The William and Flora Hewlett Foundation 2021 Grantee Perception Report - Organization Wide

Generated on February 17, 2022

Key Ratings Summary

Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.
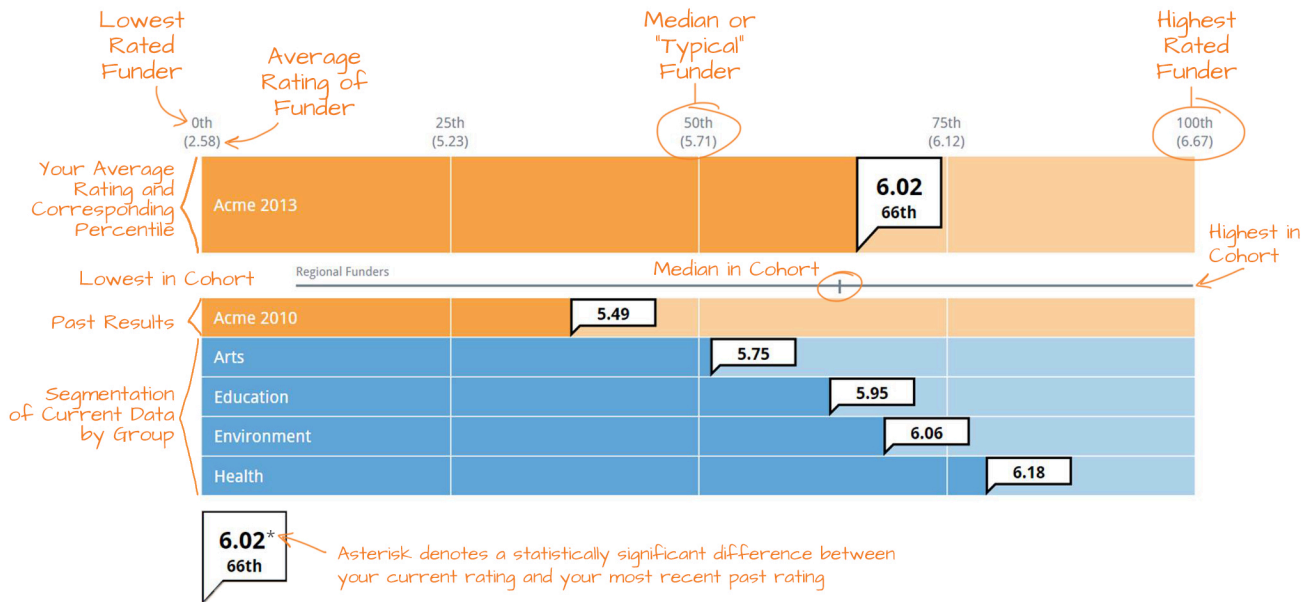
Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than ten responses.

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

Key Measures	Trend Data	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields		5.97	69th Custom Cohort
Organizational Impact Impact on Grantees' Organizations		6.29	65th Custom Cohort
Approachability Comfort Approaching the Foundation		6.30	61st Custom Cohort
Communications Clarity of Communications		5.65	42nd Custom Cohort
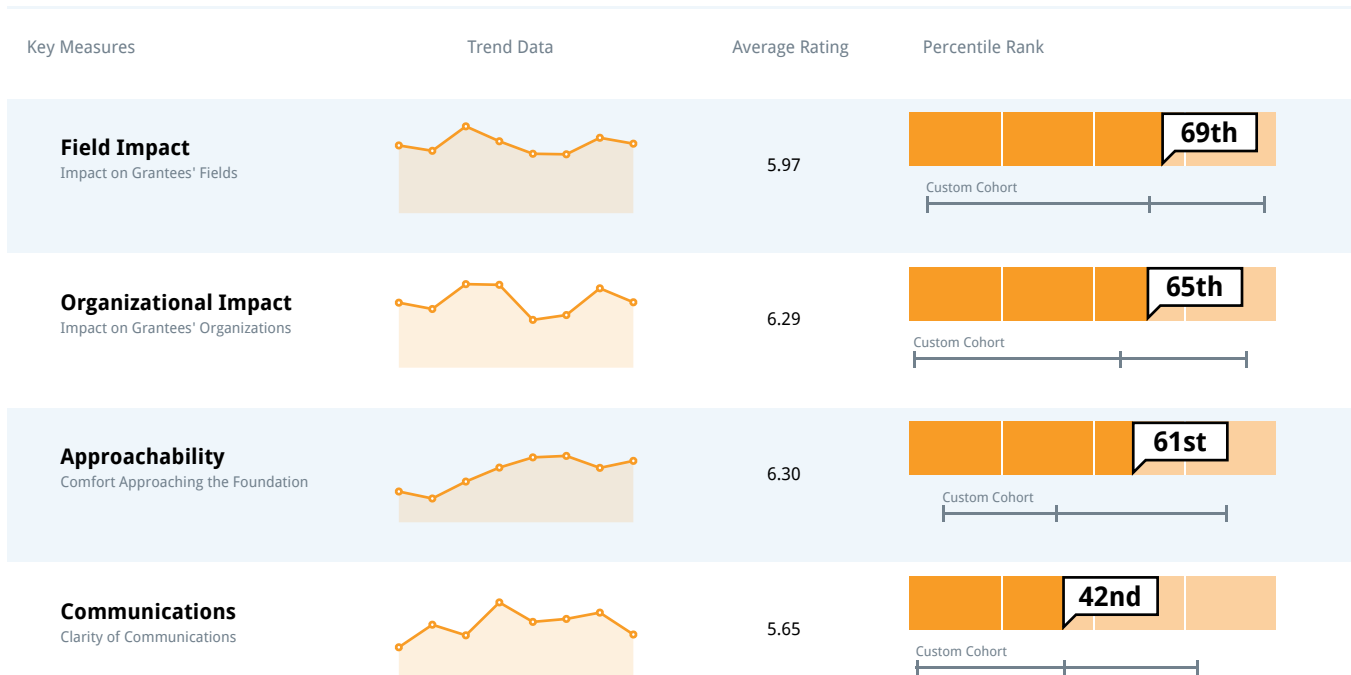
Key Measures	Trend Data	Average Rating	Percentile Rank
Selection Process Helpfulness of the Selection Process		5.03	43rd Custom Cohort
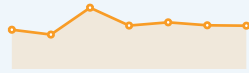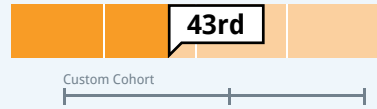
Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Hewlett 2021	May and June 2021	1615	986	61%
Hewlett 2018	May and June 2018	1346	826	61%
Hewlett 2015	September and October 2015	1142	707	62%
Hewlett 2013	September and October 2013	1050	693	66%
Hewlett 2011	September and October 2011	777	535	69%
Hewlett 2009	May and June 2009	820	570	70%
Hewlett 2006	September and October 2006	733	504	69%
Hewlett 2003	September and October 2003	387	271	70%

Survey Year	Year of Active Grants
Hewlett 2021	March 2020 - February 2021
Hewlett 2018	March 2017 - February 2018
Hewlett 2015	June 2014 - May 2015

Throughout this report, The William and Flora Hewlett 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 350 funders. The full list of participating funders can be found at https://cep.org/gpr-participants/.

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

Response Rates

Program	Response Rate
Education	67%
Environment	58%
Gender Equity and Governance	60%
Performing Arts	70%
U.S. Democracy	61%
Philanthropy	50%
Cyber	62%

Subgroups

In addition to showing Hewlett's overall ratings, this report shows ratings segmented by Primary Program Area. The online version of this report also shows ratings segmented by Respondent Gender, Respondent Person of Color Identity (for U.S.-based grantees), Respondents' Intersectional Identities (for U.S.-based grantees), Strategy (in program level reports), whether a grantee received General Operating Support, Type of Funding, Geography, Special Segmentations chosen by Program Teams, whether the grantee is a Regrantor/Intermediary, whether a grantee is an OE Recipient, and Flexiflag.

Primary Program Area	Number of Responses
Education	156
Environment	222
Gender Equity and Governance Program	220
Performing Arts	187
U.S. Democracy Program	74
Philanthropy	32

Respondent Gender	Number of Responses
Identifies as a Man	379
Identifies as a Woman	540
Identifies as "gender non-conforming", "non-binary" or any combination of genders	21
Prefer not to say	25

Respondent Person of Color Identity (US Only)	Number of Responses
Does not identify as a Person of Color	583
Identifies as a Person of Color	212
Prefer not to say	35

Respondents' Intersectional Identities (US Only)	Number of Responses
Identifies as a Man and Person of Color	78
Identifies as a Woman and Person of Color	129
Identifies as Man and Not a Person of Color	228
Identifies as Woman and Not a Person of Color	334
Prefer not to say	42

General Operating Support	Number of Responses
Restricted Funds	500

General Operating Support	Number of Responses
Unrestricted Funds	481

Type of Funding	Number of Responses
General Support - Organization	258
General Support - Program	253
Project Support	311
General Support - Program and Project Support	52
Multiple Types of Support	112

Geography	Number of Responses
Domestic	668
International	223
Multiple	93

Regrantor or Intermediary	Number of Responses
Yes	79
No	907

OE Recipient	Number of Responses
OE Recipient	334
Non-OE Recipient	576

Flexiflag	Number of Responses
New grant	366
One-time only grant	33
Phase-out	93
Renewal	227
Supplemental	11

Subgroup Methodology and Differences

Grantee Data

Subgroup Methodology

Program Area: CEP used grantees' responses in the survey - as well as grantees' indication of their program officer - to categorize respondents into the appropriate program area.

General Operating Support: CEP used grantees' responses in the survey to categorize respondents by whether they received restricted or unrestricted funds.

Type of Funding: Using information provided by the Foundation in its grantee list, respondents were categorized into their respective Type of Funding.

Geography: Using information provided by the Foundation in its grantee list, respondents were categorized into their respective Geography served.

Regrantor/Intermediary: Using information provided by the Foundation in its grantee list, respondents were categorized by whether they were using Hewlett's grant for regranting.

OE Recipient: CEP used grantees' responses in the survey to categorize respondents into whether they are an OE grant recipient or not.

Flexiflag: Using information provided by the Foundation in its grantee list, respondents were categorized as having received new, one-time only, phase-out, renewal, or supplemental support. Grantees were generally excluded from this analysis if across multiple grants they had multiple types of support.

Subgroup Differences

In describing statistically significant differences in findings within Hewlett's results, we use the term "most measures," when there are statistically meaningful differences in more than half of the comparative, perceptual measures that are a part of CEP's standard grantee survey.

Program Area: There are statistically significant differences across programs for most measures throughout the report.

General Operating Support/Type of Funding: Grantees who receive general operating support rate Hewlett higher than grantees receiving other types of grants for a few measures in the survey. Grantees who receive multiple forms of support trend higher for most measures in the survey.

Geography: There are no consistent statistically significant differences based on the geographic areas served by grantees.

Regrantor/Intermediary: There are no consistent statistically significant differences based on whether the grantee is a Regrantor/Intermediary or not.

OE Recipient: Grantees receiving supplemental OE capacity building grants rate higher than grantees not receiving OE grants for fewer than half the measures throughout the report, including the Foundation's impact on their organizations.

Flexiflag: Phase-out grantees rate significantly lower than other grantees for most measures, including the Foundation's understanding at the field, organizational, and beneficiary levels.

Comparative Cohorts

Customized Cohort

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

Custom Cohort
Andrew W. Mellon Foundation
Carnegie Corporation of New York
Conrad N. Hilton Foundation
Ford Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Margaret A. Cargill Philanthropies
Robert Wood Johnson Foundation
The Children's Investment Fund Foundation
The David and Lucile Packard Foundation
The Kresge Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation
Walton Family Foundation

Standard Cohorts

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

Strategy Cohorts

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

Annual Giving Cohorts

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

Foundation Type Cohorts

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

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	39	Funders that are primarily based outside the United States
Recently Established Foundations	78	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	77	Funders who surveyed grantees during COVID-19 (GPR only)

Grantmaking Characteristics

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

Median Grant Size
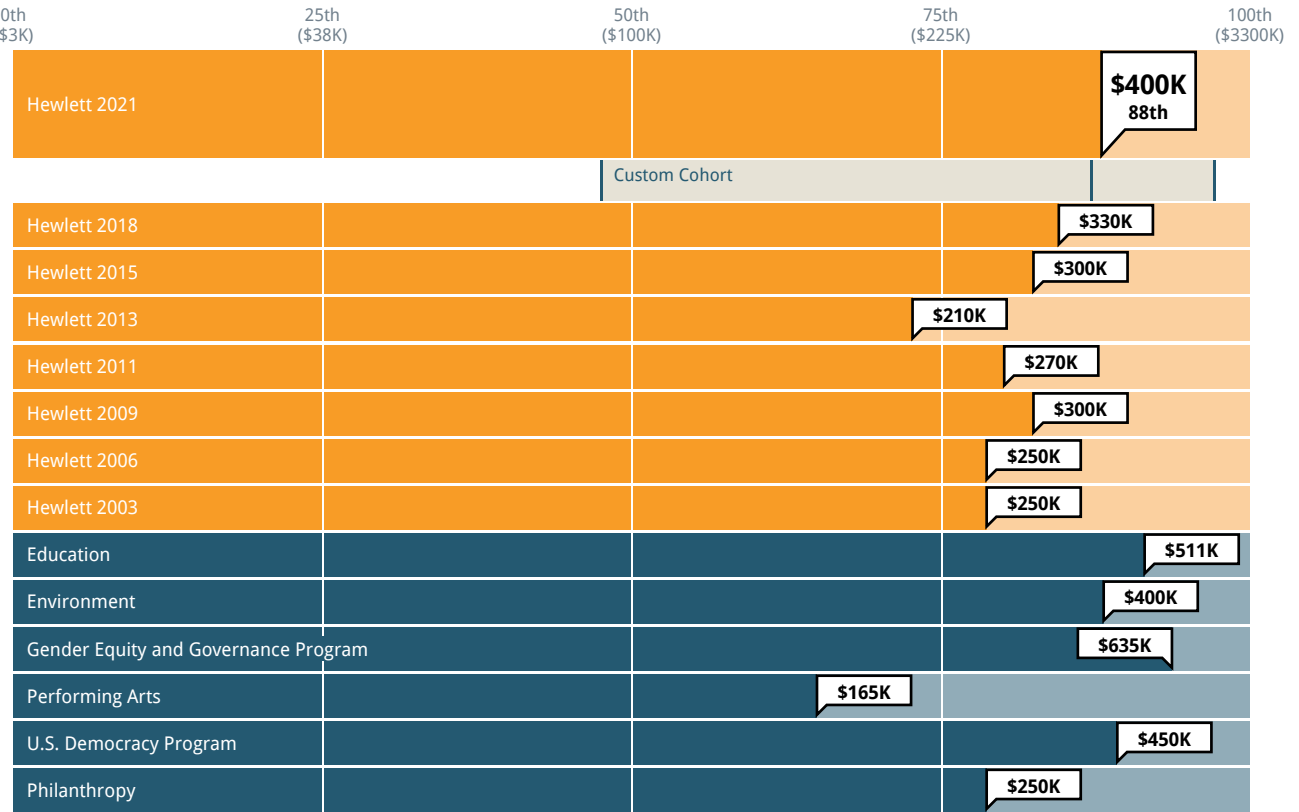
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Average Grant Length

	0th (1.0yrs)	25th (1.8yrs)	50th (2.2yrs)	75th (2.6yrs)	100th (7.9yrs)
Hewlett 2021				**2.6yrs** 70th	
Custom Cohort					
Hewlett 2018				2.5yrs	
Hewlett 2015				2.5yrs	
Hewlett 2013			2.4yrs		
Hewlett 2011				2.6yrs	
Hewlett 2009			2.4yrs		
Hewlett 2006				2.6yrs	
Hewlett 2003			2.4yrs		
Education				2.5yrs	
Environment		2.0yrs			
Gender Equity and Governance Program				2.5yrs	
Performing Arts					3.6yrs
U.S. Democracy Program			2.3yrs		
Philanthropy				2.7yrs	
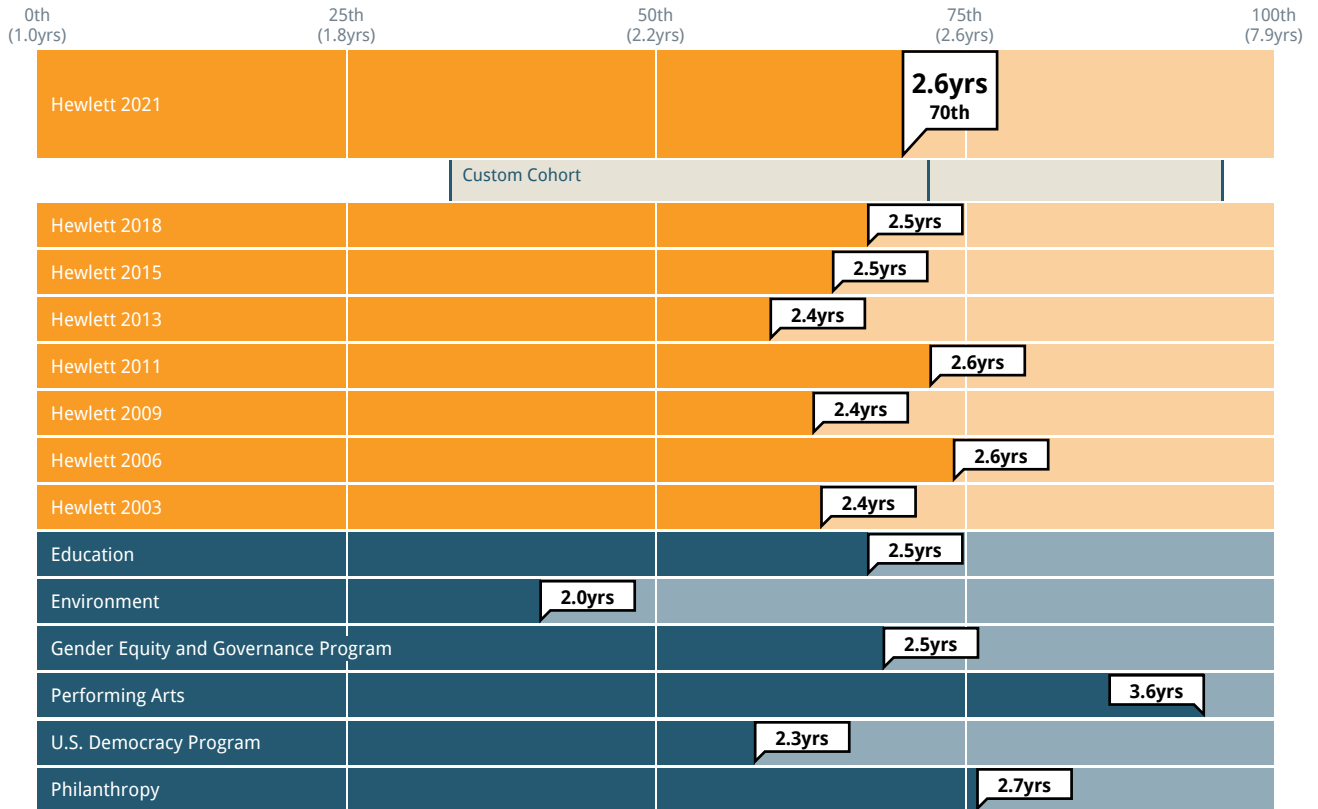
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Median organizational Budget
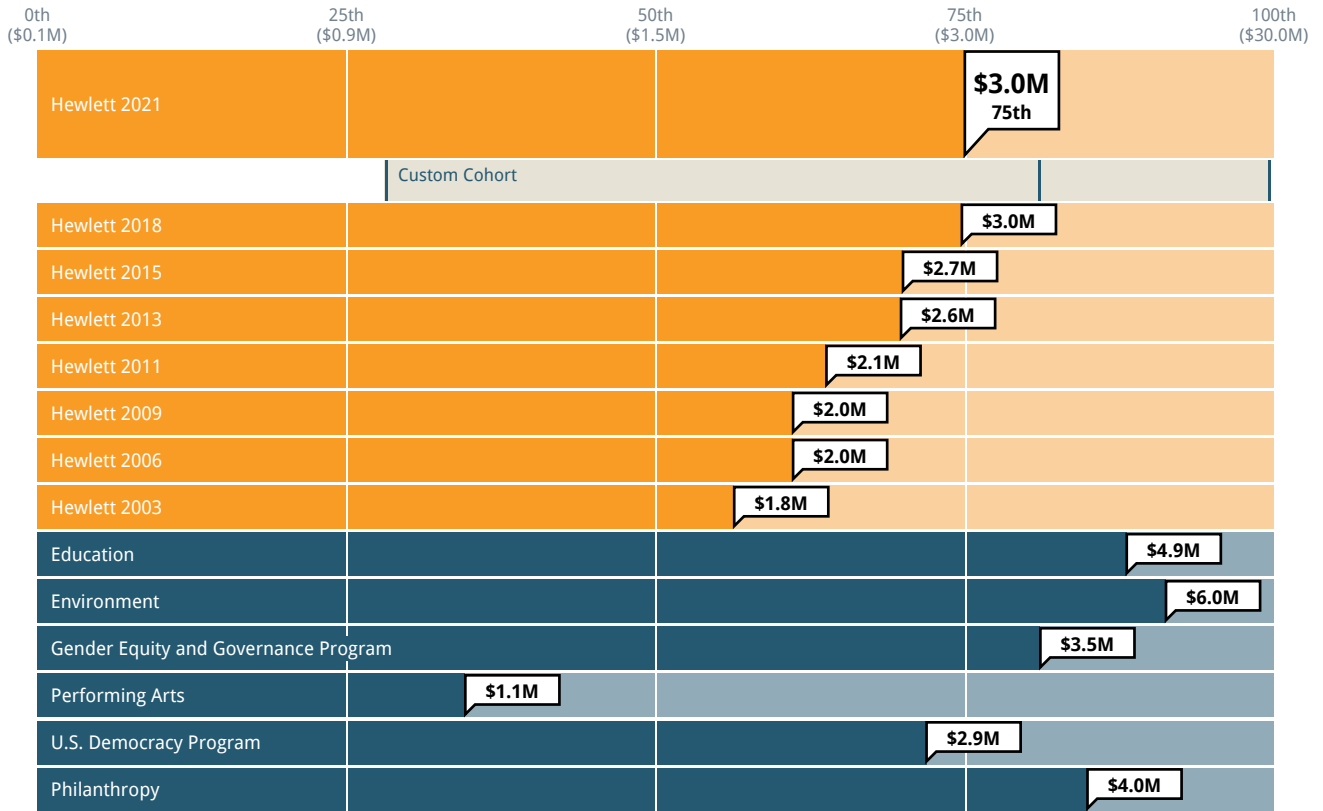
	0th ($0.1M)	25th ($0.9M)	50th ($1.5M)	75th ($3.0M)	100th ($30.0M)

Hewlett 2021 — **$3.0M** 75th

Custom Cohort

Hewlett 2018 — **$3.0M**
Hewlett 2015 — **$2.7M**
Hewlett 2013 — **$2.6M**
Hewlett 2011 — **$2.1M**
Hewlett 2009 — **$2.0M**
Hewlett 2006 — **$2.0M**
Hewlett 2003 — **$1.8M**
Education — **$4.9M**
Environment — **$6.0M**
Gender Equity and Governance Program — **$3.5M**
Performing Arts — **$1.1M**
U.S. Democracy Program — **$2.9M**
Philanthropy — **$4.0M**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Selected Cohort: Custom Cohort	
	Grant History
	Percentage of first-time grants
Hewlett 2021	23%
Hewlett 2018	24%
Hewlett 2015	20%
Hewlett 2013	16%
Hewlett 2011	20%
Average Funder	29%
Custom Cohort	34%

Proportion of Unrestricted Funding

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

	0th (0%)	25th (7%)	50th (19%)	75th (37%)	100th (94%)
Hewlett 2021					**49%** **87th**
Education			27%		
Environment				47%	
Gender Equity and Governance Program				45%	
Performing Arts				68%	
U.S. Democracy Program				54%	
Philanthropy				75%	
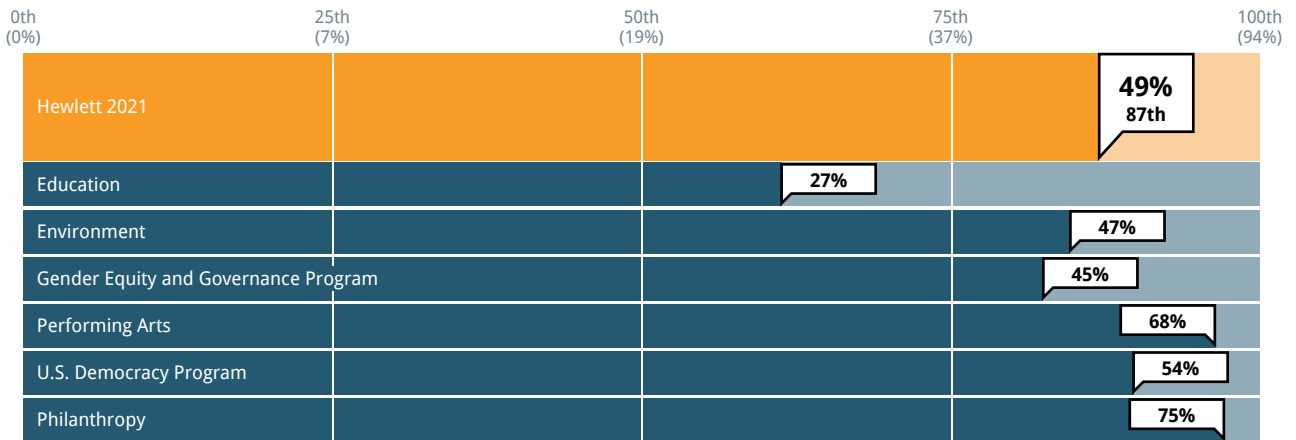
Cohort: None   **Past results:** on   **Subgroup:** Primary Program Area

In prior surveys, CEP asked grantees about "General Operating Support" rather than unrestricted support. In 2018, 48% of Hewlett grantees reported receiving general operating/core support. In previous surveys the proportions were 44% (2015), 40% (2013), 43% (2011), and 43% (2009).

Proportion of grantees receiving multi-year unrestricted grants

Proportion of grantees responding 'No, this funding was not restricted to a specific use (i.e. general operating, core support)' and report receiving grants for two years or longer
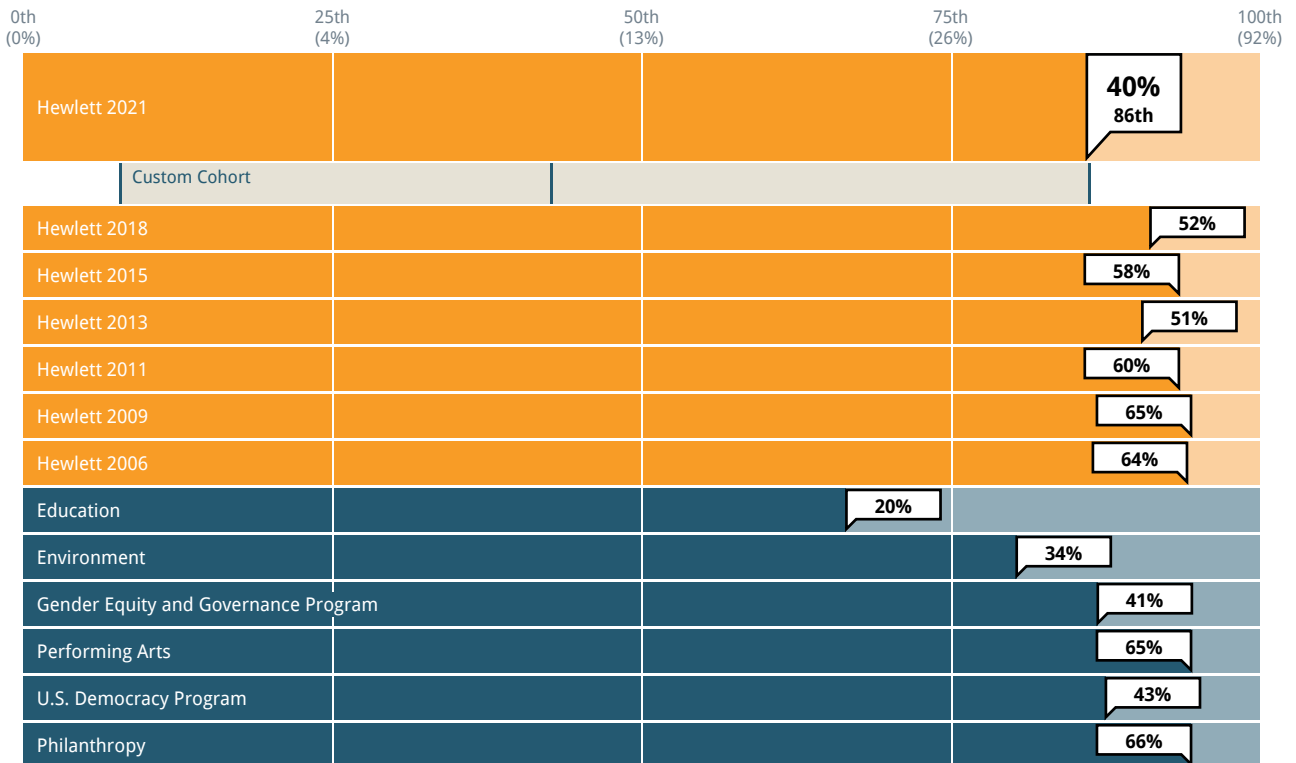
	0th (0%)	25th (4%)	50th (13%)	75th (26%)	100th (92%)
Hewlett 2021					**40%** **86th**
Custom Cohort					
Hewlett 2018					52%
Hewlett 2015					58%
Hewlett 2013					51%
Hewlett 2011					60%
Hewlett 2009					65%
Hewlett 2006					64%
Education			20%		
Environment				34%	
Gender Equity and Governance Program				41%	
Performing Arts				65%	
U.S. Democracy Program				43%	
Philanthropy				66%	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Selected Cohort: Custom Cohort

Program Staff Load	Hewlett 2021	Hewlett 2018	Median Funder	Custom Cohort
Dollars awarded per program full-time employee	$8.3M	$8M	$2.7M	$5M
Applications per program full-time employee	20	17	26	11
Active grants per program full-time employee	47	43	30	24

Regrantor/Intermediary

Selected Cohort: None	
Is a primary purpose of this grant to allow you to re-grant funding to other organizations?	**Hewlett 2021**
No	89%
Yes	11%

Selected Subgroup: Primary Program Area						
Is a primary purpose of this grant to allow you to re-grant funding to other organizations? (By Subgroup)	**Education**	**Environment**	**Gender Equity and Governance Program**	**Performing Arts**	**U.S. Democracy Program**	**Philanthropy**
No	92%	79%	89%	93%	94%	97%
Yes	8%	21%	11%	7%	6%	3%

OE Grants

Selected Cohort: None

Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from Hewlett?	Hewlett 2021	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009
No	63%	68%	69%	74%	77%	80%
Yes	37%	32%	31%	26%	23%	20%

Selected Subgroup: Primary Program Area

Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from Hewlett? (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
No	67%	62%	58%	57%	68%	62%
Yes	33%	38%	42%	43%	32%	38%

Full Cost Questions

(Only of grantees that received program/project support.)

These last few questions ask about the extent to which your grant covered the actual costs of the associated program/project.

- Direct costs are the costs to execute the project itself.
- Indirect costs are the organizational costs associated with executing the project but not directly used in the project (e.g., a proportional share of rent, a proportional share of finance staff salary).
- Indirect cost rate is a percentage applied to direct costs in budgeting to estimate indirect costs.
- If your program is supported by multiple funders, think about the proportion of costs that this grant represents within the total funding received from all funders.

Selected Cohort: None

Which best describes the process used to set an indirect cost rate for this project?	Hewlett 2021	Hewlett 2018
We provided an indirect rate, which the Foundation accepted	56%	53%
We settled on an indirect rate in discussion with Foundation staff	13%	12%
The Foundation provided an indirect rate, without opportunity for discussion	10%	12%
In determining grant amount, we did not specifically address indirect costs	21%	23%

Selected Subgroup: Primary Program Area

Which best describes the process used to set an indirect cost rate for this project? (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
We provided an indirect rate, which the Foundation accepted	51%	65%	59%	57%	36%	N/A
We settled on an indirect rate in discussion with Foundation staff	10%	9%	16%	9%	28%	N/A
The Foundation provided an indirect rate, without opportunity for discussion	20%	5%	12%	5%	12%	N/A
In determining grant amount, we did not specifically address indirect costs	19%	21%	13%	30%	24%	N/A

How strongly do you agree or disagree with the following statements about how indirect and direct costs were set?

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

■ Hewlett 2021   ■ Hewlett 2018

Your organization has an accurate understanding of the indirect costs associated with this work

Hewlett 2021	6.17
Hewlett 2018	6.01

The process was straightforward

Hewlett 2021	6.14
Hewlett 2018	5.96

The final indirect rate was fair to your organization

Hewlett 2021	6.00
Hewlett 2018	5.60
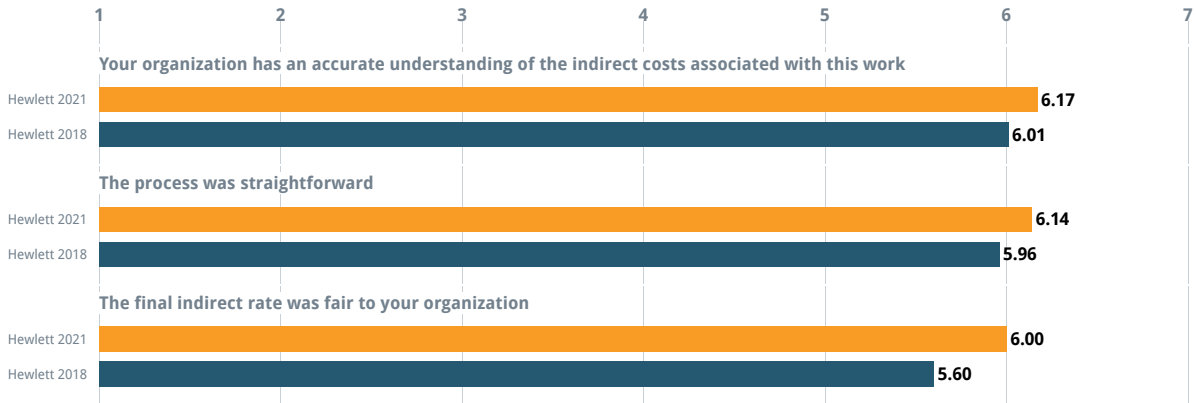
Cohort: None   **Past results:** on

How strongly do you agree or disagree with the following statements about how indirect and direct costs were set? - By Subgroup

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

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program

Your organization has an accurate understanding of the indirect costs associated with this work

Education	6.16
Environment	6.18
Gender Equity and Governance Program	6.38
Performing Arts	6.04
U.S. Democracy Program	6.14

The process was straightforward

Education	6.12
Environment	6.09
Gender Equity and Governance Program	6.26
Performing Arts	6.41
U.S. Democracy Program	6.11

The final indirect rate was fair to your organization

Education	6.07
Environment	6.18
Gender Equity and Governance Program	5.92
Performing Arts	6.05
U.S. Democracy Program	5.85

Subgroup: Primary Program Area

Selected Cohort: None

To what extent did the grant cover the costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)?	Hewlett 2021	Hewlett 2018
The grant covered its direct and indirect costs plus extra that allows the organization to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.).	10%	9%
The grant covered direct and indirect costs, but no more.	53%	47%
The grant covered the direct costs of the work, but not all indirect costs.	25%	34%
This grant did not cover even the direct costs of the work.	8%	11%

Selected Subgroup: Primary Program Area

To what extent did the grant cover the costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)? (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
The grant covered its direct and indirect costs plus extra that allows the organization to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.).	6%	10%	13%	18%	4%	N/A
The grant covered direct and indirect costs, but no more.	56%	55%	56%	43%	67%	N/A
The grant covered the direct costs of the work, but not all indirect costs.	30%	23%	23%	24%	22%	N/A
This grant did not cover even the direct costs of the work.	5%	10%	7%	14%	4%	N/A

Impact on and Understanding of Grantees' Fields

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

1 = No impact   **7** = Significant positive impact
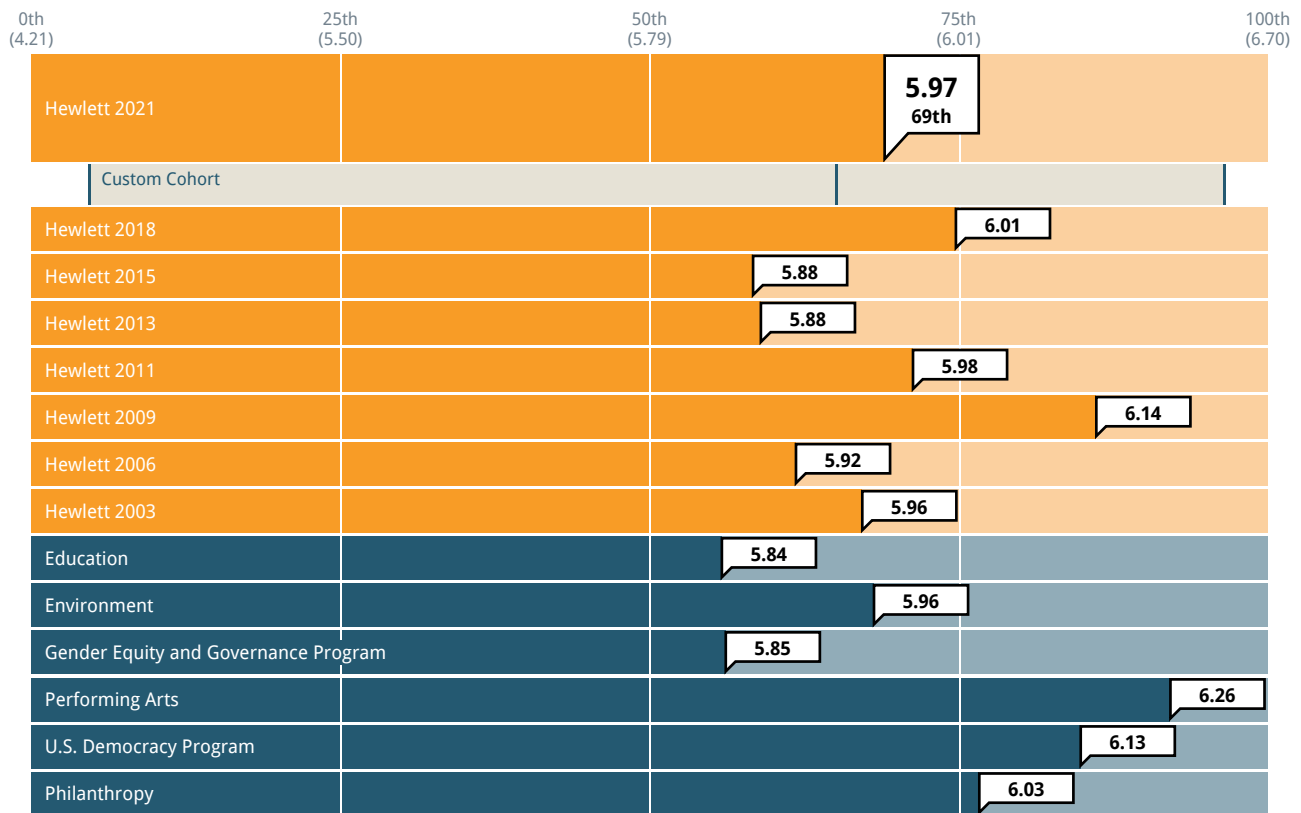
	0th (4.21)	25th (5.50)	50th (5.79)	75th (6.01)	100th (6.70)
Hewlett 2021				**5.97** 69th	
Custom Cohort					
Hewlett 2018				6.01	
Hewlett 2015			5.88		
Hewlett 2013			5.88		
Hewlett 2011				5.98	
Hewlett 2009				6.14	
Hewlett 2006			5.92		
Hewlett 2003				5.96	
Education			5.84		
Environment			5.96		
Gender Equity and Governance Program			5.85		
Performing Arts				6.26	
U.S. Democracy Program				6.13	
Philanthropy				6.03	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

