparative data from 43 funders in the dataset.

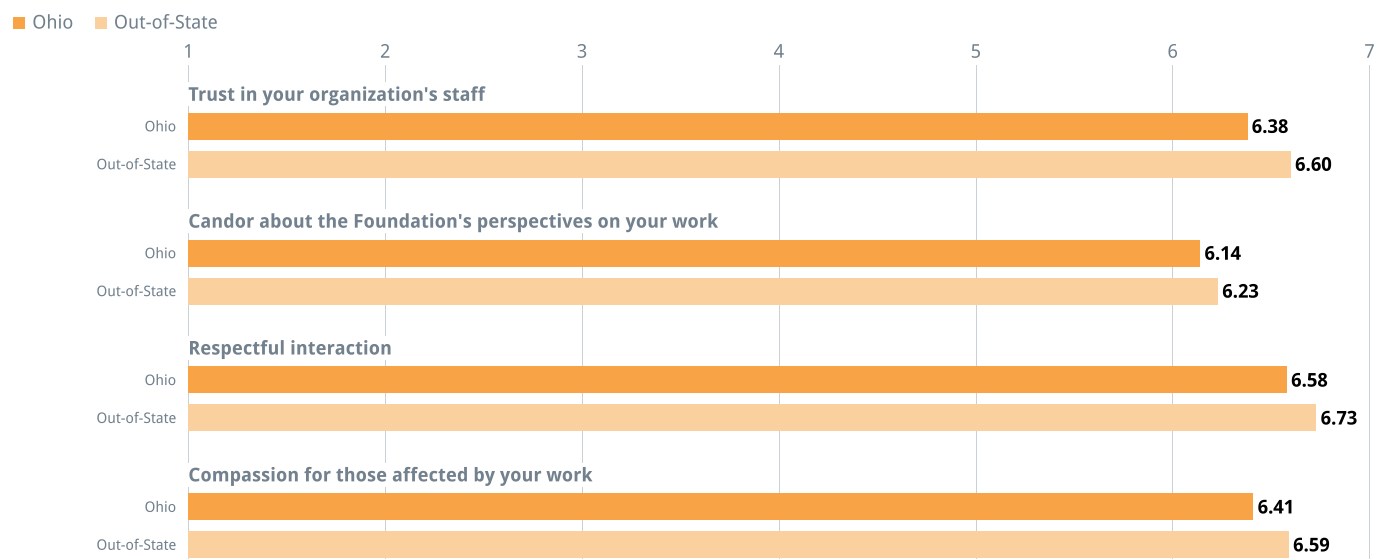
## To what extent did the Foundation exhibit the following during this grant:

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



## To what extent did the Foundation exhibit the following during this grant: - By Subgroup

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

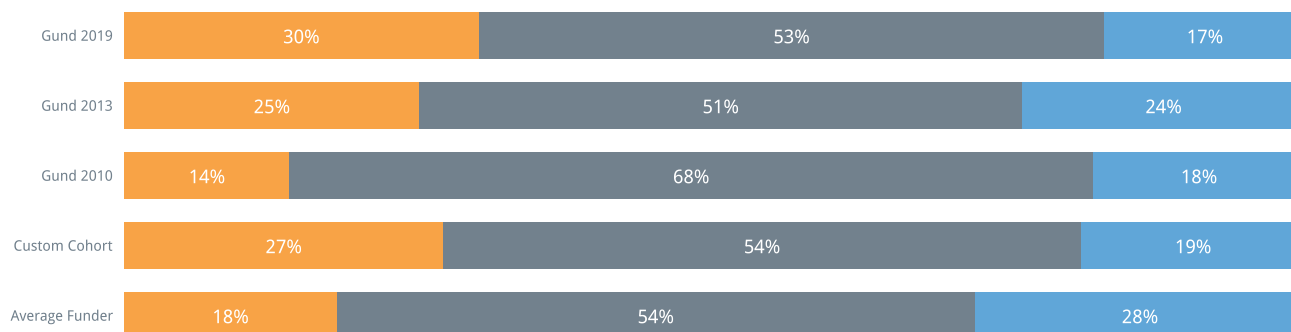


## Interaction Patterns

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

### Frequency of Contact with Program Officer

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



### Frequency of Contact with Program Officer (By Subgroup)

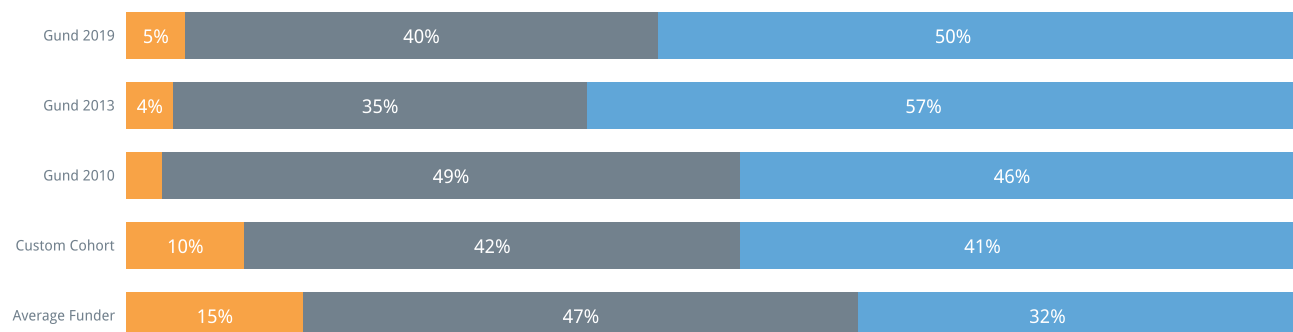
Yearly or less often   Once every few months   Monthly or more often



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

### Initiation of Contact with Program Officer

Program Officer Both of equal frequency Grantee



### Initiation of Contact with Program Officer (By Subgroup)

Program Officer Both of equal frequency Grantee



## Contact Change and Site Visits

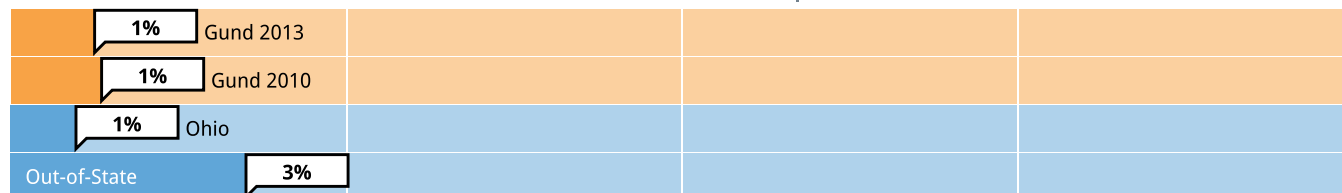
### Has your main contact at the Foundation changed in the past six months?

Proportion of grantees responding 'Yes'

0th (0%)      25th (5%)      50th (14%)      75th (25%)      100th (90%)



Custom Cohort



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

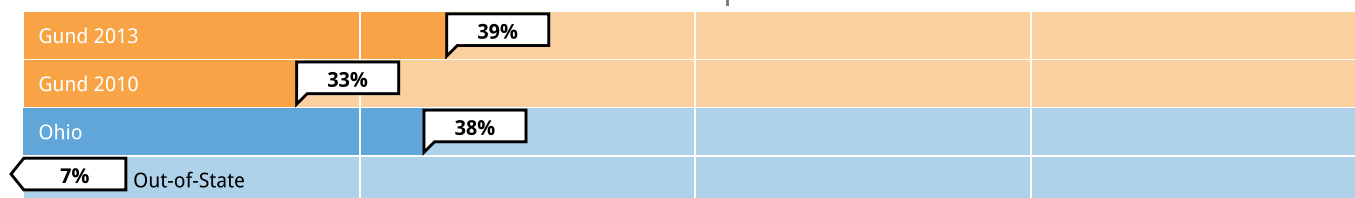
### Did the Foundation conduct a site visit during the course of this grant?

Proportion of grantees responding 'Yes'

0th (7%)      25th (35%)      50th (51%)      75th (70%)      100th (100%)



Custom Cohort



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

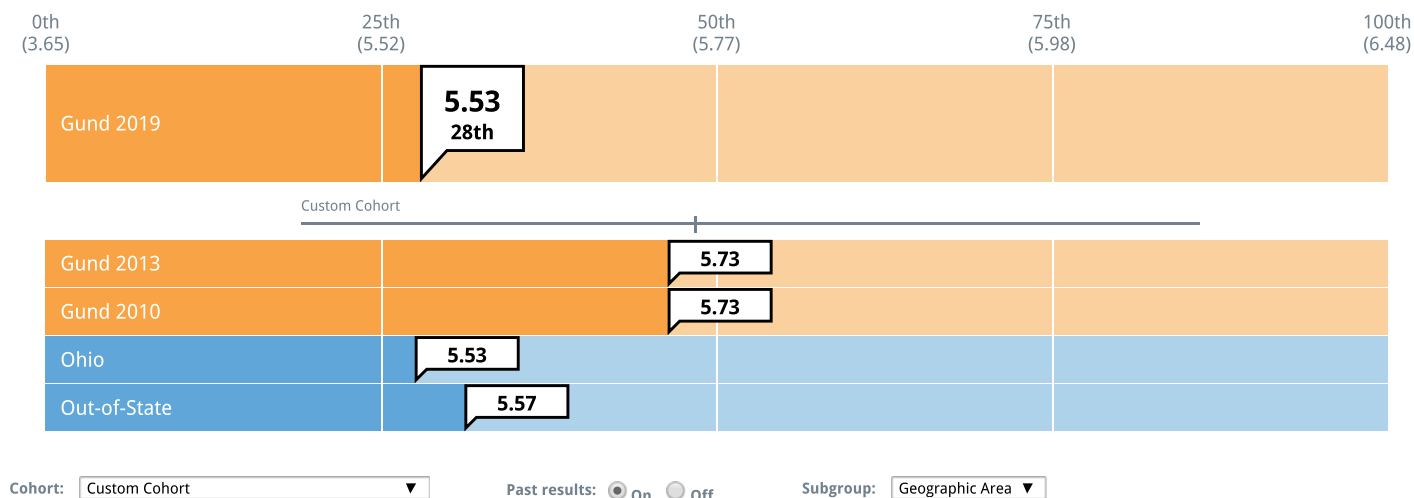
Subgroup: Geographic Area ▼



## Communication

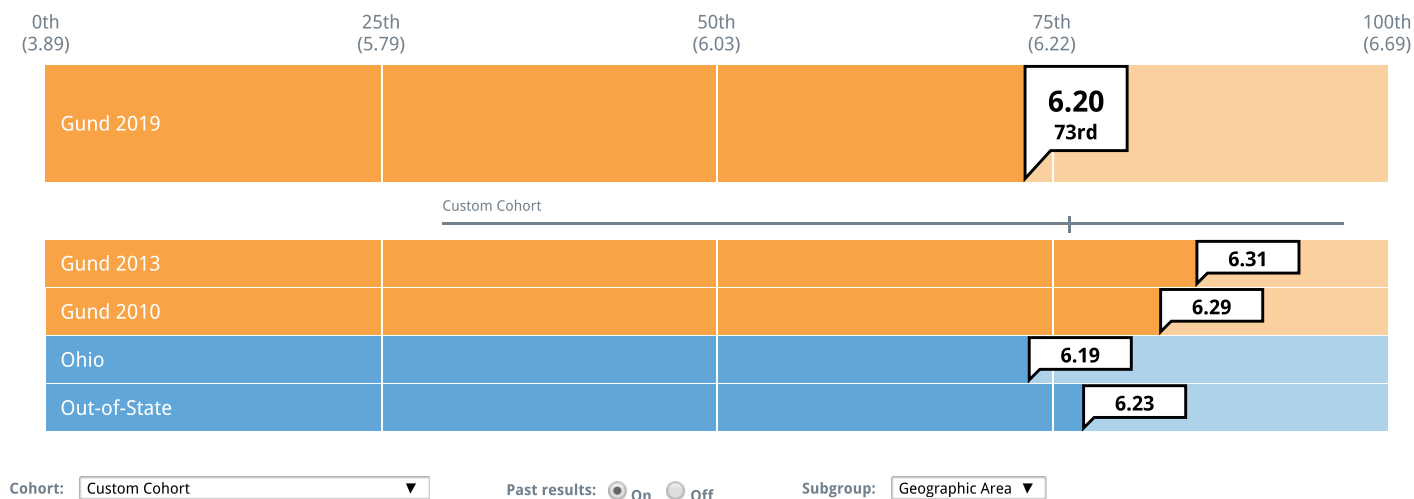
### How clearly has the Foundation communicated its goals and strategy to you?

1 = Not at all clearly    7 = Extremely clearly



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

1 = Not at all consistent    7 = Completely consistent

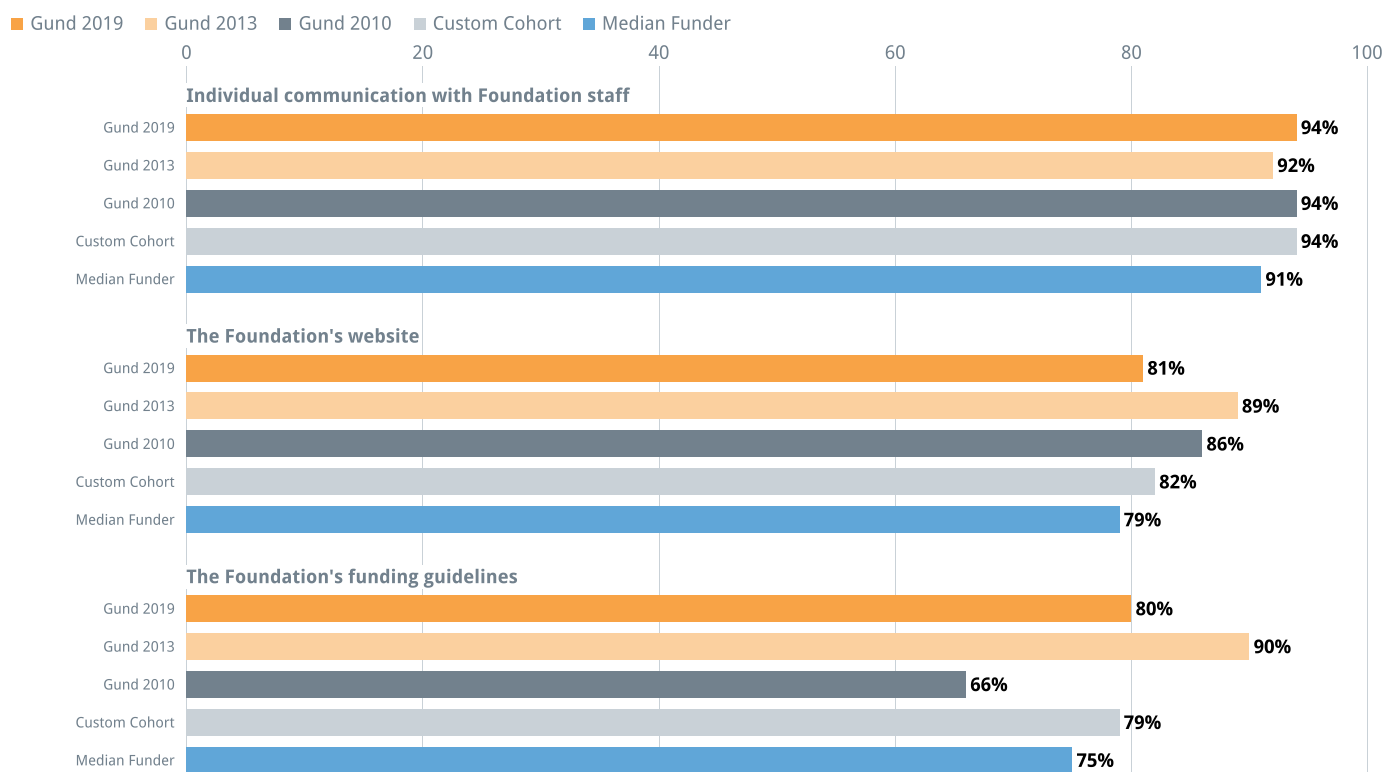


## Communication Resources

Grantees were asked whether they used each of the following communications resources from Gund 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."**

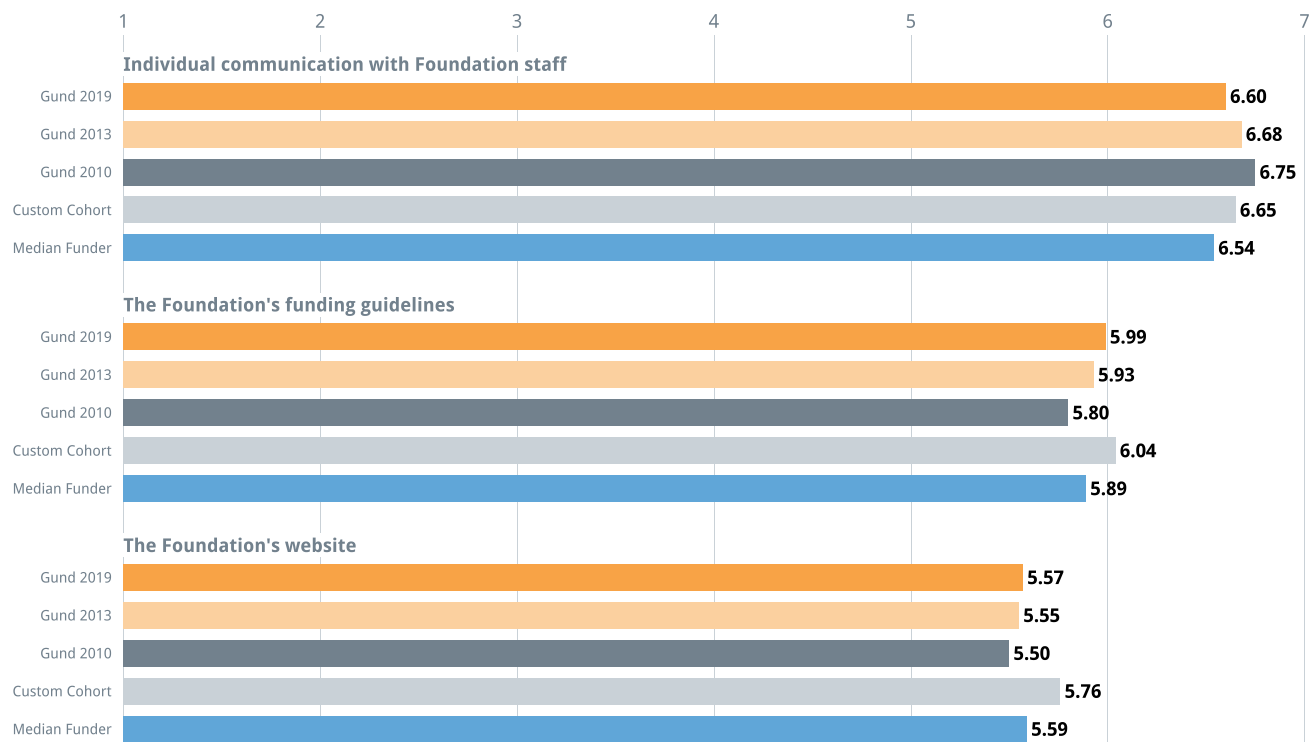
### Usage of Communication Resources



## Helpfulness of Communication Resources

1 = Not at all helpful    7 = Extremely helpful

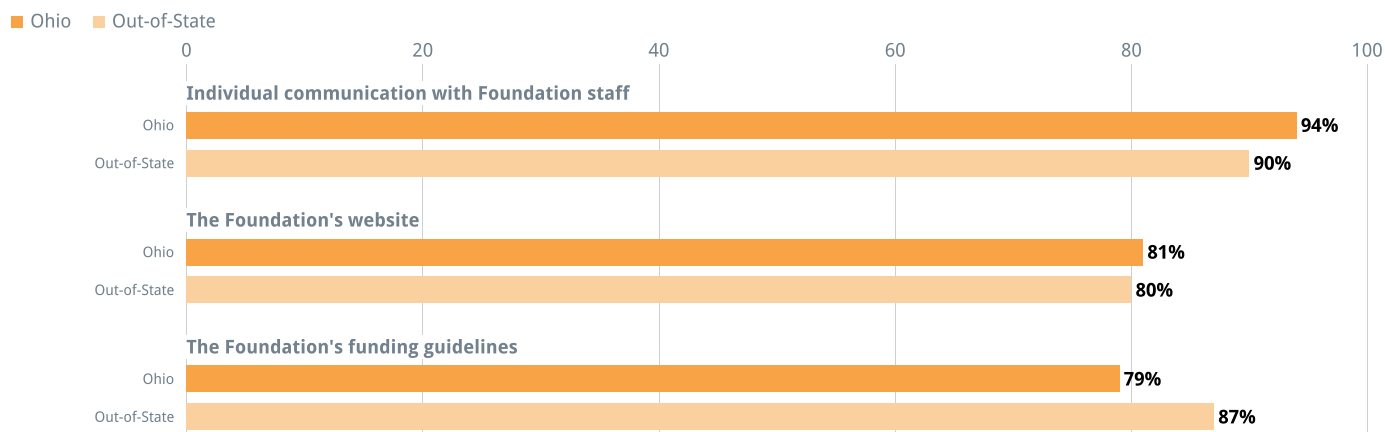
■ Gund 2019   ■ Gund 2013   ■ Gund 2010   ■ Custom Cohort   ■ Median Funder



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

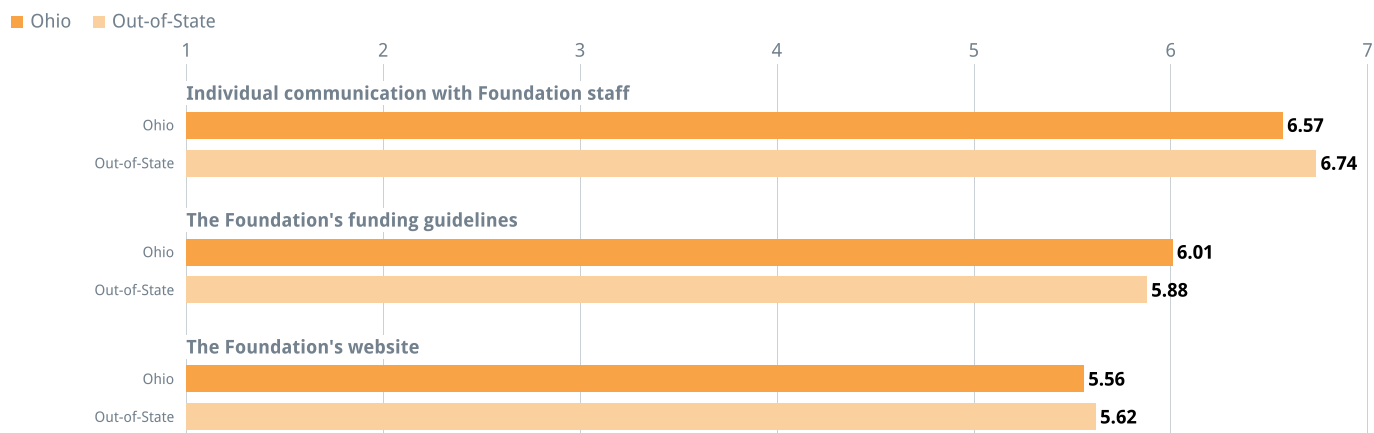
**"Please indicate whether you used any of the following resources, and if so how helpful you found each."**

### Usage of Communication Resources - By Subgroup



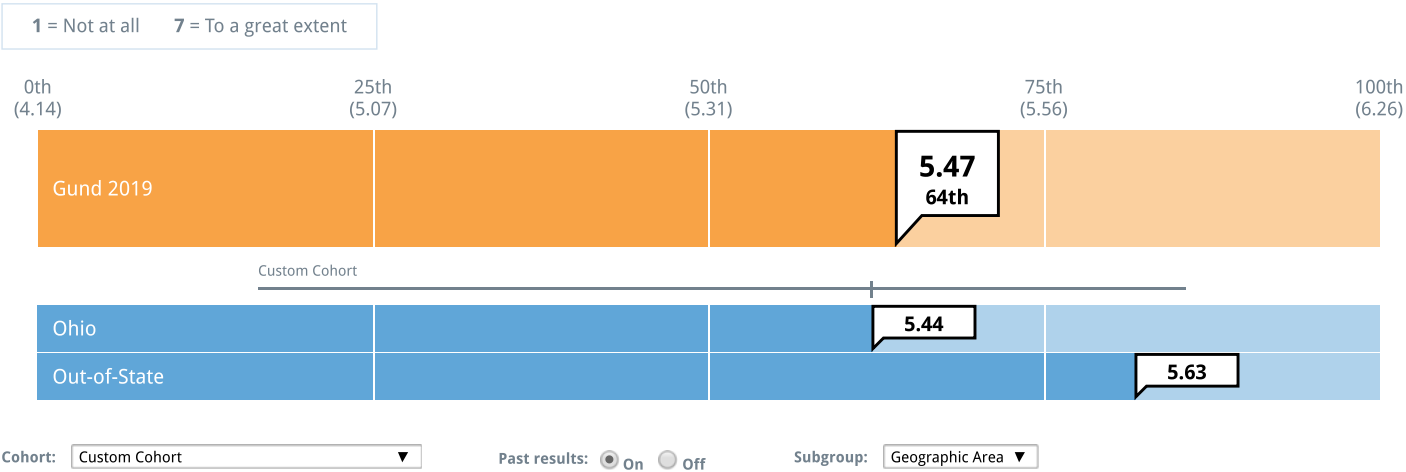
### Helpfulness of Communication Resources - By Subgroup

1 = Not at all helpful 7 = Extremely helpful



Openness

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



## Top Predictors of Relationships

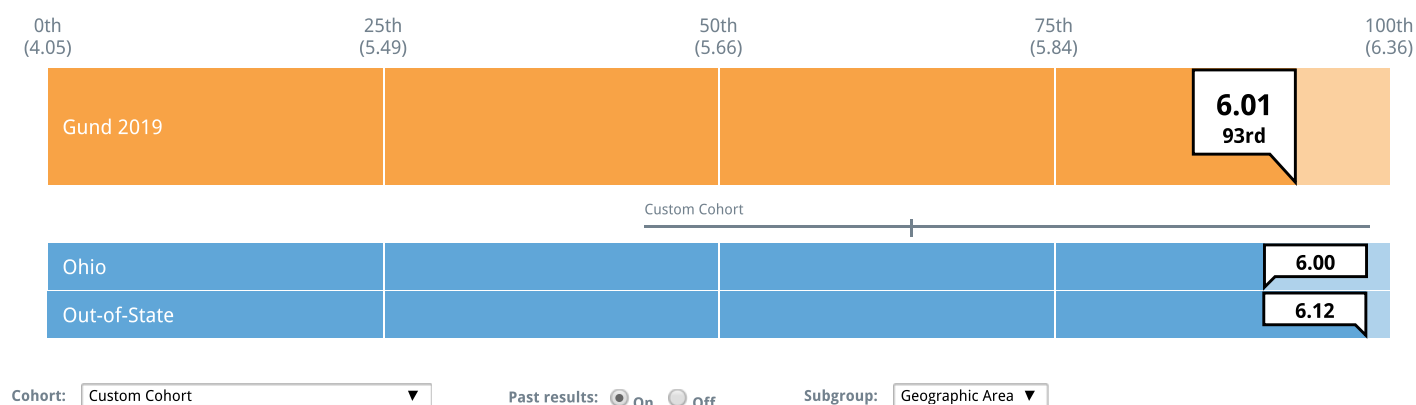
CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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