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

	0th (4.66)	25th (5.47)	50th (5.71)	75th (5.94)	100th (6.63)
Hewlett 2021				**5.94*** **74th**	
Custom Cohort					
Hewlett 2018					6.08
Hewlett 2015					6.04
Hewlett 2013					6.07
Hewlett 2011					6.10
Hewlett 2009					6.11
Hewlett 2006				5.97	
Hewlett 2003					6.00
Education				5.97	
Environment				6.00	
Gender Equity and Governance Program			5.85		
Performing Arts			5.88		
U.S. Democracy Program					6.29
Philanthropy				5.94	
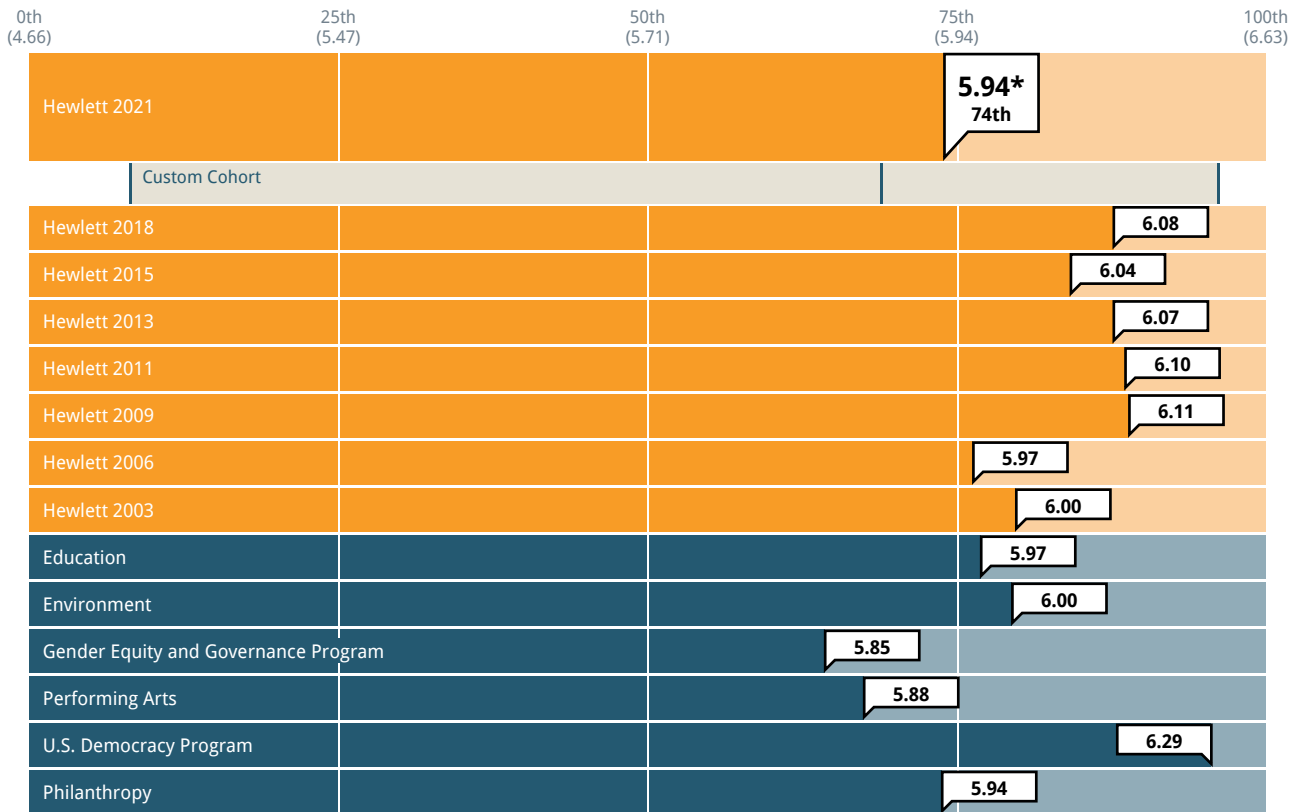
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Advancing Knowledge and Public Policy

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

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

	0th (3.58)	25th (4.77)	50th (5.14)	75th (5.47)	100th (6.44)
Hewlett 2021					**5.58** **83rd**
Custom Cohort					
Hewlett 2018					5.67
Hewlett 2015					5.59
Hewlett 2013					5.56
Hewlett 2011					5.64
Hewlett 2009					5.70
Hewlett 2006					5.54
Hewlett 2003					5.53
Education					5.59
Environment					5.48
Gender Equity and Governance Program					5.60
Performing Arts					5.58
U.S. Democracy Program					5.91
Philanthropy					5.70
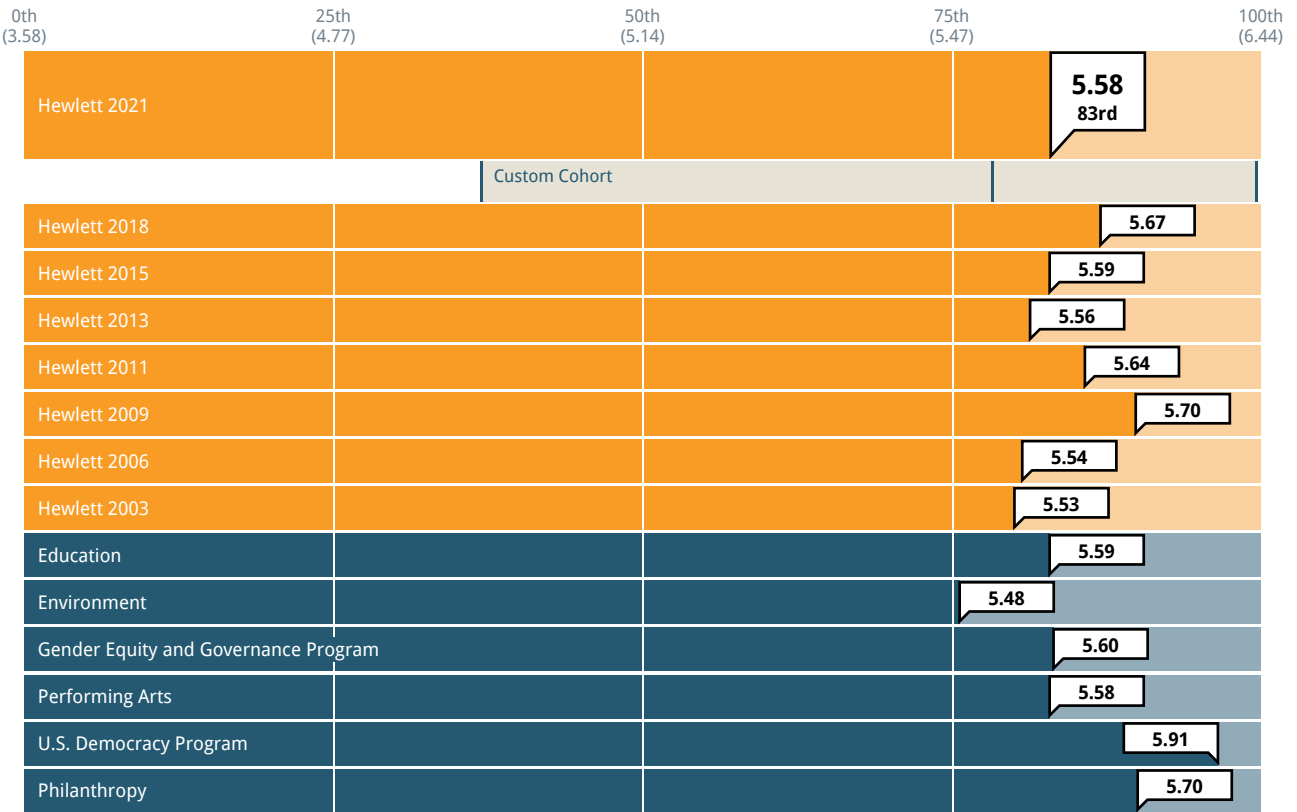
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

To what extent has Hewlett affected public policy in your field?

1 = Not at all   **7** = Major influence on shaping public policy
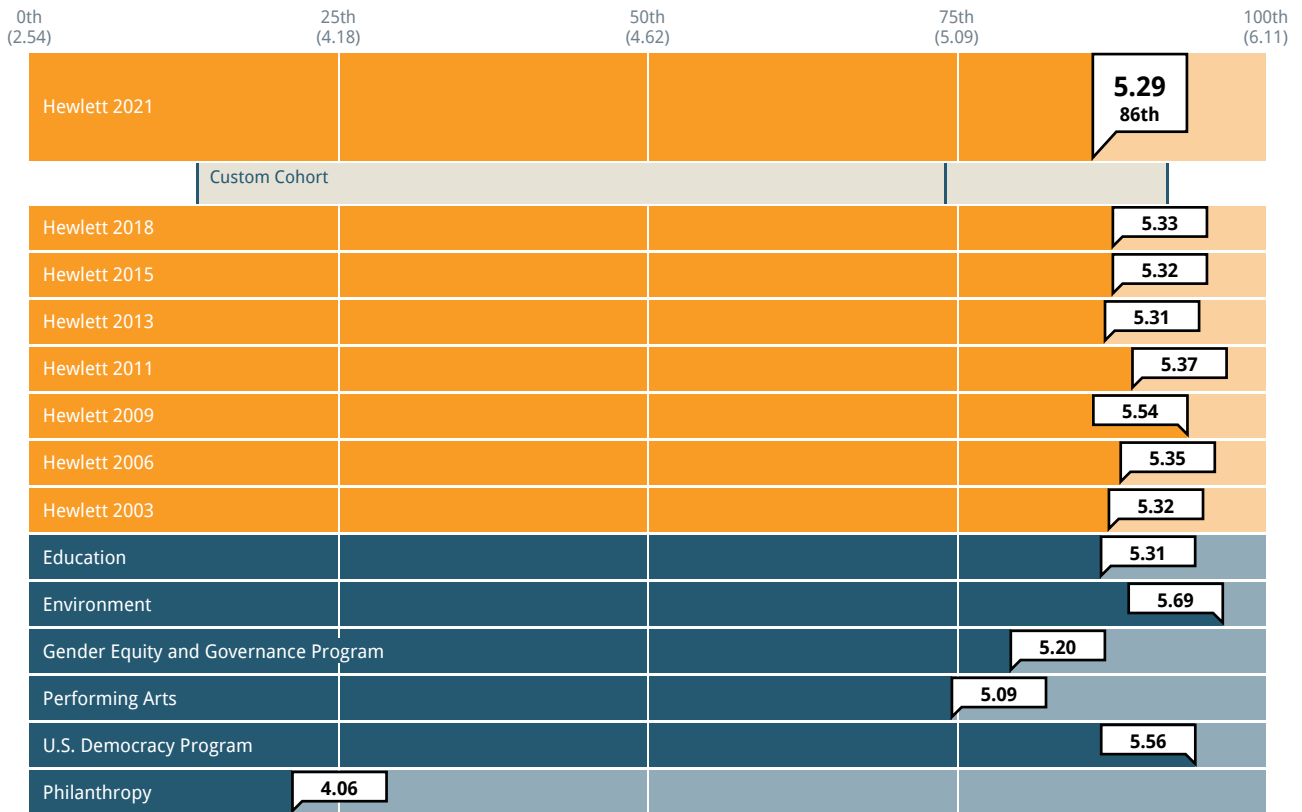
	0th (2.54)	25th (4.18)	50th (4.62)	75th (5.09)	100th (6.11)
Hewlett 2021				**5.29** **86th**	
Custom Cohort					
Hewlett 2018				5.33	
Hewlett 2015				5.32	
Hewlett 2013				5.31	
Hewlett 2011				5.37	
Hewlett 2009				5.54	
Hewlett 2006				5.35	
Hewlett 2003				5.32	
Education				5.31	
Environment				5.69	
Gender Equity and Governance Program				5.20	
Performing Arts				5.09	
U.S. Democracy Program				5.56	
Philanthropy	4.06				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Impact on and Understanding of Grantees' Local Communities

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

1 = No impact   **7** = Significant positive impact
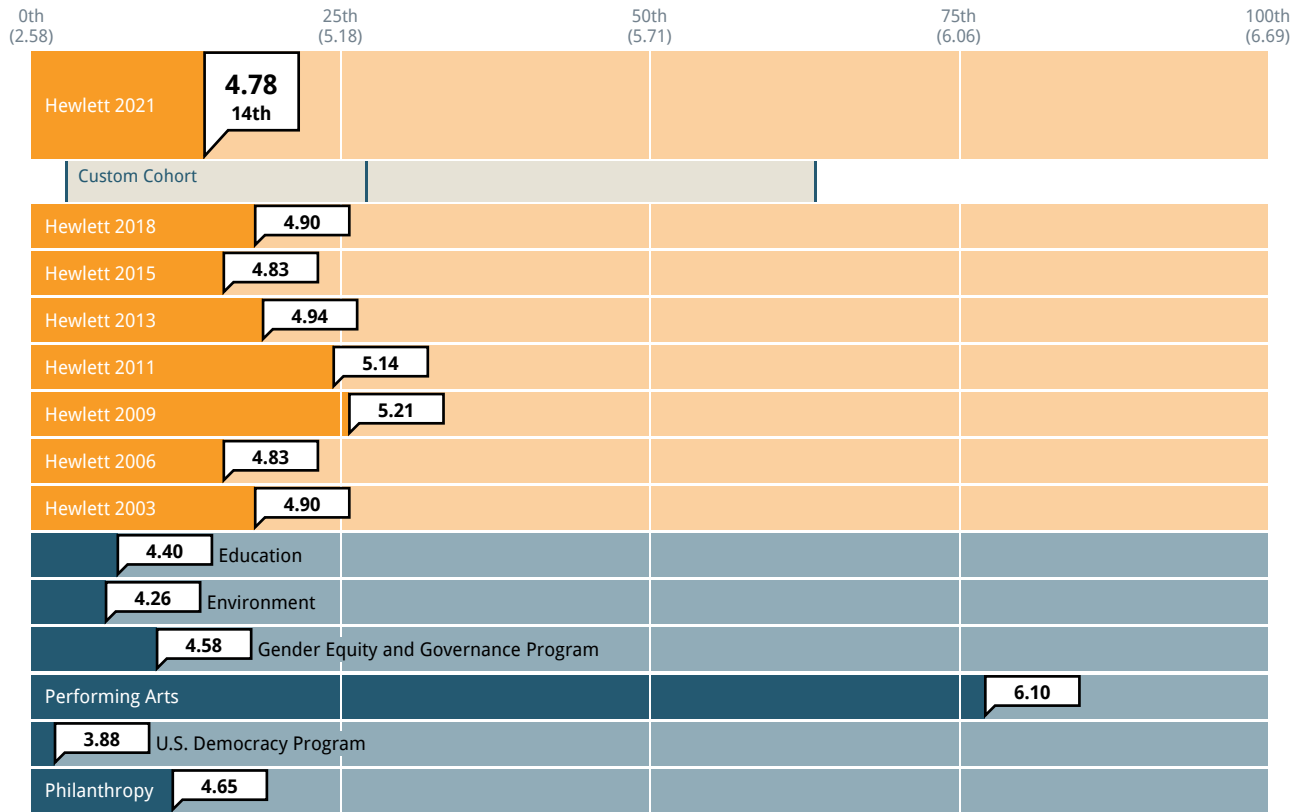
	0th (2.58)	25th (5.18)	50th (5.71)	75th (6.06)	100th (6.69)
Hewlett 2021	**4.78** 14th				
Custom Cohort					
Hewlett 2018	4.90				
Hewlett 2015	4.83				
Hewlett 2013	4.94				
Hewlett 2011	5.14				
Hewlett 2009	5.21				
Hewlett 2006	4.83				
Hewlett 2003	4.90				
Education	4.40				
Environment	4.26				
Gender Equity and Governance Program	4.58				
Performing Arts				6.10	
U.S. Democracy Program	3.88				
Philanthropy	4.65				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

1 = Limited understanding of the community   **7** = Regarded as an expert on the community
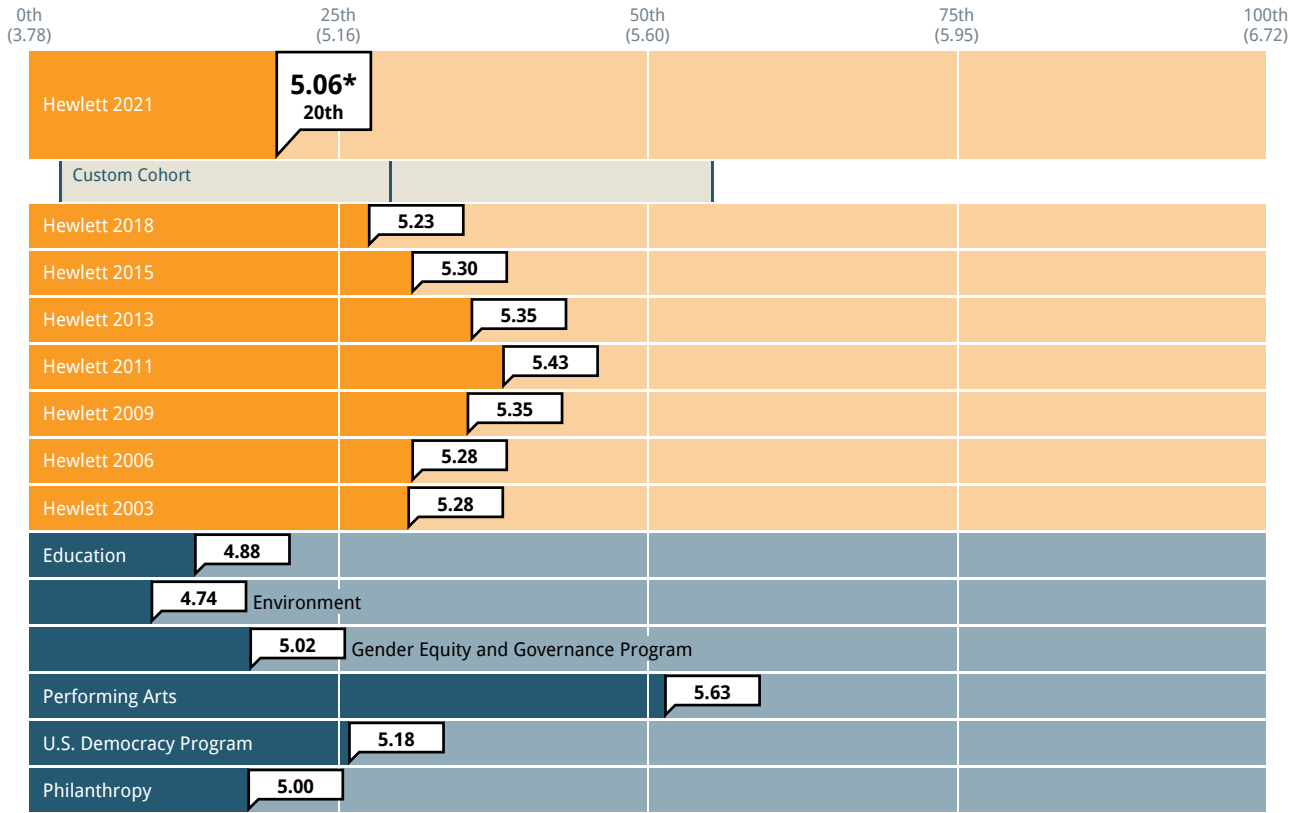
	0th (3.78)	25th (5.16)	50th (5.60)	75th (5.95)	100th (6.72)
Hewlett 2021		**5.06*** 20th			
Custom Cohort					
Hewlett 2018		5.23			
Hewlett 2015		5.30			
Hewlett 2013		5.35			
Hewlett 2011		5.43			
Hewlett 2009		5.35			
Hewlett 2006		5.28			
Hewlett 2003		5.28			
Education	4.88				
Environment	4.74				
Gender Equity and Governance Program		5.02			
Performing Arts			5.63		
U.S. Democracy Program		5.18			
Philanthropy	5.00				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Impact on and Understanding of Grantees' Organizations

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

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

	0th (4.58)	25th (5.92)	50th (6.18)	75th (6.33)	100th (6.81)
Hewlett 2021				6.29* 65th	
Custom Cohort					
Hewlett 2018				6.38	
Hewlett 2015			6.20		
Hewlett 2013			6.16		
Hewlett 2011				6.41	
Hewlett 2009				6.41	
Hewlett 2006			6.25		
Hewlett 2003			6.28		
Education		6.07			
Environment		6.17			
Gender Equity and Governance Program			6.25		
Performing Arts				6.62	
U.S. Democracy Program				6.57	
Philanthropy			6.16		

Cohort: Custom Cohort **Past results:** on **Subgroup:** Primary Program Area

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

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

	0th (3.69)	25th (5.59)	50th (5.79)	75th (6.00)	100th (6.60)
Hewlett 2021			**5.76*** 46th		
Custom Cohort					
Hewlett 2018				5.94	
Hewlett 2015				5.93	
Hewlett 2013				5.91	
Hewlett 2011				5.91	
Hewlett 2009				5.96	
Hewlett 2006			5.85		
Hewlett 2003		5.69			
Education		5.63			
Environment		5.68			
Gender Equity and Governance Program			5.86		
Performing Arts		5.78			
U.S. Democracy Program				5.96	
Philanthropy				5.97	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

How strongly do you agree or disagree with the following statements about diversity, equity, and inclusion? The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion:

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

■ Hewlett 2021   ■ Hewlett 2018

In your programmatic work
- Hewlett 2021: 5.69
- Hewlett 2018: 5.87

In your internal operations
- Hewlett 2021: 5.34
- Hewlett 2018: 5.58

Cohort: None   **Past results:** on

How strongly do you agree or disagree with the following statements about diversity, equity, and inclusion? The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion: - By Subgroup

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

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

In your programmatic work

Education	5.79
Environment	5.47
Gender Equity and Governance Program	5.74
Performing Arts	5.71
U.S. Democracy Program	5.59
Philanthropy	5.85

In your internal operations

Education	5.27
Environment	5.28
Gender Equity and Governance Program	5.36
Performing Arts	5.42
U.S. Democracy Program	5.18
Philanthropy	5.58

Subgroup: Primary Program Area

Note: Decline from 2018 is statistically significant on measure of "understanding of your organization's needs related to building greater diversity, equity, and inclusion in your internal operations."

Grantee Challenges

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

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

	0th (4.00)	25th (5.07)	50th (5.32)	75th (5.54)	100th (6.29)

	Value	Percentile
Hewlett 2021	**5.41**	**61st**
Custom Cohort		
Hewlett 2018	5.43	
Hewlett 2015	5.46	
Hewlett 2013	5.42	
Education	5.36	
Environment	5.18	
Gender Equity and Governance Program	5.56	
Performing Arts	5.52	
U.S. Democracy Program	5.80	
Philanthropy	5.41	
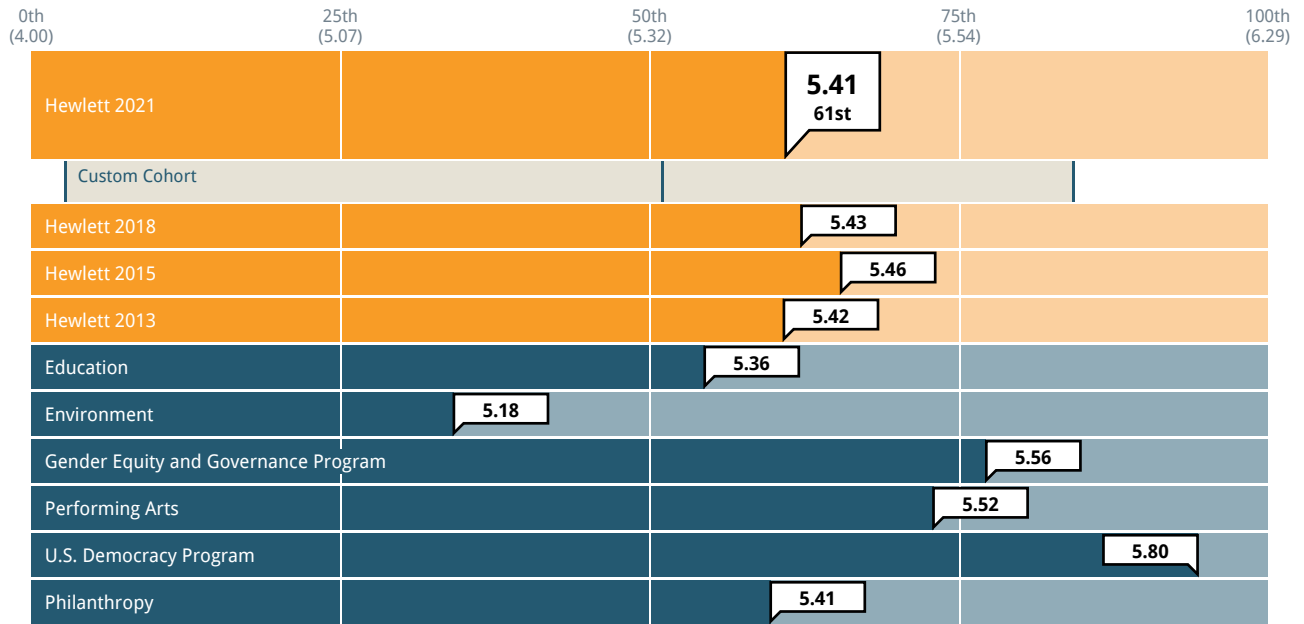
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Non-Monetary Assistance

The following questions were recently added to the grantee survey and depict comparative data from 25-50 funders in the dataset.

Did you receive any non-monetary support from Hewlett during this grant period?

■ Yes ■ No

Hewlett 2021	38%	62%
Average Funder	42%	58%

Cohort: None   **Past results:** on

Did you receive any non-monetary support from Hewlett during this grant period? - By Subgroup

■ Yes ■ No
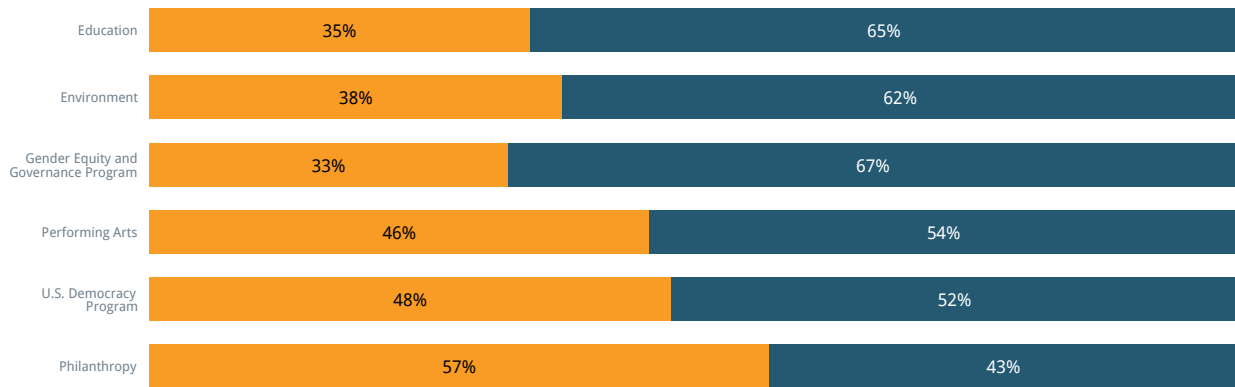
Education	35%	65%
Environment	38%	62%
Gender Equity and Governance Program	33%	67%
Performing Arts	46%	54%
U.S. Democracy Program	48%	52%
Philanthropy	57%	43%

Subgroup: Primary Program Area

How would you describe the benefit - to your organization or work - of any non-monetary support that you received?

■ No benefit ■ A minor benefit ■ A moderate benefit ■ A major benefit

Hewlett 2021	10%	34%	55%
Average Funder	9%	36%	53%

Cohort: None   **Past results:** on

How would you describe the benefit - to your organization or work - of any non-monetary support that you received? - By Subgroup
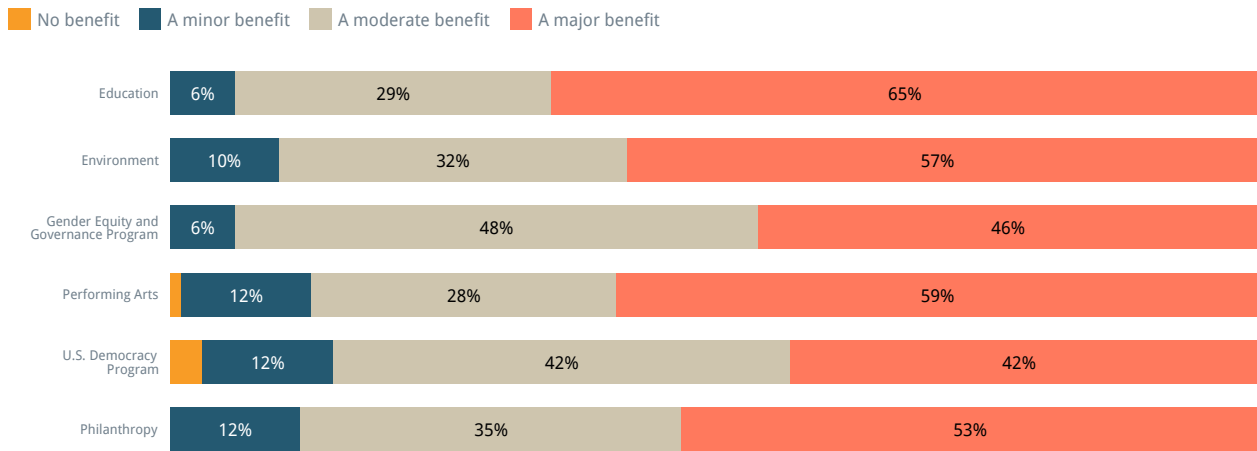
Legend: No benefit | A minor benefit | A moderate benefit | A major benefit

Subgroup	A minor benefit	A moderate benefit	A major benefit
Education	6%	29%	65%
Environment	10%	32%	57%
Gender Equity and Governance Program	6%	48%	46%
Performing Arts	12%	28%	59%
U.S. Democracy Program	12%	42%	42%
Philanthropy	12%	35%	53%

Subgroup: Primary Program Area

The following question was recently added to the grantee survey and depicts comparative data from over 100 funders in the dataset.

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

Legend: Hewlett 2021 | Median Funder

I have never requested support from Hewlett to strengthen my organization

Hewlett 2021	32%
Median Funder	42%
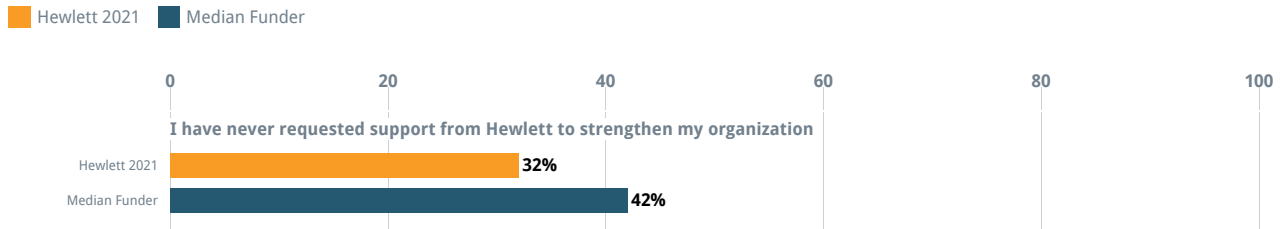
Cohort: None   **Past results:** on

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

Legend: Education | Environment | Gender Equity and Governance Program | Performing Arts | U.S. Democracy Program | Philanthropy

I have never requested support from Hewlett to strengthen my organization

Education	32%
Environment	35%
Gender Equity and Governance Program	29%
Performing Arts	25%
U.S. Democracy Program	30%
Philanthropy	31%
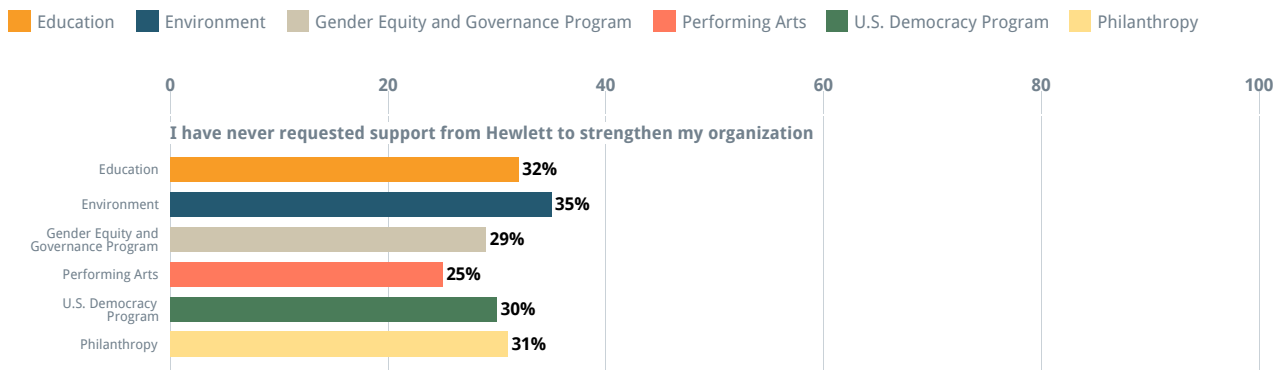
Subgroup: Primary Program Area

If you have ever requested support from Hewlett to help strengthen your organization, how did you determine what specific support to ask for?
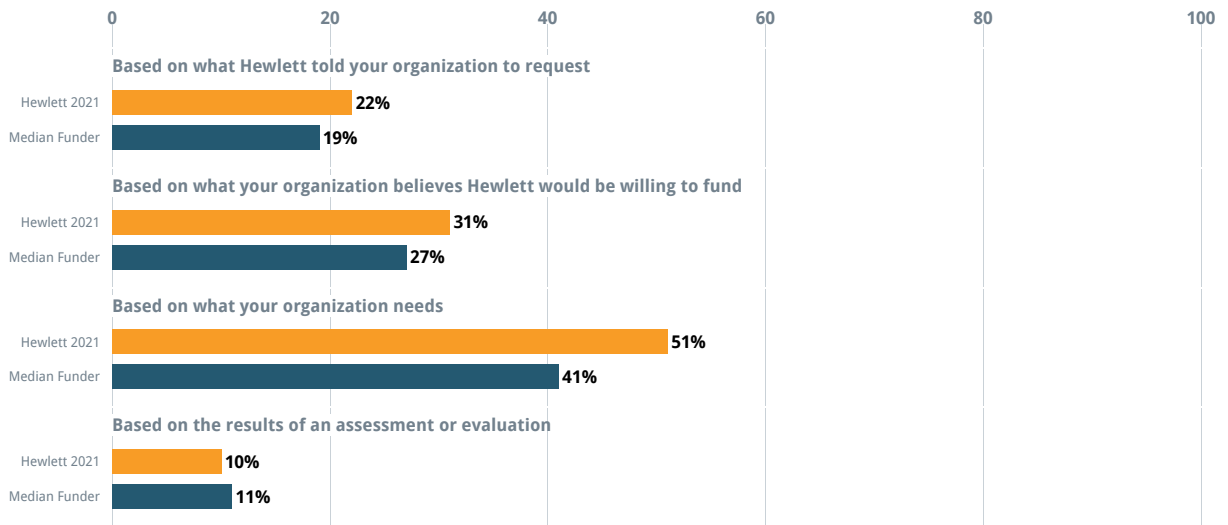
Cohort: None   Past results: on

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

Legend: Education | Environment | Gender Equity and Governance Program | Performing Arts | U.S. Democracy Program | Philanthropy

Based on what Hewlett told your organization to request

Subgroup	Value
Education	19%
Environment	24%
Gender Equity and Governance Program	19%
Performing Arts	25%
U.S. Democracy Program	31%
Philanthropy	28%

Based on what your organization believes Hewlett would be willing to fund

Subgroup	Value
Education	27%
Environment	32%
Gender Equity and Governance Program	32%
Performing Arts	33%
U.S. Democracy Program	32%
Philanthropy	25%

Based on what your organization needs

Subgroup	Value
Education	52%
Environment	45%
Gender Equity and Governance Program	54%
Performing Arts	59%
U.S. Democracy Program	51%
Philanthropy	59%

Based on the results of an assessment or evaluation

Subgroup	Value
Education	10%
Environment	9%
Gender Equity and Governance Program	11%
Performing Arts	11%
U.S. Democracy Program	8%
Philanthropy	9%

Subgroup: Primary Program Area

Funder-Grantee Relationships

How comfortable do you feel approaching Hewlett if a problem arises?

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

	0th (4.80)	25th (6.08)	50th (6.25)	75th (6.40)	100th (6.84)
Hewlett 2021			**6.30** 61st		
Custom Cohort					
Hewlett 2018			6.27		
Hewlett 2015			6.35		
Hewlett 2013			6.34		
Hewlett 2011			6.27		
Hewlett 2009		6.20			
Hewlett 2006		6.07			
Hewlett 2003		6.14			
Education				6.45	
Environment	6.05				
Gender Equity and Governance Program			6.35		
Performing Arts			6.32		
U.S. Democracy Program			6.39		
Philanthropy				6.59	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Overall, how responsive was Hewlett staff?

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

	0th (4.90)	25th (6.16)	50th (6.40)	75th (6.59)	100th (6.95)
Hewlett 2021			**6.43** 55th		
Custom Cohort					
Hewlett 2018		6.36			
Hewlett 2015			6.47		
Hewlett 2013			6.45		
Hewlett 2011		6.38			
Hewlett 2009		6.34			
Hewlett 2006	6.23				
Hewlett 2003		6.28			
Education		6.38			
Environment	6.21				
Gender Equity and Governance Program			6.50		
Performing Arts			6.55		
U.S. Democracy Program	6.32				
Philanthropy				6.81	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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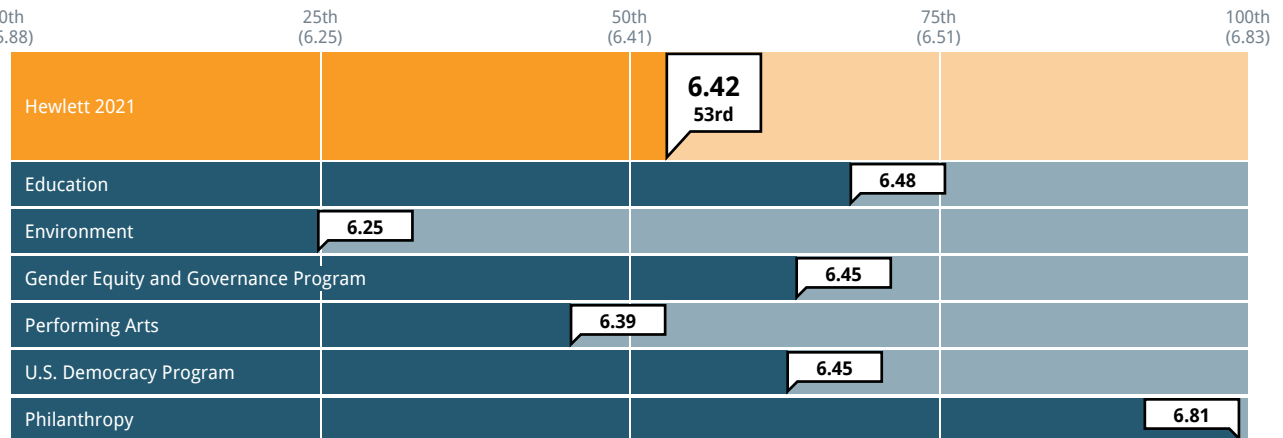
1 = Not at all   **4** = Somewhat   **7** = To a great extent

	0th (5.88)	25th (6.25)	50th (6.41)	75th (6.51)	100th (6.83)
Hewlett 2021			**6.42** 53rd		
Education			6.48		
Environment	6.25				
Gender Equity and Governance Program			6.45		
Performing Arts		6.39			
U.S. Democracy Program			6.45		
Philanthropy				6.81	

Cohort: None   **Past results:** on   **Subgroup:** Primary Program Area

To what extent did Hewlett exhibit candor about Hewlett's perspectives on your work during this grant?
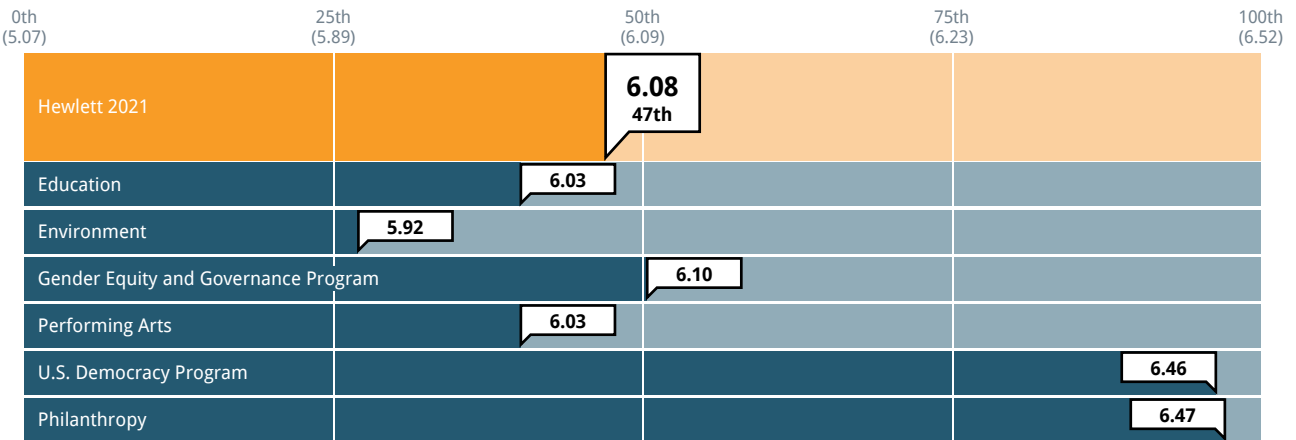
1 = Not at all   4 = Somewhat   7 = To a great extent

	0th (5.07)	25th (5.89)	50th (6.09)	75th (6.23)	100th (6.52)
Hewlett 2021			6.08 47th		
Education		6.03			
Environment	5.92				
Gender Equity and Governance Program			6.10		
Performing Arts		6.03			
U.S. Democracy Program				6.46	
Philanthropy				6.47	

Cohort: None   **Past results:** on   **Subgroup:** Primary Program Area

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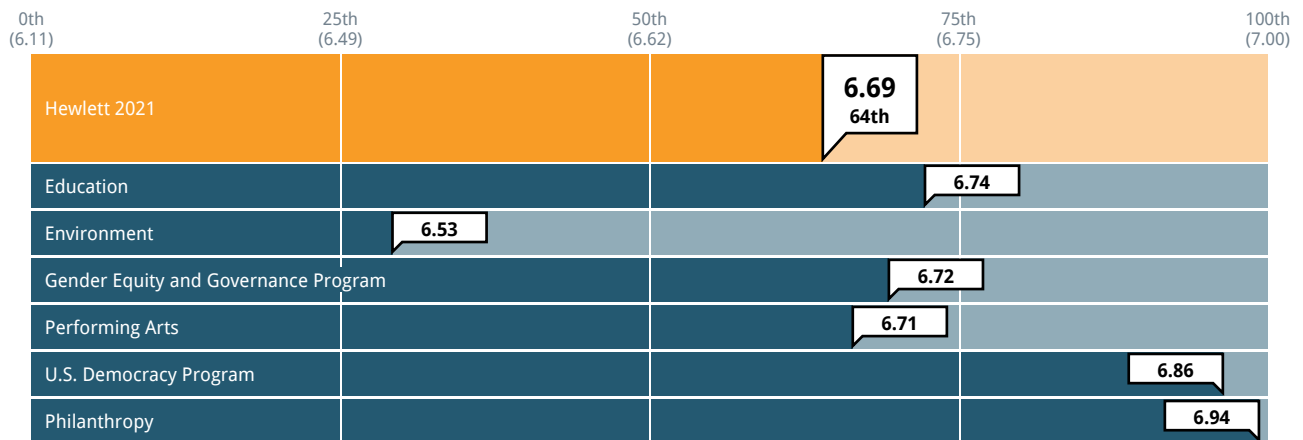
1 = Not at all   4 = Somewhat   7 = To a great extent

	0th (6.11)	25th (6.49)	50th (6.62)	75th (6.75)	100th (7.00)
Hewlett 2021			6.69 64th		
Education				6.74	
Environment	6.53				
Gender Equity and Governance Program			6.72		
Performing Arts			6.71		
U.S. Democracy Program				6.86	
Philanthropy				6.94	

Cohort: None   **Past results:** on   **Subgroup:** Primary Program Area

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

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

	0th (5.41)	25th (6.24)	50th (6.42)	75th (6.58)	100th (6.94)
Hewlett 2021			**6.40** 44th		
Education				6.57	
Environment	6.18				
Gender Equity and Governance Program			6.49		
Performing Arts		6.40			
U.S. Democracy Program			6.44		
Philanthropy			6.48		
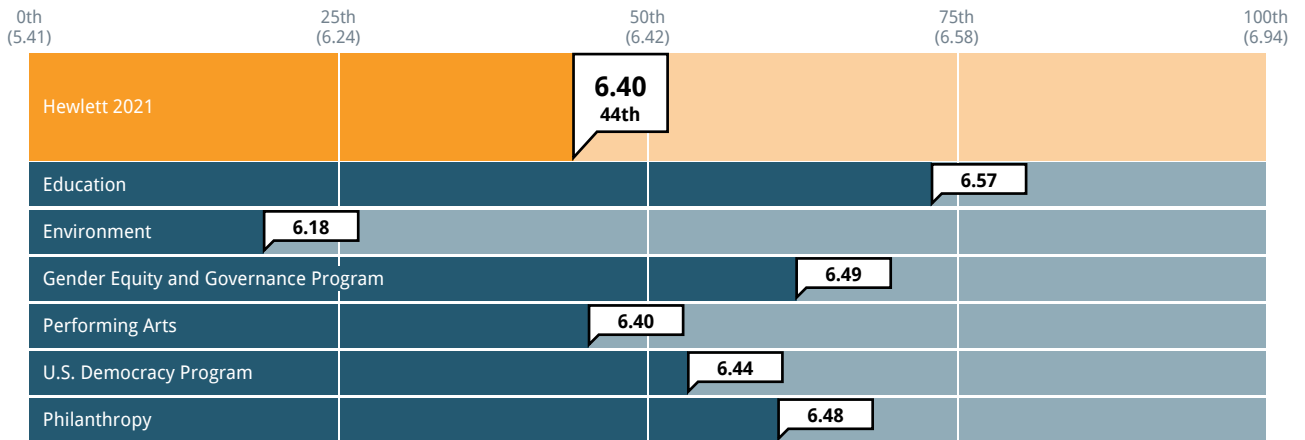
Cohort: None   **Past results:** on   **Subgroup:** Primary Program Area

Interaction Patterns

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

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

	Yearly or less often	Once every few months	Monthly or more often
Hewlett 2021	15%	67%	19%
Hewlett 2018	12%	65%	23%
Hewlett 2015	10%	63%	27%
Hewlett 2013	9%	64%	27%
Hewlett 2011	15%	57%	28%
Hewlett 2009	16%	57%	26%
Hewlett 2006	19%	56%	25%
Hewlett 2003	16%	60%	24%
Custom Cohort	13%	58%	29%
Average Funder	18%	55%	27%
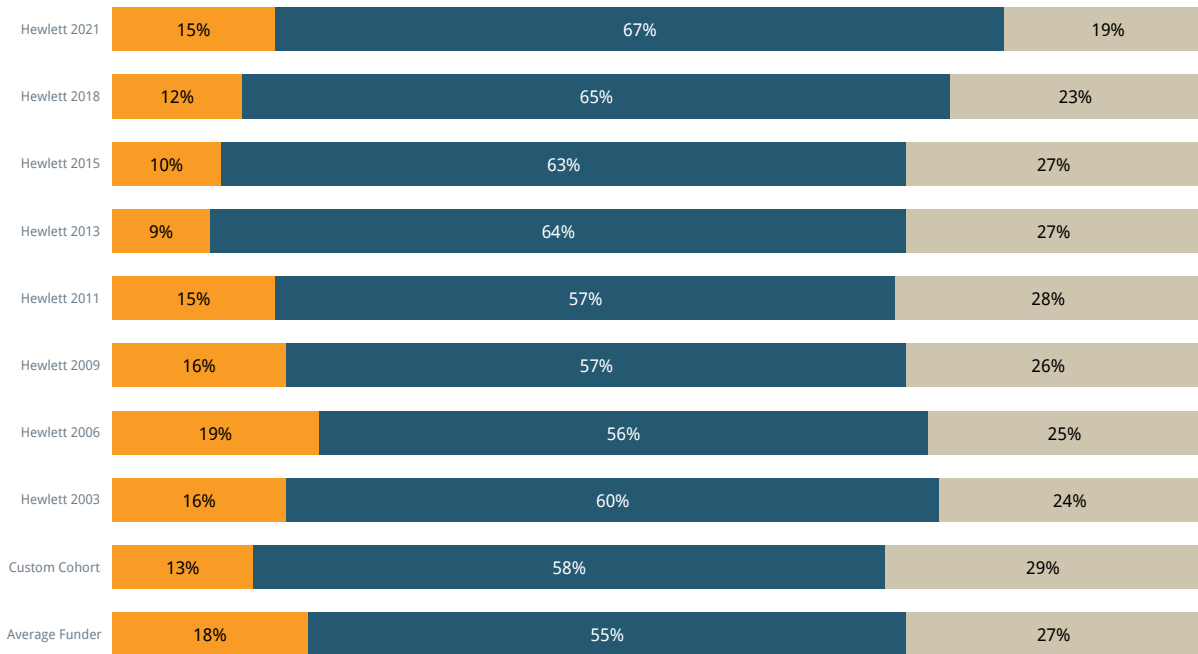
Cohort: Custom Cohort   **Past results:** on

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

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

	Yearly or less often	Once every few months	Monthly or more often
Education	13%	69%	18%
Environment	10%	52%	38%
Gender Equity and Governance Program	11%	79%	10%
Performing Arts	24%	69%	7%
U.S. Democracy Program	9%	68%	23%
Philanthropy	12%	72%	16%
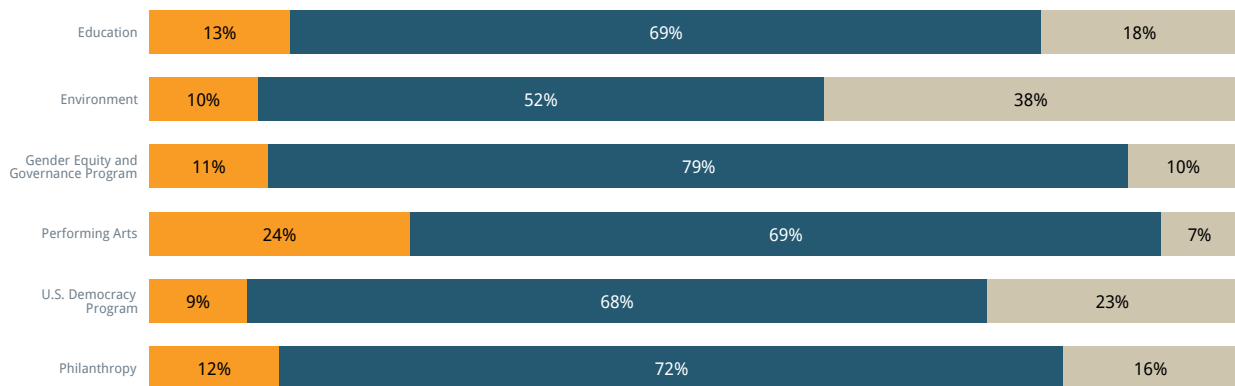
Subgroup: Primary Program Area

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

■ Program Officer   ■ Both of equal frequency   ■ Grantee

	Program Officer	Both of equal frequency	Grantee
Hewlett 2021	13%	56%	31%
Hewlett 2018	11%	52%	37%
Hewlett 2015	11%	59%	31%
Hewlett 2013	11%	58%	31%
Hewlett 2011	10%	61%	29%
Hewlett 2009	9%	51%	40%
Hewlett 2006	9%	52%	39%
Custom Cohort	14%	52%	34%
Average Funder	17%	51%	32%
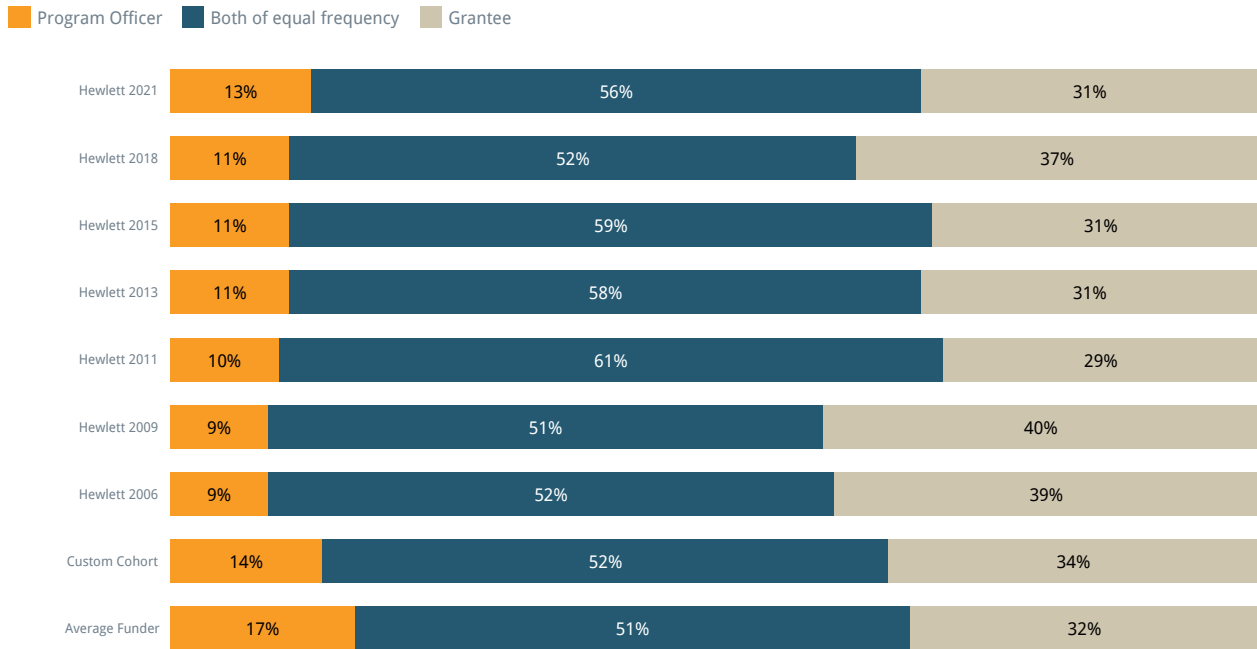
Cohort: Custom Cohort   **Past results:** on

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

■ Program Officer   ■ Both of equal frequency   ■ Grantee

	Program Officer	Both of equal frequency	Grantee
Education	9%	50%	41%
Environment	10%	62%	28%
Gender Equity and Governance Program	12%	56%	32%
Performing Arts	18%	56%	26%
U.S. Democracy Program	6%	62%	32%
Philanthropy	23%	63%	13%
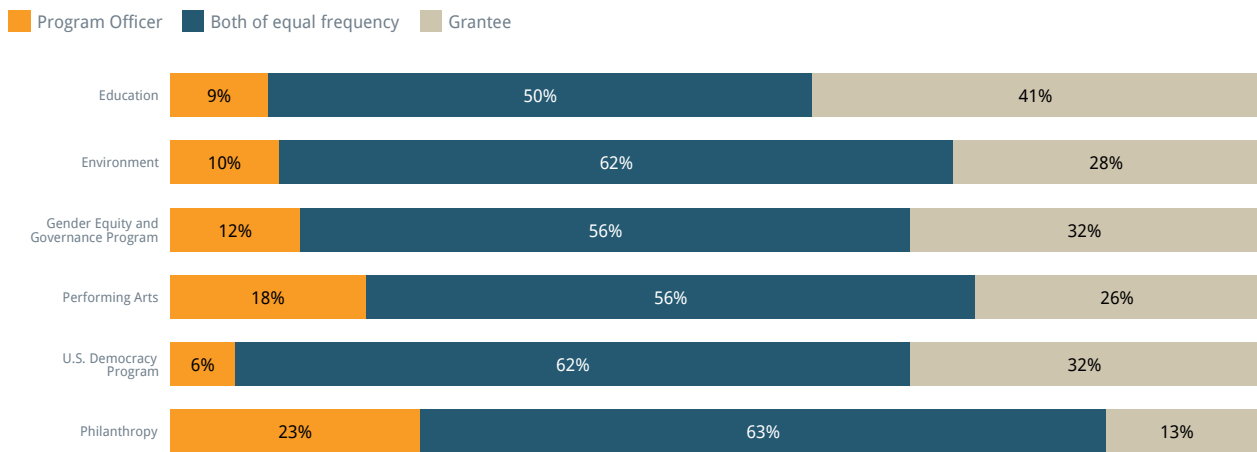
Subgroup: Primary Program Area

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

Proportion of grantees responding 'Yes'
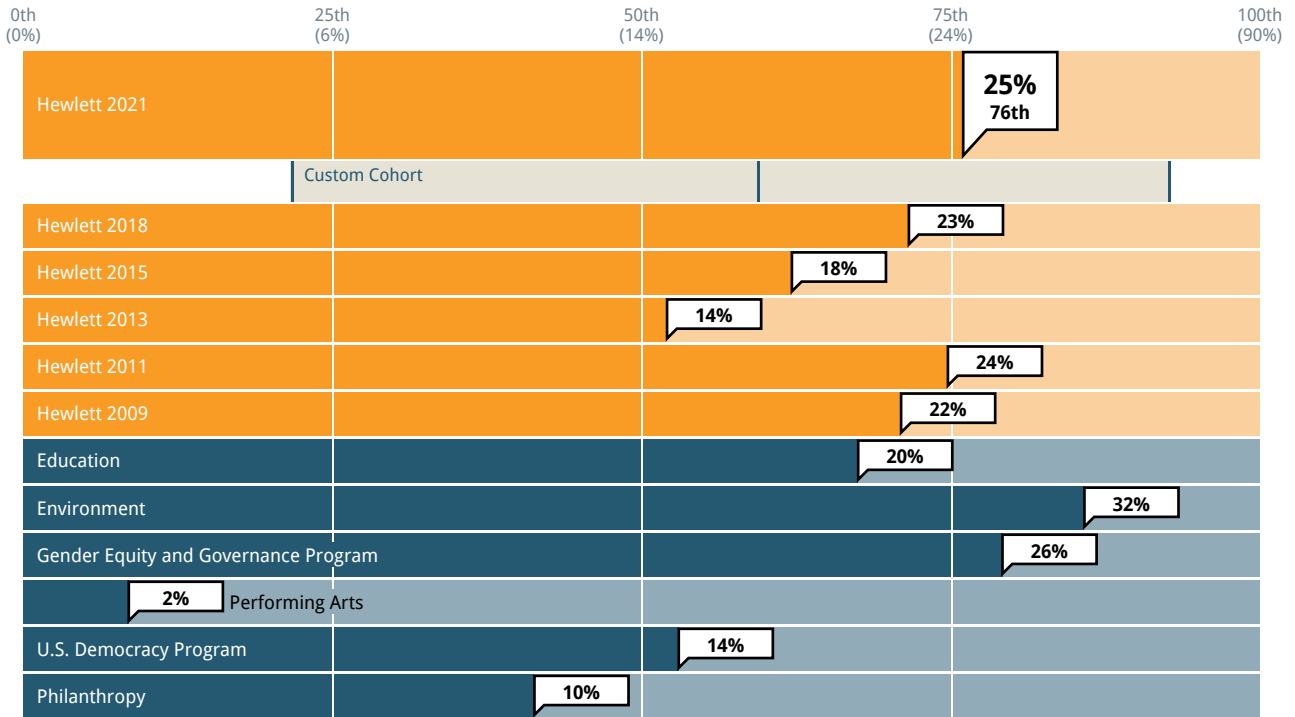
	0th (0%)	25th (6%)	50th (14%)	75th (24%)	100th (90%)
Hewlett 2021				**25% 76th**	
		Custom Cohort			
Hewlett 2018				23%	
Hewlett 2015			18%		
Hewlett 2013			14%		
Hewlett 2011				24%	
Hewlett 2009			22%		
Education			20%		
Environment				32%	
Gender Equity and Governance Program				26%	
Performing Arts	2%				
U.S. Democracy Program		14%			
Philanthropy		10%			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

How strongly do you agree or disagree with the following statement about expectations for the amount and types of interaction to be expected over the course of the grant?

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

■ Hewlett 2021

	1	2	3	4	5	6	7

Hewlett staff set clear expectations about the amount and types of interaction our organization could anticipate having with them during the course of the grant.

Hewlett 2021 — **5.59**

Cohort: None   **Past results:** on

How strongly do you agree or disagree with the following statement about expectations for the amount and types of interaction to be expected over the course of the grant? - By Subgroup

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

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

Hewlett staff set clear expectations about the amount and types of interaction our organization could anticipate having with them during the course of the grant.

Subgroup	Score
Education	5.4
Environment	5.39
Gender Equity and Governance Program	5.66
Performing Arts	5.61
U.S. Democracy Program	5.74
Philanthropy	6.07
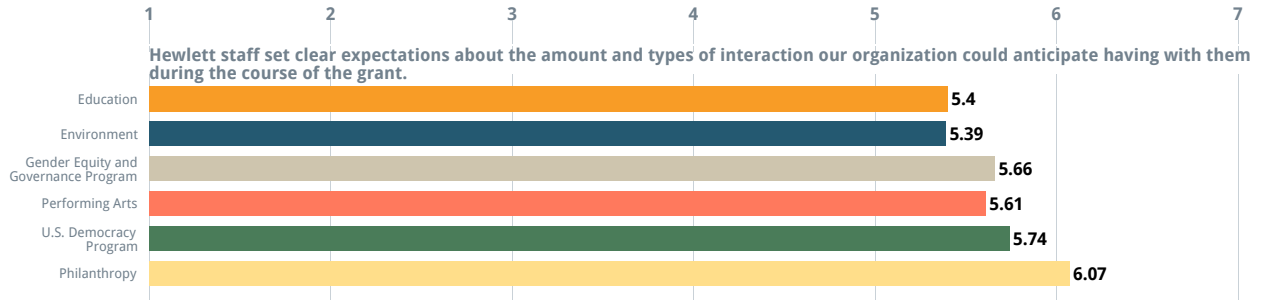
Subgroup: Primary Program Area

Communication

How clearly has Hewlett communicated its goals and strategy to you?

1 = Not at all clearly   7 = Extremely clearly

	0th (3.65)	25th (5.48)	50th (5.74)	75th (5.95)	100th (6.48)
Hewlett 2021			5.65* 42nd		
Custom Cohort					
Hewlett 2018			5.87		
Hewlett 2015			5.82		
Hewlett 2013			5.78		
Hewlett 2011				5.94	
Hewlett 2009		5.64			
Hewlett 2006			5.76		
Hewlett 2003		5.54			
Education			5.66		
Environment		5.45			
Gender Equity and Governance Program		5.52			
Performing Arts				6.02	
U.S. Democracy Program			5.81		
Philanthropy		5.59			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

1 = Not at all consistent   7 = Completely consistent

	0th (3.89)	25th (5.75)	50th (5.98)	75th (6.18)	100th (6.59)
Hewlett 2021		5.86* 38th			
Custom Cohort					
Hewlett 2018			6.08		
Hewlett 2015			6.07		
Hewlett 2013			6.12		
Hewlett 2011			6.01		
Hewlett 2009			5.92		
Hewlett 2006			6.13		
Education			5.93		
Environment	5.66				
Gender Equity and Governance Program		5.80			
Performing Arts		5.89			
U.S. Democracy Program				6.18	
Philanthropy				6.26	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Overall, how transparent is Hewlett with your organization?

1 = Not at all transparent   7 = Extremely transparent

	0th (3.69)	25th (5.55)	50th (5.81)	75th (5.98)	100th (6.55)
Hewlett 2021			**5.83** 52nd		
Custom Cohort					
Hewlett 2018			5.91		
Hewlett 2015			5.85		
Hewlett 2013		5.73			
Education			5.83		
Environment	5.51				
Gender Equity and Governance Program			5.95		
Performing Arts			5.85		
U.S. Democracy Program				6.07	
Philanthropy			5.94		
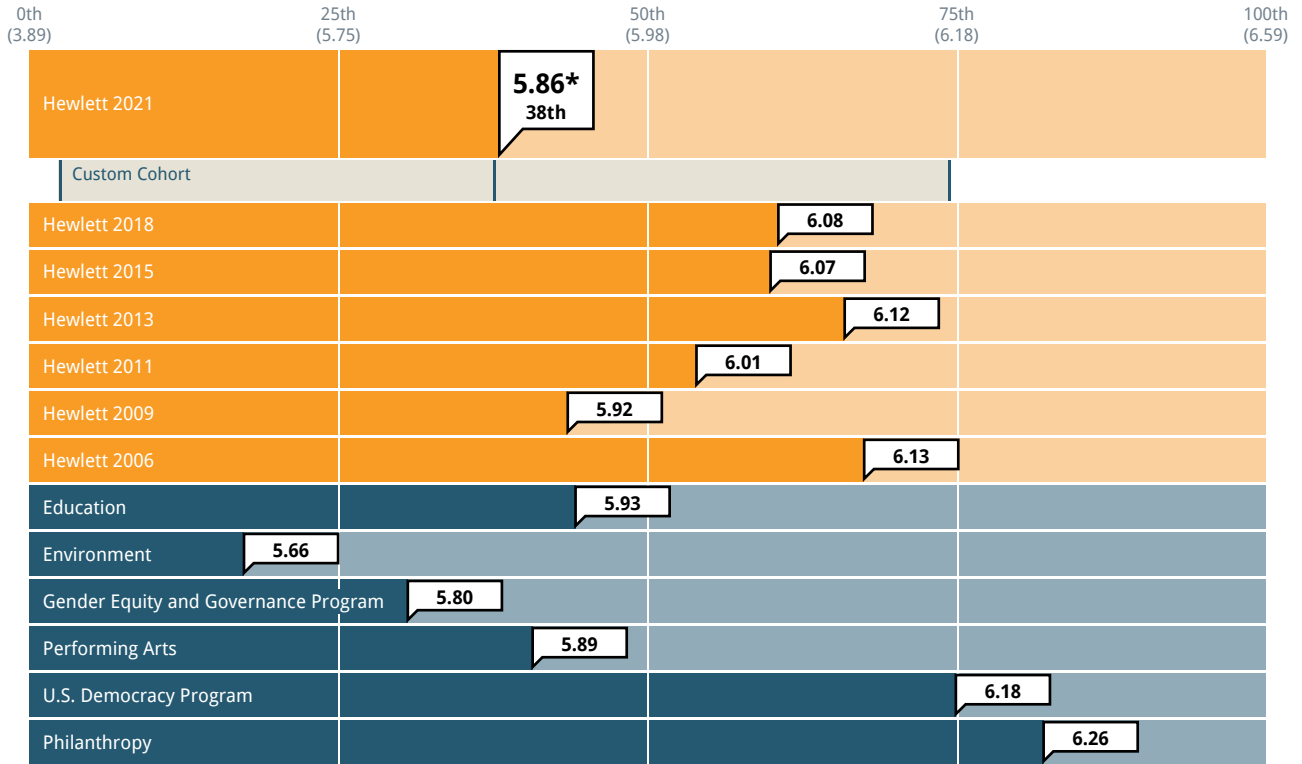
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

The following question was recently added to the grantee survey and depicts comparative data from 75-100 funders in the grantee dataset.

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

1 = Limited understanding   7 = Thorough understanding

■ Hewlett 2021   ■ Median Funder

	1	2	3	4	5	6	7
Understanding of fit into Hewlett's broader efforts							
Hewlett 2021					5.44		
Median Funder					5.48		
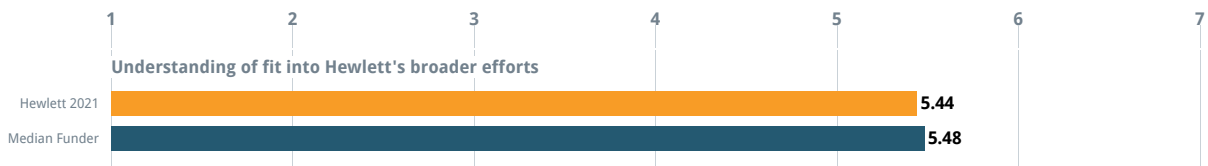
Cohort: None   **Past results:** on

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

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

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

Understanding of fit into Hewlett's broader efforts

Subgroup	Value
Education	5.44
Environment	5.33
Gender Equity and Governance Program	5.32
Performing Arts	5.56
U.S. Democracy Program	5.53
Philanthropy	5.56
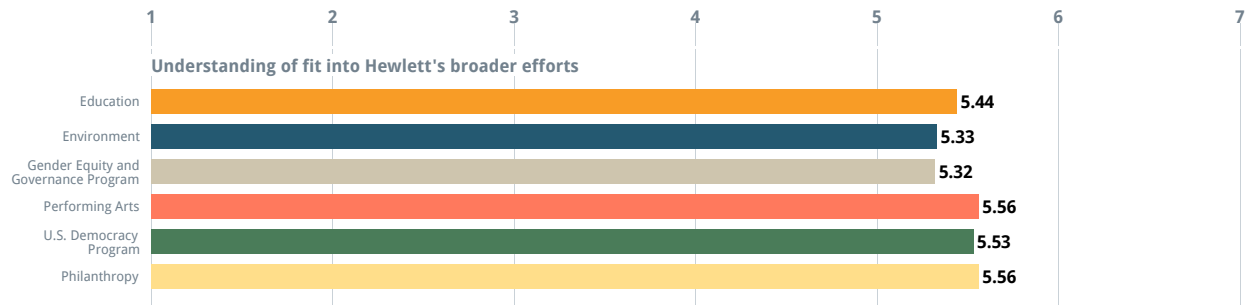
Subgroup: Primary Program Area

Openness

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

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

	0th (4.14)	25th (5.12)	50th (5.37)	75th (5.58)	100th (6.34)

Hewlett 2021 — **5.46** / **61st**

Custom Cohort

Hewlett 2018 — **5.55**

Hewlett 2015 — **5.39**

Education — **5.51**

Environment — **5.29**

Gender Equity and Governance Program — **5.51**

Performing Arts — **5.35**

U.S. Democracy Program — **5.70**

Philanthropy — **5.53**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Thinking across your conversations with Hewlett staff, which of the following best describes their balance of talking and listening?

■ Hewlett 2021

Hewlett staff spent much more time talking than listening
Hewlett 2021 — **1%**

Hewlett staff spent somewhat more time talking than listening
Hewlett 2021 — **2%**

Hewlett staff spent fairly equal time talking and listening
Hewlett 2021 — **47%**

Hewlett staff spent somewhat more time listening than talking
Hewlett 2021 — **31%**

Hewlett staff spent much more time listening than talking
Hewlett 2021 — **19%**
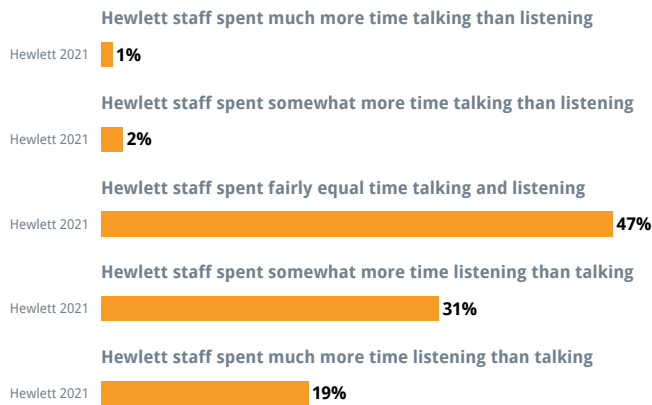
Cohort: None   **Past results:** on

Thinking across your conversations with Hewlett staff, which of the following best describes their balance of talking and listening? - By Subgroup

Education   Environment   Gender Equity and Governance Program   Performing Arts   U.S. Democracy Program   Philanthropy
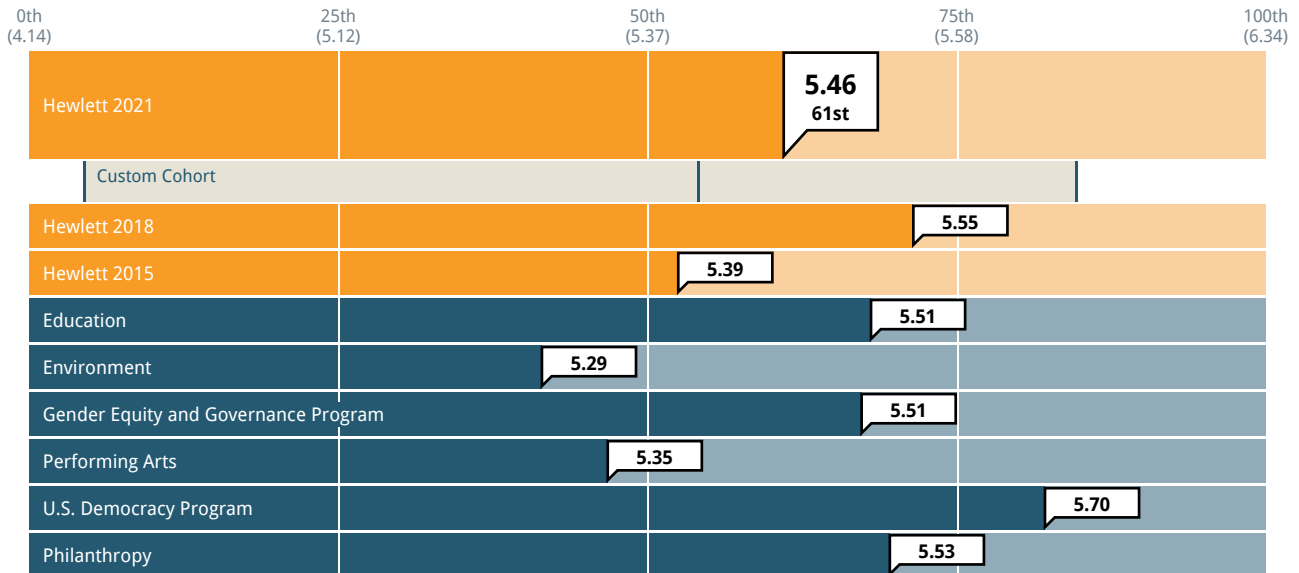
Hewlett staff spent much more time talking than listening

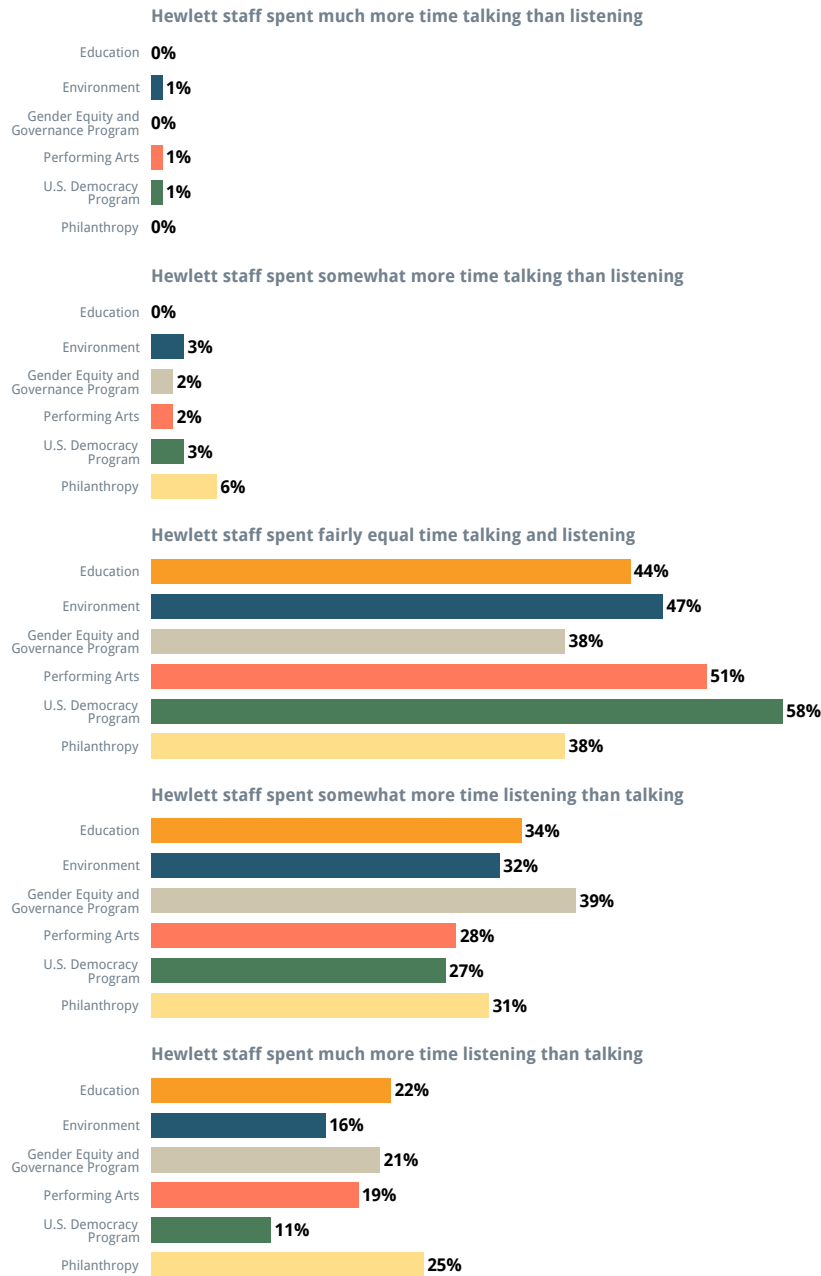| Subgroup	Value
Education	0%
Environment	1%
Gender Equity and Governance Program	0%
Performing Arts	1%
U.S. Democracy Program	1%
Philanthropy	0%

Hewlett staff spent somewhat more time talking than listening

Subgroup	Value
Education	0%
Environment	3%
Gender Equity and Governance Program	2%
Performing Arts	2%
U.S. Democracy Program	3%
Philanthropy	6%

Hewlett staff spent fairly equal time talking and listening

Subgroup	Value
Education	44%
Environment	47%
Gender Equity and Governance Program	38%
Performing Arts	51%
U.S. Democracy Program	58%
Philanthropy	38%

Hewlett staff spent somewhat more time listening than talking

Subgroup	Value
Education	34%
Environment	32%
Gender Equity and Governance Program	39%
Performing Arts	28%
U.S. Democracy Program	27%
Philanthropy	31%

Hewlett staff spent much more time listening than talking

Subgroup	Value
Education	22%
Environment	16%
Gender Equity and Governance Program	21%
Performing Arts	19%
U.S. Democracy Program	11%
Philanthropy	25%

Subgroup: Primary Program Area

Funder Response to Current Challenges

The subsequent questions were recently added to the grantee survey and depict data from 25-50 funders in CEP's dataset.

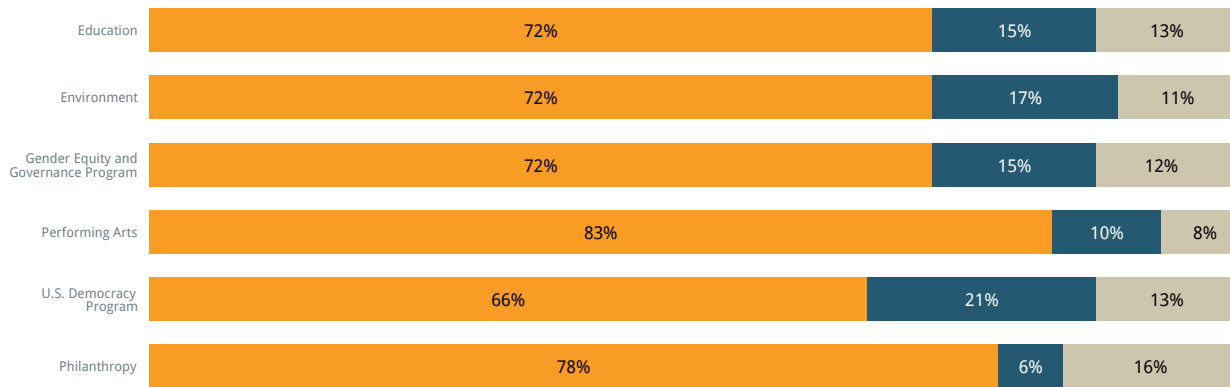## Are you aware of any action Hewlett has taken in response to the COVID-19 pandemic?

Legend: **Yes** (orange), **No** (dark blue), **Don't know** (tan)

	Yes	No	Don't know
Hewlett 2021	74%	15%	11%
Average Funder	75%	14%	12%

Cohort: None   **Past results:** on

Are you aware of any action Hewlett has taken in response to the COVID-19 pandemic? - By Subgroup

Legend: **Yes** (orange), **No** (dark blue), **Don't know** (tan)

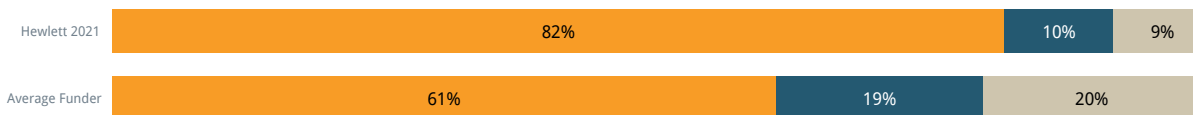|	Yes	No	Don't know
Education	72%	15%	13%
Environment	72%	17%	11%
Gender Equity and Governance Program	72%	15%	12%
Performing Arts	83%	10%	8%
U.S. Democracy Program	66%	21%	13%
Philanthropy	78%	6%	16%

Subgroup: Primary Program Area

Are you aware of any action Hewlett has taken in response to the movement for racial justice?