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

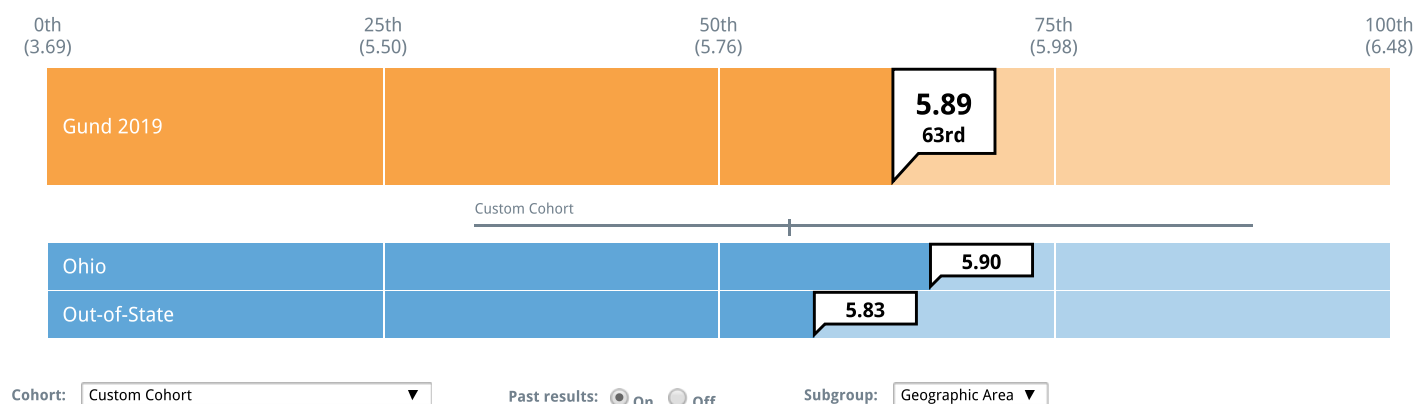
### Understanding Summary Measure

1 = Very negative    7 = Very positive



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

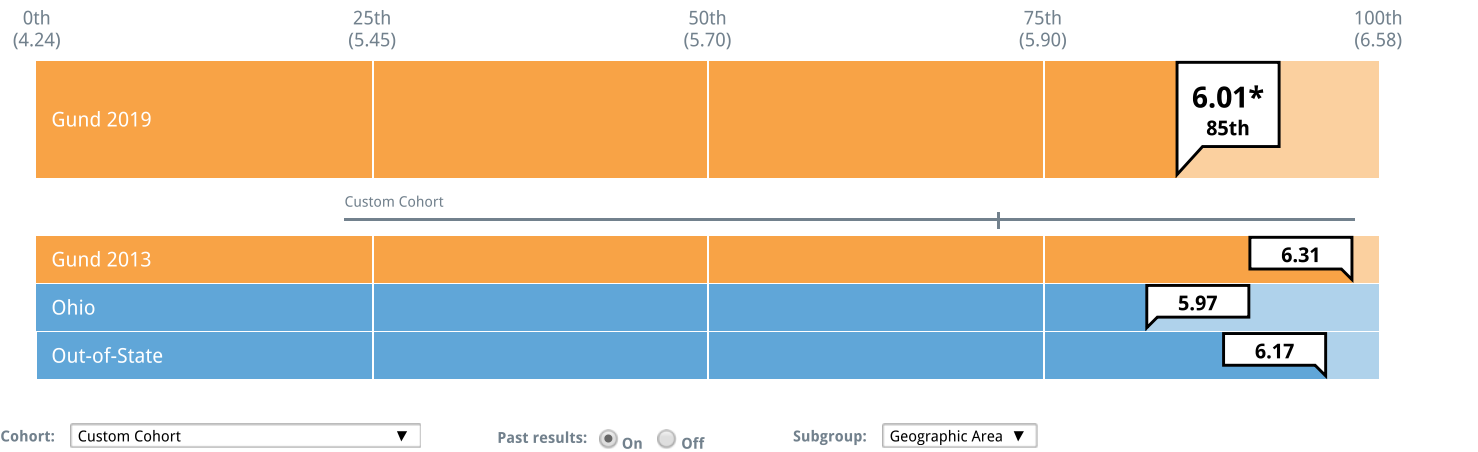
1 = Not at all transparent    7 = Extremely transparent



Beneficiary and Contextual Understanding

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

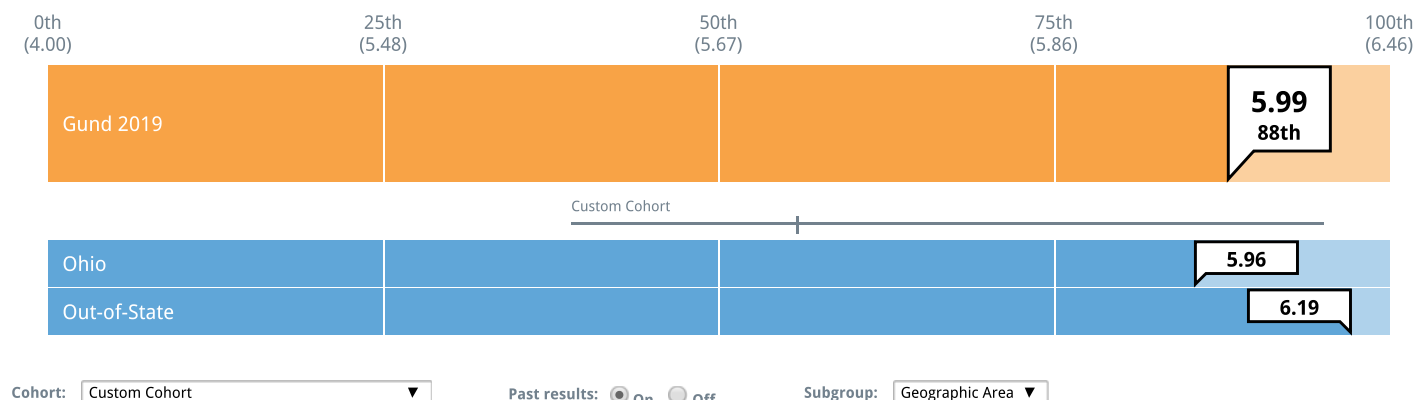
1 = Limited understanding    7 = Thorough understanding



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

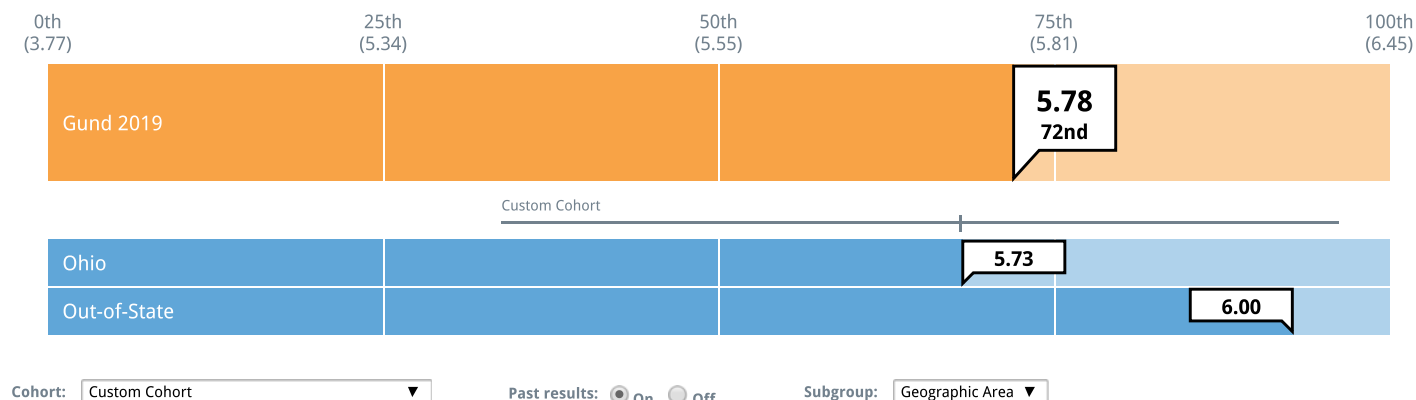
### How well does the Foundation understand your intended beneficiaries' needs?

1 = Limited understanding    7 = Thorough understanding



### 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

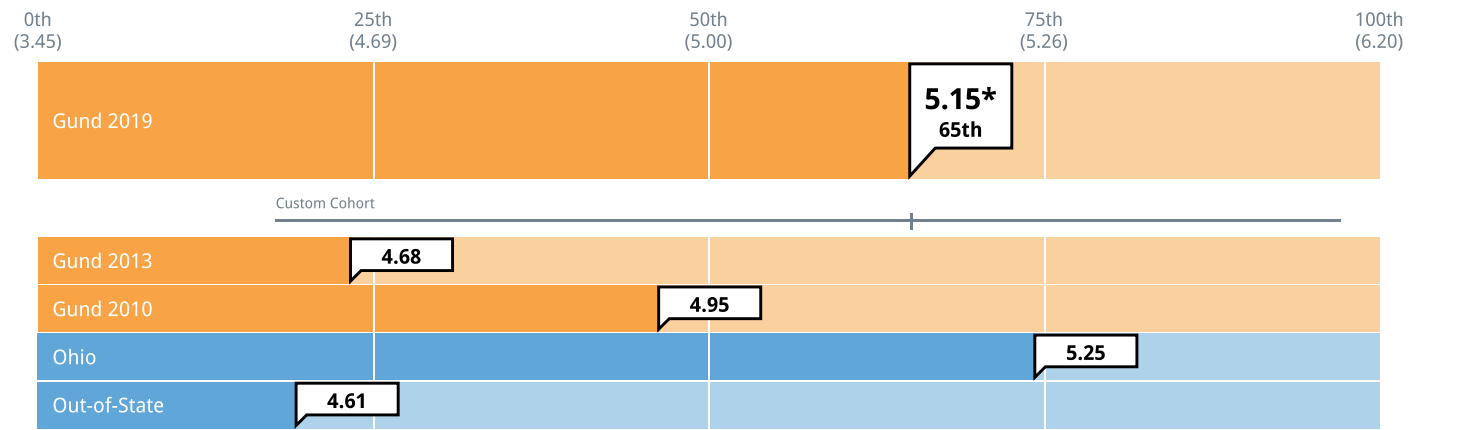




Grant Processes

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: Custom Cohort

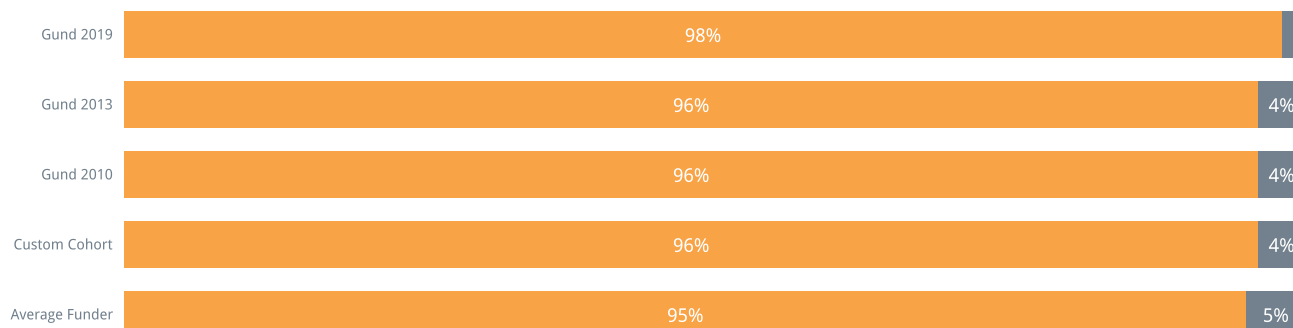
Past results: ☒ On ☐ Off

Subgroup: Geographic Area

## Selection Process

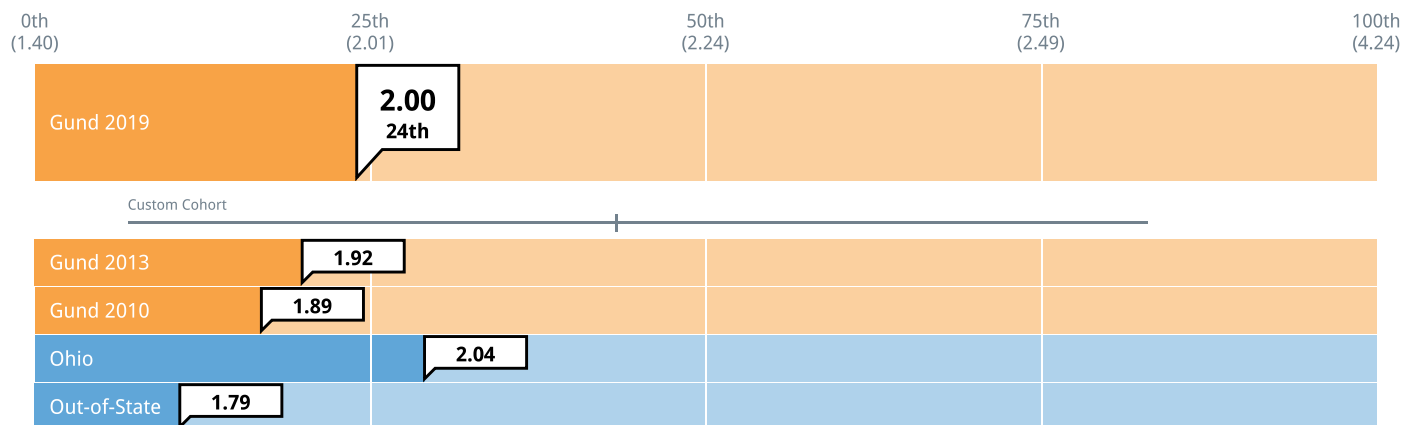
### Did you submit a proposal for this grant?

Submitted a proposal Did not submit a proposal



### 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: Geographic 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	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
Less than 1 month	4%	5%	4%	7%	7%
1 - 3 months	54%	59%	59%	55%	52%
4 - 6 months	37%	28%	32%	29%	30%
7 - 9 months	2%	5%	4%	5%	9%
10 - 12 months	0%	1%	2%	2%	1%
More than 12 months	2%	1%	0%	2%	1%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Ohio	Out-of-State
Less than 1 month	4%	7%
1 - 3 months	54%	54%
4 - 6 months	38%	32%
7 - 9 months	1%	7%
10 - 12 months	0%	0%
More than 12 months	2%	0%

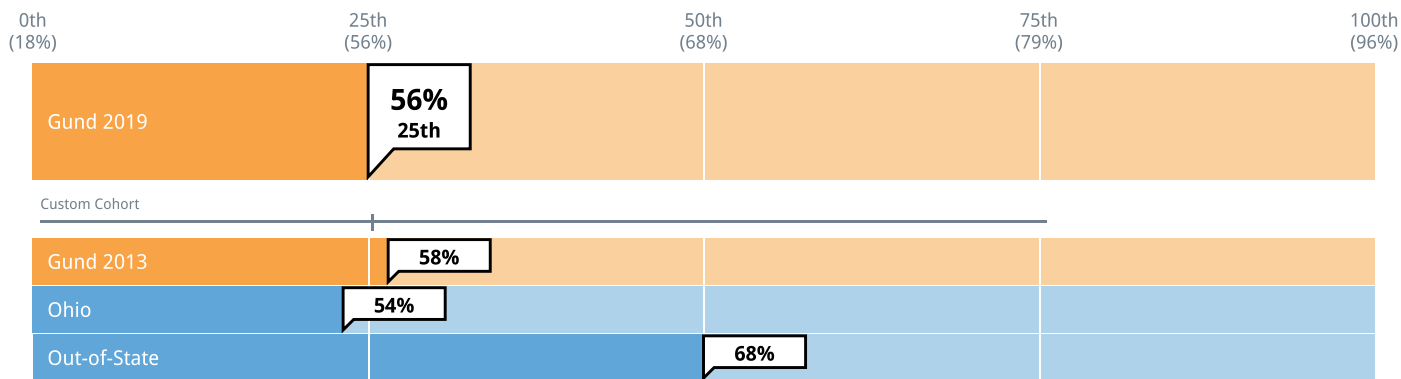
## Reporting and Evaluation Process

### Definition of Reporting and Evaluation

- "Reporting" - standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities beyond reporting undertaken to assess or learn about the grant, Gund's program, or other efforts.

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort ▼

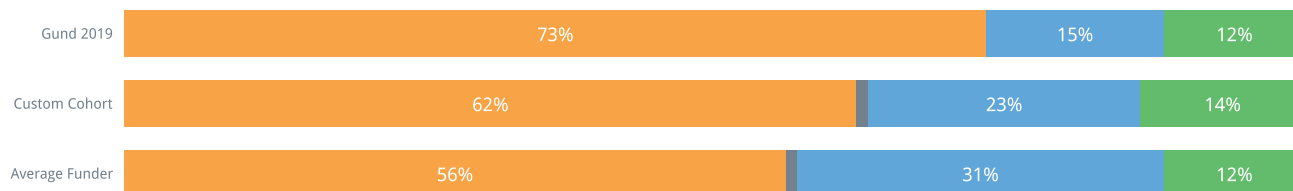
Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

The following questions were recently added to the grantee survey and depict comparative data from fewer than one-third of funders in the dataset.

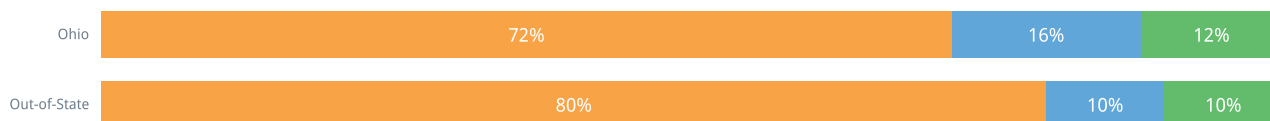
### Participation in Reporting and/or Evaluation Processes

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



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

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

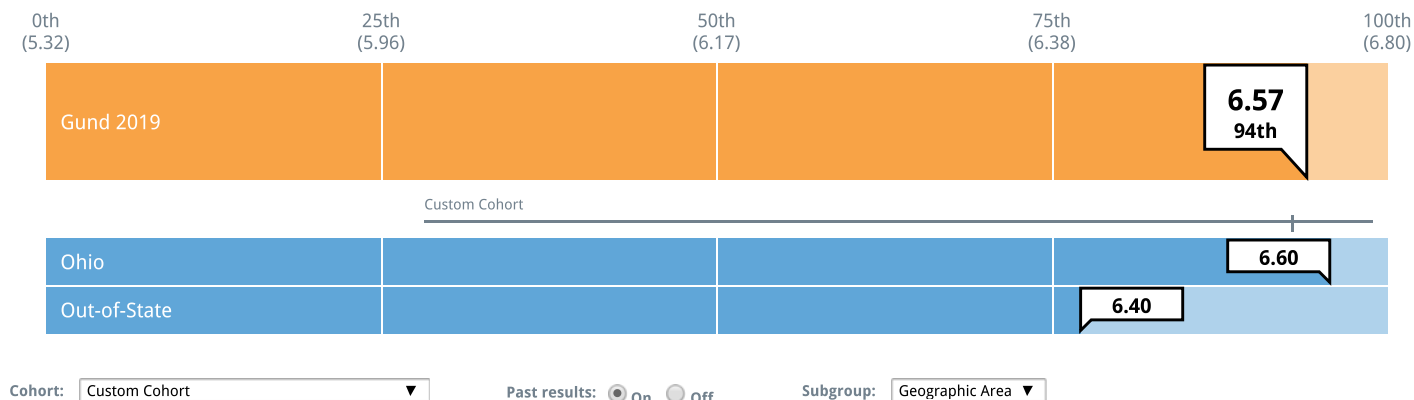


## Reporting Process

The following questions were only asked of grantees that indicated having participated in a reporting process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

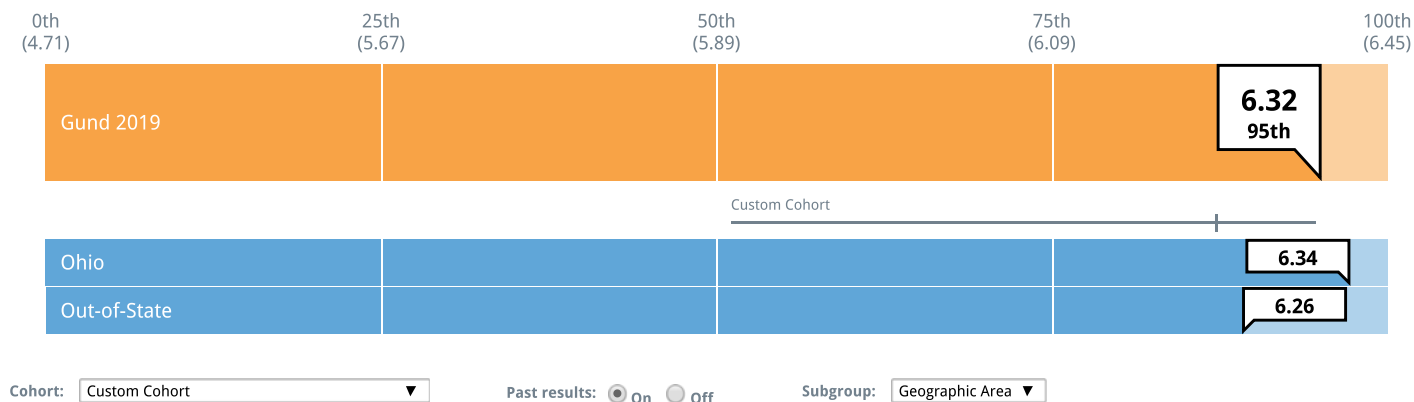
### To what extent was the Foundation's reporting process straightforward?

1 = Not at all    7 = To a great extent



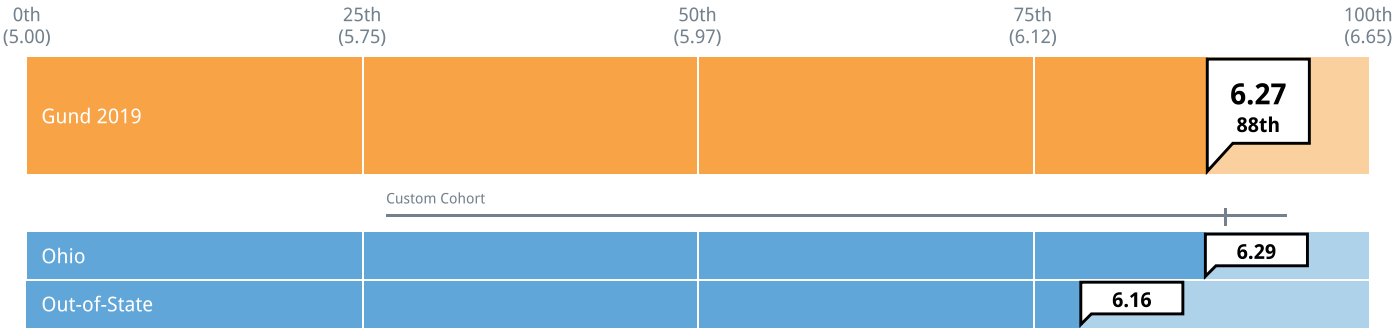
### To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all    7 = To a great extent



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



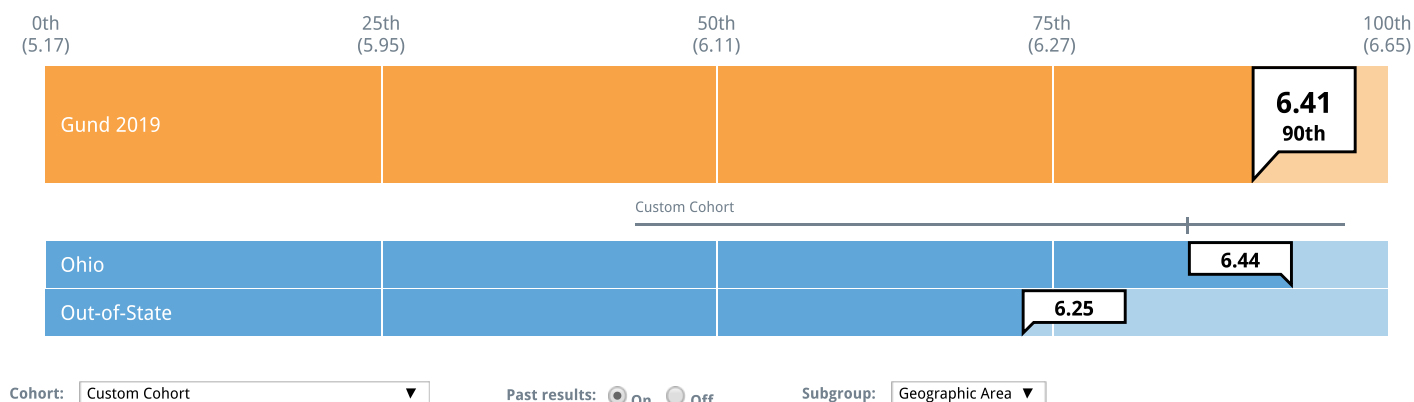
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

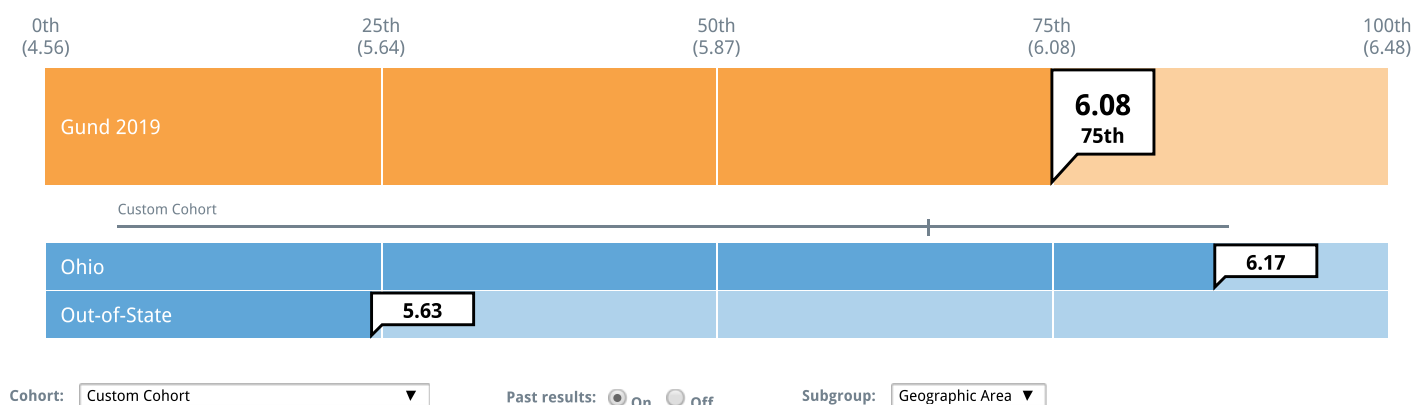
### To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

1 = Not at all    7 = To a great extent



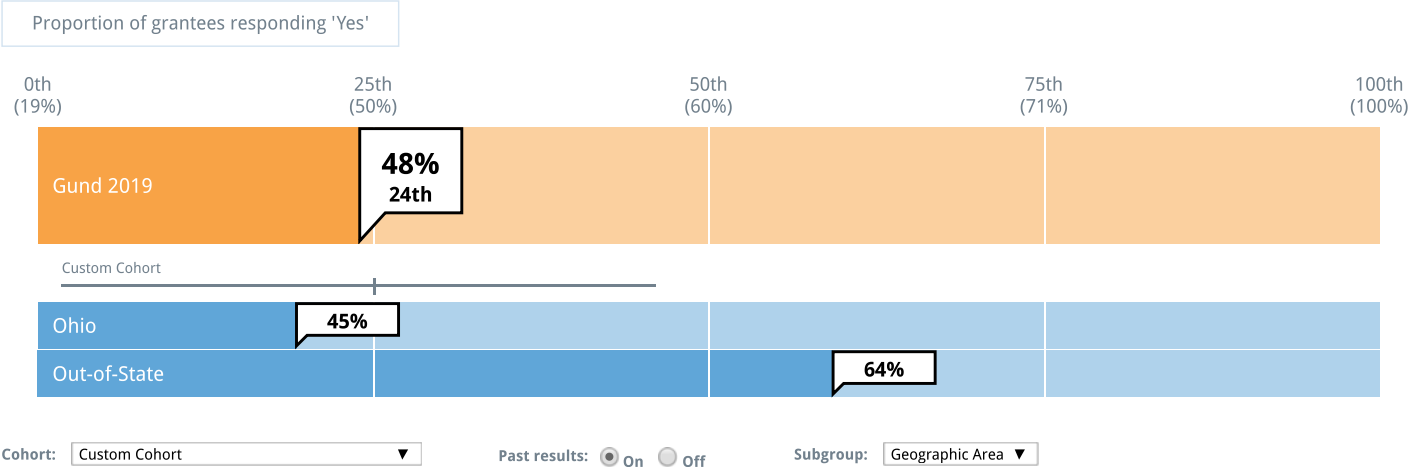
### To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?

1 = Not at all    7 = To a great extent





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?