Legend: **Yes** (orange), **No** (dark blue), **Don't know** (tan)

	Yes	No	Don't know
Hewlett 2021	82%	10%	9%
Average Funder	61%	19%	20%

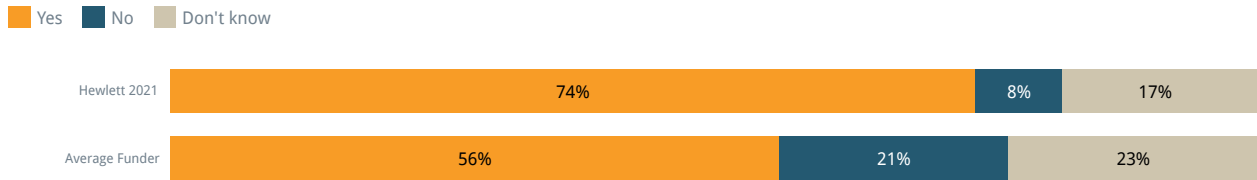**Cohort:** None   **Past results:** on

Are you aware of any action Hewlett has taken in response to the movement for racial justice? - By Subgroup
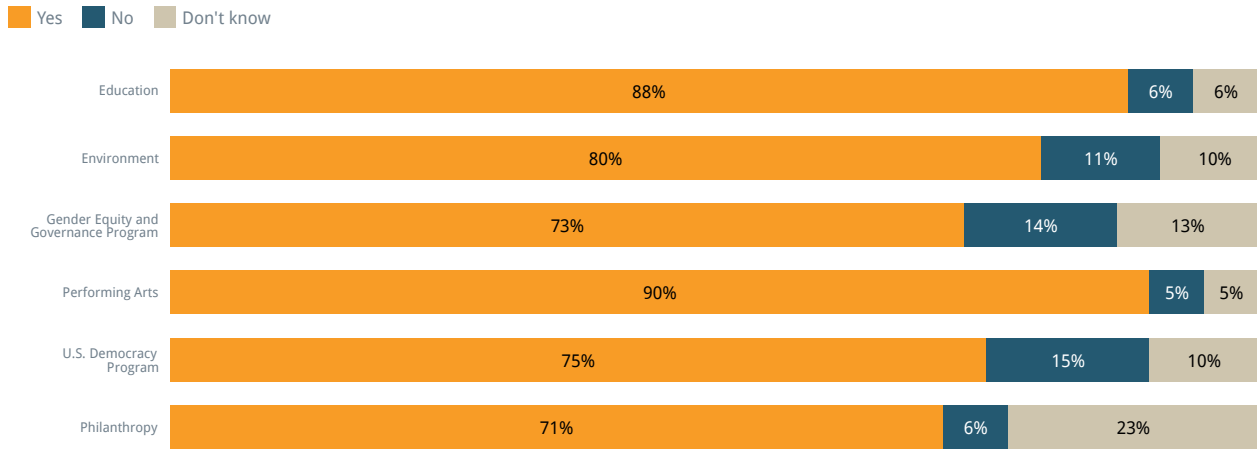
■ Yes **■** No **■** Don't know

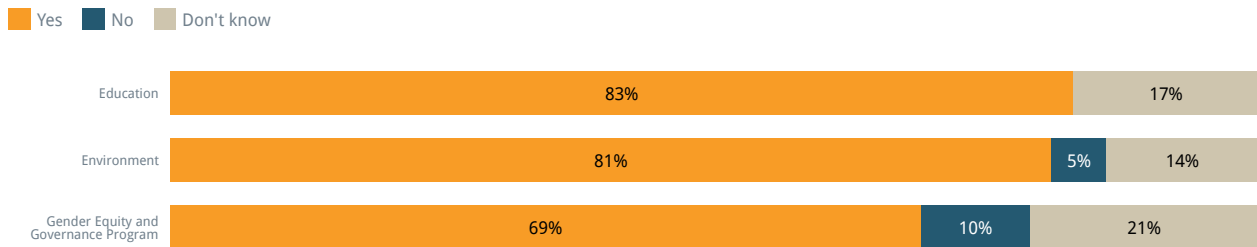| Subgroup			
Education	88%	6%	6%
Environment	80%	11%	10%
Gender Equity and Governance Program	73%	14%	13%
Performing Arts	90%	5%	5%
U.S. Democracy Program	75%	15%	10%
Philanthropy	71%	6%	23%

Subgroup: Primary Program Area

Are you aware of any action Hewlett has taken in response to movements for greater equity for historically disadvantaged groups?

■ Yes **■** No **■** Don't know

Hewlett 2021	74%	8%	17%
Average Funder	56%	21%	23%

Cohort: None   **Past results:** on

Are you aware of any action Hewlett has taken in response to movements for greater equity for historically disadvantaged groups? - By Subgroup

■ Yes **■** No **■** Don't know

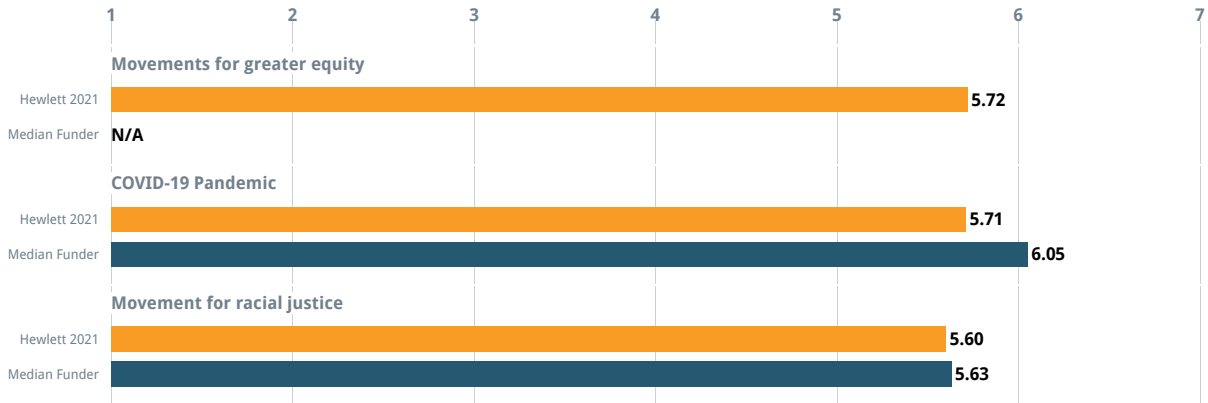|			
Education	83%		17%
Environment	81%	5%	14%
Gender Equity and Governance Program	69%	10%	21%

Subgroup: Primary Program Area

In the subsequent question, "Movements for greater equity" was shown only to international grantees, and "Movement for racial justice" was shown to domestic grantees.

How would you rate the effectiveness of Hewlett's response to the following:

1 = Not at all effective   7 = Extremely effective
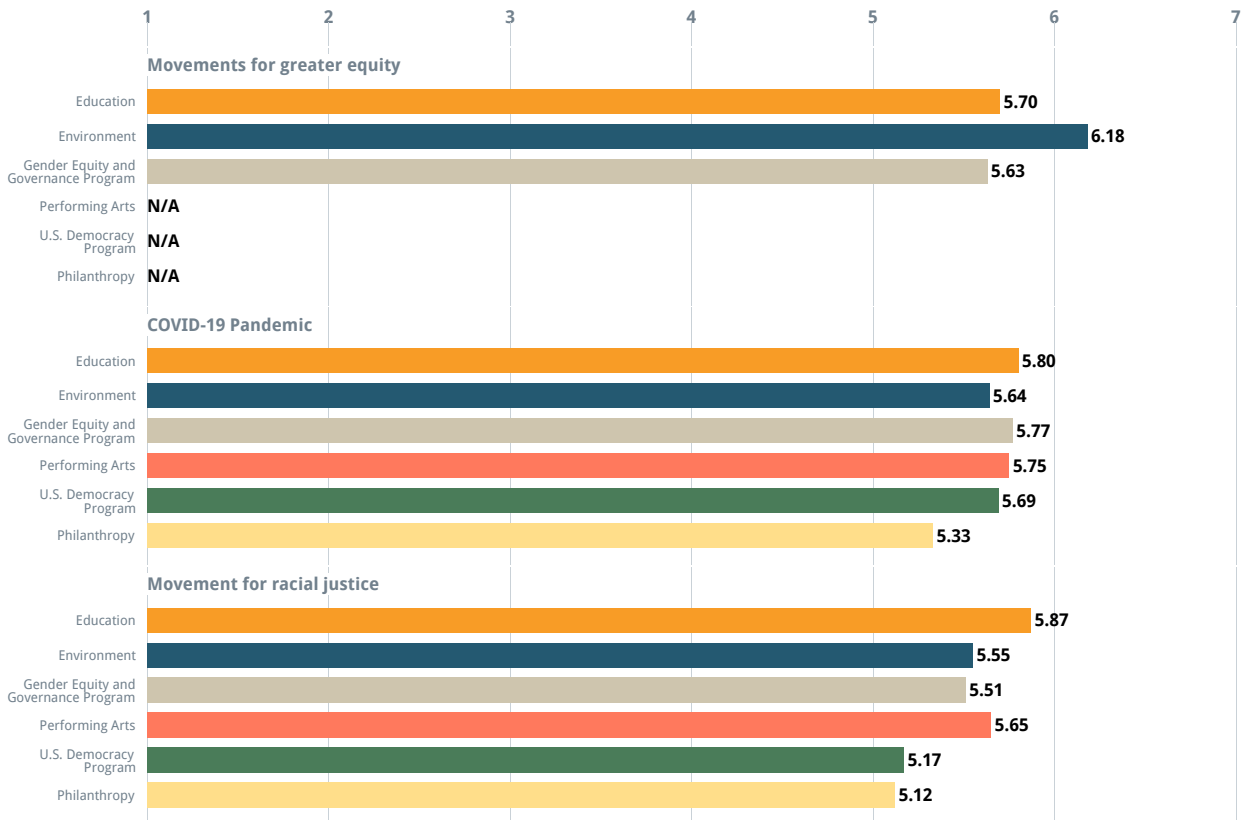
■ Hewlett 2021   ■ Median Funder

Movements for greater equity
- Hewlett 2021: 5.72
- Median Funder: N/A

COVID-19 Pandemic
- Hewlett 2021: 5.71
- Median Funder: 6.05

Movement for racial justice
- Hewlett 2021: 5.60
- Median Funder: 5.63

Cohort: None   **Past results:** on

How would you rate the effectiveness of Hewlett's response to the following: - By Subgroup

1 = Not at all effective   7 = Extremely effective

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

Movements for greater equity
- Education: 5.70
- Environment: 6.18
- Gender Equity and Governance Program: 5.63
- Performing Arts: N/A
- U.S. Democracy Program: N/A
- Philanthropy: N/A

COVID-19 Pandemic
- Education: 5.80
- Environment: 5.64
- Gender Equity and Governance Program: 5.77
- Performing Arts: 5.75
- U.S. Democracy Program: 5.69
- Philanthropy: 5.33

Movement for racial justice
- Education: 5.87
- Environment: 5.55
- Gender Equity and Governance Program: 5.51
- Performing Arts: 5.65
- U.S. Democracy Program: 5.17
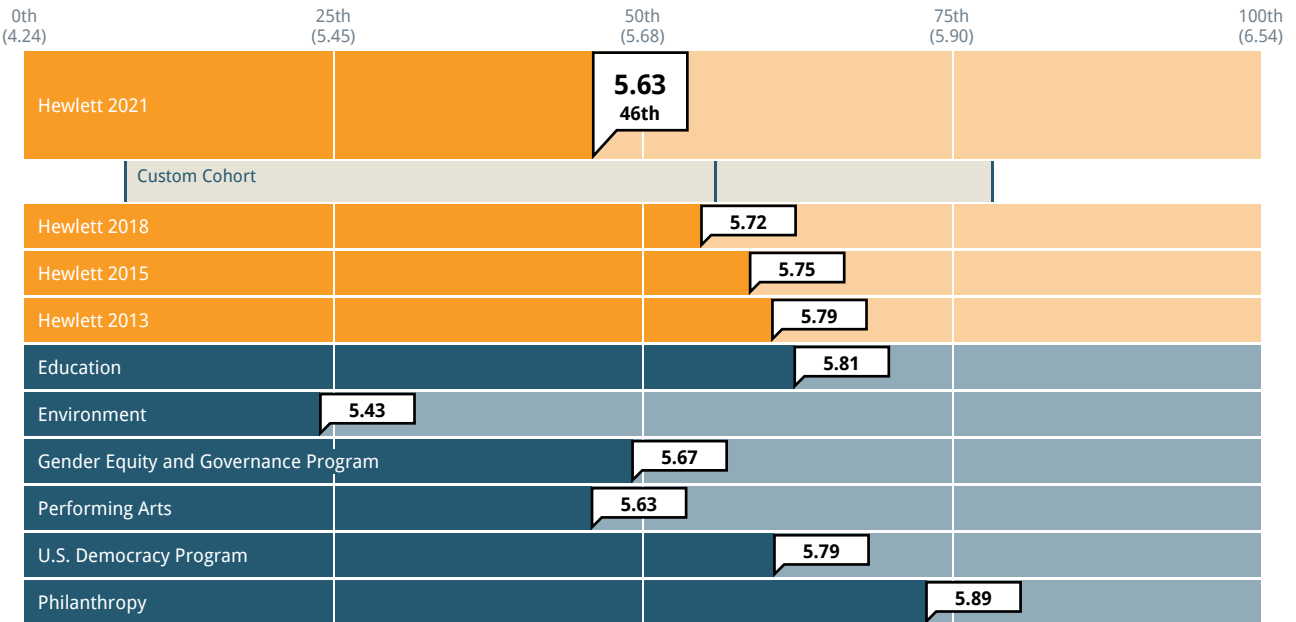- Philanthropy: 5.12

Subgroup: Primary Program Area

Beneficiaries and Contextual Understanding

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

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

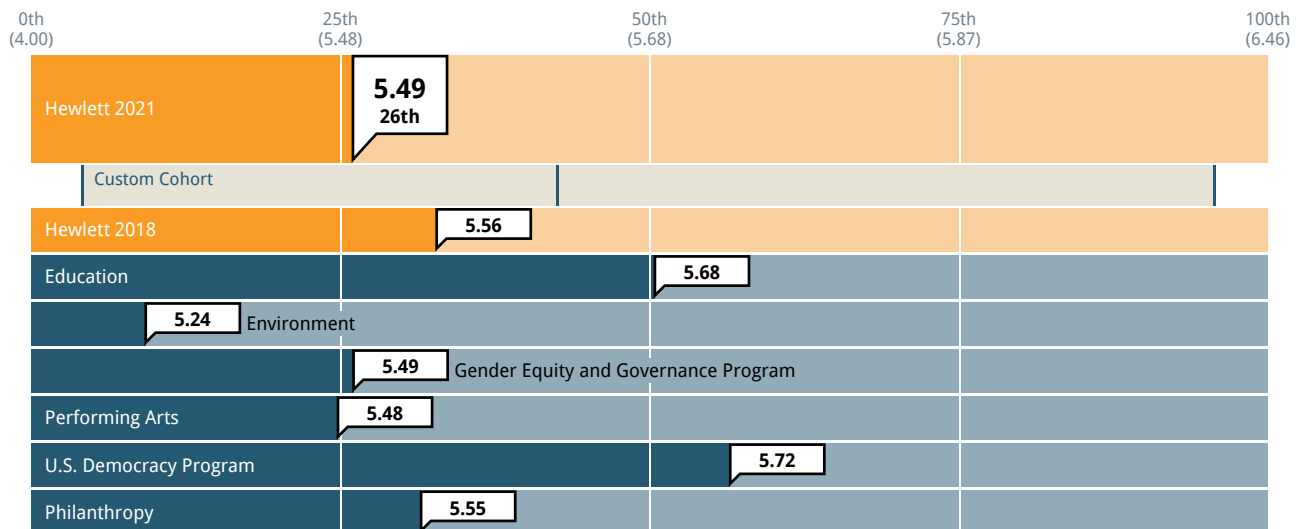|	0th (4.24)	25th (5.45)	50th (5.68)	75th (5.90)	100th (6.54)
Hewlett 2021			**5.63** 46th		
Custom Cohort					
Hewlett 2018			5.72		
Hewlett 2015			5.75		
Hewlett 2013			5.79		
Education			5.81		
Environment		5.43			
Gender Equity and Governance Program			5.67		
Performing Arts		5.63			
U.S. Democracy Program			5.79		
Philanthropy				5.89	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

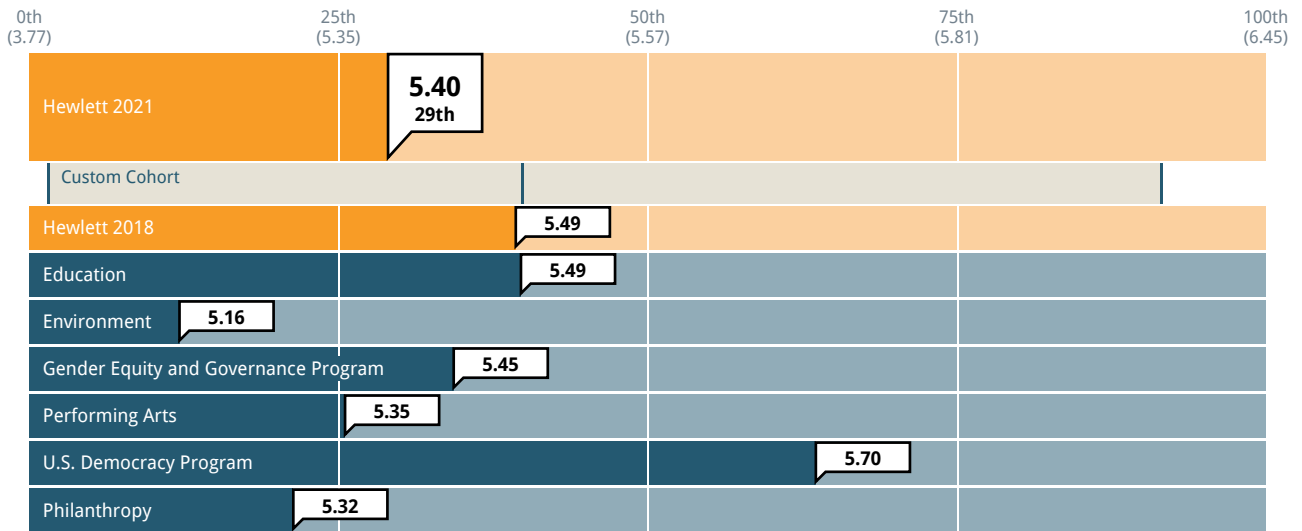## How well does Hewlett understand your intended beneficiaries' needs?

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

	0th (4.00)	25th (5.48)	50th (5.68)	75th (5.87)	100th (6.46)
Hewlett 2021		**5.49** 26th			
Custom Cohort					
Hewlett 2018		5.56			
Education			5.68		
Environment	5.24				
Gender Equity and Governance Program		5.49			
Performing Arts		5.48			
U.S. Democracy Program			5.72		
Philanthropy		5.55			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

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

	0th (3.77)	25th (5.35)	50th (5.57)	75th (5.81)	100th (6.45)

Hewlett 2021 — **5.40** 29th

Custom Cohort

Hewlett 2018 — 5.49

Education — 5.49

Environment — 5.16

Gender Equity and Governance Program — 5.45

Performing Arts — 5.35

U.S. Democracy Program — 5.70

Philanthropy — 5.32

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area
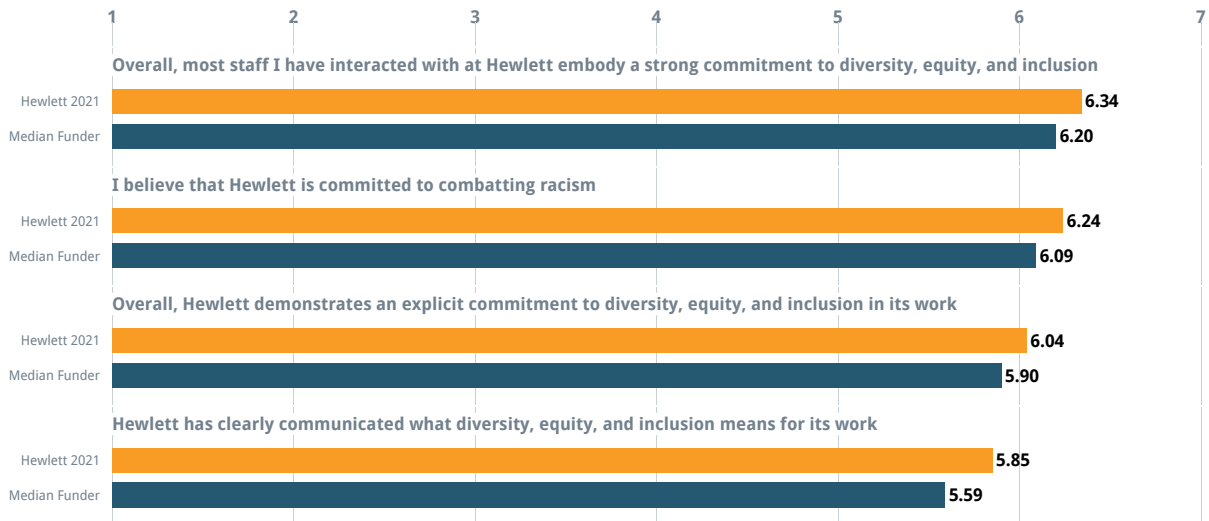
Diversity, Equity, Inclusion and Grantee Demographics

The subsequent question was recently added to the grantee survey and depicts data from 50-75 funders in CEP's dataset.

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

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

■ Hewlett 2021   ■ Median Funder

Overall, most staff I have interacted with at Hewlett embody a strong commitment to diversity, equity, and inclusion

Hewlett 2021	6.34
Median Funder	6.20

I believe that Hewlett is committed to combatting racism

Hewlett 2021	6.24
Median Funder	6.09

Overall, Hewlett demonstrates an explicit commitment to diversity, equity, and inclusion in its work

Hewlett 2021	6.04
Median Funder	5.90

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

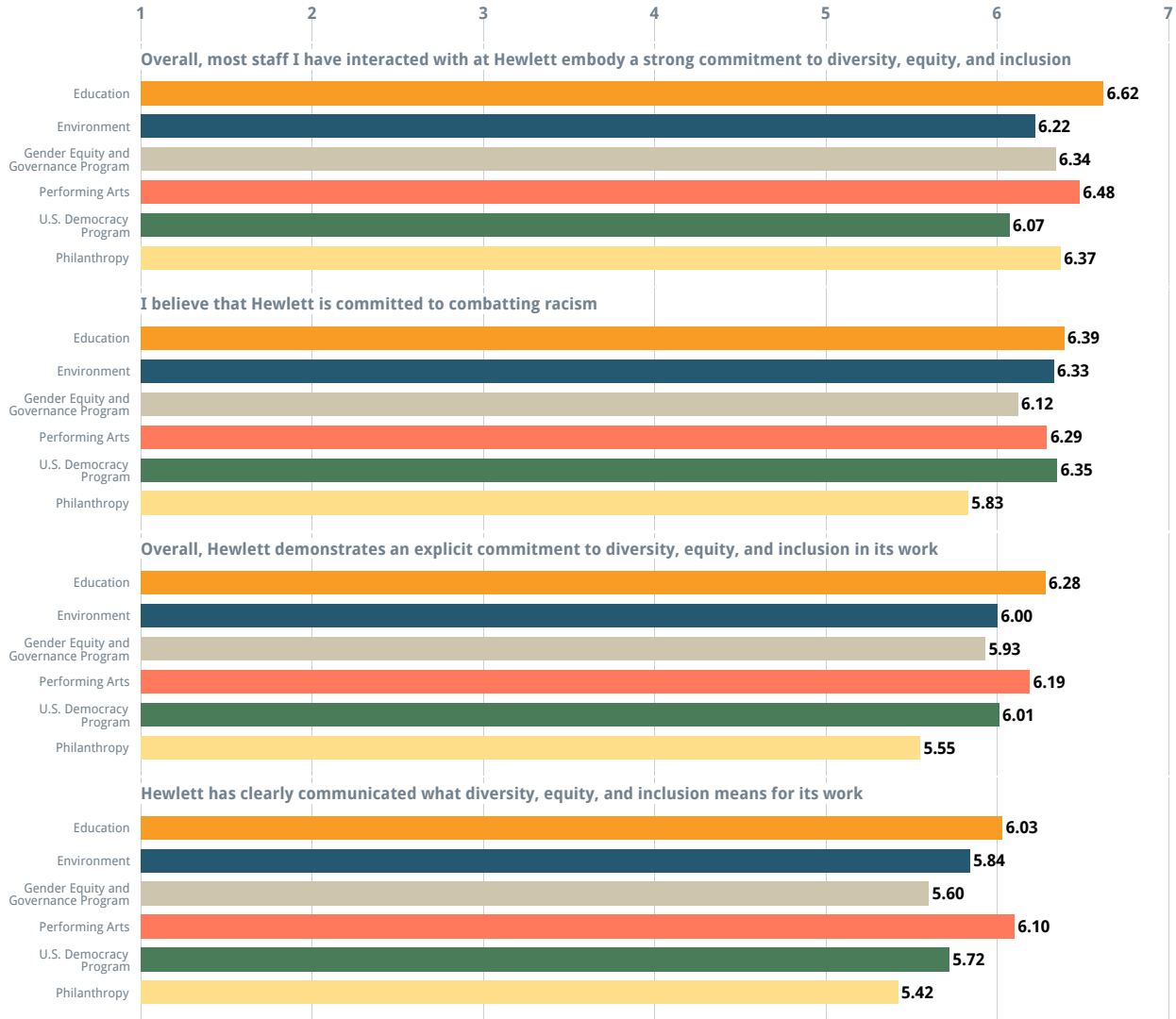|	
Hewlett 2021	5.85
Median Funder	5.59

Cohort: None   **Past results:** on

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

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

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

Overall, most staff I have interacted with at Hewlett embody a strong commitment to diversity, equity, and inclusion

Subgroup	Score
Education	6.62
Environment	6.22
Gender Equity and Governance Program	6.34
Performing Arts	6.48
U.S. Democracy Program	6.07
Philanthropy	6.37

I believe that Hewlett is committed to combatting racism

Subgroup	Score
Education	6.39
Environment	6.33
Gender Equity and Governance Program	6.12
Performing Arts	6.29
U.S. Democracy Program	6.35
Philanthropy	5.83

Overall, Hewlett demonstrates an explicit commitment to diversity, equity, and inclusion in its work

Subgroup	Score
Education	6.28
Environment	6.00
Gender Equity and Governance Program	5.93
Performing Arts	6.19
U.S. Democracy Program	6.01
Philanthropy	5.55

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

Subgroup	Score
Education	6.03
Environment	5.84
Gender Equity and Governance Program	5.60
Performing Arts	6.10
U.S. Democracy Program	5.72
Philanthropy	5.42

Subgroup: Primary Program Area

Primary Beneficiary of Grant

The subsequent question was recently added to the grantee survey and depicts data from 50-75 funders in CEP's dataset.

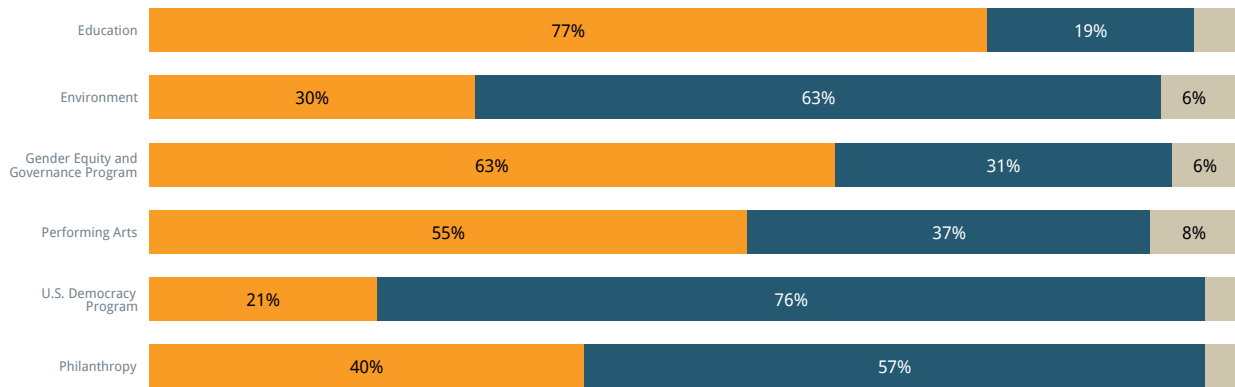## Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?

█ Yes   █ No   █ Don't know

Hewlett 2021	50%	44%	6%
Average Funder	70%	24%	7%

Cohort: None   **Past results:** on

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

█ Yes   █ No   █ Don't know

Education	77%	19%	
Environment	30%	63%	6%
Gender Equity and Governance Program	63%	31%	6%
Performing Arts	55%	37%	8%
U.S. Democracy Program	21%	76%	
Philanthropy	40%	57%	

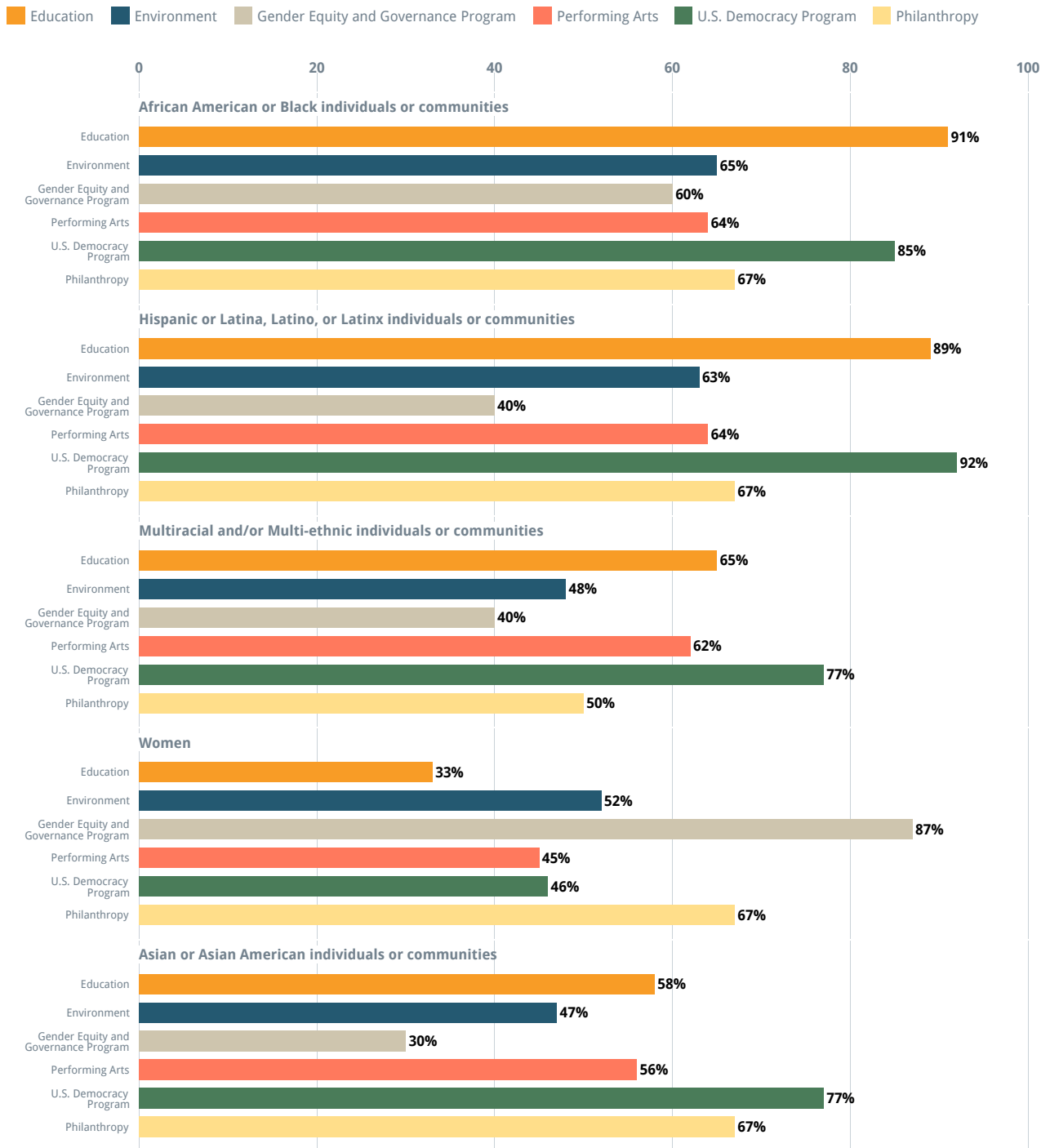**Subgroup:** Primary Program Area

The following questions are asked only of grantees who answer "yes" to the question above. They were recently added to the grantee survey and depict data from approximately 25-50 funders in CEP's dataset.

Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant?
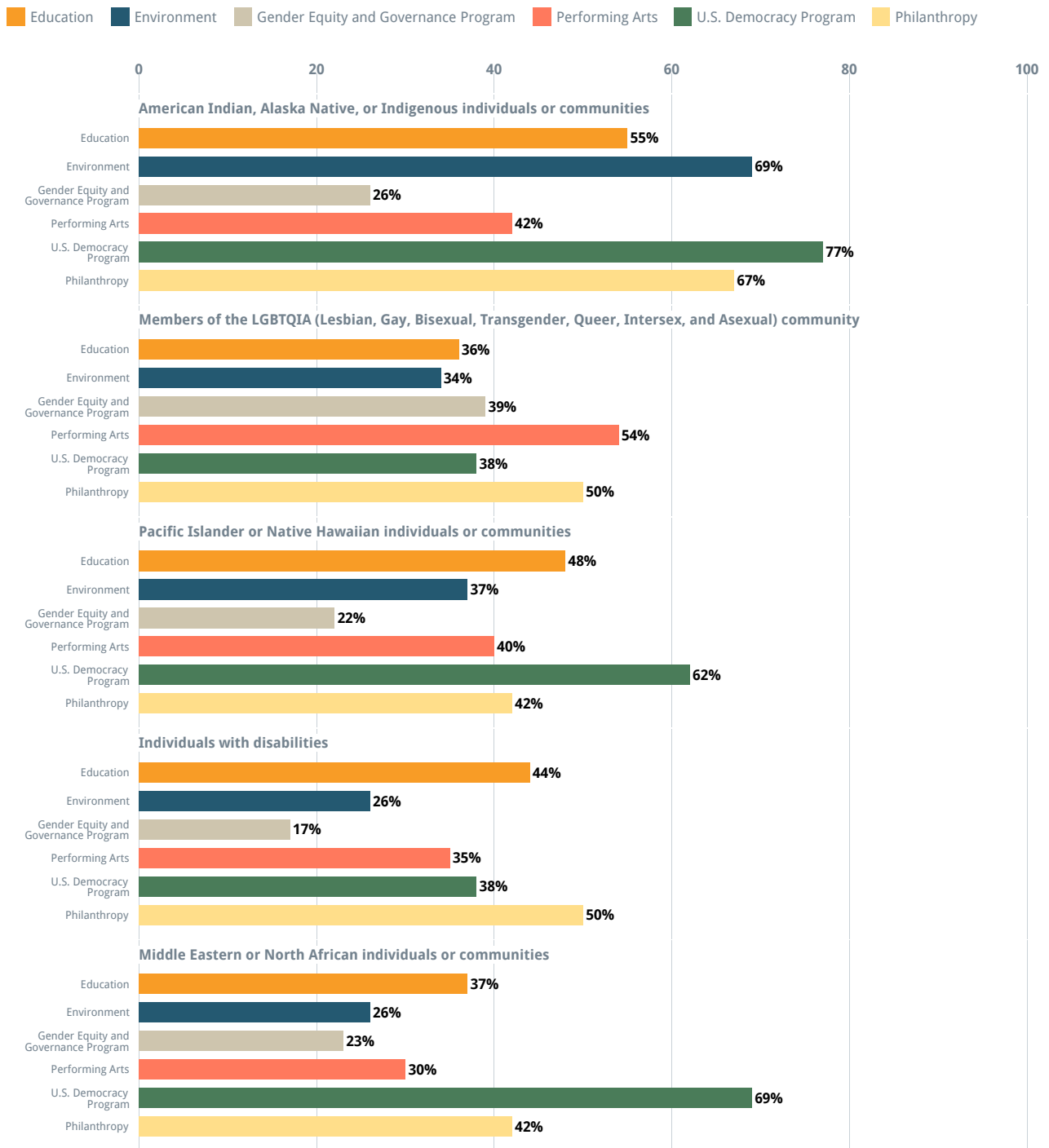
■ Hewlett 2021　■ Median Funder

African American or Black individuals or communities

- Hewlett 2021: 74%
- Median Funder: 69%

Hispanic or Latina, Latino, or Latinx individuals or communities

- Hewlett 2021: 68%
- Median Funder: 64%

Multiracial and/or Multi-ethnic individuals or communities

- Hewlett 2021: 56%
- Median Funder: 53%

Women

- Hewlett 2021: 54%
- Median Funder: 46%

Asian or Asian American individuals or communities

- Hewlett 2021: 52%
- Median Funder: 40%

American Indian, Alaska Native, or Indigenous individuals or communities

- Hewlett 2021: 50%
- Median Funder: 39%

Members of the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community

- Hewlett 2021: 42%
- Median Funder: 29%

Pacific Islander or Native Hawaiian individuals or communities

- Hewlett 2021: 39%
- Median Funder: 24%

Individuals with disabilities

- Hewlett 2021: 33%
- Median Funder: 32%

Middle Eastern or North African individuals or communities

- Hewlett 2021: 32%
- Median Funder: 27%

None of the above

- Hewlett 2021: 4%
- Median Funder: 0%

Don't know

- Hewlett 2021: 1%
- Median Funder: 0%

Cohort: None　　**Past results:** on

Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant? - By Subgroup
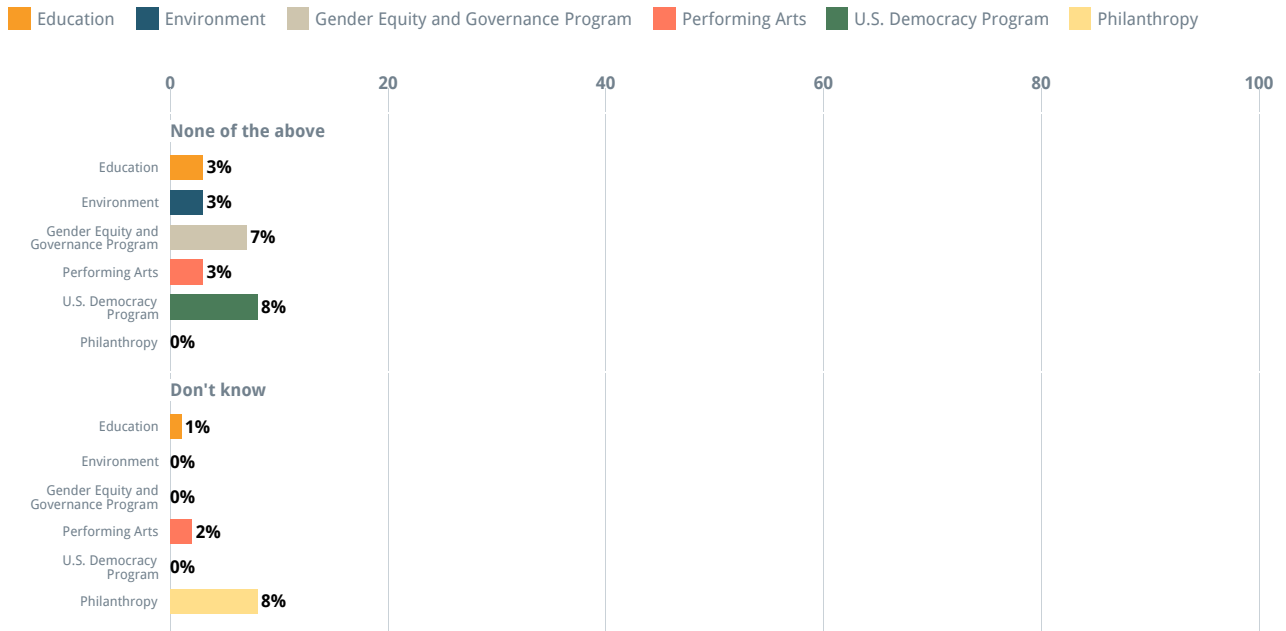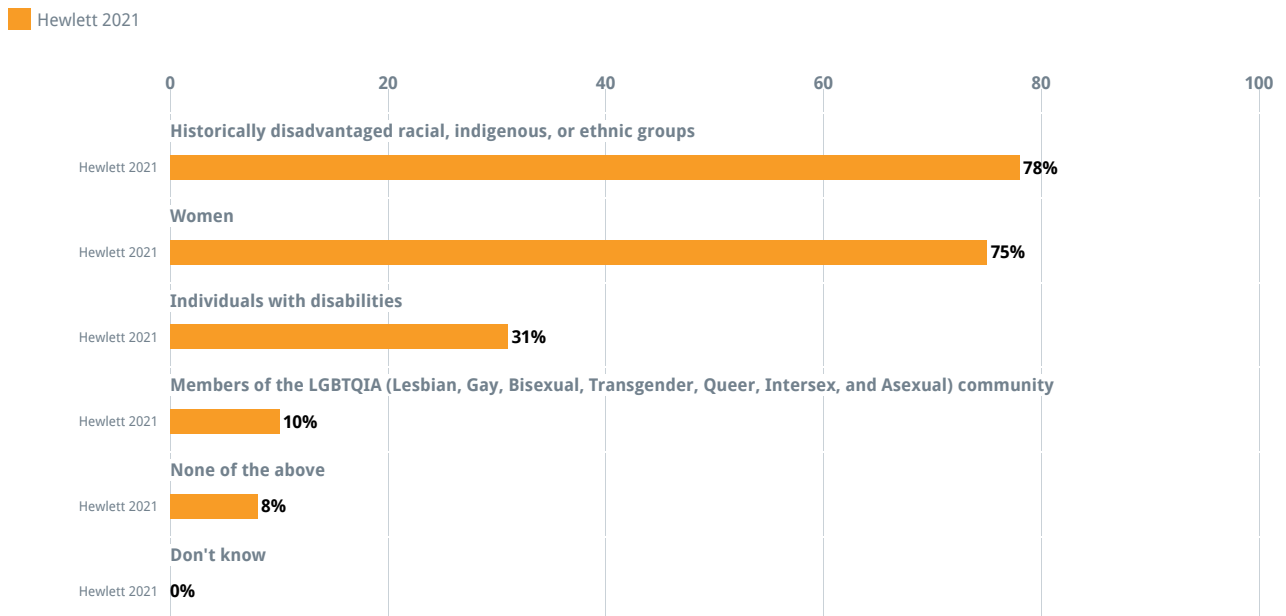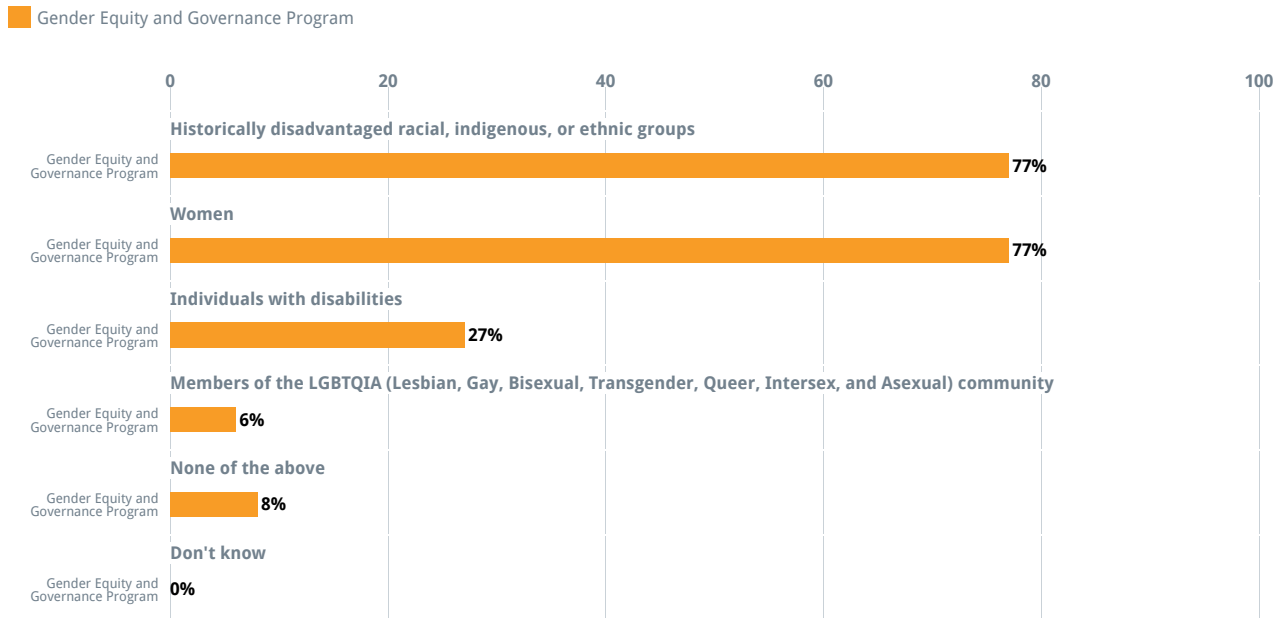
Legend: Education | Environment | Gender Equity and Governance Program | Performing Arts | U.S. Democracy Program | Philanthropy

African American or Black individuals or communities

Program	%
Education	91%
Environment	65%
Gender Equity and Governance Program	60%
Performing Arts	64%
U.S. Democracy Program	85%
Philanthropy	67%

Hispanic or Latina, Latino, or Latinx individuals or communities

Program	%
Education	89%
Environment	63%
Gender Equity and Governance Program	40%
Performing Arts	64%
U.S. Democracy Program	92%
Philanthropy	67%

Multiracial and/or Multi-ethnic individuals or communities

Program	%
Education	65%
Environment	48%
Gender Equity and Governance Program	40%
Performing Arts	62%
U.S. Democracy Program	77%
Philanthropy	50%

Women

Program	%
Education	33%
Environment	52%
Gender Equity and Governance Program	87%
Performing Arts	45%
U.S. Democracy Program	46%
Philanthropy	67%

Asian or Asian American individuals or communities

Program	%
Education	58%
Environment	47%
Gender Equity and Governance Program	30%
Performing Arts	56%
U.S. Democracy Program	77%
Philanthropy	67%

Subgroup: Primary Program Area

Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant? - By Subgroup (cont.)

Legend: Education | Environment | Gender Equity and Governance Program | Performing Arts | U.S. Democracy Program | Philanthropy

American Indian, Alaska Native, or Indigenous individuals or communities

Subgroup	Value
Education	55%
Environment	69%
Gender Equity and Governance Program	26%
Performing Arts	42%
U.S. Democracy Program	77%
Philanthropy	67%

Members of the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community

Subgroup	Value
Education	36%
Environment	34%
Gender Equity and Governance Program	39%
Performing Arts	54%
U.S. Democracy Program	38%
Philanthropy	50%

Pacific Islander or Native Hawaiian individuals or communities

Subgroup	Value
Education	48%
Environment	37%
Gender Equity and Governance Program	22%
Performing Arts	40%
U.S. Democracy Program	62%
Philanthropy	42%

Individuals with disabilities

Subgroup	Value
Education	44%
Environment	26%
Gender Equity and Governance Program	17%
Performing Arts	35%
U.S. Democracy Program	38%
Philanthropy	50%

Middle Eastern or North African individuals or communities

Subgroup	Value
Education	37%
Environment	26%
Gender Equity and Governance Program	23%
Performing Arts	30%
U.S. Democracy Program	69%
Philanthropy	42%

Subgroup: Primary Program Area

Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant? - By Subgroup (cont.)

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

None of the above

Education	3%
Environment	3%
Gender Equity and Governance Program	7%
Performing Arts	3%
U.S. Democracy Program	8%
Philanthropy	0%

Don't know

Education	1%
Environment	0%
Gender Equity and Governance Program	0%
Performing Arts	2%
U.S. Democracy Program	0%
Philanthropy	8%

Subgroup: Primary Program Area

Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant?

■ Hewlett 2021

Historically disadvantaged racial, indigenous, or ethnic groups

Hewlett 2021 — 78%

Women

Hewlett 2021 — 75%

Individuals with disabilities

Hewlett 2021 — 31%

Members of the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community

Hewlett 2021 — 10%

None of the above

Hewlett 2021 — 8%

Don't know

Hewlett 2021 — 0%

Cohort: None   **Past results:** on

Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant? - By Subgroup

Subgroup: Primary Program Area

Respondent Demographics

Differences in Ratings by Respondent Demographics

CEP analyzed responses for differences by Respondent Gender Identity, POC Identity, Race/Ethnicity, and LGBTQ identity. To download the detailed Demographics analysis, please refer to the "Attachments" dropdown menu at the top right of your report.

Note: Survey questions about respondents' demographics were recently modified or added to match best practices, and depict comparative data from 50-75 funders in the dataset. Demographic questions related to grantees' POC and racial/ethnic identity are only asked of respondents in the United States.

Survey language and response options for questions about race and ethnicity are guided by best practices shared by National Institutes of Health, Pew Research Center, Psi Chi Journal of Psychological Research, and the US Census Bureau.

Survey language and response options for questions about gender and LGBTQIA identity are guided by best practices shared by Funders For LGBTQ Issues, HRC Foundation's Welcoming Schools, and the Williams Institute of the University of California – Los Angeles School of Law.

Survey respondents are asked to share their gender identities in a check-all-that-apply question. Each chart has the option of showing the average ratings of respondents who selected only "man," only "woman," multiple gender identities, "non-binary," "gender non-conforming," "prefer to self-identify," and "prefer not to say" - as long as that response option had at least 10 respondents.

Please select the option that represents how you describe yourself:

Legend: Hewlett 2021 (orange), Median Funder (dark blue)

Gender non-conforming
- Hewlett 2021: 1%
- Median Funder: 0%

Man
- Hewlett 2021: 39%
- Median Funder: 30%

Non-binary
- Hewlett 2021: 1%
- Median Funder: 1%

Woman
- Hewlett 2021: 56%
- Median Funder: 65%

Prefer to self-identify
- Hewlett 2021: 1%
- Median Funder: 0%

Prefer not to say
- Hewlett 2021: 3%
- Median Funder: 3%

Cohort: None   **Past results:** on

How would you describe your race and/or ethnicity?

■ Hewlett 2021   ■ Median Funder

	0	20	40	60	80	100

African American or Black
Hewlett 2021 — **8%**
Median Funder — **8%**

American Indian, Alaska Native, or Indigenous
Hewlett 2021 — **2%**
Median Funder — **1%**

Asian or Asian American
Hewlett 2021 — **9%**
Median Funder — **6%**

Hispanic or Latina, Latino, or Latinx
Hewlett 2021 — **7%**
Median Funder — **7%**

Middle Eastern or North African
Hewlett 2021 — **1%**
Median Funder — **1%**

Multiracial and/or Multi-ethnic
Hewlett 2021 — **3%**
Median Funder — **3%**

Pacific Islander or Native Hawaiian
Hewlett 2021 — **0%**
Median Funder — **0%**

White
Hewlett 2021 — **69%**
Median Funder — **72%**

Race and/or ethnicity not included above
Hewlett 2021 — **1%**
Median Funder — **1%**

Prefer not to say
Hewlett 2021 — **4%**
Median Funder — **3%**

Cohort: None   **Past results:** on

How would you describe your race and/or ethnicity? - By Subgroup

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

African American or Black

Education	16%
Environment	3%
Gender Equity and Governance Program	12%
Performing Arts	7%
U.S. Democracy Program	1%
Philanthropy	3%

American Indian, Alaska Native, or Indigenous

Education	0%
Environment	4%
Gender Equity and Governance Program	2%
Performing Arts	2%
U.S. Democracy Program	0%
Philanthropy	3%

Asian or Asian American

Education	4%
Environment	8%
Gender Equity and Governance Program	13%
Performing Arts	11%
U.S. Democracy Program	4%
Philanthropy	10%

Hispanic or Latina, Latino, or Latinx

Education	11%
Environment	7%
Gender Equity and Governance Program	6%
Performing Arts	8%
U.S. Democracy Program	1%
Philanthropy	3%

Middle Eastern or North African

Education	0%
Environment	1%
Gender Equity and Governance Program	2%
Performing Arts	2%
U.S. Democracy Program	3%
Philanthropy	0%

Multiracial and/or Multi-ethnic

Education	3%
Environment	2%
Gender Equity and Governance Program	6%
Performing Arts	3%
U.S. Democracy Program	1%
Philanthropy	7%

Subgroup: Primary Program Area

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

Legend: ■ Education ■ Environment ■ Gender Equity and Governance Program ■ Performing Arts ■ U.S. Democracy Program ■ Philanthropy

Pacific Islander or Native Hawaiian

Subgroup	Value
Education	0%
Environment	1%
Gender Equity and Governance Program	0%
Performing Arts	0%
U.S. Democracy Program	0%
Philanthropy	0%

White

Subgroup	Value
Education	67%
Environment	73%
Gender Equity and Governance Program	63%
Performing Arts	69%
U.S. Democracy Program	85%
Philanthropy	63%

Race and/or ethnicity not included above

Subgroup	Value
Education	2%
Environment	2%
Gender Equity and Governance Program	2%
Performing Arts	1%
U.S. Democracy Program	0%
Philanthropy	0%

Prefer not to say

Subgroup	Value
Education	2%
Environment	5%
Gender Equity and Governance Program	1%
Performing Arts	3%
U.S. Democracy Program	6%
Philanthropy	10%

Subgroup: Primary Program Area

The following question was recently added to the grantee survey and depicts comparative data from 75-100 funders in the dataset.

Selected Cohort: None

Do you identify as a person of color?	Hewlett 2021	Average Funder
Yes	26%	21%
No	70%	75%
Prefer not to say	4%	5%

Selected Subgroup: Primary Program Area

Do you identify as a person of color? (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Yes	31%	19%	33%	28%	11%	27%
No	67%	76%	65%	69%	85%	63%
Prefer not to say	2%	5%	2%	3%	4%	10%

The following questions were recently added to the grantee survey and depict comparative data from 25-50 funders in the dataset.

Selected Cohort: None

Are you transgender?	Hewlett 2021	Average Funder
Yes	1%	1%
No	97%	95%
Prefer not to say	2%	3%

Do you identify as a member of the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community?	Hewlett 2021	Average Funder
Yes	13%	11%
No	84%	84%
Prefer not to say	4%	4%

Do you identify as a member of the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community? (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Yes	10%	9%	12%	22%	11%	13%
No	86%	88%	85%	76%	85%	77%
Prefer not to say	5%	3%	3%	2%	4%	10%

Do you identify as an individual with a disability?	Hewlett 2021	Average Funder
Yes	5%	5%
No	91%	91%
Prefer not to say	4%	4%

Organization ED/CEO Demographics

Differences in Ratings by Demographics of Grantees' Organization Leaders

CEP analyzed differences in Budget, Funding, and Grantmaking Characteristics by Gender Identity and POC Identity of Grantees' Leadership (Executive Directors, Senior Staff Members, and Boards). To download the detailed Demographics analysis, please refer to the "Attachments" dropdown menu at the top right of your report.

Note: Survey questions about CEO/Executive Director demographics were recently modified or added to match best practices. Demographic questions related to POC and racial/ethnic identity are only asked of organizations based in the United States.

The subsequent question depicts comparative data from 50-75 funders in CEP's dataset.

Please select the option that represents how the CEO/Executive Director of your organization describes themselves:

■ Hewlett 2021   ■ Median Funder

Gender non-conforming
- Hewlett 2021: 1%
- Median Funder: 0%

Man
- Hewlett 2021: 46%
- Median Funder: 41%

Non-binary
- Hewlett 2021: 1%
- Median Funder: 0%

Woman
- Hewlett 2021: 46%
- Median Funder: 48%

Prefer to self-identify
- Hewlett 2021: 1%
- Median Funder: 0%

Don't know
- Hewlett 2021: 2%
- Median Funder: 2%

Prefer not to say
- Hewlett 2021: 2%
- Median Funder: 2%

Not applicable (e.g., more than one CEO/Executive Director, or other leadership structure)
- Hewlett 2021: 3%
- Median Funder: 2%
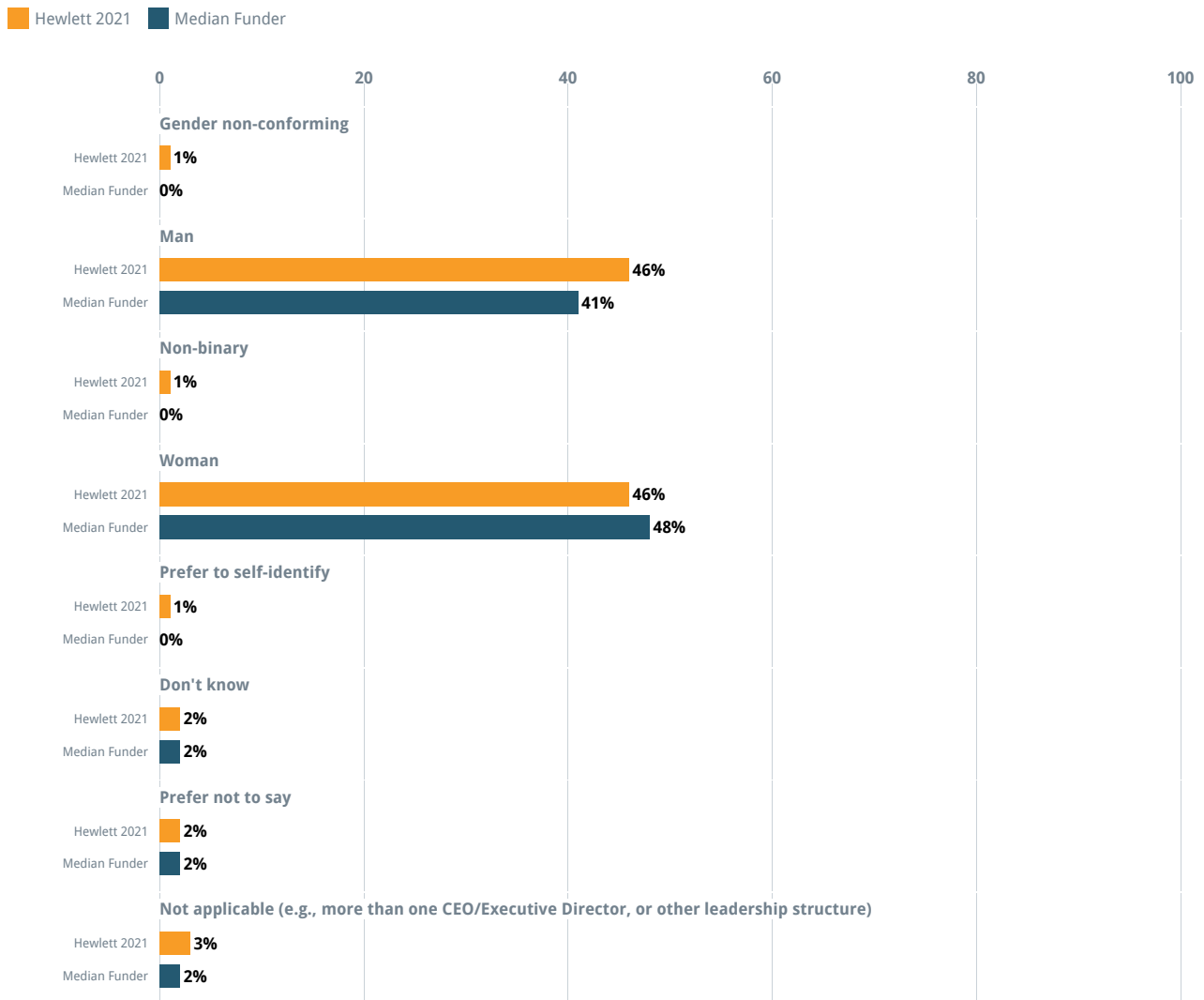
Cohort: None   **Past results:** on

Please select the option that represents how the CEO/Executive Director of your organization describes themselves: - By Subgroup

Legend: Education | Environment | Gender Equity and Governance Program | Performing Arts | U.S. Democracy Program | Philanthropy

Gender non-conforming

Program	Value
Education	1%
Environment	0%
Gender Equity and Governance Program	0%
Performing Arts	3%
U.S. Democracy Program	0%
Philanthropy	0%

Man

Program	Value
Education	42%
Environment	55%
Gender Equity and Governance Program	41%
Performing Arts	29%
U.S. Democracy Program	67%
Philanthropy	39%

Non-binary

Program	Value
Education	1%
Environment	1%
Gender Equity and Governance Program	1%
Performing Arts	1%
U.S. Democracy Program	1%
Philanthropy	0%

Woman

Program	Value
Education	50%
Environment	38%
Gender Equity and Governance Program	53%
Performing Arts	62%
U.S. Democracy Program	25%
Philanthropy	52%

Prefer to self-identify

Program	Value
Education	0%
Environment	1%
Gender Equity and Governance Program	0%
Performing Arts	1%
U.S. Democracy Program	1%
Philanthropy	0%

Subgroup: Primary Program Area

Please select the option that represents how the CEO/Executive Director of your organization describes themselves: - By Subgroup (cont.)

Legend: ■ Education ■ Environment ■ Gender Equity and Governance Program ■ Performing Arts ■ U.S. Democracy Program ■ Philanthropy

Don't know

Education	3%
Environment	3%
Gender Equity and Governance Program	2%
Performing Arts	1%
U.S. Democracy Program	3%
Philanthropy	0%

Prefer not to say

Education	1%
Environment	1%
Gender Equity and Governance Program	1%
Performing Arts	2%
U.S. Democracy Program	3%
Philanthropy	10%

Not applicable (e.g., more than one CEO/Executive Director, or other leadership structure)

Education	3%
Environment	1%
Gender Equity and Governance Program	2%
Performing Arts	4%
U.S. Democracy Program	1%
Philanthropy	0%

Subgroup: Primary Program Area

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

How would you describe the race and/or ethnicity of the CEO/Executive Director of your organization?

■ Hewlett 2021 ■ Median Funder

	0	20	40	60	80	100

African American or Black
Hewlett 2021 — 12%
Median Funder — 12%

American Indian, Alaska Native, or Indigenous
Hewlett 2021 — 2%
Median Funder — 1%

Asian or Asian American
Hewlett 2021 — 8%
Median Funder — 6%

Hispanic or Latina, Latino, or Latinx
Hewlett 2021 — 7%
Median Funder — 7%

Middle Eastern or North African
Hewlett 2021 — 1%
Median Funder — 1%

Multiracial and/or Multi-ethnic
Hewlett 2021 — 3%
Median Funder — 2%

Pacific Islander or Native Hawaiian
Hewlett 2021 — 0%
Median Funder — 0%

White
Hewlett 2021 — 63%
Median Funder — 65%

Race and/or ethnicity not included above
Hewlett 2021 — 1%
Median Funder — 1%

Don't know
Hewlett 2021 — 2%
Median Funder — 1%

Prefer not to say
Hewlett 2021 — 3%
Median Funder — 3%

Not applicable (e.g., more than one CEO/Executive Director, or other leadership structure)
Hewlett 2021 — 2%
Median Funder — 2%

Cohort: None   **Past results:** on

How would you describe the race and/or ethnicity of the CEO/Executive Director of your organization? - By Subgroup

■ Education ■ Environment ■ Gender Equity and Governance Program ■ Performing Arts ■ U.S. Democracy Program ■ Philanthropy

African American or Black

Education	18%
Environment	5%
Gender Equity and Governance Program	13%
Performing Arts	9%
U.S. Democracy Program	10%
Philanthropy	10%

American Indian, Alaska Native, or Indigenous

Education	1%
Environment	5%
Gender Equity and Governance Program	2%
Performing Arts	1%
U.S. Democracy Program	0%
Philanthropy	3%

Asian or Asian American

Education	2%
Environment	9%
Gender Equity and Governance Program	13%
Performing Arts	11%
U.S. Democracy Program	0%
Philanthropy	10%

Hispanic or Latina, Latino, or Latinx

Education	9%
Environment	7%
Gender Equity and Governance Program	6%
Performing Arts	9%
U.S. Democracy Program	1%
Philanthropy	10%

Middle Eastern or North African

Education	1%
Environment	1%
Gender Equity and Governance Program	2%
Performing Arts	2%
U.S. Democracy Program	3%
Philanthropy	0%

Multiracial and/or Multi-ethnic

Education	4%
Environment	1%
Gender Equity and Governance Program	6%
Performing Arts	3%
U.S. Democracy Program	0%
Philanthropy	3%

Subgroup: Primary Program Area

How would you describe the race and/or ethnicity of the CEO/Executive Director of your organization? - By Subgroup (cont.)

Legend: Education | Environment | Gender Equity and Governance Program | Performing Arts | U.S. Democracy Program | Philanthropy

Pacific Islander or Native Hawaiian

Subgroup	Value
Education	0%
Environment	1%
Gender Equity and Governance Program	0%
Performing Arts	1%
U.S. Democracy Program	0%
Philanthropy	0%

White

Subgroup	Value
Education	64%
Environment	67%
Gender Equity and Governance Program	56%
Performing Arts	60%
U.S. Democracy Program	79%
Philanthropy	57%

Race and/or ethnicity not included above

Subgroup	Value
Education	3%
Environment	1%
Gender Equity and Governance Program	0%
Performing Arts	0%
U.S. Democracy Program	0%
Philanthropy	0%

Don't know

Subgroup	Value
Education	1%
Environment	2%
Gender Equity and Governance Program	2%
Performing Arts	1%
U.S. Democracy Program	3%
Philanthropy	0%

Prefer not to say

Subgroup	Value
Education	1%
Environment	3%
Gender Equity and Governance Program	2%
Performing Arts	2%
U.S. Democracy Program	4%
Philanthropy	7%

Subgroup: Primary Program Area

How would you describe the race and/or ethnicity of the CEO/Executive Director of your organization? - By Subgroup (cont.)

Legend: ■ Education ■ Environment ■ Gender Equity and Governance Program ■ Performing Arts ■ U.S. Democracy Program ■ Philanthropy

Scale: 0 20 40 60 80 100

Not applicable (e.g., more than one CEO/Executive Director, or other leadership structure)

Subgroup	Value
Education	3%
Environment	1%
Gender Equity and Governance Program	2%
Performing Arts	3%
U.S. Democracy Program	1%
Philanthropy	0%

Subgroup: Primary Program Area

Selected Cohort: None

Does the CEO/Executive Director of your organization identify as a person of color?	Hewlett 2021	Average Funder
Yes	28%	27%
No	66%	67%
Don't know	4%	5%
Prefer not to say	2%	1%

Selected Subgroup: Primary Program Area

Does the CEO/Executive Director of your organization identify as a person of color? (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Yes	30%	24%	33%	33%	13%	33%
No	65%	69%	62%	63%	80%	57%
Don't know	3%	5%	3%	4%	3%	3%
Prefer not to say	1%	2%	2%	0%	4%	7%

Grant Processes

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

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

	0th (3.45)	25th (4.77)	50th (5.09)	75th (5.33)	100th (6.25)
Hewlett 2021			**5.03** 43rd		
Custom Cohort					
Hewlett 2018			5.03		
Hewlett 2015			5.06		
Hewlett 2013			5.02		
Hewlett 2011			5.19		
Hewlett 2009		4.90			
Hewlett 2006		4.96			
Education				5.35	
Environment		4.72			
Gender Equity and Governance Program			5.06		
Performing Arts			5.13		
U.S. Democracy Program				5.41	
Philanthropy	4.69				
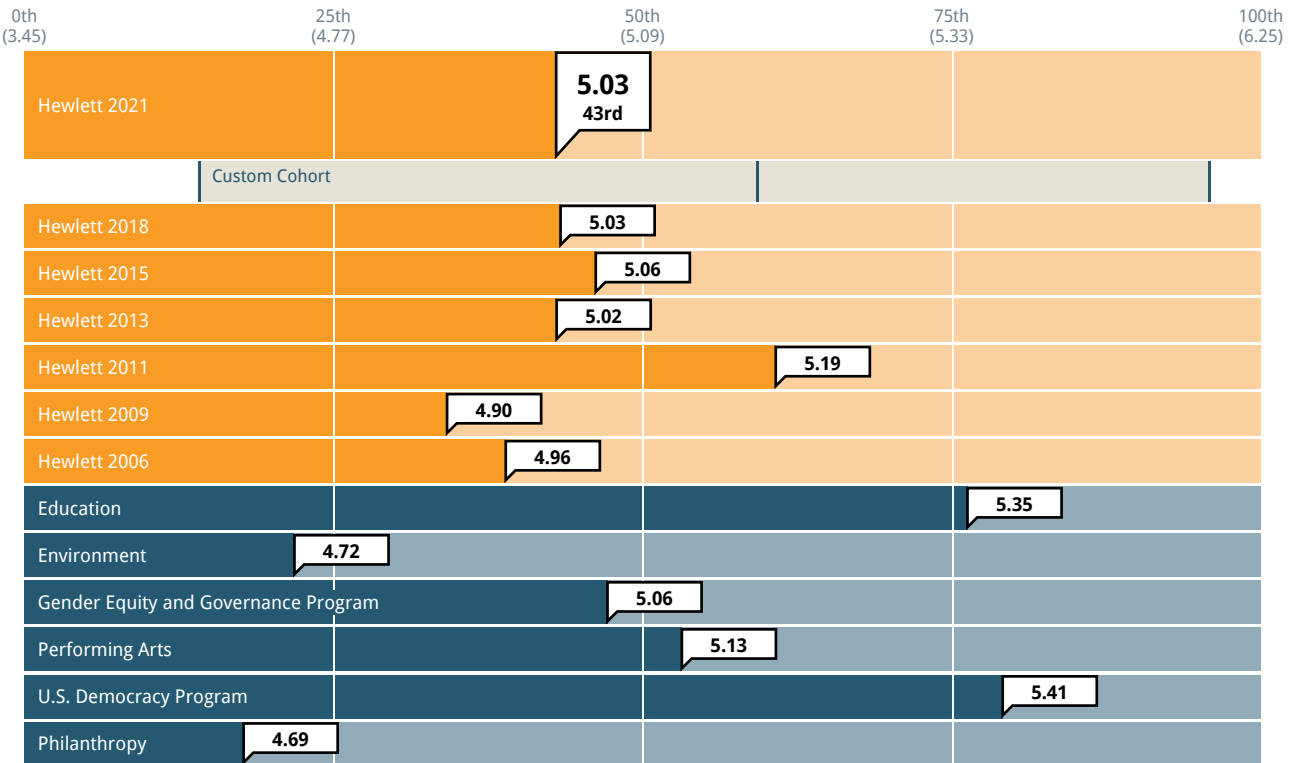
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Selection Process

Did you submit a proposal for this grant?

■ Submitted a proposal   ■ Did not submit a proposal

Hewlett 2021	92%	8%
Hewlett 2018	96%	4%
Hewlett 2015	98%	
Hewlett 2013	97%	
Hewlett 2011	96%	4%
Hewlett 2009	97%	
Hewlett 2006	98%	
Hewlett 2003	98%	
Custom Cohort	96%	4%
Average Funder	94%	6%
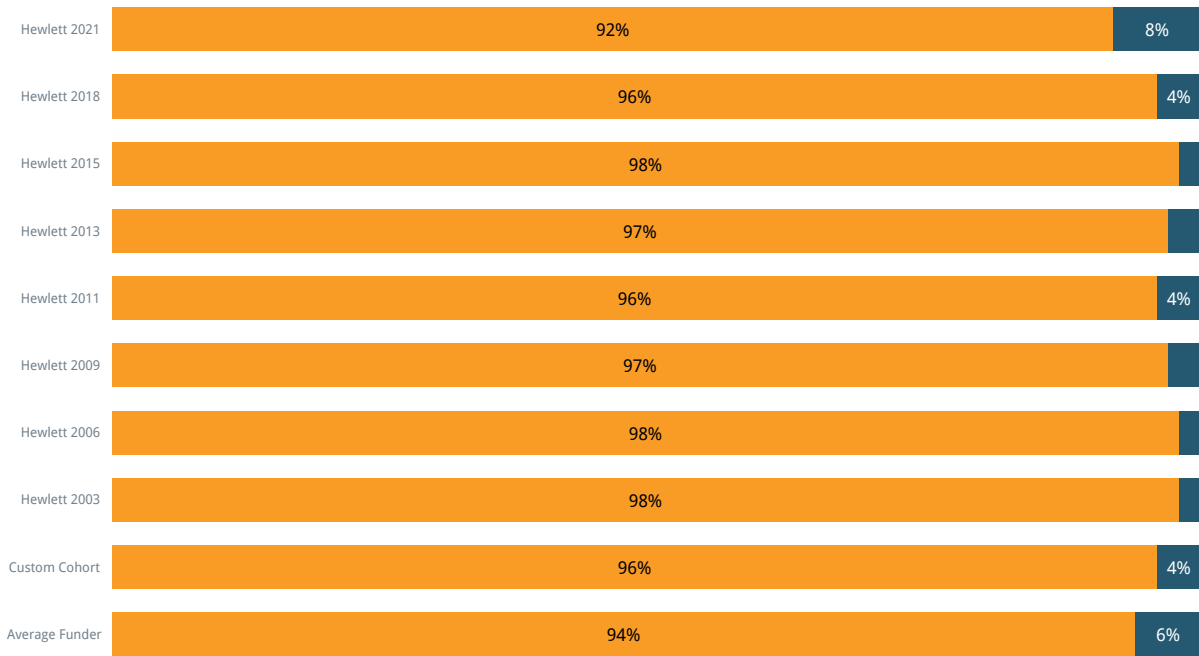
Cohort: Custom Cohort   **Past results:** on

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

1 = No pressure   **7** = Significant pressure

	0th (1.29)	25th (2.01)	50th (2.25)	75th (2.49)	100th (4.24)
Hewlett 2021			2.16 / 40th		
Custom Cohort					
Hewlett 2018		2.10			
Hewlett 2015		2.13			
Hewlett 2013		2.15			
Hewlett 2011		2.19			
Hewlett 2009			2.28		
Hewlett 2006		2.09			
Education		2.11			
Environment				2.45	
Gender Equity and Governance Program		2.06			
Performing Arts			2.31		
U.S. Democracy Program	1.93				
Philanthropy	1.74				
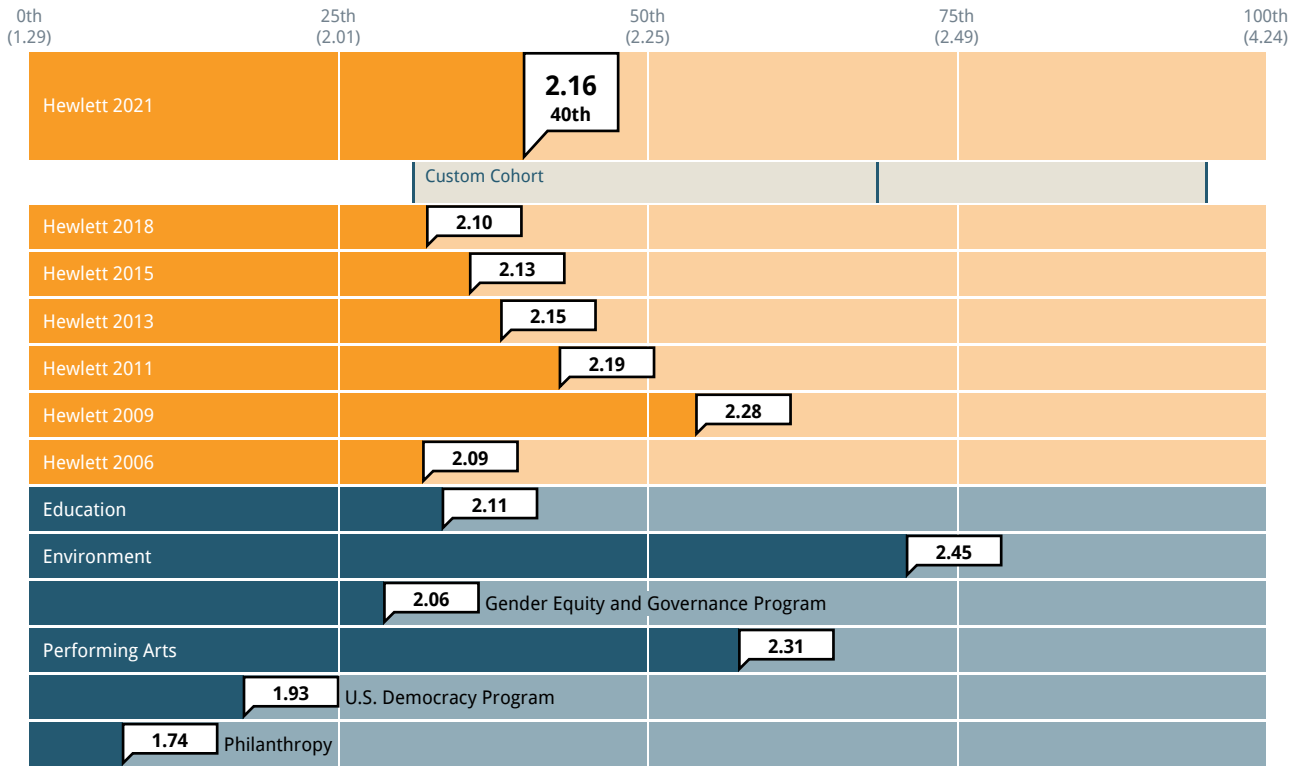
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Time Between Submission and Clear Commitment

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

Selected Cohort: Custom Cohort

	Time Elapsed from Submission of Proposal to Clear Commitment of Funding			
	Less than 3 months	**4 - 6 months**	**7 - 12 months**	**More than 12 months**
Hewlett 2021	75%	21%	3%	1%
Hewlett 2018	78%	19%	3%	1%
Hewlett 2015	71%	24%	4%	1%
Hewlett 2013	70%	26%	3%	0%
Hewlett 2011	55%	39%	6%	1%
Hewlett 2009	52%	41%	6%	1%
Hewlett 2006	58%	37%	5%	0%
Hewlett 2003	66%	31%	2%	1%
Average Funder	62%	29%	7%	2%
Custom Cohort	59%	30%	9%	2%

Selected Subgroup: Primary Program Area

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Less than 3 months	79%	81%	72%	66%	77%	83%
4 - 6 months	15%	17%	24%	29%	23%	17%
7 - 12 months	4%	2%	3%	5%	0%	0%
More than 12 months	1%	0%	1%	0%	0%	0%

Reporting and Evaluation Process

Definition of Reporting and Evaluation

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

At any point during the application or the grant period, did Hewlett and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?
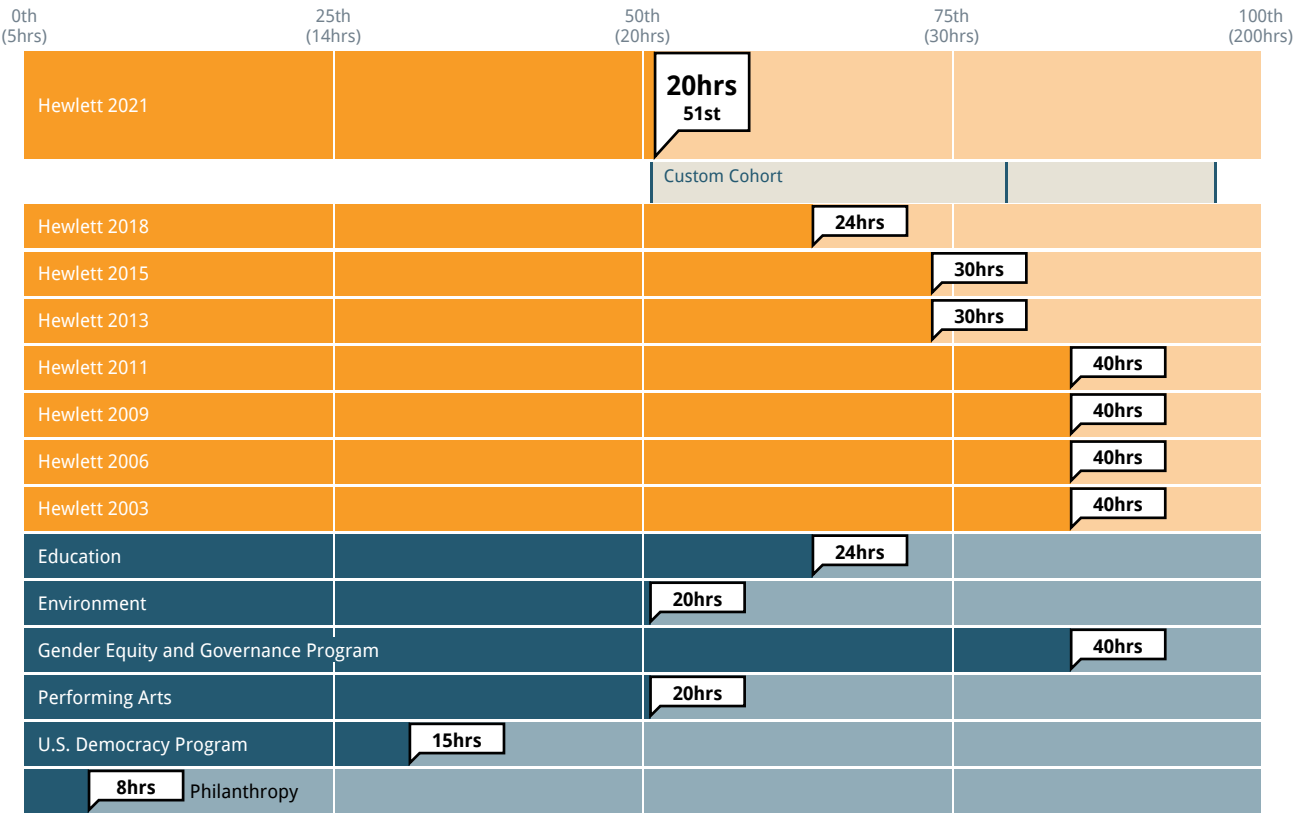
Proportion of grantees responding 'Yes'

	0th (18%)	25th (57%)	50th (69%)	75th (80%)	100th (100%)

- Hewlett 2021 — **71%** 52nd
- Custom Cohort
- Hewlett 2018 — **70%**
- Hewlett 2015 — **79%**
- Hewlett 2013 — **78%**
- Hewlett 2011 — **77%**
- Education — **79%**
- Environment — **66%**
- Gender Equity and Governance Program — **78%**
- Performing Arts — **62%**
- U.S. Democracy Program — **77%**
- Philanthropy — **78%**
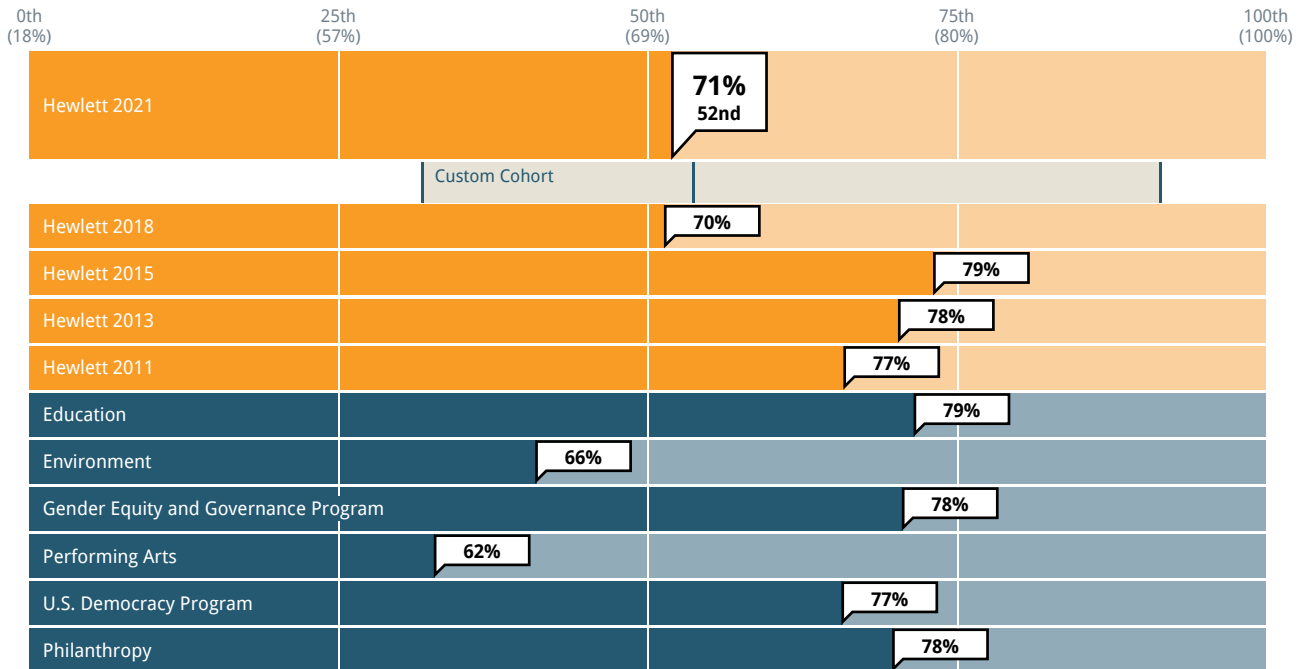
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Participation in Reporting and/or Evaluation Processes

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

	Reporting only	Both	Neither
Hewlett 2021	66%	22%	12%
Hewlett 2018	62%	25%	12%
Custom Cohort	59%	29%	11%
Average Funder	57%	30%	13%
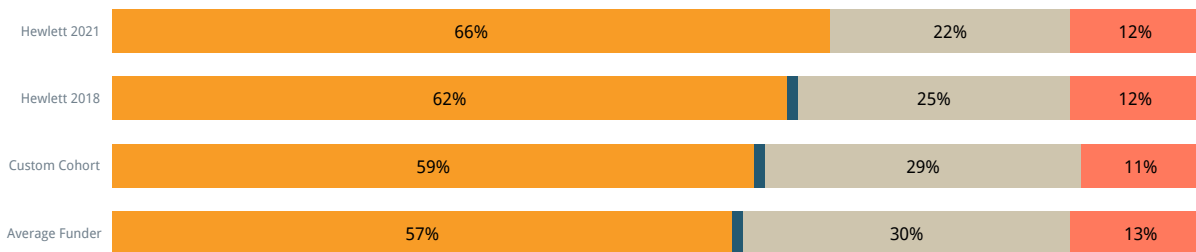
Cohort: Custom Cohort   **Past results:** on

Participation in Reporting and/or Evaluation Processes - By Subgroup

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

Subgroup	Reporting only	Both	Neither
Education	64%	22%	14%
Environment	65%	22%	13%
Gender Equity and Governance Program	69%	20%	9%
Performing Arts	69%	24%	7%
U.S. Democracy Program	62%	29%	8%
Philanthropy	47%	38%	16%
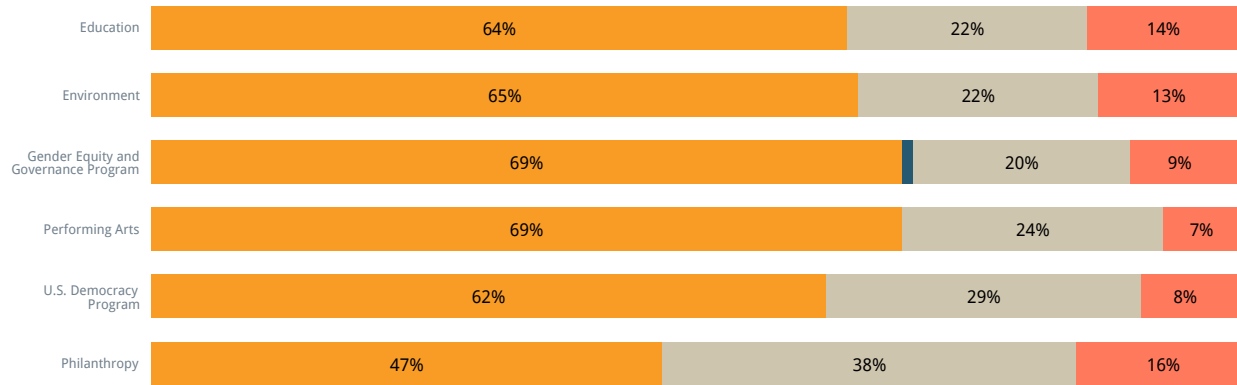
Subgroup: Primary Program Area

Reporting Process

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

To what extent was Hewlett's reporting process straightforward?