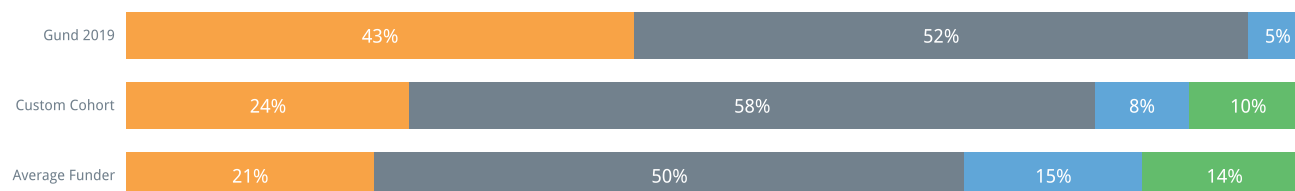


## Evaluation Process

The following questions were only asked of grantees that indicated having participated in an evaluation process. See the “Reporting and Evaluation Process” page for data on the proportion of grantees participating in this process.

### Who was primarily responsible for carrying out the evaluation?

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



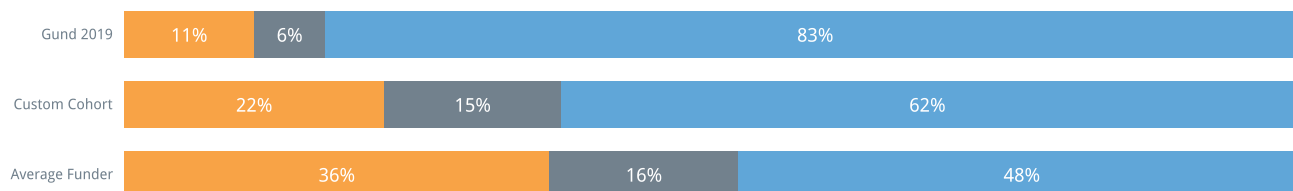
### Who was primarily responsible for carrying out the evaluation? (By Subgroup)

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



### Did the Foundation provide financial support for the evaluation?

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



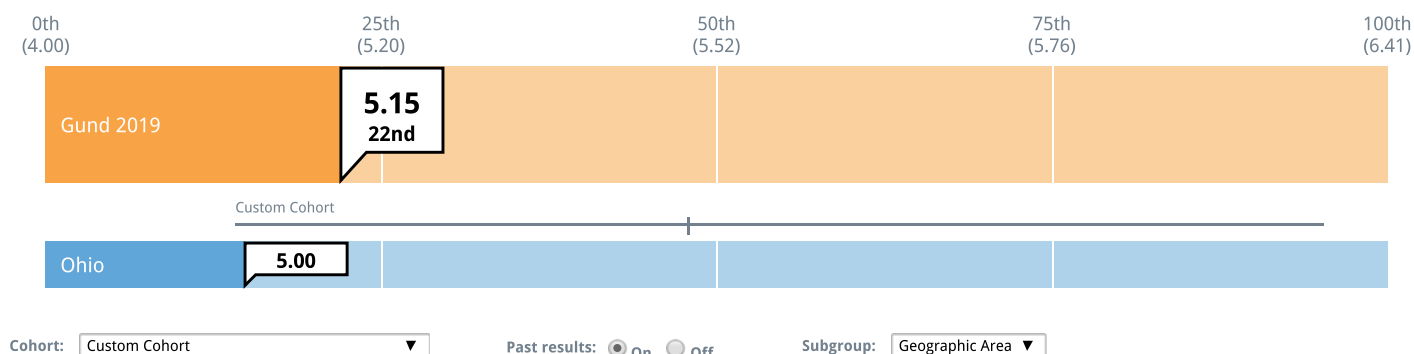
### Did the Foundation provide financial support for the evaluation? (By Subgroup)

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

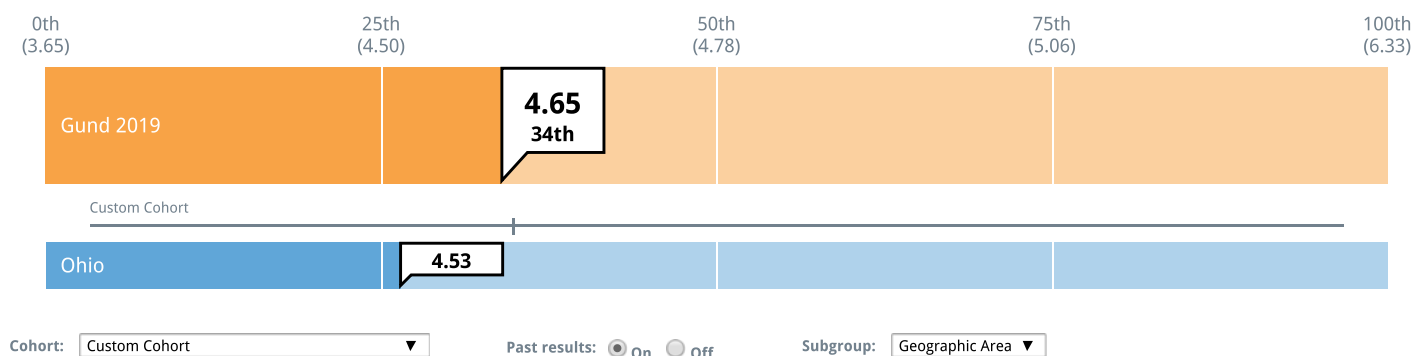


**To what extent did the evaluation incorporate input from your organization in the design of the evaluation?**

1 = Not at all    7 = To a great extent

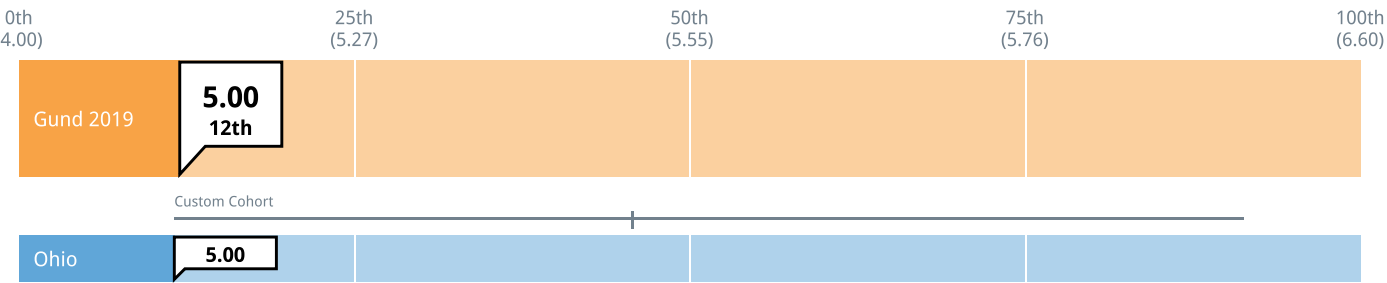
**To what extent did the evaluation result in your organization making changes to the work that was evaluated?**

1 = Not at all    7 = To a great extent



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: Custom Cohort ▼

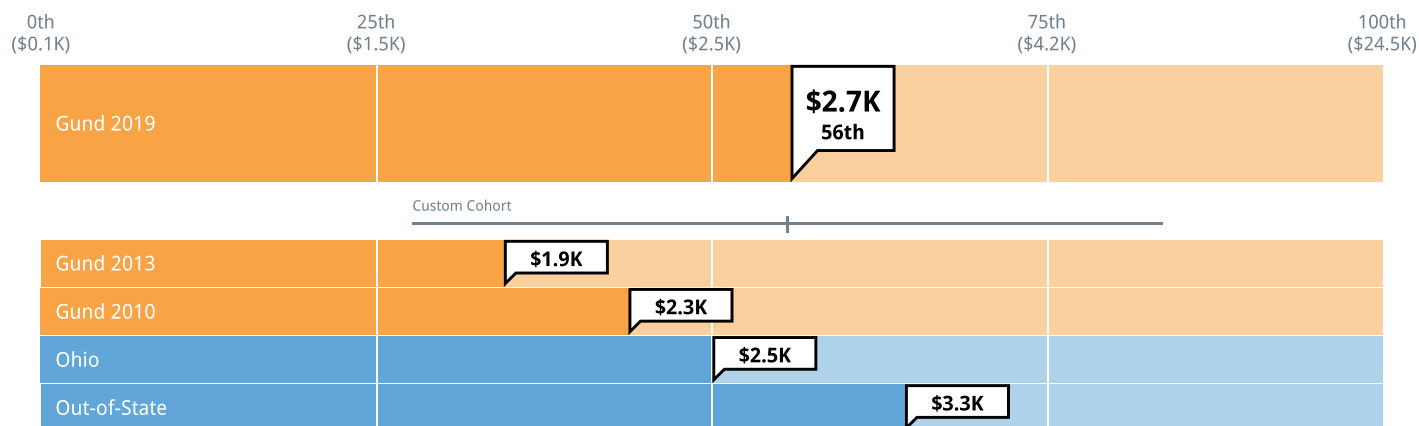
Past results: ☒ On ☐ Off

Subgroup: Geographic 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

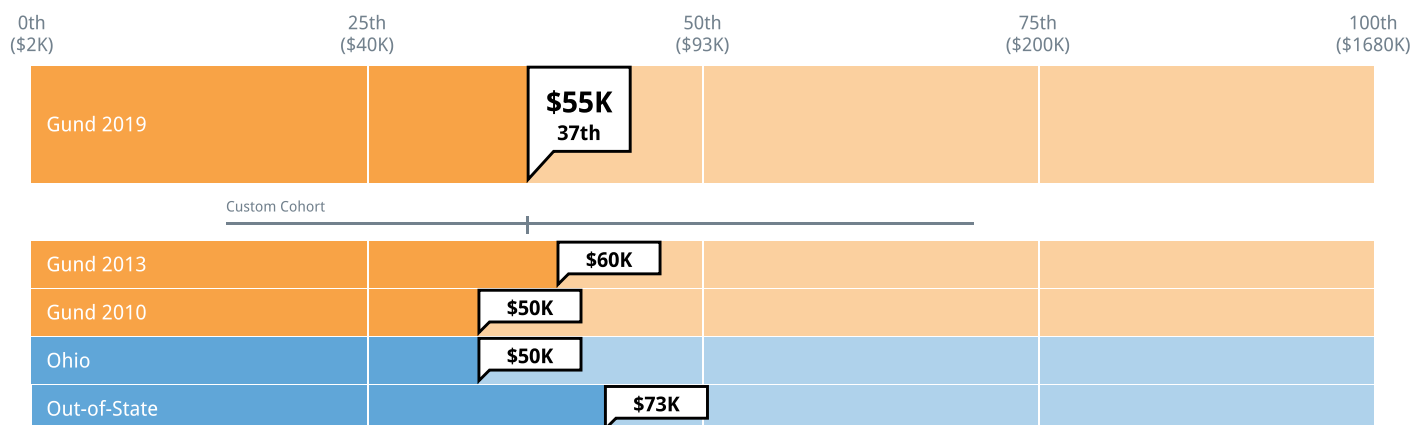


Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

### Median Grant Size

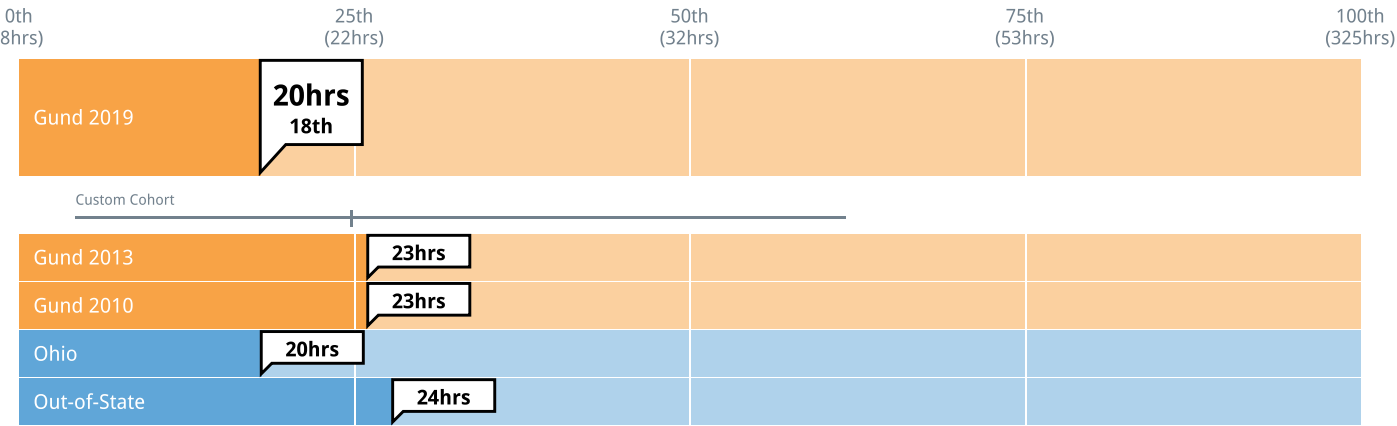


Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

Median hours spent by grantees on funder requirements over grant lifetime



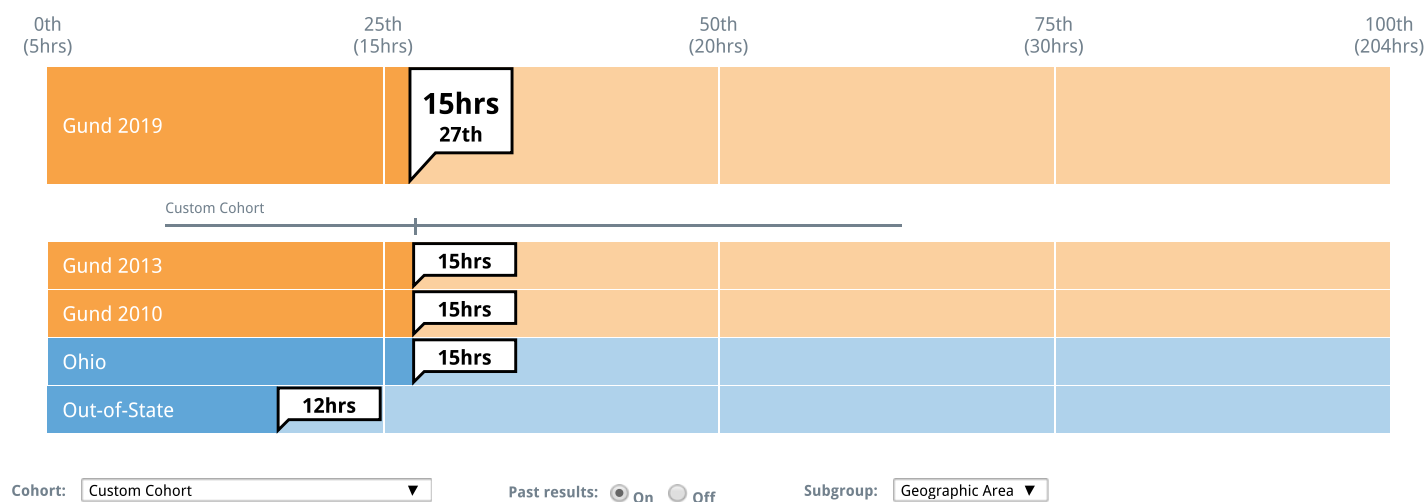
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Geographic Area ▼

## Time Spent on Selection Process

### Median Hours Spent on Proposal and Selection Process



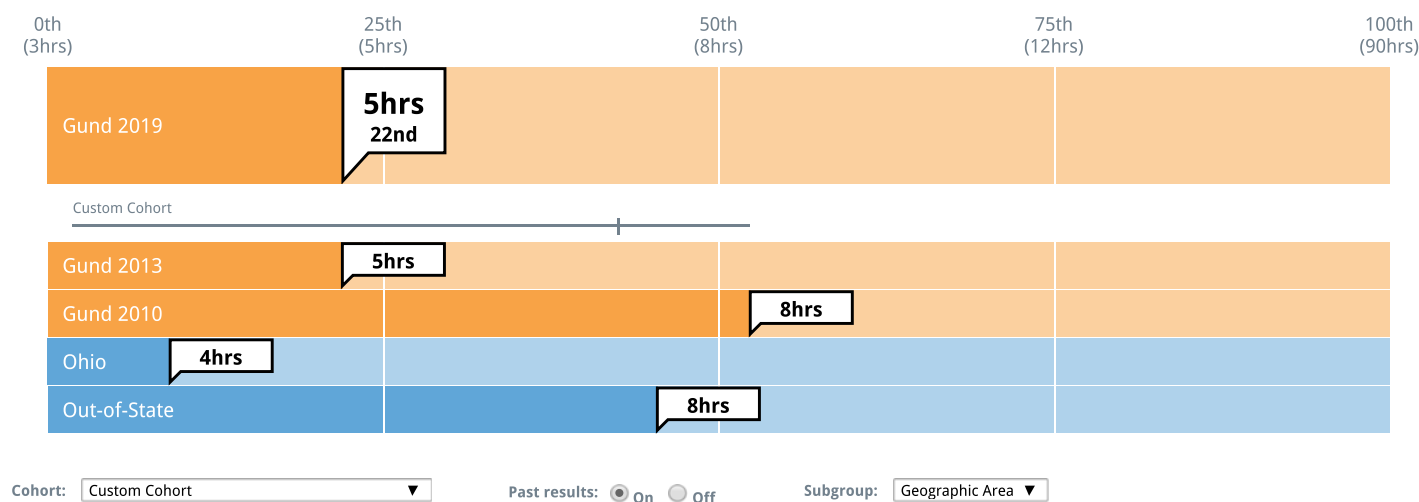
Time Spent On Proposal And Selection Process	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
1 to 9 hours	29%	21%	32%	21%	25%
10 to 19 hours	30%	36%	28%	21%	27%
20 to 29 hours	24%	26%	20%	18%	21%
30 to 39 hours	2%	6%	5%	8%	6%
40 to 49 hours	8%	7%	8%	12%	10%
50 to 99 hours	4%	4%	5%	11%	7%
100 to 199 hours	2%	1%	1%	6%	2%
200+ hours	0%	0%	1%	3%	1%

Time Spent On Proposal And Selection Process (By Subgroup)	Ohio	Out-of-State
1 to 9 hours	27%	38%
10 to 19 hours	31%	24%
20 to 29 hours	23%	28%
30 to 39 hours	3%	0%
40 to 49 hours	9%	3%
50 to 99 hours	4%	3%
100 to 199 hours	2%	3%
200+ hours	0%	0%



## Time Spent on Reporting and Evaluation Process

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



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
1 to 9 hours	70%	67%	58%	53%	63%
10 to 19 hours	18%	16%	25%	20%	20%
20 to 29 hours	5%	8%	11%	10%	8%
30 to 39 hours	1%	3%	1%	4%	2%
40 to 49 hours	5%	3%	1%	4%	3%
50 to 99 hours	1%	2%	2%	5%	3%
100+ hours	0%	1%	2%	5%	2%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Ohio	Out-of-State
1 to 9 hours	73%	56%
10 to 19 hours	16%	30%
20 to 29 hours	5%	0%
30 to 39 hours	0%	7%
40 to 49 hours	5%	4%
50 to 99 hours	1%	4%
100+ hours	0%	0%

## Non-Monetary Assistance

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

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 Gund facilities
	Provided seminars/forums/convenings	Staff/management training
		Fundraising support
		Diversity, equity, and inclusion assistance

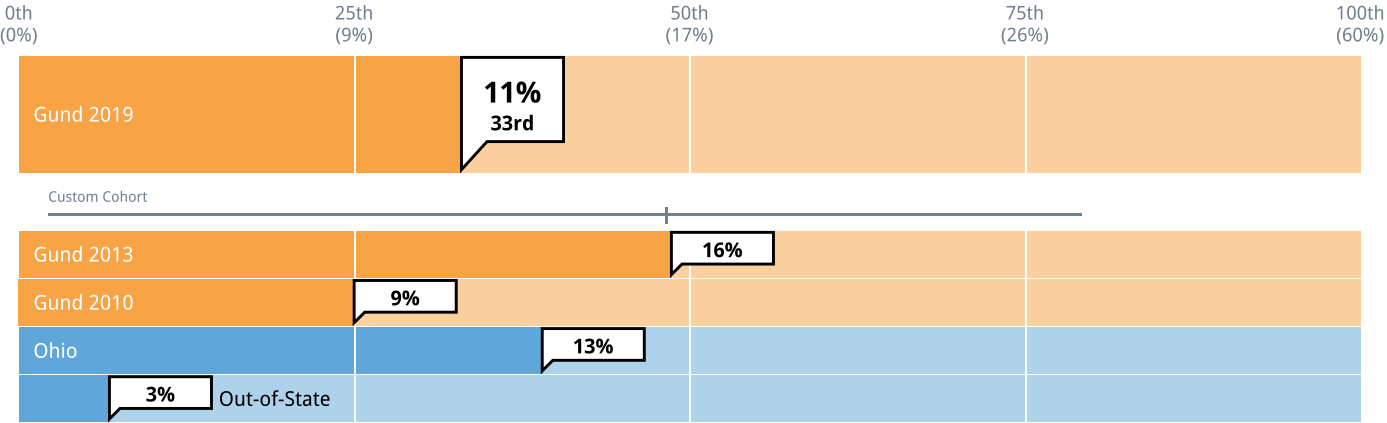
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



Non-Monetary Assistance Patterns	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
Comprehensive	4%	5%	4%	7%	5%
Field-focused	8%	11%	5%	12%	9%
Little	49%	44%	45%	40%	40%
None	39%	40%	46%	41%	46%

Non-Monetary Assistance Patterns (By Subgroup)	Ohio	Out-of-State
Comprehensive	5%	0%
Field-focused	8%	3%
Little	49%	50%
None	38%	47%

Proportion of grantees that received field-focused or comprehensive assistance



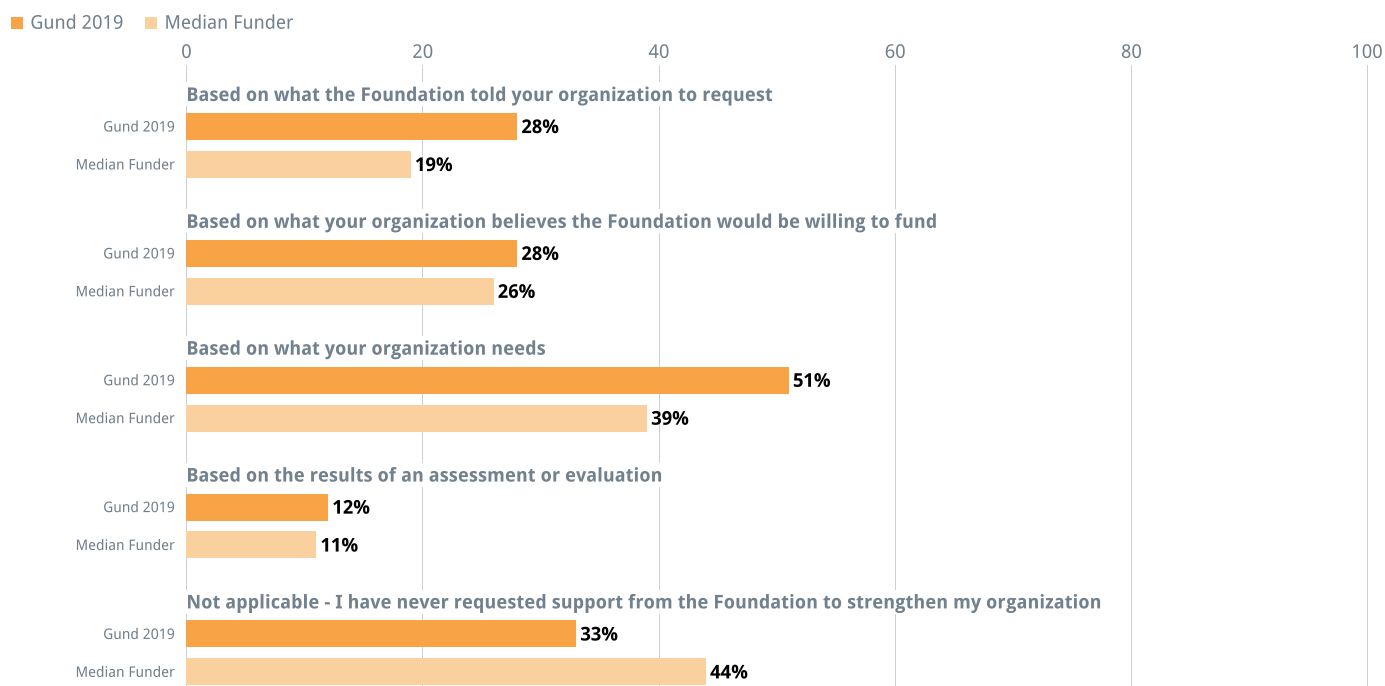
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

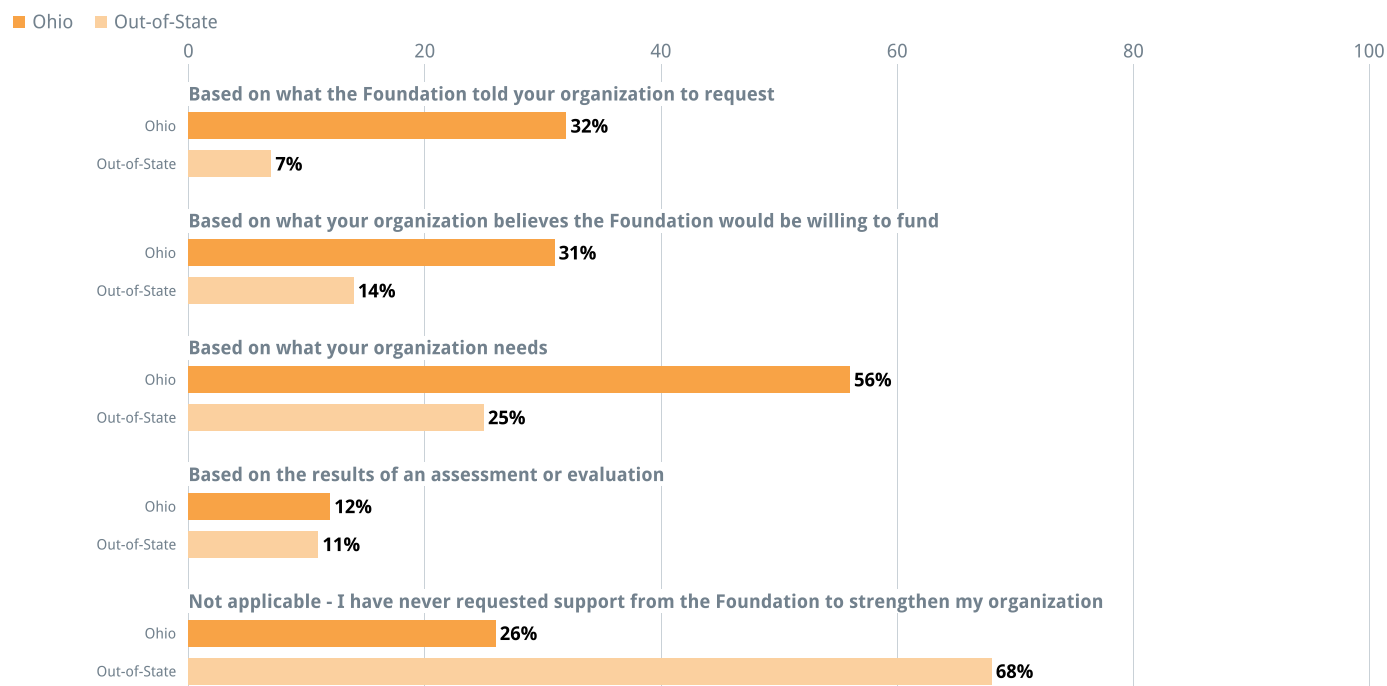
Subgroup: Geographic Area ▼

The following question was recently added to the grantee survey and depict comparative data from 23 funders in the dataset.