1 = Not at all   7 = To a great extent
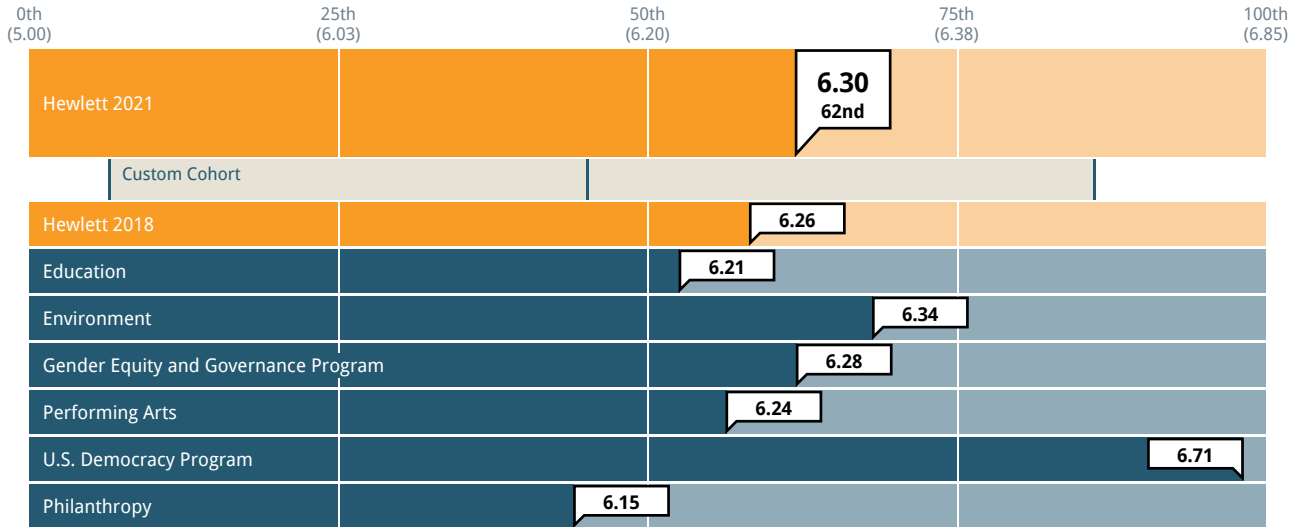
	0th (5.00)	25th (6.03)	50th (6.20)	75th (6.38)	100th (6.85)
Hewlett 2021				**6.30** 62nd	
Custom Cohort					
Hewlett 2018			6.26		
Education			6.21		
Environment				6.34	
Gender Equity and Governance Program			6.28		
Performing Arts			6.24		
U.S. Democracy Program					6.71
Philanthropy		6.15			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

1 = Not at all   7 = To a great extent
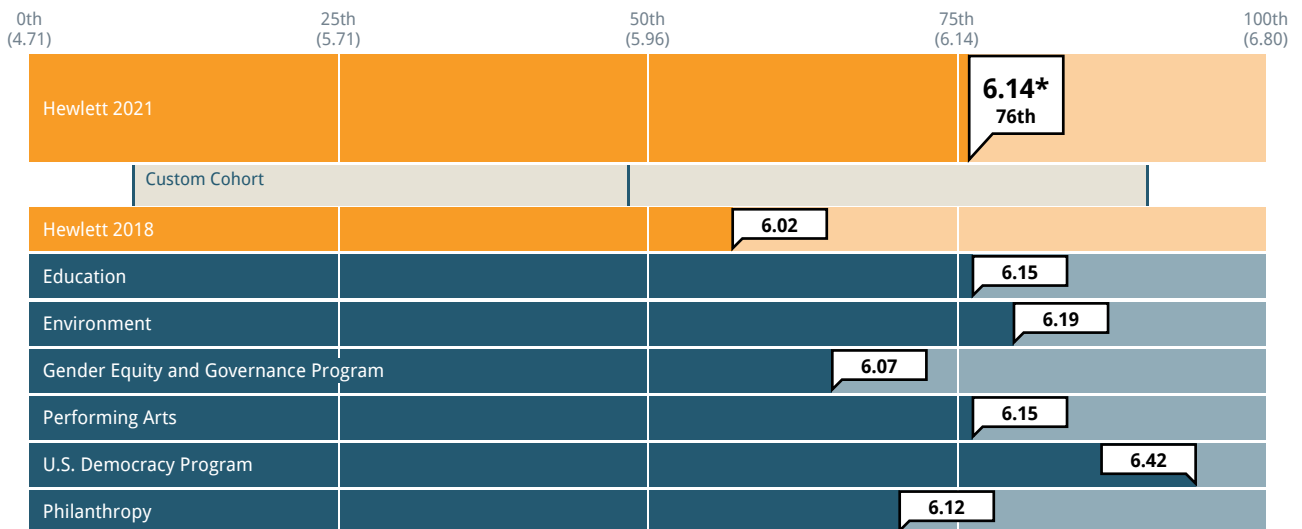
	0th (4.71)	25th (5.71)	50th (5.96)	75th (6.14)	100th (6.80)
Hewlett 2021				**6.14*** 76th	
Custom Cohort					
Hewlett 2018			6.02		
Education				6.15	
Environment				6.19	
Gender Equity and Governance Program			6.07		
Performing Arts				6.15	
U.S. Democracy Program				6.42	
Philanthropy			6.12		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

1 = Not at all   7 = To a great extent
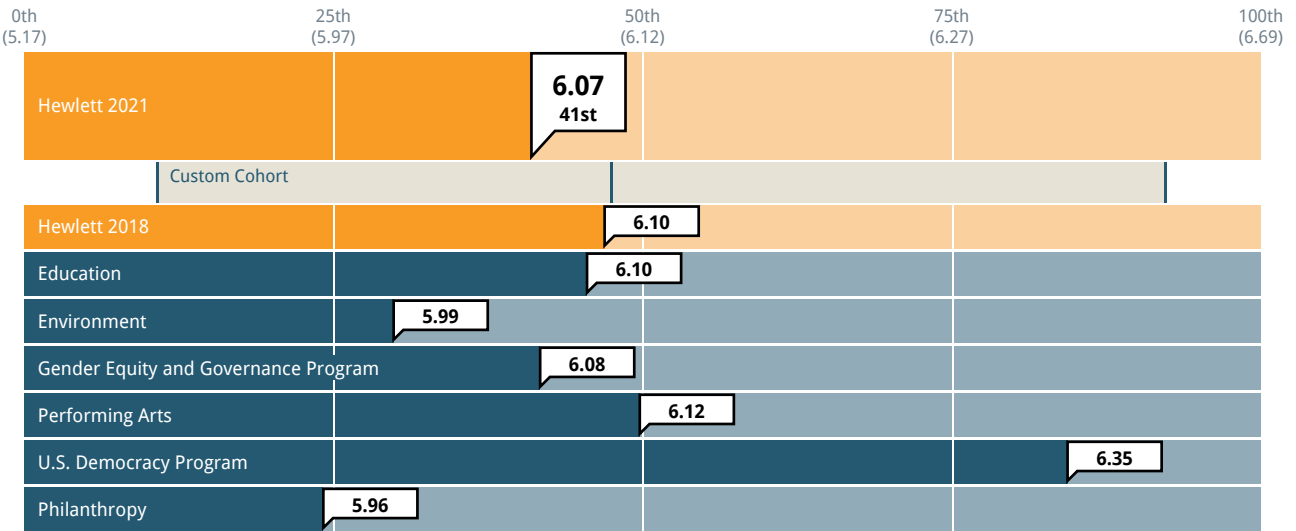
0th (5.17)	25th (5.97)	50th (6.12)	75th (6.27)	100th (6.69)

Hewlett 2021 — **6.07** 41st

Custom Cohort

Hewlett 2018	6.10
Education	6.10
Environment	5.99
Gender Equity and Governance Program	6.08
Performing Arts	6.12
U.S. Democracy Program	6.35
Philanthropy	5.96

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

1 = Not at all   7 = To a great extent

0th (4.56)	25th (5.65)	50th (5.86)	75th (6.08)	100th (6.48)

Hewlett 2021 — **5.72** 32nd

Custom Cohort

Hewlett 2018	5.84
Education	5.78
Environment	5.32
Gender Equity and Governance Program	5.84
Performing Arts	5.92
U.S. Democracy Program	6.18
Philanthropy	5.58
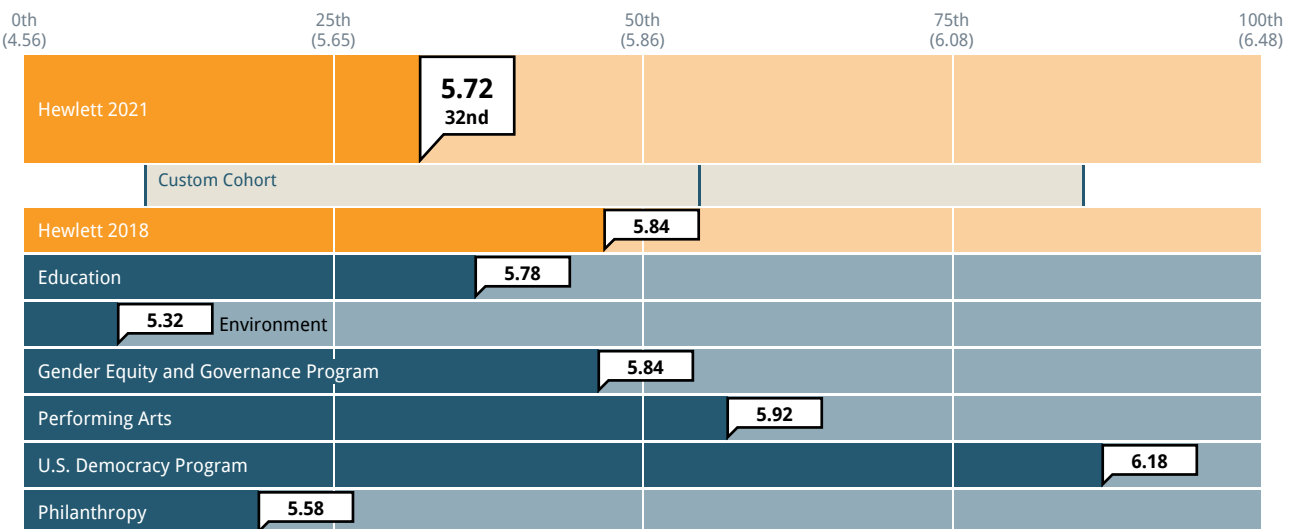
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Evaluation Process

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

Who was primarily responsible for carrying out the evaluation?

■ Evaluation staff at Hewlett ■ Evaluation staff at your organization ■ External evaluator, chosen by Hewlett
■ External evaluator, chosen by your organization

Hewlett 2021	19%	27%	47%	7%
Hewlett 2018	16%	37%	31%	16%
Custom Cohort	18%	31%	32%	19%
Average Funder	25%	47%	16%	13%
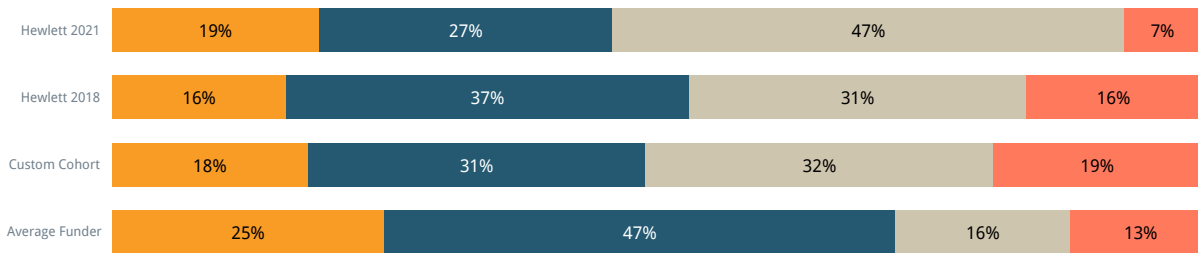
Cohort: Custom Cohort   **Past results:** on

Who was primarily responsible for carrying out the evaluation? - By Subgroup

■ Evaluation staff at Hewlett ■ Evaluation staff at your organization ■ External evaluator, chosen by Hewlett
■ External evaluator, chosen by your organization

Education	9%	41%	34%	16%
Environment	29%	21%	45%	5%
Gender Equity and Governance Program		14%	72%	12%
Performing Arts	32%	41%	24%	
U.S. Democracy Program	33%	29%	33%	5%
Philanthropy	18%	82%		
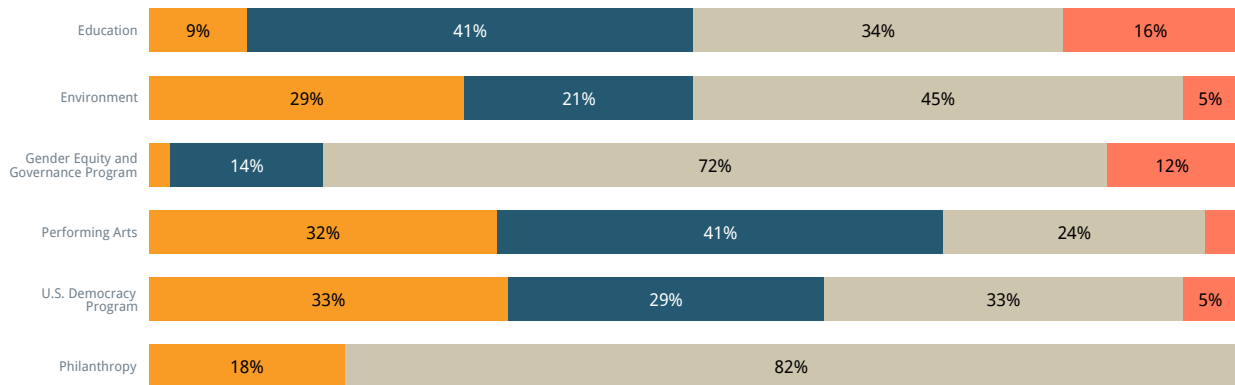
Subgroup: Primary Program Area

Did Hewlett provide financial support for the evaluation?

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

Hewlett 2021	52%	14%	33%
Hewlett 2018	47%	12%	41%
Custom Cohort	59%	16%	25%
Average Funder	38%	16%	46%
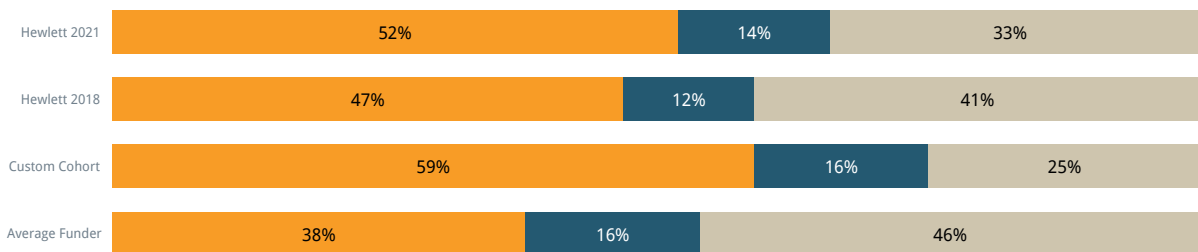
Cohort: Custom Cohort   **Past results:** on

Did Hewlett provide financial support for the evaluation? - By Subgroup

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

	Fully funded	Partially funded	Not funded
Education	65%	15%	19%
Environment	43%	21%	36%
Gender Equity and Governance Program	70%	10%	20%
Performing Arts	42%	13%	45%
U.S. Democracy Program	26%	16%	58%
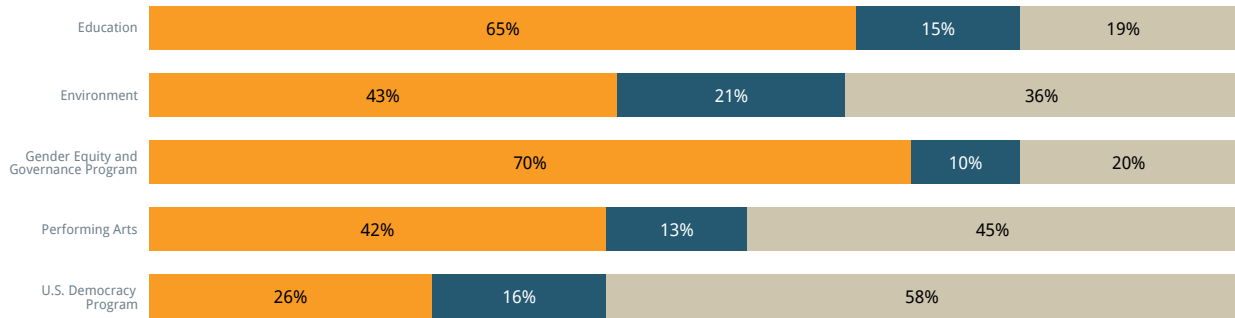
Subgroup: Primary Program Area

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

1 = Not at all   **7** = To a great extent
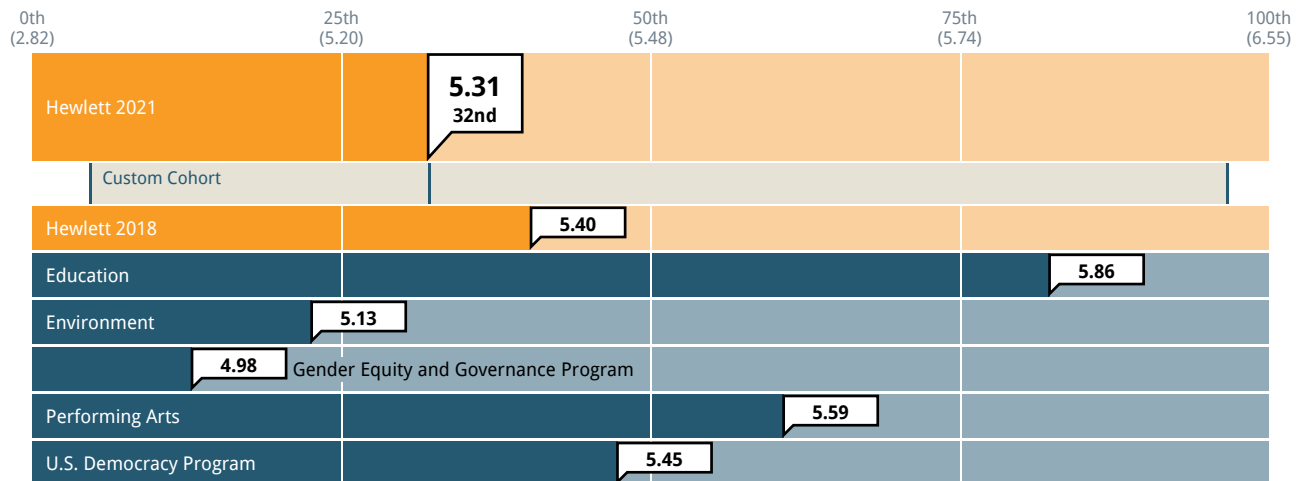
	0th (2.82)	25th (5.20)	50th (5.48)	75th (5.74)	100th (6.55)
Hewlett 2021		5.31 32nd			
Custom Cohort					
Hewlett 2018		5.40			
Education				5.86	
Environment	5.13				
Gender Equity and Governance Program	4.98				
Performing Arts			5.59		
U.S. Democracy Program		5.45			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

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

0th (2.78)	25th (4.45)	50th (4.77)	75th (5.07)	100th (6.00)

Hewlett 2021 — **4.61** / **37th**

Custom Cohort

Hewlett 2018 — **4.80**

Education — **5.61**

Environment — **4.19**

Gender Equity and Governance Program — **4.26**

Performing Arts — **5.29**

U.S. Democracy Program — **4.21**
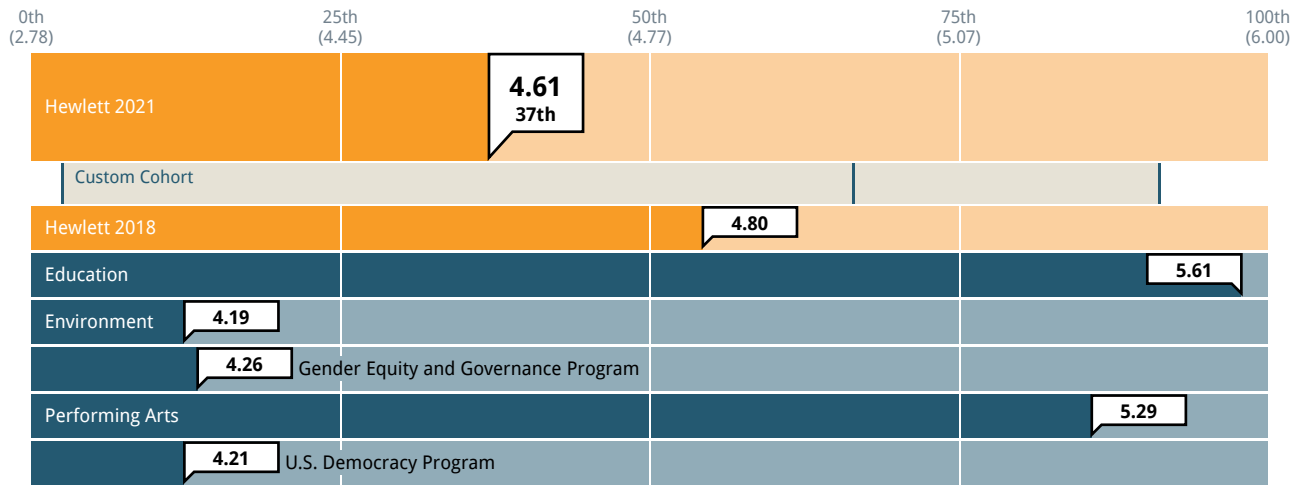
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

	0th ($0.3K)	25th ($1.6K)	50th ($2.5K)	75th ($5.0K)	100th ($29.8K)
Hewlett 2021					**$11.3K** 97th
Custom Cohort					
Hewlett 2018					$8.0K
Hewlett 2015				$5.3K	
Hewlett 2013				$4.8K	
Hewlett 2011				$4.3K	
Hewlett 2009				$5.0K	
Hewlett 2006				$4.3K	
Education					$12.3K
Environment					$13.3K
Gender Equity and Governance Program					$9.5K
Performing Arts					$6.1K
U.S. Democracy Program					$16.8K
Philanthropy					$15.1K
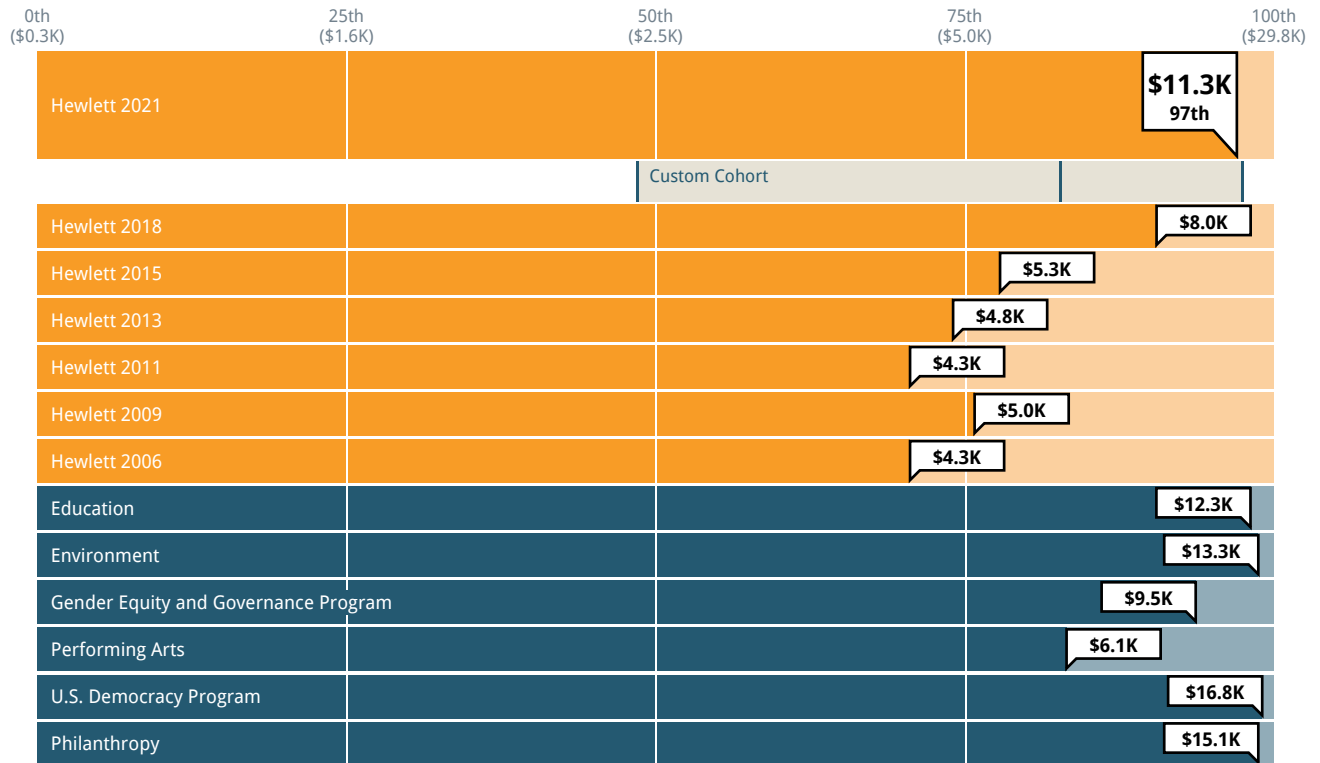
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Median Grant Size

	0th ($3K)	25th ($38K)	50th ($100K)	75th ($225K)	100th ($3300K)
Hewlett 2021					**$400K** 88th
Custom Cohort					
Hewlett 2018				$330K	
Hewlett 2015				$300K	
Hewlett 2013			$210K		
Hewlett 2011				$270K	
Hewlett 2009				$300K	
Hewlett 2006				$250K	
Hewlett 2003				$250K	
Education					$511K
Environment				$400K	
Gender Equity and Governance Program				$635K	
Performing Arts			$165K		
U.S. Democracy Program				$450K	
Philanthropy				$250K	
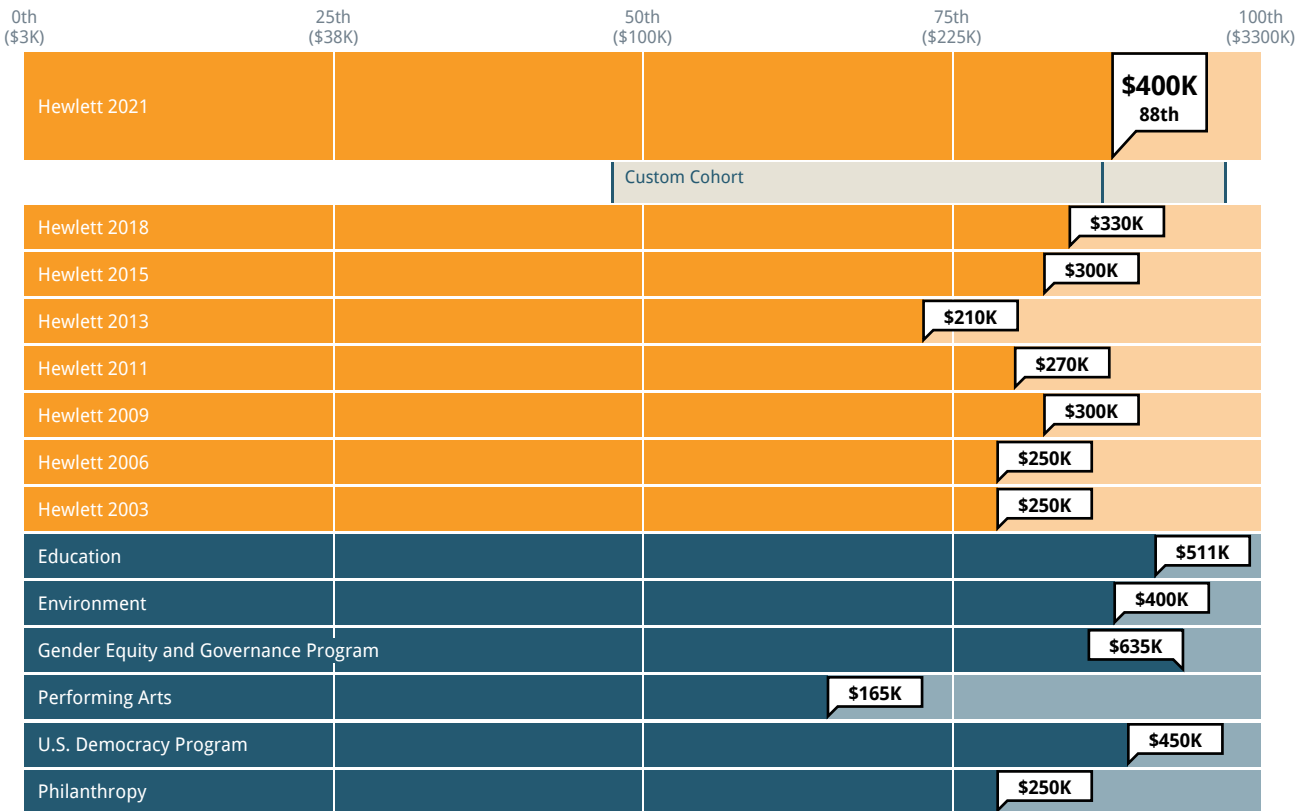
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Median hours spent by grantees on funder requirements over grant lifetime
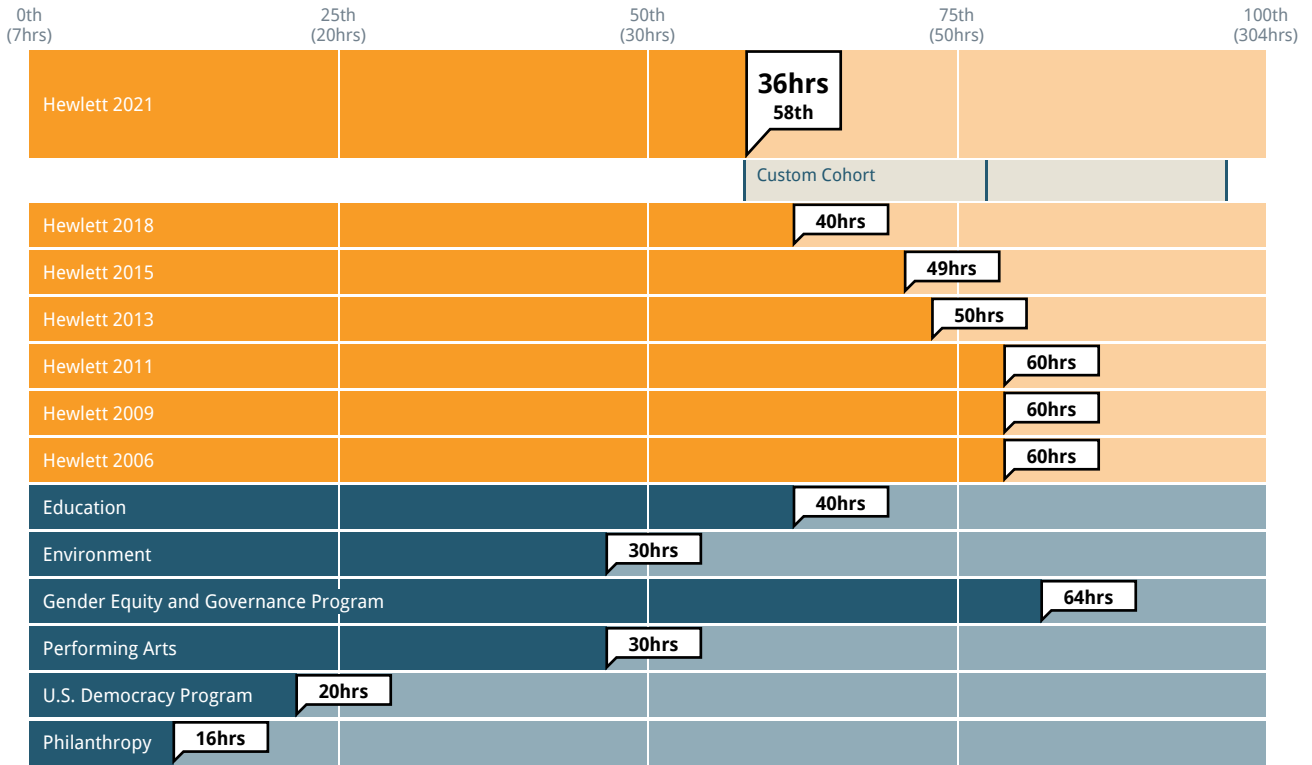
	0th (7hrs)	25th (20hrs)	50th (30hrs)	75th (50hrs)	100th (304hrs)

Hewlett 2021 — **36hrs** 58th

Custom Cohort

Hewlett 2018 — 40hrs
Hewlett 2015 — 49hrs
Hewlett 2013 — 50hrs
Hewlett 2011 — 60hrs
Hewlett 2009 — 60hrs
Hewlett 2006 — 60hrs
Education — 40hrs
Environment — 30hrs
Gender Equity and Governance Program — 64hrs
Performing Arts — 30hrs
U.S. Democracy Program — 20hrs
Philanthropy — 16hrs

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

How strongly do you agree or disagree with the following statements about your experience with Hewlett's application and reporting requirements.