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



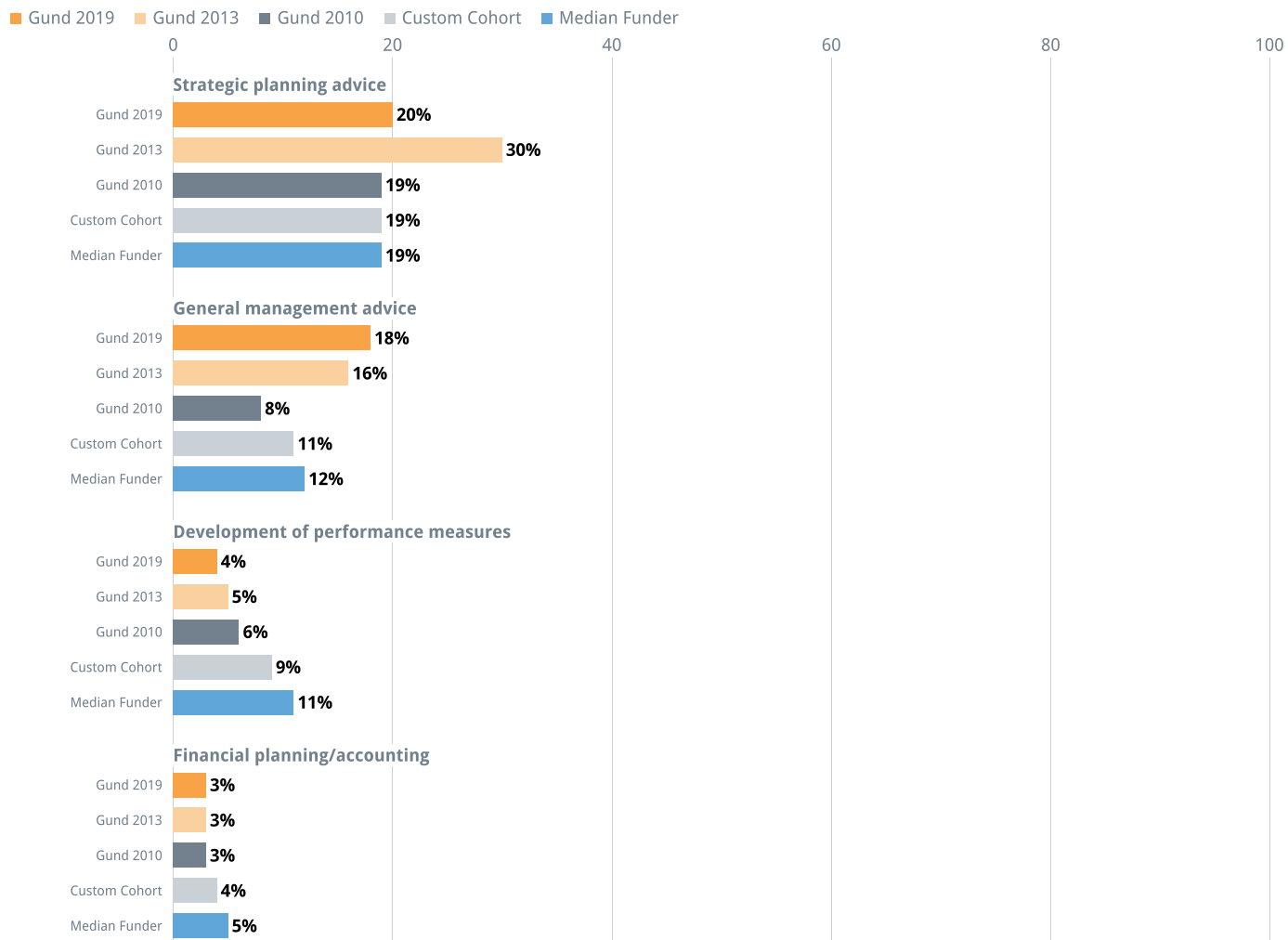
**If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for? - By Subgroup**



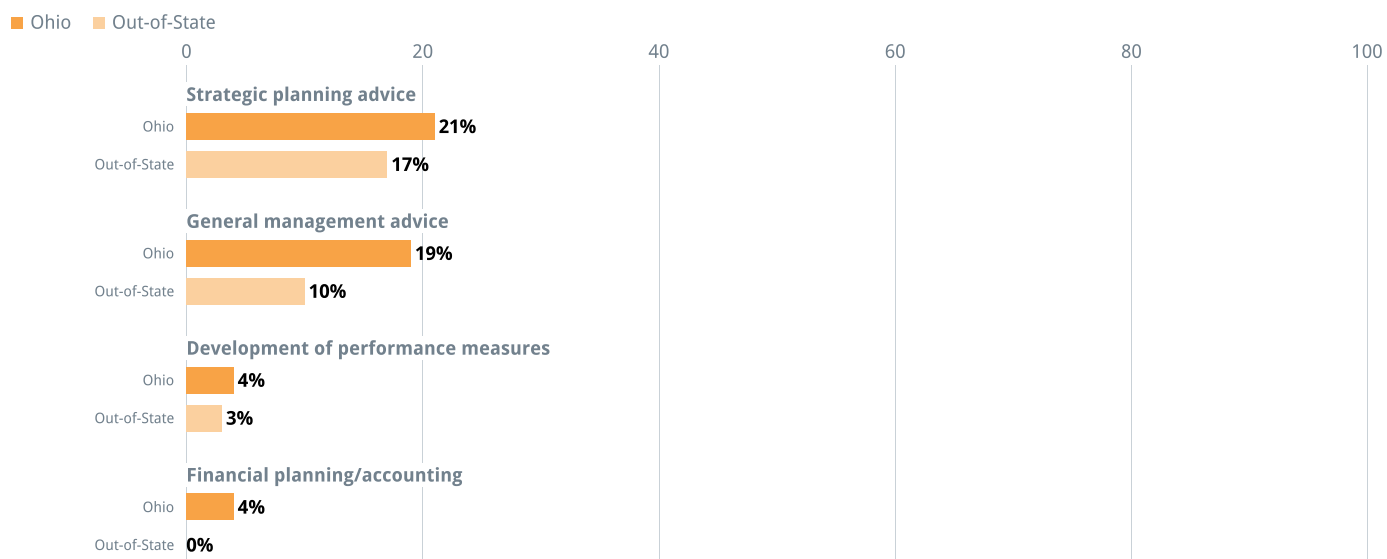
## Management Assistance Activities

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

### Percentage of Grantees that Received Management Assistance



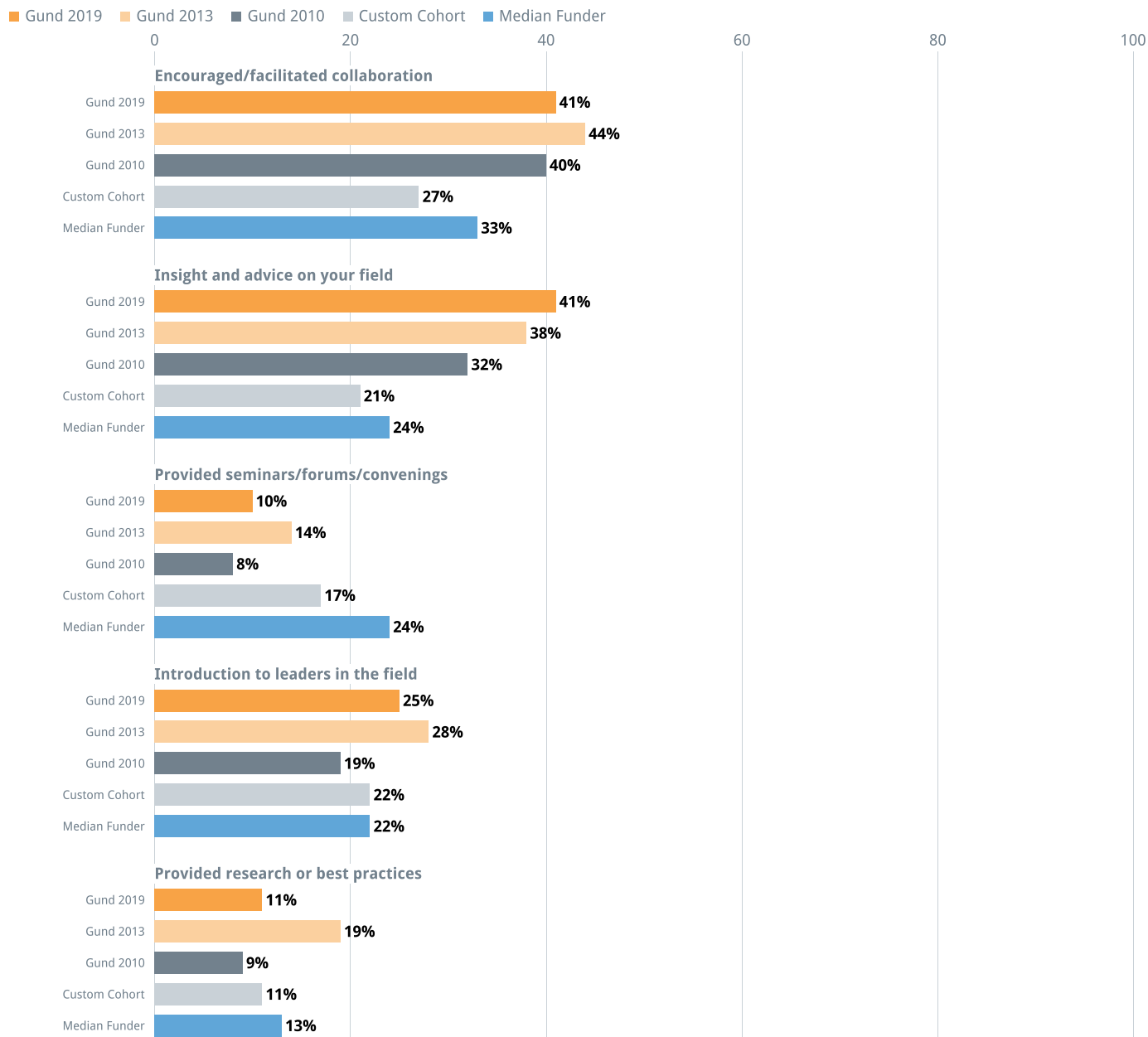
## Percentage of Grantees that Received Management Assistance - By Subgroup



## Field-Related Assistance Activities

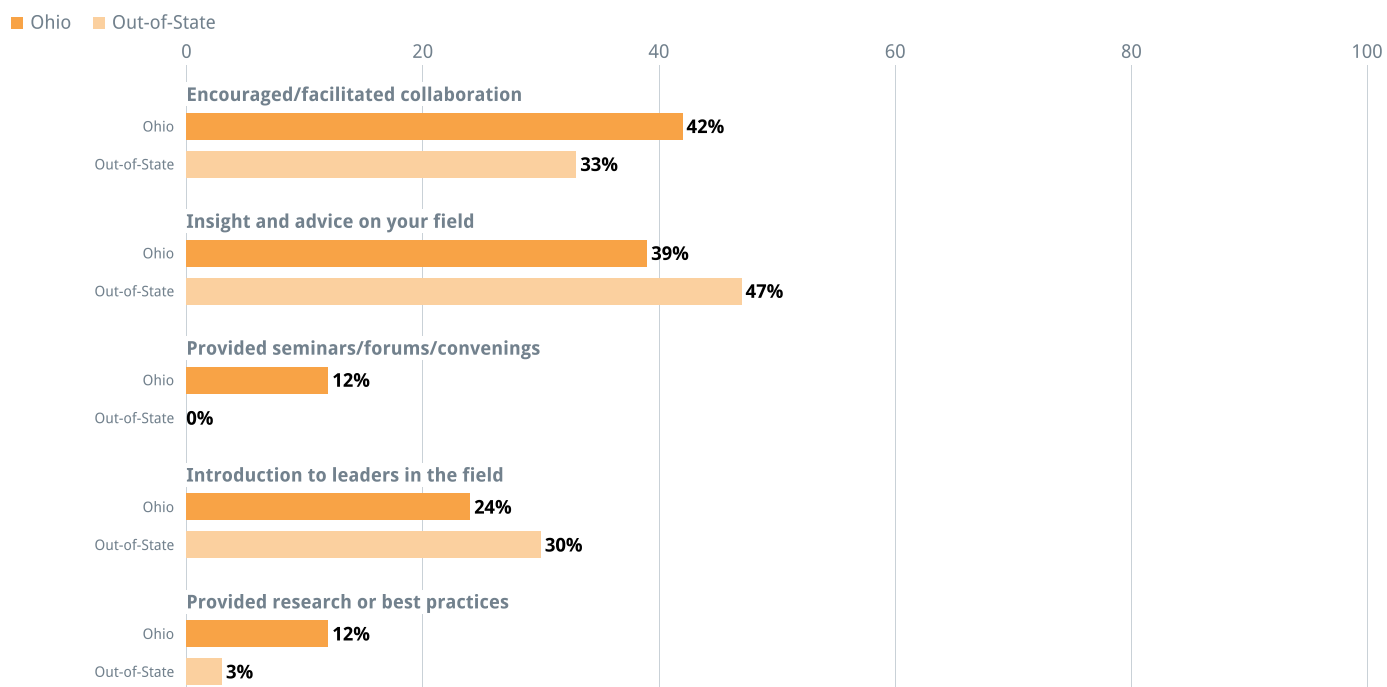
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Gund) associated with this funding."

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





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

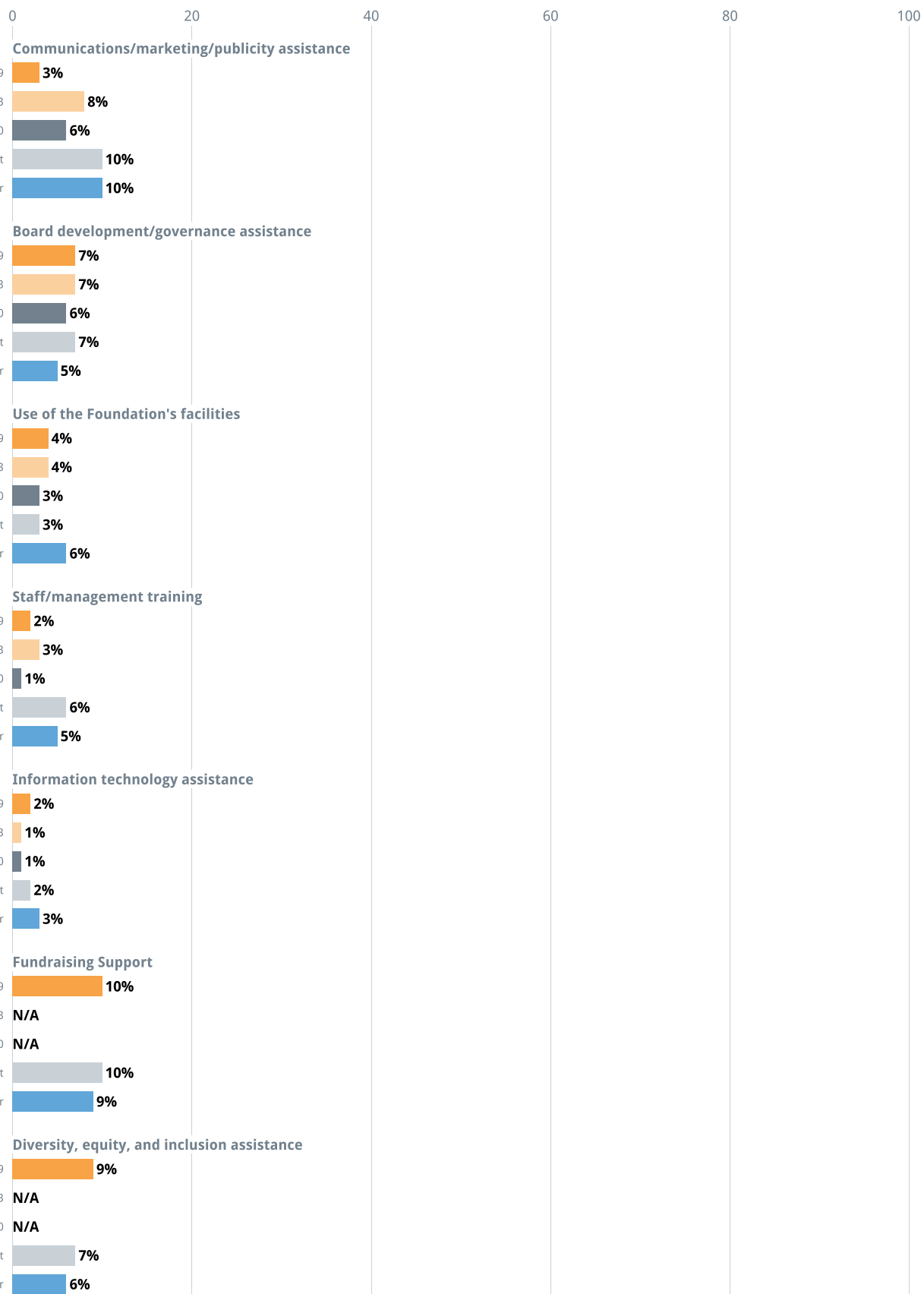


## Other Assistance Activities

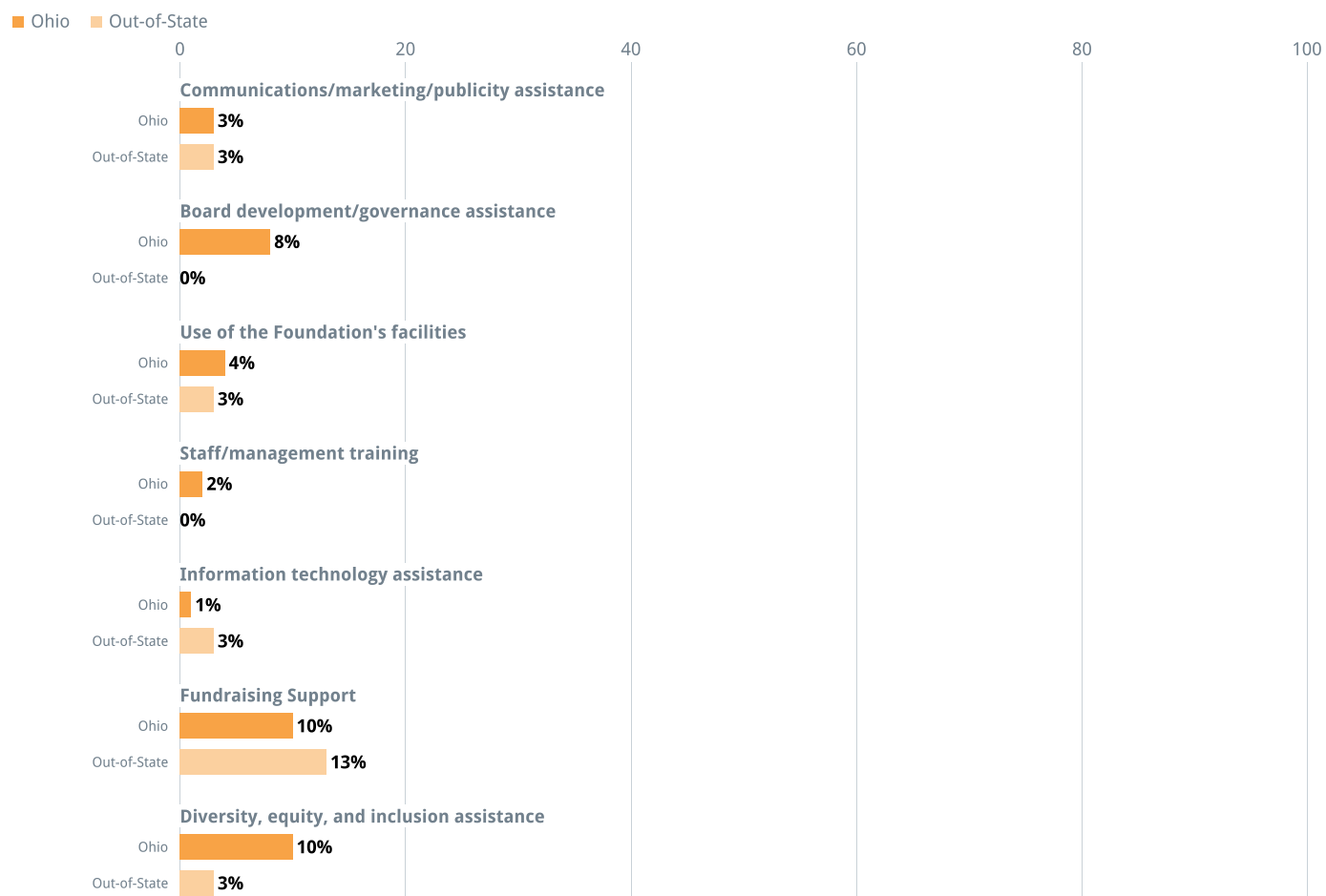
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Gund) associated with this funding."

### Percentage of Grantees that Received Other Assistance

■ Gund 2019 ■ Gund 2013 ■ Gund 2010 ■ Custom Cohort ■ Median Funder



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

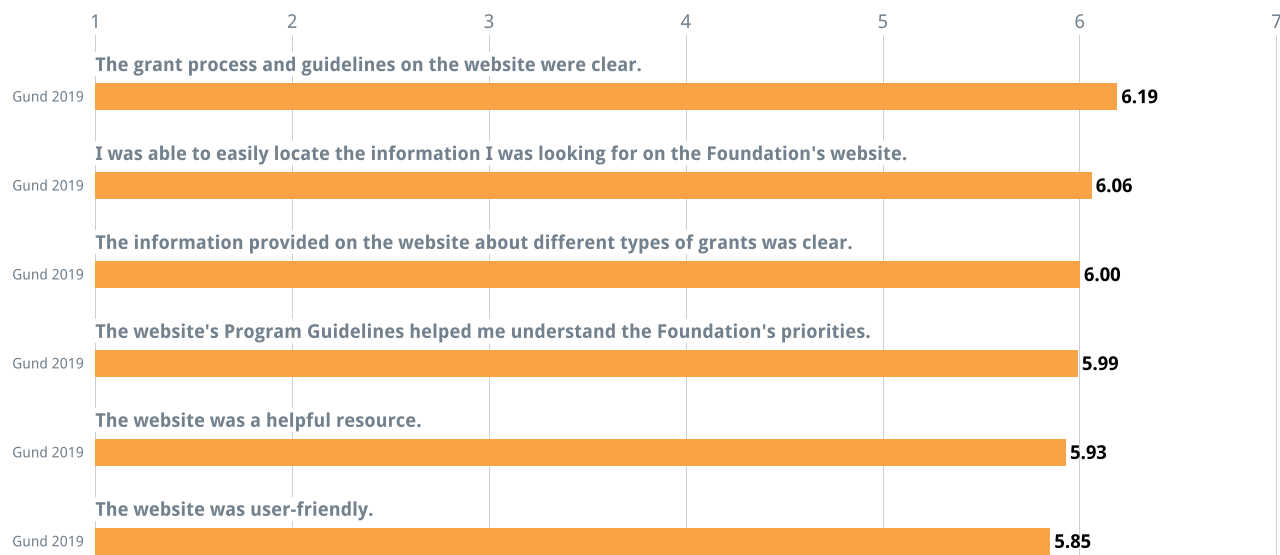


## Customized Questions for George Gund Foundation

To what extent do you agree or disagree with the following statements about the Foundation's website?

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

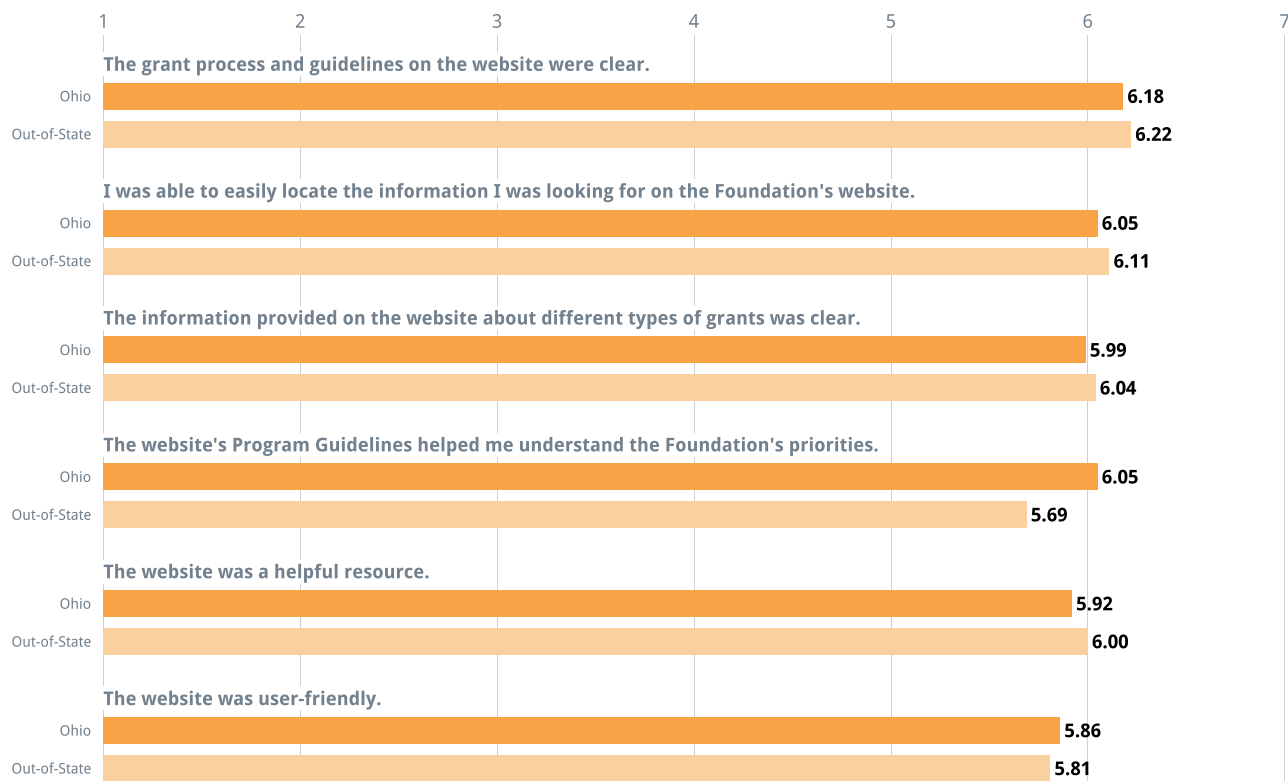
■ Gund 2019



## To what extent do you agree or disagree with the following statements about the Foundation's website? - By Subgroup

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

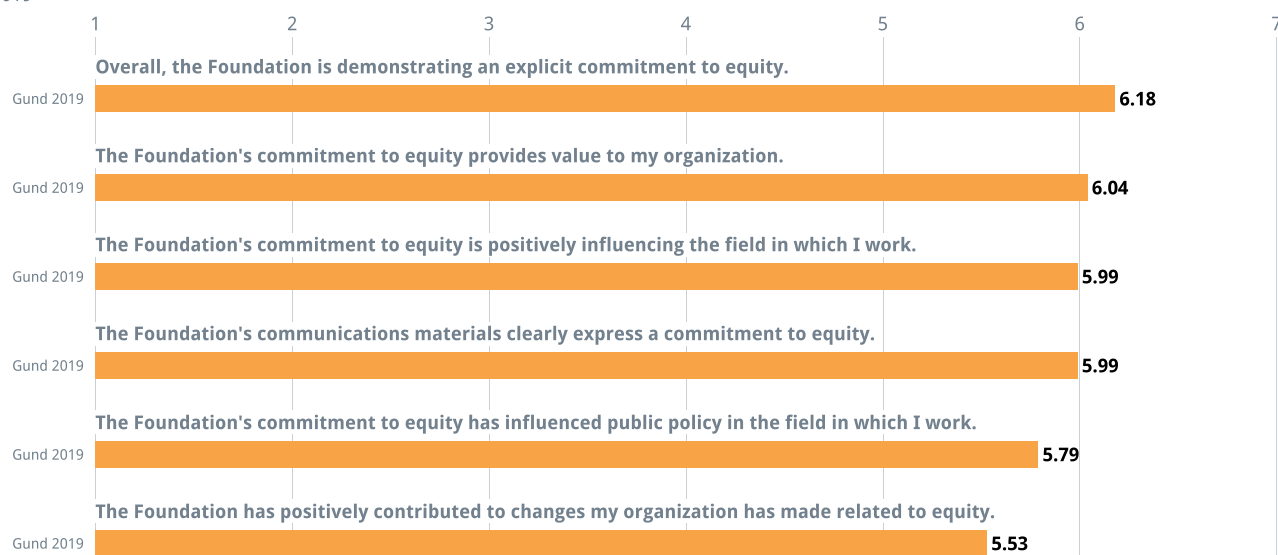
■ Ohio    ■ Out-of-State



Please assess how well the Foundation conveys a commitment to racial equity, diversity and inclusion by rating the extent to which you agree or disagree with the following statements:

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

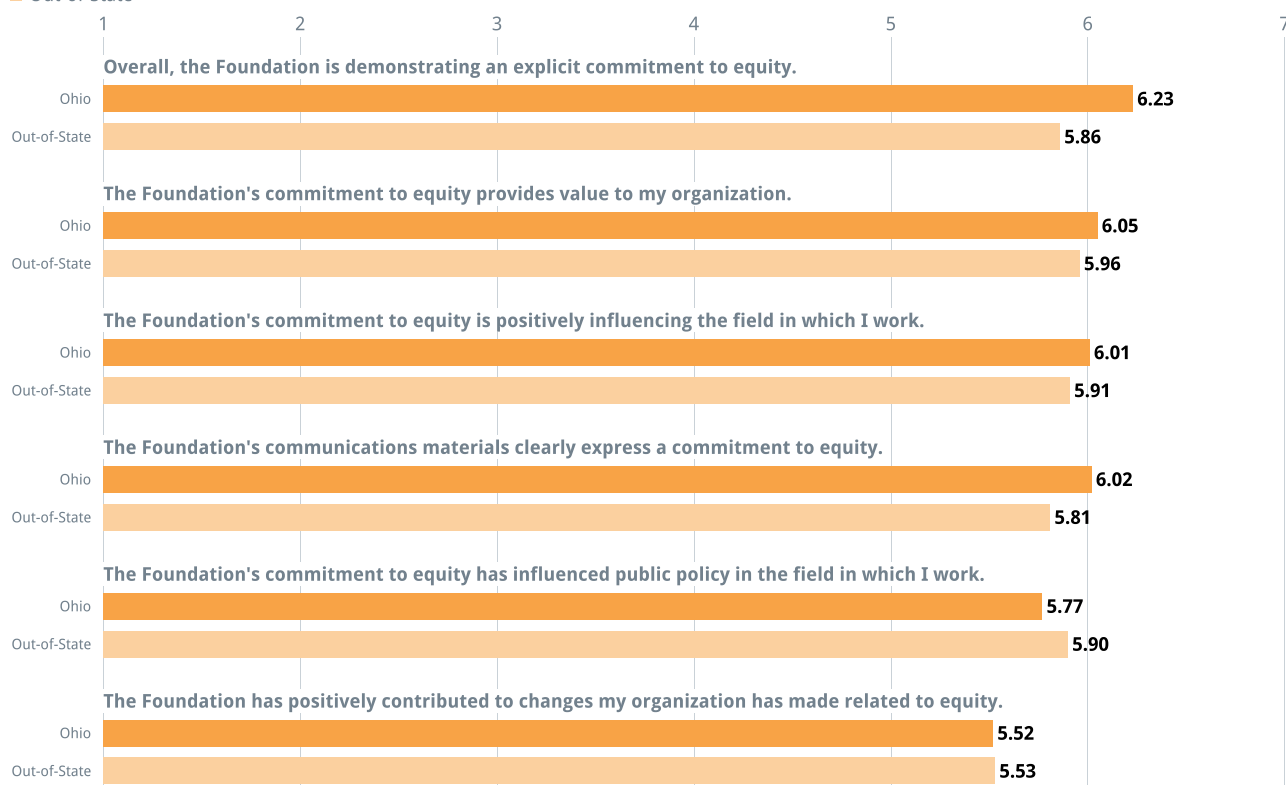
■ Gund 2019



Please assess how well the Foundation conveys a commitment to racial equity, diversity and inclusion by rating the extent to which you agree or disagree with the following statements: - By Subgroup

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

■ Ohio    ■ Out-of-State





"In response to the U.S. political landscape, is your organization changing or planning to change the emphasis of its work in the following areas?"

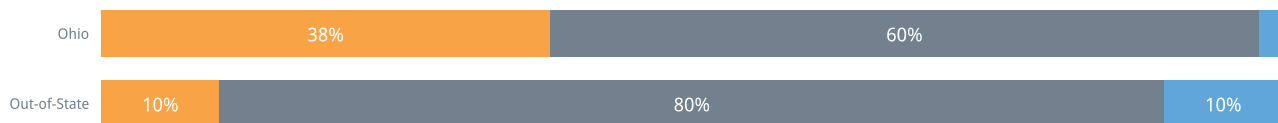
### Direct service work

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



### Direct service work - By Subgroup

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



### Policy/advocacy work

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



### Policy/advocacy work - By Subgroup

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



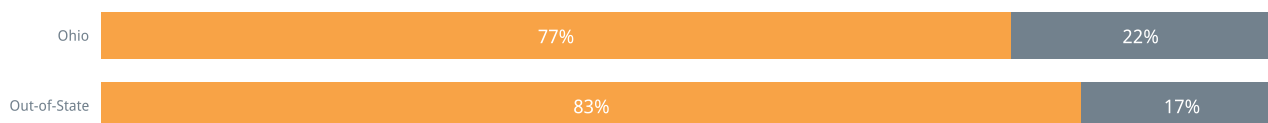
## Collaboration with other nonprofit organizations

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



## Collaboration with other nonprofit organizations - By Subgroup

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



### Collaboration with other sectors

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



### Collaboration with other sectors - By Subgroup

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



Local community engagement efforts

Increasing emphasis   No change in emphasis   Decreasing emphasis



Local community engagement efforts - By Subgroup

Increasing emphasis   No change in emphasis   Decreasing emphasis



### Collecting input from your beneficiaries

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



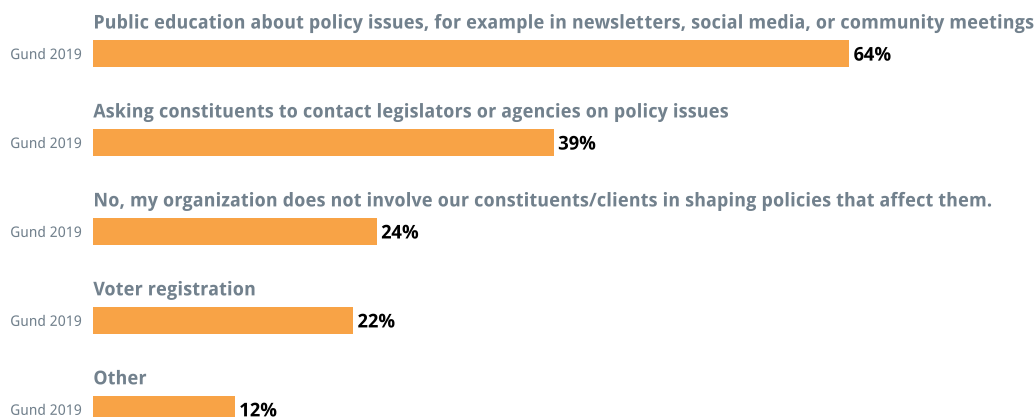
### Collecting input from your beneficiaries - By Subgroup

■ Increasing emphasis ■ No change in emphasis ■ Decreasing emphasis



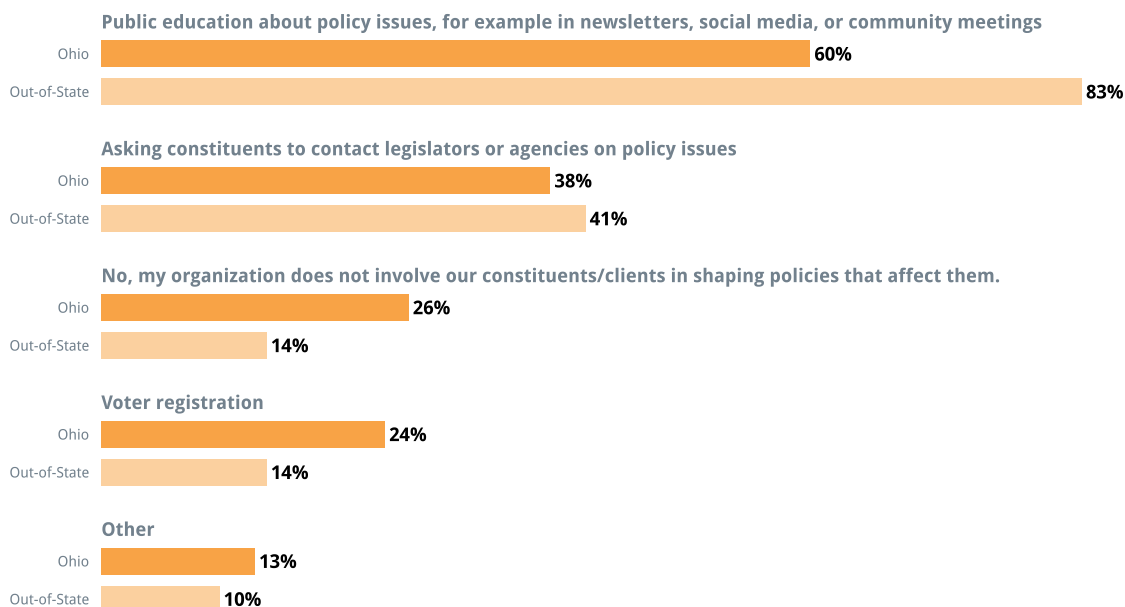
**Does your organization use any of the following approaches to involve your constituents/clients in shaping policies that affect them? (Please check all those that apply)**

■ Gund 2019



**Does your organization use any of the following approaches to involve your constituents/clients in shaping policies that affect them? (Please check all those that apply) - By Subgroup**

■ Ohio ■ Out-of-State



**Is your organization involved in networks or collaborative efforts to involve constituents/clients in shaping policy that affects them?**

■ No ■ Yes

**Is your organization involved in networks or collaborative efforts to involve constituents/clients in shaping policy that affects them? - By Subgroup**

■ No ■ Yes





**Is your organization open to new efforts to involve your constituents/clients in shaping policy that affects them?**

■ No ■ Yes

**Is your organization open to new efforts to involve your constituents/clients in shaping policy that affects them? - By Subgroup**

■ No ■ Yes



## Grantees' Open-Ended Comments

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

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

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

### CEP's Qualitative Analysis

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

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

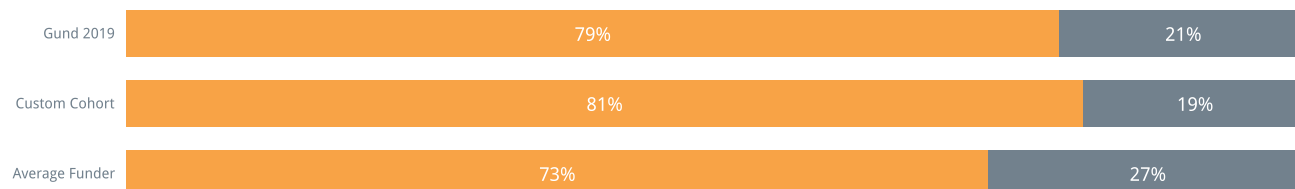
## Quality of Processes, Interactions and Communications

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

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

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

■ Positive comment ■ Comment with at least one constructive theme



## Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 185 grantees that responded to the survey provided 73 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

### Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Interactions with Staff	26%
Grantmaking Characteristics	19%
Organization Impact and Understanding	12%
Foundation Communications	10%
Non-Monetary Assistance	10%
Proposal/Selection Process	5%
The Foundation's Resources	5%
Other Suggestions	4%
Reporting Evaluation/Processes	4%
Understanding of Grantee's Fields	4%

## Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. The 185 grantees that responded to the survey provided a total of 73 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

### Interactions with Staff (26% N=19)

- More Frequent and/or Proactive Interactions (N = 8)
  - "More personal conversations/touches between program officer and organization. Assistance in brainstorming/strategizing for future growth, new opportunities and less reliance on grant funding. I believe there is so much more that could be accomplished between Gund and our organization that would benefit all parties and then some."
  - "More interaction/engagement with the Foundation would help us feel more secure about the level of continued interest or investment in our work. It would also lay a groundwork that could enable us to benefit from additional guidance from the Foundation."
- More Site Visits (N = 7)
  - "Maybe speak at an [organization's] board meeting."
  - "I'm sure that staff time is limited, but more on-site visits would help staff contextualize our work."
- Responsiveness (N = 4)
  - "I don't always get email replies. Would like to see that change but I know program staff are often back-to-back in meetings."

### Grantmaking Characteristics (19% N=14)

- Provide More General Operating Support (N = 5)
  - "I want to celebrate something the Foundation is doing really well and will support others in our position--you are giving "operational support" instead of programmatic support. This makes a HUGE difference to an organization like ours that must be nimble and quickly adapt programming to address the fundamental goal we are seeking to achieve..... Please, please give operational support where you can to every grantee that you can."
  - "Increased general operating support;"
- Provide More Multi-year Grants (N = 5)
  - "Multi-year funding. If we did not have to apply yearly, but could just provide an abbreviated set of updates and reports, it would be value added to our small organization."
  - "Multi-year grants have become less frequent with some of our other funders, which makes our work more challenging. We hope Gund will continue to see the importance of multi-year grants and will continue to award them."
- Increase Grant Amount (N = 4)
  - "We have had the same level of funding [for over ten years] with no consideration of the cost of living increases. Wish that could be addressed."

### Organization Impact and Understanding (12% N=9)

- Examine Funding Priorities (N = 6)
  - "Continue to provide funding to those organizations who need it the most."
  - "Currently, I think they are leading the way in funding especially in including smaller arts organizations in their annual funding."
- Deepen Understanding of Grantees (N = 3)
  - "I would encourage all funders in our community to be better listeners. To build better relationships at the organization and leadership levels with others in the community."

### Foundation Communications (10% N=7)

- Clarity (N = 6)
  - "I would mainly like to see more communications with grantees about the overall work of the Foundation, and how arts funding specifically fits into that. What are the current strategies, and how are various grantees exemplifying these? This would help me to better understand the impact the Foundation has in our community and on our field."
  - "Clarify their goals - their mission is very broad, and I've never heard attainable goals articulated. If they would do this, it would help us be on the same page and figure out where we do and do not align. Do they want things to be just marginally better than they are now? Do they want significant change? Where? To what degree? In what areas/issues/sectors? A lot of questions like these are unclear and would be very helpful if answered. It is always striking to me how specific organizations are expected to be about their outcomes and goals, but how little clarity exists from the funders who make the requests of organizations for such specificity."
- Consistency (N = 1)
  - "The Foundation can do a better job by achieving greater consistency in messaging with its grantees over time - it's a different message/request/strategy each time we meet."

### Non-Monetary Assistance (10% N=7)

- Increase Collaboraton to Create Impact (N = 5)
  - "Maybe grantees should be put in cohorts, not just with other grantees but that include people in Cleveland who could be resources for the grantees, and the cohort would be required to meet on a regular basis as part of the grant."
  - "The Foundation should continue to leverage its expertise, knowledge and ability to bring groups together to effect positive change in the community."
- Expand Types of Support (N = 2)
  - "Offer other resources to grantees (board development support, technical support, convenings with other grantees, etc.)"

#### **Proposal/Selection Process (5% N=4)**

- Application Timing and Frequency (N = 3)
  - "Potentially having more dates for funding cycles could be helpful as some projects may be time sensitive."
- Increase Communications During the Selection Process (N = 1)
  - "Better communication from program staff about the status of proposals and the chance of success. We understand that proposals will not always be successful, but responses to status inquiries and other communications sent to program staff would be appreciated."

#### **The Foundation's Resources (5% N=4)**

- The Foundation's Website (N = 4)
  - "The website has everything needed, although isn't super user friendly. I don't know that it needs to be since an in-person meeting should probably be preferred but it could be more graphically representative of all the work Gund is a part of."

#### **Other Suggestions (4% N=3)**

- Other Suggestion (N = 3)
  - "The Executive and Program leadership are outstanding. Trust the pioneering and innovative instinct in emphasizing for service providers the transcendent issues affecting our city- green jobs and climate change; and gender and race equity and inclusion."

#### **Reporting Evaluation/Processes (4% N=3)**

- Increase Discussion during Grantees' Reporting Process (N = 1)
  - "Perhaps more feedback on reported results...."
- Streamline Reporting Processes (N = 1)
  - "Reduce reporting requirements for known organizations."
- Other Suggestions (N = 1)
  - "Value metrics."

#### **Understanding of Grantee's Fields (4% N=3)**

- Understanding of Grantees' Fields (N = 2)
  - "Program officers having more practical field experience in their areas. And once they become program officers how do they maintain a connection to that field."
- Other Suggestions (N = 1)
  - "The Foundation is an outstanding funder. The concern is that it's influence in our field is so strong that it sometimes intimidates other players."

## Contextual Data

### Grantmaking Characteristics

Length of Grant Awarded	Gund 2019	Gund 2013	Gund 2010	Median Funder	Custom Cohort
Average grant length	2.4 years	2.2 years	1.9 years	2.2 years	1.9 years

Length of Grant Awarded	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
1 year	55%	59%	69%	44%	60%
2 years	29%	25%	18%	24%	25%
3 years	6%	7%	4%	19%	7%
4 years	2%	1%	3%	4%	2%
5 or more years	7%	8%	7%	8%	6%

Was the funding you received restricted to a specific use?	Gund 2019	Average Funder	Custom Cohort
No, this funding was not restricted to a specific use (i.e. general operating, core support)	43%	23%	28%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	57%	77%	72%

## Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Ohio	Out-of-State
Average grant length	2.5 years	1.6 years

Length of Grant Awarded (By Subgroup)	Ohio	Out-of-State
1 year	57%	47%
2 years	25%	50%
3 years	7%	0%
4 years	3%	0%
5 or more years	8%	3%

Was the funding you received restricted to a specific use? (By Subgroup)	Ohio	Out-of-State
No, this funding was not restricted to a specific use (i.e. general operating, core support)	43%	43%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	57%	57%



## Grant Size

Grant Amount Awarded	Gund 2019	Gund 2013	Gund 2010	Median Funder	Custom Cohort
Median grant size	\$54.5K	\$60K	\$50K	\$93K	\$54.5K

Grant Amount Awarded	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
Less than \$10K	4%	13%	7%	9%	5%
\$10K - \$24K	23%	15%	11%	12%	13%
\$25K - \$49K	13%	12%	24%	13%	17%
\$50K - \$99K	23%	28%	30%	15%	21%
\$100K - \$149K	12%	8%	9%	10%	12%
\$150K - \$299K	13%	14%	9%	16%	19%
\$300K - \$499K	6%	3%	5%	9%	6%
\$500K - \$999K	3%	2%	2%	8%	4%
\$1MM and above	4%	4%	3%	9%	4%

Median Percent of Budget Funded by Grant (Annualized)	Gund 2019	Gund 2013	Gund 2010	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	3%	2%	3%	4%	4%

## Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Ohio	Out-of-State
Median grant size	\$50K	\$72.5K

Grant Amount Awarded (By Subgroup)	Ohio	Out-of-State
Less than \$10K	5%	0%
\$10K - \$24K	24%	20%
\$25K - \$49K	15%	0%
\$50K - \$99K	18%	43%
\$100K - \$149K	11%	13%
\$150K - \$299K	13%	13%
\$300K - \$499K	7%	3%
\$500K - \$999K	4%	0%
\$1MM and above	3%	7%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Ohio	Out-of-State
Size of grant relative to size of grantee budget	4%	2%

## Grantee Characteristics

Operating Budget of Grantee Organization	Gund 2019	Gund 2013	Gund 2010	Median Funder	Custom Cohort
Median Budget	\$1.3M	\$1.4M	\$1.3M	\$1.5M	\$1.3M

Operating Budget of Grantee Organization	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
<\$100K	4%	2%	1%	8%	7%
\$100K - \$499K	19%	23%	28%	19%	19%
\$500K - \$999K	19%	12%	12%	13%	16%
\$1MM - \$4.9MM	31%	35%	33%	30%	32%
\$5MM - \$24MM	18%	17%	18%	18%	19%
>=\$25MM	8%	10%	7%	12%	9%

## Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Ohio	Out-of-State
Median Budget	\$1M	\$3.5M

Operating Budget of Grantee Organization (By Subgroup)	Ohio	Out-of-State
<\$100K	5%	0%
\$100K - \$499K	22%	4%
\$500K - \$999K	19%	18%
\$1MM - \$4.9MM	30%	36%
\$5MM - \$24MM	17%	29%
>=\$25MM	7%	14%

## Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
First grant received from the Foundation	13%	10%	6%	28%	16%
Consistent funding in the past	77%	72%	83%	54%	64%
Inconsistent funding in the past	10%	18%	11%	18%	20%

Funding Status	Gund 2019	Gund 2013	Gund 2010	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	87%	87%	90%	81%	82%

## Funding Relationship - by Subgroup

Funding Status (By Subgroup)	Ohio	Out-of-State
Percent of grantees currently receiving funding from the Foundation	88%	83%

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Ohio	Out-of-State
First grant received from the Foundation	11%	20%
Consistent funding in the past	77%	80%
Inconsistent funding in the past	12%	0%

## Grantee Demographics

Job Title of Respondents	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
Executive Director	70%	63%	64%	47%	61%
Other Senior Management	12%	14%	9%	16%	13%
Project Director	5%	5%	9%	13%	7%
Development Director	7%	8%	11%	8%	8%
Other Development Staff	6%	4%	5%	8%	6%
Volunteer	1%	0%	0%	1%	2%
Other	0%	5%	3%	6%	2%

Please select the option that represents how you best describe yourself:	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
Female	57%	57%	60%	62%	63%
Male	38%	39%	38%	34%	34%
Prefer to self-identify	1%	0%	0%	0%	0%
Prefer not to say	4%	4%	2%	3%	3%

Race/Ethnicity of Respondents	Gund 2019	Gund 2013	Gund 2010	Average Funder	Custom Cohort
African-American or Black	9%	3%	2%	7%	8%
American Indian or Alaskan Native	0%	0%	0%	1%	2%
Asian (incl. Indian subcontinent)	1%	2%	1%	4%	3%
Hispanic or Latinx	3%	3%	2%	5%	5%
Multi-racial	1%	2%	2%	3%	2%
Pacific Islander or Native Hawaiian	1%	0%	0%	0%	0%
White	83%	90%	92%	78%	79%
Race/Ethnicity not included above	2%	0%	1%	1%	1%

## Funder Characteristics

Financial Information	Gund 2019	Gund 2013	Gund 2010	Median Funder	Custom Cohort
Total assets	\$486.9M	\$456.3M	\$422.8M	\$222.7M	\$477.6M
Total giving	\$27.9M	\$25.5M	\$18.3M	\$16.5M	\$18.5M

Funder Staffing	Gund 2019	Gund 2013	Gund 2010	Median Funder	Custom Cohort
Total staff (FTEs)	11	12	13	15	19
Percent of staff who are program staff	45%	34%	92%	41%	35%

Grantmaking Processes	Gund 2019	Gund 2013	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	0%	N/A	40%	6%
Proportion of grantmaking dollars that are invitation-only	0%	33%	56%	12%

## 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 Gund’s grantee survey was 185.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	172
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?	148
To what extent has the Foundation affected public policy in your field?	135
Overall, how would you rate the Foundation's impact on your local community?	171
How well does the Foundation understand the local community in which you work?	174
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	181
How well does the Foundation understand your organization's strategy and goals?	173
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	180
How often do/did you have contact with your program officer during this grant?	185
Who most frequently initiated the contact you had with your program officer during this grant?	185
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?	180
Did you submit a proposal to the Foundation for this grant?	185
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?	182
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	179
Are you currently receiving funding from the Foundation?	185
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	182
How well does the Foundation understand your intended beneficiaries' needs?	171
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	169
Have you participated in a reporting or evaluation process?	173
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	130
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	148
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	148
To what extent was the Foundation's reporting process...Straightforward?	148
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	147
Did the Foundation provide financial support for the evaluation?	18
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	20
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	20
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	22
Funder-Grantee Relationships Summary Measure	179
Understanding Summary Measure	169
To what extent did the Foundation exhibit the following during this grant...Trust in your organization's staff	184
To what extent did the Foundation exhibit the following during this grant...Candor about the Foundation's perspectives on your work	184

To what extent did the Foundation exhibit the following during this grant...Respectful interaction	185
To what extent did the Foundation exhibit the following during this grant...Compassion for those affected by your work	183
Was the funding you received restricted to a specific use?	185
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	180
Based on what your organization believes the Foundation would be willing to fund	180
Based on what your organization needs	180
Based on the results of an assessment or evaluation	180
Not applicable - I have never requested support from the Foundation to strengthen my organization	180



## 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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Grantee Comments and Suggestions

# GRANTEE PERCEPTION REPORT®

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PREPARED FOR

George Gund Foundation

September 2019



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

**CONFIDENTIAL**

**George Gund Foundation**

**Grantee Comments from September 2019 Grantee Perception Report**

**Conducted by the Center for Effective Philanthropy**

*Please note that comments have been edited or deleted to protect the confidentiality of respondents.*

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	[George] Gund Foundation is remarkably collaborative and easy to work with. Staff is clear about what can get funding and how much is reasonable to expect, in terms of award size. They are approachable, unintimidating, and seem to operate from a stance of partnership and potential.
	[My organization] is fortunate to have a longstanding relationship with the [George] Gund Foundation and leaders from the Greater Cleveland area. The value of our work with the Foundation and the city has been extraordinary in terms of national research and insights, and (we hope) invaluable to the Cleveland community and our partners therein.
	[My organization's] staff who are involved in the grant application process prefer the on-line system of applying and reporting and other activities such as this survey. Nevertheless, when needed we always had someone on the Foundation side who was more than willing to assist us in guidance and answered our various questions and concerns. We also appreciated the site visits and tips and direction about how to focus our application prior to submission as well as after the grant was approved and funded. [Our program officer's] guidance has helped [our organization] to develop a strategic plan which we implemented even to this day. The second grant award further assists us in strengthening our foundation and helping us grow in such a manner making us eligible for bigger opportunities....
	[Our organization] completed a Strategic Planning process in [at the end of last year]. This plan is currently in use, and is very helpful to our organization - Thank you.
	[This Gund staff member] is an experienced, knowledgeable, committed and cordial program officer. Traveling a lot and sometimes a bit hard to reach, but good to work with.
	A major asset with the [George] Gund Foundation is the strength of the Senior Program Officer. She is actively engaged in the lead up to the grant submission and has been a strong advocate for our programming.
	Absolutely wonderful and very helpful to Cleveland, our city.
	All communications with the program officer were very helpful. She was knowledgeable about the grant and about the work to be done for the project. I have talked with her periodically on the phone and during site visits. The quality of the processes, interactions, and communications has been very high.
	Always very open to communicating with us. Would love to chat on more regular intervals, however. Certainly a step I need to better initiate on my end.
	As expected.
	Bob Jacquay was very open and honest in our conversations, and I truly appreciated that. I find it easy to communicate with all of the Foundation's staff.
	Bob was wonderful throughout the entire process. He went above and beyond to work with us to make sure we presented everything he needed to get the grant approved.
	Communication from the Foundation, mostly via Ann Mullin, was useful, thorough and timely.

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	Communication is limited. The program officer is extremely busy and difficult to connect with. This is consistent with every other foundation I deal with except [another foundation]....
	Directions for document formatting for proposal submission are a little confusing and contradictory (which ones should be included together as a PDF and which as separate attachments, for example). It would be helpful if the grant period were defined in the award letter, especially when (as we experienced) there is [several months of] delay between submission and award.
	Everything about the Foundation is professional and outstanding.
	Excellent competent staff that can be relied on for knowledge about other activities which may relate to our own organization
	Excellent quality of communications.
	Excellent.
	Exceptional engagement, feedback, and dialogue.
	Foundation staff are thoughtful and we engage in extensive discussion to assess changing Ohio health policy and national health policy environment to collaboratively set grant priorities that are fully responsive to on the ground need. Foundation staff knowledge and insights allow us to craft a refined approach.
	Foundation's communication is very responsive and helpful. Providing guidance to complete application and follow up reporting. Foundation staff attended the program they supported. They are a quality team.
	Generally very seamless and communicative - all questions about the process and expectation were clear as we went through it. Scheduling with our Program Officer was also smooth at the outset.
	Good but could be more consistent.
	Great interaction and personalized with the program manager. It's a pleasure to work with a foundation that care and show such an empathy with the arts/culture.
	Great suggestions--it is clear that the Foundation is more concerned with having our organization thrive well beyond the financial. The grant is of course incredibly vital to our survival; but the ideas that come about from a sit down w/ the officer are really valuable.
	I am pleased with the communication process. The program officer is always willing to meet with me when I have questions or concerns, and responds to my emails with great thought and suggestions.