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

■ Hewlett 2021 ■ Hewlett 2018 ■ Hewlett 2015 ■ Hewlett 2013 ■ Hewlett 2011 ■ Hewlett 2009

Appropriateness of the effort required for the grant application

	Value
Hewlett 2021	6.27
Hewlett 2018	6.20
Hewlett 2015	5.91
Hewlett 2013	5.85
Hewlett 2011	5.63
Hewlett 2009	5.81

Appropriateness of the effort required for the report

	Value
Hewlett 2021	6.25
Hewlett 2018	6.16
Hewlett 2015	5.94
Hewlett 2013	5.83
Hewlett 2011	5.76
Hewlett 2009	5.97

Cohort: None   **Past results:** on

How strongly do you agree or disagree with the following statements about your experience with Hewlett's application and reporting requirements. - By Subgroup

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

■ Education   ■ Environment   ■ Gender Equity and Governance Program   ■ Performing Arts   ■ U.S. Democracy Program   ■ Philanthropy

Appropriateness of the effort required for the grant application

Subgroup	Value
Education	6.34
Environment	6.33
Gender Equity and Governance Program	6.09
Performing Arts	6.18
U.S. Democracy Program	6.51
Philanthropy	6.14

Appropriateness of the effort required for the report

Subgroup	Value
Education	6.32
Environment	6.34
Gender Equity and Governance Program	6.23
Performing Arts	6.14
U.S. Democracy Program	6.54
Philanthropy	5.74
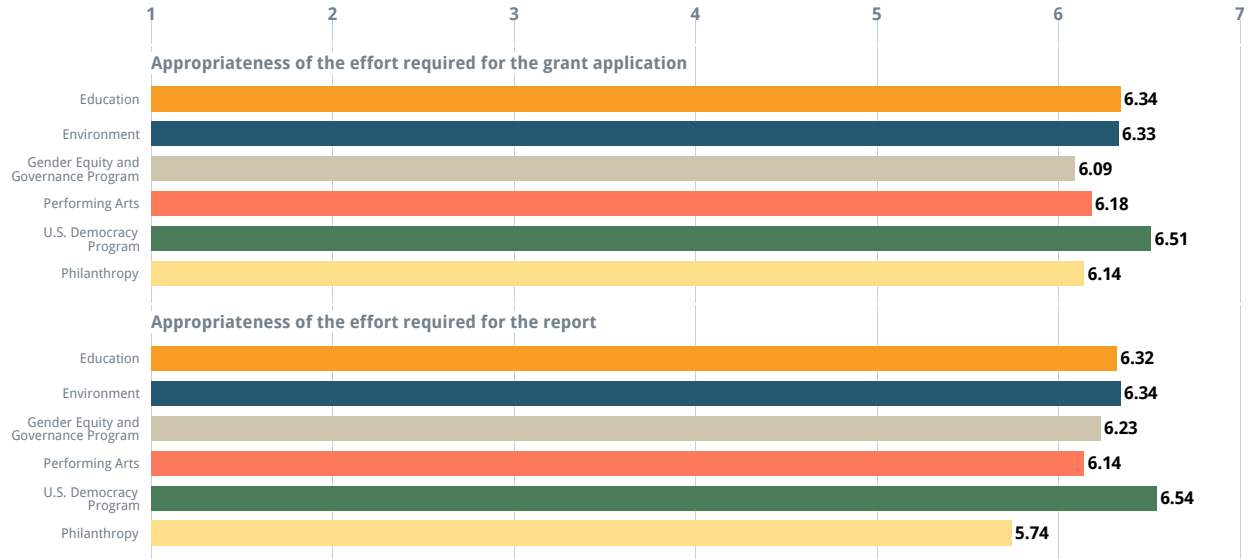
Subgroup: Primary Program Area

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

	0th (5hrs)	25th (14hrs)	50th (20hrs)	75th (30hrs)	100th (200hrs)

Hewlett 2021 — **20hrs 51st**

Custom Cohort

Hewlett 2018		**24hrs**		
Hewlett 2015			**30hrs**	
Hewlett 2013			**30hrs**	
Hewlett 2011				**40hrs**
Hewlett 2009				**40hrs**
Hewlett 2006				**40hrs**
Hewlett 2003				**40hrs**
Education		**24hrs**		
Environment	**20hrs**			
Gender Equity and Governance Program			**40hrs**	
Performing Arts	**20hrs**			
U.S. Democracy Program	**15hrs**			
Philanthropy	**8hrs**			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Selected Cohort: Custom Cohort

	Time Spent On Proposal And Selection Process							
	1 to 9 hours	10 to 19 hours	20 to 29 hours	30 to 39 hours	40 to 49 hours	50 to 99 hours	100 to 199 hours	200+ hours
Hewlett 2021	17%	23%	21%	7%	14%	11%	5%	2%
Hewlett 2018	13%	21%	21%	10%	13%	13%	7%	3%
Hewlett 2015	9%	19%	18%	10%	18%	15%	8%	4%
Hewlett 2013	8%	17%	21%	11%	15%	19%	7%	3%
Hewlett 2011	6%	13%	17%	10%	18%	22%	9%	5%
Hewlett 2009	7%	13%	17%	12%	18%	19%	11%	3%
Hewlett 2006	5%	12%	15%	12%	21%	22%	10%	3%
Hewlett 2003	5%	14%	17%	8%	20%	22%	10%	4%
Average Funder	22%	21%	17%	7%	11%	11%	6%	3%
Custom Cohort	9%	14%	16%	9%	15%	18%	13%	7%

Selected Subgroup: Primary Program Area

Time Spent On Proposal And Selection Process (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
1 to 9 hours	12%	15%	6%	20%	23%	54%
10 to 19 hours	14%	29%	15%	25%	33%	25%
20 to 29 hours	28%	21%	14%	22%	23%	17%
30 to 39 hours	11%	7%	10%	6%	3%	0%
40 to 49 hours	14%	13%	15%	17%	6%	0%
50 to 99 hours	13%	8%	21%	7%	9%	4%
100 to 199 hours	7%	4%	13%	2%	1%	0%
200+ hours	1%	1%	7%	1%	1%	0%

Time Spent on Reporting and Evaluation Process

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

	0th (2hrs)	25th (5hrs)	50th (8hrs)	75th (11hrs)	100th (56hrs)

Hewlett 2021 — **7hrs** 40th

Custom Cohort

Hewlett 2018 — **8hrs**

Hewlett 2015 — **10hrs**

Hewlett 2013 — **10hrs**

Hewlett 2011 — **10hrs**

Hewlett 2009 — **10hrs**

Hewlett 2006 — **10hrs**

Education — **8hrs**

Environment — **8hrs**

Gender Equity and Governance Program — **12hrs**

4hrs Performing Arts

4hrs U.S. Democracy Program

Philanthropy — **6hrs**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Selected Cohort: Custom Cohort

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)						
	1 to 9 hours	10 to 19 hours	20 to 29 hours	30 to 39 hours	40 to 49 hours	50 to 99 hours	100+ hours
Hewlett 2021	58%	23%	9%	2%	2%	3%	2%
Hewlett 2018	54%	22%	13%	3%	3%	3%	2%
Hewlett 2015	46%	21%	14%	4%	6%	5%	4%
Hewlett 2013	43%	26%	14%	4%	4%	7%	3%
Hewlett 2011	44%	24%	14%	4%	5%	6%	4%
Hewlett 2009	43%	27%	13%	5%	4%	5%	3%
Hewlett 2006	49%	22%	10%	6%	6%	4%	4%
Average Funder	54%	20%	10%	3%	4%	5%	5%
Custom Cohort	42%	23%	12%	5%	4%	7%	6%

Selected Subgroup: Primary Program Area						
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	**Education**	**Environment**	**Gender Equity and Governance Program**	**Performing Arts**	**U.S. Democracy Program**	**Philanthropy**
1 to 9 hours	54%	53%	38%	79%	79%	79%
10 to 19 hours	26%	25%	33%	15%	15%	17%
20 to 29 hours	8%	13%	14%	4%	2%	0%
30 to 39 hours	4%	2%	3%	1%	3%	0%
40 to 49 hours	3%	2%	4%	1%	0%	0%
50 to 99 hours	3%	4%	3%	1%	2%	4%
100+ hours	2%	2%	4%	0%	0%	0%

Grantees' Open-Ended Comments

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

1. "Please comment on what you think Hewlett could do to make even more of a difference in responding to the pandemic, the movement for racial justice, or other related issues - for your beneficiaries, your organization, or your fields or communities."
2. "Please comment on the quality of Hewlett's processes, interactions, and communications. Your answer will help us better understand what it is like to work with Hewlett."
3. "Thinking beyond the grant you received, please comment on how Hewlett influences your field, community, or organization."
4. "What specific improvements would you suggest that would make Hewlett a better funder?"

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

CEP's Qualitative Analysis

CEP thoroughly reviews each comment submitted and conducts comprehensive qualitative analysis on 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 Hewlett'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 Hewlett's Processes, Interactions, and Communications

■ Positive comment   ■ Comment with at least one constructive theme

	Positive	Constructive
Hewlett 2021	79%	21%
Hewlett 2018	76%	24%
Hewlett 2015	82%	18%
Custom Cohort	72%	28%
Average Funder	74%	26%
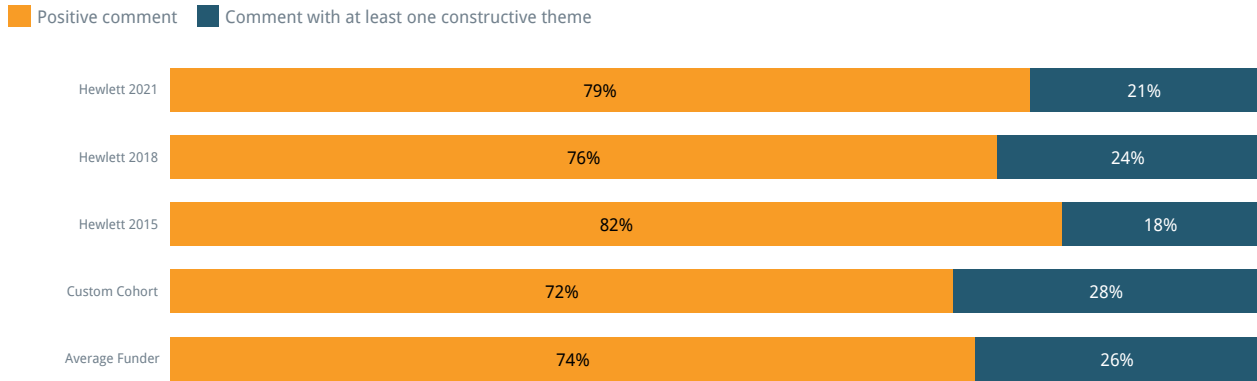
Cohort: Custom Cohort   **Past results:** on

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

■ Positive comment   ■ Comment with at least one constructive theme

	Positive	Constructive
Education	83%	17%
Environment	74%	26%
Gender Equity and Governance Program	75%	25%
Performing Arts	80%	20%
U.S. Democracy Program	87%	13%
Philanthropy	94%	6%
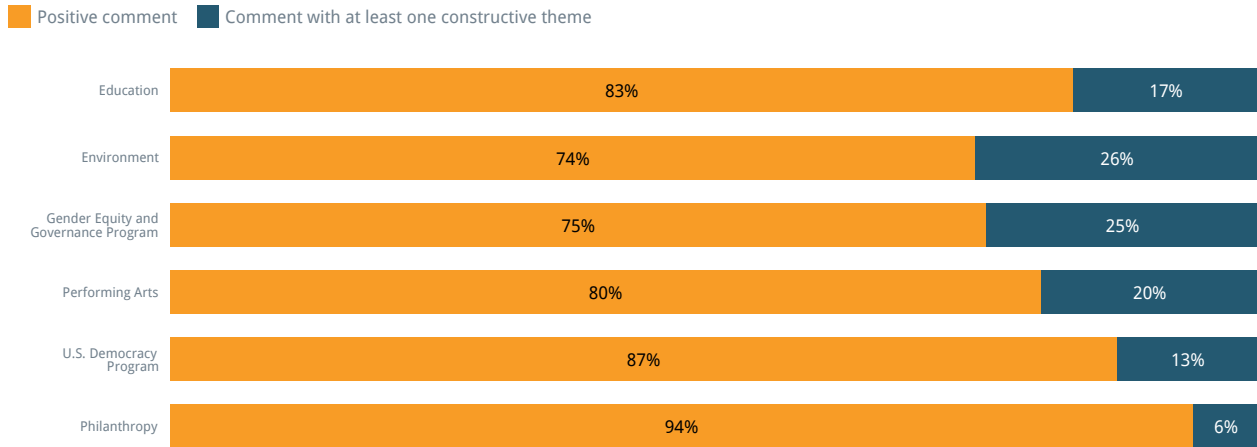
Subgroup: Primary Program Area

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. A random sample of these suggestions were categorized by CEP and grouped into the topics below. CEP conducted a random sample of these suggestions, stratified by program area to ensure representation across groups.

Overall, CEP coded a total of 252 grantee comments. Of these 252, 209 grantees provided 285 distinct suggestions and 43 grantees did not provide constructive feedback. These suggestions were thematically categorized by CEP and grouped into the topics below. All proportions quoted are with respect to the 285 distinct coded suggestions.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Grantmaking Characteristics	17%
Diversity, Equity, Inclusion	14%
Quality of Interactions	13%
Non-Monetary Assistance	12%
Field Impact and Understanding	9%
Impact on and Understanding of Grantee Organizations	9%
Communications	7%
Proposal and Selection Process	7%
Strategy	6%
Reporting and Evaluation Process	5%
Community Impact and Understanding	1%
Other	1%

Selected Comments

Grantmaking Characteristics (17% N=49)

- Maintain/Expand General Operating Support Funding (N = 16)

    ◦ "More flexible funding. Once you find an organization you trust, give general operating support exclusively. This is the only way to make a long-lasting impact on the industry."
    ◦ "Hewlett should continue to provide general support as well as project-specific grants."
    ◦ "For our organization specifically we could benefit from greater support for our general operating expenses rather than specific project support, although the latter certainly is valuable to us."

- Size of Grants (N = 15)

    ◦ "Go above and beyond during times of crisis; that means giving more than planned to meet needs of grantees in unprecedented times to both existing grantees and newly funded systems change initiatives."
    ◦ ".... I would like the foundation to consider increasing general support funds to groups over time, especially as organizations' budgets and staff sizes grow."
    ◦ "Larger grant sizes for small organizations - $100k per year or more would be meaningful."

- Length of Grants (N = 10)

    ◦ "Multi-year, more predictable funding is key to forge long-term partnerships with organizations that Hewlett supports, so there is consistency for grantees."
    ◦ "Perhaps more certainty across a longer period of funding grants would have made our planning, development and impact more straightforward/ efficient...."

- Approach to Grantmaking (N = 8)

    ◦ "Find ways to make larger grants faster, particularly off-cycle, in response to either crises or emerging opportunities...."
    ◦ "We recommend that the foundation continues to be flexible with funding, and grant outcomes during the ongoing pandemic...."

Diversity, Equity, Inclusion (14% N=39)

- Foundation's Explicit Commitment to DEI (N = 14)

    ◦ "I could not speak to how the foundation is addressing DEI. It think there could be better communication about the DEI work happening internally and how that will strengthen the foundation's investment externally."
    ◦ "Be even clearer and more explicit on equity and justice (race, etc.) and why this matters. Approach this with the same rigor, support, and complexity as prior initiatives such as Deeper Learning."
    ◦ "....My sense of this is that Hewlett's commitment to equity depends on the staff person; it would be great and a real leadership opportunity if there was a better sense of what the whole institution's perspectives are on these equity issues, both for consistency sake and to expand the possibility of real substantive (vs. program- or project-restricted) change."

- Funding Organizations Led by and/or Committed to DEI (N = 13)

    ◦ "Expand its grant giving to more organizations of color - particularly with general operating funds. This investment will have a high return on the investment long term."
    ◦ "Funding more organizations led by people of color and community leaders who are closely connected to beneficiaries."
    ◦ "We...think it's critical that the institution actively move more resources to these issues, and not just in the wake of the uprisings, but long-term...."

- Diversify Stakeholders (N = 9)

    ◦ "Include organizations of color into discussions about what Hewlett can do to address systemic racism in our society as well as in the funding ecology."
    ◦ "A more racially and ethnically diverse staff would improve Hewlett's approach to its work."

- Other (N = 3)

Quality of Interactions (13% N=36)

- Increased Frequency of Interactions with Grantees (N = 16)

    ◦ "Opportunities for more regular check-ins to share about challenges and opportunities in the field, especially post-pandemic."
    ◦ "A more regular dialogue with the grantees to better understand the challenges faced in the field."
    ◦ "More pro-active engagement with grantees..."

- Program Staff Turnover or Contact Changes (N = 10)

    ◦ "The Hewlett team cycles engender change but they are also disruptive to the relationships and work on the ground."
    ◦ "Securing program officer replacement sooner so that grantees are not left without a commitment for next year."
    ◦ "More consistency in the engagement of program officers with grantees. We have had highly engaged program officers and not very engaged program officers."

- Provision of Site Visits (N = 4)

◦ ".... With the focus on arts and culture and racial equity, program officers would do well to be out in the field interacting with their grantees."
◦ ".... Participation in some of the flagship activities of the institutions that Hewlett funds for greater involvement and partnership."

- Staff Responsiveness (N = 4)

    ◦ "Provide a more efficient way to receive answers or information to questions and challenges we face. Weeks without a response is frustrating...."
    ◦ "More timely response to email and requests for phone calls."

- Other (N = 2)

Non-Monetary Assistance (12% N=33)

- Support Collaborating with Other Grantee Organizations (N = 17)

    ◦ "Reduce silos between grantees and improve coordination and communication between grantees within the education program."
    ◦ ".... It would be interesting to consider how to connect organizations working on multisectoral programming to other teams at the Foundation when relevant."
    ◦ "Help us to connect us with others within Hewlett as well as other funders in our field."

- Provision of Capacity-Building Assistance (N = 8)

    ◦ "I would like access to ideas around how to help my organization be more equity focused and make changes to increase my organization's capacity to make changes."
    ◦ "For organizational effectiveness grants, we would appreciate if Hewlett would be willing to fund staff time for managing consultants, as those costs are not insignificant and currently need to be borne by our organization's limited pool of unrestricted funds."

- Assistance Securing Partnerships from Other Funders (N = 6)

    ◦ ".... Investment in organisational development and networking into other donor networks would have been useful...."
    ◦ ".... It would also be helpful for us if Hewlett could act as a connector for us to additional foundations who may want to support our mission and work...."

- Other (N = 2)

Field Impact and Understanding (9% N=27)

- Approaches and Efforts in Specific Fields (N = 18)

    ◦ "Extend the cyber initiative at least 5 more years and increase the contributions given to non-profits outside higher education."
    ◦ "As a beneficiary of the development programme, we would like to see the foundation does not lose its focus in this field as a result of the need to focus more energies in the United States."
    ◦ "Continued commitment to funding basic scientific research and providing core operating support to social science research labs..."

- Advocacy for Effective Philanthropy (N = 7)

    ◦ ".... I think the biggest thing Hewlett can do is to continue to educate other funders that this kind of funding relationship works over the long run and that it is okay to try new things and processes that may be different and uncomfortable but pay off in the end."
    ◦ "Hewlett could do even more to show how the culture and approach to philanthropy that Bill Hewlett and subsequent leaders have established has made the foundation one of the most effective funders in the world...."

- Other (N = 2)

Impact on and Understanding of Grantee Organizations (9% N=27)

- Understanding of Grantees' Organizations (N = 15)

    ◦ "...Willing to understand when our organization is in deep need of additional funding."
    ◦ "Hewlett could improve by taking a deeper dive into the unique challenges each organization faces...."
    ◦ "Approach conversations with intellectual curiosity and an open mind.... Ask lots of questions. Give us a chance to bring you into our work, deeply. Ask us what's most meaningful to us about our work, rather than how we can twist it into a pretzel to make it meaningful to you."

- Support for Specific Types of Organizations (N = 12)

    ◦ "Resources for local, grassroots organizations."
    ◦ "Mid-range performing arts organizations are often left in a no man's land, having grown in capacity while still operating on shoe string budgets with a lot of volunteer labor (including often the artists).... Is it possible to identify groups that are doing this important work but need financial and infrastructure support over several years to move out of a volunteer-organization structure?"
    ◦ "More support to smaller non profits, ethnic and immigrant organization."

Communications (7% N=19)

- Transparency (N = 8)

    ◦ "More transparency of thought process in making decisions...."
    ◦ "More candid assessment of our work and where/whether it fits into the Hewlett ecosystem (and if not, why/how not - not so we can try to game the system but just so we really get it and can leave you alone)...."

- Clarity of Communications (N = 6)

    ◦ ".... If I had to make one suggestion it would simply be to communicate better at times of change even if it's only to say 'we're going to take awhile to get back right now.'"
    ◦ ".... Clearer articulation of how it sees its support for various grantees, north and south, being more than the sum of its parts...."

- Consistency of Communications (N = 3)

    ◦ ".... Our only suggestion would be to try to improve consistency of messaging among different program staff to grantees."

- Other (N = 2)

Proposal and Selection Process (7% N=19)

- Streamline the Proposal and Selection Process (N = 9)

    ◦ ".... If the MEL or learning section, could be more closely aligned with a standard MEL (Problem Statement, Inputs, Activities, Outcomes, Change) it'd make the proposal process line up much easier."
    ◦ ".... Hewlett requires a bit more paperwork in the grant application process, so streamlining this might be something the organization could address."

- Communications Regarding the Proposal and Selection Process (N = 5)

    ◦ "More clarity around approval processes and timelines to help grantees to plan workloads and finances accordingly."
    ◦ "Stronger follow-up for potential renewal (or not, as the case may be) to help us better plan, especially since foundation funding has a significant impact on both internal staffing and support for public resources important to a variety of constituencies...."

- Other (N = 5)

Strategy (6% N=16)

- Flexibility of Currrent Strategies and Openness to New Approaches (N = 6)

    ◦ "Lose the top-down approach and go back to engaging in meaningful dialogue with grantees...."
    ◦ "Be willing to adapt its strategy based on the "next normal." The changes that are happening are banded in weeks, months, and not years...."

- Communications Regarding the Foundation's Strategy (N = 4)

    ◦ ".... In terms of improvement, I'd love to know more about what Hewlett views as the connections across each of the grantees and how they fit within the latest strategy...."
    ◦ ".... It would be helpful to understand how our grants fit into the Foundation's strategy. We understand at a high level, but a deeper understanding could help to make us a better partner to the Foundation."

- Opportunities for Grantees to Offer Input on Strategies (N = 3)

    ◦ "Internal strategy conversations have sometimes seemed very distant from the perspectives of grantees. It has sometimes felt as if grantees were expected to settle for whatever was concluded elsewhere, among other experts, that actually they have directly expertise in but were not consulted about...."

- Other (N = 3)

Reporting and Evaluation Process (5% N=15)

- Communication About and Interactions During the Reporting and Evaluation Process (N = 6)

    ◦ ".... Usually, there is a lot of engagement at the beginning of the grant, which fades during the grant period...."
    ◦ "Greater interaction during the execution of projects, evaluation and feedback of intermediate results."

- Streamline the Reporting and Evaluation Process (N = 6)

    ◦ "My only suggestion might be more flexibility in the grant reporting. The annual cycle does not always fit the project. Hewlett has been highly flexible in allowing for changes, but it would be even better if that flexibility were explicit in the reporting instructions."
    ◦ "Less cumbersome reporting process."

- Other (N = 3)

Community Impact and Understanding (1% N=3)

- Other (N = 3)

Other (1% N=2)

- Other (N = 2)

Contextual Data

Please note that all information below is based on self-reported data from grantees.

Grantmaking Characteristics

Selected Cohort: Custom Cohort	
	Length of Grant Awarded
	Average grant length
Hewlett 2021	2.6 years
Hewlett 2018	2.5 years
Hewlett 2015	2.5 years
Hewlett 2013	2.4 years
Hewlett 2011	2.6 years
Hewlett 2009	2.4 years
Hewlett 2006	2.6 years
Hewlett 2003	2.4 years
Median Funder	2.2 years
Custom Cohort	2.6 years

Selected Cohort: Custom Cohort

	Length of Grant Awarded				
	0 - 1.99 years	**2 - 2.99 years**	**3 - 3.99 years**	**4 - 4.99 years**	**5 - 50 years**
Hewlett 2021	23%	38%	32%	3%	4%
Hewlett 2018	23%	33%	38%	2%	4%
Hewlett 2015	27%	31%	36%	2%	5%
Hewlett 2013	31%	28%	34%	1%	5%
Hewlett 2011	24%	34%	36%	2%	4%
Hewlett 2009	21%	33%	39%	3%	3%
Hewlett 2006	20%	35%	37%	2%	6%
Hewlett 2003	28%	33%	29%	4%	6%
Average Funder	47%	22%	19%	4%	8%
Custom Cohort	26%	31%	29%	6%	9%

Selected Cohort: None

Proportion of Unrestricted Funding	Hewlett 2021	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	49%	24%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	51%	76%

Grantmaking Characteristics - By Subgroup

Selected Subgroup: Primary Program Area

Length of Grant Awarded (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Average grant length	2.5 years	2 years	2.5 years	3.6 years	2.3 years	2.7 years

Selected Subgroup: Primary Program Area

Length of Grant Awarded (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
0 - 1.99 years	28%	38%	11%	6%	21%	25%
2 - 2.99 years	37%	50%	50%	17%	36%	28%
3 - 3.99 years	30%	7%	32%	67%	40%	41%
4 - 4.99 years	3%	1%	5%	2%	3%	0%
5 - 50 years	3%	3%	2%	8%	1%	6%

Selected Subgroup: Primary Program Area

Proportion of Unrestricted Funding (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
No, this funding was not restricted to a specific use (i.e. general operating, core support)	27%	47%	45%	68%	54%	75%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	73%	53%	55%	32%	46%	25%

Grant Size

Selected Cohort: Custom Cohort	
	Grant Amount Awarded
	Median grant size
Hewlett 2021	$400K
Hewlett 2018	$330K
Hewlett 2015	$300K
Hewlett 2013	$210K
Hewlett 2011	$270.1K
Hewlett 2009	$300K
Hewlett 2006	$250K
Hewlett 2003	$250K
Median Funder	$100K
Custom Cohort	$375K

Selected Cohort: Custom Cohort								
Grant Amount Awarded								
	Less than $10K	**$10K - $24K**	**$25K - $49K**	**$50K - $99K**	**$100K - $149K**	**$150K - $299K**	**$300K - $499K**	**$500K - $999K**	**$1MM and above**
Hewlett 2021	1%	1%	2%	6%	7%	21%	17%	23%	23%
Hewlett 2018	0%	0%	3%	9%	8%	23%	17%	21%	18%
Hewlett 2015	1%	1%	4%	11%	10%	22%	17%	16%	17%
Hewlett 2013	1%	2%	6%	13%	12%	22%	15%	14%	15%
Hewlett 2011	0%	2%	6%	13%	11%	20%	15%	16%	18%
Hewlett 2009	0%	1%	3%	10%	10%	24%	17%	16%	17%
Hewlett 2006	0%	2%	3%	11%	10%	26%	20%	14%	14%
Hewlett 2003	0%	2%	4%	13%	10%	25%	16%	16%	13%
Average Funder	9%	12%	13%	14%	9%	16%	9%	8%	9%
Custom Cohort	1%	2%	3%	8%	7%	19%	16%	20%	25%

Selected Cohort: Custom Cohort	
	Median Percent of Budget Funded by Grant (Annualized)
	Size of grant relative to size of grantee budget
Hewlett 2021	6%
Hewlett 2018	6%
Hewlett 2015	5%
Hewlett 2013	4%
Hewlett 2011	6%
Hewlett 2009	6%
Hewlett 2006	6%
Hewlett 2003	7%
Median Funder	4%
Custom Cohort	5%

Grant Size - By Subgroup

Selected Subgroup: Primary Program Area						
Grant Amount Awarded (By Subgroup)	**Education**	**Environment**	**Gender Equity and Governance Program**	**Performing Arts**	**U.S. Democracy Program**	**Philanthropy**
Median grant size	$511.5K	$400K	$635K	$165K	$450K	$250K

Selected Subgroup: Primary Program Area |

Grant Amount Awarded (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Less than $10K	1%	0%	0%	1%	0%	0%
$10K - $24K	1%	0%	0%	1%	3%	0%
$25K - $49K	0%	3%	0%	4%	1%	0%
$50K - $99K	1%	4%	1%	15%	6%	6%
$100K - $149K	6%	6%	3%	15%	3%	16%
$150K - $299K	13%	22%	8%	37%	21%	34%
$300K - $499K	21%	18%	17%	15%	18%	3%
$500K - $999K	34%	16%	38%	10%	20%	19%
$1MM and above	23%	31%	32%	3%	28%	22%

Selected Subgroup: Primary Program Area |

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Size of grant relative to size of grantee budget	6%	5%	9%	6%	8%	2%

Grantee Characteristics

Selected Cohort: Custom Cohort

Job Title of Respondents

	Executive Director	Other Senior Management	Project Director	Development Director	Other Development Staff	Volunteer	Other
Hewlett 2021	43%	23%	12%	9%	8%	0%	5%
Hewlett 2018	42%	24%	14%	10%	10%	0%	0%
Hewlett 2015	44%	22%	14%	7%	7%	0%	6%
Hewlett 2013	39%	20%	16%	10%	8%	0%	8%
Hewlett 2011	38%	18%	16%	11%	9%	0%	7%
Hewlett 2009	44%	15%	16%	10%	9%	0%	7%
Hewlett 2006	41%	15%	18%	8%	8%	0%	9%
Hewlett 2003	43%	12%	18%	11%	8%	0%	9%
Average Funder	47%	17%	13%	9%	8%	2%	5%
Custom Cohort	36%	23%	21%	8%	7%	0%	5%

Selected Cohort: None

Is a primary purpose of this grant to allow you to re-grant funding to other organizations?	Hewlett 2021
No	89%
Yes	11%

Selected Subgroup: Primary Program Area

Is a primary purpose of this grant to allow you to re-grant funding to other organizations? (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
No	92%	79%	89%	93%	94%	97%
Yes	8%	21%	11%	7%	6%	3%

Selected Cohort: Custom Cohort	
	Operating Budget of Grantee organization
	Median Budget
Hewlett 2021	$3M
Hewlett 2018	$3M
Hewlett 2015	$2.7M
Hewlett 2013	$2.6M
Hewlett 2011	$2.1M
Hewlett 2009	$2M
Hewlett 2006	$2M
Hewlett 2003	$1.8M
Median Funder	$1.5M
Custom Cohort	$3.5M

Selected Cohort: Custom Cohort						
Operating Budget of Grantee organization						
	<$100K	**$100K - $499K**	**$500K - $999K**	**$1MM - $4.9MM**	**$5MM - $24MM**	**>=$25MM**
Hewlett 2021	1%	13%	10%	34%	27%	14%
Hewlett 2018	1%	12%	11%	36%	23%	17%
Hewlett 2015	1%	13%	9%	38%	23%	16%
Hewlett 2013	1%	12%	13%	33%	24%	16%
Hewlett 2011	2%	14%	16%	34%	20%	15%
Hewlett 2009	1%	15%	16%	33%	19%	15%
Hewlett 2006	1%	15%	15%	33%	22%	14%
Hewlett 2003	2%	20%	13%	36%	18%	12%
Average Funder	8%	19%	13%	30%	18%	12%
Custom Cohort	3%	11%	10%	28%	23%	24%

Grantee Characteristics - By Subgroup

Selected Subgroup: Primary Program Area

Operating Budget of Grantee organization (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Median Budget	$4.9M	$6M	$3.5M	$1.1M	$2.9M	$4M

Selected Subgroup: Primary Program Area

Operating Budget of Grantee organization (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
<$100K	1%	0%	1%	0%	0%	0%
$100K - $499K	9%	7%	11%	27%	9%	0%
$500K - $999K	9%	8%	10%	17%	8%	3%
$1MM - $4.9MM	32%	31%	32%	39%	44%	55%
$5MM - $24MM	34%	31%	33%	14%	27%	29%
>=$25MM	16%	23%	13%	4%	12%	13%

Funding Relationship

	Funding Status
	Percent of grantees currently receiving funding from Hewlett
Hewlett 2021	87%
Hewlett 2018	91%
Hewlett 2015	85%
Hewlett 2013	86%
Hewlett 2011	89%
Hewlett 2009	90%
Hewlett 2006	85%
Hewlett 2003	86%
Median Funder	82%
Custom Cohort	85%

Selected Cohort: Custom Cohort

	Pattern of Grantees' Funding Relationship with Hewlett		
	First grant received from Hewlett	Consistent funding in the past	Inconsistent funding in the past
Hewlett 2021	23%	64%	13%
Hewlett 2018	24%	65%	12%
Hewlett 2015	20%	67%	13%
Hewlett 2013	16%	69%	16%
Hewlett 2011	20%	69%	11%
Average Funder	29%	54%	18%
Custom Cohort	34%	46%	20%

Funding Relationship - by Subgroup

Selected Subgroup: Primary Program Area

Funding Status (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
Percent of grantees currently receiving funding from Hewlett	88%	90%	91%	80%	88%	84%

Selected Subgroup: Primary Program Area

Pattern of Grantees' Funding Relationship with Hewlett (By Subgroup)	Education	Environment	Gender Equity and Governance Program	Performing Arts	U.S. Democracy Program	Philanthropy
First grant received from Hewlett	34%	21%	19%	10%	25%	25%
Consistent funding in the past	44%	67%	71%	84%	54%	56%
Inconsistent funding in the past	22%	12%	9%	6%	21%	19%

Funder Characteristics

Selected Cohort: Custom Cohort

	Financial Information	
	Total assets	**Total giving**
Hewlett 2021	$13300M	$471M
Hewlett 2018	$9888.9M	$431.2M
Hewlett 2015	$9042.5M	$434.2M
Hewlett 2013	$7740M	$380.9M
Hewlett 2011	$7377.4M	$358.1M
Hewlett 2009	$7802.8M	$380.8M
Hewlett 2006	$7321.2M	$320.1M
Hewlett 2003	$6020.4M	$258M
Median Funder	$243M	$18.3M
Custom Cohort	$5689.1M	$268.2M

Selected Cohort: Custom Cohort

	Funder Staffing	
	Total staff (FTEs)	**Percent of staff who are program staff**
Hewlett 2021	117	49%
Hewlett 2018	122	44%
Hewlett 2015	112	42%
Hewlett 2013	108	45%
Hewlett 2011	102	45%
Hewlett 2009	105	51%
Hewlett 2006	97	50%
Hewlett 2003	30	100%
Median Funder	17	43%
Custom Cohort	105	41%

Selected Cohort: Custom Cohort		
	Grantmaking Processes	
	Proportion of grants that are invitation-only	**Proportion of grantmaking dollars that are invitation-only**
Hewlett 2021	90%	95%
Hewlett 2018	90%	95%
Hewlett 2015	99%	99%
Hewlett 2013	99%	99%
Hewlett 2011	99%	99%
Hewlett 2009	N/A	75%
Median Funder	43%	60%
Custom Cohort	90%	95%

Seven Habits

Supplement to the Seven Habits of Excellent Work with Grantees: How the Seven Habits Map to the Grantee Perception Report (GPR)

These Seven Habits are focused on grantmaking and different aspects of interactions and communications with grantees. The Center for Effective Philanthropy (CEP) has learned from analyzing 20,000 grant responses to the Grantee Perception Report (GPR) across nearly 100 foundations that funder-grantee relationships are comprised of five key elements related to interactions and communications. It is noteworthy that the number of grants a program officer manages is not correlated with grantee relationship scores.

Our Seven Habits cover these five elements and go beyond them to address additional, specific items that are important to us such as providing flexible funding where possible (and full cost funding of projects) and talking with grantees about how they will measure results. Of course, as with nearly all things at the foundation, there will be occasional, principled exceptions to these habits. To help reflect on the way we each live these habits, we've shared a few questions from the GPR that feel particularly tied to each habit. Grantees' written comments and suggestions also provide important nuance to these quantitative findings.

The measures presented in this section about the Seven Habits are meant to help you get a quick understanding of these important aspects of the Hewlett Foundation's work. These questions show up again in the full presentation of all GPR findings, which preceded this section. In other words, you'll see each of the questions related to Seven Habits twice in this report - once in this summary and once in the full GPR.

WHAT IS A FUNDER-GRANTEE RELATIONSHIP?

COMPONENTS OF RELATIONSHIPS

INTERACTIONS

- **Fairness** of treatment by foundation

- **Comfort approaching** foundation if a problem arises

- **Responsiveness** of foundation staff

COMMUNICATIONS

- **Clarity of communication** of foundation's goals and strategy

- **Consistency of information** provided by different communications

From *Relationships Matter*, Center for Effective Philanthropy, November 2017

Summary of Habits

This summary shows *one* relevant measure from the Grantee Perception Report associated with each of five of the seven habits. It may not be the only relevant measure, and each of the sections in this report share others and context.

The titles in the parentheses are shorthand for a single measure. Following that is a line showing changes in ratings from your grantees over time, if you have received a program officer specific report in the past. Finally, the flag shows the ratings from your grantees displayed as a percentile rank compared to other *funders* (organizations) in CEP's comparative dataset.

The full question text, the results for Hewlett over time, and the precise average ratings associated with trends and percentiles can be seen in the detailed sections of the 7 Habits section of the report.

Please note, CEP does not have comparative data for any of the measures related to Habits 3 or 5. Accordingly, these Habits are not represented in the chart below.

Key Measures	Trend Data	Average Rating	Percentile Rank
Habit 1 - Respond (Responsiveness)		6.43	**55th** — Custom Cohort
Habit 2 - Curiosity (Understanding of organization)		5.76	**46th** — Custom Cohort
Habit 4 - Discuss assessment (Discussion of assessment)		70.93%	**52nd** — Custom Cohort
Habit 6 - Clear & Consistent (Clarity of communication)		5.65	**42nd** — Custom Cohort
Habit 7 - Listening (Open to ideas)		5.46	**61st** — Custom Cohort

Habit 1 - Respond in a timely manner

Habit 1: Respond in a timely and courteous manner to all grantees and potential grantees.

Overall, how responsive was Hewlett staff?

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

	0th (4.90)	25th (6.16)	50th (6.40)	75th (6.59)	100th (6.95)
Hewlett 2021			**6.43** 55th		
Custom Cohort					
Hewlett 2018		6.36			
Hewlett 2015			6.47		
Hewlett 2013			6.45		
Hewlett 2011		6.38			
Hewlett 2009		6.34			
Hewlett 2006	6.23				
Hewlett 2003	6.28				
Education		6.38			
Environment	6.21				
Gender Equity and Governance Program			6.50		
Performing Arts			6.55		
U.S. Democracy Program		6.32			
Philanthropy				6.81	
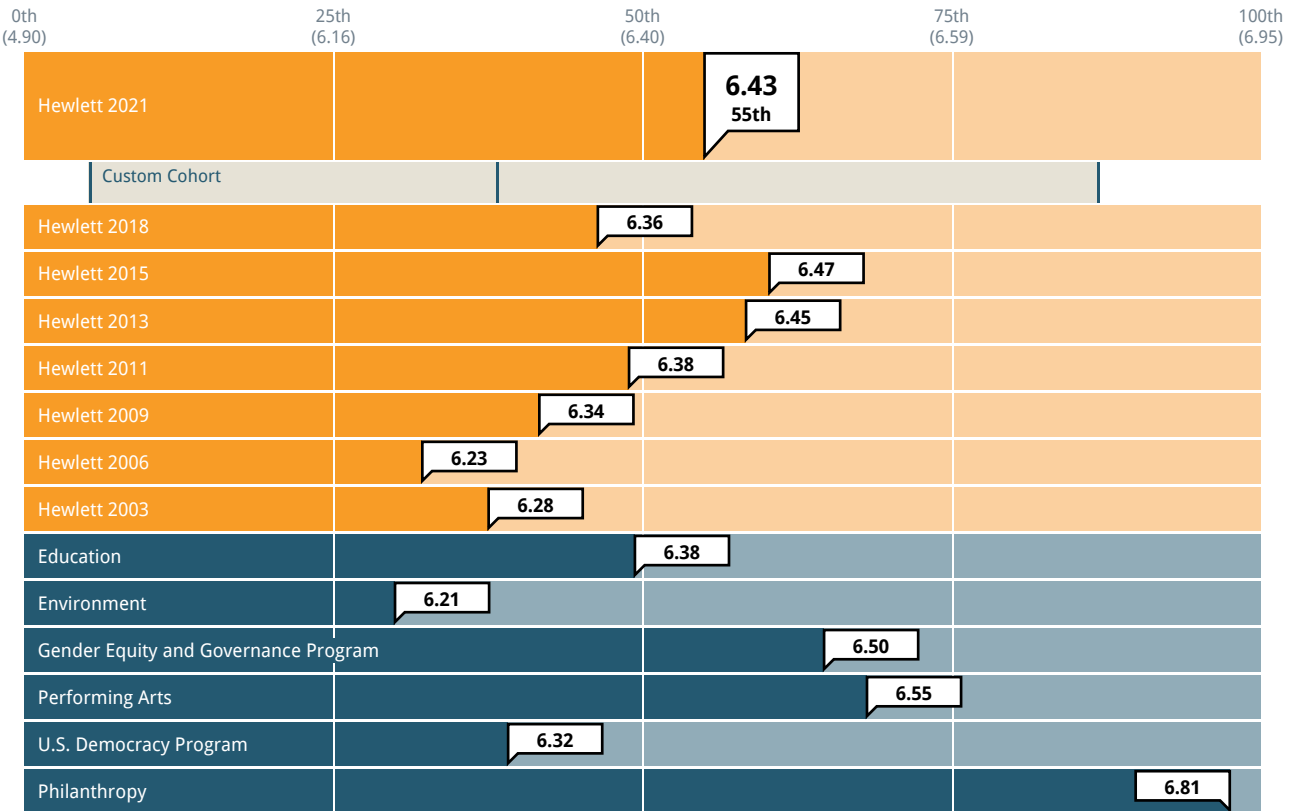
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Responsiveness also comes up frequently in the open-ended comments, often about responses to emails, requests for meetings, or questions that needed answering.

A related topic is timely and courteous acknowledgement of reports. Ideally, where time permits, a more substantive discussion is ideal. But even where that isn't possible or relevant, all reports should receive acknowledgement within 30 days of receipt. The GPR doesn't ask about that specifically, but does address whether we discussed the reports.

Habit 2 - Show curiosity

Habit 2: Show curiosity about a grantee's whole organization, not only the parts that relate to your strategy and goals.