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	I am very satisfied with all of my interactions with the Foundation. I have found our program officer to be very helpful, and insightful. The money given to [our organization] has been extremely helpful to us in fulfilling our mission.
	I appreciate that the proposal process isn't complicated and that the information requested was clear and relevant. I knew exactly what was needed and did not have to guess. Also I appreciated that the Foundation limited their questions to what they needed to know to make a decision. All interactions with staff were positive and very helpful, I felt respected. Written and verbal communications were always clear and precise. Staff were interested in what we had to say. The reporting process forces us to get to the point in describing outcomes and concerns. Please don't make it complicated.
	I appreciate the honesty and authenticity of the Foundation. The officers are thoughtful and discerning in their work and challenge us to be our best.
	I appreciate the time staff are willing to invest in talking through concepts, projects with us. These efforts have been incredibly helpful and have resulted in deeper partnerships and more impactful projects and work.
	I appreciate the work of our program officer, John Mitterholzer. We had numerous conversations about the substance of our grant and he was extremely thoughtful and considerate of the direction we wanted to take. He provided wise counsel and showed true passion for our work I appreciate it when program officers are thought leaders and are willing to push us in our thinking without micromanaging. He was responsive to phone calls and e-mails and provides ongoing encouragement for our work.
	I believe the process, interactions and communications are straightforward. I feel that Gund's approach creates accessibility for small organizations that do not have large development teams.
	I deeply appreciate the conversations we have with staff - the questions are wonderful, and we feel SUPPORTED in our endeavors.
	I find the Foundation's processes, interactions and communications simple and easy to understand and to follow. The Grant Proposal Application is the easiest to complete of all the applications that we have needed to complete within the past [several years]. The communication with the program officer is always kind, helpful and to the point. The required face to face meeting is always very helpful!
	I find the proposal and reporting processes straight-forward and easy-to-use. by asking meaningful, open-ended questions, the reporting process allows us to fully convey how we plan to use the funding and the impact it has on our project (organization and field).
	I had an informative conversation with a fellow for a grant and then was able to fully share information about our organization and project via a site visit. I felt that the one to one time and attention given by the program officer allowed for her to partner with me in presenting the business case for support with thorough knowledge about our ability to achieve our project goals. There were questions I had to answer and I could deliver on the spot and provide documentation in real time.
	I have always felt supported by the Foundation, but I do feel like they could do more to connect us with other players.
	I have been particularly impressed by the Foundation's interest in issues concerning our democracy. I believe that this dialogue across diverse stakeholders is critical and invaluable.

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	I have had a tremendous experience with our program officer Marcia Egbert. The process plus her assistance ensures that no questions are left unanswered, and we feel fully supported.
	I have had very positive interactions with Jennifer Coleman. She has been fair and clear with me. Foundation support staff have also been professional and helpful.
	I sometimes would like more guidance on what to apply for or on the priorities of the Foundation.
	I value the support and leadership of the [George] Gund Foundation. They play an important role.
	I work very closely with my Program Officer, John Mitterholzer. He is more than a program officer for me, though. I feel John is my colleague and partner in the work in Ohio. I will often come to him with problems before others even on my own team due the strength of the relationship and the confidence that there is no need to sugar-coat anything because we do our best work with full transparency.
	I would appreciate more regular communication on our progress toward the goals.
	In my experience the Foundation has been supportive of vision and pro-action, including new projects. The processes have been timely; interaction and communication has been candid.
	Interactions and communications - They have always been of high quality, very responsive and prompt. Processes - straightforward and less time consuming/burdensome than many foundations.
	It is comfortable working with the Foundation's staff. They are informative and very clear in their advice.
	It was a very transparent, resourceful and engaging process.
	I've always felt the [George] Gund Foundation is a place you can have an honest conversation and you will be met with a reasonable response. With some foundations you get a sense that they don't have confidence in their own giving and in the impact they are making and it translates to a skepticism of the organizations they fund, like a parent that doesn't have confidence and projects this onto their children. Effectively addressing problems takes a certain humility and comfort with risk and uncertain outcomes. From my limited experience, the Gund seems open to difficult and genuine conversations which is really the only way to move forward. I also appreciate the Gund's openness to giving organizations general operating money. The last grant we received, I had more direction than in the past, [our program officer] asked that we change our ask to a strategic plan instead of program staff and then connected us to [a consultant], so in one respect, the grant was less responsive but it also felt like the Foundation was more invested in the outcome, which was reassuring. I didn't feel like I was being sent off to figure this out on my own. I can see how too much direction from the Foundation could be a problem, too.
	I've had an extremely hard time of late working with the Foundation. I feel as though I receive different messages each time we have a meeting. Further, the longstanding partnership we used to have has deteriorated somewhat. The Foundation used to use us as a resource and these days they don't seem to engage us at all. These days our awards seem to hold back dollars to get us to do certain things, but I'm unsure about the information, assumptions and discussions driving those decisions.
	Love working with Bob Jaquay. He is incredibly thoughtful and insightful around Cleveland community development issues.

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	Marcia Egbert is one of the most insightful and impressive people in Ohio. The Foundation has been bold and innovative in its work and steers dollars that go far beyond the actual money that Gund itself spends. Ohio would be a worse place without the [George] Gund Foundation.
	Marcia has been incredibly supportive and is a wonderful resource to our organization. We know that we can always reach out if we have any questions or concerns and we truly appreciate the relationship we have developed with her over the years.
	My interactions with my program officer Jennifer Coleman, has been very beneficial. Through Ms. Coleman, I have been made to feel that the Foundation is interested in the work of my organization, and helping it to thrive.
	My main source of information and engagement has been Marcia Egbert, our AMAZING program officer. She's truly the best! We love her. Of all of our funding program officers, she is the most responsive, most engaged, most genuinely "with us" in the trenches of our work when I give her updates from the front lines. She see us, sees the power of our work, and is truly WITH US in it. It means the world to us.
	My organization received a grant for a small expansion, which exceeded goals. Then we submitted application for a major expansion and were rejected. Not sure why.
	Not as clear as other leading foundations.
	Nothing to add - the process was almost completely smooth and very similar to our experiences with other foundations.
	One of the things that we, a smaller organization, appreciate, is the clarity and support of your Foundation, and of all communications coming out of your offices--whether personal or electronic. It is also important to us that you have always looked at us realistically, but with an eye to future growth and potential, and that it has always been made clear that the Foundation sees what our possibilities are, recognizes our strengths, and is open to helping us assess our weaknesses and to find paths to overcome them in a supportive way. We have always felt that we had fair and open access to the knowledge and resources that the [George] Gund Foundation has to offer.
	Our communication and interactions with [George] Gund Foundation has always been positive and helpful. While we have not consistently received a discretionary grant year after year, that is because we have not applied for it every year. The process is quite simple and the staff are very friendly.
	Our organization has worked with the Foundation for many years and receives general operating support.... The process is not difficult, the conversations are friendly, helpful and I have never felt pressured to "bend" our values or programs to "fit" into the funding priorities of the Foundation, it seems a natural fit. That said, our work is unique and our impacts are subtle systemic outcomes that not all people take the time to see how important they are in the bigger picture, our grant officer has always taken that time to see and hear why our work matters and how it aligns with the Foundation's priorities. Without that interaction it is doubtful we would have received consistent operating funds from the Foundation. General operating dollars are very hard to come by and critical to the growth and success of our organization. The communication and support by our officer helped us survive a huge internal transition and take the risks necessary to grow our organization significantly the past [couple of years]. Without the Foundation's support we would truly struggle.
	Our program officer is a wealth of information and is also tremendous advocate for our work both within the Foundation and with other funders. She is a trusted partner.



Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	Overall very satisfied with the Foundation's processes, interactions, and communications. They make the process simple, straightforward, and time-effective which is very appreciated by our staff.
	Program officer are deeply knowledgeable and excellent stewards of the Foundations resources. They bring out the best in organizations, challenging them to target their work in areas that will make a significant impact. They pose insightful questions, clarify strategy and contribute substantively to the program or policy agenda.
	Program officers are terrific; transparent in explaining the process, discussing likelihood of funding and funding amount. VERY helpful.
	Quality is outstanding.
	Relatively speaking, ours is a small grant, and we've submitted for and received this funding [several times], respectively. Our communication with the Foundation at this point is minimal, but we know Foundation staff are available to us should we need them. Time listed for grant proposal creation would be longer had we not submitted the grant so many times previously.
	Since our relationship is long-standing, I am referring only to the most recent evaluation, which was internally managed by Gund.... Unfortunately, we received a request for information that was extremely expansive with [very little time] to submit....
	Staff are always responsive and respectful.
	Staff interactions are outstanding and the questions that are asked make us better. We have regular interactions that consistently move our work forward. The formal grant reports take time and it is not clear the extent they are helpful to Gund (or to us).
	Straightforward and effective processes with accessible and responsive staff.
	The [George] Gund Foundation "gets it." I am grateful for its support for our work in Cleveland because without it, the many impacts we have had in the tricky area of police reform would not have been possible. I am also grateful to work with Marcia Egbert who maintains just the right relationship: providing guidance and insight, acting as a sounding board, and being very flexible and responsive as the situation changes.
	The [George] Gund Foundation has always been transparent and responsive to our requests, whether awarded or not. Our program officer is knowledgeable about the greater community and other funding sources/priorities and is helpful in sharing information and opportunities. The [George] Gund Foundation has also been realistic in finding structures, allowing for multi-year GOS awards which is becoming more difficult to attain in the nonprofit landscape. We appreciate the relationship we have with Gund and staff, value their time and commitment to the community, and are hopeful to continue building a relationship with staff to better understand both organizations.
	The [George] Gund Foundation has been an incredible and consistent partner to us. Our experiences with their processes, interactions, and communications have all been excellent. We feel the Foundation is the ideal funder in their flexibility, ease of processes on grantees, and true commitment to funding projects that will have an impact on the community.

Please comment on the quality of the Foundation's processes, interactions, and communications.
Grantee Comment
<p>The [George] Gund Foundation has been an incredible support to me as I've built my [organization]. Ann Mullin has helped facilitate financial support from the Foundation, and has also supported me when articulating priorities and needs to [my organization], and has made recommendations and provided advice for my navigation of other school partnerships. This support is not always directly related to funding, and demonstrates that the [George] Gund Foundation has a true interest in the success of my organization, beyond funding its core costs. Overall, I am very please with the support I have received.</p>
<p>The [George] Gund Foundation is a first-class organization with a deep history of funding in our region. The processes are easy to follow and the staff is very responsive and straightforward,</p>
<p>The [George] Gund Foundation is a valued long time partner. Although we have occasional policy differences, we're mutually committed to our work in Cleveland. The Foundations processes, interactions, and communications are always professional.</p>
<p>The [George] Gund Foundation is one of the best that we have the benefit of working with. It has always been responsive to the state needs in the area of the health, proactive in it's approach, collaborative and willing to bring whatever partners are needed to the table. I enjoy working with the program officer who is very knowledgeable in the area which is extremely helpful to ensuring that the funds go to where is most needed. I have always felt respected, valued and like a part of a bigger team working toward the same goals.</p>
<p>The [George] Gund Foundation processes are straightforward and clear. Interactions with Gund staff occur the "right" amount of times and are appropriate.</p>
<p>The [George] Gund Foundation's processes, interactions, and communications are of high quality and very helpful. We have found our program officer to be both very approachable and responsive.</p>
<p>The ability of the program officer to understand the work as well as trust in us to lead the work is invaluable. Flexibility over the course of the work to adapt to unforeseen issues is another trait that this Foundation should be commended on. The relationship building that the program officer does to better understand the people and the work not only makes our organizational relationship stronger but makes the projects stronger.</p>
<p>The application process is very open ended which can be helpful but at times having more prompts that ask for specific information could make the application process easier. The Foundation's program officers have always been exceedingly helpful, upfront and clear in their communications.</p>
<p>The Foundation decided to make a longer term commitment to provide core operating support which was a higher level of funding over a longer period of time. This provided us a base level of support and stability to enable us to pursue our mission and advocacy goals without distraction. This kind of commitment is not common among funders in our experience.</p>
<p>The Foundation has always been supportive and helpful. We have always had good communication with our grants manager.</p>

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	<p>The Foundation has been extremely supportive, understanding, and flexible. While they funded a specific area of work, within that larger area they provided a lot of discretion on how we could use the funding. This made it easy to support our highest priorities and needs and enabled us to maintain a consistent team and effort that took years. We are now very near to a very large success that would not have been possible without the Foundation and the support, including opening doors to other funders, provided by your staff working on environmental issues. [George] Gund Foundation is one of our most important supporters for these reasons.</p>
	<p>The Foundation has been incredibly supportive and understanding. Our interactions with the Program Officer have always been positive and insightful.</p>
	<p>The Foundation has been very generous over the years and we feel quite grateful for their support and recognition of our value.</p>
	<p>The Foundation has been very instrumental in helping us work toward our welcoming mission in the community. We have a transparent relationship with the staff members at the Foundation and feel supported by their efforts in the community. In the months leading up to our grant request we had several conversations with staff at the Foundation and have found them to be extremely understanding of our role. The grant process itself was easy to complete and the information on the Foundation's website was a great guide. The follow-up conversations and meetings with the Foundation staff regarding our grant are ongoing. We continue to work with the Foundation to help them understand the programs we included in our grant request.</p>
	<p>The Foundation is good about sending general updates on happenings at the Foundation, but honestly, I rarely read them beyond a cursory scan. They are appreciated nonetheless. What is most valuable are my email exchanges and brief calls (occasional in-person meetings) with our program officer where we can discuss broad direction, alignment of goals, etc. The written guidelines are also flexible. Also note that I appreciate the flexibility of the Gund proposal format (the narrative WordPDF format is easier to tailor than an online webform).</p>
	<p>The Foundation is transparent, clear, and communicative. Its collaboration with other institutions and foundations brings fresh perspectives to our conversations with the Program Officer.</p>
	<p>The Foundation is very detailed, professional, and consistent with their processes, interactions, and communications. Being a newer organization as nerve wrecking in approaching the esteemed foundation, yet every individual at the Foundation including supportive staff is outstanding in providing transparency and assistance.</p>
	<p>The Foundation's executive and program staff are absolutely first-rate. Communication and application processes are consistent and clear and our program officer was available for helpful counsel during the application process and course of the grant funding period.</p>
	<p>The Foundation's process is very transparent and our communication with staff is always extremely helpful.</p>

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	<p>The Foundation's processes seem clear and of high quality. Each year, we enjoy and appreciate the opportunity to come in to the Foundation's offices and talk with our Program Officer after we've submitted our grant request. There's a good two-way exchange in these conversations, as we sometimes learn a little more about the Foundation's current focus and specific initiatives, and our Program Officer hears in more detail about our plans and concerns. I would like to see a different level of communications from the Foundation in general, in terms of information shared through email. I am on the email list (I think!), but typically only get emails regarding fellowship opportunities/awards, and grants approved by the Board, and these are infrequent. It would be great to learn more about the variety of ways that the Foundation is involved in and impacting our community.</p>
	<p>The Foundation's reporting process was very helpful and straightforward. So too was personal communication with the Foundation, which enabled us to develop a proposal that satisfied both parties.</p>
	<p>The foundations website has the bare essentials of what we need (application download, deadlines, foundation priorities and contact info). Our organization gains the most through regular communication with program officers about our programs and areas where we could use support.</p>
	<p>The Foundation's website is dated. It appears this was created many years ago and has not been updated. It needs a modern look and feel.</p>
	<p>The George Gund Foundation has been a consistent supporter of my organization, and often provides lead or leadership support for projects that require multiple donors. In fact, in our experience the Foundation makes a point to provide lead, or leadership support or even challenge grants as a way to stimulate giving that allows nonprofits to achieve their objectives, for the benefit of the broader community. I have found program officers and leadership, including board members, to be extremely responsive, thoughtful, and thorough in their communications with me and our team. We have worked closely with [several Foundation staff members] and each have been attentive, thoughtful, and appropriately constructive during the grant processes. Insight from the Foundation about how my organization can best serve the community has been particularly useful in strategic planning and goal setting. David Abbott's leadership is clearly admired and respected locally, and nationally. His passion and commitment for Cleveland and the region is evident, as is the Foundations excellent culture. Grant processes have always been clearly communicated and easy to follow and understand. The Foundation is a philanthropic and community leader and is consistently supportive of education, including but certainly not limited to the public schools. Cleveland is a different, better place because of this Foundation and at the end of the day, that is the goal.</p>
	<p>The grant writing process is straightforward and easy to understand. When a question arises, it is not easy to to get a quick response to the question. In this past cycle, a required report was submitted in advance of the deadline and evidently not recorded so we received a curt notice that we had not complied. However, I was able to dig up the email confirming submission and they apologized for the error.</p>
	<p>The interaction with program officer occurred after the proposal was submitted. We were not proactive in meeting prior to this. Foundation program staff was invited to activities funded but to my knowledge did not attend. More observations of our work might be helpful in the understanding of the impact we are having in the community.</p>
	<p>The interactions that we have had with our Program Officer have always been informative and pleasant. Our Program Officer was able to provide answers to questions, share information that would help in guiding our organization to be funded and was available to meet or talk about the upcoming proposals and guidelines.</p>

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	The process is very good. I only wish the decision turnaround time were a bit quicker. We are deeply grateful for the long-standing general support. Not many foundations are as steadfast as the [George] Gund Foundation. Many have shifting priorities and have not renewed grants saying, "it's not you, it's us (new strategy)."
	The process of applying for funding, and receiving funding, is quite straightforward and the communication is timely and professional.
	The process was quick and easy.
	The program staff are incredibly clear, supportive, constructive and accessible.
	The quality of the Foundation's processes is high. After submitting our application, we were contacted by a Fellow from the Foundation to go through the details of our request. Additionally, there were follow-up emails to ensure a clear understanding.
	There was clarity on process. Staff was very helpful in discussing project and offered useful feedback in the development of the proposal.
	They have been good. We are very grateful. The online application and submission process is a little clunky, but it works out.
	Through the Foundation's steadfast commitment to our organization, necessary funding has been received to maintain the quality of local public media community affairs content. The impact is immeasurable.
	Very accessible, both program officer and technical staff. Great feedback about what is within their interest areas. Important understanding of and focus on systemic change - greatly appreciate that about this funder!
	Very clear process. Timely and personable interactions and communications.
	Very clear, very supportive and always timely.
	Very high quality support from staff and leadership at the [George] Gund Foundation.
	Very supportive.
	We appreciate the timely responses from the program manager. Throughout the process, we are continually asked thought-provoking questions which help strengthens the grant outcomes and final impact on community. Interactions with the [George] Gund Foundation are high-quality and make us elevate our proposal development and delivery.
	We are pleased with the quality.
	We are very pleased with the relationship we have with the Foundation and the open dialogue we have with the program officers and staff about sharing ideas for funding consideration.

Please comment on the quality of the Foundation's processes, interactions, and communications.	
Grantee Comment	
	<p>We especially appreciate that they commit to multi-year funding. This has helped us greatly, as it allows us to plan ahead and take on longer-term projects without concern that funding won't be there the following year to continue the work. The multi-year grant we repeatedly receive from Gund has made a large impact on our work and our community.</p>
	<p>We get direct feedback that is helpful.</p>
	<p>We had a very long and valued relationship with ..., who had served the Foundation over a long history, and would call on her as a resource with questions and for information. ... is also wonderful and we are enjoying getting to know her and have her get to know us. We are still in early days of building in this process. Note: this survey was worded with too many vague descriptors which left interpretation to the reader/responder. We would not positively rate the creation of this survey. Perhaps testing the survey with a group of participants first would help CEP create a better survey in the future.</p>
	<p>We have a long history of support from the [George] Gund Foundation. We maintain a high degree of back and forth communication throughout the year. Together we are able to adapt and align our priorities to respond to a constantly changing environment.</p>
	<p>We have almost exclusively worked with a single program officer, Ann Mullin. She has been extraordinarily smart, engaged, accessible, and focused on outcomes. I find that counterproductive work with foundations gets focused on compliance above all else. Ann is focused on impact and outcomes above all else. We've learned a great deal from her. In our work with Gund more than any other foundation - truly - we can say that the Foundation is a partner and not just a funder. That is entirely attributable to Ann.</p>
	<p>We have developed a very strong relationship with the Foundation over the years. Our general operating support remains consistent and predictable. We also have opportunity to pursue project specific support which is always received with thoughtful and helpful guidance. We also appreciate their flexibility in giving us some leeway in the proposal deadline.... We enjoy working with Jennifer Coleman who is insightful, professional, and visionary in her future focus.</p>
	<p>We have found [George] Gund Foundation to be encouraging, professional, and affirming of our work. Our program officer is thoughtful and helpful, making herself available to us when needed. Her interest seems genuine, and we are extremely appreciative of her guidance on our work in general and during the application process.</p>
	<p>We have had a amazing partnership &amp; we love the direct communication with the Foundation staff, the opportunity to share what we're doing, lessons learned, etc.</p>
	<p>We have had a number of substantive conversations with the Gund senior program officer for the ... about how the organization can increase its capacity in a number of key areas affecting programming and administration. Our current grant contained some additional resources for the establishment of a ... program and a.... These discussions are related to other conversations we have had around a feasibility study for the organization to acquire its own facility. The process has unfolded with direct contact between [several partners]. We have felt able to discuss our challenges and planning openly and honestly in these conversations, which has resulted in a deeper understanding of our goals for ourselves and for our funder. The actual submission of the our most recent proposal was done through the online portal.</p>

Please comment on the quality of the Foundation's processes, interactions, and communications.
Grantee Comment
<p>We have had consistently good experiences working with the [George] Gund Foundation until the last proposal we submitted. We received no feedback and limited status reports for [several months] until we were ultimately denied funding.</p>
<p>We have not yet done reporting or evaluation because we received our grant only [a few months ago]. Jennifer Coleman is very open and straightforward and sees positive aspects in our efforts, while warning us to stay focused on and close to our mission. She clearly understands the importance of small arts organizations within the "ecosystem" of contemporary art in Cleveland and their risk taking and their focus on artists one-on-one. Meetings at the [George] Gund Foundation with Ms. Coleman are always extremely rewarding and helpful. She has always read our proposal with great care and is able to put forth ideas and goals that we should pursue, even if she herself is uncertain how to implement or achieve them.... We appreciate her efforts and her straightforwardness. She clearly knows what she wants and how to explain it.</p>
<p>We have received support for many years from the Foundation, which we are most grateful for, however it seems no matter the magnitude of the project or the amount of our request, we always seem to get the same support. We have noted that organizations with the same budget and same level of operation have received various amounts much higher than ours. We are puzzled by this and cannot seem to get an answer from our program officer or advice on our approach. We have been very vigilant over the years to accomplish our goals and to stay in the black, but it is a true struggle with the increase in the cost of living and our need to expand and grow. We are told that we are a valued organization, but there is little discussion on how we can bolster our support.</p>
<p>We were asked to submit a grant proposal by a certain deadline which was followed. The foundation had no record of the online submission. I needed to show them the receipt email proving I had submitted the grant in the proper time period.</p>
<p>We wish we had more communication with the Foundation so they would feel more our partner, would know more about us and would be more interested in funding us.</p>
<p>We worked closely with Jennifer Coleman in developing the proposal, and she was extremely helpful throughout the process.</p>
<p>Website is clear and functional.</p>

Please comment on the quality of the Foundation's processes, interactions, and communications.
Grantee Comment
<p>When I can get a hold of Foundation staff, I feel like the communication is excellent. The problem I have is that I cannot get a hold of them/get timely and substantive responses on a regular basis.... What they have done for us is no short of game changing and foundational, but I can't help but wonder what we could accomplish together if we could truly partner. I have told them clearly that I think they are understaffed and increased capacity would benefit me and others. They are unfailingly kind - I appreciate that so much. I wish they could answer more clearly what their goals are - I have asked them many different ways on many different occasions to try to understand what they are shooting for, and I have always been left with the impression that they do not know, clearly, and are more in the ballpark. That's better than nothing, but more clarity on their goals would lead to more clarity of purpose for their process, interactions, and communications.</p>
<p>When it comes to applying and reporting, I greatly appreciated the straightforwardness of the Foundation. The reporting system is clear and concise, and my program officer is clear about expectations and funding levels. The Foundation website, however, does not strongly describe the various funding areas.</p>
<p>While this was a very small grant, I believe that the grant process worked well. It was not overly intrusive and the communication with staff of the fund was very helpful.</p>
<p>While we remain grateful for the support they have provided, we find them to be difficult, confusing, arrogant, and generally not a positive force for the community. As compared to other foundation leaders with whom we work, the Gund team is by far the least impressive. They have refused to meet with us at times. They seem to think they know it all and yet they all display an ignorance that is alarming in our field of work.... Large foundations have endowments that support their generous operating budgets, so they can create a negative culture and survive just fine. Any normal enterprise would be insolvent if they behaved as Gund behaves. It is sad that the fortune made by others is now distributed by a combination of leaders who are not a credit to the community. To summarize, their processes are fine, the interactions are terrible, and their communication skills are weak, and when communication happens, it is often unpleasant. All of that said, we remain grateful for their financial support and wish they could create a more open, a more constructive, and a less arrogant culture.</p>
<p>With respect to our grant, I have found the Foundation to be clear, transparent, and timely to discuss process and to provide feedback about the status of our grant.</p>
<p>Working with the Foundation is like working with a trusted advisor and friend. They are easy to communicate with, consistent with their expectations, and thoughtful in their grantmaking.</p>
<p>Would prefer an in person meeting vs. phone with our contact so that we can discuss other opportunities where the Foundation may be interested in supporting our organization and its fellow nonprofit partners. There may be missed opportunities to deepen our partnership.</p>



**CONFIDENTIAL**

**George Gund Foundation**

**Grantee Comments from September 2019 Grantee Perception Report**

**Conducted by the Center for Effective Philanthropy**

*Please note that comments have been edited or deleted to protect the confidentiality of respondents.*

**Please comment on the impact the Foundation is having on your field, community, or organization.**

**Grantee Comment**

[George] Gund Foundation has a significant impact on our organization and on similar organizations we work with. It similarly has a significant impact on our field and community.

[George] Gund Foundation has served as a strong consistent advocate for access to healthcare and support for the social determinants of health. This advocacy has been evidenced in local, state and national forums.

[George] Gund Foundation is very supportive of voting rights and voter registration programs. This is demonstrated through its funding of [voting organizations and] our organization.

[George] Gund Foundation understands Greater Cleveland and the economic development landscape as well or better than any other institution. They also have a gold-plated reputation nationally in economic and community development

[George] Gund Foundation understands that restrictions on reproductive health, rights, and justice did not happen overnight, and will not be fixed overnight. Their trust in local experts and their willingness to offer renewable, non-restricted grants (e.g. operational support) greatly helps organizations move the needle on stopping abortion bans and promoting reproductive health care.

[My organization] has been fortunate to have consistent guidance and support from the Gund Foundation. In addition to some project assistance in response to special initiatives this has been made available primarily in the form of general operating funding. I cannot stress how helpful and important this general operating support has been to the development and sustainability of the organization. To my knowledge the Gund Foundation is one of only a few private foundations in Cleveland offering this kind of support. For [my organization] it has been an essential factor in helping stabilize the day to day operations ... over time. I imagine it has served other organizations in the same way. I wish there were more Foundations who understood how important that is. I have deeply appreciated the opportunity to establish what I feel can be a real and honest rapport with the Foundation program officers. They have been incredibly understanding of the needs of the organization relative to where we are in our development and progress. I have felt listened to and at the same time they have been generous with sound advice and recommendations when needed. I consider the Gund Foundation a true partner in [my organization's] evolution.

Please comment on the impact the Foundation is having on your field, community, or organization.

**Grantee Comment**

[On the subject of George Gund Foundation's impact on our field], I think about Gund's investment in our space as relatively new, and still not really scaled. Only a couple months ago did I realize they even thought about our work as part of a portfolio (Democracy). I thought we were lumped in with ... (and on some level, we must still be - I just looked at the website and there is no "Democracy" area listed in programs). So my comments are in reference to the impact of the Foundation in our field, which I think about as civic engagement. Investments and impact have been quite limited - a smaller grant here and there - for most of the last decade, as I understand it (my frame of reference doesn't go back further than that). After the 2016 election, they seemed to increase their interest in this space considerably, but resources have not followed to any significant degree - except to us, which is great (see below), but not enough to have an impact on the field to the degree I'd like. I think we are having an impact on the field, and because they've been so integral to us, I think by extension they are impacting the field, but I hope they will do much more and grow their impact as a result. [On the subject of George Gund Foundation's impact on our community] - I should start by saying that I think of our "community" as the State of Ohio since we are a statewide org. Gund's investments in human service advocacy have certainly had impact, arguably fairly far-reaching (it is so hard to answer these types of broad questions without scale - compared to what?). I say far-reaching in that they have supported advocacy strategies that impact all Ohioans directly and indirectly (supporting efforts like Medicaid expansion, which impact communities across the state, for example). I have come to think about civic engagement work as being in two parts: 1) playing the hand we've been dealt and 2) changing the hand. Gund has had impact on the hand we've been dealt (what I describe above). I think they have had limited impact on changing the hand. In order to change systems, who makes the rules, etc., they'll need to expand investments or find other partners to work with to do so. I believe that should be a top priority - and is in line with why they've started a Democracy portfolio and supported work like ours - but I see it as just beginning. [On the subject of George Gund Foundation's impact on our organization], George Gund Foundation's impact on our organization cannot be overstated.... Without Gund's support, I'm not sure we'd have ever gotten off the ground, and certainly couldn't have grown the way we have. Not only was their money important, they've also given helpful advice and insight that has guided us significantly. I/we will be forever grateful to them for letting us take this chance to build something meaningful. Now, I hope that they'll be part of seeing it through to the years of implementation that are inherently necessary to make the kind of impact I think we all want to see.