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

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

	0th (3.69)	25th (5.59)	50th (5.79)	75th (6.00)	100th (6.60)
Hewlett 2021			5.76* 46th		
Custom Cohort					
Hewlett 2018				5.94	
Hewlett 2015				5.93	
Hewlett 2013				5.91	
Hewlett 2011				5.91	
Hewlett 2009				5.96	
Hewlett 2006			5.85		
Hewlett 2003		5.69			
Education		5.63			
Environment		5.68			
Gender Equity and Governance Program			5.86		
Performing Arts		5.78			
U.S. Democracy Program				5.96	
Philanthropy				5.97	
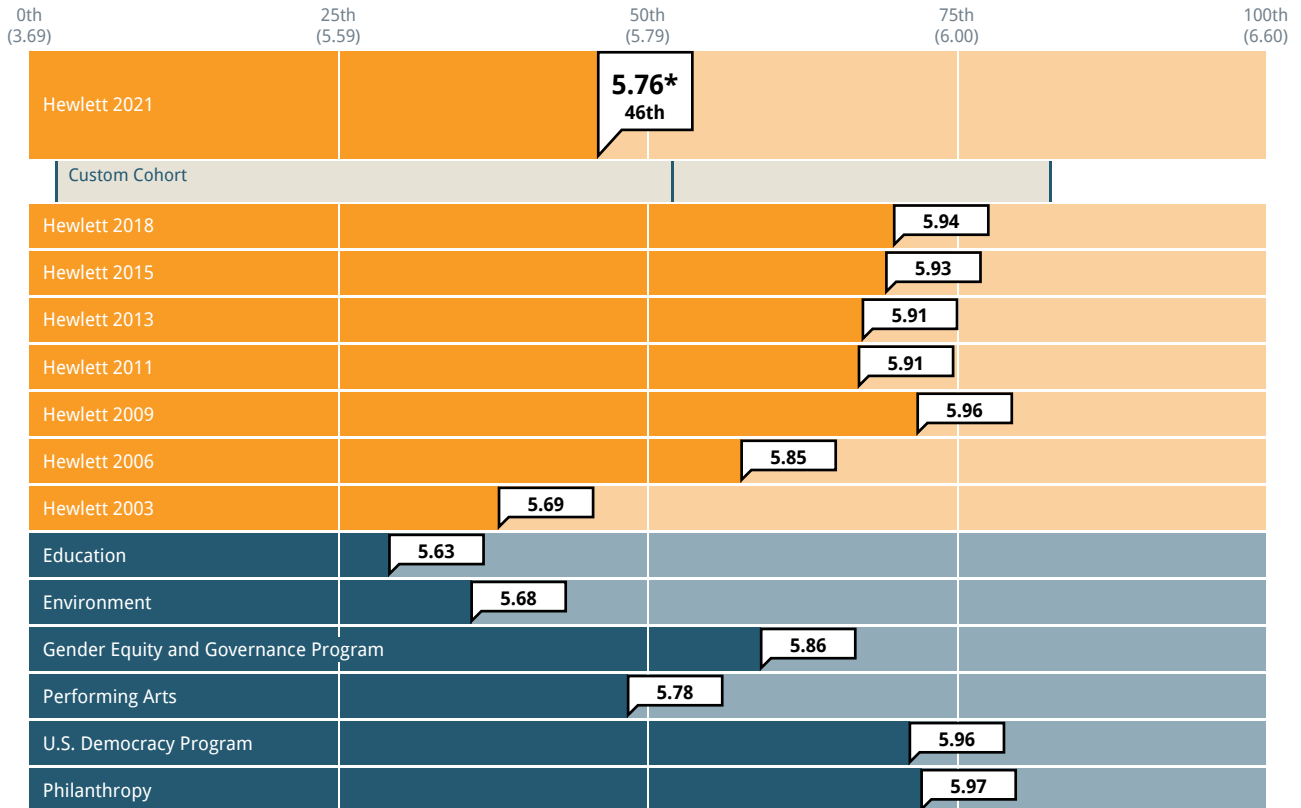
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

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

	0th (4.00)	25th (5.07)	50th (5.32)	75th (5.54)	100th (6.29)
Hewlett 2021			**5.41** 61st		
Custom Cohort					
Hewlett 2018			5.43		
Hewlett 2015			5.46		
Hewlett 2013			5.42		
Education			5.36		
Environment		5.18			
Gender Equity and Governance Program				5.56	
Performing Arts				5.52	
U.S. Democracy Program				5.80	
Philanthropy			5.41		
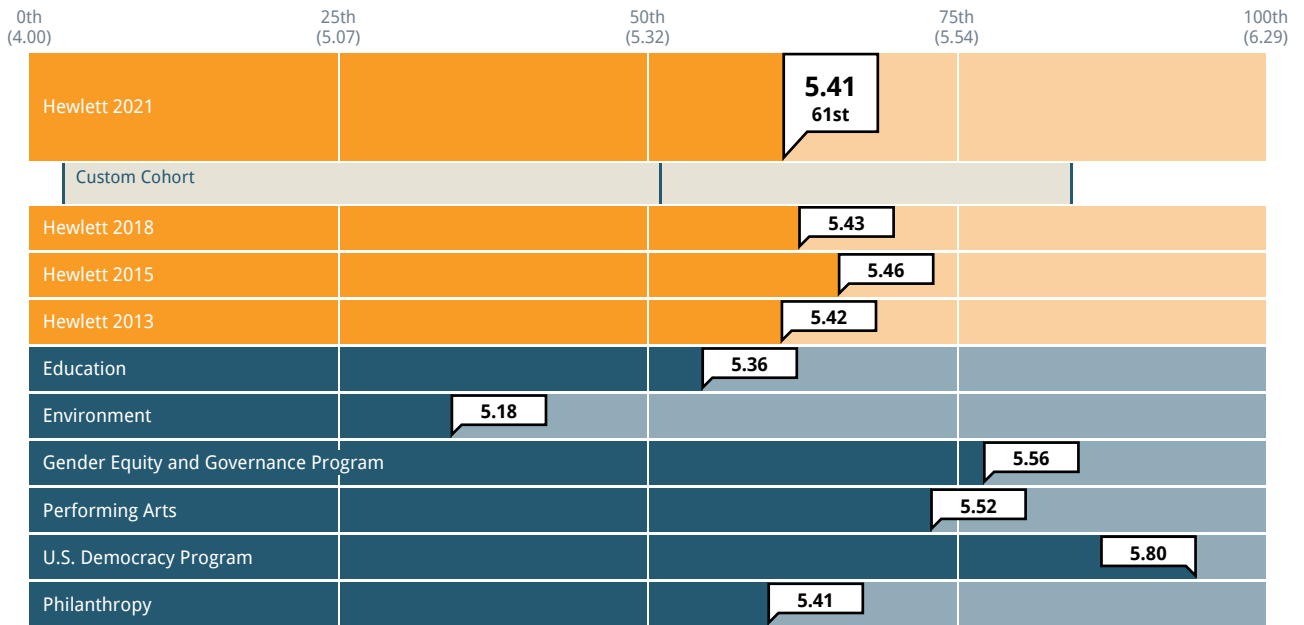
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Habit 3 - Set time & process expectations

Habit 3: Set time and process expectations. Make your expectations and commitments explicit when inviting a proposal and throughout the lifecycle of each grant.

A common theme in open-ended responses is that grantees want more time and interaction with us by phone and on site visits. We have a guiding principle of lean staffing, which means we often can't give grantees as much interaction as they might want. A key here, then, is communicating clearly up front and on an ongoing basis about what we can offer and what grantees should reasonably expect from us. We hypothesize that this will help mitigate misunderstandings and frustration that come from grantees wanting more or different time than program staff can provide.

The 2021 Grantee Perception Report includes the following measure, specifically on this habit, requesting that grantees rate (on a 1 to 7 scale) the **extent to which they agree or disagree** with the following statement about expectations for the amount and types of interaction to be expected over the course of the grant, where 1 is "Strongly disagree," 4 is "Neither agree nor disagree," and 7 is "Strongly agree."

How strongly do you agree or disagree with the following statement about expectations for the amount and types of interaction to be expected over the course of the grant?

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

🟧 Hewlett 2021

	1	2	3	4	5	6	7

Hewlett staff set clear expectations about the amount and types of interaction our organization could anticipate having with them during the course of the grant.

Hewlett 2021 — **5.59**
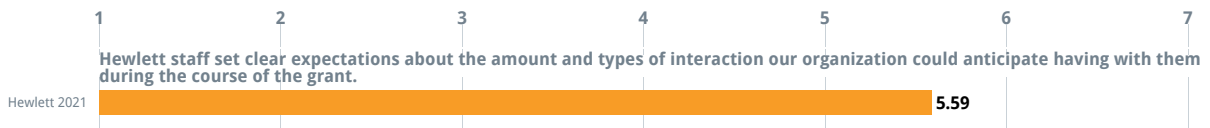
Cohort: None   **Past results:** on

There's not a right frequency of contact for all grantees, but the tables below can help you reflect on what's common and how you might want to set expectations.

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

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

	Yearly or less often	Once every few months	Monthly or more often
Hewlett 2021	15%	67%	19%
Hewlett 2018	12%	65%	23%
Hewlett 2015	10%	63%	27%
Hewlett 2013	9%	64%	27%
Hewlett 2011	15%	57%	28%
Hewlett 2009	16%	57%	26%
Hewlett 2006	19%	56%	25%
Hewlett 2003	16%	60%	24%
Custom Cohort	13%	58%	29%
Average Funder	18%	55%	27%
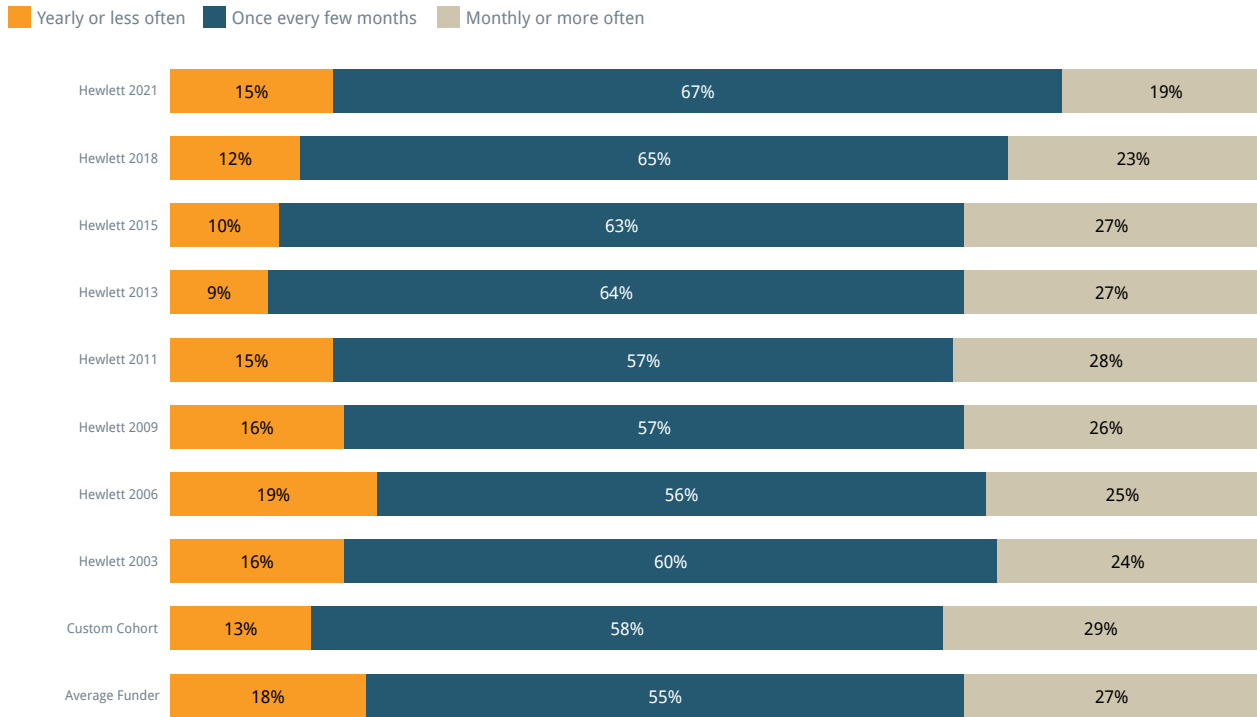
Cohort: Custom Cohort   **Past results:** on

Building on habit 1 of timely and courteous responses, and habit 3 around setting (and following through) on clear expectations, something to be mindful of is who initiates contact. We don't have a specific habit or guidance on this topic, but having a relative balance of program officer and grantee initiated contact can be a sign of a healthy relationship. That said, it can help to be clear about expectations about this. For example, maybe there is a grant where we really need to be "hands off" and so are not likely to reach out. Clarifying that and setting expectations of with the grantee early in the relationship is better than not doing so, as they may otherwise have different unspoken expectations and feel they aren't getting enough from us or worried that our lack of proactive communication means something different than we intend it to mean.

"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
Hewlett 2021	13%	56%	31%
Hewlett 2018	11%	52%	37%
Hewlett 2015	11%	59%	31%
Hewlett 2013	11%	58%	31%
Hewlett 2011	10%	61%	29%
Hewlett 2009	9%	51%	40%
Hewlett 2006	9%	52%	39%
Average Funder	17%	51%	32%
Custom Cohort	14%	52%	34%

Another area where grantees benefit from clear communications and expectation-setting is the process of applying for a grant and securing a clear commitment of funding.

"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			
	Less than 3 months	4 - 6 months	7 - 12 months	More than 12 months
Hewlett 2021	75%	21%	3%	1%
Hewlett 2018	78%	19%	3%	1%
Hewlett 2015	71%	24%	4%	1%
Hewlett 2013	70%	26%	3%	0%
Hewlett 2011	55%	39%	6%	1%
Hewlett 2009	52%	41%	6%	1%
Hewlett 2006	58%	37%	5%	0%
Hewlett 2003	66%	31%	2%	1%
Average Funder	62%	29%	7%	2%
Custom Cohort	59%	30%	9%	2%

On this topic, in the 2021 Grantee Perception Report, grantees were asked to rate (on a 1 to 7 scale) the **extent to which they agree or disagree** with the following

statements about their experience with Hewlett's application and reporting requirements, where 1 is "Strongly disagree," 4 is "Neither agree nor disagree," and 7 is "Strongly agree."

How strongly do you agree or disagree with the following statements about your experience with Hewlett's application and reporting requirements.

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

■ Hewlett 2021   ■ Hewlett 2018   ■ Hewlett 2015   ■ Hewlett 2013   ■ Hewlett 2011   ■ Hewlett 2009

Appropriateness of the effort required for the grant application

Hewlett 2021	6.27
Hewlett 2018	6.20
Hewlett 2015	5.91
Hewlett 2013	5.85
Hewlett 2011	5.63
Hewlett 2009	5.81

Appropriateness of the effort required for the report

Hewlett 2021	6.25
Hewlett 2018	6.16
Hewlett 2015	5.94
Hewlett 2013	5.83
Hewlett 2011	5.76
Hewlett 2009	5.97
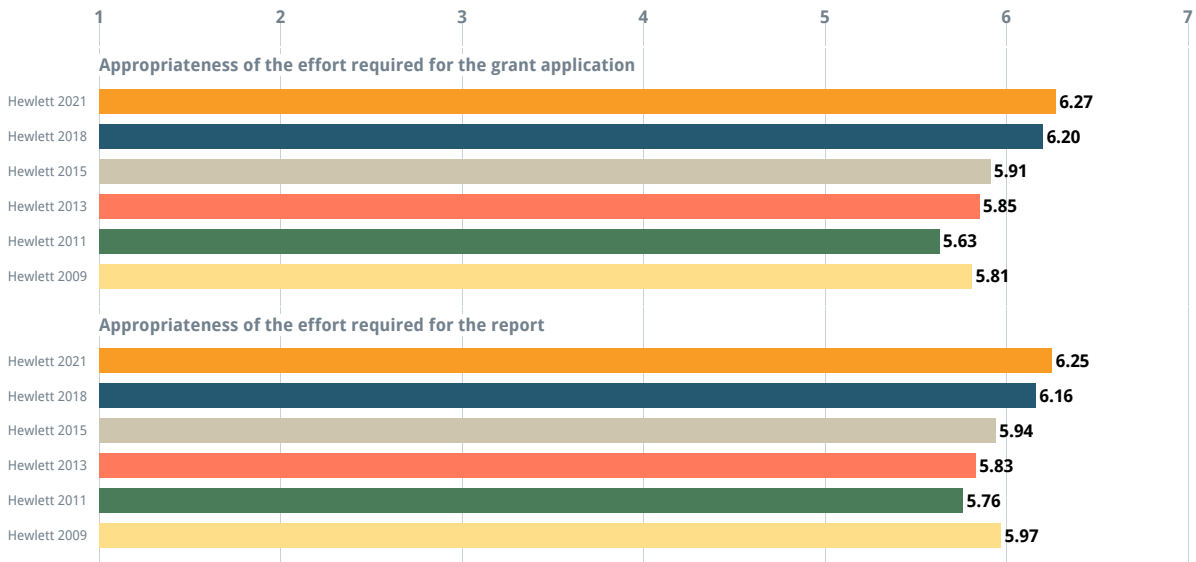
Cohort: None   **Past results:** on

Habit 4 - Discuss assessment of results

Habit 4: Results matter. Have a conversation with each grantee about how they plan to measure results from the grant.

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

Proportion of grantees responding 'Yes'

	0th (18%)	25th (57%)	50th (69%)	75th (80%)	100th (100%)
Hewlett 2021			**71%** 52nd		
Custom Cohort					
Hewlett 2018			70%		
Hewlett 2015				79%	
Hewlett 2013				78%	
Hewlett 2011				77%	
Education				79%	
Environment		66%			
Gender Equity and Governance Program				78%	
Performing Arts		62%			
U.S. Democracy Program				77%	
Philanthropy				78%	
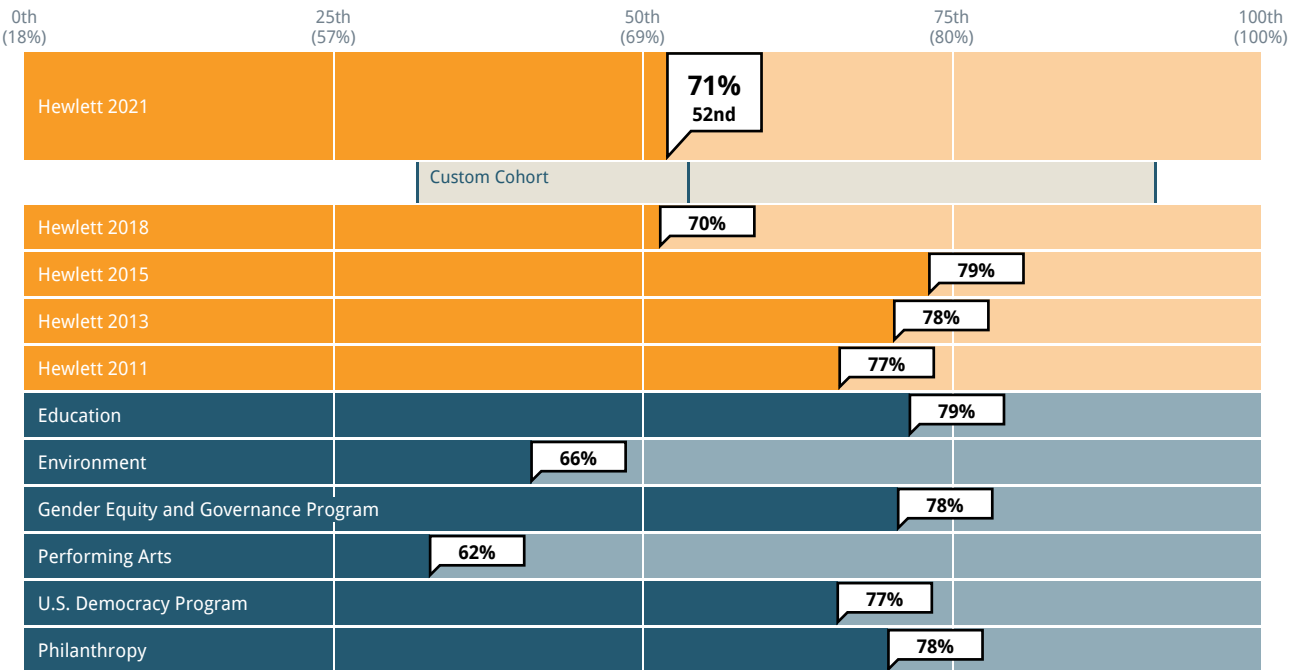
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Habit 5 - Provide flexible & true cost funding

Habit 5: Flexible and true cost funding. Provide flexible, multi-year support where possible. When making project grants, understand and support the true costs of the work.

See Larry Kramer and Sara Davis' April 2019 announcement on the topic of true cost funding here. In the announcement, they note, "[O]ur most recent Grantee Perception Report,…for the first time explicitly surveyed grantees about indirect costs. Respondents described the process for setting these costs as straightforward, but 34 percent reported that our grant failed to cover all their indirect costs and 11 percent said the grant didn't cover even the direct costs of the work. Worse, 23 percent disclosed that indirect costs were never discussed."

These questions were asked only to respondents who received program/project (restricted) support.

Selected Cohort: None

Which best describes the process used to set an indirect cost rate for this project?	Hewlett 2021	Hewlett 2018
We provided an indirect rate, which the Foundation accepted	56%	53%
We settled on an indirect rate in discussion with Foundation staff	13%	12%
The Foundation provided an indirect rate, without opportunity for discussion	10%	12%
In determining grant amount, we did not specifically address indirect costs	21%	23%

Selected Cohort: None

To what extent did the grant cover the costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)?	Hewlett 2021	Hewlett 2018
The grant covered its direct and indirect costs plus extra that allows the organization to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.).	10%	9%
The grant covered direct and indirect costs, but no more.	53%	47%
The grant covered the direct costs of the work, but not all indirect costs.	25%	34%
This grant did not cover even the direct costs of the work.	8%	11%

Habit 6 - Communicate clearly & consistently

Habit 6: Be clear and consistent about strategy and criteria for decision-making in verbal and written communications with grantees.

How clearly has Hewlett communicated its goals and strategy to you?

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

	0th (3.65)	25th (5.48)	50th (5.74)	75th (5.95)	100th (6.48)
Hewlett 2021			5.65* 42nd		
Custom Cohort					
Hewlett 2018			5.87		
Hewlett 2015			5.82		
Hewlett 2013			5.78		
Hewlett 2011				5.94	
Hewlett 2009		5.64			
Hewlett 2006			5.76		
Hewlett 2003		5.54			
Education			5.66		
Environment		5.45			
Gender Equity and Governance Program		5.52			
Performing Arts				6.02	
U.S. Democracy Program			5.81		
Philanthropy		5.59			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

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

1 = Not at all consistent   7 = Completely consistent

	0th (3.89)	25th (5.75)	50th (5.98)	75th (6.18)	100th (6.59)
Hewlett 2021		5.86* 38th			
Custom Cohort					
Hewlett 2018			6.08		
Hewlett 2015			6.07		
Hewlett 2013			6.12		
Hewlett 2011			6.01		
Hewlett 2009		5.92			
Hewlett 2006			6.13		
Education		5.93			
Environment	5.66				
Gender Equity and Governance Program	5.80				
Performing Arts	5.89				
U.S. Democracy Program				6.18	
Philanthropy				6.26	
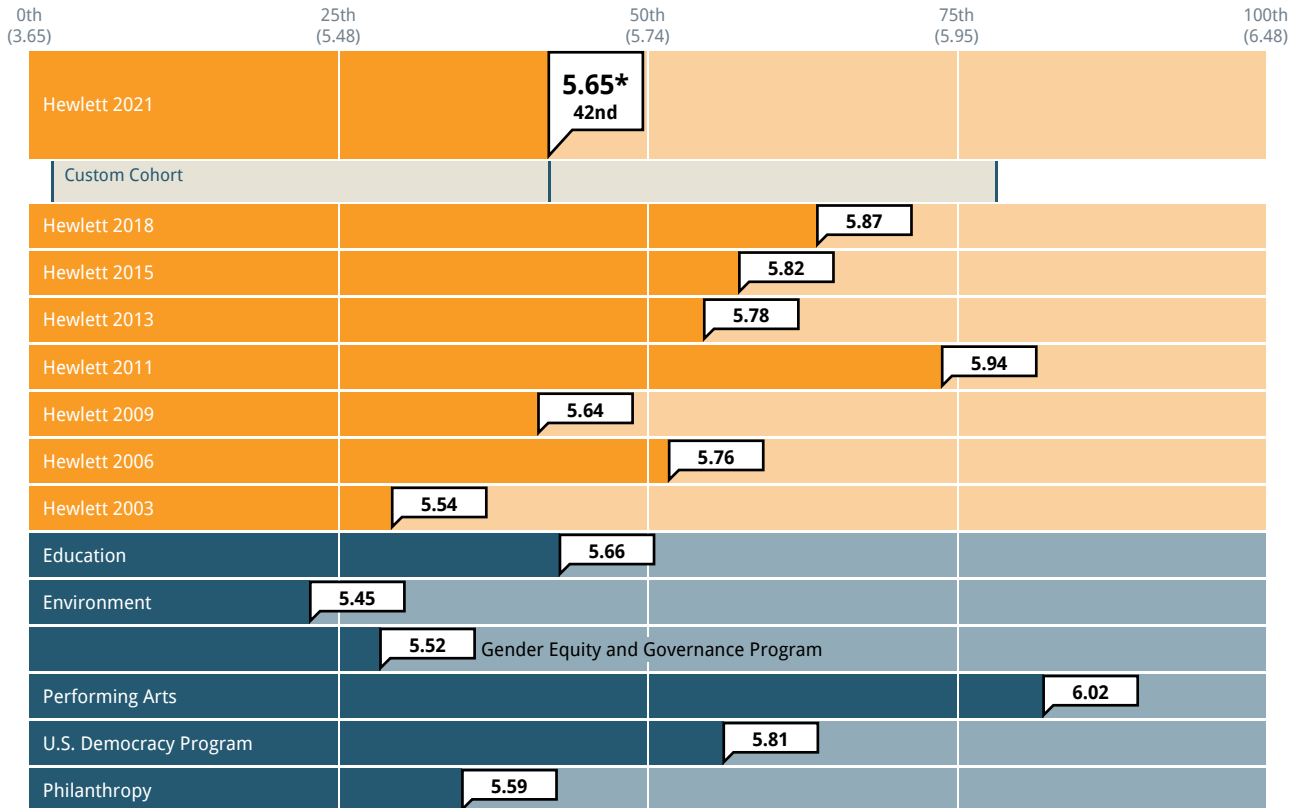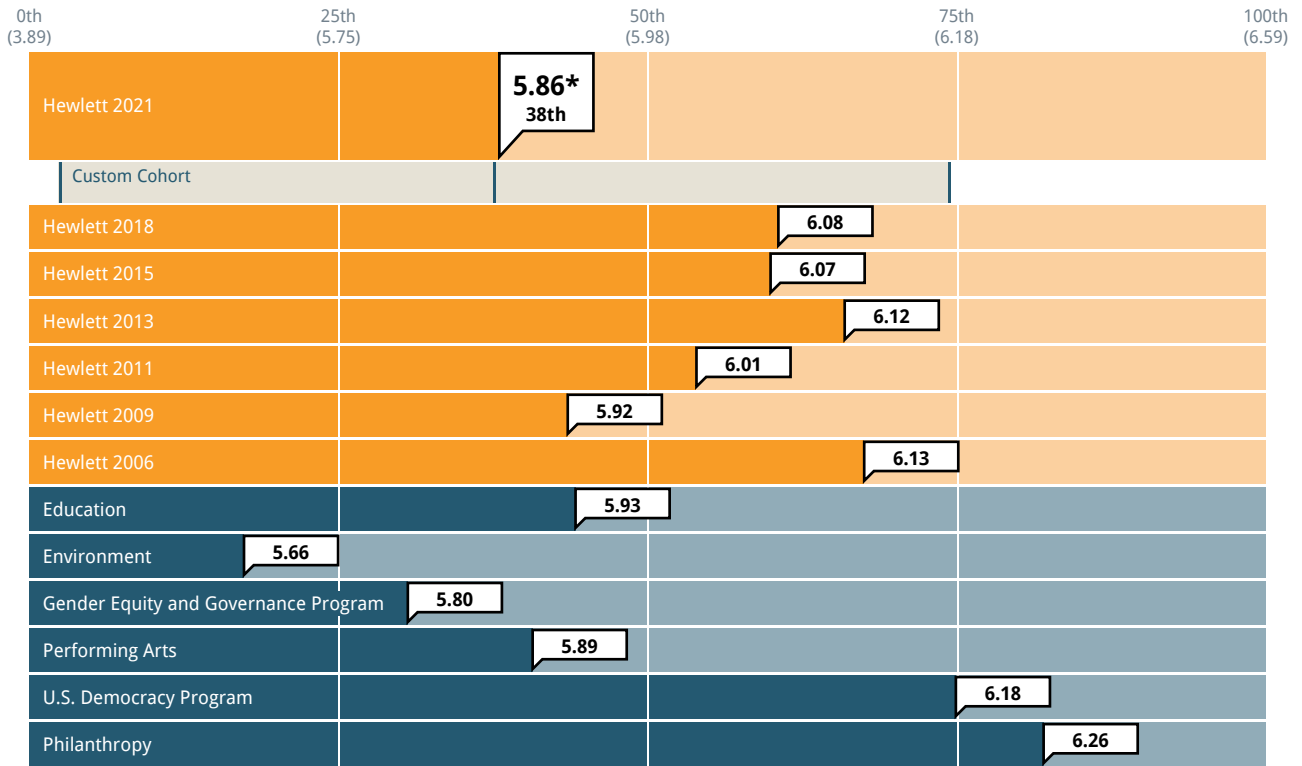
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Related to being clear and consistent is showing our own vulnerabilities and being open and transparent.

Overall, how transparent is Hewlett with your organization?

1 = Not at all transparent   7 = Extremely transparent

	0th (3.69)	25th (5.55)	50th (5.81)	75th (5.98)	100th (6.55)
Hewlett 2021			**5.83** 52nd		
Custom Cohort					
Hewlett 2018			5.91		
Hewlett 2015			5.85		
Hewlett 2013		5.73			
Education			5.83		
Environment	5.51				
Gender Equity and Governance Program			5.95		
Performing Arts			5.85		
U.S. Democracy Program				6.07	
Philanthropy			5.94		
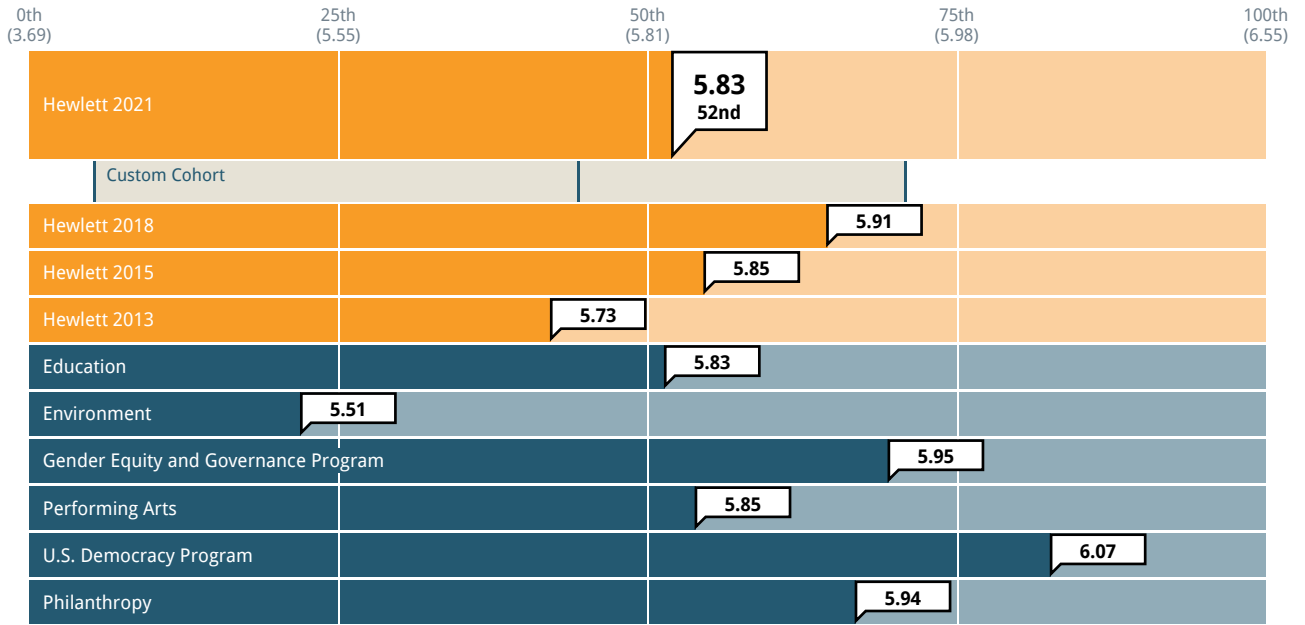
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

Habit 7 - Balance listening and talking

Habit 7: Listen as much as you talk in conversations with grantees.

There isn't a direct question about this but it should accrue to many of the questions above about fairness, openness, understanding of grantees' work, and overall strength of relationship.

Although the act of listening is about much more than just our strategies and approaches, whether grantees feel we're open to their ideas is one possible proxy for whether we're creating space in conversation to really hear from grantees.

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

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

	0th (4.14)	25th (5.12)	50th (5.37)	75th (5.58)	100th (6.34)
Hewlett 2021				5.46 61st	
Custom Cohort					
Hewlett 2018				5.55	
Hewlett 2015			5.39		
Education				5.51	
Environment		5.29			
Gender Equity and Governance Program				5.51	
Performing Arts		5.35			
U.S. Democracy Program				5.70	
Philanthropy				5.53	
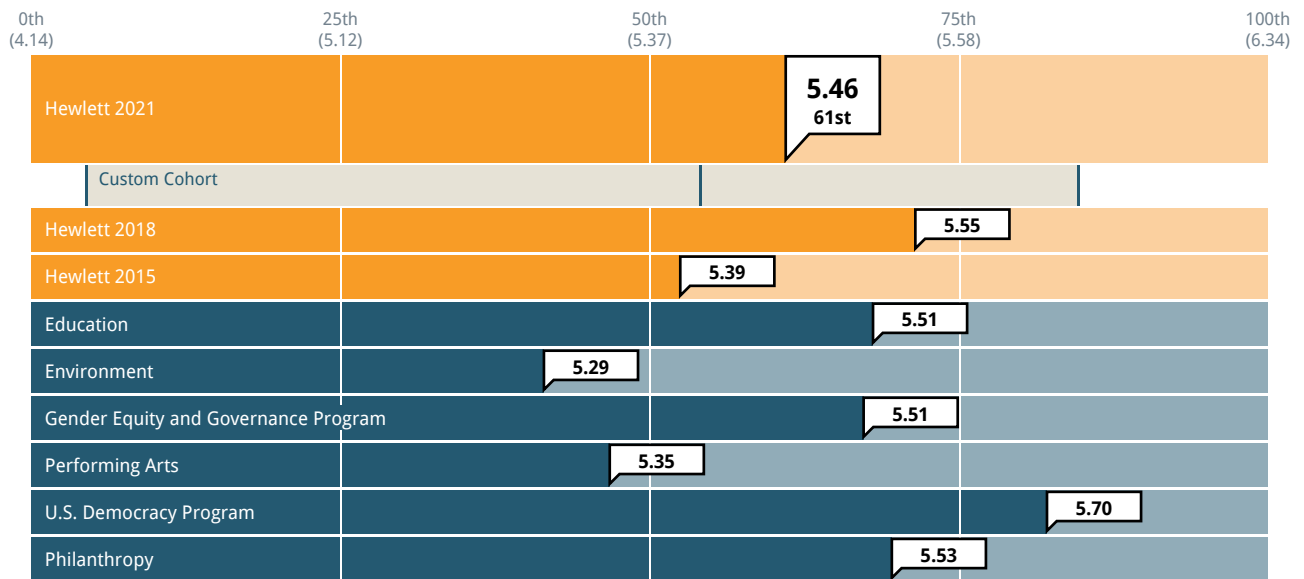
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Primary Program Area

The 2021 Grantee Perception Report added the following measure, focusing specifically on this habit.

Thinking across your conversations with Hewlett staff, which of the following best describes their balance of talking and listening?

■ Hewlett 2021

Hewlett staff spent much more time talking than listening

Hewlett 2021 ▮ **1%**

Hewlett staff spent somewhat more time talking than listening

Hewlett 2021 ▮ **2%**

Hewlett staff spent fairly equal time talking and listening

Hewlett 2021 ▬▬▬▬▬▬▬▬▬▬ **47%**

Hewlett staff spent somewhat more time listening than talking

Hewlett 2021 ▬▬▬▬▬▬▬ **31%**

Hewlett staff spent much more time listening than talking

Hewlett 2021 ▬▬▬▬ **19%**
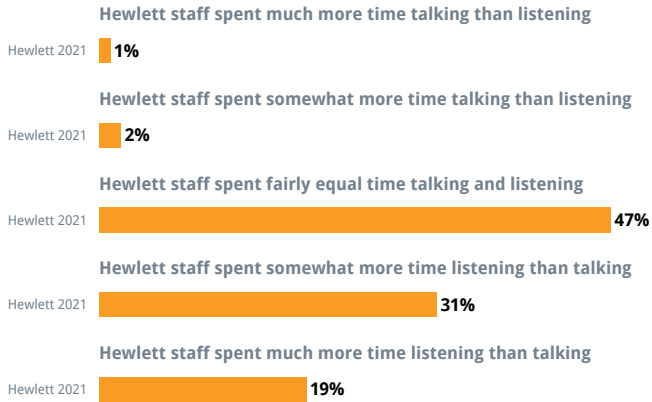
Cohort: None   **Past results:** on

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 Hewlett's grantee survey was 986.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	930
How well does the Foundation understand the field in which you work?	958
To what extent has the Foundation advanced the state of knowledge in your field?	853
To what extent has the Foundation affected public policy in your field?	728
Overall, how would you rate the Foundation's impact on your local community?	640
How well does the Foundation understand the local community in which you work?	666
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	925
How well does the Foundation understand your organization's strategy and goals?	936
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	883
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	956
How often do/did you have contact with your program officer during this grant?	984
Who most frequently initiated the contact you had with your program officer during this grant?	943
Has your main contact at the Foundation changed in the past six months?	953
Did you receive any non-monetary support from the Foundation during this grant period?	927
Did you submit a proposal to the Foundation for this grant?	974
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?	891
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	811
Are you currently receiving funding from the Foundation?	979
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	963
How well does the Foundation understand your intended beneficiaries' needs?	875
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	874
Have you participated in a reporting or evaluation process?	947
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	773
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	810
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	805
To what extent was the Foundation's reporting process...Straightforward?	793
Did the Foundation provide financial support for the evaluation?	160
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	181
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	175
Understanding Summary Measure	829
To what extent did the Foundation exhibit the following during this grant…Trust in your organization's staff	978
To what extent did the Foundation exhibit the following during this grant…Candor about the Foundation's perspectives on your work	972
To what extent did the Foundation exhibit the following during this grant…Respectful interaction	976

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant…Compassion for those affected by your work	965
Was the funding you received restricted to a specific use?	981
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	970
Based on what your organization believes the Foundation would be willing to fund	970
Based on what your organization needs	970
Based on the results of an assessment or evaluation	970
Not applicable - I have never requested support from the Foundation to strengthen my organization	970
Please rate the extent to which you agree or disagree with the following statements about Diversity, Equity and Inclusion:	
The Foundation has clearly communicated what Diversity, Equity and Inclusion means for its work	924
Overall, the Foundation demonstrates an explicit commitment to Diversity, Equity and Inclusion in its work	913
Overall, most staff I have interacted with at the Foundation embody a strong commitment to Diversity, Equity and Inclusion	913
I believe that the Foundation is committed to combatting racism	917
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	963
Demographic Questions	
How would you describe the race and/or ethnicity of the CEO/Executive Director of your organization?	824
Does the CEO/Executive Director of your organization identify as a person of color?	806
Please select the option that represents how the CEO/Executive Director of your organization describes themselves?	962
COVID-19	
How would you rate the effectiveness of the Foundation's response to the COVID-19 pandemic?	514
How would you rate the effectiveness of the Foundation's response to the movement for racial justice?	457
How would you rate the effectiveness of the Foundation's response to movements for greater equity for historically disadvantaged groups?	69
Custom Questions	
From which Hewlett program area did you receive this grant?	957
Who is/was your main contact at Hewlett for this grant?	958
To what extent did the grant cover the full costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)?	455
Is a primary purpose of this grant to allow you to re-grant funding to other organizations?	959
Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from Hewlett?	910
How strongly do you agree or disagree with the following statement about expectations for the amount and types of interaction to be expected over the course of the grant? Hewlett staff set clear expectations about the amount and types of interaction our organization could anticipate having with them during the course of the grant.	926
How strongly do you agree or disagree with the following statements about diversity, equity, and inclusion?	
The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion in your programmatic work	807
The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion in your internal operations.	825
How strongly do you agree or disagree with the following statements about your experience with Hewlett's application and reporting requirements?	
Given the amount of funding we received, the level of effort required to complete the application requirements is appropriate	948
Given the amount of funding we received, the level of effort required to complete the reporting requirements is appropriate	921
How strongly do you agree or disagree with the following statements about how indirect and direct costs were set?	
The final indirect rate was fair to my organization.	375
The process was straightforward.	377

Question Text	Number of Responses
My organization has an accurate understanding of the indirect costs associated with this work.	398
Which best describes the process used to set an indirect cost rate for this project?	395

About CEP and Contact Information

Mission:

CEP provides data, feedback, programs, and insights to help individual and institutional donors improve their effectiveness. We do this work because we believe effective donors, working collaboratively and thoughtfully, can profoundly contribute to creating a better and more just world.

Vision:

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

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

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

About the GPR

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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