Again, due to the arrogance of their leaders, their impact is a fraction of what it ought to be given their resources. Yes, of course they fund great organizations (as well as weak organizations) and those great organizations have impact in our field and in the community. But the impact is severely limited by the leadership. In observing the grantmakers at Gund, it makes me feel like there should be term limits on Foundation staff. They become insulated, they are never challenged, and they get used to doing nothing and being viewed as powerful experts. It is a flawed business model. The board of the Gund Foundation ought to replace the entire leadership team and start over with people who actually create outcomes in the community every day. And then rotate them with new leaders and doers in the not too distant future. The people at Gund are entrenched and have become less insightful and less effective over time.

All grants from the Gund Foundation to our organization have been to increase capacity building. Without such funds, we could not continue to engage the members in our community or to offer the educational programs needed and wanted in our community.

Allowing organizations like ours to flourish by working with us to achieve new, innovative goals.

As a thought leader, the Foundation has really pushed forward great ideas and innovations.

As stated earlier, the Foundation is not only a leading funder, but also a thought leader at the table for discussions around city and regional strategies for growth, economic development, diversity, equity, access and inclusion, education, health, arts and culture, and more. The Foundations impact on Cleveland and northeast Ohio cannot be overstated, although I'm not sure how well the general public is aware of their impact. We are probably too close to the Foundation to be able to measure broad public awareness.

Please comment on the impact the Foundation is having on your field, community, or organization.	
Grantee Comment	
	Because we are categorized in two fields, ..., I believe we in a very unique position. We are the first [organization of our kind and have existed for several decades], we have fostered and pioneered the development of [several other organizations] worldwide. I feel that because we are based in Cleveland, that we are just viewed as a mid size [organization] serving our local community. This perception seems to equate to the amount of support we receive.
	Consistent.
	Creating spaces for new conversations/connections.
	Explained in previous comments.
	For our Latino/Hispanic community the Foundation has show care, empathy and understanding of our own needs as a community.
	Foundation is an important strategic leader in Ohio health policy.
	Foundations like Gund are so important for communities to support all the good activities that happen in this city. They help good, even great organizations to deliver their expertise and contribute to the vivacity of the community.
	Funding is necessary to keep the doors open at our organization. General operating support is hard to get and key to the endurance of the organization.
	Good impact on our work. And through our work impacting positive change. Shared fundees could be better leveraged to help northeast Ohio and local awardees.
	Gund has an impact in the field as evidenced by awards, workshops, trainings and conferences provided. Our organization receives modest financial support but would like to have a more collaborative relationship. Gund staff is busy and their time is limited, making formal meetings a challenge which impacts knowledge of our work and current initiatives. With no substantial relationship with staff, we are limited in how we can also be a valuable partner or advocate. As of now, we are fortunate to be grant recipient and are hopeful of accessing future foundation services/evaluations.
	Gund has been a leader in place making and importance of that to a community.
	Gund is a thought-leader in the Education space and over the years has guided the development of important initiatives like the Higher Ed compact and Say yes to Education. We count on Gund to provide thought-leadership on occasion to our organization.
	Gund is critical in the climate field, looked to and respected by peers.
	Gund is helping my field of work make major leaps and bounds in the public policy arena in Ohio. If anything, now I feel like we should have asked for more.
	Gund is intimately knowledgable and involved in supporting the field and creating its future.

Please comment on the impact the Foundation is having on your field, community, or organization.

**Grantee Comment**

I am currently experiencing a strange attitude with Gund Foundation Program Staff where they seem to be so upset at their perception that the City isn't doing enough to participate in solving the myriad of problems Cleveland faces that they are pulling back on their involvement in initiatives they were integral to starting.

I am not aware of all the different programs the Foundations supports in my field, so it's difficult to say what impact they are having.

I am not sure that the Foundation is having any impact in the field of our work. In the community, there is greater impact, especially in focus on DEI.

I appreciate that my Program Officer regularly moves in national circles and has a view into national trends/conversations, while still being firmly rooted in Ohio. At my organization, we value getting information from beyond Ohio to benefit communities in Ohio. I think it is a real strength of the Foundation and its Program Officers to have one foot in Ohio and one foot in national conversations. As a result of working in two different spheres, Ohio benefits from the national work on smart growth/conservation that our Program officer brings back and national conversations benefit from the non-coastal, weak-market perspective that Ohio offers.

I appreciate that the Gund Foundation is edgy in its thinking and pushes our city into innovative solutions to deep problems. They understand the role and value of nonprofits and are consistent in their encouragement of focusing our work on true civic needs. They have funded areas of great importance and seem to have the freedom and the drive to make our city a better place to live.

I don't know.

I don't get the sense that the Foundation is collaborating with other funders in my field - or talking to them. I feel increasing pressure to act based upon their recommendations, but I don't get the sense that they are seeking input from others in the funding community before making those recommendations.

I don't know enough about how the Foundation is impacting our field or community to comment, except to say that I know it's reach extends to organizations of a wide variety of size and scope. The Foundation's consistent annual operating support for our organization has been crucial in helping us, as a smaller organization, to cover a portion of overhead costs and salaries so we can focus on the work of our mission. Our annual meeting with our Program Officer enables us to get helpful feedback and encouragement.

I have seen large grants given to arts organizations but I can not comment on how the foundation impacts the community other than grant dollars.

I know the Foundation has been greatly involved in the field of energy policy and has had a substantial impact in Ohio. I have not worked with them enough to ascertain the total impact.

I see the Foundation as an enabler between various entities--this is extremely important to our community as it doubles our efforts and often doubles our success rates.

Please comment on the impact the Foundation is having on your field, community, or organization.

**Grantee Comment**

I think the Foundation needs to look critically at the funding of development corporations and how it uses Neighborhood Progress, Inc. to fund neighborhood development through the CDCs. There needs to be a stronger balance to the power of NPI and the influence they have in Cleveland. It often feels discouraging and suffocating to work in Cleveland where there are a few entities at the top who determine how everything happens and they are not particularly forward thinking or knowledgeable organizations, including the City itself. So many other cities in this country are functioning better than Cleveland and it seems like we should be able to adopt best practices from those places but I don't see it happening, at least on the east side.... These behemoth organizations have grown so large and so far from the problems that they don't have any relationship to the problems or solutions for them. They are like the large banks, "too big to fail," so they desperately feed their organizations with the same old approaches and no one questions them. Unfortunately, as they have gained power, they have insulated themselves with employees who don't challenge they don't seem to be interested in any other feedback loops. It still feels like these neighborhoods are being blamed for their state of disrepair and a different form of redlining is happening as we literally erase the east side. We desperately need attention to infrastructure and the bricks and mortar of our neighborhood but our development corporation is not equipped to do this and I don't think NPI knows what to do either. We need to spend more time figuring out how to mothball property before it disintegrates and we need better analysis of the properties that are being torn down. It is a very haphazard process with very lasting consequences for neighborhoods. We need our government and organizations to invest in risk because you can't change a situation without risk.... We need to grow middle developers, especially people of color, who will take on small projects by giving them tools and support to get training and financing. We need to look at how to increase the walkability of our neighborhoods, what is the low hanging fruit and the long-term plan we can work on incrementally. We need a transportation assessment that has experts in the field looking at how to create a network of safe bike routes, public transportation, and safe walking routes. There is more but what I am trying to say is that, while I don't have a bird's eye view of Cleveland, it feels like there is a problem with the flow or resources here and a lack of innovation in problem solving. I am not sure this is something Gund can help with because it may be that funding for a paradigm shift needs to come from outside Cleveland. Finally, I want to add that these are all my own opinions and don't necessarily reflect the opinions of my organization.

I think the Foundation's support has a strong impact on the Cleveland community. Their support for smaller organizations in general has a very important impact on our field. Their support of us as an organization has been extremely important to directly enabling our success and sustainability and helping us leverage additional funds. The flexibility of Gund Foundation support is particularly important since many other local foundations either will not take on new organizations and/or will only support large, long-established organizations.

In a very conservative state, the Gund Foundation consistently manages to get wins on progressive policies.

In relation to nonprofit management I think Gund is super knowledgeable in relationship to the [our community] and the needs I'm not sure.

It helps make our art form, ..., accessible to all, while also emphasizing high artistic value.

it is difficult to measure any one contribution to the field of media -- but we do know that an informed populace is an engaged populace....

Making a vital annual contribution.

Not entirely sure. We don't get too many updates from the Foundation as compared to other foundations we've worked with.

Please comment on the impact the Foundation is having on your field, community, or organization.

**Grantee Comment**

Our field is relatively narrow and thus it is difficult for the Foundation to impact the field beyond the funding they provide and the trust they afford us to execute on our mission.

Our organization is highly motivated to identify opportunities for people in the community to aid the.... Funds from George Gund Foundation have allowed us to purchase supplies for that population in year's past. We are increasingly expanding in this issue area as 60% of the projects we offer align with ... issues so our relationship with the Foundation is extremely important.

Our program officer is knowledgeable about the needs and major players of our field.

Primarily my answers relate to the work of Marcia Egbert in many areas of human service locally and at the state level; her level of expertise, leadership, guidance, strategy, and support greatly advances issues across many fields.

Private nature of foundation is helpful...very objective in decision making.

Support from the Foundation over the years has helped programs developed in Cuyahoga County be successful, which led to them being adopted as state wide models in Ohio.

Support provided to healthcare organizations has a clear demonstrable impact. More so the needs of the community and the providers are ever changing; so as a funded organization we work hard to keep our eyes open and our ideas fluid and responsive.

The [George] Gund Foundation has a significant impact on the growth and enhancement of our community. The focus on achieving equity and creating pathways for all individuals, especially underserved members of our community, will help strengthen many families and overall positively impact our local economy. The [George] Gund Foundation has helped us look at new and innovative ways through educational opportunities to help more individuals achieve.

The [George] Gund Foundation is definitely a local leader in terms of advancing many worth causes through their support for area nonprofits. I believe the foundation is knowledgeable about the general community development system we operate within, however have not had a chance (or, perhaps invitation/many requests) yet to make significant impacts in Southeast Cleveland specifically.

The [George] Gund Foundation's requirements and guidance assisted our organization to develop a much needed strategic plan that further enabled us to stay on the path of becoming sustainable and more solid organization with financial and organizational integrity. This enables us to have more access to other organizations that might be willing to support our mission statement and its a fact that cannot be so easily measured in terms of dollars.

The entire community views the Gund Foundation as a leader in the environmental and community issues.

The fact that clean energy policies continue to exist at all in Ohio is largely due to the Gund Foundation's patient support in the face of relentless opposition. The resources provided by Gund - and the time and effort that John Mitterholzer puts into supporting those grantees and aligning their work in partnership with us - are a key differentiating factor between surrendering to a fossil future and what has made Ohio home to over 100,000 clean energy jobs. The effective leveraging and attraction of additional resources to this work in Ohio is among the most effective strategies executed by Gund Foundation and helps explain the durability of clean energy progress in the state despite long odds.

The Foundation appreciates and shares our initiatives toward inclusion, equity and diversity. Their funding of our [organization] allows us to advance diversity goals encouraged by leaders in the field.

Please comment on the impact the Foundation is having on your field, community, or organization.	
Grantee Comment	
	The Foundation has a major impact on [our new organization].
	The Foundation has been a leader on particular issues within our field. They seem to be focusing more on influencing policy than on some other issues they may have supported in the past.
	The Foundation has been helpful in strengthening community/organizational partnerships.
	The Foundation has been willing to support promising efforts toward progress on multiple fronts, including equity and inclusion, civic dialog and public discussion in the wake of decaying news media, and the arts as important educational, connective, and civic resources. Early Foundation support helped our organization ... to build its website, create an e-newsletter, and to make strides in racial equity and inclusion. Their support of ... has helped advance the cause of communication in the arts, which has contributed to significant growth of that industry as a revitalizing agent in Cleveland. Additionally, support of racial equity and inclusion in the arts has helped to raise awareness and build bridges in an industry we believe to be in the vanguard of that struggle.
	The Foundation has convened workshops and seminars to help smaller arts organizations request and receive funding for their excellent work that other foundations tend to overlook.
	The Foundation has funded dozens of projects that are related to economic development and community development. The amount of projects in which are housing related, financial literacy related, and in all-encourage development for beautification and creation of opportunities for residents is astounding.
	The Foundation has had tremendous impact on our field, and it has been strongly positive. That said, we sometimes feel our contributions to the community-wide dialogue are at times undervalued.
	The Foundation has provided a great deal of support at the local, state, and federal level, to advocacy for sexual and reproductive health/justice, as well as health/sexuality education. This support has been invaluable.
	The Foundation has several areas that they are very strong that impact our work. Public policy and women's health.
	The Foundation has supported the CDC industry through [my organization] generously as best as I can tell.
	The Foundation is a great supporter of education in..., and advises our organization regarding changes in the way programs are funded, proper protocols, chain of command, and opportunities....
	The Foundation is a leader in the development and advocacy for progressive public policy at the state level by supporting virtually all of the effective public policy advocacy organizations in the state. They have actively encouraged other funders to step up their support for our efforts and to deepen their level of support. They lead by example.
	The Foundation is a long-time, major funder of many community organizations and therefore has a positive impact on growing and sustaining many programs.
	The Foundation is a visionary presence in our field of addressing poverty through direct service and public policy advocacy. The Foundation helpfully encourages collaboration within our legacy landscape of service providers and emphasizes next generation practices and emerging priority issues.

Please comment on the impact the Foundation is having on your field, community, or organization.

**Grantee Comment**

The Foundation is considered a leader in the field of early care and education fostering collaboration and policy development. Staff serve in leadership roles on major community initiatives and systems. Through this leadership and collaboration with other funders and community partners we have moved the needle on the number children that are enrolled in high quality early care and education. Staff constantly share knowledge on national trends from her involvement on national, state and regional committees and advisory boards. Example, her push to improve the quality of early care and education through the development of the [early childhood education program], that is now statewide and supported by state funds. This is one of the many contributions from the Foundation that prepared [our county] and has contributed to our agency's success in leading the state in the number of early care and education programs....

The Foundation is encouraging conversations around diversity, equity and inclusion.

The Foundation is having a significant impact on our local region with regard to the programs and organizations they decide to fund. Our main focus is attracting, welcoming and retaining newcomers to Cleveland and the surrounding region. We feel that with the Foundation's support of our organization as well as others like ... their funding decisions work to promote the positive economic impact of [primary field of interest].

The Foundation is not only a funder, but a trusted advisor on our approaches and on partnerships. They have a unique view of the landscape on these issues given their familiarity with other organizations and are helping us to become even more collaborative and strategic in our work together with other organizations working on similar issues.

The Foundation is seen as a leader in the active transportation and trails field in NE Ohio and regionwide. The ability for the Foundation to not only support the work but help build the narrative as to why it is impactful to the region is invaluable. Foundation staff appear at professional conferences, summits and meetings lending their expertise and experience giving credibility to all of our efforts.

The Foundation is visionary and supports like-minded organizations.

The Foundation itself is not substantively involved in our field, but the funding the Foundation has provided has led to groundbreaking, landmark reforms and policy changes with huge impacts on the field in which my organization works. (I was a little unclear how to answer the previous set of questions because the funding provided has had tremendous impacts but the Foundation itself is not substantively involved in the field where my organization works.)

The Foundation often helps with connections to potential partners in the community that can help elevate or advance our work. The Foundation has met with city staff to help advance our work by sharing best practices.

The Foundation plays a significant role in both spotlighting the need for, and providing resources to implement upstream activities that will influence structures and systems.

The Foundation prioritizes environmental issues and supports the work organizations do in that industry, again, the niche area in which we work bridges multiple fields, environment, health and economic opportunity - but our unique partnership with ... tells the environmental stewardship story and mirrors the environmental priorities of the Foundation that allows us to share that story on a national platform. The Foundation's past gifts to others show a strong commitment to our industry and the conservation of our natural systems.

The Foundation supports service organizations that advance the field, including initiatives that advance public funding and arts education. These organizations help us fulfill our own mission.

The Foundation, through its program officer, has contributed to increasing awareness for diversity issues in the arts.



Please comment on the impact the Foundation is having on your field, community, or organization.	
Grantee Comment	
	The Foundation's impact on our organization goes well beyond its funding commitment. Our Program Director goes above and beyond to connect us to potential funders and partners, share insights learned from others doing similar work, provide guidance on strategies, and attest to their belief in our work.
	The Foundation's grant has been instrumental in getting our capital project off the ground.
	The Foundation's investment in and commitment to reproductive health care and education is enormously important. The investment and attention to public policy issues related to these is of paramount importance!
	The Foundation's program officer is one of the most important leaders in the region and state on many of the issues we work on.
	The funding we received from the Foundation allowed us to hire.... This will allow us to take the organization to a new level.
	The George Gund Foundation has a tremendous impact on Cleveland and Northeast Ohio. I cannot speak to what impact the Gund Foundation is having on the field of theater.
	The George Gund Foundation has been proactive in strengthening art education, so important to Cleveland's inner city. [My organization] is located in one of these neighborhoods and provides programs to schools in contiguous neighborhoods.
	The George Gund Foundation has significantly impacted the subspecialty field of research this grant funds. The funding allows the best and brightest thinkers/researchers in the field to tackle the challenges, and develop and test solutions. New thinking and new discoveries have arisen as a result of the consistent funding.
	The George Gund Foundation is a leader in health policy work in Ohio. Not only does the Foundation fund important work, but program staff are paying close attention to the policy landscape and bringing together collaborators when the conditions are ripe for collective action.
	The Gund Foundation grant acted as an anchor grant for us, allowing us to build a more comprehensive program in Ohio and validating us with other local funders.
	The Gund Foundation has been an outstanding leader in support of the arts and its communities and organizations. The way in which the Foundation looks at those seeking their assistance on any level leaves room for incredible growth, learning, and development. Particularly for smaller arts organizations, this can be a game-changer, and helps immeasurably to facilitate growth and positive change.
	The Gund Foundation has had a huge impact on the health field.... Their knowledge, interest, willingness to work together has made the state a better place for low income individuals in need of health care.
	The Gund Foundation has prompted us to continue to focus on our local community and underserved audiences. They are thought leaders in arts and culture in this region.
	The Gund Foundation is a guide star and the funding we receive is extremely significant to our organization. Cleveland has a vibrant arts community which contributes to the quality of life here-rivaling that of other larger major U.S. cities and the Gund Foundation's generous leadership in arts support is a major reason.

Please comment on the impact the Foundation is having on your field, community, or organization.	
Grantee Comment	
The Gund Foundation is a leader in shaping the Arts and Culture Sector for ..., through the support of almost all the major and most of the minor arts organizations.	
The Gund Foundation is a tremendous supporter of arts and culture in Cleveland and has a tremendous impact on Cleveland's exceptional cultural community.	
The Gund Foundation is recognized and celebrated as a lead in the education field in Cleveland.	
The Gund Foundation understands the importance of funding a variety of organizations who are working in support of its mission in various ways. It understands that, as a place-based foundation, it is affected by federal policy and thus, it makes sense to make (a relatively modest) investment in federal policy work. It also understands that it should fund a variety of approaches toward the same/similar goal, which I like.	
The Gund Foundation, through its grant making, often sets the local, regional and state health and human services agenda. They've made long term investments in organizations that have leveraged substantial public investments in the issues that they are care about.	
The impact is positive.	
The staff and board here deeply appreciate the way in which the Gund Foundation has taken on the challenge of shoring up democracy and democratic institutions. So much of philanthropy can be focused on the arts or health and human services, but if democracy fails, none of that stands a chance. The focus on the strength of our republic is a kind of first things first approach, focused on the classically liberal values of freedom, education, and engagement. Nobody else in town is doing it so intentionally, and we are so grateful to have partners like the GF board and staff in this vital work.	
The support received from the Gund Foundation has enabled our organization to provide services for the economically challenged community we serve.	
The vision of my organization involves the implementation of some practices that are progressive and uncommon.... The Gund Foundation supports these initiatives, and has provided funding for me to implement them with fidelity. If the best practices that come out of my organization end up replicating or spreading, it would be through the foundation's support. However we are relatively new, and are not in a space yet where we are worried about implementation in any other contexts....	
They have given us consistent guidance and support, helping us research and then pursue a new strategy for our organization.	
Through the Foundation's steadfast commitment to our organization, necessary funding has been received to maintain the quality of local public media community affairs content. The impact is immeasurable.	
To simply have [George] Gund Foundation's support of our policy work to advance [our work] makes a huge difference. They understand "policy" work more than any other local funder we have, and that is so helpful. They are sincere in being clear that they want an Ohio that everyone can call home, including.... Therefore, by their very commitment to invest in us, the Foundation is advancing our work statewide.	
Very appreciative of the foundation's commitment to democracy work broadly. In addition to supporting our work, we know they are supporting a number of the other voter engagement and voting rights effortsorganizations in the state as part of a broader ecosystem of democracy work.	
Very strong local impact. Unsure of state or national impact.	
We have a shared goal of promoting understanding of the environment and conservation.	

Please comment on the impact the Foundation is having on your field, community, or organization.

**Grantee Comment**

We look at the Gund Foundation as a community leader in efforts to create social change. The Foundation has deep roots in our community and is regarded as a trusted convener of various and diverse stakeholders in the area of social justice.

We very much appreciate the support of the Foundation and the general advice that results as a matter of our interactions. Our only 'concern' is the recent policy changes that result in supporting only activities that benefit the City of Cleveland. We conduct our operations in an inner ring suburb that has gone from affluent to a heavy concentration of section 8 and great stress on the school system. Many of these new residents have come from Cleveland's inner city. We would like to see more recognition and support of our changing demographics.

We view The Gund Foundation as a leader and a strong pillar of our community.

Working as a partner.

Working with Gund has elevated early college in Ohio, which has led to concrete new proposals and measures in state policy in support of early colleges. Gund has worked with ... in Cleveland as a standout resource for young people but also as a source of new practices and ideas for education in Ohio.

**George Gund Foundation**  
**Grantee Comments from September 2019 Grantee Perception Report**  
**Conducted by the Center for Effective Philanthropy**

*Please note that comments have been edited or deleted to protect the confidentiality of respondents.*

**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

1) Clarify their goals - their mission is very broad, and I've never heard attainable goals articulated. If they would do this, it would help us be on the same page and figure out where we do and do not align. Do they want things to be just marginally better than they are now? Do they want significant change? Where? To what degree? In what areas/issues/sectors? A lot of questions like these are unclear and would be very helpful if answered. It is always striking to me how specific organizations are expected to be about their outcomes and goals, but how little clarity exists from the funders who make the requests of organizations for such specificity. 2) Staff up - get enough people on staff so that their response time is much better and they can be the leaders that they are..... Based on all of my interactions with them, I can only assume it is a capacity issue. I have no reason to believe they don't want to communicate, I'm just under the impression they don't have time as individuals. Not only would more staff help ensure better communication with current and potential grantees, it would also help them take on more of the leadership role that they already have but sometimes don't appear to embrace. They could host more funder gatherings, grantee meetings, share more best practices, participate in substantive conversations about strategy, and more. We - our state, our field, etc. - could really use them to step up into this role. They are well respected and trusted - there aren't a lot of institutions in that position, we need them to take advantage and build on that. At the micro level, I think they should at least have some staff presence in [other parts of Ohio]. I think they would be well suited to have a lobbyist to cross-check information on a regular basis. I think their program officers could use more administrative support. 3) Spend more money on civic engagement (and probably more money overall) - our field is too small, more investment is needed, and there aren't enough other players who appear willing to do it so it would be amazing if they would step up. Based on what I understand about their goals and interests, I don't think the scale of investment exists to reach those goals. Frankly, I think the investments now are band-aids to just stop the bleeding as much as possible. The kind of struggles we're seeing in Ohio (and in Cleveland, where they are primarily focused) merit, in my opinion, a different approach. At a minimum, they could allocate funds to match their earnings - I have to assume they have spent the last decade earning a higher return than their mandated 5% spending. Better yet, they could set clear goals and then spend accordingly to reach those goals. What is the point of having \$600 million in the bank and then to hand out band-aids for symptoms of problems? I would love to see the foundation embrace actually trying to find the problems and solve them. I can't see how that can be done at current spending levels. Even to invest in vehicles that have a higher probability of scaling to try to get to this type of systemic change will cost money up front (and will almost by definition mean more risk). If they want to continue their safer and smaller investments (and I think that makes sense), the pie of resources will simply have to grow. Honestly, I could write about this all day. Gund is doing great things. But they have so much untapped potential. I would be happy to have a longer conversation about this, or to write more, if someone is interested (but I didn't allocate enough time for this to write a full treatise right now).

A few more local board members would be good.

A website update may be beneficial for potential grant seekers.

As previously noted, we greatly appreciate the Gund Foundation's willingness to give multi-year grants that ensure the continuity of our organization and our work. Multi-year grants have become less frequent with some of our other funders, which makes our work more challenging. We hope Gund will continue to see the importance of multi-year grants and will continue to award them.

At this point, I cannot think of any.

At this time we have no specific suggestions as we feel they are a great community partner.

**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

Be a thought partner. Recognize the importance of the work/field of our organization. Do more site visits to see the work in process and to understand the impact.

Be more clear on future strategic directions of the foundation.

Better communication from program staff about the status of proposals and the chance of success. We understand that proposals will not always be successful, but responses to status inquiries and other communications sent to program staff would be appreciated.

Clearer understanding as to why we not funded.

Clearer vision, goals, strategy.

Continue maintaining positive relationships with other funders and community organizations. Don't make changes for the sake of changing, only if needed or if it will enhance or move the community forward.

Continue to provide funding to those organizations who need it the most.

Currently, I think they are leading the way in funding especially in including smaller arts organizations in their annual funding.

Fix the application portal. It's extremely unwieldy for grantees to navigate. This is a minor issue, but one that would make the Foundation easier to work with.

Gosh, I'm not sure I have any improvements to suggest. The support has been truly amazing.

Haha-move to an easier location! We have had the same level of funding [for over ten years] with no consideration of the cost of living increases. Wish that could be addressed.

Hard to say. We use the George Gund Foundation's type and level of support to encourage our other funders to follow their example.

I am not sure I can adequately answer this question being that the Foundation channels its funding to the CDC community through CNP. It is not very clear what funding is available to CDCs outside of what is awarded to/through [Cleveland Neighborhood Progress] Thus the Foundation should make the effort to publicize funding available to CDCs outside of [Cleveland Neighborhood Progress].

I appreciate working with Marcia Egbert; she is respectful, open minded, willing to listen, and understands the complexity of our work and what we are trying to accomplish in the way of training and policy reforms at the local and state level.

**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

I can honestly think of none. Our organization and my peers in the community - nonprofit, civic, corporate - have a very high regard for the Foundation, its programs, staff, leadership, and Board.

I can't say I am familiar enough with the Foundation's other funding areas or officers to comment beyond our own experience. I can say the passion and commitment our officer has shown to the priorities of the Foundation and of our work is amazing. You can genuinely tell he cares and understands the work happening in our industry and community. He has always been sensitive to our comfort level with the process and very transparent in conversations with us. That is important - be honest and transparent, which he has been.

I can't think of any.

I don't have any suggestions at this time.

I don't have any suggestions at this time.

I don't write this with any hyperbole: The partnership we have with John and the Gund Foundation is the ideal of the kind of relationship we aspire to with all of our funders. It is honest, thoughtful, accountable, and trusting. [The Foundation's staff] have helped us grow and increase our ability to support our shared goals in Ohio. Beyond that, they have gone well out of their way to help us tell our story and increase our impact beyond Ohio's borders due to a combination of partnership and a savvy belief that progress elsewhere in the region adds momentum to the clean energy movement in Ohio. The primary suggestion I have in regard to becoming a better funder is to build on the strengths already present in the current work and staffing rather than trying to address smaller weaknesses. Gund has a winning formula, in my opinion, and I hope they will continue to demonstrate their style and efficacy to funders across the country to inspire others.

I feel if there could be more candid discussions with our organization on how we can bolster our funding or whether that is a futile effort.

I honestly am having a hard time making any suggestion on improvement because they have been so supportive and consistent in their approach. They have done more than anyone could ask for in helping us, also, be successful with other funders.

I think it is fine the way it is.

I think the foundation staff is extremely helpful and strives to understand what we are trying to accomplish through our programs.

I want to celebrate something the Foundation is doing really well and will support others in our position--you are giving "operational support" instead of programmatic support. This makes a HUGE difference to an organization like ours that must be nimble and quickly adapt programming to address the fundamental goal we are seeking to achieve.... Please, please give operational support where you can to every grantee that you can. The only thing I would offer as a suggestion is continued certainty in funding for groups is so helpful. I don't know how best Foundations can address this, but the fear of losing funding every couple years weighs heavily on policy organizations like ours that need decades of deep, educational work to see lasting change.... Thank you for what you do!

I would encourage all funders in our community to be better listeners. To build better relationships at the organization and leadership levels with others in the community.

I would love to invite them for more site visits and see more participation in our programming events.

**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

I would mainly like to see more communications with grantees about the overall work of the Foundation, and how arts funding specifically fits into that. What are the current strategies, and how are various grantees exemplifying these? This would help me to better understand the impact the Foundation has in our community and on our field.

I would need more time than I have to synthesize my thoughts and craft suggestions that would be meaningful.

I'm unsure how much more wonderful the Foundation could be. Potentially having more dates for funding cycles could be helpful as some projects may be time sensitive.

I'm honestly not sure. Maybe providing more assistance than funding, but I'm not sure what that would mean. Maybe grantees should be put in cohorts, not just with other grantees but that include people in Cleveland who could be resources for the grantees, and the cohort would be required to meet on a regular basis as part of the grant. A lot can happen just from having a conversation with someone you wouldn't otherwise have access to and sometimes what that person can provide is not a huge imposition for them. This may not be an answer to the same question but I have recently been thinking it would be interesting to have a panel discussion ... of entities that effect the neighborhood we could have more insight as to how each of them understand and approach the issues in that neighborhood.

I'm sure that staff time is limited, but more on-site visits would help staff contextualize our work. Keep pushing us as nonprofit organizations to areas that stretch us in our thinking and invest in leadership as well as organizations.

Increase collaboration among other funders to have larger impact.

Increased general operating support; multi-year funding; able to receive more than one grant a year.

It can be quite intimidating to get a meeting with David Abbott but he gave good advice about what to do even though I didn't know how to do what he suggested. In hindsight I would ask, How to create what he suggested it or if the Foundation could teach me how? It eventually all made sense as I learned more about what foundations expect and why. After that, I had a framework to develop evidence of strategic thinking, financial acumen and strong leadership.

It is a common and valid complaint that funders want new projects in addition to general operating practices. Generally speaking non-profit organizations are challenged in their day-to-day operations to sustain their efforts. While foundation support of additional projects is of course welcome, it comes often with the burden of additional new programming, as if an organization's regular operations were not deserving of support in and of themselves. We have NOT had this complaint about the Gund Foundation. While we have written proposals for specific projects, they have considered their support of this organization as General Operating Support.

It is hard to imagine what else they could do. They have made introductions, provided intellectual capital, and been a sounding board. The only part that is tough would be the grant reports and even that is manageable.

It would be helpful to have organizational support or general operating support which provides a stronger basis for our organization to retain and compensate a loyal and devoted staff. Currently our staff are all voluntary and it is difficult to tie all our staff to program related funding. We feel that foundations should recognize smaller arts organizations need assistance and support in areas which allow for true and lasting growth.

It would be nice if there was less time between the application and the decision.

I've been hugely grateful for the quality and depth of the Foundation's involvement. We'd benefit for opportunities to work together to think through strategic planning. But we also haven't yet asked for that. I'm confident that the Foundation would step up if we did.

**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

just to keep the good work!

Less attention on the shiny new toys in town.

Leverage shared opportunities. Value metrics.

May need to have more staff; interaction with staff is so limited.

Meet when we ask and let us show all the great strides we are making in the community as an organization.

More communication from the foundation.

More communication.

More interaction/engagement with the Foundation would help us feel more secure about the level of continued interest or investment in our work. It would also lay a groundwork that could enable us to benefit from additional guidance from the Foundation.

More people of color in program officer positions.

More personal conversations/touches between program officer and organization. Assistance in brainstorming/strategizing for future growth, new opportunities and less reliance on grant funding. I believe there is so much more that could be accomplished between Gund and our organization that would benefit all parties and then some.

Multi-year funding. If we did not have to apply yearly, but could just provide an abbreviated set of updates and reports, it would be value added to our small organization.

Multi-year grants.

No specific recommendations.

No specific recommendations.

No suggestions as we had a limited engagement with the Foundation and things worked out as we had hoped.

None I can think of.

None that I can think of. They are terrific and our experience is meaningful without taking up too much time away from our own work and programming. Kudos.

None.



**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

None.

None. You are doing a great job.

Not at this time.

Not many improvements are needed. Our program officer is very busy but we have learned to plan in advance given her schedule.

Nothing obvious comes to mind.

Offer other resources to grantees (board development support, technical support, convenings with other grantees, etc.)

Our meetings are great! I don't always get email replies. Would like to see that change but I know program staff are often back-to-back in meetings.

Overall we are very satisfied. A more updated and user-friendly website could be an improvement.

Perhaps more feedback on reported results, although if the Foundation was displeased or concerned, I'm certain they would let us know. We would also like our leadership to meet with [George Gund Foundation] leadership to update them about the impact of their funding and state of our field.

Periodic site visits.

Program officers having more practical field experience in their areas. And once they become program officers how do they maintain a connection to that field. Working with organizations and community to better understand what the true challenges are. The impacts aren't always going to be large outcomes, and the strain on fundraising for administrative costs can often hamper the outcomes that can be achieved. A greater understanding of operating costs associated with program requests.

Reduce reporting requirements for known organizations, enable multi-year grants.

Selfishly, dedicating more resources to arts and culture would make them better in our eyes, however we understand there are numerous other needs and community priorities.

Shortening the time between submission/decision; possibly necessitating more frequent board meetings to review. Review all instructions to grantees for consistency -- maybe even attempting to file a proposal/report by following their own instructions. It would be nice if they reached out to us more proactively with communications, not just relying on us to reach out to them.

**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

Since we apply for a discretionary grant [very often], it would be helpful to connect with a Program Officer about how we could receive funding to continue our program year round. It would be helpful to know how to make the jump from a discretionary grant to something larger and annual.

Site visits. Maybe speak at an [organization's] board meeting.

The [George] Gund Foundation staff has always been engaged with programs it funds to [my organization]. The Foundation has been extremely generous and its gifts have allowed for measurable, visible and impactful change and sustainability. It is difficult to think of how the Gund Foundation could be a better friend or funder to [this organization] and the City of Cleveland. We do not cease to be grateful for its support.

The Executive and Program leadership are outstanding. Trust the pioneering and innovative instinct in emphasizing for service providers the transcendent issues affecting our city- green jobs and climate change; and gender and race equity and inclusion.

The Foundation can do a better job by achieving greater consistency in messaging with its grantees over time - it's a different message/request/strategy each time we meet. I feel I'm asked to do things, only to be pulled back from doing them. I'd also like to see a return of real collaboration between our organization and the Foundation - with the Foundation's insights informing our work, but not orchestrating our work. A respect. Setting a goal and then trusting the organization knows best how to achieve it.

The Foundation has been wonderful in every way and we truly appreciate their support.

The Foundation is an outstanding funder. The concern is that it's influence in our field is so strong that it sometimes intimidates other players.

The Foundation should continue to leverage its expertise, knowledge and ability to bring groups together to effect positive change in the community.

The Foundation voluntarily funded strategic planning for our founding group and continues to support our mission by fulfilling critical needs. Very generous and thoughtful.

The Program Officer is very committed and knowledgeable. It is clear that the Foundation aims to be a change agent through funding as well as collaborations and convening of large and small funders.

The support is very strong.

The website has everything needed, although isn't super user friendly. I don't know that it needs to be since an in-person meeting should probably be preferred but it could be more graphically representative of all the work Gund is a part of.

There are no improvements at this time. While the Foundation is a steadfast supporter of local ... programming, they are also open to consideration of other statewide efforts as well. We look forward to continuing those conversations.

**What specific improvements would you suggest that would make the Foundation a better funder?**

**Grantee Comment**

To prioritize arts organizations through providing operating funds, which overall would enhance and impact the economy and our community. It is important that Gund Foundation acknowledge the role the arts play in our communities, and how difficult it can be for arts organizations outside the Cleveland area to raise operating support. As operating support diminishes, so does the community's access to the arts. The arts bring communities and cultures together and we rely on foundations such as the Gund Foundation to be a part of that future growth.

Visits by the staff to our educational events and exhibitions.

We appreciate the application and review process. We're especially grateful for the opportunity to provide updates for the entire team at the Gund Foundation.

We consider the Gund Foundation to be the most responsible and responsive grantmaker in our community. They consider the needs of the community and leadership of the organization seeking support prior to making a decision. They thoughtfully question whether there is duplication of services and gently encourage collaboration. The Foundation serves the needs of the community and not their own interests.

We really have no critical feedback. Our relationship is transparent, helpful, responsive, and supportive of our strategic goals.

We would love to hear from our program officer more regularly with her initiating updates. We could use more information about news from other grantees and would love to see and hear more about what they are doing.

You set a high bar. My wish would be that other foundations would strive to equally measure up to these standards.

You're doing great. Seriously. Thank you.

**CONFIDENTIAL**

**George Gund Foundation**

**Grantee Comments from September 2019 Grantee Perception Report**

**Conducted by the Center for Effective Philanthropy**

*Please note that comments have been edited or deleted to protect the confidentiality of respondents.*

The Foundation is beginning to consider ways to update its website. With that in mind, please comment on what works well for you in the current website and what you think could be improved in the future.	
Grantee Comment	
(Multiple) Pictures of funded projects to show what previous allocations have enabled for each program category.	
A user-friendly website is most important in this day. The Gund website and application process is archaic. It should be updated.	
Accessibility is a strength of the website. It is clear to understand the priorities of funding for the foundation.	
Although I go to the website in preparation for submissions and report, my grantwriter spends the most amount of time on it. My use is superficial.	
Being Technically Challenged myself I am not the person to answer this question.	
Clarity of information is strong, multimedia is weak.	
Clearer information on non-program staff and how to engage with client service.	
Design for mobile as well as desktop. Looks pretty up to date from our view.	
Don't know.	
Easier use of the grant application.	
Easy navigation is the key.	
Fairly easy to find what is needed but site could use a refresh and should actively illustrate/display themes, videos and photos that support their mission, strategic vision and partners supported.	

**The Foundation is beginning to consider ways to update its website. With that in mind, please comment on what works well for you in the current website and what you think could be improved in the future.**

**Grantee Comment**

First, don't change that wonderful, distinctive color palette! Love that beautiful shade of deep red (I'm an artist...). I would like to see more under "Resources", especially local entities, and wonder how it is determined what to list here? ... Most of the links are to very large state or national entities, but not exclusively. This statement is under "Program Guidelines": "Our primarily urban focus motivates us to devote attention and resources to the illumination of policies that shape the issues we care about. National, state and local policymaking affects all of the Foundation's work and the work of the organizations we fund. Consequently, we feel a special obligation to support the nonpartisan voice of nonprofit advocacy in policy deliberations that directly relate to our program interests." This implies to me that the Foundation is active in policy work "behind the scenes", but the nature of this work is not communicated to grantees in a general way (enews, etc.) and would be interesting to know more about, whether on the website or through other communications.

Font and colors can be improved for readability. Simpler navigation options.

Hard to navigate the grant submission process. Appreciate full explanation of grants awarded. Would be helpful if grant awards announcements were divided into different categories such as social services, environment, business, visual arts, other arts, and such. Statements from grant Program Officers about their aspirations for Cleveland and those they support.

I answered this before, but the website is dated. It gives the impression that the Foundation is old fashioned and not up with the times. Just look at the colors on the site as an example.

I apologize; I have not personally visited the website in a very long time and have not used it to support a grant application recently. If another person on my team gets this survey, they may be able to answer this better.

I appreciate that the website is fairly simple. It is, therefore, easy to navigate!

I appreciate the past grants breakdown by year and by funding area; the frank language, such as the heading "what we fund" makes clear the Foundation's interests and goals. The How To Apply section offers good, step by step guidance.

I believe the website is very user friendly; potentially a different website theme.

I find the number of colors and the background colors distracting from the content.

I find the website informative and useful. If I am forced to suggest an improvement, I'd say perhaps the website could have less wording/look less crowded.

I guess I don't feel that strongly about it because in my experience with Gund (and just about any other funder), it is all about the relationship. If you can get a hold of someone and there is a match between your interests and theirs, and the timing and scope is right, then they'll get you into the online application process and work with you to write something they feel good about presenting to their board. I don't think the work we do - or related funds I know exist - is reflected on the website. And I'm not sure it needs to be - there is a certain amount of value that comes with the vetting process that goes along with making relationships the foundation of your process. A vague website is in some sense honest - it says: if you can't figure out how to connect with us, then we probably aren't going to support you. If they are at giving and/or staff capacity, then making a better website that is more accessible may actually be sending the wrong signal (that they are open to more requests). What's sad is how few people can make it through the maze that is learning how most funders actually fund (relationships) and how slanted that process is toward historically privileged populations (white people, men, etc.) who have the most access to the networks that lead to starting relationships (and then the ability to connect with the funders and speak their language if and when the relationship begins).

**The Foundation is beginning to consider ways to update its website. With that in mind, please comment on what works well for you in the current website and what you think could be improved in the future.**

**Grantee Comment**

I have always found the website easy to use and navigate.

I have not had issues with the website. I generally think that having clear and concise pull down subject headings is the most helpful. Easy to access information on deadlines and guidelines is used by multiple people in our organization.

I have not often accessed the website, but it seems pretty user friendly as it is, at least for the purposes of submitting grants and filing reports.

I haven't used the website as a resource and so can't comment productively here.

I interacted more with staff and very little on the website. Some other folks on my team were likely more involved in looking at the website.

I just think there should be an available response for questions as "not applicable."

I like the drop down menus and they seem to contain all I needed.

I like the interface. Things are logical and intuitive. My only push-back is that the democracy work and other cross-cutting initiatives are not clear in the program areas funded. I suppose that is because it's treated as a special project or cross-cutting initiative that impacts several of the current program areas (arts, education, etc.).

I recommend FORM Group. They did our site and [another organization's]. They're excellent.

I think the web site might need an upgrade - better highlight the work of the grantees.

I would suggest that they more often highlight their grantees and their priorities so that their work and its impact is more widely known.

If you're updating that should be a great start. More visual, show the stories you are supporting through funding. Get updates from grantees to share their work and impacts to highlight visually on the website from all areas that you fund. Show your team in the field. Tell us their stories too - in images and words.

In reflection, I am sorry to say the website has become a more transactional experience related to grant making and deadlines. We can do better to learn about the additional work of the foundation and additional opportunities beyond financial support. I would envision a website that is functional and resourceful, leading users to specific experiences and opportunities beyond grant making.

It looks dated but is currently easy to navigate and provides good information. Gund has partnered on some really beautiful brochures with great black and white photography. I would incorporate beautiful images like those and steer away from a corporate, clean look because I don't think that describes the foundation.

It would be helpful to have a PDF or Word Doc with all proposal/reporting requirements available to download, before going in to the portal for submissions. It would be helpful to have contact information for a grant administration person more clearly identified for seeking assistance about the mechanics of submitting a proposal (as opposed to a substantive/program officer).

The Foundation is beginning to consider ways to update its website. With that in mind, please comment on what works well for you in the current website and what you think could be improved in the future.
Grantee Comment
It's a bit outdated, menu heavy. The menus are grey and dull. The collage of images at the top distracts the eye. Pages are text heavy and, again, the eye sort of bounces around trying to find a place to settle. The text could be broken in ways that better aid comprehension.
I've been funded for a long time and don't use the website as much as a newer grantee might.
Just larger text.
Keep it simple.
No comments. Just needs a refresh. Social media would be welcomed.
No specific recommendations.
No strong ideas - I think the website is pretty clear. I greatly appreciated the Gund Foundation's commitment to the environment. Maybe that could be emphasized more.
None.
None I can think of right now.
Not at this time.
Notification when updates are made.
Once you move to a new page it is hard to get back to the start or other pages. I would make it easier to move around the website.
One of the things I like is that there isn't a lot of clutter to sort through. The menu is easily searchable and things are easy to find.
Our only suggestion would be to update their visuals to have a more contemporary feel.
Overall in terms of finding out what the Foundation funds, submitting and application and final report the wesbite works fine. It would be nice if there was a way for the foundation to showcase the work of grantees that have been funded. Modernize the website to focus more on highlighting the Foundations work with photos/news articles/link to and using social media for those purposes as well.
Overall, the content and navigation of the website is solid. The sections about program guidelines and program areas could be strengthened to provide more clarity, specifically in regards to listing abortion access as part of the Foundation's commitment to reproductive health care.

**The Foundation is beginning to consider ways to update its website. With that in mind, please comment on what works well for you in the current website and what you think could be improved in the future.**

**Grantee Comment**

Please keep it simple and easy to navigate.

Simplicity; links to most common resources needed; clear identification of new information.

The "What we fund" and "How to apply" sections are informative and easy to use. I do not have suggestions for improvement at this time.

The Application submission process.

The current website is clear, works well, and meets our needs.

The grant application process is easy and user friendly. I don't access the website except for matters relating directly to our grant.

The grants-search function works well, but it could be more sophisticated and easily searchable.

The headers and links to webpages are very straightforward, which makes the website user-friendly. However, there is a lot of content on each webpage, and it would be easier to read if the information were more concise or if readability was improved with headers, bullet points, etc. The grants search engine works well but it would be helpful if information appeared in a table that could be easily sorted.

The info on the website has worked well for our purposes. Typically we look to be updated on the foundations areas of interest and to determine timing around grant cycles.

The information could be made easier to read with shorter blocs of text and more headlines/graphic devices.

The lists/summaries of recent grants awarded by category are very helpful. The description of the focus and mission are inspiring. The easy links to the forms are appreciated. Overall, the website is very user-friendly and informative.

The menu is clearly laid out, making information relatively easy to find. The aesthetics are a bit dated, however. Overall, the website is strong.

The more simple the better. The less clicks to get somewhere the better. Overall, very easy though!

The navigation bar at the top of the page is great - it's very clear where you need to go to find the information you're looking for. The information on the website is also great, but it is very text heavy. I'd explore ways to break up and trim some of the text on the site.

The seven tabs on the foundation's website are well organized. The FAQ section is helpful. The website provides a transparent view of the Foundation.

The website is easy to navigate and useful. The colors could be a little brighter.



**The Foundation is beginning to consider ways to update its website. With that in mind, please comment on what works well for you in the current website and what you think could be improved in the future.**

**Grantee Comment**

The website is fairly straight forward.

The website looks dated-style and font. With the vibrancy of the arts the Foundation funds, the website could also reflect this vibrancy. To reach a program officer, you have to know to click on their names which take you to initiate an email. It would be great to list the email address and phone numbers so it is easier to make contact. Perhaps also creating a brand logo would create a visual impact.

The website needs to be updated and made more current in terms of technology, as opposed to content. As an example, it is a little unwieldy when attaching requested files. It would be better to be able to attach individual PDFs that can be combined into one by the portal as specified by the foundation.

The website needs to show more of the impact the grantees are having. The current website has a very academic and dry feel to it. It doesn't look like it has been updated in look and feel since 2010, although the content is updated regularly.

The website's on-line grant application is difficult to find, but the guidelines and program sections are easily accessible. The on-line application accessibility is complex. We suggest that it be streamlined with fewer steps to access the actual application.

There are no suggestions for improvement.

There is a lot of information, streamlining the information and overlap would be helpful. It is also hard to maneuver on a mobile device. It is important to be able to offer quick answers and updates on the website, most especially to organizations that are not familiar with Gund Foundation.

To me this does not matter.

Unfortunately my comments here will not be useful as I have not navigated the website. I am fortunate to have a Grants Administrator at my organization who does that research and has a working knowledge of the portal.

We appreciate being able to see previously funded projects.

We found that we had a number of problems with the actual login process. We wound up having to change our password several times, with assistance from staff--no matter how carefully or accurately we entered the set password, the site would reject it until we reset it. If there was a way to streamline or un-glitch login, it would make the site far more accessible and usable.

We receive most of our direction on approaching the foundation regarding our funding requests from direct conversations for the foundation staff. The website helps to provide the specifics on what to include in the proposals and what process to follow. The information provided always seems adequate.

What is always helpful is a clear expression of Foundation's interests and goals as well as information about proposal timeline.

What works well for me is that it is not cluttered, I can easily find what I am looking for.

What works well for me on the website is that I don't have to click through multiple screens to get to the grant submission information.

While all the Foundation's information is accurate and up to date, the website itself is outdated in terms of design and function. A new look at their grants database would be helpful; other foundations have done this quite well.

The Foundation is beginning to consider ways to update its website. With that in mind, please comment on what works well for you in the current website and what you think could be improved in the future.

**Grantee Comment**

While using the Foundation's website, I have not come across any aspect of the site that I think could be improved.

YES. The website definitely needs to be updated, big time. Future versions need: pictures of staff (esp. program officers); a easy link to the grants portal from the front landing page; a new grants portal that is intuitive (and doesn't email you every time you hit 'save' on the application).

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**Please list the networks or collaborative efforts you participate in.**

**Grantee Comment**

4Citizenship Global Cleveland's College Collaborative

4R Nutrient Stewardship Advisory Council

8 Large Urban School District Portfolio Network [Center for Reinventing Public Education]

ACCE

Advocates for Ohio's Future

Advocates for Ohio's Futures

AFP

Agriculture and Nutrient Alliance

America Votes

America Votes

America Votes Ohio

American Alliance of Museums Museum and Attractions CEO network

American Association of Community Colleges

American Association of School Administrators

American Farmland Trust Land for Good

Americans for the Arts

Americans for the Arts

Americans for the Arts

Americans for the Arts

ANCOR

Arts and Public Health in America

Arts Cleveland

Arts Cleveland

Arts in Medicine Advisory Council

Association of Performing Arts Presenters

CAC activities

CAN (Collective Arts Network)

CDCs

Center for Health Affairs

Central Lake Erie Basin Collaborative

Central Ohio Greenways

Chiefs for Change

Clean Ohio Coalition

Cleveland Arts Education Consortium

Please list the networks or collaborative efforts you participate in.

**Grantee Comment**

Cleveland Arts Education Consortium

Cleveland Cuyahoga County Food Policy Coalition

Cleveland Neighborhood Progress

Cleveland Neighborhood Progress

Cleveland Neighborhood Progress Placemaking Advisory Council

Clevelanders for Public Transit

Clubhouse International

Coalition of Ohio Land Trusts

COHIO

Collaborative to End Human Trafficking

College in High School Alliance

Community Collaboratives

Community of Practice

Community/neighborhood investment.

Conservation Voters Movement

Conservative Energy Network

Council of the Great City Schools Ohio

CPAC

Create Partners

Creating Healthy Communities

Creating Healthy Communities

Criminal Justice Organizations

CUB Hub

Cuyahoga Arts & Culture Arts Cleveland.

Cuyahoga Arts and Culture

Cuyahoga County Early Childhood Compact

Cuyahoga Greenway Partners.

Dance/USA

Direct advocacy on behalf of residents with various City of Cleveland officials and departments

Direct network education efforts on policy needs

DODD Direct Care Provider Certification Rule Workgroup

Ecological issues

EIR Community Network

Energy Efficiency Coalition

Energy Efficiency for All

Energy Round Table

Environmental advocacy networks

Environmental coalition

Please list the networks or collaborative efforts you participate in.

**Grantee Comment**

Equality Ohio
Everybody Votes Campaign
EVgridX
Faith Based Coalitions
Farm Bureau National
FCCP
Flood Policy Call
Food Association Ohio
Freedom of Choice Ohio
Fund for our Economic Future
Future of Sex Education
GCP
Global Cleveland
Grassroots community organizations
Great Lakes Metro Council
Greater Circle Housing Assistance program
GreaterCLE
Healing Our Waters Coalition
Health Care Transformation Task Force
Healthy Water Ohio
Higher Learning Commission
Home Matters to Ohio
Interfaith Justice Table
International Community Council Global Cleveland
Lake Erie Allegheny Partnership for Biodiversity
League for Innovation
League of American Bicyclists
Legacy Cities network
Legal Aid Taskforces and other advocates
Local CDCs
Local elected coalition
Log Cabin Republicans
Medicaid Coalition
Midwest Climate and Energy Funders Group
Multiple "priority state" grantee networks
Multiple constituency-specific advocacy cohorts (i.e. Conservative Energy Network)
NASEO
Through the Foundation's steadfast commitment to our organization, necessary funding has been received to maintain the quality of local public

Please list the networks or collaborative efforts you participate in.

**Grantee Comment**

National Committee for Responsive Philanthropy

National Community Reinvestment Coalition

National Guild for Arts Education

National Methane and Clean Water for All campaigns

National Organic Coalition

National Parks Conservation Association

National Partnership for New Americans

NCAAP centering equity work

NCRP

Neighbor-to-Neighbor

NeighborWorks America Ohio chapter

Networks Industrial Heartland Trails Coalition

NFG

Nix the Fix

nonprofits

Northeast Ohio Public Involvement and Public Education Network

Northeast Ohio Stormwater Training Council.

NYC Career Internship Network

Ohio Alliance to End Sexual Violence

Ohio Arts Council

Ohio Campus Compact

Ohio CDC Association

Ohio CEC Association

Ohio Children's Budget Coalition.

Ohio Citizens for the Arts

Ohio Consumers for Health Coverage

Ohio Consumers for Health Coverage

Ohio Early College Association

Ohio EITC Coalition

Ohio Energy Table

Ohio Excels

Ohio Fair Elections Network

Ohio Food Policy Network

Ohio Parity 10 Coalition

Ohio Progressive Asian Women's Leadership

Ohio Reinvention Cities network

Ohio Revitalization Steering Committee

Ohio Statewide Health Disparities Collaborative

Please list the networks or collaborative efforts you participate in.

**Grantee Comment**

Ohio Trails Partnership

Ohio Transformation Fund

Ohio Voice

Ohio Voice

Ohio Voice

Ohio Welcoming Immigrants Network

Ohio Workforce Coalition

OPRA

Oregon Conservation Network

other arts organizations,

Parent policy council.

Partnership for Active

Patients to Advocates

People's Justice Project

Philanthropy Ohio

Piper Fund

Policy Matters

Policy Matters Greater Ohio

MYCOM

PRE4CLE

Private sector

Protect our Care

Protecting Immigrant Families Campaign

Public Entities

Public Infrastructure

Public Lands Alliance

Purpose Built Communities Glenville Program

Race Class Narrative

RE-AMP

Refugee Services Collaborative

Renewable energy advocacy

Reprocoalition table

Residents

Rights Faith & Democracy Collaborative

RISE Together Fund

RITE Board

Rockwood Ohio Cohort alumni network

Say Yes to Education

Please list the networks or collaborative efforts you participate in.

**Grantee Comment**

Say Yes to Education

Sex Education Collaborative

Sexual Assault Response Teams

Sexual Assault Survivor Council

Smart Growth America

Social service agencies

Social service organizations

State and national associations of health centers

State Voices

Stonewall Dems

Stop the Inhumanity at the Cuyahoga County Jail.

Student Government

Students Learn Students Vote coalition

Sustainable Agriculture Coalition

The AIDS Funding Collaborative

The Council on Older Persons

The Human Service Advocacy Network

the Ohio Transformation Fund

The Refugee Services Collaborative of Greater Cleveland

Theatre Communications Group

Transforming Justice

Transit Advisory Committee

Transit Coalition

TransportationOhio

United Way

United Way Public Policy Work

Uptown Business Association

Voice Innovation Ohio

Volunteer Lawyers for the Arts

Voters, coordination with Cuyahoga County

WE Lead- Women Excel Leadership

WE Lead- Women Excel Leadership

Women in Politics

Women in Politics

Women's Public Policy Network

Women's Public Policy Network

Your Voice Ohio

Your Voice Ohio



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**Please describe the types of efforts your organization might consider.**

**Grantee Comment**

I thought that not-for-profits couldn't engage in political solicitation. Do exhibitions that include themes of justice.

Including information in e-newsletters or social media.

Increased support from state/federal organizations to support organizations like ours in job placement, growth, impact.

Increasing membership involvement in various committees, formation of steering committees for specific events, programs and exhibitions.

It might consider engaging the community to help drive legislation around federal and state food programs.

Our nonprofit's mission is Education, especially of young children, and we are increasingly teaching program participants to seek data and to learn from facts.

Those which might be helpful. Especially related to increased fundraising.

Voter registration drive.

We are interested in decreasing student loan burdens through tax policy.

We primarily work with children, but potentially we could distribute materials (e.g., fliers) to them or their teachers.



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